

DATE: September 8, 2023

TO: Mayor Rochelle Robinson, City of Douglasville
ATTN TO: Shayla Reed, Community Development Director, City of Douglasville
FROM: Mike Alexander, COO, Atlanta Regional Commission

The Atlanta Regional Commission (ARC) has received the following proposal and is initiating a regional review to seek comments from potentially impacted jurisdictions and agencies. The ARC requests your comments related to the proposal not addressed by the Commission's regional plans and policies.

Name of Proposal: 2023 City of Douglasville Comprehensive Plan Update

Description: A regional review of the draft 2023 City of Douglasville Comprehensive Plan Update.

Submitting Local Government: City of Douglasville

Action Under Consideration: Approval

Date Opened: September 8, 2023

Deadline for Comments: September 29, 2023

THE FOLLOWING LOCAL GOVERNMENTS AND AGENCIES ARE RECEIVING NOTICE OF THIS REVIEW:

ATLANTA REGIONAL COMMISSION
GEORGIA DEPARTMENT OF TRANSPORTATION
GEORGIA ENVIRONMENTAL FINANCE AUTHORITY
CITY OF VILLA RICA
MARTA

GEORGIA DEPARTMENT OF NATURAL RESOURCE
GEORGIA REGIONAL TRANSPORTATION AUTHORITY
CITY OF SOUTH FULTON
PAULDING COUNTY
CITY OF MABLETON

GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS
GEORGIA SOIL AND WATER CONSERVATION COMMISSION
CITY OF CHATTAHOOCHEE HILLS
COBB COUNTY

Review information is attached.

Please submit comments to dshockey@atlantaregional.org. For questions, please contact ARC Plan Review Manager Donald Shockey at dshockey@atlantaregional.org or 470-378-1531. If no comments are received by **September 29, 2023**, ARC will assume your agency has no input on the subject plan. The ARC review website is located at <https://atlantaregional.org/community-development/comprehensive-planning/plan-reviews/>.

Rochelle Robinson
Mayor

Marcia Hampton
City Manager

Vicki L. Acker
City Clerk



CITY COUNCIL
Mark Adams
Dr. LaShun Burr-Danley
Sam Davis
Howard M. Estes
Nycole N. Miller
Terry S. Miller
Coach Chris Watts

September 5, 2023

Mr. Jon West
Director-Community Development Division
Georgia Department of Community Affairs
Central Office, 60 Executive Park South, NE
Atlanta, GA 30329

Dear Mr. West,

The City of Douglasville has completed an update of its Comprehensive Plan and is hereby submitting the plan for review by the Atlanta Regional Commission and the Department of Community Affairs.

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

We welcome the opportunity to address any questions regarding the enclosed document. Please contact Shayla Reed, our Community Development Director at 678-449-3028 or by email at reeds@douglasvillegov should you have any questions or if you need additional information.

Sincerely,


Rochelle Robinson
Mayor

Attest:


Vicki L. Acker, City Clerk



DOUGLASVILLE.GOV

CITY OF DOUGLASVILLE
2023 COMPREHENSIVE PLAN UPDATE

DRAFT

August 25, 2023



TABLE OF CONTENTS

1. INTRODUCTION

How to Use this Plan
Plan Methodology
Planning Team

2. EXISTING CONDITIONS

History + Community Profile
Past Plans
Existing Conditions
Population Projections
Community Resources
Natural Resources
Infrastructure

3. COMMUNITY ENGAGEMENT

Outreach Methods
Findings + Trends

4. NEEDS + OPPORTUNITIES

Needs + Opportunities

5. COMMUNITY VISION

Vision Statement
Character Areas
Goals, Objectives + Actions

6. COMMUNITY WORK PROGRAM

Report of Accomplishments (ROA)
Short-Term Work Program (STWP)
Long-Term Work Program (LTWP)

7. APPENDIX

General Survey Report
Youth Survey Report
Open House Sign-in Sheets
Open House Summary Report
Stakeholder Interview Report
Core Planning Team Committee Meeting Summaries

CHAPTER 1: INTRODUCTION

How to Use This Plan

This plan is a guiding document for Douglasville’s future. It was designed to be used by the Douglasville community -- residents, elected leaders, county staff, local organizations, business owners, and workers alike. The information and ideas provided in this document are meant to help the community reach individual and collective goals, pointing to resources and strategies that can support meaningful work along the way. The 2018 Douglasville Comprehensive Plan offered a strong starting point, and this update aims to strengthen that foundation with new analyses, community engagement, and implementation strategies created for both short- and long-term projects and programs. This plan update also satisfies the Georgia Department of Community Affairs (DCA) requirements to keep Douglasville eligible for funding opportunities and programs DCA provides.

Each section focuses on a different aspect of the comprehensive plan, allowing the reader to navigate easily to their area of interest. The summaries below are intended to help all users of this plan find the information they need while also providing opportunities to explore different aspects of Douglasville they may not already know.

Existing Conditions

This section provides maps, data, and summary analyses that were used to create the Comprehensive Plan update. Utilizing spatial and Census data and additional information gathered from Douglasville staff, this section establishes the baseline of where Douglasville is now, which in turn helps identify ways to move forward together.

Community Engagement

Through a variety of community outreach methods and events, the Community Engagement section shares perspectives from Douglasville’s diverse and growing community. It captures what residents and commuters love about the City as well as their major concerns for the present and the future. These insights are used in conjunction with the information collected through the Existing Conditions analysis to develop the proposals detailed in subsequent sections.

Needs & Opportunities

The Needs & Opportunities section synthesizes the information gathered in the Existing Conditions analysis and Community Engagement activities to identify appropriate projects and programs for Douglasville’s future. It is organized into a table with nine (9) focus areas: Housing, Transportation, Land Use, Economic Development, Intergovernmental Cooperation, County Facilities & Services, Natural & Cultural Resources, Parks & Recreation, and Broadband.

Community Vision

This section expands on the Needs & Opportunities section, providing more detailed direction and a deeper dive into City-wide. It explains Douglasville’s new Character Area map and positions it as a

planning tool to propose targeted projects and programs to address community priorities. These priorities are reflected in the Goals, Objectives, and Actions sub-section which offers proposals to address the Needs & Opportunities previously listed. This section also provides a brief in depth analysis of each of the nine elements covered in this plan along with actionable recommendations.

Community Work Program

The Community Work Program (CWP), formatted as a user-friendly table, includes prospective timelines, responsible parties and partners, and funding sources that can bring each item to fruition. The CWP is presented in three parts:

- Report of Accomplishments;
- Short-Term Work Program; and
- Long-Term Work Program

Appendix

The Appendix provides detailed information on multiple sources referenced throughout the Comprehensive Plan Update. Documentation includes City Council Meeting Summaries, Planning Commission Meeting Summaries, Core Team Meeting Summaries, public outreach event sign-in sheets, full survey data reports, Stakeholder Interview summaries and more.

Plan Methodology

The Douglasville Comprehensive Plan Update was a 10- month long process. As shown in the infographic below, the resulting document was created by multiple processes coming together over this period. Each plan element is explored in-depth in its respective section in the plan.

While most of the planning process is linear, it also requires constant review, revision, and reflection. This iterative approach was made possible through close collaboration with a large team, listed on the next page.

Figure 1: Plan Methodology



Planning Team

The GMC Planning Team wishes to express our sincere thanks to the people who devoted their time and talent to bring this Comprehensive Plan Update to fruition:

The City Leadership, staff, residents, business owners and visitors who attended the public open houses, participated in the online community survey and provided comments, feedback and suggestions.

City Council

Rochelle Robinson, Mayor
Terry Miller, Mayor Pro-Tem, Ward 1
Nycole Miller, Ward 2, Post 1
Mark Adams, Ward 2, Post 2
Dr. LaShun Burr Danley, Ward 3, Post 1
Sam Davis, Ward 3, Post 2
Chris “Coach” Watts, Ward 4
Howard Estes, Ward 5

Planning Commission

Nathan Zachery, Ward 1
Mark Vann, Ward 2, Post 1
Natalie Feagin, Ward 2, Post 2
Ralph Benton, Ward 3, Post 1
Joy Bates, Ward 3, Post 2
Francisco Artley, Ward 4
Keith Burnett, Ward 5

Core Team Members

Chris Bass, Parks and Recreation Director
Greg Roberts, Public Services Director
Marcus Thompson, City Engineer
Rylee Govoreau, Tourism Program Manager
Jason Post, Community Relations Director
Jonathan Smith, Economic Development Director
Melissa Dickenson, Public Services Assistant Director
Gary Sparks, Chief of Police
J.R. Davison, Deputy Chief of Police

City Manager’s Office

Marcia Hampton, City Manager
Chelsea Jackson, Deputy City Manager
Karin Callan, Assistant City Manager

Stakeholders Interviewed

Allison Duncan, Douglas County Planning Manager
Amy McCoy, Real Estate Broker
Sheraton Jones, Community Activist
Kiondre Dunnam, Business Owner
Emily Lightner, Executive Director – Cultural Arts Council
Nancy McPherson, Retiree
Michael Carey, General Manager – Arbor Place Mall
Afrika Alsup, Business Owner
Ron Roberts, Director - Connect Douglas
Elena Hudson, Business Owner
Trevor Quander, Southern Company
Landon Perry, GDOT
Dean Wang, Business Owner
Chad Worth, Resident
Portia Lake, Douglas County School System
Chris Pumphrey, Elevate Douglas

Douglasville Community Development Staff

Shayla Reed, Director
Marissa Jackson, Planning and Zoning
Administrator
Chelsea Tubbs, Planner
Joyah Mitchell, Intern

GMC Team

Glenn Coyne
Kalanos Johnson
Julianne Harper
Ed DiTommaso
Ellie Swenson
Caitlin Roman

DRAFT

CHAPTER 2: EXISTING CONDITIONS

HISTORY + COMMUNITY PROFILE

The City of Douglasville has a rich history that dates back to the early 19th century. The area that would later become Douglasville was initially settled by Creek and Cherokee Native American tribes who originally named the area “Skint Chestnut” for the tree they used as a landmark. European settlers arrived in the late 1820s, attracted by the region's fertile land and proximity to the Chattahoochee River.

Douglasville was founded in 1874 and named after Stephen A. Douglas, a prominent Illinois senator known for his debates with Abraham Lincoln during the 1858 Senate campaign. In 1875, Douglasville became the county seat of the newly formed Douglas County, which was carved out of neighboring Campbell County. The designation as county seat solidified Douglasville's importance as a center of commerce, government, and social activities.

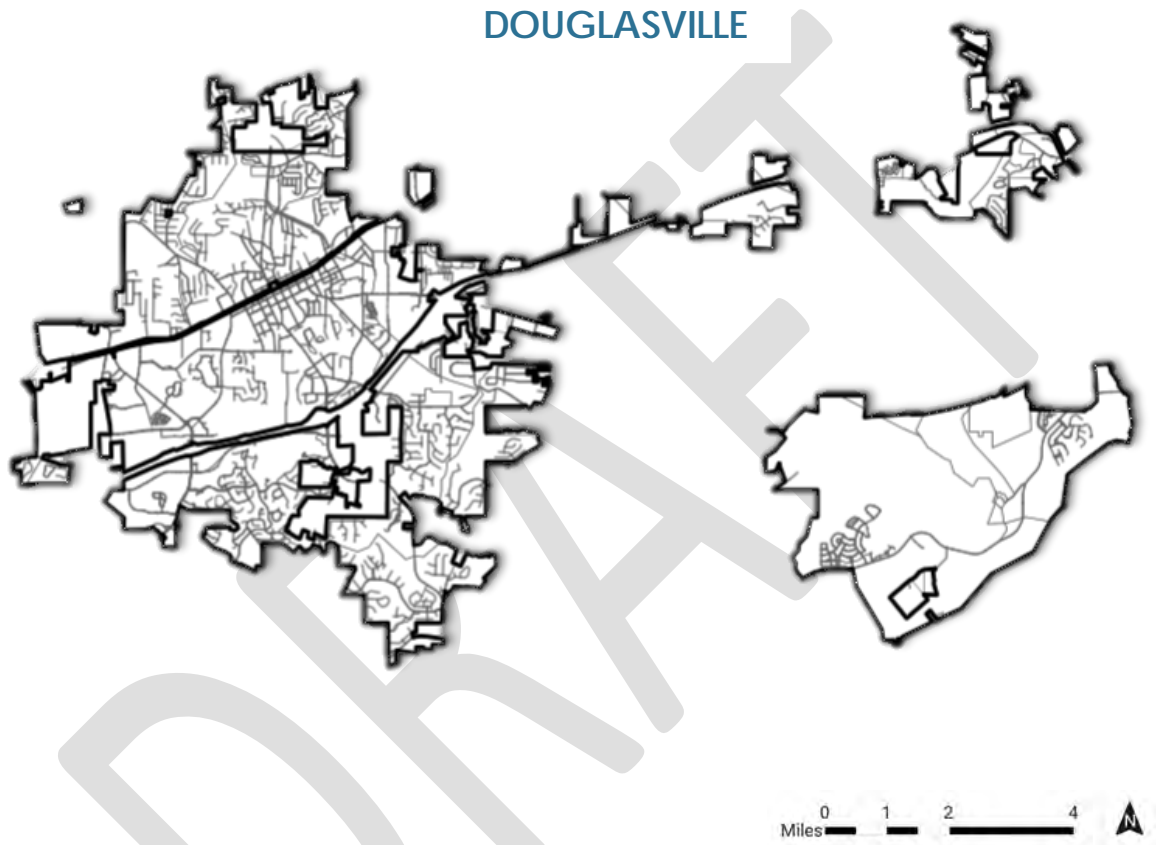
In its early years, Douglasville served as a commercial hub for the surrounding agricultural communities. The construction of the Georgia Pacific Railroad in 1873 further fueled growth, connecting the town to Atlanta and facilitating trade.

One of the most significant events in Douglasville's history occurred on November 22, 1993, when a devastating tornado struck the city. The tornado caused extensive damage and resulted in numerous fatalities and injuries. The community rallied together to rebuild and recover from the disaster.

Over the years, Douglasville has experienced steady population growth, attracting residents seeking a suburban lifestyle while maintaining proximity to Atlanta. This growth led to increased urbanization, with the development of residential neighborhoods, commercial centers, and recreational facilities.

Today, Douglasville continues to thrive as a vibrant community with a diverse population. It serves as a center for education, healthcare, commerce, and entertainment in Douglas County. The city's rich history is evident in its preserved historic buildings, landmarks, and local traditions, providing a glimpse into its past while embracing its future.

Figure 2: City of Douglasville Base Map



PAST PLANS

Since the adoption of the 2013 Comprehensive Plan, Douglasville has conducted or participated in several local, planning efforts that help to address some of the needs identified in this plan. Most of these plans included community input during their development. In addition, they often concluded with policy recommendations and in some cases, implementable projects. The input, policies, and projects from these plans will serve as supplemental information for the Community Work Program. Figure # below is a summary of the major previous plans and projects are completed or underway since 2013.

Figure 3: Previous Plans and Studies Matrix

Plan	Land Use & Zoning	Economic Development	Transportation	Housing	Cultural Resources	Environment
2018 Comprehensive Plan	<ul style="list-style-type: none"> *Direct development where infrastructure exists *Promote intergovernmental coordination for future development *Encourage development around activity centers 	<ul style="list-style-type: none"> *Focus development in depressed areas *Locate transportation facilities near activity nodes *Promote opportunities for large and small businesses *Utilize media sources to provide economic data *Support job training and workforce development 	<ul style="list-style-type: none"> *Incorporate multimodal facilities in the network *Provide safe and accessible facilities *Connectivity to activity centers *Promoting safety for all modes 	<ul style="list-style-type: none"> *Encourage mixed residential where appropriate *Promote infill development where needed 	<ul style="list-style-type: none"> *Identify priority resources *Promote sustainability of resources 	<ul style="list-style-type: none"> *Support measures that improve air quality
Parks & Rec Master Plan	<ul style="list-style-type: none"> *Improve accessibility to all parks *Stabilize and strengthen neighborhoods with parks 	<ul style="list-style-type: none"> *Increase of jobs opportunities (staffing) *Increase budget through funding options 	<ul style="list-style-type: none"> *Improve trails and greenspace options *New greenways & paths 		<ul style="list-style-type: none"> *New aquatics facility 	<ul style="list-style-type: none"> *Increase park and rec programming *New multipurpose fields

Plan	Land Use & Zoning	Economic Development	Transportation	Housing	Cultural Resources	Environment
Downtown Master Plan	<ul style="list-style-type: none"> *Pursue infill dev and mixed use development 	<ul style="list-style-type: none"> *Redevelop former county jail into mixed use site *Create financing efforts & incentives for developers *Recruit more restaurants and retail options 	<ul style="list-style-type: none"> *More pedestrian and streetscape improvements *On-street parking & walkability *Create a bicycle network 	<ul style="list-style-type: none"> *Attract better jobs *Increase educational opportunities *Job training partnerships 	<ul style="list-style-type: none"> *Create a town green area *Beautification & landscaping improvements *Outdoor amphitheater *Public arts and events 	
Northside Redevelopment Plan	<ul style="list-style-type: none"> *Neighborhood blight stabilization *Reinvestment in housing *Protect & retain existing residents 	<ul style="list-style-type: none"> *Promote mixed retail & commercial options *Provide access to medical & health care services *More employment options & services *Offer incentives for mixed use development 	<ul style="list-style-type: none"> *Connect downtown area across RR tracks *Provide safe & clean multimodal options & buses *Improve accessibility to schools & parks 	<ul style="list-style-type: none"> *Protect & retain existing residents *Reinvest in housing *Blight removal programs 		<ul style="list-style-type: none"> *Protect historic areas *Preserve & update green space & parks
Fairburn Road Corridor Plan		<ul style="list-style-type: none"> *Catalytic sites for econ redev *Increase real estate values *Encourage local shopping *Reduce transportation costs 	<ul style="list-style-type: none"> *Conversion of segment into a local street *Multimodal transportation options *Streetscape and pedestrian improvements *On-street parking *Safety & Connectivity improvements *Reduce traffic congestion 			<ul style="list-style-type: none"> *Promote healthy lifestyles *Promote mental health & wellbeing *Improve air & water quality

Plan	Land Use & Zoning	Economic Development	Transportation	Housing	Cultural Resources	Environment
City Housing Assessment	*Rezone and add categories to improve housing mix	*Revitalize downtown by identifying new residential opportunities *Provide public investment in land & housing		*Create new varied housing stock *Rehab homes and neighborhoods for safety		
Public Arts Master Plan		*Strengthen the brand & stature of the city *Promote & support econ dev through investments in public spaces *Use public art to promote tourism & Goodwill			*Enhance public spaces for residents and visitors via art *Establish standards of excellence for public art *Celebrate cultural diversity & sense of identity	
Town Center Implementation Strategy	*New City Hall site prep *New hotel development *Prepare zoning updates *Upgrade codes & property maintenance *Signage & wayfinding improvements	*Storefront preservation *Utilization of alleyways *Diversify retail options *Look at tax abatements	*Improve pedestrian access and safety *Traffic calming measures *Bus/shuttle service *Parking management *Streetscape improvements	*New housing/mixed use developments *Rental registries & home ownership incentives	*Promotion of events in the Town Center *Improve downtown aesthetics *Investment in parks & open spaces	
Dallas Highway LCI Study	*Rezoning of sites into activity nodes		*Multimodal transportation options *Complete street improvements		*Utilization of placemaking options	

Plan	Land Use & Zoning	Economic Development	Transportation	Housing	Cultural Resources	Environment
Bike and Ped Connectivity Plan			<ul style="list-style-type: none"> *Complete gaps in pedestrian network *Ensure safe connectivity to parks & schools *Connect employees to job centers *Improve multimodal safety *Reduce vehicle crashes & fatalities 		<ul style="list-style-type: none"> *Encourage healthy lifestyles *Promote outdoor physical activity *Connects paths to parks 	
2018 Comprehensive Plan	<ul style="list-style-type: none"> *Direct development where infrastructure exists *Promote intergovernmental coordination for future development *Encourage development around activity centers 	<ul style="list-style-type: none"> *Focus development in depressed areas *Locate transportation facilities near activity nodes *Promote opportunities for large and small businesses *Utilize media sources to provide economic data *Support job training and workforce development 	<ul style="list-style-type: none"> *Incorporate multimodal facilities in the network *Provide safe and accessible facilities *Connectivity to activity centers *Promoting safety for all modes 	<ul style="list-style-type: none"> *Encourage mixed residential where appropriate *Promote infill development where needed 	<ul style="list-style-type: none"> *Identify priority resources *Promote sustainability of resources 	<ul style="list-style-type: none"> *Support measures that improve air quality

EXISTING CONDITIONS

PEOPLE

POPULATION

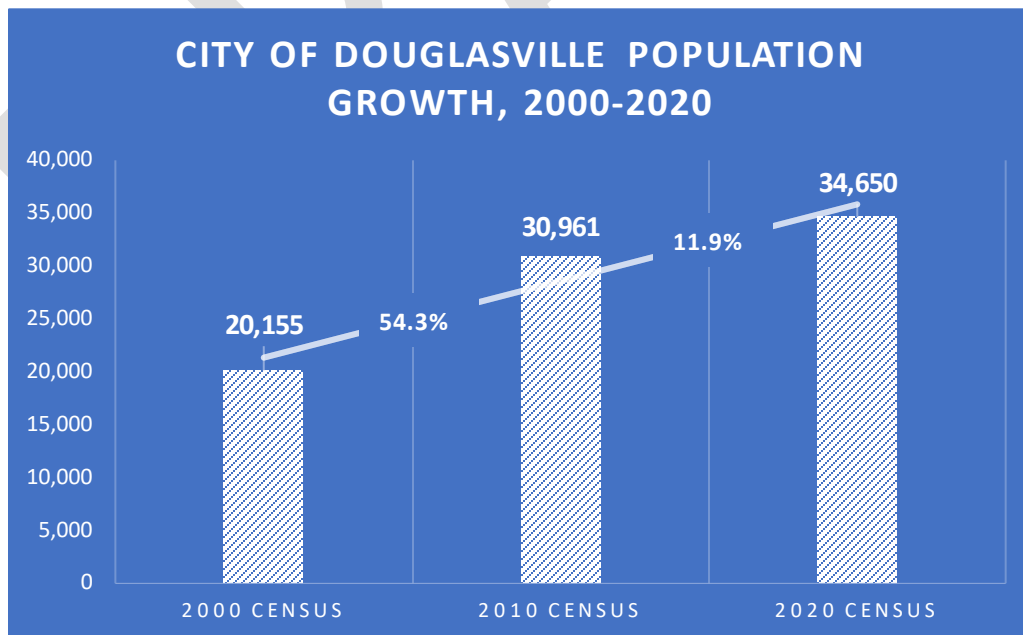
The City of Douglasville population in 2020 was 34,650. The population has grown by 3,689 people, or 11.9%, since 2010, according to the decennial U.S. Census 2020 data, and 71.9% since 2000. In comparison to surrounding cities, **the City of Douglasville had the third highest population growth rate between 2010 and 2020**, with the City of Villa Rica having the highest at 21.5%. However, Douglasville also experienced the third highest population growth rate of 72.7% between 2000 and 2020.

Most of the growth over the past ten years in the City of Douglasville has taken place in the southern and central portions of the city. It is expected that Douglasville's population will continue to grow over the 20-year planning horizon.

Table 1: Population Growth, 2000-2020

Population	2000 Census	2010 Census	2020 Census	% Change (2010-2020)	% Change (2000-2020)
Douglasville	20,065	30,961	34,650	11.9%	72.7%
Douglas County	92,174	132,403	144,237	8.9%	56.4%
Austell	5,635	6,581	7,713	17.2%	36.8%
Villa Rica	4,134	13,956	16,970	21.5%	310.4%

Figure 4: Population Growth, 2000-2020



HOUSEHOLDS

According to the 2020 US Census, the total number of housing units in the City of Douglasville is 13,655, which represents a 72.6% increase, or 5,745 additional housing units, since 2000. The total number of households in 2020 – defined as all the people who occupy a housing unit – is 12,672. The total number of Households have increased by 74.2% since 2000 and 13.8% since 2010.

In 2020, there were 2,096 single-parent households with at least one child under the age of 18. The number of single-parent households has increased since 2000 as have non-family households.

Small households demonstrated the highest growth rate between 2000 and 2020, with 1-person households having increased at a rate of 122.8%. Over the same period, the number of 2-person households increased by 90.5%, while the number of 4 or more households only increased by 42.1%.

Almost one third of the households have children under the age of 18 at 30.3%, however this type of household grew the least between 2000 and 2020. This is consistent with both the state and the national trends of a decreasing number of households of married families with children but an increase in the number of households of people living alone.

Households receiving the Supplemental Nutrition Assistance Program (SNAP) in 2020 number 361 and make up 2.8% of all the households in the County. This is extremely low in comparison to the nation (24.4%) and state's (26.7%) share of households on SNAP.

The 2020 average household size in City of Douglasville is 2.52, which is a 6.0% decrease from 2000.

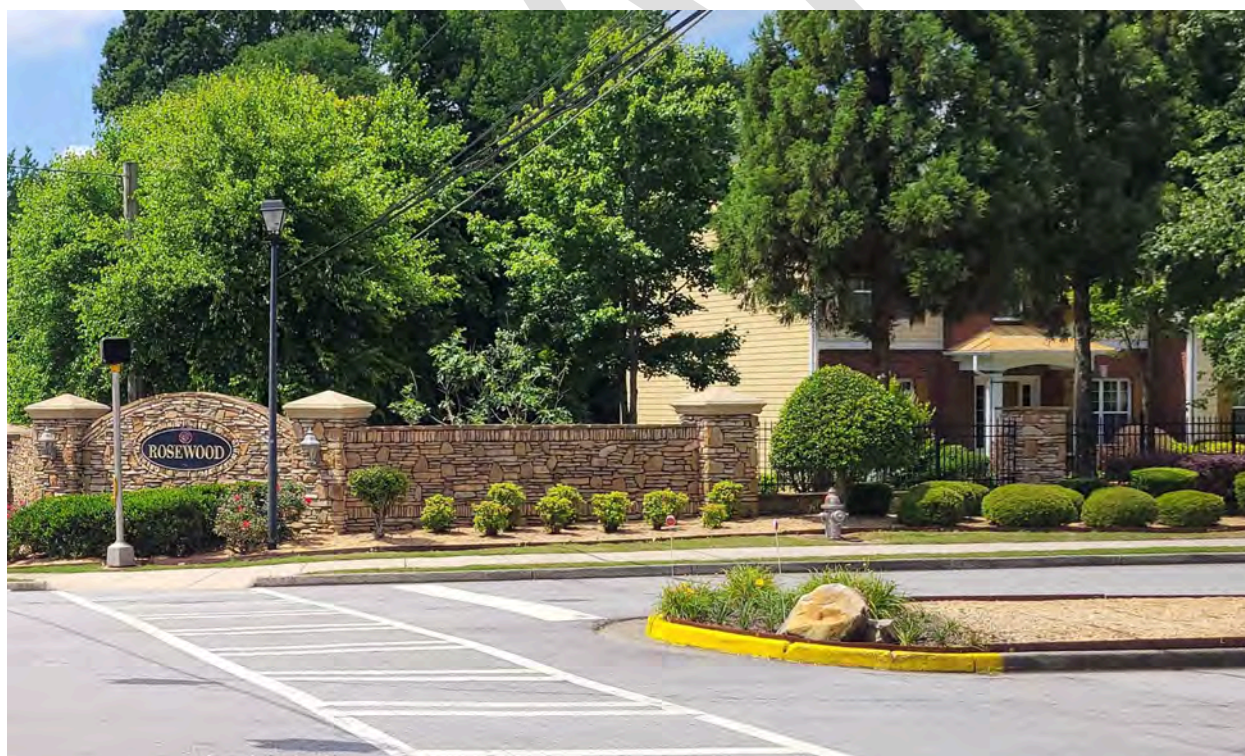


Table 2: Households in City of Douglasville, 2000-2020

	2000 Census ACS	2020 Census ACS	Percent Change 2000-2020
Total Housing Units	7,910*	13,655	+72.6%
Total Households	7,275	12,672	+74.2%
Family	5,103	8,082	+58.4%
W/ Children <18	3,182	3,840	+35.8%
Single-Parent	1,199	2,096	+183.8%
Non-Family	2,219	4,590	+106.9%
1 Person	1,676	3,734	+122.8%
2 Person	2,256	4,297	+90.5%
3 Person	1,478	1,990	+34.6%
4+ Person	1,865	2,651	+42.1%
Average family size	3.20	3.13	-2.19%
Average Household size	2.68	2.52	-6.0%
Receiving SNAP	537	361	-32.8%

*Indicates data source is from the Decennial Census Survey

AGE

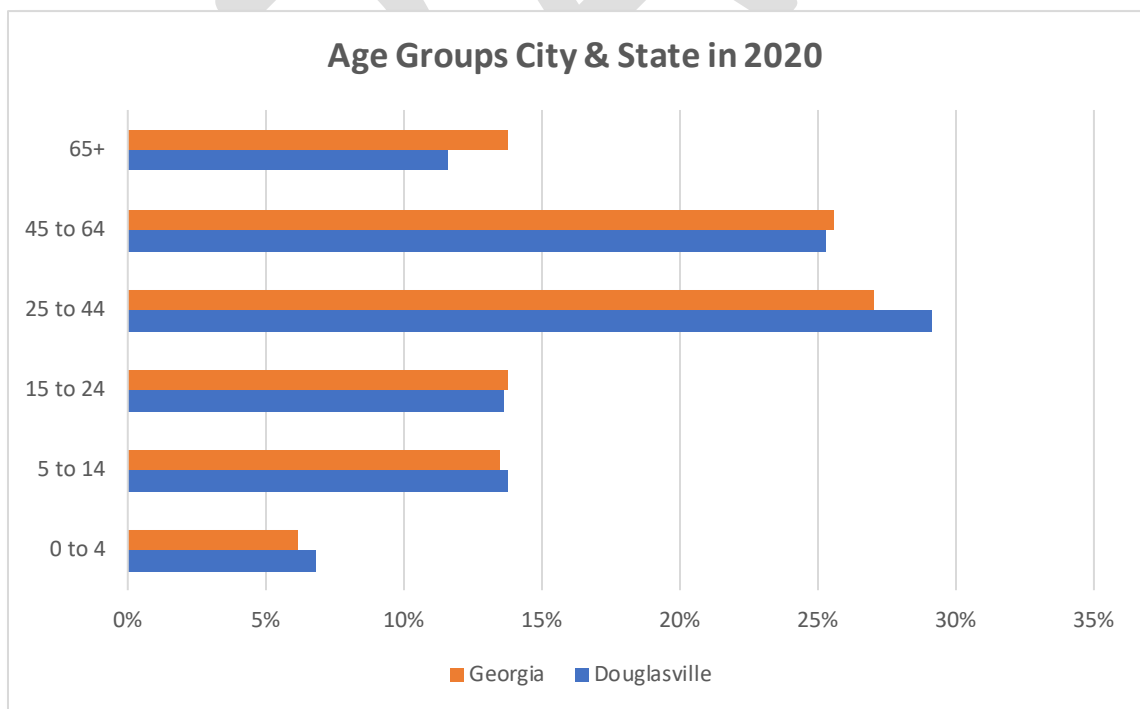
The median age in the City of Douglasville is 36.7 years old, as reported in the 2020 American Community Survey (ACS). The City's median age has steadily increased since 2000, with the highest increase being between 2010 and 2020. In 2000, the median age was 31.1, then it rose by 1.7 years in 2010 when it reached 32.8. Since 2010, the City's median age has increased by 3.9 years and is about the same as the state's (36.9) median age, but younger than the nation's (38.2) median age by 1.5 years. The median age of the city population is trending older, a pattern also seen in the State's median age.

Age groups data is based on 2020 ACS population estimates for the City of Douglasville, which was 33,035 as opposed to the 2020 Decennial Census population recorded at 34,650. The share of the population 65 years and older increased by 103.4% from 2010 to 2020. Households with children under the age of 18 increased by 10.8% between 2010 and 2020. As the older population is increasing, the median age is also getting older, and the youth population has been decreasing since 2010. Households with retirement income increased by 114% since 2000. In 2020, 1,837 households received retirement income, up from 859 in 2000.

Table 3: Age Distribution in City of Douglasville, 2000-2020

Age groups	2000 Decennial Census	2010 ACS Census	2020 ACS Census	Percent Change 2000-2020	Percent Change 2010-2020	Georgia 2020 ACS
0-4	1,609 (8%)	2,467 (8.4%)	2,262 (6.8%)	+40.6%	-8.3%	652,0885 (6.2%)
5-14	3,378 (16.8%)	4,873 (16.6%)	4,556 (13.8%)	+34.9%	-6.5%	1,417,390 (13.5%)
15-24	3,080 (15.2%)	3,914 (13.3%)	4,483 (13.6%)	+45.6%	+14.5%	1,450,679 (13.8%)
25-44	6,836 (33.9%)	9,902 (33.7%)	9,589 (29.1%)	+40.3%	-3.2%	2,847,294 (27%)
45-64	3,856 (19.1%)	6,335 (21.5%)	8,329 (25.3%)	+116%	+31.5%	2,689,140 (25.6%)
65+	1,396 (6.9%)	1,876 (6.4%)	3,816 (11.6%)	+173.4%	+103.4%	1,459,361 (13.8%)
Median Age	31.1	32.8	36.7	+18%	+11.9%	36.9

Figure 5: Age Distribution in City of Douglasville and Georgia, 2020



RACIAL & ETHNIC DIVERSITY

The population of the City of Douglasville is becoming more diverse with the largest share of growth of the non-white population being those reporting Black by 16,377 people and two or more races by 1,728 people over the 20 years between the 2000 and 2020 US Census. Other races have added significant numbers to the diversity of the City with 783 reporting as Hispanic or another race since 2000.

The Black population comprises the majority of the population at 65.2% and has increased by 263.8% between 2000 and 2020. The White population is the second greatest share of the population at 21.5% in 2020 and this has decreased by 41.1% between 2000 and 2020. Those reporting two or more races represent almost 7% of the population, while those reporting as Hispanic or another race represent almost 5% in 2020.

Table 4: Race Distribution in City of Douglasville, 2000-2020

	2000 Census		2010 Census		2020 Census		Percent Change 2000-2020
White	12,673	62.9%	11,144	36%	7,459	21.5%	-41.1%
Black	6,208	30.8%	17,297	55.9%	22,585	65.2%	+263.8%
Two/ More Races	475	2.4%	855	2.8%	2,203	6.4%	+363.8%
Asian	--	0.0%	559	1.8%	650	1.9%	--
Native American	--	0.0%	70	0.2%	145	0.4%	--
HI Native/Pac. Islander	--	0.0%	18	0.1%	26	0.1%	--
Other & Hispanic	799	4%	1,018	3.3%	1,582	4.6%	+98%
TOTAL	20,155		30,961		34,650		71.9%

HEALTH & WELLNESS

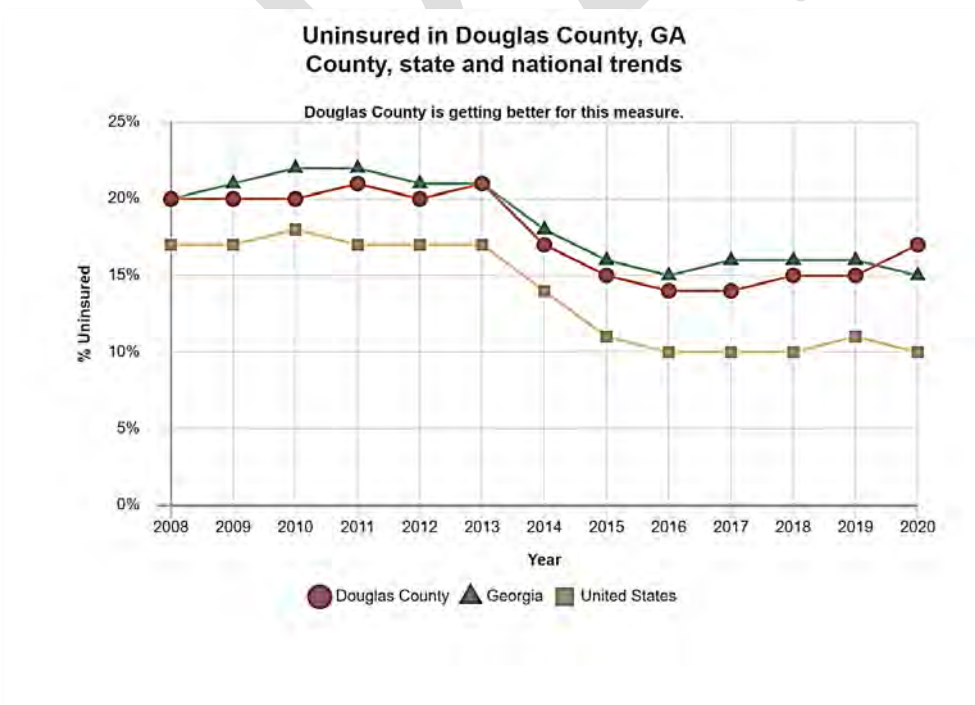
Among the 159 Georgia counties, Douglas County ranks as one of the healthiest counties in the state according to a nationwide analysis by the Robert Wood Johnson Foundation. Based on the study, the County has less alcohol-impaired driving deaths, less teen births, less violent crime, and more access to exercise opportunities than the statewide averages.

The County is on par with and shares the statewide averages for excessive drinking, uninsured children, children in poverty, high school completion, and motor vehicle crash deaths. Similar to the state, the leading causes of death in Douglas County are Heart Disease and Cancer, both of which have been linked to obesity.

There are a few measures for which Douglas County is performing below the Georgia averages; the County has less access to healthy foods, more drug overdose deaths, more suicides, and slightly more adult obesity and adult smoking than the statewide averages. Some of the key indicators from the Robert Wood Johnson Foundation include:

- Health Factors Ranking – Ranked 44 out of 159, or top 28%, of Counties in Georgia. Health factors represent the factors that can be modified to improve the length and quality of life for residents such as access to quality clinical care, individual health behaviors, socioeconomics, and environment.
- Health Outcomes Ranking – Ranked 31 out of 159, or top 19%, of Counties in Georgia. Health outcomes represent how healthy a County is today, in terms of the length and quality of life.
- Drug Overdose Deaths – 19 per 100,000. The rate of overdose deaths in Douglas County is at a higher rate than the state of Georgia.
- Driving Deaths – 20 per 100,000. The rate of driving deaths in City of Douglasville is 6% higher than the statewide rate.
- Access to Exercise Opportunities – 78% of people live close to a park or recreation facility. This is 3% higher than the state average of 75%.
- Uninsured population in Douglas County is 17% (see Figure 6). The share of people under age 65 without health insurance in the County is 2% higher than the statewide share.

Figure 6: Uninsured in Douglas County, State and United States, 2008-2020



PROSPERITY

INTRODUCTION

The City of Douglasville's economy is steadily expanding. The growth rate between 2010 and 2020 was moderate at 12%. The largest employment sectors are Retail Trade and Health Care and Social Assistance. The fastest growing sector was Wholesale Trade. While the Retail Trade sector is the largest employment sector in 2020, it is also the sector that lost the most jobs between 2010 and 2020, followed by the Educational Services sector. The majority of the City of Douglasville residents work outside the County.

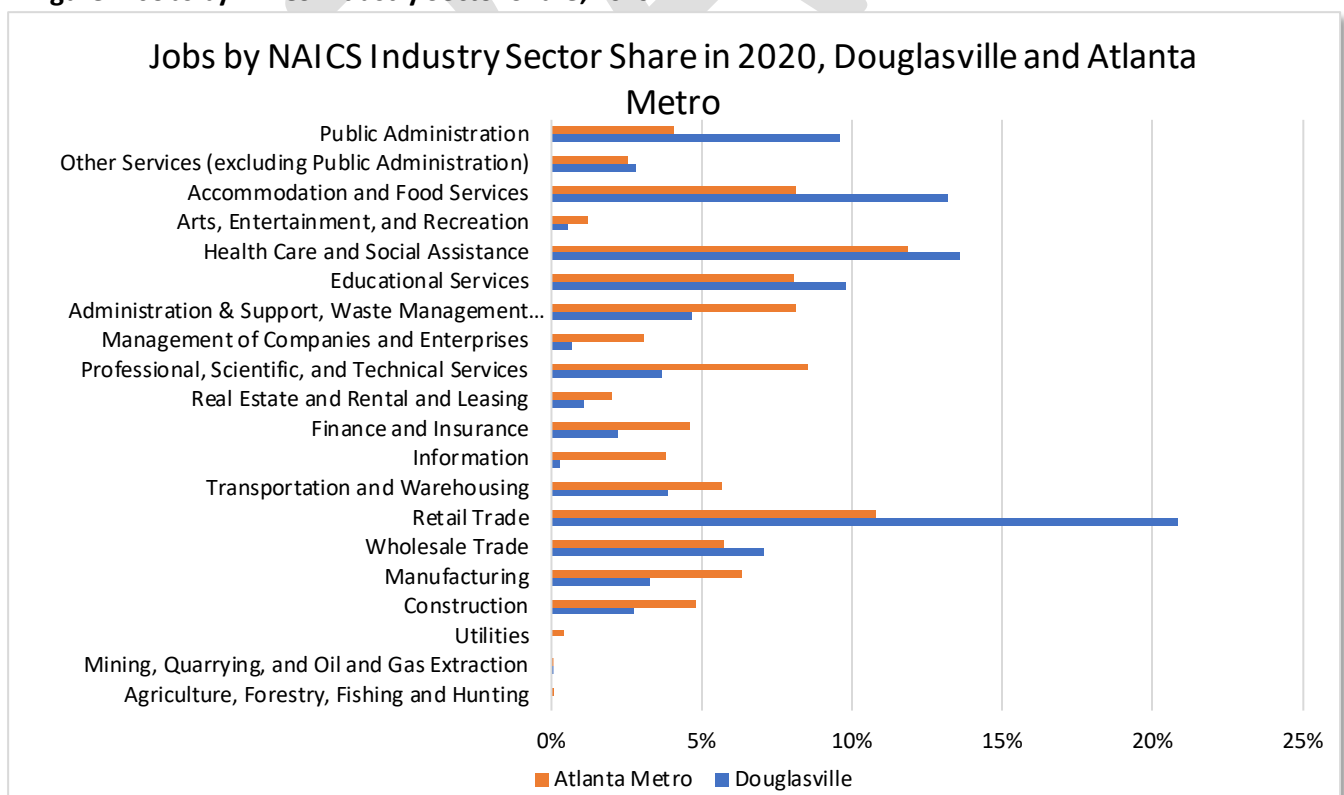
The City's 2020 median household income of \$63,858 is increasing and slightly higher than the state's \$61,224, but lower than the Atlanta Metropolitan Area's median household income of \$71,193.

EMPLOYMENT

The number of jobs in the City of Douglasville is increasing. The total number of civilian jobs in City of Douglasville has increased by 4,102 jobs since 2002 to 19,721 in 2020, with a growth rate of 12%. The fastest growing employment sector in terms of number of jobs between 2010 and 2020 was the Wholesale Trade sector, which grew by 1,047 jobs. The second fastest growing employment sector between 2010 and 2020 is the Health Care and Social Assistance sector, which grew by 810 jobs, and the third is the Public Administration sector, which grew by 518 jobs. The industry that lost the most jobs between 2010 and 2020 is Retail Trade, which lost 973 jobs.

Similar to the Atlanta Region, the Retail and Health Care industries are the largest industrial sectors in Douglasville and offer an opportunity for future job recruitment and economic growth.

Figure 7: Jobs by NAICS Industry Sector Share, 2020



OCCUPATIONS

The top 3 employment industries that made up the most share of jobs within the County in 2020 are Retail Trade at 20.8%, Health Care and Social Assistance at 13.3%, and Accommodations and Food Services at 13.2%.

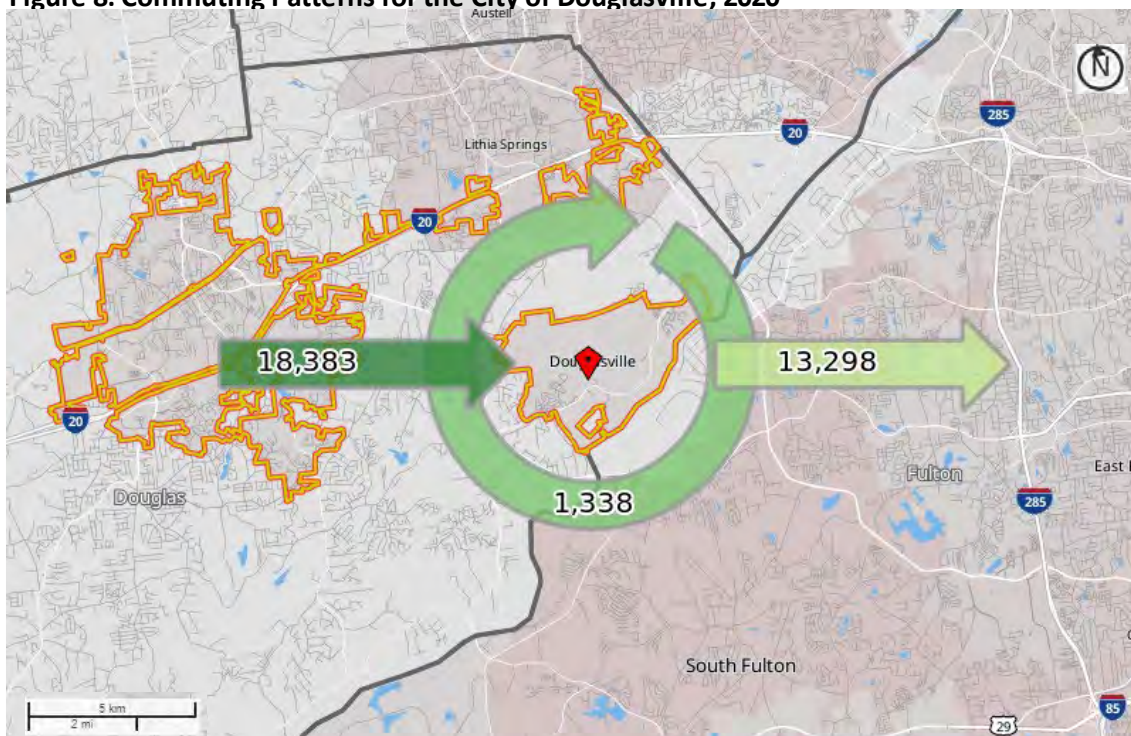
In 2020, the median household income was \$63,858 and the mean was \$76,924. The City's median household income was slightly higher than the State's at \$61,224, but the City's mean household income was lower than the State's at \$85,691 in 2020.

WORKFORCE

Since 2015, when it reached 11.6%, the unemployment rate in the City of Douglasville has been trending downward, reaching a low of 8.1% in 2020. Between 2010 and 2020, City of Douglasville's unemployment rate reached the highest point in 2013 when it was 12.2%, but it has been mostly decreasing since then. In 2020, the City had a higher unemployment rate than the state by 2.5%.

A large majority (90.9%) of Douglasville's employed residents commute out of the City to work, according to 2020 U.S. Census Data. As shown in Figure 8 below, 13,298 of Douglasville's employed population (14,636) worked outside the City in 2020 represented by the light green arrow. On the other hand, shown with the dark green arrow, 18,383 people commuted to work inside the City. There are a total of 1,338 city residents who both lived and worked within the City, represented by the circular arrow in Figure 8. More analysis and monitoring should be conducted on regional trends in economic development and job retention strategies for Douglasville residents.

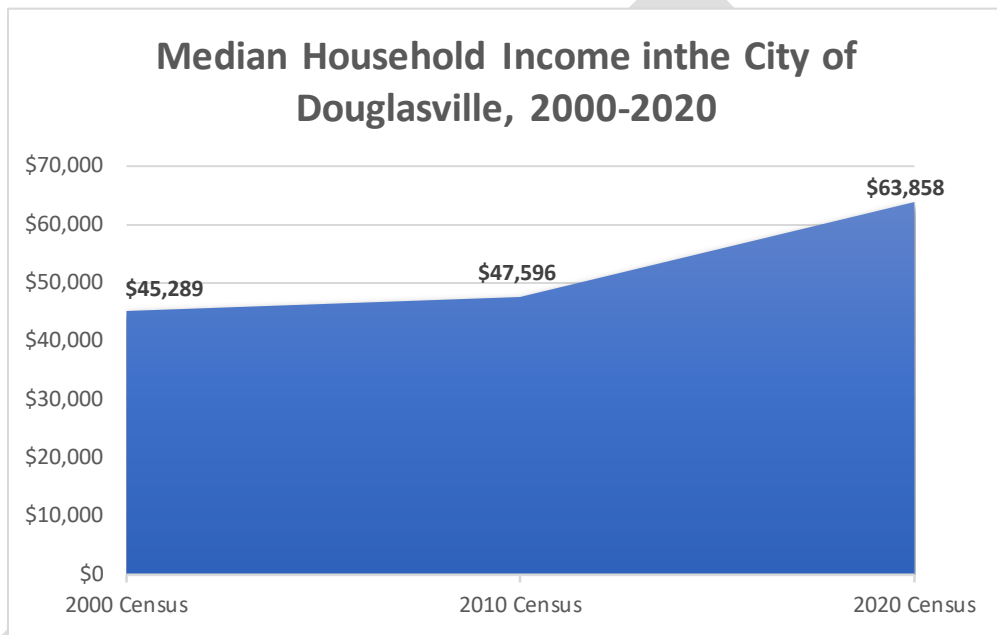
Figure 8: Commuting Patterns for the City of Douglasville, 2020



PERSONAL PROSPERITY

The City of Douglasville's median household income was \$2,634 greater than the state of Georgia in 2020. The median household income for the City of Douglasville was \$63,858 in 2020. Since 2010, the median household income has increased by 34.2% up from \$47,596. During this same time period, the state's median household income increased 31.9% from \$46,430 to \$61,224.

Figure 9: Median Household Income, City of Douglasville, 2000 – 2020



The Poverty Rate in the City of Douglasville is 11.8%, as estimated in the 2020 ACS. Since 2012, the poverty rate has decreased by 31%. White residents are at most risk for poverty in the City of Douglasville with a poverty rate that is 4.2% higher than it is for the Black population. Table 5 provides the poverty rates for 2020 in City of Douglasville based on age, race and overall, in comparison to that of the State's in the same year.

Table 5: Poverty Rate, City of Douglasville, 2020

Poverty Rate by Race and Age	City of Douglasville (2020)	Georgia (2020)
Overall Rate	11.80%	14.30%
Under 18 Years	19.10%	20.10%
18-64 Years	9.10%	12.90%
65 Years and Over	10.60%	10.10%
Black or African American	10.30%	20.10%
White	14.50%	10.70%

Homeownership in City of Douglasville is high, but showing signs of a slight decline. The homeownership rate in 2020 was strong at 47.9%, which is just 5.6% lower than it was in 2010. The City has a lower rate of homeownership than Douglas County by 17.6% and the State of Georgia by 6.8%, which have both seen a similar decrease in homeownership since 2010.

A significant segment of Douglasville’s residents are cost-burdened by housing, with renters bearing the brunt of high housing costs. Almost half of all renters, 47.8%, pay more than 30% per month of their gross income in housing costs, compared to 19.4% of homeowners in 2020.

EDUCATION

The adult population living in the City of Douglasville is becoming more educated. Between 2010 to 2020, there was a 53.9% increase of adults over the age of 25 with either a Bachelor’s, Graduate or Professional Degree. Also in 2020, the share of adults with either a Bachelor’s, Graduate or Professional Degree in City of Douglasville was slightly higher than the state average.

Based on 2020 Census data, the total enrolment in kindergarten through 12th grade for the City of Douglasville was 6,085 students.

In 2019, the Douglas County school system’s overall performance score was on par with the state. The school system rated a 75.9% in the College and Career Ready Performance Index (CCRPI) in 2019, while Georgia as a whole performed at the same level. This translates to the County school system scoring higher than 67% of the districts in the state.

Increase in number of students who are graduating high school. In 2019, 87.4% of Douglas County students graduated high school in four years, while the state had a percentage of 82%. Between 2017 and 2019, the school district’s college and career readiness score increased by 9.3%.

Subject level proficiency in Douglas County Middle Schools is high compared to the State of Georgia. For the 2018-2019 school year at Douglas County Middle Schools, 37.2% of middle school students were proficient in English compared to 33.7% in the state.

PLACE

INTRODUCTION

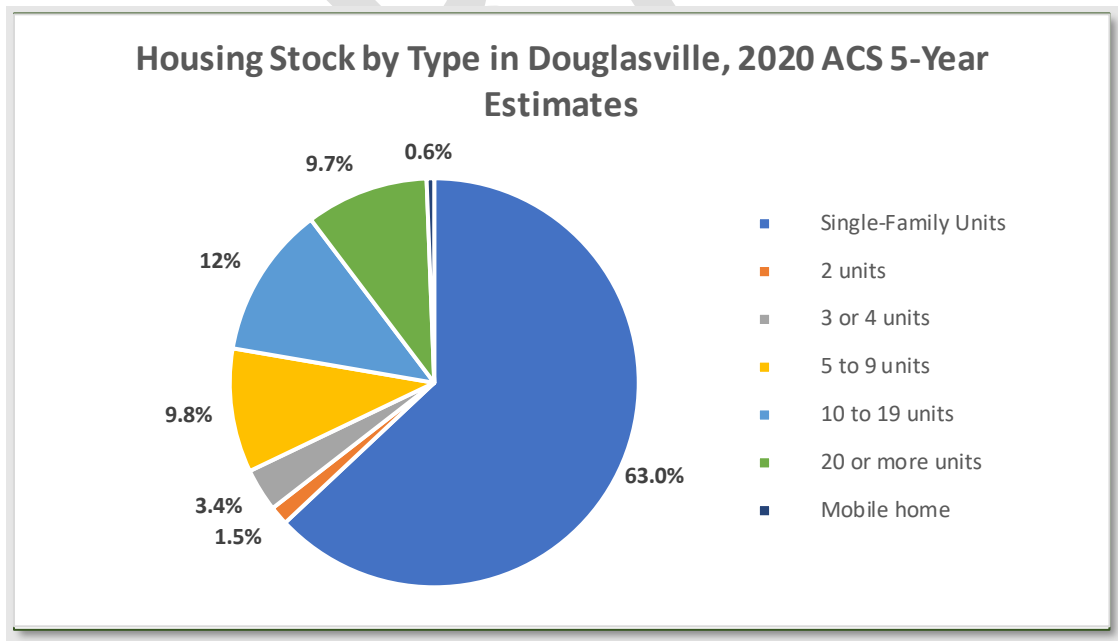
With a total of 22.6 square miles, the City of Douglasville is right off of Interstate 20 (I-20) with three interstate exits providing access to the city. Additionally, the city is conveniently located only 22 miles from downtown Atlanta and is even closer to the Sweetwater Creek State Park. The city's undeveloped land is seeing more residential and commercial development, and the population is expected to continue growing.

HOUSING

There has been moderate growth in the overall number of housing units in the City of Douglasville. Between 2010 and 2020, 701 new housing units were added to the City's housing stock, representing a growth rate of 5.4%. This was slightly higher than Douglas County's growth rate of 4.3% during the same time period and only slightly less than the State's 7.7% growth rate of dwelling units. Although only 7.2% of the current housing units are vacant, the vacancy rate among owner-occupied housing increased by 2.5%, while renter-occupied housing has decreased by 3.7% since 2015.

The housing stock is fairly diverse, with the majority being single-family homes at 63%, and 37% being multifamily options and the remaining being mobile homes (See Figure 10 below). Of the 63% of single-family homes, 57% are detached and 6% are attached. Of the 37% of multi-family homes, the majority is 10-to-19-unit apartment complexes representing 12% of the housing stock, followed by 20 or more-unit complexes at nearly 9.7%. The medium density housing, 2-to-9-unit complexes represent 14.7% of the housing stock combined, with 5-to-9 units making up the highest share of this housing type at 9.8%.

Figure 10: Housing Stock by Number of Units, 2020 ACS



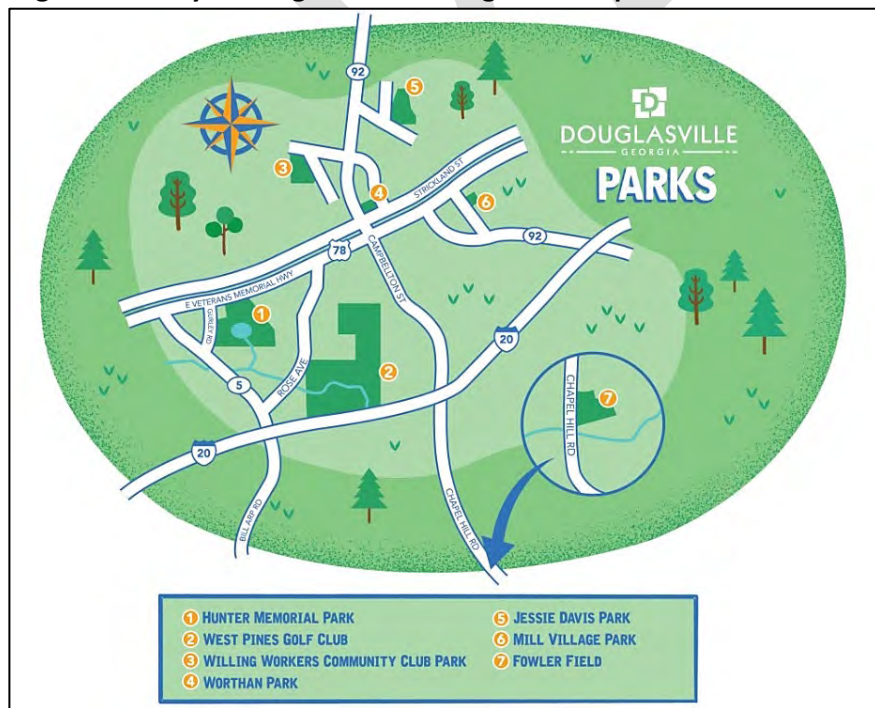
The housing stock is fairly recent, with the majority (63.6%) of the existing homes being built in 1990 or later. Of this 63.3%, most were built between 2000 and 2009, representing 35.2% of the housing stock. The remaining 36.4% were built in 1980 or earlier. The County has experienced more recent housing construction in 2014 and after than the state by 0.7% with a total of 4.3% of the housing stock being built during this time period. This is consistent with trends showing the city having a healthy job market, an increase in median household income in the area, and an increase in retirees. These factors contributed to more builders focusing on the City of Douglasville.

PARKS & RECREATION

There are a total of eight (8) parks in the City of Douglasville. Figure 11a displays seven of the eight parks in the city, as the eighth park, Douglasville Town Green, is currently under construction, see Figure 11b for the concept design rendering of the Town Green. While supporting these existing parks in the City, residents have expressed a desire for increased multi-modal connectivity to parks and recreation facilities as well as additional sports fields, playgrounds, trails and multi-use paths. The majority of the parks are in the central portion of the city limits, with three located in Ward 3, three in Ward 2 and one in Ward 4.

The most recent [Parks Master Plan](#), conducted by LOSE Design in 2018, recommended two additional city parks facilities be developed in the east side of the City, which are currently in progress according to the [Parks and Recreation Master Plan 2023 Update](#). In the last few years, the City has made great strides in updating park amenities such as replacing benches, picnic tables, basketball courts and other park furnishings. Major improvements have been completed in several parks including Mill Village Park and Willing Workers Park. For a complete list of all the improvements made in the last few years, refer to the Parks and Recreation Master Plan 2023 Update.

Figure 11a: City of Douglasville Existing Parks Map



Source: City of Douglasville Parks and Recreation

Figure 11b: Douglasville Town Green Rendering



Source: City of Douglasville Website

The Douglasville Town Green is a multi-phase project located in the heart of downtown Douglasville that includes the construction of an outdoor Amphitheatre and green space, in addition to civic buildings, retail and residential spaces. This project began in June of 2020 with the demolition of the old County Jail Site and installation of utilities and construction is already underway. The Town Green is intended to become the cultural, civic and entertainment center of Douglas County as well as provide high quality of life amenities to local Douglasville residents.

Jessie Davis Park, located off of Dallas Highway and in Ward 3, has planned renovations currently underway, and once finished will enhance the parks and recreation opportunities in Douglasville. The renovations will include a new gymnasium, a senior center, community center and a Zero Entry Swimming Pool, synthetic turf football field, playground, picnic shade shelters, walking trails, six basketball courts, additional parking and new landscaping. See Figures 12 and 13 below the concept designs for the overall park site and building.

Figure 12: Proposed Building 1 at Jessie Davis Park



Source: City of Douglasville Parks and Recreation Website

Figure 13: Jessie Davis Park Site Renovations Concept Design



Source: GMC Landscape Architecture Department

DRAFT – August 25, 2023

POPULATION PROJECTIONS

ANALYSIS OF GROWTH TRENDS

Beginning with a review of the existing local growth and development plans, the actual population data over time along with the expected growth trends will establish a reasonable baseline for population projections.

An analysis of the historical population changes for the City between 1970 and 2020, along with comparisons of the State of Georgia, is shown in Table 6 below:

Table 6: Population Change by Decade, 1970 to 2020

Year	City of Douglasville		Georgia	
	Total Population	% Change*	Total Population	% Change*
1970	5,472	--	4,589,575	--
1980	7,641	39.6%	5,463,105	19.03%
1990	11,635	52.3%	6,478,149	18.6%
2000	20,065	72.5%	8,186,453	26.4%
2010	30,961	54.3%	9,687,653	18.3%
2020	34,650	11.9%	10,711,908	10.6%
Change 1970-2020	29,178	533.2%	6,122,333	133.4%

Source: U.S. Census Bureau Decennial Census, 1970-2020

City of Douglasville saw consistent growth at an average of 46.1% per decade over the past fifty years. The highest growth occurred between 2000 and 2010 when it gained almost 11,000 residents and its lowest between 2010 and 2020 when it gained a little over 3,600 residents. The City grew at a much faster rate than the State in the past five decades.

Regarding existing projections for the City of Douglasville, there are two sources available on a countywide basis for Douglas County, the 2020 Georgia Governor's Office of Planning and Budget County Residential Projections, and the 2022 Woods & Poole Economic, Inc. Projections. Table 7 contains a summary of the County's existing projections.

Table 7: Summary of Existing Population Projections for Douglas County

Plan/Data Source	2020 Projection	2030 Projection	% Change	2040 Projection	% Change
2020 GA OPB	147,998	161,968	9.4%	173,038	6.8%
2022 Woods & Poole	144,497	166,011	14.9%	188,583	13.6%

Source: 2020 Georgia Governor's Office of Planning and Budget County Residential Projections, and 2022 Woods & Poole Economic, Inc. Projections

These two sources of the population projections differ on the amount, the County population is predicted to grow by an average of 12.2% between 2020 and 2030 and by 10.2% between 2030 and 2040.

METHODOLOGY

To determine future population growth projections for City of Douglasville, the percentage growth is estimated using the available resources. Considering that there is far more undeveloped property in the unincorporated areas of Douglas County, the growth rate for the County is predicted to be much higher than the City which has more limited land available for population growth.

In consideration of the available projections and reviewing their historic accuracy, the baseline growth rates for the purposes of the Comprehensive Plan for the City of Douglasville shall be 8.5% for the period between 2020 and 2030 and 7.5% for the decade between 2030 and 2040. Table 8 presents these baseline growth projections.

Table 8: City of Douglasville Population Growth Projections

	2020 Census	2030 Projection	Change	2040 Projection	Change
City of Douglasville	34,650	37,595	8.5%	40,415	7.5%

Source: U.S. Census Bureau; GMC

COMMUNITY RESOURCES

Mapping a community's various resources is a useful tool in future land use and transportation planning. Identifying these areas and analyzing their spatial relationship and distribution throughout the city can highlight areas that are underserved with facilities such as parks, schools, and retail centers.

The Community Resource Map focused on various community resources spread throughout the City of Douglasville:

- Public Schools (K-12)
- Colleges and Universities
- Parks
- Libraries
- Medical Facilities
- Supermarkets
- SNAP Store Locations
- Health Resources and Services Administration (HRSA) Centers
- Public Transit Stops
- Bicycle and Pedestrian paths

The public school (K-12) locations are concentrated where population is most dense, confirming that school sites are well placed to serve existing communities. There are numerous school options, with Douglas County public schools and many private schools. In addition to K-12 education facilities, Douglasville has higher education facilities as well with the West Georgia Technical College, Georgia Highlands College and Carroll Technical Institute. There is also an abundance of child daycare centers throughout the city and seems to be well distributed in the central portion of the city, however, there could be more in the eastern areas.

This map also illustrates the large gaps in bicycle and pedestrian pathways for Douglasville. Pedestrian pathways are shown as the light green lines. In the denser area of the city, there is much fewer pedestrian pathways than in the Tributary portion of the city. As for bicycle pathways, there is either no data for it or the city is lacking any bicycle infrastructure. There is large potential for both bicycle and pedestrian pathway improvements, namely adding more pathways and connections throughout the city.

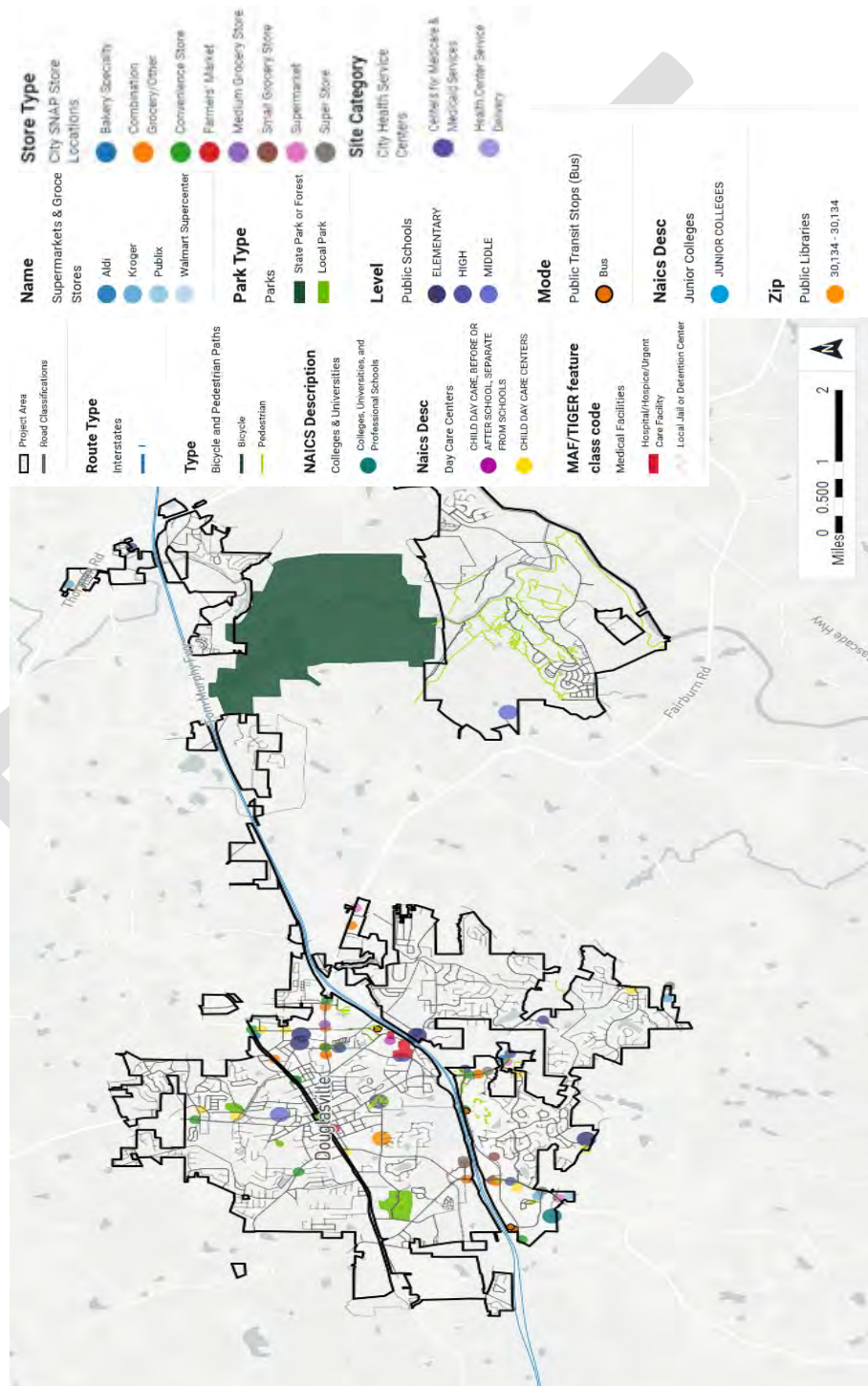
The light blue dots indicate the location of supermarkets and grocery stores, specifically Aldi, Kroger, Publix and Walmart Supercenter. In addition to grocery stores, the map also displays stores that accept SNAP membership as payment (SNAP Store Locations) and most of these stores are located around the same areas as the grocery stores. Easy and quick access Grocery stores and SNAP store locations are essential for providing fresh and healthy food, which is necessary for a good quality of life. Most of the grocery stores and SNAP stores are located near or south of I-20, leaving more than half of the city without quick an easy access to grocery stores. Because of the importance of having access to healthy food, it is imperative for the city to ensure there are a sufficient number of grocery stores and SNAP stores to meet the needs of the entire city.

The city is served by one hospital, the WellStar Douglas Hospital, indicated by the dark red parcel located north of I-20 in the central portion of the City. In addition to hospitals, the map also displays Health Resources and Services Administration (HRSA) Centers, which include health sites ranging from

Medicare & Medicaid Services, Veterans Health Administration, Substance Use Disorder Facilities, Federally Qualified Health Centers and more. There is one public library to serve the entire city, which, like the Hospital, is centrally located. Depending on the needs of the community, there could be an additional library.

Overall, Douglasville has an adequate level of community resources with some room for improvement in the areas of grocery store locations and bicycle and pedestrian pathway extension and connectivity.

Figure 14: Community Resources



DRAFT – August 25, 2023

NATURAL RESOURCES

Watersheds

Douglasville is located in Douglas County, which is home to bodies of water such as the Chattahoochee River, Dog River, Nancy Long Creek, Bear Creek, Anneewakee Creek, and Sweetwater Creek. All of these bodies of waters are associated with the three watersheds within the County. These watersheds, as shown in the Douglas County Watershed map Figure 15 are:

- Gothards Creek Sub Watershed
- Beaver Run Creek Sub Watershed
- Anneewakee Creek Sub Watershed

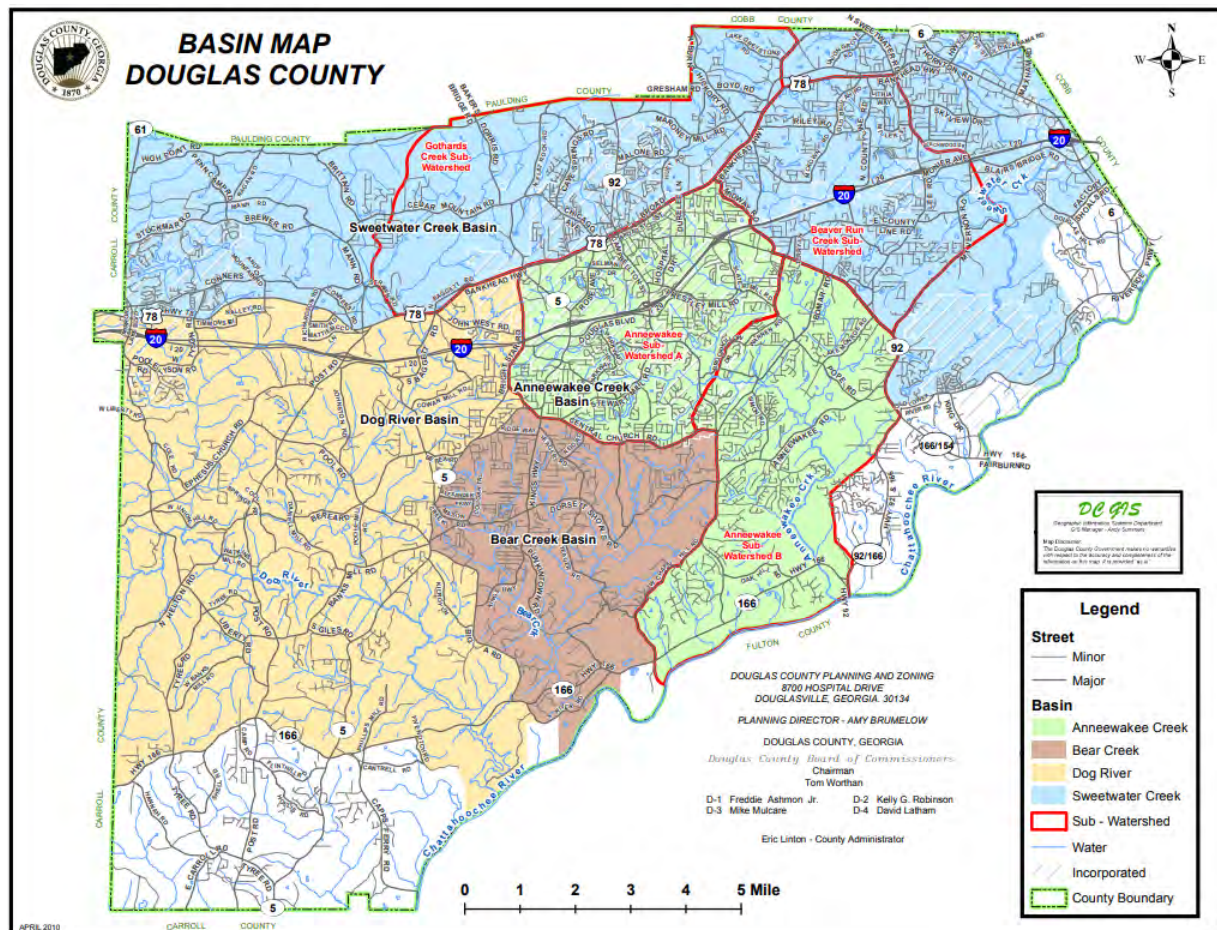
These watersheds map the relationships between the Douglas County's natural water systems and the areas they connect. As such, watershed maps are helpful in identifying areas for conservation and water protection, offering guidance on what kind of development is suitable near these bodies of water.

Covering a significant amount of the 's land area, these watersheds are important factors in the review of potential development patterns than can help meet the community's needs for housing and economic development while remaining environmentally responsible and sustainable.

It is crucial to protect watersheds, waterways and water resources as much as is possible from land development as it can negatively impact the physical, economic and aesthetic components of the city.

In an effort to support and protect its natural resources, with special focus on parks, the City of Douglasville developed a Parks and Recreation Environmental and Sustainability Strategy. In this strategy, the city sets goals such as improving air quality by increasing tree canopy and protecting watersheds by adopting natural resource management practices, along with many more. For the full implementation plan, please refer to the strategy document itself.

Figure 15: Douglas County Watershed Map



Source: Douglas County

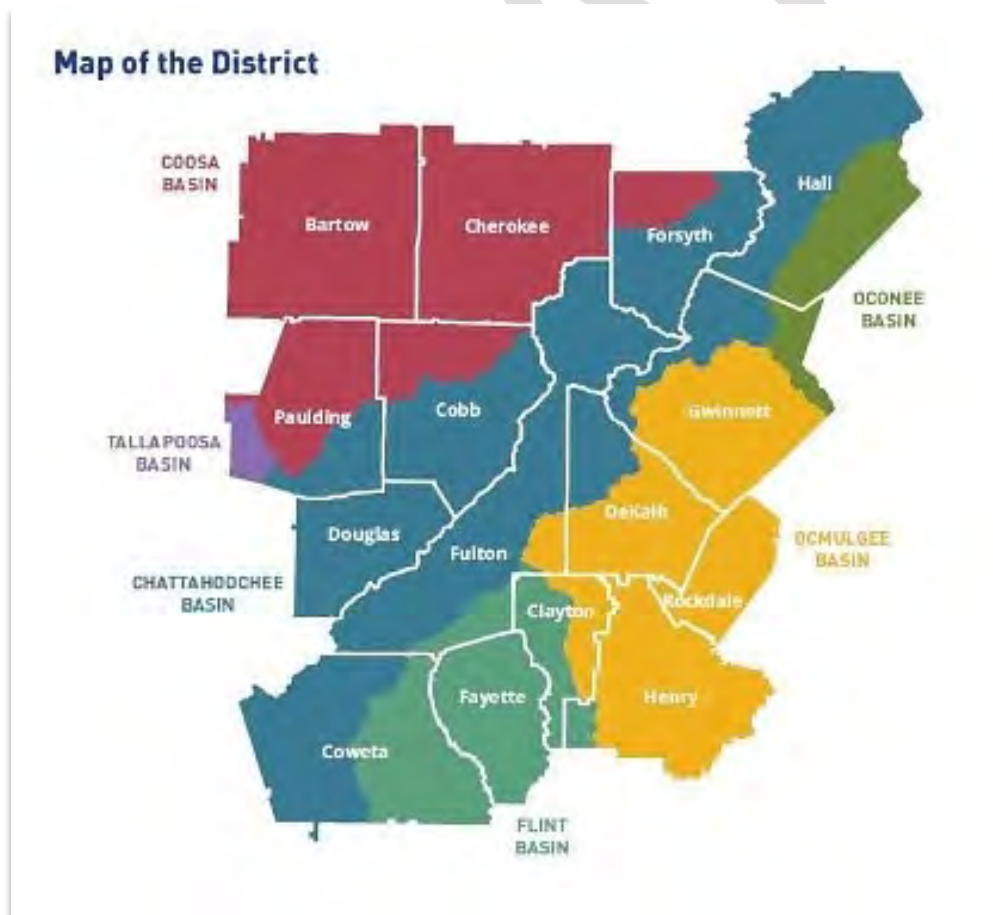
Regional Water Plan

The Georgia Department of Community Affairs (DCA) Minimum Standards and Procedures for Local Comprehensive Planning require local governments to evaluate their Regional Water Plan to assess if additional measures or mitigation efforts are required for compliance. In 2022 the Metropolitan North Georgia Water Planning District conducted an update to the 2017 Water Resources Management Plan. This plan report presented an integrated approach to water resources management for the 15-county water planning district in the areas of Water Supply and Conservation, Wastewater Management and Watershed Management. The plan describes existing conditions and forecasts future conditions of water resources and water, wastewater, and watershed management infrastructure for the region. Components of the Plan are based on data, science, and good stewardship, while it promotes the supply, quality, and recreation of water resources. Additionally, the Plan prescribes methods for water resources management to support the region's economic, environmental, and social well-being.

For Douglasville and Douglas County, providing safe and efficient water wastewater services to local residents will require a continuous coordination and cooperative effort as both local governments work to comply with the applicable management and mitigation measures found in the Plan. Both local governments are in a water planning district forecasted to increase tremendously over the next 20 years. This growth will increase the amount of water related features needed to support the major economic catalysts in the district, specifically water supplies, wastewater treatment, and infrastructure. The projected population increase will affect the volume of wastewater generated while simultaneously creating more demand for groundwater and surface water in the district.

Similar to the population growth, the percentage of water use by sectors such as industrial, ports, tourism, transportation, and government facilities will increase significantly over the next 20 years. Having an adequate and efficient supply of water resources is critical to this district's sustainability and long-term resiliency due to water resource challenges. Therefore, it's imperative for Douglas County to coordinate with other local governments in the district in proactive measures to protect the area's water resources. Some possible measures to address this matter include alternate sources of water supply (where appropriate), maximizing use of existing aquifers, targeting non-point sources of water pollution, and general water conservation.

Figure 16: Metropolitan North Georgia Water Planning District Map



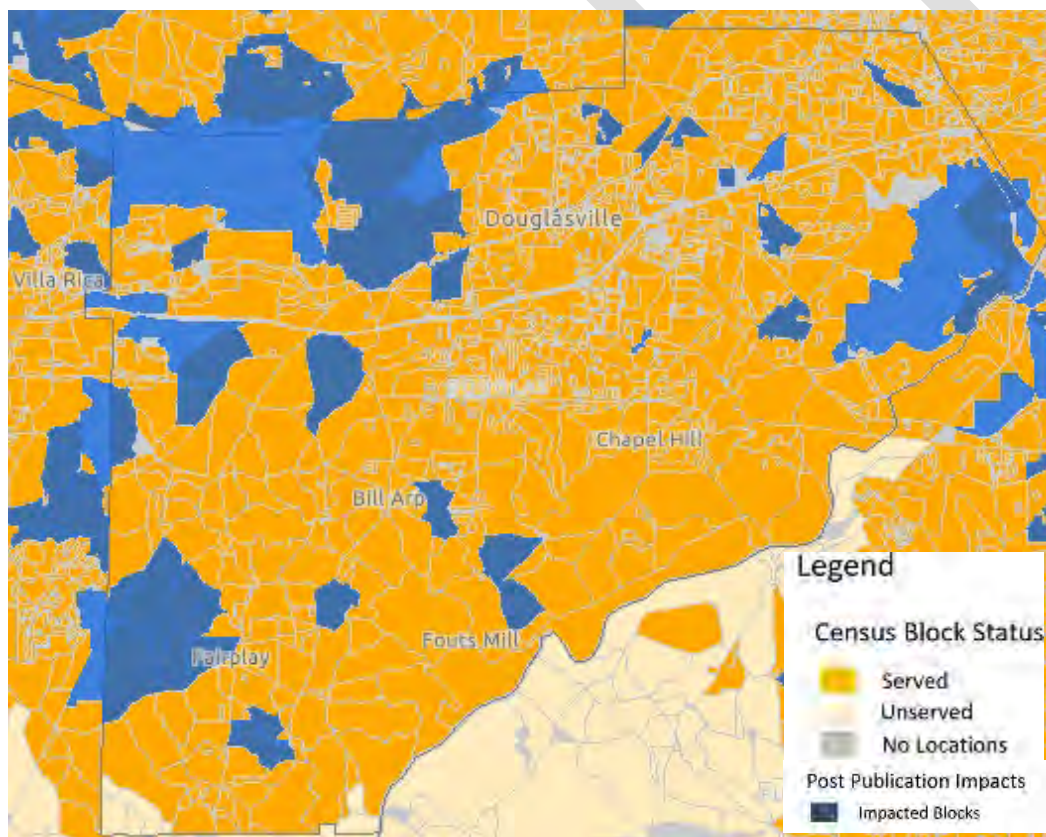
INFRASTRUCTURE

Broadband

In compliance with DCA requirements, this plan provides the following review of broadband services and access within Douglasville. The most recent Georgia DCA Broadband data only offers data on a County and Census Block level. The majority of Douglas County has access to internet service, with only 1% of the residents in the County remaining unserved. Based on this map, the majority of Douglasville has adequate access to Broadband, with only a few instances of instability in the Tributary area.

GA DCA Broadband statistics are based on a fixed, terrestrial broadband definition of 25 Mbps down and 3 Mbps up, and where the broadband service is available to more than 80% of locations in a census block. Census blocks that did not meet this definition are delineated as 'Unserved'. Figure 17 depicts access to broadband in the City of Douglasville, not necessarily current subscriptions to broadband services.

Figure 17: Broadband Service Map



Source: 2022 Georgia Broadband Availability Map, DCA

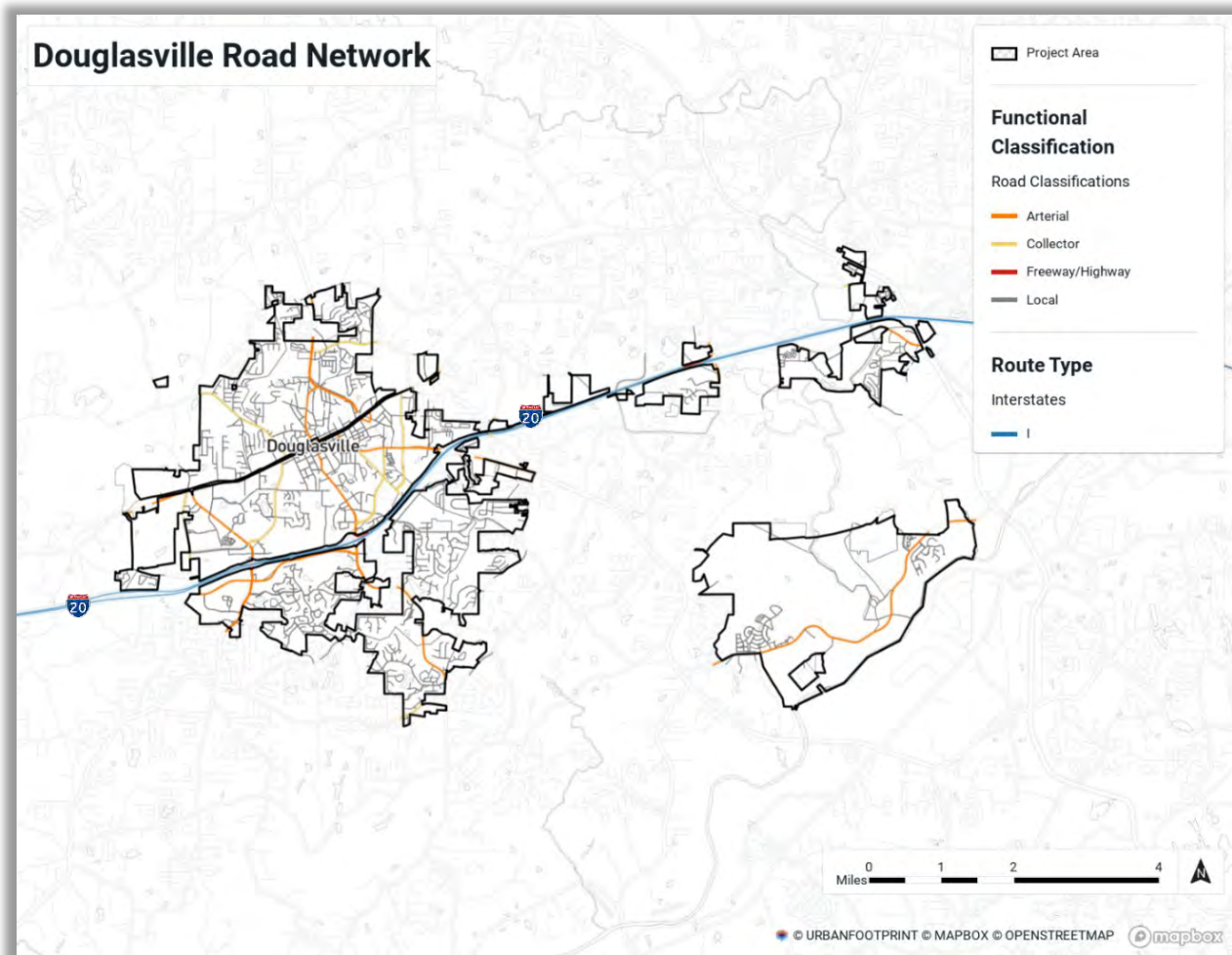
Transportation

Existing Road Network

Douglasville's transportation system has a strong network of arterial, collector, and local roads, with excellent access to Interstate-20 (I-20), which essentially traverses the middle of the City. I-20 has five exits for the City: Exit 44 (GA Highway 6/Thornton Road, Exit 41 (Lee Road), Exit 37 (GA Highway 92/Fairburn Road), Exit 36 (Chapel Hill Road), and Exit 34 (GA Highway 5/Bill Arp Road), which provide regional access for residents of Douglasville and commuters alike. Other major roads, in addition to those that are exits along I-20, include US 78/Veterans Memorial Highway, Dallas Highway, Douglas Boulevard, Riverside Parkway, Campbellton Street, Rose Avenue, and Bright Star Road, all of which connect to collector and local roads to provide safe accessibility to the City. It is important to note that traffic was cited as a major theme and/or concern among the leadership, stakeholders, and residents during the community engagement process, which presents transportation as a high priority for the City to address moving forward. As for public transit, the City utilizes the services of the Connect Douglas Transit Agency, which is owned by Douglas County.

In terms of alternative modes of transportation, the City is lacking a sufficient supply of options. There are many locations in the City where residents and stakeholders have requested sidewalks and bike lanes/trails as needed nonmotorized option for transportation. There are a few stand-alone bike lanes along some of the major roadways but there is still the need to connect parks and other amenities to residential communities with a nonmotorized alternative. There is an existing Bicycle and Pedestrian Connectivity Plan from 2020 as well as other studies such as the Dallas Highway Livable Centers Initiative (LCI) that the City is in the process of implementing some of the recommended improvements to address the need for more nonmotorized alternatives.

Figure 18: Transportation – Existing Road Network



Mobility & Transportation

Annual Average Daily Trip (AADT) Data is provided by the Georgia Department of Transportation (GDOT) Traffic Analysis and Data Application (TADA) for the year 2020. One of the main roadways in Douglasville is Interstate 20, which has 96,500 AADT, representing a slight increase from 2018.

Interstate 20 has 96,500 AADT for the section located between the Lee Road Exit and the Chapel Hill Road Exit, but drops to 87,300 AADT when it passes to the west side of the Chapel Hill Road Exit. It also has significant traffic volumes at specific interchanges. For example, the I-20 interchange with GA Highway 6 (Thornton Road) has over 60,000 AADT, while the I-20 interchange with GA Highway 92 (Fairburn Road) has over 36,600 AADT. The I-20 interchange with Chapel Hill Road has over 34,400 AADT, while the I-20 interchange with GA Highway 5 (Bill Arp Road) has over 35,600 AADT.

In terms of major local roads in Douglasville, GA Highway 6 (Thornton Road) had the highest traffic count just below the interchange with I-20 Interchange at 48,600 AADT compared to GA Highway 92 (Fairburn Road), which had the 2nd highest at 32,700 AADT, just north of the interchange with I-20. Another major local road is GA Highway 5 (Bill Arp Road), which had a count of 25,500 AADT just south

of Stewart Parkway at the Publix Shopping Center. Also, another major local road, Chapel Hill Road, had an AADT of 17,600, just north of the Chapel Hills Golf Club. Other local roadways of note include US 78 (Veterans Memorial Highway/Broad Street), had an AADT of 15,900 as it heads east of Campbellton Street through downtown, Dallas Highway with an AADT of 15,100 just north of Jessie Davis Park, and Riverside Drive, with an AADT of 13,200 as it passes through the Tributary Development towards GA Highway 6 (Camp Creek Parkway). As for rail, Douglasville has a Norfolk Southern line that runs parallel with US 78 (Veterans Memorial Highway) and splits the City in half, North and South.

Other transportation factors to note include studies such as the Dallas Highway LCI Study, the Fairburn Road Corridor Plan, and the Bike and Pedestrian Connectivity Plan, all completed within the last 5 years. They each offer recommendations and solutions for local transportation conditions and are referenced in the Existing Conditions, Infrastructure, and Community Work Plan sections of this report.

Transit is another mode of transportation available in the city of Douglasville. Connect Douglas is the entity created by the Douglas County Board of Commissioners to provide public transportation and mobility services in the County. Some of the service offerings include fixed route bus service, ADA paratransit service, commuter vanpools, and assistance for senior residents and disabled individuals. Douglas County has been providing a vanpool commuter service since 1986 under the name *Douglas County Rideshare*, but the fixed route service and senior resident assistance are relatively new offerings. The entity became Connect Douglas in 2018 with a goal to provide transit and mobility for the entire community. Currently, Connect Douglas provides four fixed routes: Route 10, which provides outbound service to Arbor Place Mall and inbound service to the Connect Douglas Multimodal Transportation Center (MMTC); Route 20, which provides outbound service to West Douglas Park and Ride and inbound service to the Connect Douglas Multimodal Transportation Center; Route 30, which provides inbound service to Tributary Village and inbound service to Interstate West Parkway at Thornton Road; and Route 40, which provides outbound service to the EpiCenter and inbound service to West Douglas Park and Ride.

There is also an Xpress Bus Service to Atlanta operated by the Georgia State Roads and Tollway Authority (GRTA) that is utilized by residents of the City of Douglasville. The following figures show the four routes of Connect Douglas.

Figure 19: Connect Douglas Route 10



Figure 20: Connect Douglas Route 20

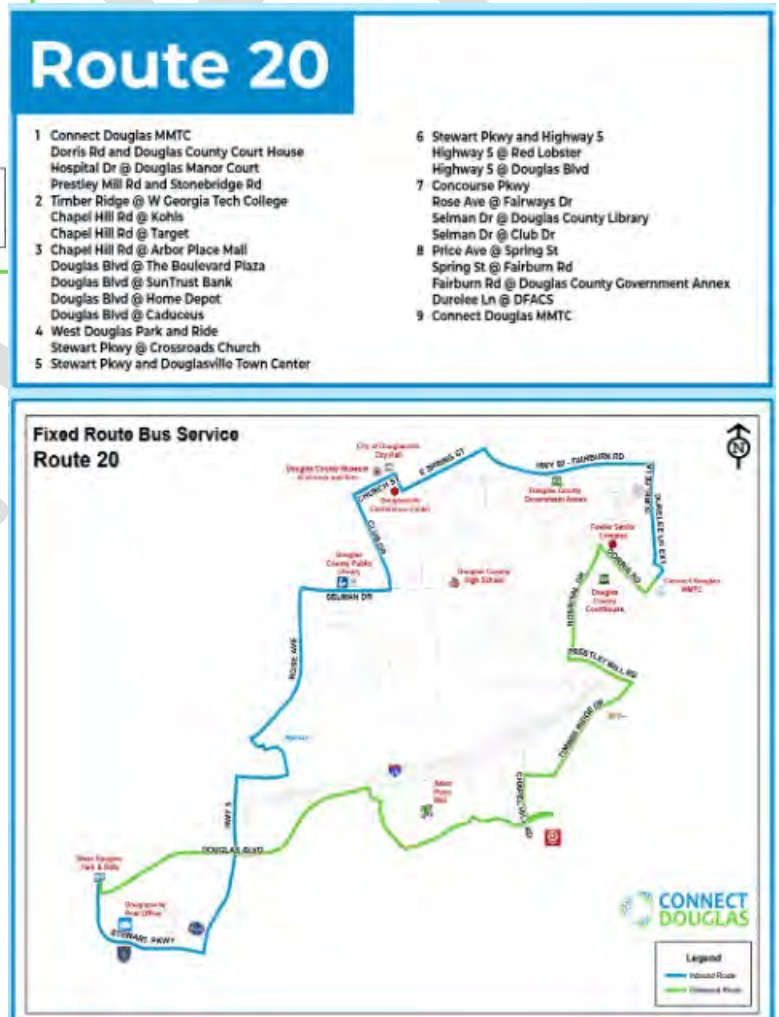
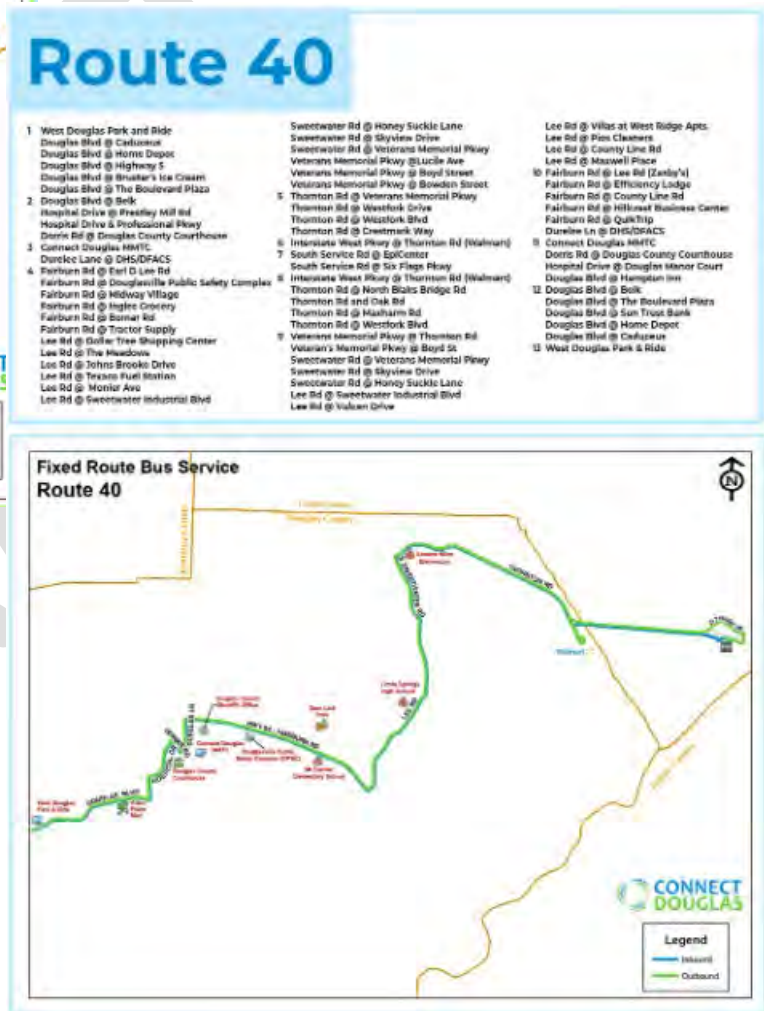


Figure 21: Connect Douglas Route 30



Figure 22: Connect Douglas Route 40



The Georgia Department of Transportation (GDOT) is another entity with which the City coordinates to address transportation, particularly on the state routes as GA Highway 5, GA Highway 6, and GA Highway 92. In discussions with GDOT staff, they mentioned a few specific roadways in Douglasville that require assistance in terms of traffic flow, widenings, or other improvements. This includes projects such as upcoming operational improvements at the intersection of GA Highways 5 and 6, which will include quadrant roadway improvements, and an operational improvement project along GA Highway 6.

The following Figures 23 through 26, depict the 2020 and 2050 Georgia Statewide Travel Demand Model (GSTDM) Level of Service (LOS) and the Atlanta Regional Commission (ARC) Travel Demand Model maps for the City of Douglasville. This data can help the City to prioritize future development projects along state routes based on LOS.

Figure 23: 2020 LOS by the ARC Model

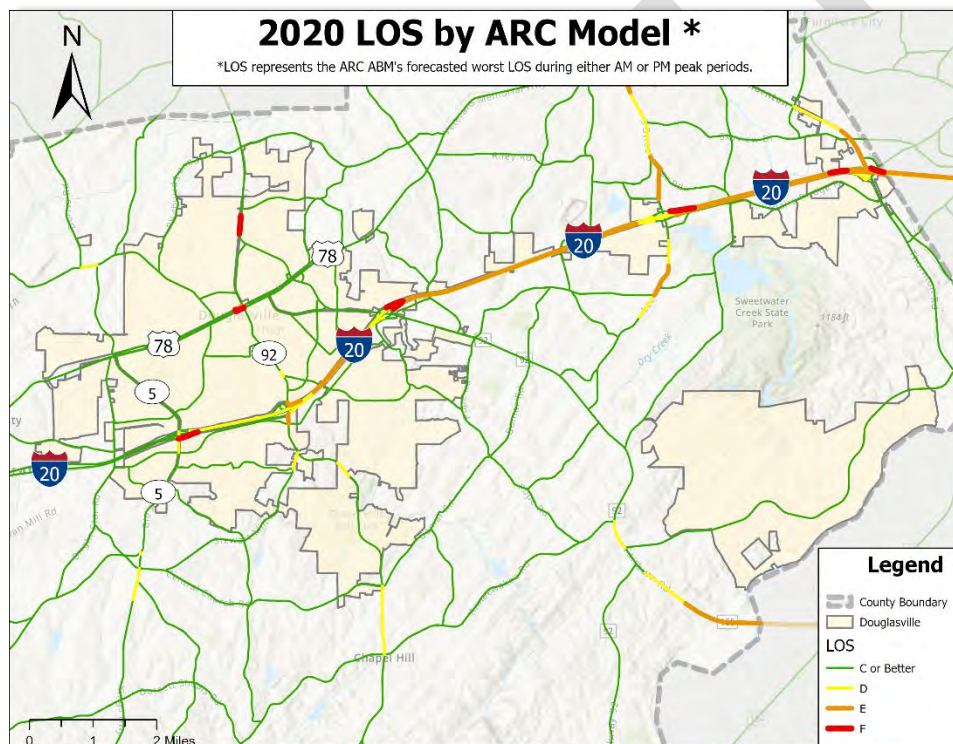


Figure 24: 2020 LOS by the GSTDM Model

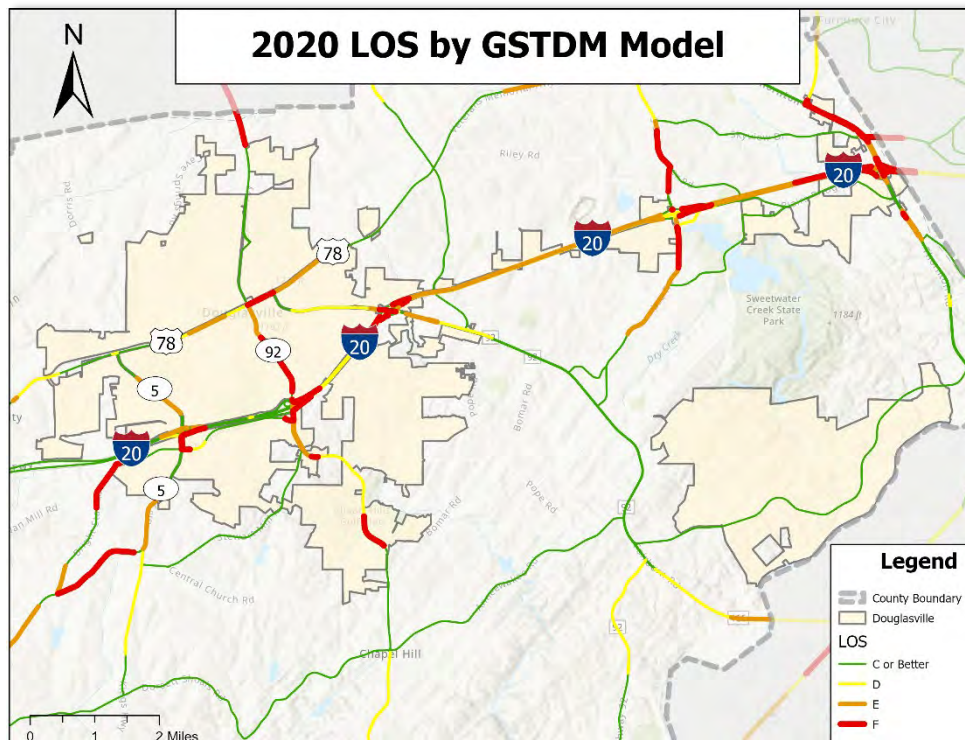


Figure 25: 2050 LOS by the ARC Model

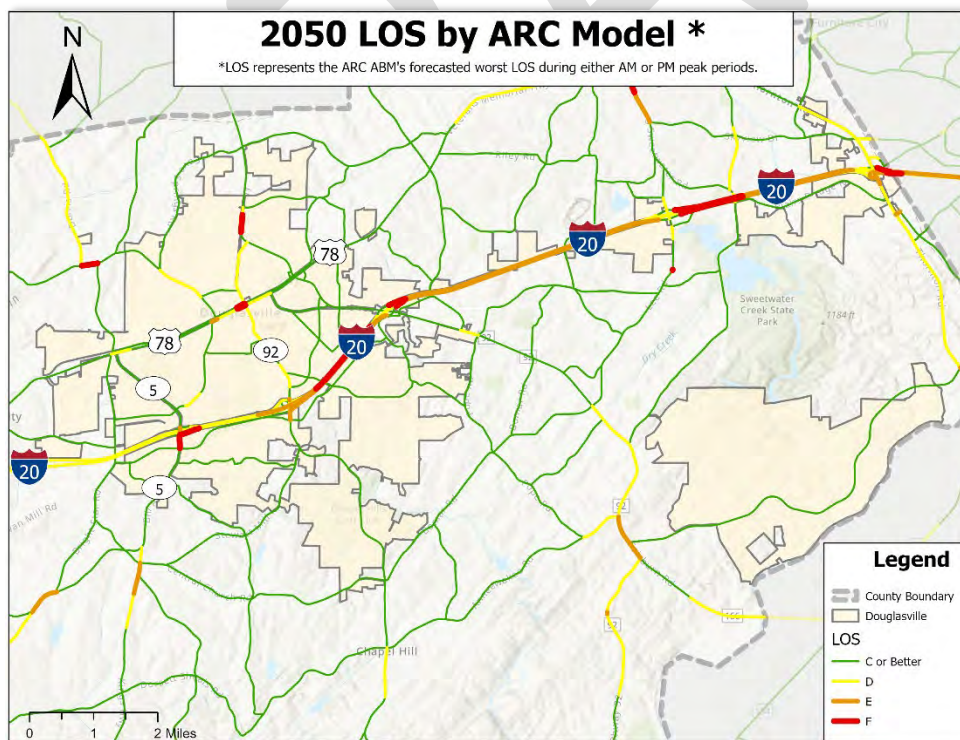
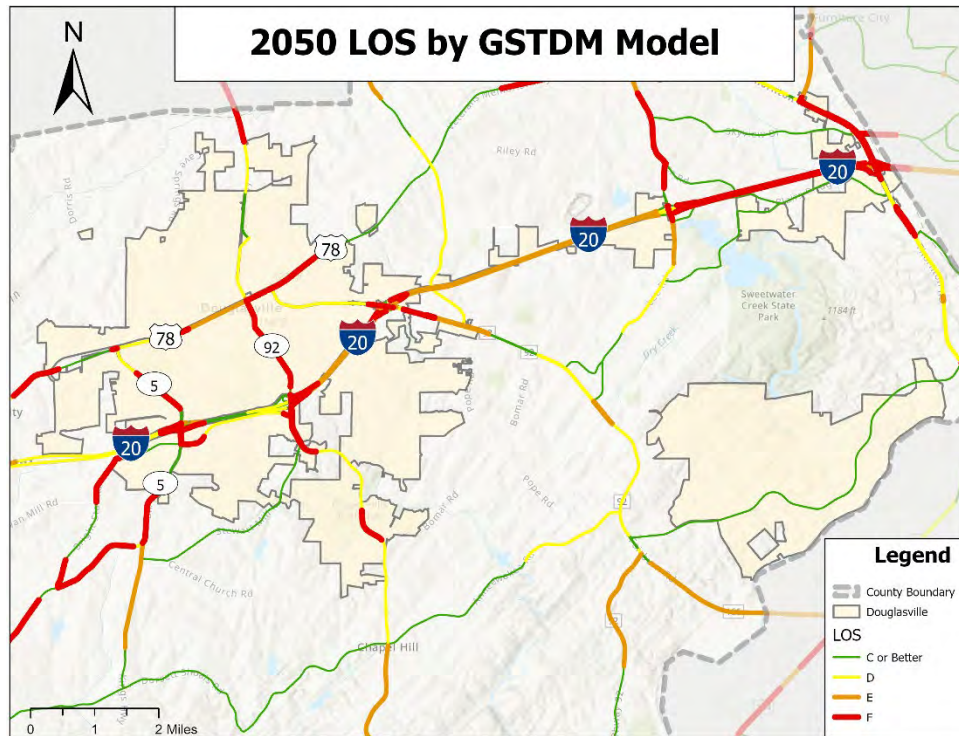


Figure 26: 2050 LOS by the GSTDM Model



Commuting Patterns

Most City of Douglasville residents travel outside the City to work, measuring 90.9% in 2020. Over 18,000 people commute from surrounding cities to work in the City of Douglasville. Approximately 1,338 people both live and work within the City of Douglasville.

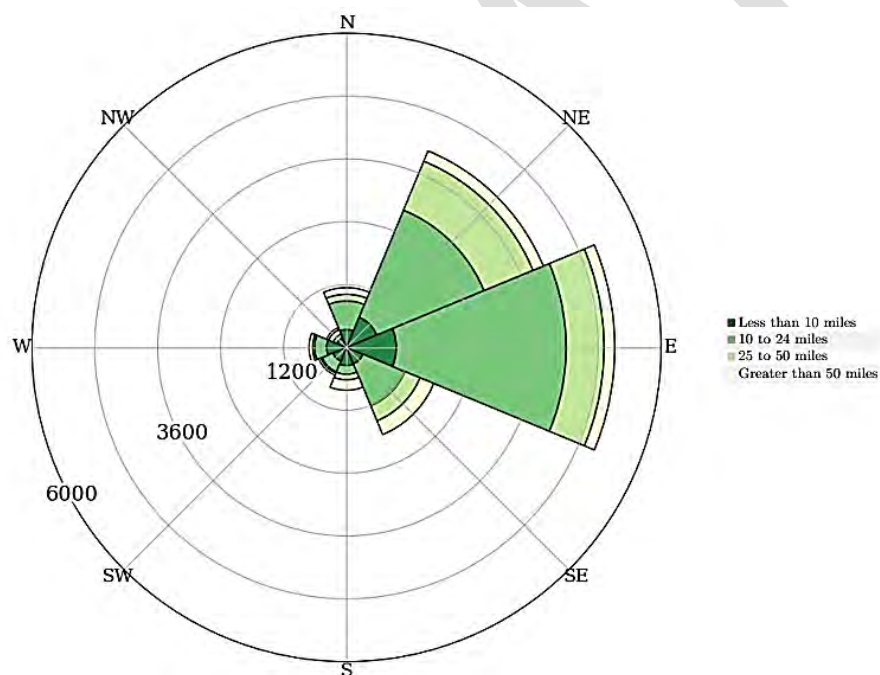
The majority of Douglasville residents drive between ten (10) and twenty-four (24) miles to work. In 2020, 51.6% or 7,553 people living in the City commuted this distance, mostly to the City of Atlanta (17.7%) and surrounding areas (57.4%).

The second largest group of residents drive less than ten (10) miles to work, equaling 23.7%. In 2020, 3,466 people living in the City of Douglasville drove less than 10 miles to work.

Only 8% City residents drive fifty (50) miles or more to work. In 2020, 1,172 people living in the City of Douglasville were reported to have commuted 50 miles or more to work.

County Outflow. Most residents commuting to work, 13,298, drive out of the City of Douglasville and back in for their daily commutes. City residents are having to commute further to work. The share of city residents commuting 50 miles or more to work has increased 2.6% since 2002. Figure 27 depicts the distance and direction travelled by City of Douglasville commuters in 2020.

Figure 27: Job Counts by Distance and Direction, 2020



Source: US Census, On the Map, 2020

Water and Sewer

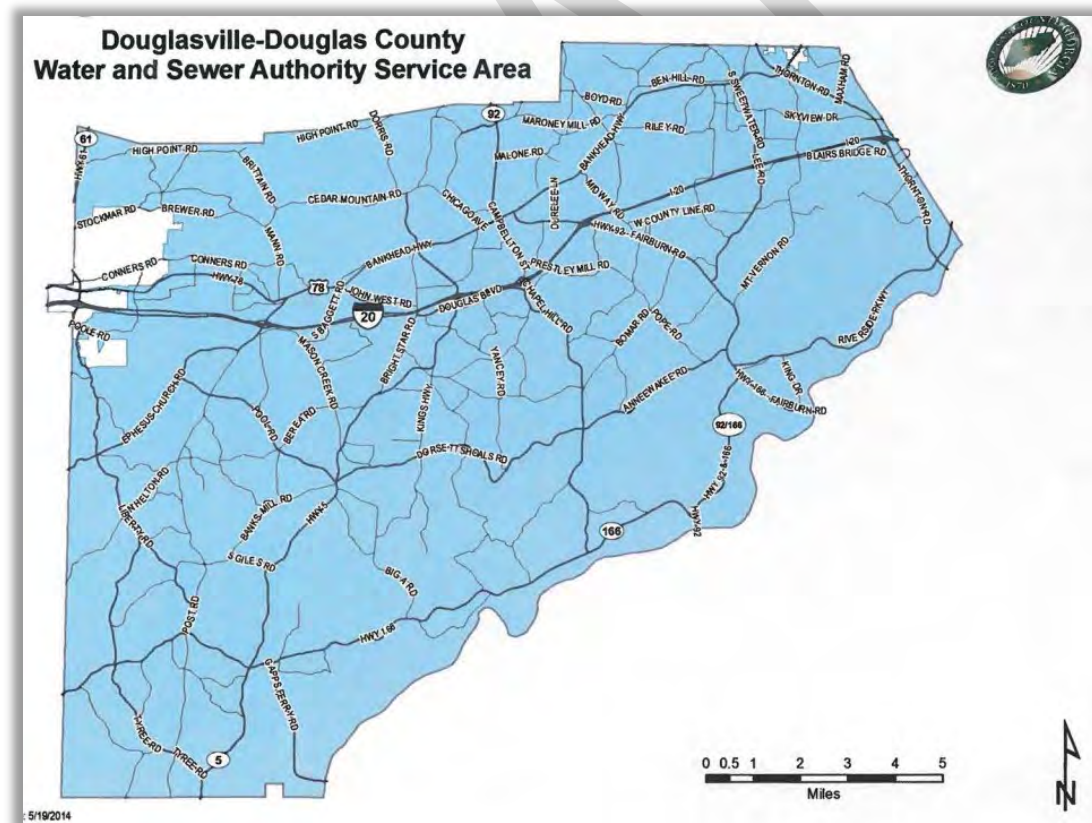
According to the Water Resource Management Plan for the Metro Water District, the Bear Creek Reservoir withdrawal serves as a supplemental supply to the primary Dog River Reservoir Source and the total permitted withdrawal from both sources is 23 MGD. Douglasville’s drinking water supply is surface water drawn from the Dog River Reservoir located in western Douglas County and then treated at the Bear Creek Water Treatment Plant.

The City of Douglasville contracts with the Douglasville-Douglas County Water and Sewer Authority (DDWSA), an independent agency created by the Georgia Legislature, to provide water, wastewater, and stormwater management services. There are still residents who use septic and well systems, but the majority use public DDWSA water and sewer services (*Note: double check with Douglasville staff*).

Figure 28 shows the Douglasville-Douglas County Water and Sewer Authority Service Area map as of the most recent Douglas County Service Delivery Strategy in 2015. The blue indicates the DDWSA service areas, while the white “patches” indicate the cities of Villa Rica and Austell service areas.

This map is an important consideration for this plan because it identifies geographic areas of responsibility for water, sewer and stormwater service in the future. These maps are not intended to identify the location of existing water and sewer service or imply plans for extending future services.

Figure 28: Douglasville-Douglas County Water and Sewer Authority Service Area Map



Source: 2015 Douglas County Service Delivery Strategy

CHAPTER 3: COMMUNITY ENGAGEMENT

Outreach Methods

INTRODUCTION

Meaningful community engagement is foundational to any successful comprehensive plan. Such input from community members serves as the plan's bearing, setting its course for well-formed goals and achievable implementation.



Booth at the July 19th Wind Down Wednesday Event

This plan's community engagement efforts launched in March 2023 and concluded in July 2023. These efforts included two rounds of public open house workshops in the Spring and Summer of 2023, two Core Team meetings, sixteen stakeholder interviews, and two online surveys. Full details including sign-in sheets, meeting agendas, Core Team composition, and comprehensive data reports can be found in the Appendix. During these community outreach efforts, the planning team's priority was two-fold: 1) encourage and facilitate resident participation and 2) listen. The goal at this stage was to gather what residents were

sharing and document that feedback for in-depth review. This documentation was combined with the analysis presented in the Existing Conditions section to identify community priorities across a range of subjects. The results of this outreach are detailed in the Findings + Trends subsection.

OPEN HOUSE WORKSHOPS

With the help of the Douglasville Community Development Department Staff, GMC held two (2) rounds of public open house workshops, one round in the initial phases of the project and one round during the Draft Plan Phase. The first round of meetings, took place on April 12th and April 15th, at the Douglasville City Conference Center and Jesse Davis Park, respectively. A total of 21 residents, business owners, and other related actors attended the first round of public open house workshops. After visitors signed-in, they could visit the four stations available and complete different activities. The activity at each station is detailed below:

Station 1: Online Survey. Visitors used one of the tablets or scanned the QR code to take the online community survey.



Participant at the April 12th Open House

Station 2: Setting Priorities for Goals. Visitors used dot stickers to indicate their priorities for 10 planning topics related to Douglasville’s development.

Station 3: Map Exercise. Visitors placed numbered stickers to indicate their favorite places (blue stickers) and places they feel need improvement or attention (yellow stickers).

Station 4: Financing Bucket Exercise. Visitors “spent” money on the discretionary initiatives they felt are most important for the future of Douglasville.

The GMC Team and City staff were stationed at each station to answer any questions and listen to comments and concerns from residents, and an input form was provided for longer comments.

CORE TEAM MEETINGS

The Core Team for this plan update consisted of a diverse range of city staff and department representatives. This group of 8 individuals included staff from engineering, public works, parks and recreation, and the Police Department, just to name a few. Their role in their respective departments provides keen insight as to the needs and issues that are part of the Existing Conditions for the City and will help guide this plan update’s overall trajectory. The Core Team met on two different occasions, January 6, 2023 and July 14, 2023, completing different exercises at each session. These exercises included updating the Report of Accomplishments (ROA) from 2018, prioritizing goals, identifying favorite places and areas that need improvement, discussing character areas, and creating short-term work program action items.

STAKEHOLDER INTERVIEWS

Douglasville’s staff identified a list of local stakeholders for additional outreach. These 13 stakeholders participated in individual interviews with the planning team to share more about their specific experiences of and visions for Douglasville. Notes from these interviews were transcribed and integrated into the overall community outreach findings.

ONLINE SURVEYS

The Douglasville online survey, was broken into two separate surveys: one for the general public and one for youth in the City (i.e., 18 and under). The GMC Team felt that it was important to garner feedback from the youth in a separate survey since they provide a unique perspective on issues and their vision for future development in the City is important. The General Survey was designed to gather respondents’ feedback on a range of topics. The survey had a total of 185 respondents.



Participant at the July 19th Community Event

<p>2. What are the best things about the City of Douglasville? (Please select all that apply)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Parks/Open Space/Nature <input type="checkbox"/> Places to hang out <input type="checkbox"/> Shopping <input type="checkbox"/> Small Town Character <input type="checkbox"/> Proximity to Atlanta <input type="checkbox"/> Transportation <input type="checkbox"/> Opportunities <input type="checkbox"/> None of these <input type="checkbox"/> Other () 	<p>5. Do you see yourself living in the City of Douglasville in the next 10-20 years? Why or why not? What would make you change your mind?</p> <hr/>
<p>6. What would make the City of Douglasville better?</p> <hr/>	

Sample Questions from the Douglasville Youth Survey

The survey featured twenty (20) questions total, with questions 1 through 4 inquiring demographic and background information. The majority of the questions addressed comprehensive planning topics such

as economic development, land development practices, parks and recreation, housing, and transportation. The last two questions were open-ended, allowing respondents space to provide written feedback. Responses for this survey were gathered from April 2023 to June 2023. A summary of the results from the survey is included in the Findings and Trends subsection, and full data reports are included in the Appendix for this plan update.

Findings + Trends

The four outreach methods detailed in the previous section resulted in a range of useful information that guided this plan update, specifically the formation of the Needs and Opportunities, Goals, Objectives & Actions, and Short-Term Work Program sections. While each method offered a unique engagement opportunity and every participant brought their own perspective, examining these outreach efforts as a whole allows for the identification of key findings and trends where there is potential for compromise, collective action, and public-informed decision making.

**Please note, the opinions and statements provided are those of the public only and do not necessarily express the views or opinions of the City.*

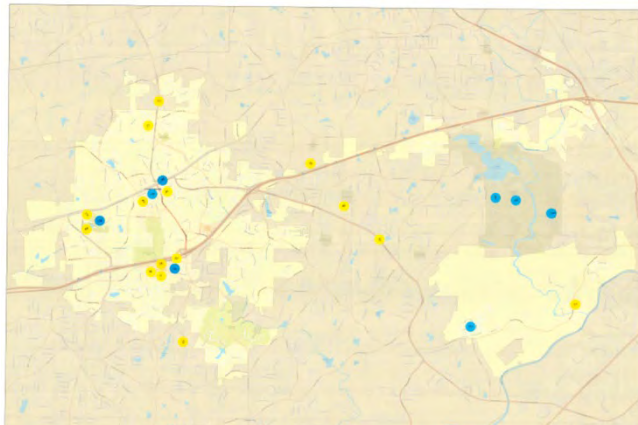


OPEN HOUSE WORKSHOPS

The open house meetings revealed that there are different priorities as well as similarities amongst meeting participants. Issues such as Transportation, Housing, and Economic Development are important to many residents, regardless of where they reside in the City.

Results of April 12th Open House

The prioritizing goals exercise highlighted that there were distinct needs as well as similar needs for those in attendance. For example, at the April 12th Open House, Economic Development, Transportation, and Cultural, Historic and Tourist Resources were priorities while Broadband and Housing ranked lower. Some of the comments received included the need for more diverse options for



Results from the April 15th Open House

restaurants as well as entertainment, along with needing more safe connectivity options for paths/sidewalks such as lighting features. Other prioritized comments were a need for more partnerships to promote art/culture such as a theater. Discussion comments for lower ranked topics included a need for more mixed-income housing and more options for housing along with a need for more park facilities and improved landscaping around the City.

In contrast, the April 15th Open House had Economic Development, Housing, and Community Facilities and Services as priorities while Broadband and Transportation ranked lower. Some of the prioritized comments included a need for better Commercial and Office Development as well as more shopping and dining options, along with a need for better road maintenance. Other prioritized comments included a need to increase and improve cultural and historic preservation amenities along with a need for more places to hold plays or theatre activities downtown.

In the financing bucket exercise, the April 12th Open House had Economic Development, Transportation Alternatives, and Development Patterns as the top-funded discretionary projects, while Downtown Revitalization and Recreational Services and Programs were lower-funded. Some of the comments included a need for “Incubators for Entrepreneurial Development, such as more start-up incubators for aspiring entrepreneurs who enjoy Gaming Tech”, or “A Connection to downtown Atlanta and the Airport to transport and connect professionals”, or “Better road markings to give clear directions” and “Better management of traffic from Highway 5 to Douglas Boulevard to I-20”. Other comments include “Improving the look and use of the Mall and other properties around Douglas Boulevard because these areas are high traction, high visibility areas.”



Participants at the April 15th Open House

The April 15th Open House had Transportation Alternatives and Development Patterns as the top-funded Discretionary Projects while Downtown Revitalization and Economic Development were the lower-funded items. Some of the Economic Development comments received include “Need for sidewalks on the North side in residential neighborhoods, along with restaurants and a grocery store, grocery store on the North side by the end of the year, or a need for life sustaining products without leaving the North side.” Additional comments include “a need for specific statistics on economic development to help with recruitment, make New Horizon a priority and not an afterthought, and no more industrial development.”

Transportation related comments include “Transportation improvements such as buses, trails and bike lanes, include sidewalks on residential streets with crosswalks and street lights, or include a connection to MARTA.” Development Pattern comments include “More middle housing for middle- and lower-income households, more community information and outreach for forums and meetings.” Recreation Services & Programs comments include “a need for more activities for both young and old to keep the community fit and active, open the pool, need sidewalks to connect to public parks on the North side.” Environmental comments included “we have concerns about the dump and tar factory.”

In July of 2023, the City staff participated in two additional City Events, in lieu of having formal public open house meetings. The Project Team set up and facilitated booths at both events to solicit respondents to engage with the exercises. On July 19th, there was a Wind Down Wednesday Concert Event held in O’Neal Plaza. The GMC Project Team set up a booth with draft materials for the public to view and provide feedback. Again, on July 25th, the GMC Project Team set up a booth at the Douglasville Farmers Market. Together, these two events resulted about 20 residents providing their comments on the Comprehensive Plan.

CORE TEAM

At their first meeting, the Core Team members began identifying their highest priorities for this plan and how those priorities related to their respective departments. Some of the priorities included items such as:

- We need a truly comprehensive plan
- The updated plan should include more topics on public safety, parks and recreation and transportation
- While trails and greenways are key, this plan should place a greater emphasis on access to trails and greenways from neighborhoods
- Agree that transportation and connectivity are important in this planning process
- Would like to be more bike and pedestrian friendly, but challenging in Douglasville with existing road network
- Looking at traffic calming improvements
- There has long been a desire to connect across RR tracks for pedestrian access, due to topography – RR at high point and built on rock – very difficult to build a sloped ramp at the height required for ADA access.
- For multi-family and townhomes, open to these if created well (quality) and in right location
- Cottage homes are sought
- Primary need is for a hotel downtown to take advantage of the excellent conference center facility
- Visitors walk throughout downtown, amenities should be in walking distance; to date, not much use of or demand for bicycles by visitors
- There needs to be more focus on cultural/historic resources in the city
- There is a demand for some light industrial spaces – not warehousing – but in right location and with some exterior design guidelines (need more variety)
- The Plan should identify which development nodes should expand and where new nodes may be appropriate; these should encourage mixed-use development
- Need to be careful about residential versus industrial zoning; currently there are locations where this is together. Plan should address this and provide separation between residential and industrial



City Staff at the April 15th Open House

By the second meeting, the Core Team revisited their priorities as well as reviewed the feedback from the Public Open House Workshops, Online Surveys, and Stakeholder Interviews. Additionally, they

provided insight on the initial drafting of a Character Area Map and the Short-Term Work Program draft action items.

The Core Team's highest priorities became clearer through the prioritizing goals exercise, which revealed Transportation, Economic Development, and Housing as their top priorities. For Economic Development in particular, the Core Team was most concerned with the proposed locations of nodal Village Centers for retail and commercial development. The Draft Character Area map showed three different locations for nodal Village Centers and the Core Team discussed their suggestions on the potential locations, especially on the North side of the City. This allowed opportunities for staff as well as Core Team Members to identify specific areas where different options for retail or commercial development made the most sense.

STAKEHOLDER INTERVIEWS

Stakeholder interviews also focused on a variety of issues for Douglasville. Despite their diverse backgrounds and interests, stakeholders agreed that there is a need to be better prepared for future growth, especially in terms of transportation improvements and affordable housing options city-wide.



City Staff and Participant at the April 15th Open House

There were multiple mentions of traffic issues on major roadways such as SR 5, SR 92, SR 278, Thornton Road (SR 6), Riverside Drive, Bright Star Road, and Chapel Hill Road as well as local roads such as Chicago Avenue, Hospital Drive, Douglas Boulevard, and Rose Avenue. For each of these roadways, issues such as pedestrian safety, congestion, transit improvements, and speeding were mentioned by various stakeholders. Housing was another topic widely discussed with the stakeholders as issues such as affordable housing for all ages, diverse housing options and styles, stronger design standards, and mixed-use residential development were frequently mentioned. Despite an overall

consensus for a variety of densities and price points for homes, a majority of the stakeholders still wanted Douglasville to maintain its small-town character.

Another important topic of discussion with the stakeholders was Economic Development. The need for more options for employees in terms of type, size, and location of businesses was a commonality. Most agreed on the need for a downtown hotel to connect with the existing conference center. Also, there was consensus on the need for specialized small business start-up and/or incubator opportunities as well as the need for large-scale advanced manufacturing, health care/medical facilities, and additional light industrial uses, as long as it was located in the properly zoned areas with adequate infrastructure. In order to recruit and retain these and other types of businesses, most stakeholders agreed that incentives were needed to remain competitive. There was also consensus for a need to limit or preclude certain undesirable businesses, such as liquor stores, car washes, and dollar stores.

For topics such as Recreation & Leisure and Community Facilities & Services, the stakeholders provided some stark similarities in their assessment of the City. For instance, there was a consensus in the need for more options for cultural arts amenities such as a theater, public green space, or arts facility. Also, most felt that the City's Parks and Recreation Department was doing an excellent job as well as the

library system. Although the stakeholders were in agreement on their opinion of recreational amenities, they all wanted more options for safe connectivity to them, especially for those without vehicles and those with special needs and/or developmental disabilities. As for Community Facilities and Services, most felt that the police and other public safety professionals were doing a good job in their duties. There were a few stakeholders who felt that better communication and coordination between City departments was needed to help alleviate issues such as bottlenecks or delays in permitting.

Other points of interest mentioned were a need to ensure a well-balanced mix of land uses is maintained and have clear delineation or separation of uses, particularly when conflicting land uses are adjacent. There was also a consensus to see more quality retail, local restaurants, and amenities, especially in areas such as the North side of the City, where there no options for many residents and little access to the few existing choices. Overall, most of the stakeholders agreed that the City is in a much better situation in the last 10 years and attribute this to synergy and communication between leadership and the citizens.

ONLINE SURVEY

The City of Douglasville online community survey featured eighteen (18) questions total. The last two questions were open-ended, which allowed respondents space to provide written feedback. This comprehensive and user-friendly design encouraged responses from all residents of Douglasville. The data received helped to identify what residents like or do not like about selected aspects of the city and what topics should be considered for change going forward. The results were then applied, alongside input collected from public open house meetings, to shape the goals of the comprehensive plan to reflect the collective voice of the community.

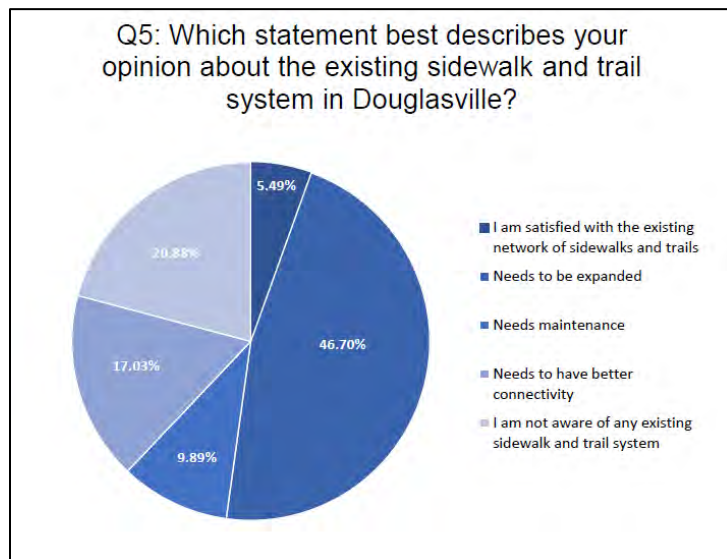


Participants at the April 12th Open House Taking the Online Survey

The online survey was open between March 7th and June 4th, 2023. City of Douglasville staff advertised and promoted the survey via outreach on social media platforms, an announcement on the City website, and the placement of flyers and signage throughout the City. These efforts resulting in 184 unique respondents completed the survey.

Also, there was a specific survey (Youth Survey) for those ages 18 and under. It was important to assess the youth perspective on planning, especially when considering an update for a 20-year Comprehensive Plan. Although they may be considered minors currently, in the next 10 years or more, they will be starting families and involved in careers and other quality of life activities that will factor on smart growth and planning. The number of respondents for the Youth Survey was very low and the staff decided to focus more on the General Survey.

It is important to note that the majority (91.62%) of survey respondents were in the 30122, 30113, 30135, and 30154 zip codes, which relate to the City of Douglasville and Unincorporated Lithia Springs. Also, only 16.4% of respondents work in the City of Douglasville while the majority of survey respondents, 75.96%, were retired, unemployed, worked from home, or worked outside of the County. As for the age of the respondents, most (85.9%) were between 31 and 69 years of age, with very few (6.52%) under 30 years old. A huge majority (91.71%) of the respondents were homeowners while only 7.18% were renters.



Results from the Online Survey

satisfied with the current network of trails and sidewalks within Douglasville. The majority of respondents (46.7%) wanted to the current system expanded, while 17.03% reported the existing system needed better connectivity. 9.89% indicated the current system needs maintenance. 20.88% of respondents were unaware of any existing sidewalks or trail systems. A major transportation feature, transit options, had “public transit” and “extending Xpress bus routes to and from Atlanta” as priorities. “Encouraging shuttle services by private employers” was the lowest priority.

For questions related to quality of life or why they chose to live, work, or visit Douglasville, the number one rated response was because of the “affordability of property and homes”. The next highest ranked characteristic was the “proximity to Atlanta Metro Area”, followed by “recreation and cultural activities available”, “small town character”, and “access to the natural environment”. “Variety of retirement amenities” and “employment opportunities” were ranked at the lowest priority.










As for the questions on the Comprehensive Planning Elements such as transportation, only 5.49% of respondents indicated they were

Another Planning Element, Community Facilities and Services, had respondents showing the highest satisfaction for “public safety”, “parks and recreation”, and “stormwater drainage systems”, while they showed the lowest satisfaction for “code enforcement” and “disaster and emergency planning.” For Parks and Recreational Facilities, the top prioritized issues were “sports fields” and “playgrounds”, specifically “trails and multi-use paths”, while “senior centers” was the lowest ranked priority.

For Downtown Douglasville related issues, the respondents prioritized “downtown redevelopment”, “traffic congestion/circulation”, “recreational activities”, and “restaurant and tourism-related development”, with “traffic congestion” ranking as the number one priority. Conversely, the least important issues “preservation of historic homes and sites” and “job creation”, for the downtown area. In terms of environmental issues, the top priorities were “water quality and conservation” and “greenspace and open space preservation”, while “tree canopy preservation” was the lowest priority.

The Economic Development element had “retail and restaurants” and “attract more professional and office jobs” as their top priorities, while “offering incentives for industrial companies” and “attracting more industrial and manufacturing jobs” were the lowest priorities. As it relates to commercial development, the majority of respondents chose “restaurants” as the type of commercial business needed most within the City of Douglasville, followed by “family entertainment” and “retail and shopping”. The least selected option was “hotels”.

In terms of the Housing element, “single-family residential” was the top priority, while “townhomes” and “mixed-use residential developments” were also highly ranked. The lowest ranked choices were “assisted living facilities” and “apartments”. Other residential related issues included the concept of Future Residential Development. The majority of respondents wanted to prioritize “development of vacant and under-utilized property” and for Douglasville to “require new development to preserve open space and/or parks.”

Prioritize Planning Topics		
Please use the stickers to rank the Topics in order of importance: Green is the highest priority, and Yellow is medium priority, Red is lowest priority. You only have 6 stickers total, 2 of each color/priority.		
PLANNING TOPIC	RANKING	COMMENTS
 HOUSING	Green – 2 Yellow – 2 Red – 0	
 COMMERCIAL, OFFICE, INDUSTRIAL	Green – 0 Yellow – 1 Red – 3	<ul style="list-style-type: none"> Commercial & office is good Need more shopping/dining in New Horizons
 ECONOMIC DEVELOPMENT	Green – 2 Yellow – 1 Red – 0	
 PARKS AND RECREATION	Green – 0 Yellow – 1 Red – 0	
 ENVIRONMENTAL	Green – 1 Yellow – 0 Red – 0	
 TRANSPORTATION	Green – 0 Yellow – 2 Red – 0	<ul style="list-style-type: none"> Road maintenance is so important
 COMMUNITY FACILITIES AND SERVICES	Green – 2 Yellow – 1 Red – 0	
 CULTURAL, HISTORIC AND TOURIST RESOURCES	Green – 1 Yellow – 0 Red – 0	<ul style="list-style-type: none"> Increase and improve cultural and historic preservation More places to hold plays downtown; theatre
 BROADBAND	Green – 0 Yellow – 0 Red – 4	

April 15, 2023

Results from the April 15th Open House

OPEN ENDED QUESTIONS

At the end of the survey, respondents were given the opportunity to leave comments in response to two questions. The first question asked what they think the greatest challenge facing Douglasville will be in the next 20 years. There was a total of 153 responses to this question, with a few answers repeated by many respondents. Common responses fell into a few different categories:

Greatest Challenge	Mentions
Crime	44
Traffic	42
Growth	17
Housing	14

The last question asked if respondents had anything else to add and a trend emerged in the answers. Several respondents mentioned higher end developments, including restaurants, grocery stores, and housing. Other frequent topics are listed below:

Anything to Add	Mentions
Restaurants/food	42
Grocery	19
Kids/children/youth	12
Growth	11

COMMUNITY OUTREACH THEMES

Four themes that emerged throughout all outreach methods for the City of Douglasville are traffic, connectivity to amenities, housing options, and economic development.

- **Traffic** was one of the highest priorities in the online survey, while the Public Open House meetings and stakeholder interviews collectively agreed that traffic management and improvement was one of their greatest concerns for the future of the City. Similarly, Core Team members identified traffic congestion as a major problem and helped develop transportation action items for the plan update. With this nearly unanimous concern so clearly expressed, this plan offers multiple suggestions for transportation and traffic congestion in the Transportation section of the Goals, Objectives & Actions and Community Work Program chapters.
- **Connectivity to the various amenities in the City**, whether park facilities, downtown events, schools and other community facilities, was also identified as a high priority item across the

various outreach methods. Having safe, well-lit, and efficient paths and sidewalks for all ages and even bicyclists, was frequently mentioned, particularly in the open house meetings. Even the Online Survey respondents were clear in a need for more connectivity options and better maintenance of the existing facilities. The majority of respondents also requested expansion of the current sidewalk system, especially on the North side of the City. The stakeholder interview process also revealed a concern that majority of residents must drive to the nearest park and do not have the option of reaching it by means of walking or biking. Multimodal access was also an issue mentioned by the City Council. While the City has an existing Bicycle and Pedestrian Connectivity Plan, this Comprehensive Plan Update offers additional suggestions for supporting a high level of service for pedestrian facilities and other multimodal improvements in the Goals, Objectives & Actions and Community Work Program chapters.

- **Economic Development** issues and concerns was another common theme identified by the various outreach means. More diverse restaurants, retail, and commercial options were mentioned by open house participants as well as stakeholder interviewees. Incubators, office space, and other start-up features for local small businesses were also popular requests. A need for more North side options for shopping and retail, along with more mixed-use developments for employers in the downtown area were frequently mentioned. City leadership wanted enhanced economic development around the Arbor Place Mall as well in appropriated nodes and/or major intersections in the City. They also wanted more creativity in the type and location of certain undesirable businesses, such as storage facilities, liquor stores, and car washes. Additionally, employers such as medical related services, technology, advance manufacturing, or even the entertainment industry were also recommendations. No matter the type of business or employer mentioned, the need for a highly trained workforce was an important topic. In addition to these and other suggestions for Economic Development in the Goals, Objectives & Actions and Community Work Program chapters, this element is also mentioned in the Land Use element chapter.
- **Housing** in Douglasville was also identified as a priority item across the many outreach methods, especially the need for housing options for all ages and incomes, i.e., Missing Middle housing and life cycle housing. Other recommendations for Housing involved a desire for stronger design (quality) residential standards, more variations in styles of homes, and a need for more mixed-use residential options. Development of underutilized/vacant properties as well as protection of existing tree canopies were other items frequently mentioned related to Housing. Despite the many requests, suggestions and ideas for housing styles and options, citizens continuously mentioned a need to maintain the small-town character of the City as much as possible. This and other residential information will be integrated into planning action items in the Housing section of the Goals, Objectives & Actions and Community Work Program chapters. Housing will also be a factor and discussed in chapters such as Economic Development and Land Use Chapters.

CHAPTER 4: NEEDS + OPPORTUNITIES

Introduction

This chapter provides the list of needs and opportunities the city of Douglasville identified through this planning process. It is the intention of the City to address the needs and opportunities listed herein through corresponding implementation measures in the Community Work Program in the following chapters. This list was developed with assistance from the Douglasville Steering Committee, input received from the Public Open Houses, City Staff input, as well as Mayor and City Council and Planning Commission feedback. The input and feedback were obtained through various engagement exercises, from evaluation of demographic and economic information (summarized in the Existing Conditions chapter), and from an analysis of the Department of Community Affairs Quality Community Objectives. Additionally, a review of the public input received through public workshops and from community surveys is summarized in the Appendix. Please note, some of the public input included in this section does not necessarily reflect the views and opinions of the City.

Land Use

One of the most important elements for the future growth and development of a community is the Land Use Element. This element is directly related to employment growth, population and demographic changes, and associated growth policies and strategies of a community. A good definition of Land Use is the process of categorizing land for different purposes/uses or specific activities. The location of housing, retail, employment facilities, as well as recreational and natural resources, in relation to each other, can have key impacts on a community's ability to function. An over-concentration of certain uses in inappropriate areas or a lack of other types of development in certain communities can have consequences that take many years to address.

During the visioning process, the citizens and other stakeholders were instrumental discussing land use needs, opportunities, and challenges for the City. Integrating these items into the overall mission of the City's future growth plan will be key for both residents and visitors alike. For the Comprehensive Plan Update, the following Land Use information was gathered from both online surveys and in-person activities.

- ✓ 2018 Comp Plan had too many areas designated generic mixed-use.
- ✓ Need to be careful with warehouses adjacent to residential
- ✓ Looking for more diversity in the types of development
- ✓ There needs to be more diversity in the character areas
- ✓ We need to focus on the transitional buffers in development
- ✓ UDO and Comp Plan Update needs to be consistent
- ✓ The current Comprehensive Plan almost seems like it was prepared for another city.
- ✓ Plan predates (2018) and does not relate to the revised zoning as established in the revised UDO (2019); they do not use the same language
- ✓ Need a truly comprehensive plan
- ✓ Would like to see public space improved

- ✓ Primary need is for a hotel downtown to take advantage of the excellent conference center facility
- ✓ Visitors walk throughout downtown, amenities should be in walking distance; to date, not much use of or demand for bicycles by visitors
- ✓ There are many projects in process while this planning process occurs. That's OK since it helps demonstrate implementation and reinforces the idea that the Comprehensive Plan is a living document; not static
- ✓ There is a demand for some light industrial spaces – not warehousing – but in right location and with some exterior design guidelines (need more variety)
- ✓ The Plan should identify which development nodes should expand and where new nodes may be appropriate; these should encourage mixed-use development
- ✓ Need to be careful about residential versus industrial zoning; currently there are locations where this is together. Plan should address this and provide separation between residential and industrial
- ✓ In some areas, there is a need to convert existing residential to industrial use
- ✓ The future land use map in the Veterans Memorial Pkwy area needs to be updated
- ✓ Majority of survey respondents said that their top priorities over the next 20 years for future residential development were: "development of vacant and under-utilized property" & "require new development to preserve open space and/or parks".
- ✓ Focus on Nodal development
- ✓ Keep multifamily housing at nodes and along major corridors
- ✓ Cul-de-sacs – there is a difference of opinion on Council, both pro and con on future development, but we should look at grid streets, not more cul-de-sacs
- ✓ Garage fronts versus alleyways – Prefer looking at alley-oriented development either as a requirement or an option
- ✓ We need assistance with the location and design standards for these new neighborhoods
- ✓ Begin to investigate form-based zoning
- ✓ Recommendations for the future on density
- ✓ Douglasville was traditionally a bedroom community and most land is already developed/used-up. We're now playing catch-up in terms of building a community
- ✓ We need more usable property and space (land is scarce)
- ✓ CBL Development – Owner of the mall – look at them as an example to bring in multi-family housing, maybe even apartments and mixed-use development
- ✓ Look at Cumberland as a model, although on a much smaller scale in Douglasville
- ✓ Redevelopment opportunities in the city, especially commercial buildings/areas.
- ✓ Looking for a mix of unique and creative development types that provide work/play opportunities

- ✓ We need to look at redevelopment from a standpoint of what has worked in other communities
- ✓ We have too many less-desirable uses
- ✓ Look at more location-based regulations
- ✓ More creativity is needed to address undesirable uses
- ✓ Better coordination of land use development and transportation (i.e., development close to existing infrastructure and existing employment locations)
- ✓ Tree canopy needs protection during all phases of development, including the planning, construction and post construction phases
- ✓ Identify and establish high priority open space areas and encourage owners to preserve areas as open space
- ✓ Encourage more compact development to preserve open space
- ✓ Need to show that Douglasville is preparing for new growth and development
- ✓ Need to revisit the zoning codes
- ✓ Land use, including new housing, should be well-planned
- ✓ More town center development needed – Quality Development
- ✓ The ordinances are old/outdated (revisit them) - Zoning
- ✓ Do ordinances reflect changes/growth? High quality homes?

Transportation

The efficient movement of people and goods is important to both residents and visitors. For Douglasville, this can include access to work, educational facilities, and leisure activities, both intra-city as well as for commuter traffic. To fully assess the city's transportation network, the City is collaborating with Douglas County on an update to Douglas County Comprehensive Transportation Plan (CTP), which was last completed in 2009. This CTP Update will assess the County's existing and future multi-modal transportation needs including roadways, bicycle and pedestrian facilities, transit services, and freight considerations. The planning effort will produce a 30-year vision for multi-modal transportation investments that includes a prioritized list of transportation improvements, a 5-year action plan, and recommendations that improve mobility, safety, connectivity and quality-of-life for Douglas County residents. This of course will include projects and recommendations for the City of Douglasville too.

The CTP will result in a policy document that assesses the following transportation elements:

- Existing conditions
- Transportation vision and needs
- List of potential projects and improvements
- Action plan with scopes, schedules, and costs

Building upon this Douglas County-led effort, the Transportation element for the 2023 Douglasville Comprehensive Plan Update will account for recent changes in population growth, demographics, and market/economic development demand. It will also take into account new policies, technologies, trends, as well as the vision by both the leadership and residents. It will offer a list of improvements and recommendations for the county's transportation network that can be utilized to obtain funding on the federal, state, or local level. The results of a robust community involvement and stakeholder participation effort guided the visioning and development of issues, strategies, and goals for transportation.

- ✓ Better coordination of land use and transportation
- ✓ Important to connect to community amenities
- ✓ We need more trails and sidewalks, where appropriate
- ✓ Agree that transportation and connectivity are important in this planning process
- ✓ Would like to be more bike and pedestrian friendly, but challenging in Douglasville with existing road network
- ✓ Looking at traffic calming improvements
- ✓ Responding to a question about bus transit services, there really has not been any major concerns or requests, but willing to hear about some recommendations
- ✓ Working on prioritization of transportation projects but need to take a fresh look; both long and short term
- ✓ There has long been a desire to connect across RR tracks for pedestrian access, due to topography – RR at high point and built on rock – very difficult to build a sloped ramp at the height required for ADA access.
- ✓ There is a high clearance requirement of 20 feet from CSX
- ✓ Fairburn Road "Beautification" project is about to be implemented from Highway 92 to Highway 78 in PE phase
- ✓ Dallas Highway LCI "Road Diet" project with bike/ped features is also in PE phase Brown Street to McCauley(?) Street to Dallas Highway
- ✓ Visitors walk throughout downtown, amenities should be in walking distance; to date, not much use of or demand for bicycles by visitors
- ✓ Douglasville is not conducive to riding bicycles, street network and narrow ROW do not set up well for bike lanes
- ✓ Campbellton Street also has an opportunity for a 3rd lane in this SPLOST round; could add bike lanes

- ✓ 46% of survey respondents felt that they wanted the current sidewalk system expanded
- ✓ Majority of survey respondents ranked “public transit” and “extending Xpress Bus routes to Douglasville with service to and from Atlanta” as the highest priorities
- ✓ Majority of survey respondents said the greatest challenge facing Douglasville in the next 20 years will be: crime and traffic
- ✓ Limit truck/Industrial development/traffic
- ✓ Road improvements needed on: SR 278, SR 92, SR 5, SR 6, Chapel Hill Road, Hospital Drive, Douglas Blvd, Dallas Highway, and Lee Road,
- ✓ Current transit options are limited
- ✓ Utilize BRT/ART initiatives
- ✓ Utilize Complete Streets measures in development
- ✓ Walkability, Sidewalks/Trails are needed (lighted paths) (especially on the Northside)
- ✓ Colquitt Street needs safety improvements
- ✓ Look for ways to improve connectivity with pedestrian-friendly measures
- ✓ Transportation – More multi-modal mobility looking at bike, pedestrian and cars; think about alternatives
- ✓ Better coordination of land use development and transportation (i.e., development close to existing infrastructure and existing employment locations)
- ✓ Improve Transportation efficiency and provide public transit options as well as Alternative Modes of Transportation options: bike lanes, walking paths & trails
- ✓ Look at the Connect Douglas plan, focusing on transit supportive uses; Call Ron Roberts with Connect Douglas, wealth of information
- ✓ Look at the County CTP update
- ✓ TSPLOST/SPLOST is important
- ✓ Look at a downtown circulator system
- ✓ Current transit system is inconvenient and needs more options
- ✓ I-20 is an asset; make the exits feel safe and welcoming
- ✓ Need more gateway signage and wayfinding along routes
- ✓ Gateways off of I-20 should have art and landscaping
- ✓ Need more sidewalks close to the high schools
- ✓ Need to improve signal timing
- ✓ Truck traffic is an issue on Riverside Drive, Thornton Road and Brightstar Road
- ✓ We need well-lit and well-maintained trails
- ✓ Connect shopping areas with neighborhoods via sidewalks
- ✓ Folks without cars (low-income seniors) need public transportation for medical appointments

- ✓ We need to look at express bus service
- ✓ Look at extending trails where appropriate

Housing

Housing is a major element of a local government due to its role in establishing communities for individuals as well as families. The type of housing and its condition can impact the quality of life and economic viability of communities. As it relates to the economy, housing is also an important feature for employers and local business interests. Having the right mix of housing for all users will allow prospective and current residents the opportunity to realize the American dream via safe, affordable, and quality communities. Housing choices should be suitable to various tastes, incomes, and locations, while being accessible to community amenities and activity centers. More and more Americans are wanting housing choices for all life cycles that have convenient access, walkability, and low maintenance, as well as those who want the rural, large lot lifestyle. A good housing stock should provide options for all diverse users.

The housing element for this Comprehensive Plan Update will establish a vision for the type, choice, location, and affordability of homes for Douglasville. Using a variety of methods to engage the public and stakeholders, existing housing needs, along with future needs were determined by the development of issues, strategies, and goals. Some of them are as follows:

- ✓ State of housing is changing; high prices
- ✓ Important to talk about missing middle income housing; look at smaller lots, granny flats and accessory units
- ✓ For multi-family and townhomes, open to these if created well (quality) and in right location
- ✓ Cottage homes are sought
- ✓ Majority of survey respondents said that availability of property and homes was their top choice for living in Douglasville
- ✓ Majority of survey respondents said that their top priorities for housing needs were: “single-family residential”, “town homes” and “residential as a part of mixed-use developments”.
- ✓ Majority of respondents said that their top priorities over the next 20 years for future residential development were: “development of vacant and under-utilized property” & “require new development to preserve open space and/or parks”.
- ✓ Single-family homes are most popular (diverse housing second)
- ✓ Housing affordability is an issue/More middle-income housing needed
- ✓ Keep multifamily housing at nodes and along major corridors
- ✓ Examine housing types
- ✓ Single-Family Residential is popular, but where do we want to go?
- ✓ We need less R-2 Single-Family, but more density as more R-6 is coming forward
- ✓ Recommendations for the future on density

- ✓ Time to look at other types of housing such as apartments, townhomes and condominiums
- ✓ CBL Development – Owner of the mall – look at them as an example to bring in multi-family housing, maybe even apartments and mixed-use development
- ✓ Douglasville was traditionally a bedroom community and most land is already developed/used-up. We're now playing catch-up in terms of building a community
- ✓ We need more usable property and space (land is scarce)
- ✓ Multifamily developments are becoming popular (why?)
- ✓ Surrounding communities have attached housing options (why is it popular?)
- ✓ Looking for a good mix of housing
- ✓ Housing – consider walkable neighborhoods with bungalows on small lots for millennials
- ✓ We need to look at more life cycle housing for various stages of life
- ✓ Bleakly Report – said the City needed more Senior Housing and apartments
- ✓ Apartments can work in the downtown area
- ✓ 80% of residents leave the city for work commutes
- ✓ Neighborhood Stabilization Programs (NSP) – buy homes from bankruptcy and re-sell them
- ✓ Keep trees/greenspace with new residential development; avoid clearcutting land for new development
- ✓ Keep small-town character when possible
- ✓ More multi-family
- ✓ There is a trend away from traditional housing and mixed-use housing is becoming more popular
- ✓ Apartments do not equal negative context, crime, etc.
- ✓ Identify suitable locations for multifamily housing
- ✓ Aging in place/transitional/assisted living housing is needed to serve the aging
- ✓ Need more options for housing
- ✓ Need architectural guidelines for housing
- ✓ Need homes for middle income/service workers
- ✓ Entry level workers need housing
- ✓ Need more quality residential development

Economic Development

As for the Economic Development element, it is key in supporting the overall mission of making sure there is an adequate supply of employees (skilled labor) to meet the demands of the labor market. This element will detail the programs, recommendations, and strategies to improve the local economy and employment opportunities in Douglasville. The City has an existing Economic Development Authority (Elevate Douglas) that focuses on recruitment, retention, and workforce development in the City and County. Elevate Douglas has been pivotal in attracting international companies as well as working with local small businesses. No matter the size or the scale of the company, the economic development functions of the City are a joint effort between the local elected officials and other business partners that have the shared vision of job growth and economic prosperity.

Economic development is very important for the quality of life of a local community. It can lead to employment growth, job training opportunities, and an increased tax base. For the Comprehensive Plan Update, the Economic Development Element is key for analyzing labor force trends, employment rates, and the type of infrastructure needed to bolster the local economy. Working with the local residents as well as the City's stakeholders, a vision was established to assess the current economic development climate as well as recommend strategies for future economic growth. From the extensive public engagement process, the following issues, strategies, and goals for economic development were established:

- ✓ Continue to support existing businesses and create an environment that attracts new and desired businesses to locate in the City
- ✓ Need to be careful with warehouses adjacent to residential
- ✓ Looking for more diversity in the types of development
- ✓ For economic development, there is a need for some small business incubator/start-up/maker/flex space, especially in mixed-use/residential areas
- ✓ There is a demand for some light industrial spaces – not warehousing – but in right location and with some exterior design guidelines (need more variety)
- ✓ The Plan should identify which development nodes should expand and where new nodes may be appropriate; these should encourage mixed-use development
- ✓ Need to be careful about residential versus industrial zoning; currently there are locations where this is together. Plan should address this and provide separation between residential and industrial
- ✓ Majority of survey respondents said that their highest priorities for Downtown Douglassville were: **“downtown redevelopment”**, **“traffic congestion/circulation”**, **“recreational activities”**, and **“restaurant and tourism-related development”**.
- ✓ Majority of survey respondents said that their top economic development priorities were: retail and restaurants & **“attract more professional and office jobs”**.
- ✓ More office space, mixed-use spaces for employers
- ✓ Need business incubators
- ✓ Too many dollar stores, liquor stores, self-storage businesses, etc.

- ✓ More retail options needed on the Northside
- ✓ The Mall needs more attention/upgrades
- ✓ CBL Development – Owner of the mall – look at them as an example to bring in multi-family housing, maybe even apartments and mixed-use development
- ✓ Look at Cumberland as a model, although on a much smaller scale in Douglasville
- ✓ Redevelopment opportunities in the city, especially commercial buildings/areas.
- ✓ Looking for a mix of unique and creative development types that provide work/play opportunities
- ✓ We need to look at redevelopment from a standpoint of what has worked in other communities
- ✓ Less dollar stores, storage units – investigate regulations that limit the number concentrated in one area/geography
- ✓ Look at more location-based regulations
- ✓ Pay special attention to the mall - It's an economic development generator; can be a catalyst for redevelopment
- ✓ Look at examples of mall redevelopment in other cities
- ✓ Would like for us to show some examples of redevelopment from other successful communities
- ✓ Consider a moratorium on certain businesses – look to cap number of dollar stores, with distance requirements. Similarly, car washes, storage units and package stores
- ✓ We need regulations on certain uses such as car washes, package stores, etc.
- ✓ Continue to support existing businesses and create an environment that attracts new businesses to locate in the City
- ✓ Before we attract some uses, we need to make sure we have the infrastructure for office parks; amenities
- ✓ Focus the data centers on Riverside Drive
- ✓ Need a hotel connected to the conference center downtown. Would be great for walkability and businesses
- ✓ Lionsgate, keep Movie Studio development coming
- ✓ Krispy Kreme stores
- ✓ Restaurants – Cheddars, Cheesecake Factory, etc.
- ✓ Pharmacies
- ✓ Discussed the idea for a Community Improvement District (CID) around the mall area. Cumberland as example. Would definitely support with surrounding property owners as a strategy for economic development, branding and identity.
- ✓ Reach out to Chris Pumphrey – Elevate Douglas – discuss plans/projects for development
- ✓ Need to show that Douglasville is preparing for new growth and development

- ✓ We need more joint-work spaces/shared work spaces
- ✓ We need more Entertainment/restaurant/retail options
- ✓ We need more amenities/shopping options for our youth
- ✓ We need flex space options
- ✓ We need mixed use options
- ✓ More town center development needed – Quality Development
- ✓ Zoning is a factor; need zoned areas ready for future commercial development
- ✓ Need medical office space, not retrofitted facilities

Natural Resources

One of the most important features of a local community is the condition of its natural and cultural resources. The protection and preservation of these sensitive features must be taken into account for having sustainable environments for future generations. While growth of local communities is needed in the areas of residential, commercial, and recreational amenities, and must be accommodated for to enhance the quality of life, the rivers, greenspace, and other sensitive features must not be negatively affected.

For the Comprehensive Plan Update, balancing the protection of these limited resources with a progressive rate of development activities is key. Issues such as rural scenic viewsheds, reductions in impervious surfaces, conservation subdivisions, and farmlands, are important to protecting the natural resources in an area, as is ensuring that rivers, creeks, and reservoirs are not negatively affected. As part of the five-year update, surveys and visioning exercises were conducted during the public engagement process and the following issues, strategies, and goals for natural resources were established:

- ✓ Can the city start picking up recyclables (restart)?
- ✓ Tree protection and green space for new development is needed
- ✓ Need more erosion mitigation measures around creeks
- ✓ Doing a great job of adhering to regulations. The mayor is on the Joint Commission.
- ✓ The Water and Sewer Authority is doing a good job
- ✓ Important to preserve nature; City should continue to protect natural areas
- ✓ OK with some development along the river – perhaps a restaurant on city owned property along the Chattahoochee River
- ✓ Balance growth with the environment
- ✓ Perhaps save more trees during new development
- ✓ Granite is prevalent and limits sewer access. Environmental issues are a challenge
- ✓ Majority of survey respondents said that their top two environmental priorities were: “water quality and conservation” and “greenspace and open space preservation”.
- ✓ Need to proactively address litter. Litter pick-up is great – wished people didn’t litter in the first place

- ✓ Electric Vehicle charging stations are good
- ✓ Create a comprehensive inventory of natural and historic resources and market it for tourism purposes
- ✓ Tree canopy needs protection during all phases of development, including the planning, construction and post construction phases
- ✓ Identify and establish high priority open space areas and encourage owners to preserve areas as open space
- ✓ Encourage more compact development to preserve open space
- ✓ More community involvement/awareness for protecting resources, e.g., no dumping into storm drains, trash pick-up
- ✓ Encourage/require open park space with new commercial/industrial development
- ✓ Enough room to develop and stay out of the watershed protection areas
- ✓ Protect water resources

Community Facilities and Services

With the recent growth and development within the City, the need for community facilities and services has also increased. Providing adequate services for the residents, particularly the elderly and low income, will continue to be a challenge. Features such as parks, libraries, activity centers, etc., are considered amenities and can be assets for both residents and visitors. Additional public service facilities to consider include assets such as health departments, schools, and arts and culture facilities. Community facilities are unique in they are critical for entertaining existing residents as well as helping to attract potential residents. They can be a source of pride and entertainment for local communities.

For the Comprehensive Plan update, evaluating the need for updating and/or replacing community facilities is a key element. Even though there are existing features, the rapid growth of the City has outpaced the availability of facilities and services in certain areas. Access to funding, changing demographics, and even changes in technology have affected the variety and delivery of these services and facilities.

Citizens and stakeholders were helpful through the public engagement activities in providing topics and issues that will be used to create strategies and goals for future decisions on Community Facilities and Services. The following feedback items were used:

- ✓ Programs and activities for young adults with disabilities/special needs
- ✓ Rural recreation uses are wanted
- ✓ Our Code Enforcement department is antiquated
- ✓ Magistrate court process is outdated
- ✓ The police department has come a long way and is much better now. Still room for improvement
- ✓ Likes the police force – they are doing a good job
- ✓ For other departments, would like to see more communication and transparency

- ✓ The Police Dept is doing well and is responsive
- ✓ Code Enforcement needs more improvement, not aggressive enough
- ✓ Police Department is doing a good job
- ✓ Crime is a factor – department is short-staffed
- ✓ Need more enforcement around public areas such as the Mall
- ✓ Can positively affect tourism
- ✓ City should make departmental information more accessible
- ✓ Need better communication with citizens; invaluable information learned through the Citizen's Academy
- ✓ Code Enforcement hits certain areas more than others. Would like to see them along the Highway 5 area more.
- ✓ Code Enforcement needs to address the illegal dumping along the Brightstar Road areas
- ✓ Police department is great
- ✓ Fire department is great
- ✓ City residents should have more input
- ✓ We need to be more proud of what they are doing. Support them.
- ✓ City services were responsive and good to work with
- ✓ Police are complacent with homelessness
- ✓ The plan needs more input on the location of community facilities
- ✓ Majority of survey respondents said that their highest level of satisfaction of public services was with: "parks and recreation", "public safety", and "stormwater drainage systems".
- ✓ Majority of survey respondents said their lowest level of satisfaction with public services was with: "code enforcement", followed by "disaster and emergency planning"
- ✓ Lack of water/sewer infrastructure limits residential growth
- ✓ Code enforcement and magistrate court processes are outdated
- ✓ Need more communication between city and community (transparency)
- ✓ Antiquated business license and permitting process
- ✓ City has a lot of options for activities, programs, etc.
- ✓ Information is not communicated properly
- ✓ Libraries are great – intra-library transfers for items
- ✓ City is doing a great job for entertainment opportunities
- ✓ We need more amenities for our youth

- ✓ Encourage more community facilities with new commercial/industrial development
- ✓ likes the senior centers
- ✓ Need options for children with disabilities
- ✓ Upgrade the appearance of the library
- ✓ The town green amphitheater is good
- ✓ Would like to see more family-oriented activities

Intergovernmental Coordination

Being in a county with multiple municipalities, Intergovernmental Coordination is important for Douglasville. The unique layout of the city boundaries can present challenges in the area of service delivery for residents, particularly if they are not sure of which local government is responsible for their specific needs. E-911, fire personnel, police, and other public safety functions require coordination of services between the various local governments. As a result, Douglasville has a Service Delivery Strategy in place with Douglas County and each of the municipalities in the county, per the Department of Community Affairs (DCA) rules. Additionally, the City also has to coordinate with both regional and state governments for other issues such as transportation and natural resources. With many state routes traversing the City, coordination with GDOT is important for transportation planning. Also, parks, waterways, streams, etc., require cooperation with regulatory agencies such as the Department of Natural Resources (DNR) and the Environmental Protection Division (EPD). Finally, the Atlanta Regional Commission (ARC) is also an entity with which Douglasville must coordinate. The ARC is the metropolitan planning organization (MPO) for the region and coordination is necessary for the planning and funding of transportation programs that require federal assistance. The ARC also provides support and programming for the aging (elderly) and other unique community groups. Since elderly quality of life is a main component of the City's future growth plans, this is another feature that requires cooperation with the ARC. Other entities with which the City coordinates are groups like the Economic Development Authority, Chamber of Commerce, and the local school board, each of which are critical to future quality of life matters.

As for the Comprehensive Plan Update, stakeholder participation and public engagement helped to steer the vision for the following needs/issues, strategies, and goals for Intergovernmental Coordination:

- ✓ Does the City have any water/sewer goals for the future – focus mainly on growth or desire to expand service boundaries?
- ✓ Periodically assess existing intergovernmental agreements and develop new agreements as appropriate.
- ✓ Share resources and information with all government entities

Parks & Recreation Facilities

A major element for the future growth and development of the City is the Parks/Recreation Facilities Element. This feature is a major focus for shaping the City's future for both current and prospective residents. Parks and recreation facilities are amenities that the City can utilize to build upon the qualities and values that have made Douglasville successful. These features are beneficial to residential communities, economic development endeavors, natural resources protection, and overall community prosperity.

During the public outreach process, the citizens and stakeholders were instrumental discussing needs, opportunities, and challenges for the City as they relate to parks and recreation facilities and resources. Integrating these items into the overall mission of the City's future growth plan will be key for the projects, improvements, and programs related to parks and recreation. For the Comprehensive Plan Update, the following information was gathered from both online surveys and in-person activities:

- ✓ Love the parks – Hunter Park and Jessie Davis Park
- ✓ Need options for children with disabilities
- ✓ Is on the Park/Recreation Board – likes the Parks Master Plan for Mill Village
- ✓ Likes the Public Art Commission started by the city
- ✓ Need a public theater (and not use a school or a church)
- ✓ Use an old building for a theater – good for cultural environment
- ✓ Hunter Park is now great
- ✓ Is aware that there are plans for improvements to other parks; city is doing a good job
- ✓ Does think that there is a need for more swimming pools
- ✓ At Jessie Davis Park there are no crosswalks to get across Hwy 92
- ✓ Most parks are good and well-managed
- ✓ We need more cultural options
- ✓ Kids need something to keep busy and stay out of trouble
- ✓ Places for children need to improve
- ✓ More sports fields in the city
- ✓ Things people can do as a family and build community
- ✓ Golf course is losing money
- ✓ Golf course should not be included in Parks and Rec
- ✓ Events in the plaza are great and provide good foot traffic for the City
- ✓ Majority of survey respondents said that their top priority of recreational public facilities was "trails and multiuse paths".
- ✓ Trails/paths that connect to major amenities/communities
- ✓ Upgrade the appearance of the library
- ✓ The town green amphitheater is good

- ✓ Would like to see more family-oriented activities
- ✓ Having options is key/important, but we need more accessibility, especially vis sidewalks and paths
- ✓ City does a good job of providing cultural opportunities – diverse options
- ✓ Encourage/require open park space with new commercial/industrial development
- ✓ Look at using pocket parks – connectivity
- ✓ We need more trails and paths (well-lit and safe)
- ✓ Trails and connectivity are important to students
- ✓ Look at extending trails where appropriate
- ✓ Need upgraded park space – Industry needs/requests
- ✓ Look at public private partnerships to help improve parks

Broadband

Access to quality broadband service is a provision from local governments to their communities, particularly in unserved areas. Being able to utilize efficient broadband service in the areas of high-speed internet, data storage, and information processing is critical to the growth and prosperity of a community. Based on the State of Georgia’s “Achieving Connectivity Everywhere (ACE) Act” in 2018, providing high-speed internet infrastructure is now a part of the State Planning Act. The new law requires the inclusion of a Broadband element for all Comprehensive Plan Updates.

Now, local governments have to consider the availability of broadband into areas previously unserved. Broadband service accessibility must be reasonable and cost effective in all areas of a local government and the details must be included as an element of Comprehensive Plans. For this planning effort, a variety of methods to engage the public and stakeholders on broadband needs was determined by the following issues, strategies, and goals:

- ✓ There are some pockets of the community that do not have good broadband; especially the Tributary area
- ✓ There needs to be a cohesive strategy or plan to update service to all areas
- ✓ We need affordable and consistent service
- ✓ Reliability is a factor with broadband service

CHAPTER 5: COMMUNITY VISION

Vision Statement

This section gathers all the information from the Community Engagement exercises and Existing Conditions analysis and synthesizes them into Goals, Objectives and Actions for the City of Douglasville's future. It provides the framework for City departments, local organizations, and residents to strategize and work together to reach collective goals.

The City has adopted the following vision to guide future development and decision making:

As a prosperous, vibrant, and family oriented community, Douglasville actively embraces the City's location, history, and natural resources to support economic development and an exciting quality of life. Douglasville is committed to directing the allocation of resources and investment in the future to maintain a standard of "excellence" in city government.

Goals, Objectives, & Actions

The GMC Team, in coordination with the City Staff, reviewed the 2018 Douglasville Comprehensive Plan, the Department of Community Affairs Quality Community Objectives, and conducted various public outreach efforts to identify the following goals consistent with the Vision Statement presented herein. The objectives and actions listed below each goal are intended to provide direction to City officials, staff, and appointees as they make decisions and work towards achieving these goals.

Housing (H)

The City's goal to provide a range of safe and healthy housing types, sizes, costs, and densities for all income levels and lifestyles promotes housing as a high priority. This involves addressing the need for new housing options while protecting the integrity of existing residential communities.

H Goal #1: Provide a variety of safe and affordable housing types and densities for all income levels and lifestyles.

H Objective 1.1: Encourage the development of lifecycle housing in all areas of the City

H Action 1.1(1): Identify areas suitable for lifecycle housing such as starter homes, workforce housing, townhomes, condominiums, duplexes, multi-family apartments, assisted living communities, etc.

H Action 1.1(2): Apply for grants to construct new affordable housing units for sale in the city such as the Community Home Investment Program (CHIP) Grant

H Action 1.1(2): Consider a cottage zoning ordinance to allow for smaller single-family homes (600-1,000 square feet) to provide more affordable housing options where appropriate

H Action 1.1(3): Continue to encourage diverse housing options in the downtown area and more options throughout the city

H Action 1.1(5): Increase “aging in place” housing options and Consider providing incentives for development of assisted living housing or housing for those age 55 and above

H Action 1.1(6): Utilize local, state and federal resources to provide housing for the disadvantaged and special needs population such as the homeless, disabled, veterans, recovering addicts, people with HIV/AIDS, abused spouses, etc.

H Action 1.1(7): Create more housing for middle income families, employees in the service industry and entry-level workers.

H Action 1.1(8): Continue to encourage the rehabilitation or removal of substandard homes in the city

H Objective 1.2: Maintain quality building standards in new housing development

H Action 1.2(1): Ensure there are strong design standards to maintain a quality reputation as with new development

H Action 1.2(2): Identify low-density residential and conservation residential areas to protect the existing small-town character where appropriate

H Action 1.2(3): Create a subdivision ordinance that will encourage development that preserves open space

H Action 1.2(4): Identify key design standards, building materials, and facade features, etc., to serve as a platform that shapes the identity and character of residential development.

H Objective 1.3: Promote the increase of residential densities and types where appropriate

H Action 1.3(1): Identify areas suitable for multi-family and Missing Middle Housing, preferably areas with adequate infrastructure (utilities and transportation)

H Action 1.3(2): Revise the City’s UDO residential density regulations to allow for higher residential density development to include design concept review through the use of an overlay.

H Action 1.3(3): Encourage infill residential development that fits within the existing neighborhood context and character.

H Action 1.3(4): Continue to support developers of traditional subdivisions with careful attention to regulation, zoning and effects on adjacent property.

H Action 1.3(5): Expand water/sewer to support higher density residential development and work with developers to contribute to expansion cost or implementation whenever possible

H Goal #2: Maintain safe and healthy housing in the community.

H Objective 2.1: Increase the funding and support of housing related services

H Action 2.1(1): Continue to support code enforcement efforts and allocating funds for code enforcement staff, equipment and municipal court expenses

H Action 2.1(2): Pursue grants, such as the CDBG grant, and alternative funding for rehabilitation of substandard owner-occupied houses

H Action 2.1(3): Collaborate with Elevate Douglas to draft and implement a revitalization strategy to address blighted or vacant properties in economically depressed neighborhoods in the City.

H Action 2.1(4): Consider implementing a Blight Tax to address blighted property

H Action 2.1(5): Conduct a comprehensive housing assessment and create a registry of blighted properties

H Action 2.4(6): Develop policies to protect historical residential neighborhoods as much as possible

H Goal #3: Improve housing data

H Objective 3.1: Track housing data to better inform decision making on housing solutions.

H Action 3.1(1): Track types of housing built and occupancy rates.

H Action 3.1(2): Meet with the Development Review Team semi-annually to assess, track progress and provide updates to City Council

H Action 3.1(3): Develop an understanding of growth projections and how much new housing is needed to plan for and coordinate with the surrounding local governments.

Economic Development (ED)

Economic development is very important for the quality of life of a local community. It can lead to employment growth, job training opportunities, and an increased tax base. For the Comprehensive Plan Update, the Economic Development element is key for analyzing labor force trends, employment rates, and the type of infrastructure needed to bolster the local economy. Working with the local residents as well as the City's stakeholders, a vision was established to assess the current economic development climate as well as recommend strategies for future economic growth.

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

ED Objective 1.2: Develop a strategy to attract more manufacturing, technology, office, and mixed-use businesses.

ED Action 1.2(1): Conduct a formal retail and housing market analysis to determine the best economic development strategy for the city which enhances quality of life.

ED Action 1.2(2): Ensure there is sufficient infrastructure in place for businesses to develop.

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Objective 2.1: Provide economic incentives to attract new businesses and industry and reduce barriers to quality of life developments.

ED Action 2.1(1): Review the zoning code to determine if current ordinances are supportive of business development measures

ED Action 2.1(2): Provide a streamlined development review process with reliable customer service

ED Action 2.1(3): Consider utilizing state and federal programs as incentives.

ED Action 2.1(4): Work with Douglasville's Elevate Douglas organization to utilize tax credit programs to encourage reinvestment and create new jobs in economically distressed areas throughout the city

ED Goal #3: Provide more quality attractions and features as a strategy for Economic development.

ED Objective 3.1: Develop a strategy to provide quality of life amenities to benefit residents and attract commercial growth

ED Action 3.1(1): Increase quality of life amenities by improving existing buildings and adding more entertainment features and points of interest.

ED Action 3.1(2): Identify key locations to serve as activity centers to provide commercial and community development opportunities

ED Action 3.1(3): Continue to partner with the Connect Douglas Transit Program that provides a circulator bus for transportation to work for those who do not own a car.

ED Action 3.1(4): Identify obsolete or inadequate infrastructure in designated Redevelopment Areas.

ED Action 3.1(5): Identify and craft key design standards, building materials, and facade features, etc., to serve as a platform that shapes the identity and character of downtown development.

ED Goal #4: Retain and support existing businesses

ED Objective 4.1: Provide a strong support system for existing businesses

ED Action 4.1(1): Work with the Douglasville Development Authority, the Chamber of Commerce and other key business partners to foster business retention, expansion and employee recruitment.

ED Action 4.1(2): Continue to ensure the UDO and zoning regulations are supportive of existing businesses

ED Goal #5: Increase workforce development efforts to better prepare and connect young people to jobs

ED Objective 5.1: Ensure necessary networks exist within the community for workforce development

ED Action 5.1(1): Partner with Elevate Douglas to develop and/or expand technical centers, trade schools, colleges, Career Academy, and Job Corps.

ED Action 5.1(2): Utilize the technical and intellectual resources of volunteers.

Transportation (T)

The efficient movement of people and goods is important to both residents and visitors. The recent increase in both residential commercial development has led transportation to become an even higher priority for city residents with increased traffic congestion as a result. The City's goal for transportation is to ensure residents and visitors have access to safe, reliable, and well-connected roads for both intra-city as well as for commuter traffic. Additionally, the City seeks to foster alternatives to auto-oriented transportation by providing connectivity through facilities for walking, biking, and transit.

T Goal #1: Address the increase in traffic congestion on major roadways

T Objective 1.1: Support transportation improvement projects to address existing traffic congestion in the City

T Action 1.1(1): Actively participate in Douglas County and GDOT transportation improvement discussions and maintain a flow of communication.

T Action 1.1(2): Track and implement transportation improvement projects needed as a result of increased commercial development

T Action 1.1(3): Identify roads to protect from heavy truck traffic

T Action 1.1(4): Require traffic impact studies for developments on roadways that meet a certain threshold

T Goal #2: Improve walkability, especially in high traffic areas

T Objective 2.1: Ensure sidewalks are included in new development and connect to existing sidewalks, trails, and other pedestrian amenities

T Action 2.1(1): Conduct a walkability access study to determine where sidewalks and crosswalks are needed

T Action 2.1(2): Require traffic calming measures for all new development as needed for safety measures

T Action 2.1(3): Improve and maintain a transportation system that will implement a "Complete Streets" policy

T Action 2.1(4): Support opportunities to provide for alternative modes of transportation, including public transit and multi-use trails/sidewalks.

T Action 2.1(5): Install more sidewalks for school access to surrounding neighborhoods and consider applying for state and federal funding, such as Safe Route to Schools Program

T Action 2.1(6): Implement the 2021 – 2025 recommendations in the Douglasville Bicycle and Pedestrian Plan

T Goal #3: Maintain a high level of service in all areas of transportation

T Objective 3.1: Ensure there is efficient traffic circulation on all roadways

T Action 3.1(1): Consider the impact on traffic flow for all new development as well as commercial and residential expansion.

T Action 3.1(2): Seek out grants such as the LMIG and other state and federal transportation funding programs to improve roads

T Action 3.1(3): Increase connectivity of roads in neighborhoods and side streets

T Action 3.1(4): Utilize Access Management techniques for developments on major corridors

T Action 3.1(5): Institute a Paving Plan and conditions report for currently paved roads

Land Use (LU)

The City has established thoughtful land use development patterns as a goal in order to encourage a balanced mix of uses and meet the needs of current and future residents. Douglasville seeks to address existing development concerns and prepare for additional growth, while maintaining the small-town quality of life historically characteristic of the City. This growth would involve the incorporation of land use and transportation in zoning decisions, design standards upheld in new development, introducing new economic opportunities, and ensuring land uses ultimately benefit residents in the City.

LU Goal #1: Limit undesirable land uses in certain locations

LU Objective 1.1: Institute a moratorium on certain businesses where needed

LU Action 1.1(1): Regulate the number of liquor stores, dollar stores, car washes, etc., within certain distances

LU Action 1.1(2): Require specific design standards for redevelopment opportunities

LU Action 1.1(3): Ensure the compatibility of infill development with surrounding uses

LU Action 1.1(4): Establish a maximum allowed square footage for industrial development in order to preserve a mix of uses in the city and a diverse tax base.

LU Goal #2: Foster smart growth that protects Douglasville's small-town sense of place

LU Objective 2.1: Implement smart growth land use principles to best manage growth

LU Action 2.1(1): Promote infill development and division of existing lots where feasible

LU Action 2.1(2): Encourage proposed development in areas adequately served by infrastructure

LU Action 2.1(3): Effectively manage growth through coordination and communication between City Leadership, staff, and the Private Sector

LU Action 2.1(4): Avoid "spot zoning" by being more consistent with zoning rulings and maintaining a detailed Land Use Plan

LU Action 2.1(5): Require complimentary land uses, where appropriate, in the Character Areas

LU Action 2.1(6): Adjust the transitional buffer requirements between conflicting land uses where appropriate

LU Action 2.1(7): Ensure small-town character is maintained as much as possible with new development through overlays

LU Action 2.1(8): New land uses should protect the environment, preserve historical and cultural resources, and conserve meaningful open space.

LU Action 2.1(9): Create a neighborhood plan for Ward 3 to encourage traditional housing with neighborhood commercial uses.

LU Action 2.1(10): Require new development to include sidewalks and greenspace.

LU Goal #3: Update GIS land use data and use it to make better land use decisions

LU Objective 3.1: Use updated GIS data to make informed land use decisions

LU Action 3.1(1): Expand Land Use Planning functions based on GIS data as it becomes available

LU Action 3.1(2): Make GIS data readily available to customers to make informed decisions about infrastructure costs and impact

Natural and Cultural Resources (NR)

The City encourages the sustainable use of its natural resources and diverse environment for future generations by protecting water quality, managing stormwater runoff, promoting energy efficiency, encouraging green building practices, utilizing appropriate waste management techniques, fostering water conservation and reuse, and providing protection of greenspace and environmentally sensitive areas.

NR Goal #1: Protect the environment by improving the management of natural resources

NR Objective 1.1: Protect the natural resources that make Douglasville a quaint small-town community

NR Action 1.1(1): Create a separate city Stormwater Department

NR Action 1.1(2): Identify necessary percentage of greenspace and tree canopy to keep throughout new development

NR Action 1.1(3): Minimize impacts on infrastructure and environmentally sensitive areas when making land use decisions

NR Action 1.1(4): Educate Citizens on the essential role of floodplains and wetlands as a storm water collector and watershed filter

NR Goal #2: Strengthen environmental resiliency and emergency response measures

NR Objective 2.1: Improve emergency preparation and response planning strategies

NR Action 2.1(1): Ensure the preparedness of the city by providing exceptional training to public safety employees

NR Action 2.1(2): Update existing plans and procedures for natural disaster preparedness and recovery efforts

NR Action 2.1(3): Update existing Hazard Mitigation Plans and Programs

NR Action 2.1(4): Reinstitute a recycling program and other measures to educate citizens on their role in environmental resiliency efforts

City Facilities & Services (CFS)

The City's goal for facilities and services encourages the leadership and staff to focus on providing excellent levels of public services and inclusive facilities for all existing and future residents. There should be a safe environment for youth and people of all ages to socialize and sufficient utilities and services for families to take root for generations.

CFS Goal #1: Ensure the city's utilities and infrastructure are sufficient to meet the needs of current and future residents.

CFS Objective 1.1: Partner with WSA to improve the existing utility infrastructure and prepare for future growth

CFS Action 1.1(1): Increase the P.R. and communication of City events and services to current residents

CFS Action 1.1(2): Expand water and sewer infrastructure to attract as needed for future development opportunities

CFS Action 1.1(3): Conduct an assessment of the current condition of utility infrastructure and make repairs/replacements when needed

CFS Goal #2: Maintain and support a variety of community facilities and services for all users

CFS Objective 2.1: Provide access to public facilities and programming for all ages

CFS Action 2.1(1): Direct more staffing and funding towards maintaining public facilities geared towards youth and the elderly

CFS Action 2.1(2): Increase adding more recreation programs that would help disadvantaged youth after school

CFS Action 2.1(3): Continue to support additional training and continuing education for public safety employees

Intergovernmental Cooperation (IC)

The City's goal of intergovernmental cooperation encourages the communication and collaboration of the City with the County and other surrounding municipalities, as well as regional/state agencies. This is key in coordination efforts to address shared needs through adequate funding, legislation and technical assistance.

IC Goal #1: Continue to collaborate with neighboring jurisdictions to develop solutions for shared regional issues

IC Objective 1.1: Improve county-wide communication for all development and public safety matters

IC Action 1.1(1): Promote maximum cooperation among all public safety, emergency response and law enforcement officials, across the city, county and other agencies to reduce duplication, speed interventions and maximize efficiencies

IC Action 1.1(2): Work collaboratively with Douglas County to define service boundaries in preparation for future growth

IC Action 1.1(3): Revisit the existing service delivery strategy update to coordinate with Douglas County, the state, and other local governments on shared issues such as infrastructure management, transportation planning and economic development.

IC Action 1.1(4): Collaborate with surrounding local governments to address blighted properties and structures.

IC Objective 1.2: Develop a strong regional and national network to address regional issues

IC Action 1.2(1): Increase participation with regional, state, and national alliances for joint efforts for future development opportunities

IC Action 1.2(2): Leverage relationships with elected officials to improve access to State and federal resources.

Broadband (B)

The City's goal for broadband involves increasing cost-effective access to broadband internet where needed and ensuring service is reliable. Douglasville believes access to broadband is a critical need for all of its residents and will make broadband deployment a high priority where needed.

B Goal #1: Ensure all of Douglasville has access to affordable broadband internet service.

B Objective 1.1: Determine the current extent of broadband availability in the City

B Action 1.1(1): Retrieve the most up to date and accurate data on the City's broadband availability and affordability

B Action 1.1(2): Leverage any opportunities to provide home access for K-12 students and for college students to enable online educational opportunities

B Action 1.1(3): Work with all willing providers to expand broadband and mobile networks.

B Goal #2: Ensure essential telecommunication services for all residents, businesses, and local government agencies (especially Public Safety and Emergency Services) are reliable

B Objective 2.1: Determine reliability of telecommunication services and devise improvement solutions

B Action 2.1(1): Engage telecom providers in direct dialogue to address telecom reliability and diversity/redundancy issues.

B Action 2.1(2): Document any major telecommunication outages, and use such documentation to engage providers, GPSC and policy-makers at the local, state, and national level for corrective action

Parks & Recreation (PR)

The City's goal for Parks and Recreation involves maintaining and supporting a high level of parks and recreation services throughout the City. Douglasville believes access to parks and recreation services is an important need for all of its residents and visitors and will devote resources to ensure that they have the opportunity to utilize safe and high-quality parks, trails, and recreation facilities. These are amenities that the City can utilize to build upon the qualities and values that have made Douglasville successful. These features are beneficial to residential communities, economic development endeavors, natural resources protection, and overall community prosperity.

PR Goal #1: Ensure all of Douglasville has access to a city park or recreation facility near their home

PR Objective 1.1: Improve existing parks and/or establish new parks and recreation facilities in underserved areas of the City.

PR Action 1.1(1): Complete the recommendations from the 2018 City Parks and Recreation Master Plan

PR Action 1.1(2): Look at innovative public private partnerships to help improve parks throughout the city

PR Action 1.1(3): Consider pocket parks for park connectivity in appropriate areas

PR Goal #2: Increase safe access to and within existing parks

PR Objective 2.1: Ensure there are safe options for nonmotorized access to park facilities

PR Action 2.1(1): Increase lighting and other safety features are present at all park facilities

PR Action 2.1(2): Install bike lanes and sidewalks where needed for younger patrons

PR Goal #3: Utilize the City's natural resources and features for recreational activities

PR Objective 3.1: Consider more trails, fishing, and other leisure activities at lakes, rivers, etc.

PR Action 3.1(1): Partner with local nonprofits and other entities to create more outdoor recreational activities at local lakes and other features

CHARACTER AREAS

This plan provides Douglasville with an updated Character Area map, redesigned to serve as a guiding tool for strategic development that aligns with the City's community goals. The updated Character Area Map shown in Figure 29 is the result of multiple sources including watershed overlays, rezoning requests, Future Land Use Map, and input received from Douglasville staff and community outreach. The goal was to combine these sources to identify character areas that reflect existing conditions and demonstrate the potential for desired development patterns. These character areas may include diverse land uses, but they are distinguished from one another through fundamental characteristics and/or a specific future vision.

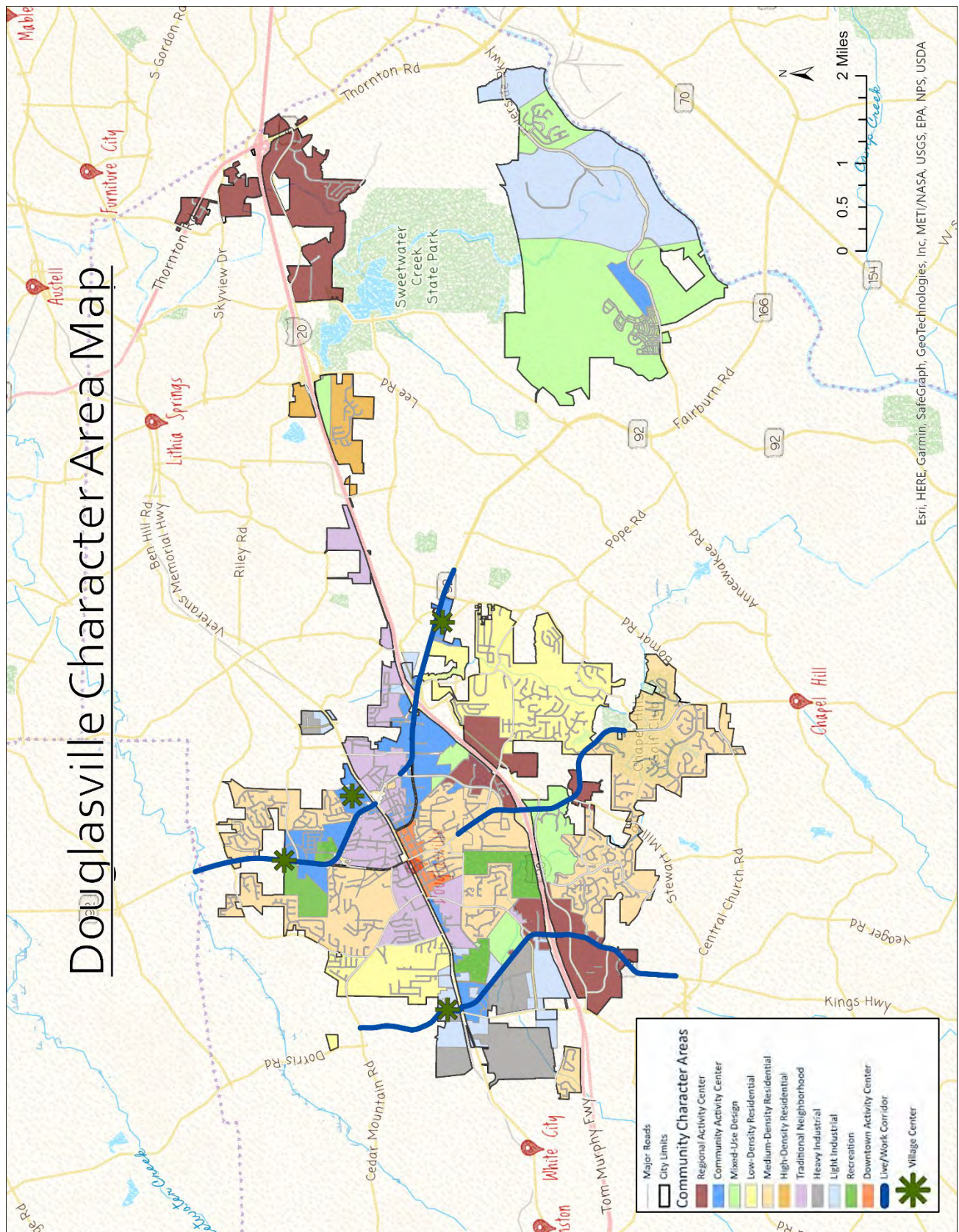
The updated Character Area Map is consistent with the Goals, Objectives, and Actions outlined in the rest of this section, and it satisfies the DCA's guidance for comprehensive plans to identify character areas based on existing and future land use. As such, this map can be used for review and revision of Douglasville Future Land Use Map as well as applicable zoning ordinances. On the neighborhood level, the Character Area Map can help residents, decision makers, and developers make informed and strategic choices about future development.

The Character Areas selected by the planning team and detailed in this section are:

- Live/Work Corridors
- Recreation
- Heavy Industrial
- Light Industrial
- Traditional Neighborhood
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Downtown Activity Center
- Regional Activity Center
- Community Activity Center
- Mixed Use

In the pages that follow, each of these character areas are explained in detail including overall vision, applicable land use and zoning, and corresponding community goals from the Goals, Objectives, and Actions subsection of this plan. This new Character Area Map is the first step toward meeting Land Use Goal #4 in this plan, which is to update zoning codes to better serve the needs of the city.

Figure 29: Character Area Map



Live/Work Corridors

Vision

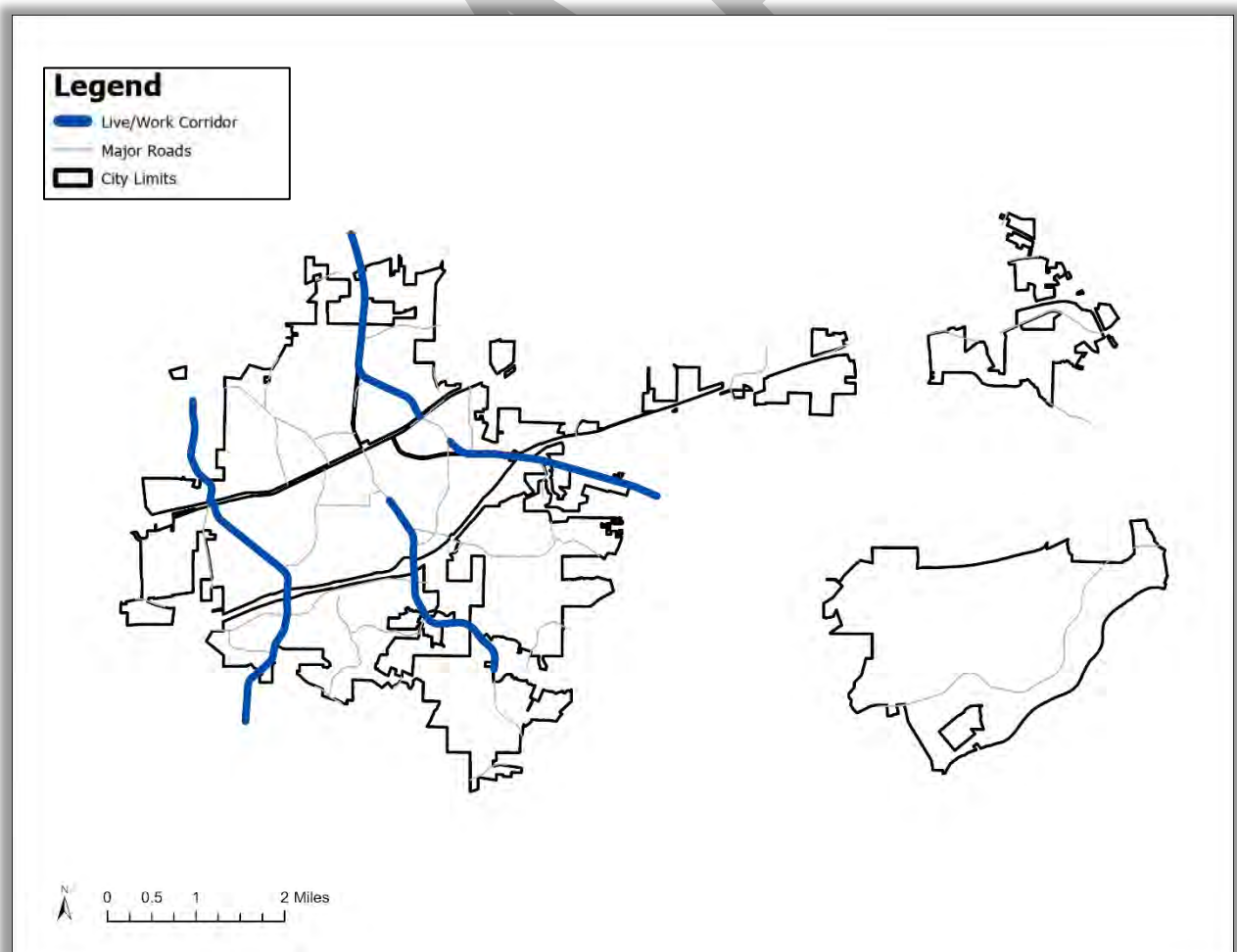
The areas designated as Live/Work Corridors are characterized by their proximity to high traffic areas, such as Hwy 5, Chapel Hill Road, Hwy 92, Hwy 78 and Dallas Hwy, making them ideal for mixed-use development. Live/Work Corridors character areas are suitable for a mix of neighborhood level commercial, multi-family residential housing and walkable streets.

Land Use + Zoning

Land uses recommended for this area include High-Density Residential, Office-Institutional, and Neighborhood Activity Center.

Zoning districts most appropriate for this area include Single Family Residential Detached (R-4), Planned Residential Unit (PRD), Planned Unit Development (PUD), and Neighborhood Commercial (NC), Office-Institutional District (O-I).

Figure 30: Live/Work Corridor Character Areas



Live/Work Corridors Existing Conditions – Fairburn Rd.



Live/Work Corridor Existing Conditions, Fairburn Rd. Photo by GMC Staff

Recommended Goals + Action Items

This subsection includes the top three recommended implementation items for Live/Work Corridor Character Areas in Douglasville. Following these items, there is a list of overall goals that are most relevant for the City’s Live/Work Corridors. These goals are included here to help readers navigate the longer, comprehensive lists in the Goals, Objectives, and Actions section and the Community Work Program of this plan.

Actions Items

1. **ED Action 3.1(4):** Continue to partner with the Connect Douglas Transit Program that provides a circulator bus for transportation to work for those who do not own a car.
2. **T Action 2.1(3):** Improve and maintain a transportation system that will implement a “Complete Streets” policy
3. **T Action 3.1(4):** Utilize Access Management techniques for developments on major corridors

Goals

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

ED Goal #4: Retain and support existing businesses

T Goal #1: Address the increase in traffic congestion on major roadways

T Goal #2: Improve walkability, especially in high traffic areas

T Goal #3: Maintain a high level of service in all areas of transportation

LU Goal #2: Foster smart growth that protects Douglasville’s small-town sense of place

Live/Work Corridors Vision Example



Source: Pinterest; Westhaven Community in Franklin, TN

Recreation

Vision

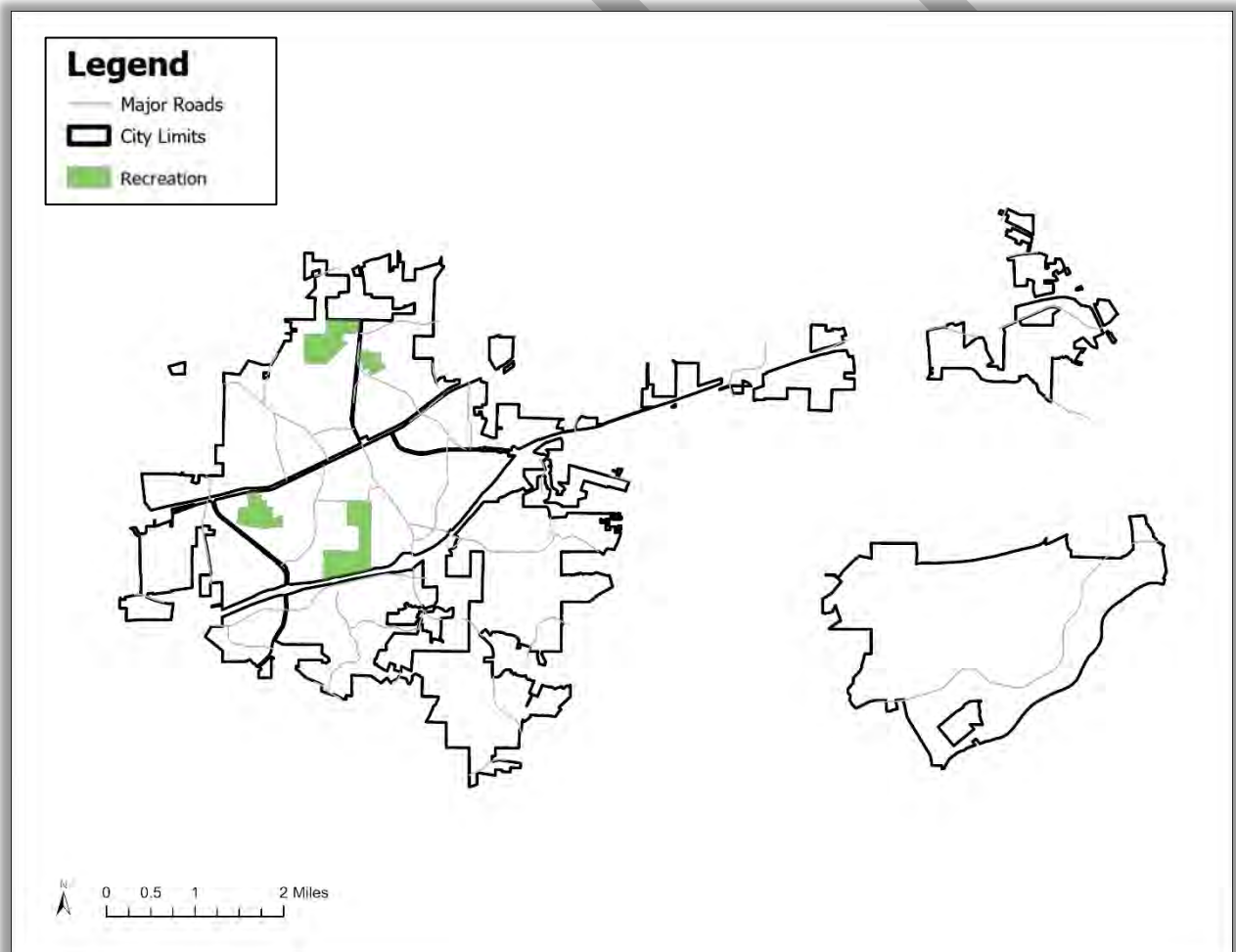
Areas designated as Recreation are focused on providing recreational activities and facilities for the surrounding community. This includes both local, neighborhood scale parks as well as community-wide facilities. Development is limited to features such as trails, sidewalks, and other amenities that will enhance these areas. These areas offer residents and visitors access to greenspace and other recreation features throughout the city.

Land Use + Zoning

Land uses recommended for this area include Conservation, Recreation and Agricultural.

Zoning district most appropriate for this area is Environmental Overlay District (E), Public-Semi-Public (PSP)

Figure 31: Recreation Character Areas



Recreation Existing Conditions – Fowler Field Park



Recreation Existing Conditions, Fowler Field Park. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **PR Action 1.1(1):** Complete the recommendations from the 2018 City Parks and Recreation Master Plan.
2. **PR Action 1.1(3):** Consider pocket parks for park connectivity in appropriate areas.
3. **PR Action 3.1(1):** Partner with local nonprofits and other entities to create more outdoor recreational activities at local lakes and other features.

Goals

NR Goal #1: Protect the environment by improving the management of natural resources

PR Goal #1: Ensure all of Douglasville has access to a city park or recreation facility near their home

PR Goal #2: Increase safe access to and within existing parks

PR Goal #3: Utilize the City's natural resources and features for recreational activities

Recreation Vision Example



Source: Design Concepts Community + Landscape Architects; Elk Ridge Park in Castle Pines, Colorado

Heavy Industrial

Vision

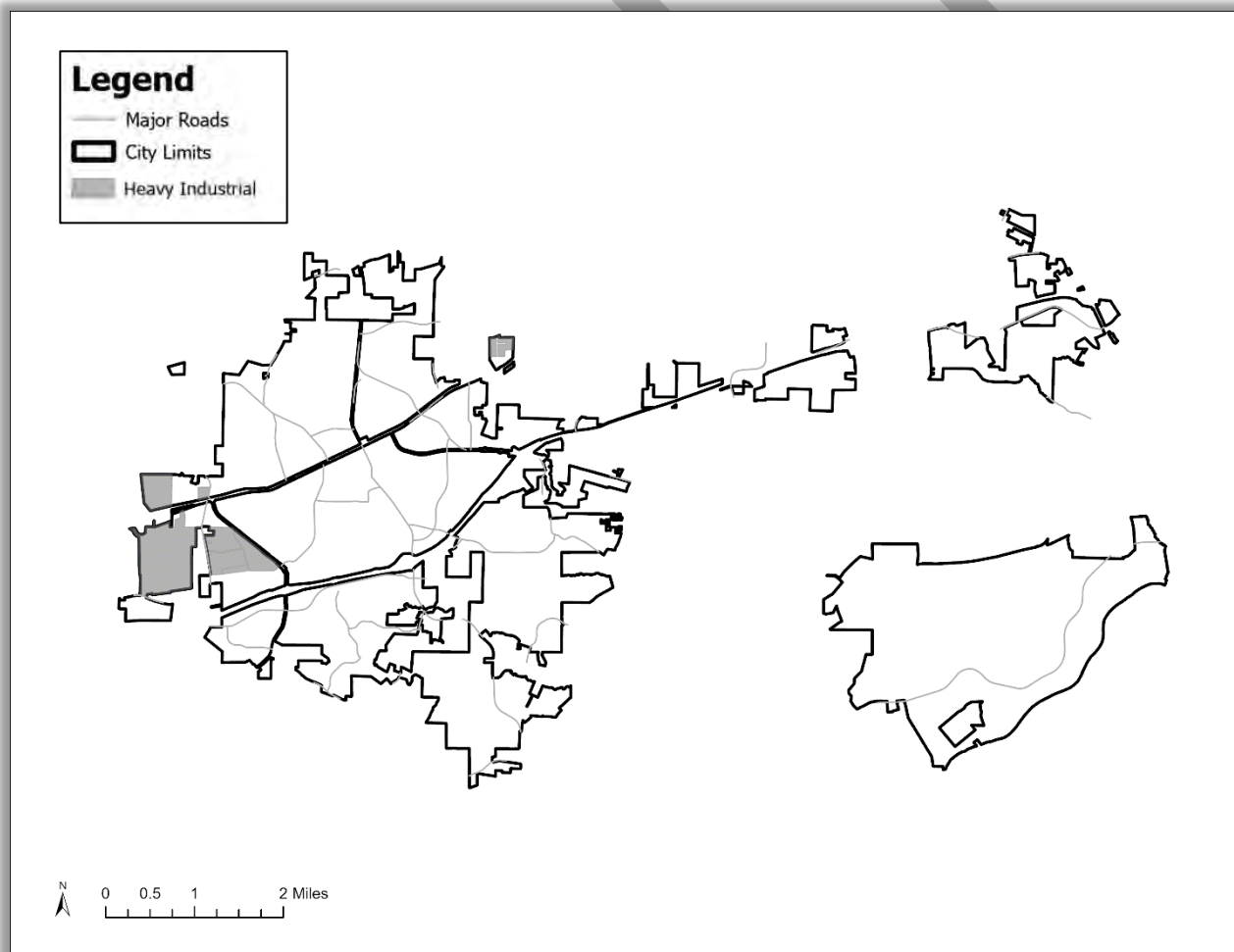
Heavy Industrial character areas are characterized by land suitable for this type of development. Due to uses typically requiring large-scale undertakings (i.e., on-site manufacturing), big equipment, larger lots, and high barriers to entry, the ideal locations are along interstates and highways, near similar development, but not generally adjacent to residential areas. This designation requires that a buffer be established to separate industrial and commercial sites from residential and other non-industrial areas.

Land Use + Zoning

Land use recommended for this area are Heavy Industrial.

Zoning district most appropriate for this area is Heavy Industries (HI).

Figure 32: Heavy Industrial Character Areas



Heavy Industrial Existing Conditions – Bright Star Rd. & McKay Industrial Dr.



Light Industrial Existing Conditions, Bright Start Rd. & McKay Industrial Dr. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **LU Action 1.1(4):** Establish a maximum allowed square footage for industrial development in order to preserve a mix of uses in the city and a diverse tax base.
2. **ED Action 2.1(3):** Consider utilizing state and federal programs as incentives.
3. **ED Action 4.1(1):** Work with the Douglasville Development Authority, the Chamber of Commerce and other key business partners to foster business retention, expansion and employee recruitment.

Goals

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Goal #4: Retain and support existing businesses

ED Goal #5: Increase workforce development efforts to better prepare and connect young people to jobs

LU Goal #1: Limit undesirable land uses in certain locations

Heavy Industrial Vision Example



Source: Datacenterknowledge.com; Facebook Data Center in Huntsville, Alabama

Light Industrial

Vision

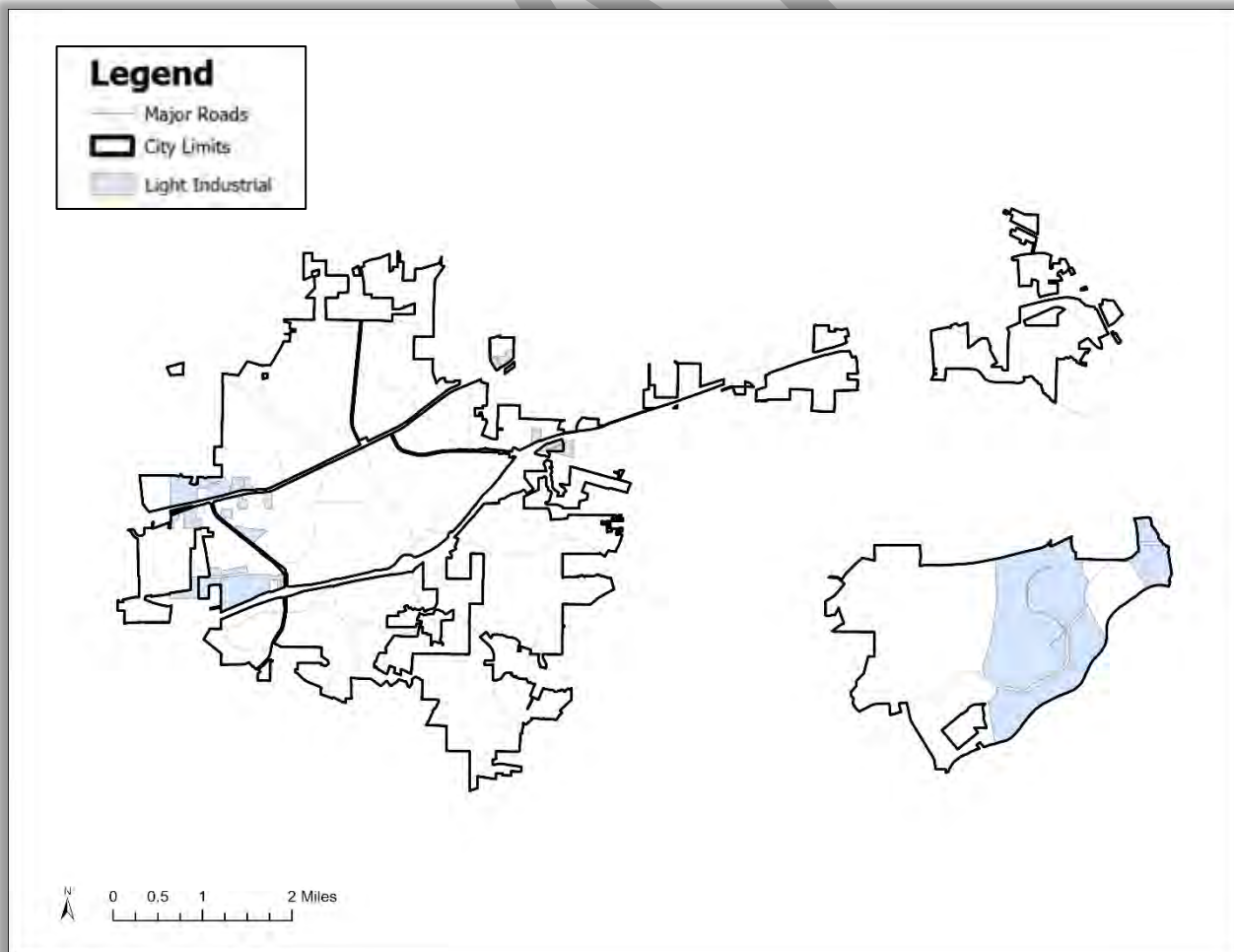
Light Industrial character areas, similar to Heavy Industrial character areas, are characterized by lots suitable for this type of development. The primary difference is that Light Industrial uses are mostly for smaller scale uses for products completed off-site and only needing space for distribution and storage. This includes uses such as warehouses, e-commerce, and similar types of facilities. Similar to the heavier uses, a buffer is normally required to separate from non-industrial uses.

Land Use + Zoning

Land use recommended for this area is Light Industrial, Office-Institutional, and General Commercial.

Zoning district most appropriate for this area is Light Industries (LI) Office-Institutional District (O-I) and General Commercial (GC).

Figure 33: Light Industrial Character Areas



Light Industrial Existing Conditions – Wood Rd.



Light Industrial Existing Conditions, Wood Rd. Photo by GMC Staff.

Recommended Goals + Action Items

Action Items

1. **LU Action 1.1(4):** Establish a maximum allowed square footage for industrial development in order to preserve a mix of uses in the city and a diverse tax base.
2. **ED Action 2.1(3):** Consider utilizing state and federal Economic programs as incentives.
3. **ED Action 4.1(1):** Work with the Douglasville Development Authority, the Chamber of Commerce and other key business partners to foster business retention, expansion and employee recruitment.

Goals

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Goal #4: Retain and support existing businesses

ED Goal #5: Increase workforce development efforts to better prepare and connect young people to jobs

LU Goal #1: Limit undesirable land uses in certain locations

Light Industrial Vision Example



Source: Metalconstruction.org; SKS Bottle & Packaging Inc. in Sarasota Springs, New York

Traditional Neighborhood

Vision

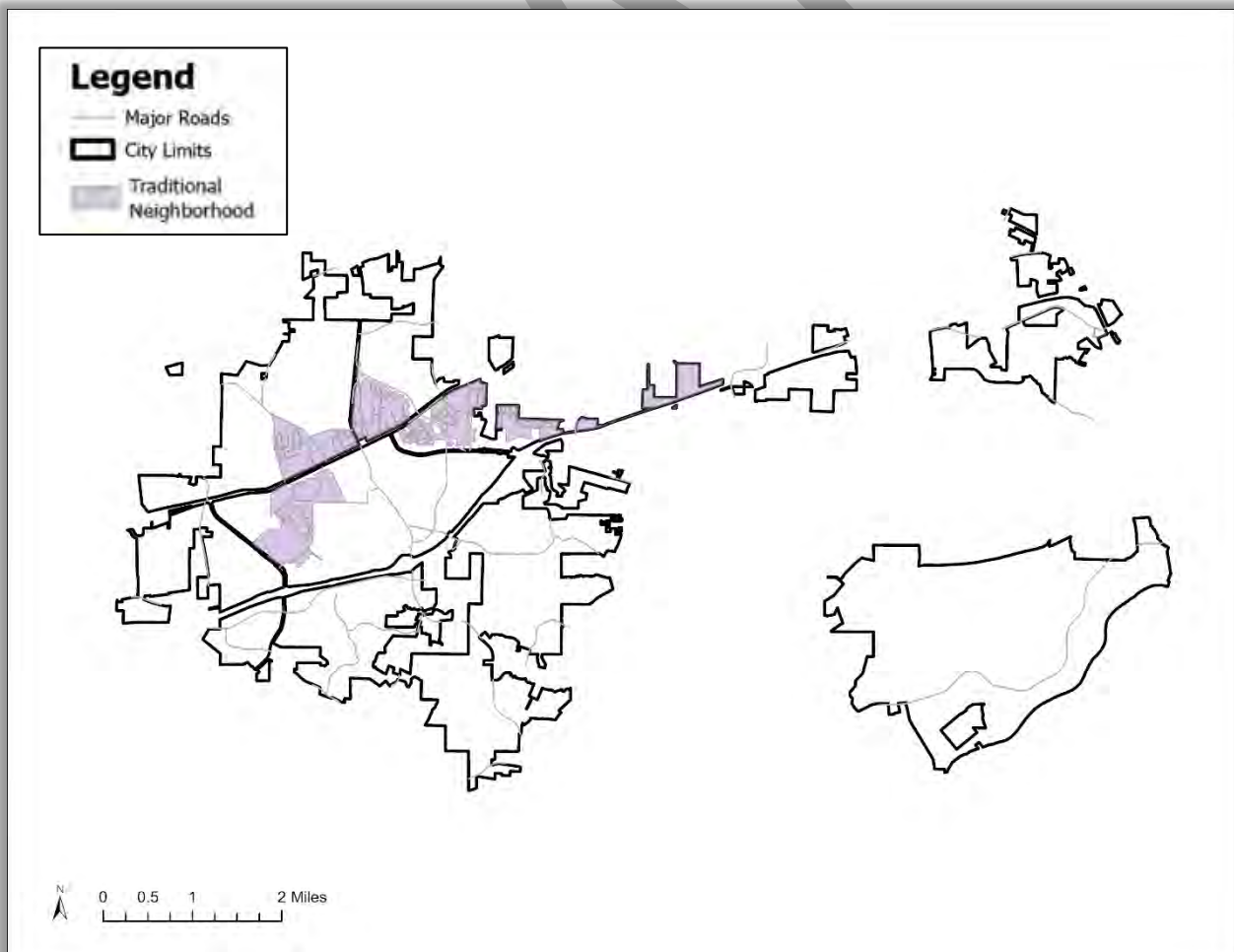
The areas designated as Traditional Neighborhood are characterized by historic development patterns of primarily residential neighborhoods with higher density, smaller lots, missing middle housing and pedestrian-oriented uses and amenities such as neighborhood commercial uses with narrow, interconnected streets. These areas emphasize not only aesthetics and design standards reflective of the community but they also have a focus on redevelopment and infill opportunities where needed. Additionally, Traditional Neighborhood Character Areas will include measures to prevent gentrification as they continue to redevelop.

Land Use + Zoning

Land uses recommended for this area are Low-Density Residential, Recreation, Neighborhood Commercial, and Neighborhood Activity Center.

Zoning districts most appropriate for this area include Single Family Residential Detached (R-2 & R-3) and Neighborhood Commercial District (NC).

Figure 34: Traditional Neighborhood Character Areas



Traditional Neighborhood Existing Conditions - Tributary



Tributary Community. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **H Action 1.3(3):** Encourage infill residential development that fits within the existing neighborhood context and character.
2. **H Action 2.1(2):** Pursue grants, such as the CDBG grant, and alternative funding for rehabilitation of substandard owner-occupied houses
3. **LU Action 2.1(9):** Create a neighborhood plan for Ward 3 to encourage traditional housing with neighborhood commercial uses and historical preservation strategies.

Goals

H Goal #1: Provide a variety of safe and affordable housing types and densities for all income levels and lifestyles.

H Goal #2: Maintain safe and healthy housing in the community.

LU Goal #2: Foster smart growth that protects Douglasville's small-town sense of place

Traditional Neighborhood Vision Example

Residential Example:



Source for both photos: Zillow; Location for upper photo – Chicago, IL; Bottom photo – Jacksonville, FL

Commercial Example:



Low Density Residential

Vision

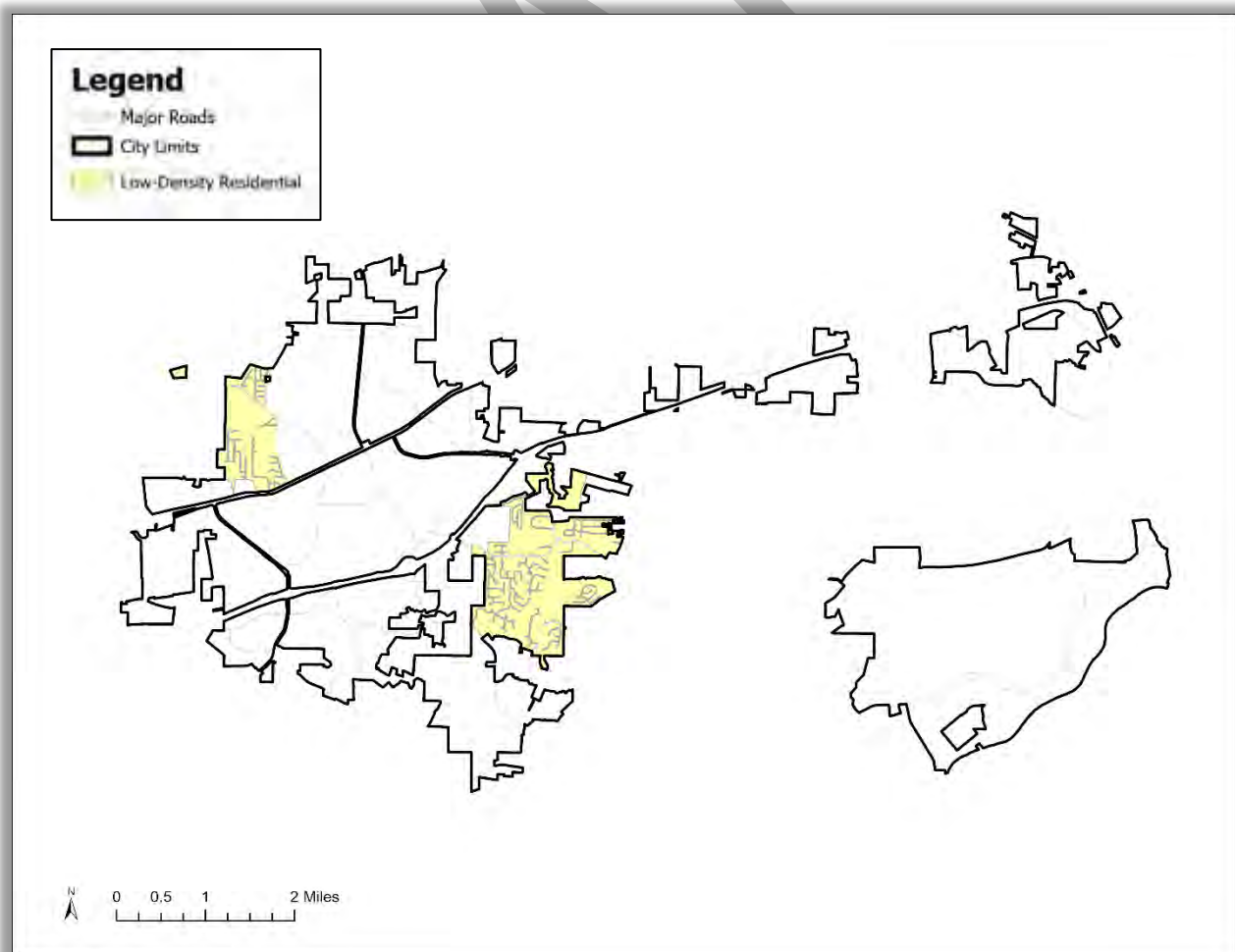
The areas designated as Low Density Residential, are characterized by primarily exurban areas with majority low-density, large-lot residential development. There may be areas of commercial development, but mostly at intersection crossroads. These areas currently lack access to public water/sewer. It is envisioned that these areas may receive access to public water/sewer in the long-term, but development should be carefully planned to protect environmentally sensitive areas and maintain the large lot and rural character.

Land Use + Zoning

Land uses recommended for this area are Low-Density Residential, Recreation, and some limited Neighborhood Activity Center.

Zoning districts most appropriate for this area include Single Family Residential Detached (R-2 & R-5).

Figure 35: Low Density Residential Character Areas



Low Density Residential Existing Conditions – Rose Ave.



Rose Avenue. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **H Action 1.2(2):** Identify low-density residential and conservation residential areas to protect the existing small-town character where appropriate
2. **H Action 1.2(3):** Create a subdivision ordinance that will encourage development that preserves open
3. **H Action 1.3(4):** Continue to support developers of traditional subdivisions with careful attention to regulation, zoning and effects on adjacent property.

Goals

H Goal #1: Provide a variety of safe and affordable housing types and densities for all income levels and lifestyles.

H Goal #2: Maintain safe and healthy housing in the community.

LU Goal #2: Foster smart growth that protects Douglasville's small-town sense of place

Low Density Residential Vision Example



Source: SandstoneHills.com; Spearfish, South Dakota

DRAFT

Medium Density Residential

Vision

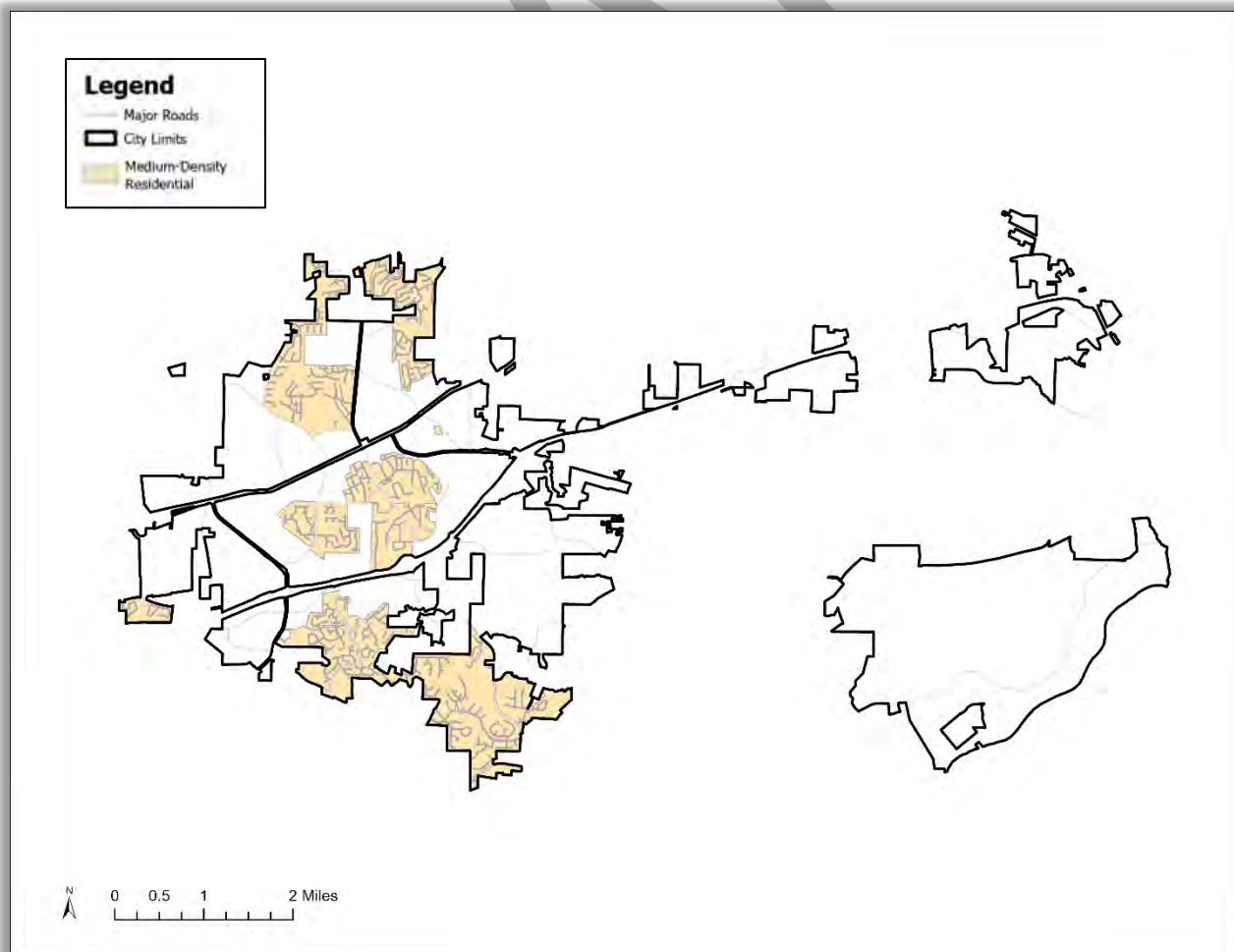
The areas designated as Medium Density Residential are characterized by existing neighborhoods in primarily suburban parts of the City that are stable and not facing immediate pressure to transition to a more dense and urban style of suburban development. Medium Density Residential character areas are suitable for higher density residential use if future access to public water/sewer services is available. Due to the fact that these areas are typically adjacent to existing dense residential and commercial development with access to public water and sewer services, it is likely that public water and sewer services would be extended to surrounding areas first, especially if there is demand.

Land Use + Zoning

Land uses recommended for this area are Medium-Density Residential, Mixed-Use Design, as well as some limited Neighborhood Activity Center and Recreation.

Zoning districts most appropriate for this area include Single Family Residential Detached (R-4 & R-5), Planned Residential Unit (PRD), and Planned Unit Development (PUD).

Figure 36: Medium Density Residential Character Areas



Medium Density Residential Existing Conditions – Chapel Hill Subdivision



Chapel Hill Subdivision. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **H Action 1.1(1):** Identify areas suitable for lifecycle housing such as starter homes, workforce housing, townhomes, condominiums, duplexes, multi-family apartments, assisted living communities, etc.
2. **H Action 1.1(7):** Create more housing for middle income families, employees in the service industry and entry-level workers.
3. **H Action 1.3(1):** Identify areas suitable for multi-family and Missing Middle Housing, preferably areas with adequate infrastructure (utilities and transportation)

Goals

H Goal #1: Provide a variety of safe and affordable housing types and densities for all income levels and lifestyles.

H Goal #2: Maintain safe and healthy housing in the community.

T Goal #2: Improve walkability, especially in high traffic areas.

T Goal #3: Maintain a high level of service in all areas of transportation.

LU Goal #2: Foster smart growth that protects Douglasville's small-town sense of place

Medium Density Residential Vision Example



Source: MissingMiddleHousing.com; Located in Olympia, Washington

High Density Residential

Vision

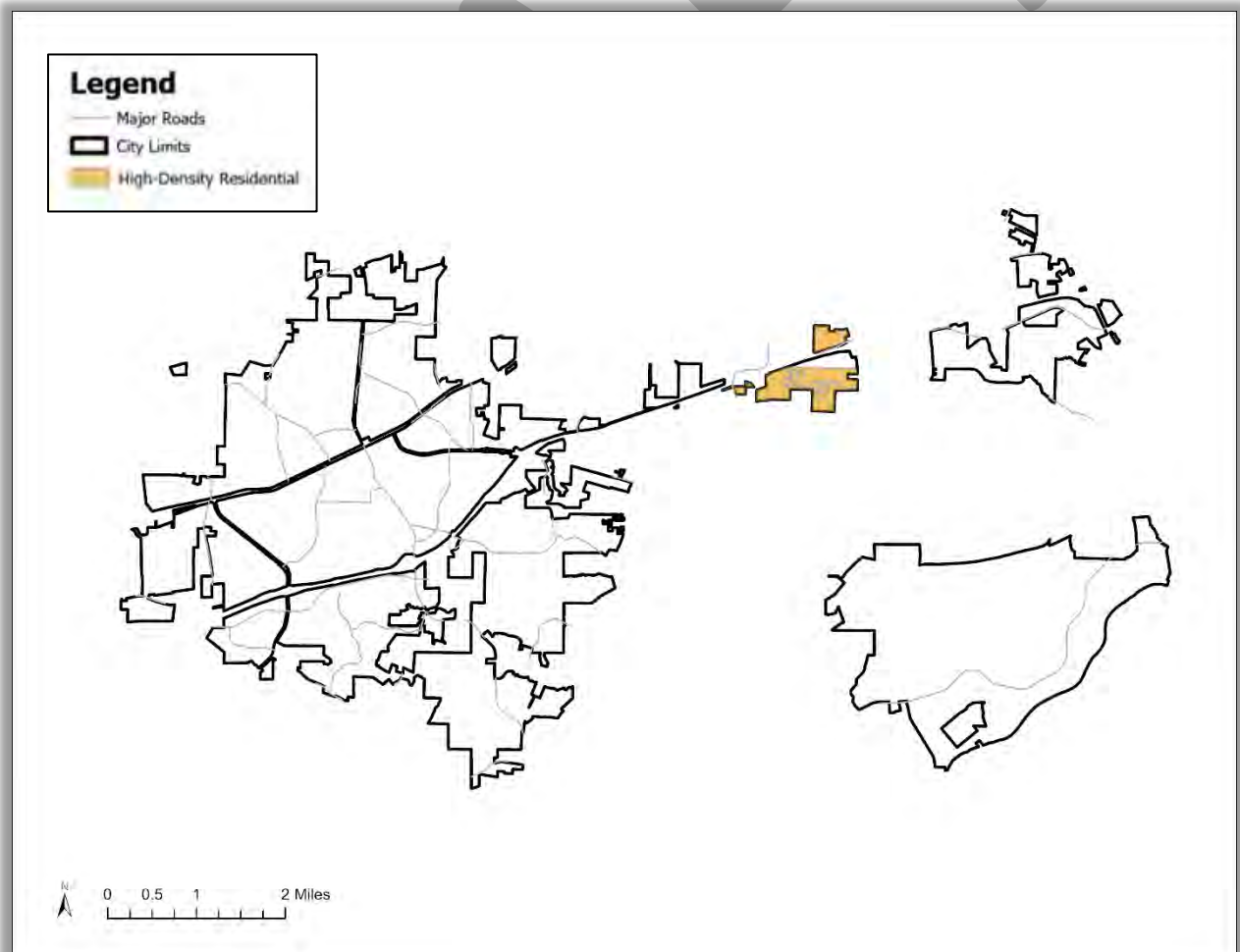
The areas designated as High Density Residential are characterized by the highest level of density and where the majority of multifamily development and intense commercial development are located in the City. They are also depicted by heavy pedestrian use facilities. High Density Residential character areas are suitable for apartments, townhomes, mixed-use and other dense infill development.

Land Use + Zoning

Land uses recommended for this area are High-Density Residential, Mixed-Use Design, Community Activity Center, and Neighborhood Activity Center.

Zoning districts most appropriate for this area include Single Family Residential Detached (R-4), Planned Residential Unit (PRD), Planned Unit Development (PUD), Neighborhood Commercial (NC), Central Business (CBD), and General Commercial (GC).

Figure 37: High Density Residential Character Areas



High Density Residential Existing Conditions - Tributary



High Density Residential in Tributary Community. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **H Action 1.3(1):** Identify areas suitable for multi-family and Missing Middle Housing, preferably areas with adequate infrastructure (utilities and transportation)
2. **H Action 1.3(2):** Revise the City's UDO residential density regulations to allow for higher residential density development to include design concept review through the use of an overlay.
3. **H Action 1.3(5):** Expand water/sewer to support higher density residential development and work with developers to contribute to expansion cost or implementation whenever possible

Goals

H Goal #1: Provide a variety of safe and affordable housing types and densities for all income levels and lifestyles.

H Goal #2: Maintain safe and healthy housing in the community.

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

T Goal #1: Address the increase in traffic congestion on major roadways.

T Goal #2: Improve walkability, especially in high traffic areas.

LU Goal #2: Foster smart growth that protects Douglasville's small-town sense of place

High Density Residential Vision Example (Graphic or photo to follow)



Source: Sightline.org; Located in Paris, France

Downtown Activity Center

Vision

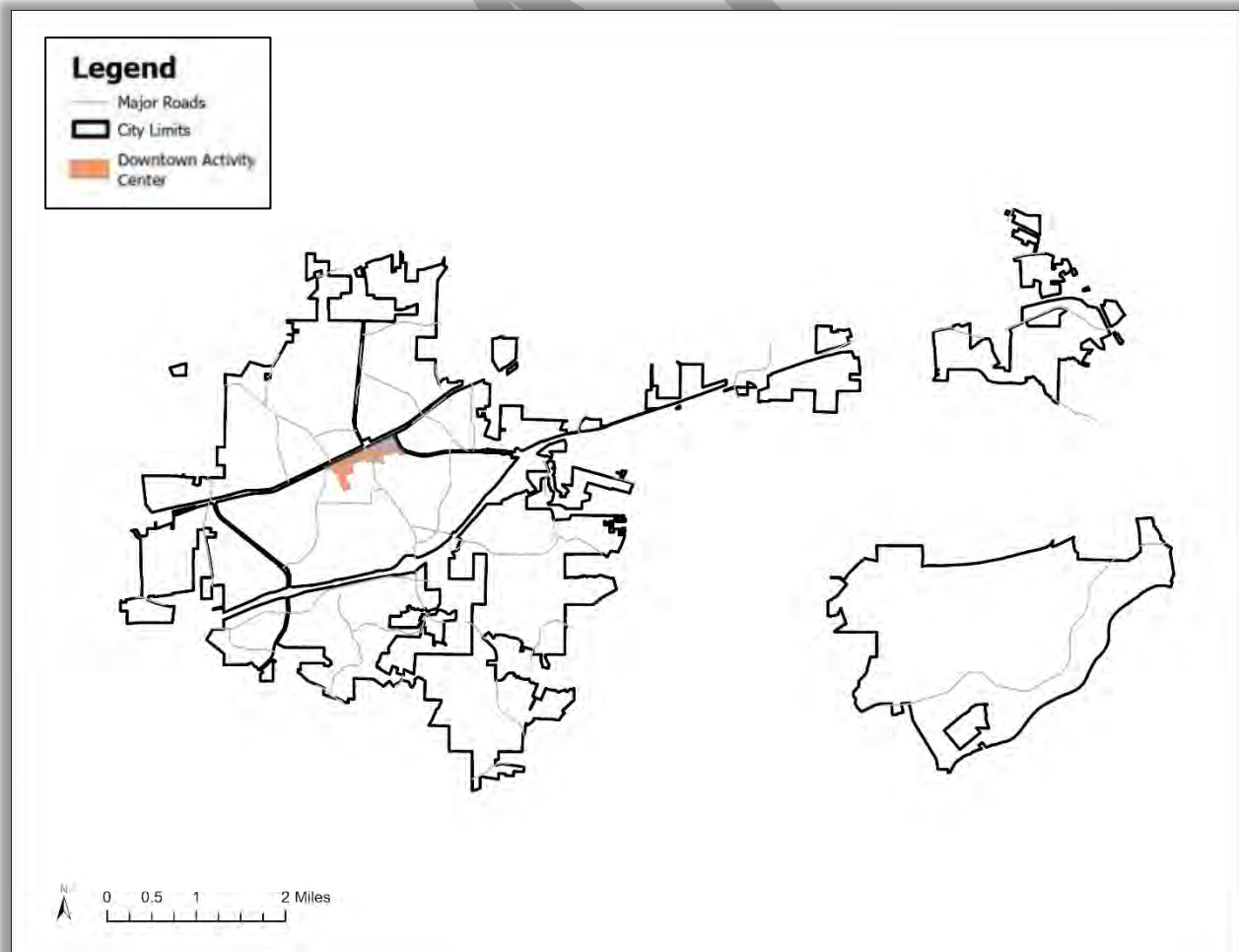
The areas designated as Downtown Activity Center, are characterized by being in the Central Business District of the downtown area. Most of the local government offices, convention and visitors' centers, hotels, and urban gathering places/commercial uses are in this area. This is primarily a pedestrian friendly area with benches, crosswalks, and traffic signals to facilitate safe pedestrian use. It is the densest area with majority small lot development. There may be areas of mixed-uses with residential development over commercial development. It is envisioned that these areas may limit vehicular access at times for certain activities.

Land Use + Zoning

Land uses recommended for this area are Community Activity Center, Neighborhood Activity Center, and Mixed-Use Design.

Zoning districts most appropriate for this area include Public-Semi-Public (PSP), Central Business (CBD) and General Commercial (GC).

Figure 38: Downtown Activity Center Character Areas



Downtown Activity Center Existing Conditions – O’Neal Plaza



Downtown Douglasville, O’Neal Plaza. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **ED Action 3.1(1):** Increase quality of life amenities by improving existing buildings and adding more entertainment features and points of interest.
2. **ED Action 3.1(2):** Identify key locations to serve as activity centers to provide commercial and community development opportunities
3. **T Action 2.1(3):** Improve and maintain a transportation system that will implement a “Complete Streets” policy

Goals

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Goal #3: Provide more quality attractions and features as a strategy for Economic development.

ED Goal #4: Retain and support existing businesses

T Goal #1: Address the increase in traffic congestion on major roadways

T Goal #2: Improve walkability, especially in high traffic areas

T Goal #3: Maintain a high level of service in all areas of transportation

LU Goal #1: Limit undesirable land uses in certain locations

LU Goal #2: Foster smart growth that protects Douglasville’s small-town sense of place

Downtown Activity Center Vision Example



Source: Flickr.com, Photographer: Ted Eytan; Located in Washington, D.C.

Regional Activity Center

Vision

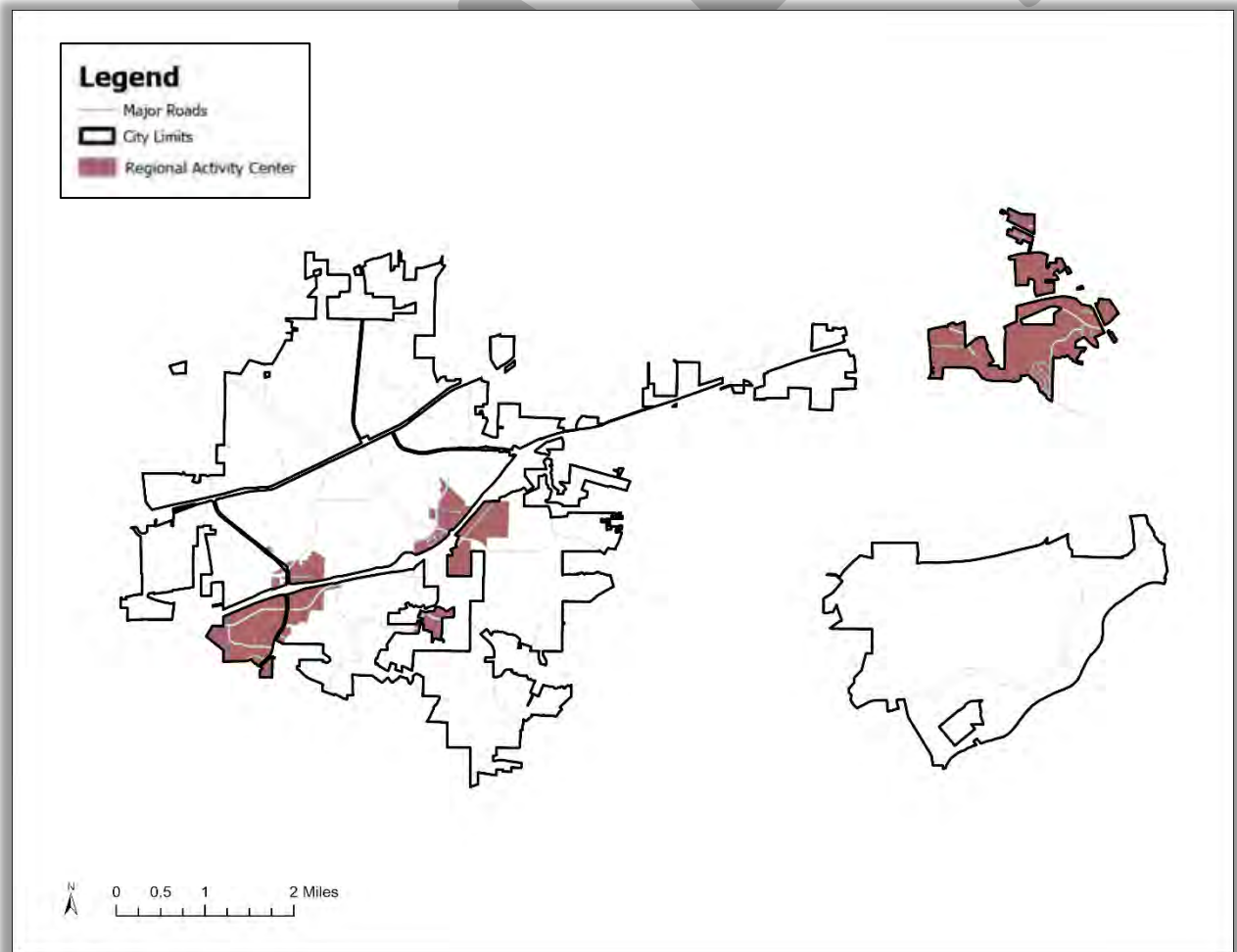
The areas designated as Regional Activity Center, are characterized by large, dense areas with a combination of uses, typically along major roadways, interstates, or transit corridors. These uses provide access to a variety of commercial, retail, and office uses for both local residents and commuters/visitors. In contrast to Downtown Activity Centers, these areas typically are attracting larger groups of people accessed by vehicular use along major transportation facilities.

Land Use + Zoning

Land uses recommended for this area include Regional Activity Center and Mixed-Use Design.

Zoning districts most appropriate for this area include Regional Marketplace (RMP) and General Commercial (GC).

Figure 39: Regional Activity Center Character Areas



Regional Activity Center Existing Conditions – Arbor Place Mall



Arbor Place Mall. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **ED Action 1.2(2):** Conduct a formal retail and housing market analysis to determine the best economic development strategy for the city which enhances quality of life.
2. **ED Action 3.1(2):** Identify key locations to serve as activity centers to provide commercial and community development opportunities
3. **T Action 2.1(3):** Improve and maintain a transportation system that will implement a “Complete Streets” policy

Goals

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Goal #3: Provide more quality attractions and features as a strategy for Economic development.

ED Goal #4: Retain and support existing businesses

T Goal #1: Address the increase in traffic congestion on major roadways

T Goal #2: Improve walkability, especially in high traffic areas

T Goal #3: Maintain a high level of service in all areas of transportation

LU Goal #2: Foster smart growth that protects Douglasville’s small-town sense of place

NR Goal #1: Protect the environment by improving the management of natural resources

CFS Goal #1: Ensure the city’s utilities and infrastructure are sufficient to meet the needs of current and future residents.

IC Objective 1.2: Develop a strong regional and national network to address regional issues

Regional Activity Center Vision Example



Source: Business.simon.com; Woodbury Common in Orange County, New York

Community Activity Center

Vision

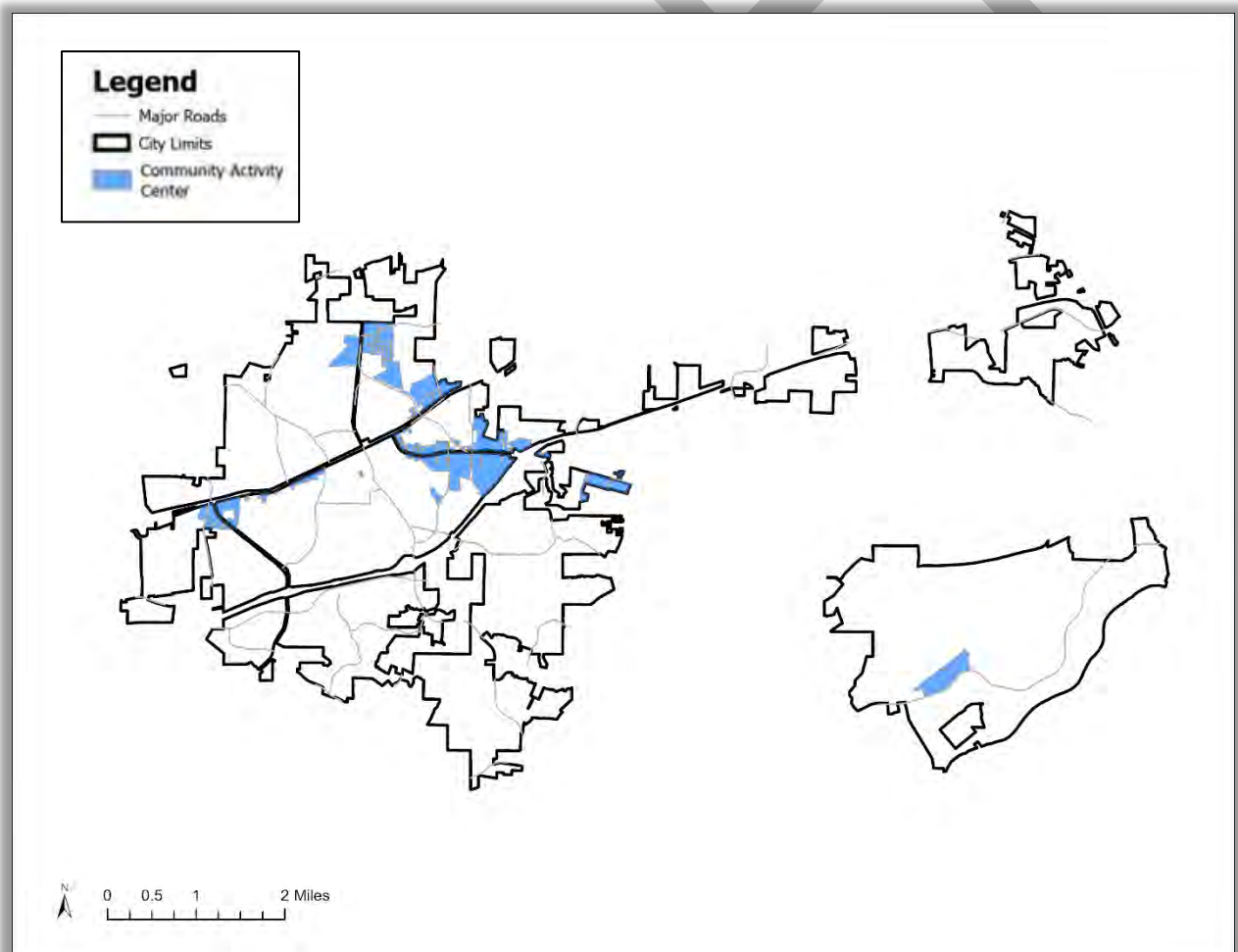
The areas designated as Community Activity Center, in contrast to the Regional Activity Center areas, are characterized by mid-size areas, with significant density, located along roadways or transit routes. These areas provide access to goods, services, entertainment, etc., but on a neighborhood scale, with heavy access to pedestrians or other non-motorized users, in addition to vehicular traffic.

Land Use + Zoning

Land uses recommended for this area include Community Activity Center, Neighborhood Activity Center, and Mixed-Use Design.

Zoning districts most appropriate for this area include Central Business (CBD) and General Commercial (GC).

Figure 40: Community Activity Center Character Areas



Community Activity Center Existing Conditions – Fairburn Rd.



Fairburn Rd. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **ED Action 1.2(2):** Conduct a formal retail and housing market analysis to determine the best economic development strategy for the city which enhances quality of life.
2. **T Action 2.1(3):** Improve and maintain a transportation system that will implement a “Complete Streets” policy
3. **ED Action 3.1(2):** Identify key locations to serve as activity centers to provide commercial and community development opportunities

Goals

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Goal #3: Provide more quality attractions and features as a strategy for Economic development.

ED Goal #4: Retain and support existing businesses.

T Goal #1: Address the increase in traffic congestion on major roadways.

T Goal #2: Improve walkability, especially in high traffic areas

T Goal #3: Maintain a high level of service in all areas of transportation

LU Goal #1: Limit undesirable land uses in certain locations

LU Goal #2: Foster smart growth that protects Douglasville’s small-town sense of place.

NR Goal #1: Protect the environment by improving the management of natural resources

CFS Goal #1: Ensure the city’s utilities and infrastructure are sufficient to meet the needs of current and future residents.

Community Activity Center Vision Example



Source: DiscoverDurham.com; Located in Durham, NC

Mixed Use Design

Vision

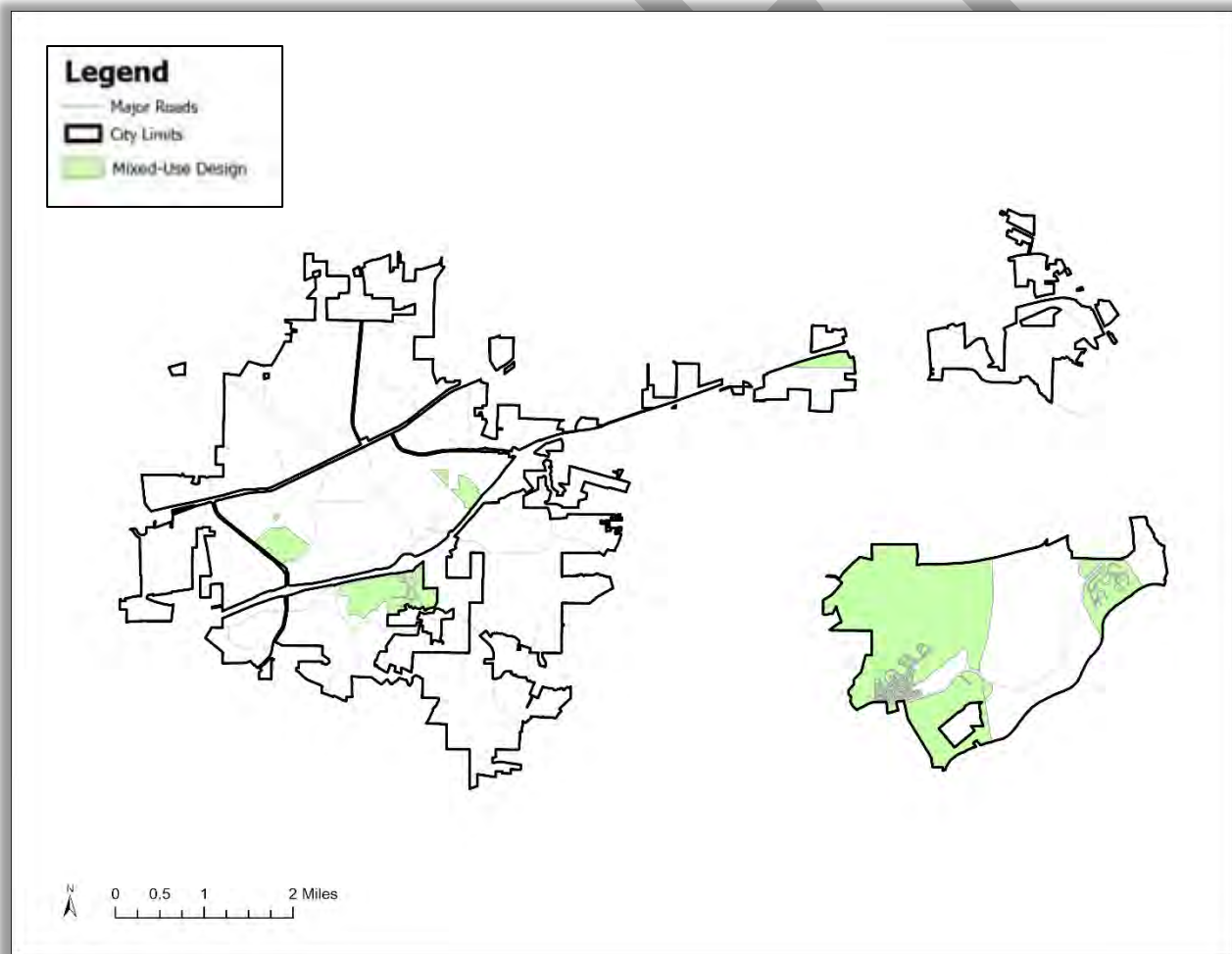
The areas designated as Mixed Use are characterized by developments having a combination of residential, commercial, office, etc. purposes, in close proximity, with pedestrian-friendly access. This can be within the same structure or multiple structures within a development area such as missing middle housing. Similar to the Downtown Activity Center, Mixed Use developments have a high level of density and are usually multimodal for all users.

Land Use + Zoning

Land use recommended for this area include, Mixed-Use Design.

Zoning districts most appropriate for this area include Office-Institutional (OI), Planned Unit Development (PUD), Planned Residential Development (PRD), Neighborhood Commercial (NC), Central Business (CBD) and General Commercial (GC), Town Center Mixed Use (TCMU).

Figure 41: Mixed Use Design Character Areas



Mixed Use Design Existing Conditions – Hospital Drive



Hospital Drive. Photo by GMC Staff

Recommended Goals + Action Items

Action Items

1. **H Action 1.1(3):** Continue to encourage diverse housing options in the downtown area and more options throughout the city
2. **ED Action 1.2(2):** Conduct a formal retail and housing market analysis to determine the best economic development strategy for the city which enhances quality of life.
3. **T Action 2.1(4):** Support opportunities to provide for alternative modes of transportation, including public transit and multi-use trails/sidewalks.

Goals

H Goal #1: Provide a variety of safe and affordable housing types and densities for all income levels and lifestyles.

ED Goal #1: Attract more diverse businesses and mixed-use developments to prevent an overabundance of industrial development.

ED Goal #2: Increase the number of high wage employers with more employment options to the city that will benefit residents.

ED Goal #3: Provide more quality attractions and features as a strategy for Economic development.

T Goal #1: Address the increase in traffic congestion on major roadways

T Goal #2: Improve walkability, especially in high traffic areas

T Goal #3: Maintain a high level of service in all areas of transportation

LU Goal #2: Foster smart growth that protects Douglasville’s small-town sense of place

CFS Goal #1: Ensure the city’s utilities and infrastructure are sufficient to meet the needs of current and future residents.


PR Goal #2: Increase safe access to and within existing parks

Mixed Use Design Vision Example



Source: Opticosdesign.com; Located in Buena Vista, Colorado

COMMUNITY WORK PROGRAM TABLE KEY

Responsible Parties and Partners	Estimated Cost Categories									
MC - Mayor and City Council CM - City Manager CA - City Attorney PZ - Planning and Zoning Department FI - Finance Department PR - Parks and Recreation Department ES - Emergency Services WSA - Water and Sewer Authority PC - Planning Commission PSD - Public Services Department EG - Engineering IT - Information Technology Department GIS - Geographic Information Systems Department SC - Senior Citizen Services ED - Economic Development/Elevate Douglas CC - Code Compliance BOE - Board of Education GA - State of Georgia PS - Private Sector NP - Nonprofits OT - Others	Staff Time Planning Level Estimates where Provided									
	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="1215 676 1936 726">Projected Timelines</th></tr> </thead> <tbody> <tr> <td data-bbox="1215 726 1552 817">Short Term:</td><td data-bbox="1552 726 1936 817">1-3 Years</td></tr> <tr> <td data-bbox="1215 817 1552 867">Intermediate Term:</td><td data-bbox="1552 817 1936 867">3-5 Years</td></tr> <tr> <td data-bbox="1215 867 1552 917">Long Term:</td><td data-bbox="1552 867 1936 917">5 Years +</td></tr> <tr> <td data-bbox="1215 917 1552 1009">Ongoing</td><td data-bbox="1552 917 1936 1009"></td></tr> </tbody> </table>	Projected Timelines		Short Term:	1-3 Years	Intermediate Term:	3-5 Years	Long Term:	5 Years +	Ongoing
Projected Timelines										
Short Term:	1-3 Years									
Intermediate Term:	3-5 Years									
Long Term:	5 Years +									
Ongoing										
										

Report of Accomplishments 2019-2023											
	Work Program Activity	2019	2020	2021	2022	2023	Status				Explanation/Comment
							Completed	Underway	Postponed	Not Accomplished/ Cancelled	
Development Patterns											
	Review and redefine parking requirements for different land uses and mixes in the revised Unified Development Ordinance.			X				*			Carry forward to STWP
	Update the Unified Development Ordinance with appropriate noise and visual abatement methods, including landscaped beams, trees, shrubbery, and other mechanisms to screen adjacent properties from the effects of traffic such as noise and emissions.			X			*				Completed
	Revise the regulations in the Unified Development Ordinance to incentivize buried utilities, screening of utility junction boxes and context sensitive lighting poles (as appropriate) for new development.			X				*			Carry forward to STWP
	After adoption of the UDC - update Character Area descriptions to reflect the newly created and/or modified zoning districts and development regulations.		X					*			Included in 2023 plan update.
	After adoption of the UDC - Transition the Existing Zoning Districts Table to Zoning Compatibility Table to reflect the preferred UDC Zoning Districts for each Character Area.		X					*			Included in 2023 plan update.
	Consider adopting an ordinance to require zoning consistency with the future land use map based on the Zoning Compatibility Table.			X				*			Included in 2023 plan update.

	Work Program Activity	2019	2020	2021	2022	2023	Status				Explanation/Comment
							Completed	Underway	Postponed	Not Accomplished/ Cancelled	
	Revisit maximum density recommendations found within character area descriptions.			X				*			Included in 2023 plan update.
	Complete a small area study for the Arbor Place Mall Area: a. The Mall Site b. Douglas Boulevard Corridor c. Bright Starr Connector/Rose Avenue d. Revisit 2011 LCI recommendations for Douglas Place & Hwy 5/Rose Avenue					X				*	Not accomplished
	Determine the need for a study similar to the Sweetwater Master Plan along the Douglasville portions of Riverside Parkway.				X					*	Not accomplished
	Prioritize and develop a time-line for the completion of the remaining Land Use, Transportation, Economic Development and Arts & Culture Recommendations from Section 3.0 of the Downtown Master Plan Study	X					*				Completed
	Prioritize and develop a time-line for the completion of the land use recommendations from the Northside Study.	X								*	Not accomplished
	Review the Sweetwater Master Plan recommendations along the Blairs Bridge Road portion of the study to determine if the Regional Activity Center designation is consistent with the plan and the county's Workplace Center designation.			X						*	Not accomplished
Cultural and Historic Resources											
	Encourage downtown revitalization through repair of historic buildings.	X	X	X	X	X		*			Carry forward with the Façade Improvement Grant

	Work Program Activity	2019	2020	2021	2022	2023	Status				Explanation/Comment
							Completed	Underway	Postponed	Not Accomplished/ Cancelled	
	Revisit the Douglasville Historic Preservation Guidelines and District consider the expansion of the Residential District to include additional properties that have aged into eligibility.			X					*		Staff is considering expanding HPC district and adding additional guidelines.
Natural Resources											
	Identify other sources of air pollution and take steps to reduce emissions through enforcement and encouragement.			X						*	Not accomplished
	Create a task force that includes representatives from Douglas County government, the State government, the Douglasville Douglas County Water and Sewer Authority, and the appropriate private property owners to identify the scenic views and sites under their respective ownership and develop strategies for their preservation/ protection.				X					*	Not accomplished
	Identify problematic areas in the city for illegal dumping and waste disposal; create an inventory through GIS of identified sites and develop solutions to remedy violations.			X				*			Carry forward to STWP
	Expand current efforts by the local governments to clean up trash and litter with the use of Keep Douglasville Beautiful, inmate and community service labor.		X					*			Carry forward to STWP
Economic Development											

	Work Program Activity	2019	2020	2021	2022	2023	Status				Explanation/Comment
							Completed	Underway	Postponed	Not Accomplished/ Cancelled	
	Link the commercial and industrial areas database with the development of a GIS system.				X		*				City is addressing with Co-Star Software
	Review the Douglas County Community & Economic Development Strategic Plan Target Cluster Strategies & Implementation Plan. Prioritize the goals and strategies listed in both sections that can be addressed over the next 5 yrs.	X						*			Carry forward to STWP
	Develop, maintain and advance an aggressive external marketing campaign for business recruitment by working with the City Development Authority (CDA) and its allies including the Douglas County Development Authority (DCDA), Douglas County Chamber of Commerce, Metro Atlanta Chamber of Commerce, Georgia Department of Economic Development, Georgia EMC, Georgia Power, as well as site location consultants and commercial/industrial brokers.					X		*			Carry forward to STWP
	Participate in and advance the Douglas County Chamber of Commerce's existing Industries Committee.					X	*				Completed
	Seek to work with the City of Douglasville government and the local economic and CDA to develop the framework for a commercial and industrial areas database that would utilize primary data and secondary data collected from business licenses, appraisal activities, and local real estate activities					X		*			Carry forward to STWP

	Work Program Activity	2019	2020	2021	2022	2023	Status				Explanation/Comment
							Completed	Underway	Postponed	Not Accomplished/ Cancelled	
	Link the commercial and industrial areas database with the development of a GIS system.				X			*			Carry Forward to STWP
Community Facilities and Services											
	Develop a public facilities action plan for the City which should be updated every 1 to 3 years.				X			*			Carry forward to STWP
	Develop a public service action plan for the City which should be updated every 2 to 5 years.				X			*			Carry forward to STWP
	Prioritize and develop a time-line for the completion of the recommendations from the Douglasville Parks Master Plan.		X				*				Completed
	Identify parcels for acquisition as future community parks and greenspace.				X				*		Postponed, waiting on SPLOST funding.
Transportation											
	Develop an interlinking system of east-west and north/south major and minor arterials to aid in the efficient and rapid movement of through vehicles and which will have a minimum impact on residential areas.					X	*				Completed
	Coordinate with county and chamber staff to implement the transportation recommendations in Concept A or B.				X				*		Postponed, to be determined
	Determine the need for a study similar to the Sweetwater Master Plan along the Douglasville portions of Riverside Parkway.				X					*	Not accomplished

	Work Program Activity	2019	2020	2021	2022	2023	Status				Explanation/Comment
							Completed	Underway	Postponed	Not Accomplished/ Cancelled	
	Enhance current Adopt-A-Street program and support efforts to maintain and enhance the State's Adopt-a-Highway program and the County's Adopt-a-Mile program	X	X	X	X	X	*				Completed, Intergovernmental Cooperation Action Item
Governmental Relations											
	Seek to work with the City of Douglasville government and the local economic and CDA to develop the framework for a commercial and industrial areas database that would utilize primary data and secondary data collected from business licenses, appraisal activities, and local real estate activities.					X	*				City is addressing with Co-Star Software
	Establish Communication Committee to quantify policy and procedures for the department and its broadcast scope.			X			*				The city hired an outside firm to complete a full city-wide branding and communications study to establish new processes and procedures that are in effect today.
Items highlighted in yellow indicate completed and will be removed from the 2023 STWP, unless noted.											

Short Term Work Program 2023 - 2027											
2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
Land Use											
1	Carried Forward	Review and redefine parking requirements for different land uses and mixes in the revised Unified Development Ordinance.	X	X				City - PZ	MC, CA, PS, PC	Staff Time	General Fund
2	Carried Forward	Revise the regulations in the Unified Development Ordinance to incentivize buried utilities, screening of utility junction boxes and context sensitive lighting poles (as appropriate) for new development.	X	X				City - PZ,	MC, CA, PSD, PC, PS	Staff Time	General Fund
3		Create a neighborhood plan for Ward 3 to encourage traditional housing with neighborhood commercial uses and historical preservation strategies.	X	X				City - PZ	PC, MC, CA, PS	Staff Time	General Fund
4		Regulate the number of liquor stores, dollar stores, car washes, etc., within certain distances	X	X				City - PZ	CA, PS, PC, MC	Staff Time	City General Fund
5		Establish a maximum allowed square footage for industrial development in the City		X	X			City - PZ	ED, CM, PC, MC	Staff Time	General Fund
6		Require specific design standards for redevelopment opportunities	X	X	X			City - PZ	PC, MC	Staff Time	General Fund
7		Ensure the compatibility of infill development with surrounding uses	X	X	x	x	x	City - PZ	PC, MC	Staff Time	General Fund
8		Promote infill development and division of existing lots where feasible		X	X			City - PZ	PC, MC	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
9		Adjust the transitional buffer requirements between conflicting land uses where appropriate	X	X				City-PZ	PC, MC, PS	Staff Time	General Fund
10		Ensure small-town character is maintained as much as possible with new development through overlays		X	X			City - PZ	PC, MC, PS	Staff Time	General Fund
11		Make GIS data readily available to customers to make informed decisions about infrastructure costs and impact		X	X			City - PZ	OT	Staff Time	General Fund
Natural and Cultural Resources											
12	Carried Forward	Identify problematic areas in the city for illegal dumping and waste disposal; create an inventory through GIS of identified sites and develop solutions to remedy violations.	X	X				City - PS	PZ, OT	Staff Time	General Fund
13	Carried Forward	Expand current efforts by the local governments to clean up trash and litter with the use of Keep Douglasville Beautiful, inmate and community service labor.	X	X				City - PS	CM, PZ, NP, OT	Staff Time	General Fund
14		Create a separate city Stormwater Department			X	X		City - CA	MC, FI	Staff Time	General Fund
15		Identify necessary percentage of greenspace and tree canopy to keep throughout new development	X	X				City - PZ	PC, MC, PSD	Staff Time	General Fund
16		Educate Citizens on the essential role of floodplains and wetlands as a storm water collector and watershed filter			X	X		City - PZ	CM, PSD, NP	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
17		Update existing plans and procedures for natural disaster preparedness and recovery efforts			X	X		City - ES	PZ, PS, NP	Staff Time	General Fund
18		Update existing Hazard Mitigation Plans and Programs				X	X	City - ES	PS, NP	Staff Time	General Fund
19		Create a Community Green Space Program through development review procedures		X	X			City - PZ	PC, PS, OT	Staff Time	General Fund
20		Adopt criteria for protection of wetland areas in accordance with State Environmental Standards			X	X		City - PZ	PC, WSA, OT	Staff Time	General Fund
21		Promote local trash pick-ups, waterfront clean-ups, and other community engagement programs to benefit the local environment.				X	X	City - MC	PS, NP	Staff Time	General Fund, Grants
22		Reinstitute a recycling program and other measures to educate citizens on their role in environmental resiliency efforts		X	X			City - PZ	CM, PS, NP	Staff Time	General Fund
Economic Development											
23	Carried Forward	Review the Douglas County Community & Economic Development Strategic Plan Target Cluster Strategies & Implementation Plan. Prioritize the goals and strategies listed in both sections that can be addressed over the next 5 yrs.	X	X				City - PZ	CM, ED, OT	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
24	Carried Forward	Develop, maintain and advance an aggressive external marketing campaign for business recruitment by working with the City Development Authority (CDA) and its allies including the Douglas County Development Authority (DCDA), Douglas County Chamber of Commerce, Metro Atlanta Chamber of Commerce, Georgia Department of Economic Development, Georgia EMC, Georgia Power, as well as site location consultants and commercial/industrial brokers.	X	X	X			City - ED	CM, PZ, PS, OT	Staff Time	General Fund
25	Carried Forward	Seek to work with the City of Douglasville government and the local economic and CDA to develop the framework for a commercial and industrial areas database that would utilize primary data and secondary data collected from business licenses, appraisal activities, and local real estate activities	X	X				City - ED	CM, PZ, OT, PS	Staff Time	General Fund
26	Carried Forward	Link the commercial and industrial areas database with the development of a GIS system.		X	X			City - PZ	OT	Staff Time	General Fund
27		Increase quality of life amenities by improving existing buildings and adding more entertainment features and points of interest		X	X			City - PZ	MC, PS, ED, PC	Staff Time	General Fund
28		Conduct a formal retail and housing market analysis to determine the best economic development strategy for the city which enhances quality of life.	X	X				City - ED	PZ, PS, OT	Staff Time	General Fund
29		Review the zoning code to determine if current ordinances are supportive of business development measures	X	X				City - PZ	ED, PC	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
30		Consider utilizing state and federal programs as incentives.	X	X	X			City - ED	PZ, PS, NP	Staff Time	General Fund
31		Identify key locations to serve as activity centers to provide commercial and community development opportunities	X	X				City - PZ	ED, PS, PC	Staff Time	General Fund
32		Identify and craft key design standards, building materials, and facade features, etc., to serve as a platform that shapes the identity and character of downtown development.	X	X	X			City - ED	PZ, CM, CA, OT	Staff Time	General Fund
33		Partner with Elevate Douglas to develop and/or expand technical centers, trade schools, colleges, Career Academy, and Job Corps			X	X		City - BOE	ED, MC, PS	Staff Time	General Fund
City Facilities and Services											
34	Carried Forward	Develop a public facilities action plan for the City which should be updated every 1 to 3 years.						City - EG	CM, WSA, PS, OT	Staff Time	General Fund
35	Carried Forward	Develop a public service action plan for the City which should be updated every 2 to 5 years.						City - PSD	CM, EG, PS, OT	Staff Time	General Fund
36		Maintain the capital improvement program by ensuring there is a sufficient number of City facilities to support current and future population growth.	X	X	X	X	X	City - CM	MC, EG, PS, OT	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
37		Increase the P.R. and communication of City events and services to current residents			X	X		City - CM	OT	Staff Time	General Fund
38		Conduct an assessment of the current condition of utility infrastructure and make repairs/replacements when needed			X	X		City - EG	PSD, WSA, OT	Staff Time	General Fund
39		Direct more staffing and funding towards maintaining public facilities geared towards youth and the elderly		X	X			City - CM	MC, PR, FI, OT	Staff Time	General Fund
40		Increase more recreation programs that would help disadvantaged youth after school		X	X			City - PR	CM, PS, NP	Staff Time	General Fund
41		Increase training opportunities for Code Enforcement Staff		X	X			City - CM	ES, OT, PZ	Staff Time	General Fund
42		Increase fire department staff and equipment with a goal to increase ISO status			X	X		City - ES	CM, OT	Staff Time	General Fund
Transportation											
43		Coordinate with Douglas County and GDOT to address transportation issues at major intersections and interchanges	X	X	X	X		City - EG	PZ, PSD, GA, OT	Staff Time	General Fund
44		Identify roads to protect from heavy truck traffic	X	X				City - EG	PZ, PSD, CA	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
45		Require traffic impact studies for developments on roadways that meet a certain threshold	X	X				City - PZ	PSD, EG	Staff Time	General Fund
46		Conduct a walkability access study to determine where sidewalks and crosswalks are needed		X	X			City - PZ	EG, NP	Staff Time	General Fund
47		Require traffic calming measures for all new development as needed for safety measures		X	X			City - PZ	EG, NP	Staff Time	General Fund, TSPLOST
48		Create opportunities to provide for alternative modes of transportation, including public transit and multi-use trails/sidewalks	X	X				City - PZ	EG, NP	Staff Time	General Fund, TSPLOST
49		Install more sidewalks for school access to surrounding neighborhoods and consider applying for state and federal funding, such as Safe Route to Schools Program		X	X			City - PZ	EG, NP, PS, GA	Staff Time	General Fund, TSPLOST, Grants
50		Implement the 2021 – 2025 recommendations in the Douglasville Bicycle and Pedestrian Plan		X	X			City - PZ	PR, EG, NP, PS, GA	Staff Time	General Fund, TSPLOST, Grants
51		Utilize Access Management techniques for developments on major corridors	X	X				City - EG	GA, , PZ, PS	Staff Time	General Fund
52		Institute a Paving Plan and conditions report for currently paved roads		X	X			City - EG	PS	Staff Time	General Fund
Intergovernmental Coordination											
53		Work collaboratively with Douglas County to define service boundaries in preparation for future growth	X	X				City - CM	MC, PZ, ES	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
54		Revisit the existing service delivery strategy update to coordinate with Douglas County, the state, and other local governments on shared issues such as infrastructure management, transportation planning and economic development		X	X			City - CM	MC, PZ, ES, EG, GA	Staff Time	General Fund
Housing											
55		Identify areas suitable for lifecycle housing such as starter homes, workforce housing, townhomes, condominiums, duplexes, multi-family apartments, assisted living communities, etc.	X	X				City - PZ	PC, MC, NP, PS	Staff Time	General Fund
56		Apply for grants to construct new affordable housing units for sale in the city such as the Community Home Investment Program (CHIP) Grant		X	X			City - PZ	NP, PS	Staff Time	General Fund
57		Consider a cottage zoning ordinance to allow for smaller single-family homes (600-1,000 square feet) to provide more affordable housing options where appropriate		X	X			City - PZ	CA, PC, NP, PS	Staff Time	General Fund
58		Increase “aging in place” housing options and provide incentives for development of assisted living housing or housing for those age 55 and above	X	X				City - PZ	NP, PS, MC	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
59		Identify low-density residential and conservation residential areas to protect the existing small-town character where appropriate		X	X			City - PZ	PS, MC	Staff Time	General Fund
60		Create a subdivision ordinance that will encourage development that preserves open space		X	X			City - PZ	CA, PC, PS	Staff Time	General Fund
61		Identify key design standards, building materials, and facade features, etc., to serve as a platform that shapes the identity and character of residential development		X	X			City - PZ	CA, PC, PS	Staff Time	General Fund
62		Identify areas suitable for Missing Middle Income Housing, such as Mixed Use Residential and Traditional Neighborhood Character Areas	X	X				City - PZ	PC, NP, PS	Staff Time	General Fund
63		Revise the City's UDO residential density regulations to allow for higher residential density development to include design concept review through the use of an overlay.		X	X			City - PZ	CA, PC, PS	Staff Time	General Fund
64		Pursue grants, such as the CDBG grant, and alternative funding for rehabilitation of substandard owner-occupied houses		X	X			City - PZ	NP, PS	Staff Time	General Fund
65		Collaborate with Elevate Douglas to draft and implement a revitalization strategy to address blighted or vacant properties in economically depressed neighborhoods in the City.		X	X			City - PZ	PC, MC, ED, NP, PS	Staff Time	General Fund

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
66		Conduct a comprehensive housing assessment and create a registry of blighted properties	X	X				City - PZ	NP, PS	Staff Time	General Fund
67		Consider implementing a Blight Tax to address blighted property			X	X		City - PZ	MC, CA, NP, PS	Staff Time	General Fund
68		Create a housing database which contains data on the housing inventory, types of housing built, occupancy rates, and housing conditions.			X	X		City - PZ	NP, PS	Staff Time	General Fund
Parks and Recreation											
69		Complete the recommendations from the 2018 City Parks and Recreation Master Plan	X	X				City - PR	PZ, EG, NP, PS	Staff Time	General Fund, TSPLOST
70		Consider pocket parks for park connectivity in appropriate areas			X	X		City - PZ	EG, NP, PS	Staff Time	General Fund, TSPLOST
71		Increase lighting and other safety features at all park facilities	X	X				City - EG	PZ, NP, PS	Staff Time	General Fund
72		Install bike lanes and sidewalks where needed for younger patrons		X	X			City - EG	PZ, NP, PS	Staff Time	General Fund, TSPLOST

2023 STWP	2019 ROA	Project or Activity	2023	2024	2025	2026	2027	Responsible Party - City Department	Potential Partners	Cost Estimate	Funding Source
73		Partner with local nonprofits and other entities to create more outdoor recreational activities at local lakes and other features		X	X			City - PR	PZ, NP, PS	Staff Time	General Fund
74		Diversify Parks & Recreation facilities and programming for all ages			X	X		City - PR	NP, PS	Staff Time	General Fund, SPLOST, Grants
Broadband											
75		Engage telecom providers in direct dialogue to address telecom reliability and diversity/redundancy issues		X	X			City - EG	MC, NP, PS	Staff Time	General Fund
76		Retrieve the most up to date and accurate data on the City's broadband availability and affordability		X	X			City - EG	MC, NP, PS	Staff Time	General Fund
77		Adopt policies that facilitate broadband deployment, such as streamlined project permitting for the installation of broadband infrastructure on utility poles and light standards.			X	X		City - PZ	MC, EG, NP, PS	Staff Time	General Fund
Items in bold font indicate new STWP items in the 2023 Comprehensive Plan Update.											

Long Term Work Program						
Action #	Long Term Actions Items	Priority	Responsible Party - City Department	Potential Partners	Estimated Costs	Potential Funding Source(s)
Land Use						
1	Promote development patterns that encourage connectivity between various land use types.	High	City - PZ	PC, MC, PS	Staff Time	General Fund
2	Avoid “spot zoning” by being more consistent with zoning rulings and maintaining a detailed Land Use Plan	Medium	City - PZ	PC, MC, PS	Staff Time	General Fund
3	Effectively manage growth through coordination and communication between City Leadership, staff, and the Private Sector	Medium	City - PZ	MC, NP, PS	Staff Time	General Fund
4	Ensure new land uses protect the environment, preserve historical and cultural resources, and conserve meaningful open space.	High	City - PZ	PC, MC, PS	Staff Time	General Fund
5	Expand Land Use Planning functions based on GIS data as it becomes available	Medium	City - PZ	PC, PS	Staff Time	General Fund
6	Encourage nodal development in appropriate locations and discourage "strip" development patterns where appropriate.	Medium	City - PZ	PC, MC, PS	Staff Time	General Fund
7	Review decisions about rezonings for consistency with the Character Area Map and the Comprehensive Plan update to help ensure a mix of land uses, densities, and open spaces to better serve all needs of the community.	High	City - PZ	PC, MC, PS	Staff Time	General Fund
Natural and Cultural Resources						
8	Minimize impacts on infrastructure and environmentally sensitive areas when making land use decisions	Medium	City - PZ	PC, EG, PS, NP	Staff Time	General Fund
9	Ensure the preparedness of the City by providing continous training to public safety employees	High	City - ES	MC, NP, PS	Staff Time	General Fund
10	Establish a historic preservation district to protect heritage sites and areas in the City.	Medium	City - PZ	PS, NP	Staff Time	General Fund, Grants
11	Discourage development in flood prone areas through zoning restrictions and fees.	Medium	City - PZ	MC, PC, PS, NP	Staff Time	General Fund
12	Research individual historic assets to see if they are eligible for the National Register of Historic Places.	Medium	City - PZ	PS, NP	Staff Time	General Fund, Grants
Economic Development						
13	Ensure there is sufficient infrastructure in place for businesses to develop.	High	City - EG	WSA, PZ, PSD, PS, OT	Staff Time	General Fund, SPLOST, Grants
14	Create innovative programs to encourage reinvestment and job creation for economically distressed areas in the County.	Medium	City - ED	PZ, PS, NP, CM	Staff Time	General Fund, Grants
15	Increase entertainment amenities and shopping options for youth and families.	High	City - PZ	MC, ED, PS	Staff Time	General Fund, Grants
16	Increase workforce development through technical centers, colleges, the Career Academy and work-study opportunities. (carried forward from ROA)	High	City - BOE	ED, MC, PS, NP, PZ	Staff Time	General Fund, Grants
City Facilities and Services						
17	Consider any City owned property as potential locations for additional community facilities such as a community center, park, or recreation facility.	Low	City - PZ	MC, PR, PS, NP, BOE	Staff Time	General Fund
18	Increase the number of indoor and outdoor facilities to provide opportunities for public gatherings and events.	Medium	City - PZ	PC, PR, PS, NP, BOE	Staff Time	General Fund, SPLOST, Grants
19	Enhance the public library system to better serve the community and expand when feasible.	Medium	City - CM	MC, PS, NP, BOE	Staff Time	General Fund, SPLOST, Grants

20	Encourage and foster Continuing Education opportunities through collaboration among Schools, Senior Centers and nearby Institutions of Higher Education	Medium	City - BOE	SC, NP, PS, OT	Staff Time	University System, DTAE
21	Continue working to achieve Nationally Recognized Standards for public safety	Medium	City - ES	CM, NP, PS	Staff Time	General Fund, SPLOST
22	Ensure there is a sufficient number of Police, Fire & EMS stations located throughout the City to provide best level of emergency services for residents.	Medium	City - ES	MC, CM, OT	Staff Time	General Fund, SPLOST, Grants
Transportation						
23	Actively participate in transportation improvement discussions and maintain a flow of communication.	High	City - EG	PZ, PS, PS, OT, NP	Staff Time	General Fund
24	Create and implement a “Complete Streets” policy to increase safety, improve accessibility, and minimize detrimental environmental impacts for transportation projects	High	City - PZ	EG, PS, PS, OT	Staff Time	General Fund
25	Pursue funding opportunities to install more sidewalks to safely connect schools to surrounding neighborhoods.	High	City - PSD	EG, PZ, OT, PS	Staff Time	General Fund, TSPLOST, Grants
26	Continue planning and implementing road improvements to maintain acceptable levels of service for roads throughout the City.	High	City - EG	PS, PZ, PS, OT, GA	Staff Time	General Fund, TSPLOST, Grants
27	Ensure traffic management is incorporated during the review and approval of new development plans.	High	City - PZ	EG, PS, PS, OT	Staff Time	General Fund
28	Continue to support the renewal of TSPLOST as a critical source of funding for transportation improvements.	High	City - CM	MC, NP, PS, OT	Staff Time	General Fund
Intergovernmental Cooperation						
29	Promote maximum cooperation among all public safety, emergency response and law enforcement officials, across the county to reduce duplication, speed interventions and maximize efficiencies.	Medium	City - ES	CM, OT	Staff Time	General Fund
30	Utilize the service delivery strategy update to coordinate with Douglas County on future plans for public facilities and utilities service boundaries to adequately meet the needs associated with growth	Medium	City - PSD	ES, EG, WSA, PS, OT	Staff Time	General Fund
31	Leverage relationships with local governments and regional partners to improve access to State and federal resources.	Medium	City - CM	MC, OT	Staff Time	Grant Opportunities
Housing						
32	Identify areas suitable for lifecycle housing such as starter homes, missing middle income, multi-family apartments, assisted living communities, etc., using the Character Area Map as a guide.	High	City - PZ	PC, MC, PS, OT	Staff Time	General Fund
33	Conduct a Senior Housing Needs Assessment to determine the number of units needed to sufficiently meet the needs of current and future senior residents.	Medium	City - PZ	PC, SC, OT, PS	Staff Time	General Fund, Home Access Program Grant
34	Create a cottage zoning ordinance to allow for smaller single-family homes (600-1,000 square feet), particularly in Traditional Neighborhood Character Areas	High	City - PZ	PC, CA, CM, MC, PS	Staff Time	General Fund
35	Apply for grants to construct new affordable housing units for sale and rent as well as housing for the disadvantaged and special needs population in the City.	Medium	City - PZ	CM, NP, PS, OT	Staff Time	Emergency Housing Voucher Program; Emergency Solutions Grants; Housing Opportunities for Persons with AIDS (HOPWA); State Housing Trust Fund for the Homeless; Reentry Partnership Housing; HUD 811; GHFA PSH; Home Access Program, CHIP Grant, General Fund
Parks and Recreation						

36	Develop inter-governmental partnerships and collaborations with local non-profits to establish and maintain Parks & Recreational facilities.	Medium	City - PR	CM, NP, PS, OT	Staff Time	General Fund
37	Encourage parks and open space during the planning of new commercial and industrial development.	Medium	City - PZ	PR, PC, OT, PS	Staff Time	General Fund
38	Seek collaborative opportunities with the School System to share facilities for recreation programs and events.	Medium	City - PR	MC, CM, NP, PS, BOE	Staff Time	General Fund
Broadband						
39	Encourage broadband providers to install service upgrades, when infrastructure projects are utilizing the public rights of way in underserved broadband areas.	Medium	City - EG	PSD, NP, PS	Staff Time	General Fund
40	Encourage and support appropriate broadband pilot projects and applications	Medium	City - EG	PSD, NP, PS, OT	Staff Time	General Fund, Grants
41	Leverage any opportunities to provide home access for K-12 students and college students to enable online educational opportunities.	Medium	City - EG	PSD, NP, PS, BOE	Staff Time	General Fund, Grants

CHAPTER 7: APPENDIX



AGENDA

City Council Regular Meeting

6:00 PM - Tuesday, January 17, 2023

Conference Center, Auditorium, 6700 Church Street

Douglasville, GA 30134

Public Listening via YouTube Live Stream at www.MyCITITV.com.

To speak during the meeting on a specific agenda item or during the Comments section, please complete the online Public Comment Form at least one (1) hour prior to the scheduled meeting time. The Public Comment Form is located at www.Douglasvillega.gov/comments.

“Comments from Citizens and Delegates” will be heard in-person only.

1. Call to Order

Mayor Pro Tem Terry Miller

2. Invocation

Reverend Brian Berryhill of Heritage Baptist Church

3. Pledge of Allegiance

Councilman Howard Estes

4. Announcements - Presentations

5. Approval of Agenda

- A. Adoption of the Regular Meeting Agenda for January 17, 2023.
Item #23-020 - Pdf

6. Approval of Minutes

- A. Minutes of January 5, 2023 (special meeting, legislative work session) and Minutes of January 9, 2023 (committees meeting/executive session, regular meeting).
Item #23-021 - Pdf

7. Economic Development Committee - Chairman Terry Miller

8. Finance Committee - Chairman Mark Adams

9. Housing & Community Affairs Committee - Chairwoman LaShun B. Danley

10. Legislative & Intergovernmental Committee - Chairman Sam Davis

11. Personnel & Organization Committee - Chairman Chris Watts

12. Planning & Development Committee - Chairman Mark Adams

- A. Hold the first of two (2) required Public Hearings regarding the City of Douglasville's 5-Year Comprehensive Plan Update. (Shayla Reed)
Item #23-024 - Pdf

13. Public Improvement & Beautification Committee - Chairwoman Nycole Miller**14. Public Relations Committee - Chairman Howard Estes****15. Public Safety Committee - Chairman Sam Davis****16. Recreation, Culture & Tourism Committee - Chairman Chris Watts****17. Technology Committee - Chairman Terry Miller**

- A. Authorize the Mayor to sign the Quote for Sale and Installation of firewall protection hardware and software with CNP Technologies, LLC. (Sam Jenkins)
Item #23-031 - Pdf

18. Transportation Committee - Chairwoman LaShun B. Danley**19. Other Business****20. Updates from City Staff**

- A. City Attorney - Joel Dodson
- B. Staff Attorney - Miranda Jordan
- C. Chief of Police - Gary Sparks
- D. City Manager - Marcia Hampton

21. Comments from Citizens and Delegates**22. Executive Session**

- A. Adjourn into executive session to discuss a personnel matter. (Marcia Hampton)
Personnel & Organization Committee - Chairman Chris Watts
Item #23-038 - Pdf

23. Adjournment

ONLINE COMMUNITY SURVEY RESULTS

Introduction

The City of Douglasville online community survey featured eighteen (18) questions total. The last two questions were open-ended, which allowed respondents space to provide written feedback. This comprehensive and user-friendly design encouraged responses from all residents of Douglasville.

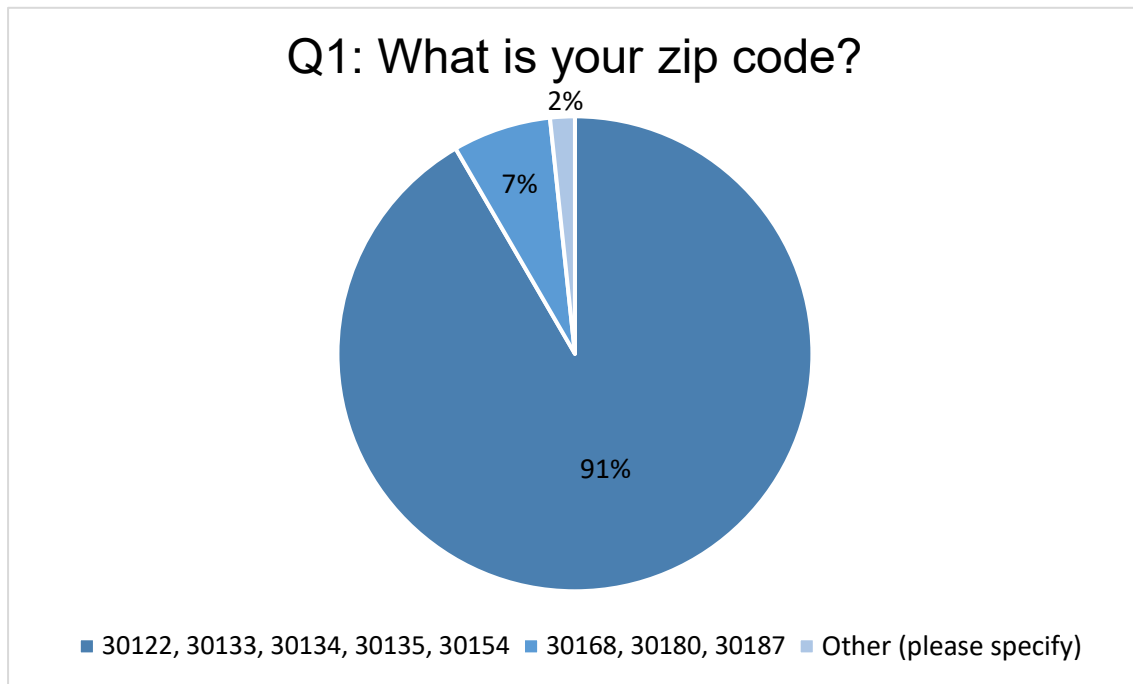
The data received helped to identify what residents like or do not like about selected aspects of the city and what topics should be considered for change going forward. The results were then applied, alongside input collected from public open house meetings, to shape the goals of the comprehensive plan to reflect the collective voice of the community.

The online survey was open between March 7th and June 4th, 2023. City of Douglasville staff advertised and promoted the survey via outreach on social media platforms, an announcement on the City website, and the placement of flyers and signage throughout the City. These efforts resulting in 184 unique respondents completed the survey.

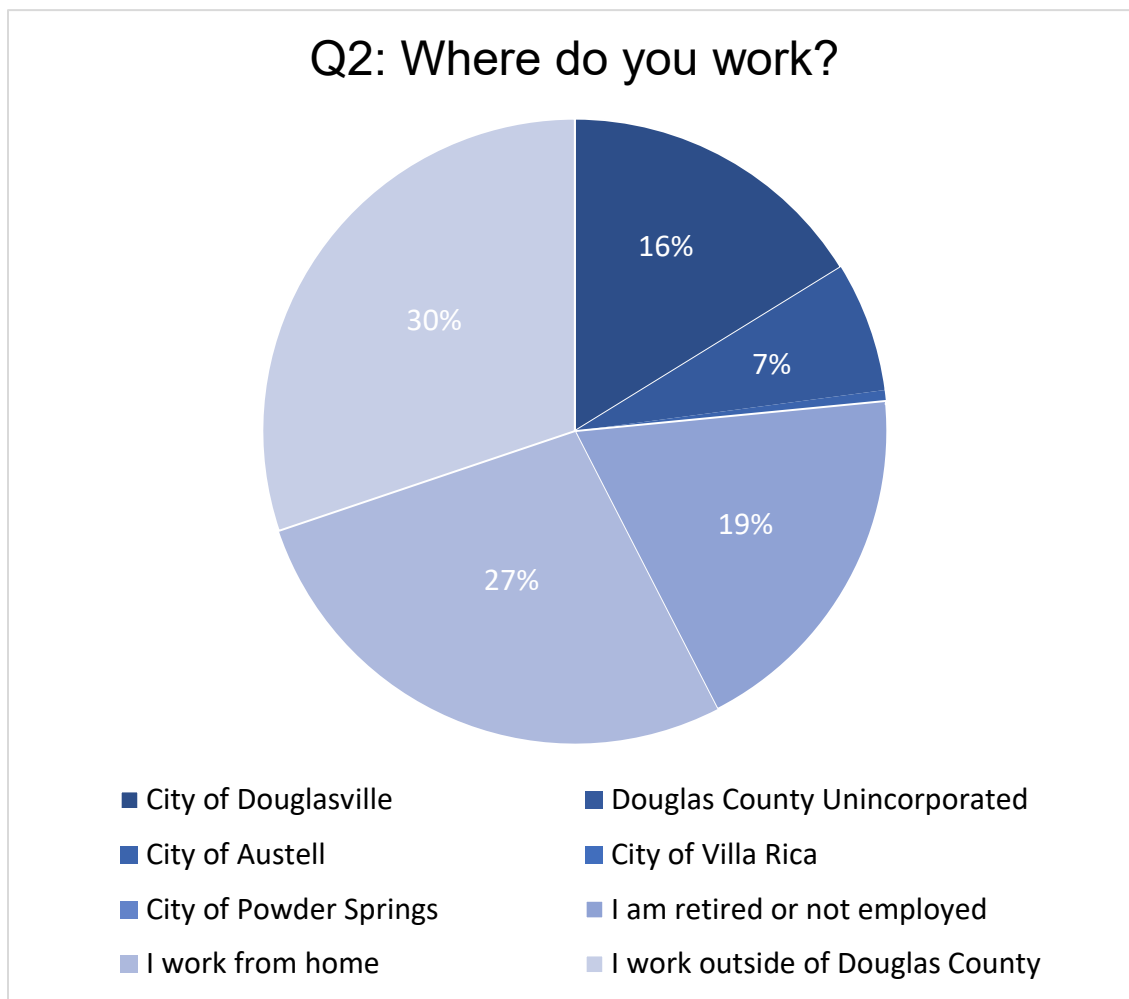
The results of survey questions #1 through #16 are presented in the following summary statements and accompanying charts.

**Douglasville
Online Community Survey
Questions #1 Through #16**

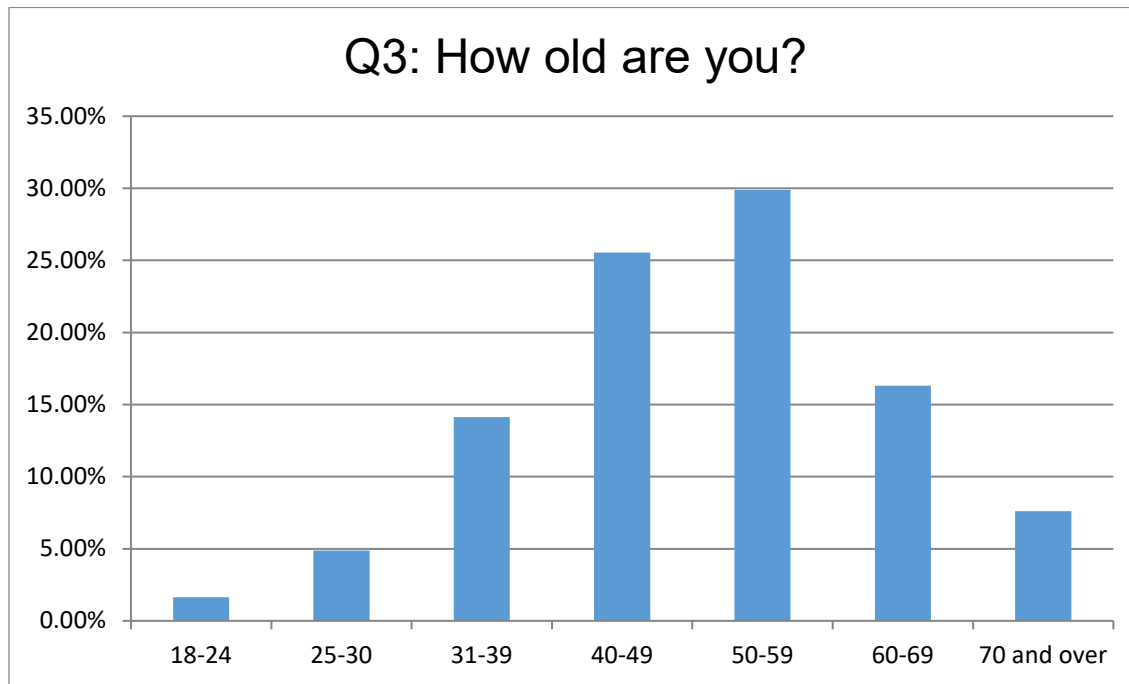
Question #1: The majority of survey respondents live in the 30122, 30113, 30135 and 30154 zip codes (91.62%), while 6.7% of respondents live in the 30168, 30180, and 30187 zip codes. Lastly, just 3 respondents (1.68%) live in a different zip code.



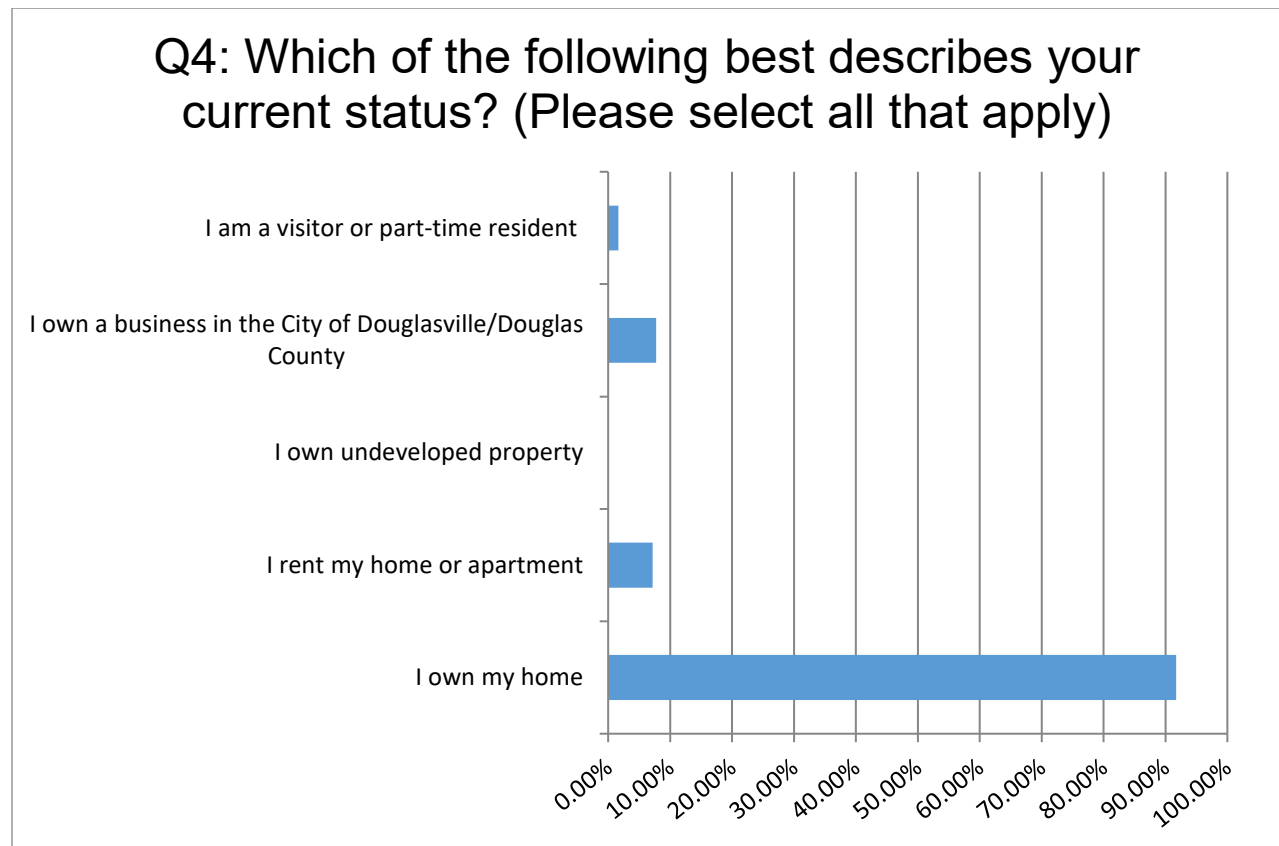
Question #2: The majority of survey respondents did not work within Douglas County, with 75.96% responding that they are retired or unemployed (19.13%), work from home (26.78%) or work outside of Douglas County (30.17%). 16.4% of respondents work within the City of Douglasville, while 7.1% indicated they work in Douglas County Unincorporated, and one respondent (0.56%) reported working in the City of Austell.



Question #3: Most respondents were between 31 and 69 years old (85.9%). A small percentage of respondents (6.52%) were between 18 and 30 years old. 7.61% of respondents were 70 years old or older.

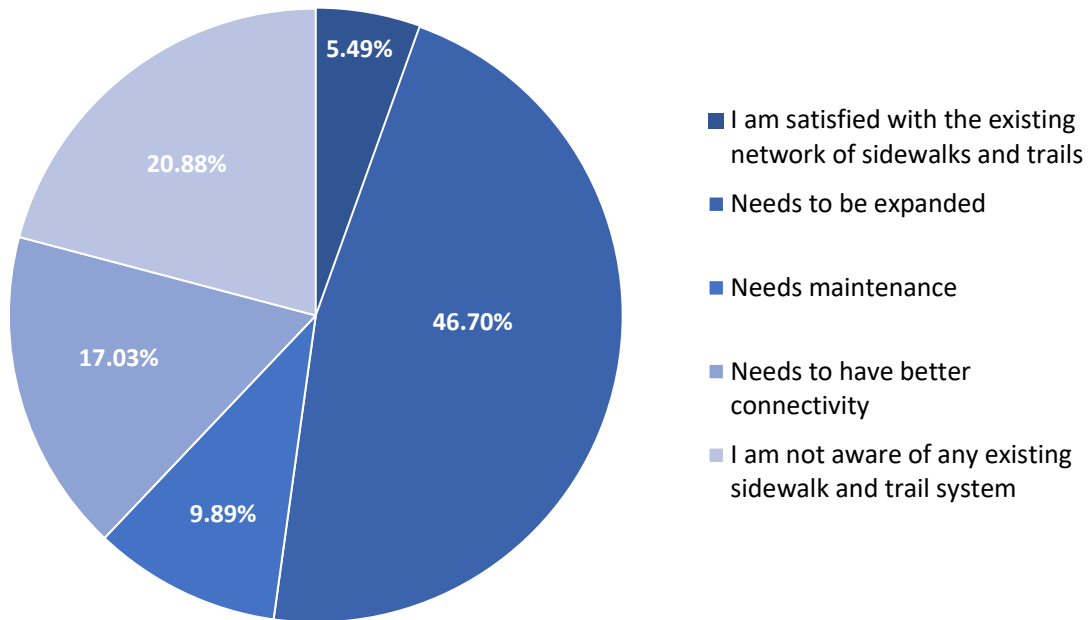


Question #4: The majority of survey respondents reported being homeowners (91.71%), with 7.18% indicating they rent a home or apartment, 7.73% reporting they own a business within the City of Douglasville or Douglas County, and 1.66% reporting they are part-time residents or visitors.

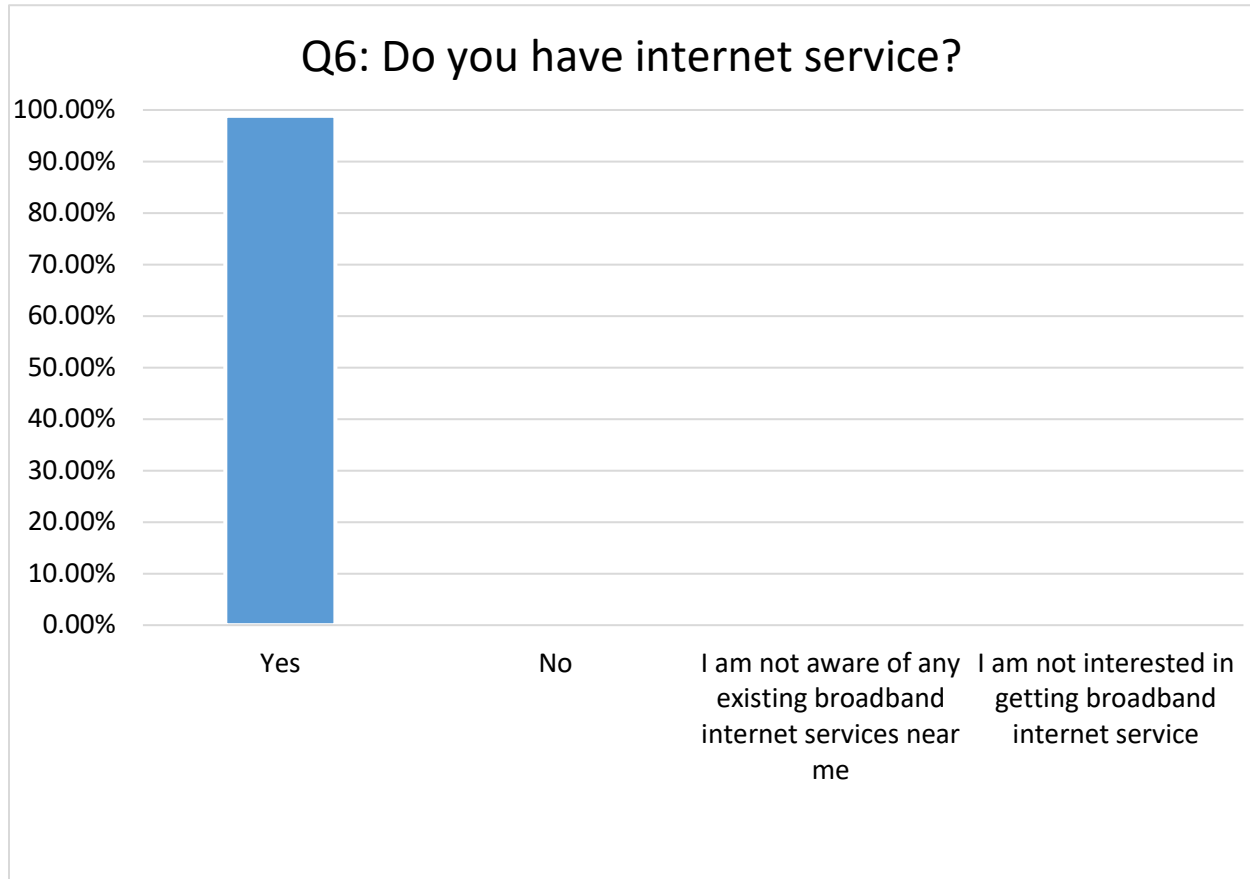


Question #5: Just 5.49% of respondents indicated they were satisfied with the current network of trails and sidewalks within Douglasville. The majority of respondents (46.7%) wanted to the current system expanded, while 17.03% reported the existing system needed better connectivity. 9.89% indicated the current system needs maintenance. 20.88% of respondents were unaware of any existing sidewalks or trail systems.

Q5: Which statement best describes your opinion about the existing sidewalk and trail system in Douglasville?



Question #6: All of the survey participants indicated they have internet service, with the exception of one participant who responded “no” and one who indicated they were unaware of existing broadband service in their area.

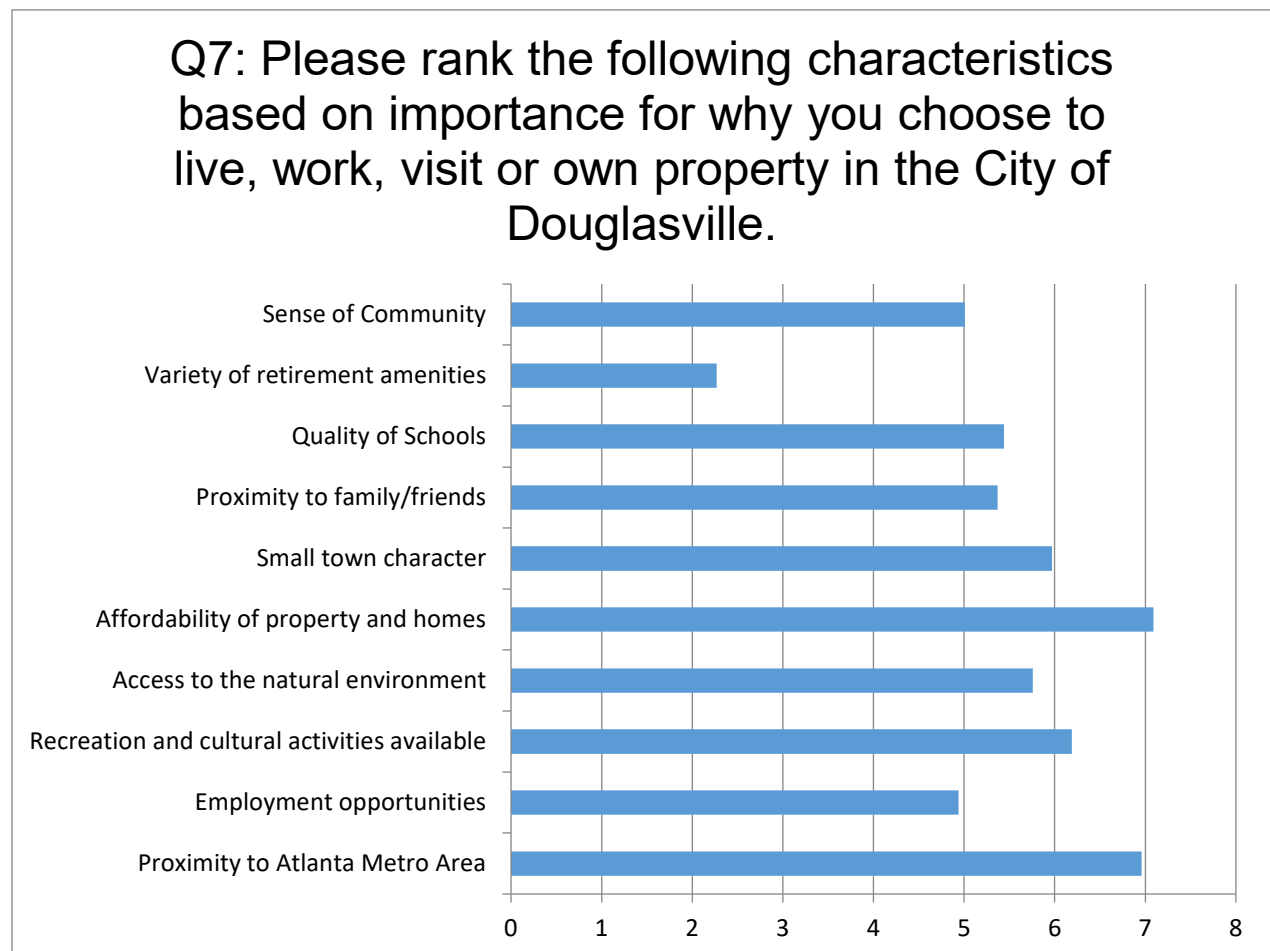


Question #7: When asked to rank a series of ten characteristics based on importance for why they choose to live, work, visit, or own property in Douglasville, the number one rated response was because of the “affordability of property and homes”. The next highest ranked characteristic was the “proximity to Atlanta Metro Area”, followed by “recreation and cultural activities available”, “small town character”, and “access to the natural environment”.

“Proximity to Atlanta” was most often ranked of highest importance.

“Variety of retirement amenities” and “employment opportunities” were ranked at the lowest priority.

The chart below presents the results as an average score for each characteristic.

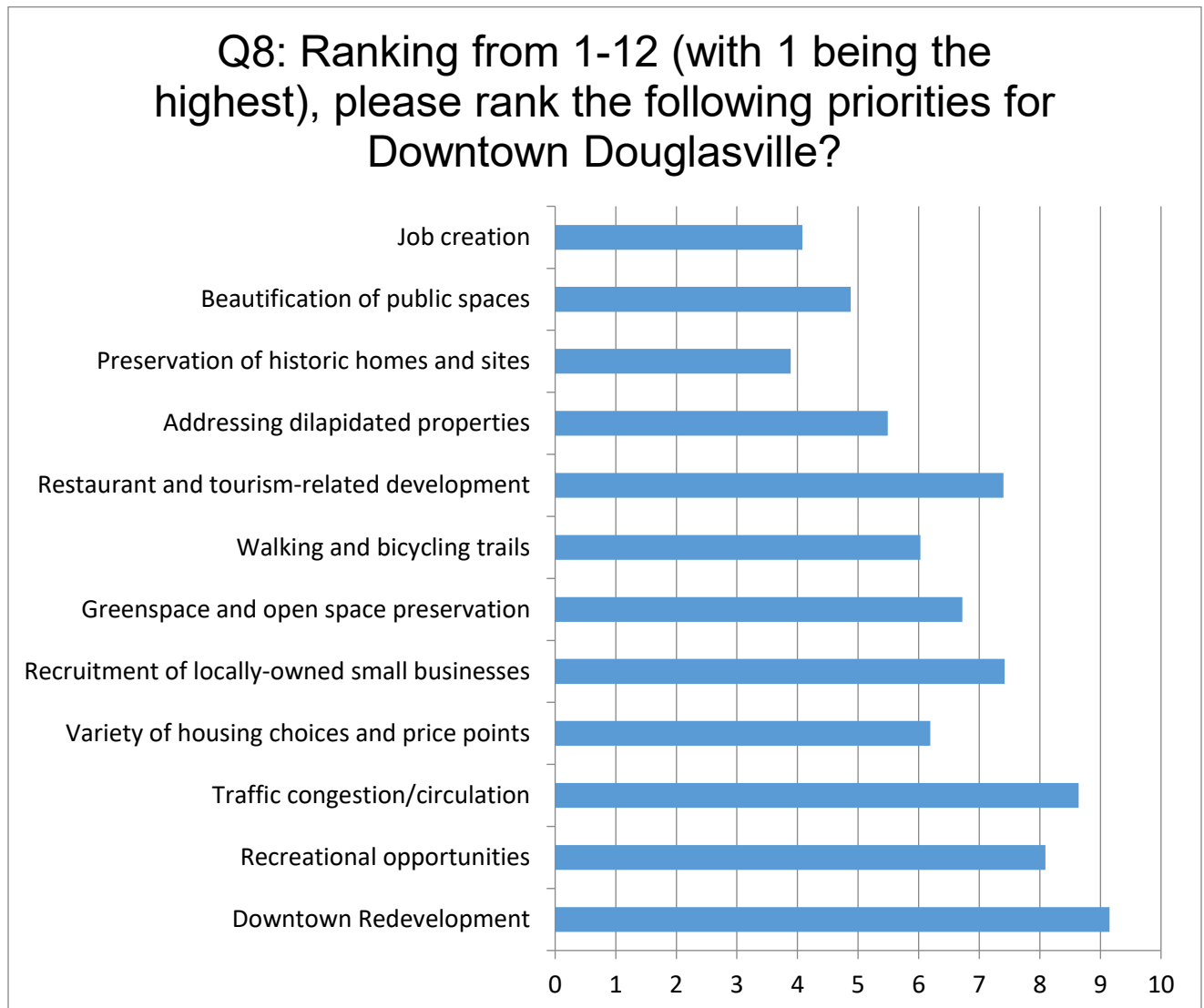


Question #8: When asked to rank the list of priorities for Downtown Douglasville, respondents selected “downtown redevelopment”, “traffic congestion/circulation”, “recreational activities”, and “restaurant and tourism-related development” as the highest priorities.

Least important to respondents were “perseveration of historic homes and sites” and “job creation”.

It is important to note that 31.46% of respondents chose traffic congestion as the number one priority.

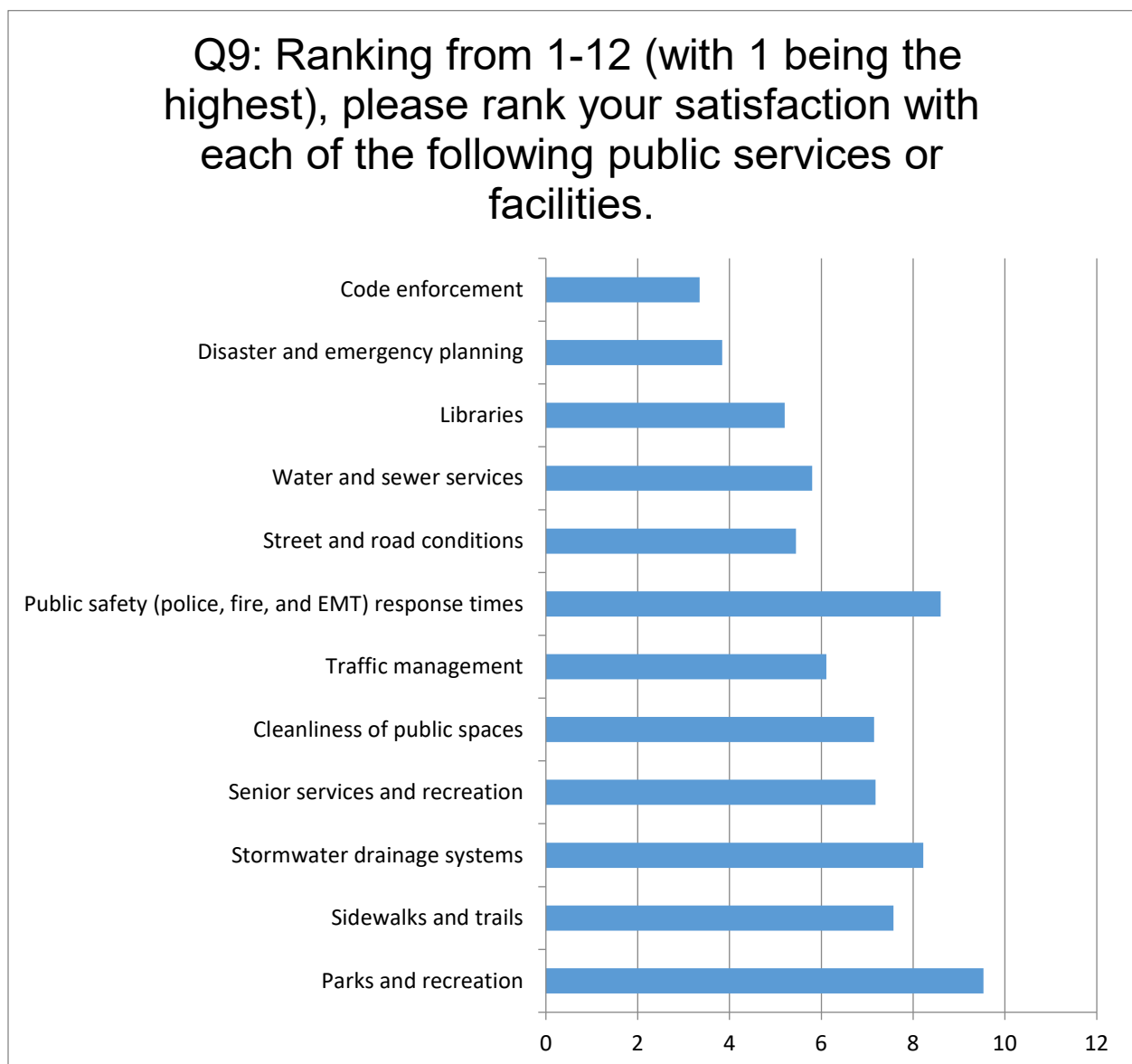
The chart below presents the results as an average score for each priority.



Question #9: Respondents were asked to rank a their level of satisfaction with the twelve public services listed below.

Respondents indicated the highest level of satisfaction with “parks and recreation”, “public safety”, and “stormwater drainage systems”. Respondents reported the lowest level of satisfaction with “code enforcement”, followed by “disaster and emergency planning”

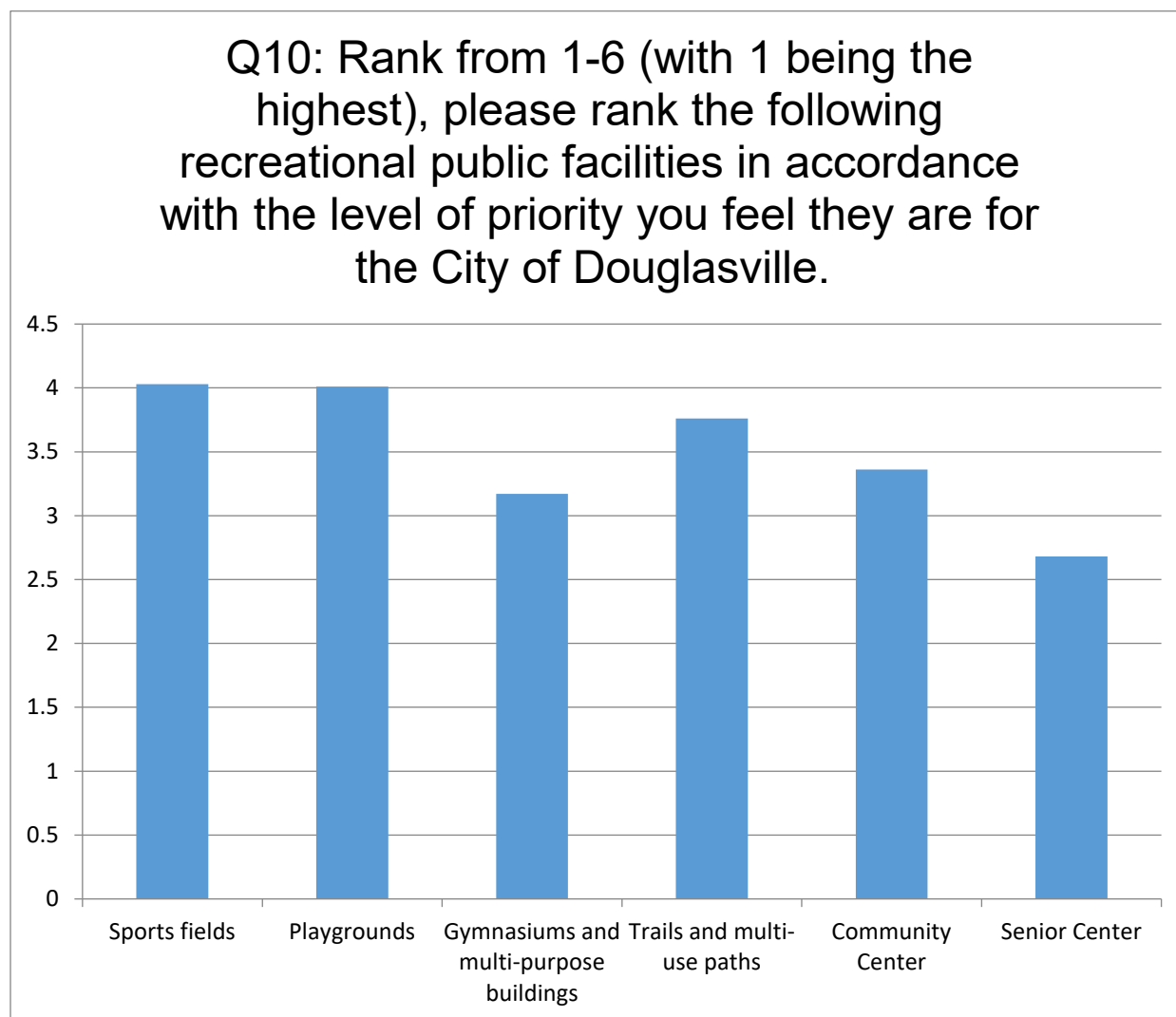
The chart below presents the results as an average score for each priority.



Question #10: Respondents were asked to rank the priority level of different recreational facilities for the City of Douglasville. A weighted average of the responses revealed “sports fields” and “playgrounds” were the highest priorities, while a “senior center” was the lowest priority.

“Trails and multi-use paths” were selected as the number one priority most often, being chosen as the highest priority by 27.38% of respondents.

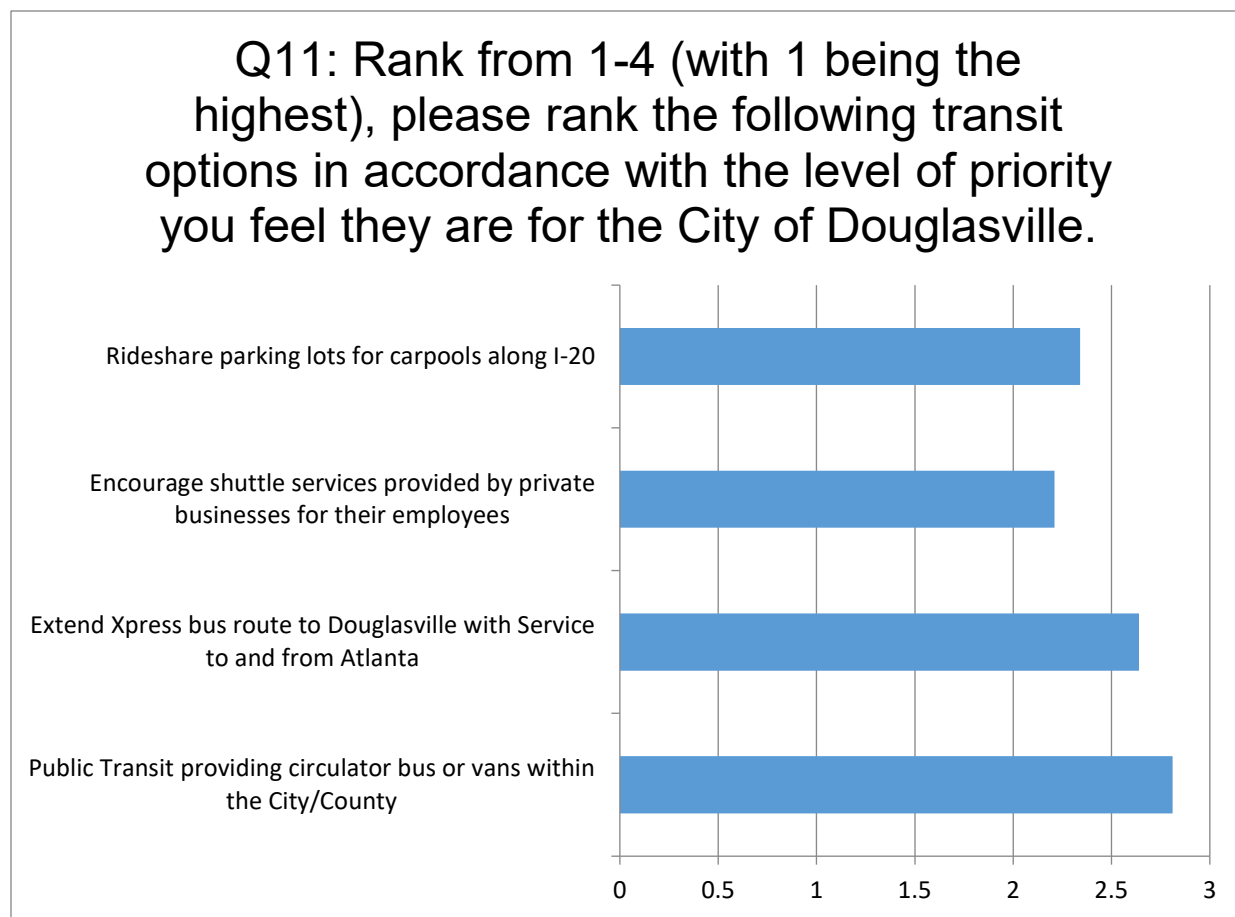
The chart below presents the results as an average score for each priority.



Question #11: Respondents were asked to rank the following transit options based on the level of priority they are for the City of Douglasville.

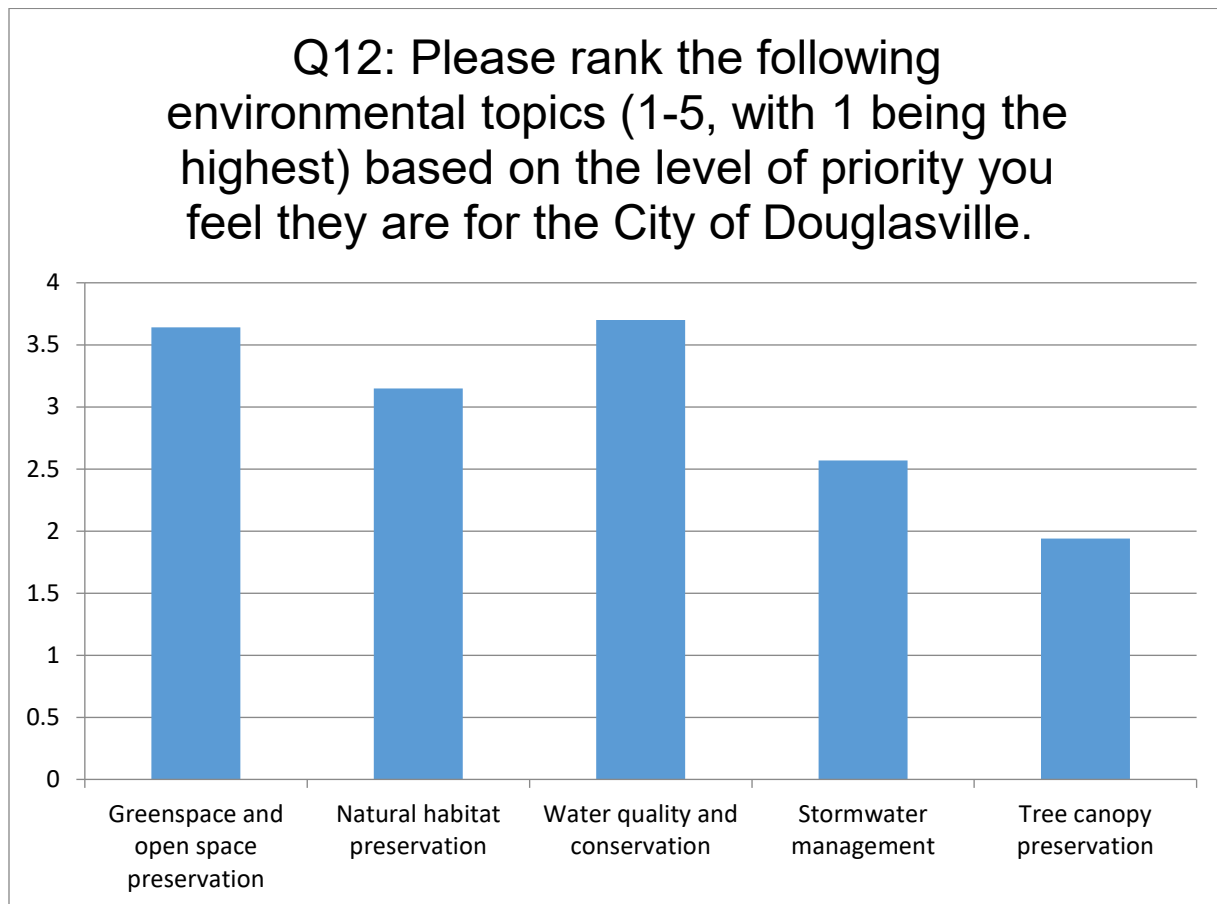
Respondents ranked “public transit” and “extend Xpress bus route to Douglasville with service to and from Atlanta” as the highest priorities, while ranking “encourage shuttle services provided by private businesses for their employees” as the lowest priority.

The chart below presents the results as an average score for each priority.



Question #12: Respondents were asked to prioritize environmental topics. The top two priorities were “water quality and conservation” and “greenspace and open space preservation”. Respondents selected “tree canopy preservation” as the lowest priority.

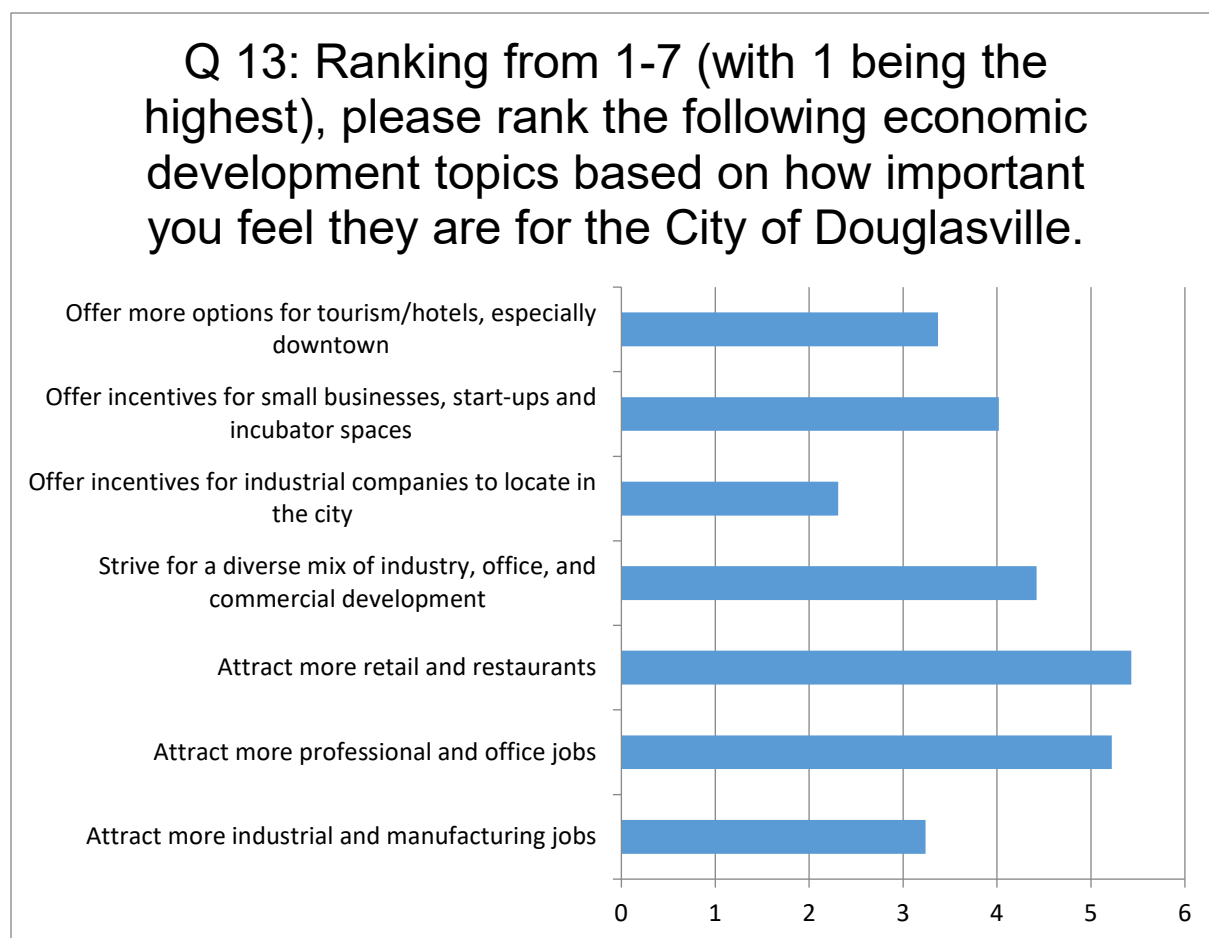
The chart below presents the results as an average score for each priority.



Question #13: Regarding economic development, 39.53% of respondents ranked retail and restaurants as their top priority. The second highest priority was “attract more professional and office jobs”.

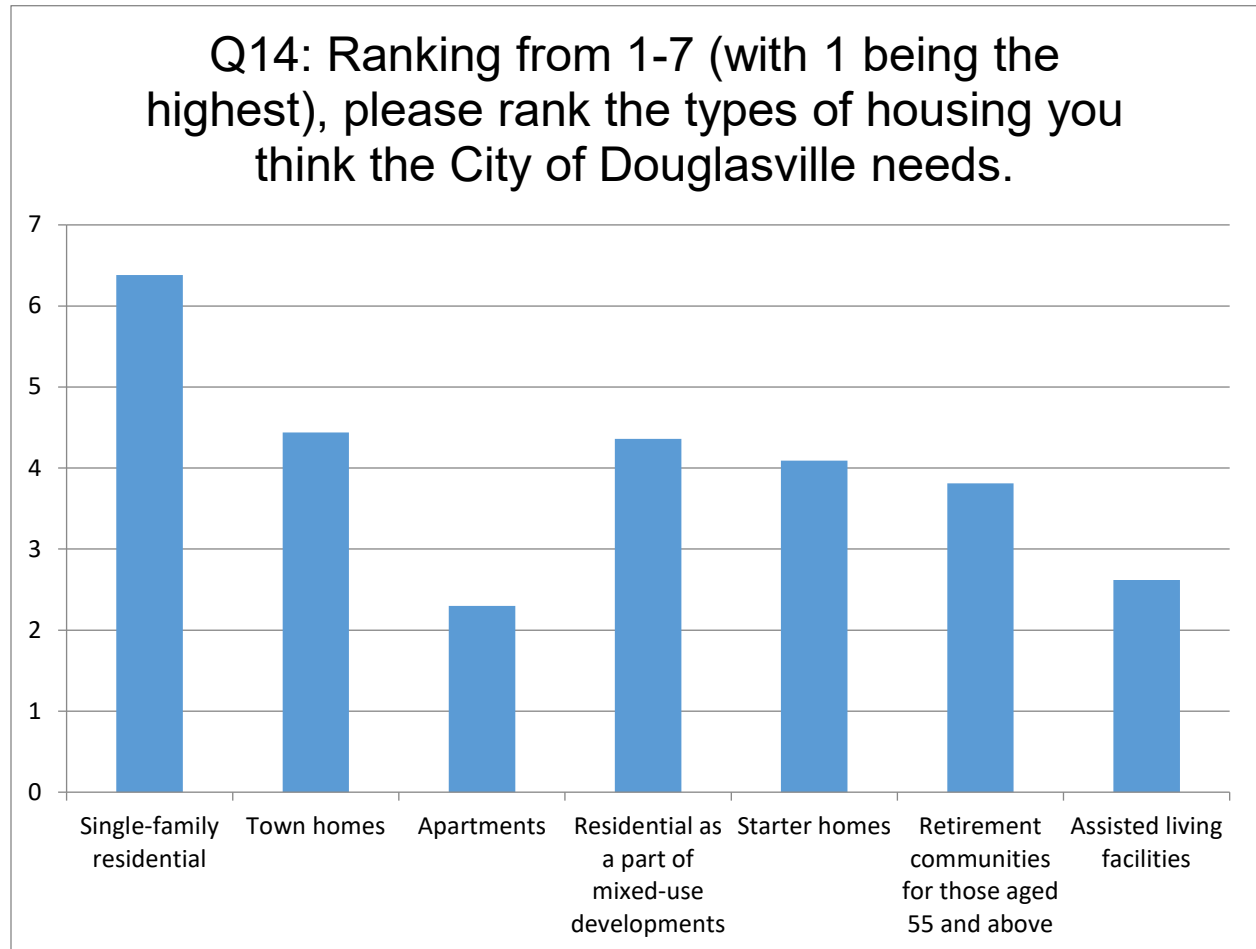
Respondents chose “offer incentives for industrial companies to locate in the city” and “attract more industrial and manufacturing jobs” as the lowest two priorities.

The chart below presents the results as an average score for each priority.



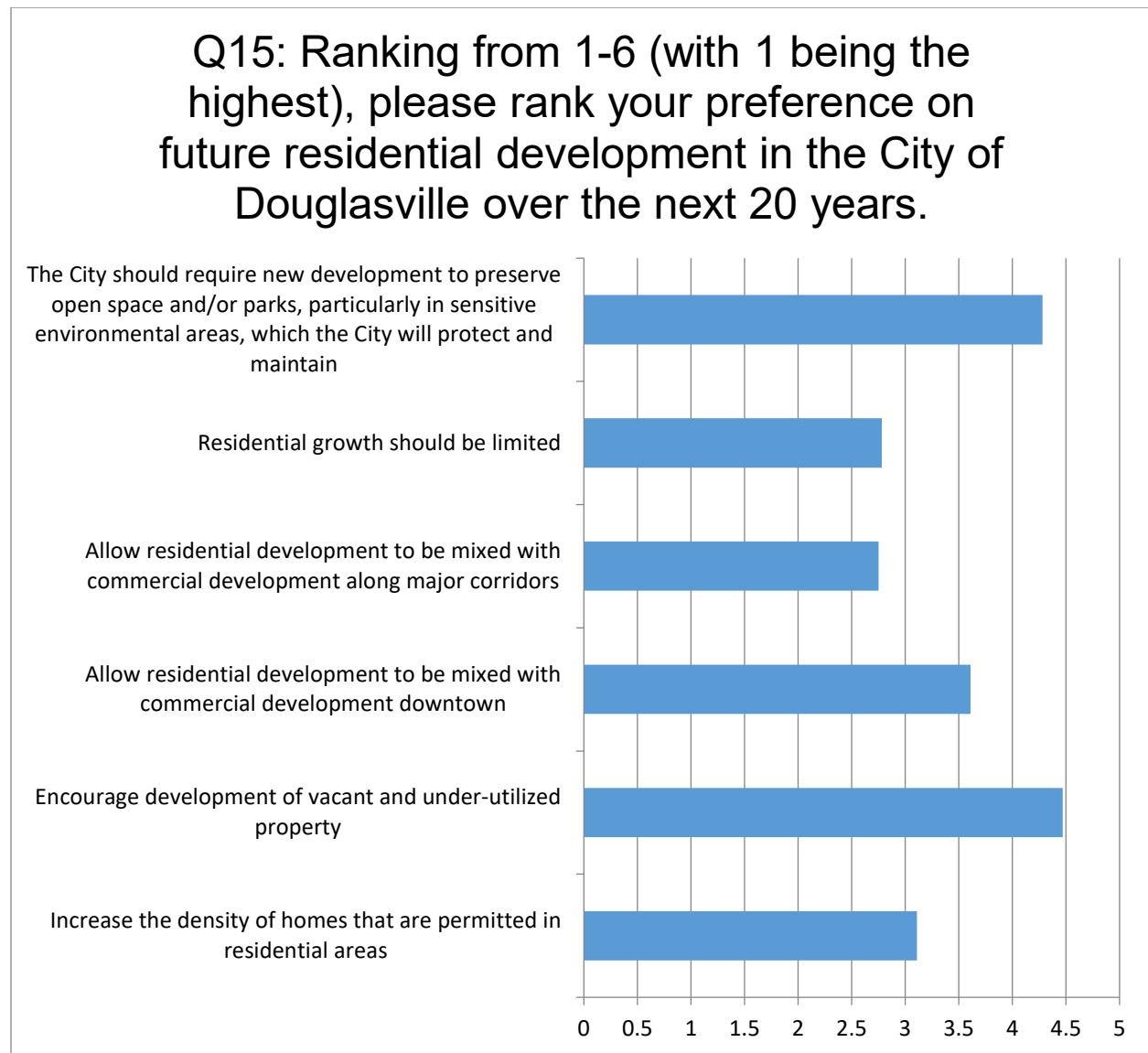
Question #14: When asked about housing in the City of Douglasville, respondents overwhelmingly ranked “single-family residential” highest. 69.77% of respondents selected single-family residential as their number one pick. “Town homes” and “residential as a part of mixed-use developments” ranked second and third, respectively. The lowest ranked were “assisted living facilities” and “apartments”.

The chart below presents the results as an average score for each priority.



Question #15: In terms of future residential development, the majority of respondents wanted to prioritize “development of vacant and under-utilized property” and for the City to “require new development to preserve open space and/or parks, particularly in sensitive environmental areas, which the City will protect and maintain”.

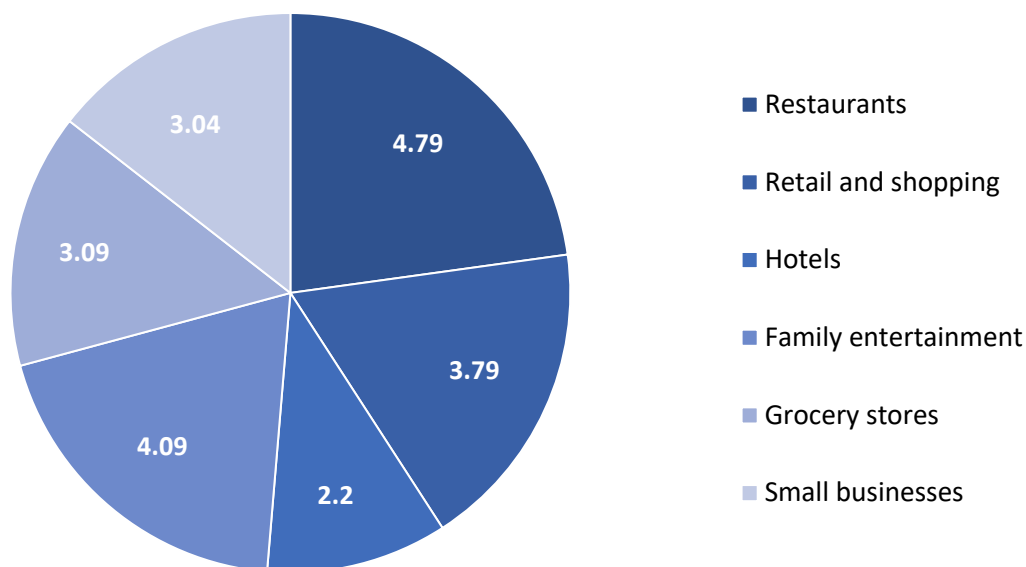
The chart below presents the results as an average score for each priority.



Question 16: As it relates to commercial development, 43.45% of respondents chose “restaurants” as the type of commercial business needed most within the City of Douglasville, followed by “family entertainment” and “retail and shopping”. The least selected option was “hotels”.

The chart below presents the results as an average score for each priority.

Q16: Ranking from 1-6 (with 1 being the highest), please rank the type of commercial businesses you think the City of Douglasville needs.



OPEN-ENDED QUESTIONS

At the end of the survey, respondents were given the opportunity to leave comments in response to two questions.

The first question asked what they think the greatest challenge facing Douglasville will be in the next 20 years. There was a total of 153 responses to this question, with a few answers repeated by many respondents. Common responses fell into a few different categories:

Greatest Challenge	Mentions
Crime	44
Traffic	42
Growth	17
Housing	14

The last question asked if respondents had anything else to add and a trend emerged in the answers. Several respondents mentioned higher end developments, including restaurants, grocery stores, and housing. Other frequent topics are listed below:

Anything to Add	Mentions
Restaurants/food	42
Grocery	19
Kids/children/youth	12
Growth	11

Stakeholder Interview Notes

Introduction:

Douglasville staff and GMC interviewed stakeholders as part of the public engagement process for the Comprehensive Plan Update. The goal was to gain insight on the City and its future from individuals who could provide a unique perspective based on their specific background.

In the interview we discussed the main planning topics that have been identified by the public during the engagement process thus far, including; Transportation, Housing, Economic Development, Recreation and Leisure, Environment, Community Facilities and Services.

The following is a summary of the interview discussions.

**Please note, the opinions and statements provided are those of the interviewees only and do not necessarily express the views or opinions of the City.*

March 24, 2023

Attendees:

Allison Duncan

Douglas County Planning Manager

Virtual Interview

Douglasville Staff: Joyah Mitchell

GMC: Kalanos Johnson and Glenn Coyne

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Delicate balance between rural and urban
 - b. Keep urban activity in the city
 - c. Pivot on the amount of truck traffic/industrial uses
- What things would you change in Douglasville?
 - a. Growth in the area is high as compared to the region
 - b. Hottest area for industrial use is their area
 - c. Truck parking in neighborhoods is not permitted
- What would you like Douglasville to be like in 10 years?
 - a. Be strategic in how vacant areas are developed in future
 - b. Focus on nodal development
 - c. Pandemic has caused changes in patterns
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?

- a. Tourism for recreational trails
- b. Short term rentals – State law in 2021 allowed regulations similar to hoteliers, Treat as lodging. Got more serious. Asked city to partner to use Granicus for data. Sent letters to owners. Asked about special use permit; becoming compliant. More transparency now. Helped HOAs with regs. Covenants have also come into play. Is an option if owners follow County regulations with codes/departments/permits. Will continue to use Granicus.
- c. Foxhall Resort, agritourism activity, Koy ponds
- d. King of Crops concept
- e. Accessory dwellings are okay – have been successful under admin approval
- f. Cottage homes okay

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. 278, SR 92, Lee Road, etc.
 - b. Connect Douglas plan, focusing on transit supportive uses; Call Ron Roberts with Connect Douglas, wealth of information
 - c. RS&H with ARC is doing a plan
 - d. Transit Master Plan
 - e. County CTP update
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Funding constraints
 - b. Not a big county
 - c. Funding widening of Lee Road
 - d. Big mixed-use project
 - e. Movie studio
 - f. Widening Chapel Hill Road
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Bike/Ped with trails is different and somewhat difficult in the city.
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Ron Roberts of Connect Douglas, Transit Master Plan dictates where transit should be
 - b. Will tweak land use map for TOD based on plan
 - c. State is behind County's timeline, slows up process
 - d. Applied for LCI for Hwy 92 Corridor

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Citizens don't like apartments or high-density development
 - b. Diverse housing is considered, but apartments wanted in activity centers confined to major corridors and closer to city
 - c. Doesn't have sewer available everywhere in County
 - d. Higher density single family types such as townhomes are hit or miss, depending on location/
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?
 - a. Information from ARC is available
 - b. Housing costs were out of control a few years ago
 - c. Investor-owned homes for rental are becoming a problem and driving up prices
 - d. Fed interest rates can affect prices for homes
 - e. Need smaller footprint single-family homes, need ordinances for smaller cottage homes, in comp plan. For flexibility, not necessarily for affordability
 - f. Will let the market dictate price points

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Tourism trails, agritourism, butterfly trails, recreational trails
 - b. Ways to connect trails through robust network
 - c. Opportunities for enhancing park assets
 - d. More flexibility for big community green space, 3-mile radius, paved natural trails

Community Facilities and Services

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Rural recreation uses are wanted

Environment

- Do you feel Douglasville is handling stormwater management? What other actions would you suggest?
 - a. Granite is prevalent and limits sewer access. Environmental issues are challenge.

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?
 - a. Land Use, good relationship with city; meet regularly with city to discuss projects on borders
 - b. Want to discuss Service Delivery issues
 - c. Planned residential to smooth edges along transitional areas around border areas
 - d. Annexation has caused confusion along the Tributary areas for citizens
- What ideas, goals or policies do you think the city should include in its plans in order to become a better place to live in the next 20 years?
 - a. Has good staff, continue to work together
 - b. Intergovernmental coordination = continue
 - c. Uses that more appropriate for city or county; coordinate intensive develop in cities and along corridors
- Other thoughts?
 - a. Will send us any information that will assist us in the planning effort
 - b. County will share Road Show data
 - c. Wants feedback from city on process
 - d. Community survey data/results are on website

March 28, 2023

Attendees:

Amy McCoy

Owns a Real Estate Brokerage

Virtual Interview

Douglasville Staff: Joyah Mitchell

GMC: Kalanos Johnson and Glenn Coyne

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Leadership is now willing to listen to residents (within the past 5 years)
 - b. Change in new leadership seems to be working
 - c. City has a good approach to Fair Housing
- What things would you change in Douglasville?
 - a. The current zoning needs to be more inclusive
 - b. Local government needs to allow more diverse housing options for residents (i.e., density)

- c. Mixed-use and walkable development should be the priority. OK to go vertical, flats with elevators
 - d. Need to reduce the minimum square footage required for homes
 - e. Need to require better building materials from homebuilders
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. Light rail for commuters, potentially along Highway 5, Fairburn Road, Highway 92 or Thornton Road

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Fairburn Road & SR 5 to address congestion
 - b. Thornton Road, also congestion
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Supporter of SPLOST, especially since the City does not have endless funds for projects
 - b. But there must be accountability in the spending of the SPLOST funds
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Walkability is very important
 - b. Yes, bike lanes and sidewalks are needed in the city, for work access and not just for recreational use
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Yes, public transportation, Douglas Connect, needs to expand and be more convenient

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Fair Housing Advocate on the National level
 - b. Would support quadruplexes as an option for density
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. Affordability is the key
 - b. One option is to investigate technology to allow development on septic tanks, if well designed. Infrastructure, especially water and sewer, represents a huge limitation. This is an area for more education, especially to realtors.

- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. Affordability is an issue; lifecycle housing is needed
 - b. Homelessness is a big issue on Douglasville. Looking for land to build permanent placement housing
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?
 - a. All of the above.

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Currently 67% small businesses
 - b. Need office space and infrastructure suitable for small businesses, mixed use development, and more data centers
 - c. Some industrial is OK
- Is there any industrial or commercial development you do not want to see in the city?
 - a. Be aware of impact on adjacent residential areas
 - b. Nothing that adds toxic fumes to the atmosphere (manufacturing).
 - c. Any medical supply businesses need to have responsible accountability for their effects

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Having options is key/important, but we need more accessibility, especially vis sidewalks and paths
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. We need more cultural options
 - b. Kids need something to keep busy and stay out of trouble

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Our Code Enforcement department is antiquated
 - b. Magistrate court process is outdated
 - c. The police department has come a long way and is much better now. Still room for improvement

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?

- a. We need more community advocacy groups and resources
- b. Especially financial, health and other programs for lower income residents

March 27, 2003

Attendees:

Douglasville Staff: Joyah Mitchell

GMC: Kalanos Johnson and Glenn Coyne

Sheraton Jones

Community Activist/Remote Tech Worker

In-Person Interview

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Community Service Opportunities – Citizen's Government Academy, Big Brothers/Big Sisters, pickle ball player, and United Way participant
 - b. City has a bright future, good sense of community and family-oriented
 - c. Proximity to Atlanta
 - d. Well-respected city officials,
- What things would you change in Douglasville?
 - a. Need better communication with citizens regarding outreach and strategic plans
 - b. Need better communication between the City and County
- What would you like Douglasville to be like in 10 years?
 - a. Some want to keep it rural, but growth is coming. Need to think about how to grow smart

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Colquitt Street has no sidewalks, needs more lighting. Also speeding is an issue, need speed bumps, as this is a cut-through
 - b. SR 92/Fairburn Road is congested area
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Supports TSPLOST but need to show how the money is being used. Clear communication.
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Supports the plans for more sidewalks downtown
 - b. Could use more dedicated bicycle parking
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?

- a. Would like to see MARTA come out to Douglasville, but realizes that this might be too far
- b. A downtown circulator or shuttle would be great

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. This is an important issue. Especially important to look at missing middle housing.
 - b. Owns a duplex and has no problems
 - c. More residents are coming, need options for housing
- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. Gave an example about teachers she knows having problems finding housing at a price they can afford
 - b. Need to plan for the pace of growth, especially with housing

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. More small businesses such as restaurants and family-owned grocers
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Wants to see businesses with walkability, village development/nodal development.
 - b. Also, more healthcare businesses.
- Is there any industrial or commercial development you do not want to see in the city?
 - a. Too many industrial uses and distribution centers with truck traffic
- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.
 - a. Look at other examples from around Metro Atlanta such as Battery, West Midtown, Decatur, Duluth.
 - b. Douglasville needs the town square.

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. At Jessie Davis Park there are no crosswalks to get across Hwy 92
 - b. Most parks are good and well-managed
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. Upgrade the appearance of the library
 - b. The town green amphitheater is good
 - c. Would like to see more family-oriented activities

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Perhaps save more trees during new development

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Likes the police force – they are doing a good job
 - b. For other departments, would like to see more communication and transparency

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?
 - a. Definitely better; seeing the changes
 - b. The city has improved by having more businesses, paving/maintenance of roads, and hiring better staff
- What ideas, goals or policies do you think the city should include in its plans in order to become a better place to live in the next 20 years?
 - a. How does the city prepare for the changes in demographics, specifically more youth?
 - b. Support an incremental approach to growth in the future. Prevent growing too fast and changing the sense of community.

March 27, 2023

Attendees:

Kiondre Dunnam

Small Business Owner,

In-Person Interview

Douglasville Staff: Joyah Mitchell

GMC: Kalanos Johnson and Glenn Coyne

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Small town atmosphere, just the right size
 - b. Sense of community
- What things would you change in Douglasville?
 - a. Behind the times/outdated business climate
 - b. Outdated/antiquated ordinances that need updating, especially signs
 - c. C.O. and business license requirements are convoluted – too much red tape

- What would you like Douglasville to be like in 10 years?
 - a. More progressive
 - b. A community that makes it simpler for businesses to operate

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - c. Traffic is nowhere near as bad as in Atlanta
 - d. Chapel Hill and Highway 5, everything is concentrated
 - e. Fairburn Road is available for redevelopment
 - f. Rose Avenue needs to be more pedestrian-friendly
 - c. Need more connectivity to the golf course and city parks
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Supporter of SPLOST in the city
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Yes, Downtown, especially, should be walkable
 - b. Better connectivity to Hunter Park, short cuts for pedestrians
 - c. Trails for bikes and golf carts
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. County and City have a lot to do
 - b. Does not see MARTA trains to Douglasville
 - c. Does want to see more intra-county transit, especially for high school students to get to jobs
 - d. Public Transportation currently is inconvenient and needs more options. The service is challenging and the headways are inconsistent

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. More multi-family
 - b. Apartments do not equal negative context, crime, etc.
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. Housing for the future and life-cycle housing is needed

- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. He has had personal issues with housing affordability; it needs to be addressed
 - b. Treat your neighbor right

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Before we attract some uses, we need to make sure we have the infrastructure for office parks; amenities
 - b. Of course, would love to have a Whole Foods or Sprouts
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Keep industrial development well hidden
 - b. Keep mixed-use development along high visibility areas
 - c. Too many warehouses
- What are your opinions on offering Incentives for development?
 - a. Supports incentives for development, good in the long run

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Hunter Park is now great
 - b. Is aware that there are plans for improvements to other parks; city is doing a good job
 - c. Does think that there is a need for more swimming pools
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. City does a good job of providing cultural opportunities – diverse options

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Important to preserve nature; City should continue to protect natural areas
 - b. OK with some development along the river – perhaps a restaurant on city owned property along the Chattahoochee River
 - c. Balance growth with the environment

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. The Police Dept is doing well and is responsive
 - b. Code Enforcement needs more improvement, not aggressive enough

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?
 - a. Downtown area redevelopment is good and improving
- What ideas, goals or policies do you think the city should include in its plans in order to become a better place to live in the next 20 years?
 - a. The mall area has gone downhill and needs more redevelopment and revitalization; look at Cumberland as a model
- Other thoughts?
 - a. Better communication; get information out to the citizens
 - b. There needs to be more departments under one roof, new City Hall building
 - c. Expand the conference center to have better events and conventions
 - d. Fairburn Road needs improvement; could be a hub for the community
 - e. Hospital Drive needs some redevelopment

March 28, 2023

Attendees:

Douglasville Staff: Joyah Mitchell

GMC: Glenn Coyne and Kalanos Johnson

Emily Lightner

Executive Director of the Cultural Arts Council

In-Person Interview

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Progressive, forward thinking, and open-minded leadership
 - b. The Town Green
 - c. The Public Art Initiative in 2017
- What things would you change in Douglasville?
 - a. There's room to grow. Change is needed
 - b. Need more sidewalks downtown for connectivity and walkability
- What would you like Douglasville to be like in 10 years?
 - a. Thriving downtown with an amphitheater and full storefronts
 - b. More activities and more diverse restaurants
 - c. Need a town square to direct activities

- d. Need more space for tourism – described example of Taste of Douglasville which attracts 12,000 people but space is limited
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. Change ordinances to allow more business expansion opportunities – described example of brewery that went to Powder Springs instead
 - b. Allow food trucks to park on street
 - c. Less city/county cooperation issues – the change in government the last 5 years has allowed more intergovernmental coordination. Past tension was due to territorial disputes
 - d. Corridors for development activity:
 - i. Sewer not in the southwest section of county (keep it rural). The Dogwood reservoir is there.
 - ii. Keep industrial development along Riverside Pkwy
 - iii. Keep dense development downtown
 - iv. Developers have to pay for sewer connections
 - v. City is running out of space for land
 - vi. Allow greater than 4 stories plus 50 feet for building heights

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. I-20 is an asset; make the exits feel safe and welcoming
 - b. Need more gateway signage and wayfinding along routes
 - c. Gateways off of I-20 should have art and landscaping
 - d. Chapel Hill Road and Hwy 5 have bad traffic; needs improvement
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Supporter of SPLOST
 - b. Need to educate citizens on the process and be very clear about how the funds are being spent
 - c. The Town Green is a good example of a Tax Allocation District (TAD)
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Need more sidewalks close to the high school
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Continue to use Connect Douglas. It needs more stops in other areas.
 - b. The stigma of crime affects public transportation

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Younger folks want to rent; they are not buying homes
 - b. Affordability is an issue for everyone
 - c. Need multifamily options, but most citizens don't want it
 - d. The city is growing along with the region

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Need more vibrant restaurants and small businesses
 - b. Want a Whole Foods, but don't have the demographics
 - c. Majority of citizens are seeking bedroom-suburban population type; would be great to have more live/work options in the city
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Focus the data centers on Riverside Drive
 - b. Need a hotel connected to the conference center downtown. Would be great for walkability and businesses
- Is there any industrial or commercial development you do not want to see in the city?
 - a. No more warehouses – Keep them on Riverside Pkwy
- What are your opinions on offering Incentives for development?
 - a. Enforce the requirements used for incentives; hold them accountable
 - b. Create a 1% development fee that is directed toward public art

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Is on the Park/Recreation Board – likes the Parks Master Plan for Mill Village
 - b. Likes the Public Art Commission started by the city
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. Need a public theater (and not use a school or a church)
 - b. Use an old building for a theater – good for cultural environment

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Doing a great job of adhering to regulations. The mayor is on the Joint Commission.
 - b. The Water and Sewer Authority is doing a good job

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Police Department is doing a good job
 - b. Crime is a factor – department is short-staffed
 - c. Need more enforcement around public areas such as the Mall
 - d. Can positively affect tourism
- What is your sense of availability of broadband and high-speed internet access across the city?
 - a. The city is working on expanding wi-fi (free) in the city.
 - b. Google is currently here (along with data centers)

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?
 - a. The city has improved; staff is happier
 - b. New development downtown – more forward thinking
 - c. Ensure city plaza is representative of the past and the future
 - d. Plaza can be a road map for promoting the city
- Other thoughts?
 - a. The Arts represent our past, present and future
 - b. Need to decide: “What is our Story?” and “What is Douglasville known for?”

March 30, 2023

Attendees:

Nancy McPherson

Retiree

Virtual Interview

Douglasville Staff: Joyah Mitchell

GMC: Glenn Coyne and Kalanos Johnson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Likes Police Department – Chief Sparks
 - b. Citizen’s Academy Graduate
 - c. Keep Douglasville Beautiful Organization

- d. Animal Shelter
- e. Community Activities, Diversity, Kindness of People
- f. Volunteering
- What things would you change in Douglasville?
 - a. People who hate the city – should leave
 - b. Attitudes of some people/negativity

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. City does a good job of accommodating ADA population
 - b. I avoid Chapel Hill Road and SR 5 during rush hours
 - c. Douglas Boulevard, as it crosses these roads, as well
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Connect Douglas Plan – Demand Response Options for elderly, non-car population
 - b. ADA parking for public spaces
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Yes, on-demand service for elderly or non-car population
 - b. Supporter of MARTA if it helps community/workers
 - c. Express bus

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Concerned about apartments; renters don't have the same buy-in to the city as owners do
 - b. Likes townhomes and mixed-use development, especially near downtown
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. Keep trees/greenspace with new residential development; avoid clearcutting land for new development
 - b. Keep small-town character when possible
- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. No, don't know anyone who has issues with affordability
 - b. Supports Section 8 Housing

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Data Centers provide a lot of jobs, tax benefits, etc.
 - b. Small businesses are needed
 - c. Need to educate the community on economic development matters; focus on better communication
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Riverside Drive for office and business parks
 - b. On the outskirts of the county away from residential areas
- What are your opinions on offering Incentives for development?
 - a. Most folks don't understand tax abatement. The recipients actually do pay some taxes and other fees during the abatement period.

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Love the parks – Hunter Park, Deer Lick Park, Jessie Davis
 - b. Likes the senior centers
 - c. Need options for children with disabilities
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. Member of cultural arts center
 - b. Use libraries for children's activities

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Tree protection and green space for new development is needed
 - b. Need more erosion mitigation measures around creeks

Community Services and Facilities

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Police Department is doing a great job
 - b. City should make departmental information more accessible
 - c. Need better communication with citizens; invaluable information learned through the Citizen's Academy

April 11, 2023

Attendees:

Michael Carey

General Manager – Arbor Place Mall

Virtual Interview

Douglasville Staff: Joyah Mitchell

GMC: Glenn Coyne and Kalanos Johnson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Proximity to the interstate (I-20)
 - b. Visibility. Serves as a gateway to the metro area, especially from Alabama and points west
 - c. Downtown area
 - d. Recently announced Lionsgate Production Studios
 - e. City Council
- What things would you change in Douglasville?
 - a. Timing of signals – back up of traffic
 - b. Douglas Blvd, Chapel Hill Road area
- What would you like Douglasville to be like in 10 years?
 - a. To have more jobs/employers
 - b. To see the city prosper; quality growth but retain some area as open/rural
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. Traffic improvements along Highway 5
 - b. Traffic back-up off interstate exits is an issue
 - c. Along Chapel Hill Rd.
 - d. Restaurants and mixed-use development close to the mall

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Highway 5
 - b. Chapel Hill Road
 - c. Douglas Boulevard

- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Supporter of TSPLOST
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Supports pedestrian and bike improvements
 - b. People walk in the mall, but during pandemic also walked outside the mall. Points to a demand for walking paths.
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Supporter of transit
 - b. Likes the smaller buses around town, Connect Douglas, good service

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Apartments, town homes, condos, etc. In the area close to the mall
 - b. This will be great, but will also impact traffic
 - c. Younger folks like condos or apartments; yard work is a shock for new homeowners
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. It's a delicate balance. It will affect schools and infrastructure. Ensure that facilities are in place to absorb.
 - b. Lionsgate studios will bring a lot of new folks

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Lionsgate, keep Movie Studio development coming
 - b. Krispy Kreme stores
 - c. Restaurants – Cheddars, Cheesecake Factory, etc.
 - d. Pharmacies
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Along the Fairburn Road, Thornton Road areas
 - b. Lionsgate Movie studio
- Is there any industrial or commercial development you do not want to see in the city?
 - a. Liquor stores – too many
 - b. Car washes – too many

- What are your opinions on offering Incentives for development?
 - a. Discussed the idea for a Community Improvement District (CID) around the mall area. Cumberland as example. Would definitely support with surrounding property owners as a strategy for economic development, branding and identity.
- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.
 - a. Doctor's office/Medical office

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Good library system – best he has seen, close to high school, along Highway 5.
 - b. Parks system – pool facilities are good
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. City needs a large gathering space for big events. City is addressing this via Hunter Park – and new amphitheater downtown.
 - b. Need somewhere local for high school graduations
 - c. STEM facility at Douglas County High School is good

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Yes, we could do more
 - b. Need to proactively address litter. Litter pick-up is great – wished people didn't litter in the first place
 - c. Electric Vehicle charging stations are good.

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Code Enforcement hits certain areas more than others. Would like to see them along the Highway 5 area more.
 - b. Code Enforcement needs to address the illegal dumping along the Brightstar Road areas

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?
 - a. City has become a better place to live in last 5 years.
 - b. New businesses and other growth
 - c. Likes going into downtown area
 - d. Parking downtown at the Conference Center – is ideal

- e. Parking is not ideal in other areas downtown

April 11, 2023

Attendees:

Afrika Alsup

Business Owner

Virtual Interview

Douglasville Staff: Joyah Mitchell

GMC: Glenn Coyne and Kalanos Johnson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. The programs and activities that are available
 - b. CGA program – just completed
 - c. Access/vicinity to interstate
 - d. Close to Atlanta
- What things would you change in Douglasville?
 - a. Better options for restaurants – too many fast food – need better variety
 - b. Too many dollar stores, car washes, etc.
 - c. Wider roads (too narrow), too much congestion
 - d. More entertainment options
 - e. Better hotels
- What would you like Douglasville to be like in 10 years?
 - a. Be more walkable – sidewalks needed
 - b. More public transportation options
 - c. More live/work/play locations/development – development is too segregated

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Highway 5
 - b. Chapel Hill Road – narrows down from 4 to 2 lanes
 - c. Fairburn Road – too narrow
 - d. Veterans Memorial Highway

- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Need more buses that travel major roads/corridors – can help with employment
 - b. Rideshare opportunities

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Live/work/Play – mixed-use, pedestrian connectivity
 - b. Townhomes, condos, etc.
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. Need more housing for younger professionals
- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. Housing affordability is a problem in the city
 - b. But compared to Chicago, where she moved from, affordability is not a problem

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Entertainment options
 - b. Hotels
 - c. Restaurants
 - d. Specialized Fitness Facilities
 - e. A new mall – better stores, better choices, anchor tenants, etc.
 - f. Movie theater
 - g. Skating Rink
- Is there any industrial or commercial development you do not want to see in the city?
 - a. Self-storage business
 - b. Car washes
 - c. Dollar stores

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. City has a lot of options for activities, programs, etc.
 - b. Information is not communicated properly
 - c. Libraries are great – intra-library transfers for items

- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. City is doing a great job for entertainment opportunities
 - b. More concerts – coming with the public green

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Can the city start picking up recyclables (restart)?

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Likes the police community proactiveness/programs

Comprehensive Plan

- What ideas, goals or policies do you think the city should include in its plans in order to become a better place to live in the next 20 years?
 - a. Programs and activities for young adults with disabilities/special needs

April 14, 2023

Attendees:

Ron Roberts

Director – Connect Douglas Transit

Virtual Interview

Douglasville Staff: Joyah Mitchell

GMC: Glenn Coyne and Kalanos Johnson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Purchase of Old Jail
 - b. Mini Enclave Development is possible
 - c. Good restaurants
 - d. Good parking
- What things would you change in Douglasville?
 - a. Street frontage along Veterans Memorial Pkwy
 - b. Multi-Use development/Mixed-Use development needed
 - c. Rail Line is an impediment

- What would you like Douglasville to be like in 10 years?
 - a. Better retail/attractions for young people
 - b. Make it a destination
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. Work on the SR 92 corridor

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. SR 92
 - b. Thornton Road – Truck traffic
 - c. Riverside Drive – Truck traffic
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. SPLOST supporter
 - b. Tourism can contribute to funding
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Yes
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Transit Enhancements – Chicago Avenue
 - b. Transit Enhancements – Hospital Drive

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - Bleakly Report – said the City needed more Senior Housing and apartments
 - a. Apartments can work in the downtown area
 - b. 80% of residents leave the city for work commutes
 - c. Neighborhood Stabilization Programs (NSP) – buy homes from bankruptcy and re-sell them
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?
 - a. Supports different types of homes – multi-family, condos, Senior Communities, Townhomes, etc.

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Business incubators
 - b. Technology companies
 - c. Movie studios & ancillary development
 - d. Nothing with noxious odors/fumes
 - e. Nothing that generates heavy truck traffic (keep along arterials)
- What are your opinions on offering Incentives for development?
 - a. Density bonuses for certain developments

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Trails/paths that connect to major amenities/communities

May 8, 2023

Attendees:

Elena Hudson

Business Owner

Virtual Interview

Douglasville Staff: Joyah Mitchell and Marissa Jackson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Live, work, and play is easy to do
 - b. Local businesses
- What things would you change in Douglasville?
 - a. Walkability of the City, introduce new modes of transportation to connect City
 - b. Connect downtown via golf cart paths and sidewalks
- What would you like Douglasville to be like in 10 years?
 - a. Balanced growth – how will we accommodate/respond to a growing city
 - b. Growth currently seems sporadic – use data to help navigate

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Highway 5
 - b. Chapel Hill Road (complete a new traffic study for Chapel Hill Corridor)

Economic Development

- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.
 - a. Business start-up space/office space
 - b. Incubators are needed

Recreation and Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Jessie Davis and Hunter Park are great
 - b. Dedicate funding for the library
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. Events in the plaza are great and provide good foot traffic for the City
- Should a policy be considered where new development is required to provide or fund parks and recreation facilities
 - a. No, we can get community buy-in thru other avenues

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Police department is great
 - b. Fire department is great
 - c. City residents should have more input
 - d. We need to be more proud of what they are doing. Support them.

May 5, 2023

Attendees:

Landon Perry

GDOT – District 7 Engineer

Virtual Interview (Supplemented by written response to questionnaire)

Douglasville Staff: Joyah Mitchell

GMC: Kalanos Johnson and Glenn Coyne

Visioning Questions

- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
- Optimizing their transportation network by working with partners such as GDOT & ARC

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - Intersection of SR 5 and SR 6 (upcoming operational improvements)
 - Future improvements include quadrant roadway improvements (already under design)
 - SR 6 Operational Improvements project
 - Follow-up with Joshua Higgins, GDOT Planning Staff
 - Attached are the 2020 /2050 ARC and GSTDM LOS maps for the city of Douglasville. This information should help you all prioritize the state route corridors found within Douglasville based on level of service.
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - Lump Sum Safety Programs
 - Crash Mitigation and Safety Improvements
 - ARC Programs/Grants
 - I'm personally not a proponent of any particular form of funding mechanism. I think a municipality should have a thorough understanding of the scope and purpose of its proposed transportation improvement. Once this has been defined, the local government should begin to review funding opportunities provided by the MPO, State or Federal Government, or private organization. I will provide the link to ARC's website which will provide you with additional information on funding:
<https://atlantaregional.org/transportation-funding>.

- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - Supports measures such as Complete Streets initiatives
 - I would consider supporting alternate forms of transportation if there was sufficient data to justify the implementation of said modes of transportation. This data would need to assess the effects on the operational efficiency and safety; both before and after the alternate forms of transportation were to be implemented. My decision would also depend on the resulting economic effects on the surrounding area.
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - Supports BRT & ART initiatives
 - This question should be directed to a transportation professional employed by the City of Douglasville. Typically, one that specializes in operations in collaboration with someone knowledgeable of Douglasville's future transportation planning goals.

May 8, 2023

Attendees:

Dean Wang

Hotelier/Commercial Developer

Virtual Interview

Douglasville Staff: Joyah Mitchell and Marissa Jackson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Downtown is good
 - b. Beautiful city with good curb appeal
- What things would you change in Douglasville?
 - a. Disorganization of the city within the last few years
 - b. Discrepancies of land use between leaders, residents, and developers
 - c. Homelessness
 - d. Traffic strategy
 - e. Traffic lights
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. Infrastructure needs improvements. Roads, bridges, building setbacks, etc., needs improvement

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Fairburn Road
 - b. Hwy 5/Bill Arp Road
 - c. Chapel Hill – going through residential for downtown is not good
 - d. All roads (coming off of highway are maxed out)
 - e. Building demand has surpassed infrastructure capability
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Better with bike paths, walking trails, roads
 - b. City is growing faster than the infrastructure
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Can't do one without the other
 - b. All transit is important

Economic Development

- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.
 - a. A lot of people aren't in offices anymore
 - b. Douglasville needs to create an identity

Recreation & Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Places for children need to improve
 - b. More sports fields
 - c. Things people can do as a family and build community
 - d. Golf course is losing money
 - e. Golf course should not be included in Parks and Rec
- Should a policy be considered where new development is required to provide or fund parks and recreation facilities?
 - a. As a local, yes. As long as its not an egregious demand
 - b. Might make it difficult for developers that are not local

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Management of environment is decent

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. City services were responsive and good to work with
 - b. No complaints
 - c. Police are complacent with homelessness

June 2, 2023

Attendees:

Trevor Quander

Georgia Power – Southern Company

Virtual Interview

Douglasville Staff: Joyah Mitchell and Marissa Jackson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Leadership with Mayor and City Manger
 - b. Progressive, small-town feel. Racially progressive.
 - c. Good place to raise kids
- What things would you change in Douglasville?
 - a. Conference center needs a hotel
 - b. No live work play stations
 - c. Needs green space walking areas - walkability
- What would you like Douglasville to be like in 10 years?
 - a. Connected
 - b. Retire in Place – Plan for intergenerational living
 - c. Have a trolley
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. Greenspace trails
 - b. Walking options

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Trains and easier connections to Atlanta

- b. Highway 5, Hospital Drive, Chapel Hill Rd
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Bikes and pedestrian friendliness is needed

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
Plan for multifamily and single-family to deter ADU programs
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. We need to first define what the character is and what Douglasville has that no one else does
- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. Yes. Think about gig workers and people who live in restaurants/retail. Plan for them
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?
 - a. Tiny homes for young adults and seniors.

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. It needs to be more diverse – meeting space
 - b. Concentrate in Aeronautics, electronic vehicles, Fintech, more work from home
 - c. Class A offices
 - d. Film/entertainment
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Less distribution and logistics/truck traffic
- What are your opinions on offering Incentives for development?
 - a. Incentives are necessary to compete
- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.
 - a. Maybe Class A office spaces for meetings and coworking spaces

Recreation & Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?

- a. Need outdoor amenities, parks, greenspace, trails, etc. for recreation and also connectivity
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. Night life and hangout spaces
 - b. Minor league teams
 - c. Destination
- Should a policy be considered where new development is required to provide or fund parks and recreation facilities?

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Preserving natural resources and enhancing them should be required. Allocate resources to maintain them.
- Do you feel Douglasville is handling stormwater management? What other actions would you suggest?
 - a. Manage pollution

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Libraries should be resource centers and public spaces. Add coffee shops.
 - b. It's good the public has access to the police station.
 - c. Be aware that businesses are fluid.
 - d. Be aware of permitting bottle necks.
- What is your sense of availability of broadband and high-speed internet access across the city?
 - a. Greystone has a program but it isn't such an issue in the City

June 2, 2023

Attendees:

Chad Worth

Resident

Virtual Interview

Douglasville Staff: Joyah Mitchell and Marissa Jackson

Visioning Questions

- What would you like Douglasville to be like in 10 years?
 - a. More bike paths.
 - b. Add an aquatic center.
 - c. Continue to preserve the existing structures
 - d. More businesses, retail, entertainment, around the mall

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Intersection of Chapel Hill Road and Douglas Blvd.
 - b. Widen Chapel Hill Road.
 - c. Improvement on Bright Star Road and Bright Star Connector
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. TSPLOST and Developer Fees
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Townhomes are okay in moderation.
 - b. Single-family estate homes
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. It's very important for Douglasville to maintain the small-town character
- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Film and entertainment
 - b. Tech
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Limit the rezoning of residential areas.
 - b. Keep industrial development on the periphery in industrial areas
- What are your opinions on offering Incentives for development?
 - a. Lower taxes/stagger taxes at the start but increase them over time.
- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.

Recreation & Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Bike paths and aquatic centers are needed.
 - b. Libraries are great. Downtown one could use updates
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
- Should a policy be considered where new development is required to provide or fund parks and recreation facilities?
 - a. Could potentially drive developers away

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Expanding the Dog River Reservoir would be great
- Do you feel Douglasville is handling stormwater management? What other actions would you suggest?
 - a. Coordinate city development with the county's to ensure efficiency.

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Recycling became difficult during the pandemic so there needs to be a solid decision on if it will continue
- What is your sense of availability of broadband and high-speed internet access across the city?

June 2, 2023

Attendees:

Portia Lake

Interim Executive Director of Communications, Director of Public Information

Douglas County School System

Virtual Interview

Douglasville Staff: Joyah Mitchell and Marissa Jackson

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Sense of community.
 - b. Small businesses are accessible.
 - c. Quality of schools.
- What things would you change in Douglasville?
 - a. Encourage more youth leadership and embrace the youth
- What would you like Douglasville to be like in 10 years?
 - a. More downtown businesses and entertainment options
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?
 - a. An initiative that will enhance safety and security within the city.
 - b. Have Police presence and active monitoring

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Highway 5 Intersection with I-20
 - b. Rose Avenue, Church Street, and other downtown areas could be widened
 - c. Fairburn Road
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. TSPLOST
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Open to seeing biking being encouraged especially for the youth

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Affordable housing for teachers and other public service workers.
 - b. Cottage housing but also options that can accommodate 3 BR for families
- How important to you is the idea that the city should encourage new housing development while also striving to maintain the character of local communities?
 - a. Prefer to maintain the character of the community
- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Open to embrace all businesses especially those that support minorities and women.
 - b. Technology.
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. NIMB
 - b. End of Highway 5/peripheral areas of the city
- What are your opinions on offering Incentives for development?
 - a. We need it; should be encouraged.
- Do you have a preference for the spaces needed in Douglasville? This could include commercial, office, industrial, flex space, others.

Recreation & Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. Pool area within the city.
 - b. Parks are doing a good job.
 - c. Better activities for seniors, disabled population, etc.
 - d. More libraries are needed.
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
- Should a policy be considered where new development is required to provide or fund parks and recreation facilities?
 - a. Yes, they should invest into the communities in some way.
 - b. Offer incentives for the employees to live here.

Environment

- Is Douglasville doing enough to protect the rivers and wetlands? What other actions would you suggest?
 - a. Not aware of any efforts the city has done other than Keep Douglasville Beautiful.
 - b. But is concerned about the environment for the next generation.
- Do you feel Douglasville is handling stormwater management? What other actions would you suggest?

Community Facilities and Services

- What does Douglasville do well in providing services? This could include police, fire, sanitation, utilities, permitting, code enforcement, others.
 - a. Police are not always in tandem with the city officials; should offer more collaboration
- What is your sense of availability of broadband and high-speed internet access across the city?
 - a. Large number of families that rely on cell phones to access the internet.
 - b. Children are going to public spaces for areas during pandemic.

June 9, 2023

Attendees:

Chris Pumphrey

Elevate Douglas – Economic Development Authority

Virtual Interview

Douglasville Staff: Joyah Mitchell

Visioning Questions

- What are the things you like most about Douglasville?
 - a. Close to Atlanta
 - b. Proximity to the Airport
 - c. Small-town feel
 - d. Greenspace – Sweetwater Creek
- What things would you change in Douglasville?
 - a. Making good progress. Nothing happens overnight
 - b. New dining locations – breakfast, cocktails, etc.
- What would you like Douglasville to be like in 10 years?
 - a. More walkability
 - b. More things AAS related

- c. Small business ecosystem
- d. More cultural amenities
- If you could identify one (1) thing that should be added to the City's Comprehensive Plan in order to achieve the kind of development you envision, what would you add?

Transportation

- Which corridors in Douglasville need upgrades in terms of traffic flow, road widening or other improvements?
 - a. Highway 5, around I-20, better flow management
 - b. Chapel Hill Road – capacity improvements
 - c. Riverside Parkway – encourage the type of roadway with walkability, sidewalks, and bicycles
 - d. Discourage the wrong type of development
 - e. Improved security and safety
- What methods do you support for funding of transportation improvements? Could be TSPLOST, user fees, others?
 - a. Impact fees
 - b. TSPLOST – Riverside Drive would eat the entire TSPLOST
- Do you support the development of improvements for alternate forms of transportation such as bicycles and pedestrians?
 - a. Bike/Ped with trail networks
 - b. Cart paths in dense areas
 - c. Consider safety
- Do you believe Douglasville needs more public transportation service? If so, in which areas of the city should more service be considered?
 - a. Majority of people use the interstate
 - b. BRT is a possibility
 - c. Multimodal development needed for density

Housing

- Describe your vision for the types of housing that is best suited for the future of Douglasville? And for which part of the city?
 - a. Solid entry-level housing needed
 - b. Need denser neighborhoods for working professionals
 - c. Smaller lots with good quality product
 - d. Allow flexibility and creativity in design
 - e. We are good on apartments. Need more 'for-sale products' and less rentals

- Do you have knowledge of folks who have trouble finding housing options at affordable prices?
 - a. Working professionals cannot afford it here. Not the case 10 years ago
- What types of housing would you support to address affordability? Single family home, duplex, townhomes, apartments, condominium, others?
 - a. Tiny homes; be creative like in South College Park

Economic Development

- What type of economic development should Douglasville be recruiting? Why?
 - a. Support small businesses and entrepreneurs
 - b. Manufacturing, life sciences, health care, technology services, media and entertainment
- What types of industrial development would you be comfortable with and in what parts of the city? Downtown, along I-20, other locations?
 - a. Riverside Pkwy. Combine advanced manufacturing with life sciences
 - b. Industrial access roads – media, small manufacturing, municipal manufacturing
- Is there any industrial or commercial development you don't want to see in the city?
 - a. Warehouses
- What are your opinions on offering incentives for development?
 - a. That's the world we live in. If we don't offer any, someone else will

Recreation & Leisure

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. We need a performing arts center
 - b. The city has good parks
 - c. Need soccer programs to be improved
- What additional education, entertainment, cultural opportunities and programming would you like to have in the city?
 - a. Would benefit by a significant university presence
 - b. Performing arts can be a use for outdated retail areas
- Should a policy be considered where new development is required to provide or fund parks and recreation facilities?
 - a. We can be picky and demand more as long as we are consistent

Community Facilities and Services

- What city facilities, such as the library, pools and parks, are you aware of? Are there recreational facilities that are still needed?
 - a. All interactions have been positive. Old issues have been resolved

- What is your sense of the availability of broadband and high-speed internet access across the city?
 - a. More of an issue in the unincorporated sections
 - b. Tributary area may need some updates

Environment

- Do you feel Douglasville is handling stormwater management? What other actions would you suggest?
 - a. WSA does a good job and has a good reputation

Comprehensive Plan

- In the last 10 years do you think Douglasville has become a better place to live? Why or why not?
 - a. We have good schools
 - b. More intentional about community needs
 - c. More restaurants, events, entertainment, etc.
- What ideas, goals or policies do you think the city should include in its plans in order to become a better place to live in the next 20 years?
 - a. Impact fees
 - b. Amenities and public benefits could be enforced and better maintained
- Other thoughts?
 - a. More emphasis on landscaping and visual appearance on the front-end of development

Public Open House
Conference Center on April 12, 2023
Hawthorne Community Center on April 15, 2023

I. Power Point Presentation with introductory Comprehensive Plan information on loop

II. Four (4) Stations:

1. Survey

- A. Three (3) tablets for attendees to take online survey
- B. Framed QR Code for attendees to scan and take survey on their own device

2. Setting priorities for Key Issues/Preliminary Goals

- A. One board featuring key issues/preliminary goals
- B. Attendees indicate priority ranking; green, yellow and red stickers
- C. Space provided for comments; post-it notes

3. Map Exercise

- A. Base map for City of Douglasville
- B. Color-coded numbered stickers to indicate favorite places & places that need attention
- C. Log sheet to capture comments associated with stickers

4. “Financing Bucket” Exercise

- A. Transportation Improvements
- B. Recreational Facilities, Services & Programs
- C. Development Code Updates
- D. Economic Development
- E. Downtown Revitalization

Public Open House
Conference Center
April 12, 2023

Sign-in Sheet

Name	Address	E-mail
TRENT TURNER		trentgavika@gmail.com
Amelia Sharp		aseymour48@gmail.com
Charita Willis		charita28@gmail.com
FLORENCE SIMMONS		f.simmonsteacher@gmail.com
FRED SIMMONS		FREDSIMMONS1@gmail.com
Cristtian Perez Molina	4428 Melrose St.	CRIS0405@LIVE.COM
Jay & Kenya Johnson	6761 Fairway Ridge Dr 30134	wicksandwines@gmail.com
Tisha Currey	4025 Brookhollow Dr.	Tcurrey121@gmail.com
Frank Lantz	555 Peach Rd	hellaantz@aol.com
Simisola Adeleye	5005 Beaver Av	AdeleyeSimisola@gmail.com
Kelly Sherard	6601 Church St. Douglasville 30134	ga-peach30134@yahoo
Shavonda Smith	7622 Carpps Douglasville GA.	info@acesscleaning.com
Joseph Sessum	3624 Colonial Trail 30135	J.sessum@helpsolveit.com
Maxa Sessum		
Nicole Sessum	3624 Colonial Trail Douglasville GA 30135	nevanderburge@gmail.com

Public Open House Meetings Summary April 12th 2023

On April 12th and 15th, 2023, in collaborative partnership with the Douglasville Community Development Department, GMC held public workshops to garner public opinion and feedback during the comprehensive plan. The workshop on August 12th, was held in the Douglasville Conference Center located downtown on Church Street. This was a centralized location selected based on accessibility, convenience, and past public outreach efforts. The workshop on April 15th, was held at the Alice Hawthorne Community Center, located in Jesse Davis Park. This was a location selected by the City Staff to ensure outreach opportunities occurred for residents on the north side of the City. A total of 15 residents, businessowners, and others interested in the future of Douglasville attended this open house workshop.

After attendees signed-in, they were invited to visit the four stations located around the room and asked to participate in different planning activities. The activity at each station is detailed below:

Station 1: Online Survey. Visitors used one of the tablets or scanned the QR code to take the online community survey.

Station 2: Setting Priorities for Goals. Visitors placed color-coded sticker dots to indicate their priorities for nine (9) planning topics related to Douglasville's development.

Station 3: Map Exercise. Visitors placed number-coded stickers to indicate their favorite places and places they feel need improvement or attention throughout Douglasville.

Station 4: Financing Bucket Exercise. Visitors "spent" money on selected discretionary projects they felt are most important for the future of Douglasville.

Douglasville and GMC staff were at each station to answer any questions and listen to comments and concerns from residents, and maintain a record of comments. For longer written reactions, a form was provided for attendees to leave their comments.

Summaries of each of the stations are provided below:

Station #1: Online Survey

The complete results of the online survey are presented in a separate report.

Station #2: Setting Priorities for Goals




At this station, a poster was presented featuring a listing of nine planning topics. Attendees were asked to indicate their priority ranking of these topics through the placement of colored dot stickers. Green dots represented the highest priority topics, yellow dots represented the medium priority, and red dots represented the lowest priority. With only two dots of each color (six total dots), respondents had to narrow their choices from among the nine planning topics. Additionally, space was provided for written comments using post-it notes.

Priorities for Goals Results - April 12th Open House

- Please see the attached graphic.
- Highest ranked topics were:
 - ✓ Economic Development (Notes: More diverse food options; Family-style entertainment)
 - ✓ Transportation (Notes: More paths and lighting needed for connectivity; More sidewalks and lighting)
 - ✓ Cultural, Historic and Tourist Resources (Notes: More partnerships to promote art/culture; Need theater space)
- Lowest ranked topics were:
 - × Housing (Notes: More mixed-income housing and different housing options needed)
 - × Broadband (Notes: N/A)
 - × Community Facilities and Services (Notes: More parks and better landscaping needed)

Prioritize Planning Topics

Please use the stickers to rank the Topics in order of importance: **Green** is the highest priority, and **Yellow** is medium priority, **Red** is lowest priority. You only have 6 stickers total, 2 of each color/priority.

PLANNING TOPIC	RANKING	COMMENTS
 HOUSING	Green – 1 Yellow – 0 Red – 9	<ul style="list-style-type: none"> More mixed-income housing and different housing options needed
 COMMERCIAL, OFFICE, INDUSTRIAL	Green – 1 Yellow – 8 Red – 2	<ul style="list-style-type: none"> More diverse business; mix of small and bigger stores Limit car washes, liquor stores and Dollar General
 ECONOMIC DEVELOPMENT	Green – 7 Yellow – 2 Red – 1	<ul style="list-style-type: none"> More diverse food/restaurants Family entertainment such as Andretti's, TopGolf, Dave & Busters, etc.
 PARKS AND RECREATION	Green – 3 Yellow – 4 Red – 0	<ul style="list-style-type: none"> Missing a park or greenspace; would be ideal on the corner of Duncan Street and Adair Street
 ENVIRONMENTAL	Green – 4 Yellow – 5 Red – 0	<ul style="list-style-type: none"> Roads & green areas have litter Longitudinal drainage needed on various streets to stop erosion More recycling options
 TRANSPORTATION	Green – 6 Yellow – 2 Red – 1	<ul style="list-style-type: none"> Hwy 5 – need more traffic lights and sidewalks Sidewalks, bike lane, beltline and street lighting needed throughout for safety
 COMMUNITY FACILITIES AND SERVICES	Green – 2 Yellow – 0 Red – 3	<ul style="list-style-type: none"> Better parks, beautification Landscaping is improving
 CULTURAL, HISTORIC AND TOURIST RESOURCES	Green – 6 Yellow – 1 Red – 2	<ul style="list-style-type: none"> Art incubators; grants and partnerships with artists to help grow art scene Need a theatre space
 BROADBAND	Green – 0 Yellow – 3 Red – 3	

April 12, 2023

Station #3: Map Exercise

At this station, a large base map of the City was on a table. Using number-coded stickers, attendees were asked to indicate their favorite places (blue stickers) and places they feel need improvement or attention (yellow stickers) throughout Douglasville. To match the numbered sticker with the corresponding comment, staff filled in a log sheet to capture comments associated with each of the numbered stickers.

Map Results

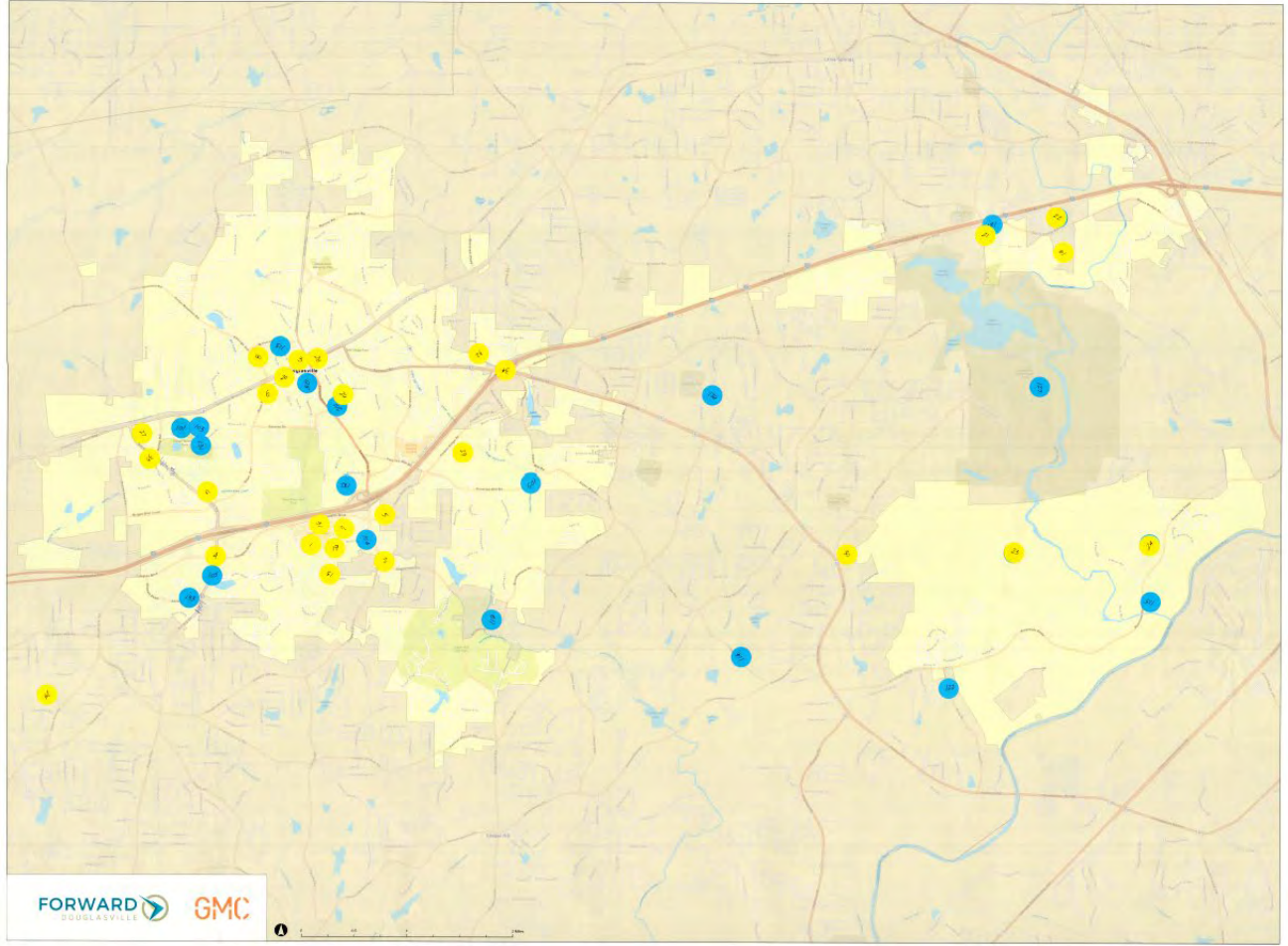
Map Result Summary for Blue Stickers – Favorite Places (Sticker # in parenthesis)

- Hunter Park area (101, 102, 103): Several comments mentioned the park as a favorite place with programs and amenities
- Chapel Hill Road (104): The newly upgraded shopping center across from Target
- I-20 @ Campbellton Street Bridge Location (132): Owner of 33 acres at the NW Corner of exit
- Highway 5 @ Arbor Parkway (105): Likes the variety of retail stores and restaurants
- Arbor Place Mall (131): Needs improvement and has potential for mixed use opportunities
- Campbellton Street Downtown (125): Sew Me Crazy Boutique
- Deer Lick Park (126): For walking and to see wildlife
- Sweetwater Creek Park (127): For hiking trails that make you feel safe
- Prestley Mill Road at Slater Mill Road (107): Nice area
- West Forrest Ave (113):
- Pope Road at Annwakkee Road (114): Love the area
- Riverside Parkway (115): They have done good work

Map Result Summary for Yellow Stickers – Places needing improvement (Sticker # in parenthesis)

- Duncan Street, Adair Street, Melrose Street (26): Need sidewalks, lighting, longitudinal drainage system, etc. Erosion has gotten really bad.
- Highway 5 at Veterans Memorial Pkwy (27): This whole commercial area needs investment in updating the building/beautification
- Downtown Douglasville (28): The whole downtown needs beautification efforts – murals, landscaping can help make it look more lively
- Timber Ridge Drive (29): Super Dark – Deep slopes
- Fairburn Road at Mt. Vernon Road (30): Widen Road – Congested always in the am
- Cherokee Blvd at Fairburn Road (32): Lack of transit in/out of the city. Increased homeless population

- Highway 5 at Gurley Road (33): Widen Road – Congested in am/pm
- Fairburn Road at I-20 Interchange (34): Merge is too shallow/short – Eastbound I-20 to Thornton Road
- Chicago Avenue (8): Neighborhood upkeep
- Arbor Place Mall (7): More restaurants – more variety needed
- Downtown Douglasville (20): Revitalize the buildings – paint, update
- ? (133): Revitalize the Mall
- Blairs Bridge Road (14): Thornton/Traffic
- Arbor Place Mall (1): It would be good to see the mal converted to work life play greenspace
- Chapel Hill Road at Stewart Mill Road (2): Congestion w/traffic
- Downtown Douglasville (3): Would love to see more retail and restaurants in downtown Douglasville
- Douglas Blvd at Highway 5 (4): Would love to see more sidewalks widening of Highway 5 and more lightening
- Timber Ridge Road (5): Sidewalks needed on Timber Ridge for children and pedestrians
- Highway 5 at Rose Avenue (6): The traffic light at Rose Avenue and Highway 5 holds for entirely too long and causes unnecessary traffic
-



Douglasville Public Open House, 4/12/23

Station #4: “Financing Bucket” Exercise

As an engaging and interactive strategy to determine priorities for selected categories of discretionary projects throughout Douglasville, a public finance exercise was featured at this station. Each attendee was provided with four (4) replica \$100 bills. Each participant placed their money in the containers to “spend” their funds in the categories of projects they felt were most important for the future of Douglasville. The categories and a brief explanation are provided in the graphic below.

At the end of each meeting, the money was tallied and the results tabulated into the priority list according to the attendees at each meeting.



Results Douglasville

Summary of Finance Exercise for Douglasville – April 12, 2023

Discretionary Project	Funding
Transportation Alternatives	\$1,300
Recreational Services & Programs	\$800
Development Patterns	\$1,100
Downtown Revitalization	\$900
Economic Development	\$1,500

Budget Exercise Comments

- Economic Development: “Incubators for Entrepreneurial Development”. “We need more start up incubators for aspiring entrepreneurs who enjoy gaming tech.”
- Transportation: “Connection to Atl downtown to transport & connect professionals with the downtown commerce and the airport”. “Road markings don’t give clear directions.” “Highway 5 feed to Douglas Blvd feed Highway 5 to I-20.”
- Development Patterns: “I recommend improving the look and use of the mall and other properties around Bill ___ Douglas Blvd because these areas are high traction, high visibility areas. Also leaning away from a “modern” look won’t be beneficial. There is a way to modernize, keep the community feel, but bring fresh designs to the community.”

Public Open House Meetings Summary April 15th 2023

On April 12th and 15th, 2023, in collaborative partnership with the Douglasville Community Development Department, GMC held public workshops to garner public opinion and feedback during the comprehensive plan. The workshop on August 15th, was held in the Alice Hawthorne Community Center in Jessie Davis Park. This was a location selected by the City Staff to ensure outreach opportunities occurred for residents on the north side of the City. A total of 5 residents, businessowners, and others interested in the future of Douglasville attended this open house workshop.

After attendees signed-in, they were invited to visit the four stations located around the room and asked to participate in different planning activities. The activity at each station is detailed below:

Station 1: Online Survey. Visitors used one of the tablets or scanned the QR code to take the online community survey.

Station 2: Setting Priorities for Goals. Visitors placed color-coded sticker dots to indicate their priorities for nine (9) planning topics related to Douglasville's development.

Station 3: Map Exercise. Visitors placed number-coded stickers to indicate their favorite places and places they feel need improvement or attention throughout Douglasville.

Station 4: Financing Bucket Exercise. Visitors "spent" money on selected discretionary projects they felt are most important for the future of Douglasville.

Douglasville and GMC staff were at each station to answer any questions and listen to comments and concerns from residents, and maintain a record of comments. For longer written reactions, a form was provided for attendees to leave their comments.

Summaries of each of the stations are provided below:

Station #1: Online Survey

The complete results of the online survey are presented in a separate report.

Station #2: Setting Priorities for Goals

At this station, a poster was presented featuring a listing of nine planning topics. Attendees were asked to indicate their priority ranking of these topics through the placement of colored dot stickers. Green dots represented the highest priority topics, yellow dots represented the medium priority, and red dots represented the lowest priority. With only two dots of each color (six total dots), respondents had to narrow their choices from among the nine planning topics. Additionally, space was provided for written comments using post-it notes.








Priorities for Goals Results - April 15th Open House

- Please see the attached graphic.
- Highest ranked topics were:
 - ✓ Economic Development (Notes: n/a)
 - ✓ Housing (Notes: n/a)
 - ✓ Community Facilities and Services (Notes: n/a)
- Lowest ranked topics were:
 - × Broadband (Notes: N/A)
 - × Commercial, Office, and Industrial (Notes: Commercial & office is good. Need more shopping/dining in New Horizons)
 - × Transportation (Notes: Road maintenance is so important)



Prioritize Planning Topics

Please use the stickers to rank the Topics in order of importance: **Green** is the highest priority, and **Yellow** is medium priority, **Red** is lowest priority. You only have 6 stickers total, 2 of each color/priority.

PLANNING TOPIC	RANKING	COMMENTS
 HOUSING	Green – 2 Yellow – 2 Red – 0	
 COMMERCIAL, OFFICE, INDUSTRIAL	Green – 0 Yellow – 1 Red – 3	<ul style="list-style-type: none"> Commercial & office is good Need more shopping/dining in New Horizons
 ECONOMIC DEVELOPMENT	Green – 2 Yellow – 1 Red – 0	
 PARKS AND RECREATION	Green – 0 Yellow – 1 Red – 0	
 ENVIRONMENTAL	Green – 1 Yellow – 0 Red – 0	
 TRANSPORTATION	Green – 0 Yellow – 2 Red – 0	<ul style="list-style-type: none"> Road maintenance is so important
 COMMUNITY FACILITIES AND SERVICES	Green – 2 Yellow – 1 Red – 0	
 CULTURAL, HISTORIC AND TOURIST RESOURCES	Green – 1 Yellow – 0 Red – 0	<ul style="list-style-type: none"> Increase and improve cultural and historic preservation More places to hold plays downtown; theatre
 BROADBAND	Green – 0 Yellow – 0 Red – 4	

April 15, 2023

Station #3: Map Exercise

At this station, a large base map of the City was on a table. Using number-coded stickers, attendees were asked to indicate their favorite places (blue stickers) and places they feel need improvement or attention (yellow stickers) throughout Douglasville. To match the numbered sticker with the corresponding comment, staff filled in a log sheet to capture comments associated with each of the numbered stickers.

Map Results

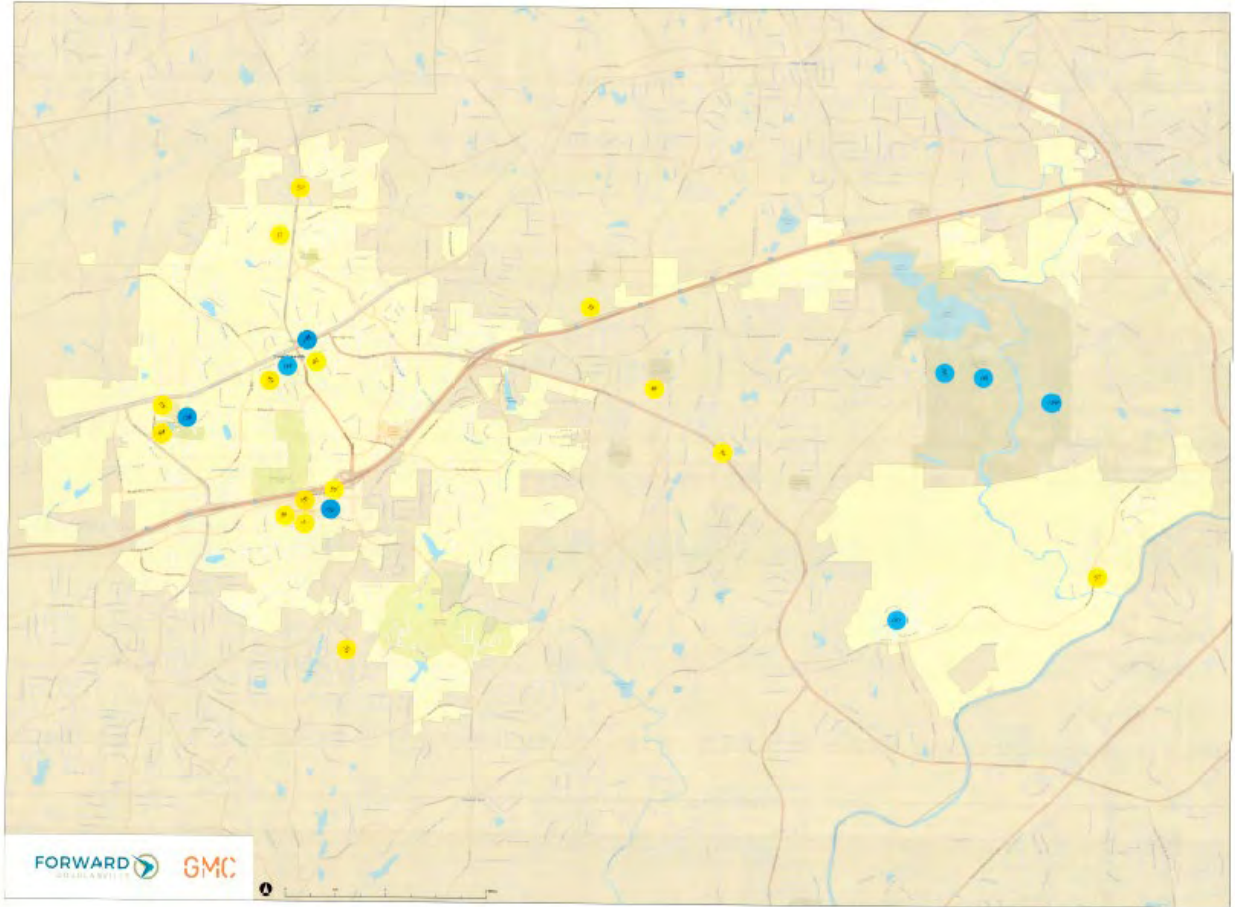
Map Result Summary for Blue Stickers – Favorite Places (Sticker # in parenthesis)

- Riverside Drive/Tributary area (137): Well-planned residential communities
- Sweetwater Creek Park (138): Great natural amenities
- Downtown Douglasville (139): Great potential for downtown and New Horizons
- Downtown Douglasville (143): I would like City Hall to relocate to allow a city theater to return
- Sweetwater Creek Park (140): More places to sit on trails. Put in a natural spring hole for drinking. We visit weekly
- Hunter Park area (156): Hunter Park area is nice but can take a few outdoor updates
- Sweetwater Creek Park (134): I love Sweetwater Creek area

Map Result Summary for Yellow Stickers – Places needing improvement (Sticker # in parenthesis)

- Dallas Highway (37): Lack of dining/shopping options
- Arbor Place Mall (38): Mall – Looking shabby/crime
- I-20, South of Puritan Park (39): Disjointed city limit lines from annexation
- Downtown Douglasville (43): Both my favorite & needs improvement
- Hunter Park at Gurley Road (44): I love the park but would like more activities for seniors
- Arbor Place Mall (48): I would like the mall to be a mixed-use w/housing and small retail shops center around the Theater
- Deer Lick Park (40): Love to see more items for the youth
- Arbor Place Mall (41): Needs more stores to bring in the money for taxes
- Downtown Douglasville (42): A place for the youth to hang out. A place of peace
- Hunter Park at Gurley Road (55): More grills and comfort seats for the adults. More playground equipment
- Reynolds Road (56): Too many trees are being cut down
- Dallas Highway at Autry Circle (54): Too many trees are being cut down
- Riverside Parkway (57): Too many trees cut down. Clear cut

- Arbor Place Mall (35): Arbor Place Mall area needs updating
- Fairburn Road at Lee Road (36): Put more businesses on Fairburn Road that can be of use



Douglasville Public Open House, 4/15/23

Station #4: “Financing Bucket” Exercise

As an engaging and interactive strategy to determine priorities for selected categories of discretionary projects throughout Douglasville, a public finance exercise was featured at this station. Each attendee was provided with four (4) replica \$100 bills. Each participant placed their money in the containers to “spend” their funds in the categories of projects they felt were most important for the future of Douglasville. The categories and a brief explanation are provided in the graphic below.

At the end of each meeting, the money was tallied and the results tabulated into the priority list according to the attendees at each meeting.



Results Douglasville

Summary of Finance Exercise for Douglasville – April 15, 2023

Discretionary Project	Funding
Transportation Alternatives	\$600
Recreational Services & Programs	\$300
Development Patterns	\$400
Downtown Revitalization	\$200
Economic Development	\$100

Budget Exercise Comments

- Economic Development: "Sidewalks on Northside in residential neighborhoods; restaurants grocery store". "Groceries on Northside by the end of the year." "Life sustaining w/o leaving Northside." "Specific statistics on economic development to help with recruitment." "New Horizon as a priority and not as an afterthought." "No more industrial."
- Transportation: "Transportation improvement. Not necessarily new buses, but trails and bike friendly trails." "Sidewalks on residential crosswalks, street lights." "Connect to MARTA".
- Development Patterns: "More middle housing for middle and lower income households." "Brightstar infrastructure." "More community information and outreach, forum/meeting."
- Recreation Services & Programs: "More activity for both young and old. Keep the community fit and active." "Open the pool, willing workers sidewalk. Public parks on Northside interconnection."
- Environmental: "Concerns about dump and tar factory."

Public Open House
Hawthorne Community Center
06.04 2023

Sign-in Sheet

Name	Address	E-mail
DEBRA Chandler	233 Clare Lane TDR SPR 30127	summerskylee@
Diann D Kearsn	3738 Maple Crossing Atlanta, Ga	AOL.COM Kearsn.dianna@gmail
L Danda Bell	P.O. Box 111111 Atlanta, Ga 30321	L Danda Bell @
Victoria R. Turner	3208 Payne Park Dr Stonecrest, Ga	comcast.net mrvictoria@gmail.com
Steven M Alister		yuppolopolo@gmail.com
Shejra Thrasher	8830 Gurney Rd, Douglasville	thrashers@douglasville ga.gov
Vernia Bell	114 Berkeley Dr Villa Rica, GA	vernabell@aol.com
Lina Sane		lsane@psn.com
April Tolbert		tolbertapri1@gmail
Sharon Brown	2100 Shiloh Valley Cir Kennesaw, Ga	Sdbrown1231@
Buttys Parker	506 Strickland Village, Ga.	yahoo.com
Desmond Dennis	379 Oliver Ct. Douglasville, 30134	desmond.m.dennis@gmail.com
Carrie Langston	7120 Cedar Mountain Rd	carrielangston19@yahoo.ca
Tabitha James	311 MAISON CIR Atlanta, GA	Tabithajames@msn.com
S. L. Piche		ShabonPiche@yahoo
Nyah + Dominick Catron	8449 Fairview Dr 30136	nyahsara@gmail.com

Community Engagement Exercises

June 6, 2023

Project Input Form

Comments:

From
Deanne

comes to D'ville for food saw it on
Facebook and came to social.

Came for restaurants/visit family from
Adamsville, grew up in D'ville. DCHS.

more housing for unsheltered people.

Optional - Provide your contact info:

Name

Address

E-mail

Please leave this form with Douglasville or GM

Option to provide comments via e

Marissa Jackson at: jacksonm@



Carrie Langston
CarrieLangston19@yahoo.com
(community programs for older youth)
618-524-3151



July 19, 2023

**Core Planning Team Meeting
January 6, 2023**

Attendees:

City of Douglasville:

Marissa Jackson, Planning & Zoning Administrator

Shayla Reed, Community Development Director

Chris Bass, Parks and Recreation Director

Greg Roberts, Public Services Director

Marcus Thompson, City Engineer

Rylee Govoreau, Tourism Program Manager

Jason Post, P.R./Communications Director

GMC: Glenn Coyne and Kalanos Johnson

Meeting Notes:

Marissa provided an introduction on the planning process

Glenn presented purpose, background, etc.

The group introduced themselves

Kalanos led the group in a discussion on Exercise #1, a review of the matrix of items from current and past plans and studies. Comments included:

- 2018 Comp Plan had too many areas designated generic mixed-use.
- Need to be careful with warehouses adjacent to residential
- Looking for more diversity in the types of development
- There needs to be more focus on parks
- There needs to be more diversity in the character areas
- We need to focus on the transitional buffers in development
- UDO and Comp Plan Update needs to be consistent
- The plan needs more input on the location of community facilities
- The Town Center Strategy should be adopted in February and includes components of the Fairburn Road Study

Shayla Reed with Community Development:

- The 2018 Comprehensive Plan Update predates the 2019 Unified Development Ordinance (UDO) and does not relate to the revised/established zoning in the UDO

- The new updated Comprehensive Plan should include more topics of public safety, parks and recreation and transportation

Chris with Parks and Recreation:

- There are many projects mentioned in the matrix that have already or are currently being built, i.e., the aquatics center and the Town Green
- References to programming are vague and could be improved
- While trails and greenways are key, this plan should place a greater emphasis on access to trails and greenways from neighborhoods. TPL (Trust for Public Land) has a standard for their 10-minute Walk Initiative; good guidance

Marcus, City Engineer:

- Agree that transportation and connectivity are important in this planning process
- Would like to be more bike and pedestrian friendly, but challenging in Douglasville with existing road network
- Looking at traffic calming improvements
- Responding to a question about bus transit services, there really has not been any major concerns or requests, but willing to hear about some recommendations
- Working on prioritization of transportation projects but need to take a fresh look; both long and short term

Greg, Public Services Director

- There has long been a desire to connect across RR tracks for pedestrian access, due to topography – RR at high point and built on rock – very difficult to build a sloped ramp at the height required for ADA access.
 - Need a detailed plan for accomplishing this?
 - There is a high clearance requirement of 20 feet from CSX
- Fairburn Road “Beautification” project is about to be implemented from Highway 92 to Highway 78 in PE phase
- Dallas Highway LCI “Road Diet” project with bike/ped features is also in PE phase Brown Street to McCauley(?) Street to Dallas Highway

Marissa:

- State of housing is changing; high prices
- Important to talk about missing middle income housing; look at smaller lots, granny flats and accessory units
- Important to connect to community amenities
- For multi-family and townhomes, open to these if created well (quality) and in right location
- Cottage homes are sought

Rylee, Tourism:

- Would like to see public space improved

- Aesthetics and streetscape especially should be included
- Primary need is for a hotel downtown to take advantage of the excellent conference center facility
- Visitors walk throughout downtown, amenities should be in walking distance; to date, not much use of or demand for bicycles by visitors
- Cultural resources and historic preservation are important

Greg, Public Services

- Douglasville is not conducive to riding bicycles, street network and narrow ROW do not set up well for bike lanes
- Campbellton Street also has an opportunity for a 3rd lane in this SPLOST round; could add bike lanes
- Greg and Marcus are meeting later today on planning for transportation improvements; will share their results

General comments (Key Issues):

- There needs to be more focus on cultural/historic resources in the city
- There are many projects in process while this planning process occurs. That's OK since it helps demonstrate implementation and reinforces the idea that the Comprehensive Plan is a living document; not static
- There are some pockets of the community that do not have good broadband; especially the Tributary area
- For economic development, there is a need for some small business incubator/start-up/maker/flex space, especially in mixed-use/residential areas
- There is a demand for some light industrial spaces – not warehousing – but in right location and with some exterior design guidelines (need more variety)
- The Plan should identify which development nodes should expand and where new nodes may be appropriate; these should encourage mixed-use development
- Need to be careful about residential versus industrial zoning; currently there are locations where this is together. Plan should address this and provide separation between residential and industrial
- In some areas, there is a need to convert existing residential to industrial use
- The future land use map in the Veterans Memorial Pkwy area needs to be updated

AGENDA
Core Planning Team Meeting
July 14, 2023

1. Introductions

- A. Core Planning Team Committee Members & Staff
 - 1. Marissa Jackson – Community Development
 - 2. Shayla Reed – Community Development
 - 3. Greg Roberts – Public Services
 - 4. James Gordon – Engineering Department
 - 5. William Smith – Economic Development
 - 6. JR Davidson – Police Department
 - 7. Allison Parker – Communications Manager
 - 8. Chris Dixon – Web Services
 - 9. Melissa Dickinson – Public Services
 - 10. Samantha Rosado – Assistant Conference Center and Tourism Director
 - 11. Quinesha Golden – Code Compliance Officer
 - 12. Shae Sterling – Main Street Manager
- B. GMC Consultants
 - 1. Glenn Coyne
 - 2. Kalanos Johnson
 - 3. Julianne Harper
 - 4. Kealan Millies-Lucke

2. Review of the Report of Accomplishments – City Staff Updates

Marissa Jackson reviewed the ROA from the 2018 Comprehensive Plan Update with the various Core Team Members. They were able to provide feedback on the status of unanswered items in the ROA Spreadsheet. Some items will have to be vetted and were marked as TBD. This is an important step for the STWP for the 2023 Comprehensive Plan Update.

3. Review of Draft Character Area Map and Character Area Descriptions

GMC reviewed the Draft Character Area Map and provided some context as to the purpose and utility of the map for the 2023 Comprehensive Plan Update. After reviewing the layout and draft components of the map, the City had the following comments:

- A. Marissa Jackson – There is a need to put more emphasis commercial/retail development in Ward 3
- B. William Smith – Commented on the 3 Draft sites for Village Center Nodes on the North side of the City and discussed his priority for supporting each node. Although

he supports the 2 Draft locations on SR 92, the 3rd Draft Node along S. Flat Rock Road is in an existing Light Industrial area with current uses that may not be as conducive or compatible with certain commercial or retail uses.

4. Summary of Public Outreach Process – Major Themes

We very quickly reviewed the Public Outreach themes received throughout the planning process and discussed the various sources of the feedback behind those themes. These sources were from City Council and Planning Commission members, to Stakeholder Interviewees and attendees of the Public Open House Meetings. We also received feedback from the Online Survey respondents.

5. Review of Draft Short-Term Action Items

We reviewed the Draft Action Items that will comprise the Short-Term and Long-Term Work Programs. The following planning elements each had 2-3 Draft Action Items that were discussed and explained to the Core Team.

- A. Housing
- B. Economic Development
- C. Transportation
- D. Land Use
- E. Natural and Cultural Resources
- F. City Facilities and Services
- G. Intergovernmental Cooperation
- H. Broadband
- I. Parks and Recreation

6. Discussion of Next Steps in the Planning Process

- A. Due to the time constraints, the Core Team did not get an opportunity to fully discuss each of the agenda items. Marissa mentioned that she would email the Core Team members Draft Character Map and Descriptions, Draft Short-Term Action Items
- B. Shayla explained the importance of the Core Team's participation and contribution in the planning process as we wind up this update
- C. The Core Team members will coordinate on the Report of Accomplishment items marked TBD and return to Marissa
- D. Marissa mentioned the July 19th and July 25th Public Open House Outreach events and welcomed the Core Team members to attend
- E. Marissa mentioned that there will be a Public Hearing on August 3rd for the Draft Plan Document

7. Adjourn