



**The City of
Douglasville, Georgia
Comprehensive Plan
Update**

2018

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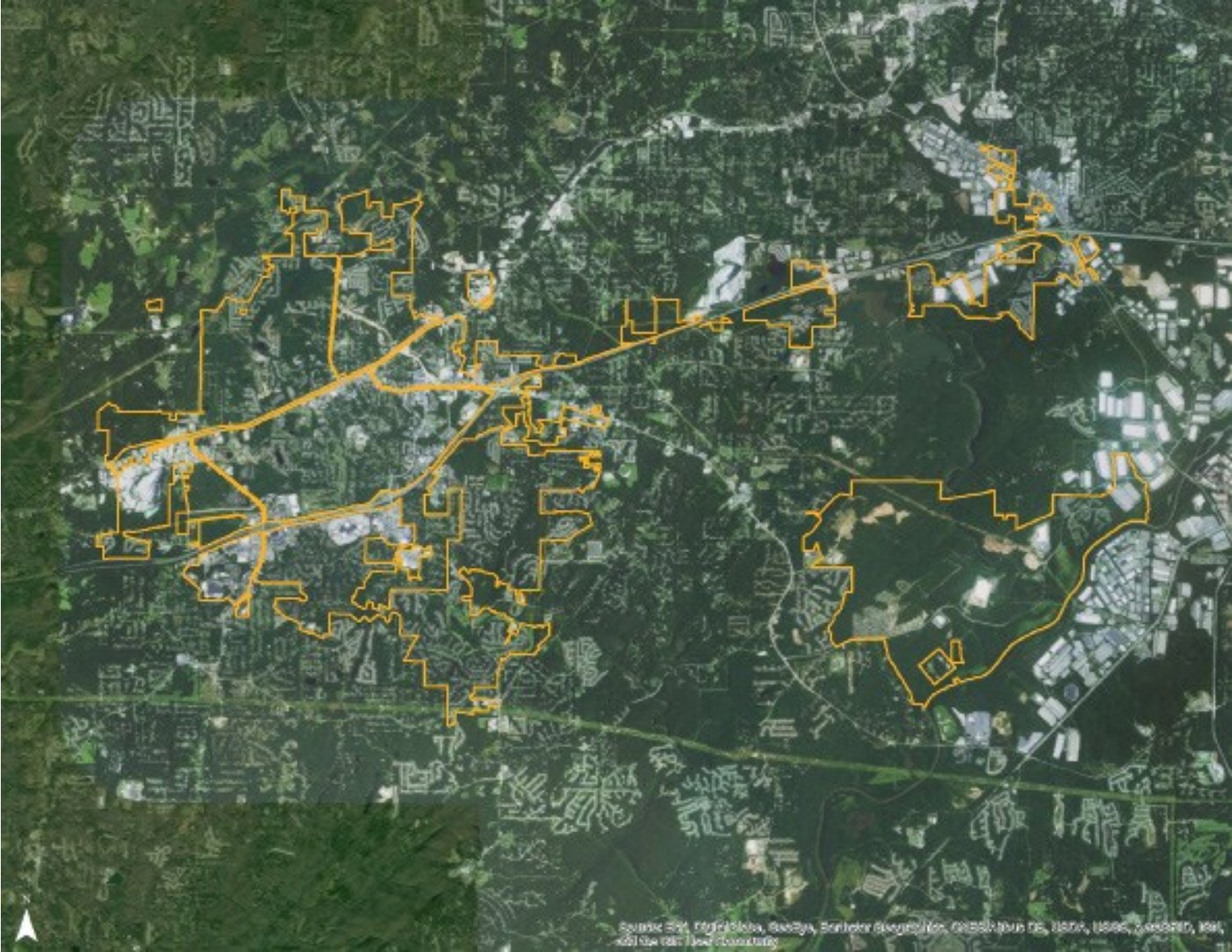
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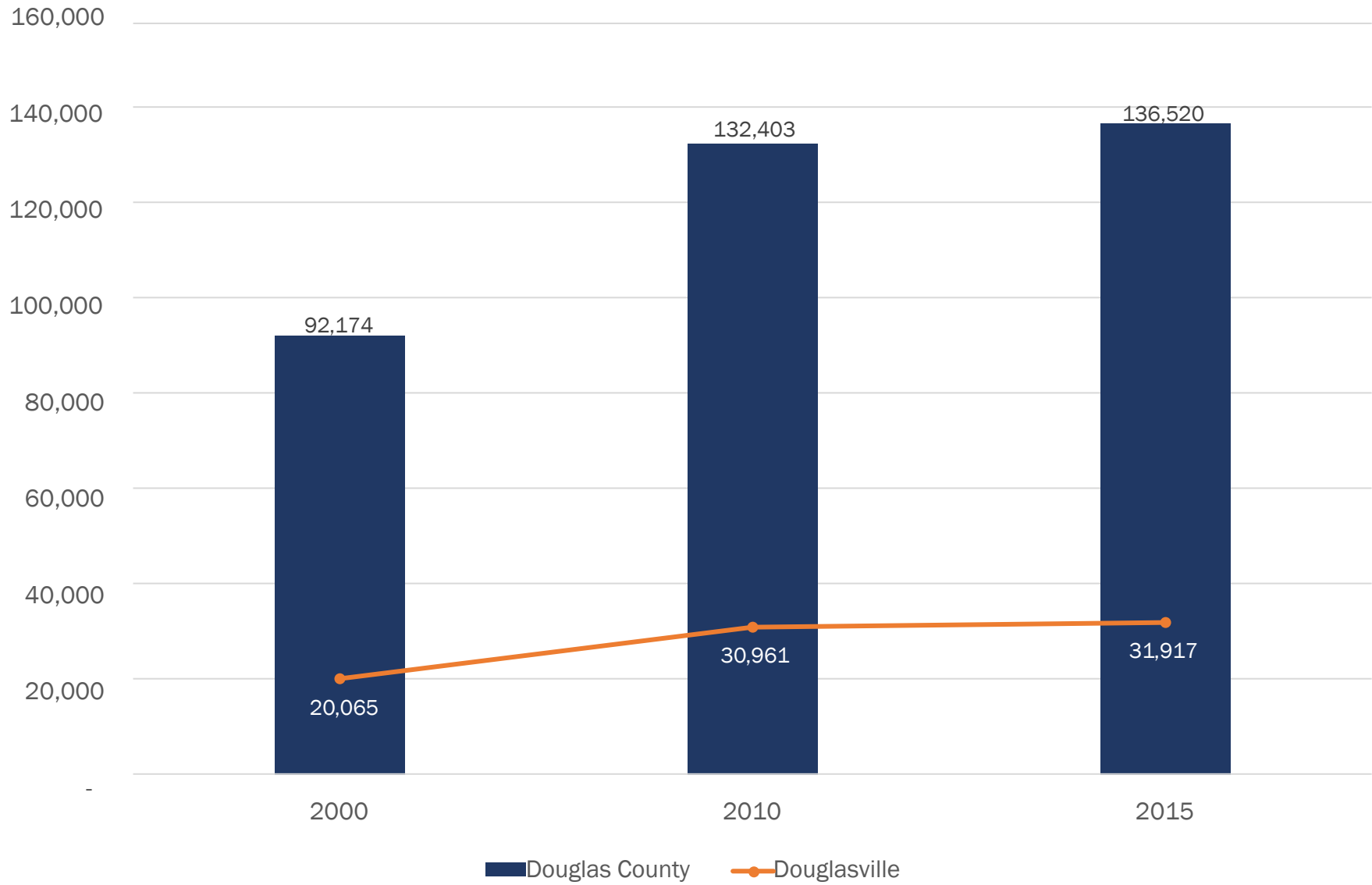
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Data & Demographics



Douglasville, Douglas County, Georgia

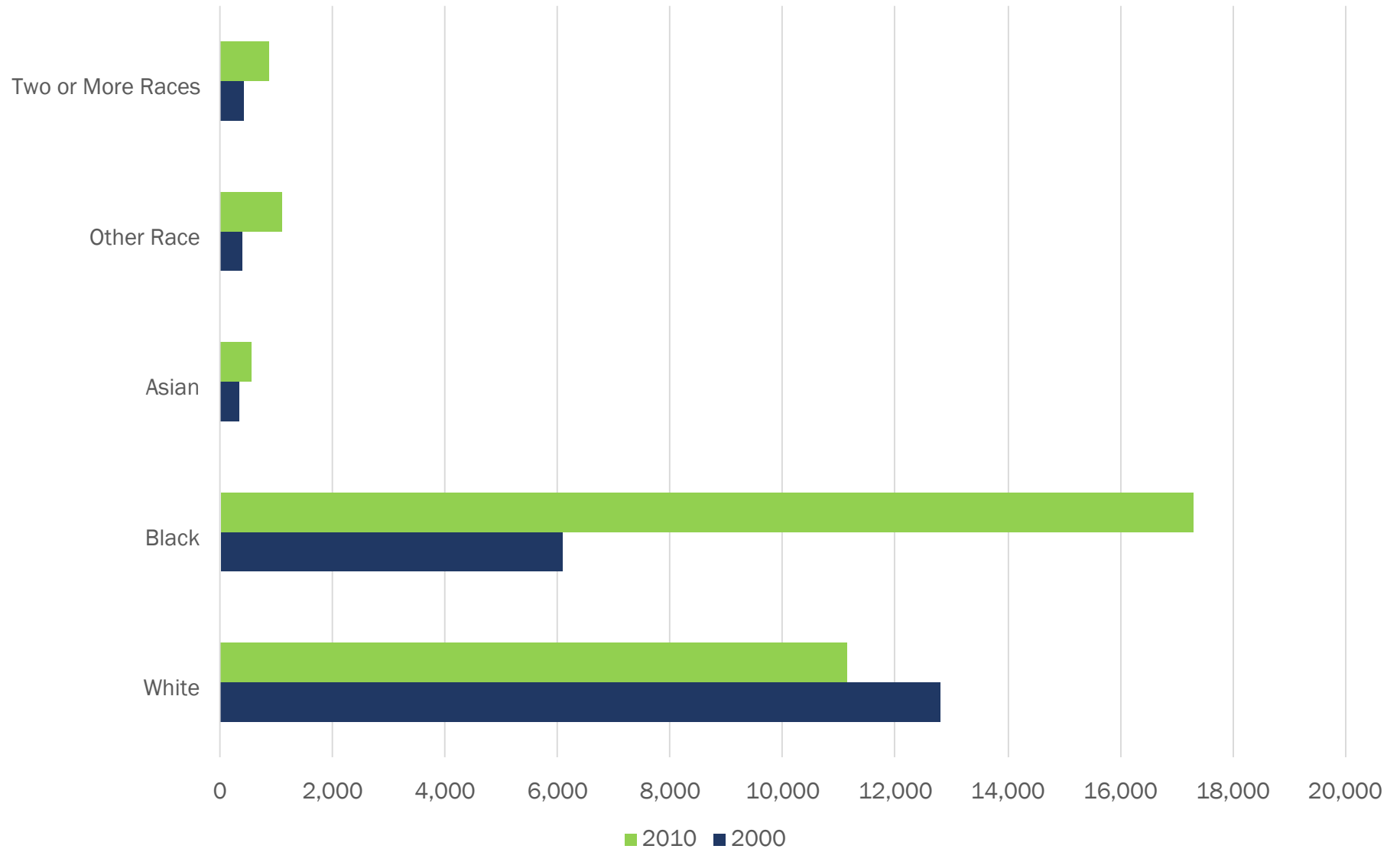
Population



Both Douglas County and Douglasville have experienced population growth over the past fifteen years. According to ARC’s population forecasts, in 2040, Douglas County is projected to see an increase in their population size by 60,000 people.

Source: U.S. Census (2000 & 2010), American Communities Survey, Annual Population Estimate (2012-2016).

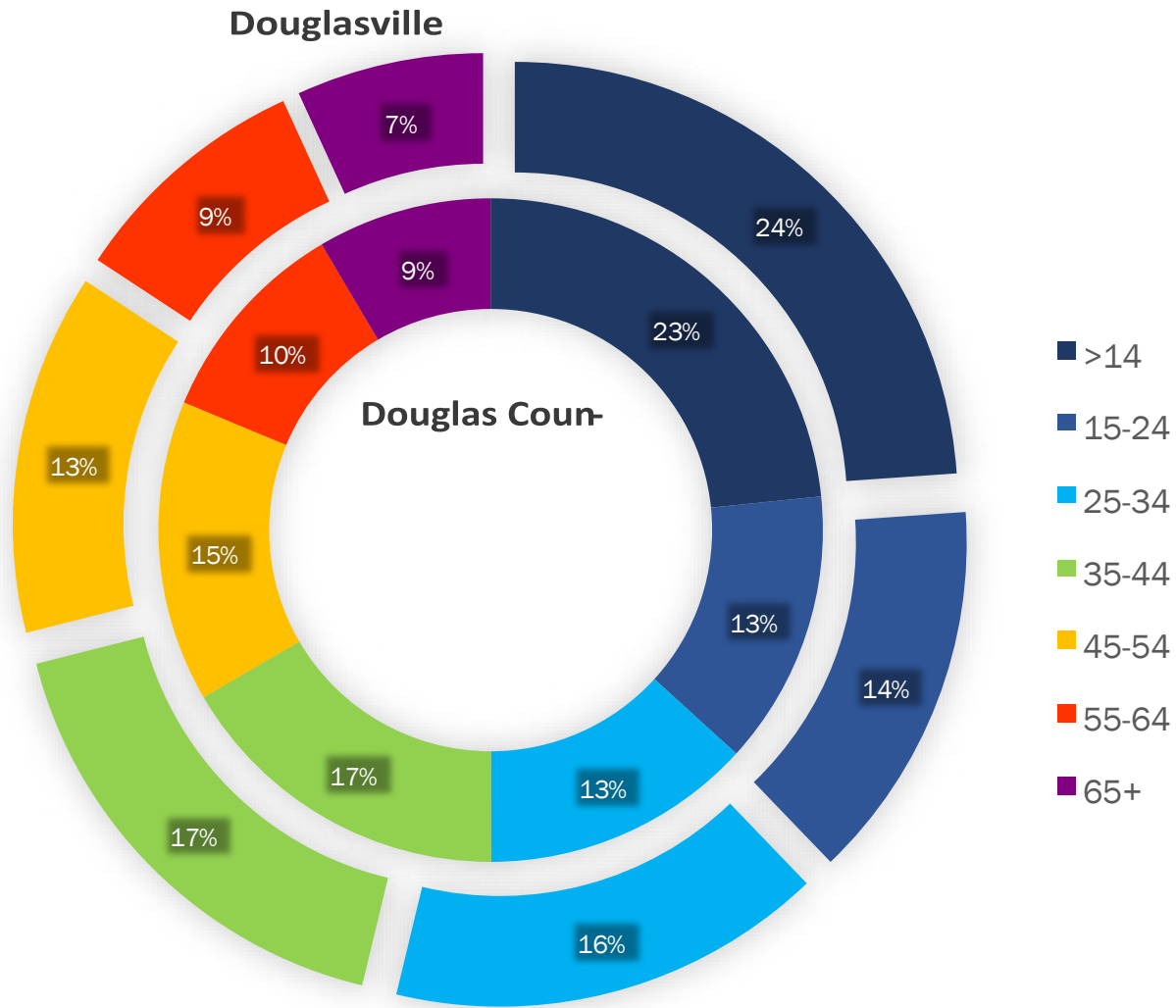
Race



Between 2000 and 2010 Douglasville saw a decrease in their population of White individuals. In turn, there was an increase in individuals of other races.

Source: U.S. Census American Factfinder Profile of General Population and Housing Characteristics (2000, 2010).

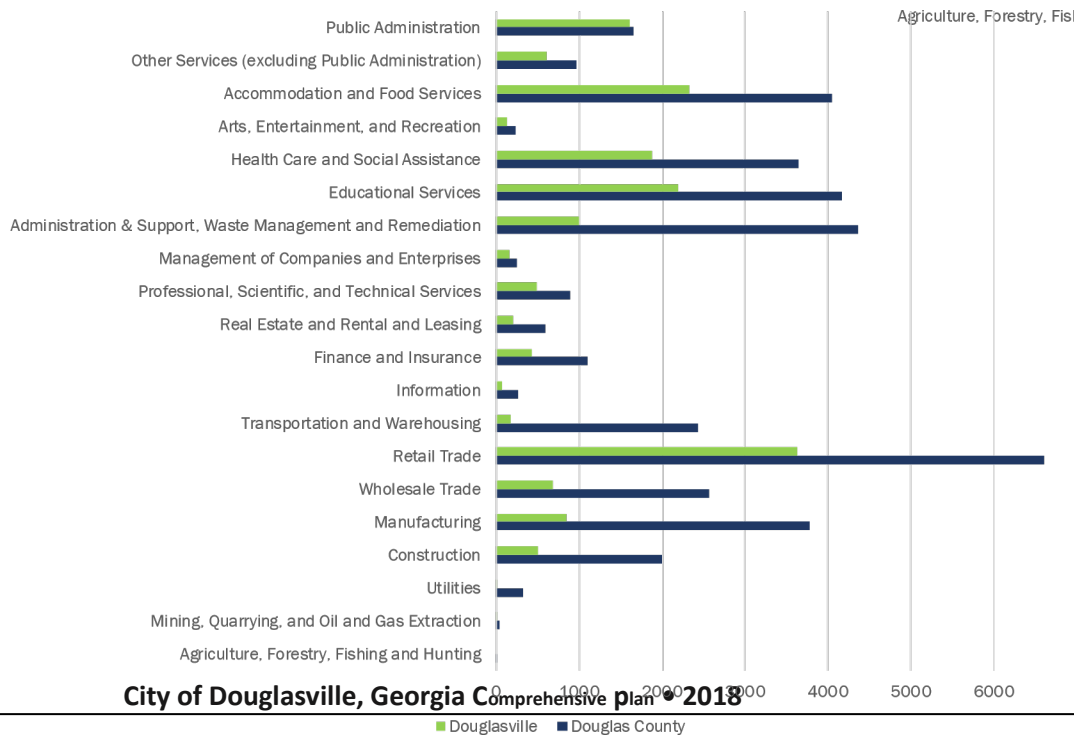
Age



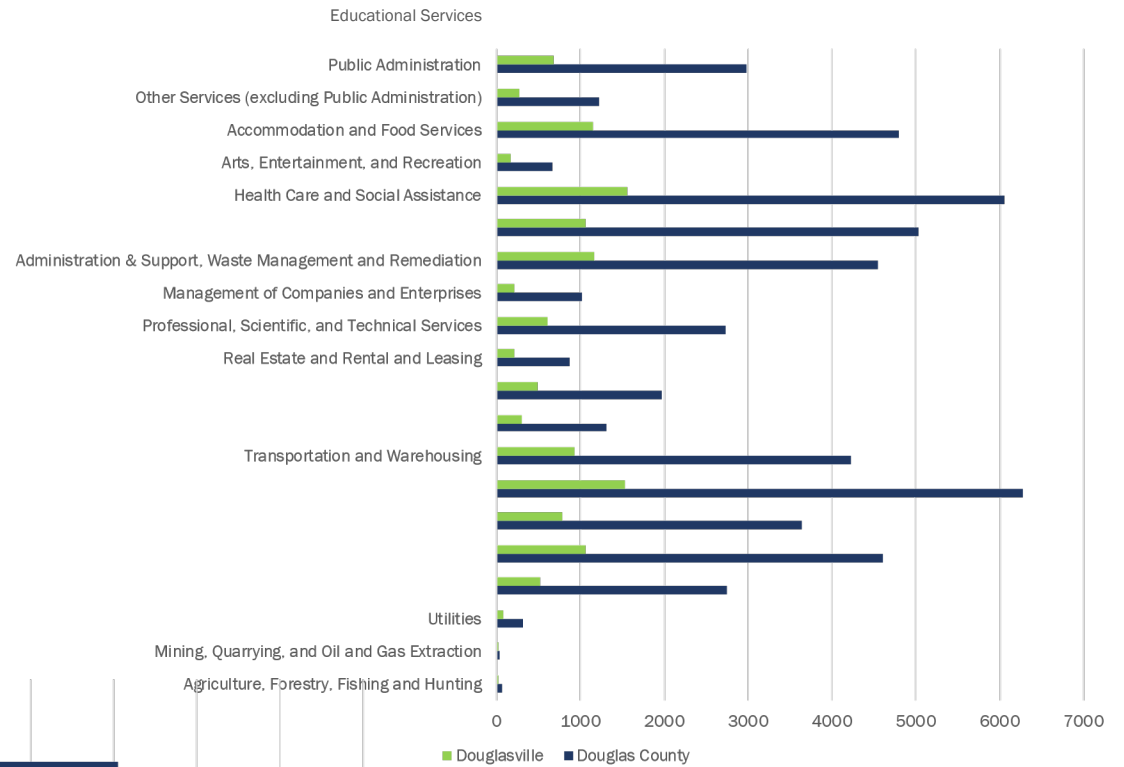
At the time of the 2010 Census, the age distributions in Douglasville and Douglas County were quite similar, though Douglasville has a slightly greater percentage of individuals under the age of 35. The median ages during this time were 33 in Douglasville and 35 in Douglas County. Source: U.S. Census (2010).

EMPLOYMENT

WORKPLACE AREA CHARACTERISTICS



RESIDENT AREA CHARACTERISTICS



Resident Area Characteristics (RAC) describe the industry that Douglas and Douglasville residents do for a living. The most popular industries are Retail Trade and Health Care and Social Assistance.

Workplace Area Characteristics (WAC) describe the jobs that are available within a given study area. Most jobs in Douglas and Douglasville are available in Retail Trade.

Finance and Insurance

Information

Retail Trade

Wholesale Trade

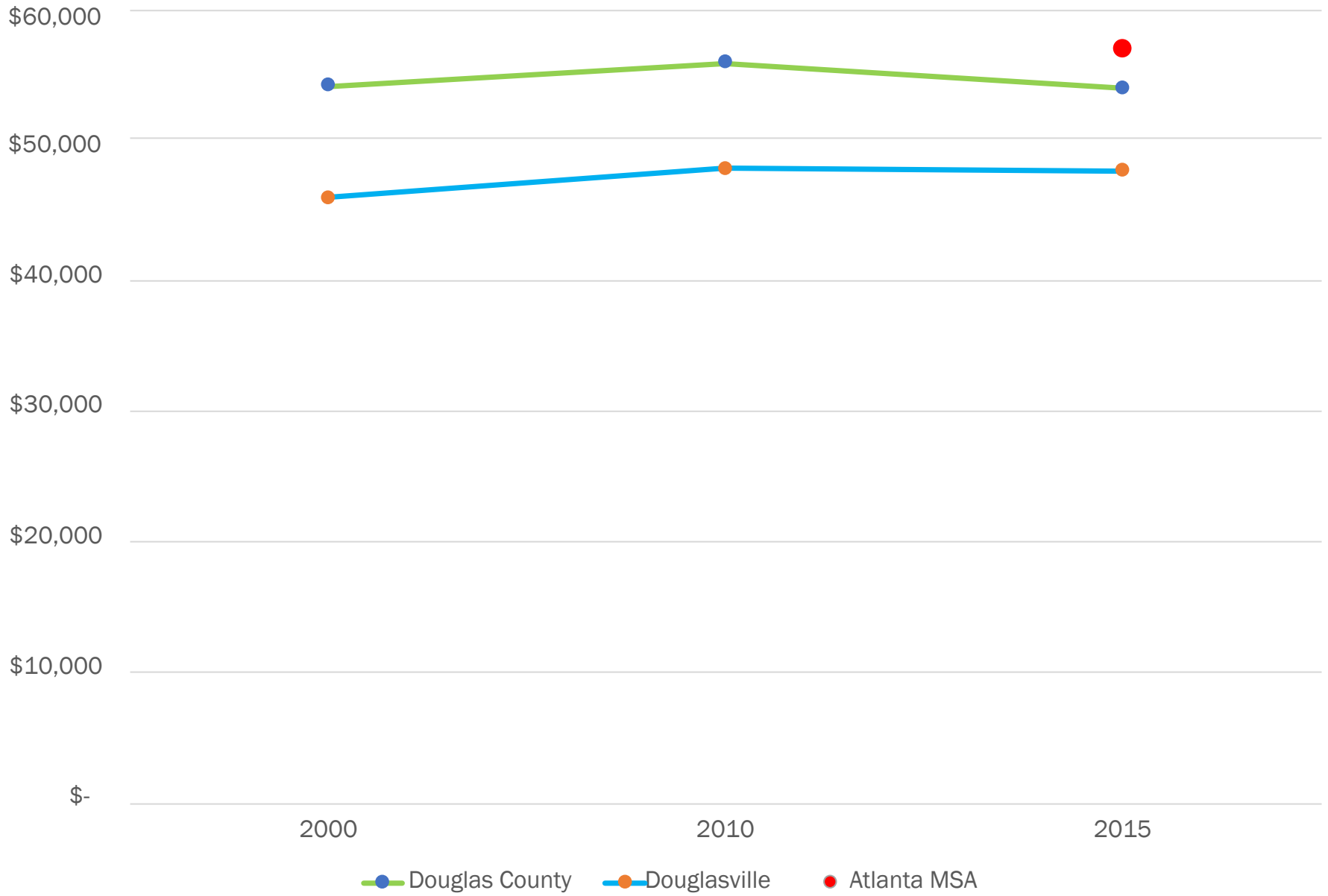
Manufacturing

Construction

7000

Analysis 2015.

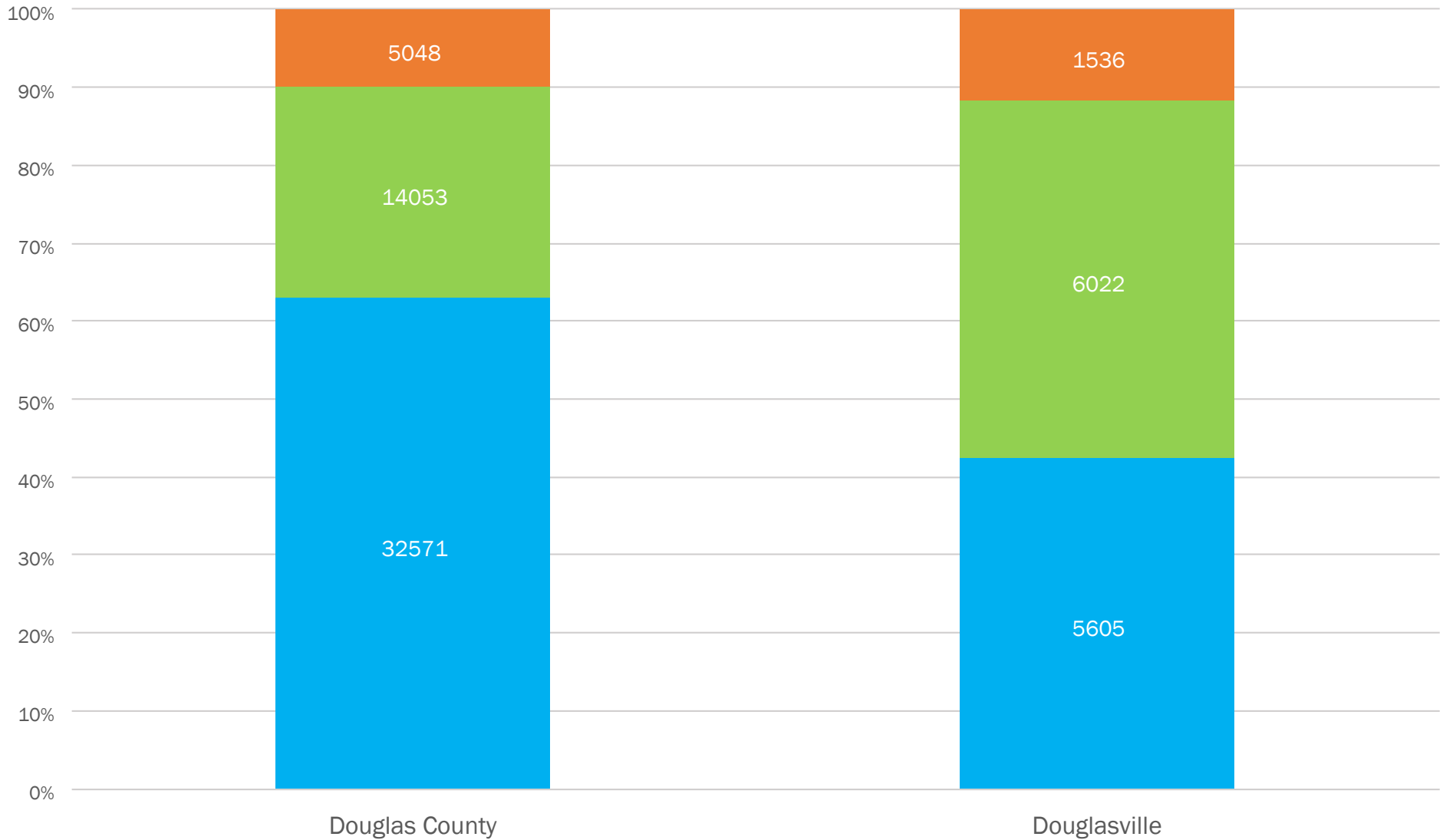
Income



The median household income in both Douglas County and Douglasville have stayed relatively stable over the past 15 years around \$55,000 and \$47,000 respectively.

Source: U.S. Census 2000 & 2010. 2012-2016 American Community Survey 5-Year Estimates.

Housing trends



■ Owner Occupied ■ Renter Occupied ■ Vacant

In 2010, just over 40% of the housing stock in the City of Douglasville was renter occupied, compared to 27% in Douglas County. Both Douglas County and Douglasville have vacancy rates near 10%.

Source: U.S. Census (2010).

Housing Values

Median Selected
Monthly Owner Costs

Median Home Value

Median Monthly
Rent

\$1,302/MO

\$1,433/MO

\$121,300
Douglas County

\$134,000
City of Douglasville

\$949/MO
\$929/MO

Source: U.S. Census American Communities Survey, Annual Population Estimate (2012-2016).

Community Vision

The community Vision provides the long-term goal for Douglasville’s future growth. The foundation is based on a Reviewed and updated Vision from the 2013 comprehensive Plan. The Process included community input, staff input and a Review of Vision statements from Recent Plans.

- Douglasville is a unique blend of small-town charm coupled with metropolitan amenities. We offer the ideal environment for startups and small businesses, providing high tech centers and fortune 500 companies the infrastructure for growth. The standard for southern living, Douglasville is the Place Where innovation meets opportunity. Dedicated to employees, Pleasant and Responsive to the community and committed to enhancing the quality of life for both Visitors and Residents alike, Douglasville is the Premier city in the nation to live, Work, Play, and Raise a family.

This vision aligns with the value proposition in the 2018 marketing study for the Douglas County Chamber of Commerce:

Located just 20 miles due west of downtown Atlanta and 20 miles northwest of the world's busiest airport, Douglas County, Georgia offers companies and residents easy access to big-city amenities in a diverse, affordable and safe small-town environment.

Assets & Challenges

This section includes the assets and challenges and opportunities that Douglasville intends to address over the next five years. They are tied to the Vision Statement and are addressed with programs listed in the Community Work Program. Starting with the Assets and Challenges from 2013 Comprehensive Plan, input was gathered during the community engagement process to determine the assets and challenges for the next five years. Many are the same as 2013, but several new challenges have surfaced in the past 5 years.

Location: The City of Douglasville has an ideal location in the metro region, with good access to transportation, employment centers, and the Hartsfield Jackson Atlanta International Airport.

Downtown Douglasville/Historic Preservation: The City of Douglasville has invested in preserving a sense of place through its historic downtown and established neighborhoods.

Arbor Place Mall/Economic Amenities & Infrastructure/Medical Services/Technical Education/Higher Education/Senior Services: The City of Douglasville has developed metropolitan amenities, including access to medical and educational facilities, commercial and retail opportunities, senior services, and world class infrastructure to ensure the quality of life for residents and visitors.

Natural Resources: The City of Douglasville has put in place the regulations to preserve its natural resources and environmentally sensitive features while planning for the type of growth and development the community desires.

People of Douglasville: The strongest asset in the City of Douglasville are the families that live here, the employees that work here, and the entrepreneurs who have invested in this community.

Challenges

Workforce Development: The City of Douglasville needs to develop the skilled workforce to match available jobs by encouraging workforce training programs, improving transportation access to existing employers, and targeting industry sectors that are suited to local resources and regional assets.

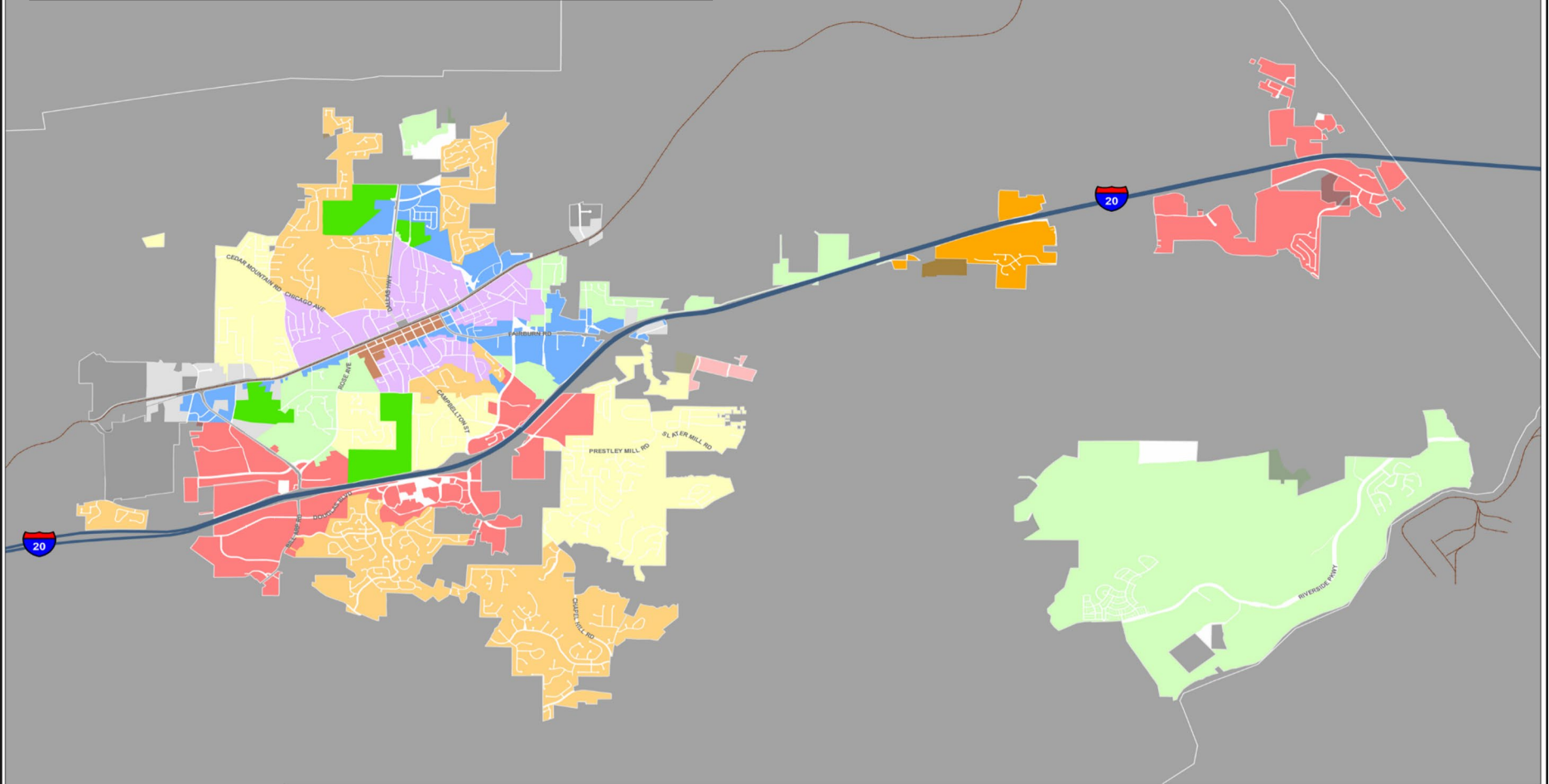
Government Coordination: Delivery of outcomes among various plans and programs will require coordination from multiple departments and agencies of the City of Douglasville and other government entities.

Balanced Growth & Redevelopment: The city should ensure that it is directing development to the areas of the city where infrastructure is adequate to support future growth.

Arbor Place Mall: The city should encourage improvements around Arbor Place Mall and the infrastructure that supports the Mall to maintain a thriving commercial center for the community.

Future Land Use & Narrative

2018 Douglasville Draft Land Use Plan



Douglasville Character Areas			
■ Regional Activity Center	■ Mixed-Use Design	■ High-Density Residential	■ Traditional Neighborhood (New)
■ Community Activity Center	■ Recreation	■ Light Industrial	Other Items
■ Neighborhood Activity Center	■ Low-Density Residential	■ Heavy Industrial	■ Parks
	■ Medium-Density Residential	■ Downtown Activity Center (New)	

0 1.5 3
 ───────────────────┬──────────────────┬──────────────────
 Miles

The Future Land Use Map is a tool to implement the City of Douglasville’s vision and to address the challenges and improve the assets of the city. Ten existing and proposed future land uses have been classified and mapped. Guidelines and recommendations for each of these categories are described as follows:

	Character Area	Description of Character and Predominant Land Uses	Existing Zoning Districts
	Regional Activity Center	The purpose of the Regional Activity Center (RAC) category is to provide for areas that can support a high intensity of development which serves a regional market. Typical land uses in these areas include high-rise office buildings, regional malls, and varying densities of residential development.	R-6T, CG, DCD, R-2, R-6, O-I, (CN), (CSC), (O-D)
	Community Activity Center	The purpose of the Community Activity Center (CAC) category is to provide for areas that can meet the immediate needs of several neighborhoods or communities. Typical land uses for these areas might include low to mid-rise office buildings and department stores.	CBD, CG, CN, R-6, DCD, IL, O-I, R-2, R-4, R-3, R-6T, (CSC)
	Neighborhood Activity Center	The purpose of the Neighborhood Activity Center (NAC) category is to provide for areas that serve neighborhood residents and businesses. Typical land uses for those areas include small offices, limited retail and grocery stores.	CG

	Mixed-Use Design	<p>The purpose of a mixed-use design concept is to encourage the best possible site plan and building arrangement under a unified plan of development. The concept benefits from better land utilization, economy in the provision of roads, utilities and flexibility in design. Approval of an overall concept plan provides an opportunity to assure that the new growth will be in accordance with the character of the neighborhood in which the development is located. The mixed-use design concept is intended to encourage ingenuity and resourcefulness in land planning, to assure the provision of park and recreation land, and facilities for the use of the occupants of the development. A mixed use design concept is required to include at least two types of land use that are not otherwise allowed together or at least two types of residential density, in order to promote unique solutions to growth issues. A mixed-use design concept is intended to be a relatively large-scale project on a site of ten acres or more, except when contained entirely within a historic site or historic district may be located on a site of not less than five acres. The mixed-use design concept may include: commercial, residential, schools, recreation, open space, office and institutional.</p>	DCD, CG, R-2, O-I, R-3, R-4, R-6, IL, (R6T), (CN), IH
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	Recreation	<p>The purpose of a recreation designation is to acknowledge the need to preserve open space and land that will encourage the best possible environment for family use of passive and active recreational opportunities. This designation will also provide opportunities to enjoy and appreciate the performing arts and related activities that help to define our quality of life.</p>	R-2, R-4, IL
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	Low-Density Residential	<p>This category would be established to protect and promote a suitable environment for family life, to discourage any use which would generate other than normal residential area traffic on minor streets, and to protect the orderly future development of land in accordance with the land use plan for the City at a density of not more than two units per acre.</p>	R-2, R-3, R-4, R-6T, (O-I), DCD
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	Medium-Density Residential	This category would be established to protect and promote a suitable environment for family life, to discourage any use which would generate other than residential traffic on minor streets, to meet the needs and demands of single-, two-, three-, and four-family residences and to protect the orderly future development of land, all in accordance with the land use plan for the City at a density of not more than four units per acre. A minimum development site size of three acres and a minimum requirement that 50 percent of the units in the development be in single-family detached dwellings is intended to ensure compatibility with surrounding residential uses.	DCD, R-2, R-3, R-4, R-6, R-6, CG, O-I, (CN)
	High-Density Residential	This category would be established to protect and promote a suitable environment for family life and to encourage flexibility in meeting the needs of families, by permitting townhouse and multi-family dwellings in accordance with the land use plan for the City at a density of not more than six units per acre and development sites of at least two acres, and by permitting single-family detached residential dwellings at a density of no more than five units per acre.	R-6, R-2, DCD
	Light Industrial	All light industrial uses to include but not limited to warehouse, distribution, manufacturing, wholesale, transportation, terminals, processing plants, workshops, greenhouses, research, development, markets, auctions, and other ancillary uses.	IL, R-2, CG, R-4, IH
	Heavy Industrial	All light and heavy industrial uses to include but not limited to warehouse, distribution, manufacturing, wholesale, transportation, terminals, processing plants, workshops, greenhouses, research, development, markets, auctions, junkyards, lumberyards, building supplies, and other ancillary uses.	IH

Proposed Character Areas

	<p>Downtown Activity Center</p>	<p>This area includes the core of downtown Douglasville. The purpose is to maintain a pedestrian-oriented center of the community, including history, culture and business that is attractive to visitors, commuters, and residents. Historic properties will be protected as an asset and rehabilitated when possible, and any new development should blend into the historic fabric of the area. Compatible infill development will focus on providing retail, office, hotels, and residential development targeted to a broad range of income levels. Pedestrian access and open space are encouraged. Streets will be pedestrian-oriented, with safe crossings, slowed traffic, and attractive amenities.</p>	<p>CBD, CG, CN, R-6, IL, O-I, R-2</p>
	<p>Traditional Residential</p>	<p>Located close to downtown, these neighborhoods have an architectural style, lot and street design typical of neighborhoods built before WWII. Homes are located on smaller lots with streets generally laid out on a grid system. There is a diversity of housing types and styles represented. Homes will maintain their original historic features, and historic properties will be identified and protected in a historic district. A well-established tree canopy, pocket parks, and a walkable or bikeable environment also define Traditional Neighborhoods.</p>	<p>DCD, R-2, R-3, R-4, R-6, R-6, CG, IL, O-I, (CN)</p>

Transportation

Douglas County Comprehensive Transportation Plan (CTP)

The 2008 Douglas County Comprehensive Transportation Plan (CTP) was the first Douglas County CTP to include the cities of Douglasville, Austell, and Villa Rica. The purpose of the plan was to create a guide for development over the following 25-year period by looking at current and future demands for transportation. In this plan, programs, policies, strategies, projects, schedules, responsibilities, needs, costs, and funding sources are identified to ensure needs will be met for the 25-year period. To meet the identified needs, the CTP outlines a set of goals and objectives listed below:

Goal: Enhance safety and mobility for all travelers

- Objective: Incorporate multimodal facilities into transportation planning
- Objective: Provide safe, accessible, and efficient transportation facilities
- Objective: Prioritize and balance transportation projects with political and public support

Goal: Preserve and Protect neighborhood integrity

- Objective: Preserve existing neighborhood characteristics and aesthetics
- Objective: Maintain consistency with comprehensive land use plans
- Objective: Implement density appropriate facilities

Goal: Preserve the environment

- Objective: Incorporate connectivity to greenways

- Objective: Identify priority environmental resources
- Objective: Sustain water quality
- Objective: Support alternative modes that reduce negative air quality impacts

Goal: Promote economic development

- Objective: Focus new developments in economically depressed areas
- Objective: Locate transportation facilities near economic development activities goal: Encourage Public involvement
- Objective: Provide updated information through various media in accessible locations
- Objective: Offer multiple opportunities for participation

Using the goals and objectives as guidance for project identification, the CTP identified 42 projects that fall into the spending categories of major, minor, safety, and bicycle/pedestrian projects. Within those categories are roadway capacity projects, new interchanges, bicycle parkways, and more. The project list is further broken down into the constrained, short-term, and long-term project lists. Below is the Constrained Project Action plan, which indicates the first set of projects that were addressed in Douglas County.

Constrained Project Action Plan

Project Number	Project Title	Type	Existing Lanes	Planned Lanes
DO-282A	Metro Arterial Connector – SR 92 Realignment Phase I - Underpass	Roadway Capacity	0	6
DO-282B	Metro Arterial Connector – SR 92 Realignment Phase II	Roadway Capacity	0	6
DO-282C	Metro Arterial Connector – SR 92 Realignment Phase III	Roadway Capacity	0	6
DO-220A	Lee Road: Segment 2	Roadway Capacity	2	4

DO-220B	Lee Road (including bridge over I-20 West)	Bridge Upgrade	2	4
DO-022	Lee Road – Widening – Bankhead to I-20 and Bankhead to County Line	Roadway Capacity	2	43135
CTP-4	I-20 West at SR 6	Signing/Striping	N/A	N/A
CTP-7	SR 5/Kings Highway/Central Church Road	Modify Intersection	4	4
CTP-8	US 78 at Post Road/Mann Road	Modify Intersection	2	2
CTP-15	Adaptive Traffic Signal Pilot Program – Chapel Hill Road/SR 5/CBD area	Roadway Operations	N/A	N/A
Project Number	Project Title	Type	Existing Lanes	Planned Lanes
CTP-21	SR 5/Bill Arp Road	Modify Intersection	4	4
CTP-44	Chapel Hill Road operational improvements	Operational Improvements	N/A	N/A
CTP-45A	Timber Ridge Road Widening	Roadway Capacity	2	4
CTP-53	Stewarts Mill Road operational	Operational Improvements	N/A	N/A

City of Douglasville Transportation Supplement to Douglas County Comprehensive Transportation Plan

Relationship to the Douglas County Comprehensive Transportation Plan

After completion of the County CTP, the city of Douglasville had additional projects that it deemed important to provide connectivity within the City. The City of Douglasville Transportation Plan was provided as a supplement to the Douglas County Comprehensive Transportation Plan, providing details related to key transportation challenges and recommended projects within the city. The plan provided a prioritized project list of these projects.

Also, due to concerns with the potential impacts of the Douglas County CTP's recommendations for the Arbor Place Mall and Bright Star Road area, the Douglasville CTP provided an alternative set of projects that warranted further study. Several resolutions were passed by the Douglasville City Council addressing coordination between the City and County Plans.

Purpose

Improve the ability for residents of Douglasville and surrounding Douglas County to move within, to/from, and through the City of Douglasville.

- Provides improvements geared towards efficient utilization of existing infrastructure and addition of infrastructure necessary to reduce traffic congestion and provide mobility for all users.
- Addresses various modes of transportation, including: automobile, bicycle, pedestrian, transit, and high occupancy vehicle (HOV) lanes.

Identified Transportation Needs

Roadway Safety and Capacity - Providing effective roadway transportation is important for a successful transportation system, particularly in areas heavily dependent on automobile travel.

Pedestrian and bicycle - A complete pedestrian network is necessary to provide connections for those who choose to leave their automobiles at home. This includes travelers for work, school, shopping, and recreational trips.

Transit and high Occupancy Vehicle (HOV) lanes - Making effective use of transit and HOV opportunities increases transportation mode choice options. Reliance on alternative travel modes is important, as future year travel demands are anticipated to exceed those that can be readily accommodated on the roadway network.

Key Challenges

Enhancing Safety - Providing safe transportation facilities is important to reduce the toll of crash related injuries, fatalities, and property damage. Two key areas in which improvements can provide effective safety improvements include:

- SR 92 Railroad Grade Separation
- Congestion Reduction Along Well Traveled Roads

Providing Mobility While Retaining Quality of Life in downtown Douglasville - Downtown Douglasville is the heart of the community and efforts to provide additional roadway capacity in this area must be sensitive to their impact on Downtown Businesses and the intrinsic qualities of the historic district. The key to maintaining the high quality of life within this area is by managing the volume of traffic that must use the downtown streets.

Providing Effective access to Arbor Place Mall area - The Arbor Place Mall area is an important employment center and a cornerstone of retail activity in Douglasville and Douglas County. Since the Mall development, additional retail development has occurred along Douglas Boulevard, Bill Arp Road (SR 5), and Chapel Hill Road. This center of activity has brought with it heavy volumes of traffic, particularly during the PM peak hour and on Saturdays. The Mall is served directly by Douglas Boulevard which extends east and west to Chapel Hill Road and Bill Arp Road (SR 5) and beyond. In addition to serving traffic to/from Arbor Place Mall, these roads are important through routes connecting residential communities to the north and south with I-20.

Providing Alternatives to Single Occupant Automobile traffic - Travel via automobile is the most prevalent form of travel in Douglasville and Douglas County. The land use patterns, development density, and proximity of housing and employment contribute to the high proportion of travel made by automobile. Efforts such as the Downtown Douglasville Livable Centers Initiative (LCI) examined the potential for trip reduction through land use modifications and development of alternative travel modes. Implementation of recommendations contained within that study can help reduce the impact and reliance on single occupant automobiles as a primary travel mode. In addition to land use modifications, proactively providing alternative mode travel options can reduce the reliance on single occupant automobile travel.

Projects Recommended by City of Douglasville Supplement

Priority	Project	Type	Existing Lanes	Planned Lanes	Included in Douglas County CTP
1	SR 92 Realignment Phase 1 - Construct bridge under US 78 and Railroad	RR Grade Separation	0	6	Yes
2	SR 92 Realignment Phase 2 - Construct new road from Fairburn Road to US 78	Roadway Capacity	0	6	Yes
3	SR 92 Realignment Phase 3 - Construct new road from US 78 to Dallas Hwy.	Roadway Capacity	0	6	Yes
4	Bright Star Road Connector from Bright Star Road to Bill Arp Road (SR 5)	Roadway Capacity	0	2	Yes - As Committed Project
5	Operational Improvements along Chapel Hill Road from Douglas Blvd. to Central Church Road	Roadway Capacity	2/4	4	Yes
6	Widen Riverside Parkway from Sweetwater Creek to Thornton Road (SR6)	Roadway Capacity	2	4	Yes
7	Widen Chicago Ave. from Cedar Mountain Rd to West Strickland St	Roadway Capacity	2	4	Yes, but not as widening
8	Intersection Alignment SR 5 @ Rose Avenue	Modify Intersection	4	4	Yes
9	Widen Timber Ridge Road from Prestley Mill Road to Chapel Hill Road	Roadway Capacity	2	4	Yes
10	Widen Prestley Mill Road from Campbellton Street to Slater Mill Road	Roadway Capacity	2	3	Yes
11	I-20 HOV Lanes from Thornton Road (SR 6) to Bright Star Road	Freeway HOV	6	8	Yes
12	Improve intersection of Bill Arp Road (SR 5) at Douglas Blvd.	Modify Intersection	4	4	Yes

Priority	Project	Type	Existing Lanes	Planned Lanes	Included in Douglas County CTP
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13	Western Bypass from Dallas Hwy. (SR 92) to Cave Springs Rd to N Flat Rock Rd to S Flat Rock Rd to Bright Star Road	Roadway Capacity	0/2	3	No
14	Widen Chapel Hill Road from Stewarts Mill Road to Central Church Road	Roadway Capacity	2	4	Yes
15	Arbor Place Mall Connector from Mall Ring Road to Heritage Valley Drive to Stewart Mill Road to Elizabeth Drive	Roadway Capacity	0/2	2	No
16	Widen Stewarts Mill Road from Chapel Hill Road to West Stewarts Mill Road	Roadway Capacity	2	4	Yes
17	Improve intersection of Maxham Road at Thornton Road	Modify Intersection	6	6	Yes
18	Widen Bill Arp Rd (SR5) from Kings Hwy. to I-20	Roadway Capacity	4	6	No
19	Widen Blairs Bridge Road from Mt. Vernon Road to Thornton Road and new location to North County Line Road	Roadway Capacity	2	3	Yes
20	Widen Riverside Parkway from Fairburn Road (SR92) to Sweetwater Creek	Roadway Capacity	2	4	Yes
21	Douglas Blvd. east extension from Prestley Mill Road to Midway Road	Roadway Capacity	0	2	No
22	Douglas Blvd. west extension from Bright Star Road to Post Road	Roadway Capacity	0	2	No
23	Mall Ring Road improvements	Modify Intersections	3	3	No

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. Below is a summary of the major previous plans and projects are completed or underway since 2013.

Douglas County Community & economic development Strategy

In 2017, Douglas County created the Community and Economic Development Strategy to foster greater economic vitality and prosperity for its residents. The vision statement is laid out as follows:

Douglas County is well known as a thriving business location, a destination for culture and nature lovers, and home to compassionate, collaborative people.

The plan has four pillars, which act as the foundation of the vision:




- I. Celebrate the Community: Douglas County celebrates its unique assets and shares its story with the world.
- II. Invest with Intention: Douglas County makes purposeful investments that align with the community's vision, values, and targets.
- III. Cultivate Talent: Douglas County nurtures its strong talent base with aligned educational programs and engaged employers.
- IV. Build Business Success: Douglas County has robust recruitment, business retention & expansion (BRE), and entrepreneurial programs that foster business success.

The strategy included three components: a competitive assessment; a brand research report; and a target cluster identification. To complete this project, they underwent a process of analysis, stakeholder engagement, and community feedback.

The competitive assessment benchmarked data for Douglas County's performance and economic position relative to other communities in the metro region, the state and the U.S. Additionally, included in the planning process were stakeholder interviews, focus groups and surveys. Their analysis is divided into four sections: context and drivers, SWOT analysis, deep dive, and survey results.

The context and drivers section speaks to the financial challenges Douglas County experienced after the great recession given that the primary sectors were Retail and Construction, which relied on consumer spending. Despite the financial challenges, Douglas County is rebounding with an amount of college educated individuals that exceeds the national average. Additionally, the primary job growth in Douglas County has been in the Manufacturing, Trade and Transportation, Financial Services, and Education and Health Services sectors, which all provide wages which exceed the county average. The SWOT analysis and the deep dive distilled

the information from the context and drivers section into six categories: economic and demographic dynamism; education and workforce; innovation and entrepreneurship; infrastructure; quality of place; and equity. Some key opportunities for Douglas County are its affordability for attracting prospective residents, the undeveloped land, the young talent pool, venture capital funds available in the Atlanta Metro region, the potential for downtown Douglasville, the Chattahoochee River frontage, and more. The economic fragility, the dependence on outside workers, inaccessible public transit, and other challenges in Douglas County were seen as threats to the economy and vibrancy of the County. Lastly, while there was minimal education and income inequality between Black residents and White residents, however, there was significant inequality between the County’s Hispanic population and its non-Hispanic population. Survey respondents noted that the number one priority for area leaders should be to improve transportation and invest in infrastructure to help improve its competitiveness as a place to do business.

TARGET CLUSTER	NICHE SECTORS
 ADVANCED MANUFACTURING	Aerospace
	Fabricated Metal & Machinery Manufacturing
	Food Processing
	Medical Device Manufacturing
 PROFESSIONAL TECHNOLOGY SERVICES	Back Office Support
	Data Centers
	Finance & Technology
 MEDIA & ENTERTAINMENT	Digital Media, Advertising & Public Relations
	Film & Television Production
	Retail & Entertainment
	Outdoor Recreation

The target cluster identification report provides a more economically focused deep dive into who the economic development sectors currently are and who they could be. This report provides profiles for the different clusters, the global factors influencing those clusters, and past performance evaluation. Three target clusters identified were advanced manufacturing, professional technology services, and media and entertainment. These particular sectors were identified given their high-growth opportunities and their ability to contribute to the County’s resiliency. Regarding past performance, Government and Retail have historically been the largest clusters. However, according to the report, both sectors are declining. Three major growing

clusters have been Back Office, Industrial Machinery, and Metalworking. Ultimately, the report concluded that while the employment in the County increased by 11%, the different clusters showed varied growth and decline between 2011 and 2017.

Lastly, to build on the successes of the County and to develop a succinct branding strategy, this strategic planning processes included a brand research report. This portion of the County Community and Economic Development Strategy addresses brand development questions of what is the County's local identity, and how does the County differ from its competitors in a meaningful way. The results of this report suggest that Douglas County needs to focus on who its primary target audiences are and how to use unified branding and messaging to engage those groups.

In 2017, Douglas County created the Community and Economic Development Strategy to establish a unified vision and direction for the County that results in greater economic vitality and prosperity for its residents. Through a series of community engagement strategies, the following vision for the County was determined:

Douglas County is well known as a thriving business location, a destination for culture and nature lovers, and home to compassionate, collaborative people.

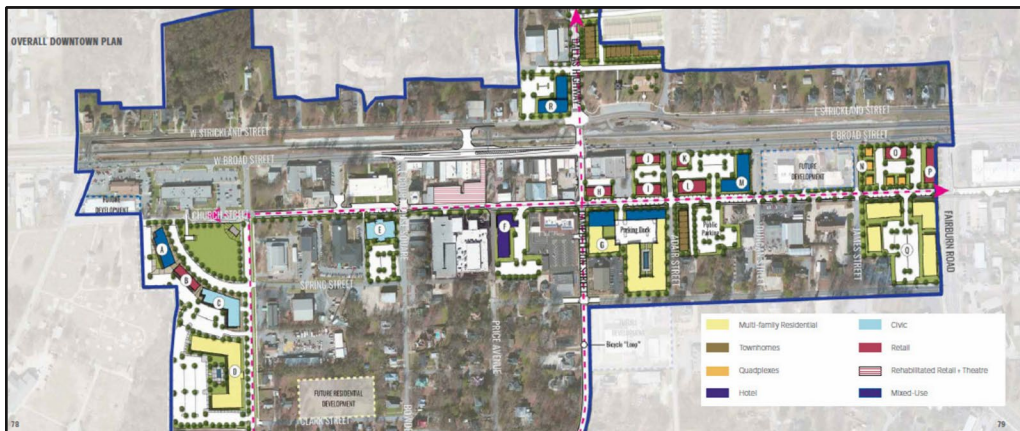
The plan has four foundational pillars, each with their own goal.

1. Celebrate the Community: Douglas County celebrates its unique assets and shares its story with the world.
 - Build community pride within Douglas County.
 - Share Douglas County's story with the rest of the world.
2. Invest with Intention: Douglas County makes purposeful investments that align with the community's vision, values, and targets.
 - Intentionally plan and invest in infrastructure that supports target cluster needs.
 - Dedicate resources to quality of life amenities that align with the community's vision and values.
3. Cultivate Talent: Douglas County nurtures its strong talent base with aligned educational programs and engaged employers.
 - Engage local businesses in workforce development and education initiatives.
 - Continue to develop world-class PK-12 and higher education programs.
 - Raise awareness of local job opportunities.
4. Build Business Success: Douglas County has robust recruitment, business retention & expansion, and entrepreneurial programs that foster business success.
 - Recruit target clusters to locate in Douglas County.
 - Support existing businesses through a robust business retention and expansion program.
 - Develop support systems for entrepreneurs and startups.

The target clusters identified as key sectors for economic development are advanced manufacturing, professional technology services, and media and entertainment.

Douglasville Downtown Master Plan & 10-year Strategic Plan

In 2017, the City of Douglasville adopted the Downtown Master Plan & 10-Year Strategic Plan. This plan built on past planning efforts to establish a vision and a set of goals based on community input for Downtown Douglasville. Recommendations were based on the physical conditions, regulatory conditions, a market study, real estate trends, and a public input process. The resulting goals included making downtown Douglasville a “place where residents and visitors want to be” through various land use and development, transportation, arts and culture, and economic development efforts. The land use and development recommendations section suggests rezoning some properties to allow for mixed use and to encourage redevelopment. The plan also includes recommendations to revise a zoning district, parking regulations, and residential districts to promote smaller lot sizes and ease development constraints. Purchasing and assembling parcels for future development was also recommended.



Design concepts and potential future uses of downtown lots in the Douglasville Downtown Master Plan & 10-Year Strategic Plan. Transportation recommendations included redesigning various corridors for easier navigation and better bicycle and pedestrian infrastructure. In addition to these redesigning projects, there are recommendations to fill in the gaps within the already existing infrastructure to create a more complete network. To promote more economic development, this plan recommended rebranding Church Street as “Main Street”, creating a Tax Allocation District, recruiting businesses, and promoting the renovation and redevelopment of historic buildings such as the old City Hall. Alongside economic development strategies, this plan recommended activating spaces within downtown through playable art and a public art program.

Three priority projects that include some of the previously mentioned recommendations were identified as: constructing a town green with amphitheater at the former county jail site; Church Street streetscape project; and the Club Drive streetscape project. Addressed in these projects are acquiring and redeveloping key properties, rebranding Church Street as ‘Main Street’ and street scaping a key corridor to spark potential redevelopment.

The final section of the recommendations section is the action matrix. The action matrix broke down the key recommendations from the previous section into the short term to long term projects, and the required costs. Overall, this plan recommended \$42 million dollars in projects over a ten-year period.

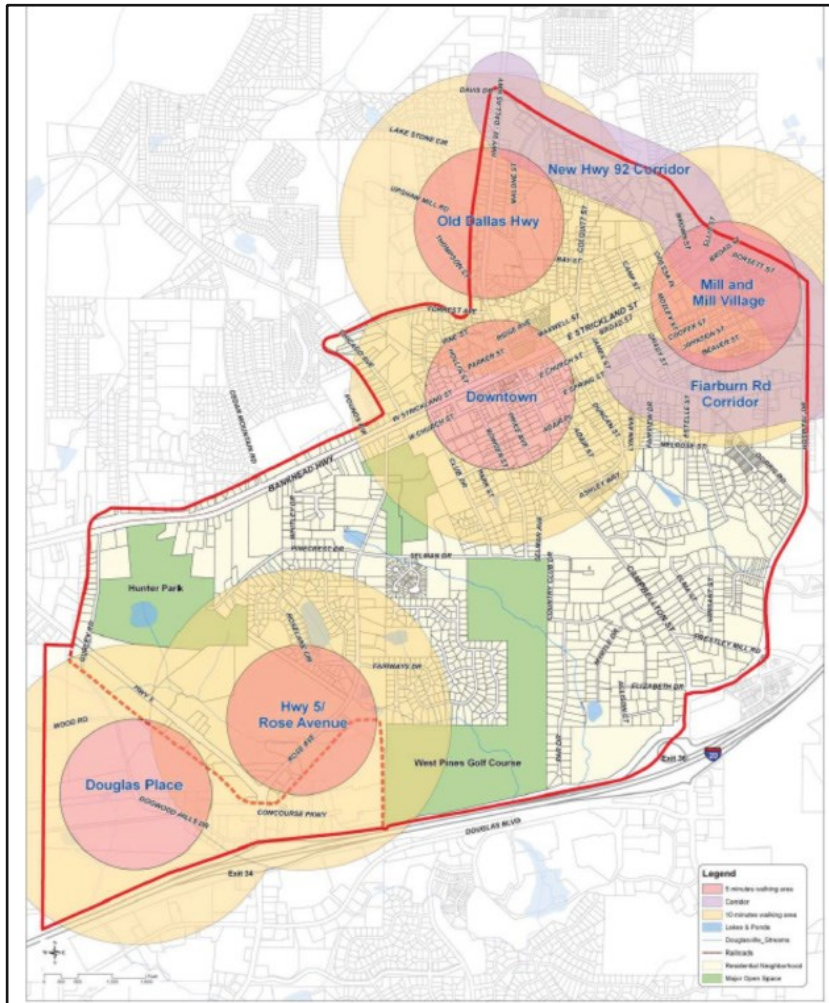
Douglasville LCI

The Livable Centers Initiative (LCI) is a program facilitated by the Atlanta Regional Commission to help direct development in strategic areas where development already exists. The goal of this program is to concentrate development in livable centers and, in turn, reduce sprawling land patterns. In 2001 the City of Douglasville underwent an LCI study to improve walkability, connectivity, mixed use development, economic growth, and quality of life its downtown and surrounding areas. The 2011 LCI update reevaluated and updated the 2001 plan based on changing local needs to further meet the needs of the community. The recommendations from this study are broken down into a few components: land use, transportation, market and economics, urban design and historic resources, and public facilities and spaces.

Central to the land use recommendations is the promotion of a mixed-use and mixed-income downtown and surrounding area that facilitates the ability to live, work and play in the area. This plan suggests encouraging reuse and rehabilitation of preexisting buildings in addition to infill, mixed use, and transit-oriented development. Additionally, this plan recommended the redevelopment of Dallas Highway as a local main street, and the redevelopment of Georgia Western Cotton Mill and Mill Village Area. Amidst the redevelopment recommendations are environmental policies to ensure green development in the area.

This plan incorporated potential future transportation demands from growth into the transportation recommendations by ensuring that alternate modes of transportation were prioritized alongside traffic mitigation strategies. Example policies include developing

pedestrian-scale blocks, utilizing a “complete streets” approach, ensuring connectivity and more. Specific pedestrian and bicycle policies are included to promote walkability and bicycle connectivity with basic urban design elements.



The market analysis of the study area showed that to improve the livability of the area, the City needed to continue developing key areas of the market. Those areas include: destination dining; entertainment and cultural opportunities; unique specialty retailers; family-oriented activities, restaurants, and stores; services and activities for seniors; and convenience shopping and services. To support the growth in those niche areas, the plan recommended policies to recruit new businesses, expand marketing and promotional efforts, and promoting cultural arts programs in the City. Another key area of the market analysis recommendations were the housing policies. The hope of this plan is to have the housing stock appeal to a variety of residents, by encouraging a mix of housing types, price points, and elements from the ARC’s Lifelong Communities Project, inclusive home design principles, and density bonuses.

To tie in the elements of land use, transportation, and housing, the last set of recommendations addressed urban design principles and protecting historic resources. Policies supporting urban design include requiring good urban design and architectural standards, preserving historic buildings, encouraging pocket parks and gardens, improving alley infrastructure, and more. The public facilities and spaces recommendations maintain that continued investment in the previously mentioned public infrastructure will be required as growth continues.

The recommendations outlined in this plan are accompanied by an action plan that provides priorities, funding strategies, and short term and long-term strategies to accomplish and implement these goals.

Sweetwater Master Plan

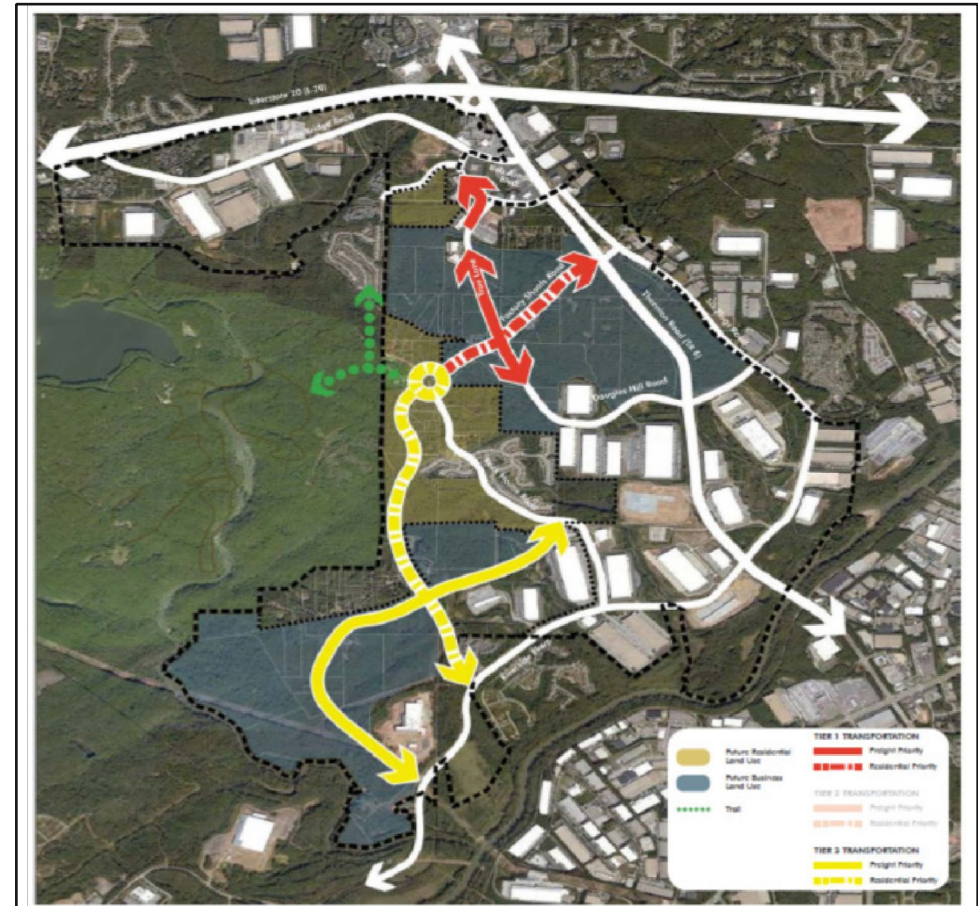
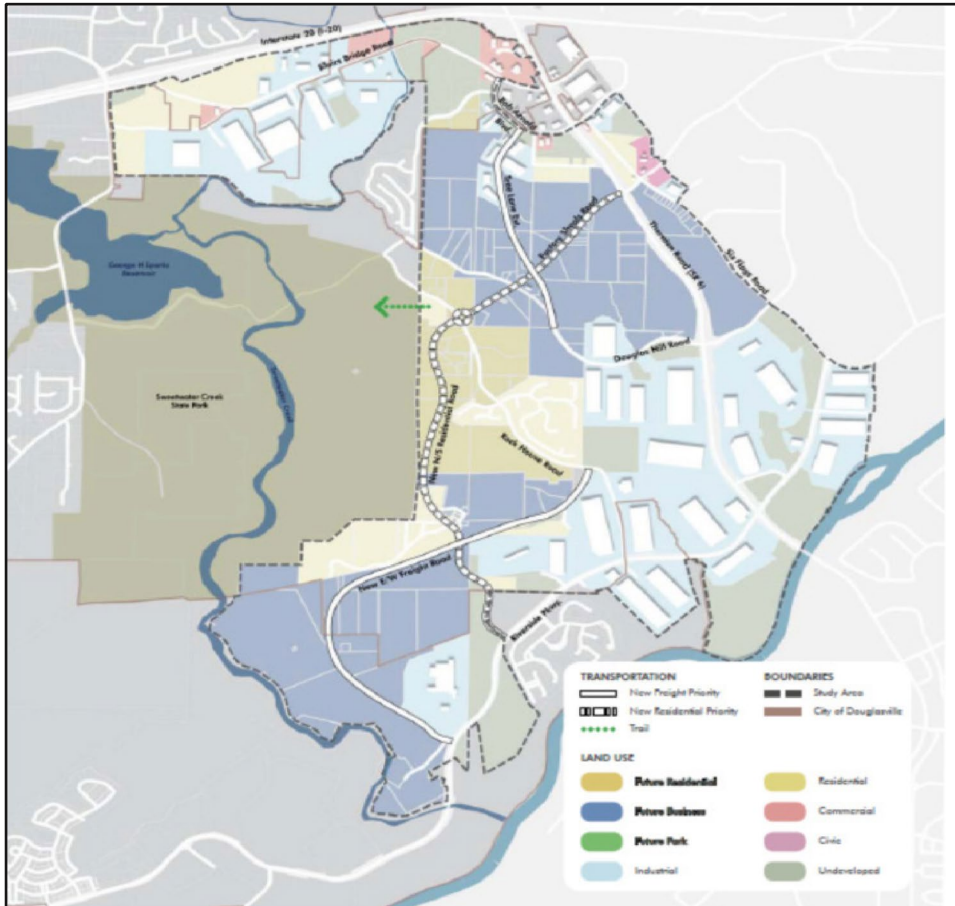
The Sweetwater Master Plan document outlines a plan to guide the development within the 3,700-acre study area, which includes Sweetwater Creek State Park, Cobb County, Chattahoochee River, and Interstate 20. The impetus for this study was to understand and strategically guide growth in the study area given its prime location for industrial uses, as an employment center, and given that it is already a Community Improvement District (CID). The plan includes an existing conditions assessment, a community vision, a market analysis, a master plan, and an implementation strategy.

When the assessment was performed in 2017, just over half of the land was undeveloped, a third was used for businesses, and the rest (12%) was left for residential. Two major arterial roads, four minor arterial roads, and other local roads fall within the study area for this plan. The community visioning sessions resulted in recognizing the need to find a more harmonious approach to business and residential colocation. Three main focus areas for finding that balance were emphasizing greenspace; addressing transportation concerns to reduce conflict between competing transportation modes; and fostering quality amenities to support residents and employees in the study area. Additionally, three priority development types that are compatible with the community vision were identified as residential, hospitality and retail, and industrial. From the community vision, the plan created concept plans that prioritizes a residential corridor mixed in with the businesses and industry.

The master plan segment of this document dives into the remedies for mediating between the different land uses. Two concepts are explored to fulfill the vision. Concept A creates two truck loops to support industrial development, and a new residential roadway that connects existing neighborhoods and future residential

development. Additionally, it proposes land use changes that alter from the existing future land use map. Concept B builds off Concept A, but addresses the concerns about the long-term costs by altering the proposed railway systems.

To implement the master plan, another section covers prioritized action steps to begin the realization of this vision. The four priority action items are: establish technology district toolkit; amend zoning; adopt guiding land use policies; and promote economic impacts.



Concept B for the development of the Sweetwater study area.

North Side Redevelopment Plan

This plan, still underway, defines the study area boundary of the North Side of Douglasville by taking into account the boundaries of census tracts, the designation of an Opportunity Zone, and the distance to the center of Downtown. Through an analysis of existing conditions, the plan highlights the following assets found in this community:

- A mixed-income group of residents
- Relatively high housing ownership
- A robust stock of affordable housing
- Direct access to Highway 92
- Direct adjacency to Downtown Douglasville
- Plentiful natural resources such as trees, streams, and attractive topographic features

The plan also identifies some negative trends, which revitalization work in the future should alleviate:

- Declining homeownership rates
- A large amount of rent burdened households
- 1/3 of homes are in fair or worse condition
- Concentrated poverty in many sections of the study area
- Aging infrastructure

Recommendations are forthcoming.

Douglasville Highway 92 Realignment (2012 / Currently Under Construction)

This study was established as part of the ongoing work for the relocation of Highway 92.

Goals

- Make the new Highway 92 a multi-modal transportation corridor with greenway and mixed-use activity.
- Revitalize the neighborhoods that will be impacted by the relocation.
- Transform Dallas Highway into a complete street with connected surrounding streets that match the downtown area's character.

Recommendations

- Build a linear park along Highway 92 with a new parallel trail and local road system.
- Under a regulation plan, connect multiple local neighborhood streets to form a more cohesive street grid.
- Increase the amount of green space and preserve local natural systems.
- Focus commercial development around village nodes, based around a 5-minute walk shed.

Strategies

- Adopt and enact an acquisition plan of property around Highway 92 with ranked priorities based on development potential.

Utilize a broad funding strategy based around Tax Allocation Districts (TAD), Community Improvement Districts (CID), TIGER Grants, Community Development Block Grants (CDBG), Livable Centers Initiative (LCI), Georgia Department of Transportation (GDOT), and other funding sources.

Community Work Program

The Community Work Program identifies projects that Douglasville will undertake to implement the Vision and address the Assets & Challenges of the plan. The following pages identify the projects that Douglasville will undertake in the next five years.

2018 Douglasville Community Work Program									
	Action	2019	2020	2021	2022	2023	Estimated Cost	Responsible Department/Agency	Funding Source
Economic Development									
1	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					Staff Time	Planning Department / Development Organization	General Fund, Other/Unknown
2	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	Staff Time	Development Organization	General Fund, Other/Unknown
3	Participate on and advance the Douglas County Chamber of Commerce's existing Industries Committee.					X	Staff Time	Development Organization	General Fund, Other/Unknown
4	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	Staff Time	Mayor and City Council, Zoning Department, Planning Department, City Attorney's Office, Development Organization	General Fund
5	Link the commercial and industrial areas database with the development of a GIS system.				X		N/A	Mayor and City Council, Development Organization, GIS	General Fund, Other/Unknown
Housing									
1	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	N/A	Maintenance and Sanitation Department, Other Governmental Entity, Other Organizations	General Fund, Other/Unknown

2018 Douglasville Community Work Program

	Action	2019	2020	2021	2022	2023	Estimated Cost	Responsible Department/Agency	Funding Source
2	Encourage downtown revitalization through repair of historic buildings.	X	X	X	X	X	N/A	Mayor and City Council, Community Development Department, Other Organizations	General Fund, Capital Budget
Natural and Historic Resources									
1	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			Staff Time	Maintenance and Sanitation Department, Code Enforcement, City Attorney's Office	General Fund
2	Identify other sources of air pollution and take steps to reduce emissions through enforcement and encouragement.			X			Staff Time	Mayor and City Council, Planning Department	General Fund, Other/ Unknown
3	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		N/A	Mayor and City Council, Planning Department, County Planning Department, Water and Sewer Authority, Other Governmental Entity	General Fund, Other/ Unknown
4	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				N/A	Maintenance and Sanitation Department, Other Governmental Entity	General Fund, Other/ Unknown
5	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 Time	Planning Department / Historic Preservation Commission	

Parks and Recreation

1	Identify parcels for acquisition as future community parks and greenspace.				X		N/A	Mayor and City Council, Parks and Recreation Department, City Manager	Capital Budget, , Sales tax, Other Grant, Other Tax, Other/ Unknown
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2018 Douglasville Community Work Program

	Action	2019	2020	2021	2022	2023	Estimated Cost	Responsible Department/Agency	Funding Source
2	Prioritize and develop a time-line for the completion of the recommendations from the Douglasville Parks Master Plan.		X				N/A	Mayor and City Council, Parks and Recreation Department, City Manager	Capital Budget, , Sales tax, Other Grant, Other Tax, Other/ Unknown

Public Facilities and Services

1	Develop a public facilities action plan for the City which should be updated every 1 to 3 years.				X		N/A	Mayor and City Council, City Manager	General Fund
2	Develop a public service action plan for the City which should be updated every 2 to 5 years.				X		N/A	Mayor and City Council, City Manager	General Fund
3	Establish Communication Committee to quantify policy and procedures for the department and its broadcast scope			X			N/A	Communications	General Fund

Transportation

1	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	TBD in Upcoming CTP	Planning Department	General Fund, Capital Budget, Sales Tax, Grant in Aid, Other/ Unknown
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2	Review and redefine parking requirements for different land uses and mixes in the revised Unified Development Ordinance.			X				N/A	Mayor and City Council, Engineering Department	General Fund
3	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				N/A	Mayor and City Council, Zoning Department, Planning Department, Engineering Department	General Fund
4	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				N/A	Mayor and City Council, Maintenance and Sanitation Department, Engineering Department, Other Organizations	General Fund, Other/Unknown

2018 Douglasville Community Work Program

	Action	2019	2020	2021	2022	2023	Estimated Cost	Responsible Department/Agency	Funding Source
Planning /Land Use									
1	After adoption of the UDC - update Character Area descriptions to reflect the newly created and/or modified zoning districts and development regulations.		X				N/A	Mayor and City Council & Planning Department	
2	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				N/A	Mayor and City Council & Planning Department	
3	Consider adopting an ordinance to require zoning consistency with the future land use map based on the Zoning Compatibility Table.			X			N/A	Mayor and City Council & Planning Department	
4	Revisit maximum density recommendations found within character area descriptions.			X			N/A	Mayor and City Council & Planning Department	

5	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						N/A	Planning Department
6	Prioritize and develop a time-line for the completion of the land use recommendations from the Northside Study.	X						N/A	Planning Department
7	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		150 to 200 k	Mayor and City Council & Planning Department
8	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					Planning Department / County Staff

2018 Douglasville Community Work Program

	Action	2019	2020	2021	2022	2023	Estimated Cost	Responsible Department/Agency	Funding Source
9	Coordinate with county and chamber staff to implement the transportation recommendations in Concept A or B.				X			Planning Department / County Staff	
10	Determine the need for a study similar to the Sweetwater Master Plan along the Douglasville portions of Riverside Parkway.				X			Mayor and City Council & Planning Department	

Appendix A:

Community Engagement

Community Input Opportunities

The Douglasville Comprehensive Plan Update process was guided by a Steering Committee comprised of citizens, local business owners, elected officials and Riverdale staff. The Steering Committee provided direction and feedback at key points in the process, and all meetings were open to the public. There were additional opportunities for public participation at community meetings, as well as the regularly scheduled City Council meetings where the plan was discussed. Meetings were advertised through local media outlets and on the city’s social media sites.

City Council Hearings

2017 - Monday August	Thursday August	Day Month
28	30	XX
Public Kick Off	Second Public Hearing	City Council

Steering Committee Meetings

Tuesday March	Thursday April	Thursday May	Tuesday June
27	26	24	26
Steering Committee	Steering Committee	Steering Committee	Steering Committee

Public Engagement

Tuesday June	Thursday July
12	19
Public Open	Public Open