



# **CITY OF DACULA, GEORGIA 2019 COMPREHENSIVE PLAN**

**February 7, 2019**



**2019 - 2040**



# **CITY OF DACULA, GEORGIA 2019 COMPREHENSIVE PLAN**

February 7, 2019

Draft Prepared by:

**Robert and Company**

229 Peachtree Street, NE  
International Tower Suite 2000  
Atlanta, Georgia 303034





FAX: (770) 513-2187

## City of Dacula

442 Harbins Road  
P.O. Box 400  
Dacula, GA 30019

Phone: (770) 963-7451

February 7, 2019

Atlanta Regional Commission  
229 Peachtree Street NE, Suite 100  
Atlanta, Georgia 30303

RE: Comprehensive Plan Update Submittal

The City of Dacula, Georgia 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. A steering committee including city council and other stakeholders met several times to assist in the preparation of the draft plan, and a public meeting was held on September 18, 2018 to conduct a planning charrette. A public hearing presenting the final draft plan to the City Council was held on February 7, 2019. 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 our planning consultant, Robert and Company [Project Manager: John Ford, [j.ford@robertco.com](mailto:j.ford@robertco.com), (404)577-4000, extension 2014] or our local planner [Brittini Nix, [brittini.nix@daculaga.gov](mailto:brittini.nix@daculaga.gov), (770) 963-7451].

Sincerely,

Trey King, Mayor  
City of Dacula

Enclosures:  
Draft City of Dacula 2019 Comprehensive Plan Update  
CD containing electronic files

**"CITY OF HOMES"**

# DACULA 2019 COMPREHENSIVE PLAN TABLE OF CONTENTS

<b><u>COMPREHENSIVE PLAN CHAPTER/ELEMENT</u></b>	<b><u>Page #</u></b>
<b>CHAPTER 1 – INTRODUCTION, PROCESS, GOALS &amp; POLICIES</b>	<b>1.1</b>
Mission Statement	1.1
Vision Statement	1.2
The Planning Process	1.2
Community Goals and Policies	1.4
<b>CHAPTER 2 – STATEMENT OF NEEDS AND OPPORTUNITIES</b>	<b>2.1</b>
Locally Agreed Needs and Opportunities	2.1
Dacula Needs and Opportunities	2.2
<b>CHAPTER 3 - COMMUNITY WORK PROGRAM</b>	<b>3.1</b>
Work Program Overview	3.1
Dacula Program Development Matrix – Work Program	3.2
<b>CHAPTER 4 – BROADBAND PLANNING</b>	<b>4.1</b>
Dacula Broadband Services	4.1
Local Action Plan	4.2
<b>CHAPTER 5 – CAPITAL IMPROVEMENTS</b>	<b>5.1</b>
Requirements	5.1
Dacula Capital Improvements Element is Not Required	5.1
<b>CHAPTER 6 – ECONOMIC DEVELOPMENT</b>	<b>6.1</b>
Regional Economic Development Competitiveness	6.1
Local Economic Development	6.1
Economic Development Issues	6.1
Economic Development Opportunities	6.2
Economic Development Actions	6.3
<b>CHAPTER 7 – LAND USE</b>	<b>7.1</b>
Existing Development Patterns and Trends	7.1
North Dacula	7.2
Central Dacula	7.2
South Dacula	7.3
Character Areas and Defining Narrative	7.3
Existing Land Uses	7.7
Future Development Narrative	7.9
Mixed Use Activity Centers	7.10
Regional Mixed Use Activity Center	7.12
Community Mixed Use Activity Center	7.14
General Commercial and Neighborhood Activity Center	7.16



Industrial / Employment Center	7.18
Parks, Recreation and Greenspace	7.20
Suburban Residential	7.22
Village Overlay Land Use Modifiers Residential	7.24
Overlay Land Use Modifiers	7.26
Expressway Corridor	7.26
Commercial Corridor	7.28
Neighborhood Connections	7.29
Gateways	7.30
Commuter Rail Opportunity	7.30
Future Land Use Plan Recommendations	7.31
<b>CHAPTER 8 – TRANSPORTATION</b>	<b>8.1</b>
Transportation Network	8.1
Crash Data	8.6
Transit Services	8.8
Freight Network	8.8
Bicycle/Pedestrian Network	8.10
Railroads, Trucking, Ports and Airports	8.11
Recommendations	8.12
<b>CHAPTER 9 – HOUSING</b>	<b>9.1</b>
Housing Trends, Types and Mix	9.1
Conditions and Occupancy	9.3
Cost of Housing and Cost Burdened Households	9.6
Balance of Housing and Jobs	9.8
Special Population Housing Needs	9.8
Housing Options and Recommendations	9.10
<b>CHAPTER 10 – IMPLEMENTATION STRATEGIES AND SUMMARY</b>	<b>10.1</b>
Overview ( <i>This Element is Not Required</i> )	10.1
<b>APPENDICES</b>	
<b>Documented Community Involvement Activities</b>	
List of Stakeholders (including governing authority roles)	
Minutes of the Steering Committee and Presentations including Community Input	
Participation Techniques and Exercises	
Minutes of the Steering Committee Open House	
Photographs from meetings/workshops	
<b>Public Hearing and Resolution</b>	
Copies of Advertisements and published media posts	
No one came forward to speak in opposition to the Comprehensive Plan as drafted	
Approval of Resolution to Transmit Draft Plan to ARC and DCA	
<b>Regional Economic Development Plan</b>	
CATLYST – Metro Atlanta Regional Economic Competitiveness Strategy	

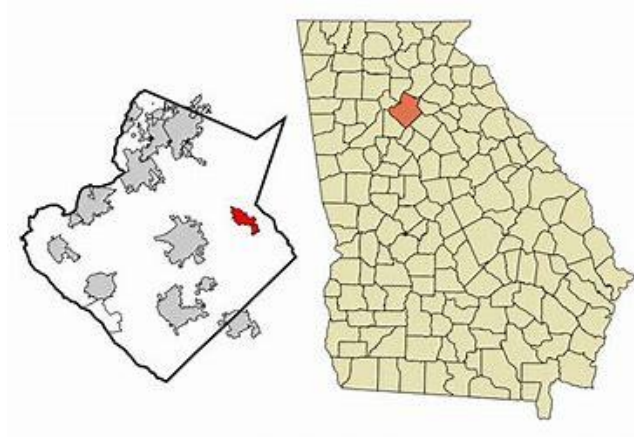




# CHAPTER 1 – INTRODUCTION, PROCESS, GOALS & POLICIES

Welcome to the 2019 update of the City of Dacula, Georgia Comprehensive Plan! The Dacula Comprehensive Plan provides an illustrative vision and long range planning document that serves as a guide for City officials and staff as they make policy decisions concerning future development.

Dacula is located in eastern Gwinnett County, Georgia in the northern area of the state, approximately 37 miles west of downtown and 35 miles east of Athens.



## MISSION STATEMENT

It is the mission of the City of Dacula to: ***“Provide services to enhance the safety, livability, and prosperity for citizens of the City of Dacula.”***



## **VISION STATEMENT**

The following statement presents the vision of the City of Dacula:

***“The City of Dacula makes effective investments in families and children, neighborhood pride, diversity, thriving economy, quality government services, and leadership.”***



## **THE PLANNING PROCESS**

The Georgia Department of Community Affairs (DCA) requires compliance with Chapter 110-12-1-.02 of the State of Georgia Laws which define the Minimum Standards for Comprehensive Planning and requires updates to continue Dacula’s Qualified Local Government (QLG) status. QLG status provides eligibility for financial incentives from DCA, the Department of Natural Resources (DNR), the Georgia Environmental Finance Authority (GEFA), and the One Georgia Authority.

DCA guidelines required the structure of the local comprehensive plan be created in eight Elements: Community Goals, Needs and Opportunities, Community Work Program, Capital Improvements, Economic Development, Land Use, Transportation, and Housing. Dacula’s 2030 Comprehensive Plan was adopted in March of 2014 in compliance with the State requirements.

DCA standards require the City to update the plan after five years and a new update to the Plan is proposed to be adopted by February 2019. These updates must incorporate all properties annexed into the City at the time of the update and update the findings, research and recommendations of the City of Dacula Comprehensive Plan. Therefore, this plan replaces the Dacula 2030 Comprehensive Plan adopted in 2008 with the City of Dacula 2040 Comprehensive Plan.

The DCA Board adopted new standards in August 2018 that added Broadband Services as Element #4 of the plan. Currently, each local government must prepare, adopt, maintain, and implement a comprehensive plan as specified in the Chapter 110-12-1-.02 standards to maintain QLG status. The current requirements also state that each community is encouraged to go beyond these minimum required elements and supplement its comprehensive plan with other plan elements (refer to the list of optional



plan elements in the Supplemental Planning Recommendations for suggestions) to make the overall plan a good fit for the community.

Each community's comprehensive plan must include the plan elements specified in the "Required for" column below:

Plan Element	Required for	Recommended for	Specifics at	Dacula?
1. Community Goals	All local governments	All communities	110-12-1-.03(1)	✓
2. Needs and Opportunities	All local governments	All communities	110-12-1-.03(2)	✓
3. Community Work Program	All local governments	All communities	110-12-1-.03(3)	✓
4. Broadband Services	All local governments	All communities	110-12-1-.03 (4)	✓
5. Capital Improvements	Governments that charge impact fees	<i>NOTE: Dacula does not charge impact fees</i>	110-12-1-.03(5)	X
6. Economic Development	Communities in Georgia Job Tax Credit Tier 1	Communities seeking improved economic opportunities for their citizens. <i>NOTE: Dacula and Gwinnett County are in Job Tax Credit Tier 4</i>	110-12-1-.03(6)	✓
7. Land Use	Communities with zoning or equivalent land development regulations that are subject to the Zoning Procedures Law	Communities that: <ul style="list-style-type: none"> <li>• Are considering new land development regulations</li> <li>• Include Target Areas in their comprehensive plan</li> <li>• Wish to improve aesthetics of specific areas or protect the character of specific parts of their community</li> </ul>	110-12-1-.03(7)	✓
8. Transportation	Local governments that have territory included in a Metropolitan Planning Organization (MPO)	Communities: <ul style="list-style-type: none"> <li>• With automobile congestion problems in selected areas</li> <li>• Interested in adding alternative transportation facilities for bicyclists, pedestrians, public transportation</li> <li>• That may have too much congestion or too little parking in specific areas</li> </ul>	110-12-1-.03(8)	✓
9. Housing	HUD CDBG Entitlement Communities	Communities with: <ul style="list-style-type: none"> <li>• Concentrations of low-quality or dilapidated housing</li> <li>• Relatively high housing costs compared to individual/family incomes</li> <li>• A jobs-housing imbalance</li> </ul>	110-12-1-.03(9)	✓

The Dacula 2040 Comprehensive Plan includes comprehensive plan elements 1-4 and 6-9 as above. Element #5, the Capital Improvements element is not included in the plan at this time. The City reserves the right to add a Capital Improvements element at a future date and prior to enacting any impact fees.





## **COMMUNITY GOALS AND POLICIES**

The following goals were identified as basic goals of the City of Dacula:

- ***Ensure a safe community***
- ***Encourage positive development of youth***
- ***Foster neighborhood pride and community understanding***
- ***Maintain an attractive City***
- ***Recruit and retain a highly-skilled and diverse workforce***
- ***Ensure long-term financial stability***
- ***Optimize staff effectiveness through training, technology, equipment, and facilities***

The goals and associated policies represent the preferred strategies to guide growth and community development in the City of Dacula. The statements below identify general goals for the rational growth of the City and related strategic policies to specify how the City intends to accomplish these goals. These goals and policy statements are updated from previous comprehensive plans prepared by the City, and were developed through public outreach and technical analysis as part of the planning process.

### **1.1 ECONOMIC DEVELOPMENT GOALS**

#### **1.1.1 We will support programs that retain, expand and create new businesses that provide a good fit for our community's economy in terms of job skills required and links to existing businesses.**

- a. Work with Gwinnett County, Gwinnett County Chamber of Commerce, Georgia Department of Industry and Trade, and other organizations to encourage expansion and retention of professional and technical jobs in Gwinnett County.
- b. Identify sites inside and adjacent to the City that can provide locations for professional and technical employment centers.
- c. Support local and regional efforts to brand the SR 316 corridor as a "high tech" corridor connecting UGA, GGC, and Atlanta.
- d. Support efforts to expedite development of the Georgia "Brain Train" commuter rail line (between Atlanta and Athens).

#### **1.1.2 We will seek to balance the supply of housing and employment in our community and consider their location in relation to each other.**

- a. Support development of diverse housing stock, densities, types, and price points to accommodate different income and family requirements.
- b. Encourage development of employment centers close to transportation corridors.



**1.1.3 We will consider fair access to housing and impacts on transportation when considering economic development projects.**

- a. Support higher densities for residential development close to transportation resources (specifically including sites that provide proximity to SR 316 interchanges, Sugarloaf Extension interchanges, the commuter rail station, or downtown and community center activity areas.
- b. Existing subdivisions should be protected with adequate buffers between existing residential development and new development. This includes buffering adjacent single family land uses when higher density residential is located next to existing developed properties.

**1.1.4 We will consider impacts on infrastructure and natural resources in our decision making on economic development projects.**

- a. Create an information database of economic development resources including a list of vacant buildings and available commercial properties that can be identified and managed by a GIS system.
- b. Support the expansion of water, sewer, and power infrastructure services to commercial and mixed use areas.
- c. Support cooperative efforts with Gwinnett County, utility providers, and developers to define and construct sustainable and economic infrastructure systems.
- d. Encourage adaptive re-use of existing facilities to accommodate new commercial and industrial enterprises.

**1.1.5 We will carefully consider costs as well as benefits in making decisions on proposed economic development projects.**

- a. Prioritize expansion of facilities and services into development areas that are close to existing resources first before extending utilities and services to areas that require longer extensions.
- b. Support the use of planning studies, value studies, cost/benefit studies and analyses of sustainability to identify cost effective projects.

**1.1.6 We will consider the employment needs and skill levels of our existing population in making decisions on proposed economic development projects.**

- a. Recruit diverse and environmentally sensitive industries that will provide jobs for residents.
- b. Support the growth of knowledge-based industries in new development areas.
- c. Work with County and regional agencies to encourage business education support to small business owners.
- d. Strengthen cooperative efforts with Georgia Gwinnett College and Gwinnett Tech to identify training resources to train and re-train local residents for prospective industries.



## **1.2 NATURAL AND CULTURAL RESOURCE GOALS**

### **1.2.1 We will encourage more compact development of land in order to preserve natural resource areas and preserve green open spaces.**

- a. Support projects that protect and/or integrate the preservation of natural areas, stream corridors, and green space as amenities.
- b. Encourage development of compact infill development in the downtown activity center and new mixed-use compact development in the North Town Center and Harbins Road activity centers.

### **1.2.2 We will encourage new development to locate in suitable locations close to transportation and infrastructure resources in order to protect environmentally sensitive areas and valuable historic, archaeological or cultural resources from encroachment.**

- a. Identify existing natural, historic, archeological, and cultural resources that have value in being preserved and map them in the GIS system.
- b. Support development projects that provide increased density close to GA-316, GA-8 (Winder Highway), and other transportation resources.
- c. Support development of mixed-use centers rather than strip commercial development.

### **1.2.3 We will consider potential impacts on air and water quality in making decisions on new developments and transportation improvements and steer new development away from sensitive natural resource areas.**

- a. Support new development projects that commit to providing water, storm water, solid waste, and air pollution control facilities that fully meet and exceed current standards.
- b. Support changes to current codes that address air and water quality improvements and/or which provide flexible design that results in a reduction of air or water quality impacts.

### **1.2.4 We will promote the protection and maintenance of trees and green open space in new development.**

- a. Adopt and educate development applicants regarding the City's new tree, buffer and landscape standards.
- b. Educate property owners and developers regarding the advantages of tree and green space preservation.
- c. Offer incentives to developers to preserve green space through property tax reductions and conservation easements.
- d. Adopt incentives to leave existing trees undisturbed and to protect trees during construction
- e. Protect existing tree canopy along scenic streets and other public rights of way.

### **1.2.5 We will promote low impact site development that encourages maintaining the natural topography and existing vegetation on a site when feasible.**

- a. Educate property owners and developers regarding the economic value and sustainability of green space preservation and maintenance of existing vegetative cover.
- b. Offer incentives to developers to preserve existing vegetation and topography through property tax reductions and conservation easements.



**1.2.6 We will protect ground and surface water sources to promote the maintenance of safe and adequate supplies of water.**

- a. Adopt appropriate recommendations to protect existing water quality recommended by the Metropolitan North Georgia Water Planning District, ARC, and Gwinnett County Water Resources that protect ground and stream water quality.
- b. Educate property owners and developers regarding storm water management, best management practices, and drought resistant sustainable plant selection and landscaping practices.
- c. Increase public awareness of litter, fertilizers, pesticides, petroleum products, sediment, and other non-point water pollution sources.
- d. Require developers to meet and maintain stringent water quantity and water quality management requirements.
- e. Encourage on-site solutions to stormwater issues through incentives and credits.
- f. Encourage regular inspection and maintenance of septic systems including certification of systems when property is sold.
- g. Consider expansion of riparian buffers for sites affected by topography, soils, wetlands or other conditions that may accelerate groundwater or surface water intrusion.
- h. Minimize impervious surfaces.
- i. Support systems that re-use “graywater” from roofs or paved surfaces through incentives or credits.
- j. Identify and map recharge areas on GIS systems.
- k. Coordinate programs of Gwinnett Water Resources to conserve outdoor water use.

**1.2.7 We will promote enhanced solid waste reduction and recycling initiatives.**

- a. Update the City’s Solid Waste Management Plan
- b. Coordinate solid waste management with Gwinnett County and other cities in the County.
- c. Encourage private waste management contractors to provide curbside recycling options.
- d. Reduce the volume of waste entering the solid waste disposal system by sponsoring recycling education and providing opportunities and incentives to sort plastics, paper, glass, metals, and other materials.
- e. Use sources of free labor to help pick up litter.
- f. Educate residents and visitors regarding solid waste management programs and sustainability and economic advantages of better managed waste disposal.

**1.3 COMMUNITY FACILITIES AND SERVICES GOALS**

**1.3.1 We will direct development pressure away from agricultural areas and encourage development to occur close to transportation resources.**

- a. Provide urban development opportunities in the major activity centers along SR 316 and Winder Highway as an alternative to large lot development south of Drowning Creek.



- b. Establish a clear delineation between the urban and suburban land uses provided by the City of Dacula and the rural land uses located in unincorporated Gwinnett County south of Drowning Creek.

**1.3.2 We will invest in parks and open space to enhance the quality of life for our citizens.**

- a. Identify and acquire small urban properties for urban neighborhood parks in the mixed use activity centers.
- b. Encourage the Gwinnett County Parks to provide community parks, regional parks, and large active and passive recreation facilities to serve City residents and visitors.
- c. Encourage the County to acquire stream corridors along the Alcovy and Apalachee River corridors and their tributaries to provide floodway protection, natural habitat corridors, and passive recreation resources.

**1.3.3 We will work with the Gwinnett Public Schools to encourage school location decisions that support overall growth and development plans of the community.**

- a. Encourage the Gwinnett County Public Schools to improve access and egress into the existing school properties to minimize traffic disruption and congestion.
- b. Encourage Gwinnett County Public Schools to locate future facilities outside the downtown core area of the City.

**2.3.4 We will seek ways for new growth to pay for public infrastructure and services to support the development to the maximum extent possible.**

- a. Encourage the development of public infrastructure through working with private developers to build key sections connecting existing infrastructure to new development sites while meeting public design criteria for size and quality of construction.
- b. Encourage the adoption and use of Impact Fees for specific infrastructure improvements as allowed by State law.
- c. Identify opportunities to create a Community Improvements District (CID) to assist the City's downtown redevelopment

**1.3.5 We will use planned infrastructure expansion to support development in areas identified as suitable for such development in the Comprehensive Plan.**

- a. Encourage the staged development of the mixed use activity centers and industrial employment centers as a means of maintaining sustainability.

**1.3.6 We will support the development of Broadband services throughout the City**

- a. Identify areas that are not served by broadband service providers.
- b. Create an action plan to promote the deployment of broadband services to un-served areas by qualified broadband service providers to achieve certification as a Broadband Ready Community or designation of facilities and development as Georgia Broadband Ready Community Sites.

**1.4 HOUSING GOALS**

**1.4.1 We will stimulate infill housing development in existing neighborhoods.**

- a. Identify and support financial resources for homebuyers and the rehabilitation of existing housing stock.





- b. Develop affordable housing repair and infill programs to assist homeowners, buyers, and landlords to focus on basic shelter, building envelope and major systems (electric, plumbing, & mechanical).
- c. Provide support and technical assistance to neighborhoods and organizations that provide nonprofit housing development assistance such as Community Development Corporations.
- d. Protect and improve public resources such as local access streets, public stormwater drainage facilities, neighborhood parks, and sidewalks.

**1.4.2 We will eliminate substandard or dilapidated housing in our community.**

- a. Identify and support financial resources for homebuyers and the rehabilitation of existing housing stock.
- b. Use Federal, State, and regional assistance programs and funding to help carry out neighborhood revitalization and affordable housing initiatives appropriate to Dacula and Gwinnett County.
- c. Protect public landscaping, stormwater management facilities and canopy trees from adverse impacts such as road improvements or adjacent development and replace or repair aging facilities that no longer fulfill their function.
- d. Assist aging owners, disabled residents, and other housing occupants through coordination of volunteer clean up and repair efforts.

**1.4.3 We will create affordable housing opportunities to ensure that all those who work in the community have a viable option to live in the community.**

- a. Integrate housing, transportation and land use plans to improve mobility to and from jobs and other primary destinations.
- b. Encourage profit and nonprofit collaboration on mixed income, mixed use housing development to serve a complete range of local population groups.
- c. Assist homeowners and home buyers in finding information regarding federal or other tax credits.

**1.4.4. We will encourage development of housing opportunities that enable residents to live close to their places of employment.**

- a. Encourage compact development and urban housing initiatives that integrate housing into mixed use development to provide compact communities with opportunities to live, work and play within the same community.
- b. Increase and expand mobility with more bicycle and pedestrian options.
- c. Construct more sidewalks that connect homes to work and shopping facilities.

**1.4.5. We will accommodate our diverse population by encouraging a compatible mixture of housing types, densities and costs.**

- a. Create a diverse mix of housing types, densities and amenities in new housing subdivisions and development projects to accommodate a mix of income and family needs.
- b. Integrate housing, transportation and land use plans to improve mobility to and from jobs and other primary destinations.



**1.4.6. We will encourage housing policies, choices and patterns that increase opportunities for people to move into affordable owner-occupied housing.**

- a. Provide more housing choices in addition to large lot single family detached residential at appropriate locations. These may include apartments, town homes, condominiums, and single family homes close to transportation resources and activity centers.
- b. Support transit options in mixed use activity centers.

**1.5. LAND USE GOALS**

**1.5.1. We will encourage development that is sensitive to the historic context, sense of place, and overall setting of the community and will contribute to our community's character and sense of place.**

- a. Obtain broad support for the Comprehensive Plan from community leaders and the public through education initiatives and consensus-building meetings.
- b. Adopt a downtown strategic master plan with guiding principles for implementation.
- c. Identify future pedestrian, transit, and parking facilities that will support growth.
- d. Ensure that the new zoning provides for uses, building envelopes, and design standards that accommodate modern development while achieving public safety and health goals.
- e. Identify "brownfields" for redevelopment in the urban core area of the City.
- f. Identify appropriate timing for major changes to infrastructure to allow transition and protection of public and private investments.
- g. Protect natural areas, floodplains, wetlands, and tree canopy through strict adherence to codes during site preparation and construction.

**1.5.2 We will encourage development that provides appropriate employment opportunities to serve our current and future population.**

- a. Protect potential future employment center and activity center areas from prematurely developing in lower density housing uses that would create barriers to future non-residential development.
- b. Enhance connectivity between residential areas and jobs.
- c. Increase collaboration between educational institutions, local government, and recruiters to identify current and future job requirements and educational/training needs to maintain jobs that provide self sufficiency for local residents.

**1.5.3 We will encourage development of a rational network of commercial activity centers to meet the service needs of our citizens while avoiding unattractive and inefficient strip development along major roadways.**

- a. Identify mixed use activity centers to serve as commercial focal points serving several surrounding neighborhoods.
- b. Emphasize the development of smaller, pedestrian oriented streets, shops and parking in the downtown core area of the City to support maintenance of existing structures in appropriate commercial uses.
- c. Identify regional activity centers along major highways to provide large-scale shopping opportunities.



- d. Encourage developers to establish a grid system of streets and/ or internal inter-connected driveways in the community activity centers to provide an alternative to strip shopping center construction.

**1.5.4 We want development whose design, landscaping, lighting, signage, and scale add value to our community.**

- a. Establish a mixed use town center district for downtown Dacula.
- b. Encourage the development of a Livable Communities Initiative (LCI) program study and funding to design and construct streets, sidewalks and others places between the buildings to enhance the pedestrian experience and provide the desired clientele for restaurants, boutiques, and shops.
- c. Provide incentives to rehabilitate existing buildings and to construct new buildings that are compatible with the period and feel of the existing exterior architecture.

**1.5.5 We will create gateways and corridors to establish a “sense of place” for our community.**

- a. Create consistent images to help “brand” Dacula as a unique and desirable community on street signs, public buildings, and public vehicles, which is incorporated into City documents, special event signage, and gateways to the City.
- b. Identify prospective sites for public signs at the major portals to the City and acquire rights to place a substantial gateway sign that conveys pride and sense of place.
- c. Develop context sensitive standards for protecting and enhancing scenic corridors into the City.
- d. Identify specific design standards for public gateway investments including sidewalks, lighting and street furnishings.

**1.5.6 We will seek opportunities to provide pleasant, accessible public gathering places and parks throughout the community.**

- a. Identify sites of 0.5 to 2 acres in mixed-use activity centers for the location of small urban parks or plazas to provide places for small public gatherings, benches, fountains, artwork, and opportunities for rest, relaxation or reflection to establish a public destination or “Place” to serve as the focal point for a mixed use pedestrian activity center.
- b. Coordinate with Gwinnett County Parks and Recreation to provide community level and regional park facilities and public natural areas.
- c. Identify opportunities to create other neighborhood park facilities and work with property owners, neighborhoods, and developers to identify appropriate locations and access to neighborhood facilities.
- d. Work with Gwinnett County Public Schools to identify opportunities to use recreational fields during periods when the schools are not using the facilities.

**1.5.7 We will encourage mixed-use developments that are human-scale and less auto-oriented.**

- a. Emphasize small, human-scale urban center parks and neighborhood parks as City priorities for parks.
- b. Coordinate infrastructure design to provide walkable connections between activity centers, institutions and residential neighborhoods.



- c. Integrate housing, transportation and land use plans to reduce distances between homes, jobs, shopping, schools, churches, the library, and other institutions.

**1.5.8 We will encourage the development of downtown Dacula as a vibrant center of the community in order to improve overall attractiveness and local quality of life.**

- a. Support mixed use development in the downtown core of the City.
- b. Consider the distance to schools and churches in all development decisions to determine if future use conflicts would arise because of setback requirements.
- c. Consider the relocation of the City Hall into a mixed use activity center to provide an anchor for other development.

**1.5.9 We will support new land uses that contribute to protecting the environment and preserving meaningful open space.**

- a. Identify users that can locate near the Apalachee and Alcovy floodways with minimal impacts on water quality and aesthetics.
- b. Encourage new land uses to integrate the rivers and streams and environmental aesthetics into their planning and design.

**1.5.10 We will be open to land planning and development concepts that may be new to our area but have been tried successfully in other places.**

- a. Identify and consider the application of new land use, zoning, and development ordinances that may be in use in other cities in Gwinnett County, elsewhere in Georgia, or the US that can assist the City in meeting its goals to encourage positive development and/or restrict decisions that do not support the goals and policies of the City.

**1.5.11 We will encourage the efficient use of land to avoid potential costs and problems associated with urban sprawl.**

- a. Encourage the development of compact mixed-use development in the Downtown Activity Center and in the North Town Center and Alcovy Road community level activity centers.
- b. Identify areas for the extension of public services and size infrastructure requirements accordingly.
- c. Encourage developers to incorporate urban amenities such as sidewalks, shallow front setbacks, porches, street lights, and furnishings in grid-style Traditional Neighborhood Development (TND) development patterns close to existing transportation and community facility infrastructure.

**1.5.12 We will support new land uses that enhance housing options in our community.**

- a. Encourage compact development and urban housing initiatives that integrate housing into mixed use developments to provide compact communities with opportunities to live, work and play within the same community.
- b. Consider apartments, town homes, small lot development and other land uses that provide a transition from suburban to urban land uses for locations in Dacula close to transportation and community facilities.

**1.5.13 We are committed to creating walkable, safe, and attractive neighborhoods throughout the community, where people have attractive, low-energy access options to schools, parks, and necessary services (grocery store, drug store).**



- a. Increase and expand low-energy mobility with more bicycle and pedestrian options including more sidewalks to connect homes to work and shopping facilities.
- b. Provide compact development options that promote social interaction within the neighborhood and the community rather than distance buffers to meet minimum criteria.
- c. Expedite the construction of sidewalks and safe pedestrian travel-ways to provide connectivity.
- d. Encourage street lighting initiatives to improve security and safety in residential neighborhoods.

**1.5.14 We support appropriate residential and non-residential infill development and redevelopment in ways that complement surrounding areas.**

- a. Identify infill opportunities within a half mile of the Broad Street/ McMillan Street intersection with SR8 and within a half mile of the Library to establish the availability of redevelopment opportunities in the Town Center area.
- b. Support infill development on the local streets.
- c. Encourage infill of existing subdivisions and development projects as a priority before constructing new residential subdivisions.
- d. Provide local street (or pedestrian) connections between existing and new subdivisions in addition to access to primary streets to encourage local access.

**1.5.15 We will support the development of residential density in areas where community design standards, environmental constraints and available infrastructure capacities can satisfactorily accommodate the density.**

- a. Provide education programs for developers and property owners to use attractive community design as a means to enhance environmental protection and support the extension of community facility infrastructure.
- b. Support higher density residential land uses in mixed use areas close to transportation and water and sewer trunk lines.

## **1.6 TRANSPORTATION GOALS**

**1.6.1 We will encourage walking, biking, car-pooling, and other alternative transportation choices in making development decisions.**

- a. Provide education programs to encourage the development of alternative transportation modes to provide more choices to local residents and visitors.
- b. Support the inclusion of sidewalks and bicycle lanes in the design of local and collector streets.
- c. Support the development of bicycle lanes and sidewalks along Winder Highway and the Harbins and Dacula Road corridors to provide an alternative mode for short local trips to the activity centers and institutions along these corridors.
- d. Encourage the design of the Sugarloaf Parkway extension and SR316 to incorporate frontage roads with bicycle lanes and pedestrian sidewalks to allow alternative modes for potential short-distance trips.





**1.6.2 We will target transportation improvements to support desired development patterns for the community.**

- a. Identify, encourage, and protect desirable land uses and development patterns along transportation corridors and coordinate context sensitive road design with development design.
- b. Encourage and/or require developers to construct transportation improvements to sustainable long-term standards of design that can be properly maintained by City and County forces without requiring onerous reconstruction.

**1.6.3 We will require new and reconstructed roadways be appropriately designed using context sensitive design considerations to enhance community aesthetics and to minimize environmental impacts**

- a. Utilize alternative roadway design standards, such as the Institute of Transportation (ITE) Manual for Walkable Urban Thoroughfares, where pedestrian-oriented development is desired.

**1.6.4 We will encourage our new and reconstructed roadways be designed to accommodate multiple functions, including pedestrian facilities, parking, bicycle routes, and public transit as well as local vehicular circulation.**

- a. Work with developers and State and County officials to identify anticipated traffic flow demand, operations, turn movements, weight loads, parking needs, and potential accident locations, congestion, and choke points to establish appropriate transportation facilities.
- b. Locations with less than four units per acre are assumed to be too sparsely populated to require transit services. Areas with more than four units per acre will be considered appropriate for transit.
- c. Establish priorities for sidewalks and bicycle lanes and identify criteria for their development.

**1.6.5 We will promote connectivity of our road network through fostering a grid network of streets in newly developing areas and establishing multiple local street access connections between residential subdivisions.**

- a. Identify appropriate locations for establishing a grid network and traditional neighborhood development (TND) in the vicinity of the Town Center and mixed use activity centers.
- b. Encourage additional local street connections between existing subdivisions and new developments to provide local access as an alternative to using the primary roads to provide sole access and egress.

**1.6.6 We support creation of a community-wide pedestrian/bike path network.**

- a. Work with ARC, Gwinnett County, and profit/non-profit organizations to connect pedestrian and bicycle paths together using a combination of local streets, bike lanes on collectors and thoroughfares, and separate rights of way.
- b. Coordinate special events, education materials, and the production and distribution of information and data resources with bicycle and trails groups, youth and health organizations, and transportation resources.



**1.6.7 We will encourage new development to tie in with planned public transit options in the community.**

- a. Identify transit resources and encourage communications between developers, transportation providers, and with State, Regional and local institutions to expand mobility along major corridors to the primary activity centers (downtown Dacula, North Town Center, and Alcovy Road) with future extensions to the new employment center at SR316 and Drowning Creek.
- b. Coordinate planning for a new commuter rail station with State, regional, and Gwinnett County transportation resources to ensure that the location can be accommodated.

**1.6.8 We will use traffic calming, signage, and other design considerations to limit the impacts of excessive vehicular traffic on the peaceful nature of our existing residential neighborhoods.**

- a. Protect existing neighborhoods from traffic impacts along travel corridors through traffic calming methods such as signage, lane markings, warning signals, speed humps, reduced speed limits, pairing two parallel corridors into a one-way pair, or other means.
- b. Establish a petition method for neighborhoods to seek recommendations and (if supported by evidence and criteria) implement appropriate traffic calming methods.

**1.7 INTERGOVERNMENTAL COORDINATION**

**1.7.1 We will seek opportunities to share facilities and services with neighboring jurisdictions when they would be mutually beneficial.**

**1.7.2 We will work with Gwinnett County Water Resources and neighboring jurisdictions to provide water, and sewer service supportive of community growth and development.**

- a. Encourage the consolidation of sewer systems and pump stations in the Apalachee River basin north of Winder Highway.
- b. Encourage the expansion of sewer service in Mixed Use Activity Centers identified for growth.
- c. Consider cooperative agreements with Barrow County to provide water and sewer service to support industrial/employment centers.

**1.7.3 We will work with neighboring jurisdictions and Gwinnett County for collaborative planning and decision-making on regional issues such as growth management, watershed protection, and annexation.**

**1.7.5 We will provide input to Gwinnett County and other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.**

**1.7.6 We will engage in cooperative planning between the City of Dacula, Gwinnett County, and Gwinnett County Public Schools in regard to the appropriate location and use of schools as community facilities.**



## CHAPTER 2 – STATEMENT OF NEEDS AND OPPORTUNITIES

Community stakeholders met to pursue a SWOT (strengths, weaknesses, opportunities, threats) analysis of the community and to list locally agreed upon Needs and Opportunities that need to be addressed by the Dacula community. The strengths, weaknesses, opportunities, and threats are the relatively short-term imperatives that require direct attention from the community in the following five years.

The community began by identifying needs and opportunities in a steering committee meeting. Some of these issues were a carry forward from prior comprehensive planning review efforts. Some were modified from prior year in light of changes in circumstances or updated information. Other issues were added from the open discussion of community strengths and challenges. A table was prepared to assist the community in determining the immediate urgency of some issues that needed more immediate actions and the longer term issues that may need to be addressed through more measured changes in city activities. In addition, the table was prepared to correlate issues to the chapters of the comprehensive plan and included some issues that affect multiple elements of the plan.

Specific needs and opportunities identified as “high priorities” were identified as the most important issues and expected to require corresponding implementation measures in the Community Work Program. The most important issues as identified by the steering committee are marked with a red ● bullet. Intermediate issues are identified by a yellow or gold ● bullet and the least urgent issues are marked by a green ● bullet. These are the issues considered most critical to the future of the city.

The issues considered population growth and changes in demographics, economies, housing and transportation and significant local trends that need to be considered. The city’s existing boundaries are challenged to accommodate community growth and provide resources the city and adjacent development need to support the desired quality of life and increased population, including more diverse residents and families, more older citizens who wish to remain in the community, and more diversity in choices of housing, jobs, and lifestyles. The city expects to expand the geographic area to address these issues.

Conservation and protection of the natural and historic resources of the community was identified, along with the need to ensure that public facilities are in place and have the capacity to support and attract growth and development, and to maintain and enhance the quality of life of local residents. The needs and opportunities identified the need to continue working with Gwinnett County, the Gwinnett County School Board, and other communities such as Barrow Count and Auburn to support infrastructure for all.

### **LOCALLY AGREED NEEDS AND OPPORTUNITIES**

The short-term imperatives which will require direct attention from the community in the following five years are listed below in **Table 2.1**. The list was developed by a SWOT analysis and the results are included along with the priority on the left side of the table. The right side shows the community’s response and how the issues are directly related to corresponding implementation measures in the Community Work Program.

## Needs and Opportunities

	B	C	D	F
2	Needs, Opportunities and Priorities	Strength or Weakness	Opportunity or Threat	Year 1, 5, 10 or 10+
3				
4	Population and Demographics			
5	a) Need to accommodate growth of population in areas that have access to major roadways (i.e., GA-SR316, Winder Hwy, and Sugarloaf Parkway).	S	✓	5
6	b) Need to maintain balanced tax base and areas for future residential, commercial & employment growth in potential annexation areas adjacent to City.	S	✓	1
7	c) Need infrastructure projects to provide City resources to support a diverse mix of households, age groups, & economic resources.	W	T	5
8	d) Need for a diverse mix of housing options, social activities & services. <i>NOTE: Higher density needs water/sewer resources.</i>	↔	T	5
9	e) Opportunity to accommodate an increased population of elderly residents (aging is a pressing need).	↔	T	5
10	Natural and Cultural Resources			
11	a) Need to maintain and protect greenspace and sensitive natural resources.	↔	T	5
12	b) Need to protect floodplains, wetlands, steep slopes, and wildlife habitat areas.	↔	T	1
13	c) Need to Protect water resources and water quality, including groundwater recharge areas near Fence Road.	↔	T	1
14	d) Need smaller lot sizes for new middle class homes (continued large residential lots consume more land, yield fewer housing units, and may consume remaining woodlands, pastures, and steep slopes).	W	T	5
15	e) Need to provide diverse recreation choices for Dacula residents. Gwinnett County is pursuing large parks. City may need smaller parks, green space, and open spaces	S	✓	5
16	f) Opportunity to support a “greenway” corridor along the Apalachee River to enhance value to residents and visitors.	S	✓	10
17	g) Need to identify a "downtown" and follow up on opportunities to develop public use amenities such as a community or cultural arts facility or a traditional downtown square.	W	✓	1
18	h) Need to maintain environmental resources and rural structures that provide sense of place and cultural identity of Dacula which may be lost to redevelopment.	W	T	5
19	i) Need to consider value of existing scenic views to weigh whether new development uses the scenic resource or obstructs it.	W	T	5
20	Community Facilities and Services			
21	a) Need to use appropriate community facilities that may serve as a focal point or anchor for future town center plans.	↔	✓	10
22	b) Need new development that contributes to local infrastructure needs related to growth.	↔	✓	5

## Needs and Opportunities

	B	C	D	F
2	<b>Needs, Opportunities and Priorities</b>	<b>Strength or</b>	<b>Opportunity</b>	<b>Year 1, 5,</b>
3		<b>Weakness</b>	<b>or Threat</b>	<b>10 or 10+</b>
23	c) Need to expand access to wastewater treatment systems to reduce City's reliance on pump stations/force main lines and septic tank systems.	W	T	5
24	d) Opportunity to develop the SR 316 corridor between Winder Highway/ SR 8 and the Apalachee River as employment .	S	✓	10
25	e) Need funding for new infrastructure and expansion of existing facilities	W	T	5
26	f) Opportunity to develop a more balanced and productive tax base to fund appropriate facilities to serve the needs of the local population and employment.	W	T	5
27	g) Need to establish a strong commercial property tax base to avoid over reliance on residential property taxes.	W	✓	1
28	h) Need land for future public facilities to keep costs down and preserve needed land before it becomes scarce and more expensive.	↔	✓	5
29	i) Provide additional personnel for fire and police services and facilities as the population and development grow in and adjacent to the City.	W	T	5
30	<b><u>Broadband Services</u></b>			
31	a) Need to support replacement of coaxial cable and 5G by fiber to update/ replace current cellular technologies.	W	✓	5
32	b) Need coordination with communications/telecom system providers to expand access for economic development, and access to education and other public institutions.	W	✓	5
33	c) Need to address disposition/removal of retired towers.	W	✓	5
34	<b><u>Capital Improvements</u></b>			
35	<b><i>Not needed unless City pursues impact fees</i></b>	↔	✓	10
36	<b><u>Economic Development</u></b>			
37	a) Need to provide employment opportunities in the City relative to its residential population.	W	T	5
38	b) Need City branding for a positive identity.	W	T	1
39	c) Opportunity to support research technology and professional employment as part of the University Parkway/Brain Train corridor.	S	✓	10
40	d) Opportunity to redevelop and revitalize downtown Dacula.	S	✓	5
41	e) Need to consider Sugarloaf Parkway extension impacts for development of employment centers.	S	✓	5
42	f) Need to support funding infrastructure for economic development.	W	✓	5
43	g) Opportunity to establish relatively compact urban services close to highway, rail and airport facilities.	W	✓	10



## Needs and Opportunities

	B	C	D	F
2	<b>Needs, Opportunities and Priorities</b>	<b>Strength or</b>	<b>Opportunity</b>	<b>Year 1, 5,</b>
3		<b>Weakness</b>	<b>or Threat</b>	<b>10 or 10+</b>
44	h) Opportunity to identify locations for Georgia Gwinnett University administrators, teachers & students to live/work/play.	S	✓	10
45	i) Opportunity to maintain a balance between auto-oriented commercial centers and walkable neighborhood and community level centers to promote a variety of commercial development.	↔	T	10
46	j) Need to improve the aesthetic appearance of older strip shopping centers.	W	T	5
47	k) Need to identify and create City "Gateways" to enhance community identity and provide way finding for visitors.	S	✓	1
48	l) Need to identify additional funding sources to help implement appropriate improvements identified by the Comprehensive Plan.	↔	T	5
49	<b><u>Land Use and Development Patterns</u></b>			
50	a) Opportunity to improve aesthetics, signage, and streetscapes at key gateways into the City and downtown.	S	✓	1
51	b) Opportunity to redevelop and revitalize vacant or underutilized commercial in historic downtown near Winder Hwy.	W	T	1
52	c) Opportunity to identify "placemaking" strategies to develop vibrant town center serving as community focal point.	S	✓	1
53	d) Need to address land use changes on Winder Hwy. (GA-8) to manage land use changes caused by traffic diversion onto SR316	↔	T	5
54	e) Need to identify development opportunities and growth pressures caused by extension of Sugarloaf Pkwy. to SR316.	↔	T	5
55	f) Opportunity to encourage development of major employment centers and mixed use activity centers at major highway intersections.	↔	✓	5
56	g) Opportunity to encourage high quality mixed used development to create live-work-play community activity centers.	↔	✓	5
57	h) Opportunity to develop higher density housing options located in or near mixed use activity centers to support pedestrian-oriented retail and services	W	✓	5
58	i) Opportunity to make neighborhoods more pedestrian-friendly and encourage community interaction.	↔	✓	5
59	j) Opportunity to avoid excessive segregation of land uses and "traditional" zoning approaches to minimize traffic and the need to drive between activities.	W	T	10
60	k) Need to identify additional local improvements to support accessibility and more intensive development options near major road and rail connections.	↔	✓	10
61	l) Need to encourage incentives to redevelop depressed areas under the City's zoning and development regulations.	↔	✓	5

## Needs and Opportunities

	B	C	D	F
2	<b>Needs, Opportunities and Priorities</b>	<b>Strength or</b>	<b>Opportunity</b>	<b>Year 1, 5,</b>
3		<b>Weakness</b>	<b>or Threat</b>	<b>10 or 10+</b>
62	m) Need to create a traffic study to address narrow streets and traffic demands into and around the schools and across the CSX Railroad in "Downtown" Dacula.	W	T	1
63	n) Opportunity to develop appropriate design and signage standards to support the City's efforts to rehabilitate unattractive areas.	↔	✓	5
64	<b>Transportation</b>			
65	a) Need to construct bridge over railroad at Harbins Road and Winder Hwy. (Narrow bottleneck constrains north/south connectivity).	W	✓	5
66	b) Need to connect the northern and southern portions of the City across the barrier created by the CSX Railroad.	W	T	5
67	c) Support investments in transportation infrastructure as part of economic development initiatives.	W	✓	5
68	d) Identify preferred character of roadways to ensure transportation design is consistent with surrounding land uses and neighborhood character.	↔	✓	5
69	e) Need to conduct traffic studies of local intersections with significant level of service issues.	W	T	5
70	f) Need to consider roadway design inside the urban areas of the City.	↔	✓	5
71	g) Need to consider alternative modes of transportation and support mixed use development.	W	✓	10
72	h) Opportunity to consider connectivity in the road layout of new residential subdivisions.	S	✓	5
73	i) Need to consider access management techniques on major roads to limit the number of curb cuts and driveways.	↔	✓	5
74	j) Opportunity to ensure transportation projects and streetscapes accommodate disabled and the elderly and meet ADA design standards.	S	✓	5
75	k) Opportunity to explore commuter rail as alternative to roads to improve air quality and reduce potential traffic on road corridors.	↔	T	10
76	l) Need to develop transportation improvements to be made concurrent with development.	W	✓	1
77	m) Need to encourage attractive aesthetics and protect buffers for residential and commercial development along roadways.	↔	✓	5

## Needs and Opportunities

	B	C	D	F
2	Needs, Opportunities and Priorities	Strength or	Opportunity	Year 1, 5,
3		Weakness	or Threat	10 or 10+
78	n) Opportunity to support multi-modal access to commercial centers.	↔	✓	5
79	o-1) Need to consider Georgia SR 316 is being reconstructed as a grade-separated, limited access highway from State Route 120 in Lawrenceville through Gwinnett County. Interchanges are proposed by GDOT and Gwinnett at Winder Highway (SR8), Sugarloaf Pkwy Extension, and Harbins Road.	S	✓	1-5
80	o-1) Need to consider SR316 improvements will require Fence Road be redirected to Winder Highway (SR8) with bridge over CSX RR.	S	✓	1-5
81	o-3) Need to consider Sugarloaf Parkway Extension Phase 2 will be grade-separated, limited access highway from SR316 to I-85. Interchanges are proposed at SR316, Fence Road, and SR124 (Braselton Highway).	↔	✓	10
82	o-4) Need to consider Stanley Road will be closed at Sugarloaf Parkway Extension Phase 2 ROW and limit access to proposed Mixed Use area.	↔	T	10
83	p) Opportunity to explore opportunities for additional pedestrian and bicycle mobility along new connecting corridors or improved existing corridor or along the Apalachee River corridor and its tributaries.	S	✓	5
84	q) Need to address high volumes of through trips compared to the volume of traffic generated by the local Dacula population.	W	T	5
85	r) Opportunity to reduce surface parking in areas with appropriate densities and/or mixed land uses. Surface parking interrupts the urban fabric, is hostile to pedestrians, and results in more impervious surfaces.	↔	✓	10
86	s) Need to determine the best possible locations for a commuter station related to the "Brain Train" concept proposal to come through Dacula.	↔	✓	5
87	t) Opportunity to develop dedicated bicycle and pedestrian infrastructure to promote alternate travel modes.	W	✓	10
88	u) Need to plan for jointly funded City/County SPLOST projects	S	✓	1
89	<b>Housing and Social Services</b>			
90	a) Need to complete subdivisions that were delayed by the housing market recession and maintain standards for development.	S	✓	5
91	b) Need to encourage the redevelopment of substandard housing and older manufactured housing in declining neighborhoods.	W	T	5
92	c) Opportunity to increase options for attached housing, such as townhomes, condominiums, mixed use, and apartments.	W	T	5

## Needs and Opportunities

	B	C	D	F
2	<b>Needs, Opportunities and Priorities</b>	<b>Strength or</b>	<b>Opportunity</b>	<b>Year 1, 5,</b>
3		<b>Weakness</b>	<b>or Threat</b>	<b>10 or 10+</b>
93	d) Opportunity to coordinate housing development with town center planning in order to provide medium density and traditional neighborhood development near mixed use amenities.	S	✓	5
94	e) Opportunity to work with Gwinnett County programs to provide special needs housing and social services, such as the Gwinnett Consolidated Plan and Community development Block Grant (CDBG) program.	S	✓	5
95	f) Opportunity to coordinate with non-profit organizations to provide affordable housing and social services.	S	✓	5
96	g) Need to identify areas where single family, large lot development can be modified to address alternative housing needs.	W	T	5
97	h) Need to create mixed use districts that include mixed types of housing that promote revitalization in designated areas.	↔	✓	5
98	i) Need to identify special needs for seniors (smaller households, low-income and moderate-income households) that are expected to increase throughout the next two decades.	W	✓	5
99	j) Need to identify and support public, private, and nonprofit services that provide shelter, housing, and accompanying services to homeless persons (specifically including single female parents with children) that help them become self-sufficient.	S	✓	5
100	<b><u>Intergovernmental Coordination</u></b>			
101	a) Opportunity to support the annexation of the properties identified by the Comprehensive Plan.	S	✓	5
102	b) Opportunity to coordinate with Gwinnett County on future land uses and the provision and timing of infrastructure development in the sphere of influence around the City.	S	T	5
103	c) Need to work with Gwinnett County, Barrow, County, the City of Auburn, and regional planning entities to address issues regarding water and sewer infrastructure, land use, transportation, and protection of the environment resources.	S	✓	5
104	d) Opportunity to use service delivery agreements with the County (and other entities) when the value provided by the other entity meets with the interests of the City.	S	✓	5
105	e) Need to maintain positive working relationships with the Gwinnett County Board of Education to serve local education needs and maintain the health, safety and welfare of the schools and school attendance districts located in and adjacent to the City.	S	✓	5
106	f) Opportunity to engage in intergovernmental relationships such as those between fire, police, EMS, and other services to save resources and provide redundancies in order to ensure residents' health and well-being.	S	✓	5

## Needs and Opportunities

	B	C	D	F
2	<b>Needs, Opportunities and Priorities</b>	<b>Strength or Weakness</b>	<b>Opportunity or Threat</b>	<b>Year 1, 5, 10 or 10+</b>
3				
107	g) Opportunity to maintain cooperative agreements with water and power utility providers, planning agencies, and regulators such as Georgia Power, Oglethorpe Power, MEAG, the Metropolitan North Georgia Water Planning District, Gwinnett Water services, the Atlanta Regional Commission, and other public elements of State and federal agencies and private entities that encourage coordination between providers and assist in deciding on shared infrastructure and promotion of the best interests of local citizens.	S	✓	5
108	h) Need to reduce unfunded mandates that create a financial burden to City.	W	T	5
110	<b>Legend:</b> The table uses several icons to represent the findings of the community. These are represented by the following symbols:			
111	S Strength			
112	↔ Intermediate			
113	W Weakness			
114	✓ Opportunity			
115	T Threat			
116	● Urgent			
117	● Potential			
118	● Not Urgent			

## CHAPTER 3 – COMMUNITY WORK PROGRAM

The Community Work Program identifies specific activities the community plans to undertake during the next five years following adoption of the plan. This is in accord with the DCA minimum standards and the process in Georgia law at section 110-12-1-.04(1)(j) to address the Needs and Opportunities while steadily moving toward the realization of the Community Goals.

This includes activities, initiatives, programs, ordinances, administrative systems (site plan review, design review, etc.) to be put in place to implement the plan. The general policy statements are included in the Community Goals element (Chapter 1). The Community Work Program includes the following information for each listed activity:

- Brief description of the activity
- Timeframe for initiating and completing the activity
- Responsible party for implementing the activity
- Estimated cost (if any) of implementing the activity
- Funding source(s), if applicable.

Desired development activities were identified based on the goals, needs, and opportunities identified in Chapters 1 and 2 above. **Table 3.1** presents the recommended activities in a community work program for the City of Dacula between 2019 and 2024 with additional projects for the following five or more years.







Above: Dacula in the 1950's

Below: Dacula in the 2010's



## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
4	1	<u>Population and Demographics</u>					
5	a	1	Prioritize (eastward) annexation, infrastructure, and planned development between CSX RR and SR316 east to support growth of employment, commerce, and homes to support tax base.	Annex area between CSX RR and along south side of Georgia 316 to accommodate future growth and development.	City	100	City
6	b	5	Specify state roads and Dacula, Fence, and Harbins Roads as growth corridors / Update zoning and development regulations to support/manage appropriate densities along corridors.	Update zoning ordinance and development regulations to support urban development where appropriate.	City	40	City
7	c	5	Identify specific locations for employment, higher density, commerce & social interaction.	Prepare infrastructure plans for development of city	City	TBD	City
8	d	5	Expand water + sewer infrastructure to accommodate changing population requirements.	"	City	2,000+	City, County
9	e	5	Identify programs to provide housing choices to keep aging residents in the community.	"	City and County	TBD	City, County
10	2	<u>Natural and Cultural Resources</u>					
11	a	1	Pursue LCI grant for downtown planning and identify priorities and funding.	Identify local \$/match reqts. and pursue LCI grant from ARC to fund Livable Community Initiatives Plan.	City, Gwinnett County	50	ARC, Gwinnett County
12	b	5	Restrict development densities in environmentally sensitive areas and encourage potential Conservation Subdivision Overlay ordinance	See 1b) above. Update zoning ordinance and development regulations to support urban development where appropriate.	City, Gwinnett County	TBD	City, County
13	c	5	Enforce rigid stormwater, erosion, stream bank, and septic tank ordinances in recharge areas.	See 1b) above. Update zoning ordinance and development regulations to support urban development where appropriate.	City, Gwinnett County	100	City, County

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
14	d	5	Support some smaller single-family residential parcels and multi-family in the City (continued large residential lots consume more land, yield fewer housing units, and consume remaining woodlands, open spaces and steep slopes)	Expand zoning categories to accommodate smaller lots where feasible and appropriate	City, Gwinnett County	TBD	City
15	e	5	Work with Gwinnett County for recreation / Identify needs in City for local small scale open space facilities and program some projects for joint City/County	Prepare City recreation plan to supplement County plan and support small parks and cultural resources inside the City and within walking	Gwinnett County, City, Developers	40	City, County
16	f	5	Inventory scenic resources for information for decision-makers and negotiations.	"	City	25	City, County
17	g	5	Identify and preserve pastures, woods, and cultural resources that provide dramatic scenic views of surrounding countryside. along the Alcovy and Apalachee River basins.	"	City, Gwinnett County	TBD	City, County
18	h	10	Work with Gwinnett County to support "greenway" corridor along Apalachee River to complement Chattahoochee River greenway on west side of County.	"	Gwinnett County, City	25+	City, County
19	3	<b><u>Community Facilities and Services</u></b>					
20	a	5	Explore grants and service fees for expansion.	Explore grants and service fees for expansion.	City	TBD	City
21	b	1	Enforce rigid stormwater, erosion, stream bank, and septic tank ordinances in recharge areas.	See 1b) above. Update zoning ordinance and development regulations to support urban development where appropriate and protect environment.	City and Gwinnett County Water System	included above	City, County
22		10+	"	Plan for new reservoir along Apalachee River to supplement existing Chattahoochee River resources.	Gwinnett and Barrow Counties	TBD	City, County, and Barrow County

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
23	c	1	Improve current water line delivery services to ensure fire flow and increased populations along critical lines	Implement Phase 2 of Water Main Replacement Program - 1. Upsize 6-inch water system pipes that fail fire flow test (2a-2d); 2. Upsize water main on Dacula Road to 10-inch	City and Gwinnett Co. Water System	100	City, County
24		5	Update existing water lines as needed based on future fire flow studies and expand water lines into areas of existing City not currently served	Implement future phases of Water Main Replacement Program. Identify requirements for expansion systems and coordinate with County Water System.	Developers, City, Gwinnett Co. Water System	300	City, County
25		10+	Update existing water lines as needed based on future fire flow studies and expand water lines into areas of existing and future City not currently served.	Identify requirements for expansion of water system in coordination with County Water System.	City and Gwinnett Co. Water System	2,000	City, County
26	d	1	Coordinate with Gwinnett County Water System to extend sewer lines and reduce pump station and force mains in Alcovy basin.	Extend sewer to City Hall on Harbins Road and along Dacula Road and US29 to	City and Gwinnett Co. Water System	1,000	City, County
27		5	Coordinate with Gwinnett County Water System to extend sewer lines and reduce pump station and force mains in Alcovy basin and septic tanks in Apalachee basin.	Extend sewer on Harbins Road from City Hall to SR316 and along SR316 to County Line	City and Gwinnett County Water System	10,000	City, County
28		10+	Coordinate with Gwinnett County Water System to extend sewer lines and reduce pump station and force mains in Apalachee basin.	Extend distributed water lines in expanded areas of the City that may be annexed.	City and Gwinnett County Water	25,000	City, County
29	e	5	Identify additional personnel needs to support fire and police services and facilities as the population	Identify additional personnel needs to support fire and police services and facilities as the population	City, Gwinnett County	1,000	City, County
30	f	5	Need funding to acquire land in near term for future public facilities needs.	Need funding to acquire land in near term for future public facilities needs.	City, Gwinnett County	2,000	City, County
31	g	10	Current City Hall meets needs. Consider cultural facility to anchor downtown.	Plan for New Cultural Center	City	100	City

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
32	4		<b><u>Broadband Services</u></b>				
33	a	5	Broadband services provided by private providers. City to address changes to development codes. Also support public access for private users who cannot afford private marketplace	Support Broadband ready programs Citywide via Wi-Fi. Potential initiatives are expected to be clarified by the State. Details pending State legislation.	Utility Providers, City, County	50	City, Private Providers
34	b	5	Define where requirements and development codes need to change and implement. Where are the gaps in services?	Support legislative direction from the State to define protection of City rights-of-way and decommissioning and removal of retired towers.	Utility Providers, City, County	10	City, County
35	c	5	Gap in services along Apalachee River will need service when it is developed.	Support public/private coordination to expand service into unserved areas and capacity into underserved areas	Utility Providers, County, City		City, County, Private Providers
36	5		<b><u>Capital Improvements</u></b>				
37		10+	City may want to consider impact fees in long term plans	Review options to fund specifically allowed infrastructure by establishing impact fees in long	City	TBD	City
38	6		<b><u>Economic Development</u></b>				
39	a	1	Revise and update the City's marketing materials to create a positive, compelling image for the City.	Create City of Dacula "Brand" for future public information and economic development	City	85	City
40	b	1	Identify and implement gateway signage and landscaping.	Identify and implement gateway signage and landscaping in accord with City "Branding" update	City	180	City
41	c	5	Explore Tax Allocation Districts (TAD), impact fees, economic development grant programs, Community Improvements Districts (CIDs), ARC grant programs (LCI), and Infrastructure Development Districts.	Establish City Development Authority to support funding, and consider Tax Allocation Districts (TAD), impact fees, economic development grant programs, Community Improvements Districts (CIDs), ARC grant programs (LCI), and Infrastructure Development Districts..	City	TBD	City

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
42	d	5	Balance development requests with revenue generation and create promotion programs to support commercial and industrial development in the City and recruit retail and employment	Establish an economic development function within the city to recruit business and employment centers to balance with housing as infrastructure for water/sewer becomes available!	City	TBD	City
43	e	5	Explore LCI plan to develop and identify consensus on directions for downtown Dacula. .	Create a "Livable Centers Initiative" (LCI) Plan to provide an opportunity for the City to specify redevelopment of downtown and possible	City, ARC, GDOT	180	City, ARC
44	j	5	Encourage redevelopment or revitalization with specific architectural standards for design quality and sustainability and include locations of curb cuts, vehicle parking, and outside display elements in the design review process to enhance appearance and desirability.	Update zoning ordinance and development regulations to support urban development where appropriate.	City	TBD	City
45	g	5	Identify methods to require new development to support infrastructure improvements related to growth created by the development.	Develop education program for developers to create mixed uses that support commercial, office and employment in addition to residential.	City	TBD	City
51	7	<b>Land Use and Development Patterns</b>					
52	a	1	<b>See # 6, Economic Development, (k).</b>	Update zoning ordinance and development regulations to support urban development where appropriate.	City	included above	City and Private Providers
53	b	1	LCI would provide directions for revitalization of downtown core. See #6, Economic Development (c)	See LCI plan (item 6e) above.	City	included above	City
54	c	1	LCI would help identify specific recommendations to add to commercial uses and schools.	See Branding (item 6a) above and LCI plan (item 6e) above.	City	included above	City
55	d	5	Identify potential grant sources to fund Winder Road Corridor land use study.	See Branding (item 6a) above and LCI plan (item 6e) above.	GDOT	included above	City, GDOT & Developers
57	e	5	Identify specific parcels that should include mixed-use and / or major employment.	See Items 1a) above (Annexation) and 6e) LCI project above	City	included above	City



## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
58	g	5	Specify appropriate locations for mixed-use.	Actively seek a developer for the Regional Mixed Use centers	City	TBD	City
59	h	5	Determine appropriate locations for mixed-use, and address traffic generation, impacts on schools and services created by increased residential densities.	Update zoning ordinance and development regulations to support urban development where appropriate for mixed use, increased density, and live/work/play.	City	TBD	City
60	i	5	Support Traditional Neighborhood Development (TND) principles for neighborhood design.	Create a City sidewalks program to supplement projects identified under item 8g) below	City	TBD	City
61		10	Consider mixed-use where appropriate and address inter-use travel regulations.		City	TBD	City
62	j	10	Encourage sidewalks, bike lanes, and local traffic enhancements at these locations.	See LCI plan (item 6e) above	City	included above	City
63	l	5	Identify incentives to recover depressed areas.	See item 6c) above to provide powers to a City Development Authority	City	included above	City
64	n	5	Update signage ordinance as needed.	Update zoning ordinance and development regulations to support integrate aesthetic signage standards.	City	TBD	City
65		5	Address land uses at interchanges and along SR 316.	Identify timing and intensity of development along existing E/W and extension of Drowning Creek Road to Harbins Road on north side of SR 316.	City, Developers, Gwinnett Co.	TBD	City and Developers
66	8	<b>Transportation</b>					
67	a	1	Identify a favored list of SPLOST projects for the City	Identify a favored list of SPLOST projects for the City	City, County	TBD	City
68	b	1	Provide specific incentives to encourage developers to build quality roadways that exceed minimal requirements especially on future arterial and collector corridors.	Identify roadway design requirements for developers to meet and possible incentives program to allow higher densities for enhanced design.	City, County	TBD	City

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
69	c	1	Narrow bottleneck constrains north/south connectivity). New bridge is pending; short term construction will relieve current congestion, but can increase traffic due to limited capacity of approaching roadways.	Construct SR 8/Winder Highway/Auburn Road New Connection Bridge and relocate roadway alignments for Dacula Road, Harbins Road and US 29.	GDOT, Gwinnett County, CSX	60,000	GDOT, Gwinnett
70		5	Develop improvements for access across railroad with new grade separated crossings and additional connecting corridors between Northern Gwinnett and GA-316.	Identify improvements to Broad Street access across CSX RR.	GDOT, Gwinnett County, CSX	1,500	GDOT, Gwinnett
71		5	Identify additional improvements to create new grade separated crossings and additional connecting corridors between Northern Gwinnett and GA-316.	Identify Old Freemans Mill Road right-of-way for access from SR 316 to US 29 and to extend across CSX RR to Apalachee Road	GDOT, Gwinnett County, CSX	1,000	GDOT, Gwinnett
72		10	Identify additional improvements to create new grade separated crossings and additional connecting corridors between Northern Gwinnett and GA-316.	Improve Old Freemans Road corridor and extension to provide access from Apalachee Road to SR 316	Gwinnett County and City	11,000	GDOT, Gwinnett
73		5	Georgia SR 316 is being reconstructed as a grade-separated, limited access highway from State Route 120 in Lawrenceville to Apalachee River (Barrow Co. line).	Construct grade-separated, limited access bridge and ramps at Winder Highway (US 29/SR8), Sugarloaf Pkwy Extension, and Harbins Road.	GDOT and Gwinnett County	74,500	GDOT
74	d	5	"	Construct grade-separated, limited access bridge and ramps at Harbins Road.	GDOT and Gwinnett County	60,000	GDOT
75		5	SR 316 improvements will close SR 316 access at Fence Road and include Fence Road bridge over CSX RR to connect to Winder Hwy (US 29).	New Project: Fence Road improvements east of new Sugarloaf Parkway Interchange*	GDOT and Gwinnett County	50,000	Gwinnett

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
76		5	Identify desired frontage roads along SR 316 corridor Address land uses at interchanges, and extend grade separated design to/across Apalachee River, including a Drowning Creek Road interchange.	Improve and extend E/W Drowning Creek Road from Old Freeman Mill Road to Harbins Road on north side of SR 316.	City, Developers, Gwinnett County		
77	c	10	Consider Sugarloaf Parkway Extension Phase 2 will be grade-separated, limited access highway from SR316 to I-85. Interchanges are proposed at SR316, Fence Road, and SR124 (Braselton Highway).	Construct Sugarloaf Parkway extension - Phase 2 from I-85 to SR 316 as grade-separated limited access highway with interchanges at SR316, Fence Road, and SR124 (Braselton Highway). Identify east/west access at Old Peachtree Road and Hurricane Shoals Roads.	Gwinnett County	305,200	GDOT, Gwinnett
78		10	Assume Stanley Road will be closed at Sugarloaf Parkway Extension Phase 2 ROW	Design Sugarloaf Extension to maintain pedestrian & bicycle access across the extension ROW at Stanley Road crossing to promote alternate access to city.	GDOT, Gwinnett County	10,000	GDOT, Gwinnett
79	d	5	Encourage access management techniques.	New Project: Improve Dacula Road Access Management	City, County, GDOT	500	GDOT, Gwinnett
80	e	5	Plan roadway and signal improvements to address congestion (ITS Expansion on Harbins Road)	Intersection improvements: Fence Road at Circle Road	Gwinnett Co.	100	GDOT, Gwinnett
81		5	Brooks Road at Bramlett Shoals Road	Intersection improvements: Brooks Road at Bramlett Shoals Road	Gwinnett Co.	170	GDOT, Gwinnett
82		5	ITS Expansion on Harbins Road	ITS Expansion Project on Harbins Road	Gwinnett Co.	150	GDOT, Gwinnett
83		5	ITS Expansion on Sugarloaf Parkway	ITS Expansion Project on Sugarloaf Parkway	Gwinnett Co.	150	GDOT, Gwinnett
84		5	Tanner Road from Harbins Road to West Drowning Creek Road	Improve Tanner Road from Harbins Road to West Drowning Creek Road	Dacula	190	GDOT, Gwinnett
85		10	Harbins Road from SR 316 to Ace McMillan Road*	New Project: Improve Harbins Road from SR 316 to Ace McMillan Road*	Gwinnett Co.	210	GDOT, Gwinnett

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
86	f	5	Identify where appropriate for pedestrian and bicycle routes.	Prepare City bicycle/pedestrian and trail plan to identify and provide pedestrian and bicycle mobility and accessibility.	Gwinnett County, PATH Foundation	40	GDOT, Gwinnett
87	g	5	Integrate context sensitive design approaches to identify preferred roadway design within walkable districts. Also, <b>See # 7, Land Use and Development, (k).</b>	Adopt a "Complete Streets" approach to road design to accommodate multiple transportation modes, including pedestrians, bicycles, automobiles, and transit.	City, Gwinnett Co.	TBD	GDOT, Gwinnett
88	g	5	Improve alternative modes of access to support mixed use development	Promote plans to expand Inter-County bus system with additional routes between Dacula and Lawrenceville, Buford/ Mall of Georgia, Lawrenceville/Gwinnett Justice Center, and Snellville/ US 78 corridor.	Gwinnett County, GRTA	TBD	GDOT, Gwinnett
89		5	Sidewalk Connections on Dacula Road*	New Project: Sidewalk Connections on Dacula Road*	Dacula	280	City, Gwinnett
90		5	Harbins Road Sidewalks north of SR 316*	New Project: Harbins Road Sidewalks north of SR 316*	Dacula	300	GDOT, Gwinnett
91		10	Need to coordinate with County proposed trails system	Partner with County Recreation and PATH to coordinate trail system to connect Dacula Park, downtown, and areas south of SR 316 to system.	City, Gwinnet Co., PATH	TBD	GDOT, Gwinnett
92		5	Explore opportunities for additional pedestrian and bicycle mobility along new connecting corridors or improved existing corridor or along the Apalachee River corridor and its tributaries.	Identify connecting links and preserve as development occurs.	GDOT, Gwinnett County	TBD	GDOT, Gwinnett
93	h	5	Ensure policies accommodate the disabled, the elderly, and meet ADA design standards.	Review design of sidewalks and trails with ADA guidelines.	City	TBD	City & Gwinnett

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
94	i	5	Review road layouts of new subdivisions to support connectivity.	Require review road layouts of new subdivisions to support connectivity, protect buffers, and encourage attractive aesthetics.	GDOT, Gwinnett County	TBD	GDOT, Gwinnett
95	j	10	Locate a Commuter Rail Station for the "Brain Train" between Atlanta and Athens on CSX Railroad/Winder Highway corridor between SR 316 and the Apalachee River.	Continue investigation of Atlanta to Athens Commuter Rail.	Gwinnett County, GDOT, CSX	TBD	GDOT, Gwinnett
96		10	Determine location for a commuter station related to the "Brain Train" concept proposal to come through Dacula.	Create a "Livable Centers Initiative" (LCI) Plan to provide an opportunity for the City to specify a location for Commuter Rail station.	City	TBD	GDOT, Gwinnett
97	k	10	Develop on-street parking to reduce the need for surface parking, provide a buffer of parked cars along the roadway between automobile traffic and sidewalks, and encourage reduced speeds through congested areas.	Prepare policy to consider increased urban density parking requirements for mixed use developments	GDOT, Gwinnett Co.	TBD	GDOT, Gwinnett
98	9						
99	a	5	Expand water + sewer infrastructure to accommodate changing population requirements.	See 1c) above. Prepare infrastructure plans for development of city	City	included above	City & Gwinnett
100	b	5	Identify programs to provide housing choices to keep aging residents in the community.	See 1c) above. Prepare infrastructure plans for development of city	City and County	included above	City & Gwinnett
101	c	5	Review code enforcement to identify needed redevelopment.	Update zoning ordinance and development regulations to support urban development where appropriate.	City	TBD	City
102	c	5	Where appropriate especially to mixed-use centers.	Update zoning ordinance and development regulations to support urban development where appropriate.	City	TBD	City

## City of Dacula Work Program Matrix

	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
103	d	5	Encourage where appropriate and include economic assessment regarding decisions of where and when .	See LCI plan (item 6e) above	City	included above	City
104	e	5	Continue working with Gwinnett County programs and other providers.	Coordinate local input to programs provided by Gwinnett County programs and other agencies and coordinate with non-profit organizations to provide affordable housing and social services..	City, Gwinnett County	TBD	City & Gwinnett
105	f	5	Accommodate the anticipated mix of diverse housing needs per zoning and development regulations.		City	TBD	City
106	i	5	Adopt a senior housing ordinance or other similar method to ensure that the needs of the elderly population are properly planned for.	Adopt a senior housing ordinance to support the planning needs to accommodate increased elderly populations.	City	TBD	City, Gwinnett, Regional Providers
107	j	5	Continue coordination with providers.	Support Countywide efforts to accommodate homeless persons (specifically including single female parents with children) and help them become self-sufficient.	City	TBD	City, Gwinnett, Poviders
108							
109	10	<u>Intergovernmental Coordination</u>					
110	a	5	Follow through on annexation process to create strong identity of City and boundaries.	Follow through on annexation process to create strong identity of City and boundaries..	City, Gwinnett County	TBD	City & Gwinnett
111	b	5	Coordinate with County providers.	Coordinate with County providers.	City, Gwinnett County	TBD	City & Gwinnett



## City of Dacula Work Program Matrix

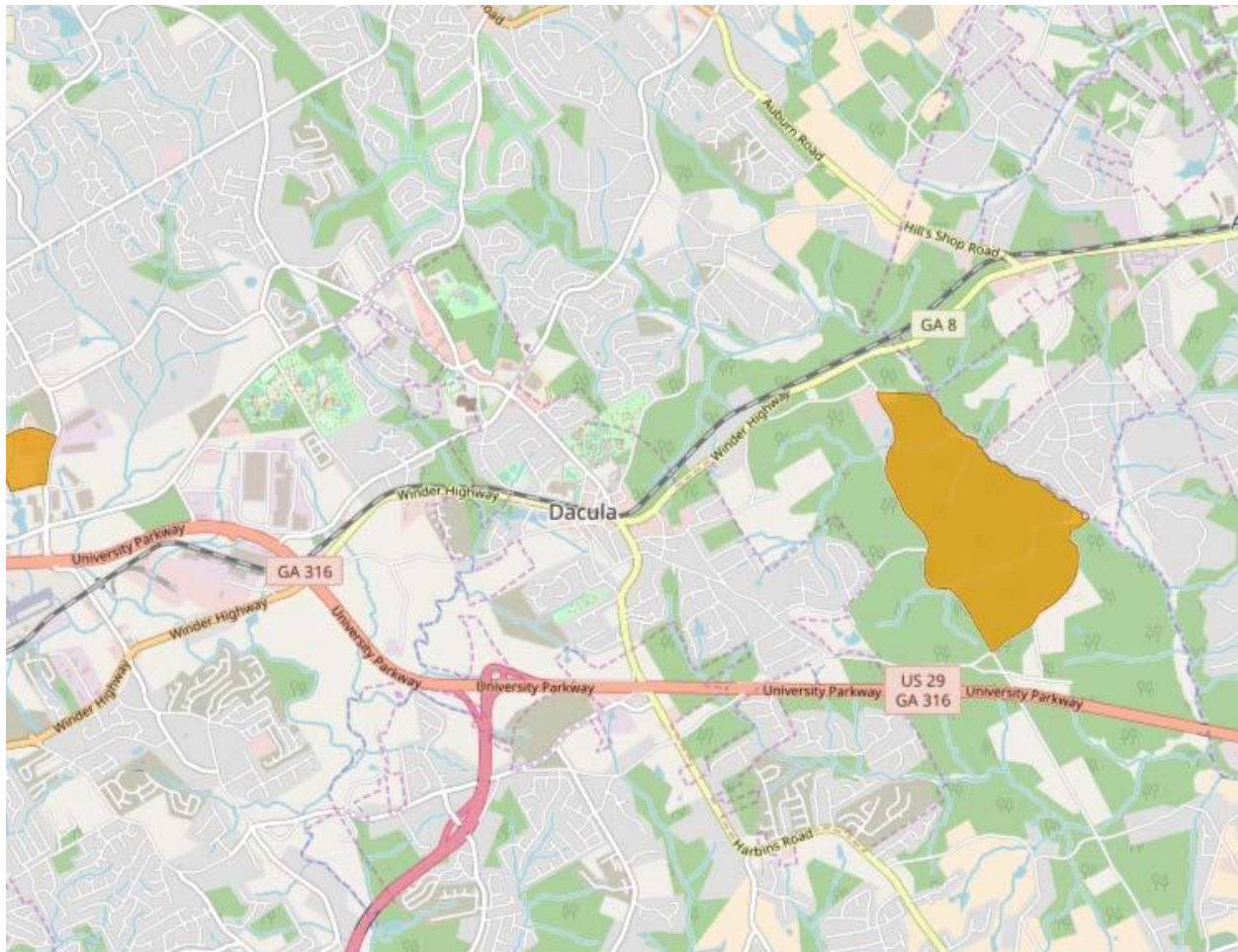
	A	G	H	I	J	K	L
1		Priority	Need, Opportunity or Purpose	Project	Responsibility	Cost	Funding
2		Year 1, 5,				\$	
3		10, or 10+				(000's)	
112	c	5	Coordinate with regional Water Plan and other jurisdiction.	Coordinate with regional Water Plan and other jurisdiction.	Inter-governmental	TBD	City, Gwinnett & Barrow Counties
113	d	5	Coordinate with other jurisdictions.	Coordinate with other jurisdictions.	City, Gwinnett County	TBD	City & Gwinnett
114	e	5	Coordinate with School Board to identify and resolve issues of safety, security, and access.	Coordinate with School Board to identify and resolve issues of safety, security, and access.	City , Board of Education	TBD	City & Gwinnett Co. Schools
115	f	5	Continue coordinating with providers.	Continue coordinating with providers.	Intergovernmental	TBD	City, Gwinnett, Providers
116	g	5	Continue coordinating with providers to define and merge responsibilities.	Maintain cooperative agreements with water and power utility providers, planning agencies, and regulators such as Georgia Power, Oglethorpe Power, MEAG, the Metropolitan NGWP District, Gwinnett Water, ARC, and other public elements of State and federal agencies and private entities that encourage coordination between providers and assist in deciding on shared infrastructure and promotion of the best interests of local citizens.	City	TBD	City, Gwinnett, Providers
118							

## CHAPTER 4 – BROADBAND PLANNING

The State requires an action plan be prepared to promote deployment of broadband services by broadband service providers into unserved areas within a community's jurisdiction. The action plan must describe steps for the promotion of reasonable and cost-effective access to broadband to parts of the local government's jurisdiction designated by the Department as unserved areas.

### DACULA BROADBAND SERVICES

The following map identifies broadband service in the city of Dacula:



#### Legend

- Areas lacking Broadband services
- Undeveloped Areas served by Broadband providers
- Developed Areas served by private Broadband providers

Source: Georgia Broadband Center, 2018

The ***Achieving Connectivity Everywhere (ACE) Act*** introduced as Georgia Senate Bill 402 directed local communities to address broadband availability in local comprehensive plans. The local government must make an objective determination of whether it is served by broadband service. Appropriate follow up steps must be identified based on the community's determination of whether it is served by broadband.

#### **LOCAL ACTION PLAN**

The local action plan required pursuant to the Broadband Planning Element may include, but is not be limited to assessments, studies, ordinances, and/or goals to achieve certification as a ***Broadband Ready Community*** or designation of facilities and developments as ***Georgia Broadband Ready Community Sites***.

"Broadband services" means a wired or wireless terrestrial service that consists of the capability to transmit at a rate of not less than 25 megabits per second in the downstream direction and at least 3 megabits per second in the upstream direction to end-users and in combination with such service provides:

- Access to the Internet; or
- Computer processing, information storage, or protocol conversion.

"Broadband services provider" means any provider of broadband services or a public utility or any other person or entity that builds or owns a broadband network project.

The local comprehensive plan stresses the importance of broadband deployment throughout all parts of the Dacula community and considers broadband services as an important and necessary utility.

Gwinnett County and the City of Dacula enjoy widespread access to broadband technology from a variety of public service providers. Local citizens identified few issues in obtaining services or finding service providers within the City, although there was discussion regarding the cost of services. Dacula appears to be fully served with the exception of services in the unincorporated area along the Apalachee River where there are no residential or retail structures. As the market for broadband technology continues to expand and improve throughout the region and the State, the City of Dacula is prepared to review requirements to pursue certification as a ***Broadband Ready Community*** and ensure that access to telecommunications technology will be available in the marketplace throughout the city's jurisdiction.



## CHAPTER 5 – CAPITAL IMPROVEMENTS

The Capital Improvements Chapter is required for local governments that charge impact fees. The chapter is optional (although it is encouraged by Georgia DCA) for all other local governments.

### **REQUIREMENTS**

For communities that charge development impact fees, a detailed Capital Improvements Element must be prepared to meet the Development Impact Fee Compliance Requirements (DCA Rules 110-12-2) is required. Updates to the Capital Improvements Element are required on a yearly basis.

It is not necessary to embed the Capital Improvements Element directly into the comprehensive plan document, and it may be prepared and referenced as a separate report. However, the Capital Improvements Element must be consistent with, and reflective of the other components of the comprehensive plan.

### **DACULA CAPITAL IMPROVEMENTS ELEMENT IS NOT REQUIRED**

The Dacula Comprehensive Plan notes that the Capital Improvements Plan (CIP) is not required at this time. The City has no plans to implement development impact fees at the current time. Therefore, the comprehensive plan does not need to meet the Development Impact Fee Compliance Requirements (DCA Rules 110-12-2).

The City does reserve the option to consider implementing development impact fees at an unspecified point in the future. At that time, the requirements of DCA Rules 110-12-2 will be observed, a Capital Improvements Element will be prepared as a separate document or as an update to this comprehensive plan, and any CIP to be developed as part of a future plan update or as a separate action of the City must reference and reflect the components of the Comprehensive Plan when it is prepared.



## CHAPTER 6 – ECONOMIC DEVELOPMENT

The City of Dacula is located entirely within Gwinnett County, a Georgia Job Credit Tier 4 community with a diverse economic base, large local labor force, and effective local economic development agencies, programs and tools.

### **REGIONAL ECONOMIC DEVELOPMENT COMPETITIVENESS**

In 2012, the Atlanta Regional Commission develop an economic competitiveness study for the 10 counties at the heart of the Atlanta region: Cherokee, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale Counties. The five-year analysis served as the Comprehensive Economic Development Strategy (CEDS) for the region and was dubbed the 2017 CATLYST Regional Competitiveness Strategy when it was adopted by ARC. The CATLYST plan was designed to provide information and tools for ARC and partner organizations, economic development and community development groups, elected leaders, local government staff, and private enterprise.

Chapter One provided the background and analytical element of the plan and Chapter Two created the Strategic Action Plan for economic planning throughout the metropolitan region. The vision of the plan was to create a ***“Region that Works for Everyone”*** based on a collaborative leadership that fosters trust for the greater good of the region. The four goals to achieve stable economic development and balanced growth were (1) engagement and employment for all residents, (2) education and lifelong learning to prepare for being productive, (3) Healthy lifestyle and quality housing, and (4) connection and communications. These four goals all connected to a central goal for “Upward Economic Mobility”.

The CATLYST plan is available as a 73-page document online at <http://atlantaregional.org/wp-content/uploads/catlyst-strategy-chapter-2-arc-2017-ceds.pdf>. The plan supports the ARC Regional Plan, the Regional Transportation Plan, and is interconnected with these and many other plans of state and regional agencies and local governments. CATLYST provides support to regional and local efforts to strengthen the region as a competitive entity in economic development on national and international levels. It also provides benchmarks for comparing the region and the ten counties to the US, competitor regions and counties, and to historic trends (see CATLYST Chapter 2, pages 65-68).

### **LOCAL ECONOMIC DEVELOPMENT**

The regional economic development competitiveness plan was supplemented by a review of local issues identified by the SWOT exercise and the needs and opportunities assessment. These issues were brought up in the discussions about the City of Dacula and the surrounding area. These are divided into issues and opportunities:

#### **Economic Development Issues:**

**(1) There are not enough local jobs or economic opportunities for local residents** – Most local residents must drive to jobs outside the immediate Dacula area in cities or unincorporated areas in west Gwinnett County or elsewhere in the region. More than 88% drove to work and 44% had to travel outside the county to their place of employment according to 2016 US census estimates. Many of these residents would prefer to work closer to their residences if appropriate jobs at appropriate pay were made available closer to Dacula.

**(2) Not enough innovative economic development taking place** – Though the City has many businesses, Dacula has a fairly basic commercial economic base established within the boundaries of





the City and could benefit from identifying new economic development opportunities such as nearby industrial areas adjacent to the city or utilization of rail lines and expressways that pass through the City. Areas east of the city show promise but lack wastewater infrastructure.

**(3) There is an imbalance between location of available housing & major employment centers** – The City of Dacula has few employment centers aside from retail commercial centers located within the city. Although the City is in relatively close proximity to larger communities such as Lawrenceville, traffic problems and congestion can make it difficult to commute to areas which are not in very close proximity to Dacula. The City seeks to see development of existing commercial and mixed use centers to provide local commercial activities and live-work-play mixed use centers which are accessible to more of Dacula's residents.

Housing located closer to the centers of activity would help reduce the trip length and the congestion in and around these centers. Also, if Barrow County residents could be diverted along the proposed Sugarloaf Parkway extension between Georgia 316 and north Gwinnett, they would not need to travel through local Dacula streets and could reduce the number of vehicles and some of the congestion on local roads.

The development of a Livable Centers Initiative (LCI) project in Dacula in the downtown area of the city should be considered as a potential asset to the City of Dacula by reducing thru traffic.

### **Economic Development Opportunities**

**(1) Dacula Downtown** – The older commercial center of Dacula along both sides of the CSX Railroad and the US 29 Highway is relatively compact and could be developed as a pedestrian-oriented, mixed-use center by attracting desirable occupants to the existing structures and construction of appropriate infill structures. Streetscape improvements and incentive programs could help create an attractive mixed-use center at walkable scale (1/4 to 1/2 mile radius) and would work well to accommodate the development of rail transportation on the railroad corridor between Atlanta and Athens. Transit-oriented development would be consistent with the above form for the redevelopment of the existing downtown area.

**(2) New Town Center Sugarloaf Parkway Access** – The extension of Sugarloaf Parkway from SR 316 north to I-85 is expected to enhance access between Dacula and northern Gwinnett County including industrial and commercial employment centers around the Mall of Georgia, Buford, and Sugar Hill. The proposed extension of Sugarloaf Parkway is anticipated to create additional access to the New Town Center development located around Fence Road and Dacula Road.

**(3) West Dacula Mixed Use Center** – The extension of Sugarloaf Parkway to the north creates a pocket on the west side of Dacula between SR 316, Winder Highway, and the proposed extension that was zoned PMUD, but has not been developed. The western intersection of Fence Road at SR 316 is proposed to be closed and a new bridge is proposed to extend Fence Road over the CSX Railroad to a new outlet at Winder Highway. Fence Road will provide access between the PMUD and north Gwinnett and a new Winder Highway interchange with SR 316 will serve east west access demand for potential future development of the PMUD to provide commercial, office and alternative more dense housing opportunities for the Dacula community.

**(4) Harbins and Alcovy Roads at Georgia Route 316** - Vacant land located along the Georgia Route 316 corridor provides opportunities for commercial and residential development in anticipation of future improvements including a new grade separated interchange to replace the existing intersection of SR 316 and Harbins Road. The intersections of Alcovy Road with Harbins Road will be relocated to ensure viable turning movements to expedite vehicle movements on the south side of the new interchange. A community-level commercial center is expected to develop on both sides of Harbins





Road to serve the growing areas south of the 316 Corridor. Dacula should also anticipate that as traffic volume grows that Harbins Road north and south of the 316 interchange may need to be widened to accommodate increased traffic loads expected to occur in 10 to 20 years.

**(5) Employment Expansion** – The large open areas along the SR 316 Corridor provide the opportunity to create new employment centers close to Dacula, especially to the east. The development of these areas as mixed light industrial, logistics centers, and offices would reduce the average trip to and from work for Dacula residents and could assist the local governments in extending infrastructure through sharing development costs with anticipated growth.

**(5) Quality of Life** – The City's location at the intersection of the SR 316/CSX Railroad corridor and the anticipated extension of the Sugarloaf Parkway to North Gwinnett provides an opportunity to capitalize on Dacula's location at the edge of the greater Atlanta urban area and as a gateway between Athens and Atlanta. The combination of rail and expressway access into the heart of Gwinnett County and beyond to the I-85 corridor provides an opportunity for Dacula to combine small town urban living in a two mile wide by three mile long area located only three miles from low-density and estate residential development.

### **Economic Development Actions**

The following actions are proposed for the City of Dacula to enhance economic development and improve the community's quality of life:

- The City should actively recruit businesses in order to provide a balance of housing, employment opportunities, retail, and services and increase employment opportunities relative to its residential population.
- The City should pursue a branding campaign to revise and update its official symbols and marketing materials to create a positive, compelling image for the community.
- The City should work with Gwinnett County and neighboring jurisdictions to recruit research, technology, and professional employment as part of the University Parkway (SR 316) corridor concepts.
- The City should work with local merchants, citizens, and stakeholders on plans for the redevelopment and revitalization of downtown Dacula.
- Dacula should support major transportation improvements, such as the Sugarloaf Parkway extension, and provide new opportunities for the development of employment centers.
- The City should establish a development authority in order to recruit businesses and issue bonds to fund infrastructure supportive of economic development.
- Dacula should recruit businesses based on its ability to establish relatively compact urban services close to highway, rail and airport facilities.
- The City should take advantage of the growth of Georgia Gwinnett University to offer a location for administrators, teachers and students to live, work and play.
- Dacula should try to maintain a balance between auto-oriented commercial centers and *walkable* neighborhood and community level centers to promote a variety of commercial development.
- The City should improve the aesthetic appearance of older strip shopping centers by encouraging redevelopment or revitalization. This may include specific architectural standards to encourage design quality and sustainability and include location of curb cuts, vehicle parking,



and outside display elements in the design review process to enhance appearance and desirability.

- Dacula should establish and maintain key entry points into the city as “Gateways” to enhance *community identity and provide way finding for visitors*.
- The City should review and identify best paths to access new funding sources that are anticipated to be needed to help implement appropriate improvements identified by the Comprehensive Plan. Potential methods may include *Tax Allocation Districts (TAD)*, *impact fees*, *economic development grant programs*, *Community Improvements Districts*, *ARC grant programs (LCI)*, and *Infrastructure Development Districts*.



## CHAPTER 7 – LAND USE

*The Comprehensive Plan should ensure that land resources are allocated for uses that will accommodate and enhance the state's economic development, natural and historic resources, community facilities, and housing and protect and improve the quality of life of Georgia's residents. The Land Use Plan Element should provide the following information:*

- (a) Character Areas Map and Narrative*
- (b) Future Land Use Map and Narrative*
- (c) Land Based Classification Standards (LBCS) may be identified as an alternative to the standard land use categories.*

The Land Use Chapter includes a review of existing development patterns, land uses, and character areas in the City of Dacula as a baseline for the production of a Future Land Use Map and discussion of future development policies. Georgia DCA planning standards provide for flexibility in land use planning methods. Previously, a “character area” methodology was required for land use planning that included generalized land use categories with implementation policies associated with each category. Character area-based land use planning has provided for more mixed use district categories as well as a simplified method of engaging with the public on land use decisions. However, the inclusion of mixed use within all business districts or “activity centers” may potentially diminish local governments’ ability to regulate specific land uses. For the Dacula 2019 Comprehensive Plan, the Future Land Use Map for the City and immediate surrounding areas was created by review with the Steering Committee and reviewed by the public. A Long Range Future Development Narrative was prepared to provide the general vision of future growth policies, land development, and opportunities for mixed use where appropriate. The narrative also acknowledges the needs to accommodate new development with preferred roadway and infrastructure design and construction. The Future Land Use Map and Future Development Narrative serve as the guiding legal document for regulation of land use change within the City of Dacula.

### EXISTING DEVELOPMENT PATTERNS AND TRENDS

The City of Dacula was established in 1905 in eastern Gwinnett County as an agricultural market community along the Georgia, Carolina, and Northern Railway and the adjacent Winder to Lawrenceville Road (now Winder Highway and US-29 Business). The rail station at Dacula and the improved east/west road attracted businesses to the adjacent road corridors and over time and the new city absorbed the small community of Chinquapin Grove (around the Dacula Road/Fence Road intersection). The railroad and Winder Highway became a primary connector between Atlanta to the west and Athens to the east, and the City evolved into a suburban residential community associated with the Atlanta metropolitan region.

Properties on both sides of the CSX Corporation railroad and US-29 are within the incorporated area of Dacula, and the city has extended the city limits northwards along Dacula Road and south along Harbins Road. The railroad divides the city into northern and southern parts with limited crossings at State Route 316, Circle Road, McMillan Road (Broad Street), and Dacula Road/Harbins Road. One mile to the south, Georgia Route 316 parallels the Winder Highway east to west with a four-lane divided highway with access limited to four intersections located at Winder Highway, Sugarloaf Parkway, Harbins Road, and Oak Valley Way. As the importance of the railway diminished and the major highways traversing the City provided new transportation links and development opportunities, the GA-



316 corridor has been identified in local, county and regional planning as a major development corridor between Atlanta and Athens that may be expected to serve as an economic engine for future development.

Over the past decade Dacula experienced significant variations in growth rates, including very rapid residential growth between 1980 and 2007. In 2008, the growth in the city's population and development was interrupted by the national recession which sharply curtailed growth for communities within the Atlanta metropolitan region until a slow rebound began at the center of the region in 2012. Dacula was particularly hurt by the housing recession, with several housing subdivisions sitting unfinished for years until the region began growing again around 2013-2014.

The CSX railroad and GA-316 effectively divide the city into three distinct portions. For the purposes of this land use narrative, the area north of the CSX Railroad is discussed as North Dacula, the area between the CSX and GA-316 is identified as Central Dacula, and Southern Dacula is the area south of GA-316.

#### **NORTH DACULA:**

The area north of the CSX railway contains most of the City's major existing commercial, civic, and institutional resources. The City's small historic downtown strip is located along 2nd Avenue along the north side of the railroad. The historic town center is surrounded by several large public educational and institutional facilities, including Dacula High School, and the Dacula Park, Dacula Middle School, the Dacula Library, and Covenant Fellowship Church on Dacula Road.

The area around the intersection of Dacula Road and Fence Road constitutes an existing community-scale activity center with retail shopping and major institutions such as the Hebron Baptist Church and Dacula Elementary School and the US Post Office. Additional neighborhood and community-scale commercial uses are emerging north of this activity center along Dacula Road, Old Peachtree Road, and Hurricane Shoals Road. In addition to new commercial development, some residential to commercial conversion appears to be occurring along Dacula Road south of Fence Road.

#### **CENTRAL DACULA:**

The Winder Highway (US Highway 29 Business, GA-8) is located along the south side of the CSX Railway corridor and is the primary thoroughfare linking Dacula with Lawrenceville to the west and Winder to the east. The Winder Highway historically developed with a commercial and industrial character with the railroad on the north side and development on the south side. The First Baptist Church and several automobile-oriented commercial businesses are on the south side of Winder Highway, although the commercial uses appear to be in older structures located across from the historic town center north of the railroad. Some older residential neighborhoods south of Winder Highway appear to be aging and some residential to commercial conversion appears to be occurring on Harbins Road and McMillan Road. Aside from the Winder Highway corridor and adjacent transitional residential uses, Central Dacula is predominantly residential in character. Dacula City Hall is located on the east side of Harbins Road about ½ mile south of Winder Highway and other community facilities serving Central Dacula include Maple Creek Park and several churches. Dacula Public Works occupies a building on the north side of GA-316 off West Drowning Creek Road.

A 157-acre planned mixed use development (PMUD) was approved for development along Stanley Road between the Colonial Pipeline and the intersection of Winder Hwy and GA-316 in 2013. However, the project has not moved forward. The proposed mixed use development of the project included 613 units of residential and 2,500,000 square feet of non-residential space, including retail, office, and hospitality uses, and 39 acres of park and open space. The site remains available for future development.



## SOUTH DACULA:

The south portion of Dacula includes several areas that are currently developing as transitional suburban development, albeit the anticipated commercial development along Harbins Road has failed to materialize. The cleared tracts along Harbins Road that were approved in 2006 for a Wal-Mart Supercenter at Harbins Road and West Drowning Creek Road near GA-316 remains vacant. Another large site for potential commercial or industrial use near Alcova Elementary School on Alcovy Road near the GA-316 / Sugarloaf Parkway interchange has been repurposed for single-family residential development.

There are two swim/tennis housing subdivisions off Harbins Road at the southern end of the City that were delayed after partial installation of roads and utilities have been finished, and some additional single-family residential development has begun to flourish with a strong economy and expansion of sewer lines.

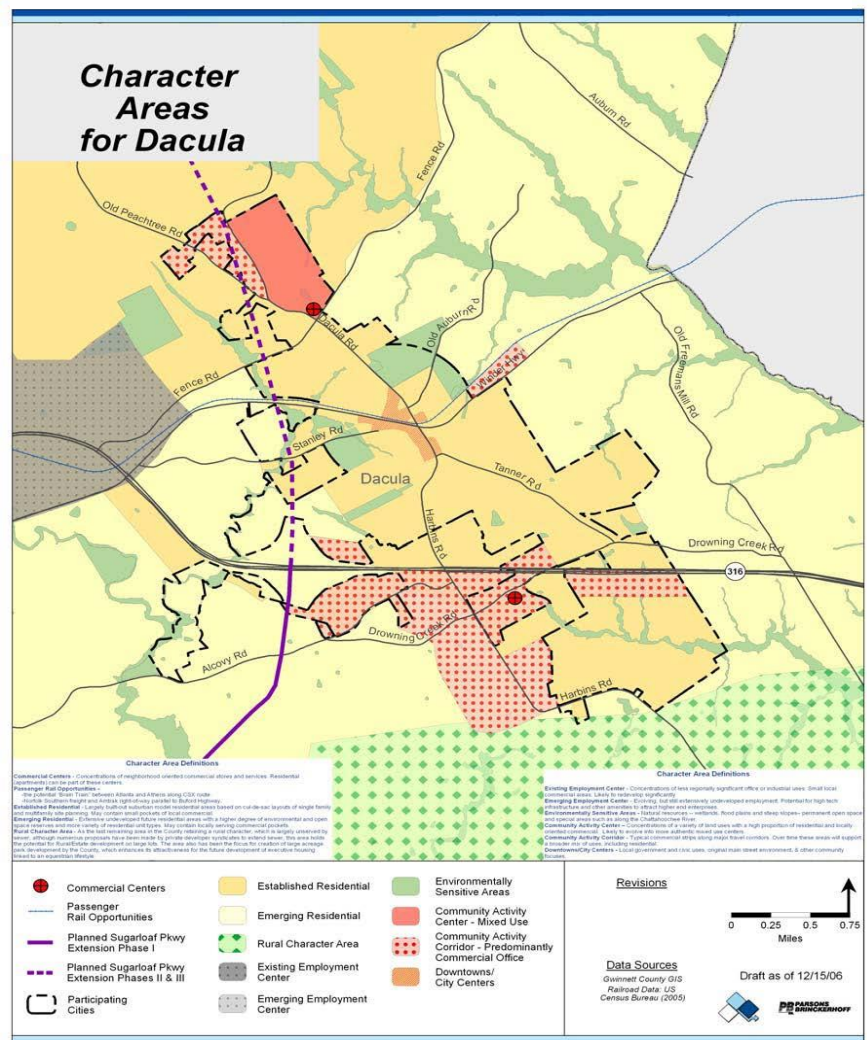
## CHARACTER AREAS AND DEFINING NARRATIVE

Character areas for the City were initially identified in 2014. These character areas were generic subareas of the city and included the downtown and Hebron Springs commercial areas, low density residential throughout the city limits, estate residential outside the city, and areas of environmental concern along the river corridors and south of the city. The Character Areas Map is updated to identify and map boundaries of potential character areas, including community sub-areas, transportation corridors, and neighborhoods. The attached descriptions provide short written descriptions for each identified character area that provides a vision of the types, forms, styles, and patterns of development to be encouraged in the area, the land uses and zoning categories to be allowed in the area, and implementation measures to achieve the desired development patterns for each character area.

The 2014 character areas map is illustrated by **Figure 7.1**:

The comprehensive planning team revised the character areas for the City to include two mixed use centers (Downtown and the future Stanley Pocket PMUD), one neighborhood activity center (Hebron Springs), two corridors with unique characteristics that make them

**Figure 7.1 Character Areas as of 2014**





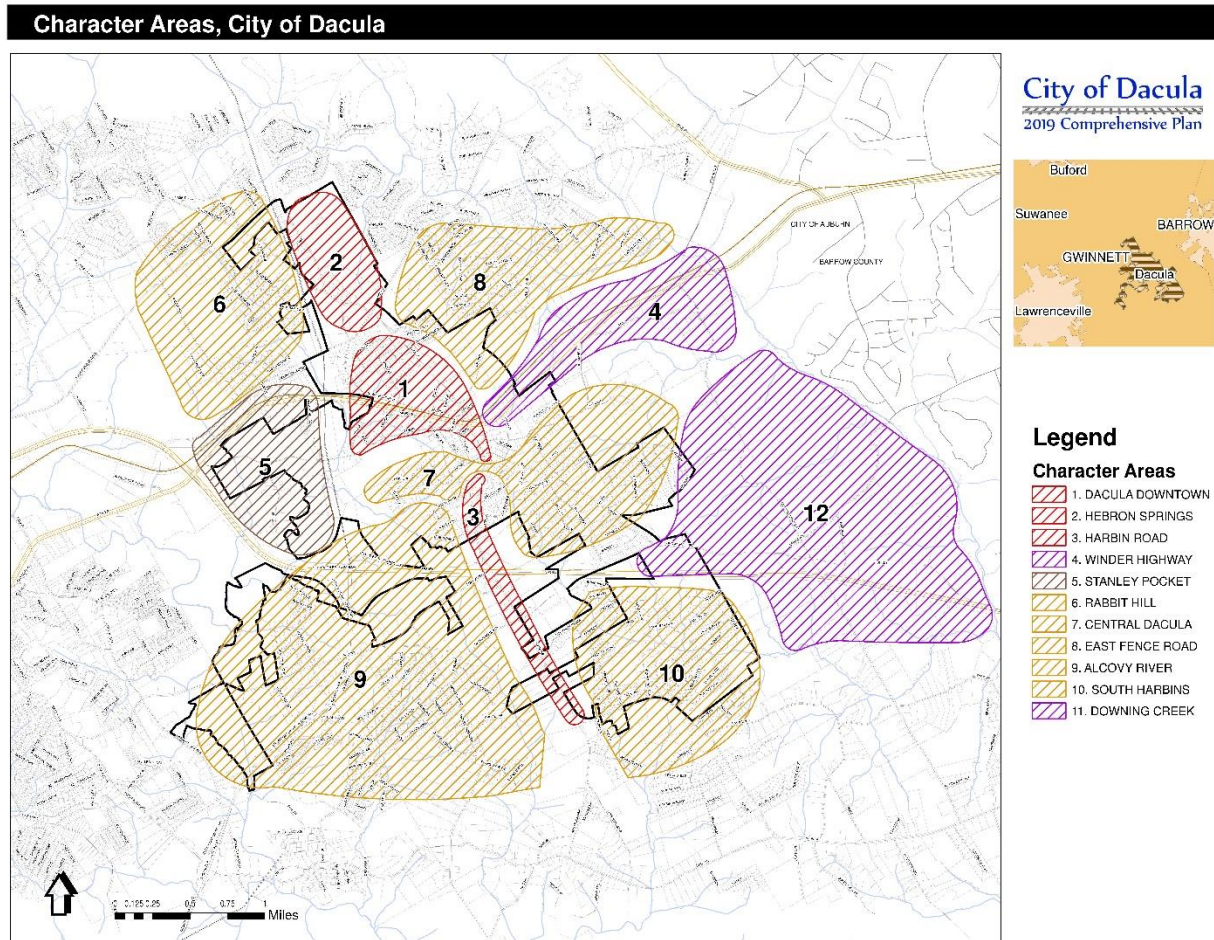
different (Winder Highway and the Harbins Connecting Corridor), five areas that are primarily low-density residential neighborhoods, and one future employment center (Drowning Creek). The description of each of the ten character areas is provided below:

- **Dacula Downtown** – Area along both sides of Winder Highway between future Sugarloaf Extension and Dacula/Harbins Road intersection and area north of CSX Railway including Dacula High School and stadium and west side of Dacula Road. This area is dominated by commercial and institutional uses with a mix of older housing units scattered throughout the area.
- **Hebron Springs Neighborhood Commercial** – Area east of proposed Sugarloaf Extension right of way and along both sides of Fence Road and Dacula Road. The area is bounded on the east side by the city limits and single-family residential on Fence Road. The uses include neighborhood and community center commercial land uses and the Hebron Springs Church and School.
- **Harbins Connecting Corridor** – This character area includes the both sides of Harbins Road south of Winder Highway, crossing SR 316, and extending to A.C. McMillan Road. The corridor includes several large, deep properties, a number of single family subdivisions, single-family houses, two day-care centers, and several commercial establishments at significant intersections. The transportation projects to build a new bridge across the CSX Railway at the northern end of this corridor and the proposed reconstruction of the SR 316 intersection into a grade separated interchange are expected to have major repercussions on land use along the corridor.
- **Winder Highway Corridor** – The Winder Highway Corridor is located between the Harbins and Dacula Road intersection and the Barrow County line to the east. This corridor is a commercial and industrial area with one church located on the south side.
- **Stanley Pocket Mixed Use PMUD Center** - The area is currently undeveloped except for a few existing homes and TCU (pipeline) uses located immediately south of the PMUD. The area boundaries are Winder Highway, SR 316 and the future right of way of the Sugarloaf Extension. The majority of this area is currently undeveloped forested land.
- **Fence Road/Rabbit Hill Neighborhoods** – Low density residential subdivisions are located along Fence Road and Rabbit Hill Road. The largest parcels are part of the County’s Rabbit Hill Park which creates a buffer between the subdivisions and the industrial areas to the west.
- **East Fence Road Neighborhoods** – The area east of Dacula Road are low density residential land uses, including several larger parcels between Auburn Road and Dacula Road. The area is expected to maintain low density residential land use.
- **Central Dacula Neighborhoods** – The areas south of Downtown Dacula and Winder Highway, north of SR 316 and on either side of the Harbins Connecting Corridor provide low density residential land uses, and is expected to maintain low density residential land use.
- **Alcovy River Neighborhoods** – The residential areas south of SR 316 are gradually seeing some infill with the expansion of the road network off Sugarloaf Parkway and other infrastructure. Most development has been low density residential uses which are expected to continue with the possible exception of locations at the Sugarloaf interchanges.
- **South Harbins Neighborhoods** – South and east of the Harbins Road intersection with A.C. Macmillan Road, Harbins Road shifts to an easterly alignment along a ridgeline south of Drowning Creek. The large day care center and school located just east of A.C. Macmillan Road forms a buffer at the edge of the transitional Harbins Connecting Corridor and marks an area that is dominated by low density residential subdivisions.



- **Drowning Creek Employment Area** – The majority of this area is located east of the existing city limits and is undeveloped at the current time. The area includes several large lots north of Drowning Creek and south of Winder Highway. Much of the area is held by a single owner.

**Figure 7.2** illustrates the Revised 2019 Character Areas for the City as designated by the consultant team:





The character areas provide a resource to identify what land uses and zoning categories are generally appropriate for these large subareas of the city. These are identified by the table below:

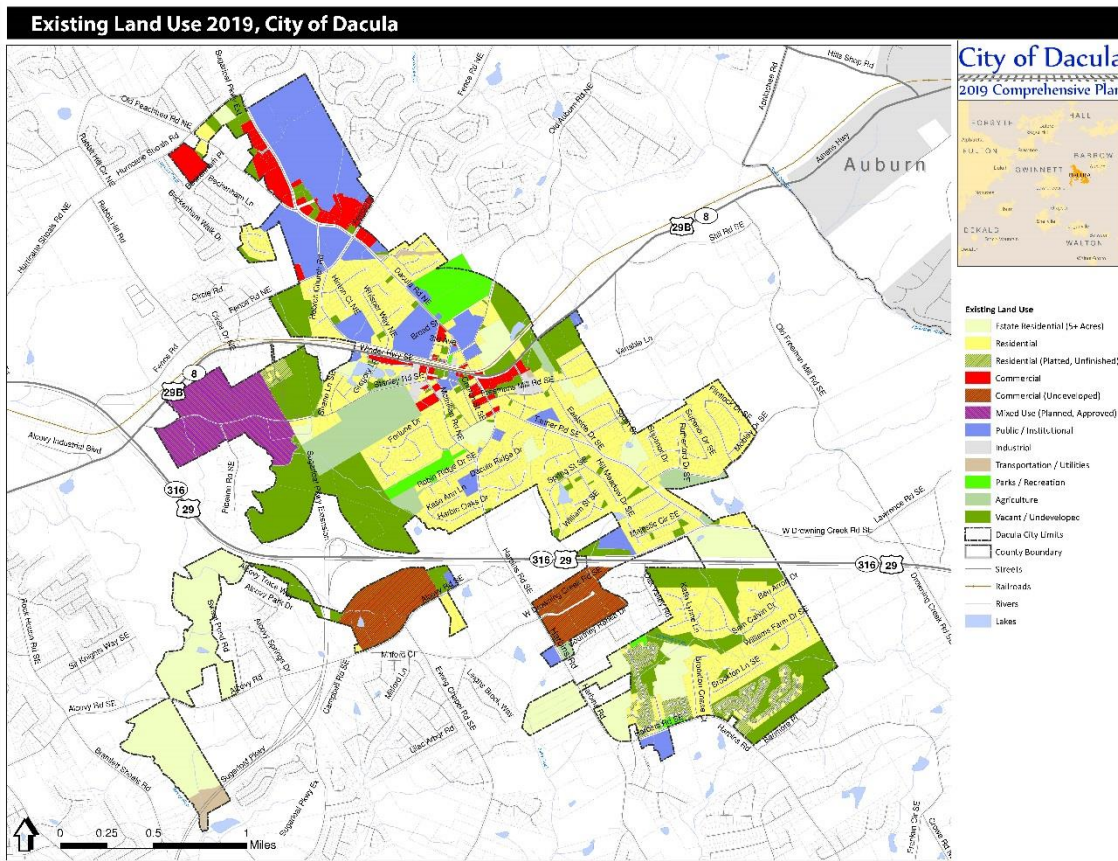
**Dacula 2019 Comprehensive Plan Character Areas**

Character Area	Character Type	Generic Land Uses	General Zoning
Dacula Downtown	Mixed Use	Commercial, Office, All Residential densities	
Hebron Springs	Neighborhood Activity Center Commercial	Commercial, Office	
Harbins Connecting Corridor	Transitional Neighborhood Commercial	Commercial, Low and Medium Density Residential	
Winder Highway	Commercial/Industrial	Commercial, Industrial, Estate and Low Density Residential	
Stanley Pocket PMUD	Regional Mixed Use	Commercial, Office, Medium and High Density Residential	
Fence Road/Rabbit Hill	Neighborhood Residential	Low Density Residential	
Central Dacula			
East Fence Road	Estate Residential	Low Density and Estate Residential	
Alcovy River			
South Harbins			
Drowning Creek	Employment Center	Commercial, Manufacturing, Agricultural <i>(Temporary)</i>	



## EXISTING LAND USES

**Figure 7.3** illustrates the Existing Land Use Plan for the City of Dacula as updated by a 2013 survey and additional field data, aerial photographs, and Dacula and Gwinnett County land use data collected in 2018. The existing land use update reflects current conditions and development permits.



Parcels in the City of Dacula were coded into one of the following land use categories which are based on the definitions in Chapter 110-12-1-.05 of the Minimum Standards and Procedures for Local Comprehensive Plans Rules from the Georgia Department of Community Affairs:

- **Residential Estate** land includes single family detached residential located on parcels of at least five acres per one unit of housing. Estate Residential may also include some low-intensity agricultural activities, such as pasture land. Several existing estate residential parcels have been rezoned for more intensive residential development. For example, a large parcel along the Alcovy River south of GA-316 has been zoned for a conservation subdivision.
- **Residential Low Density** land includes housing and related activities. The existing housing stock in Dacula is predominantly single-family detached residential. There is a small amount of manufactured housing in Central Dacula on Stanley Road and Lakeside Drive. There is currently very little attached housing in the City. However, new multi-family housing is included within the Planned Mixed Use Development on Stanley Road.

- **Commercial** land includes retail sales, restaurants, office, services, and entertainment facilities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Several individual commercial properties and small shopping centers are located along Winder Highway (US-29 Business). Larger community shopping centers, including conventional grocery stores, are located in North Dacula along Dacula Road.
- **Industrial** land includes land dedicated to warehousing and wholesale trade facilities, manufacturing facilities, processing plants, factories, mining or mineral extraction facilities or other similar uses. In Dacula, small commercial / industrial businesses are located along Winder Highway. Larger concentrations of industrial are located west of the City off Fence Road and Alcovy Industrial Blvd.
- **Public / Institutional** land includes community facilities, certain state, federal, or local government uses and institutional land uses. Examples of institutional land uses include colleges, churches, cemeteries, and hospitals.
- Government uses in this category include City halls or government building complexes, police and fire stations, libraries, prisons, post offices, schools, and military installations. Several large schools, churches and public institutions are located on Dacula Road.
- **Transportation / Communication / Utilities (TCU)** land encompasses various land use types associated with transportation, communication, and utilities. This category includes major transportation routes, power generation plants, railroad facilities, cell phone towers, airports, water/ wastewater facilities and similar uses. However, it should be noted that much of the TCU acreage is accounted for in other categories, particularly roads and their rights-of-way, which are absorbed into the context of the more dominant land use (e.g. residential or commercial). TCU includes lands acquired as right-of-way for the future Sugarloaf Parkway Extension.
- **Parks / Recreation/Conservation** land is dedicated to active or passive recreational uses and natural resource conservation. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers, and similar uses. Conservation subdivisions may also include some land preserved as greenspace or recreational land through easements.
- County parks in and around Dacula, such as Dacula Park and Rabbit Hill Park, provide sports facilities for active recreation. Dacula's municipal parks, including Maple Creek Park and Olde Mill Park, provide passive amenities such as trails and community greenspace.
- **Agricultural / Forestry** land is comprised of land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.) or other similar rural uses such as pasture; land is not used for commercial purposes. Agricultural land may also include low density estate residential of one unit per five acres. Agricultural uses inside the City include some small farm and pasture land operations.
- **Vacant / Undeveloped** land includes areas with no visible active uses and no structures. Large tracts of undeveloped land are located adjacent to the GA-316 / Sugarloaf Parkway interchange.
- **Mixed Use** land includes planned and approved mixed use properties that have been zoned and approved for planned mixed use development (PMUD). Mixed use development can include a combination of retail, office, and residential land uses within a master-planned development. A large PMUD has been approved on Stanley Road near Winder Highway.

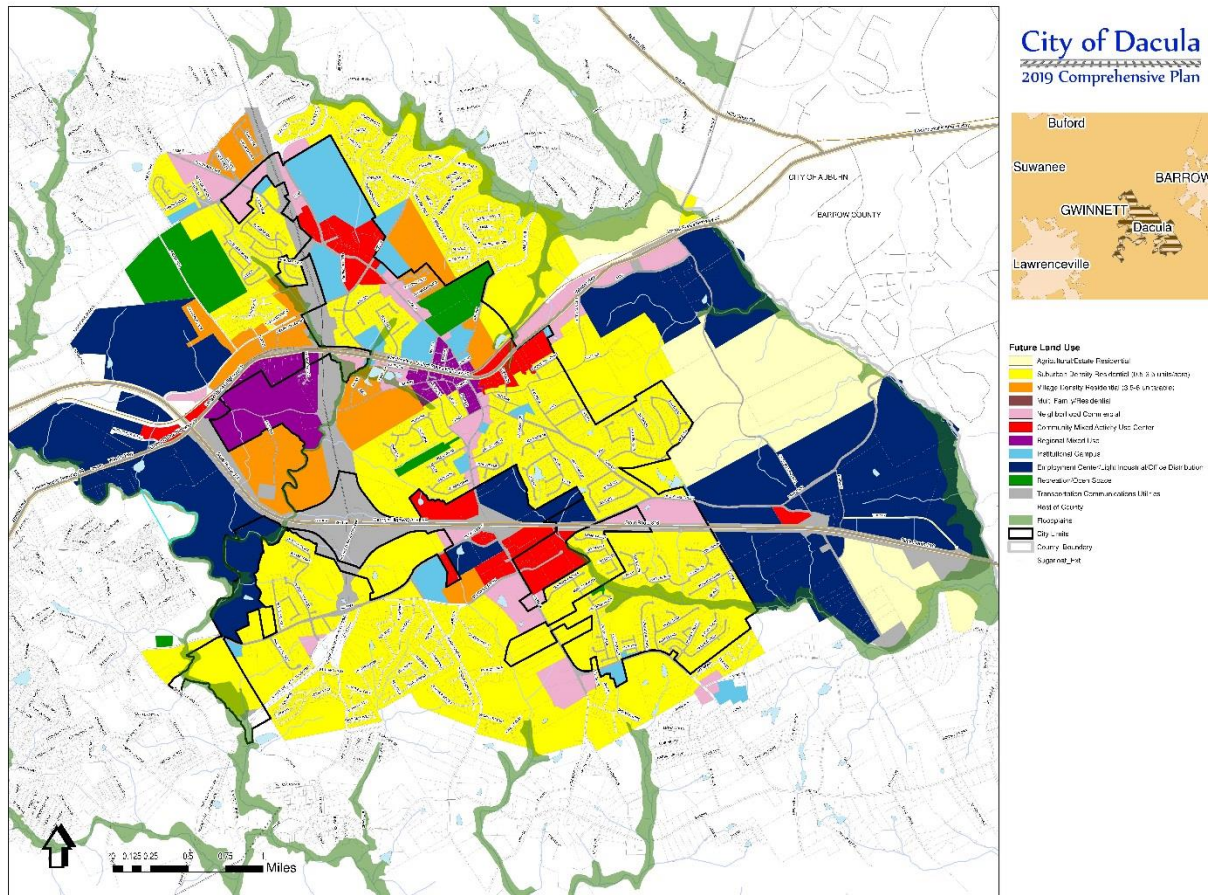




## FUTURE DEVELOPMENT NARRATIVE

The Future Land Use Map updates provides the official guiding land use document recommended by this comprehensive plan and the Future Development Narrative updates the “Defining Character Areas”-based land use discussion of long range development policies. This approach allows the City to identify general activity centers and major corridors for policy statements on preferred future development patterns. **The City of Dacula Future Land Use and Development Map** is presented by **Figure 7.4** below. The map illustrates the City’s updated general long range vision for growth and includes unincorporated areas adjacent to the city that are expected to be affected by the City’s plans and development.

**Future Land Use Map, City of Dacula - Draft**



The Future Development Narrative is broken out by the character area prototypes and the city’s adaptation for development that is consistent with city goals.

## MIXED USE ACTIVITY CENTERS

Mixed Use Activity Centers provide a variety of uses in close proximity to each other. They are generally designed to provide a mixture of residential, work spaces, and entertainment development and pedestrian-oriented accessibility in a small localized area to create an interactive mix of activities and attractions that support more intensive live-work-play and walkability for pedestrians who live nearby and visitors who drive to the center, park, and then experience the center as a pedestrian.

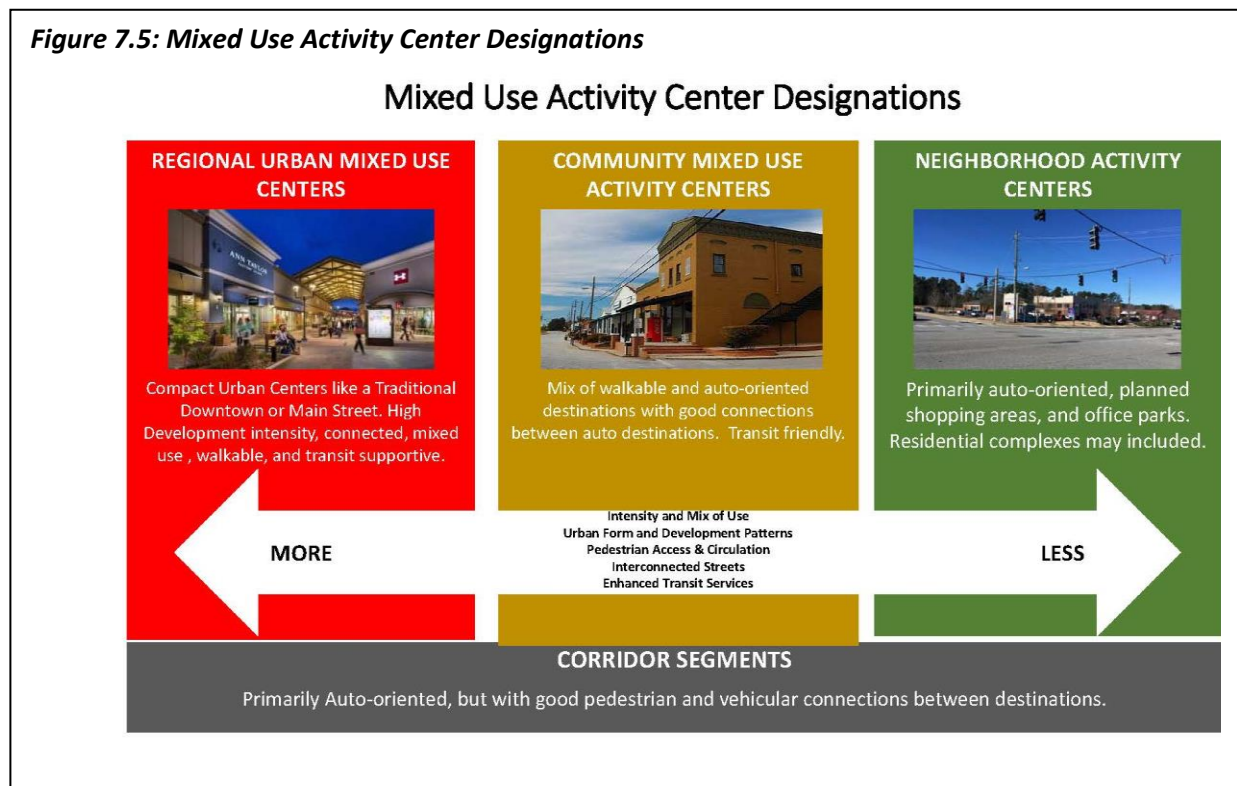
Mixed Use areas include commercial (retail, smaller offices, restaurants, etc.), some types of residential (apartment/condo, town homes). They are appropriate when adjacent to commercial/office areas and Village Residential areas in order to support pedestrian access. The redevelopment of declining commercial or institutional areas into Mixed Use areas is also expected to bring new life to these areas and create amenities for residents.

There are three types of mixed use centers in Dacula:

- Regional Mixed Use Centers,
- Community Activity Mixed Use Centers, and
- Neighborhood Activity Mixed Use Centers.

These three types of Mixed Use Centers have a variety of measurements and characteristics. One means of measure is by size with regional centers being the largest and most intensively developed (greater than 100,000 SF of non-residential floor space). Community Mixed Use Centers range from 40,000 SF to 100,000 SF, and Neighborhood Mixed Use Centers include areas of 10,000 SF to 50,000 SF of non-residential uses. Larger Mixed Use Centers may have greater complexity with a larger and different mix of appropriate land uses allowed, and higher intensity of uses with more square feet and interactions allowed including recreation, entertainment, and “live-work-play”. Larger centers also may have more interconnected streets, multi-story parking, and enhanced transit services, and would be appropriate for higher density residential uses within the mix.

**Figure 7.5: Mixed Use Activity Center Designations**



All mixed use centers are encouraged to be located in the vicinity of major road corridor intersections with other major road corridors. Road access is desired in order to draw a larger base of visitors to the centers. This includes areas adjacent to Sugarloaf Parkway extension corridor and

highways GA-316 and US-29. Mixed Use areas should be located adjacent to parks, residential, and institutional uses in order to improve their success and attractiveness.

Mixed use development opportunities have been identified in several locations throughout the City of Dacula. The proposed planned mixed use development (PMUD) located at Stanley Road and Winder Highway has been proposed for development as a Regional Mixed Use Center. Access to State Route 316, the Sugarloaf Parkway, and Winder Highway (State Route 8) provides a major opportunity to establish a higher density development in the City of Dacula. The viability of subsequent mixed use proposals in Dacula may also depend on the success of this development.

Downtown Dacula and the adjacent neighborhoods south of Winder Highway have been identified as a potential Community Mixed Use Center albeit in need of redevelopment. However, the proposed transformation of Stanley Road into a new Main Street for the City provides new opportunities for redevelopment in the neighborhoods adjacent to the historic downtown and more room to expand.

Another potential Community Mixed Use Center redevelopment area has been identified in North Dacula along both sides of Dacula Road both north and south of Fence Road. Currently there is a large tract of undeveloped land adjacent to the Fence Road / Dacula Road Community Activity Center. Mixed use development in this area could take advantage of the concentration of existing amenities including retail, recreation, schools, and churches. While there is already residential to commercial conversion occurring in this area, the proposed interchange of the Sugarloaf Parkway Extension at Fence Road is anticipated to accelerate redevelopment needs.

In South Dacula, another mixed use development opportunity has been identified off Harbins Road south of West Drowning Creek Road. While the South Dacula area has few existing public amenities, the site includes several deep parcels of developable land in close proximity to GA-316. The previous comprehensive plan identified potential new roads that could form a grid connecting this area with Alcovy Road and West Drowning Creek Road. This area is anticipated to be a Neighborhood Mixed Use Center.

The three Mixed Use Activity Centers types are described in more detail on the following pages:





## **REGIONAL MIXED USE ACTIVITY CENTER**

Regional Activity Centers provide large-scale (Over 100,000 square feet) commercial retail centers, office and employment areas, higher education facilities, sports and recreational complexes. Regional Activity Centers are designed for automobile accessibility and should be able to accommodate large volumes of traffic and parking. In order to serve a large market area, Regional Activity Centers should be located near the intersection of major thoroughfares. While national “Big Box” retailers are appropriate within these districts, architectural designs should be distinct, and encouraged to fit within master planned development.

In Dacula, the only regional activity center is located in the area between GA-316, Winder Highway (State Route 8/US 29) and Sugarloaf Parkway. A significant portion of the character area was proposed as a planned development in 2013, but the project has failed to materialize as of 2019. The area provides opportunities for large scale retail and employment uses close to State Routes 316 and 8 and the CSX Railroad.

The large site should be preserved from piecemeal development in order to provide appropriate area for development, access and buffers and to accommodate the infrastructure improvements necessary to support large-scale development.

### **LAND USES ALLOWED**

- Regional Commercial
- Office / Professional
- Institutional
- Warehousing / Distribution
- Medium Density Residential (4 to 6 units / acre)
- High Density Residential (Greater than 6 units / acre)

### **Examples of Regional Mixed Use Activity Center Land Uses:**



### **IMPLEMENTATION POLICIES**

- Encourage developers to provide infrastructure improvements to mitigate major traffic impacts.





- Use planned infrastructure expansion to support development in areas identified as suitable for such development in the Comprehensive Plan.
- Encourage development that provides appropriate employment opportunities to serve our current and future population.
- Encourage development of a rational network of commercial activity centers to meet the service needs of our citizens while avoiding unattractive and inefficient strip development along major roadways.
- Encourage new development to locate in suitable locations close to transportation and infrastructure resources
- Encourage development whose design, landscaping, lighting, signage, and scale add value to the community.
- Encourage unique architectural design with articulated facades in order to avoid generic “Big Box” appearance.
- Encourage shared parking and master planned development in order to minimize parking needs.

#### **QUALITY COMMUNITY OBJECTIVES**

- Economic Prosperity
- Sense of Place



Regional Mixed Use in Asheville, NC



Reginal Mixed Use in Cambridge, MA

## **COMMUNITY MIXED USE ACTIVITY CENTER**

Community Activity Centers are relatively large nodes (40,000 to 100,000 square feet) of commercial, office, and institutional facilities which serve several surrounding neighborhoods. While they may include some mixing of uses, Community Activity Centers are primarily commercial areas which cater to the community as a whole. These centers are developed at major intersections and along major corridors and may include both auto- and pedestrian-oriented development.

While denser residential may be appropriate in close proximity to Community Activity Centers, most types of residential should be provided a buffer to protect them from encroachment of commercial traffic into neighborhoods. In order to further separate the most intensive uses within Community Activity Centers from adjacent areas, the highest-density development should be in heart of the Community Activity Center and the least dense uses should be located along the edges of the center.

### **LAND USES ALLOWED**

- General Commercial
- Office / Professional
- Institutional
- Parks / Recreation

### **Examples of Community Mixed Use Activity Center Land Uses:**



### **IMPLEMENTATION POLICIES**

- Use planned infrastructure expansion to support development in areas identified as suitable for such development in the Comprehensive Plan.
- Encourage the development of “lifestyle” commercial centers that provide internal pedestrian circulation, streetscape amenities, and landscaping.
- Encourage development that provides appropriate employment opportunities to serve our current and future population.
- Encourage development of a rational network of commercial activity centers to meet the service needs of our citizens while avoiding unattractive and inefficient strip development along major roadways.

- Encourage new development to locate in suitable locations close to transportation and infrastructure resources
- Encourage development whose design, landscaping, lighting, signage, and scale add value to our community.
- Promote low impact site development that encourages maintaining the natural topography and existing vegetation on a site when feasible.

## QUALITY COMMUNITY OBJECTIVES

- Economic Prosperity
- Sense of Place



Community Center Land Use from Westgate, MO



Community Center Land Use from Des Moines, IA



Community Center in Newburyport, MA



Community Center in Roswell, GA



## GENERAL COMMERCIAL AND NEIGHBORHOOD ACTIVITY CENTER

General Commercial land uses may include retail stores, gas stations, fast-food or dine-in restaurants, insurance agencies, banks, store-front offices, or other commercial establishments that make up and support the economic well-being of the community. The existing pattern of individual auto-oriented stores on major road thoroughfares in Dacula is expected to continue through the planning period. Dacula is one of many communities across the Atlanta region that provide a congregation of many small and medium commercial uses to support the region's residential population. Most General Commercial uses in and around Dacula are automobile-oriented sites that are consistent with the existing culture of the city due to the location at the urban fringe of the region, the relatively spread-out density of development, and the ubiquitous nature and reliability of automobile accessibility over the past 50 years.

Neighborhood Activity Center areas are small nodes of commercial activity with service areas generally limited to the immediate surrounding neighborhoods. They might include uses such as local cafés, small shops, or small offices and other general commercial uses and may provide some pedestrian access as an amenity to nearby neighborhoods without interfering with residential activity. These centers are small in size (less than 40,000 square feet) and may include one or two larger stores to anchor the shopping center and support smaller store fronts by enhancing community familiarity with their availability, product or resources.

There has been relatively little recent development of Neighborhood Centers in Dacula due to the prevalence of automobile ownership and few sidewalks outside the area immediately around the schools and the downtown area. Automobile-oriented general commercial developments along major thoroughfares have evolved into "one-stop shop" chain (general) stores and larger community centers that have larger anchors and amenities. Neighborhood Activity Centers are expected to locate in Dacula at under-served locations south and east of the city although they may be limited to areas where they can serve as buffers between residential neighborhoods and uses which are incompatible with residential, such as the transitional areas adjacent to light industrial. Neighborhood Activity Centers can also serve as key gateways, such as those identified on Harbins and Dacula Road at key access points into the City.

### LAND USES ALLOWED

- Small Retail
- Small Office
- Small Institutional
- Parks / Recreation

### Examples of Neighborhood Mixed Use Activity Center Land Uses:



## IMPLEMENTATION POLICIES

- Provide opportunities for small-scale retail, services, and office that are compatible with neighborhoods that do not generate excessive traffic.
- Provide a transition or buffer between higher-intensity mixed use development and surrounding neighborhoods.
- Provide for adaptive reuse of older residential located on busy thoroughfares.
- Encourage development of a rational network of commercial activity centers to meet the service needs of our citizens while avoiding unattractive and inefficient strip development along major roadways.
- Encourage bicycle and pedestrian-oriented design in order to allow neighborhood residents to easily access small retail and restaurants without excessive automobile travel.

## QUALITY COMMUNITY OBJECTIVES

- Economic Prosperity
- Efficient Land Use
- Sense of Place
- Transportation Options
- Community Health



Neighborhood Commercial from Plymouth, MA



Neighborhood Commercial from Local City in GA

## INDUSTRIAL / EMPLOYMENT CENTER

Industrial Activity Centers in the City of Dacula may include light industrial, industrial office, distribution/warehousing, and manufacturing. While Industrial areas may be appropriate in a number of locations within the City, it is important to limit the types of industrial uses in order to minimize impacts on adjacent areas. For instance, while industrial office space might be appropriate in somewhat close proximity to some types of residential development, the noise and freight traffic associated with distribution/warehousing necessitates a buffer between it and any type of residential use.

Because it is located at the nexus of several major highways and roads and a major rail line, Dacula has the opportunity to create a strong and diverse economy which includes industrial areas. Dacula's population is expected to increase over the next 20 years. Locating jobs within the City will help it to maintain a favorable jobs/housing balance. The City of Dacula will foster the growth of industrial areas primarily along Georgia Highway 316 because of its importance as a freight corridor as well as the rail corridor which passes through the City.

### LAND USES ALLOWED

- Light industrial
- Industrial office
- Distribution/warehouse
- Manufacturing

### Examples of Industrial/Employment Center Land Uses :



### IMPLEMENTATION POLICIES

- Provide incentives for industrial employers to locate in Dacula.
- Reserve areas for industrial development and discourage residential development in close proximity to industrial reserve areas.
- Balance the supply of housing and employment in our community and consider their location in relation to each other.
- Support programs that recruit, retain, expand and create businesses that provide a good fit for our community's economy in terms of job skills required and links to existing businesses.
- Use planned infrastructure expansion to support development in areas identified as suitable for such development in the Comprehensive Plan.

- Encourage development that provides appropriate employment opportunities to serve our current and future population.
- Consider cooperative agreements with neighboring jurisdictions to provide infrastructure necessary to support industrial development.

#### **QUALITY COMMUNITY OBJECTIVES**

- Economic Prosperity
- Local Preparedness
- Regional Cooperation



Logistics Land Use in Gwinnett County



Coffee Shop in Dacula, GA



## **PARKS, RECREATION, AND GREENSPACE**

Parks, Recreation, and Greenspace areas are important assets to communities for many reasons including the mental and physical well-being of the community and quality of life in general. Because of the wide variety of types of parks and greenspace, these areas may be appropriate in proximity to most other areas. Parks, Recreation, and Greenspace areas are particularly important to residential areas.

The City of Dacula operates relatively only two small parks within the city, but there are several Gwinnett County-owned facilities in the area, including Dacula Park, which features both active and passive recreation opportunities within the City. While the County park system meets the City's needs for active recreation, the City should consider the development of passive recreational space such as public plazas and greenspace within planned mixed use districts.

### **LAND USES ALLOWED**

- Active and Passive Recreation
- Conservation

### **Examples of Parks and Recreation Land Uses:**



### **IMPLEMENTATION POLICIES**

- Provide passive greenspace and plazas to serve as community civic space within Mixed Use Activity Centers.
- Coordinate recreational planning with development initiatives.
- Encourage park and recreational design that is accessible to pedestrians, bicyclists, and disabled persons.
- Encourage conservation subdivisions that cluster development on one portion of a site in order to preserve sensitive natural features.
- Encourage more compact development of land in order to preserve natural resource areas and preserve green open spaces.
- Consider potential impacts on air and water quality in making decisions on new developments and transportation improvements and steer new development away from sensitive natural resource areas.
- Promote the protection and maintenance of trees and green open space in new development.



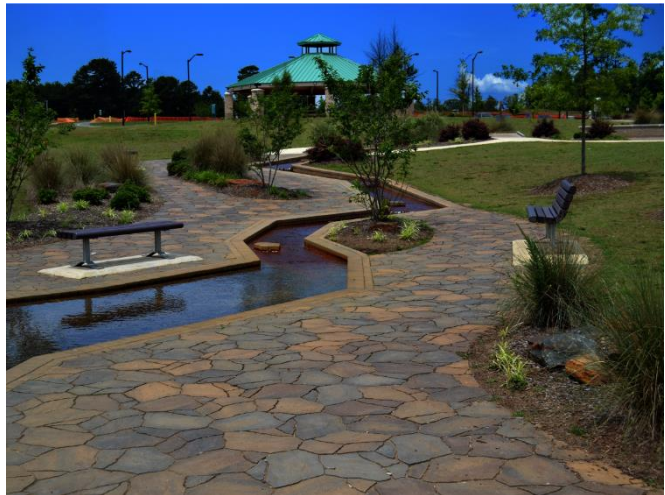
- Protect ground and surface water sources to promote the maintenance of safe and adequate supplies of water.
- Minimize inefficient land consumption and encourage more compact urban development in order to preserve green open space and natural resource areas.

#### **QUALITY COMMUNITY OBJECTIVES**

- Resource Management
- Efficient Land Use
- Sense of Place
- Regional Cooperation
- Community Health



Harbins Park



Dacula Park

## **SUBURBAN RESIDENTIAL**

Suburban Residential areas are generally characterized by relatively larger houses with greater setbacks from roads and from each other. Located further away from commercial or mixed use centers than Village Residential, Suburban Residential areas are considered to be more oriented toward the private realm. This sense is furthered by the fact that typical Suburban Residential development often includes cul-de-sac road systems rather than providing options for interconnectivity.

Suburban Residential areas are likely to include solely residential uses and are likely to be somewhat separated from activity centers, though they may still be in somewhat close proximity. Suburban Residential areas' separation from activity centers provides protection from large amounts of traffic and the imposition of undesirable or incompatible uses. Some nonresidential uses which might be appropriate adjacent to Suburban Residential areas are smaller churches, libraries, parks, or other uses which complement suburban development. Suburban Residential areas will make up a large portion of the City of Dacula. As the City's population grows rapidly in upcoming years, new residents will require housing, and Suburban Residential areas are likely to absorb much of that growth. While some of these areas have already been developed, others will be built in areas which are currently characterized by rural development along road corridors.

### **LAND USES ALLOWED**

- Low-density single family detached residential (1-3 units per acre)
- Small Institutional
- Parks / Recreation / Greenspace

### **Examples of Suburban Residential Land Uses:**



### **IMPLEMENTATION POLICIES**

- Encourage the completion of unfinished subdivisions.
- Support appropriate residential and non-residential infill development and redevelopment in ways that complement existing neighborhoods.
- Coordinate housing development with infrastructure capacity, such as water, sewer, and roads.
- Encourage connectivity in housing developments with multiple ingress/egress points.
- Eliminate substandard or dilapidated housing.



- Provide opportunities for a mixture of housing types, densities and costs in the City.

### QUALITY COMMUNITY OBJECTIVES

- Efficient Land Use
- Local Preparedness
- Housing Options



Housing on Nicholas Landing



Dacula Park



Suburban Residential Curvilinear Streets

## **VILLAGE RESIDENTIAL**

Village Residential areas are neighborhoods which are in close proximity to activity centers and are relatively dense compared to Suburban Residential areas. These areas often follow the principles of Traditional Neighborhood Development (TND), which favors homes on smaller lots with shorter setbacks from the street. TND also favors the connectivity of a network of blocks with interconnected streets and sidewalks rather than cul-de-sac development.

The connectivity provided by Village Residential development means that residents are more likely to walk or bike to nearby centers rather than being forced to rely on automobiles. Consequently, these areas require additional infrastructure oriented toward pedestrians such as high-quality sidewalks, crosswalks, and paths in combination with traffic calming measures in order to increase pedestrian safety. Furthermore, activity centers adjacent to Village Residential areas should provide pedestrian infrastructure in order to accommodate foot traffic from local neighborhoods.

### **LAND USES ALLOWED**

- Low density residential (0.5 to 4 units / acre)
- Medium density residential (4-6 units / acre)
- Traditional Neighborhood Development
- Duplexes
- Senior Housing
- Parks / Recreation / Greenspace
- Small Institutional

### **Examples of Village Residential Land Uses:**



### **IMPLEMENTATION POLICIES**

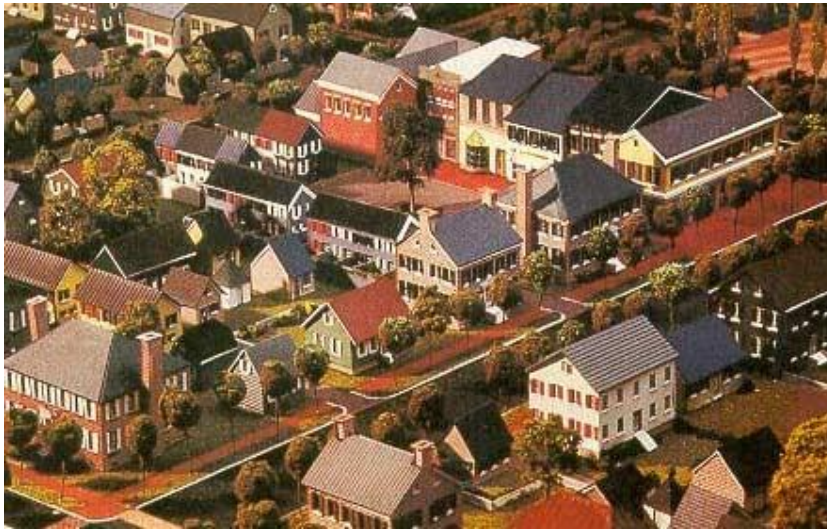
- Encourage Traditional Neighborhood Development (TND) design principles for compact walkable development.
- Create walkable, safe, and attractive neighborhood throughout the community, where people have attractive, low-energy access options to schools, parks, and necessary services (grocery store, drug store).



- Promote connectivity of our road network through fostering a grid network of streets in newly developing areas and establishing multiple local street access connections between residential subdivisions.
- Encourage Village Residential near mixed use and community activity centers.
- Encourage the development of housing opportunities that enable residents to live close to their places of employment.
- Support the development of residential density in areas where community design standards, environmental constraints and available infrastructure capacities can accommodate the density.
- Support appropriate residential and non-residential in-fill development and redevelopment in ways that complement existing neighborhoods.

### QUALITY COMMUNITY OBJECTIVES

- Efficient Land Use
- Housing Options
- Sense of Place
- Transportation Options



Village Residential Land Use Example



## OVERLAY LAND USE MODIFIERS

Not all land use designations are the same. Transportation, infrastructure, environment, and economic factors contribute unique characteristics that can be expected to affect the basic underlying land use plans. These “modifiers” require City decision-makers to consider how the new infrastructure affects land use decisions before, during and after construction. These overlays are considered potential modifiers to the land use that should be considered in addition to the land use plan recommendations. The Comprehensive Plan identifies five modifiers:

- ***Expressway Corridors;***
- ***Commercial Corridors;***
- ***Neighborhood Connections;***
- ***Gateways; and***
- ***The Commuter Rail Opportunity.***

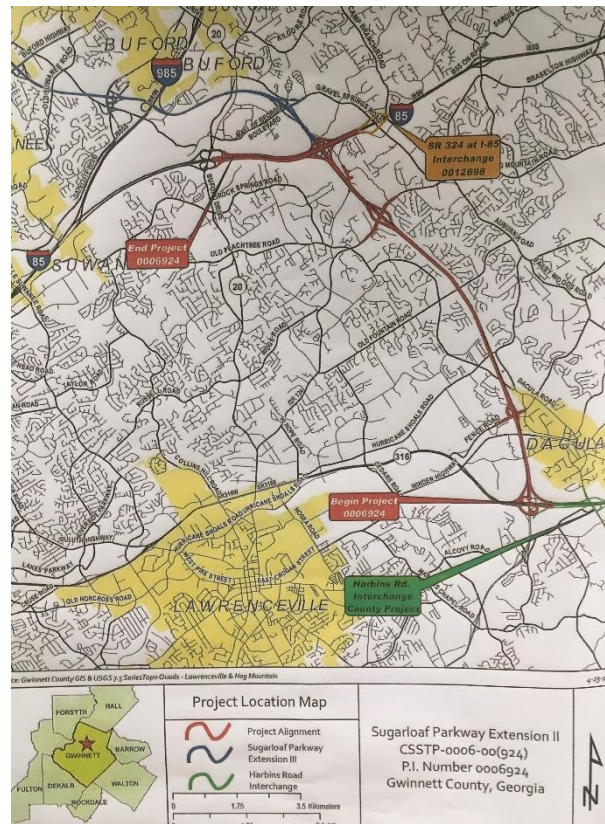
## EXPRESSWAY CORRIDOR

Expressway Corridors include high speed, high volume limited access roadways and their surrounding land. Due to the high capacity limited access design of Expressway Corridors, development should be concentrated at nodes near expressway interchanges. Major employment centers, including regional commercial, office, industrial, and mixed use may be located near expressway interchanges. While Expressway Corridors provide for regional mobility, they can also serve as a barrier for local neighborhood connectivity. In Dacula, both GA-316 and the Sugarloaf Parkway Extension are planned as Expressway (limited access) Corridors.

The **Sugarloaf Parkway Extension** Phase II is proposed to be extended north from GA-316 to Interstate 85 near the Mall of Georgia as a limited access expressway. Phase III is an additional extension from I-85 to I-985 and Buford Highway. The Sugarloaf Extension Phases II and III are not on the short term work program. However, the projects are identified as long-term projects in State, Region and County plans.

The City of Dacula should work with Gwinnett County and GDOT officials to ensure that connectivity is maintained for major roads crossing the future path of the Sugarloaf Parkway Extension, including Fence Road, Old Peachtree Road, Hurricane Shoals Road, and Stanley Road.

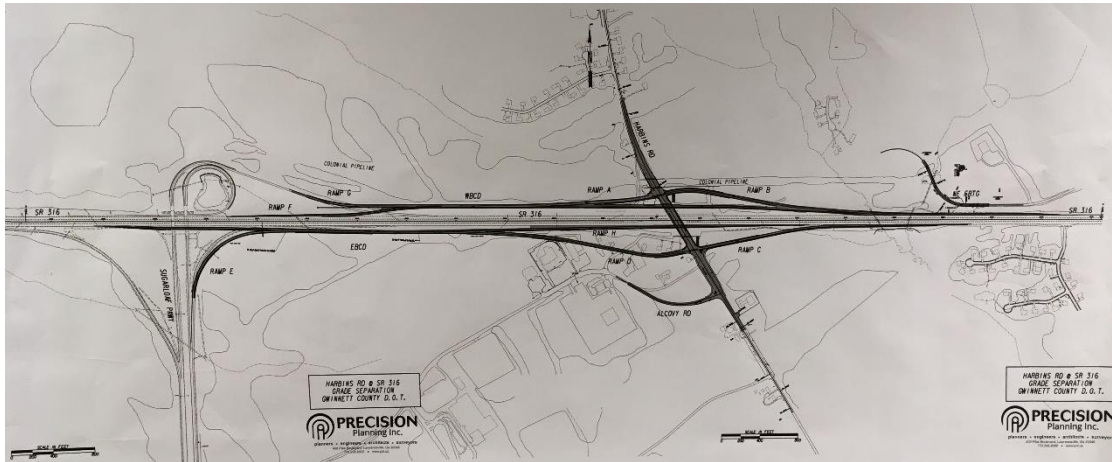
The Georgia Department of Transportation and Gwinnett County have identified plans to improve access and reduce bottlenecks along GA-316. These plans include converting major at-grade intersections into limited access grade-separated interchanges to expedite and improve management of traffic movements. The intersection at Harbins Road will be reconstructed as a grade-separated





interchange and Alcovy Road will be relocated to a new alignment and intersection with Harbins Road farther to the south. The Harbins s such as Harbins Road are proposed to be redesigned and the Oak Valley .

#### **Proposed Harbins Road Interchange with Georgia 316 prepared by Precision Planning (2018)**



While both the Sugarloaf Extension and conversion of GA-316 to limited access are long term transportation improvements, the City should identify major development opportunities near these future interchanges.

#### **LAND USES ALLOWED**

- Regional and Community Mixed Use
- Commercial
- Industrial
- Institutional

#### **IMPLEMENTATION POLICIES**

- Plan for limited access design along Expressway Corridors.
- Encourage dense nodes of development at expressway interchanges.
- Use planned infrastructure expansion to support development in areas identified as suitable for such development in the Comprehensive Plan.
- Encourage development that provides appropriate employment opportunities to serve our current and future population.
- Consider access roads and infrastructure improvements necessary to develop land at Expressway interchanges.

#### **QUALITY COMMUNITY OBJECTIVES**

- Economic Prosperity
- Efficient Land Use
- Housing Options
- Transportation Options



## **IMPLEMENTATION POLICIES**

- Apply complete streets principles of roadway design to accommodate cars, bikes, pedestrians, and transit.
- Plan for streetscape improvements along Main Street Corridors to support desired mixed use development.
- Apply alternative roadway design standards from ITE Walkable Urban Thoroughfares guidebook.
- Promote connections and accessibility between Mixed Use Activity Centers, community facilities, and recreational amenities.
- Design and construct streetscape improvements in accordance with the Americans with Disabilities Act Accessibility Guidelines (ADAAG).
- Design sidewalks and street-side elements to include functional zones for elements such as utilities, street trees, street furnishings, pedestrians, and sidewalk dining.
- Promote pedestrian, bicycle, and motorist safety in roadway and streetscape design.
- Provide traffic calming measures where appropriate in order to ensure that traffic speed does not negatively impact safety and pedestrians.
- Consider on-street parking and street trees as a buffer to promote pedestrian safety where feasible.

## **QUALITY COMMUNITY OBJECTIVES**

- Economic Prosperity
- Efficient Land Use
- Sense of Place
- Transportation Options

## **COMMERCIAL CORRIDOR**

Commercial Corridors include major roads and surrounding lands that have been developed with auto-oriented strip commercial land uses. The primary commercial corridor in the City of Dacula is Winder Highway (US-29 Business). Because this roadway has historically developed along the CSX railway, the corridor has a semi-industrial character. While strip commercial development is anticipated to occur along this corridor, the aesthetics of the corridor should be improved at key gateways into the City, particularly at Harbins/Dacula Road. Some commercial redevelopment should be encouraged near the City's historic downtown.

## **LAND USES ALLOWED**

- General Commercial
- Office
- Institutional



## IMPLEMENTATION POLICIES

- Improve aesthetics of development along Winder Highway, particularly near historic Downtown Dacula.
- Work with the railroad to improve the aesthetics of the CSX railway corridor.
- Work with County and State transportation officials to enhance connectivity across the CSX railway.
- Promote access management and inter-parcel connectivity in order to limit the number of curb cuts along Winder Highway.



## QUALITY COMMUNITY OBJECTIVES

- Economic Prosperity
- Efficient Land Use
- Sense of Place
- Transportation Options

## NEIGHBORHOOD CONNECTIONS

Neighborhood Connections are local roads and collectors that serve a relatively low volume of traffic but provide key access from neighborhoods to activity centers, community facilities, and recreational amenities. While streetscapes along Neighborhood Connections are of secondary importance to Main Street Corridors, safety improvements should be made to accommodate cars, bikes, pedestrians, and the disabled. Commercial development along Neighborhood Connections should be limited to Neighborhood Activity Centers.

## LAND USES ALLOWED

- Neighborhood Commercial
- Residential
- Institutional
- Parks / Recreation / Greenspace

## IMPLEMENTATION POLICIES

- Encourage traffic calming and improvements to ensure safety for all roadway users.
- Promote connections and accessibility between Mixed Use Activity Centers, community facilities, and recreational amenities.
- Apply complete streets principles of roadway design to accommodate cars, bikes, and pedestrians.

## QUALITY COMMUNITY OBJECTIVES

- Transportation Options
- Sense of Place



## **GATEWAYS**

Gateways serve as key entry points into the City that provide a crucial first impression of the community. Gateways provide a symbolic transition between the City and surrounding rural areas. The City should seek to improve the aesthetics of these key entry points into the community.

Monument signage and landscaping may be used at Gateways to reinforce the City's identity, image, and sense of place. Because several regional transportation facilities traverse the City, key entry points to the City may be located at expressway interchanges in addition to the outer City limits.

### **IMPLEMENTATION POLICIES**

- Prioritize development of gateways on western side of City.
- Coordinate gateway signage with mixed use and redevelopment planning.
- Identify future annexation areas in order to plan for future gateways.
- Identify future expressway interchanges in order to plan for future gateways.
- Create design guidelines for development at key gateways.

### **QUALITY COMMUNITY OBJECTIVES**

- Sense of Place (Branding)

## **COMMUTER RAIL OPPORTUNITY**

Commuter Rail Opportunities are sites with the potential to support commuter rail stations and station-area development. Because of the railroad infrastructure along the CSX railway, two sites have been identified as potential Commuter Rail Opportunities. Commuter Rail Opportunities should be located near Mixed Use Activity Centers, such as downtown and the Stanley Road planned mixed use development. The commuter rail corridor should connect Atlanta with Athens and support the County's research and development corridor plans. In addition to commuter rail, the City should consider several potential transit modes, such as Bus Rapid Transit (BRT ).

### **LAND USES ALLOWED**

- Transportation / Communication / Utilities
- Mixed Use

### **IMPLEMENTATION POLICIES**

- Pursue a grant to plan for transit opportunities and town center development in Dacula.
- Select a preferred site for commuter rail near a major Mixed Use Activity Center.
- Coordinate planning of transit opportunities with redevelopment planning and economic development initiatives.

### **QUALITY COMMUNITY OBJECTIVES**

- Economic Prosperity
- Transportation Options
- Sense of Place



## **FUTURE LAND USE PLAN RECOMMENDATIONS**

**Figure 7.4** above illustrates the **Future Land Use Map** for the 2019 City of Dacula Comprehensive Plan Update. The Future Land Use Map is intended to serve as the guiding legal document for managing land use change in the City of Dacula. In addition to the current limits of the City of Dacula, the Future Land Use Map provides recommended land uses for areas adjacent to the City boundaries. The extent of the Future Land Use Map represents the future urban service area where expansion of community facilities and services is deemed feasible.

The land use categories provided in the map are similar to those included on the Existing Land Use Map, with some additional detail on future density of residential and commercial. Future land use categories included within the map are as follows:

### **Future Land Use Plan Recommendations**

<b>Land Use Type and Brief Description</b>	<b>Future Plan Acreage</b>	<b>% of Total Acreage</b>
<b>AGRICULTURAL / ESTATE DENSITY</b> - Land includes single family detached residential located on parcels of at least five acres per one unit of housing. Estate Residential may also include some agricultural activities, such as pasture land or timber.	1309	13.0%
<b>SUBURBAN RESIDENTIAL / LOW DENSITY</b> - Land includes single family detached residential at a density of 0.5 to 3.5 units per acre.	4847	48.4%
<b>VILLAGE RESIDENTIAL DENSITY</b> - Land includes single family detached residential and duplex residential at a density of 4-6 units per acre.	642	6.4%
<b>GENERAL COMMERCIAL AND NEIGHBORHOOD MIXED USE CENTERS</b> - Land includes small-scale retail commercial and office uses serving immediate surrounding neighborhoods. Neighborhood commercial may be developed as individual buildings or attached shopping centers with square footage not to exceed 40,000 square feet.	350	3.5%
<b>COMMUNITY MIXED USE ACTIVITY CENTER</b> - Land includes development that includes a mixture of commercial, office, public, and institutional uses within a master planned development. Community Mixed Use centers are approximately 40,000 SF to 100,000 SF in size.	368	3.7%
<b>REGIONAL MIXED USE ACTIVITY CENTER</b> - Land includes properties developed to include a mixture of commercial, office, public, and institutional uses within a master planned development. These centers may be greater than 100,000 SF in size and may include medium (4 to 6 units/acre) or higher density (greater than 6 units/acre) residential uses.	278	2.8%
<b>INDUSTRIAL / EMPLOYMENT</b> - Land includes dedicated warehousing and wholesale trade facilities, manufacturing facilities, processing plants, factories, mining or mineral extraction facilities or other similar uses.	1417	14.0%

<b>PUBLIC / INSTITUTIONAL</b> - Land includes community facilities, certain state, federal, or local government uses and institutional land uses. Examples of institutional land uses include colleges, churches, cemeteries, and hospitals. Government uses in this category include City halls or government building complexes, police and fire stations, libraries, prisons, post offices, schools, and military installations.	352	3.5%
<b>PARK / RECREATION / CONSERVATION</b> - Land is dedicated to active or passive recreational uses and natural resource conservation. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers, and similar uses. Conservation subdivisions may also include some land preserved as greenspace or recreational land through easements.	284	2.7%
<b>TRANSPORTATION / COMMUNICATION / UTILITIES (TCU)</b> - TCU land encompasses various land use types associated with transportation, communication, and utilities. This category includes major transportation routes, power generation plants, railroad facilities, cell phone towers, airports, water/wastewater facilities and similar uses.	202	2.0%
<b>UNDEVELOPED / VACANT</b> - Lands located within the Planning Area that are proposed to remain vacant and not projected for the future land use plan (Note: Although some land may be expected to remain vacant due to lack of investment or development costs that exceed potential economic gain, the Plan assumes development in one of the above categories).	0	0
<b>TOTAL LAND AREA WITHIN THE PLANNING AREA</b>	10,049	100%

The Overlays are not shown on the map. However, they are identified here: Three of the overlay land uses are identified by designation as including the primary roadway and the adjacent properties that front along that roadway. Therefore, the Expressway Corridors overlay includes the properties along and adjacent to Sugarloaf Parkway and GA-316.

The Commercial Corridor overlay includes the properties along and adjacent to Winder Highway between GA-316 and the Apalachee River bridge.

The Neighborhood Connections overlay includes the properties along and adjacent to Dacula and Harbins Road and the portion of Fence Road located between GA-316 and Dacula Road. Gateways are identified at GA-316 at (1) Winder Road, (2) Dacula Road at Hurricane Shoals Roads; (3) Winder Highway at the Apalachee River Bridge, (4) GA-316 at the Apalachee River Bridge, and (5) Sugarloaf Parkway at Fence Road (future).

The location of the Commuter Rail Opportunity is a long term recommendation to be determined pending decisions by Federal, State and regional transportation decision makers regarding timing, design and location of the corridor (which may be along the CSX Railroad, GA-316 or another corridor that has not yet been identified).





## CHAPTER 8 – TRANSPORTATION

The Transportation element of the Comprehensive Plan evaluates the safety, reliability, and the ability of the current and future transportation network to support economic development and mobility in the City of Dacula.

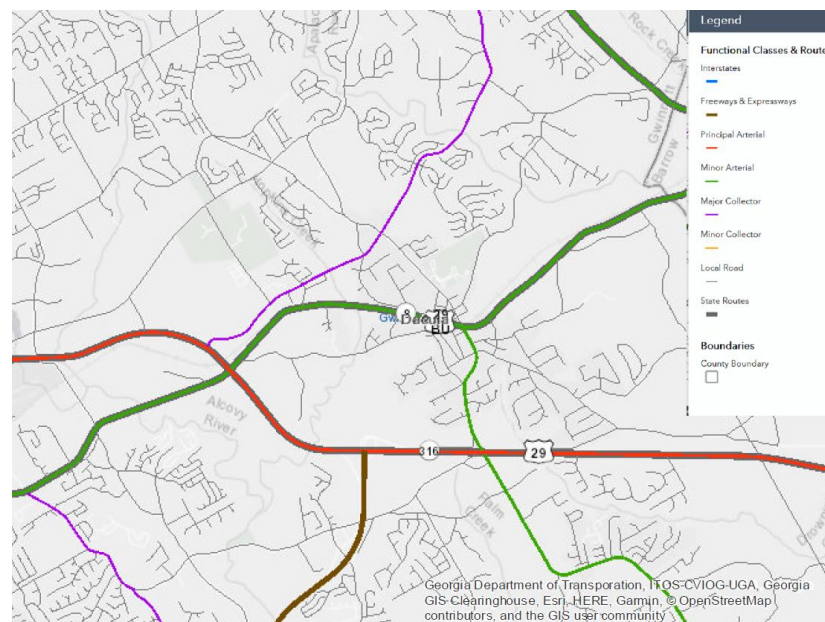
The transportation network in the city not only provides access between residential neighborhoods and commercial/recreational/educational opportunities in the city, but also important connections to the rest of Gwinnett County, Atlanta, and Athens. Traffic congestion in the Atlanta region is severe in many locations, and planning and developing a multi-modal transportation network is critical to maintaining mobility in the City of Dacula in the future.

### TRANSPORTATION NETWORK

The City of Dacula transportation network is comprised of Principal Arterials, Minor Arterials, and Local Collector Roadways. The Functional Classification Map illustrates the various roadway functional classes in the city. Sugarloaf Parkway is the only freeway facility in the city.

University Parkway (GA 316) is the primary arterial that connects the City of Dacula to Atlanta to the southwest via I-85 and Athens to the east. University Parkway is a four lane rural highway with a median and exclusive turn lanes at intersections. West of Dacula, University Parkway is a four lane, limited access freeway.

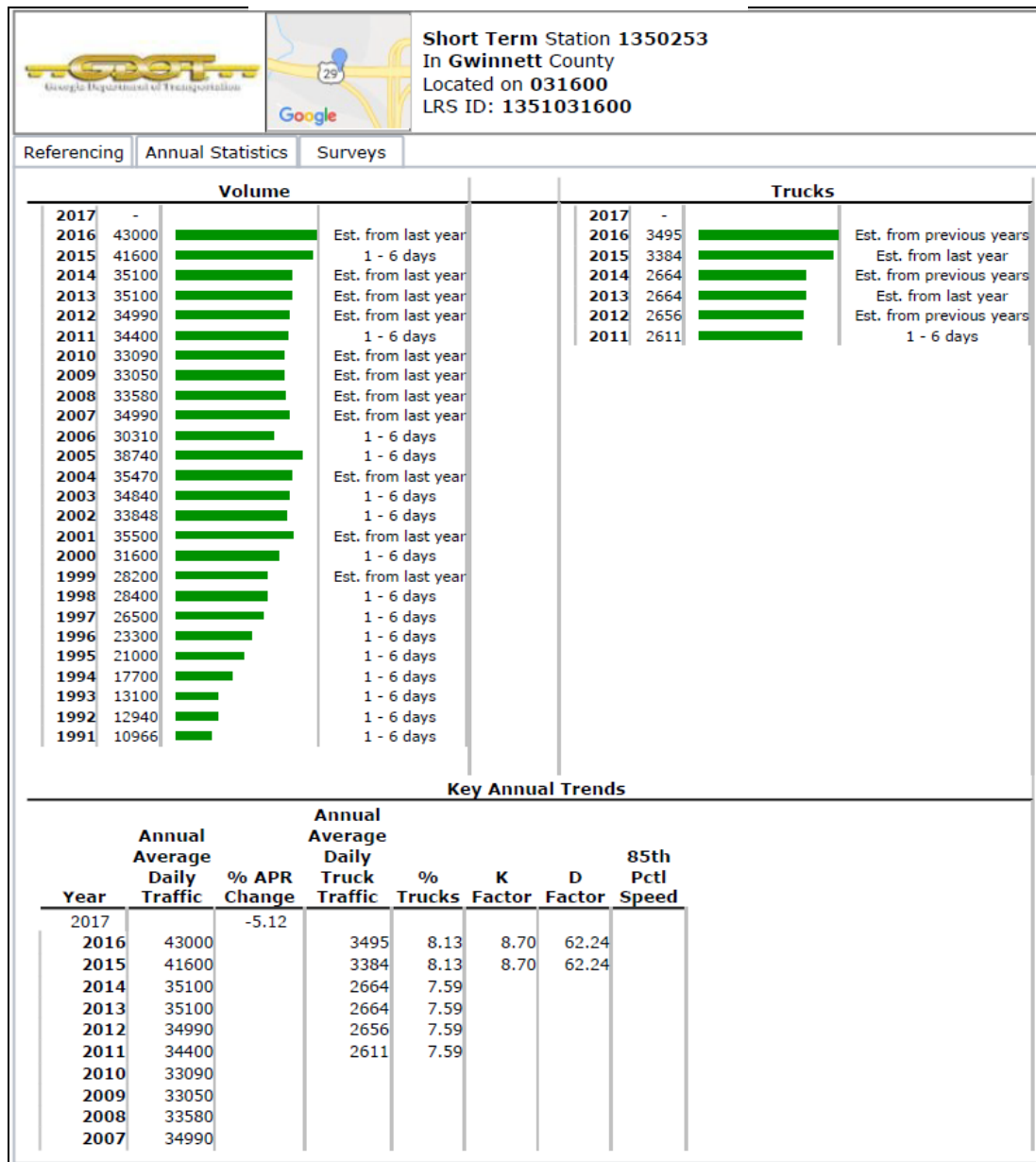
Sugarloaf Parkway is a four lane freeway that bypasses the City of Lawrenceville and is planned to be extended from University Parkway northward to I-985 in the future. The remaining roadways in the city are primarily two lane rural highways with limited or no shoulders. Other significant arterials in the city include Winder Highway (BUS 29), Harbins Road, and Fence Road. The remaining roadways in the city fall under the Collector functional classification.



**City of Dacula Functional Classification Map**

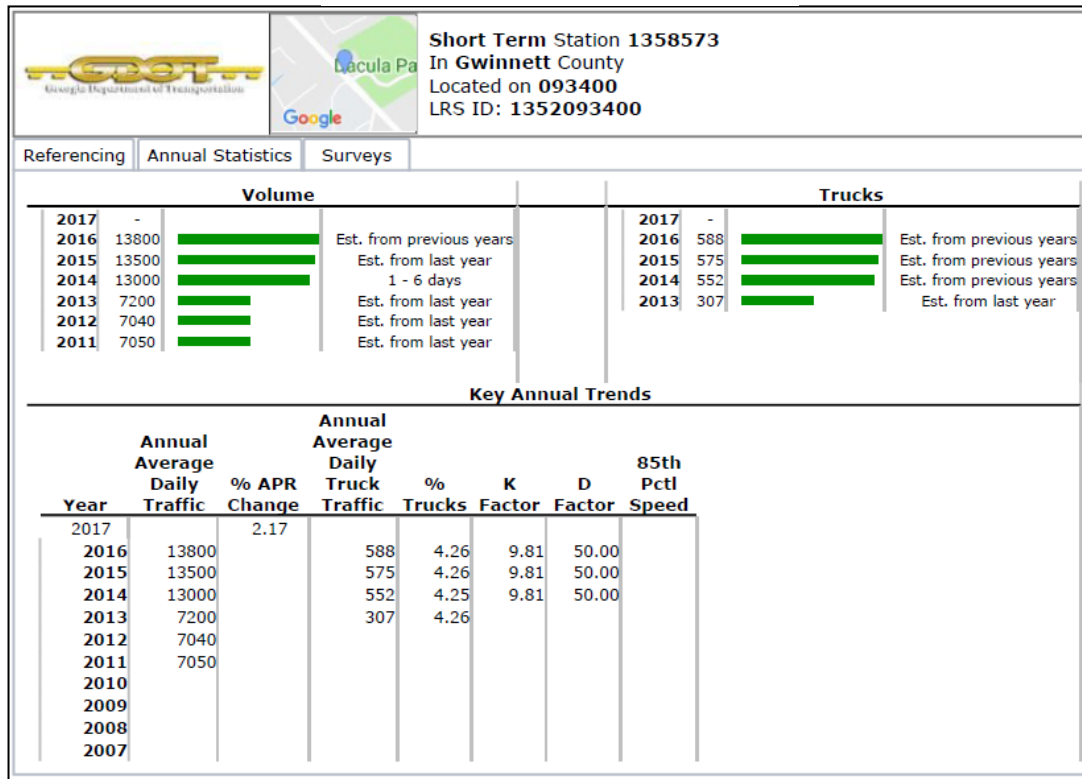
The GDOT traffic count database includes three count stations in the City of Dacula. There is a GDOT count station on University Parkway (GA 316) southeast of Sugarloaf Parkway. The daily traffic counts at this location indicate a robust growth rate at this count station from 1991 to 2016 which is consistent with the rapid development in Gwinnett County and the metropolitan Atlanta area in recent decades.

### University Parkway Historical Counts



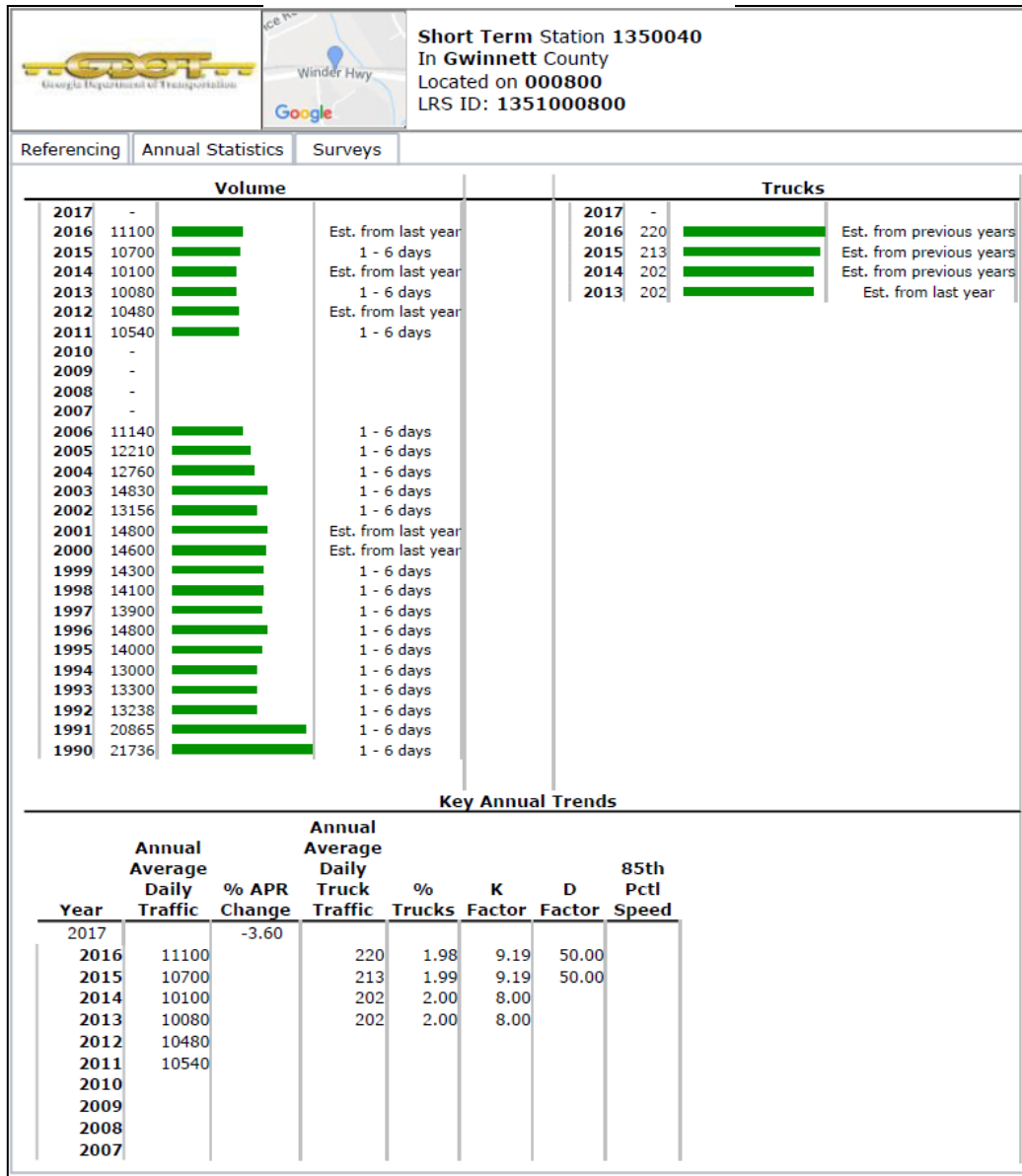
The second count station is located on Dacula Road north of Broad Street. This count station had a higher growth rate than University Parkway, with traffic almost doubling between 2011 and 2016.

### Dacula Road Historical Counts



The third count station is located on Winder Highway (BUS 29) west of Village Broad Street. This station had a modest growth rate in recent years.

## Winder Highway Historical Counts

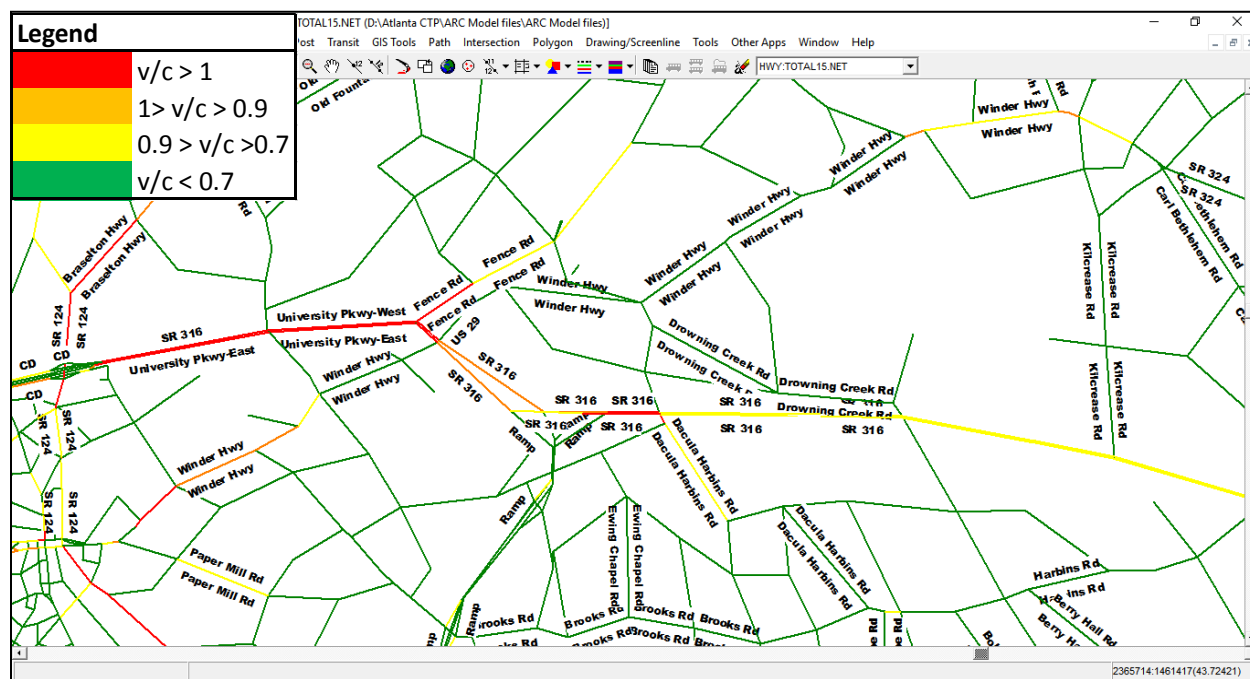


The Atlanta Regional Commission (ARC) Cube-based travel demand model was used to perform systemwide volume/capacity analysis for the City of Dacula and surrounding areas. The v/c analysis was performed for the base year 2015 and horizon year 2045.

The v/c analysis for the base year (Existing Conditions) illustrates segments of University Parkway (GA 316) east and west of Sugarloaf Parkway currently have v/c ratios > 1 which correlates with overcapacity or congested conditions. GA 316 is a major thoroughfare that serves rapidly developing areas of Gwinnett County and Athens (another high growth area) which leads to high volumes on this roadway in the Dacula area. Fence Road north of University Parkway is the only other roadway segment with a v/c ratio > 1.

It should be noted that this analysis does not explicitly capture congestion associated with operational deficiencies in a particular roadway segment, such as non-optimized signal timing at intersections, excessive access points, and/or unconventional roadway geometries and alignments. Locations that experience congestion associated with these operational deficiencies will be summarized in the traffic safety analysis.

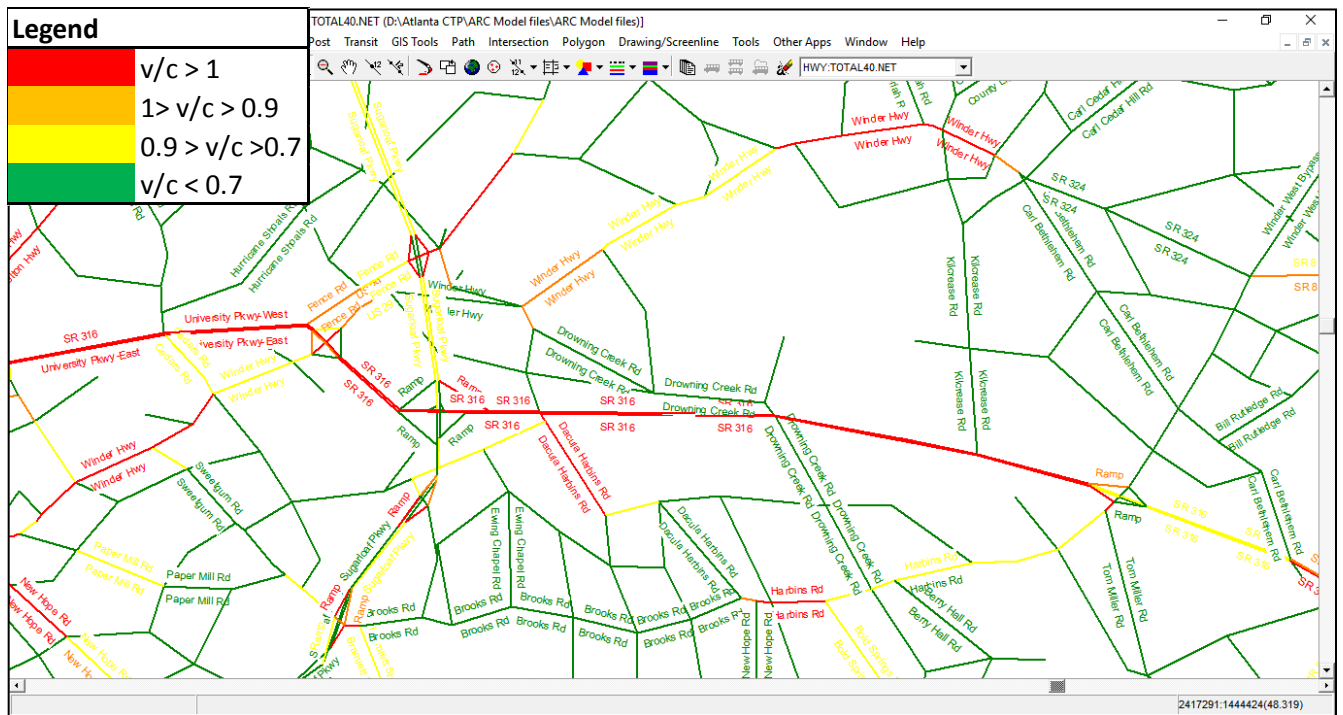
### Dacula v/c Analysis Year 2015



As population and employment growth increases in the City of Dacula and surrounding areas, traffic volumes and congestion will continue to increase on local roadways without multi-modal transportation improvements, Travel Demand Management (TDM) strategies, and balanced land use plans and supporting policies.



## Dacula v/c Analysis Year 2045



As the 2045 v/c analysis illustrates, University Parkway will continue to have segments east and west of Sugarloaf Parkway with v/c ratios > 1. As suburban development increases to the east of Dacula, additional segments of University Parkway east of Sugarloaf Parkway will experience congested conditions in the future.

The Sugarloaf Parkway extension will improve the traffic conditions along Fence Road by diverting some trips away from this roadway, but Winder Highway is forecast to have several segments where the v/c ratios > 1 east of Dacula and one segment of Winder Highway in downtown Dacula where the v/c ratio is between 0.9 and 1 which is consistent with a roadway approaching capacity conditions.

One segment of Harbins Road west of Drowning Creek Road is also forecast to have v/c > 1 in the future year 2045.

### CRASH DATA

A review of the crash data indicated that crashes occur at the highest rates along University Parkway with particularly high concentrations at the signalized intersections. GA 316 has a long history of crashes and fatalities at the intersections between Lawrenceville and Athens, and the crash data is consistent with the historical trends. The crashes are related to left turning vehicles at intersections combined with skewed intersection geometry and high vehicle speeds on GA 316. The high vehicle speeds lead to the large numbers of fatalities along GA 316. Improving the at-grade intersections to interchanges is planned in Dacula which will reduce the number of crashes along University Parkway in the future.

Dacula Road also has a high number of crashes associated with numerous access points and the intersection at Winder Highway (BUS 29). The large number of turning vehicles on Dacula Road also contribute to the traffic congestion along this corridor though the traffic volumes are below

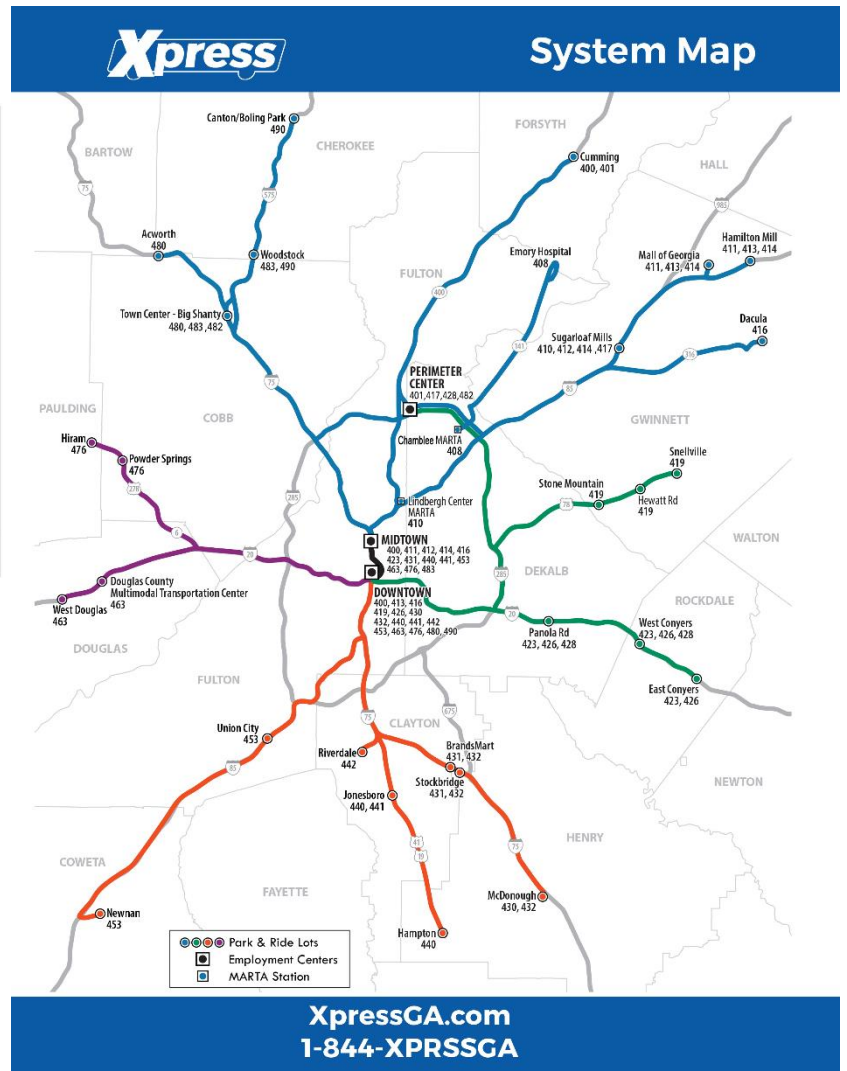
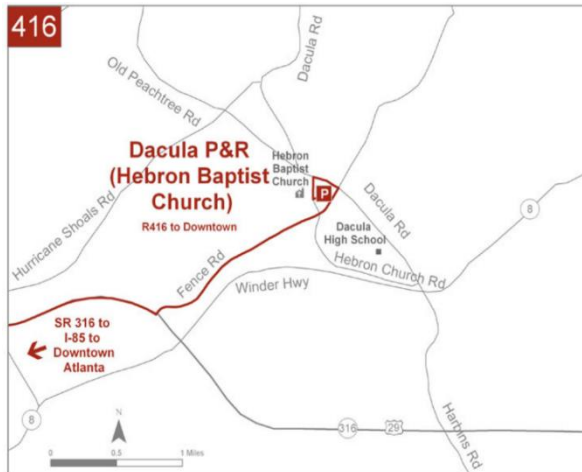
roadway capacity. A safety improvement project has been designed for the intersection of Dacula Road and Winder Highway which will improve safety and operations at this intersection.



City of Dacula Crash Map 2015-2017

## **TRANSIT SERVICES**

A review of existing transit service in Gwinnett County indicated that there is currently one Xpress commuter bus route that serves the City of Dacula, Route 416. The buses leave the Hebron Baptist Church park & ride lot during the morning peak period and provide a direct connection to Midtown and Downtown Atlanta, with multiple stops in these major employment districts. The buses make the reverse commute in the afternoon/evening peak period, and total travel time ranges from 60-75 minutes for the entire trip dependent on traffic conditions.

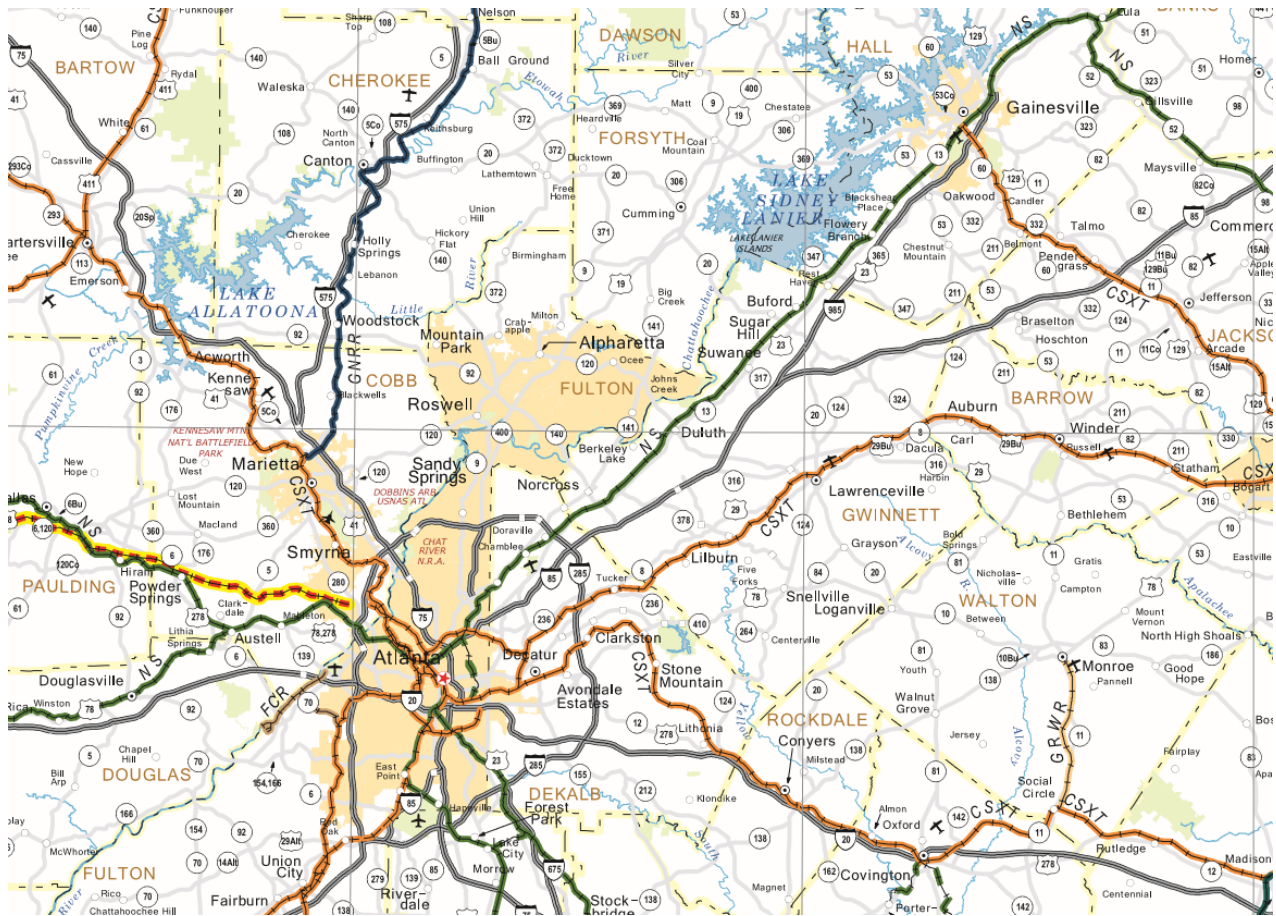


## **FREIGHT NETWORK**

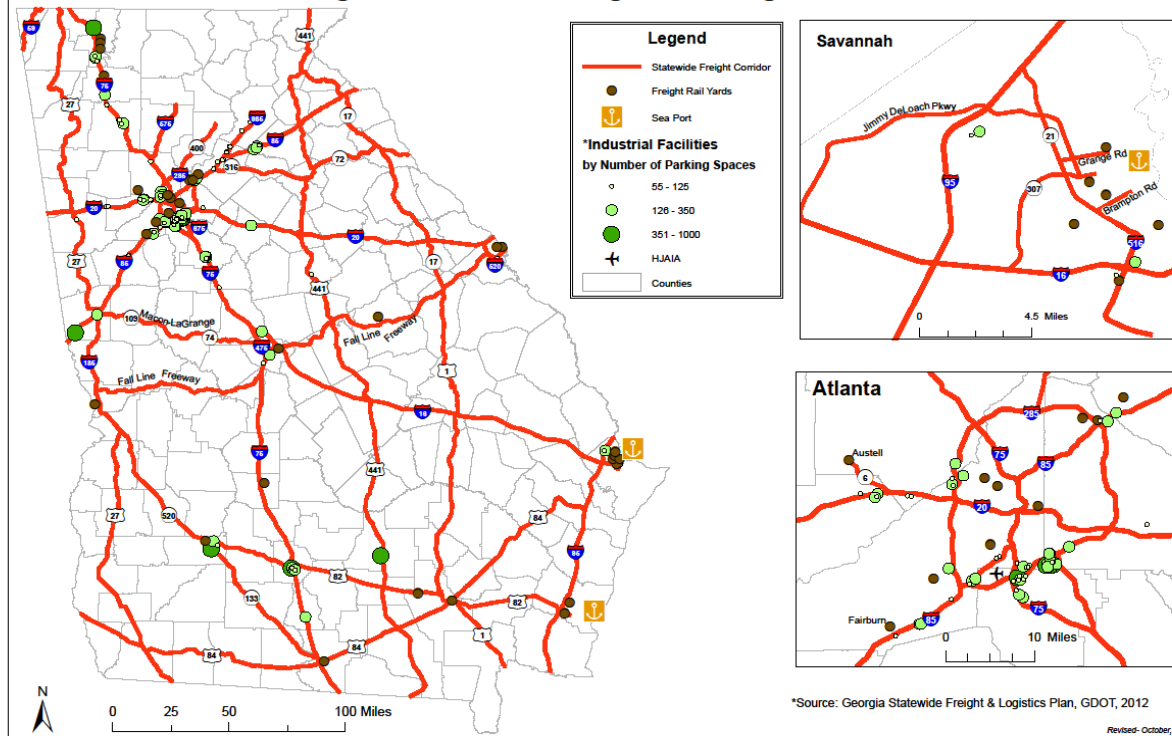
The freight network in Dacula includes a CSX rail line that runs parallel to BUS 29 and GDOT designated freight routes to serve truck traffic. The CSX line passes directly through central Dacula and leads to a number of safety issues at adjacent intersections. The CSX line connects Dacula with Atlanta and Athens. The proposed Athens to Atlanta commuter rail line would have used this right of way, but that project has been on hold for a number of years. University Parkway (GA 316) is part of the designated GDOT statewide freight network.





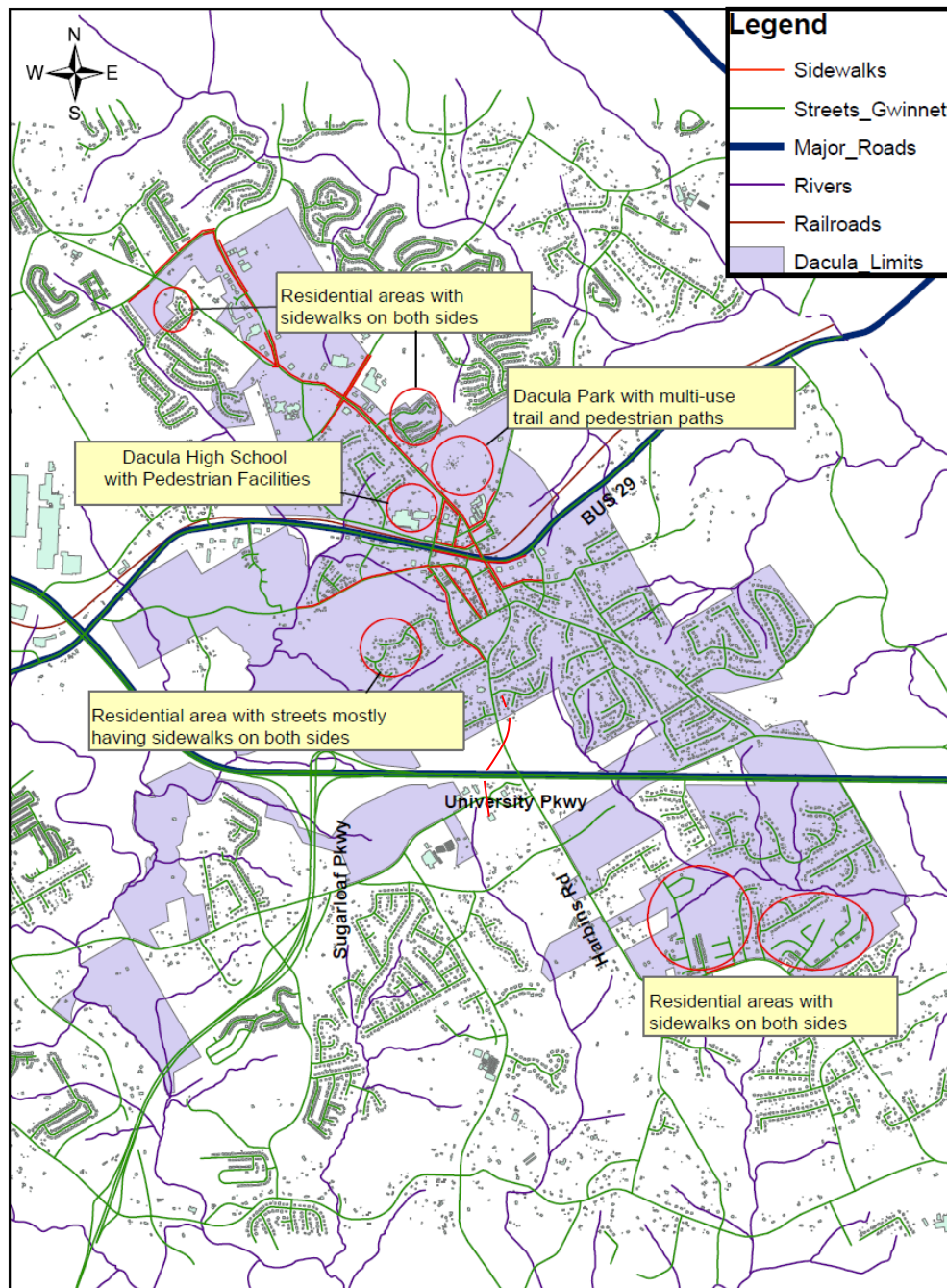


## Georgia's Statewide Designated Freight Corridors



## **BICYCLE/PEDESTRIAN NETWORK**

The existing Pedestrian network is concentrated along Dacula Road, Winder Highway, and Harbins Road. Sidewalks also exist in the area around Dacula High School and Dacula Park. In addition, there are multi-use trails and pedestrian paths in Dacula Park. Sidewalks also exist in a number of subdivisions in the city; but are not connected to commercial areas or the sidewalk network on Dacula Road, Harbins Road, and Winder Highway. This limits the opportunities for city residents to walk to local attractions in a safe environment.



City of Dacula-Existing Bike/Ped Facilities



## **RAILROADS, TRUCKING, PORTS AND AIRPORTS**

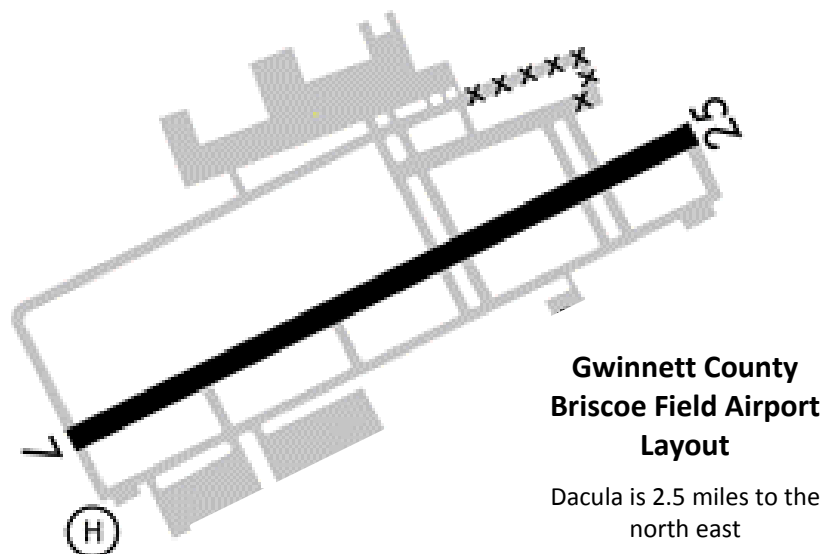
Railroads and trucking are partially discussed above as part of the freight transportation network. Rail passenger service is available to Atlanta along an Amtrak route alignment between New Orleans and Washington, DC that passes through western Gwinnett County via Norcross, Duluth, Suwanee, and Buford. The closest rail passenger stop is Brookwood Station in Atlanta. No changes are anticipated in the near future although passenger service and the alignment are reviewed periodically by the federal government.

Commuter rail passenger service to/from Atlanta and Athens was identified as a potential scenario in regional rail studies for the Atlanta region and the State of Georgia. Commuter rail to provide service along the CSX Railroad line to connect Atlanta and Athens was identified as the “Brain Train” and a potential incentive for economic development. An alternative alignment located in the median of Georgia State Route 316 was also identified in preliminary planning; however, the proposals have not proceeded forward in several years. If a route along the CSX Railway or along SR 316 is considered, Dacula will pursue opportunities to identify a station location at either the Dacula and Harbins Road corridor or at the conjunction of Winder Road, Fence Road and SR 316.

Dacula is located in the upper piedmont region of Georgia and is about 200 miles from the nearest seaport facilities. Access to seaport facilities is available via the interstate highway system via I-20 and I-26 to Charleston or via I-75 and I-16 to Savannah and Brunswick. The closest river port facility is Augusta.

The Hartsfield Jackson Atlanta International Airport (*call sign: ATL*) provides premier passenger airline services throughout the world and is located approximately 30 miles to the southwest. The ATL airport is recognized as one of the busiest and best airports in the world with flights connecting the Atlanta region internationally. Multiple airlines and resources make the ATL airport a driver of regional and state economic conditions.

The Gwinnett County Airport at Briscoe Field (*callsign: LZU*) is located five miles west of Dacula between the south side of SR 316 and Lawrenceville. The airport is owned and operated by Gwinnett County and provides a 6,000 foot long runway, two Fixed Base Operators (FBOs), a flight training facility, and is home to two medical flight operators.



## **RECOMMENDATIONS**

The project recommendations were developed by comparing GDOT and Gwinnett County programmed improvements to the crash analysis, volume/capacity analysis, and bike/ped analysis. Additional projects were then recommended to address any remaining deficiencies in the future transportation network.

<b>PROJECT</b>	<b>FUNDING SOURCE</b>
SR 316 grade separation projects from SR 20 to Harbins Road	GDOT
Sugarloaf Parkway extension - Phase 2 from I-85 to SR 316	Gwinnett
Harbins Road at SR 316 New Interchange	GDOT
Tanner Road from Harbins Road to West Drowning Creek Road	Dacula
SR 8/Winder Highway/Auburn Road New Connection Bridge and roadway location	Gwinnett
ITS Expansion on Harbins Road	Gwinnett
Fence Road at Circle Road	Gwinnett
Brooks Road at Bramlett Shoals Road	Gwinnett
ITS Expansion on Sugarloaf Parkway	Gwinnett
Fence Road improvements east of new Sugarloaf Parkway Interchange*	Gwinnett/City
Harbins Road from SR 316 to Ace McMillan Road*	Gwinnett
Harbins Road at Winder Highway Intersection Improvement	GDOT
Dacula Road Access Management*	Gwinnett/City
Sidewalk Connections on Dacula Road*	City
Harbins Road Sidewalks north of SR 316*	City
<i>*Proposed new projects</i>	

In addition to these projects, the city is encouraged to develop policies related to Complete Streets Design, Access Management, and Mixed-Use Development which would improve the quality of future development in the city. Policy recommendations and changes to zoning to allow more flexibility for Mixed-Use development lead to the following improvements to the transportation network:

- Increased connectivity within and between new developments
- More local parallel routes to major arterials to serve local trips
- Reduces local travel on major arterials
- Concentrates turning traffic at key/signalized intersections
- Improved parking circulation
- Improved safety on arterials
- The ability to develop Complete Streets within new developments to serve all modes of transportation
- Minimizes the need to introduce bike lanes on high speed arterials
- Reduces impacts of new developments on existing signalized intersections
- Increased ability to generate and accommodate pedestrian trips





Dacula Road  
AT SR 8/WINDER HWY/US 29

SCALE IN FEET  
0 300 600 1200

ATKINS







## CHAPTER 9 – HOUSING

The purpose of this chapter is to ensure that residents have access to adequate and affordable housing which is required for Community Development Block Grant Entitlement communities. The housing element is optional but encouraged for all other local governments. The following factors help determine the adequacy and suitability of existing housing stock to serve current and future community needs:

- Housing types and mix
- Condition and occupancy
- Local cost of housing
- Cost-burdened households in the community
- Jobs-housing balance
- Housing needs of special populations
- Availability of housing options across the life cycle

Updates to the housing element are at the discretion of the local government and previous versions of the housing element may be carried forward with the update of the comprehensive plan. The City of Dacula identified housing goals, needs, opportunities and work program items in Chapter 1 (Goals), Chapter 2 (Needs and Opportunities), and Chapter 3 (Community Work Program) and integrated the housing element into the local comprehensive plan.

### **HOUSING TRENDS, TYPES AND MIX**

The development of housing in Dacula mirrors the expansion of Gwinnett County as a bedroom community for the Atlanta Region. **Table 9.1** below compares the age of housing structures in Gwinnett County and within the City of Dacula. Review of the table shows that there are no housing units within the city limits of Dacula were identified as built before 1950 (although some houses within the city may have been reconstructed from older structures).

**Table 9.1: Age of Housing Structures**

	<b>Gwinnett County</b>		<b>City of Dacula</b>	
<b>Decade of Construction</b>	<b>2017</b>	<b>% Total</b>	<b>2017</b>	<b>% Total</b>
Built 1949 or earlier	2,683	0.9%	0	0%
Built 1950-1959	4,420	1.5%	126	6.3%
Built 1960-1969	9,508	3.1%	225	11.2%
Built 1970-1979	31,947	10.6%	189	9.4%
Built 1980-1989	69,953	23.2%	479	23.9%
Built 1990-1999	89,502	29.6%	488	24.3%
Built 2000-2009	84,418	27.9%	335	16.7%
Built 2010-2017	9,732	3.2%	163	8.1%
Total Units	302,157	100%	2,005	100%

*Source US Census ACS, 2017*

Beginning in the late 1960s and expanding swiftly through the 70s, 80s and 90s, Dacula added housing at a rate similar to the growth of housing in the county. The first decade of the new century (2000-2009) appears to show a tipping point as house building slowed, and a much smaller rate of construction has been observed between 2010 and 2017. The change is assumed to have been caused by the Recession of 2009-2012, and a hesitant development community that reduced the pace of homebuilding in green field areas that did not have site-ready water and sewer infrastructure. The western areas of Gwinnett also began to run out of affordable building sites as land, infrastructure, and





construction costs rose at higher rates than income. Although there are signs that the rate of new construction appears to have recovered to some extent since 2012, the construction of new units shows a sharp decline for the current (2010-2019) period.

Most of the housing structures within Dacula were built between 1980 and 2017 in subdivision tracts on internal curvilinear local streets and septic tanks. Most are on Gwinnett County water lines. Dacula's location on the ridge line between the Alcovy and Apalachee River basins provided well-suited soils and adequate sites were found for development on septic tank systems. Access to Gwinnett County sewer services are available in the Alcovy River basin south of SR 316 and west of Harbins Road, and additional improvements are proposed to serve downtown Dacula and the proposed PMUD on Stanley Road. Dacula is working with Gwinnett County Water and Sewer but the systems are limited by pipe, pump station, and force main capacities.

**Table 9.2** below provides a comparison of housing unit occupancy in Gwinnett County and the City of Dacula from the US Census Bureau's 2010 Census and from the American Communities Survey (ACS) estimates for 2017:

**Table 9.2: Housing by Unit Type and Occupancy**

Housing Units	Gwinnett County				City of Dacula			
	2010	% Change	2017	2017 %	2010	% Change	2017	2017 %
Owner Occupied	189,167	<i>(-0.3%)</i>	188,529	66.6%	1,230	19.3%	1,525	83.7%
<i>Detached</i>	<i>N/A</i>	<i>N/A</i>	174,989	61.8%	1,230	19.3%	1,525	83.7%
<i>Attached</i>	<i>N/A</i>	<i>N/A</i>	13,540	4.8%	0	0	0	0%
Renter Occupied	79,352	16.2%	94,727	33.4%	242	18.2%	296	16.3%
<i>Detached</i>	<i>N/A</i>	<i>N/A</i>	35,578	12.6%	242	18.2%	296	16.3%
<i>Attached</i>	<i>N/A</i>	<i>N/A</i>	59,149	20.9%	0	0	0	0%
<b>Occupied Units</b>	<b>268,519</b>	<b>5.2%</b>	<b>283,256</b>	<b>100%</b>	<b>1,472</b>	<b>19.2%</b>	<b>1,821</b>	<b>100%</b>
Occupied Units	268,519	5.2%	283,256	93.7%	1,472	19.2%	1,821	90.8%
Vacant Units	23,028	<i>(-21.8%)</i>	18,901	6.3%	128	30.4%	184	9.2%
Total Units	291,547	3.5%	302,157	100%	1,600	20.2%	2,005	100%

Source US Census, 2010 and US Census ACS, 2017

Single-family detached housing units constituted the highest percentage of the housing stock for Gwinnett County and for the City of Dacula in 2010 and 2017. Specifically, 100% of occupied housing units in Dacula were identified as single-family detached and 74% of occupied units (73.3% of all housing units) in Gwinnett County were detached residential structures in 2017. There was no change in the proportion of unit types in Dacula. Multi-family units in Gwinnett County accounted for 25.7% of all occupied structures.

Table 9.2 above shows that approximately 83.7% of the occupied units located within the city are owner occupied and 16.3% are renter occupied, indicating little change in the proportions of owner and renter occupied homes between 2010 and 2017. However, Gwinnett County showed a sharp decline from 70.4% in 2010 to 66.6% of the housing units being owner occupied in 2017. The trends reflect the slow-down of new housing construction and the increased costs of home ownership over the past decade.



## CONDITIONS AND OCCUPANCY

Table 9.2 above also identifies the vacancy rates for the city and Gwinnett County. The city's vacancy rate is higher (9.2% vs. 6.3%) than the county rate. This may signal an issue with the limited mix of housing types available in Dacula. **Table 9.3** below shows evidence of a significant difference between the mix of units for sale versus units for rent in 2010 when comparing the County and the City. The 2010 statistics indicate about 33% of the vacant units in Dacula were for sale and 19% were for rent whereas about 30% of the vacant units in the County were for sale and 43% of the vacant units were for rent. Table 9.3 also shows a significant decline in the number of vacant units in the County vs. an increase in Dacula albeit the unit count in the city only represents about 1.0% of the number of vacant units in the County.

**Table 9.3: Housing Unit Occupancy and Vacancy**

Housing Units	Gwinnett County				City of Dacula			
	2010	% Change	2017	2017 % All	2010	% Change	2017	2017 % All
Owner Occupied	189,167	<i>(-0.3%)</i>	188,529	62.4%	1,230	24.0%	1,525	75.8%
Renter Occupied	79,352	19.3%	94,727	31.4%	242	22.3%	296	14.8%
Occupied Units	268,519	5.5%	283,256	93.7%	1,472	23.7%	1,821	90.8%
<b>Vacant Units</b>	<b>23,028</b>	<b>(-17.9%)</b>	<b>18,901</b>	<b>6.3%</b>	<b>128</b>	<b>43.7%</b>	<b>184</b>	<b>9.2%</b>
For Sale	7,074	N/A	N/A	N/A	42	N/A	N/A	N/A
For Rent	9,900	N/A	N/A	N/A	24	N/A	N/A	N/A
Seasonal/Migrant	973	N/A	N/A	N/A	2	N/A	N/A	N/A
Other Vacant	5,081	N/A	N/A	N/A	60	N/A	N/A	N/A
Total Units	291,547	3.6%	302,157	100%	1,600	25.3%	2,005	100%

Source US Census, 2010 and US Census ACS, 2017

The majority of housing occupants in Gwinnett County (62.4%) and Dacula (75.8%) households own their homes. However, the most recent ACS estimates show a significant decline in both jurisdictions after many years of increased home ownership (70.4% in Gwinnett County in 2010 and 83.6% in Dacula in 2010). The high levels of ownership over the past several decades show a strong propensity for large lot single-family residential development, but it appears that the demand for large lots may be waning.

**Table 9.4** below illustrates the household size for housing in Gwinnett County and Dacula in 2010 and 2017. These numbers show a general decline in larger owner-occupied households in the county, but an increase in renter-occupied housing. Changes in household sizes in Dacula are very small. The small size of the sample makes the increase in the proportion of rental properties appear to be consistent with county trends, but the information for the city is not statistically relevant.

**Table 9.4: Housing Unit Tenure – Household Size**

	Gwinnett County			City of Dacula		
Household Size	Year 2010	Year 2017	% Change	Year 2010	Year 2017	% Change
Owner Occupied	189,167	188,529	(-0.3%)	1,230	1,525	24.0%
1-Person	29,811	30,511	2.3%	186	357	91.9%
2-Person	56,096	59,558	6.2%	416	484	16.3%
3-Person	36,499	35,926	(-1.6%)	236	342	44.9%
4-Person or More	66,761	62,534	(-6.3%)	392	342	(-12.8%)
Renter Occupied	79,352	94,727	19.4%	242	296	18.2%
1-Person	21,432	24,942	16.4%	36	32	(-11.1%)
2-Person	18,275	23,119	26.8%	56	113	101.8%
3-Person	13,820	18,321	32.6%	33	28	(-15.2%)
4-Person or More	25,825	28,345	9.8%	117	123	5.1%
All Occupied Units	268,519	283,256	5.5%	1,472	1,821	23.7%
Total No. Units	291,547	302,157	3.5%	1,600	2,005	20.2%

Source US Census, 2010 and US Census ACS, 2017

**Table 9.5** below illustrates the general age of householders. The variation between county and city owner occupancy in the 15-to-34 age group indicates that many of the homes in the city may be “starter” homes and the growth in the 35-to-64 year old age group shows growth compared to the county’s group of the same age. The percentage of home ownership in Gwinnett County grew from 68.4% in 1990, to 72.4% in 2000, dipped to 70.4% in 2010 and 66.6% in 2017.

**Table 9.5: Housing Unit Tenure – Age of Householder**

	Gwinnett County			City of Dacula		
Head of Household	Year 2010	Year 2017	% Change	Year 2010	Year 2017	% Change
Owner Occupied	189,167	188,529	(-0.3%)	1,230	1,525	24%
15 to 34 Years	24,730	18,939	(-23.4%)	178	366	105.6%
35 to 64 Years	139,083	134,893	(-3.0%)	803	940	17.1%
65 Years & Older	50,708	34,697	(-58.4%)	362	219	(-39.5%)
Renter Occupied	79,352	94,727	19.4%	242	296	22.3%
15 to 34 Years	32,009	32,147	0.4%	79	14	(-82.3%)
35 to 64 Years	42,024	55,876	33.0%	140	235	67.9%
65 Years & Older	10,638	6,702	(-37.0%)	46	47	2.2%
All Occupied Units	268,519	283,256	5.5%	1,472	1,821	23.7%
Total No. Units	291,547	302,157	3.5%	1,600	2,005	20.2%

Source US Census, 2010 and US Census ACS, 2017

Home ownership in Dacula was 83.6% in 2010 and 83.7% in 2017. Most noticeably, the proportion of homes owned by seniors (65 and older) declined by 58% in the county and nearly 40% within the city. Renter occupancy by seniors in the county also declined between 2010 and 2017 although it held steady within the City of Dacula. The proportion of younger families renting within the city went down significantly even as young family ownership increased.

Tables 9.5 shows that Dacula homeowners are generally younger and moved into their homes more recently than county homeowners as a whole. However, only a very small portion of renters in Dacula (4.7%) were under the age of 35 although a 1/3 of Gwinnett County renters were in the same age group. 7 above illustrates that Dacula homes range

The number of years of tenure in their homes by existing residents is presented in **Table 9.6** below, and the estimated value of homes within Gwinnett County and the City of Dacula is shown in **Table 9.7**:

**Table 9.6: Years Occupied by Householder**

	Gwinnett County		City of Dacula	
	Year 2017	%	Year 2017	% Change
<b>Total Housing Units</b>	<b>302,157</b>		<b>2,005</b>	
Total Occupied Housing Units	283,256	100%	1,821	100%
Occupied 2010 or later	130,178	46.0%	860	47.2%
Occupied 2000-2009	96,933	34.2%	193	10.6%
Occupied 1990-1999	38,525	13.6%	479	26.3%
Occupied 1980-1989	11,606	4.1%	219	12.0%
Occupied prior to 1979	6,014	2.1%	70	3.8%

Source US Census, 2010 and US Census ACS, 2017

**Table 9.7: Value of Occupied Housing**

	Gwinnett County		City of Dacula	
	Year 2017	%	Year 2017	% Change
<b>Value</b>				
Less than \$50,000	6,344	3.4%	67	4.4%
\$50,000 to \$99,999	14,232	7.5%	135	8.9%
\$100,000 to \$149,999	37,828	20.1%	755	49.5%
\$150,000 to \$199,999	46,926	24.9%	347	22.8%
\$200,000 to \$299,999	48,860	25.9%	163	10.7%
\$300,000 to \$499,999	26,237	13.9%	31	2.0%
\$500,000 to \$999,999	7,059	3.7%	27	1.8%
\$1,000,000 or More	1,043	0.6%	0	0%
Median (Dollars)	\$185,200		\$133,500	

Source US Census, 2010 and US Census ACS, 2017

Nearly half (47.2%) of all homes in Dacula have been occupied since 2010 which is comparable to the County's length of tenure. The value of homes in Dacula appears to be at a lower level than the county as a whole with more than 60% of all housing valued less than \$150,000 compared to a county median greater than \$185,000. The comparison seems to implicate a push for recent housing development in Dacula being a preferred location for starter homes and middle class housing rather than more expensive housing development.

**Table 9.8** below provides selected characteristics of occupied housing in Gwinnett County and the City of Dacula comparing 2010 and the 2017 American Community Survey estimates. Housing in Dacula appears to share similar issues as the county with fewer exceptions in fuel types or lack of critical plumbing or kitchen facilities.

**Table 9.8: Selected Characteristics of Occupied Housing**

	Gwinnett County		City of Dacula	
	Year 2017	%	Year 2017	% Change

<b>House Heating Fuel</b>				
Total Occupied Housing Units	283,256	100%	1,821	100%
Utility Gas	186,740	65.9%	1,215	66.7%
Bottled Tank/Propane	3,608	1.3%	42	2.3%
Electricity	91,136	32.2%	564	31.0%
Other	875	0.5%	0	0%
No Fuel Used	867	0.3%	0	0%
<b>Selected Characteristics</b>				
Total Occupied Housing Units	283,256	100%	1,821	100%
Lack Complete Plumbing Facilities	1,337	0.5%	0	0%
Lack Complete Kitchen Facilities	1,692	0.6%	0	0%
No Telephone Service Available	5,234	1.8%	83	4.6%
<b>Occupants per Room</b>				
Total Occupied Housing Units	283,256	100%	1,821	100%
1.00 or Less	274,908	97.1%	1,805	99.1%
1.01 – 1.50	6,291	2.2%	0	0%
1.51 or More	2,057	0.7%	16	0.9%

Source US Census, 2010 and US Census ACS, 2017

### **COST OF HOUSING AND COST BURDENED HOUSING**

The median monthly contract rent (excluding utilities) in Gwinnett County for 2017 was \$1,142, an increase of 59% since 2000. This trend continues from 1990, when Gwinnett County's median rent of \$483. The median rent in Dacula for 2017 was \$1,351, but this higher cost can be assumed to represent that rentals in Dacula are detached single family homes compared to the many attached apartment homes throughout Gwinnett County. Gross rent also represents a much smaller portion of median income (less than 15% for 42.8% of renters) than the county and less than 3% of renters in Dacula spend more than 30% of their income on rent.

**Table 9.9** on the next page illustrates the gross rents and gross rent as a percentage of income. Table 9.9 also shows owner costs as a percentage of income. As shown in the comparative costs for home rental, the costs of ownership as a portion of income in Dacula are less than in Gwinnett County as a whole. Fully 60% of homeowners in Dacula spend less than 25% of their income on mortgage and associated housing costs which is comparable to the county. However, only 8.2% of homeowners in Dacula spend more than 35% on housing compared to 22.6% in the county.



**Table 9.9: Costs of Housing**

	<b>Gwinnett County</b>		<b>City of Dacula</b>	
	<b>Year 2017</b>	<b>%</b>	<b>Year 2017</b>	<b>% Change</b>
<b>Gross Rent</b>				
Occupied Units Paying Rent	92,778	100%	254	100%
Less than \$500 per Month	1,576	1.7%	42	16.5%
\$500 to \$999	28,826	31.1%	0	0%
\$1000 to \$1499	46,733	50.4%	107	42.1%
\$1500 to \$1999	12,827	13.8%	105	41.3%
\$2000 to \$2499	2,090	2.3%	0	0%
\$2500 to \$2999	452	0.5%	0	0%
\$3000 or More	274	0.3%	0	0%
<i>Median (Dollars)</i>	<i>\$1,142</i>		<i>\$1,351</i>	
<b>Gross Rent as Percent of Income</b>				
No Rent Paid	1,949	N/A	42	N/A
Units Paying Rent	91,049	100%	208	100%
Less than 15.0%	8,343	9.2%	89	42.8%
15.0% to 19.99%	12,227	13.9%	24	11.5%
20.0% to 24.99%	11,653	12.8%	32	15.4%
25.0% to 29.99%	11,226	12.3%	58	27.9%
30.0% to 34.99%	8,563	9.4%	5	2.4%
35% or More	39,069	42.9%	0	0%
<b>Owner Costs as Percent of Income</b>				
<i>Houses with Mortgage</i>	<i>144,170</i>	<i>100%</i>	<i>1,107</i>	<i>100%</i>
Less than 20% of Monthly Income	64,642	44.8%	398	36.0%
20.0% to 24.99% Monthly Income	21,091	14.6%	267	24.1%
25.0% to 29.99% Monthly Income	15,647	10.9%	290	26.2%
30.0% to 34.99% Monthly Income	10,175	7.1%	61	5.5%
35% or More of Monthly Income	32,615	22.6%	91	8.2%

Source US Census ACS, 2017

HUD defines a household in need of housing assistance as any household with one or more of the following housing problems: cost-burdened-spending in excess of 30 percent of household income on housing, severely cost-burdened-spending in excess of 50 percent of household income on housing; overcrowding (e.g., living with more than one person per room), or occupying a unit with physical defects (e.g., lacking complete kitchen or bathroom facilities).

In Gwinnett, 27% of the total households in 2000 had housing problems with 42% of renters and 22% of owners experiencing costs exceeding 30% of income. In 2017, the scope of these problems continues to be a problem. Approximately 52.3% of the renters and 29.7% of homeowners experiencing housing costs exceeding 30%. Housing problems are much smaller in Dacula. Approximately 2.4% of renters and 13.7% of homeowners pay more than 30% of their income in housing costs.



## **BALANCE OF HOUSING AND JOBS**

The City of Dacula Comprehensive Planning Steering Committee acknowledged that jobs and housing require greater balance if the city is going to provide a successful environment for live-work-play throughout the planning period. In 2015, approximately 2,060 citizens living in the city were employed, but only 1,450 persons were employed in the city. Most Dacula residents commute to work in Lawrenceville and other Gwinnett County locations to the west as well as jobs in DeKalb, Fulton, and other counties in the region. Employment in the city is expected to rise to 1,642 by 2020 and 2,116 in 2030 based on allocated ARC forecasts. The planning team projected the greatest rise in employment would occur between 2030 and 3040 to more than 2,635 jobs within the city based on interpolated growth of the 2040 ARC Regional Forecast.

Dacula is located on the urban edge of the Atlanta region and in a prime position between Atlanta and Athens. The planning team assumes that the location may expect continued growth of residential population in and around Dacula providing for workers that are willing to commute a longer distance to find affordable housing and living expenses. The advent of more opportunities to work from home on a full or part time basis is an additional factor in the possibilities to create more jobs in Dacula. The increased number of residents in the community are also expected to create more investments in local retail, food and entertainment venues, and more local jobs in the growing service industries. Finally, the available vacant land along State Route 316 and the improvements to access provided by replacement of congested intersections with new grade separated interchanges are expected to provide incentives for both housing and commercial development in addition to potential industrial, logistics, and office employment.

## **SPECIAL POPULATION HOUSING NEEDS**

The City of Dacula has several special needs populations with particular housing needs, including elderly, frail elderly, persons with severe mental and physical disabilities and those with HIV/AIDS. Households may have one or more persons with these special housing needs. Comparable data are not available at the city level.

The elderly population includes those persons 65 years of age or older, with incomes up to 80 percent of the average median income, spending more than half of their incomes on housing. Approximately 536 persons in Dacula were identified in 2016 fitting this category. Very-low-income renter elderly households (earning less than 50% of the median) experienced the highest percentage of housing problems at 60.7 percent, followed by extremely-low-income elderly renters and owners alike. Housing problems tend to decrease as income increases. For the elderly, the high percentage of cost burdens is usually due to a dependency on insufficient Social Security income, pensions or personal retirement accounts to pay rent or mortgage payments. However, about 40% of very-low-income elderly owners do not identify a housing cost burden assumed to be due to having paid off their monthly mortgage payments.

Frail elderly persons are defined as individuals 65 years of age or older with two or more “personal care limitations” including physical or mental disabilities that substantially limit one or more basic physical activities such as walking, climbing stairs, reaching, lifting, or carrying. Frail elderly may require supportive living arrangements such as an assisted living community, skilled nursing facility, or an independent living situation with in-home health care. About 18% of the disabled persons in Gwinnett County were identified as frail elderly residents in 2010. However, not all frail elderly persons require specialized housing. Some receive care in their homes from their spouses or children. Based on the 2016 population estimate of 536 elderly residents and assuming that 10.6% of these residents receive less than 50% of the median income, Dacula has approximately 57 frail elderly living within the city that experience housing problems.



Persons with disabilities include about 7% of the Gwinnett County population. Assuming Dacula has a similar distribution of persons with disabilities, the assumption is that about 350 persons living within the city are disabled. Disabled persons may include persons with sensory, physical, mental, self-care, go-outside-home, and employment disabilities.

The Census defines persons with physical disabilities as those with a condition that substantially limits one or more basic physical activities such as walking, climbing stairs, reaching, lifting, or carrying. This definition encompasses a wide spectrum of people, including those in wheelchairs or in need of a mobility device for support, those with sensory or respiratory discrepancies that impair short-term or long-term mobility, and those who require assistance with dressing or eating. About 4% of Gwinnett residents are physically disabled

Persons with mental disabilities include those with a condition that substantially limits one or more basic mental activities such as learning, remembering, and/or concentrating. This definition is broad and represents about 3% of the population.

Persons with substance or alcohol abuse problems have a chemical dependency and are often unable to maintain permanent housing. Without supportive services to help them beat their addictions, many are at risk of becoming homeless. The Gwinnett/Rockdale/Newton (GRN) Community Service Board provides comprehensive mental health and substance abuse services to all citizens of Gwinnett County, and leases facilities to provide housing for persons with such conditions. GRN Housing activities include residential services for this special population through family care homes, halfway houses, self-help placements and emergency homes, including structured 24 hours/day care to individuals in transitional housing and 24-hour group home services to adult individuals diagnosed with chronic mental illnesses in different Adaptive Group Residences in Gwinnett County.

Persons with HIV/AIDS have been served by AID Gwinnett, Inc. (AGI) - a service organization for individuals with AIDS/HIV and their families and friends - since 1992. AGI provides services to approximately 200 persons and 50 families annually, including counseling, case management, transportation, medical services, and housing. AGI uses regional funds to help prevent persons with AIDS/HIV from becoming homeless by paying rent or mortgage payments when the AIDS client is unable to work and provide their own funds to obtain housing. AGI also assists its clients in accessing the health and mental health services funded through the Ryan White Act and other funding sources. Although AGI provides housing assistance funds to persons with AIDS/HIV, there are no specific housing facilities for persons with AIDS/HIV. Housing options for AGI clients through local housing authorities and other providers are limited due to long waiting lists, and the County also has only a few emergency shelters located only in certain parts of the County and other parts of the region.



## HOUSING OPTIONS AND RECOMMENDATIONS

Housing and Social Services Goals are provided below:

- *The City should encourage the redevelopment of substandard housing and older manufactured housing in declining neighborhoods.*
- *The City currently has few options for attached housing, such as townhomes, condominiums, mixed use, and apartments, and proposes that such housing be located near major roads and regional mixed use centers that include transit opportunities.*
- *The City should coordinate housing development with town center planning in order to provide medium density and traditional neighborhood development near mixed use amenities.*
- *The City should work with Gwinnett County programs to provide special needs housing and social services, such as the Gwinnett Consolidated Plan and Community Development Block Grant (CDBG) program.*
- The City will coordinate with *non-profit organizations* to provide *affordable housing* and social services.
- The City will adopt zoning and development regulations to accommodate the anticipated mix of diverse housing needs in addition to single family, large lot developments.
- The City would like to create mixed use districts that include mixed types of housing that promote revitalization in designated areas.
- Special needs for seniors, smaller households, low-income and moderate-income households are expected to increase throughout the next two decades. The City may desire to adopt a senior housing ordinance or other similar method to ensure that the needs of the elderly population are properly planned for.
- The City needs to identify and support public, private, and non-profit services that provide shelter, housing, and accompanying services to homeless persons (specifically including single female parents with children) that help them become self-sufficient.



## CHAPTER 10 – IMPLEMENTATION STRATEGIES & SUMMARY

*(Not a required element): Chapter 110-12-1-.04*

The Dacula 2040 Comprehensive Plan provides an overview of historic and existing conditions and trends, projections of future economic development and social trends, an analysis of the City's existing and anticipated future issues and opportunities, a vision statement regarding the City's desired future character, and recommendations regarding the facilities and services needed to accomplish the City's Vision between 2019 and 2040. This section notes some of the key strategic planning recommendations of the Comprehensive Plan and identifies general policies and strategies that have been adopted by the City to accomplish the City's goals.

Over the years several annexations have extended the City beyond the historic core area formed by the original 1905 city limits, and the City has grown to include more than 2200 acres. This growth through annexation is common in Georgia, and the driving factors for additional areas to be annexed have been identified as a desire for higher levels of service and more responsive government, and local control in decision-making. The 2040 Comprehensive Plan assumes that the City of Dacula will pursue the annexation of vacant land along State Route 316 and US Highway 29 in addition to receiving requests to annex other parcels into the City through requests from property-owners and developers. Therefore, the planning area for the Dacula Comprehensive Plan includes areas to the east and south of the current city limits that are likely to be added to the jurisdiction of the city in order to support expanded public services and anticipated growth.

The Dacula 2040 Comprehensive Plan provides comprehensive development plan recommendations for the area encompassed by the existing city limits and unincorporated areas in Gwinnett County located immediately outside the existing city boundaries that will be affected by the City's land use and development decisions. Although specific plan recommendations are illustrated on the Future Development Plan map for the unincorporated areas immediately outside the City, these recommendations are identified as a guide to illustrate the community's expectations regarding development and the City's intentions to work with property owners, developers, and Gwinnett County to ensure that the resources of all parties are appropriately allocated to maximize the sustainability of both public and private investments.

The policies and recommendations identified in the preceding chapters provide the stated recommendations of the community regarding how future development should be provided for the City of Dacula and support the general goals for the rational growth of the City.



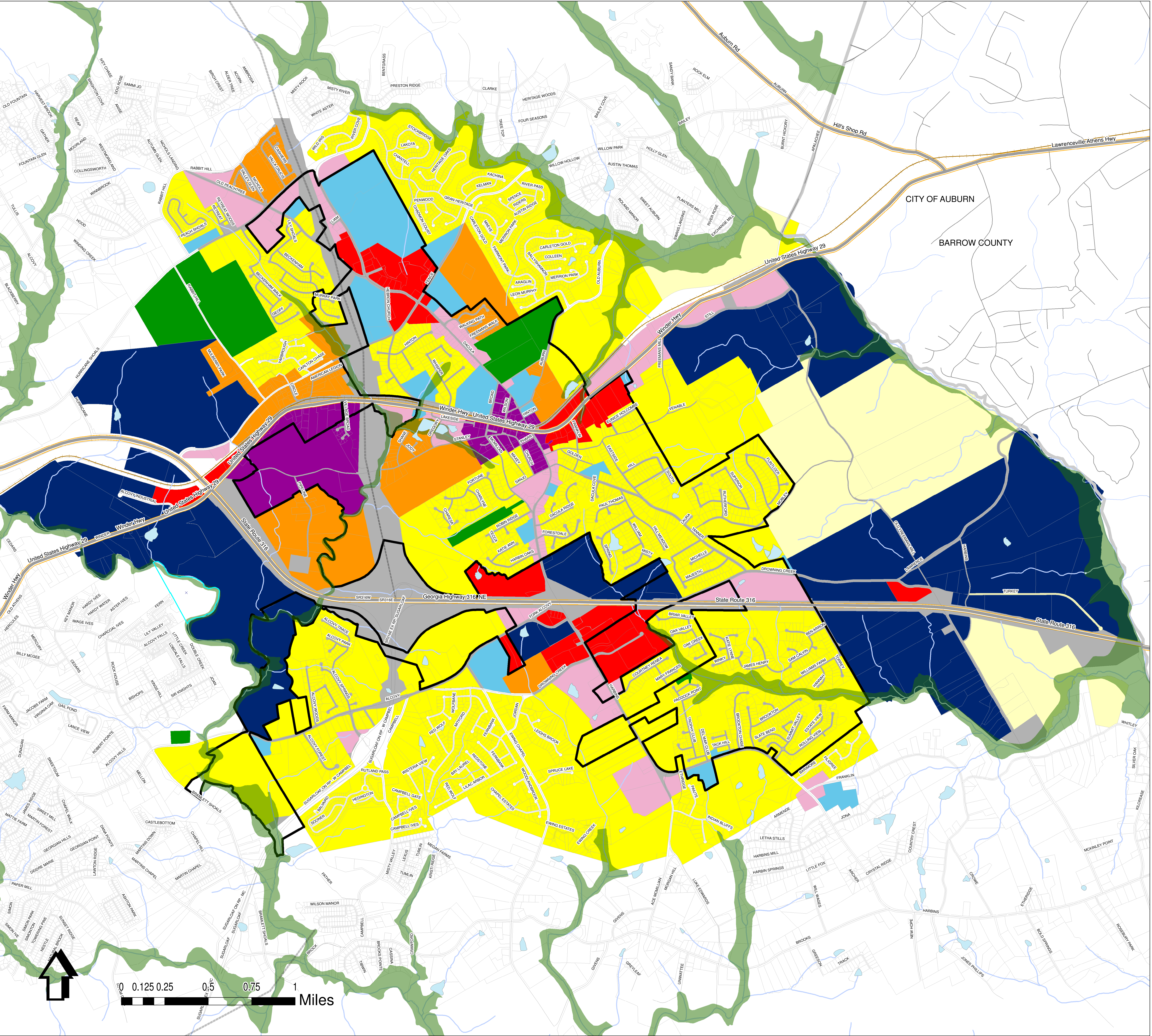


# Future Land Use Map, City of Dacula - Draft

## City of Dacula 2019 Comprehensive Plan



- Future Land Use**
- Agricultural/Estate Residential
  - Suburban Density Residential (0.5-3.5 units/acre)
  - Village Density Residential (3.5-6 units/acre)
  - Multi Family/Residential
  - Neighborhood Commercial
  - Community Mixed Activity Use Center
  - Regional Mixed Use
  - Institutional Campus
  - Employment Center/Light Industrial/Office Distribution
  - Recreation/Open Space
  - Transportation Communications Utilities
  - Rest of County
  - Floodplains
  - City Limits
  - County\_Boundary
  - Sugarloaf\_Ext





# APPENDICES

## **Documented Community Involvement Activities**

List of Stakeholders (including governing authority roles)

Minutes of the Steering Committee and Presentations including Community Input Participation Techniques and Exercises

Minutes of the Steering Committee Open House

Photographs from meetings/workshops

## **Public Hearing and Resolution**

Copies of Advertisements and published media posts

No one came forward to speak in opposition to the Comprehensive Plan as drafted

Approval of Resolution to Transmit Draft Plan to ARC and DCA

## **Regional Economic Development Plan**

CATLYST – Metro Atlanta Regional Economic Competitiveness Strategy



### ***The Dacula Comprehensive Plan Steering Committee***

The desired outcomes for the Comprehensive Planning process for the City of Dacula include:

- Establish a shared community vision for the future of the City;
- Create an overall, updated blueprint including goals, strategies & implementation steps;
- Set short-term priorities with the Governing Body to drive decisions about budget, capital outlay, financial policies and operations;
- Develop a Comprehensive Plan that meets the requirements of state statute while defining a process for making future development decisions.

The purpose of the Steering Committee is to work with the City Council and consultant resources engaged by the City to update the Comprehensive Plan. Although the Steering Committee is advisory on nature, its primary role is to manage the formal review process for updating the Comprehensive Plan and serve as a research/study group for the planning update.

### ***The Responsibilities of the Steering Committee***

#### ➤ Guidance, Vision, and Oversight

- Develop and refine a Common Agenda for change, including problem, goal(s), and guiding principles
- Use data to inform strategic development
- Track progress of work using agreed-upon indicators at Steering Committee and working group levels
- Make connections between working groups to ensure coordination and efficiency
- Interact with the City Council on strategy, community engagement, and shared measurement

#### ➤ Leadership

- Provide input from other organizations and networks to align with the Common Agenda
- Serve as a vocal champion of the collective impact effort in the community

#### ➤ Process

- Participate in the regularly scheduled meetings in person (every 4 2weeks)
- Review prior plans and prepared meeting materials to engage in discussions, and listen to issues
- Commit to membership in the steering committee.

The steering committee will work with the consultant to help provide and consider input, review, and where appropriate challenge assumptions and recommendations, and ensure development of a consensus around a comprehensive strategy for future development of the community.

### ***The Dacula Comprehensive Plan Steering Committee***

The Steering Committee shall seek out the advice and counsel of elected officials and other organizations that may have significant impacts on the development of the community such as the County Board of Education, Transportation, Water/Sewer, Housing, and Economic Development.

Steering committee members should be selected based on their ability to be productive, optimistic, open and collaborative, with the ability to compassionately work as a team for the betterment of the entire community while reflecting the broad interests of all residents, businesses, workers and patrons that live, work, shop, and visit the City of Dacula. As stakeholders, Steering Committee members should be representative of, but certainly not limited to, all age groups; ethnicities, various economic means, religious and secular associations, and family structures.

<b>Name</b>	<b>Affiliation</b>	<b>Phone Number</b>	<b>Email</b>
Jimmy Wilbanks	Mayor	770-963-4144	<a href="mailto:jimmy.wilbanks@daculaga.gov">jimmy.wilbanks@daculaga.gov</a>
Wendell Holcombe	Council	770-356-3115	<a href="mailto:wendell.holcombe@daculaga.gov">wendell.holcombe@daculaga.gov</a>
Susan Robinson	Council	404-435-9892	<a href="mailto:susan.robinson@daculaga.gov">susan.robinson@daculaga.gov</a>
Danny Spain	Council	678-227-0589	<a href="mailto:daniel.spain@daculaga.gov">daniel.spain@daculaga.gov</a>
Hubert Wells	Council	770-617-2054	<a href="mailto:hubert.wells@daculaga.gov">hubert.wells@daculaga.gov</a>
Trey King	Planning Commission	770-314-2312	<a href="mailto:treyking63@gmail.com">treyking63@gmail.com</a>
Mark Chandler	Planning Commission	678-910-8070	<a href="mailto:1pastorc@att.net">1pastorc@att.net</a>
Gene Greeson	Planning Commission	678-376-1118	N/A
Donna Peairs	Planning Commission	404-786-8196	<a href="mailto:donna.peairs@daculaga.gov">donna.peairs@daculaga.gov</a>
Lisa Swanson	Planning Commission	770-366-9225	<a href="mailto:ls4404@hotmail.com">ls4404@hotmail.com</a>
Joey Murphy	Staff	770-963-7451	<a href="mailto:joey.murphy@daculaga.gov">joey.murphy@daculaga.gov</a>
Brittni Nix	Staff	770-963-7451	<a href="mailto:brittni.nix@daculaga.gov">brittni.nix@daculaga.gov</a>
Heather Coggins	Staff	770-963-7451	<a href="mailto:heather.coggins@daculaga.gov">heather.coggins@daculaga.gov</a>
Amy White	Staff	770-963-7451	<a href="mailto:amy.white@daculaga.gov">amy.white@daculaga.gov</a>
Greg Chapel	Staff	770-963-7451	<a href="mailto:greg.chapel@daculaga.gov">greg.chapel@daculaga.gov</a>
Vince Edwards	Gwinnett DOT	770-822-7452	<a href="mailto:Vince.Edwards@gwinnettcountry.com">Vince.Edwards@gwinnettcountry.com</a>
Britton Lockhart	Gwinnett DOT	770-822-7490	<a href="mailto:Britton.Lockhart@gwinnettcountry.com">Britton.Lockhart@gwinnettcountry.com</a>
Carolye Boyce	Gwinnett School Board	770-995-9796	
Charlotte Nash	Gwinnett County		
Tommy Hunter	Gwinnett County		
Chuck Efstration	State Representative	404-651-7737	<a href="mailto:chuck.efstration@house.ga.gov">chuck.efstration@house.ga.gov</a>
Betty Hale	Community Member	770-963-4752	N/A
Phyllis Lamme	Community Member	470-326-4218	<a href="mailto:plamme@gomda.net">plamme@gomda.net</a>
Ellis Lamme	Community Member	770-365-2593	<a href="mailto:ERLamme@att.net">ERLamme@att.net</a>
Derek Spain	Community Member	770-776-8411	<a href="mailto:dspain@hebronchurch.org">dspain@hebronchurch.org</a>
Dana Pharr	Community Member	678-409-5821	<a href="mailto:dhpharr@me.com">dhpharr@me.com</a>



# Robert and Company

229 Peachtree Street, NE  
International Tower, Suite 2000  
Atlanta, GA 30303

## City of Dacula 2019 Comprehensive Plan

### Steering Committee Meeting

### MINUTES

June 19, 2018

#### **I. CALL TO ORDER AND ROLL CALL OF THE MEMBERS:**

The 2019 Comprehensive Plan Steering Committee met on Tuesday, June 19, 2018, in the Council Chambers at Dacula City Hall, Dacula, Georgia.

Mayor Jimmy Wilbanks called the meeting to order at 6:39 p.m. and requested an introduction of members present.

#### **Members Present:**

Ann Coppage and John Ford - Robert and Company; Mayor Jimmy Wilbanks, Heather Coggins (Finance), Brittini Nix (Planner), Joey Murphy (Administrator), Daniel Spain (Council), Amy White (Marshal), Lisa Swanson (Planning Commission), Hubert Wells (Council), Wendell Holcombe (Council), Susan Robinson (Council), Greg Chapel (Marshal), Gene Greeson (Planning Commission), Carole Boyce (school board), Betty Hale (resident), Donna Peairs (Planning Commission), Phyllis Lamme (business owner), State Rep. Chuck Efration, Vince Edwards (Gwinnett Co. DOT), Ellis Lamme (resident), Britton Lockhart (Gwinnett Co. DOT), Chris Parks (Public Works Dir.) Dana Hinton Pharr (realtor), Derek Spain (minister)

#### **II. MINUTES:**

1. Mayor Wilbanks introduced and turned floor over to Ford
2. Ford launched the public kickoff of the City of Dacula's 2019 Comprehensive Plan with an overview of the agenda, the planning team including a transportation planner subcontracted to review local transportation initiatives. Ford also included the planning process and schedule (June 19, 2018 presentation attached).

Ford presented members with the City of Dacula 2014 Future Land Use map and stated that the plan encompasses more than just the City of Dacula but also includes parts of unincorporated portions of Gwinnett County and portions of Lawrenceville specifically relating to Hwy. 316, the University Corridor as there may be development opportunities to be preserved. He cautioned that the larger opportunities may be impacted. He also addressed the sewer capacity within the County and who would service the western side of the Apalachee River. He stated these factors among others are included as part of the long term questions of the comprehensive planning process and they can also define the character areas.

Ford explained the Georgia Planning Act of 1989 requiring that planning be consistent with the State's Department of Community Affairs (DCA) which identify rules for planning practices and utilizes the 2014 DCA Standard Planning elements. These elements include Community Goals requiring a vision statement, goals to be achieved, policies, and character areas. Another element is Needs and Opportunities identifying strengths, weaknesses, opportunities, and threats (SWOT). Ford stated that SWOT identifies typical issues and implications for local planning, and consistency with objectives. Ford conducted a SWOT analysis to gain a preliminary perspective of current outlooks and vision of Dacula. Members participated and offered the following:

### **Strengths**

Member Chapel - Safety  
 Member Murphy - Location  
 Member Holcombe - Schools  
 Member Wells - Strong Local Govt.  
 Member Chapel - Family Values  
 Member Swanson - Residential Support  
 Member Rev. Spain - Churches, Civic, and Social Engagement  
 Member Rev. Spain - Parks and Recreation  
 Member Boyce - Small Town Atmosphere  
 Member Chapel - Sense of Place  
 Member Wells - Intergovernmental Relationships

### **Weaknesses**

Member Robinson - Traffic  
 Member Hale & Member (Ellis) Lamme - Infrastructure, Roads  
 Member Greeson - Must Travel to Jobs  
 Member (Danny) Spain - Confused Where Downtown Is  
 Member Wells - Issues with County Decision Makers  
 Member Wells - No Action  
 Member (Danny) Spain - No Central Gathering Place  
 Member Swanson - Limited Choice of Restaurants  
 Member Wells - Limited Shopping

### **Opportunities**

Member Wells - Available Space  
 Member Wells - City can Expedite  
 Member Rev. Spain - Transportation Improvements  
 Member Lockhart - Trails  
 Member Wilbanks - Workforce Development  
 Member Boyce - Identifiable Place for Gathering  
 Member Chapel - Branding Desired  
 Member Holcombe - Annexation towards the East

### **Threats**

Member Swanson - Traffic

Member Wells - Unlimited Mandates  
 Member Wells - Limited Funding  
 Member (Ellis) Lamme - As Population Grows, Crime Increases  
 Member Chapel - Brand to be Determined  
 Member (Phyllis) Lamme - Competition  
 Member (Phyllis) Lamme - Quality of Adjacent  
 Member Murphy - Coordination with the County Water and Sewer

Ford stated that there will be opportunity to add SWOTS during forthcoming meetings.

Ford cited other required DCA elements: the Community Work Program identifies projects to be done; the Capital Improvement Program (which is not required); Economic Development is not required as Gwinnett is in a Tier 4 Job Tax Credit bracket but the comprehensive plan will include an economic development element as part of the process; Land Use Mapping comprised of a character area map, an existing land use map, and a future land use map; and Transportation includes road networks, alternative modes, parking, rail, trucking, ports, and airports, and connections between transportation and land use and strategies. Ford alluded to State and County project improvements that are currently underway that will have to be examined to determine the effect on land use and local transportation in the City. Ford stated that housing is another encouraged element and required for Community Development Block Grants (CDBG) entitlements. He received an affirmative reply when asked if Dacula has received any CDBGs. He noted existing conditions and housing stock are issues to be examined as well as whether there is adequate housing for the elderly and a housing mix for people working jobs in the community. Other planning elements include a regional water plan. Ford stated that the Department of Natural Resources (DNR) provide the rules for the environmental planning criteria with specific policies that include development patterns, resource conservation, disaster preparedness, social economic development, and intergovernmental coordination in order to be consistent with planning that is going on by other stakeholders or jurisdictions.

Member Hale raised the concern regarding an emergency plan with only two crossings adjacent to the Dacula Road Bridge near US29 which will be closed for repairs leaving one access road crossing into Dacula. She suggested that construction be developed so that traffic can be diverted under the railroad for access. Ford recommended that the construction programs need to maximize the accessibility across the railroad. He also recommended DOT improvements at Auburn Road at 29. Member Hale reemphasized her suggestion for access under the railroad. Member Lockhart stated that there are plans to build an additional bridge. Members asked what safety procedures and protocol are in place for school buses to cross over railroad tracks. Ford noted that this concern will be considered as part of the planning process.

Ford stated potential development pattern policies include maintenance of community character and 'sense of place', protection of property values, land use controls, and addressing urban sprawl. He stressed the importance that housing development should have opportunity for growth and development but not misplaced growth. Member Chapel stated that there is more money in development. Other development patterns to be addressed include gathering places and recreation, connectivity and access, historic preservation, redevelopment and enhancing commercial and institutional places, and design for

transportation facilities that are context sensitive. He stated that this element is important because of the emphasis on major road corridor improvements in the community.

Ford stated that at the next meeting policies will be discussed regarding resources and infrastructure that should include protecting existing infrastructure; steering infrastructure growth towards developable areas; protection of tree cover, greenspace, parks, and recreation; protection of air and water quality; sustainable waste management; and maintaining levels of service. Ford referred to Member Hale's previous comment about transportation accessibility, and reiterated policies regarding disaster preparedness.

Ford continued with social and economic development policies that support a "good fit" for the community: education, balanced housing supply and employment, targeted reinvestment to recover declining neighborhoods, reducing substandard housing, infill housing in neighborhoods, and encouraging housing policies that move people from dependence to independence.

Ford asked the members what are the issues facing the community and if SWOT was an appropriate way of starting to look at the process. He stated that zoning codes tie into the comprehensive plan and that are opportunities for growth.

Member Hale stated that shopping is needed on this side of town. State Rep Efstration stated that the perspective of business owners is important to determine what obstacles they see that can bring businesses, shops and restaurants. Ford stated that 'rooftops' identify the balance which ties commercial development to housing and added that development should be in context with the area, make economic sense, and provide ROI. Ford added that there are great resources within Dacula including the schools, parks, Hebron Church, and other resources in the City and the County.

Ford stated that as policies meet the community's facility needs, the biggest issues are traffic and transportation, water, and waste water infrastructure. When it comes to the quality of life around the City of Dacula, the plan should help make it a special place to create that 'sense of place' for the City (separate from the zip code). As a result, some will choose to live inside the city.

Member Chapel stated that he likes what Norcross did as they took over old neighborhoods and built bigger homes. Ford asked other members if there are communities that could be examples to emulate. Member Wells stated that Suwanee is an example because of their parks. Unity is another feature of Suwanee; it looks all the same as stated by member Swanson. Member (Phyllis) Lamme stated that Suwanee created a downtown. Ford added that Smyrna built a new downtown as well. Member Boyce added that Suwanee has edginess, and they have done great job of creating an exciting place with multiple events and public art. She said that it [Suwanee] is a mindset rather than just a place.

Ford stated that the comprehensive plan should be a launch point rather than just a document. Member Wells stated that there are a lot more opportunities now than five years ago. Member Murphy stated that Suwanee has an aesthetic that feels good to go through. However, he cautioned that the guidelines can be onerous, expensive, and everybody has to agree to hold the line for it to work. It is a council decision. Mayor Wilbanks stated that it is

a political decision. Member Murphy added that it is expensive for potential business owners. Everybody has to be on the same page. Ford affirmed Member Murphy's comments. He stated that it has to work economically.

Member (Phyllis) Lamme referenced Suwanee SPLOST funding 20 or 25 years ago for parks, recreation, and trails and probably developed the town center and they got money flowing in to the City to do a lot of the improvements. Ford cited that the opportunity for the City of Dacula is connected to the 316 corridor and that the redevelopment that will occur around Gwinnett Place, (Gwinnett Technical College), Georgia Gwinnett, and UGA will provide opportunities and more people commuting in either direction essentially create opportunities for Dacula and Winder. Member Chapel stated that we are just waiting on road improvements on 316. Ford agreed.

Mayor Wilbanks stated that medical, dental, health, and veterinary facilities are added opportunities for further development. Member Hale stated that there is a building downtown that has been vacant for years. It could be renovated to have weddings, and events and be a money making project. Mayor Wilbanks added that there are a lot of vacant properties and perhaps an ordinance can be passed that would make it beneficial for the owners to get something in the stores or have consequences. Ford stated that grant programs may provide investments within redevelopment areas like LCI programs or CID programs for areas that can support businesses. He stated that these programs will be looked into.

Mayor Wilbanks stated that he appreciated everyone's attendance and input is needed to stay engaged.

Member Boyce asked about the plans for the new Dacula Bridge and the timing of it. Member Lockhart stated that the new bridge will be a five lane bridge and will raise the bridge elevation (over the railroad) to seven or eight feet and shift the location and the US29 intersection further away (to the east) to tie in better. He stated the bridge is currently in the right-of-way, acquisition phase. Construction on the bridge is scheduled to start early Spring 2019 and tie in at US29 in the Summer of 2020.

Member Lockhart spoke on additional transportation projects including the Bailey Road bridge replacement and the Harbins Road overpass at 316. A new interchange at 324 at I-85 will help at Hamilton Mill and will be let in December. Also a widening through 324 at 124 is scheduled. Member Pharr inquired about a plan encompassing several tracts of land that adjoins City of Dacula property. Member Lockhart was unaware of a plan. Member (Danny) Spain referenced an earlier comment regarding access under the railroad stating that it would be 'cool' to say we got a tunnel. Further comments regarding access under the railroad were inaudible. Member Wells stated that railroad will be the most difficult thing to deal with. Marshal Chapel asked about school bus routes, access, and asked whether buses can make a left turn. Member Lockhart stated that buses will still be able to make a left turn.

Ford stated that the transportation planner will consider parts of these issues. The biggest thing to deal with is context sensitivity along the road corridors and providing road lane continuity. Member Lockhart added that there are improvement plans for water and sewer. Member Murphy stated that the most free portion of Harbins Road is in front of City Hall. If



they complete the US29 intersection and new bridge, the pinch point will be Harbins Road in front of City Hall. It may need to be widened all the way through.

Ford stated that the plan needs to look beyond the initial capital improvements programs and the initial work programs, because everything cannot be done at once. The plan will identify other issues that need to be addressed. Member (Ellis) Lamme asked whether there will be a projected estimated cost. Ford stated that is part of the community work program and that the work program also included the level of service (LOS) to be provided.

Member (Ellis) Lamme asked about Atlanta Regional Commission (ARC) grants. Ford stated that the ARC offers the LCI (Livable Communities Initiatives) program. The LCI starts with a plan, and then has dedicated federal DOT money that can be allocated toward making improvements at the local areas for road improvements, trails, sidewalks, and other quality of life initiatives. Mayor Wilbanks stated that the smaller communities in Gwinnett County have a hard time getting grant money. Ford stated that every plan you make is a step forward in terms of turning the community in the direction you want to go.

### **III. ADJOURNMENT:**

Mayor Wilbanks adjourned meeting at 8:06pm

# Dacula 2019 Comprehensive Plan



## **DACULA STRENGTHS**

- Safe Community
- Good Location
- Good Schools
- Strong Local Government
- Family Values
- Residential Support
- Churches, Civic, & Social Engagement
- Parks & Recreation
- Small Town Atmosphere
- Sense of Place
- Intergovernmental Relationships

## **DACULA OPPORTUNITIES**

- Available Space to Grow
- City has ability to Expedite Decisions
- Transportation Improvements on-the-way
- Trails and Recreation Resources
- Workforce Development
- Gathering Place needs to be identified
- Branding needs to be identified
- Potential resources to annex to the East

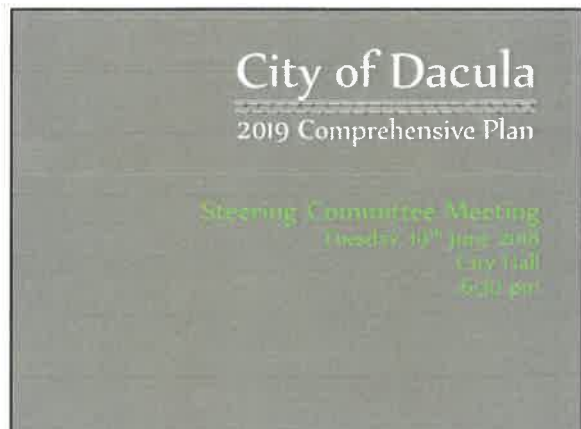
## **DACULA WEAKNESSES**

- Traffic
- Infrastructure/roads
- Must travel to Jobs
- Confused regarding Location of Downtown
- No Central Gathering Place
- Issues with County Decision-makers
- Limited Choice of Restaurants
- Limited Local Shopping

## **DACULA THREATS**

- Traffic Woes
- Unfunded Mandates
- Limited Funding
- Crime grows with population
- Branding to be Determined
- Competition with Other Areas
- Quality of Adjacent Communities
- Issues w/ County Water & Sewer Decisions





1

1st Steering Committee  
19 June 2018

Minutes Attached



2



3

City of Dacula  
2019 Comprehensive Plan

Planning Process and Schedule

- Public Kickoff Meeting (6/19/18)
- Steering Committee Meetings
  - Existing Conditions Assessment (7/17/18)
  - Needs and Goals (8/21/18)
  - Future Land Use Plan (9/18/18)
  - Community Work Program (10/16/18)
- Public Open House (11/20/18)
- Adoption Hearing (TBD)

4

---

---

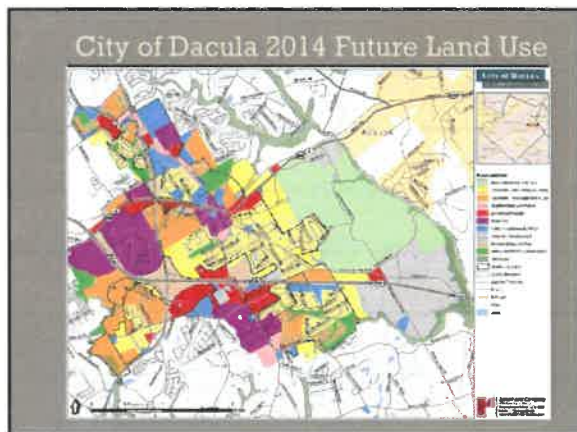
---

---

---

---

---



5

---

---

---

---

---

---

---

City of Dacula  
2019 Comprehensive Plan

Planning Process and Schedule

- Public Kickoff Meeting (6/19/18)
- Steering Committee Meetings
  - Existing Conditions Assessment (7/17/18)
  - Needs and Goals (8/21/18)
  - Future Land Use Plan (9/18/18)
  - Community Work Program (10/16/18)
- Public Open House (11/20/18)
- Adoption Hearing (TBD)

6

---

---

---

---

---

---

---



City of Dacula  
2019 Comprehensive Plan

- Georgia Planning Act of 1989
- Revised (2014) DCA Standard Planning Elements
  - Community Goals (required)
    - Vision Statement
    - Goals to be Achieved
    - Policies
    - Character Areas
  - Needs and Opportunities (required)
    - SWOT
    - Typical Issues / Implications for Local Planning
    - Consistency with Objectives

7

---

---

---

---

---

---

---

---

City of Dacula  
2019 Comprehensive Plan

- What is a SWOT Analysis?
  - Strengths?
  - Weaknesses?
  - Opportunities?
  - Threats?

8

---

---

---

---

---

---

---

---

City of Dacula  
2019 Comprehensive Plan

- SWOT Questions:
  - What are Dacula's Strengths?
    - What does Dacula do best (Measure of Success)?
  - What Opportunities are Available, when can they be Achieved?
  - What are the Threats to the future Success of the City?

9

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

SWOT

- What are Dacula's Strengths?
- What does Dacula Lack (Weaknesses or Needs)?
- What Opportunities are Available and When Can they be Achieved?
- What are the Threats to the Future Success of the City?

10

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

SWOT

- What are Dacula's Strengths?
- What does Dacula Lack (Weaknesses or Needs)?
- What Opportunities are Available and When Can they be Achieved?
- What are the Threats to the Future Success of the City?

11

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

SWOT

- What are Dacula's Strengths?
- What does Dacula Lack (Weaknesses or Needs)?
- What Opportunities are Available and When Can they be Achieved?
- What are the Threats to the Future Success of the City?

12

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**DCA Standard Planning Elements (Continued)**

- Community Work Program (required)
- Capital Improvements Program (encouraged / Required if the City wants to charge Impact Fees)
- Economic Development (encouraged / Required for Job Tax Credit Tier 1 communities (Gwinnett County is Tier 4)
- Land Use (required)
  - Character Areas Map
  - Future Land Use Map

13

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**DCA Standard Planning Elements (Continued)**

- Transportation (required within Atlanta Regional MPO)
  - Road Network
  - Alternative Modes
  - Parking
  - Rail, Trucking, Ports, & Airports
  - Connections between Transportation and Land Use and Strategies
- Housing (encouraged / required for CDBG entitlements)
  - Housing Types, Mix, Conditions and Occupancy
  - Local Housing Costs and Burdens on Households
  - Jobs/Housing Balance and Housing Needs for Special Populations
  - Housing Strategies

14

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**Other Planning Elements**

- Regional Water Plan
- DNR Rules for Environmental Planning Criteria
- Specific Policies
  - Development Patterns
  - Resource Conservation
  - Community Facilities and Infrastructure
  - Social and Economic Development
  - Intergovernmental Coordination

15

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Potential Development Pattern Policies**

- Maintain Community Character and "Sense of Place"
- Protect Property Values in Basic Design Criteria
- Provide Development Efficiency / Control Density and Sprawl
- Provide Gathering Places and Recreation
- Support Connectivity and Access for All
- Support Historic Preservation
- Redevelop and Enhance Commercial and Institutional Places
- Design Transportation Facilities to be Context Sensitive

16

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Potential Resource & Infrastructure Policies**

- Protect Existing Infrastructure Investments
- Steer Infrastructure Growth Towards Developable Areas
- Promote Protection of Tree Cover
- Provide Greenspace, Parks, and Recreation
- Protect Air and Water Quality
- Support Sustainable Waste Management
- Maintain Levels of Service
- Provide Disaster Preparedness

17

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Potential Social + Economic Development Policies**

- Support, Attract, and Retain Businesses that are a "Good Fit"
- Support Education Initiatives to Attract Good Jobs and Housing
- Balance Housing Supply and Employment
- Target Reinvestments to Recover Declining Neighborhoods
- Reduce Substandard Housing
- Support Infill Housing in Neighborhoods
- Encourage Diverse Housing Choices Within Neighborhoods
- Encourage Housing Policies that Move People from Dependence to Independence

18

---

---

---

---

---


---

---

---

**City of Dacula**  
2015 Comprehensive Plan

- Are there Other Major issues facing community?
- Is the SWOT an Appropriate Representation of Community Vision and Identity?
- Are there Other Opportunities for new growth?
- Do the Policies Meet the Community's facility needs?



19

---

---

---

---

---

---

---

**City of Dacula**  
2015 Comprehensive Plan

**Contacts:**  
**Robert and Company**  
John Ford, AICP – Planning Project Manager  
(404) 577-4000 [J.Ford@robertco.com](mailto:J.Ford@robertco.com)



20

---

---

---

---

---

---

---





# Robert and Company

229 Peachtree Street, NE  
International Tower, Suite 2000  
Atlanta, GA 30303

## City of Dacula 2019 Comprehensive Plan

### Steering Committee Meeting

### MINUTES

July 17, 2018

#### **I. CALL TO ORDER AND ROLL CALL OF THE MEMBERS:**

The 2019 Comprehensive Plan Steering Committee met on Tuesday, July 17, 2018, in the Council Chambers at Dacula City Hall, Dacula, Georgia.

Mayor Jimmy Wilbanks called the meeting to order at 6:28pm and requested an introduction of members present.

#### **Members Present:**

Ann Coppage and John Ford - Robert and Company; Mayor Jimmy Wilbanks, Brittni Nix (Planner), Joey Murphy (City Admin.), Amy Morris (Staff), Daniel Spain (Council), Hubert Wells Council, Amy White (Marshal), Angie Schaper (Staff), Phyllis Lamme (business owner), Gene Greeson (Planning Commission), Mark Chandler (Planning Commission) Patti Chandler (resident), Betty Hale (resident), Susan Robinson (Council), Wendell Holcombe (Council), Mary Jo Holcombe (resident), Donna Pearis (Planning Commission), Trey King (Planning Commission Chairman), Dana Hinton Pharr (realtor), Vince Edwards (Gwinnett DOT), Britton Lockhart (Gwinnett DOT)

#### **II. MINUTES:**

1. Mayor Wilbanks requested a consensus for forthcoming Steering Committee meeting times. Participants agreed that meetings will convene at 6:30 p.m. He turned the floor over to Ford.
2. Mr. Ford reviewed the planning process and schedule. He went over the "SWOT" presented in the prior meeting and invited participants to submit additional "SWOT" items. He presented data regarding population history and projections through year 2040. He presented straight line data and regression population projections and noted that the data presented does not reflect annexation. However, annexation can be an opportunity to add new housing and allow additional population to locate within the city. Mr. Ford also presented projections based on the ARC Regional Plan projections for census tracts 506.08 and 506.07. He asked the committee "Do you think ARC's projections of 8,463 persons by the year 2040 are attainable? Ford also suggested that planning for a higher number could help ensure that the plan could accommodate actual (unanticipated) growth. The Committee's response was affirmative.

Mr. Ford presented data on age, gender, race, and education, and stated that there was significant aging of the population and less new family formation in the most recent

estimates. He pointed out gender differences between 2010 and 2016 with the assumption that financial issues were a possible factor for decreased numbers of males. He also presented race and education as other demographic components affecting the plan. He stated that detailed statistics will be included in the written document. Ford explained the different definitions of housing units (physical structures) and households (family formations) stating there are not as many households as housing units and that newer households outside incorporated Dacula were likely to have more children and family members.

Mr. Ford also discussed the local employment characteristics for the two census tracts, and asked the Committee whether they thought more people are employed inside the City or outside the City. More jobs are located in the City where people commute to jobs at the schools and sales jobs located within the City boundaries. Member Robinson asked if the employment data included work from home. Ford responded in the affirmative. Ford included employment projections and employment by type. Based upon projections of a constant 13% within the census tracts he asked "Is increasing employment within the City desired? Member Murphy stated that upon review of the employment during 2015 the numbers working declined to 87 percent and inquired about the cause of the decline. Member Wells stated that many people during that time quit looking and are now coming back into the market place. Ford stated that between 2008 and 2012 there was a stop in growth but believes the number began to increase with economic recovery and new jobs have been added out along SR316. Ford presented data on employment by type. Member Lamme (Ellis) inquired about what was defined as employment in Natural Resources. Ford explained that it [natural resources] includes farming, timbering, and geology and added that he will provide a more detailed definition in the write up. Member Lamme (Ellis) added that he is very involved in the natural resources aspect.

Regarding income, Ford defined the Federal definition of poverty levels. He emphasized the decline of median income by household of about 10 percent factoring in an aging population and wages not keeping up with the cost of living. Member Lamme (Phyllis) asked whether the income was adjusted. Ford dissented. Member Wells questioned whether to encourage and attract businesses, corporations, and others that can provide for the employment income. Ford stated that it will be included in the economic development portion of the plan. He referenced resources along the SR316 corridor and the accessibility improvements with the completion of Sugarloaf Parkway. Ford turned the floor over to Coppage.

3. Ms. Coppage presented information on Cultural and Natural Resources. Noting that the various elements of parks can increase the economic value of Dacula. She stated that according to Gwinnett County's Recreation CIP update the area is divided into planning areas. She noted that Dacula is in planning area D and identified various parks in the area that included a City park, local parks, and regional parks. Member Wells stated that there is an additional City passive park, Olde Mill Park downtown which was not included in the presentation. Coppage also presented information on cultural landscapes, ecosystems, environmentally significant areas, and water resources. She added that the Elisha Winn House is included as a historical site that was not initially shown on the map. She identified area schools as a cultural resource for education and for their connectivity to recreation and relationships with the public parks. Ford pointed out that in addition to the Dacula Cluster of schools, most of the schools listed under the adjacent Archer and Mountain View Clusters are not within the study area and not close to the City limits but the Harbins ES in the Archer

Cluster and the Dyer ES in the Mountain View Cluster are in the study area. Coppage highlighted natural resources. Ford stressed the importance of the Alcovy and Apalachee Rivers. Dacula is located between the two rivers and they offer potential recreational and cultural resources, in addition to being water, drainage, and possible infrastructure issues. Coppage identified the quality of life aspects provided by existing resources and turned the floor over to Ford.

4. Mr. Ford recommended opened the discussion about land use with the existing plan. He noted that the plan was based on areas that had similar characteristics that allowed them to be defined as a “Character Areas”. He referred to the 2008 plan, and recommended that the Character Areas need to be redefined and updated. The appropriate review of these elements of the plan will be at a meeting in two months. Ford also referenced the 2014 Land Use Plan, which did change a lot from the 2008 Plan. Ford stated that he prefers to use the existing City boundaries as a starting point and look around the City for potential annexation or County recommendations that will affect what happens in the City. He asked the committee to think about “Where might future land use changes occur?” He offered the existing Land Use map as a resource to mark up.

Member Wells suggested changes around the Harbins interchange at Fence Road. Member Lamme (Ellis) suggested the south side of SR316. Ford stated that the area is rezoned residential. He added that there is no sewer toward the Apalachee. Member Lamme (Ellis) suggested the US29 corridor between SR316 and Dacula. He also added between Franklin Drive and the (Apalachee) river off US29. However, Member Lamme (Phyllis) stated there is no sewer in the area. Ford asked about Harbins Road both in the City and outside the City south of SR316. He recommended taking a look at the Harbins Road near the future SR316 interchange and how it might change perceptions (of appropriate land use). Member Murphy stated that historically the area was residential. Member Hale referred to the section where the Wal-Mart had been planned for employment businesses but was unsure of plans for roads. Member Lamme (Phyllis) asked whether the planning staff will have input. Ford affirmed. Member Murphy cautioned excessive mixed use stating that developers can assume the area is open to high density.

Member Wells suggested taking a look at traffic patterns. Ford stated that there would be continued transportation improvements along the Dacula corridor. Member Hale asked about rail service. Ford stated that there is not enough information available. Member Pharr inquired about the status of the Sugarloaf Parkway extension. Member Edwards stated that it is currently under design with 60 percent right of way acquired but it is unfunded. Member Hale suggested bus service extension toward residential section near Sugarloaf. Ford stated that he will make sure the transportation staff includes this in the plan.

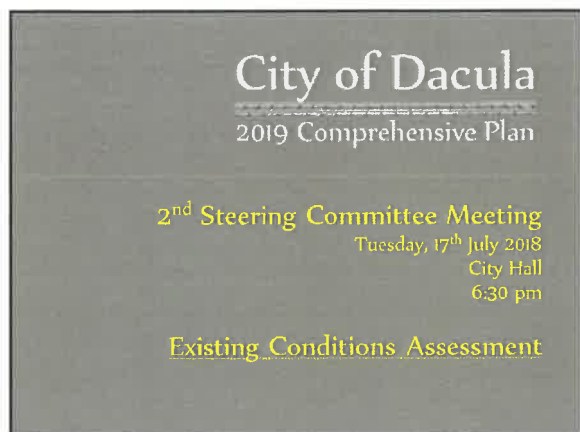
5. Ford announced that the County 2040 Unified Plan will hold Open House meetings in August. The fifth (and final) one is to be held August 30<sup>th</sup> at Dacula Park Activity Center. For more information he suggested visiting [www.Gwinnett2040UnifiedPlan.com](http://www.Gwinnett2040UnifiedPlan.com)
6. Ford asked for additional questions regarding existing conditions. Member Lamme (Ellis) inquired about sewer and infrastructure. Ford referenced that during the preparation of the 2008 plan, a discussion was opened with Barrow County regarding the possibility of an inter-county service agreement that could be worked out for a sewer line along the Barrow County

side of the Apalachee, but it would depend upon the density of users along the SR316 corridor. This issue may be reconsidered, but it had not been explored any further to his knowledge. He reiterated interest in attending the Gwinnett County Unified Plan meeting(s). Member Hale added that the intersection (of Drowning Creek Road with SR316) would be an excellent place for business activities. Ford added that it is good mid-point location for high paying jobs and research facilities between Atlanta and Athens. Ford turned the floor over to Mayor Wilbanks.

Mayor Wilbanks stressed the importance of the plan for the City and adjourned the meeting.

Meeting adjourned 7:44pm





1

2<sup>nd</sup> Steering Committee  
17 July 2018

Minutes Attached



2



3

**City of Dacula**  
2019 Comprehensive Plan

➤ **Overview for Tonight**

- Welcome and Introductions
- Population and Demographics
- Housing
- Economic Development
- Natural and Cultural Resources
- Existing Land Use and Planning
- Questions and Discussion

4

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

➤ **Population**

- History
- Projections
- Alternatives

5

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

➤ **Population History**

Year	1970	1980	1990	2000	2010	2015*
US Census	782	1577	2217	3848	4416	5055

➤ **Population Projections**

- Straight Line
- Regression Curve
- ARC Allocated Growth Forecast

6

---

---

---

---

---

---

---

City of Dacula  
2019 Comprehensive Plan

Population Projections

- Straight Line
- Regression Curve
- ARC Forecasts by Census Tracts

7

---

---

---

---

---

---

---

---

City of Dacula  
2019 Comprehensive Plan

Population Projections

- Straight Line Projection (1.4%/Year)
- | 2019 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 |
|------|------|------|------|------|------|------|
| 4416 | 5053 | 5419 | 5798 | 6204 | 6638 | 7103 |
- Regression Curve Projection
- | 2019 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 |
|------|------|------|------|------|------|------|
| 4712 | 5163 | 5495 | 5995 | 6455 | 6855 | 7155 |

8

---

---

---

---

---

---

---

---

City of Dacula  
2019 Comprehensive Plan

Census Tracts  
(CTs)  
506.07  
506.08

9

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**ARC Population Forecasts**

Year	2015	2020	2030	2040
ARC CT506.07	13920	14573	16293	18063
ARC CT506.08	18576	21413	29483	38354
ARC Combined CTs	32496	35986	45776	56417
Allocated for City	15.5%	15%	14%- 15%	13%- 15%
City Projection	5053	5398	6409- 6866	7334- 8463

10

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Population Growth Alternatives**

Year	2015	2020	2030	2040
Straight Line	5053	5419	6204	7103
Regression Curve	5053	5163	5495	6155
ARC Allocation assumption	5053 (15.5%)	5398 (15%)	6866 (15%)	8463 (15%)

**What is the Steering Committee Input?**

Source: The Steering Committee has adopted the following assumptions for the ARC Allocation projection for the purposes of the Comprehensive Plan.

11

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Age, Gender, Race, and Education**

Age	2010	2016
0-5	435 ( 9.8%)	381 ( 8.6%)
6-19	1100 (24.9%)	1339 (30.1%)
20-34	973 (22.0%)	1003 ( 2.3%)
35-54	1266(30.9%)	1300 (29.3%)
55-64	388 ( 8.8%)	494 (11.4%)
65-74	109 ( 2.5%)	208 ( 4.7%)
75+	145 ( 3.3%)	328 (7.4%)

12

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

<b>Gender</b>	<b>Male</b>	<b>Female</b>	
2010-	2351 (53.2%)	2065 (46.8%)	
2016-	2208 (43.7%)	2845 (56.3%)	
<b>Race</b>	<b>White</b>	<b>Black</b>	<b>Other</b>
2010-	3536 (80.1%)	158 (3.6%)	740 (16.3%)
2016-	3902 (77.2%)	827 (16.4%)	324 (6.4%)
<b>Education (Age 25+)</b>	<b>&gt;HS</b>	<b>HS+</b>	<b>College-</b>
(Pop: 3194) 2016	615 (19.3%)	948 (29.7%)	644 (20.2%)

13

**City of Dacula**  
2019 Comprehensive Plan

**Housing**

History

<b>Year</b>	<b>1970</b>	<b>2000</b>	<b>2010</b>	<b>2015</b>
Housing Units	769	1354	1508	1564
Households			1432	1470
Households				1470
ARC Allocation (13.86% of Dacula area census tracts)				

14

**City of Dacula**  
2019 Comprehensive Plan

**Housing Projections**

<b>Year</b>	<b>2015</b>	<b>2020</b>	<b>2030</b>	<b>2040</b>
Allocated ARC Forecast				
Constant Portion	1470	1642	2116	2635
	(13.0%)	(13.0%)	(13.0%)	(13.0%)

15



**City of Dacula**  
2019 Comprehensive Plan

**Employment**

- History
- Projections
- Alternatives
- Numbers
- Employment Types



16

---

---

---

---

---

---

---

---


**City of Dacula**  
2019 Comprehensive Plan

**Employment History**

Census Year	2000	2000	2010	2015
Citizens of the City	1196	2063	2144	2060
Employed	(96.4%)	(95.6%)	(91.2%)	(87.8%)

**Employed in the City**      **2015**

ARC estimate allocated from  
ARC portion of Census Tracts  
(13.0% of Census Area)      1470



17

---

---

---

---

---

---

---


---

**City of Dacula**  
2019 Comprehensive Plan

**Employment Projections**

Employed in City	2015	2020	2030	2040
Allocated ARC Forecast Constant Portion (assumed 13.0% of Census Area)	1470	1642	2116	2635

Note: This projection is based on the forecast for the city of Dacula only and does not include the forecast for the surrounding area.



18

---

---

---

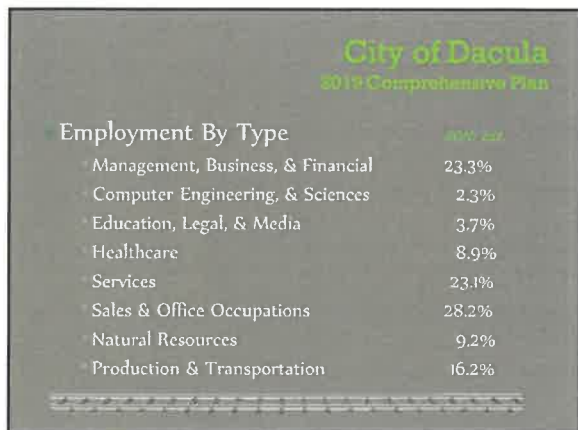
---

---

---

---

---



19

---

---

---

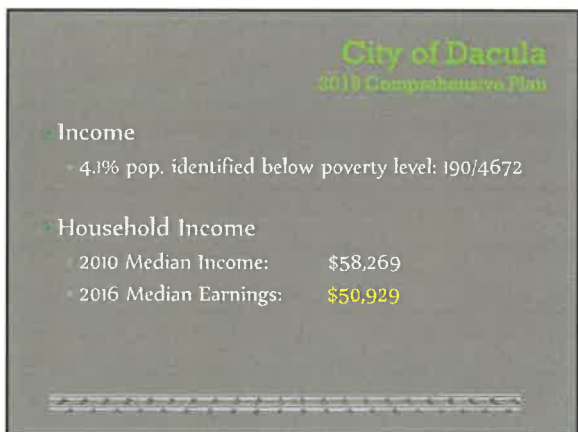
---

---

---

---

---



20

---

---

---

---

---

---

---

---



21

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

- Parks and Recreation
  - 2017 Gwinnett County Parks and Recreation CIP Update for Recreation Planning Area D
  - Planning Area Included Dacula, Sugar Hill, Rest Haven, Buford, Braselton, and Auburn
  - Population - 204,590 / Recreation Areas – 99,703 acres
  - City of Dacula Neighborhood Parks

22

---

---

---

---

---

---

---

---



23

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

- Maintain, Protect and Celebrate Key **Local** Parks:
  - **City Parks:**
    - Local Downtown Park (1 acre)
    - Maple Creek Neighborhood Park (17 acres)
  - **Local County Parks:**
    - Dacula Community Park (76 acres)
    - Rabbit Hill Community Park (198 acres)
    - Freeman's Mill Neighborhood Park (12 acres)
    - Alcovy River Greenspace

24

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

• Maintain, Protect and Celebrate **Regional Parks:**

- Harbins Community Park (670 acres)
- Harbins Park (1,290 acres)
- Little Mulberry Open Space Park (892 acres)
- Tribble Mill Park (718 acres)
- Palm Creek Park Site (294 acres)

25

---

---

---

---

---

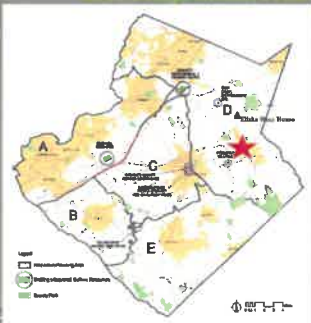
---

---

---

**City of Dacula**  
2018 Comprehensive Plan

• Gwinnett Co. Cultural Resources Map



26

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

• Maintain, Protect and Celebrate Key Cultural Landscapes, Ecosystems, Environmentally Significant Areas, and Water Resources:

- Elisha Winn House Historical Site
- Fort Daniel Archeological Site (4 acres)
- Gwinnett Environmental & Heritage Center
- Schools
- Apalachee River Corridor
- Alcovy River Corridor

27

---

---

---

---

---

---

---

---

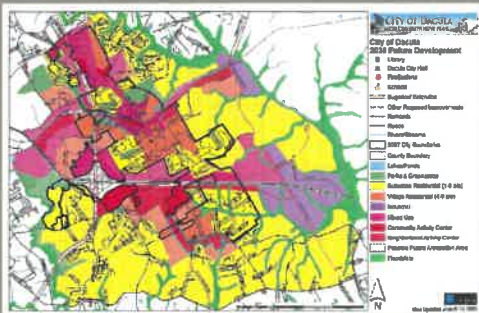




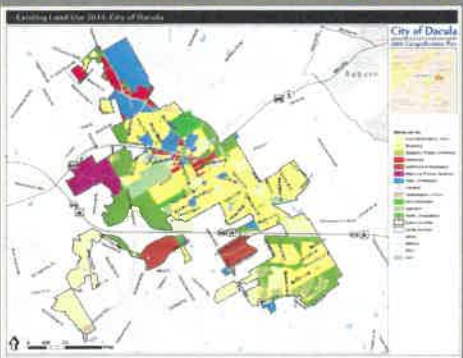
## Land Use

- Character Areas
- Existing Land Use 2014
- Future Land Use Plan as Proposed in 2014

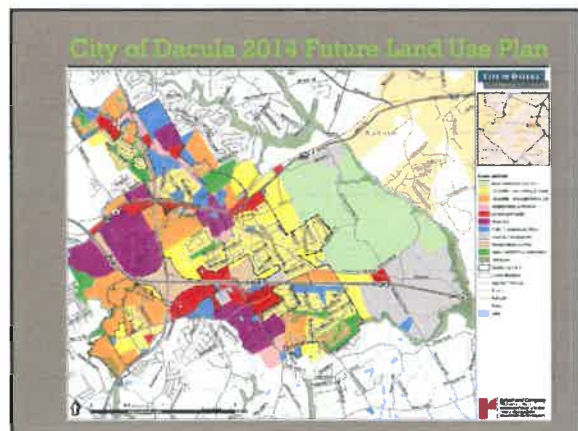
31



32



33



34

---

---

---

---

---

---

---

---

### City of Dacula 2019 Comprehensive Plan

#### Gwinnett County 2040 Unified Plan

- The County is preparing the update of the County Plan. Open House meetings are scheduled in August (all meetings 5–7pm):
  - August 13 – George Pierce Park, 55 Buford Highway, Suwanee
  - August 16 – One Stop Centerville, 3025 Bethany Church Road, Snellville
  - August 20 – Five Forks Library, 2780 Five Forks-Trickum Road, Lawrenceville
  - August 23 – Best Friend Park, 6224 Jimmy Carter Boulevard, Norcross
  - August 30 – Dacula Park Activity Building, 2735 Old Auburn Avenue, Dacula
- For information about the County Plan, visit:  
[www.gwinnettcountry.com/2040UnifiedPlan.aspx](http://www.gwinnettcountry.com/2040UnifiedPlan.aspx)

#### 2040 Unified Plan Community Open House Schedule

35

---

---

---

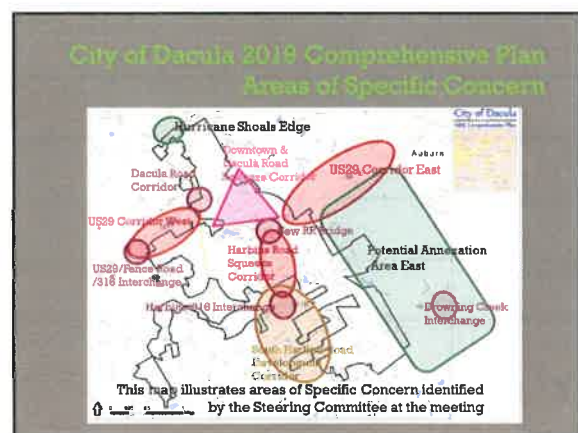
---

---

---

---

---



36

---

---

---

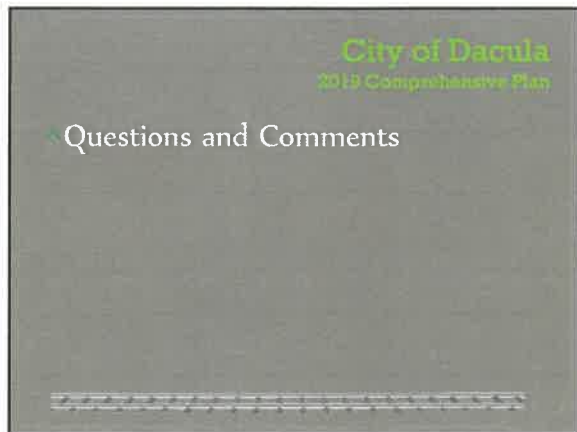
---

---

---

---

---



37

---

---

---

---

---

---

---



38

---

---

---

---

---

---

---



39

---

---

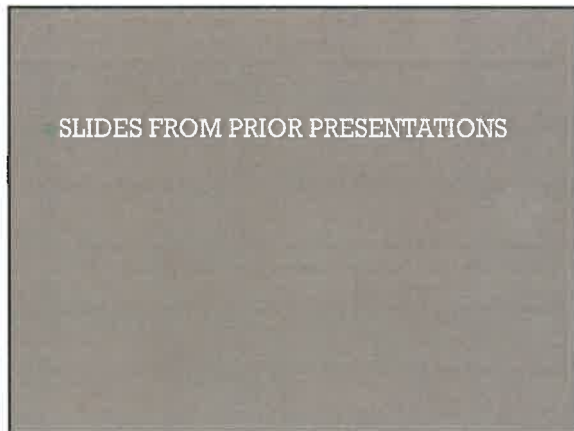
---

---

---

---

---



40

---

---

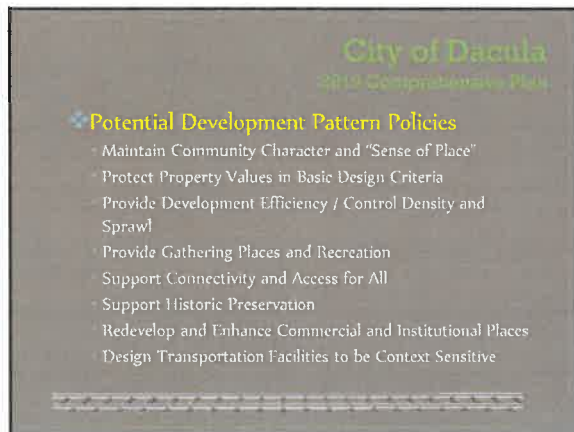
---

---

---

---

---



41

---

---

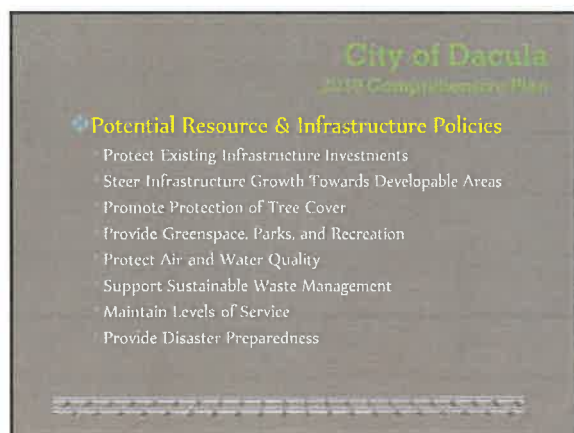
---

---

---

---

---



42

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Potential Social + Economic Development Policies**

- Support, Attract, and Retain Businesses that are a 'Good Fit'
- Support Education Initiatives to Attract Good Jobs and Housing
- Balance Housing Supply and Employment
- Target Reinvestments to Recover Declining Neighborhoods
- Reduce Substandard Housing
- Support Infill Housing in Neighborhoods
- Encourage Diverse Housing Choices Within Neighborhoods
- Encourage Housing Policies that Move People from Dependence to Independence

43

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**Georgia Planning Act of 1989**

**Revised (2014) DCA Standard Planning Elements**

- Community Goals (required)
  - Vision Statement
  - Goals to be Achieved
  - Policies
  - Character Areas
- Needs and Opportunities (required)
  - SWOT
  - Typical Issues / Implications for Local Planning
  - Consistency with Objectives

44

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

**DCA Standard Planning Elements (Continued)**

- Community Work Program (required)
- Capital Improvements Program (encouraged / Required if the City wants to charge Impact Fees)
- Economic Development (encouraged / Required for Job Tax Credit Tier 1 communities (Gwinnett County is Tier 4))
- Land Use (required)
  - Character Areas Map
  - Future Land Use Map

45

---

---

---

---

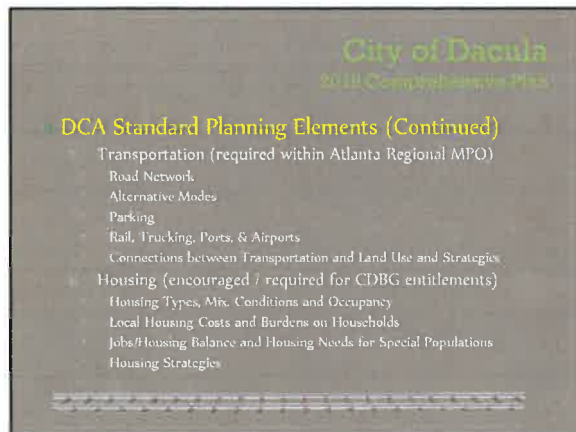
---

---

---

---





46

---

---

---

---

---

---

---



47

---

---

---

---

---

---

---

# Robert and Company

229 Peachtree Street, NE  
International Tower, Suite 2000  
Atlanta, GA 30303

## City of Dacula 2019 Comprehensive Plan

### Steering Committee Meeting

### MINUTES

August 21, 2018

#### **I. CALL TO ORDER AND ROLL CALL OF THE MEMBERS:**

The 2019 Comprehensive Plan Steering Committee met on Tuesday, August 21, 2018, in the Council Chambers at Dacula City Hall, Dacula, Georgia.

Mayor Jimmy Wilbanks called the meeting to order at 6:27pm and requested an introduction of members present.

#### **Members Present:**

Ann Coppage, John Ford, Paul Gilliam - Robert and Company; Mayor Jimmy Wilbanks, Brittini Nix (Planner), Joey Murphy (Administrator), Heather Coggins (Finance), Daniel Spain (Council), Carole Boyce (School Board), Hubert Wells (Council), Mark Chandler (Planning Commission) Patti Chandler (resident), Ellis Lamme (resident), Phyllis Lamme (business owner), Susan Robinson (Council), Donna Peairs (Planning Commission), Trey King (Planning Commission Chairman), Dana Hinton Pharr (realtor), Vince Edwards (Gwinnett DOT), Lisa Swanson (Planning Commission), Derek Spain (Minister), Amy White (Marshal)

#### **II. MINUTES:**

1. Mayor Wilbanks turned the floor over to Ford.
2. Ford welcomed everyone with a summary of schedule and overview. He referenced the *Chapter 1 Draft* and requested that members take home, study, and make comments.

Ford reviewed SWOTS and presented corrected employment data and stated that there are significantly higher projections and emphasized that the projection still reflects growth within the two north and south census tracts. Member Lamme (Phyllis) stated that she thought the projections were high. Member Lamme added she was unsure how the 10% per decade calculation was factored. Ford stated that most of the area is within the two census tracts are around the parks. Member Lamme further stated that the projections are growing more than 10% in the 10-year period. Ford stated that it is 50% less than what ARC has allocated along the areas along SR-316 Interchange, Winder Highway Interchange, Sugarloaf Interchange, and Harbins Interchange, and Drowning Creek Interchange. Member Lamme (Ellis) inquired about storefront and home-based businesses. Ford stated that he thought that is why there is 50% employment throughout the rest of the rural area. Member Murphy stated that it is important to identify approved truck routes because that is where the employment centers can be based.

Member Murphy added that Mr. Edwards was involved with that designation for Gwinnett County, I-29, 316, etc and asked if Harbins Road is an approved truck route. Member Edwards stated while 316 and I-29 definitely were truck routes he was unsure about Harbins Road. Ford stated that a lot of the area on the north side is already filled up and added that there are opportunities in the area between Apalachee River and Dacula and the area in the multi-use area and towards Lawrenceville. Member Lamme (Phyllis) inquired about sewer on the Lawrenceville side. Ford stated ARC's allocation is weighted towards the other end of the County. He recommended that members plan for what is high and further recommended that infrastructure be extended incrementally so that money is spent efficiently in order to plan for future employment to allocate space for nonresidential planning. He stated that the key issue with ARC's projections is the option to develop as apartments in the 2020s or jobs in 2030s.

Ford also referred to existing conditions and projections for population and employment with a population of 8,463 in Dacula by the year 2040. Member Wells stated that he feels population estimates are low. Ford stated the current population is 5,200 and explained employment projections of static City and expanded City. He asked members to consider how employment is going to change over the next 30 years. Ford also presented projections for households and housing units and stated that there are more housing units than households.

Ford presented the DCA requirements voted on August 8th and implemented by October 1, 2018 and spoke specifically about the Broadband element that includes telecommunications, computer networks, TV and video, and power lines. The medium can be coaxial cable, optical fiber, radio, or twisted pair. He asked whether the City is served by Broadband. There was an affirmative response. He reviewed the requirements. He stated the advantages of expanded Broadband services. Member Chandler asked if it is apropos to ask Member Murphy to speak on the issue to determine the status. Member Murphy stated that they are ready for permitting and have been working with DCA for the last two years. Mayor Wilbanks cautioned that encroachment can occur without payment. He further added to encourage State Legislators not give away right-of-ways. Member Murphy added that it is also important for road widening projects and other utilities to pay for use of space on the right-of-ways as well. Member Murphy spoke on incorporating a tower clause, a tower permitting package; when they are decommissioned every five years that there be a bond to force removal of the towers. Members agreed.

Ford reviewed Chapter 1, Goals and Policies and emphasized not re-inventing the wheel. Based upon what was interpreted from the previous year. Asked members to take home and send to [DaculaPlan@Robertco.com](mailto:DaculaPlan@Robertco.com) with the intent to update.

Ford passed out Needs and Opportunities spreadsheet and stated this is a work program. He reviewed each column heading. He introduced Gilliam to provide expertise on transportation initiatives regarding access and availability, and collector and access roads. Ford allowed members to go through spreadsheet and make comments. Ford collected spreadsheets.

Ford spoke about the Gwinnett County 2040 Unified Plan at the Dacula Park Activity Building, 2735 Old Auburn Avenue. Talked about the five themes Top needs and Top opportunities and emphasized doing a walk through.

Mayor adjourned at 8:00pm.



1

3rd Steering Committee  
21 August 2018

Minutes Attached



2



3

**City of Dacula**  
2018 Comprehensive Plan

**Dacula Strengths/Weaknesses/Opportunities/Threats (June 19, 2018)**

**Dacula Strengths**

- Safe Community
- Good Location
- Good Schools
- Strong Local Government
- Family Values / Resident Support
- Churches, Civic & Social Engagement
- Parks & Recreation
- Small Town Atmosphere / Sense of Place
- Intergovernmental Relationships

**Dacula Weaknesses**

- Traffic / Main Thruway to Jobs
- Infrastructure / Roads
- Confusion Regarding Location of Downtown
- No Central Gathering Place
- Issues with County Decision-makers
- Limited Choice of Restaurants
- Limited Local Shopping

**Dacula Opportunities**

- Available Space to Grow
- City has ability to Expedite Decisions
- Transportation Improvements on-the-way
- Trails and Recreation Resources
- Workforce Development
- Gathering Place needs to be identified
- Branding needs to be identified
- Potential resources to annex to the East

**Dacula Threats**

- Traffic/Water
- Unfunded Mandates / Limited Funding
- Crime grows with population
- Branding to be Determined
- Competition with Other Areas
- Quality of Adjacent Communities
- Issues w/ County Water & Sewer Decisions

4

---

---

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**Employment Projections (Corrected)**

*Employment Data: 2015 2020 2030 2040*

Allocated ARC Forecast	2015	2020	2030	2040
Constant Portion	1470	1642	2116	2635
18.2% (13.0% of Census Area)	2060	2299	2962	3689
+10%/CTs/decade *		2931	5404	8716

\* Assumes 10% increase in expanded city limits per decade

5

---

---

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**Dacula Existing Conditions & Projections (July 17, 2018)**

Year	Population	HHS	HUS	Employment
1980	1577	-	-	-
1990	2217	-	769	1196
2000	3848	-	1354	2063
2010	4416	1432	1508	2144
2020 **	5398	1642	1747	2299 - 2931***
2030 **	6866	2116	2251	2962 - 5404***
2040 **	8463	2635	2804	3689 - 8716***

Notes: \* of Planning Dept. Records / \*\*Allocated ARC Projections  
\*\*\*Employment projections show range of static City - expanded City

6

---

---

---

---

---

---

---

---

---

---



**City of Dacula**  
2018 Comprehensive Plan

**New DCA Requirements**

- The Board of the Georgia Department of Community Affairs voted on 8 August 2018 to adopt amendments to the minimum standards for local comprehensive planning effective October 1, 2018.
- New requirements added Broadband Services as a required Element of the Local Comprehensive Plan. Broadband includes telecommunications, computer networks, TV and video, and power lines. The medium can be coaxial cable, optical fiber, radio, or twisted pair.

7

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**The Broadband Services Element requires:**

- An assessment of current broadband capabilities
- Local government must make an objective determination of whether it is served by Broadband:  
Determination may be made by an assessment of data or by a simple conclusion that it is not currently serviced within the jurisdiction.
- Local government should identify in its comprehensive plan that the jurisdiction is un-served, and it desires to be fully served by broadband capability through broadband deployment.
- Decision may be accomplished by local ordinance or resolution

8

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

**Why Consider Broadband Services?**

- Locally expanded broadband access can...
  - Create Jobs
  - Improve Educational Opportunities
  - Promote Economic Development
  - Spur Private Investment
  - Facilitate the Delivery of Essential Social Services
- Is Broadband an issue for Dacula?

9

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

- **What are the existing Broadband Resources?**
  - Are there Gaps in services?
- **What is the Stakeholder Vision for Broadband?**
  - How do broadband initiatives support the community, institutions, and businesses?
  - How do infrastructure plans and workforce development projects benefit other economic activity?
  - What mix of broadband initiatives is best?
  - Which initiatives and benefits can be achieved in the short-term versus over the long-term?

10

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

- **Goals and Policies**
  - The 2014 Plan update provided a long list. Chapter 1: Goals and Policies updates the goals and policies for the 2019 Plan. The Draft is provided for you to review. Take the copies provided home to see what you think.
  - If you have questions, make a note and send to John Ford at [DaculaPlan@Robertco.com](mailto:DaculaPlan@Robertco.com).

11

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

- **Needs and Opportunities**
  - Chapter 2: Needs and Opportunities is based on the SWOT accomplished at the June meeting and an update of the same section from the 2014 Plan
  - Considerations:
    - Population and Economic growth that needs to be served
    - Natural and Historic Resources you wish to preserve
    - Community Facilities and Services that are needed to support the growth
  - Review the Handouts at each table

12

---

---

---

---

---

---

---

---

**City of Dacula**  
2018 Comprehensive Plan

As you Review Needs and Opportunities...

- Preserve Sense of Place
- Preserve & Maintain Economic Values
- Maintain Health & Environmental Well-Being
- Maintain Social Opportunities
- Maintain Fiscal Responsibility
- Identify What is Appropriate (Where, When, Who should be responsible?)

13

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

Gwinnett County 2040 Unified Plan

- Open House meeting scheduled 5-7pm on August 30<sup>th</sup> at Dacula Park Activity Building, 2735 Old Auburn Avenue

Information about the County Plan is at [www.Gwinnett2040UnifiedPlan.com](http://www.Gwinnett2040UnifiedPlan.com)

14

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

Questions and Comments

15

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

Next Meeting: Future Land Use Plan - 6pm at City Hall, Sept. 18<sup>th</sup>

**Dacula Comprehensive Plan Contact:**  
John Ford, AICP – Planning Project Manager  
Robert and Company: (404) 577-4000 / J.Ford@robertco.com



16

---

---

---

---

---

---

---

---

**City of Dacula**  
2019 Comprehensive Plan

17

---

---

---

---

---

---

---

---

SLIDES FROM PRIOR PRESENTATIONS

18

---

---

---

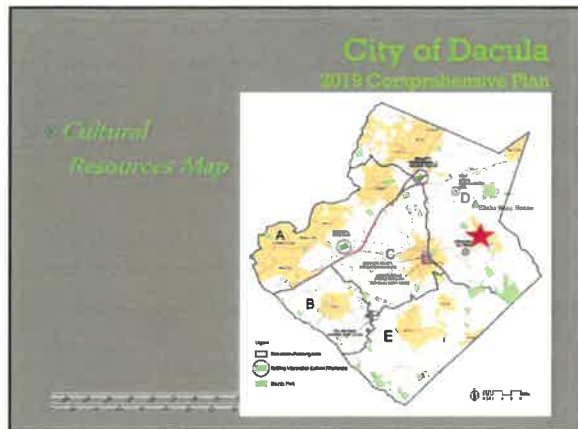
---

---

---

---

---



19

---

---

---

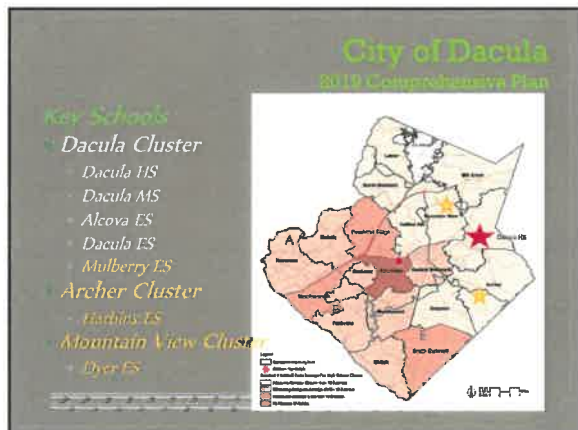
---

---

---

---

---



20

---

---

---

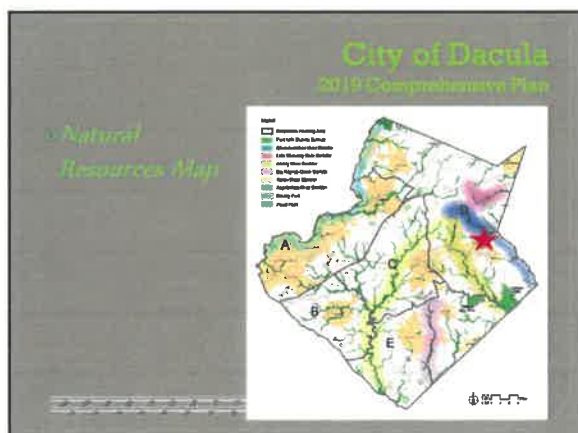
---

---

---

---

---



21

---

---

---

---

---

---

---

---





# Robert and Company

229 Peachtree Street, NE  
International Tower, Suite 2000  
Atlanta, GA 30303

## City of Dacula 2019 Comprehensive Plan

### Steering Committee Meeting

### MINUTES

Sept. 18, 2018

#### **I. CALL TO ORDER AND ROLL CALL OF THE MEMBERS:**

The 2019 Comprehensive Plan Steering Committee met on Tuesday, Sept. 18, 2018, in the Council Chambers at Dacula City Hall, Dacula, Georgia.

City Administrator Joey Murphy called the meeting to order at 6:30pm (Mayor Jimmy Wilbanks absent). He then turned floor over to John Ford.

#### **Members Present:**

Ann Coppage, John Ford, and John Vanderpluym (Robert and Company), Brittini Nix (Planner), Joey Murphy (City Admin.), Heather Coggins (Finance), Daniel Spain (Council), Carol Boyce (school board), Hubert Wells (Council), Ellis Lamme (resident), Phyllis Lamme (business owner), Susan Robinson (Council), Donna Peairs (Planning Commissioner), Trey King (Planning Commissioner, Chairman), Dana Hinton Pharr (realtor), Vince Edwards and Britton Lockhart (Gwinnett DOT), Derek Spain (Minister), Amy White (Marshal), Wendell Holcombe (Council), Mary Jo Holcombe, (resident), Gene Greeson (Planning Commissioner),

#### **II. MINUTES:**

1. Ford welcomed everyone with a summary of schedule and overview and provided an update on Needs and Opportunities. He stated that submissions are still available.
2. Ford presented projection changes on Population, Housing, and Employment stating that projections assumes 10% increase in expanded city limits per decade toward annexation. He noted that the Needs and Opportunities changed 45% to 50% in wording and stating that the spreadsheet was sent to the Steering Committee and will remain open until October 1, 2018.
3. Ford noted that the character areas were established in the 2008 Plan. He added that during the 2014 update the character areas were extended outside the city boundaries. He also added that development might mean less capacity. Member Wells inquired about the impacts on Harbins Road, Winder, and Fence Road. Ford added that impacts on the Sugarloaf Parkway Extension and the interchange at Winder should also be considered.
4. Ford reviewed the 2014 Land Use Plan, specifically mixed uses for community, neighborhood, and regional centers and asked that the committee consider incorporating access points.

5. Ford provided an overview of the 2019 future land use map and allowed time for a charette consisting of three individual groups to markup base maps utilizing land use planning colors. Group Leader 1: Trey King/Phyllis Lamme; Group Leader 2: Dana Pharr/Hubert Wells; and Group Leader 3: Susan Robinson/Donna Peairs
6. Committee reconvened at 7:43p.m. and group leaders presented charette proposals.
7. **Trey King and Phyllis Lamme** – Suggested figuring out locations of sewer systems to accommodate commercial development. Suggested a Community Mixed Activity Center (red) along SR8 (Winder Hwy.) and US29 to the Apalachee River. Suggested a Neighborhood Commercial Strip (pink) across Harbins Road from City Hall (Ashworth property). Suggested an Employment Center/Office-Distribution (light blue) from the City limits from SR8, along SR316 to Barrow County line. Suggested area west of Alcova School Suburban Density Residential (yellow) Town Homes. Group saw no opportunity for heavy industrial. Suggested a Neighborhood Activity Center (pink) along SR316. Suggested annexing Old Freeman Mills Road and offering road improvements that allow access or ‘cut through’ to the Apalachee River. **Dana Pharr and Hubert Wells** - Suggested Community Mixed Activity Use Center (red) along SR316 and US29. Stated that a community center is the heart of downtown. Suggested Neighborhood Commercial Strip (pink) along SR8 (Winder Hwy.) and along SR316 towards Barrow County line. Suggested Heavy Industrial (dark blue) near Barrow County on US29. Suggested Neighborhood Commercial Strip (pink) along Drowning Creek Road. Suggested ‘Low’ Suburban Density Residential (yellow) along SR316 and Fence Road. Stated that density area could be annexed generating more revenue. Suggested Heavy Industrial (dark blue) along SR8 (Winder Hwy.) to 316 and the finish of the grade separation where the Walmart was supposed to be. Member Holcombe stated there is a need to keep that area commercial. Member Pharr stated that the greenspace behind the swamp, which is on the other side of SR316, is part of the Apalachee watershed. Member Pharr added that it [area] is from the city limits to the river. **Susan Robinson and Donna Peairs** – Suggested Regional Mixed Used Activity Center (purple) along US29 and the Sugarloaf Parkway Exchange. Stated that there is a need for access roads. Suggested Multi-Family Residential (brown) along SR316 and US29. Suggested Heavy Industrial (dark blue) along US29 at the location of the train yards and new bridge. Suggested residential expanding, annexing to the County line. Suggested Employment Center/Office -Distribution (light blue) along SR316. Stated that there is a need for access roads in the area. Stated that access roads are needed to accommodate a sewer system reaching Harbins Road. Stated a need for increased accessibility to regional multi uses and pedestrianism around Stanley Road.
8. Ford asked members to consider limitations on Fence Road to attract visitors between Winder Hwy. and Sugarloaf Parkway Exchange. He added that Fence Road to the north is a positive location. However, he asked members if the location can be at a Community Level or Regional Level. Member Lamme (Phyllis) stated that it can be at a Moderate Level due in part to the lack of population or access. She added that the area is more like a Neighborhood Activity Center. Ford offered examples of downtown Suwanne or Sugarhill, the town center areas, for multi-family development. The members agreed that Dacula is more like Sugarhill as a closer example referencing scale, which is a smaller version in comparison. Ford reviewed map by Members King and Lamme (Phyllis) and discussed the intensity of north and south Dacula. He focused on the barriers on SR316, the railroad, and the suggested new barrier with Sargarloaf Pkwy., three community activity centers resulting in a probable density between 6

to 8 units per acre for multi-family. Member Lamme (Phyllis) inquired about whether employment would be concentrated in the three activity centers. Ford stated that there are two types of employment: land intensive and people intensive employment. He stated that people intensive employment is at the Community Level and land intensive can go toward office distribution along the corridor; SR8. Member Pharr addressed the traffic flow along SR316. Suggested additional access roads to capture people south of Harbins Road who want to avoid traffic on SR316. She added that there is a huge service center on the south side of the area and should be more intense, great for businesses. Ford reminded members that the area is at the Community Level and gave examples of shopping centers with some employment and office parks rather than office buildings. Ford also discussed the future development of downtown, a public center gathering point. Member Wells offered the other side of SR8. Member Pharr added past the lawnmower shop across from the red light down the road to a huge warehouse, behind the old city hall, the old post office, to Stanley Road. She added that it [downtown] could be centered on SR8. Ford stated that people in a pedestrian-oriented area will walk about three-quarters of a mile. Member Holcombe inquired about the property behind the stores downtown.

9. Ford ask members to consider transportation projects, e.g. along Harbins Road and Fence Road. The Ashworth property was discussed.
10. Ford discussed annexation to the Apalachee River and additional infill. He addressed industrial along the SR8 or SR316 corridor and opportunities along Drowning Creek Road. Member Murphy stated that there are potential roadways address traffic. Ford referred to the recommendation about access roads and stated Drowning Creek Road can be a potential access road but addressed issues south of SR316 and that there is not a lot of intensity to the east. Member Murphey stated that there is no main street and suggested relocating entrance to Stanley Road as the main street and as a commercial corridor. Ford stated that relocating the entrance needs to be defined before the Sugarloaf Parkway Extension design is complete. Ford suggested Chiquapin Grove Road, the original formation of what became Dacula. He asked the members about the possibility of moving main street to Dacula Road as a north/south corridor. He recommended LCI and GDOT funding to conduct a study along Dacula Road, Winder Hwy, and Stanley Road on the specifics of a downtown which can include a market study. He added that the downtown core has older buildings some of which can be adapted but need to be financially feasible.

Meeting adjourned at 8:25pm

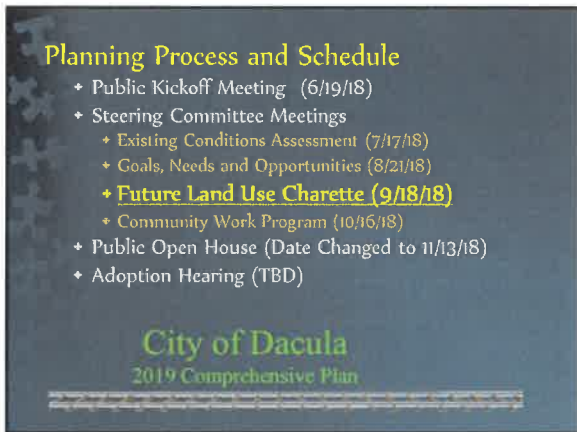




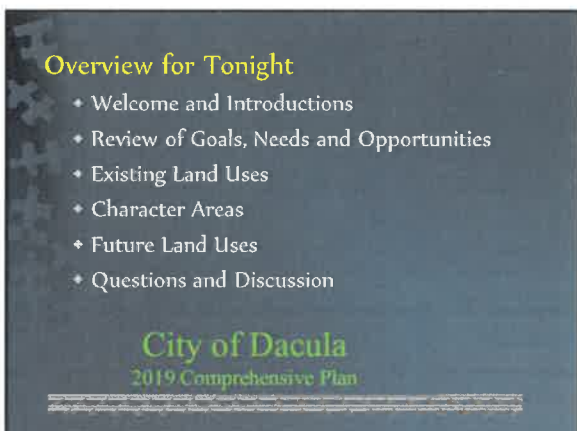


1

4th Steering Committee  
18 September 2018  
  
Minutes Attached



2



3

**Dacula Strengths/Weaknesses/Opportunities/Threats (June 19, 2018)**

**DACULA STRENGTHS**

- Safe Communities
- Good Location
- Good Schools
- Strong Local Government
- Family Values / Residential Support
- Churches, Civic, & Social Engagement
- Parks & Recreation
- Small Town Atmosphere / Sense of Place
- Intergovernmental Relationships

**DACULA WEAKNESSES**

- Traffic - Most Travel to Job
- Infrastructure - Roads
- Concerns Regarding Location of Downtown
- No Central Gathering Place
- Issues with Current Decision-makers
- Limited Choice of Restaurants
- Limited Local Shopping

**DACULA OPPORTUNITIES**

- Available Space to Grow
- City has ability to expedite Decisions
- Transportation Improvements on-the-way
- Trails and Recreation Resources
- Workforce Development
- Gathering Place needs to be identified
- Branding needs to be identified
- Potential resources to annex to the East

**DACULA THREATS**

- Traffic Woes
- Unfunded Mandates / Limited Funding
- Crime grows with population
- Branding to be Determined
- Competition with Other Areas
- Quality of Adjacent Communities
- Issues w/ County Water & Sewer Decisions

**City of Dacula**  
2019 Comprehensive Plan

4

**Population, Housing, and Employment Projections**

Within the City	2015	2020	2030	2040
Population	5053	5398	6866	8463
Housing Units	1564	1747	2251	2804
Employment				
Current City Limits	2060	2299	2962	3689
Expanded City Limits	"	2931	5404	8716

*\* Projection assumes 10% increase in expanded city limits per decade*

**City of Dacula**  
2019 Comprehensive Plan

5

**Needs and Opportunities**

- List based on SWOT input from June Steering Committee meeting was prepared and presented at August Steering Committee.
- Committee reviewed and provided input at August meeting at each of seven tables regarding:
  - Population and Economic growth that needs to be served
  - Natural and Historic Resources desired to be preserved
  - Community Facilities and Services that are needed to support the growth
- Consultant revised spreadsheet was sent to committee on 17 September seeking input until October 1.

**City of Dacula**  
2019 Comprehensive Plan

6

### City of Dacula Land Use Plan Charrette

- Character areas were established in 2008 Plan.
- Seven character categories were identified (See list to right)
- More intensive multi-family would only locate in Mixed Use areas (regional activity centers).
- Commercial and office uses could be located in industrial, mixed use, or activity center character areas.

**Parks & Greenspace**

**Suburban Residential (1-3 u/a)**

**Village Residential (4-6 u/a)**

**Industrial**

**Mixed Use**

**Community Activity Center**

**Neighborhood Activity Center**

**City of Dacula**  
2019 Comprehensive Plan

7

---

---

---

---

---

---

---

---

### City of Dacula 2008 Character Areas

**CITY OF DACULA**  
2008 Future Development

A: Urban  
 B: Suburban  
 C: Village  
 D: Industrial  
 E: Mixed Use  
 F: Community Activity Center  
 G: Neighborhood Activity Center  
 H: Parks & Greenspace

1: Suburban Residential (1-3 u/a)  
 2: Village Residential (4-6 u/a)  
 3: Industrial  
 4: Mixed Use  
 5: Community Activity Center  
 6: Neighborhood Activity Center  
 7: Parks & Greenspace

**City of Dacula**  
2019 Comprehensive Plan

8

---

---

---

---

---

---

---

---

### City of Dacula Current (2014) Plan

- The Future Land Use Plan was updated in 2014.
- Plan extends outside the city boundaries to identify likely future land uses in areas adjacent to the City
- Major issues:
  - Map did not clearly distinguish different mixed use areas as regional, community and neighborhood activity centers with appropriate mix of potential uses for each type.
  - Plan assumed Sugarloaf Parkway Extension interchanges at Winder Hwy & Hurricane Shoals Road
  - Plan did not address impacts on Harbins Road north of SR 316 and appears to have over-stated development south of SR 316.

**City of Dacula**  
2019 Comprehensive Plan

9

---

---

---

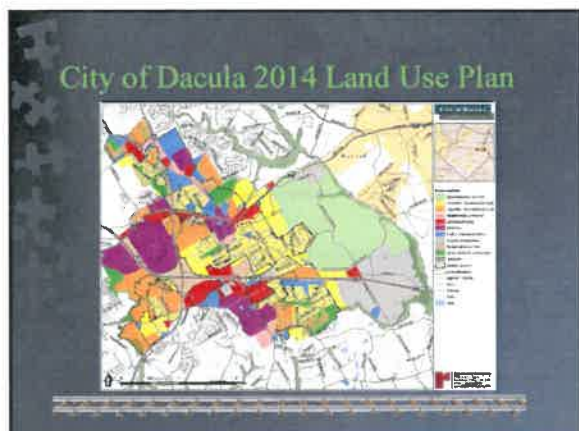
---

---

---

---

---



10

---

---

---

---

---

---

---

---

### City of Dacula Land Use Plan Charrette

- The 2019 future land use map assumes that most public and institutional land uses will be in place for planning period.
- The base map illustrates schools, churches, and parks within the planning area to help identify location of public realm.
- Charrette will provide 30-45 minutes for marking maps and 20-30 minutes to discuss recommendations.

**City of Dacula**  
2019 Comprehensive Plan

11

---

---

---

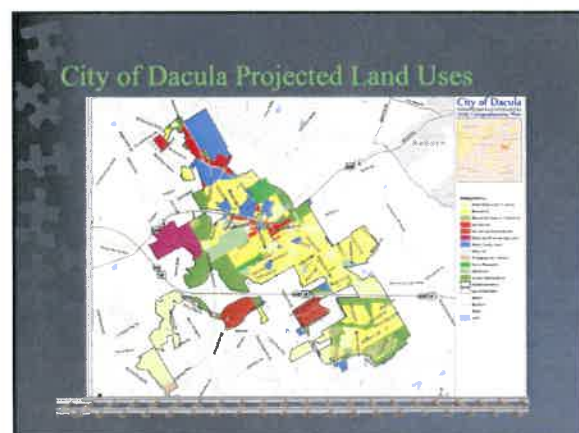
---

---

---

---

---



12

---

---

---

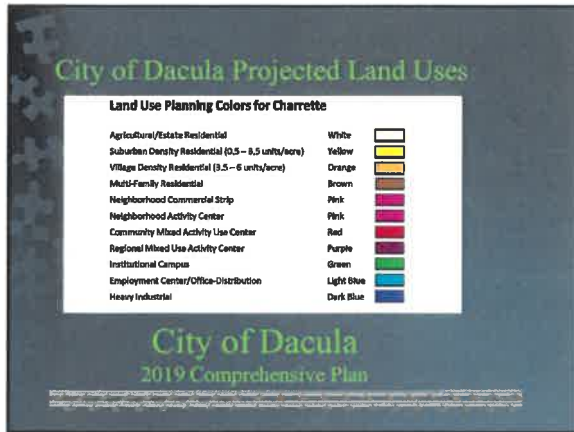
---

---

---

---

---



13

---

---

---

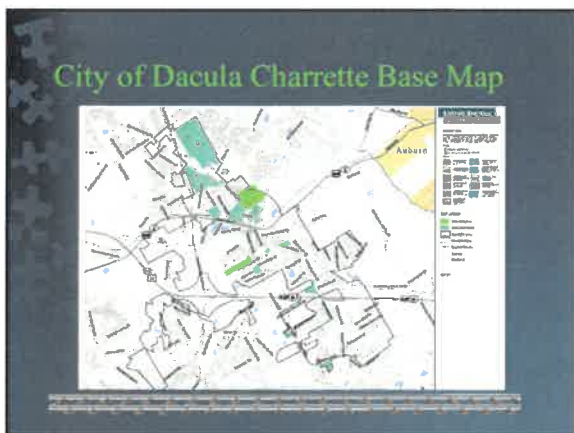
---

---

---

---

---



14

---

---

---

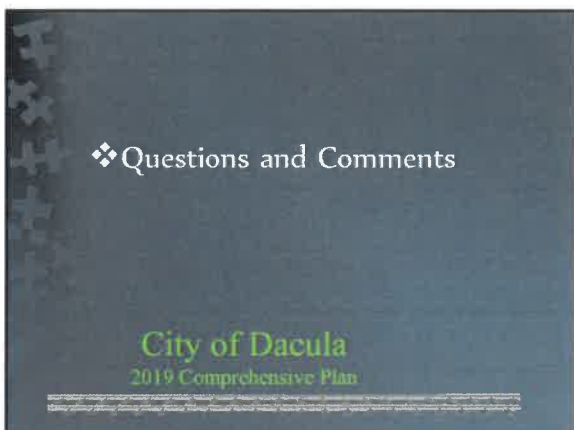
---

---

---

---

---



15

---

---

---

---

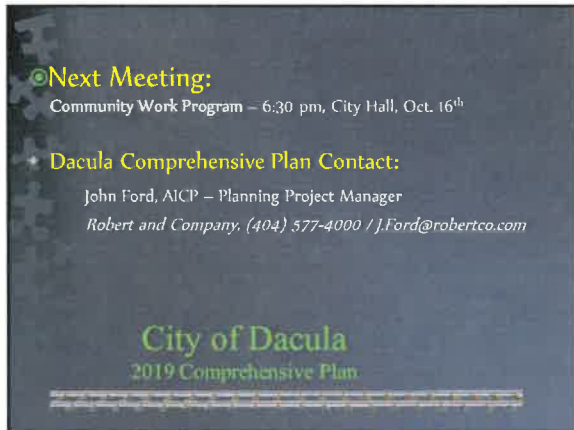
---

---

---

---





16

---

---

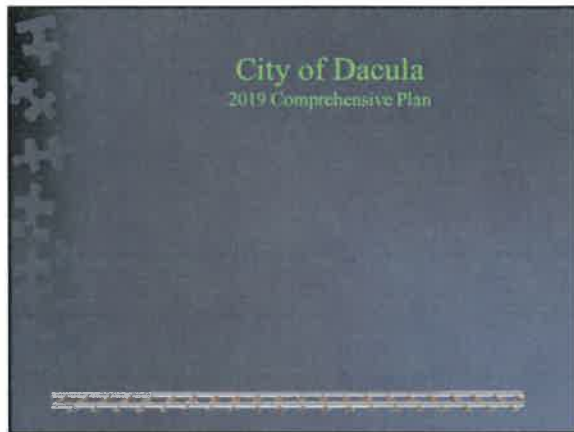
---

---

---

---

---



17

---

---

---

---

---

---

---



18

---

---

---

---

---

---

---

## Robert and Company

229 Peachtree Street, NE  
International Tower, Suite 2000  
Atlanta, GA 30303

### City of Dacula 2019 Comprehensive Plan

#### Steering Committee Meeting

#### MINUTES

Oct. 16, 2018

#### **I. CALL TO ORDER AND ROLL CALL OF THE MEMBERS:**

The 2019 Comprehensive Plan Steering Committee met on Tuesday, Oct. 16, 2018, in the Council Chambers at Dacula City Hall, Dacula, Georgia.

Mayor Wilbanks called the meeting to order at 6:35pm

#### **Members Present:**

Ann Coppage, John Ford, and Paul Gilliam (Robert and Company), Mayor Jimmy Wilbanks, Brittini Nix (Planner), Joey Murphy (City Admin.), Heather Coggins (Finance), Daniel Spain (Council), Carol Boyce (school board), Hubert Wells (Council), Ellis Lamme (resident), Phyllis Lamme (business owner), Susan Robinson (Council), Donna Pears (Planning Commissioner), Trey King (Planning Commissioner, Chairman), Dana Hinton Pharr (realtor), Vince Edwards and Britton Lockhart (Gwinnett DOT), Derek Spain (Minister), Amy White (Marshal), Wendell Holcombe (Council), Mary Jo Holcombe, (resident), Gene Greeson (Planning Commissioner), Betty Hale (resident), Chuck Efstration (representative)

#### **II. MINUTES:**

1. Ford welcomed everyone with a summary of schedule and overview of the meeting. He then announced the Open House meeting scheduled for November 13, 2018.
2. Mayor Wilbanks then went around the room with introductions of all individuals present in the meeting.
3. Ford provided a summary for the meeting.
4. Ford stated a population of 3,700 people was possible for the City of Dacula. Multifamily housing might be necessary because single family residential was almost exhausted.
5. Ford reviewed the 2014 Land Use Plan.
6. Ford then provided the charrette base map for the City of Dacula and reviewed the pallet of colors and the definitions of each color which were utilized for the charrette.
7. Ford then previewed a map with a consolidated plan of all the ideas received from the last meeting. He highlighted the areas which appears most important to all members of the

Committee. There are areas that are outside of the City in the County which were hard to identify. Ford suggested this as a starting point. Member Murphy agreed with the map and added that there are some parcels missing. Ford responded by stating that the parcels are the State's and used for transportation. Member Murphy stated he felt it would be LDR and thought he could increase the scale. Member Spain (Danny) inquired about residential on US29 and Harbins Road because they [parcels] are 60 plus years old. Ford stated the sewer would be in the City in the Winder basin. Member Boyce stated that she did not see a meeting place or a hub for the whole community. She added it would be totally off base to look at Hebron property as a community meeting place or facility. She also mentioned condominiums. Ford stated a concern of accessibility and pedestrian access. Ford recommended an LCI.

8. Member Boyce asked what a bridge would be like and Ford responded it would be parallel. Ford stated the need to determine pedestrian access and how an LCI would define the redevelopment of the downtown corridor. Ford said he was thinking more like Sugar Hill with the downtown development. Member Spain (Derek) spoke on behalf of Hebron and said if anyone is interested in property, they need to speak now. Member Robinson stated that half of the road on Second Avenue belongs to CSX Railroad and it is constrained. She thought the idea of making it a downtown meeting space was good but the problems are exponential. Member Wells stated the area was so closed in by schools. Ford said asked membership to consider the schools as part of the pedestrian traffic. Ford referenced the development will be South of Winder Highway. Member Lamme (Phyllis) stated, like Suwanne, they had to build out of the old downtown area. Member Robinson agreed that Dacula would have to build out of the downtown area. Mayor Wilbanks suggested to include the entire area as downtown. Member Wells stated there is a nice commercial area between downtown and Third street. Ford stated he will expand that area. Member Boyce reiterated consideration of Hebron property. Member Wells stated one problem is that Hebron is considered the hub of the community and the residents south of SR316 are not considered part of the community.
9. Ford stated that sewer was about 5 to 10 years out. Member Lamme (Ellis) stated there would have to be a treatment plant built. Member Robinson stated that she did not think Gwinnett was going to give Dacula sewer. Ford stated they would take the sewer where they can make the money. Member Lamme (Phyllis) stated that SR316 was a big issue for them with sewer. Member Robinson thought all the money would go to transportation. Ford stated that there are two funding mechanisms. Member Hale stated there were too many 'things' in downtown and some things needed to come down US29 and SR316 because of sewer on Harbins Road. Member Holcombe (Wendell) stated there is sewer on McMillan Road. Mayor Wilbanks added that Gwinnett sewer systems will have to partner with Barrow County. Member Boyce inquired if the extension of Sugarloaf Parkway would make a difference with the information being considered by the membership. Ford affirmed Member Boyce's inquiry. He added that it would open some opportunities for the City and added that developers will come in and do what is trending.
10. Member Lamme (Phyllis) inquired about what is for sale at Hebron. Member Spain (Derek) stated it is the vacant property that is for sale. Member Boyce stated it is the parking lot. Member Spain (Derek) stated that the school and the church property is separate. Ford inquired whether it should be an activity center. Member Lamme (Phyllis) stated it is already a gathering place. Member Hale inquired about parking. Member Holcombe (Wendell) added that the downtown should be torn down. Member Murphy added to be careful with 'red' i.e.,

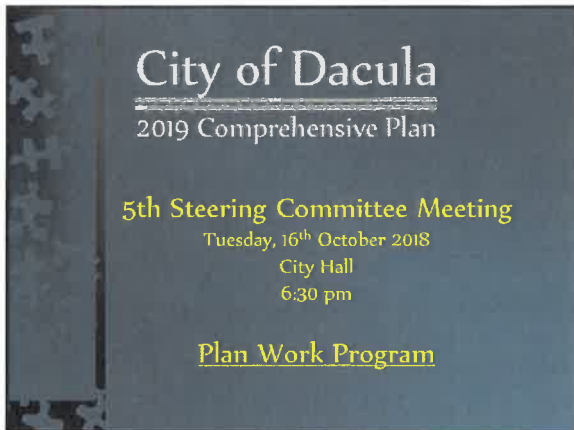
land use planning, because commercial has dropped way down. He added there would have to be apartments or townhomes to build the clients into the commercial. Ford stated there was no multifamily included on the map. He asked whether it is okay with the membership to include multifamily to the commercial on the edges.

11. Ford informed membership about the Gwinnett County Unified Plan. He identified Dacula on Gwinnett County's map and the innovation district. It was also a neighborhood node, merging estate and emerging suburban. Ford stated that the maps for the City and County are very similar. Member Boyce inquired whether the dark blue area should be annexed. Ford stated it was possible.
12. Ford distributed a Development Matrix for membership to take home and review. He then gave a brief overview of all the projects identified. He added that the costs were the hardest part to identify. Ford thinks the City needs to look at the detail of an LCI, from DOT. He stated that the funding is available and the City can obtain it if selected. He added that the primary driver behind the LCI plans are transportation improvements and the steps the improvements are made.
13. Ford stated that there is a need for more intra-county buses. He added that the City needs to advocate for more bus and transportation to other employment centers. Ford also stated the City needs another walkable City Park.
14. Ford described exploring grants for community facilities.
15. Ford provided an overview of water and sewer improvements.
16. Ford discussed broadband services which includes a broadband ready program to ensure that there is access to the service.
17. Ford recommended that the City have branding that is cohesive in order to identify the City of Dacula stating that to sell Dacula, people need to know Dacula. He added that this is the most important thing to do in the short term. He stated that the downtown corridor is also a way to sell the City to distinguish when you leave the County and enter the City, you are entering something better.
18. Paul Gilliam presented crash analysis for the City of Dacula. He stated a lot was happening on Dacula Road. One of the new recommendations was an Access Management Plan from the high school area, too many curb cuts. High crash rates for the corridor. Winder Highway and Fence Road should be able to walk. Ford stated that one thing the document shows being added is the information from Paul for pedestrians to be protected. Tanner Road is a project which was identified by the County. Ford stated that it is narrow and cars cannot pass.
19. Ford stated that he thinks the commuter rail question is a dead item but included it on the Development Matrix to explore as an alternative.
20. Ford thought housing was the hardest to define. He recommended that elderly and senior housing stayed in the community. Ford also thought urban housing should be included.

21. Ford announced the November 13, 2018 @ 4:30 p.m. – 7:30 p.m.
22. Gilliam added an additional recommendation for the membership regarding traffic and parking; to consider the total number of parking spaces for different land uses.

Meeting adjourned at 7:52 p.m.

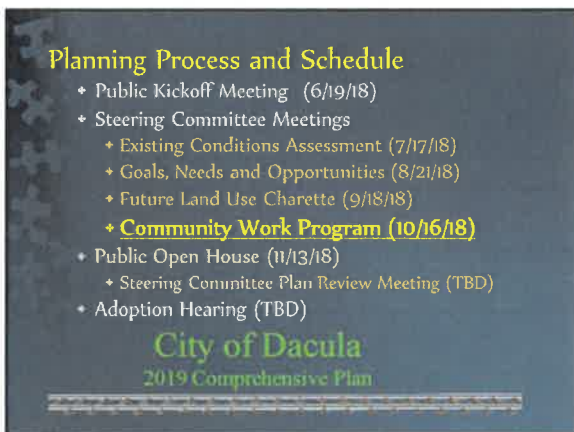




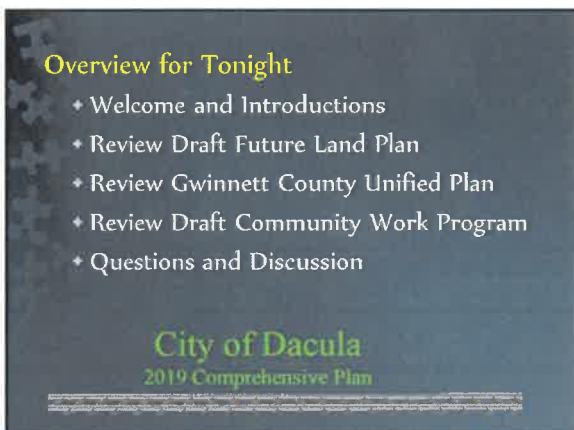
1

5th Steering Committee  
16 October 2018

Minutes Attached



2



3



4

---

---

---

---

---

---

---

Population / Housing / Employment Projections

<u>Within the City</u>	<u>2015</u>	<u>2020</u>	<u>2030</u>	<u>2040</u>
Population	5053	5398	6866	8463
Housing Units	1564	1747	2251	2804
<u>Employment</u>				
Current City Densities	2060	2299	2962	3689
Urban City Densities*	"	2931	5404	8716

\* Projection assumes 10% increase in expanded city limits per decade

**City of Dacula**  
2019 Comprehensive Plan

5

---

---

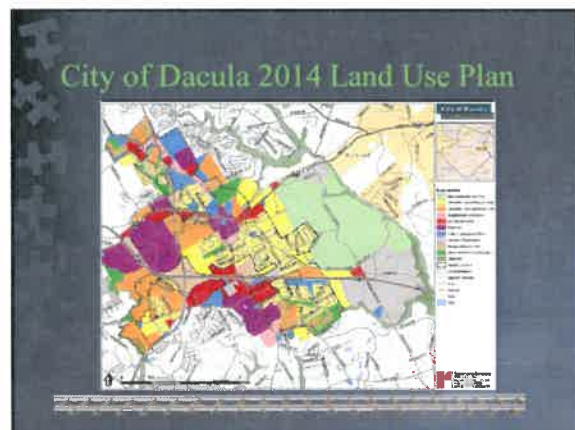
---

---

---

---

---



6

---

---

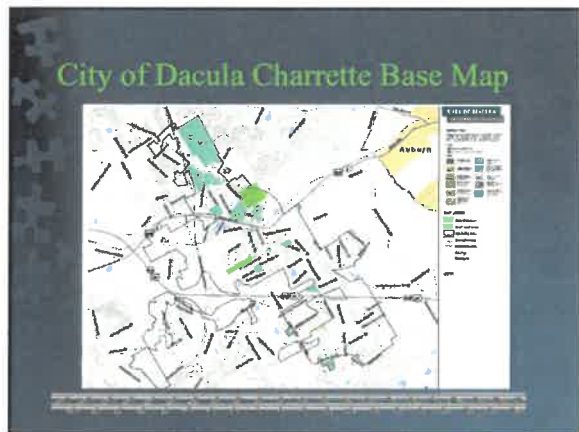
---

---

---

---

---



7

---

---

---

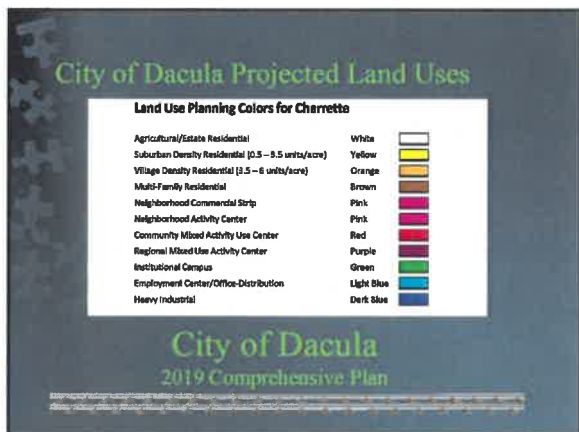
---

---

---

---

---



8

---

---

---

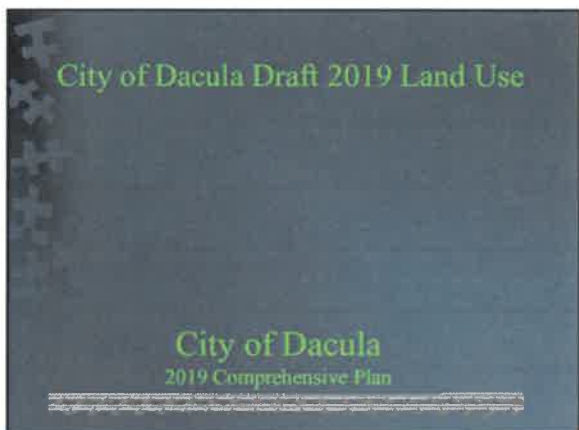
---

---

---

---

---



9

---

---

---

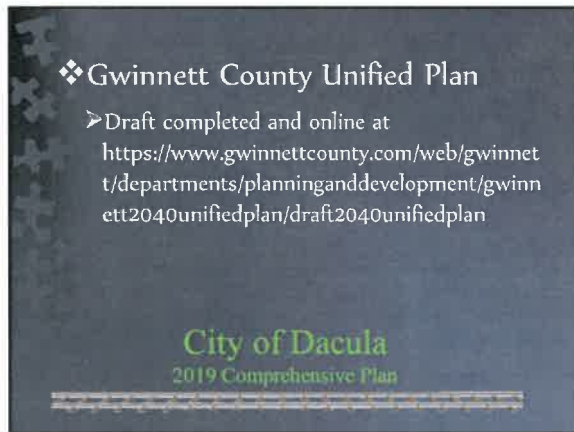
---

---

---

---

---



10

---

---

---

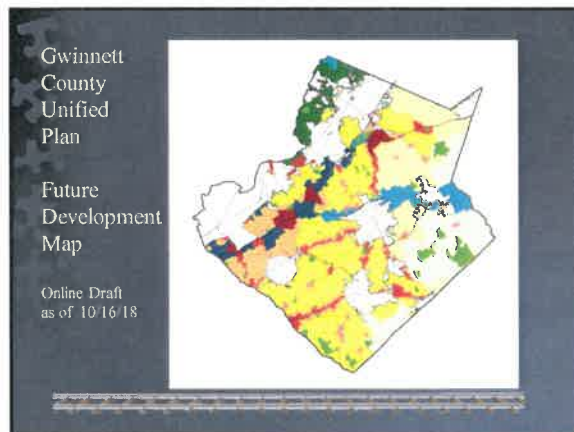
---

---

---

---

---



11

---

---

---

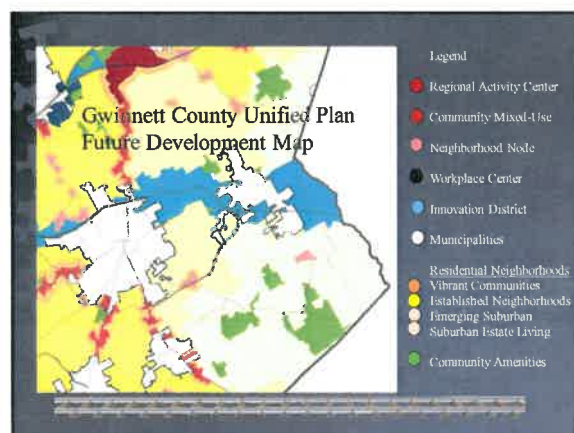
---

---

---

---

---



12

---

---

---

---

---

---

---

---

❖ Gwinnett County Unified Plan

➤ Draft 2040 Plan will be considered at a Public Hearing on October 23, 2018 by the Board of Commissioners at the Gwinnett Justice and Administration Center Auditorium at 7:00pm

**City of Dacula**  
2019 Comprehensive Plan

13

---

---

---

---

---

---

---

---

❖ Community Work Program Draft

**City of Dacula**  
2019 Comprehensive Plan

14

---

---

---

---

---

---

---

---

Dacula Strengths/Weaknesses/Opportunities/Threats (June 19, 2018)

<p><b>DACULA STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Safe Community</li> <li>• Good Location</li> <li>• Good Schools</li> <li>• Strong Local Government</li> <li>• Family Values / Residential Support</li> <li>• Churches, Clubs, &amp; Social Engagement</li> <li>• Parks &amp; Recreation</li> <li>• Small Town Atmosphere (Sense of Place)</li> <li>• Intergovernmental Relationships</li> </ul> <p><b>DACULA WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Traffic / More Travel to Job</li> <li>• Infrastructure / Roads</li> <li>• Confusion Regarding Location of Downtown</li> <li>• No Central Gathering Place</li> <li>• Issues with County Decision-makers</li> <li>• Limited Choice of Restaurants</li> <li>• Limited Local Shopping</li> </ul>	<p><b>DACULA OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Available Space to Grow</li> <li>• City has ability to Exploit Donations</li> <li>• Transportation Improvements on-the-way</li> <li>• Town and Restaurant Restorations</li> <li>• Workforce Development</li> <li>• Gathering Place needs to be identified</li> <li>• Breeding needs to be identified</li> <li>• Potential resources to annex to the City</li> </ul> <p><b>DACULA THREATS</b></p> <ul style="list-style-type: none"> <li>• Traffic Volumes</li> <li>• Unlimited Mandates / Limited Funding</li> <li>• Crime grows with population</li> <li>• Rezoning to be Determined</li> <li>• Competition with Other Areas</li> <li>• Quality of Adjacent Communities</li> <li>• Issues w/ County Water &amp; Sewer Decisions</li> </ul>
---	---

**City of Dacula**  
2019 Comprehensive Plan

15

---

---

---

---

---

---

---

---



## Needs and Opportunities

- List based on SWOT input from June Steering Committee meeting was prepared and presented at August Steering Committee.
- Committee reviewed and provided input at August meeting at each of seven tables regarding:
  - Population and Economic growth that needs to be served
  - Natural and Historic Resources desired to be preserved
  - Community Facilities and Services that are needed to support the growth
- Revised spreadsheet was sent to committee on 17 September seeking input. Input was provided October 1.

### City of Dacula

#### 2019 Comprehensive Plan

16

---

---

---

---

---

---

---

---

---

---

Revised October 2018 City of Dacula Program Development Matrix

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	

Page 1

17

---

---

---

---

---

---

---

---

---

---

Revised October 2018 City of Dacula Program Development Matrix

Item	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	

Page 2

18

---

---

---

---

---

---

---

---

---

---

	A	B	C	D	E	F
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
32						
33						
34						
35						
36						
37						
38						
39						
40						
41						
42						
43						
44						
45						
46						
47						
48						
49						
50						
51						
52						
53						
54						
55						
56						
57						
58						
59						
60						
61						
62						
63						
64						
65						
66						
67						
68						
69						
70						
71						
72						
73						
74						
75						
76						
77						
78						
79						
80						
81						
82						
83						
84						
85						
86						
87						
88						
89						
90						
91						
92						
93						
94						
95						
96						
97						
98						
99						
100						

Page 3

19

---

---

---

---

---

---

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z																																																																										
53	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
54	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
55	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
56	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
57	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
58	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
59	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
60	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
61	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
62	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
63	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
64	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
65	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
66	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
67	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
68	1	2	3	4	5	6	7	8	9	10	11																																																																																									

20

---

---

---

---

---

---

[illegible]

21

---

---

---

---

---

---

	2	3	4	5	6	7	8
1							
5	1	2	3	4	5	6	7
9	10	11	12	13	14	15	16
13	14	15	16	17	18	19	20
17	18	19	20	21	22	23	24
21	22	23	24	25	26	27	28
25	26	27	28	29	30	31	32
29	30	31	32	33	34	35	36
33	34	35	36	37	38	39	40
37	38	39	40	41	42	43	44
41	42	43	44	45	46	47	48
45	46	47	48	49	50	51	52
49	50	51	52	53	54	55	56
53	54	55	56	57	58	59	60
57	58	59	60	61	62	63	64
61	62	63	64	65	66	67	68
65	66	67	68	69	70	71	72
69	70	71	72	73	74	75	76
73	74	75	76	77	78	79	80
77	78	79	80	81	82	83	84
81	82	83	84	85	86	87	88
85	86	87	88	89	90	91	92
89	90	91	92	93	94	95	96
93	94	95	96	97	98	99	100

22

---

---

---

---

---

---

[illegible]

23

---

---

---

---

---

---

Revised October 2011		City of Denso Program Development Matrix			
	1	2	3	4	5
10	Identify and approve alternative modes of transportation to support transit development	5	Present plans to support transit-Growing bus system with additional routes between Denso and City Center, extend Midway Garage, Leominster/Highway 102, Middlebury Center, and Southbury City Center	Results	2011, 2013
15		5	Present plans to support transit - bus lanes	Results	
15		5	Present Project, Midway Road-Southbury - 102 to 224	Results	
20		10	Review with County Engineers - 101 KPM is studying for options to connect Southbury, Danbury, and Westbury to the 102 to 101	Results	2011, 2013
25		5	Continuing work and progress on development	Results	2011, 2013
30		5	Review of 102 to 101 with other cities	Results	2011, 2013
35	Identify transportation projects and transportation infrastructure projects that will affect and meet all design standards	5	Identify transportation projects and transportation infrastructure projects that will affect and meet all design standards	Results	2011, 2013
40	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
45	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
50	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
55	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
60	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
65	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
70	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
75	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
80	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
85	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
90	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
95	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013
100	Identify alternative and accessibility in the transportation infrastructure projects	5	Identify alternative and accessibility in the transportation infrastructure projects	Results	2011, 2013

Page 5

24

---

---

---

---

---

---

[illegible]

25

---

---

---

---

---

---

Revised October 2014		City of Dallas Program Development Matrix	
	A	B	
1.1	1	2	3
1.2	4	5	6
1.3	7	8	9
1.4	10	11	12
1.5	13	14	15
1.6	16	17	18
1.7	19	20	21
1.8	22	23	24
1.9	25	26	27
1.10	28	29	30
1.11	31	32	33
1.12	34	35	36
1.13	37	38	39
1.14	40	41	42
1.15	43	44	45
1.16	46	47	48
1.17	49	50	51
1.18	52	53	54
1.19	55	56	57
1.20	58	59	60
1.21	61	62	63
1.22	64	65	66
1.23	67	68	69
1.24	70	71	72
1.25	73	74	75
1.26	76	77	78
1.27	79	80	81
1.28	82	83	84
1.29	85	86	87
1.30	88	89	90
1.31	91	92	93
1.32	94	95	96
1.33	97	98	99
1.34	100	101	102
1.35	103	104	105
1.36	106	107	108
1.37	109	110	111
1.38	112	113	114
1.39	115	116	117
1.40	118	119	120
1.41	121	122	123
1.42	124	125	126
1.43	127	128	129
1.44	130	131	132
1.45	133	134	135
1.46	136	137	138
1.47	139	140	141
1.48	142	143	144
1.49	145	146	147
1.50	148	149	150
1.51	151	152	153
1.52	154	155	156
1.53	157	158	159
1.54	160	161	162
1.55	163	164	165
1.56	166	167	168
1.57	169	170	171
1.58	172	173	174
1.59	175	176	177
1.60	178	179	180
1.61	181	182	183
1.62	184	185	186
1.63	187	188	189
1.64	190	191	192
1.65	193	194	195
1.66	196	197	198
1.67	199	200	201
1.68	202	203	204
1.69	205	206	207
1.70	208	209	210
1.71	211	212	213
1.72	214	215	216
1.73	217	218	219
1.74	220	221	222
1.75	223	224	225
1.76	226	227	228
1.77	229	230	231
1.78	232	233	234
1.79	235	236	237
1.80	238	239	240
1.81	241	242	243
1.82	244	245	246
1.83	247	248	249
1.84	250	251	252
1.85	253	254	255
1.86	256	257	258
1.87	259	260	261
1.88	262	263	264
1.89	265	266	267
1.90	268	269	270
1.91	271	272	273
1.92	274	275	276
1.93	277	278	279
1.94	280	281	282</

26

---

---

---

---

---

---

• **Next Meeting:**  
**Public Open House Meeting –**  
**6:30 pm, City Hall, November 13<sup>th</sup>**

• **Dacula Comprehensive Plan Contact:** John Ford, AICP  
*Robert and Company; (404) 577-4000 / [J.Ford@robertco.com](mailto:J.Ford@robertco.com)*

**City of Dacula**  
**2019 Comprehensive Plan**

27

---

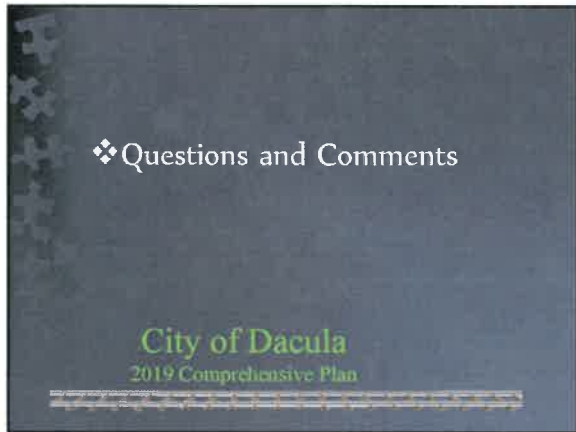
---

---

---

---

---



28

---

---

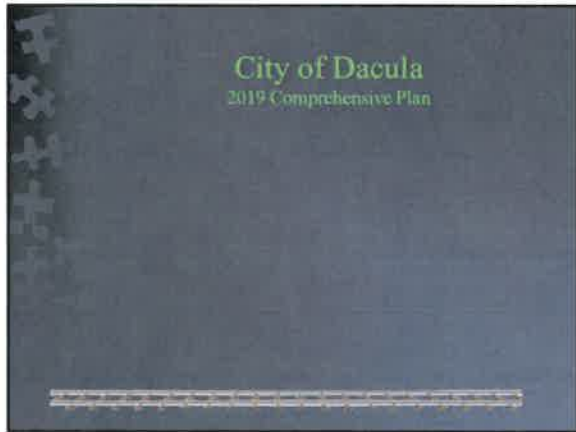
---

---

---

---

---



29

---

---

---

---

---

---

---



30

---

---

---

---

---

---

---



# Robert and Company

229 Peachtree Street, NE  
International Tower, Suite 2000  
Atlanta, GA 30303

## City of Dacula 2019 Comprehensive Plan

### PUBLIC OPEN HOUSE

4:30 p.m. to 6:30 p.m.

Nov. 13, 2018

The 2019 Comprehensive Plan Steering Committee's Public Open House convened on Tuesday, Nov. 13, 2018, in the Council Chambers at Dacula City Hall, Dacula, Georgia.

#### Members / Participants Present:

Ann Coppage and John Ford (Robert and Company), Mayor Jimmy Wilbanks, Brittini Nix (Planner), Joey Murphy (City Admin.), Carol Boyce (school board), Hubert Wells (Council), Ellis Lamme (resident), Phyllis Lamme (business owner), Susan Robinson (Council), Trey King (Planning Commissioner, Chairman), Derek Spain (Minister), Amy White (Marshal), Betty Hale (resident)

#### Summary

Participants reviewed proposed land use maps and presentations for the City of Dacula 2019 Comprehensive Plan. Questions and comments were collected:

Member Lamme (Ellis) inquired about property purchased by the County outside the City of Dacula and its impact.

Members Lamme (Phyllis), Hale, and Robinson reviewed the base maps and recommended **Area 5** be changed from Village Density to Employment/Industrial and **Area 12** be changed from Low Density to Employment/Industrial. There were other inquiries regarding **Area 3** Agriculture/Estate and the impact of the CSX railroad.

Ford noted that Paul will follow up on County purchases in relation to transportation proposals within **Area 4** Low Density. Another recommendation for a conservation district encompassed **Area 12**.

Participants asked Ford to include additional areas: **Area 14**, Neighborhood Community recommending Suburban Residential (underway) and **Area 15**, Low Density recommending Residential Community.

Public Open House concluded at 6:30 p.m.

**Dacula Open House**  
**13-Nov-18**

**Visitor Name**

John Ford	Phone	Email	Address
404-577-4000	j.ford@robertco.com	Robert and Company	
Theresa A. Samme	770 365 2599	plamne@gmail.com	McFarland-Dyer
Ellis R. Samme	770 365 2593	epLamne@aol.com	Soil & Water Conservation
Betty Hale	770 963 4752		Citizen
Angela Wheeler	770.963.7451	mstjgn	mstjgn
Joey Kirby	770-312-2312		P2 Board
Susan Robinson	404 435 9899		City Council
Robert D Lee	(770) 963-7451	joey.murphy@dcablog.org	City of Dacula
Amy White			City of Dacula
Britney Nix			
Derek Sporn	770 962 1671	dsporn@hebronchurch.org	Hebron Church
Carol Boyd	770 995 6796	carolecboyce@hotmail.com	School Board

**Dacula Land Use Plan Review**  
**13-Nov-18**

Area	Land Use Proposed	Agree?	Tell us your recommendation?
1	Agricultural/Estate		Institutional?
2	Low Density		County purchase
3	Agricultural/Estate		<del>CSX RR</del> <del>Part is County property</del>
4	Low Density		Part is County purchase
5	Village Density		
6	Low Density		
7	Employment/Industrial		
8	Low Density		
9	Low Density/Estate		
10	Low Density		
11	Low Density		
12	Low Density		Conservation district
13	Employment/Industrial		
Another Area?			
14	Neighborhood comm.		Suburban Residential under way
15	Low Density		May develop Sr. Resid. community

## 13-Nov-18

[illegible]

**Dacula Land Use Plan Review**  
**13-Nov-18**

[illegible]



**13-Nov-18**

5/13 Lessons

Why is Guinness H Co keeping up property in and out side of the City of Dublin?

How will this affect life?

## DACULA 2019 COMPREHENSIVE PLAN PHOTOS



# City of Dacula

## 2019 Comprehensive Plan

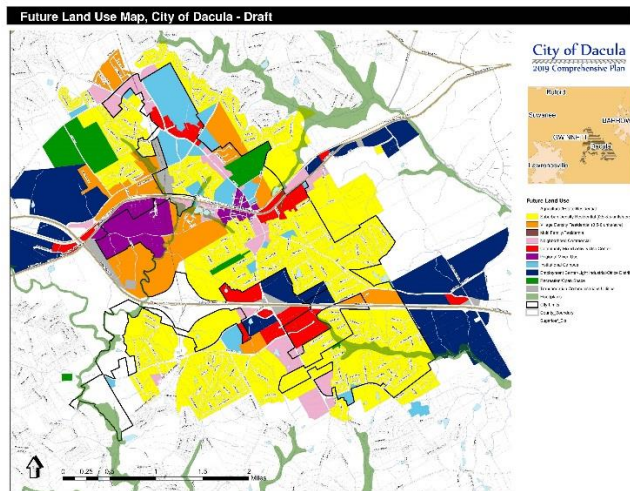




Public Open House, November 2018



### Draft Map with Key Areas 1 – 12 for Discussion



## Preliminary Draft Map

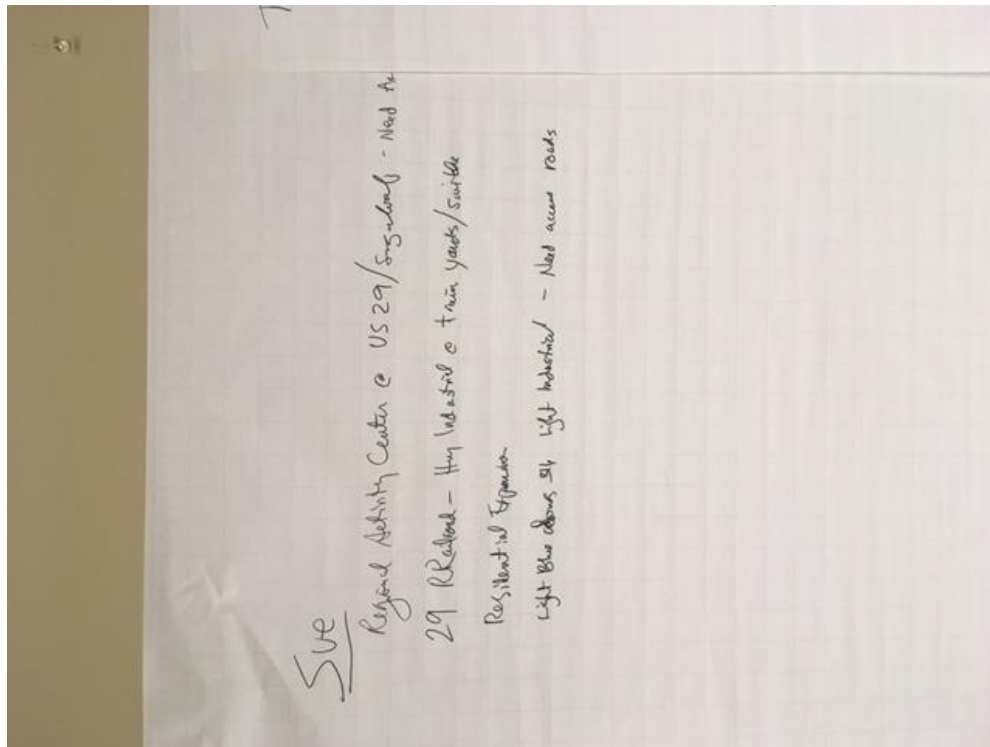


## SWOT and Map Review

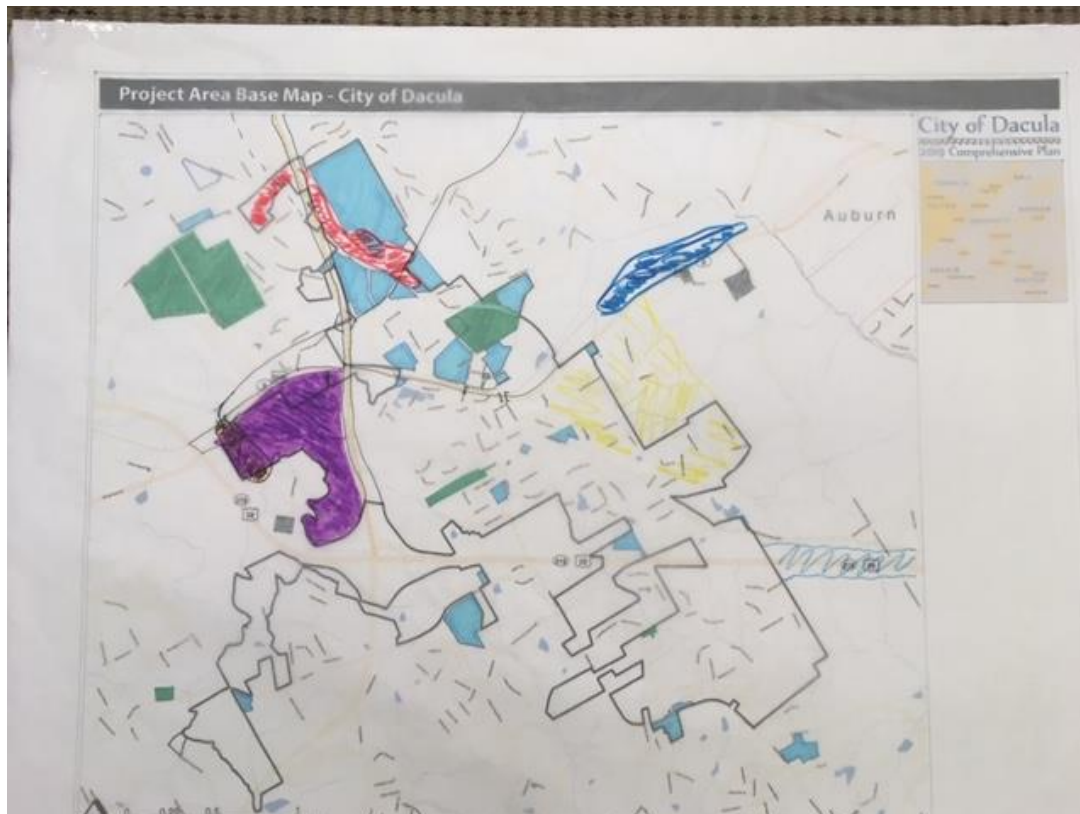
The SWOT boards are attached here:

SWOT	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Safety</li> <li>- Location</li> <li>- Schools</li> <li>- Strong local govt.</li> <li>- Family Values</li> <li>- Residential support</li> <li>- Churches civic &amp; social engage.</li> <li>- Parks &amp; Recreat.</li> <li>- Small town atmosphere</li> <li>- Sense of place</li> <li>- Intergovt. relationship</li> </ul>	<ul style="list-style-type: none"> <li>- traffic</li> <li>- Infrastructure, roads</li> <li>- Must travel to jobs</li> <li>- Confused where downtown location</li> <li>- Issues w/ County decision makers</li> <li>- No central gathering place</li> <li>- limited choice of rest.</li> <li>- limited shopping</li> </ul>

Trey King/Phyllis	
Sewer = Commercial	Hwy 8/US29 to River
Community Mixed	
Across Harbours Road from City Hall	
Council (Ashworth Property)	
SR 316 Employment Ctr along corridor to Business	
Area west of Nicola School - low density Residential	
Neighborhood Activity Center	
316/29 Mixed Use	
Hwy 8 Commercial	
316 towards Business Cor. line - Hwy Council	
Industrial near Business Co. or 29	
Council down to Downing Creek / Area	



The three Charrette Boards are attached here:







**CITY OF DACULA**  
442 Harbins Rd.  
P. O. Box 400  
Dacula, Georgia 30019  
(770) 963-7451

## **Mayor and City Council**

### **WORK SESSION**

#### **AGENDA**

**Date:** Thursday, January 17, 2019

**Time:** 9:00 AM

**Place:** Dacula City Hall, Council Chambers

**I. CALL TO ORDER AND ROLL CALL OF MEMBERS:**

**II. OLD BUSINESS:**

**1. None.**

**III. NEW BUSINESS:**

**1. 2019 Update to the 2030 Comprehensive Plan Presentation**

**2. Marshal Department Update**

**3. City Administrator Update**

**4. Member Comment(s)/Questions**

**IV. ADJOURNMENT:**

**WINNETT DAILY POST ADVERTISING DEADLINES****LINERS: Pub. Date: Wednesday  
Friday  
Sunday****Deadline: Monday 3 pm  
Thursday 3 pm  
Friday 11:30 am****DISPLAY AD: Pub. Date: Wednesday  
Friday  
Sunday****Deadline: Friday 3 pm  
Tuesday 3 pm  
Wednesday 3 pm**

dailypost.com

**CITATIONS**

Right-of-Way width varies);  
THENCE leaving said Right-  
Way South 85 degrees 40  
minutes 12 seconds West for  
distance of 2004.95 feet to  
Point, said point being THE  
POINT OF BEGINNING.

THENCE from said Point  
thus established, South  
degrees 51 minutes 55  
seconds West for a distance  
84.44 feet to a Point;  
THENCE North 77 degrees 19  
minutes 25 seconds West for  
distance of 81.39 feet to a  
Point; THENCE North 31 de-  
grees 20 minutes 52 seconds  
East for a distance of 39.03  
feet to a Point; THENCE North  
degrees 24 minutes 02  
seconds East for a distance  
30.44 feet to a Point;  
THENCE South 31 degrees  
minutes 52 seconds East  
for a distance of 21.15 feet  
to a Point; THENCE South  
degrees 19 minutes 25  
seconds East for a distance  
147.59 feet to a Point, said  
Point being THE POINT OF  
BEGINNING.

Said property contains  
100 acres (4,337 Square  
feet) as shown as a Per-  
manent Utility Easement on  
the Easement Plat for Gwin-  
nett County Department of  
Water Resources - Infinite  
Energy Center, prepared  
by Precision Planning, Inc.  
(Job# E17105A), and dated  
1/25/18.

**LEGAL DESCRIPTION****TEMPORARY CONSTRUCTION EASEMENT 1**

(VARIABLE WIDTH)  
Parcel # 7121 007  
LANDINGS AT SUGAR-  
AF CONDOMINIUM

(1) that tract or parcel of  
land lying and being in Land  
District 121 of the 7th Land Dis-  
trict, Gwinnett County, Georgia,  
and being more particu-  
larly described as follows:

(2) to find the POINT OF  
COMMENCEMENT, begin at  
Point at the intersection  
of the Westerly Right-of-

**CITATIONS**

Feet) as shown as Temporary  
Construction Easement 2 on  
the Easement Plat for Gwin-  
nett County Department of  
Water Resources - Infinite  
Energy Center, prepared  
by Precision Planning, Inc.  
(Job# E17105), and dated  
10/25/18.

**CORPORATIONS****NOTICE OF INCORPORATION**

Notice is hereby given that  
articles of incorporation that  
will incorporate Jomsom IT  
Consulting INC have been  
delivered to the Secretary  
of State in accordance with  
Georgia Business Corpo-  
ration Code. The initial  
registered office of the cor-  
poration is located at 4156  
Helsenberg Lane, Suwanee  
GA 30024 and its initial reg-  
istered agent at such address  
is 1870 The Exchange, Suite  
200-44 Atlanta, GA 30339  
907-584946, 2/1/6

**PUBLIC HEARINGS****PUBLIC NOTICE  
CITY OF DACULA**

The public is hereby noti-  
fied that the Public Hear-  
ing for the 2019 Update to  
the existing City of Dacula  
2030 Comprehensive Plan  
is scheduled for Thursday,  
February 7, 2019 at 7:00  
PM. at Dacula City Hall, 442  
Harbins Road, Dacula, Georgia  
30019. The proposed  
2019 Comprehensive Plan is  
on file at Dacula City Hall and  
may be viewed by the public  
between the hours of 8:30  
AM and 5:00 PM Monday  
through Friday.

928-585393, 2/1

**PUBLIC SALES/****PUBLIC SALES/  
AUCTIONS**

therein by the following may  
include, but are not limited to  
general household; furniture,  
boxes, clothes, and appli-  
ances.

D106 - Willie Young -  
Bags, Clothes, Tools, DVD's  
Q112 - Kareem Bridgers -  
Bed, Chair, Mattress, TV,  
Bags, Boxes, Clothes, Totes,  
Tools Suitcase

D109 - Rachel Merideth -  
Bags, Boxes, Clothes, Totes,  
Tools, Lawn mower, Lamps

F1161 - Marcus Davis -  
Mattress, Table, Bags, Boxes,  
Clothes, Totes, Toys Organ,  
Suitcase

F1215 - Brenda Perdue -  
Table, Boxes, Plants, Vacu-  
um, Lamps

F139 - Gale Mitchell -  
Couch, Mattress, Table, TV,  
Boxes, Clothes, Totes

D120 - Tenika Harrison -  
Mattress, Bags, Boxes, Totes,  
Grill, Printer

D110 - Gail Perry - Chair,  
Mattress, Table, Bags, Boxes,  
Totes, Stereo

F100 - Rodney Lewis -  
Chair, Couch, Mattress,  
Table, TV, Bags, Boxes, Vac-  
uum, Electronics

O121 - Blake Everson -  
Dryer, TV, Washer, Bags,  
Boxes, Toys

F1209 - Lewis Kemp -  
Chair, Couch, Mattress, TV,  
Bags, Totes, Tool Box

G101 - Gregory Johnson -  
Boxes, Power Tools, Tools

M127 - Linda Solomon -  
Bed, Couch, Dresser, TV,  
Bags, Boxes, Suitcase

J101 - Gene Woodard Jr -  
Bags, Boxes, Totes, Tires

M112 - Linda Solomon -  
Chair, TV, Bags, Boxes, Totes,  
Fans, Christmas Tree

M114 - Linda Solomon -  
Boxes, Rugs, Tools

M110 - Linda Solomon -  
Chair, Bags, Boxes, Tools

M116 - Linda Solomon -  
Mattress, Bags, Boxes, Tools,  
Lawn Mower

F1217 - Annette Johnson -  
Chair, Table, Bags, Boxes,  
Totes

**PUBLIC SALES/  
AUCTIONS**

3942 Us-78  
Snellville, GA 30039  
770.891.1688

The personal goods stored  
therein by the following may  
include, but are not limited to  
general household, furniture,  
boxes, clothes, and appli-  
ances.

Unit # Name: Items storing:  
510 Dana Jackson

Boxes-Totes

607 John Drewes

1996 Doge

618 Kimberly Smith

Household furniture

423 Sanders Calhoun Jr

household goods

591 Reginald Thomas

bed, two flat screen, dining

table,

two bedroom sets, amore

469 Thomas Moody

Cleaning Equipment

574 Tatyana Parham

boxes, clothes, person items

476 Ebony Nelson

mattress, pool-table washer

dryer

misc items, tv, free com-

ing today

276 Toiya Moore

some clothes in bins and

misc items, tools, bedroom

set, dining roomset

Purchases must be made

with cash only and paid at the

above referenced facility in

order to complete the trans-

action. Extra Space Storage

may refuse any bid and may

rescind any purchase up un-

til the winning bidder takes

possession of the personal

property.

929-583180, 1/25, 2/1

**MCCULLOUGH TOWING  
AUCTION LIST**

785 BROGDON RD.

SUWANEE, GA 30024

770-263-8483

findautoauctions.com

towall.com

Saturday, February 9th

2019@ 1:00pm

2002 Acura TL

19UUA568X2A002877

2003 Acura MDX 2HNY-

**CITY OF DACULA**  
442 Harbins Rd.  
P. O. Box 400  
Dacula, Georgia 30019  
(770) 963-7451

## **Mayor and City Council**

### **REGULAR MEETING**

#### **AGENDA**

**Date:** Thursday, February 7, 2019

**Time:** 7:00 PM

**Place:** Dacula City Hall, Council Chambers

**I. CALL TO ORDER AND ROLL CALL OF MEMBERS:**

**II. INVOCATION:**

**III. PLEDGE OF ALLEGIANCE:**

**IV. MINUTES:**

1. Approval of the Minutes from the Regular Council Meeting of January 17, 2019

**V. OLD BUSINESS:**

1. None.

**VI. NEW BUSINESS:**

1. PUBLIC HEARING: 2019 Update to the 2030 Comprehensive Plan
2. 2019 Update to the 2030 Comprehensive Plan Resolution
3. Acceptance of Annexation Application: 2019-CD-AA-01
4. Storm Sewer Replacement Design and Planning Proposal
5. 2<sup>nd</sup> Avenue Parking Regulations and Ordinance
6. Staff Comments
7. Mayor and Council Comment(s)

**VII. PUBLIC COMMENTS:**

**VIII. EXECUTIVE SESSION: None.**

**IX. ADJOURNMENT:**



**CITY OF DACULA  
COUNCIL MEETING**

**February 7, 2019  
7:00 p.m.**

**442 Harbins Rd  
P. O. Box 400  
Dacula, GA, 30019**

**SUMMARY MINUTES**

*This document is tentative, has not been ratified or approved by the Mayor and Council of the City of Dacula, and is not binding on the City or any officer.*

*Minutes scheduled for approval on March 7, 2019*

**I. CALL TO ORDER AND ROLL CALL OF THE MEMBERS:**

Mayor Trey King 7:00 p.m.

**Council Members Present:**

Trey King, Mayor  
Hubert Wells, Mayor Pro Tem  
Wendell Holcombe, Council  
Susan Robinson, Council  
Daniel Spain, Council

**City Staff Present:**

Joey Murphy, City Administrator  
Heather Coggins, Finance Director  
Dennis Still, City Attorney  
Brittni Nix, City Planner  
Greg Chapel, City Marshal  
Amy White, City Marshal

**II. INVOCATION:**

City Chaplain Rev. Mark Chandler.

**III. PLEDGE OF ALLEGIANCE:**

Mayor Trey King.

**IV. MINUTES:**

**1. Approval of the Minutes from the Regular Council Meeting of January 17, 2019**

Motion to Approve: Councilwoman Robinson  
Second: Councilman Spain  
Vote: 4-0



**V. OLD BUSINESS:**

- 1. None.**

**VI. NEW BUSINESS:**

- 1. PUBLIC HEARING: 2019 Update to the 2030 Comprehensive Plan**

- 2. 2019 Update to the 2030 Comprehensive Plan Resolution**

Motion to Approve: Councilman Spain  
Second: Councilman Holcombe  
Vote: 4-0

- 3. Acceptance of Annexation Application: 2019-CD-AA-01**

Motion to Deny: Councilman Spain  
Second: Councilman Holcombe  
Vote: 4-0

- 4. Storm Sewer Replacement Design and Planning Proposal**

Motion to Approve: Councilman Wells  
Second: Councilwoman Robinson  
Vote: 4-0

- 5. 2<sup>nd</sup> Avenue Parking Regulations and Ordinance**

Motion to Approve: Councilman Wells  
Second: Councilman Spain  
Vote: 4-0

- 6. Staff Comments**

- 7. Mayor and Council Comment(s)**

**VII. PUBLIC COMMENTS:**

**VIII. EXECUTIVE SESSION:**

**IX. ADJOURNMENT:**

7:30 p.m.

CITY OF DACULA  
STATE OF GEORGIA

**A RESOLUTION**

**A RESOLUTION TO ADOPT THE 2019 UPDATE TO THE CITY OF DACULA  
COMPREHENSIVE PLAN PURSUANT TO STATE OF GEORGIA  
LOCAL PLANNING REQUIREMENTS CHAPTER 110-12-1, RULES OF THE  
GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS**

**SECTION 1.**

**WHEREAS**, a comprehensive plan is required for municipalities and counties in Georgia pursuant to the Georgia Planning Act of 1989, in order to maintain their Qualified Local Government Status; and

**WHEREAS**, Rules of the Georgia Department of Community Affairs, Chapter 110-12-1, specify substantive and procedural requirements for comprehensive plans; and

**WHEREAS**, the City of Dacula, has prepared an update to its comprehensive plan; and

**WHEREAS**, Chapter 110-12-1-.04 of Department of Community Affairs rules requires that a public hearing be held to adopt the document; and

**WHEREAS**, a public hearing was held before City Council on February 7, 2019; and

**WHEREAS**, the 2019 City of Dacula Comprehensive Plan Update must be reviewed and approved by the Georgia Department of Community Affairs and the Atlanta Regional Commission; and

**WHEREAS**, a resolution of the Governing Body is required to submit the draft document.

**NOW THEREFORE IT IS HEREBY RESOLVED** by the City Council of Dacula, Georgia, as follows:

SECTION 2.

It is hereby authorized that the City of Dacula Comprehensive Plan Update dated February 7, 2019 shall be adopted to be forwarded to the Atlanta Regional Commission and the Georgia Department of Community Affairs.

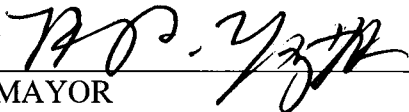
SECTION 3.

The City Council hereby submits the City of Dacula Comprehensive Plan Update dated February 7, 2019 to the Atlanta Regional Commission and Georgia Department of Community Affairs.

RESOLVED, this 7<sup>th</sup> Day of February, 2019

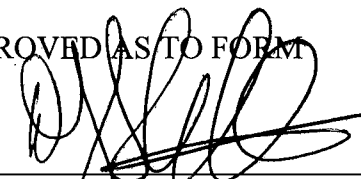
AYES: 4

NAYES: 0

  
MAYOR

ATTEST

  
CITY ADMINISTRATOR

APPROVED AS TO FORM  
  
CITY ATTORNEY



# Metro Atlanta Regional Economic Competitiveness Strategy

Chapter 2: Strategic Action Plan and Evaluation Framework

December 6, 2017

# About CATLYST

In May 2017, the Atlanta Regional Commission (ARC) initiated a regional competitiveness strategy to improve regional competitiveness and collaboration throughout Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties. ARC selected Avalanche Consulting, a national economic development consultancy, to facilitate the strategy's preparation. The strategy also serves as the Comprehensive Economic Development Strategy (CEDS) in accordance with the U.S. Economic Development Administration's requirements. The 2017 CATLYST Regional Competitiveness Strategy (CATLYST) follows a five-year CEDS conducted in 2012.

CATLYST will serve as a guide for policies, programs, and investments that ensure the region's continued economic dynamism. CATLYST is designed to provide information, tools, and specific actions to ARC, partner organizations, local economic development and community development practitioners, elected leaders, and private businesses. CATLYST has two chapters:

## **Chapter 1: Summary Background and SWOT Analysis**

The first chapter of CATLYST includes a SWOT Analysis (strengths, weaknesses, opportunities, and threats) summary. The SWOT summary is based on an evaluation of metro Atlanta's current competitive position that examines a broad array of metrics related to the region's evolving economy and demographics. In addition to quantitative analysis, the chapter includes qualitative information collected through a series of focus groups and interviews that included more than **150 stakeholders, five 2-hour workshops with a 65-member regional Strategy Committee, an online survey of more than 2,000 area residents, and four 2-hour community open houses in Gwinnett, Douglas, and Clayton Counties and the City of Atlanta.**

## **Chapter 2: Strategic Action Plan and Evaluation Framework**

CATLYST's second chapter includes a five-year program of work to enhance metro Atlanta's economy, resiliency, and quality of life for all residents. The recommended actions build on findings from the SWOT analysis and incorporate activities from current regional efforts that support the vision and goals of CATLYST. This chapter also suggests the stakeholder(s) responsible for implementation, timetables, potential funding sources, and performance metrics to evaluate CATLYST's progress and impact on the region's economy.

CATLYST also complements previous planning efforts such as The Atlanta Region's Plan. Competitive, regional economic development will require world-class infrastructure, healthy livable communities, and a competitive economy



# Project Partners

CATLYST was developed by the Atlanta Regional Commission in partnership with hundreds of local residents, public organizations, nonprofits, and private businesses.

## **Atlanta Regional Commission**

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the 10-county Atlanta region. Since 1947, ARC and its predecessor agencies have helped focus the region's leadership, attention, and resources on critical issues. The agency serves as a regional convener, bringing diverse stakeholders to the table to address the most important issues facing metro Atlanta. ARC also offers leadership development programs to residents who want to make a difference in the Atlanta region. ARC's member governments are Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale counties, and the city of Atlanta.

## **Metro Atlanta Residents & Businesses**

Development of the CATLYST Strategy involved face-to-face discussions with business leaders, representatives of philanthropic organizations, economic development and community development professionals, and other civic champions. Additionally, 2,083 residents completed an online survey as part of the strategic planning process.

## **Avalanche Consulting**

Avalanche Consulting is the nation's premier economic development strategist. The firm is deeply driven to make a positive impact and seek clients who are equally inspired to energize their economies. Since it was established in 2005, Avalanche Consulting has provided research, strategic planning, and marketing assistance to more than 200 communities throughout the U.S.

# Strategy Committee Members

The Atlanta Regional Commission (ARC) staff and board and Avalanche Consulting sincerely thank the members of CATLYST's Strategy Committee for helping inform and guide the development of this strategic plan. This group of leaders was critical in ensuring that CATLYST reflects a broad diversity of perspectives from across the entire 10-county metro Atlanta region.

Mike Alexander – *Director, Center for Livable Communities, Atlanta Regional Commission*  
Kim Anderson – *Former CEO, Families First*  
Chris Appleton – *Co-Founder and Executive Director, Wonderroot*  
Kerry Armstrong – *Chair, ARC Board; Managing Director – Development Partner, Pope & Land Real Estate*  
Kali Boatright – *President & CEO, Douglas County Chamber of Commerce*  
Bill Bolling – *Chairman, Foodwell Alliance*  
Jennifer Bonnett – *General Manager, Advanced Technology Development Center*  
Frank Brown – *CEO, Communities in Schools of Atlanta*  
Chris Burke – *Director Community Relations, Office of Government and Community Relations*  
Taifa Butler – *Executive Director, Georgia Budget & Policy Institute*  
Mike Carnathan – *Manager, Research and Analytics, Atlanta Regional Commission*  
Stephen Causby – *Manager, Community Partnerships, Atlanta Regional Commission*  
Susan Chana – *Director, Center for Strategic Relations, Atlanta Regional Commission*  
Nelson Chu – *Managing Director, Kinetic Ventures*  
Ann Cramer – *Senior Consultant, Coxé Curry & Assoc.*  
Christina Cummings – *Economic Development Project Manager, City of Atlanta*  
Jim Durrett – *Executive Director, Buckhead CID*  
James Franklin – *CEO, TechBridge*  
David Gill – *President & CEO, Henry County Chamber of Commerce*  
Ray Gilley – *President, Decide Dekalb Development Authority*  
Todd Greene – *Vice President, Community and Economic Development, Federal Reserve Bank of Atlanta*  
Ben Hames – *Deputy Commissioner, Workforce Georgia Department of Economic Development*  
David Hartnett – *Chief Economic Development Officer, Metro Atlanta Chamber*  
Cinda Herndon-King – *Director, Atlanta CareerRise*  
Doug Hooker – *Executive Director, Atlanta Regional Commission*  
Tim Hynes – *President, Clayton State University*  
Sally Jamara – *Executive Practice Leader, Traversa Consulting*  
Marty Jones – *Executive Director, Conyers Rockdale Economic Development Council*  
Anne Kaiser – *Vice President, Community and Economic Development, Georgia Power; CATLYST Co-Chair*  
Sarah Kirsch – *Executive Director, ULI Atlanta*  
Eloisa Klementich – *President and CEO, Invest Atlanta*  
Becky Kurtz – *Manager, Aging and Independence Services, ARC*  
Shelley Lamar – *Executive Director, Aerotropolis Atlanta Alliance*  
Rob Lebeau – *Manager, Workforce Development, Atlanta Regional Commission*  
Craig Lesser – *Managing Partner, Pendleton Consulting*

Andy Macke – *Regional Vice President, Comcast*  
Rohit Malhotra – *Executive Director & Founder, Center for Civic Innovation*  
Misti Martin – *President, Cherokee Office of Economic Development*  
Nick Masino – *Senior Vice President, Economic Development, Partnership Gwinnett*  
Sharon Mason – *COO, Cobb Chamber*  
Brooks Mathis – *Executive Director, Cobb EDGE*  
Russell McMurry – *Commissioner, Georgia Department of Transportation*  
Amol Naik – *Director of Special Projects, MailChimp; CATLYST Co-Chair*  
Al Nash – *Executive Director, Development Authority of Fulton County*  
John O'Callaghan – *President & CEO, Atlanta Neighborhood Development Partnership*  
John Orr – *Manager, Transportation Access, Atlanta Regional Commission*  
Keith Parker – *CEO, Goodwill Industries of North Georgia; Former General Manager/CEO, MARTA*  
Alicia Philipp – *President, Community Foundation Greater Atlanta*  
Courtney Pogue – *Director of Economic Development, Clayton County*  
Chetan Prakash – *Consultant*  
Chris Pumphrey – *Executive Director, Douglas Development Authority*  
Rodney Sampson – *Partner Inclusion + Equity, TechSquare Labs*  
Meaghan Shannon-Vlkovic – *Vice President, Enterprise Community Partners*  
Sam Shenbaga – *Manager, Community Development, ARC*  
Jennifer Sherer – *Vice President, Innovation and Entrepreneurship, Metro Atlanta Chamber*  
Doug Shipman, *President & CEO, Woodruff Arts Center*  
Neil Shorthouse – *Founder, Communities in Schools*  
Gregg Simon – *Vice President, Economic Development, Metro Atlanta Chamber*  
Nathaniel Smith – *CEO & Founder, Partnership for Southern Equity*  
Detrick Stanford – *COO, Clayton County Commission*  
Reid Stewart – *Director, InProp USA*  
Bentina Terry – *Senior Vice President, Metro Atlanta Region, Georgia Power*  
Tene Traylor – *Fund Advisor, The Kendeda Fund*  
Carlotta Ungaro – *President & CEO, Fayette County Chamber of Commerce*  
Bethany Usry – *Vice President, Greater North Fulton Chamber of Commerce*  
Stephen Vault – *Vice President – Business Development and Strategic Planning, Wellstar*  
Larry Williams – *President, Technology Association of Georgia*  
Janelle Williams – *Senior Associate – Family Economic Success, Annie E. Casey Foundation*  
Joan Young – *President & CEO, Fayette County Development Authority*  
Ken Zeff – *Executive Director, Learn4Life Metro Atlanta*

# Table of Contents

## INTRODUCTION



PAGE  
05

The introduction provides context about how the CATLYST Strategy formed, the impetus for its vision and goals, and how CATLYST will enhance metro Atlanta’s economic resiliency for many years to come.

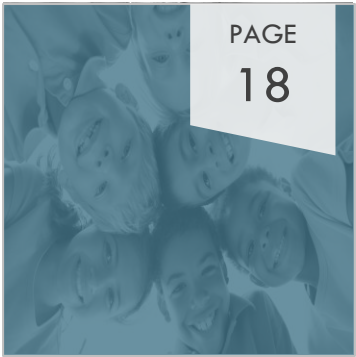
## CATLYST FRAMEWORK



PAGE  
11

The CATLYST framework chapter of this report summarizes the vision, goals, and bedrock of the strategic plan.

## STRATEGIC DIRECTION



PAGE  
18

The Strategic Direction chapter establishes regional priorities and recommendations that, over the next five years, will move metro Atlanta toward reaching its vision and goals in a collaborative manner.

## EVALUATION FRAMEWORK



PAGE  
45

The Action Plan identifies the stakeholders responsible for implementation, timetables, and opportunities for using other programs and funding sources to support CATLYST’s implementation.

## PROJECT INSPIRATION



PAGE  
61

The final chapter shares best practice examples from other communities. These are provided to inspire action.



# 01

## Introduction



# CATLYST Planning Process

The CATLYST planning process began in June 2017 with an in-depth evaluation of the region's economy and its performance relative to state, U.S., and competitor regions. The data analysis was coupled with insights from more than 2,200 stakeholders to form a SWOT evaluation. Both the analysis and SWOT are available in CATLYST's first chapter, the *Summary Background and SWOT*.

Through the research, CATLYST's framework – its vision, goals, and priorities – began to evolve. Additional feedback from the Strategy Committee and others helped to finalize the framework and fill in project ideas that will fuel CATLYST's implementation. This chapter, the *Strategic Action Plan*, is the final phase of the planning process. Following its approval, it will be time for the region to take collaborative action.

The six-month CATLYST planning process was designed to be inclusive and transparent every step of the way. Stakeholder input was highly encouraged. CATLYST communication outreach efforts included traditional and social media, an information portal located on ARC's website, open houses, online questionnaires, focus groups, interviews, and Strategy Committee workshops.

## CATLYST Timeline

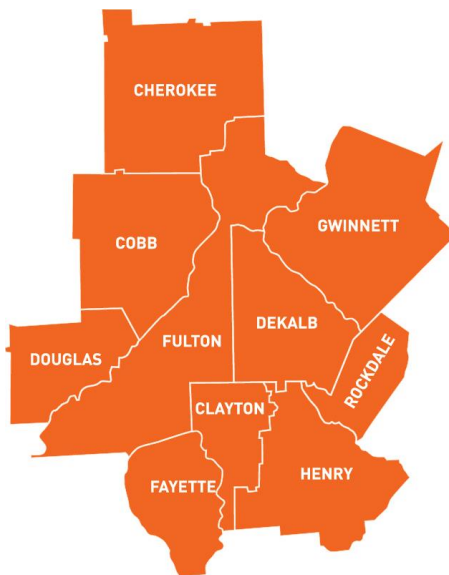




# Regional Drivers

Report 1, *Summary Background and SWOT*, provides an in-depth evaluation of the 10-county region's economy, strengths, and challenges. The report includes a benchmark analysis comparing metro Atlanta's performance against several competitor regions, including Dallas-Ft. Worth, Charlotte, Nashville, and Washington, D.C. The analysis helped shape this strategy's framework, goals, and priorities. The following findings particularly influenced CATLYST's strategic direction:

- After suffering job losses and a housing collapse between 2007-2012, metro Atlanta's economy is growing faster than the U.S. average.
- Metro Atlanta is very entrepreneurial. The region has a higher percentage of self-employed workers and micro-businesses than any examined benchmark region. Academic R&D expenditures and venture capital funding per capita also compare favorably.
- Between 2010-2015, median household incomes grew at a pace on-par or greater than many benchmark regions. However, income disparities between the highest and lowest wage earners are greater than in other regions. Further, middle class workers' wages have barely budged in the last five years.
- The region suffers tremendous disparities among racial and ethnic groups. In 2015, 25.7% of metro Atlanta Hispanics were living below the poverty level and 19.2% of African-American residents were living below the poverty level. This compares to 7.9% of White residents. On average, African-American median household incomes are 63.2% of White incomes, and Hispanic incomes are 59.4% of White incomes. The unemployment rate of African-American residents is more than twice that of White residents.
- The region's workforce is deeply interconnected. Nine of the 10 counties in the region have more than 60% of residents working outside of their home county.
- Affordability is an increasing concern for residents. 27.4% of homeowners spend 30% or more of their income on housing costs and 48.6% of renters spend more than 30% of income. To find affordable housing, many must move outside of job centers. While this offsets housing costs, it also adds to transportation-related expenses. Also, the heightened number of commuters exacerbates traffic congestion.
- The region's unemployment rate is below 5% and continues to fall. Yet, per capita talent migration into the region remains lower than pre-recession levels. In addition, the region's population is projected to age dramatically over the next two decades. Between 2015-2040, the population of 65+ year-olds will increase 153% (compared to fewer than 25% for 19-64 year-olds). In 2040, 20% of the region's population will be 65 or older.
- Employers and economic developers across the region are concerned about talent availability and recognize that in-migration of workers is not strong enough to fuel business growth. Strengthening the region's existing workforce through improving education, aligning curricula with business needs, and re-engaging marginalized residents emerged as CATLYST's top priority.



10-County CATLYST Region

# Stakeholder Engagement

The process of developing a CEDS is as important as the final product, and broad stakeholder input is critical to success. From day one of CATLYST, the consulting team offered residents multiple avenues for engaging in the planning process.

## CATLYST Website

Throughout the planning process, the CATLYST information portal ([www.atlantaregional.org/catlyst](http://www.atlantaregional.org/catlyst)) served as a primary tool for sharing information about the strategy and receiving feedback from residents of the region. The portal housed the CATLYST community survey, a questionnaire for people unable to attend an open house in person, and an open-ended questionnaire inviting residents to offer ideas to the consulting team at any time in the process. Links to CATLYST Strategy Committee presentations and final reports are also available on the website.

4

Public Open Houses

2,083

CATLYST survey  
responses

150

interview & focus group  
participants

487.5

hours  
contributed by Strategy  
Committee members



# Stakeholder Engagement, continued

## **CATLYST Community Survey**

Between June and August 2017, residents were invited to participate in the CATLYST community survey. ARC, Strategy Committee members, and other partners distributed the survey with their networks. In total, the survey received 2,083 responses. (Survey results are available in Report 1 of this CEDS.)

## **Interviews and Focus Groups**

During the course of the process, the consulting team conducted 25 one-to-one interviews with regional leaders and facilitated 10 focus groups that included more than 100 participants.

## **Open Houses and Online Open House Questionnaire**

Between August and October 2017, ARC and the consulting team hosted open houses in Clayton, Douglas, and Gwinnett Counties and in the city of Atlanta at the Center for Civic Innovation. The open houses invited the public to provide input on CATLYST's early strategic framework. More than 125 people attended open houses and an additional 17 participated in an online open house questionnaire.



# Stakeholder Engagement, continued

## Strategy Committee

A 65-member Strategy Committee comprising civic, community, and business leaders from across the 10-county guided the creation of CATLYST. The Strategy Committee participated in five two-hour workshops with the consulting team. Early on, the committee provided input on CATLYST's focus and priorities. As CATLYST progressed, the committee helped to shape the strategy's framework, specific initiatives, and capacity for implementation.

## Open-Ended Questionnaire

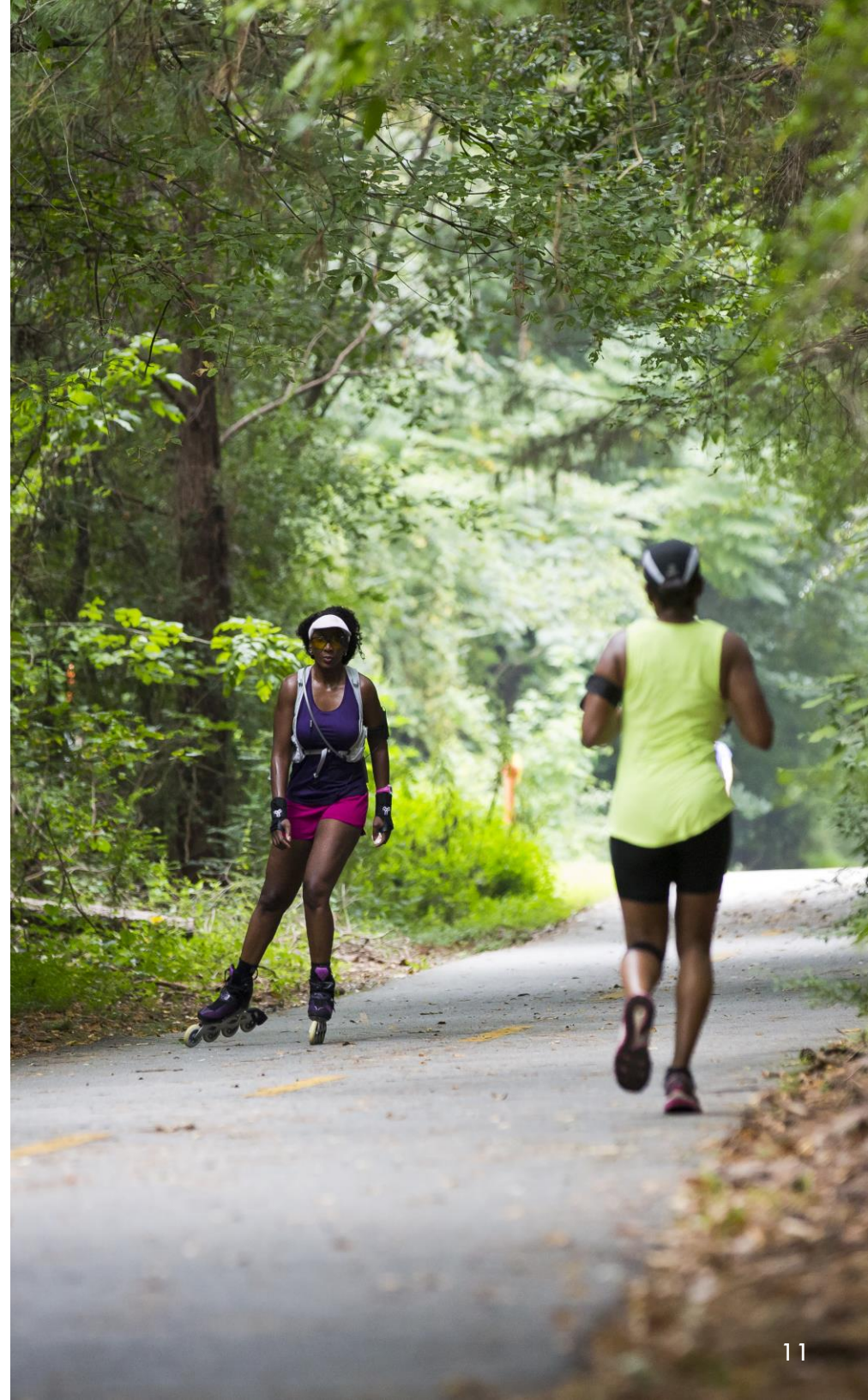
To encourage engagement after the conclusion of the community survey, an open-ended questionnaire was available on the CATLYST website. 56 people shared feedback through the questionnaire.





# 02

## CATLYST Framework





# Vision and Bedrock

## **Focus on the Individual: Why Everyone Matters**

Outcomes change when you put people in the center of a strategic plan. As CATLYST evolved, stakeholders continually emphasized the point that the region is only as strong as its residents, and individual needs - such as affordability, mobility, and education - are affecting the region's economic competitiveness. Therefore, it is imperative that the region approaches economic development through a holistic lens. Metro Atlanta's economy will become more energized when businesses have the talent they need and residents have the stability, connectedness, and preparedness they need to participate in the economy.

CATLYST is a strategy that strives to care for local people. **Empowering upward economic mobility for all is CATLYST's core goal.** Metro Atlanta's greatest asset is its people. To be a thriving global economy, all residents must have opportunities to improve their quality of life, reducing disparities, and ensuring that no one is left behind as the region grows.

## **Vision: A Region That Works for Everyone**

Metro Atlanta's vision is to be a region that works for all of its residents. This vision describes what all stakeholders should set their sights on, and the destination toward which all economic development goals and initiatives navigate.

## **Bedrock: Collaborative Leadership in a Culture of Trust**

The region's bedrock for success will be established around a **strong collaboration among leaders and unfaltering determination to foster a culture of trust.** The willingness to set aside differences for the greater good of the region is absolutely critical. Those regions of the world that are most successful in economic development are those in which community members share a unified vision and work hand-in-hand to accomplish it.

The trust and collaboration established during the CATLYST planning process reinforces this bedrock. As this strategy is implemented, the inclusive and transparent spirit of CATLYST should continue. **Open, active communication and access to processes are key.** At times, this will entail having difficult conversations required to overcome divisions. Discourse is needed to ensure cohesiveness and trust in each other.

# CATLYST Pillars

CATLYST's four pillars are integral to supporting its core goal and vision. Each pillar is of equal importance in achieving balanced, stable economic development.

Pillars are crafted in terms of an individual resident's needs. For metro Atlanta to be a region that works for everyone, the region must collaborate on initiatives to ensure that every resident is healthy and housed, prepared and productive, engaged and employed, and connected and resilient.

## ENGAGED & EMPLOYED

**The goal of this pillar is that everyone can thrive in a robust global economy.** A vibrant regional economy requires metro Atlanta's leaders to proactively position the region as a global business destination, collaboratively investing in the infrastructure, workforce, quality of life, and other assets that help businesses thrive. It also entails providing ample avenues for all residents to create their own businesses and re-engage in the workforce if they have disengaged.

## PREPARED & PRODUCTIVE

**The goal of this pillar is that everyone is prepared to advance in a productive career and lifelong learning.** The region must continually invest in improving educational outcomes for all residents. Ensuring successful educational outcomes starts with early childhood programs and carries through K-12, training, higher education, and adult learning – equitably in every community, in every school in the region. Offering a seamless ladder of educational opportunities aligned with, and anticipating, the needs of business is one the most important steps to achieving CATLYST's vision.

## HEALTHY & HOUSED

**The goal of this pillar is that everyone has options for a healthy lifestyle and quality, affordable housing.** Engaging residents in productive careers begins with ensuring that everyone has attainable opportunities to be healthy and have a home. Only after these immediate needs are met can residents effectively connect with their communities, pursue training and education, and seek jobs.

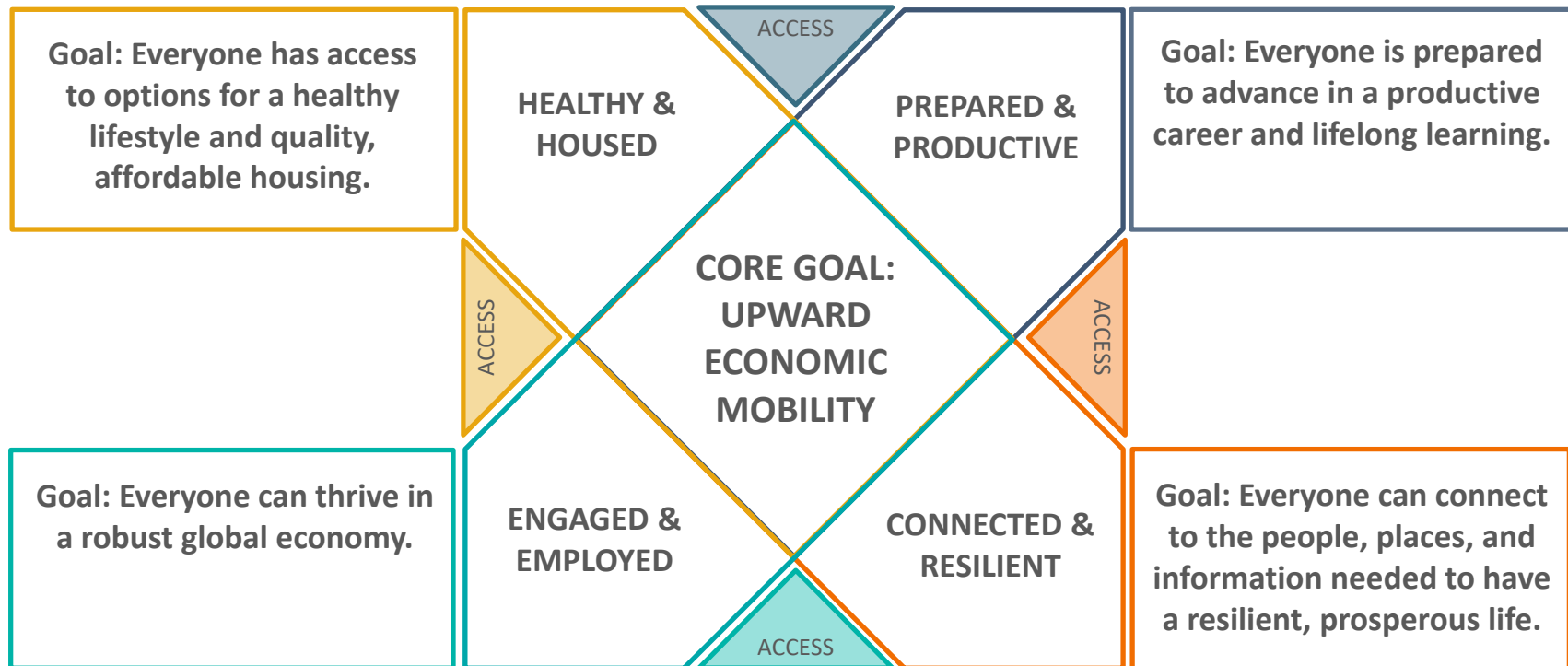
## CONNECTED & RESILIENT

**The goal of this pillar is that everyone can connect to the people, places, and information needed to have a resilient, prosperous life.** Being connected to the community whether physically via transit or civically through volunteerism, cultural activities, and political processes will improve the ability of residents to personally improve their quality of life.

# Complete Strategic Framework



**VISION:**  
**A REGION THAT WORKS FOR EVERYONE**



**BEDROCK:**  
**COLLABORATIVE LEADERSHIP, CULTURE OF TRUST**

# Complete Strategic Framework, continued

		ENGAGED & EMPLOYED		CONNECTED & RESILIENT
		HEALTHY & HOUSED	PREPARED & PRODUCTIVE	
ENGAGED & EMPLOYED	Expand the regional economic development marketing alliance's activities.			
	Further amplify and activate Aerotropolis Atlanta.			
	Promote and expand resources available for entrepreneurs and small businesses.			
	Establish an entrepreneurial platform dedicated to solving regional problems.			
	Expand programs that connect corporations and MWSBEs.			
PREPARED & PRODUCTIVE	Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout metro Atlanta.			
	Raise awareness of viable STEAM career tracks among K-12 students and their parents.			
	Increase early childhood education funding and quality programming.			
	Continue to expand the region's involvement in HDCI, creating sector partnerships and programming.			
	Support the development of entrepreneurial thinking among the region's youth.			
	Increase businesses' engagement in schools across the region.			
	Address gaps in education, workforce development, and social support offerings across the region.			
	Establish a collective impact approach to reengage disconnected workers across the region.			
HEALTHY & HOUSED	Facilitate a regional housing strategy.			
	Build the capacity of nonprofits and other organizations dedicated to housing.			
	Provide local governments with a toolkit to address poverty.			
	Expand resources to help communities improve healthy, safe lifestyles for their residents.			
	Update requirements of ARC's programs to reflect the spirit of the CATLYST Strategy.			
CONNECTED & RESILIENT	Study and take action on the inheritance of poverty and its negative impacts.			
	Establish an organization dedicated to advancing diverse leadership across the region.			
	In a comprehensive regional approach, protect and connect future green spaces.			
	Seek funding diversity for the LCI to support broader efforts.			
	Expand ARC's Regional Public Art Program and similar programs.			
	Increase area counties' participation in a regional transit network.			
	Host regional forums to ensure the region is prepared for autonomous vehicles and other disruptors.			

# Transitioning Strategy into Action

The CATLYST framework provides the region with an adaptable structure for achieving its vision and goals. **The strategic framework presented on the previous page is the essential game plan for the next five years of metro Atlanta's economic development.**

## Priorities and Projects

Each CATLYST pillar is supported by priorities and distinct project suggestions. While CATLYST's four pillars and goals should not change during implementation, the specific projects that support these goals can change and adapt over time. This project-driven implementation structure allows regional stakeholders to generate their own project ideas, assemble teams, take action, and collaborate on projects within short timeframes (e.g., 12-18 months). At the end of each project, teams can determine whether to move forward with a next-step project, or, if circumstances change, disband and participate in a new CATLYST project.

This flexible framework encourages other projects to be conceptualized and adopted if they reinforce the pillar's goals and the CATLYST vision. It also encourages any resident of the region to participate in a CATLYST project team or create their own.

The project concepts described in this strategy surfaced during the planning process and were vetted through the CATLYST Strategy Committee and consulting team research. Projects that are relevant at the time of strategy development may shift over time as circumstances change.

## Planning Ahead

Each pillar is also accompanied by a brief discussion on global trends that should be considered as the region executes CATLYST. These trends have the potential to influence, or even disrupt, the status quo. As the region works together to achieve its vision and goals, community leaders should reflect on these trends and anticipate their future impact. When conceptualizing CATLYST initiatives, refer to these trends as touchstones. For example, how will the gig economy affect workforce development? How will the aging of the population affect the region's ability to ensure that all residents are healthy and housed? How will automation impact residents' ability to be engaged and employed? How can autonomous vehicles improve connectivity and resiliency?



# Coordination with Other Regional Studies and Plans

CATLYST is a comprehensive economic development strategy for the entire 10-county region, and implementation should involve a broad diversity of individuals and organizations. Within its framework, CATLYST coordinates both current and newly recommended regional initiatives to form a highly competitive platform for economic development.

CATLYST takes into consideration a number of existing studies and plans in the region. It incorporates the elements from those studies that reinforce CATLYST's vision and goals. Including selective initiatives from other studies within CATLYST does not suggest that those initiatives need to begin anew. Rather, as a coordinating document, CATLYST includes those initiatives to emphasize their relevance to regional economic development. In coordination with the new CATLYST projects, current initiatives are part of a complete regional economic development strategy.

CATLYST, for example, supports ARC's The Region's Plan, the 2016 long-range update for land development and transportation needs (which serves as the region's Regional Development Plan (RDP) and Regional Transportation Plan (RTP)). Similarly, aspects of The Region's Plan also support CATLYST's vision and goals. The two plans are interconnected. Teams implementing The Region's Plan should feel confident that their efforts also strengthen the region's economic development competitiveness. Similarly, teams implementing CATLYST projects should feel reassured that their efforts also support The Region's Plan.

In addition to The Region's Plan, other studies and plans reviewed in the CATLYST planning process include, but are not limited to:

- An Innovation and Competitiveness Strategy for Metro Atlanta
- Atlanta Aerotropolis Blueprint
- CEDS Annual Report Reviews and Implementation Evaluation for the 2012 CEDS
- Economic Development Strategies for all 10 CATLYST Counties
- Economic Development Strategy for the City of Atlanta
- Learn4Life Baseline
- Live Beyond Expectations Plan
- Managing Mobility in the Atlanta Region Report
- Metro Atlanta Existing Industry Survey
- Poverty Equity Opportunity Initiative Report, 2016
- Startup Genome's Global Startup Ecosystem Report , 2017
- TransFormation Alliance Background Materials

# 03

## Strategic Direction



# Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

## **PRIORITY: Amplify the region's identity as a global economy.**

### **Expand the regional economic development marketing alliance's activities.**

Many of the communities that compete against metro Atlanta for businesses and talent are served by strong regional economic development initiatives. Since the last CEDS, the formation of the economic development marketing alliance has been a successful step forward in competing as a region.

#### PROJECTS

- Convene a facilitated exercise among county economic development leaders to set the alliance's goals for the next five years. Determine whether the alliance should be more formally organized, and if so, how that organization should be structured.
- Create a marketing strategy to direct the alliance's activities. The strategy should include regional target audiences, marketing messages, marketing tactics, media outreach, a calendar of activities, and an estimated annual budget.
- Based on the results of the strategy, invest in marketing tools and/or collateral that all alliance partners can use to sell the region to businesses and talent. Consider expanding ChooseATL to encompass the entire region.
- As a regional alliance, be supportive of partner counties' individual economic development initiatives. Agree to positively reinforce partner counties' brands and alert partners if their local businesses express interest in expanding outside of their county boundaries.

### **Further amplify and activate Aerotropolis Atlanta.**

Formed in 2014, Aerotropolis Atlanta is dedicated to more effectively leveraging the area around Hartsfield-Jackson Atlanta International Airport. An alliance of area community and business leaders serve on the board as well as three collaboratives organized around common areas of interest. Aerotropolis Atlanta has strong momentum with a strategic plan, target industries, and proactive education, workforce development, and economic development programming.

#### PROJECTS

- Expand the Aerotropolis' workforce development programs, which directly benefit residents in the area. Assess and quantify the skillsets needed by the airport and other Aerotropolis businesses. Align and, when needed, create new training programs to help local residents prepare for jobs in those fields.
- Seamlessly brand real estate developments around the airport as part of the Aerotropolis community. Invest in gateway and other signage aligned with this brand. Suggest architectural themes to incorporate into new developments.
- Continue to work with neighboring development agencies to link into the Aerotropolis vision and include the Aerotropolis in sales and marketing activities.
- Include an Aerotropolis component to the region's future LINK leadership visits.

# Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

## **Evolve trade assistance for businesses in the region.**

Through the CATLYST planning process, many stakeholders expressed a desire to grow the region's prominence as a global economy. The region has the foundations in place to bolster its image as an international leader, including being home to the busiest airport in the world. Increasing trade is an important step.

### PROJECTS

- Build on the Metro Export Plan. The work includes increasing trade for businesses in the region, as well as adding foreign direct investment going forward. Determine what resources, including staff and funding, is needed to implement the plan.
- Plan a global summit focused on an issue impacting the region's future. Invite leaders and businesses from other global regions to attend the summit and exchange ideas.

## **PRIORITY: Foster a collaborative, resourceful culture in which entrepreneurship and innovation is pervasive.**

### **Promote and expand resources available for entrepreneurs and small businesses.**

Metro Atlanta is a proven location for successfully starting and growing businesses. It is home to a wealth of entrepreneurial support, ranging from its higher education institutions and chambers of commerce to incubators, accelerators, venture capital, and angel capital groups, economic development organizations, service providers, and many others. Providing startups and small businesses with the ecosystem they need to be successful from birth to exit, will attract top entrepreneurs and, ultimately, additional capital to the region.

### PROJECTS

- Organize and host an annual startup competition that increases funding to diverse business founders and connects corporations with minority-owned startups. Build this competition, over time, into one of the most prominent events of its kind in the U.S. Think of creative ways to make the competition uniquely metro Atlanta.
- Continue to increase the quality and impact of Venture Atlanta. Focus on the best possible quality startups/growth companies, investors (in-region and out-of-region), and ecosystem service providers.
- Formalize regional entrepreneurial ecosystem task forces in high-target, opportunity fields such as FinTech, Cyber Security, Healthcare Information Technologies, Transportation/Logistics Technologies, and Internet of Things/SmartCities/Media. Charge the task forces with mapping the ecosystem needs for each opportunity field, identifying holes in the region's ecosystems, and developing approaches for filling gaps.

# Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

- Develop a Metro Atlanta Business Portal that guides entrepreneurs through the step-by-step process of starting a business in the region. Address topics like business planning and financing, finding a location, registering a business, permitting and regulations, and hiring employees. Include links to a library of the region's entrepreneurial and small business resources such as business planning assistance, startup kits, links to capital sources, and real estate services.
- Create an intergenerational exchange that encourages older residents to start businesses and/or advise entrepreneurs. Create a forum in which they can network with other entrepreneurs, service providers, mentees, and mentors. Involve them in partnering with social impact businesses that address the needs of older residents (see next project recommendation).

## **Establish an entrepreneurial platform dedicated to solving regional problems.**

Direct the energy of the region's entrepreneurs into starting businesses that address regional challenges.

### PROJECTS

- Establish a business accelerator(s) or incubator(s) for social impact firms that are committed to solving problems impacting metro Atlanta residents (e.g., access to healthy food, quality healthcare, social support, aging in place resources, quality education and training, and mobility options). Begin by leading a feasibility study to determine the best model for the accelerator(s). Invite residents of underserved communities to contribute to the study and help to envision the accelerator. Locate the accelerator(s) in communities most affected by the problems the social impact firms are trying to solve.

## **Expand programs that connect corporations and Minority, Women and Small Business Enterprises (MWSBEs).**

Continue to engage the region's corporations in providing opportunities to entrepreneurs and MWSBEs. Among metro Atlanta's many strengths is its high concentration of small businesses alongside a large potential customer pool, the region's Fortune 500 corporations. This corporate presence is a competitive advantage and could be an even stronger component of metro Atlanta's entrepreneurial ecosystem.

### PROJECTS

- Expand the bandwidth and heighten the regional focus of initiatives like the Open Innovation Forum and the Metro Atlanta Chamber's Innovation Connect / ATL Corporate Innovation Summit, which link corporations with innovators.
- Establish a startup competition that awards equity-free grants and support to innovative MWSBEs whose products and services address regional challenges.
- Create a task force dedicated to helping area corporations adopt supplier diversity programs. Create a "how to" resource that guides employers through the process of establishing programs.



# Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

## PLANNING AHEAD: Economic Inequality

During the past three years, economic inequality in the U.S. has increased dramatically. In 1980, the top 10% of earners took home approximately one-third of all income in America. By 2015, the top 10% earned more than half of all income. Rising economic inequality has significant impacts for both individuals and communities. Economic immobility is a particular challenge in metro Atlanta. A 2013 study by Harvard University, *The Equality of Opportunity*, ranked metro Atlanta as one of the most difficult places in the country for a child born in poverty to escape poverty as an adult.

Rising economic inequality is associated with a host of ills for individuals. Average life expectancy is lower in communities characterized by greater levels of inequality. Rising inequality is associated with income-based segregation at the neighborhood level, a dynamic that contributes to lower educational outcomes in communities with high concentrations of poverty.

Greater inequality may also negatively impact the economic health of both the country as a whole and of individual regions. There is evidence that inequality may contribute to slower economic growth and greater volatility. Additionally, growing inequality may create a greater need for social programs. During the past 40 years, government transfer payments such as unemployment insurance, Medicare and Medicaid, and food stamps as a share of the economy has doubled. Finally, economic inequality appears to be growing among individual regions. Prior to 1980, economic growth among individual regions increasingly converged. In the decades since, the largest economic gains have gone to a handful of “rock star” metros.

*In recent years, wages for metro Atlanta’s top earners have increased at a much faster pace than wages for the region’s lowest-paid workers.*

*“Economic inequalities vary greatly across communities in the Atlanta region.”*

*- Community Stakeholder*

### CHANGE IN METRO ATLANTA AVERAGE ANNUAL WAGE, 2010 -2016 (NOT ADJUSTED FOR INFLATION)



Source: Bureau of Labor Statistics

# Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

## PLANNING AHEAD: Automation

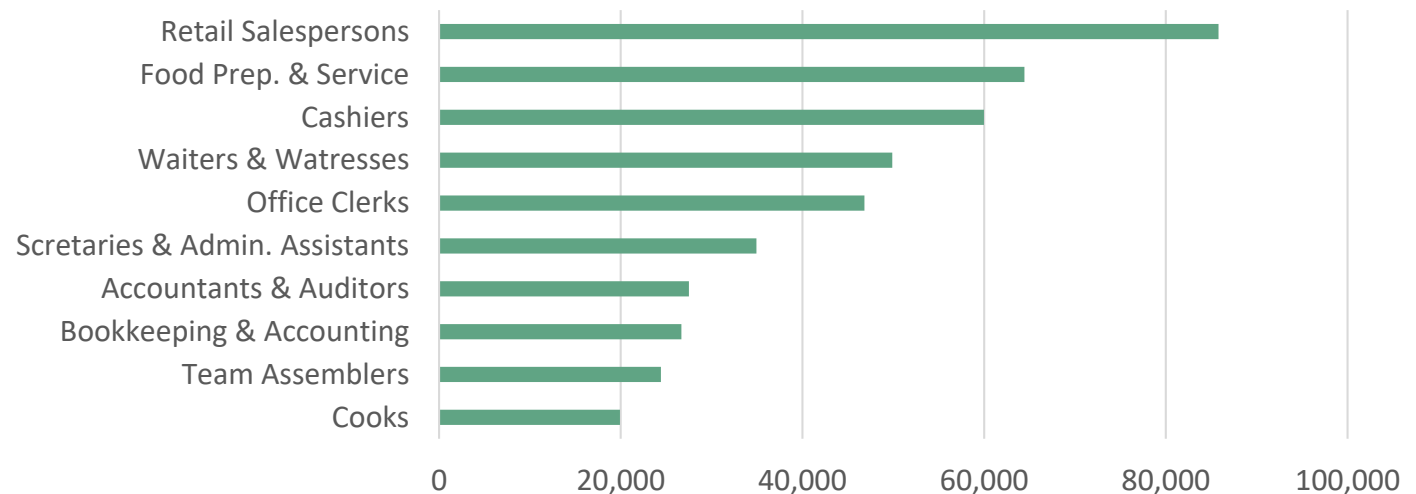
Advancements in technologies that automate functions currently performed by humans are likely to revolutionize the labor market in several important ways. Automation will likely eliminate and/or fundamentally transform jobs that are routine and follow formal operating rules. At the same time, automation is likely to fuel the creation of new occupations.

Researchers at Oxford University estimate that nearly half of U.S. employment is at high risk of automation over the next two decades. More immediately, a survey conducted by PricewaterhouseCoopers found that nearly 60% of CEOs believe robotics will allow them to eliminate jobs over the next five years. The most imperiled occupations include positions in transportation and logistics, office administration, and manufacturing.

New technologies may also facilitate the creation of many new employment opportunities. When Deloitte analyzed the U.K. job market over the past 15 years, they found that technology eliminated 750,000 jobs but simultaneously created 3.5 million new jobs. Additionally, these newly created jobs typically paid significantly higher wages than those lost.

Whether automation involves the elimination, transformation, or creation of employment, the most successful regions will be those that provide lifelong training opportunities that help residents adapt to a constantly evolving labor market.

METRO ATLANTA TOP 10 EMPLOYING OCCUPATIONS AT HIGH RISK OF AUTOMATION,  
NUMBER OF JOBS, 2016



# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

## PRIORITY:

**Improve educational outcomes throughout metro Atlanta.**

**Fully support Learn4Life and replicate similar cradle-to-career collaboratives beyond the five core counties.**

Learn4Life is a collective impact effort dedicated to ensuring that every child becomes a thriving citizen who achieves success in school, career and life, while contributing to our community. Learn4Life includes Clayton, Cobb, DeKalb, Fulton, and Gwinnett counties. The initiative emerged from the region's 2012 CEDS and continues to grow and evolve. Learn4Life's effective model, and other successful cradle-to-career initiatives in cities like Cincinnati and Minneapolis, should be replicated across other counties in the metro Atlanta region.

## PROJECTS

- Create a roadmap for the next five years of Learn4Life's activities, identifying resources needed to fully implement Learn4Life's vision. The roadmap should include a data-driven, evidence-based approach to identifying key goals.
- Continue to track educational performance metrics, such as third grade reading proficiency, and utilize Neighborhood Nexus' data and visualization resources to report performance. Data on educational outcomes should be widely distributed throughout the region so that decisions, such as turnaround plans for low-performing schools, are based on a shared foundation of information.
- Consider forming a Learn4Life action network dedicated to engaging local organizations that meet people where they are, for example, local churches, grocery stores, housing developments, and laundromats. Research best practices from other regions in which education and training assistance takes place in collaboration with local neighborhood establishments.
- Document lessons learned from establishing and operating Learn4Life as a reference for other counties that want to start their own collaborative cradle-to-career initiatives. Organize a group of Learn4Life leaders to advise other communities in developing their models and launching their initiatives. Host, for example, a cradle-to-career training academy, series of panel discussions, or online workshops to help other counties learn. Similar to Learn4Life, develop a shared platform of metrics to track progress with all new cradle-to-career initiatives.

# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

## **Raise awareness of viable STEAM career tracks among K-12 students and their parents.**

While demand for Science, Technology, Engineering, Arts, and Math (STEAM) skills continues to increase, too few students and their families are aware of opportunities in trade occupations. This is especially true among low-income families.

### PROJECTS

- In collaboration with Career Rise, Georgia's High Demand Career Initiative (HDCI) sector partnerships, and other partners, plan a region-wide, multi-channel marketing campaign that raises awareness of STEAM careers in the trades. Through the campaign, encourage enrollment in Career, Technical, and Agricultural Education (CTAE) programs. Seek funding for the campaign and launch.
- Complete the SMART mobile app that is currently in development by TechSquare Labs with support from the Arthur M. Blank Foundation. SMART engages K-12 students and their parents with people who work in STEAM occupations. Make SMART available in all counties in the region.
- Work with organizations like the Georgia Partnership for Excellence in Education who, along with Neighborhood Nexus, recently completed a map that documents all STEM/STEAM certified schools in Georgia along with other out-of-school STEM/STEAM activities. This work should be enhanced and supported by a larger coalition of stakeholders.

## **Increase early childhood education funding and quality programming.**

Providing all residents with access to quality early childhood education generates tremendous long-term economic development benefits for a region, including a ready workforce and reduced strain on educational systems and social support services. Quality early childhood education has the potential to break the cycle of poverty.

### PROJECTS

- Support the Georgia Early Education Alliance for Ready Students (GEEARS). Actively raise awareness of GEEARS among businesses across the region. Share information about GEEARS' orientation sessions, new hire packets and handouts, and available child care tax incentives, such as Employer Sponsored Dependent Care Assistance Plans for Child Care Expenses (DCAPs). Host GEEARS orientation sessions in every county in the region.
- Research and identify best practice programs that incent businesses to create their own on-site child care programs for employees. Share program examples with businesses across the region.
- Develop a resource base of multiple funding sources for early childhood programs.

# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

## PRIORITY:

### Increase business involvement in supporting area schools.

#### **Continue to expand the region's involvement in HDCI, creating sector partnerships and programming.**

Established in 2014, Georgia's High Demand Career Initiative (HDCI) matches state partners involved in workforce development with economic developers and the private sector to better align training and education programs. Currently, the HDCI and Workforce Innovation and Opportunity Act (WIOA) Services teams are providing grants to provide financial support to regions implementing sector partnerships. ARC has received an HDCI grant and is in the process of establishing sector partnerships in the region.

#### PROJECTS

- Continue establishing and launching the region's HDCI partnerships. Develop stakeholder engagement plans and facilitate public forums and interviews with employers to help document the skills needs of each sector. Conduct an analysis to quantify the shortages and surpluses of specific skillsets.
- Create an online portal dedicated to sharing information about the sector partnerships' goals. Over time, expand the capabilities of the website to house tools such as an internship/apprenticeship/job board; live/work/play information and links to talent attraction campaigns; workforce and industry data; and a career planning application to help people make better informed decisions about career possibilities and locate related training and education programs.
- Raise awareness of Hope Career Grants, Go Build Georgia High Demand Career Scholarships, and other financial assistance available to students pursuing degrees needed by HDCI participating businesses.

#### **Support the development of entrepreneurial thinking among the region's youth.**

As many CATLYST Strategy Committee members voiced during the planning process, high growth entrepreneurship can be a transformational means for lifting people out of poverty and narrowing the wealth gap. In addition, entrepreneurial thinking empowers a more nimble, desirable workforce for employers. Instilling an entrepreneurial mindset should begin with youth.

#### PROJECTS

- Work with area school districts to enhance programs that engage students in entrepreneurial thinking and business conceptualization. The National Federation of Independent Business, for example, offers a free "Entrepreneur in the Classroom" curriculum. Encourage area schools to consider programs like this and others, such as Break Into Business. Expand programs that are actively working, such as Junior Achievement. Consider engaging business schools from the region's colleges and universities to be actively involved in teaching students the foundations of small business creation and entrepreneurship.



# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

- Explore the creation of a regional startup pitch competition for youth. This could be led in conjunction with a larger regional startup competition, like Venture Atlanta, that draws investors from across the country into the region.
- TechSquare Labs is currently creating a college-level course on African American innovation, entrepreneurship, and investment. Work with TechSquare and others to scale the curriculum to a high school level, and work with partner school districts to deploy the program in area schools.

## **Increase businesses engagement in schools across the region.**

Communities benefit when schools and businesses work together. Education outcomes improve when businesses take an active role in volunteering at schools and coaching students and teachers.

### PROJECTS

- Refresh and expand the reach of InternNavigator.com, the region's online internship and apprenticeship marketplace. Invite local school districts to participate.
- Involve chambers of commerce in assisting students with financial aid and college applications. Select a chamber in the region to plan and pilot the program, modeled after Los Angeles' Cash for College campaign. The program could entail an annual college convention, free financial aid workshops, and volunteer participation in helping students fill out college and financial aid paperwork.
- Also through chambers of commerce and other professional organizations, engage human resources professionals as volunteers to advise career counselors and students on viable career tracks.

# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

## PRIORITY:

### Re-engage unemployed and disconnected workers.

#### **Establish a collective impact approach to reengage disconnected workers across the region.**

Learn4Life is a successful example of how a collective impact approach can move the needle on challenges affecting the region. While there are many organizations involved in supporting the needs of marginalized residents and many others dedicated to creating job opportunities, bandwidth will exponentially increase when those groups pool together their knowledge and networks. Better coordinating the important activities of organizations like Atlanta Career Rise and workforce development boards with economic development initiatives, coupled with robust data collection efforts like Neighborhood Nexus, will not only ensure that people are able to re-engage but that they also have viable economic opportunities when they do.

#### PROJECT:

- Convene a group of diverse stakeholders from across the region (e.g., United Way, ARC, Metro Atlanta Exchange for Workforce Solutions (MAX), Career Rise, and many others) to participate in a collective impact approach to re-engaging disconnected workers. Identify group leaders and develop a plan of action.

#### **Address geographic gaps in education, workforce development, and social support offerings across the region.**

Ensuring that unemployed and disconnected workers have access to services needed to re-engage requires that education, training, and social support offerings are accessible. While several organizations in the region have an understanding of the geography of available services, a comprehensive asset map will help determine areas of most critical need. (This should be the charge of the collective impact group recommended above.)

#### PROJECTS

- Compile an effective, collective map of social support and workforce/education programs across the region. Compare this map with forecasted areas of population growth to project where critical shortages of services could emerge in the future. Identify where disconnected workers are concentrated in the region.
- Assess existing programs' reach and ways in which they interact to further understand where gaps exist. Focus on critical shortage areas, where additional investments and extension of services could make the greatest positive impact on re-engaging unemployed and disconnected workers.
- Raise awareness of gaps among those communities with critical shortages. Provide those communities with tools such as a planning and policy template, best practices, technologies, and connections with area organizations that can help them fill gaps.

# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

- Develop matchmaking platforms to connect disconnected workers with programming.
- When planning the CATLYST social impact accelerator, encourage the accelerator to locate in and/or pilot businesses in those communities. (See the Engaged & Employed pillar for more details on this project idea.)

## **Expand expungement programs to clear the records of individuals with nonviolent criminal convictions.**

A criminal record often discourages employers from hiring someone, even when labor markets are tight and the individuals are otherwise qualified. Expungement programs clear the criminal records of individuals with nonviolent convictions. This not only opens pathways for those individuals to re-engage in the workforce, but evidence also indicates that it increases the tax base and reduces public assistance payments.

### PROJECT

- Further resource and expand the work of the Georgia Justice Project (GJP). Educate area employers about how expungement programs can be one part of their workforce solution. Raise awareness of GJP's programs and encourage business support.

# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

## PLANNING AHEAD: Gig Economy

Since the Industrial Revolution, employment for most Americans has involved a formal relationship with a single employer. In recent years, however, a growing number of workers are relying on freelance opportunities instead of securing traditional employment. The rise of independent contractors and the “1099” or “gig economy” may have significant implications on the geography of future job growth and social welfare programs.

While the gig economy is nascent, thus far it has favored metropolitan areas. Ride-sharing and house-sharing services are highly concentrated in regions with a large base of real-world consumers and service-providers – predominantly urbanized, metropolitan areas. Similarly, the growth of co-working spaces has been more pronounced in metropolitan areas that feature a critical mass of digital freelancers.

Existing social welfare programs in the U.S. may prove insufficient as the gig economy continues to grow. Workers in the gig economy don’t typically have access to benefits such as employer-based health insurance, retirement plans, or sick leave enjoyed by traditional workers. Independent contractors are also exempt from minimum wage requirements, overtime regulations, and unemployment insurance. As a growing number of workers forego traditional employment opportunities, more robust social services will be required to provide care and protection to workers.

*The emergence of new online platforms such as eBay and Uber that directly connect buyers and sellers has allowed a growing number of individuals to find employment without becoming an employee.*

### CHANGE IN METRO ATLANTA GROUND TRANSPORTATION NONEMPLOYER FIRMS AND PAYROLL, 2012 -2015



Source: Bureau of Labor Statistics, U.S. Census Bureau

# Prepared & Productive

Goal:  
Everyone is prepared to advance in a productive career and lifelong learning.

## PLANNING AHEAD: Diversity

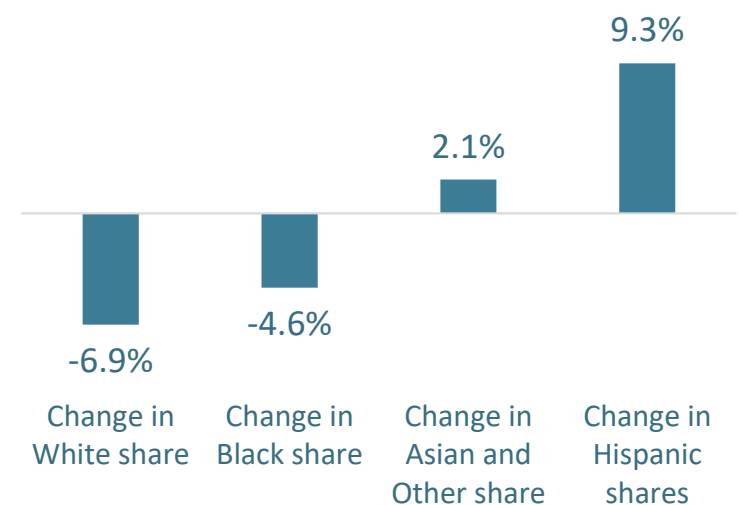
During the past 25 years, the U.S. population has become increasingly diverse. Over the next quarter century, this trend will further accelerate. Today, more than half of all children born belong to minority racial and ethnic groups. Recent studies indicate that those regions that embrace diversity will be the most economically successful.

From both a demographic and economic perspective, the most successful regions in the U.S. will be those that welcome and support a diverse population. Between 2015 and 2016, the non-Hispanic, White population in the U.S. grew by fewer than 5,000 individuals. Increasingly, the only path for growth for many (if not most) communities will be accommodating racial and ethnic minorities. In metro Atlanta, the 10-county region's population is majority minority. Only three counties in the region have a White majority.

Diversity will also be critical in sustaining economic vitality. At the regional level, diversity is associated with greater levels of entrepreneurship and innovation. At the company level, studies have found that more diverse teams lead to higher rates of creative problem-solving and greater revenues. Communities that fail to embrace diversity risk facing significant workforce and leadership challenges and likely will also become fewer innovative than their more diverse peers.

*By 2020, more than half of U.S. children will be part of a minority race or ethnic group.*

CHANGE IN SHARE OF TOTAL METRO ATLANTA POPULATION BY RACE/ETHNICITY 2015-2040



Source: ARC



# Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

## **PRIORITY: Increase availability of quality housing that residents can afford across the region.**

### **Facilitate a regional housing strategy.**

Create a new housing initiative modeled after the previous Mixed Income Communities Initiative, with greater emphasis on suburban communities. Build on the extensive work of various organizations in housing and affordability. Connect the housing strategy to current and planned transportation hubs to ensure that transit, mixed-income housing, and job centers are located in proximity of one another. Ensure that the strategy focuses on both preserving existing housing and on new developments that provide families with quality choices. Also consider how to help neighborhoods have better access to healthy lifestyle, transit, and education options.

#### **PROJECTS**

- Create a regional housing strategy based on a collective impact model and data-driven approach. Assign project leaders to facilitate the planning process and rally a broad diversity of input. Structure a methodology for the strategic planning process as well as a timeline, milestones, goals, and resources needed for the process. Evaluate the demand for middle and lower cost housing against available supply. Next, develop a list of organizations and individuals who need to be involved in the planning process. Invite them to participate. Begin with organizations already working in housing and affordability.
- Develop a repository of information through an existing information system like Neighborhood Nexus that helps to define the region's housing challenges. Also, gather a library of best practices from other communities that have successfully addressed similar challenges.
- Organize and facilitate a series of dialogues about the region's housing challenges with civic and community stakeholders, building on the Regional Housing Forum. Educate stakeholders about the interrelationship between quality, affordable housing and transit, education outcomes, talent supply, human health, civic engagement, and economic growth. Initiate a Metro Atlanta Housing Compact (e.g.) or signed commitment by leaders pledging that they will prioritize this topic and work together toward regional goals.
- Help facilitate zoning and ordinance changes permitting (or incentivizing) the construction of smaller homes or accessory dwelling units. This could dramatically increase the inventory of affordable housing.

### **Build the capacity of nonprofits and other organizations dedicated to housing.**

Providing residents with access to quality, affordable housing has emerged as a regional priority, and metro Atlanta must ensure that it has the bandwidth needed to address the challenge head-on. Increase system capacity for housing solutions, transportation options, and other support services. Create impact funds and public-private solutions to locating quality attainable housing in closer proximity to job centers.

# Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

## PROJECTS

- Inventory current nonprofits in the region whose mission is housing-related. Document their current programs, resources, and geographic reach. Identify where the greatest shortages exist relative to demand (e.g., lack of or insufficient services) as well as strengths. (This may be accomplished in conjunction with the regional housing strategy's information repository recommended above.)
- Facilitate an exercise with nonprofits and other housing-related organizations to review the findings of the inventory and identify specific actions to expand capacity. Explore potential partnerships and consolidations of nonprofits to broaden their reach.
- Explore the creation of a housing-focused social impact fund that encourages public-private solutions to develop mixed-income housing in proximity to job centers and transit options. If viable, establish the fund(s) and jointly approach investors to seek the first round of funding.
- Develop a program that assists small investors in their ability to rehab houses. Fixing up houses one-by-one has worked well in some neighborhoods in the region, but can be difficult for an individual to navigate the bureaucracy of tax liens and foreclosures, plus financing can be a major obstacle. There is affordable housing in some areas of the region that remains largely untapped because it literally requires fixing up each house individually (not waiting for a major developer to assemble a vast swath of land and build an entire new neighborhood).

**Provide local governments with a toolkit of information and public policy suggestions that help them address the needs of residents living at or below the poverty level.**

Affordability issues in central, urban neighborhoods have forced many lower-income residents to move to suburban and exurban communities to find housing. These communities are sometimes ill-equipped to serve them, leaving residents far removed from the jobs, transportation, healthcare, education, and other amenities they and their families need. Ensure that local governments understand the dynamics of the suburbanization of poverty and know what investments are needed to be a community that works for all residents.

## PROJECTS

- Develop a toolkit of resources for local officials in the region that includes best practice ideas related to public policy, incentives, and civic infrastructure investments. Include a recommended public policy agenda that can be adopted and replicated in all cities, towns, and counties in the region. Strive for communities across the region to be more consistent in their public policies related to affordable housing and other needs of low-income and marginalized residents.

# Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

- Facilitate meetings with local elected officials to share the toolkit, educate them about why this topic is a regional priority, and answer questions. Organize groups of volunteers in each county who will advocate for supportive public policies, generate understanding and backing within their communities, and have a vocal presence at critical moments during decision-making processes.
- Support and expand grants programs, like Livable Centers Initiative and Community Choices, that provide cities, towns, and counties funding or manpower to conduct reviews of their existing policies and suggest updates and new programs that move their governments toward being more responsive to the needs of their marginalized residents.

## **PRIORITY: Ensure that every neighborhood in metro Atlanta provides residents with healthy and safe lifestyles.**

### **Expand resources to help communities promote healthy, safe lifestyles for their residents.**

Food and healthcare deserts are areas in a region in which residents do not have ready access to fresh, healthy food or to healthcare, wellness, and social support services. Research supports the link between hunger, disease, obesity, and poverty in neighborhoods that lack these resources.

### **PROJECTS**

- Inventory communities in the region that are food, healthcare, and social support deserts. Form action teams in these communities to craft tactical plans to provide their residents with quality, culturally competent services. Expand initiatives such as Food Well Alliance's Baseline Analysis to map the entire region's food systems.
- Work with organizations like the Atlanta Regional Collaborative for Health Improvement (ARCHI) to incentivize healthy food, quality healthcare, and social support providers to invest in low-income neighborhoods. Conduct best practice research to find examples of ways other communities have expanded those services in their neighborhoods. Document best practices and share those with action teams in food and healthcare desert communities.
- Seek funding for the completion of a regional trail network. Continue to extend bicycle and pedestrian trail systems throughout the region's neighborhoods.
- Engage a team of experts to identify environmental hazards in metro Atlanta neighborhoods. Raise awareness of hazards among local officials and residents. Provide expertise and grant funds to communities to help them develop plans to remediate the hazards.
- Create a regional security coalition to facilitate conversations around the region about reducing crime. Bring Community Improvement Districts (CIDs) together to learn from one another about what techniques have increased safety in their districts, such as community policing programs and youth outreach.

# Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

## **Update requirements of ARC's programs such as the Livable Centers Initiative (LCI) to reflect the spirit of the CATLYST Strategy.**

LCI is a grant program that encourages communities to better connect residents to shopping, dining, and other amenities via sidewalks and bike trails. Future grants should prioritize developments that reinforce the priorities of this strategy. Other programs like the Lifelong Communities Initiative should be expanded because, like LCI, they support CATLYST's goal of ensuring that all residents of the region are healthy and housed.

### **PROJECTS**

- Assemble a team of ARC staff and board members to review LCI requirements through the lens of CATLYST's goals and priorities. Update grant requirements to give preference to projects that encourage healthcare; housing; social support; education; arts and culture; bicycle, pedestrian, and transit; and employment center development within proximity of residences. Continue to prioritize brownfield communities that are lacking resources.
- Seek additional support for ARC's Lifelong Communities Initiative. Ensure that ARC's Live Beyond Expectations Strategic Plan's principles are integrated with LCI and relevant CATLYST projects. The plan should also be updated once it expires in 2020.

# Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

## PLANNING AHEAD: Urbanization

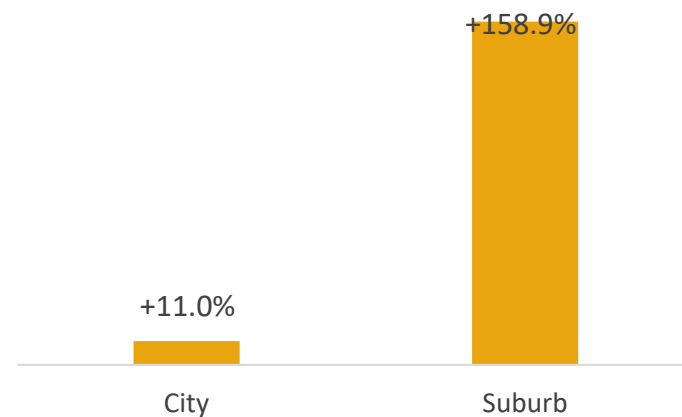
While much of the U.S. population has been flocking to metropolitan areas for decades, the process has accelerated in recent years. Unlike in years past, recent metropolitan area population gains in many regions extend to the urban core. The resurgence of cities and the continued vitality of metropolitan areas are reshaping the way Americans live. Successfully navigating these changes will require a more thoughtful approach to regional collaboration.

For many cities, rising real estate prices driven by an influx of new residents has priced a growing number of lower income households out of the urban core. At the same time, the recession contributed to a significant spike in the number of individuals living in poverty. These factors contributed to a notable rise in poverty in America's suburbs. The suburbanization of poverty creates challenges in communities without the physical and social service infrastructure often found in cities.

While metropolitan areas are highly intertwined economically, they remain politically decentralized—in some regions, the metropolitan area may span a dozen or more individual counties and countless cities. With resources and planning efforts fragmented across multiple jurisdictions, coordinating investments in areas such as education or transportation at the regional level can be extraordinarily difficult. The emergence of “megaregions” is likely to make this challenge even more pronounced.

*Between 2005 and 2010, the percentage of students receiving Free and Reduced Price Lunch increased an average of 24.6% in metro Atlanta suburbs compared to 8.4% in the region's cities.*

CHANGE IN THE NUMBER OF POOR  
IN METRO ATLANTA, 2000-2011



Source: Metropolitan Policy Program at Brookings



# Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

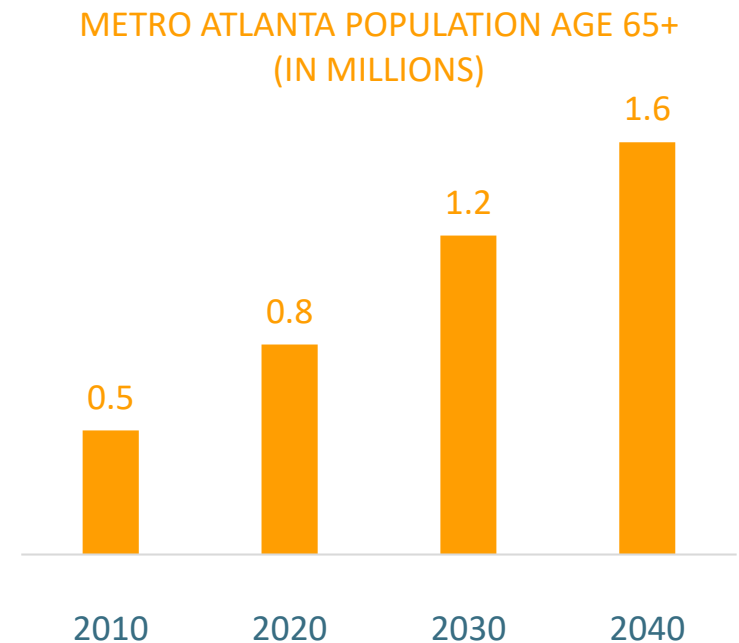
## PLANNING AHEAD: Aging population

Across the U.S., people are living longer. More than 10,000 Baby Boomers turn 65 every day, and this trend will continue for another decade. By 2030, nearly one in five Americans will be over 65 years old. As the U.S. retiree population swells, the relative number of active workers will decline. At the same time, Americans are living longer – increasing demand for goods and services and driving employment growth in specific sectors. Meeting the needs of our older population will require significant investments in social service programs, physical infrastructure, and education for workers.

Already, four out of the five fastest growing jobs in the U.S. are related to healthcare. Through 2024, healthcare occupations are projected to fuel nearly a quarter of all job growth in the U.S. Demand for services such as transportation and meal delivery will continue to rise in response to an aging population. These services are typically provided by governments and non-profits. As a result, allocating resources will become a growing challenge for many communities – especially as a smaller share of their residents are actively working.

For communities and regions to thrive, they must re-engage and sustain individuals in the workforce, develop pipelines of talent for industries poised to grow, and provide resources

*Between 2015 and 2040, the percent of metro Atlantans age 65 years or older is projected to increase 152.9%.*



Source: ARC Series 15 Forecasts

# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

## **PRIORITY: Foster an environment that encourages civic participation by all residents.**

### **Study and take action on the inheritance of poverty and its negative impacts.**

A 2013 study by Harvard University, *The Equality of Opportunity*, ranked metro Atlanta as one of the most difficult places in the country for a child born in poverty to escape poverty as an adult. Understanding the causes of poverty and economic immobility in metro Atlanta is a starting point for finding solutions.

#### PROJECTS

- Establish a regional task force to study the causes of poverty and quantify the negative impact this has on the economy. Also analyze the positive impacts that improved upward mobility will have. Ensure that the study process includes broad outreach into the communities that are most affected.
- Establish goals, objectives, and measurable outcomes, and develop strategies to advance upward mobility and mitigate unintended negative consequences.

### **Establish an organization dedicated to advancing diverse leadership across the region.**

Metro Atlanta is among the most diverse regions in the country. While metro Atlanta's political, corporate, and philanthropic leadership is more diverse than in many other communities, there remain significant opportunities to increase representation throughout the region.

#### PROJECTS

- Begin planning a leadership institute with a strong baseline of information. Commission a report to audit the current diversity of leadership in the region. Set a vision and quantifiable objectives as to where the region wants to be in the future.
- As part of this research, consider developing a diversity and inclusion organization assessment survey, and make it available to organizations across the region. The survey should result in a diversity scorecard that organizations can leverage to instigate change and monitor progress.
- Develop an organizational plan for an institute dedicated to advancing multiracial, diverse leadership, and participation on leadership bodies across the region (public and private). The institute could be involved in convening leadership development programs, producing open data, and conducting neighborhood outreach activities to arm everyday residents with capabilities that they need to get involved. Look at models such as Chicago United for inspiration.
- Establish the Institute following the organizational plan.

# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

## **PRIORITY: Invest in an even greater cultural and recreational vibrancy across the region.**

### **In a comprehensive regional approach, protect and connect future green spaces.**

ARC has been actively involved in greenspace planning for more than 50 years. There are currently more than 900 public parks covering more than 34,000 acres in the 10-county region. Improving connections between these numerous greenspaces will increase the quality of life of all residents of the region, and it is desired. In the 2016 Metro Atlanta Speaks survey, for example, nearly 70% of Fayette and Fulton counties believe there is access in their neighborhoods to recreation and cultural facilities. In other communities, however, this figure approaches 50%.

#### PROJECTS

- Continue to promote and enhance the “Connecting with Parks” website, which highlights metro Atlanta’s regional trail system and provides a historical perspective on many of the region’s nature preserves,
- Explore a regional expansion of Park Pride, an organization dedicated to “enhancing parks and greenspace through advocacy, volunteerism, and capital improvements.” Currently, Park Pride operates in just two counties in the Atlanta region.
- While the Atlanta Beltline is one of the most important and celebrated green space projects in the U.S., metro Atlanta can still learn from other communities. Incorporate park tours into ARC’s Leadership Involvement Networking Knowledge (LINK) program to help identify best practices to bring back to metro Atlanta.

### **Seek funding diversity for the Livable Centers Initiative (LCI) to support broader efforts like greenspace planning, environmental protection, creative place making, wellness amenities, and others.**

Historically, metro Atlanta and other regions have narrowly defined infrastructure to include civic projects such as roadways, bridges, and utilities. As human capital has become an increasingly integral component of economic vitality, however, vital infrastructure now includes the artistic, recreational, wellness, and cultural amenities necessary to attract talent.

#### PROJECTS:

- Continue to pursue a greater variety of funding sources for the LCI program so that LCI grants can include a more holistic breadth of activities.
- Explore adding artistic and cultural investments to ARC’s Livable Centers Initiative. Public art installations, for example, often complement many of the program’s existing elements such as pedestrian pathways and bike trails.

# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

- In 2022, Atlanta will turn 175 years old. Atlanta's birthday provides an opportunity to launch a storytelling campaign that celebrates the region's past successes and future ambitions. Invest in a digital app that encourages people to explore the community and uncover stories about its history. A gaming format like Pokémon Go can encourage resident exploration of the region. Audio tours can illuminate compelling aspects of the region's history.

## **Expand ARC's Regional Public Art Program and similar programs.**

The Atlanta Regional Public Art Program provides matching funding to communities throughout the 10-county Atlanta region to install public art. Grants are awarded through a competitive bidding process and are intended to celebrate a community's unique identity.

### PROJECTS

- Initiate another round of Regional Public Art Program funding. Grants were last awarded in 2015. Expand the Regional Public Art Program to include cultural and artistic programming such as free symphony concerts.
- Explore opportunities to expand arts and cultural programming throughout metro Atlanta's public education system. Partnerships between schools (including after school programming), art museums, and arts & music institutions, such as SCAD (Savannah School of Arts and Design) and the Woodruff Arts Center programming, can provide mentorship opportunities to youth throughout the region.
- Leverage regional research capabilities to help local arts venues conduct market research. ARC's research staff, for example, could help map the origin of patrons. This information could then be used to help identify new audiences to target.

# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

## **PRIORITY: Ensure that the region has a connected, sustainable multi-modal transportation network.**

### **Increase area counties' participation in a regional transit network.**

Reducing traffic congestion in metro Atlanta will require increased transit ridership. In turn, increasing transit ridership will require expanded transit capacity. Better connected, more efficient transportation networks will ultimately improve the lives of the region's residents and make the region more competitive for economic development. (Many of the projects recommended within this priority will continue beyond the five years of this strategy and are currently underway at ARC.)

#### **PROJECTS**

- ARC's Atlanta Region's Plan, a 25-year blueprint outlining the investments necessary for metro Atlanta's continued success, totals \$90+ billion. Ensuring that Metro Atlanta has sufficient revenue to make such large-scale investments will require continued discussions at the local, regional, state, and federal levels. ARC and its partners must continue to advocate for sustained infrastructure funding, including a future DeKalb County referendum on expanding MARTA and eliminating chronic Highway Trust Fund shortfalls.
- Continue to leverage financial incentives to reduce traffic congestion throughout the region. In 2016, ARC eliminated more than 30 million miles traveled in single occupancy vehicles through the Georgia Commute Options program. The program provides cash to individuals who find alternatives to single occupancy travel. ARC should work with area employers to develop additional programs that reduce the number of automobile trips. Possible strategies include the promotion of ride share programs and encouraging telecommuting options.
- Examine the commuting patterns and occupations of suburban communities linked by current and future transit networks. Consider the work schedules associated with those occupations, and ensure that transit schedules coordinate with work schedules. Often there is a spatial mismatch between where low wage workers live and where their jobs are located, for example. In those communities, run transit on weekends and at night.



# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

## **Host regional forums to ensure local governments are preparing for the rise in autonomous vehicles and other disruptors.**

September 2017 marked the first deployment of an autonomous vehicle on the streets of Atlanta. While the debut was just a test, it represents a glimpse into the region's transportation future. In the years ahead, the region must continue to maintain a forward-looking approach to the rise of autonomous vehicles and other disruptors.

### PROJECTS

- The first test concept of an autonomous vehicle in Atlanta was a joint project between the Georgia Institute of Technology and the city of Atlanta. The project was funded by City of Atlanta infrastructure bonds. Encourage other communities throughout the region to explore similar opportunities that leverage local technical capacity with infrastructure spending that supports the deployment of autonomous vehicles.
- In 2017, ARC convened local government officials and transportation for the region's first summit on the future of connectivity. The conference, dubbed ConnectATL, helped identify the implications of SMART transportation technology on local governments, the workforce, infrastructure, and equitable communities. ConnectATL should become a regular event moving forward. In the future, ConnectATL could be held alongside other related events such as FUTURE CAR, which brings together private sector leaders from the worlds of autonomous driving electronics. Include a way for all counties in the region to play a meaningful role in the events.

# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

## PLANNING AHEAD: Autonomous Vehicles

The approaching era of self-driving cars promises to transform our economy, our communities, and the way we live.

The rise of autonomous vehicles is likely to end car ownership in its current form. Instead of purchasing cars outright, tomorrow's consumers are likely to rely on car-sharing services. The decline of the consumer auto market is likely to negatively impact other industries such as consumer financing, insurance, and advertising. Governments may also be forced to rethink investments in mass transit as public systems face growing competition from car-sharing services.

The resulting demand for parking consumes an enormous amount of U.S. real estate. The growing ubiquity of autonomous vehicles may create significant redevelopment opportunities in places currently dedicated to parking. This dynamic, combined with the reduced need to incorporate parking in new buildings, will reduce the cost of residential and commercial construction.

Autonomous vehicles may also alleviate traffic congestion while simultaneously contributing to urban sprawl. Autonomous vehicles may lessen traffic congestion by reducing accidents and by increasing the number of cars that can safely drive within a given space. As autonomous vehicles will lessen the drudgery and expense associated with long commutes, driverless cars may also encourage more suburban sprawl as the relative cost of living farther from employment centers falls.

*In metro Atlanta, 58% or more of employed residents in every county commute to a different county for work.*

CARS ARE PARKED  
95% OF THE TIME



Source: *The High Cost of Free Parking*

# Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

## PLANNING AHEAD: Climate Change

The scientific consensus is that climate change is occurring and it is largely due to the burning of fossil fuels. Unless the world reduces its carbon output, climate change is expected to accelerate over the next century.

Rising sea levels and increased storm activity are likely to threaten a growing number of individuals and the businesses they support. Mitigating the risks posed by climate change will be expensive—Miami plans to spend at least \$400 million on new pump stations and Charleston has outlined more than \$225 million in needed drainage projects. The public costs of addressing climate change are likely to increase further in the years ahead.

With limited federal commitment to combatting climate change, cities are poised to fill the void through both policy and investments. More than 375 U.S. mayors announced their intentions to honor commitments to reduce greenhouse gas emissions as part of the Paris Climate Agreement. Part of this commitment will require additional investments in clean energy and energy efficiency initiatives.

In the decades to come, the most successful regions are likely to include communities whose economies are fewer reliant on a carbon-based economy. Economies fueled by human capital will be more insulated from policies aimed at addressing climate change and are also more likely to produce the innovations necessary to reduce carbon production.

*More than half of Americans live in coastal counties, placing many of them at greater risk of natural disasters.*

### BILLION-DOLLAR WEATHER & CLIMATE DISASTERS (INFLATION ADJUSTED)

'08 - '17 (through September) 107

'98 - '07 50

'88 - '97 39

Source: National Centers for Environmental Information

# 04

## Evaluation Framework



# Taking Action

To fully implement CATLYST, the region should adopt a formal structure for taking action and managing progress. Implementation will require a full-time director, leadership council, and volunteer project teams.

**Before implementation begins in full, finalize implementation governance, seek funding for and hire the CATLYST Director, and formalize a process for selecting projects and formulating project plans.**

**CATLYST Director** – Successful CATLYST implementation will require a full-time director. The CATLYST Director will be the point person for overseeing CATLYST implementation, working with stakeholders to coordinate projects and monitor progress. This person will serve as the facilitative leader of implementation, supporting simultaneous CATLYST projects, and assisting volunteers with crafting (and following through with) realistic project plans. The director may be housed in the ARC offices and report to the CATLYST Executive Committee.

**CATLYST Leadership Council**– Two volunteer co-chairs for each of the four CATLYST pillars should be identified before the strategy’s full implementation begins (pillar co-chairs). They will comprise the CATLYST Leadership Council alongside representatives from ARC’s Economic Development District (EDD) Board and other partners such as major CATLYST implementation funders and EDD. The council will be responsible for vetting project ideas, approving project plans, and monitoring implementation. The Council could become a standing committee of ARC.

**Project Teams** – Project Teams are groups of volunteers who come together because of their interest in specific CATLYST projects. They may contribute their time and energy on a project basis and then disassemble when projects are complete (or reconvene for the project’s next steps). Data must inform the identification of projects and project plans. Volunteers involved in project teams must agree to base their activities on objective research. *(The following pages list the types of organizations that could potentially be involved in each CATLYST pillar’s projects. This is a sample list and in no way represents the only groups that may be involved.)*

**Atlanta Regional Commission** – ARC has key roles and commitments as a convener of topics of importance to the quality of life in the Atlanta region, such as economic competitiveness. ARC houses many initiatives on topics that support CATLYST’s goals, such as transportation and mobility, natural resources, workforce development, and aging and health. Since the ARC Board serves as the Economic Development District’s (EDD) Board, there is an opportunity to elevate the visibility of CATLYST implementation by formalizing the Leadership Council’s meetings on ARC’s calendar, and with a reporting structure similar to existing Board committees. However, ARC does not yet have the in-house capacity to dedicate full-time support to executing this strategy. ARC should house the recommended CATLYST Director. However, CATLYST’s success depends on broad regional involvement. *In no way is ARC responsible for implementing all projects.*



# Taking Action

The lists below include the types of organizations that could be involved in each CATLYST pillar's projects. This sample list should help pillar co-chairs and project teams identify the individuals and organizations who should be included in implementation. This is not designed to be a comprehensive list of all potential project participants.

## Pillar: Engaged and Employed

### Who needs to be involved:

- Aerotropolis Atlanta Alliance
- Annie E. Casey Foundation
- Businesses
- Chambers of Commerce
- City and County Governments
- Community Foundation for Greater Atlanta
- Community Improvement Districts (CIDs)
- Economic Development Authorities and Other EDOs
- Engage Ventures
- Federal Reserve Bank of Atlanta
- Georgia Department of Economic Development
- Georgia Power
- Incubators and Accelerators
- Innovation Connect (MACOC)
- Invest Atlanta
- Partnership for Southern Equity
- TechBridge
- Technical College System of Georgia
- Technology Association of Georgia
- TechSquare Labs
- The Arthur M. Blank Foundation
- United Way of Greater Atlanta
- University System of Georgia
- Workforce Development Boards

## Pillar: Prepared and Productive

### Who needs to be involved:

- Annie E. Casey Foundation
- Atlanta CareerRise
- Businesses
- City and County Government
- Communities in Schools
- Community Foundation for Greater Atlanta
- Federal Reserve Bank of Atlanta
- Georgia Department of Economic Development
- Georgia Early Education Alliance for Ready Students (GEEARS)
- Georgia Justice Program
- Goodwill Industries
- Learn4Life Atlanta
- Support Services Providers
- Technical College System of Georgia
- TechSquare Labs
- The Arthur M. Blank Foundation
- The Kendeda Fund
- Thinkful
- United Way of Greater Atlanta
- University System of Georgia
- Workforce Development Boards

# Taking Action, continued

The lists below include the types of organizations that could be involved in each CATLYST pillar's projects. This sample list should help pillar co-chairs and project teams identify the individuals and organizations who should be included in implementation. This is not designed to be a comprehensive list of all potential project participants.

## Pillar: Healthy & Housed

### Who needs to be involved:

- AARP Georgia
- Aerotropolis Atlanta Alliance
- Annie E. Casey Foundation
- ARCHI
- Atlanta Regional Commission
- Businesses
- Center for Pan Asian Community Services
- Community Foundation for Greater Atlanta
- Enterprise Community Partners
- Environmental Groups
- Faith-Based Organizations
- Families First
- Federal Reserve Bank of Atlanta
- Fitness Providers
- Food Well Alliance
- Goodwill Industries
- Housing Authorities
- Local Businesses (e.g., Convenience Stores, Grocers, Laundromats)
- MARTA
- Medical Community
- Neighborhood Associations
- Public Safety Professionals
- Real Estate Developers
- State of Georgia
- Social Support Providers
- TechBridge
- Technical College System of Georgia
- The Arthur M. Blank Foundation
- The Kendeda Fund
- United Way of Greater Atlanta
- University System of Georgia

# Taking Action, continued

The lists below include the types of organizations that could be involved in each CATLYST pillar's projects. This sample list should help pillar co-chairs and project teams identify the individuals and organizations who should be included in implementation. This is not designed to be a comprehensive list of all potential project participants.

## Pillar: Connected & Resilient

### Who needs to be involved:

- Annie E. Casey Foundation
- Atlanta Film Society
- Atlanta Regional Commission
- Atlanta Symphony and Other Performing Arts Organizations
- Businesses
- Center for Civic Innovation
- Community Foundation for Greater Atlanta
- County Arts Councils
- County Governments
- Federal Reserve Bank of Atlanta
- Georgia Department of Transportation
- Georgia Power
- Local & Regional Heritage Organizations
- MARTA
- Park Pride
- Partnership for Southern Equity
- Real Estate Developers
- State of Georgia, Other Departments
- Technology Association of Georgia
- Techstars
- Transportation and Logistics Experts
- The Kendeda Fund
- The Trust for Public Land
- Universities and Colleges
- Urban Land Institute
- WonderRoot
- Woodruff Arts Center

# Timeline

## **PRE-IMPLEMENTATION: MONTHS 1-6**

Before the region begins full implementation of CATLYST, there are steps to take to be prepared organizationally. These “pre-implementation” steps should require approximately six months to complete and include:

- Select one initiating project for each CATLYST pillar. Identify project co-chairs.
- Establish the CATLYST Leadership Council.
- Work with project co-chairs to develop a simple project game plan for the next ~12 months. For example, what is the desired end result of this project? What specific steps will we take to achieve that result? What volunteers should be involved? What are our project milestones along the way?
- Formalize CATLYST governance structures and processes for vetting CATLYST projects.
- Roll out the final CATLYST strategy and kick off projects.
- Host community forums across the region to share CATLYST with all stakeholders.
- Seek funding for a full-time CATLYST Director and finalize a job description.
- Begin a CATLYST Director search.

# Timeline, continued

## YEAR 1 PROJECTS

The following CATLYST projects are suggested for the first year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 2 timeframe. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

### **Pillar: Engaged and Employed**

- Convene a facilitated exercise among county economic development leaders to set the alliance's goals for the next five years.
- Continue to work with neighboring development agencies to link into the Aerotropolis vision.
- Build on the Metro Export Plan.
- Continue to increase the quality and impact of Venture Atlanta.
- Establish a business accelerator(s) or incubator(s) for social impact firms that are committed to solving problems impacting metro Atlanta residents (e.g., access to healthy food, quality healthcare, social support, aging in place resources, quality education and training, and mobility options). Begin by leading a feasibility study to determine the best model for the accelerator(s).

### **Pillar: Prepared and Productive**

- Create a roadmap for the next five years of Learn4Life's activities.
- Complete the SMART mobile app that is currently in development by TechSquare Labs.
- Support the Georgia Early Education Alliance for Ready Students (GEEARS). Actively raise awareness of GEEARS among businesses across the region. (Continue into other years of implementation.)
- Work with organizations like the Georgia Partnership for Excellence in Education who, along with Neighborhood Nexus, recently completed a map that documents all STEM/STEAM certified schools in Georgia along with other out-of-school STEM/STEAM activities. (Continue into other years of implementation.)
- Continue establishing and launching the region's HDCI partnerships.



# Timeline, continued

## YEAR 1 PROJECTS, continued

### Pillar: Healthy & Housed

- Create a regional housing strategy based on a collective impact model and data-driven approach.
- Inventory current nonprofits in the region whose mission is housing-related.
- Inventory communities in the region that are food, healthcare, and social support deserts. Form action teams in these communities to craft tactical plans to provide their residents with quality, culturally competent services.
- Assemble a team of ARC staff and board members to review LCI requirements through the lens of CATLYST's goals and priorities.

### Pillar: Connected & Resilient

- Establish a regional task force to study the causes of poverty and quantify the negative impact this has on the economy.
- Establish goals, objectives, and measurable outcomes, and develop strategies to advance upward mobility and mitigate unintended negative consequences. (Continue into Year 2 as needed.)
- Continue to promote and enhance the "Connecting with Parks" website.
- Continue to pursue a greater variety of funding sources for the LCI program so that LCI grants can include a more holistic breadth of activities. (Continue into future years as needed.)
- ConnectATL should become a regular event moving forward. In the future, ConnectATL could be held alongside other related events such as FUTURE CAR, which brings together private sector leaders from the worlds of autonomous driving electronics. Include a way for all counties in the region to play a meaningful role in the events. (This could become an annual event and relevant to Years 2-5.)

# Timeline, continued

## YEAR 2 PROJECTS

The following CATLYST projects are suggested for the second year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 2 timeframe. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

### Pillar: Engaged and Employed

- Create a marketing strategy to direct the alliance's activities.
- Invest in marketing tools and/or collateral that all alliance partners can use to sell the region to businesses and talent. (This may continue into Year 3.)
- Expand the Aerotropolis' workforce development programs.
- Formalize regional entrepreneurial ecosystem task forces in high-target, opportunity fields.
- Create a task force dedicated to helping area corporations adopt supplier diversity programs.

### Pillar: Prepared and Productive

- Document lessons learned from establishing and operating Learn4Life as a reference for other counties that want to start their own collaborative cradle-to-career initiatives.
- Plan a region-wide, multi-channel marketing campaign that raises awareness of STEAM careers in the trades.
- Work with organizations like the Georgia Partnership for Excellence in Education who, along with Neighborhood Nexus, recently completed a map that documents all STEM/STEAM certified schools in Georgia along with other out-of-school STEM/STEAM activities.
- Research and identify best practice programs that incent businesses to create their own on-site child care programs for employees.
- Create an online portal dedicated to sharing information about the HDCI sector partnerships' goals.
- Raise awareness of Hope Career Grants, Go Build Georgia High Demand Career Scholarships, and other financial assistance available to students pursuing degrees needed by HDCI participating businesses.
- Further resource and expand the work of the Georgia Justice Project (GJP). Educate area employers about how expungement programs can be one part of their workforce solution. Raise awareness of GJP's programs and encourage business support.

# Timeline, continued

## YEAR 2 PROJECTS, continued

### Pillar: Healthy & Housed

- Develop a repository of information through an existing information system like Neighborhood Nexus that helps to define the region's housing challenges.
- Organize and facilitate a series of dialogues about the region's housing challenges with civic and community stakeholders.
- Develop a toolkit of resources for local officials in the region that includes best practice ideas related to public policy, incentives, and civic infrastructure investments.
- Work with organizations like the Atlanta Regional Collaborative for Health Improvement (ARCHI) to incentivize healthy food, quality healthcare, and social support providers to invest in low-income neighborhoods.
- Seek funding for the completion of a regional trail network. Continue to extend bicycle and pedestrian trail systems throughout the region's neighborhoods. (Continue into future years.)
- Seek additional support for ARC's Lifelong Communities Initiative. Ensure that ARC's Live Beyond Expectations Strategic Plan's principles are integrated with LCI and relevant CATLYST projects. The plan should also be updated once it expires in 2020.

### Pillar: Connected & Resilient

- Explore a regional expansion of Park Pride, an organization dedicated to "enhancing parks and greenspace through advocacy, volunteerism and capital improvements."
- While the Atlanta Beltline is one of the most important and celebrated green space projects in the U.S., metro Atlanta can still learn from other communities. Incorporate park tours into ARC's Leadership Involvement Networking Knowledge (LINK) to help identify best practices to bring back to metro Atlanta.
- Initiate another round of Regional Public Art Program funding.
- The first test concept of an autonomous vehicle in Atlanta was a joint project between the Georgia Institute of Technology and city of Atlanta. The project was funded by City of Atlanta infrastructure bonds. Encourage other communities throughout the region to explore similar opportunities that leverage local technical capacity with infrastructure spending that supports the deployment of autonomous vehicles.

# Timeline, continued

## YEAR 3 PROJECTS

The following CATLYST projects are suggested for the third year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 3 timeframe. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

### Pillar: Engaged and Employed

- Seamlessly brand real estate developments around the airport as part of the Aerotropolis community.
- Include an Aerotropolis component to the region's future LINK leadership visits.
- Organize and host an annual startup competition that increases funding to diverse business founders and connects corporations with minority-owned startups.
- Create an intergenerational exchange that encourages older residents to start businesses and/or advise entrepreneurs.

### Pillar: Prepared and Productive

- Consider forming a Learn4Life Action Network dedicated to engaging local organizations that meet people where they are.
- Develop a resource base of multiple funding sources for early childhood programs.
- Work with area school districts to enhance programs that engage students in entrepreneurial thinking and business conceptualization.
- Refresh and expand the reach of InternNavigator.com, the region's online internship and apprenticeship marketplace. Invite local school districts to participate.
- Also through chambers of commerce and other professional organizations, engage human resources professionals as volunteers to advise career counselors and students on viable career tracks.
- Compile an effective, collective map of social support and workforce/education programs across the region.
- Assess existing programs' reach and ways in which they interact to further understand where gaps exist. Focus on critical shortage areas, where additional investments and extension of services could make the greatest positive impact on reengaging unemployed and disconnected workers.

# Timeline, continued

## YEAR 3 PROJECTS, continued

### Pillar: Healthy & Housed

- Help facilitate zoning and ordinance changes permitting (or incentivizing) the construction of smaller homes or accessory dwelling units.
- Facilitate meetings with local elected officials to share the toolkit of public policy resources, educate them about why this topic is a regional priority, and answer questions.
- Engage a team of experts to identify environmental hazards in metro Atlanta neighborhoods.
- Create a regional security coalition to facilitate conversations around the region about reducing crime.

### Pillar: Connected & Resilient

- Begin planning a leadership institute with a strong baseline of information. Commission a report to audit the current diversity of leadership in the region.
- As part of this research, consider developing a diversity and inclusion organization assessment survey, and make it available to organizations across the region.
- Explore adding artistic and cultural investments to ARC's Livable Centers Initiative.



# Timeline, continued

## YEARS 4 AND 5 PROJECTS

The following CATLYST projects are suggested for the fourth and fifth year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 4 and 5 timeframes. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

### Pillar: Engaged and Employed

- Plan a global summit focused on an issue impacting the region's future.
- Develop a metro Atlanta business portal that guides entrepreneurs through the step-by-step process of starting a business in the region.
- Establish a startup competition that awards grants and support to innovative MWSBEs whose products and services address regional challenges.

### Pillar: Prepared and Productive

- Explore the creation of a regional startup pitch competition for youth.
- TechSquare Labs is currently creating a college-level course on African American innovation, entrepreneurship, and investment. Work with TechSquare and others to scale the curriculum to a high school level, and work with partner school districts to employ the program in area schools.
- Involve chambers of commerce in assisting students with financial aid and college applications.
- Convene a group of diverse stakeholders from across the region (e.g., United Way, ARC, Metro Atlanta Exchange for Workforce Solutions (MAX), Career Rise, and many others) to participate in a collective impact approach to re-engaging disconnected workers. Identify group leaders and develop a plan of action.
- Raise awareness of gaps among those communities with critical shortages. Provide those communities with tools such as a planning and policy template, best practices, technologies, and connections with area organizations that can help them fill education, workforce development, and social support offerings .
- Develop matchmaking platforms to connect disconnected workers with programming.

# Timeline, continued

## YEARS 4 AND 5 PROJECTS, continued

### Pillar: Healthy & Housed

- Explore the creation of a housing-focused social impact fund that encourages public-private solutions to develop mixed-income housing in proximity to job centers and transit options.
- Develop a program that assists small investors in their ability to rehab houses.
- Support and expand grants programs, like Livable Centers Initiative and Community Choices, that provide cities, towns, and counties funding and manpower to conduct reviews of their existing policies.

### Pillar: Connected & Resilient

- Develop an organizational plan for an institute dedicated to advancing multiracial, diverse leadership and participation on leadership bodies across the region (public and private).
- Establish the institute following the organizational plan.
- In 2022, Atlanta will turn 175 years old. Atlanta's birthday provides an opportunity to launch a storytelling campaign that celebrates the region's past successes and future ambitions. Invest in a digital app that encourages people to explore the community and uncover stories about its history.
- Leverage regional research capabilities to help local arts venues conduct market research.

# Resourcing CATLYST

The projects described in this strategic plan have different funding requirements. Some projects, such as forming a team to help corporations adopt supplier diversity programs, are mostly budget neutral, but other investments, such as new infrastructure, will require significant capital.

The following pages list examples of resources that could potentially fund CATLYST projects. In addition, consider two local resources:

- **Project Sponsors:** We encourage organizations within metro Atlanta to contribute resources to bring CATLYST projects to fruition. Project sponsorships could come in the form of in-kind contributions (e.g., supplies, meeting spaces, staff and volunteer time, loaned executives) and cash contributions. The CATLYST Leadership Council should determine a process for tracking and recognizing project sponsors, as well as the fiscal agent for cash contributions.
- **CATLYST Seed Fund:** A concept only at this point, the consulting team recommends that CATLYST stakeholders consider creating a seed fund to kick start CATLYST-related projects. The seed fund would grant dollars to projects that directly support CATLYST's goals and other specific criteria. Projects applying for grants would not necessarily need to be listed in this strategic plan. This could encourage anyone in the region with a great idea to participate in implementing CATLYST. Forming such a seed fund would require forming a governing body, identifying a fiscal agent, raising funds, and establishing specific processes for granting funds to CATLYST projects.

# Resourcing CATLYST, continued

## GENERAL ECONOMIC DEVELOPMENT

### U.S. Economic Development Administration (EDA) Grants

- The EDA accepts applications from rural and urban areas to provide investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and Economic Adjustment Assistance programs.
- Grants under these programs are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches.

### U.S. Department of Agriculture (USDA) Rural Development Grants

The USDA provides grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 population.

### U.S. Department of Energy (DOE) Grants

- The DOE supports a number of grant, loan, and financing programs that support businesses.
- These programs are not limited to energy-related projects and include a range of small business and other support programs:  
<http://energy.gov/public-services/funding-financing>

### Health Resources and Services Administration (HRSA) – Rural Health Grants

- HRSA provides rural health grants to fund rural hospitals, health centers, and local clinics.

### Foreign Trade Zones

- Foreign-trade zones (FTZs) are basically 'free-trade zones.' Within FTZs, company goods can be unloaded, manufactured, reassembled, tested, sampled, processed, repackaged, and re-exported without going through U.S. customs authorities. FTZs promote the international competitiveness because Zone activities primarily involve U.S. operations combining foreign inputs with significant U.S. inputs.

# Resourcing CATLYST, continued

## **ENTREPRENEURSHIP AND BUSINESS EXPANSION**

### **Local and State Incentives Programs**

#### **Economic Development Administration – Regional Innovation Strategies Grants**

- In 2015, the EDA launched a \$10 million funding opportunity within their Regional Innovation Strategies Program. Under this program, communities can apply for funding through two programs:
  - i6 Challenge (\$8 million) – This is a national competition for an award of up to \$2.5 million to projects that provide services to rural areas. It funds projects that create outreach plans to populations and communities that are traditionally underrepresented in innovation and entrepreneurship.
  - Seed Funding Support Grants (\$2 million) – These grants provide funding for technical assistance to support feasibility, planning, formation, and launch of cluster-specific seed capital funds. Funds must include job creation and outreach to under represented communities and populations.
- More information available here: <http://eda.gov/news/press-releases/2015/08/04/ris.htm>

#### **U.S. Department of Agriculture – Rural Microentrepreneur Assistance Program**

- This program provides loans and grants to Microenterprise Development Organizations to
  - Provide microloans to microenterprise startups and growth through a Rural Microloan Revolving Fund
  - Provide Training and Technical Assistance to microloan borrowers and micro entrepreneurs

#### **National Science Foundation (NSF) Small Business Grants**

- NSF's SBIR/STTR programs provide funds for early-stage research and development at small businesses. This research should be based on transformational technology with high technical risk and potential for significant societal or commercial impact.

#### **U.S. Small Business Administration**

- The Small Business Administration provides small business financing options, technical assistance, and child care resource information.



# Resourcing CATLYST, continued

## REDEVELOPMENT & INFRASTRUCTURE

### **Tax Increment Financing/Urban Renewal Authority**

- Urban Renewal Authorities (URAs) are created by municipalities to redevelop areas within their jurisdiction. An urban renewal project is a public-private partnership, with the majority of funding coming from the private sector. Public investment comes from Tax Increment Financing (TIF), which is the increased amount of property tax revenue collected within the URA after project designation.

### **National Park Service (NPS) Rivers, Trails, and Conservation Assistance (RTCA) Grants**

- This program provides grants that support community-led natural resource conservations and outdoor recreation projects.

### **Transportation Alternative Funds**

- The Transportation Alternatives program was established by Congress in 2012 to expand travel choices, strengthen local economies, improve quality of life, and protect the environment by building trail systems.

### **U.S. Department of Transportation – Federal Highway Administration – National Scenic Byway Grants**

- The program is a grassroots, collaborative effort established to help recognize, preserve, and enhance selected roads throughout the U.S. The Secretary of Transportation makes grants to states to implement projects on highways designated as National Scenic Byways or All-American Roads or as state scenic byways.
- Projects submitted for consideration should benefit the byway traveler's experience, whether it will help manage the intrinsic qualities that support the byway's designation, shape the byway's story, interpret the story for visitors, or improve visitor facilities along the byway.

### **U.S. Department of Housing and Urban Development**

- The U.S. Department of Housing and Urban Development supports child care facilities near or within public housing.

# Resourcing CATLYST, continued

## ARTS AND PLACEMAKING

### National Endowment for the Arts

The National Endowment for the Arts offers a number of grants for art projects. Funding is specifically for projects, that can consist of one or more specific events or activities. Projects can be new or existing and range in size. Their programs include:

- **Art Works** –To support the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts.
- **Challenge America** – To support projects that extend the reach of the arts to underserved populations.
- **Our Town** – Organizations may apply for creative placemaking projects that contribute to the livability of communities and place the arts at their core. Our Town offers support for projects in two areas:
  - Arts Engagement, Cultural Planning, and Design Projects that represent the distinct character and quality of their communities. Projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization.
  - Projects that Build Knowledge About Creative Placemaking. These projects are available to arts and design service organizations, and industry or university organizations that provide technical assistance to those doing place-based work.

# Measuring Success: Are People Better Off?

The ultimate measure of CATLYST's success is whether people living in the region are better off in the years ahead than they were before the CATLYST process began.

The metrics identified on the following pages distill the CATLYST pillar goals into concise, measurable outcomes. Each pillar includes two primary "headline" metrics as well as a more expansive set of supporting data points:

- **Primary Headline Metrics:** Foundational metrics that are available from existing sources, many of which are already incorporated in related planning efforts such as Learn4Life and Neighborhood Nexus. Primary metrics can be collected for metro Atlanta, individual counties, and benchmark regions with a relatively modest level of resources.
- **Support Metrics:** Support metrics provide additional context for each of the four CATLYST pillar goals. They are more numerous than the primary metrics. Select support metrics may also involve the primary collection of data when existing information is not readily available. The collection and analysis of secondary metrics will require dedicated resources in order to expand ARC's current research capacity (either internally or externally).

It is recommended that the CATLYST Leadership Council and Director create an annual Scorecard that reports CATLYST metrics back to all regional stakeholders. This could be made available in an interactive, online format to maximize accessibility. In addition, we strongly recommend hosting an annual CATLYST community event or series of forums to unveil the Scorecard, celebrate regional successes, and solicit new project ideas that leverage past gains and address ongoing areas of concern.

# Measuring Success: Are People Better Off?

## ENGAGED & EMPLOYED

### HEADLINE METRICS

#### Labor Participation Rate

Source: U.S. Census Bureau American Community Survey

U.S.

COMP

RACE

AGE

COUNTY

5-YEAR

#### Poverty Rate

Source: U.S. Census Bureau American Community Survey

U.S.

COMP

RACE

AGE

COUNTY

5-YEAR

### SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS				
Employment Growth	Bureau of Labor Statistics	U.S.	COMP		COUNTY	5-YEAR
% Children Living in Concentrated Poverty (Neighborhoods with Poverty Rates > 40%)	American Community Survey			RACE		5-YEAR
Median Household Income	American Community Survey	U.S.	COMP	RACE	COUNTY	5-YEAR
Small Business Creation (Number of Firms with <500 Employees)	U.S. Census Bureau County Business Patterns	U.S.	COMP		COUNTY	5-YEAR
Self-Employment Revenues (Average Revenue for Non-Employers)	U.S. Census Bureau Nonemployers Statistics	U.S.	COMP		COUNTY	5-YEAR
R&D Funding (Per Capita R&D Expenditures at Local Colleges and Universities)	National Center for Education Statistics	U.S.				5-YEAR
Volunteer Rates (% of Residents Volunteering/Volunteer Hours per Capita)	Corp. for National & Community Service	U.S.	COMP			1-YEAR
% of Residents Who Rate Job Opportunities as 'Excellent' or 'Good'	Atlanta Speaks Survey				COUNTY	1-YEAR

### KEY

U.S.

Benchmark to U.S. Average

RACE

Breakdown by Race/Ethnicity

COUNTY

Breakdown by County

COMP

Benchmark to Competitor Regions

AGE

Breakdown by Age

1-YEAR

Progress Update

# Measuring Success: Are People Better Off?

PREPARED &  
PRODUCTIVE

## HEADLINE METRICS

Post-Secondary Educational Attainment  
(Associate Degree and Above)

Source: U.S. Census Bureau American Community Survey

U.S. COMP RACE COUNT 1-YEAR

Unemployment Rate

Source: U.S. Census Bureau American Community Survey

U.S. COMP RACE AGE COUNTY 1-YEAR

## SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS		
% of Students Post-Secondary Institutions Who Complete Degree Program	National Center for Education Statistics	U.S.	RACE	5-YEAR
Number of 0-4 Year Olds Attending High Quality Centers	Governor's Office of Student Achievement			5-YEAR
Reading & Math Proficiency (3rd Grade Reading / 8th Grader Math)	Governor's Office of Student Achievement			5-YEAR
% of High School Graduates who Obtain Degree/Credential within Five Years	Governor's Office of Student Achievement		RACE	5-YEAR
High School Graduation Rates	Georgia Department of Education	U.S.	RACE	5-YEAR
Post-Secondary Enrollment (% of High School Graduates)	Governor's Office of Student Achievement		RACE	1-YEAR
Private Sector Investment in Public Schools (Total Private Expenditures)	Primary			1-YEAR
Dual Enrollment (Number of High School Students Enrolled)	Primary			1-YEAR

KEY

U.S.	Benchmark to U.S. Average	RACE	Breakdown by Race/Ethnicity	COUNTY	Breakdown by County
COMP	Benchmark to Competitor Regions	AGE	Breakdown by Age	1-YEAR	Progress Update



# Measuring Success: Are People Better Off?



HEALTHY &  
HOUSED

## HEADLINE METRICS

Percentage of Households Spending >30% on Housing

Source: U.S. Census Bureau American Community Survey

U.S. COMP RACE AGE COUNTY 1-YEAR

Chronic Disease Rates

(% of Population with Diabetes / % of Population with Cardiovascular Disease)

Source: Centers for Disease Control SMART: BRFSS

U.S. COMP RACE AGE COUNTY 1-YEAR

## SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS			
General Health (Very Poor, Poor, Good, Fair, or Excellent)	<i>Centers for Disease Control SMART: BRFSS</i>	U.S.	COMP	COUNTY	5-YEAR
Drug Death Rates by County	<i>CDC Wonder Database</i>	U.S.		COUNTY	5-YEAR
Homeless Population (Number of Homeless Individuals)	<i>Primary Research</i>	U.S.		COUNTY	1-YEAR
Combined Housing + Transportation as a % of Income	<i>Center for Neighborhood Technology</i>	U.S.	COMP	COUNTY	1-YEAR
Percentage of Population Living within 1 mile of transit	<i>Primary Research</i>	U.S.		COUNTY	1-YEAR
Number of Adequate Housing Units that Cost Less than 30% of Income	<i>American Housing Survey</i>	U.S.	COMP	COUNTY	5-YEAR
Crime Rates (Violent & Property Crime per 10K Residents)	<i>FBI Uniform Crime Report</i>	U.S.	COMP	COUNTY	5-YEAR
% of Residents Who Describe their Neighborhoods are 'Excellent' or 'Good'	<i>Atlanta Speaks Survey</i>	U.S.		COUNTY	1-YEAR
% of Residents Who Suffer from Food Insecurity	<i>Atlanta Speaks Survey</i>	U.S.		COUNTY	1-YEAR

KEY

U.S.	Benchmark to U.S. Average	RACE	Breakdown by Race/Ethnicity	COUNTY	Breakdown by County
COMP	Benchmark to Competitor Regions	AGE	Breakdown by Age	1-YEAR	Progress Update

# Measuring Success: Are People Better Off?

## CONNECTED & RESILIENT

### HEADLINE METRICS

Mass Transit Ridership

Source: American Public Transportation Association

U.S.

COMP

5-YEAR

% of Residents who Identify Transportation as the Biggest Problem Facing Metro Atlanta

Source: Metro Atlanta Speaks Survey

COUNTY

5-YEAR

### SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS			
Average Commute Time	American Community Survey	U.S.	COMP	COUNTY	5-YEAR
% of Children who Can Walk to School	Primary				1-YEAR
Voter Participation Rates	Georgia Secretary of State	U.S.			1-YEAR
Increased Arts & Culture Expenditures	Primary / Guidestar				1-YEAR
Cultural Institutions Attendance	Primary				1-YEAR
Charitable Giving (% of Regional Income Donated to Charitable Causes)	Internal Revenue Service SOI Tax Stats	U.S.			5-YEAR
% of Residents Who Believe Transit is 'Very Important' for Metro Atlanta's Future	Atlanta Speaks Survey			COUNTY	1-YEAR

### KEY

U.S.

Benchmark to U.S. Average

RACE

Breakdown by Race/Ethnicity

COUNTY

Breakdown by County

COMP

Benchmark to Competitor Regions

AGE

Breakdown by Age

1-YEAR

Progress Update

# 05

## Project Inspiration



# Project Inspiration

Refer to these examples when framing the scope of CATLYST projects. While it is difficult to exactly duplicate successful programs from other regions, the best practices should provide lessons learned that will help bring metro Atlanta's projects to life.

## Engaged & Employed

### Regional Marketing Alliances

- Columbus 2020 and the Columbus Regional Partnership ([www.columbusregion.com](http://www.columbusregion.com))
- JAXUSA Partnership ([www.jaxusa.org](http://www.jaxusa.org))
- Metro Denver Economic Development Corporation ([www.metrodenver.org](http://www.metrodenver.org))

### Aerotropolis

- Amsterdam Zuidas (<https://www.amsterdam.nl/zuidas/english/>)
- Los Colinas, Texas ([www.irvingchamber.com](http://www.irvingchamber.com))
- New Songdo and Incheon Airport, South Korea

### Startup Competitions

- 43 North – Buffalo NY's Startup Competition ([www.43north.org](http://www.43north.org))
- Rice Business Plan Competition (<https://rbpc.rice.edu>)

### Social Impact Incubators and Accelerators

- GoodCompany Ventures, Philadelphia ([www.goodcompanyventures.org](http://www.goodcompanyventures.org))
- Imagine H2O, San Francisco ([www.imagineh2o.org](http://www.imagineh2o.org))
- Impact Hub Austin (<https://www.impacthubaustin.com>)

### Connecting Corporations with Entrepreneurial Startups

- The Bridge by Coca Cola (<http://thebridgebycocacola.com>)

### One-Stop-Shop for Entrepreneurial Resources

- Queensland's Digital Sunshine Coast (<http://digitalsunshinecoast.com.au>)
- San Francisco Business Portal ([www.businessportal.sfgov.org](http://www.businessportal.sfgov.org))

# Project Inspiration continued

## Bringing Training and Education into Neighborhoods

- CodeON / Women in Technology (<https://www.charlestonwomenintech.com/codeon/>)

## Initiatives that Study Poverty

- Charlotte's Opportunity Task Force (<https://leadingonopportunity.org>)

## Prepared & Productive

### Local Cradle-to-Career Initiatives

- Cincinnati Strive Together (<https://www.strivetgether.org>)
- Tri-County Cradle to Career ([www.tricountycradletocareer.org](http://www.tricountycradletocareer.org))

### STEAM and Trades Marketing Initiatives

- Manufacturing Day ([www.mfgday.com](http://www.mfgday.com))
- Utah STEM Coalition and STEM Action Center (<https://stem.utah.gov>)

### Youth Entrepreneurship Programs

- CASEL Youth Voice (<http://www.casel.org/youth-voice/>)
- NYC Generation Tech (<http://nycgenerationtech.com>)

### Business Engagement in Schools

- LA's Cash for College (<https://www.lacashforcollege.org>)
- Miami's Academic Leaders Council (<https://news.fiu.edu/2015/04/education-and-industry-leaders-unite-to-launch-talent-development-network/87355>)

## Healthy & Housed

### Regional Housing Strategies

- Transformation Alliance
- Metro Vancouver's Regional Affordable Housing Strategy (<http://www.metrovancouver.org/services/regional-planning/housing-affordability/strategy/Pages/default.aspx>)

# Project Inspiration, continued

## Addressing Food and Healthcare Deserts

- Halifax's Mobile Food Market (<http://www.mobilefoodmarket.ca>)
- LA Kitchen ([www.lakitchen.org](http://www.lakitchen.org))
- Wirth Cooperative, North Minneapolis (<https://wirth.coop>)

## Connected & Resilient

### Programs that Encourage Civic Participation and Diversity in Leadership

- Chicago United ([www.chicago-united.org](http://www.chicago-united.org))

### Connected Trail Systems

- Greenville SC's Parks Connectivity and Programming (<http://www.greenvillesc.gov/150/Parks-and-Recreation>)
- Victoria BC's Galloping Goose Trail ([www.gallopinggoosetrail.com](http://www.gallopinggoosetrail.com))

### Public Art Programs

- Chicago Public Art Program ([https://www.cityofchicago.org/city/en/depts/dca/provdrs/public\\_art\\_program.html](https://www.cityofchicago.org/city/en/depts/dca/provdrs/public_art_program.html))
- Winston-Salem Public Art Commission (<http://www.cityofws.org/Departments/Planning/Boards-and-Commissions/Public-Art-Commission>)
- Wynwood Walls, Miami ([www.thesynwoodwalls.com](http://www.thesynwoodwalls.com))

### Connected Transit Systems

- RTD Denver (<http://www.rtd-denver.com/lightrail.shtml>)

### Preparing for Autonomous Vehicles

- Ohio's 33 Smart Corridor (<https://www.33smartcorridor.com>)