

# DOUGLASVILLE

## DOWNTOWN MASTER PLAN & 10-YEAR STRATEGIC PLAN



ADOPTED: DECEMBER 18, 2017



# >> ACKNOWLEDGMENTS

## **TSW**

Adam Williamson, Principal-in-Charge  
Laura Richter, Project Manager  
Allison Bustin, Project Planner

## **BLEAKLY ADVISORY GROUP**

Gary Mongeon

## **CROY ENGINEERING**

Dan Dobry

## **CITY OF DOUGLASVILLE**

Rochelle Robinson, Mayor  
Larry Yockey, City Council Ward 1  
Mike Miller, City Council Ward 2  
Mark Adams, City Council Ward 2  
LaShun Burr Danley, City Council Ward 3  
Samuel Davis, City Council Ward 3  
Chris Watts, City Council Ward 4  
Richard Segal, City Council Ward 4

Marcia Hampton, City Manager  
Patrice Williams, Community Development  
Manager  
Michelle Wright, Planning Director  
April McKown, Main Street Manager

## **DOWNTOWN DEVELOPMENT AUTHORITY OF DOUGLASVILLE**

Rob Coats, Chair  
Donna Cox  
Nycole Jarrett  
Jeff Merback  
Barry Oliver  
Shandron Pemberton  
Larry Yockey

## **MAIN STREET DOUGLASVILLE**

Kali Boatwright  
Lisa Cooper  
Myra Crawford  
Krystal Horne  
Margaret McCarley  
Gail Moore  
Samantha Rosado

## **DOUGLAS COUNTY GOVERNMENT**

Mark Teal, County Manager  
Dr. Romona Jackson Jones, Chair

## **DOUGLAS COUNTY DEVELOPMENT AUTHORITY**

Chris Pumphrey, Executive Director  
Breezy Straton, Project Manager  
Michael Cahill, Project Manager

## **MASTER PLAN COMMITTEE**

John Aloisi  
Shannon Belletti  
Scott Camp  
Whit Carson  
Michelle Crist  
Tracy Crooks  
Scott Daniell  
J.R. Davidson\*\*  
Melissa Dickinson\*  
Lisa Doney  
Nathan Duce  
Ana Ellis-Perry  
Nadia Faucette  
Karen Howard  
Whitney Howard  
Julie Hudson  
Heather Jallad  
Gary Karen  
Chris Kirby  
Paul Laseter  
Terry Miller  
Jeff Noles  
Dot Padgett  
Allison Parker  
Fred Pemberton  
Russ Phillips  
Scott Powers  
Patti Puckett

Dalia Racine  
Sara Ray\*  
Tammy Robinson  
Greg Roberts  
Pat Smith  
Mike Stephens  
Tiffany Stewart Stanley\*  
Cricket Strickland  
Tim Thomas  
Brandon Thompson  
Chan Weeks\*\*  
Patty Wenck  
Earl White  
Jim Wren

\* Denotes city/county staff

## >> PHOTO CREDITS

The following images were used with permission by their owners. All other imagery is property of TSW.

Page 2	Downtown Development Authority of Douglasville (modified by TSW)
Pages 4-5	Downtown Development Authority of Douglasville (modified by TSW)
Page 6	Main Street Douglasville
Page 9	Downtown Development Authority of Douglasville (modified by TSW)
Page 11	Downtown Development Authority of Douglasville (modified by TSW)
Pages 12-13	Main Street Douglasville (modified by TSW)
Page 18	Downtown Development Authority of Douglasville
Pages 44-46	Main Street Douglasville (modified by TSW)
Pages 46-47	Main Street Douglasville (modified by TSW)
Page 49	Main Street Douglasville (modified by TSW)
Page 60	Main Street Douglasville
Page 61 (right)	Main Street Douglasville (modified by TSW)
Page 63	Main Street Douglasville (modified by TSW)
Page 66	Shannon Belletti
Page 69 (bottom)	Shannon Belletti
Page 71 (bottom)	Shannon Belletti (modified by TSW)
Pages 74-75	Downtown Development Authority of Douglasville (modified by TSW)
Page 76	Main Street Douglasville (modified by TSW)
Page 96	Main Street Douglasville (modified by TSW)
Page 97	Main Street Douglasville (modified by TSW)
Pages 104-105	Downtown Development Authority of Douglasville (modified by TSW)

## >> TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>3</b>
<b>1.0 DOWNTOWN DOUGLASVILLE TODAY</b>	<b>4</b>
1.1 Study Area	6
1.2 Previous Plans + Studies	8
1.3 Existing Conditions	16
1.4 Market Analysis	42
<b>2.0 THE PLANNING PROCESS</b>	<b>56</b>
2.1 Project Schedule + Timeline	58
2.2 Outreach	60
2.3 Public Engagement	65
<b>3.0 THE PLAN</b>	<b>74</b>
3.1 Vision + Goals	76
3.2 Design Concepts	77
3.3 Recommendations	88
3.4 Priority Projects	98
3.5 Action Matrix	100
<b>APPENDIX</b>	<b>104</b>
A.1 Survey Questions + Results	106
A.2 Design Scheme Pro Formas	109



## >> EXECUTIVE SUMMARY

Located in Douglas County, 20 miles west of Atlanta, the City of Douglasville is a growing community of approximately 35,000 residents. The City is bisected by Interstate 20 and has been noted as the shopping hub for residents west of Atlanta and east of Birmingham. The City has received approximately \$8 million in funds from the Atlanta Regional Commission (ARC) through the Livable Center Initiative (LCI) program and was the first city to successfully complete its LCI project. The existing Downtown Plan was completed in 2008, and has since completed projects such as a parking deck, lighting and banners project, and streetscapes. These investments have helped transform the downtown, and are due in part to the priorities identified in the LCI.

The City of Douglasville, along with the City's Downtown Development Authority, Main Street Douglasville, and the Douglas County Development Authority, charged the Project Team comprised of TSW, Bleakly Advisory Group, and Croy Engineering with creating a plan for the City's downtown district that would outline a clear vision and achievable action items

to further catalyze development.

This plan builds upon previous planning efforts, while addressing both the opportunities and challenges facing downtown: the Georgia Department of Transportation (GDOT)'s plan to reconfigure West Broad Street that will take away 90 public parking spaces, the relocation of Highway 92, the eventual sale and redevelopment of the former county jail site, and a lack of nightlife and daytime attractions. Moreover, the plan strives to make recommendations that can be easily achieved with what resources the City and its partners have in order to attract the interests of developers, business owners, prospective residents, and tourists to downtown Douglasville.

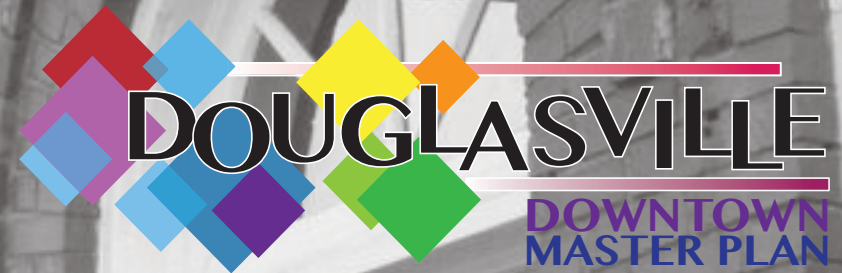
If fully implemented, the plan would add nearly 1 million square feet of new development, and recommended improvements would cost around \$40 million. The plan takes into account current funding structures, and other funding structures that can be easily taken advantage of by the City and its partners.

### HOW TO USE THIS PLAN

**Downtown Douglasville Today** discusses the existing conditions that impact the plan. It includes information about previous planning efforts throughout the City and Douglas County, the physical and regulatory conditions of downtown, and a market study that examines demographics, market trends, and real estate trends.

**The Planning Process** outlines the process and means used by the Project Team to solicit the community's input, reports on those findings, and includes summaries of meetings and workshops conducted with the Master Plan Committee and the general public.

**The Plan** discusses the overarching vision and goals decided on by the community, and all recommendations are based on these. This section also includes an action matrix that outlines the City's 10-year strategic plan with regards to projects, costs, and funding sources.

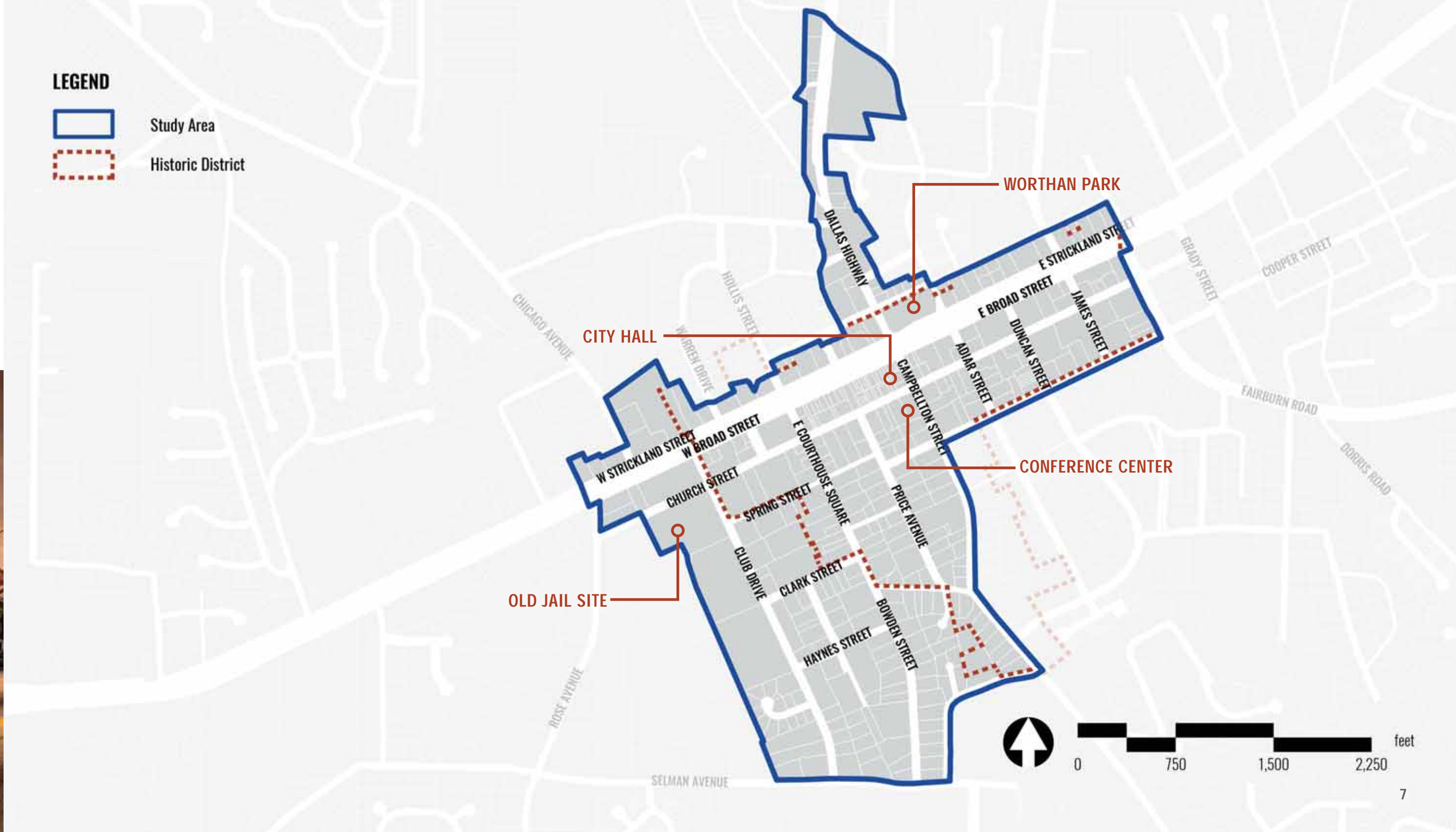


## >> 1.0 DOWNTOWN DOUGLASVILLE TODAY

- 1.1 STUDY AREA
- 1.2 PREVIOUS PLANS + STUDIES
- 1.3 EXISTING CONDITIONS
- 1.4 MARKET ANALYSIS

# >> 1.1 STUDY AREA + CONTEXT

The study area for the Downtown Douglasville Master Plan and 10-Year Strategic Plan is shown on page 7. The area covered by this study is most of the historic downtown, as well as parcels abutting Selman Drive, Selman Avenue, Club Drive, and Highway 92, all the way to Stewart Middle School, and the former Douglas County Jail.



## >> 1.2 PREVIOUS PLANS + STUDIES

Several previous plans and studies form the foundation for the Douglasville Downtown Master Plan.



### DOUGLASVILLE COMPREHENSIVE PLAN // 2013 VISION



Workforce Development



Aging Population



Balanced Growth & Redevelopment



Government Coordination



Business Development



Transportation

### GOALS

- » Make downtown a central example of Douglasville's small-town and metropolitan fusion
- » Build mixed-use and infill developments that encourage walkability with a more urban, human-scale environment
- » Enhance the environment for business to Hartsfield-Jackson International Airport area
- » Redevelop key properties into sites offering metropolitan amenities
- » Offer a variety of incentives to small businesses and startup companies to provide a stimulating environment for their growth and development
- » Promote historic resources, nature preserves, greenspace, and arts and culture
- » Conserve elements of the environment that contribute to Douglasville's southern small-town atmosphere
- » Promote a welcoming culture
- » Provide housing choices
- » Maintain Douglasville's reputation as a safe place to live and raise a family

- » Increase mobility and transportation options
- » Promote development that increases quality of life for all citizens
- » Provide high quality spaces for residents to play
- » Provide quality services for senior citizens

### KEY PROJECTS & RECOMMENDATIONS

- » Encourage downtown revitalization through repair of historic buildings
- » Encourage the development of cultural institutions in Douglasville such as a performing arts center, art museum, concert hall, history museum, and other institutions
- » Encourage the development of loft apartment housing in downtown Douglasville as approved in the Zoning Ordinance
- » Start development of additional property to be acquired for future parks
- » Continue the efforts of the local Bicycle and Pedestrian Advisory Committee in the planning and implementation of bicycle and pedestrian facilities within Douglasville and Douglas County



## DOUGLASVILLE LCI // 2011 CITYWIDE GOALS

- » Improve connectivity between downtown, surrounding neighborhoods, and emerging activity centers by providing pedestrian, vehicular, bicycle, and transit facilities that allow easy access
- » Encourage diversity in the design of buildings, the types of uses, the range of housing types, the layout of neighborhoods, and the design of the public realm
- » Strive for green communities that reduce the impact of development, conserve open space, and use natural and cultural resources wisely
- » Promote lifelong living in the area by offering multiple housing and transportation choices, encouraging healthy lifestyles and expanding access to services

## DOWNTOWN GOALS

- » Ensure the downtown area is convenient and accessible to all users
- » Provide safe and attractive neighborhoods and commercial centers
- » Create an active village center

- » Pedestrian friendly, mixed use environment
- » Reuse of historic buildings and infill development

## MILL & MILL VILLAGE AREA

- » Redevelopment area to become mixed-use income neighborhood with basic retail and services

## GENERAL TRANSPORTATION POLICIES

- » Create a balanced transportation system that does not promote one form of travel at the expense of another
- » Develop pedestrian-scale blocks in new development
- » Utilize a complete street approach for new streets and streets under redesign
- » Create new streets and inter-parcel connections
- » Require streets in new developments to connect to adjacent developments



## HIGHWAY 92 CORRIDOR STUDY // 2012

The Georgia Department of Transportation's (GDOT) Highway 92 project relocated a significant part of its roadway in the City of Douglasville. In response to this roadway relocation, the City needed to establish a vision for the area being impacted.

## GOALS

- » Make the new Highway 92 a multi-modal transportation corridor with greenway and mixed-use activity nodes along it
- » Transform Dallas Highway and Fairburn Road into complete streets, which will become part of downtown extending north and east

## KEY RECOMMENDATIONS

- » Revitalize neighborhood areas that will be impacted
- » Encourage reuse and rehabilitation of historic buildings, along with infill development in appropriate areas
- » Increase the range of housing types, including both high-end and affordable housing within mixed-income projects
- » Increase the amount of open space
- » Develop pedestrian-scale blocks in new development
- » Utilize a "complete street" approach for new streets and streets under redesign

- » Design new buildings to support walking with basic urban design elements
- » Preserve historic districts and buildings
- » Incorporate art, monuments, and memorials in public spaces
- » Encourage the creation of pocket parks and gardens throughout the study area
- » Build a linear park parallel to the new Highway 92



## DOUGLAS COUNTY COMPREHENSIVE PLAN // 2013

### VISION STATEMENT

"Douglas County shall continue to embrace its rural heritage, historical significance, ethnic diversity and small town feel while creating a sense of place that nurtures family, cultural values and educational opportunities.

Responsible stewardship of human, fiscal, natural and historic resources together with improved governmental transparency and accountability through open communications shall be continuing priorities.

Continuing a citizen-driven and professional approach in providing safe, well designed and maintained facilities, schools and programs while maintaining a reasonable and varied tax base shall be encouraged.

Promoting intergovernmental communication with unified visionary economic development with a well-trained and educated workforce will help preserve the unique character of Douglas County and its legacy as an attractive place to invest, conduct business and raise a family."

### IDENTIFIED CHALLENGES

- » Workforce development
- » Preserve rural areas while allowing for growth
- » Provision of services to seniors

## DOUGLAS COUNTY COMPREHENSIVE TRANSPORTATION PLAN // 2008

### GOALS



Enhance safety and mobility for all travelers



Preserve and project neighborhood integrity



Preserve the environment



Promote economic development



Encourage public involvement

### POLICIES & STRATEGIES

- » Develop a Transportation Management Association (TMA) at the Mall or downtown Douglasville
- » Promote high-density residential and neo-traditional development within commercial districts to encourage the use of public transportation
- » Support the continued operation of the GRTA Xpress Service (460, 461) to the Arbor Place Mall to provide a direct link between Douglasville and Downtown/Midtown Atlanta
- » Work with GRTA to conduct transit-oriented development workshops and training for county and city staff
- » Prioritize programming and construction of pedestrian and bicycle transportation facilities by public and private sector organizations
- » Consult representatives of transit, pedestrian and bicycle transportation, and active-living advocacy groups in metropolitan Atlanta to identify connectivity needs while partnering for promotional outreach regarding new and potential services
- » Create a network of bicycle facilities to link residential areas with activity centers, the river, and the park system
- » Bicycle facilities shall be provided whenever a new arterial or collector road is built and, when feasible, where additional lanes are added to existing arterial or collector roads
- » Create a network of pedestrian facilities to link residential areas, riverfront, recreation, and activity centers, particularly those that are pedestrian intensive, such as schools, recreation sites, and urban or neo-traditional commercial areas
- » Continue to budget funds in the Capital Improvement Program for sidewalk improvements
- » Continue to coordinate with the School Board to annually update a priority list of sidewalk needs near schools
- » Develop a program for intersection improvements to aid pedestrian mobility
- » Create an environment that promotes bicycling or walking to work/school and other utilitarian trips including shopping
- » Promote and implement trails proposed as part of the Chattahoochee Hill Country Regional Greenway Trail Master Plan
- » Continue coordination between the Douglas County Department of Transportation and the Douglas County School System. An institutionalized regular meeting is appropriate
- » Institute a policy change to support walking or bicycling to school within Douglas County
- » Develop plan to provide bike/ped infrastructure for proposed school properties locate schools within walking and bicycling distance of their student populations
- » Prepare a transportation plan for each new school to specify access for vehicles, pedestrians, buses, and bicyclists
- » Provide assistance for developing individual school Safe Routes To School (SRTS) plans

## YOUNG GAMECHANGERS// 2016

### GROUP 1: ARTS & CULTURE

#### Big Idea 1: Creativity Corridor

- » To serve as home base of all arts and cultural activities
- » Connected path for bicycling and walking
- » Runs from Old Jail Site to Campbellton Street
- » This will tie together the Douglas County Museum of History & Art, O'Neal Plaza and Conference Center
- » Jail site as 1- acre mixed use, art focused redevelopment

#### Big Idea 2: Connectivity - Tangible

- » Create connections from Creativity Corridor to surrounding areas of Douglas County through bike paths, historic markers, signage, sidewalks, landscaping, and artwork installations
- » Implement a bike master plan

#### Big Idea 3: Connectivity - Intangible

- » Create an alliance/commission which is composed of all arts/culture/business groups, and government entities
- » Create a phone application that promotes things to do, places to visit,

restaurants to eat

- » Create a unified tourism marketing program that maximizes events/funding, while leveraging local funds

### GROUP 2: DOWNTOWN DOUGLASVILLE

#### Big Idea 1: Community Wide Branding

- » Assemble a group of key stakeholders/community organizations who would buy into community-wide branding campaign
- » Advertise a Request for Proposal for branding initiative and award firm with project
- » Receive all products and branding campaign ideas from the selected firm, and incorporate into design elements (fonts colors, etc.) and into all websites, signage, printed materials etc.

#### Big Idea 2: Downtown Gateway

- » Create gateway on Broad Street from old mill site to downtown core
- » Clean up the old mill site, stabilize any historic assets on the site
- » Sidewalk and streetscape improvements along Highway 78 out from downtown
- » Re-establish vibrant businesses and aesthetically pleasing properties

- » Contact owners of underdeveloped properties to see if they are interested in redeveloping, selling, or renting

#### Big Idea 3: To, Not Through

The "To, Not Through" initiative is aimed at accomplishing three primary goals:

1. Increase the community's comfort level with potential development downtown by reimagining what downtown Douglasville could offer,
2. Generate renewed energy in the downtown area coinciding with the relocation of Highway 92, and
3. Develop key downtown anchors that will revitalize and ensure the downtown area's sustainability into the future.
  - » Identify locations for tactical urbanism events, partner with local businesses and public sector
  - » Unveil most popular installation as permanent in the downtown with opening of new highway 92
  - » Identify locations for anchors to be located, potential sites include the Old Jail, downtown parking deck, the old mill site, and other sites that align with the mixed use zoning designationEstablish expedited permit protocols for desirable anchors

### GROUP 3: OPPORTUNITY TOMORROW, EDUCATION

#### Big Idea 1: Douglasville Exploratorium

To create a space where extraordinary learning experiences across science, technology, engineering, and mathematics (STEM) fields can occur that have the power to transform the lives of children, families, and their communities

- » Begin immediate yet interim/pilot partnership/shared space approach. Pursue strategic industry partnerships focused on aligning programming
- » Pursue funding and begin space review for either larger shared space or unique space
- » Entertain educational partnerships (pre-K; schools)

#### Big Idea 2: DC Ready

Create a workforce development alliance between workforce development organizations, the Douglas County Chamber of Commerce, the Douglas County School System, and local employers focused on enhancing work readiness and reducing barriers to employability for the local community. Action steps are outlined below:

- » Determine which organization and/or individual to coordinate a committee

and act as a backbone organization

- » Conduct first meeting of the board, solidify committee's vision for DC Ready, and determine the committee's specific goals and objectives to implement DC Ready
- » Finalize strategic plan based on committee's goals and objectives; identify geographic areas of need; hire and train staff; purchase mobile career center; begin implementing mobile programs

#### Big Idea 3: Incubator Space

To create a manufacturing incubator space with a fabrication laboratory to inspire and equip manufacturing innovation and entrepreneurial activity

- » Initiative could begin immediately; Economic Development Authority and One Georgia have revolving deadlines for funding opportunities
- » Identify organizations and programs to target for funding
- » Identify vacant spaces/potential sites that can support weight and safety requirements of equipment; identify team of individuals to serve as incubator management; and pursue funding opportunities with identified organizations and programs

- » Integrate incubator into community culture by exploiting relationships with existing businesses in the community, and share success stories with media outlets to further perpetuate the space's use and popularity

# >> 1.3 EXISTING CONDITIONS

## ZONING

Following is a description of the zoning districts that are represented within the study area.

### CBD - CENTRAL BUSINESS DISTRICT

The Central Business District (CBD) is intended to protect and promote a suitable area for office, institutional, and commercial uses which benefit from proximity to each other; to encourage the eventual elimination of uses inappropriate to a central business area; and to encourage the intensive development of a central business district for the City of Douglasville. Residential uses are appropriate in the central business district when combined with non-residential uses in mixed-use buildings, as long as the nonresidential uses occupy at least 50 percent of the gross floor area.

### CN - NEIGHBORHOOD COMMERCIAL DISTRICT

The Neighborhood Commercial (CN) district is intended to provide suitable areas for the retailing of goods and services to surrounding residential neighborhoods and,

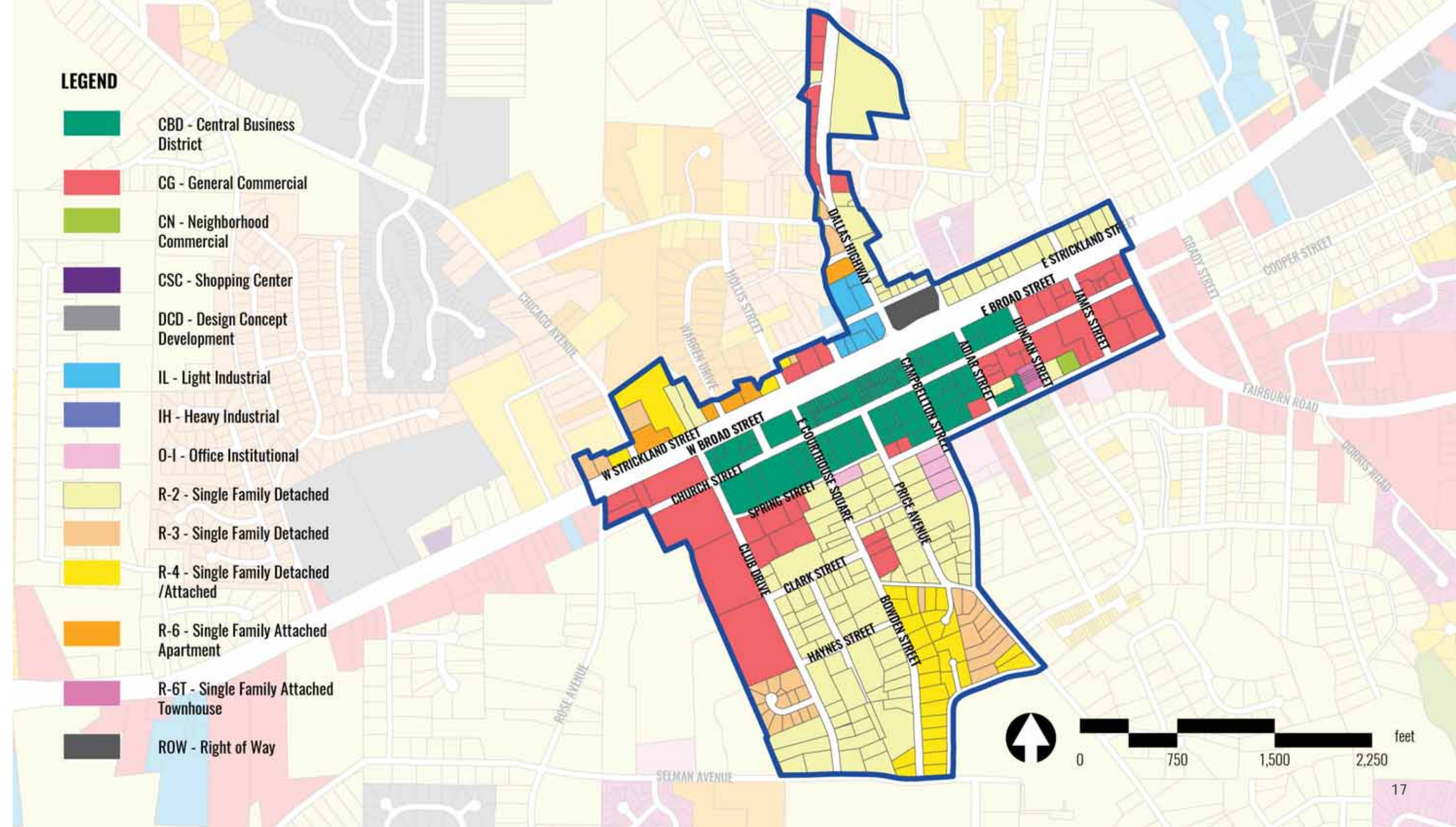
at the same time, protect the residential neighborhoods from intrusive traffic and parking congestion.

### CG - GENERAL COMMERCIAL DISTRICT

The General Commercial (CG) district is intended to provide areas for those business and commercial uses that are at a higher intensity than neighborhood commercial districts or for the central business district, in accordance with the land use plan for the City.

### IL - LIGHT INDUSTRIAL DISTRICT

The Light Industrial (IL) district is established to protect and promote a suitable environment for light industrial purposes, including accessibility to major transportation facilities, availability of adequate utilities and other public services, and availability of large quantities of suitable land. Uses compatible with light industrial development are to be encouraged insofar as they are in accordance with the land use plan for the City.





**O-I - OFFICE INSTITUTIONAL**

The Office Institutional (O-I) district is established to provide a district for offices, institutions, and limited commercial activities not involving the sale, storage, or processing of merchandise unless otherwise permitted.

**ROW - RIGHT OF WAY**

This zoning district shows the lands that are publicly owned and used as right of way for utility and transportation uses.

**RESIDENTIAL ZONING DISTRICTS**

**R-2 Single Family Detached**

The R-2 zone permits single-family detached housing units at a density of not more than two units per acre.

**R-3 Single Family Detached**

The R-3 zone permits single-family detached housing units at a density of not more than three units per acre. A minimum development site size of two acres is intended to assure compatibility with surrounding residential uses.

**R-4 Single Family Detached/Attached**

The R-4 zone permits attached and detached single-, two-, three-and four-family residences at a density of not more than four units per acre. A minimum

development site size of two acres is required, as well as a minimum requirement that 50 percent of the units in the development be in single-family detached dwellings.

**R-6 Single Family Attached/Apartment**

The R-6 zone permits attached high-density apartment dwellings at a density of no more than six units per acre and development sites of at least two acres.

**R-6T, Single Family Attached Townhouse**

The R-6T zone permits townhouse dwellings at a density of no more than six units per acre and development sites of at least two acres.

**Zoning Districts In Downtown**

Zoning Classification	Number of Parcels	Total Acres
CBD - Central Business District	104	26.5
CG - General Commercial District	56	42.9
CN - Neighborhood Commercial District	1	0.5
IL - Light Industrial District	8	3.5
O-I - Office Institutional District	7	3.2
R-2 - Single Family Detached	120	64.4
R-3 - Single Family Detached	32	11.8
R-4 - Single Family Detached/Attached	32	12.9
R-6 - Single Family Attached/Apartment	5	3.1
R-6T - Single Family Attached Townhouse	6	0.7
ROW - Right of Way	1	2.0
<b>Totals</b>	<b>373 parcels</b>	<b>171.5 acres</b>

## EXISTING LAND USE

### SINGLE FAMILY RESIDENTIAL

Single family residential uses in the study area include traditional, single unit, detached housing.

### MULTI-FAMILY RESIDENTIAL

Multi-family residential uses in the study area include townhomes and attached duplex/triplex units.

### COMMERCIAL

Lands used for commercial purposes typically include strip shopping centers, and houses converted into office and retail space. Downtown Douglasville has a relatively small retail presence, consisting of 202,000 square feet of small shopping centers, free-standing retail buildings, and restaurant space on 17 acres. Office space is the largest commercial use, accounting for roughly 41% of existing building space and occupying 31% of total acreage. Downtown commercial density is low overall, averaging less than 8,000 square feet per acre.

### CENTRAL BUSINESS DISTRICT

The Central Business District is located in the heart of downtown, from Club Drive to Duncan Street, and between Broad and Spring Streets. This area is the only place in

the study area (and in the City) that allows for mixed-use development that includes residential, commercial, institutional space, and parks.

### OFFICE/INSTITUTIONAL

Office/Institutional uses include schools, government offices, churches, and other uses that serve the public.

### PARKS & OPEN SPACE

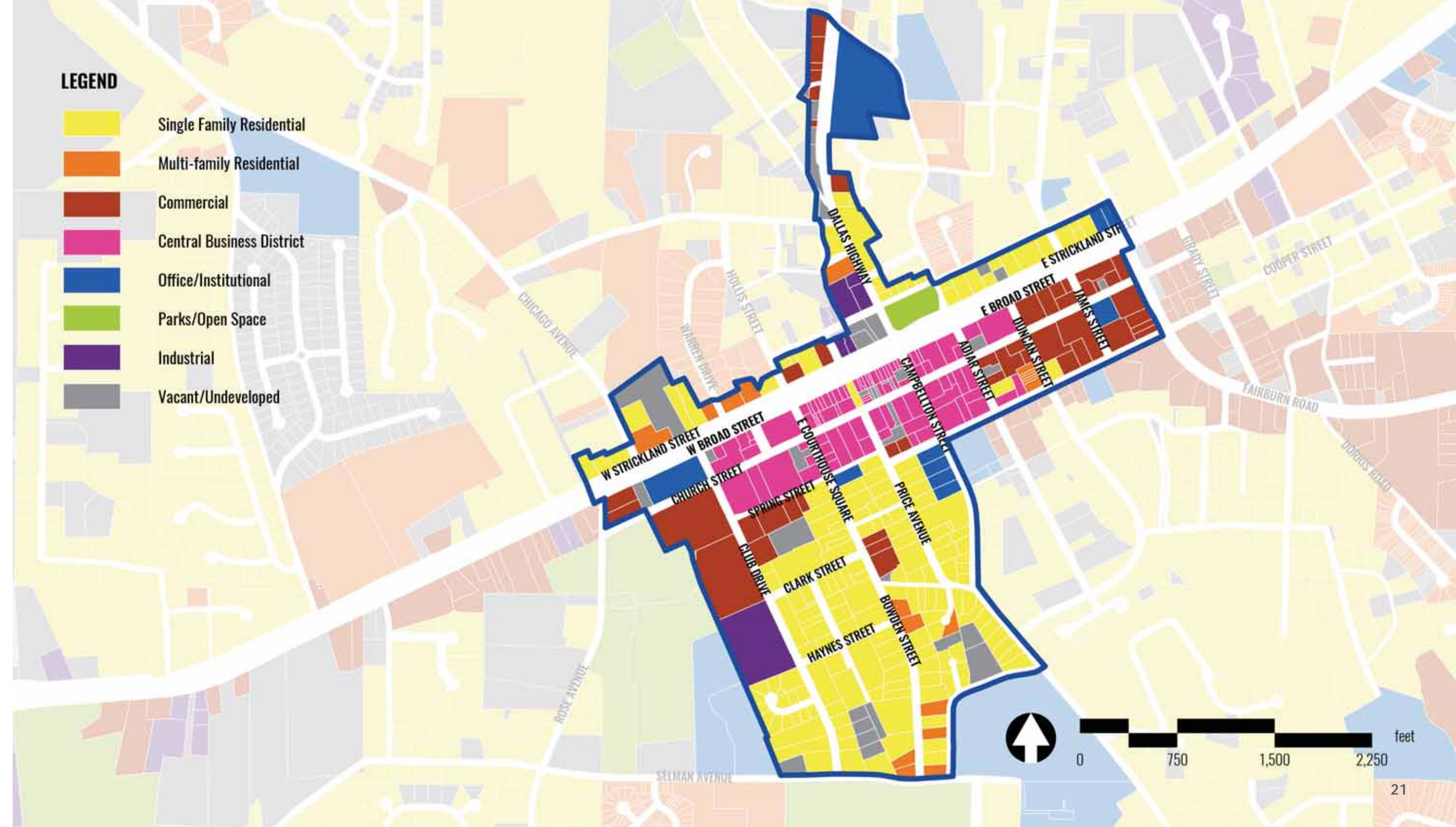
The only park serving the study area is Worthan Park off Strickland Street. Currently, it offers a gazebo, picnic tables, and passive areas.

### INDUSTRIAL

Within the study area, the most notable industrial lands are the AT&T property south of the former county jail and some light industrial property north of downtown along Highway 92.

### VACANT & UNDEVELOPED

15 acres of the City's vacant and undeveloped land is located within the study area.



### FUTURE LAND USE

These future land uses, which lie within the study area, were established during the City's most recent comprehensive plan update in order to implement the plan's vision and address the challenges reported in the area.

#### MEDIUM DENSITY RESIDENTIAL

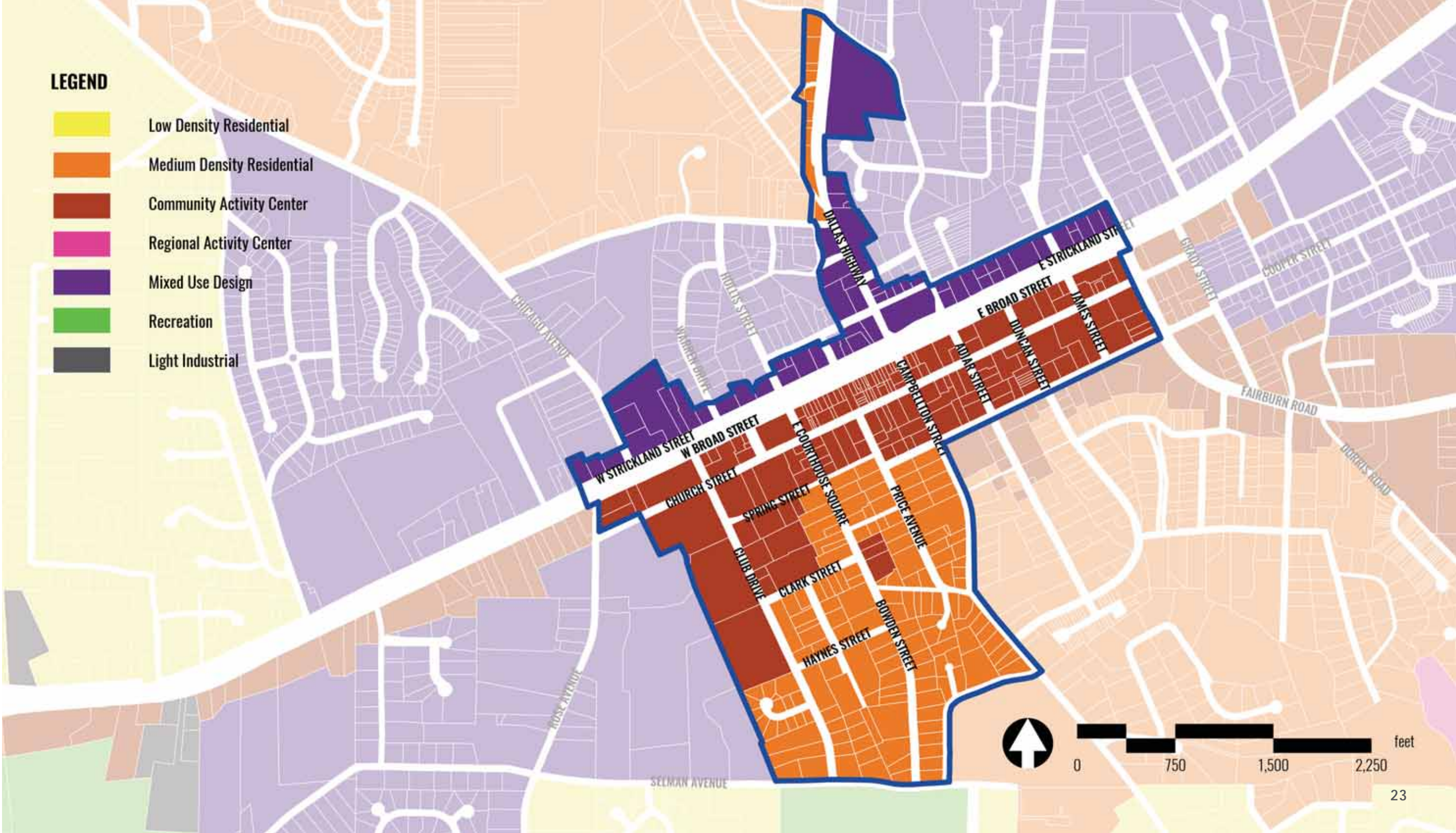
This land use was established to protect and promote a suitable environment for family life; to discourage any use which would generate traffic other than residential traffic on minor streets; and to meet the needs and demands of single-, two-, three-, and four-family residences and to protect the orderly future development of land at a density of no more than four units per acre. It is required that development sites be a minimum of three acres and a minimum 50 percent of the units in a development be in single family detached dwellings to ensure compatibility with surrounding residential uses.

#### COMMERCIAL ACTIVITY CENTER

The purpose of the Community Activity Center land use 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.

#### MIXED-USE DESIGN

The purpose of a mixed-use design concept is to encourage the best possible site plan and building arrangement under a unified plan of development. The concept benefits from better land utilization and is more economical in its provision of roads, utilities, and flexibility in design. 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. The mixed-use design concept may include: retail, office residential, schools, recreation, open space, and institutional uses.



**LAND OWNERSHIP**

**NORFOLK SOUTHERN**

Norfolk Southern owns the property known as Worthan Park.

**CITY OF DOUGLASVILLE**

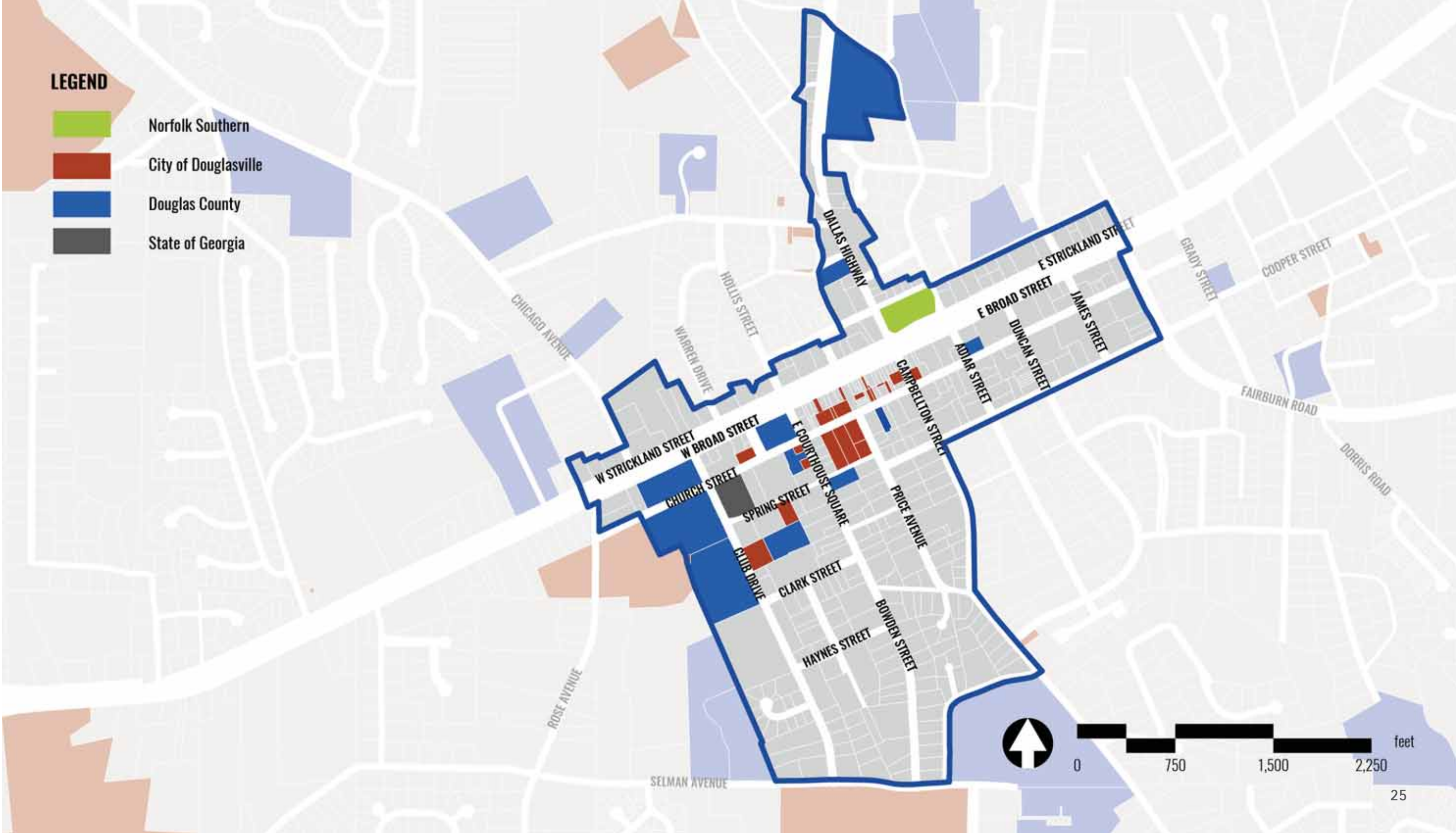
The City of Douglasville owns 20 parcels within the study area. Most notable of these are City Hall, the Douglasville Conference Center, a couple of public parking lots, and some buildings along Broad Street and Church Street.

**DOUGLAS COUNTY**

Douglas County and its entities owns 8 parcels within the study area: Stewart Middle School off Highway 92, the former county jail, some administrative offices across Church Street from the jail, and the Old Courthouse Museum, as well as some property that houses some of the County's administrative functions.

**STATE OF GEORGIA**

The State owns the Army National Guard Armory adjacent to the former county jail at the corner of Church Street and Club Drive.



### PUBLIC FACILITIES

Within and around the study area are public facilities owned and operated by various entities of the city, county, and federal government. It is important to consider these facilities when creating a downtown plan as they provide necessary services to residents and visitors, and are unlikely to move or change uses within a 10 year period. Additionally, facilities that are close by to the study area are important because recommendations may impact these areas as well. Listed below are those facilities.

#### SCHOOLS

- 1 Stewart Middle School
- 2 Douglas County High School

#### CIVIC BUILDINGS

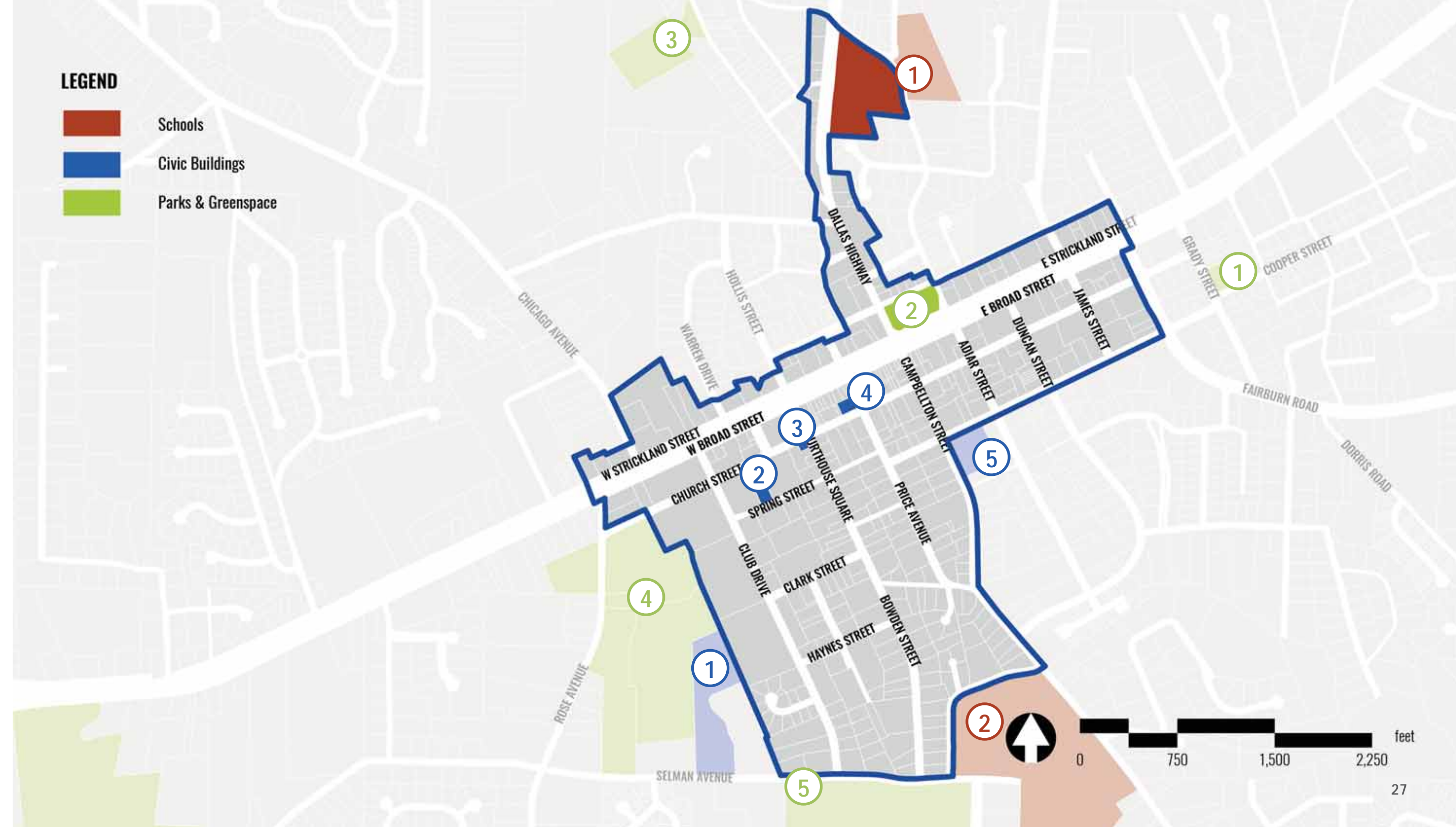
- 1 Douglas County Library
- 2 Douglas County Fire Station #10
- 3 Douglasville Police Department
- 4 Douglasville City Hall
- 5 U.S. Post Office

#### PARKS & GREENSPACE

- 1 Mill Village Park
- 2 Worthan Park
- 3 Willing Workers Community Club Park
- 4 Douglasville Cemetery
- 5 West Pines Golf Club

#### LEGEND

- Schools
- Civic Buildings
- Parks & Greenspace

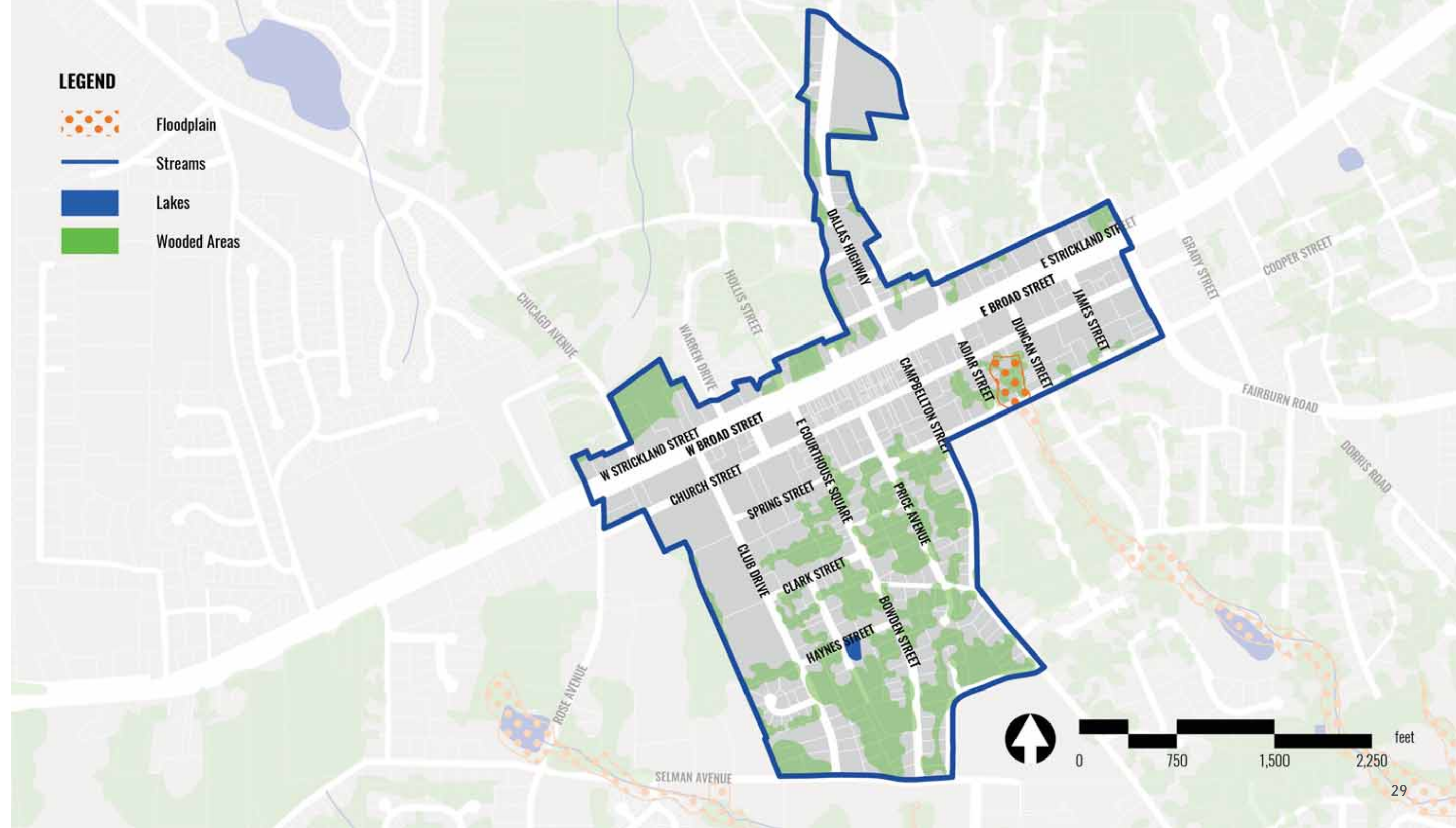




## ENVIRONMENTAL

The map on page 29 shows environmental factors that may impact future development within the study area.

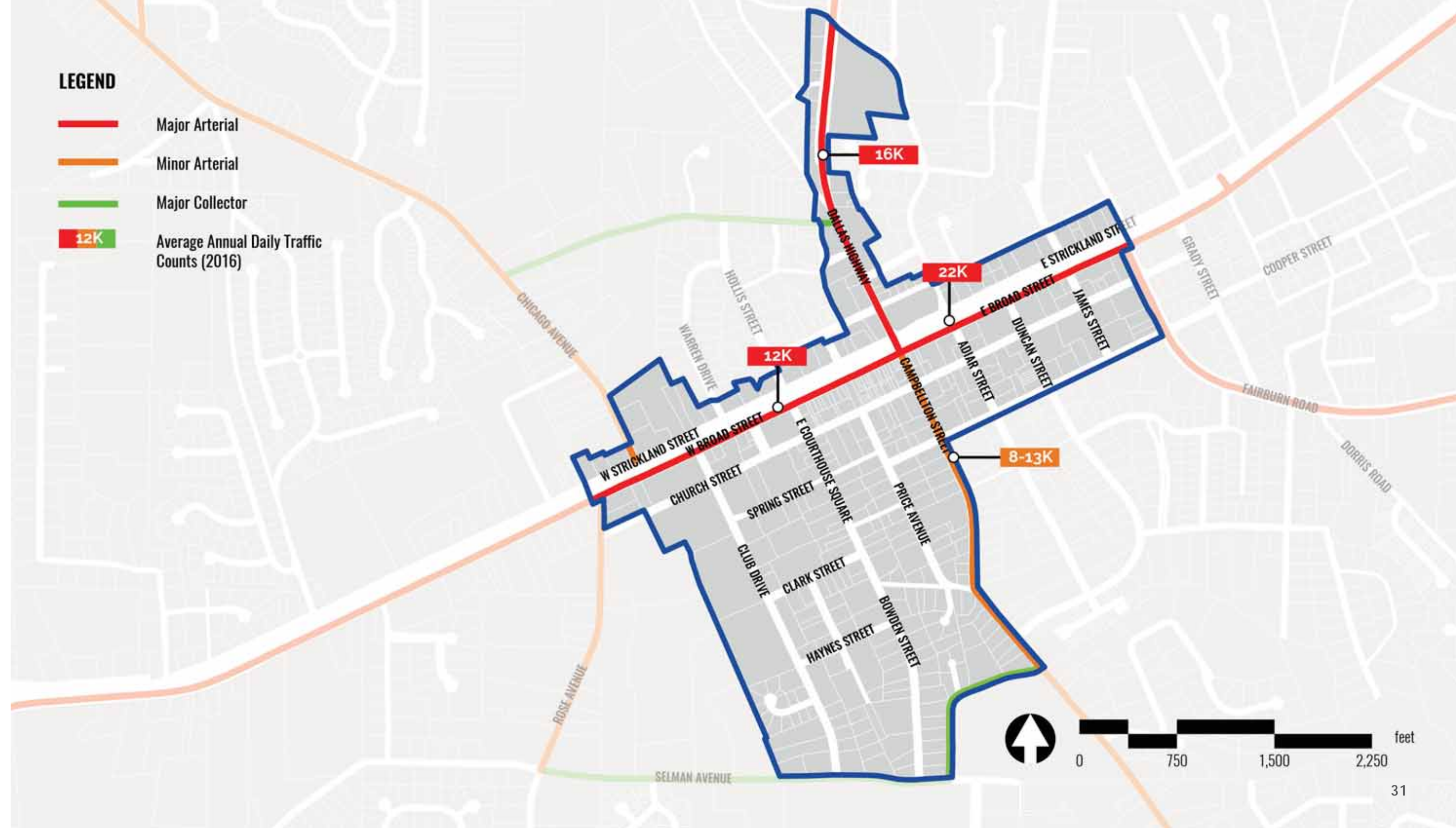
There is one water body in the study area: Haynes Street at Clark Street. Most of the study area does not lie within a floodplain, with the exception of the block bound by Church, Spring, Adair, and Duncan Streets. This will impact any future development in that area as it will have to be designed as such that no building ground floor does not touch the floodplain (parking and landscaping are preferred developments for floodplains). Since most of the study area south of Spring Street has tree canopy, future development may be limited to light redevelopment that would minimally disturb the existing canopy.



## STREET NETWORK

Arterial roads generally provide the fastest method of travel and typically have low accessibility to neighboring roads. Major arterials often carry more traffic than minor arterials. Collector roads are used as a connection between local roads and arterial roads to provide a balance between access and mobility.

Within the study area, two major arterials cross at the center: Broad Street and Highway 92. Campbellton Street is the study area's minor arterial. Selman Drive/Selman Avenue serves as the study area's primary major collector. All other streets are local roads.





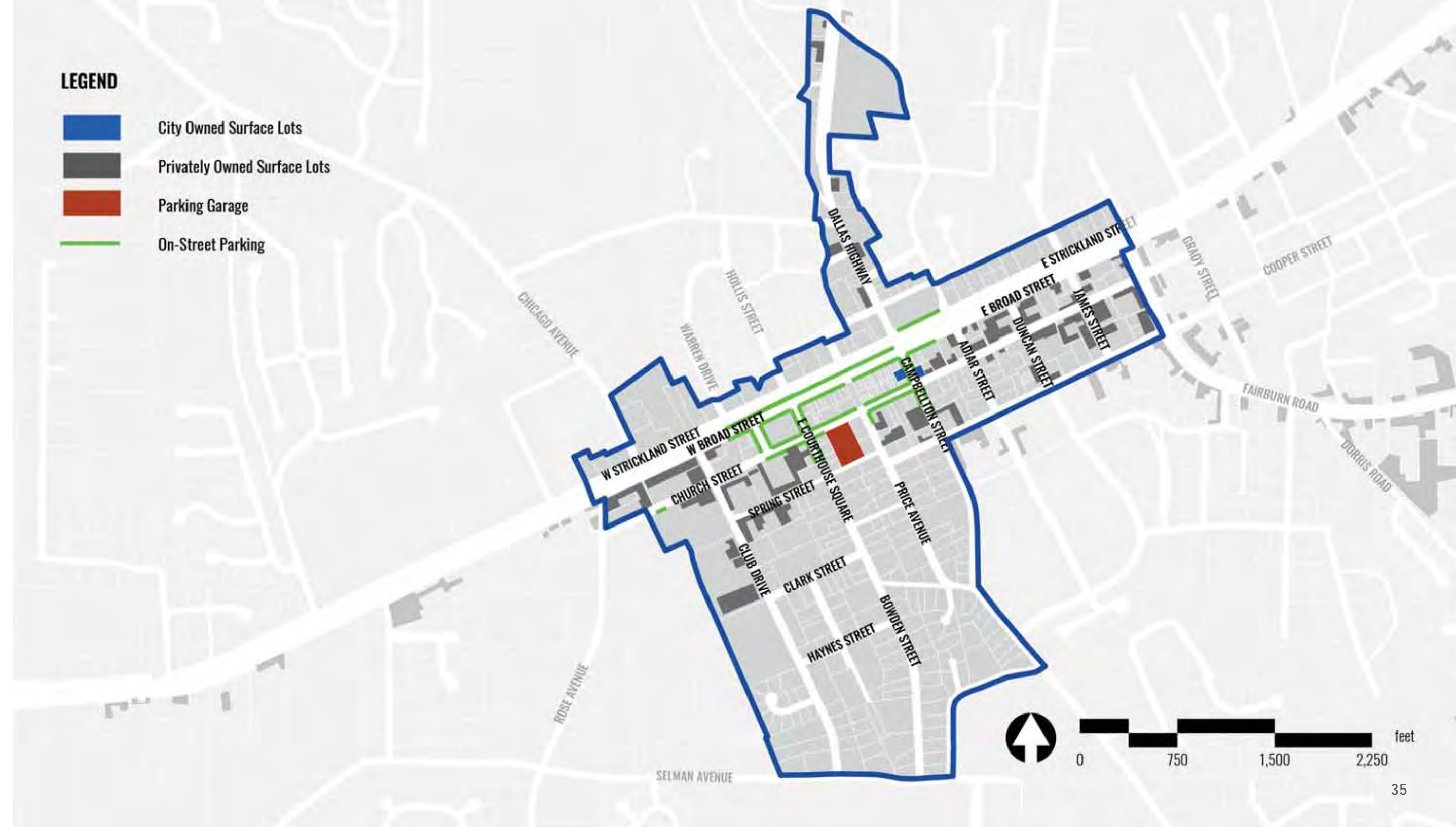
## PARKING FACILITIES

Within the study area, there are over 50 surface parking lots, housing 1,347 parking spaces (32 available for public use) and covering approximately 600,000 square feet of space. Additionally, there is a 300 space parking garage owned and operated by the City.

The study area also boasts a healthy number of on-street parking spaces along Broad Street and Church Street. Altogether, there are approximately 255 public on-street parking spaces, totaling 1,902 spaces in the study area.\*

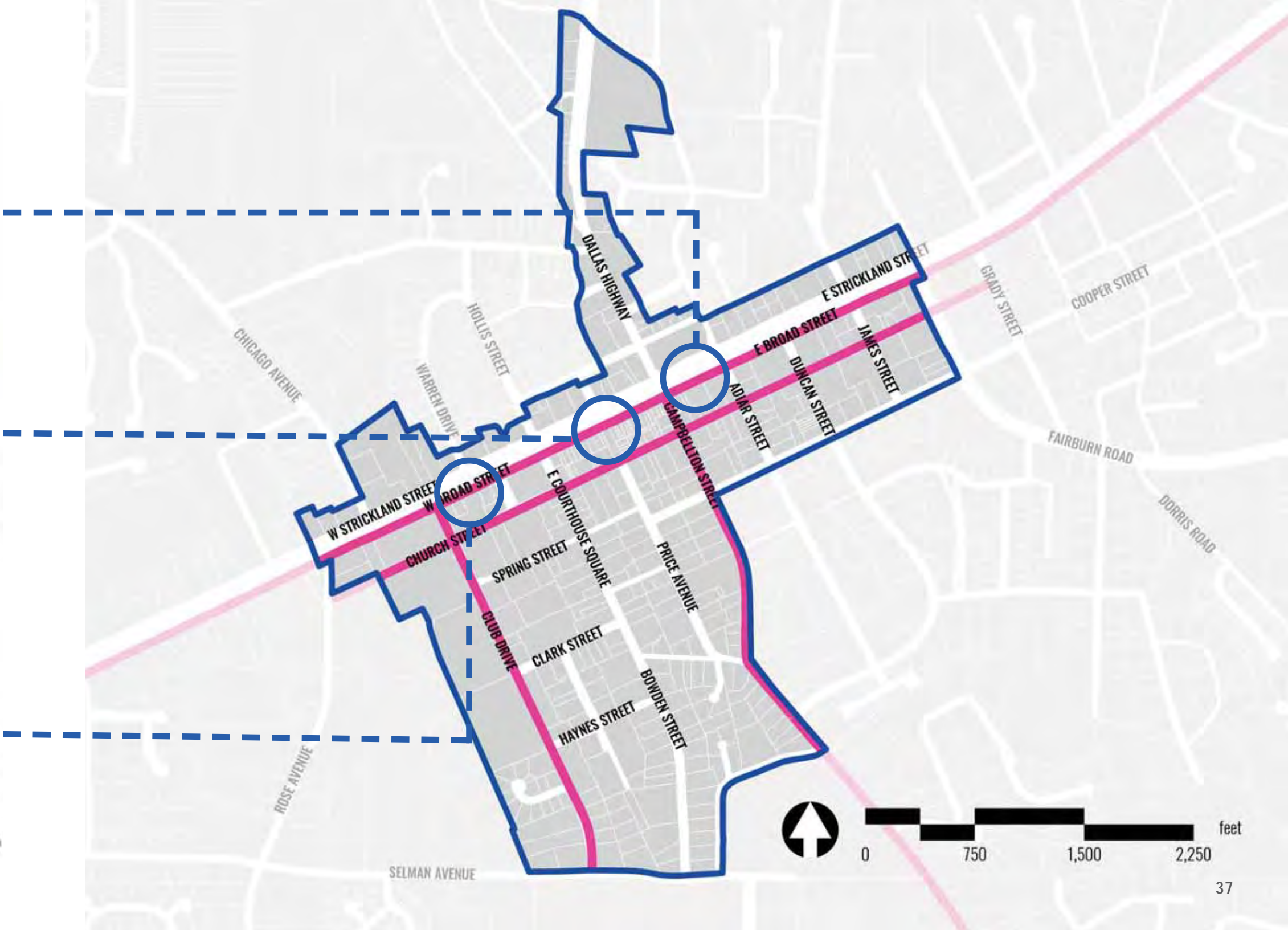
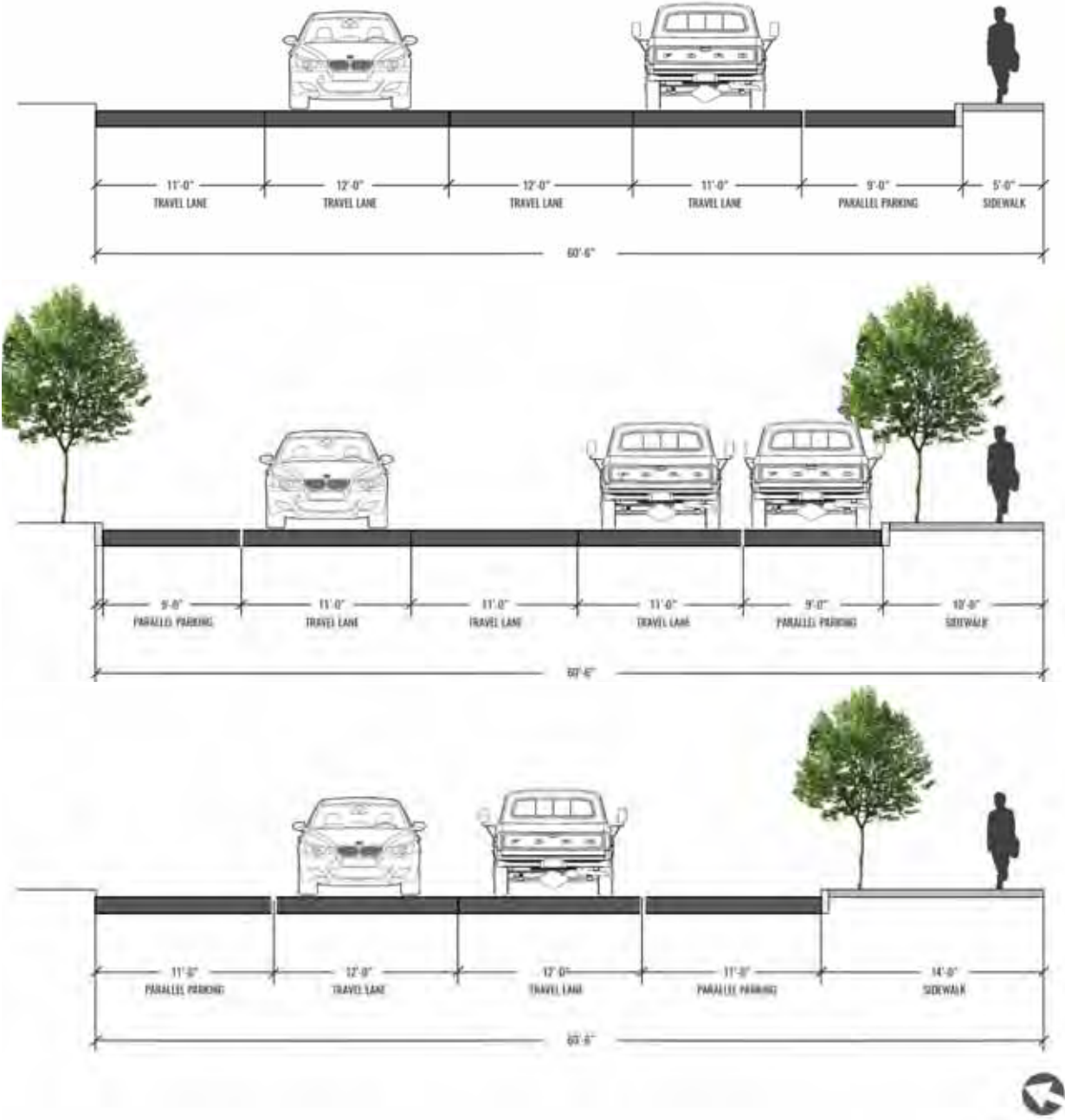
The redevelopment of Broad Street by GDOT is estimated to reduce the number of on-street parking available in the downtown by 90 spaces, prompting a need to make up for that loss somewhere else in the downtown. The lack of public parking spaces (only 687 out of 1,902 spaces in the entire study area) has been reported to deter visitors from coming to downtown, prompting a need to come up with creative solutions to make parking easier for residents, downtown business owners and employees, and visitors.

\*Based on available data

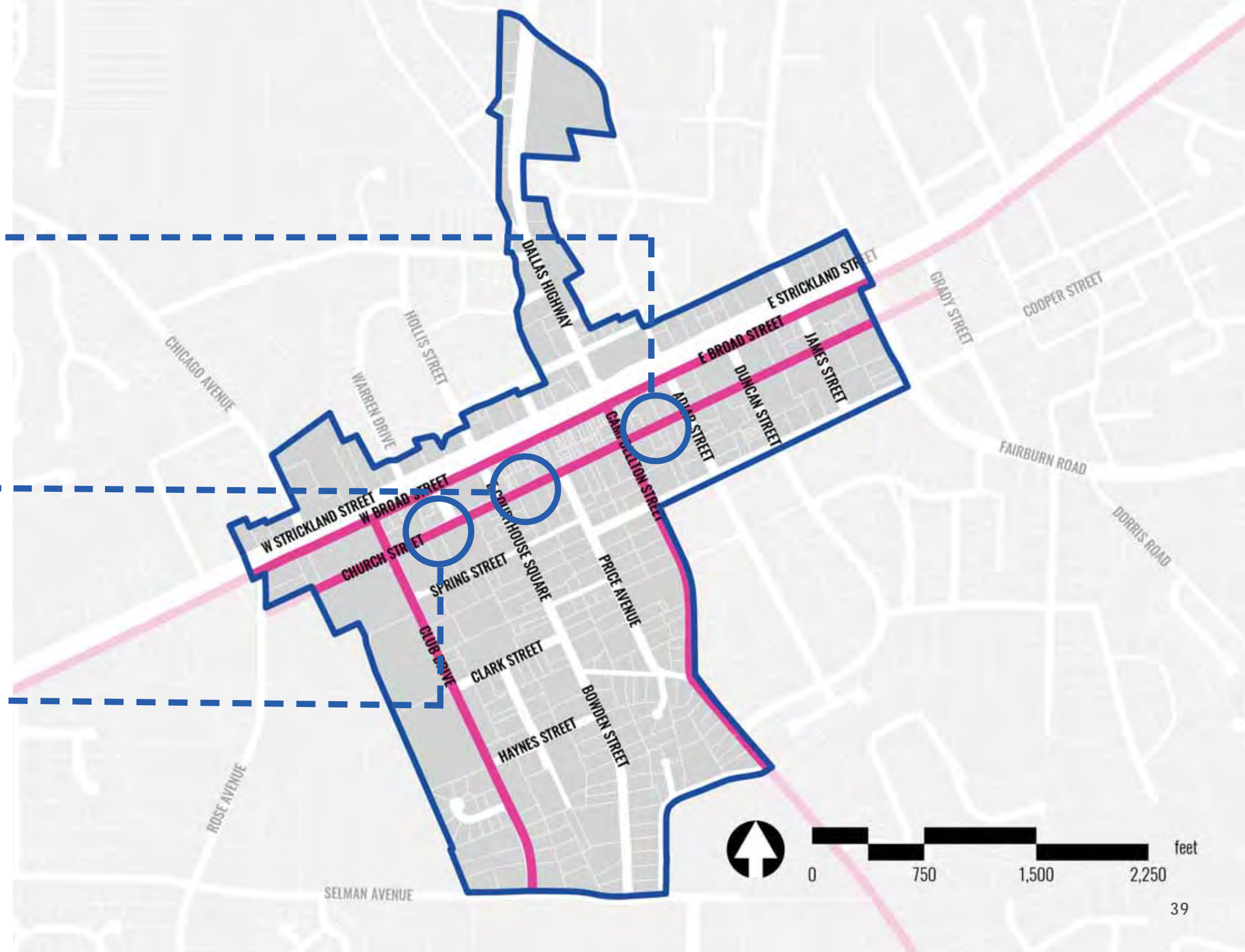
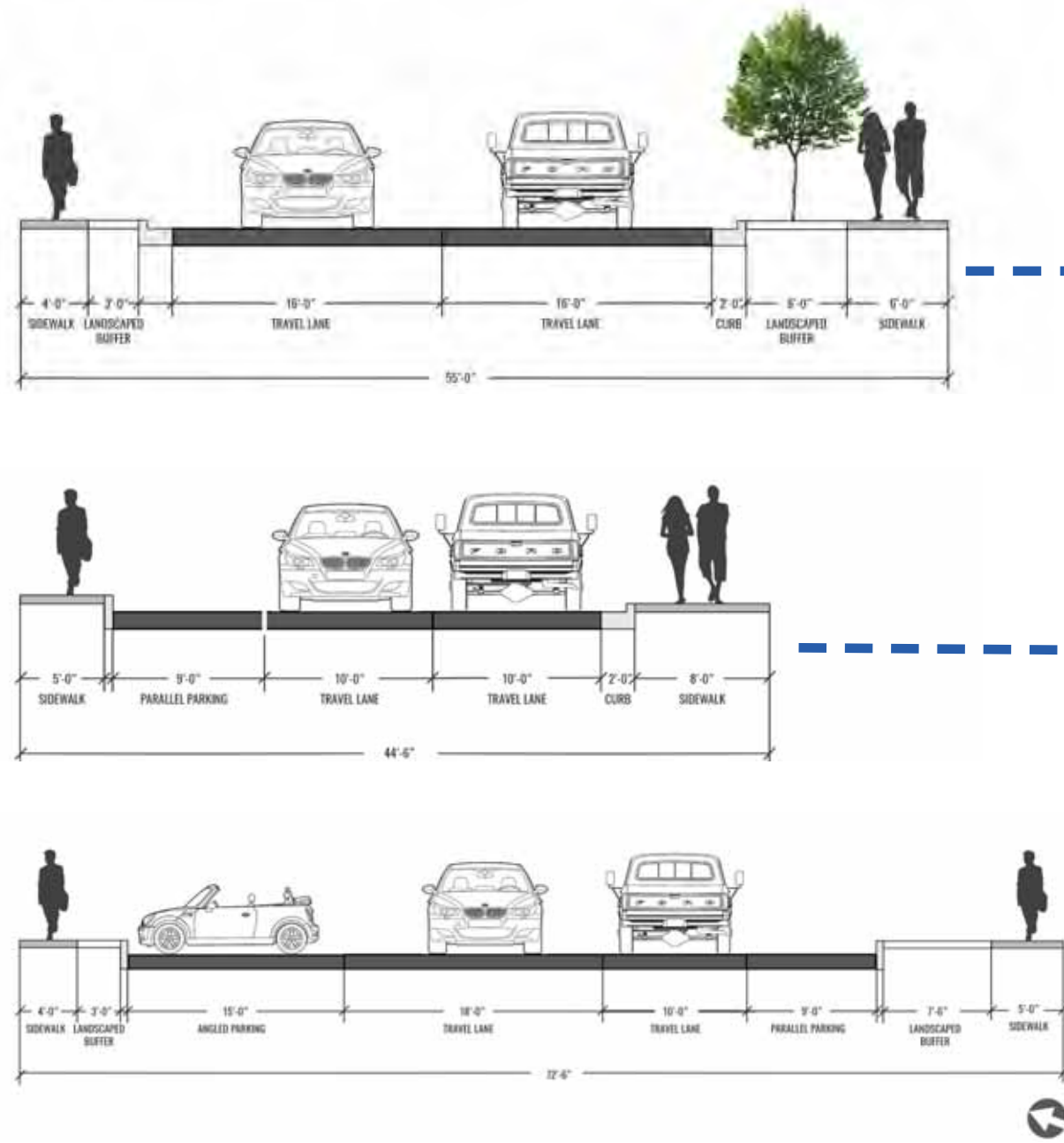


TYPICAL STREET SECTIONS

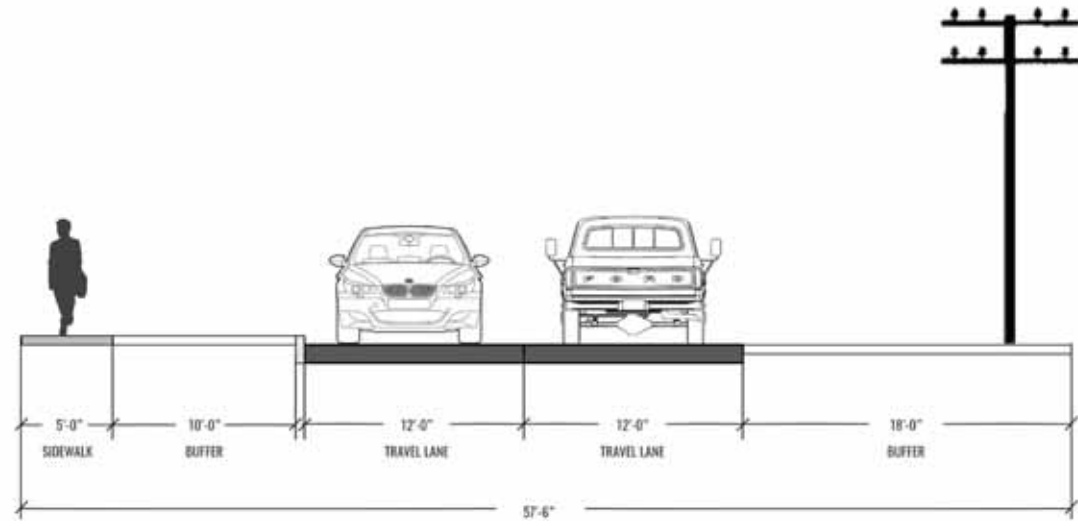
BROAD STREET



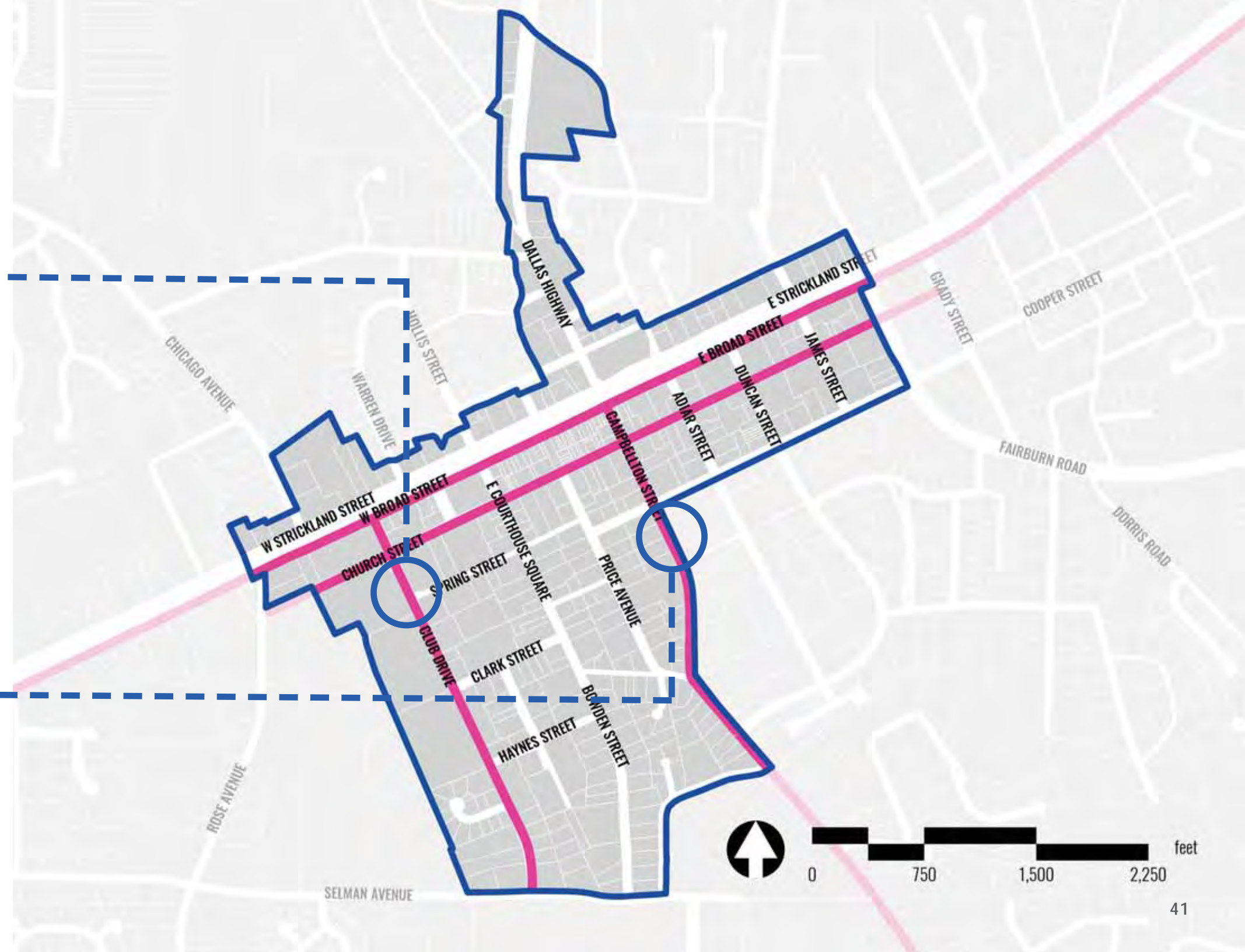
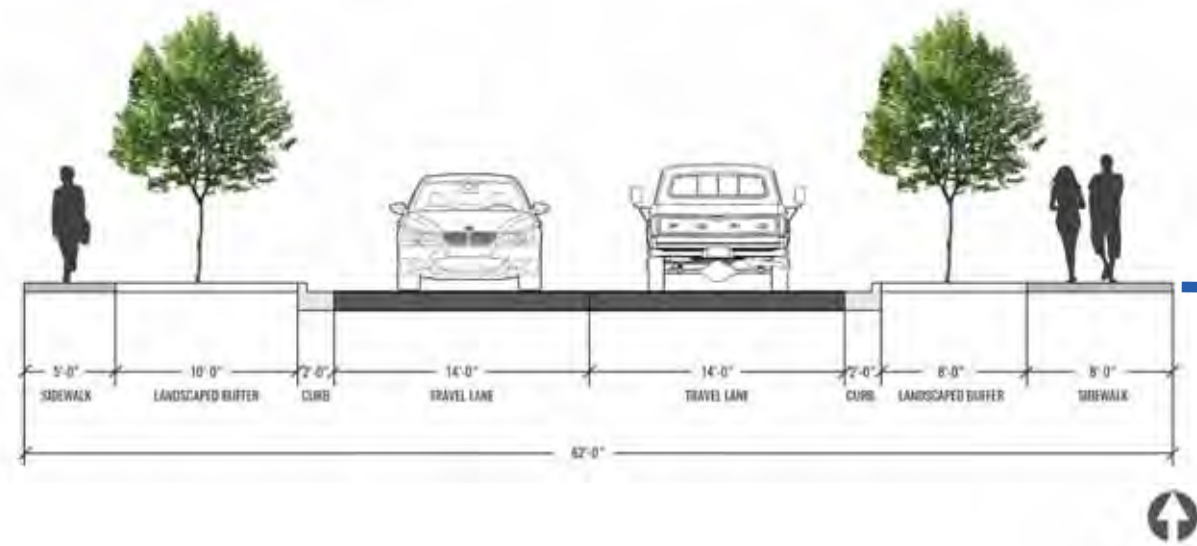
CHURCH STREET



CLUB DRIVE



CAMPBELLTON STREET



# >> 1.4 MARKET ANALYSIS

This section of the report provides a preliminary analysis of baseline market conditions that impact the Douglasville Downtown Master Plan study area, the City of Douglasville, and Douglas County.

## DOWNTOWN PROPERTIES

### TAX DIGEST

The 2016 full value for the 391 acres inventoried in the Primary Market Area (PMA) exceeds \$151 million. On average, each parcel is valued at \$196,000 and \$396,000 per acre over the entire area. The CBD zoning district is relatively small, totaling only 105 properties and 26.2 acres. The average CBD parcel is 0.25 acres. On a per acre basis, the value of property in the CBD is nearly 4 times the area as a whole. The General Commercial district is nearly 3 times as large as the Central Business District, and parcels average at 0.68 acres. R-2 is the dominant zoning classification in the 391 acres studied, accounting for 48% of all parcels and 54% of the total acreage.

### TAXABLE COMMERCIAL PROPERTY

Within the study area, only 95 acres are developed with taxable commercial real estate. Of these 95 acres of real estate:

- » 755,175 square feet of existing buildings
- » Average land value of \$156,000 per acre
- » Average improvement value of \$40.15 per square foot
- » Average building density of less than 8,000 square feet per acre
- » The average age of commercial buildings is 69 years
- » The median year built of 235 individual identified buildings is 1958.
- » The existing commercial inventory is dominated by smaller (average less than 2,400 square feet), single-user, single-story buildings.



**755,175 SF**  
EXISTING BUILDINGS



**\$156,000**  
AVERAGE LAND VALUE PER ACRE

## Distribution Of Tax Parcels In The Primary Market Area

Zoning Classification	Number of Parcels	Total Acres	2016 Full Market Value	Value/Parcel	Value/Acre
CBD - Central Business District	105	26.21	\$41,021,246	\$390,679	\$1,564,876
CG - General Commercial District	107	72.61	\$45,147,380	\$421,938	\$621,263
CN - Neighborhood Commercial District	8	4.09	\$1,465,980	\$183,248	\$358,360
DCD- Design Concept District	1	7.61	\$455,800	\$455,800	\$59,920
IL - Light Industrial District	14	6.74	\$1,491,220	\$106,516	\$221,124
O-I - Office Institutional District	11	9.05	\$3,991,100	\$362,827	\$441,217
R-2 - Single Family Detached	383	210.65	\$47,884,152	\$125,024	\$227,317
R-3 - Single Family Detached	46	16.96	\$4,085,944	\$88,825	\$240,945
R-4 - Single Family Detached/Attached	58	21.85	\$5,334,220	\$91,969	\$244,171
R-6 - Single Family Attached/Apartment	21	10.56	\$2,214,100	\$105,433	\$209,679
R-6T - Single Family Attached Townhouse	34	4.57	\$2,009,800	\$59,112	\$439,460
ROW - Right of Way	3	0.08	\$750	\$250	\$9,357
<b>Totals</b>	<b>791 parcels</b>	<b>391.04 acres</b>	<b>\$155,101,692</b>	<b>\$196,083</b>	<b>\$396,641</b>

Notes:

1. Includes taxable and tax exempt parcels
2. Source: Douglasville GIS & Douglas County Tax Assessment Records



### DISTRIBUTION OF COMMERCIAL DEVELOPMENT BY AGE

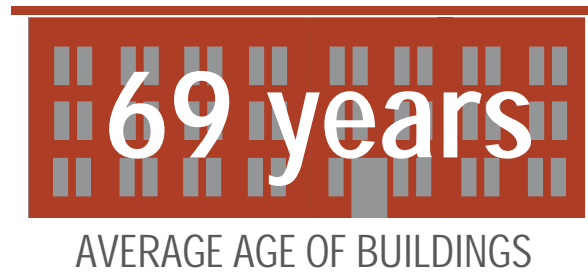
Downtown Douglasville is characterized by small commercial parcels and very limited recent private investment. 72% of commercial parcels are less than 0.5 acres in size. 32% of commercial building space is located on parcels smaller than 0.5 acre. Most of the larger parcels are developed with public/exempt uses. 45% of Downtown parcels and 37% of commercial square footage was developed before 1960. Most commercial construction since 2000 has been public buildings. There is very little variation in the current value per square foot of commercial buildings built prior to 2000 — values are clustered between \$55 and \$68 per square foot (including land and improvements).

### TAX EXEMPT PROPERTY

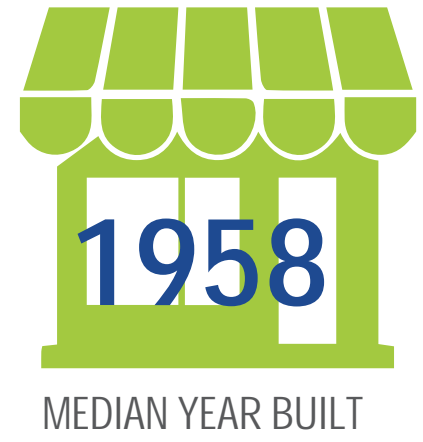
Downtown Douglasville has a large presence of government-owned buildings, covering roughly 44 acres. The County has the largest presence in terms of acreage and value — most of which is used for correctional facilities.

### RESIDENTIAL PROPERTY CHARACTERISTICS

Not all property in residential zones is either developed or developed with housing units. The table below shows the number of properties receiving state or local homestead exemptions — indicating owner occupancy. 131 property owners (24%) receive homeowner exemptions — these parcels are assumed to be occupied by homeowners. 410 parcels (76%) receive no exemptions and are either not developed (accessory lots), not residential, or are renter-occupied. The average residential tax parcel was valued at \$112,900 in 2016. 151 of 545 owners (28%) of residentially-zoned parcels do not have Douglasville mailing addresses — suggesting that a significant portion of housing in and near Downtown is investor-owned and renter-occupied.



### USES FOR TAX EXEMPT PROPERTIES

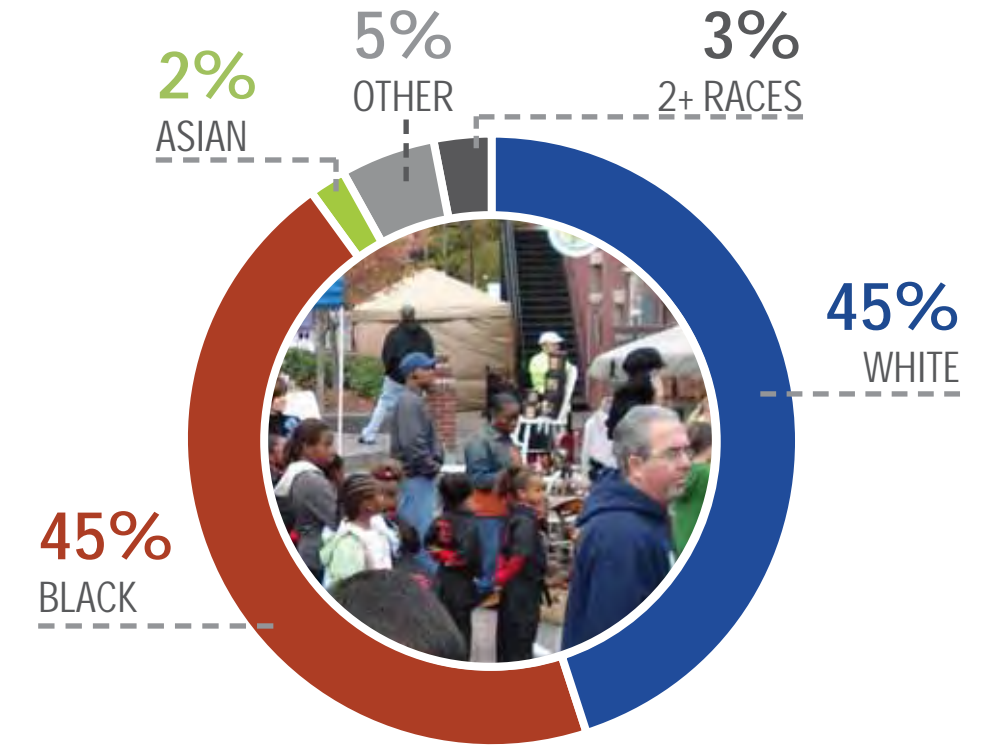
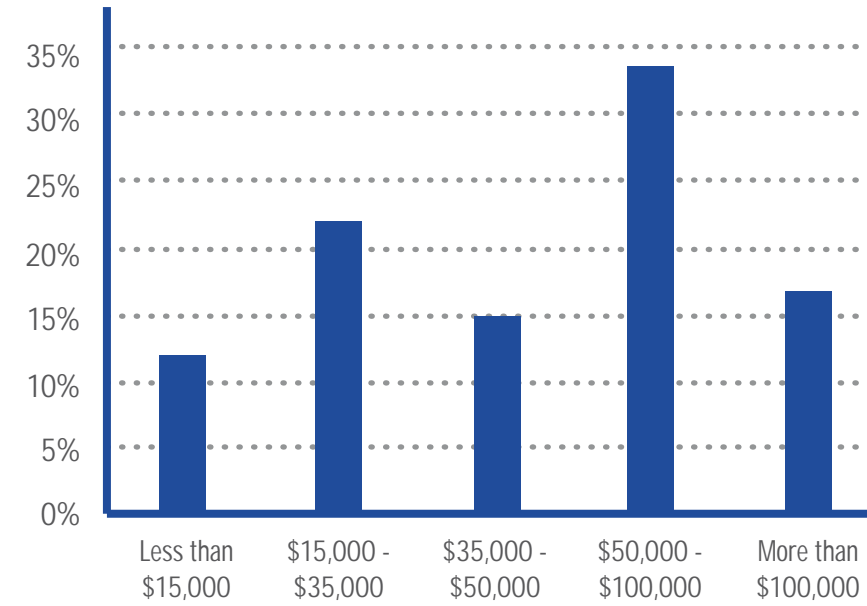


Distribution Of Tax Parcels In The Primary Market Area

Listed Exemptions	Number of Parcels	Total Acres	Total Value	Value/Parcel	Value/Acre
SO - No Exemption	410	202.93	\$48,654,636	\$118,670	\$239,761
Local Exemption - 7	19	13.10	\$2,084,210	\$109,695	\$159,156
Local Exemption - 8	19	10.09	\$2,115,580	\$111,346	\$209,630
Local Exemption - 9	36	14.10	\$2,915,640	\$80,990	\$206,791
Local Exemption - D	1	0.18	\$26,600	\$26,600	\$150,675
State Homestead - 1	51	22.30	\$5,517,070	\$108,178	\$247,353
State Homestead - 4	4	0.94	\$159,000	\$39,750	\$169,545
State Homestead - 5	1	0.24	\$56,230	\$56,230	\$230,424
No Information Provided	4	0.79	\$0	\$0	\$0
<b>Grand Totals</b>	<b>545 parcels</b>	<b>264.67 acres</b>	<b>\$61,528,966</b>	<b>\$112,897</b>	<b>\$232,477</b>

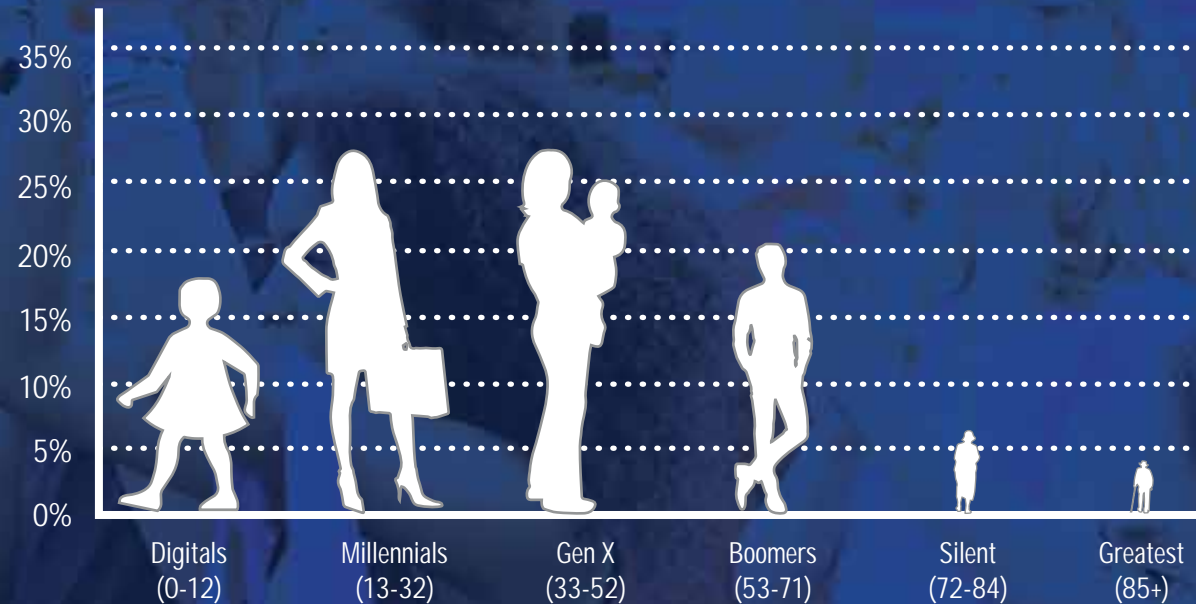
## POPULATION

The population surrounding downtown Douglasville is fairly large and is growing. The City's population exceeds 34,800 people in nearly 12,900 households. Roughly 6,700 people in 2,500 households live in the area immediately surrounding Downtown. A larger population of nearly 73,500 (more than half of the County's total) lives within a 10 minute drive (the Primary Market Area or PMA) of downtown. Annual growth since 2000 has averaged 2.0% to 2.5% per year. Over the next five years, the PMA is projected to add another 3,800 people and 1,440 households.



## AGE DISTRIBUTION

The age distribution of the City's population is slightly younger than the County due to the larger presence of apartments. The large and growing cohorts of Millennials and Boomers are together fueling demand for walkable, in-town residential communities and mixed-use environments.



## INCOME DISTRIBUTION

The income distribution of PMA households is very similar to the State as a whole, while the median income in Douglas County is slightly higher than the statewide median. The City's population has a slightly larger percentage of low-income households and fewer households earning above \$100,000 per year, consistent with a younger age distribution. 51% of area households earn over \$50,000 annually, while roughly a third earn less than \$35,000 per year. Households living in the vicinity of downtown also have marginally lower incomes than both the PMA and City. Nearly 20% of those households earn less than \$15,000 per year.

## RACE & ETHNICITY

The racial distribution of the PMA and County populations is equally split between White and Black/African American, while the City is primarily Black/African American (59%). Approximately 11% of the PMA population (7,900 people) identifies as Hispanic or Latino.

## HOUSEHOLD SIZE

Like the Atlanta Region as a whole, the local market is trending toward smaller households and fewer families with children. More than half of PMA households consist of 1 or 2 single persons. A large majority of local households (58%) do not have children under 18 living in the home.



**52%**  
1 OR 2  
SINGLE  
PERSONS



**42%**  
HOUSEHOLDS  
WITH  
CHILDREN

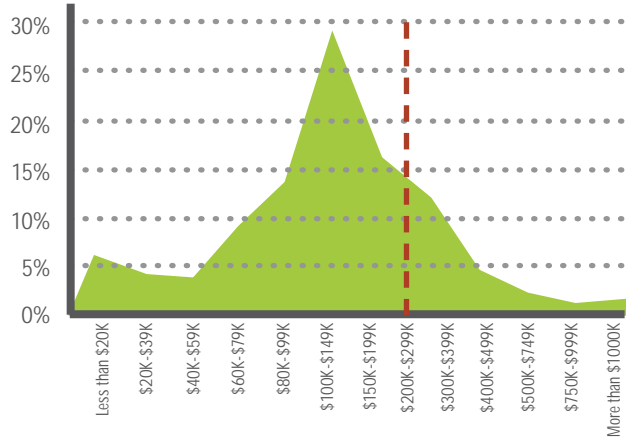


**27%**  
NON-FAMILY  
HOUSEHOLDS

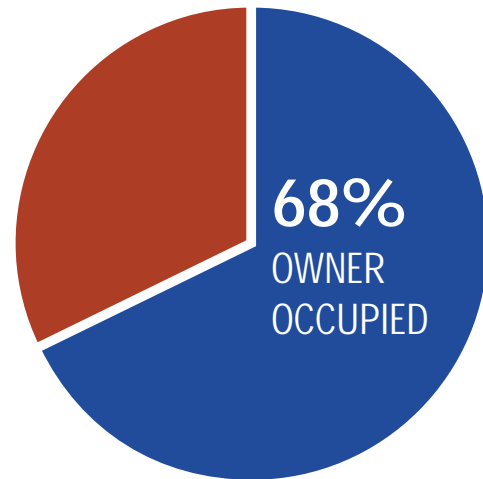
## HOUSING CHARACTERISTICS

The majority of the housing market is owner-occupied. The distribution of owners/renters is roughly the same as the Atlanta Region. The housing stock is fairly new, with more than 60% of all units built after 1980. Housing values are relatively low — with more than 80% of all units valued below \$200,000 and only 2% above \$500,000. Single family detached units are still the dominant housing type accounting for 79% of all units. Roughly 19% of all single family units are renter-occupied.

**80%** UNITS VALUED  
BELOW \$200,000



**79%** SINGLE FAMILY DETACHED



## EMPLOYMENT & WORKFORCE DAYTIME POPULATION

Douglasville draws a significant daytime commuter population. The City has an existing employer base of nearly 16,200 jobs. More workers commute into the City daily (15,046), than residents commute out (10,703). A significant percentage of local jobs and in-commuters is likely to be associated with the Arbor Place Mall.

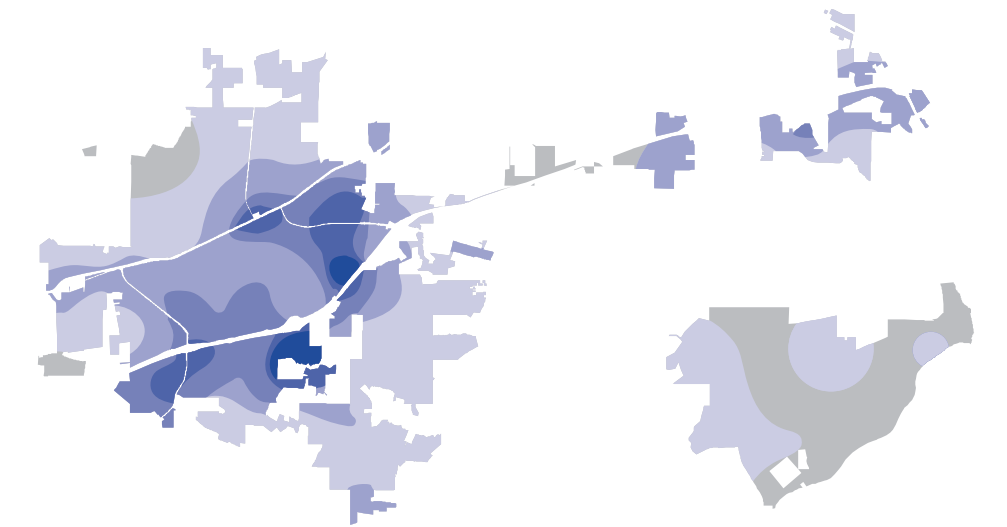
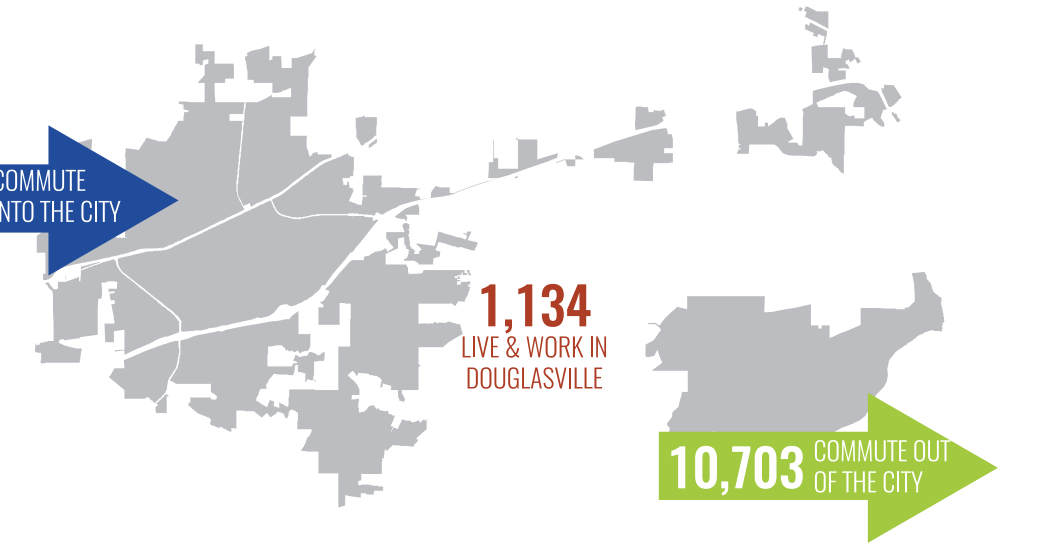
### COMMUTING PATTERNS

90% of all workers living in Douglasville commute outside of the City. They tend to commute to the east and northeast into Atlanta, the airport and along the I-285 Corridor.

Douglasville-based jobs generally tend to draw workers living within the county, or from locations north and west of the City.

Most City-based jobs are clustered near Interstate 20. Many of those jobs are in locations which are fairly accessible to or located within downtown.

**15,046** COMMUTE INTO THE CITY

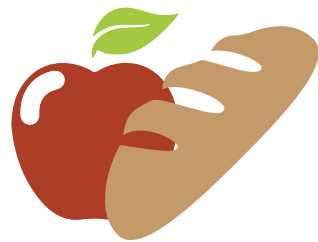


## CONSUMER SPENDING POTENTIAL

Measuring spending power amongst consumers in the PMA is a good indicator of what types of businesses could meet excess demand.

Due to the presence of the Arbor Place Mall, Douglasville is a regional retail center – importing more retail sales than are supportable by the incomes of the local population. Sales among all local store types exceed the spending potential of County residents by more than \$511 million (a near 2 to 1 margin).

Consequently, there are few store types where obvious gaps suggest that local consumers have the potential to support more retail space than currently exists in the market. Limited potential exists to support restaurants and bars, some specialty retail, and miscellaneous store types which can succeed in downtown locations:



**SPECIALTY FOOD STORES**



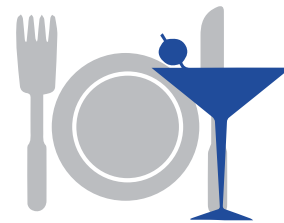
**PHARMACIES & DRUG STORES**



**SPORTING GOODS STORES**



**MUSIC STORES**



**RESTAURANTS & BARS**

## OFFICE, RETAIL, AND HOUSING

### OFFICE MARKET

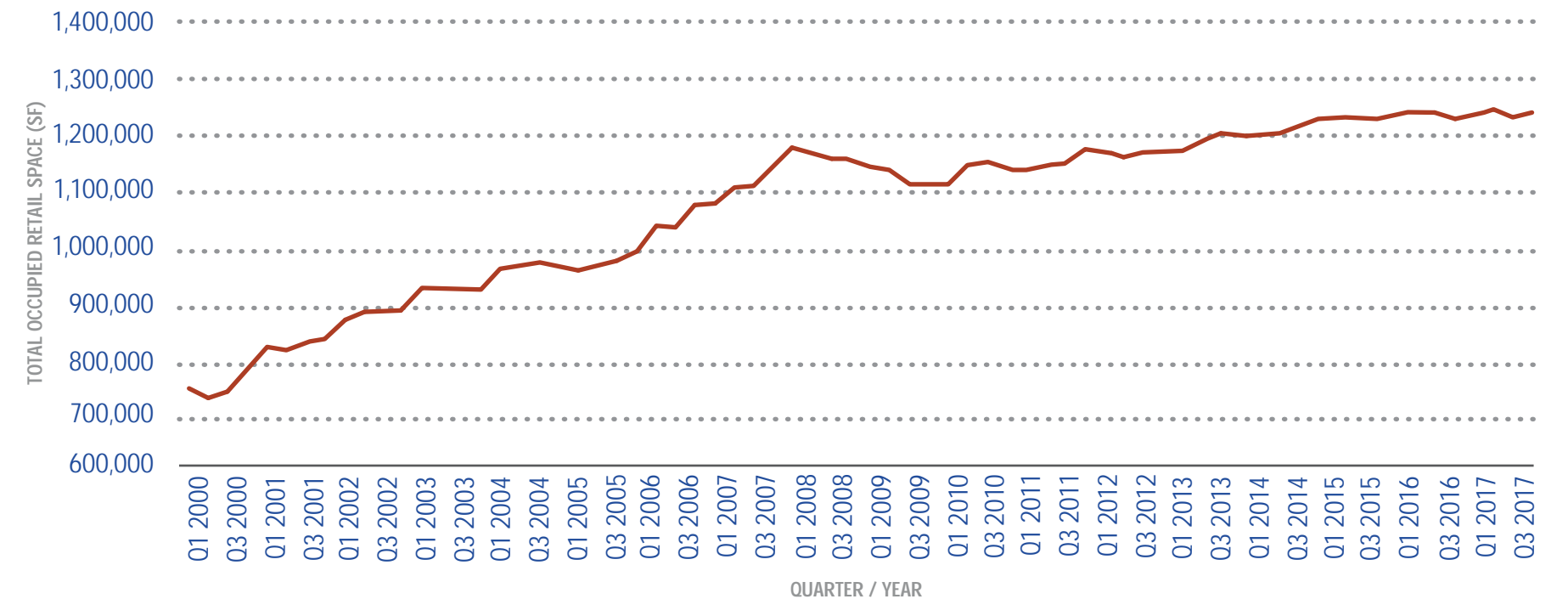
#### Local Office Market Inventory

The local office market is relatively small, consisting of 184 major properties and 1.33 million square feet of leasable office space. The largest building in the market (in the Creekside Professional Park) is less than 55,000 square feet. No new supply additions have been built in the market since 2010. Office vacancy has trended downward since 2010. Occupancy of office space has increased by 100,000 square feet (8.8%), office vacancy has been reduced by 52%, and vacancy rates have fallen from 14.2% to 6.9%.

#### Office Market Rents

Despite no new supply additions and increasing occupancy rates in recent years, office market rents have been trending downward over the past decade. Overall base office rents currently average \$12.63/square foot. Current rents are \$3.15/square foot (21%) lower than the peak of the market in mid-2008. Like the retail market, many local office buildings are owner-occupied rather than leased and are not reflected in the data. Market-wide data suggest that achievable downtown office rents are not likely to be high enough to support the cost of new construction.

Total Occupied Office Square Footage - City Of Douglasville (2000 To Present)



Source: CoStar

**RETAIL**

**Local Retail Market Inventory**

The western portion of Atlanta's retail market that includes Douglasville contains more than 400 major properties and nearly 7.4 million square feet of retail space.

The largest share of this inventory is the 1.19 million square feet Arbor Place Mall. The market has added nearly 760,000 square feet of total supply over the past decade.

Retail vacancy has generally trended downward since the end of 2012. Over the past 4 + years the local market has absorbed more

than 377,000 square feet, retail vacancy has been reduced by 280,000 square feet (-36%) and vacancy rates have fallen from 11% to 5.8%.

**Retail Market Rents**

Despite falling vacancy rates in recent years, retail market rents have been flat for more than a decade, averaging roughly \$10.00/square foot. However, market-wide retail data suggest that achievable downtown rents are not likely to be high enough to support the cost of new construction.

**MULTI-FAMILY HOUSING**

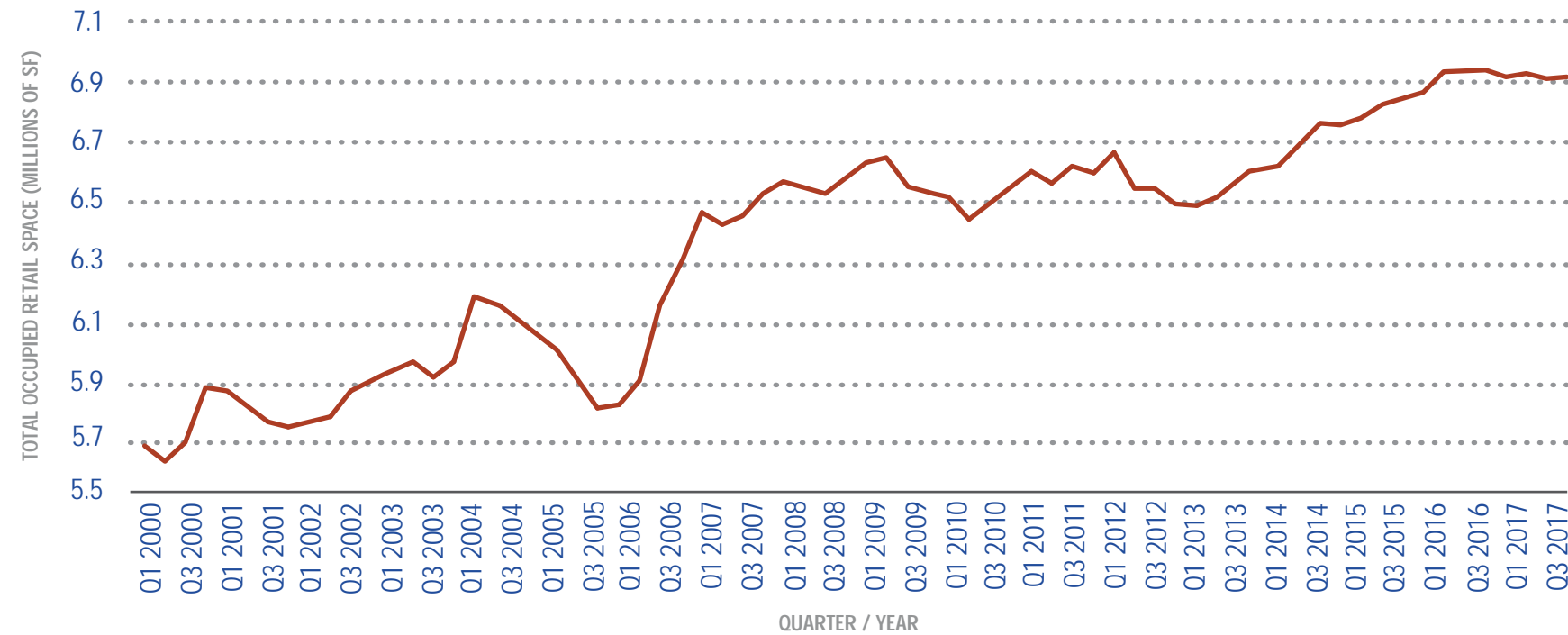
**Apartment Market Inventory**

Douglas County's apartment market consists of 46 rental communities with 8,022 units. No new supply additions have been added to the market since 2012. Roughly 65% of the County's total inventory is located in Douglasville. Apartment vacancy has trended downward since mid-2011. Occupancy has increased by 239 units, apartment vacancy has been reduced by 34%, and vacancy rates have fallen from 9.0% to 5.8%. A major percentage of Douglas County's total rental housing inventory is comprised of rented single family homes.

**Apartment Market Rents**

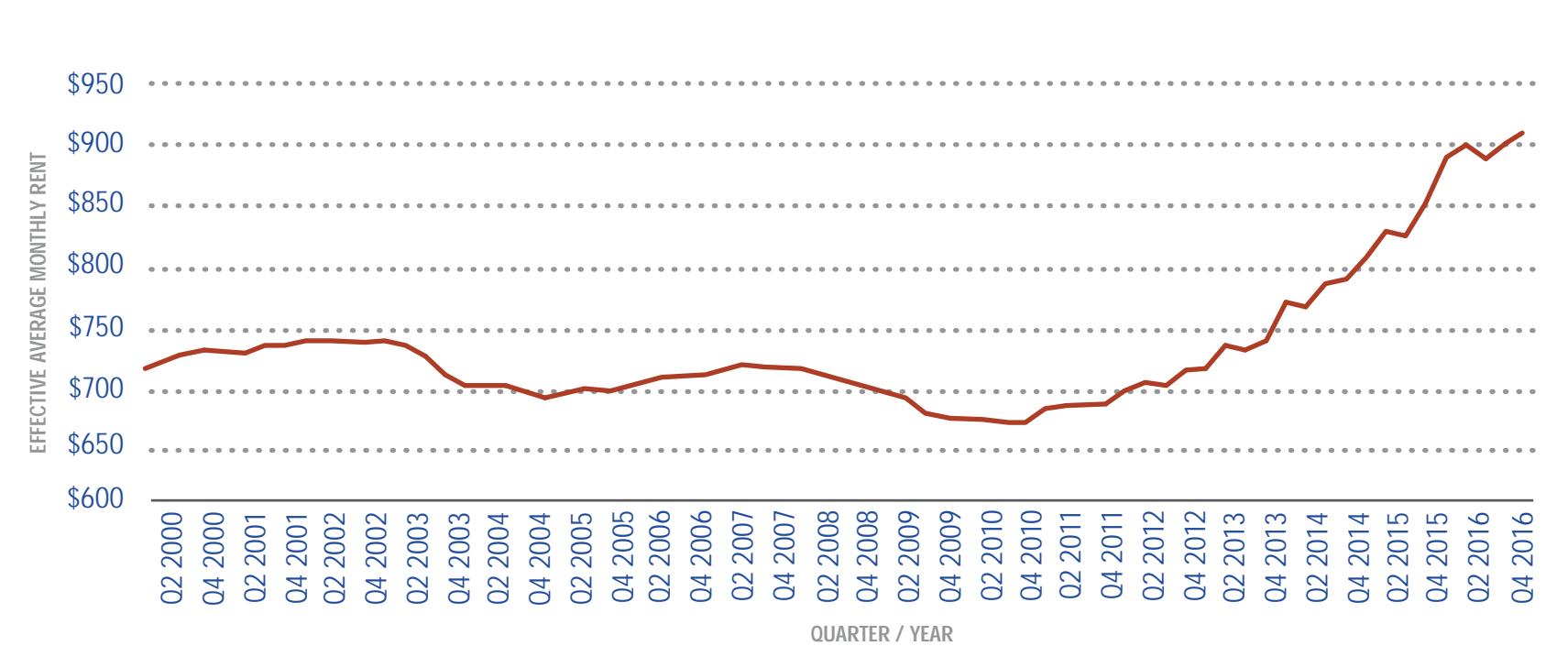
Unlike office and retail rents, the tightening supply of available apartments is driving rents upward. Effective apartment rents have increased by an average of \$239/month (35%) since mid-2011. Monthly rents are still relatively affordable, averaging less than \$0.89/square foot. The local supply is almost exclusively garden walk-ups. The average unit size is 1,022 square feet. Minimum market rents above \$1.10/square foot are generally needed to support the cost of new construction. Douglas County's apartment communities are located in the northern half of the County – near Interstate 20 or Highway 92. The majority of existing multi-family units are located within the City of Douglasville.

**Total Occupied Retail Square Footage - City Of Douglasville (2000 To Present)**



Source: CoStar

**Average Apartment Rent/Unit - Douglas County (2000 To Present)**



Source: CoStar

## SINGLE FAMILY HOUSING

### Trends in New Single Family Home Sales

New home sales have yet to rebound since the recession. However, prices are up slightly from 2013. Since 2016, sales volume has begun to increase. The new home market would need to return to 600+ sales per year in order to sustain a 1.5% annual rate of population growth.

### Price Distribution of New Single Family Home Sales

The number and percentage of new homes sold at prices below \$200,000 has been slowly declining since 2010. Sales of homes priced above \$300,000 continue to be a very small percentage of the market.

## Locations of New Home Sales

From the beginning of 2015 through mid-2016, 259 new single family homes sold in 26 different neighborhoods. The best-selling neighborhood in terms of volume was Villages at Brookmont located adjacent to Chapel Hills Golf Club — selling 40 homes. 16 of the area's 26 neighborhoods sold fewer than 10 new homes.

## Trends in New Townhome Sales

New townhomes represent a very small percentage of the Douglas County market. Townhome sales and prices are increasing but remain very small in the aggregate. This could indicate an unmet demand.

## DEMAND FORECAST

It is predicted that Douglas County will increase its housing supply by 5,900 to 8,300 new housing units by 2025. Douglasville would capture roughly 38% of future growth if the City retains its current share of 65% of all multi-family housing. The rest of the county would continue to be oriented to single family homes, plus roughly 600 to 900 multi-family units added over the decade. Douglasville is forecast to capture 155 - 200 townhomes and 1,150 - 1,600 multi-family units over the next decade. A significant percentage of these units could be captured in the study area. See the tables on page 57 for the full growth distribution.

Douglas County Single-Family New Home Sales (2010-2016)

Year	Number of Units	Average Sales Price
2010	186	\$222,844
2011	75	\$199,130
2012	141	\$197,807
2013	130	\$193,943
2014	130	\$206,279
2015	147	\$237,742
2016*	112	\$231,361

\*through June 2016

Douglas County New Townhome Sales (2010-2016)

Year	Number of Units	Average Sales Price
2010	9	\$112,556
2011	4	\$115,713
2012	6	\$128,167
2013	3	\$144,633
2014	13	\$194,336
2015	14	\$213,927
2016*	6	\$216,523

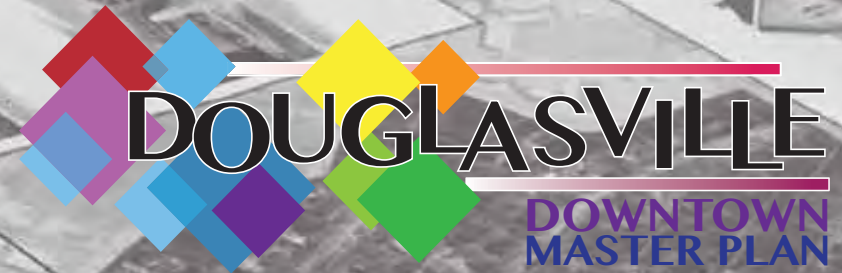
\*through June 2016

## City/County Growth Distribution: "Low Growth"

Housing Type/Tenure	Numeric Change - 2015-2025		
	Douglasville	Bal. of County	Total
<b>Owner Occupied and Vacant for Sale</b>			
SF Detached	958	2,875	<b>3,833</b>
Townhome	162	162	<b>324</b>
2-4 Units	-	-	-
5+ Units	-	-	-
Mobile Home	35	106	<b>141</b>
Subtotal	1,155	3,142	<b>4,298</b>
<b>Renter Occupied and Vacant for Rent</b>			
SF Detached	(46)	(137)	<b>(183)</b>
Townhome	(7)	(22)	<b>(29)</b>
2-4 Units	-	-	-
5+ Units	1,148	618	<b>1,766</b>
Mobile Home	9	26	<b>35</b>
Subtotal	1,104	486	<b>1,590</b>
<b>All Occupied and Vacant Housing Units</b>			
SF Detached	913	2,738	<b>3,650</b>
Townhome	155	140	<b>294</b>
2-4 Units	-	-	-
5+ Units	1,148	618	<b>1,766</b>
Mobile Home	44	132	<b>177</b>
<b>TOTALS</b>	<b>2,259</b>	<b>3,628</b>	<b>5,887</b>

## City/County Growth Distribution: "High Growth"

Housing Type/Tenure	Numeric Change - 2015-2025		
	Douglasville	Bal. of County	Total
<b>Owner Occupied and Vacant for Sale</b>			
SF Detached	1,347	4,042	<b>5,390</b>
Townhome	228	228	<b>455</b>
2-4 Units	-	-	-
5+ Units	-	-	-
Mobile Home	50	149	<b>199</b>
Subtotal	1,625	4,419	<b>6,044</b>
<b>Renter Occupied and Vacant for Rent</b>			
SF Detached	(64)	(192)	<b>(257)</b>
Townhome	(10)	(31)	<b>(41)</b>
2-4 Units	-	-	-
5+ Units	1,614	869	<b>2,484</b>
Mobile Home	12	186	<b>50</b>
Subtotal	1,552	683	<b>2,235</b>
<b>All Occupied and Vacant Housing Units</b>			
SF Detached	1,283	3,850	<b>5,133</b>
Townhome	217	197	<b>414</b>
2-4 Units	-	-	-
5+ Units	1,614	869	<b>2,484</b>
Mobile Home	62	186	<b>248</b>
<b>TOTALS</b>	<b>3,177</b>	<b>5,102</b>	<b>8,279</b>



## >> 2.0 THE PLANNING PROCESS

2.1 PROJECT SCHEDULE + TIMELINE

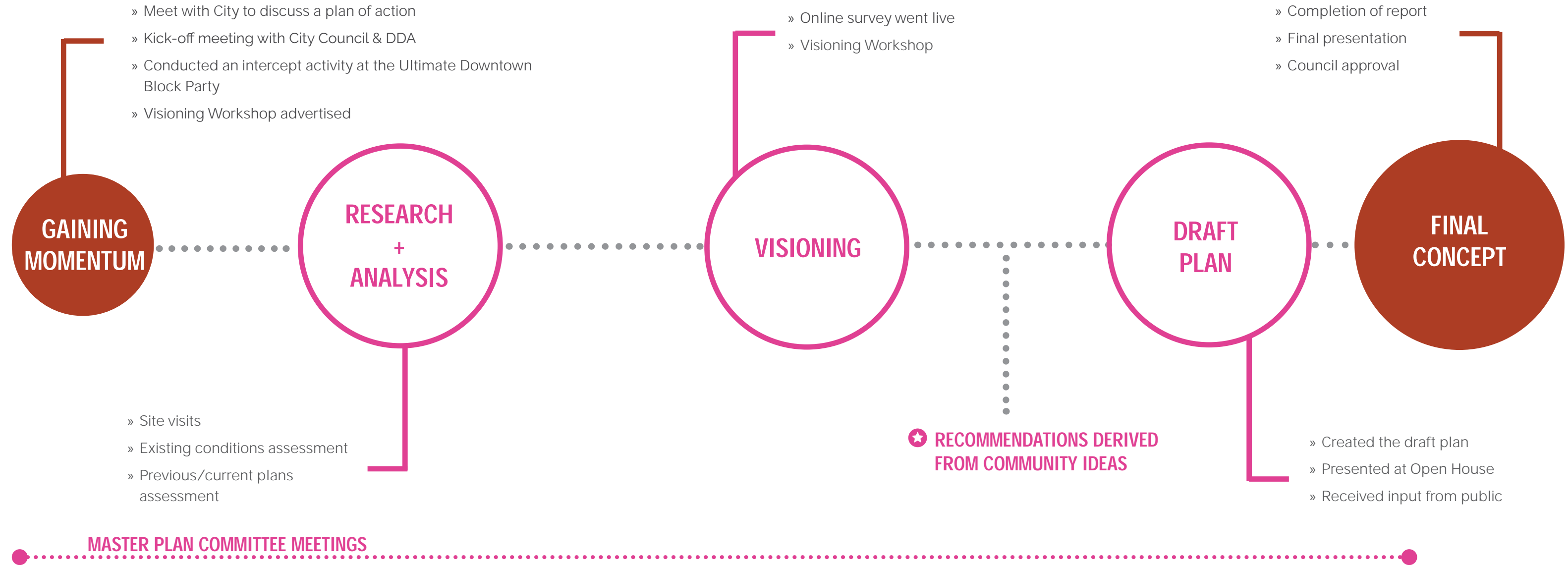
2.2 OUTREACH

2.3 PUBLIC ENGAGEMENT

# >> 2.1 PROJECT SCHEDULE + TIMELINE

## SCHEDULE

- Consultation Meeting with City: April 3, 2017
- Kick-Off Meeting with City Council & DDA: April 3, 2017
- Ultimate Downtown Block Party: April 28, 2017
- Master Plan Committee Meeting #1: May 23, 2017
- City & DDA Jail Site Design Meeting: June 6, 2017
- Master Plan Committee Meeting #2: June 6, 2017
- Visioning Workshop: June 6, 2017
- City & DDA Jail Site Design Meeting: July 11, 2017
- Master Plan Committee Meeting #3: July 11, 2017
- Master Plan Committee Meeting #4: August 15, 2017
- Master Plan Committee Meeting #5: September 26, 2017
- Draft Plan Presentation: November 14, 2017





# >> 2.2 OUTREACH

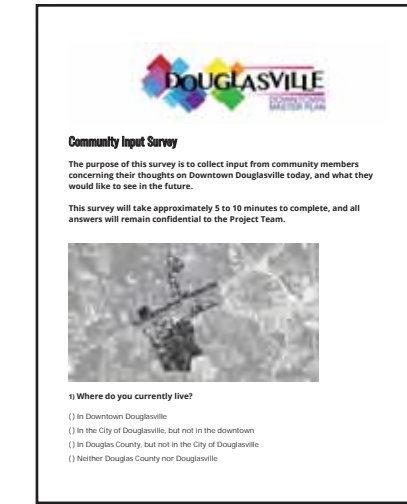
## COMMUNITY EVENTS

Members of the Project Team attended the Downtown Ultimate Block Party on April 28, 2017 to conduct outreach and start soliciting input from the general public about what they think is most needed in downtown Douglasville.

The Project Team set up 5 wire baskets each associated with an idea: playable art, public art, bicycle and pedestrian improvements, a town green, and housing. Members of the community who came by were asked to toss a ball into the idea they most felt would be most appropriate for downtown.

### Results:

1. **Town Green - 54 votes**
2. **Playable Art - 52 votes**
3. **Bicycle/Pedestrian Improvements - 49 votes**
4. **Public Art - 23 votes**
5. **Housing - 16 votes**



## MARKETING & COMMUNICATIONS

The Project Team and City worked together to conduct marketing and communications. For the Visioning Workshop and Open House, email blasts were sent to both the City's listservs and the email list maintained by the Project Team. The City hosted a page off the Community Development website to share information about meetings, host the community input survey link, and materials presented at meetings.

## COMMUNITY INPUT SURVEY

A 21 question survey was hosted online through SurveyGizmo. The survey went live on June 5, 2017, and closed on June 30, 2017. Included was a visual preference survey that presented 4-5 options each for housing, commercial development, parks, sidewalks, and bicycle facilities. Respondents were given the option to provide their name and contact information if they wanted to be included on the Project Team's email list and receive updates. A hard copy was offered at the Visioning Workshop for meeting attendees to fill out. A full list of questions can be found in A.1 - Survey Questions & Results.





downtown (summarized on page 65). The ideas that received the most mention were a community-centric, walkable downtown that resembles that of Woodstock, Georgia; improved wayfinding; a center for the arts; theaters; historic markers; more greenspace; and a hotel.

### COMMITTEE MEETING #3

The third Master Plan Committee meeting was held on July 11, 2017. The Project Team presented the results from the Community Input Survey, showed three potential design schemes for the former county jail site, a potential design scheme for the downtown, and facilitated activities designed to gather input on downtown planning goals and the design schemes presented.

The activities facilitated by the Project Team provided the following takeaways:

- » Downtown planning goals need to promote a downtown where residents and visitors want to be, as well as create a destination within the Atlanta Region on par with those in comparable cities.
- » The Committee unanimously agreed that the former county jail site needs to have a park and some level of mixed-use development with a civic component (i.e. a new city hall or a



cultural arts center)

- » Townhomes are the preferred housing option for the downtown, followed by senior living facilities.

### COMMITTEE MEETING #4

At the fourth Master Plan Committee meeting held on August 15, 2017, the Project Team presented a revised version of the downtown master plan, and financial information pertaining to the plan. Committee members were asked to list strengths, weaknesses, opportunities, and threats for the revised plan. The Committee was also presented potential capital improvement projects that could be implemented during the plan's first 3 years, including streetscape projects, a new City Hall building, construction of a hotel, and creating a town green. The Project Team facilitated an activity with the Committee, where they were given 10 planning dollars to fund whatever improvements they wanted as a priority project.

### COMMITTEE MEETING #5

The Master Plan Committee met for the final time on September 26, 2017. The Project Team presented a final concept of the downtown master plan, along with 3-D renderings of what some areas of the downtown could look like. This was met with positive feedback. Committee members were also given a draft project list for their review. The Project Team collected feedback from the Committee, primarily centering on what elements of the plan could be changed as it is finalized, and what Committee members liked most about the plan. This feedback was considered as the final concepts and plans were put together.

### REDESIGNING THE FORMER COUNTY JAIL

The Project Team enlisted the help of key stakeholders from both the City and Douglas County to provide nuanced input regarding the redesign of the former county jail site.

The Project Team met with these individuals twice throughout the planning process. During the first meeting, there was a discussion about whether or not any elements of the current site could be saved and renovated. The preference for a mixed-use development with potential office space for City and County employees was expressed. The Project Team was charged with developing different design schemes for the site with pro formas, and to determine if it made financial sense to renovate.

During the second meeting, three design concepts were presented along with the pro formas. Although the third scheme shown was the most profitable, the first scheme that included an amphitheater was determined to be the favored alternative. The design schemes were shown to the Master Plan Committee, and they agreed that the first scheme was the best option for the site.

## VISIONING WORKSHOP

The Visioning Workshop was held on June 6, 2016 following the Master Plan Committee meeting held the same day.

A brief presentation was given by the Project Team to outline existing conditions that impact the study area. Following that, workshop attendees broke out into groups to complete two visioning activities.

The goal of the first activity was to determine the most appropriate types of redevelopment to occur in different parts of the study area. Different options were presented for consideration. Each group was given a set of green dots, and each group member was instructed to place one green dot by the development type they preferred. Everyone who participated was encouraged to give additional ideas for the study area. Following the activity, each group was given a few minutes to present and explain their ideas. The results of this activity are summarized on page 69.



### FORMER COUNTY JAIL



MIXED-USE WITH A PARK

Townhomes & Multi-family: 1/25  
Building Reuse & Infill: 2/25

**Mixed Use with a Park: 20/25**

Hotel with Restaurant: 2/25

### RESIDENTIAL BLOCK



TOWNHOMES

Townhomes: 9/21  
Historic Single Family Homes: 9/21

Duplexes: 3/21

### COMMERCIAL BLOCK



MIXED-USE WITH A PARK

Houses Adapted into Offices: 0/23  
Sidewalk-Oriented Commercial: 4/23

**Mixed-Use with a Park: 16/23**

Office Above Retail: 3/23

### RETAIL BLOCK



MULTI-FAMILY ABOVE RETAIL

Sidewalk-Oriented Retail: 10/22  
Office Above Retail: 0/22

**Multi-family Above Retail: 12/22**

### WORTHAM PARK RENOVATION



PLAYABLE ART

**Playable Art: 17/23**

Bocce Ball Court: 0/23

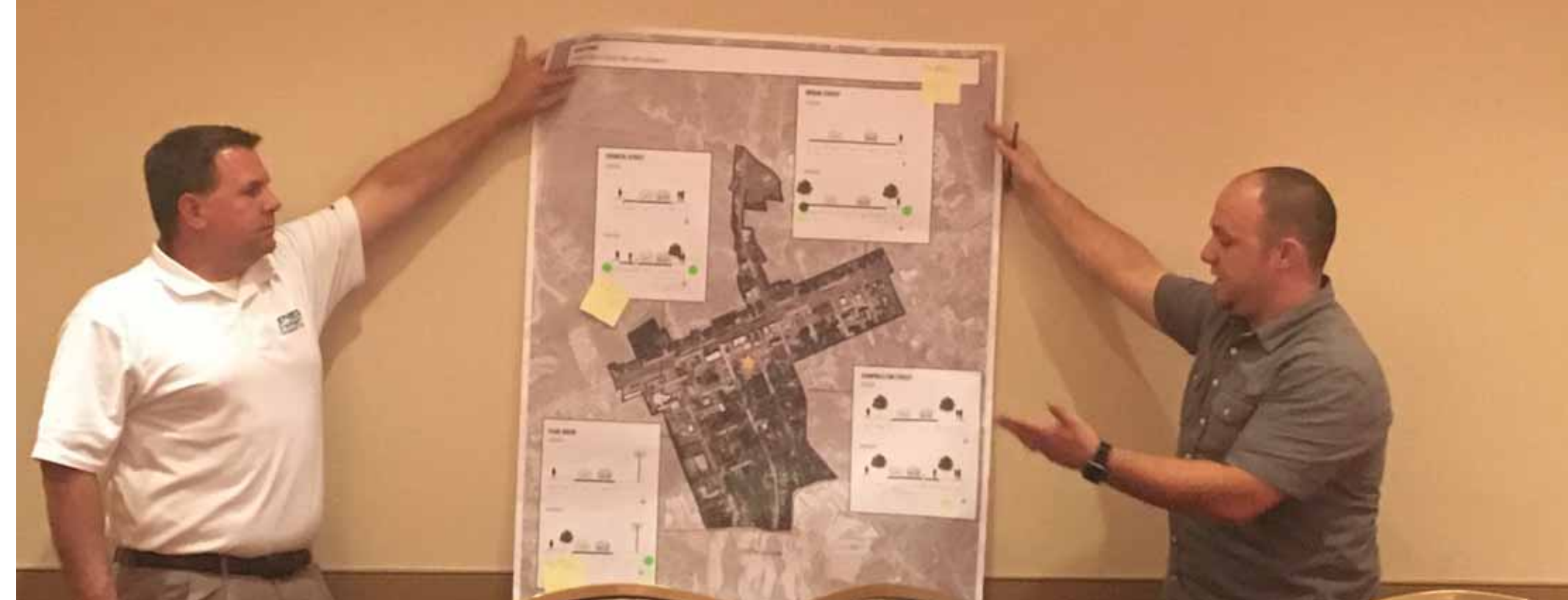
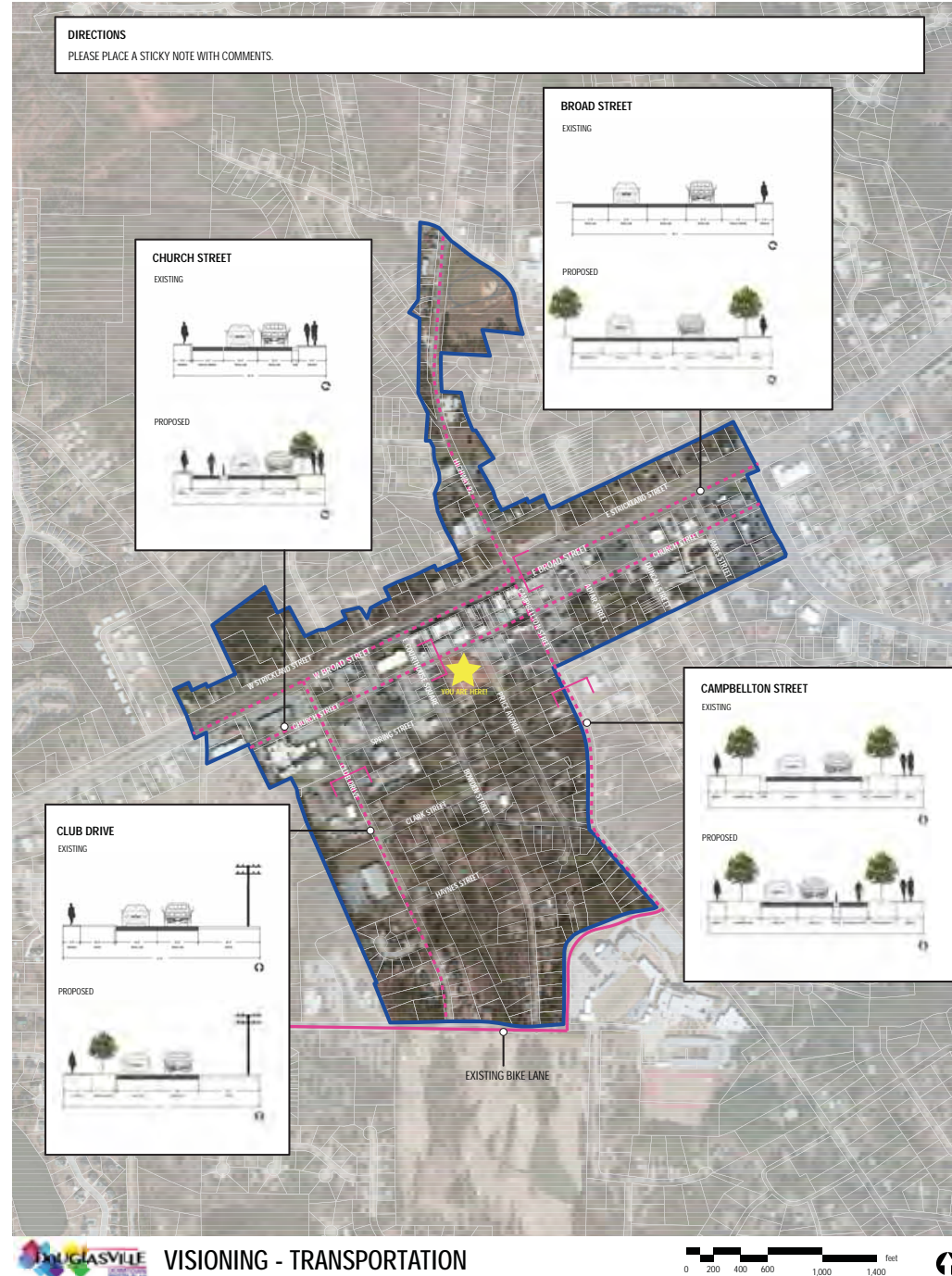
Dog Park (not presented as an option): 6/23



The goal of the second activity was to determine the appropriateness of some preliminary transportation improvements along key corridors within the study area, and to gather input on additional improvements. For this exercise, each group was given green dots to indicate their preferred option (existing versus the proposed improvements) and sticky notes and markers to give further input. Following the activity, each group was given time to present and explain their ideas. The results of this activity are summarized on page 71.

Key takeaways from the Visioning Workshop include:

- » Mixed-use development should be the prominent land use throughout the downtown area.
- » Downtown needs more greenspace in the form of a town green and pocket parks.
- » New housing should focus on small single family homes and townhomes.
- » Desire for increased walkability and bikeability was expressed.



#### TOP COMMENTS

- » Preliminary concepts are a marked improvement from what's currently existing
- » Wider sidewalks throughout
- » Church Street should have a multi-use path for pedestrians and cyclists
- » Running/walking trail along Club Drive
- » Bike lane on Club Drive
- » More greenery along streets
- » Traffic lights should be synced at Church Street/Campbellton Street and at Broad Street/Campbellton Street
- » Angled parking at Broad Street is dangerous and should be removed

- » Artistic street furniture (i.e. benches)
- » Planted medians
- » Any proposed bicycle facilities need to be connected to each other
- » Improvements need to be compliant with the standards set forth by the Americans With Disabilities Act



## DRAFT PLAN PRESENTATION

The Project Team presented a final concept for the Downtown area to the general public on November 14, 2017. Approximately 50 members of the community were in attendance.

The public was informed of the process the Project Team underwent in order to create the plan. They were presented the survey results, goals, recommendations, and the final project list, as well as the priority projects selected by the Master Plan Committee. Lastly, the design concepts for downtown were presented.

Meeting attendees were asked to give input on the final design concepts. Each table was given a map of the plan, and were given green and red stickers to mark strengths and weaknesses, respectively. A handout was also given to each table that asked them to record specific information about the plan's strengths and weaknesses.

Overall, the plan was well-received by the public. The suggestions given to improve the plan were minor, and were incorporated into the final plan on page 78.

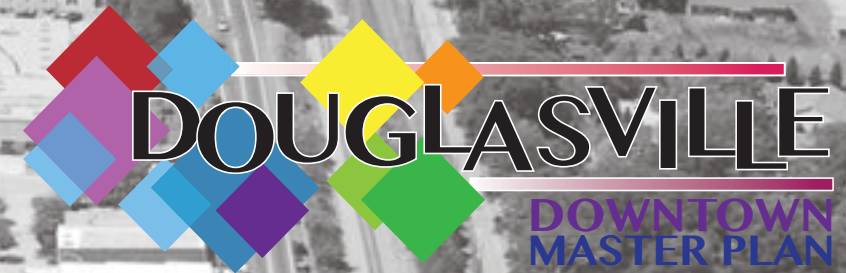
## TOP STRENGTHS

- » The reuse of the jail site to something usable to the community
- » Bicycle loop
- » Converting Church Street to Downtown Douglasville's "Main Street"
- » The amphitheater at the proposed town green — it will be a great catalyst for development
- » Bringing development across the railroad tracks
- » Walkable development style

## TOP WEAKNESSES

- » There needs to be an alternative solution to the GDOT project on Broad Street — the loss of parking will hurt the businesses there
- » The Bicycle Loop should continue along Broad Street
- » The renovation of the current City Hall should incorporate adding back the old Alpha Theatre
- » Lack of parking at the former jail site, and other areas
- » The Cultural Arts Center is not centrally located.





## >> 3.0 THE PLAN

- 3.1 VISION + GOALS
- 3.2 DESIGN CONCEPTS
- 3.3 RECOMMENDATIONS
- 3.4 PRIORITY PROJECTS
- 3.5 ACTION MATRIX



## >> 3.1 VISION + GOALS

### GUIDING VISION

*"DOWNTOWN DOUGLASVILLE SHOULD BECOME A PLACE WHERE RESIDENTS AND VISITORS WANT TO BE, AND SHOULD BE COMPARABLE TO OTHER HISTORIC SUBURBAN DOWNTOWNS IN THE ATLANTA REGION."*

### GOALS

#### LAND USE + DEVELOPMENT

- » Promote a mix of uses that creates a live, work, and play environment
- » Create a town green that can provide a place for passive recreation and host community activities and events
- » Develop new housing that is appropriate for a range of ages and lifestyles to expand the downtown population and increases consumer demand for existing and new businesses
- » Beautify downtown Douglasville with new landscaping

#### TRANSPORTATION

- » Build on downtown Douglasville's walkability by improving the streetscapes in the downtown area

- » Work with GDOT to improve the current design of W. Broad Street in order to maintain and enhance walkability and provide adequate on-street parking for businesses fronting the street
- » Create a network of connected bicycle facilities to give residents and visitors an alternative option in downtown

#### ARTS & CULTURE

- » Create an outdoor amphitheater for concerts and entertainment
- » Enhance and promote more events and festivals to bring more activity into the downtown and support business development
- » Develop strategies to integrate more public art into downtown Douglasville

#### ECONOMIC DEVELOPMENT

- » Redevelop the former county jail into a recognized downtown anchor with a mix of residential, commercial, and civic uses
- » Consider financing efforts for the downtown area to attract developer interest and provide financial incentives to support redevelopment
- » Recruit more restaurants (and retail stores) to anchor downtown and generate evening and weekend customer traffic

## >> 3.2 DESIGN CONCEPTS

### FORMER COUNTY JAIL SITE

Detailed financial pro formas can be found in A.2 - Design Scheme Pro Formas.

#### BUILDING A - 19,000 SF OF MIXED USE

- » 9,500 SF of ground floor retail
- » 9,500 SF of office

#### BUILDING B - 10,500 SF OF RETAIL

#### BUILDING C - 18,000 SF OF CIVIC

Potential combination of:

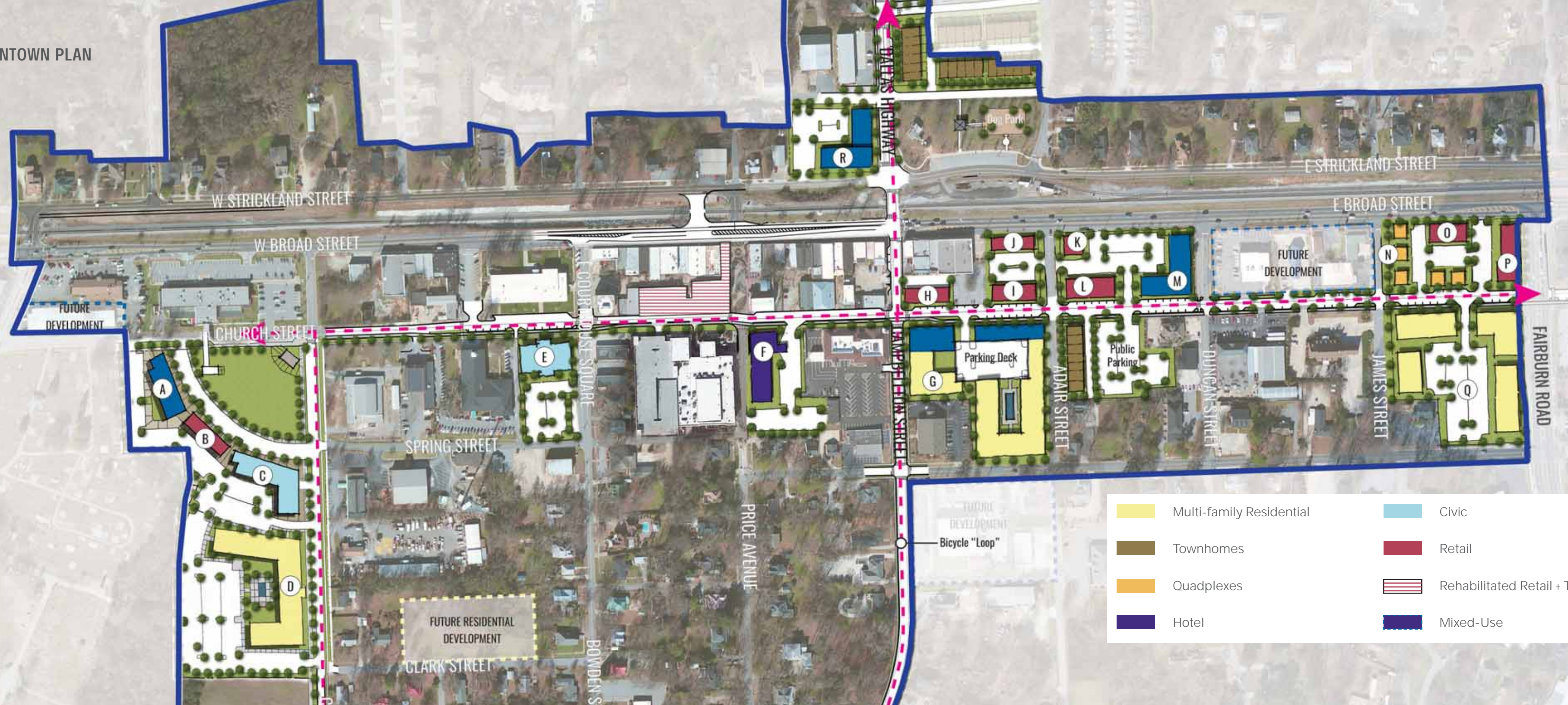
- » City offices
- » County offices
- » Cultural arts center

#### BUILDING D - 168,900 SF OF RESIDENTIAL

- » 130 units of multi-family apartments



OVERALL DOWNTOWN PLAN



<span style="display:inline-block; width:15px; height:10px; background-color:yellow;"></span>	Multi-family Residential	<span style="display:inline-block; width:15px; height:10px; background-color:lightblue;"></span>	Civic
<span style="display:inline-block; width:15px; height:10px; background-color:brown;"></span>	Townhomes	<span style="display:inline-block; width:15px; height:10px; background-color:red;"></span>	Retail
<span style="display:inline-block; width:15px; height:10px; background-color:orange;"></span>	Quadplexes	<span style="display:inline-block; width:15px; height:10px; background: repeating-linear-gradient(45deg, transparent, transparent 2px, red 2px, red 4px);"></span>	Rehabilitated Retail + Theatre
<span style="display:inline-block; width:15px; height:10px; background-color:purple;"></span>	Hotel	<span style="display:inline-block; width:15px; height:10px; border: 2px dashed blue;"></span>	Mixed-Use

**OVERALL DOWNTOWN PLAN**

Detailed financial pro formas can be found in A.2 - Design Scheme Pro Formas.

**BUILDING E - 27,000 SF OF CIVIC**

Potential space for a new City Hall

**BUILDING F - 41,325 SF OF HOTEL**

Approximately 90 rooms

**BUILDING G - 358,000 SF OF MIXED USE**

- » 20,000 SF of retail
- » 338,000 SF of multi-family residential apartments, around 227 units

**BUILDINGS H-L - 27,600 SF OF RETAIL**

**BUILDING M - 32,400 SF OF MIXED USE**

- » 16,200 SF of ground floor retail
- » 16,200 SF of office

**BUILDING N - 32,400 SF OF QUADPLEXES**

- » 5, 2-story buildings with 4 dwelling units apiece
- » 20 dwelling units total

**BUILDING O - 5,500 SF OF RETAIL**

**BUILDING P - 10,200 SF OF RETAIL**

**BUILDING Q - 151,200 SF OF RESIDENTIAL**

- » 120 units of multi-family apartments

**BUILDING R - 24,300 SF OF MIXED USE**

- » 16,200 SF of ground floor retail
- » 8,100 SF of office

**33 TOWNHOUSE UNITS**

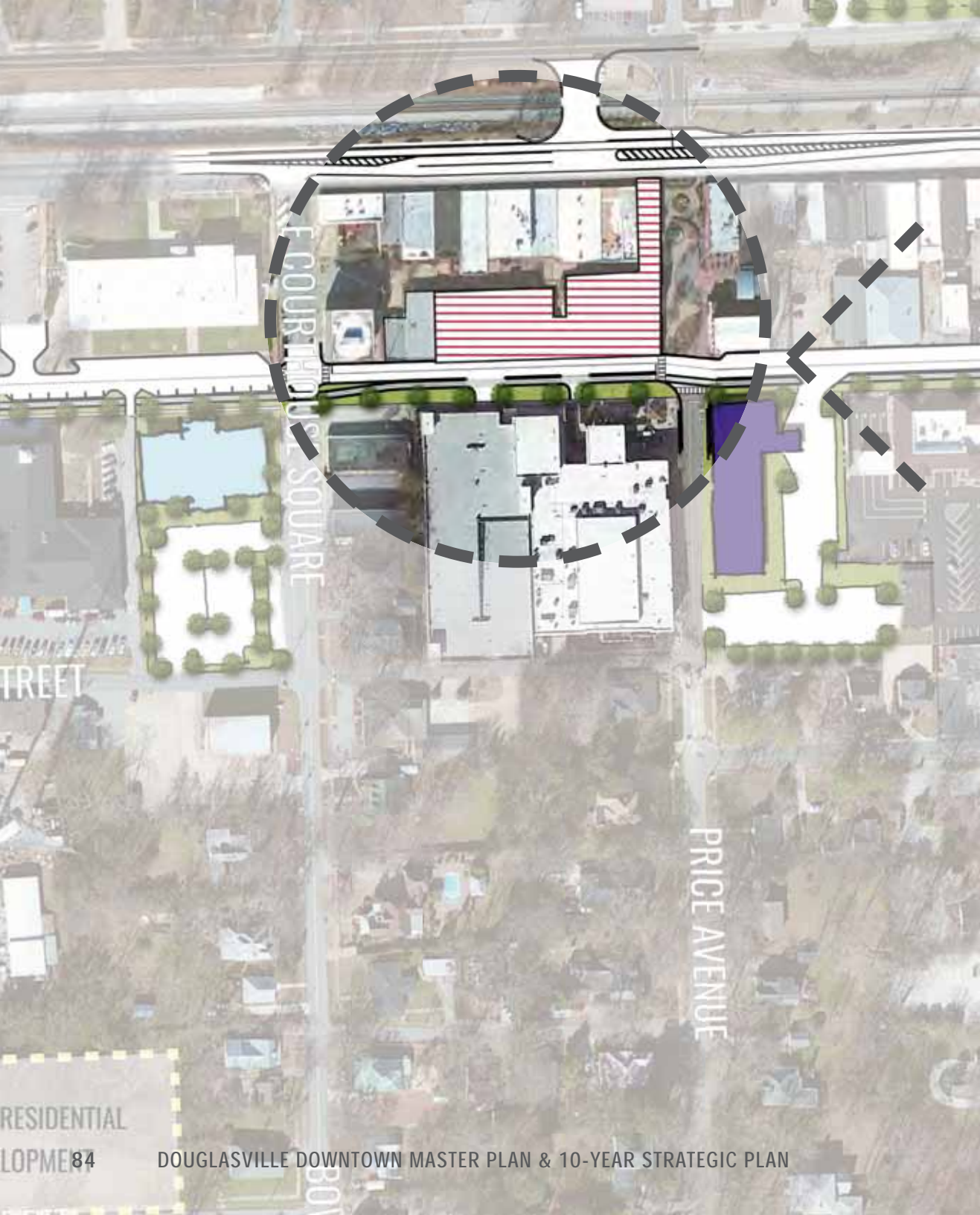
- » 1,900 SF per unit

**Land Use & Required Parking Summary**

Land Use	Total Square Footage	Total Units OR Rooms	Estimated Req. Parking	Spaces Needed
Retail	115,250 SF	-	5 spaces/1,000 SF	549
Office	33,800 SF	-	3 spaces/1,000 SF	101
Quadplexes	32,400 SF	20 units	2.25 per unit	45
Multi-family Residential	654,900 SF	477 units	2.25 per unit	1,073
Civic	45,000 SF	-	3 spaces/1,000 SF	135
Hotel	41,325 SF	90 rooms	1.1 per room	99
Townhouses	62,700 SF	33 units	2 per unit	66 (garage included in units)
<b>TOTAL SQUARE FOOTAGE</b>	<b>985,375 SF</b>		<b>TOTAL SPACES NEEDED</b>	<b>2,096</b>







OLD CONFERENCE CENTER & CITY HALL (REHABILITATED RETAIL)





NEW MULTI-FAMILY & RETAIL

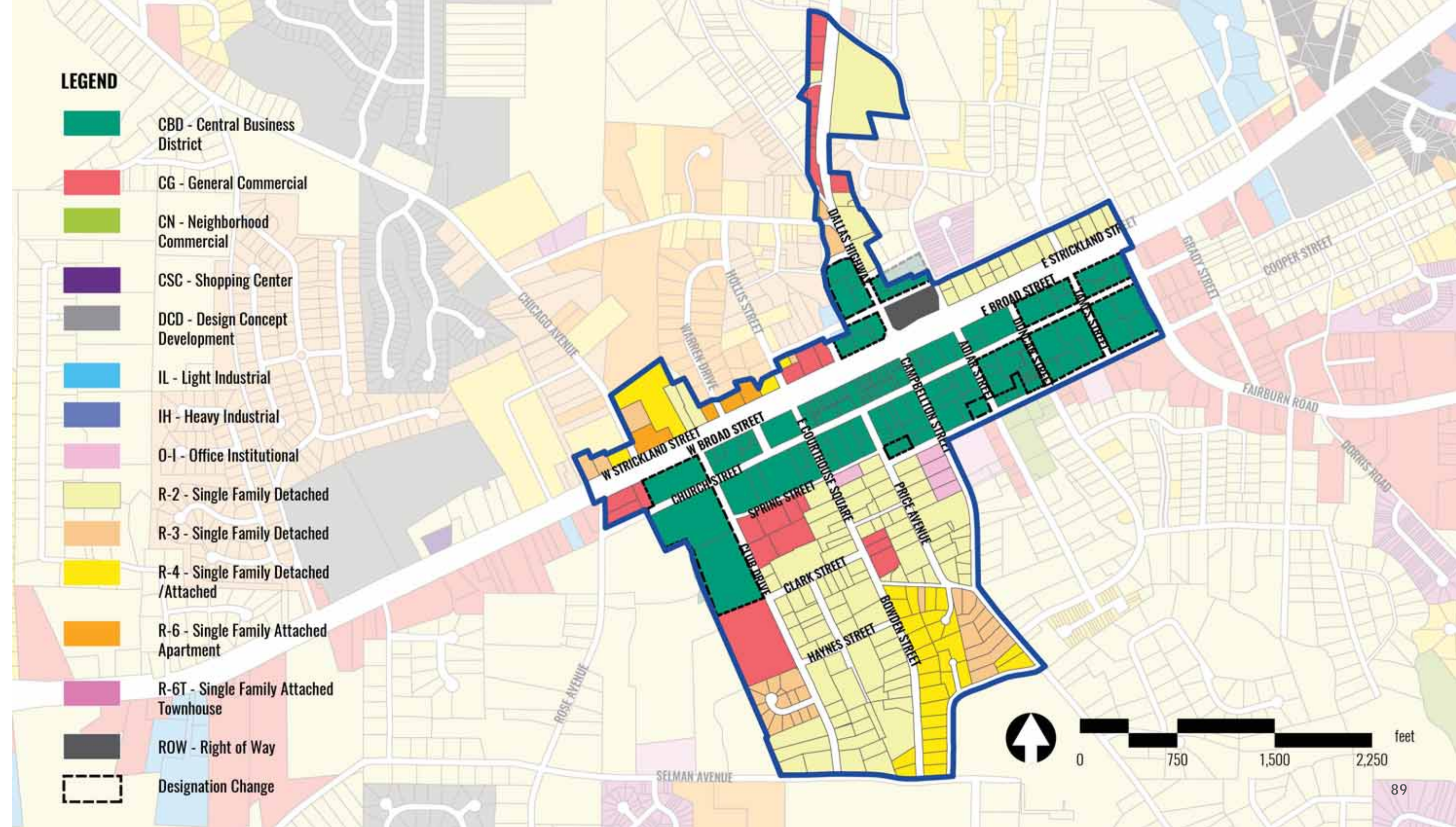


# >> 3.3 RECOMMENDATIONS

## LAND USE + DEVELOPMENT

- 1.1 Rezone all properties in the blocks with frontage on Church Street, including the former county jail site and blocks surrounding Worthan Park to CBD (Central Business District) to allow for mixed use development (see map on page 85)
- 1.2 Rezone parcels along Old Highway 92 north of West Strickland Street to encourage redevelopment
- 1.3 Revise the CBD zoning district to allow for greater residential density and encourage smaller lot sizes
- 1.4 Revise parking regulations for parcels zoned CBD to decrease required parking spaces for multi-family developments, in order to ease development constraints
- 1.5 Revise residential districts in the downtown to encourage smaller lot sizes, reduce setbacks, and exempt properties in the historic district from

- meeting certain requirements. These updates will create downtown-friendly single family home and townhome zoning designations
- 1.6 Begin demolition on the former county jail site, and prepare parcels for sale
- 1.7 Purchase and assemble developable parcels, and prepare them for resale to developers
- 1.8 Increase the minimum landscaping requirements for street trees and shrubbery within downtown
- 1.9 On sidewalks narrower than 10 feet, install planters along the sidewalk to provide a buffer between the street and sidewalk
- 1.10 Identify locations for 0.25-0.5 acre pocket parks
- 1.11 Construct a dog park at Worthan Park



## ZONING & DEVELOPMENT REGULATION IMPROVEMENTS

### 1.3 Revise the CBD zoning district

Allow townhomes at 15 units/acre density

- » Street frontage/ROW setback: 10',
- » Side yard next to nonresidential 10', backyard next to nonresidential 10' with rear alley
- » Side yard next to residential 20', backyard next to residential 10' with rear alley

Allow multi-family apartments at 40 units/acre density

- » Street frontage/ROW setback: 5',
- » Side yard next to nonresidential 10', backyard next to nonresidential 10'
- » Side yard next to residential 20', backyard next to residential 20'

Allow Single Family Homes at 10 units/acre density

- » Street frontage/ROW setback: 10',
- » Side yard next to nonresidential 10', backyard next to nonresidential 10'
- » Side yard next to residential 20', backyard next to residential 20'

### 1.4 Revise parking regulations for CBD parcels

Currently, the City's regulations for vehicle parking (Appendix B, Section 4.05 of the City's code) require all multi-family developments to have 2 spaces per dwelling unit, and an additional space per 4 dwelling units, totaling 2.25 spaces per unit. However, since the City's CBD is limited in land area that could be used for parking, it is recommended to amend the guidelines for vehicle parking for all multi-family residences within the CBD to require 1.1 parking spaces per bedroom, instead of 2.25 spaces per unit. One-bedroom apartments will, more often than not, house one resident with one vehicle, therefore, parking based on number of bedrooms makes more sense.

#### Example:

A 100 unit apartment building under the current guidelines will require **225 parking spaces** - 200 spaces for residents, and 25 additional spaces. If the guidelines are amended to 1.1 parking spaces per bedroom, and assuming this 100 unit building features 50 one-bedroom units and 50 two-bedroom units (150 bedrooms total), the amended guidelines would require **165 parking spaces** - 150 spaces for residents, and 15 additional spaces for guests and support staff. This is a difference of 60 parking spaces.

### 1.5 Revise residential zoning districts within the CBD

R-6 Apartment/R-6T Townhome

- » Evaluate minimum lot area, potentially reduce from 2 acres to 0.75 to 1 acres or remove provision
- » Evaluate minimum setbacks, provision suggested to exempt properties in the historic district for both designations

R-6 Apartment

- » Street frontage/ROW setback: 5',
- » Side yard next to nonresidential 10', backyard next to nonresidential 10' with 20' alley
- » Side yard next to residential 30', backyard next to residential 30'

R-6T Townhome

- » Street frontage/ROW setback: 10',
- » Side yard next to nonresidential 10', backyard next to nonresidential 10' with rear alley
- » Side yard next to residential 20', backyard next to residential 10' with rear alley

R-2 Single Family Detached:

- » Street frontage/ROW setback: 20',
- » Side yard next to nonresidential 20', backyard next to nonresidential 20'
- » Reduce minimum lot area requirements

R-3 Single Family Detached

- » Street frontage/ROW setback: 15',
- » Side yard next to nonresidential 20', backyard next to nonresidential 20'
- » Reduce minimum lot area requirements

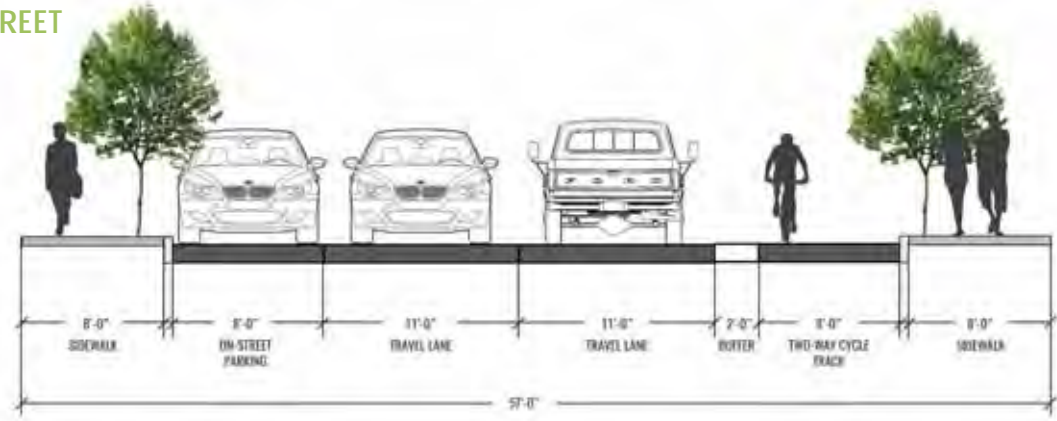
R-4 Single Family Detached/Attached

- » Street frontage/ROW setback: 10-15',
- » Side yard next to nonresidential 20', backyard next to nonresidential 20'
- » Reduce minimum lot area requirements

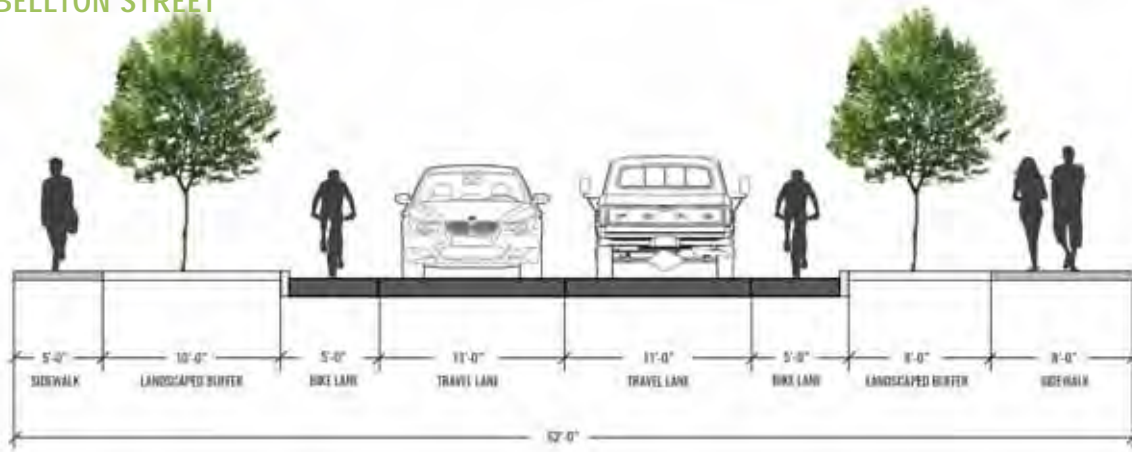




CHURCH STREET



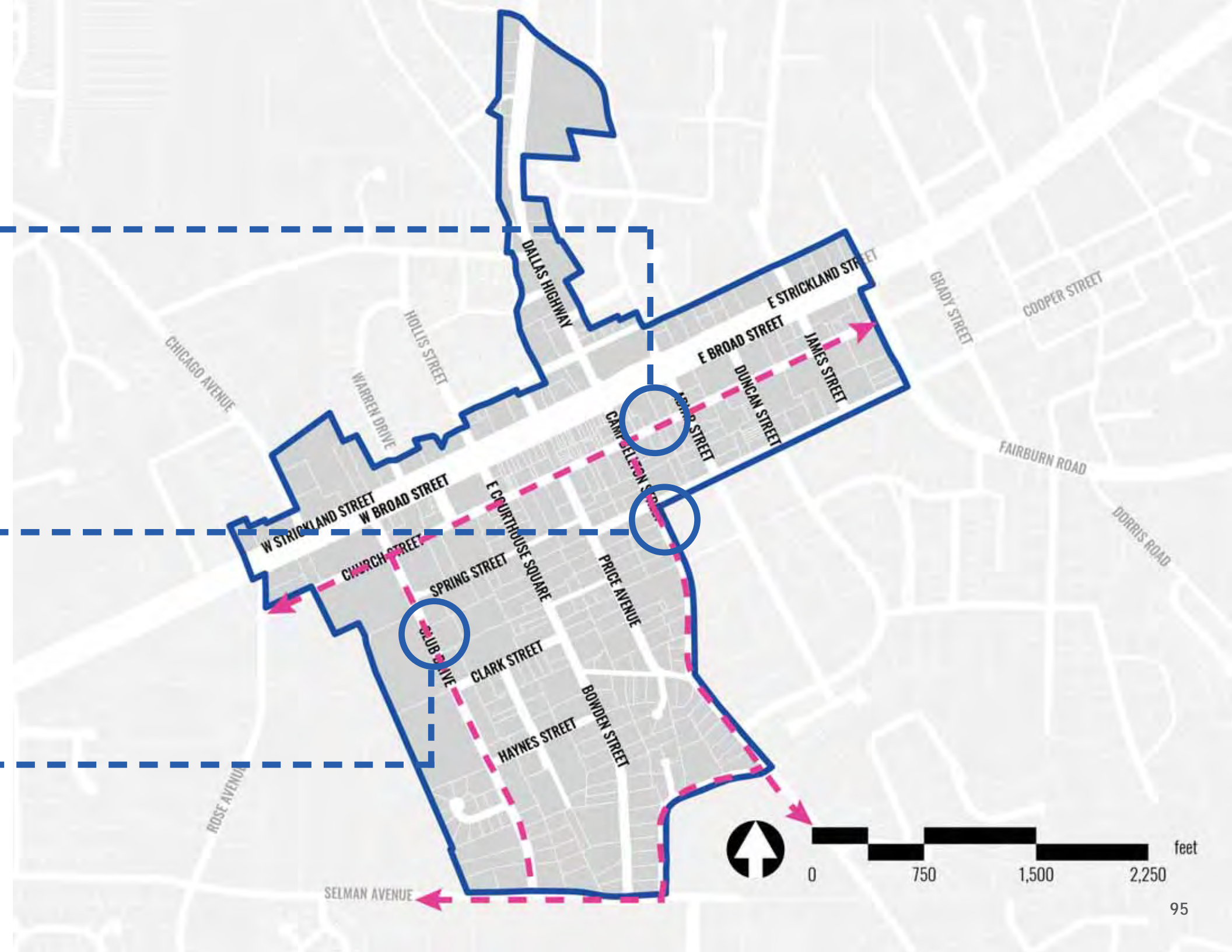
CAMPBELLTON STREET



CLUB DRIVE



*These sections may not be typical of the entire length of the street, and their designs may change as new development occurs.*





## ECONOMIC DEVELOPMENT

- 3.1 Promote Church Street as downtown Douglasville's "Main Street"
- 3.2 Create a Tax Allocation District (TAD) in downtown in order to attract developer interest and fund redevelopment efforts
- 3.3 Recruit a catalytic business to jump-start business development throughout the downtown
- 3.4 Promote the renovation of historic buildings
- 3.5 Redevelop the old City Hall into retail in order to attract more businesses

## ARTS & CULTURE

- 4.1 Conduct a study to determine space needs for a cultural arts center to better inform the best location to place one in the downtown
- 4.2 Install playable art in new greenspaces and parks
- 4.3 Create a program that would feature outdoor public art installations throughout the downtown (see page 93 for examples)

## ARTS PROGRAMS AROUND THE REGION

In 2016, a report by GeorgiaForward's Young Gamechangers proposed the implementation of a "Creativity Corridor" downtown that would weave public art throughout the area and create a sense of place. It is proposed that the City of Douglasville create a program that would feature outdoor installations of public art throughout the downtown, with those locations informed through an arts master plan. There are many examples of public art programs throughout the region that could serve as examples for downtown Douglasville.

### Art on the Atlanta BeltLine

The Atlanta BeltLine, a 22-mile loop of trails that will eventually connect 45 Atlanta neighborhoods, features murals, sculptures, street furniture, and other installations by local artists along the corridor. The Atlanta BeltLine commissions new exhibitions every year, and displays them every fall. Major support for this project is provided by the City of Atlanta Mayor's Office of Cultural Affairs and by the Fulton County Board of Commissioners. This project is also supported in part by an award from the National Endowment for the Arts.

### Castleberry Art Walk

The 2nd Friday of every month, the Castleberry Hill Art Stroll is held throughout the Castleberry Hill neighborhood in Atlanta. Participants can visit galleries, restaurants, and stores displaying and selling art, and view public art in and around the district. The Art Stroll is free to the public and is self-guided, with updated information available on the neighborhood's website ([www.castleberryhill.org/chartstroll](http://www.castleberryhill.org/chartstroll)) and displayed in designated areas throughout the district.

### Suwanee SculptTour

Through private donations, Suwanee SculptTour brings a variety of sculptures to downtown Suwanee on a rotating basis. The program also helps to grow Suwanee's permanent public art collection as typically at least one sculpture from each SculptTour is purchased, again using privately donated funds. The City's public art website ([www.suwanee.com/community/publicarts.php](http://www.suwanee.com/community/publicarts.php)) provides a directory of its permanent collection, and where those pieces can be found in Suwanee.



## >> 3.4 PRIORITY PROJECTS

Through analysis and public input, three priority, capital improvement projects were selected out of a possible 13 projects. These projects, along with some regulatory changes, were determined to be “low-hanging fruit” or relatively inexpensive projects that could be implemented in a short time frame and be a catalyst for the development of the entire downtown area.

- LU.2 Construct a town green with amphitheater at the former county jail site.** Before this project could be implemented, the owner of the site (Douglas County) would need to invest in demolishing the existing buildings on site and preparing the site for resale and the construction of a park.
- T.2 Church Street Streetscape Project.** This project would help to realize the vision of Church Street becoming downtown Douglasville’s “Main Street,” and put in place necessary streetscape elements where space allows, like additional lighting, wider sidewalks, a two-way cycle-track, on-street parking, and landscaping.
- T.3 Club Drive Streetscape Project.** This project would run along the former county jail site, where redevelopment is slated to take place. It would put in place necessary streetscape elements to serve the redevelopment, like additional lighting, a multi-use trail, on-street parking, and landscaping. This is important in realizing the vision of the “Bicycle Loop” that would run along Campbellton Street, Church Street, and Club Drive, and connect to existing bicycle lanes on Selman Drive/Selman Avenue.



## >> 3.5 ACTION MATRIX

The table below and on the following pages detail the City's plan for downtown spanning the next ten years (2018-2027). Projects have been categorized by what it addresses: land use and development, economic development, arts and culture, and transportation. Specific start/end years were not prescribed as to allow the City and other responsible parties to determine them as funding sources becomes available, however, "phases" (short term, mid term, and long term) were given in order to suggest when improvements could most logically take place:

Short Term (year 1 - year 3):	\$15,021,118
Mid Term (year 4 - year 7):	\$8,351,906
Long Term (year 8 - year 10):	\$19,451,860
<b>Total Cost of Projects:</b>	<b>\$42,824,884</b>

Some of these improvements will require staff time — those were most likely to be considered for the short term, as they can be done quickly and assist with the realization of other projects in the mid and long term. Other projects considered for the short term were projects where funding had already been secured.

### LAND USE

#	PROJECT DESCRIPTION	TOTAL COSTS	PHASE	RESPONSIBLE PARTY	FUNDING SOURCE
LU.1	<b>Demolition and site preparation of former county jail site</b>	\$2,868,512	Short Term	County; City	General fund; County
LU.2	Construct a <b>town green</b> with amphitheater at the former county jail site	\$2,200,000	Short Term	City	General fund
LU.3	<b>New City Hall</b>	\$5,254,606	-	City	SPLOST
<i>LU.3a</i>	<i>Site assembly</i>	<i>\$418,000</i>	<i>Short Term</i>	-	-
<i>LU.3b</i>	<i>Demolition and site preparation</i>	<i>\$381,606</i>	<i>Short Term</i>	-	-
<i>LU.3c</i>	<i>Construction costs</i>	<i>\$4,455,000</i>	<i>Mid Term</i>	-	-
LU.4	<b>Overall Zoning Assessment</b>	\$390,000	Short Term	Consultant/City	General fund
<i>LU.4a</i>	<i>Revise Central Business District zoning designation</i>	-	-	-	-

### LAND USE

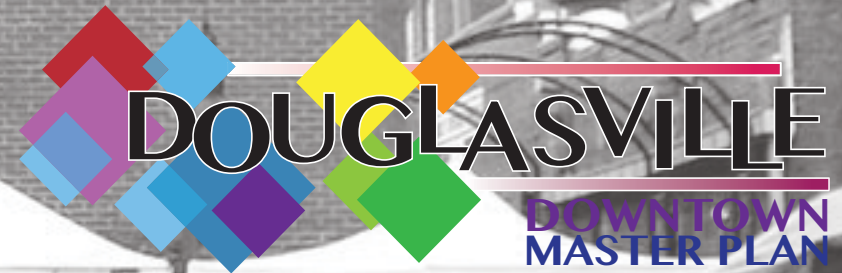
#	PROJECT DESCRIPTION	TOTAL COSTS	PHASE	RESPONSIBLE PARTY	FUNDING SOURCE
<i>LU.4b</i>	<i>Rezone all parcels along Church Street, Spring Street, and select parcels off Dallas Highway to CBD</i>	-	-	-	-
<i>LU.4c</i>	<i>Revise setback requirements and lot sizes for residential districts within the study area</i>	-	-	-	-
<i>LU.4d</i>	<i>Revise parking requirements for Central Business District parcels to ease development</i>	-	-	-	-
<i>LU.4e</i>	<i>Revise landscaping requirements to require more trees and shrubs to be planted</i>	-	-	-	-
LU.5	<b>Construct a dog park and shade structure</b> at Worthan Park	\$100,000	Mid Term	City	SPLOST
LU.6	Retain and renovate the current bridge structure at the former county jail site to be used as part of new development	\$1,000,000	Short Term	City	General fund; County

### ECONOMIC DEVELOPMENT

ED.1	<b>Buy and assemble contiguous parcels</b> to be resold to developers (overall downtown plan as guide, to be phased per budget availability)	\$9,000,000	Ongoing	City; DDA	General fund; TAD; Main Street
ED.2	<b>Sell the former Conference Center and the current City Hall to a private developer</b>	\$3,752,660	-	City; DDA; Convention Center	General fund; TAD; Main Street
<i>ED.2a</i>	<i>Site assembly</i>	<i>\$298,000</i>	<i>Short Term</i>	<i>City; DDA; Convention Center</i>	-
<i>ED.2b</i>	<i>Rehabilitation of the building</i>	<i>\$1,570,300</i>	<i>Mid Term</i>	<i>City; DDA; Convention Center</i>	-
<i>ED.2c</i>	<i>Allowance for tenant improvements</i>	<i>\$1,884,360</i>	<i>Long Term</i>	<i>City; DDA; Convention Center</i>	-

ECONOMIC DEVELOPMENT					
#	PROJECT DESCRIPTION	TOTAL COSTS	PHASE	RESPONSIBLE PARTY	FUNDING SOURCE
ED.2d	Sell and turn over the property to a private developer	Staff	Long Term	City; DDA; Convention Center	-
ED.3	<b>Tax Allocation District Creation.</b> Create a Redevelopment Plan that would delineate the boundaries of the TAD, estimate the tax increment amounts, and outline the scope of the TAD and what improvements the proceeds would fund	\$10,000	Short Term	City; DDA; County	General fund; County
ED.4	<b>Build a hotel</b> to be owned/operated by the City's Convention and Visitors Bureau	\$9,134,106	-	City; CVB; DDA	Hotel/Motel Tax; SPLOST
ED.4a	Site acquisition and assembly	\$1,797,000	Mid Term	-	-
ED.4b	Demolition and site preparation	\$384,606	Mid Term	-	-
ED.4c	Construction costs	\$6,952,500	Long Term	-	-
ED.5	<b>Business recruitment</b> , with focus on business types that have excess demand in the Primary Market Area	Staff	Ongoing	City; DDA	-
ED.6	<b>Recruit unique local and regional restaurants</b> to jumpstart additional business development in the downtown	Staff	Ongoing	City; DDA	-
ED.7	<b>Create a grant program that would fund building renovations</b> of older downtown properties to make them more attractive to future tenants and owners	\$50,000	Ongoing	City; DDA	General fund; Main Street
ARTS & CULTURE					
AC.1	Perform an architectural space study to determine programming and size of a future fine arts space.	\$25,000	Mid Term	City; DDA	General fund; Main Street
AC.2	Create an Arts Master Plan that would focus on the creation of a public art program that features outdoor installations around the downtown area, and identifies suitable areas for displaying these installations	Staff	Short Term	City; DDA; Cultural Arts Council	-

TRANSPORTATION					
#	PROJECT DESCRIPTION	TOTAL COSTS	PHASE	RESPONSIBLE PARTY	FUNDING SOURCE
T.1	Shared <b>parking deck</b> with private development, which includes 60 spaces located in the deck for public use	\$1,380,000	Long Term	City; DDA	General fund; TAD; Private
T.2	<b>Church Street Streetscape Project.</b> To span Club Drive to Fairburn Road, and include wider sidewalks, improved on-street parallel parking, a 2-way cycle track, improved lighting, and landscaping	\$2,320,000	Short Term	City	SPLOST; LCI
T.3	<b>Club Drive Streetscape Project.</b> To span Broad Street to Selman Drive, and include a multi-use path (part of the new "Bicycle Loop"), on-street parallel parking, improved lighting, and landscaping	\$1,300,000	Short Term	City	General fund; Private
T.4	<b>Campbellton Street Streetscape Project.</b> To span Broad Street to Selman Avenue, and include bicycle facilities (part of the new "Bicycle Loop"), improved lighting, and landscaping	\$2,300,000	Short Term	City	General fund; TAD
T.5	<b>6' sidewalk NS on Spring Street</b> to connect Club Drive to the Conference Center	\$200,000	Short Term	City	General fund; LCI; CDBG
T.6	Create and implement <b>a signage and wayfinding system</b> to increase awareness of the location of public parking and other City facilities	\$100,000	Short Term	City; DDA	SPLOST
T.7	<b>Create a streetscape plan for Broad Street</b> that could be incorporated into GDOT's project	\$480,000	Short Term	City	General fund; GDOT
T.8	Design and construct a <b>public surface parking lot</b> off Church Street of approximately 75 spaces to accommodate downtown visitors and provide needed parking for future downtown businesses	\$220,000	Long Term	City; DDA	General fund
<b>TOTAL COSTS</b>		<b>\$42,824,884</b>			



## >> APPENDIX

A.1 SURVEY QUESTIONS + RESULTS

A.2 DESIGN SCHEME PRO FORMAS

# >> A.1 SURVEY QUESTIONS + RESULTS

(50%) indicate results

1. **Where do you currently live?**  
 In downtown Douglasville (7%)  
 In the City of Douglasville, but not in the downtown (37%)  
 In Douglas County, but not in the City of Douglasville (49%)  
 Neither Douglas County nor Douglasville (7%)
2. **What one word would you use to describe Downtown Douglasville today?**
3. **What one word would you use to describe what Downtown Douglasville could become in the future?**
4. **How many times a month do you visit Downtown Douglasville?**  
 Never (2%)  
 Less than once a month (20%)  
 Once a month (12%)  
 2-3 times a month (21%)  
 4-5 times a month (12%)  
 5+ times a month (32%)

5. **What brings you to visit Downtown Douglasville (choose as many as applicable)?**  
 I work downtown (19%)  
 I live downtown (7%)  
 Restaurants (87%)  
 Shopping (9%)  
 Errands (27%)  
 Courthouse Museum (5%)  
 Business at Douglas County offices (22%)  
 Special events (55%)  
 Just passing through (40%)  
 I don't visit the area at all (2%)  
 Other - Please specify (6%)
6. **What do you find beautiful or attractive about Downtown Douglasville?**
7. **What would you improve in Downtown Douglasville?**
8. **What are some major issues you experience in downtown Douglasville (choose as many as applicable)?**  
 Walking to destinations (20%)  
 Biking to destinations (11%)  
 Traffic congestion (47%)  
 Finding a parking space (35%)  
 Few alternative transportation options to

- driving (18%)  
 Wayfinding and signage to destinations (15%)  
 Few housing options in my price range (10%)  
 Few parks for active recreation (23%)  
 Few parks for passive recreation (43%)  
 Few retail options to serve my daily needs (66%)  
 Few retail options for leisure shopping (73%)  
 Few job opportunities (16%)  
 Concerns about safety (21%)  
 None of these are issues for me (1%)  
 Other - Please specify (10%)
9. **What could Downtown Douglasville offer that would make you visit more often (choose as many as applicable)?**  
 Farm to table restaurant (62%)  
 "Mom & Pop" retail/dining (65%)  
 Grocery, pharmacy (26%)  
 Places for children to play (38%)  
 Places to walk or bike (47%)  
 Active outdoor recreation (37%)  
 More festivals and events (67%)  
 Nighttime entertainment (64%)  
 Plays, shows, performances (62%)  
 More parks (28%)

- More museums (12%)
- Other - Please specify (12%)

10. **Would you like to see a large town green in the downtown for community events and recreation?**  
 Yes (87%)  
 No (13%)
11. **What kinds of development should be prioritized to revitalize Downtown Douglasville (choose as many as applicable)?**  
 Apartments (11%)  
 Single-family homes (14%)  
 Townhomes (29%)  
 Retail (81%)  
 Offices (16%)  
 Restaurants (90%)  
 Bars, breweries (61%)  
 Art studios, galleries (50%)  
 Other - Please specify (9%)
12. **What type of housing in downtown would you consider?**  
 Small, single-family lots (20%)  
 Townhouses (35%)  
 Multifamily units (5%)  
 Multifamily units above retail (26%)  
 None of these (37%)  
 Other - Please specify (6%)
13. **What is the biggest transportation issue in the area?**

14. **What transportation improvements would make it easier to walk or bike in Downtown Douglasville (choose as many as applicable)?**  
 More sidewalks (54%)  
 Sidewalk improvements (60%)  
 More on-road bike facilities (24%)  
 More off-road bike facilities (22%)  
 Improved connectivity (50%)  
 Bike racks (29%)  
 Enhanced crosswalks (50%)  
 Slower traffic (20%)  
 Other - Please specify (9%)

The following portion of the survey will ask for your preferences for physical design as it relates to housing, commercial nodes, and transportation. For each question, please review the images provided and choose the image you feel would be most appropriate for Downtown Douglasville. If you feel that none of the images would be appropriate, please choose "none of these."

## 15. Housing



None of these (16%)

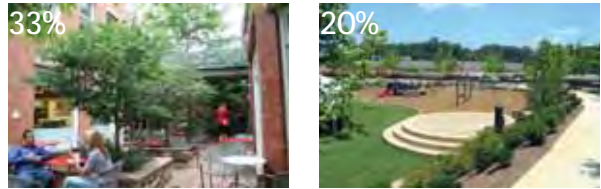


16. Commercial



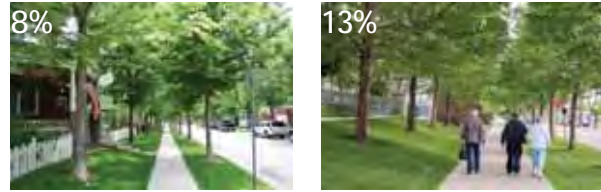
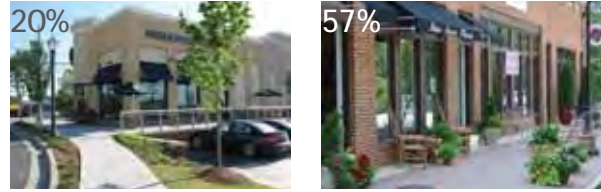
( ) None of these (4%)

17. Parks & Open Space



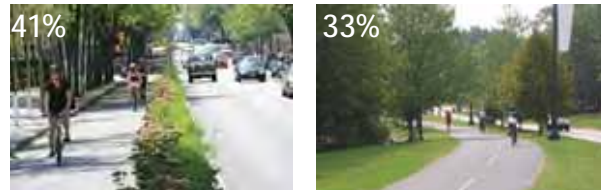
( ) None of these (1%)

18. Sidewalks



( ) None of these (1%)

19. Bicycle Facilities



( ) None of these (7%)

20. What other thoughts do you have that should be considered during this planning effort?

21. If you would like to receive updates about the Downtown Master Plan's progress and opportunities to give more input, please subscribe to our email list below.

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Email Address: \_\_\_\_\_

# >> A.2 DESIGN SCHEME PRO FORMAS

## MASTER PLAN SUMMARY - EXISTING CONDITIONS

Project Site/Building ID	Site Area (Acres)		Existing Buildings (SF)		Full Market Value <sup>2</sup>	
	Total	Taxable <sup>1</sup>	Total	Taxable <sup>1</sup>	Total	Taxable <sup>1</sup>
Buildings A-D (Jail)	9.79	0	122,510	-	\$16,082,000	-
City Offices/Old Conference Center	0.75	0.14	31,406	3,772	\$2,747,305	\$224,300
Building E (New Civic Building)	1.10	0.40	13,425	5,125	\$645,775	\$244,300
Building F (Downtown Hotel)	1.17	1.17	13,125	13,125	\$1,198,240	\$1,198,240
Building G (Multifamily Mixed Use)	2.89	2.89	19,939	19,939	\$1,902,380	\$1,928,080
Buildings H-M (Retail/Office)	4.42	4.12	27,790	27,790	\$2,018,735	\$1,942,035
Building N-P (Retail and Condos)	1.87	1.87	11,594	11,594	\$975,820	\$975,820
Building Q (Multifamily)	2.69	2.69	26,196	26,196	\$1,887,720	\$1,887,720
Building R (Retail/Office)	1.18	1.18	-	-	\$52,100	\$52,100
<b>TOTALS</b>	<b>25.87</b>	<b>14.46</b>	<b>265,985</b>	<b>107,541</b>	<b>\$27,510,075</b>	<b>\$8,452,495</b>

**Notes**

1. Parcels not currently owned or controlled by the City, County, or Authorities and must be assembled to be developed as proposed
  2. Indicated combined full value of parcels reported on the Douglas County Assessor's website as of July 2017
- Accomplishing projects shown in the Master Plan would require assemblies of nearly 40 privately owned parcels with 110,700 SF of existing buildings

**JAIL SITE - LAND DEVELOPMENT ESTIMATE**

Land Revenue Assumptions					Investment/Construction Costs				
Land Value	Land Value per SF/Unit	Units	Total Land Value	Average Land Value		Vertical Construction		Total Cost (including land)	Total Cost / SF
				Per Acre	Per SF	Per SF	Subtotal		
Parcel 1 (Park)	\$0.00	75,000	\$0	\$0	\$0				
Parcel 2 (Buildings A & B)	\$14.00	120,000	\$1,680,000	\$609,840	\$58.95	\$144.00	\$4,183,200	\$5,863,200	\$201.83
Parcel 3 (Building C)	\$22.00	44,000	\$968,000	\$958,320	\$53.78	\$225.00	\$4,050,000	\$5,018,000	\$278.78
Parcel 4 (Building D)	\$15,000	130	\$1,950,000	\$530,888	\$11.55	\$126.00	\$21,281,400	\$23,231,400	\$137.55
<b>TOTAL LAND SALES</b>			<b>\$4,598,000</b>	<b>\$479,504</b>	<b>\$21.29</b>		<b>\$29,514,600</b>	<b>\$34,112,600</b>	<b>\$157.97</b>

**Notes & Assumptions**

1. Land values assume the property is demolished and subdivided with public roads, utility connections and park amenities in place
2. Estimated vertical construction costs include buildings, site development of grounds and parking lots, permitting and soft costs
3. Total costs (including land) may not be supportable by projected achievable rents - to be confirmed
4. Final values for tax purposes are likely to be well below construction costs

Site Development Cost Assumptions			
Cost	Unit Cost	Units	Total
Demolition	\$11.00	122,510	\$1,347,610
Site Prep/Utilities	\$150,000	9.59	\$1,438,361
Park	\$1,500,000	Lump Sum	\$1,500,000
<b>TOTAL COSTS</b>			<b>\$4,285,971</b>
<b>PROFIT/(LOSS)</b>			<b>\$312,029</b>

**CITY OFFICES/FORMER CONVENTION CENTER - LAND DEVELOPMENT ESTIMATE**

Existing Conditions			Total
Acres			0.75
Assessed Full Market Value (FMV)			\$2,747,305
Existing Improvements (SF)			31,406
Estimated Acquisitions	Acres	0.14	
	Building SF	3,772	
	FMV	\$224,300	
	FMV/Building SF	\$59.46	
<b>SITE ASSEMBLY COST @ 1.33 x FMV</b>			<b>\$298,000</b>

Future Conditions			Total
Additional Site Assembly			\$3,772/SF \$298,000
Initial Rehab Cost			\$50.00/SF \$1,570,300
Tenant Fit Up Allowance			\$60.00/SF \$1,884,360
<b>TOTAL DEVELOPMENT BUDGET</b>			<b>\$3,454,660</b>

Income Calculations				
Total SF	Space Allocation & Base Rents			31,406
% Retail	75%	Avg Rent/SF	\$12.00	\$282,654
% Office	25%	Avg Rent/SF	\$10.00	\$78,515
Tenant Fit Up Allowance				\$361,169
Vacancy & Collection Loss @ 10.0%				-\$36,117
Management & Other Costs @ 15.0%				-\$54,175
<b>ANNUAL NET OPERATING INCOME (ROUNDED)</b>				<b>\$271,000</b>

Project Cost Assumptions		
<b>Total Estimated Total Project Cost</b>		<b>\$3,455,000</b>
Developer Equity @ 0%		\$0
Total Debt Requirement @ 65%		<b>\$3,455,000</b>
Debt Service Reserve		<b>\$0</b>
Debt Issuance Costs @ 2.5%		<b>\$86,375</b>
Total Amount Financed (Rounded):		<b>\$3,540,000</b>
Potential Gross Income	31,406 SF	\$361,000
Net Operating Income	90% Occupancy	\$271,000
Available for Debt Service @ 1.0 Coverage		\$271,000
Financing Inputs		
Loan period (years)		20
Interest only period (years)		-
PRN retirement period (years)		20
Interest rate		3.50%
Estimated Project Cost Covered by Cash Flow	106%	\$3,770,000
Total Debt Service Covered by Cash Flow		-\$5,142,564
Annual Project Debt Service Payments		-\$257,128
<b>REQUIRED PUBLIC SUBSIDY/(-SURPLUS) TO SUPPORT PROJECT COST</b>		<b>\$-230,000</b>
<b>ANNUAL PROJECT REVENUE OVER (-UNDER) REQUIRED DEBT SERVICE</b>		<b>\$13,872</b>
<b>MARGIN</b>		<b>5.4%</b>

**BUILDING E - LAND DEVELOPMENT ESTIMATE**

Existing Conditions		Total
Acres		1.11
Assessed Full Market Value (FMV)		\$645,775
Existing Improvements (SF)		13,425
Estimated Acres	0.90	
Acquisitions Building SF	5,125	
FMV	\$334,200	
FMV/Building SF	\$65.21	
<b>SITE ASSEMBLY COST @ 1.25 x FMV</b>		<b>\$418,000</b>

Future Conditions		Total
Additional Site Assembly	5,125 SF	\$418,000
Demolition	13,825 \$7.50/SF	\$103,688
Site Prep/Parking/Utilities	\$250,000 1.11 AC	\$277,918
Building Construction	27,000 \$165/SF	\$4,455,000
<b>TOTAL DEVELOPMENT BUDGET</b>		<b>\$5,255,000</b>

**DOWNTOWN CONFERENCE CENTER HOTEL (BUILDING F) - LAND DEVELOPMENT ESTIMATE**

Project Cost Assumptions		
<b>Total Estimated Total Project Cost</b>		<b>\$9,130,000</b>
Less Equity Contribution (City/Developer)	20%	-\$1,830,000
Total Debt Requirement @	80%	<b>\$7,300,000</b>
Debt Service Reserve		<b>\$480,000</b>
Debt Issuance Costs @	35%	<b>\$272,300</b>
Total Amount Financed (Rounded):		<b>\$8,050,000</b>
Financing Inputs		
Loan period (years)		20
Interest only period (years)		2
PRN retirement period (years)		18
Interest rate		4.50%
Total Debt Service Cumulative		-\$8,788,626
Annual Debt Service Payments		-\$469,407
Stabilized NOI		\$488,690
Available for Debt Service @	1.2 Coverage	\$407,241
<b>REQUIRED CITY/ AUTHORITY DEBT SERVICE (ANNUAL)</b>	13.2%	<b>-\$62,166</b>
<b>CUMULATIVE/SUBSIDY OVER 20 YEARS (ROUNDED)</b>		<b>-\$1,243,000</b>

Development Costs and Operating Assumptions				
Costs	Units	Unit Cost	Unit	Total Cost
Site Acquisition	1.17	\$1,543,683	Acre	\$1,797,000
Demolition/Site Preparation	1.17	\$328,464	Acre	\$384,606
Vertical Hard & Soft Costs	46,350	\$150.00	SF	\$6,952,500
<b>TOTAL COSTS</b>				<b>\$9,134,106</b>
Development Cost	\$19,707 per SF		\$101,490 per key	
Operations Summary				
Revenue Inputs		Stabilized Gross Income:		
Rooms	90	Rooms		\$1,931,580
Room Nights	32,850	F&B and Other Revenue		\$193,158
Occupancy Rate	56%	Revenue/Room Total	\$23,608	\$2,124,738
ADR	\$105.00	Less Expenses	77%	-\$1,636,048
F&B & Other	10%	Net Operating Income		\$488,690
		Capitalized NOI	7.5%	\$6,515,863
<b>CAPITALIZED VALUE OVER / (UNDER) DEVELOPMENT COST</b>			<b>-28.7%</b>	<b>(\$2,618,243)</b>

**BUILDING G - LAND DEVELOPMENT ESTIMATE**

Existing Conditions		Total
Acres		2.89
Assessed Full Market Value (FMV)		\$1,902,380
Existing Improvements (SF)		19,939
Estimated Acquisitions	Acres	2.89
	Building SF	19,939
	FMV	\$1,928,080
	FMV/Building SF	\$96.70

<b>SITE ASSEMBLY COST @ 1.50 x FMV</b>	<b>\$2,892,000</b>
--	--------------------

Future Conditions	Use	Totals
Building 1	Retail	10,000
Building 2	Retail	12,000
Building 3	227 Multifamily Units	272,800
Parking Deck	511 Units	

<b>TOTAL FUTURE DEVELOPMENT</b>	<b>294,800</b>
---------------------------------	----------------

Project Cost Assumptions				
Site Acquisition	2.89	\$999,638	Acre	\$2,892,000
Site Preparation		\$250,000	Acre	\$723,262
Demolition	19,939	\$7.50	SF	\$149,543
Parking Deck	511	\$20,000	Space	\$10,220,000
Development Hard & Soft Costs				
Retail (including fit up)	22,000	\$135.00	SF	\$2,970,000
Multifamily	272,800	\$115.00	SF	\$31,372,000
Subtotal:	294,800	\$116.49	SF	\$34,342,000
<b>TOTAL FUTURE DEVELOPMENT</b>				<b>\$48,327,000</b>

Project Cost Assumptions		
<b>Total Estimated Total Project Cost</b>		<b>\$48,327,000</b>
Developer Equity @	35%	\$16,910,000
Total Debt Requirement @	65%	<b>\$31,417,000</b>
Debt Service Reserve		<b>\$0</b>
Debt Issuance Costs @	3.0%	<b>\$942,510</b>
Total Amount Financed (Rounded):		<b>\$32,360,000</b>

**Operating Requirements Based on Development Costs**

Building 1	\$22.00 x 10,000 SF	\$220,000
Building 2	\$22.00 x 12,000 SF	\$264,000
Building 3	\$1,500 x 227 units	\$4,086,000

Potential Gross Income		\$4,570,000
Less Vacancy & Expenses @	30%	-\$1,371,000
Available for Debt Service @	1.20 Coverage	\$2,665,883

Financing Inputs	
Loan period (years)	20
Interest only period (years)	-
PRN retirement period (years)	20
Interest rate	5.00%
Total Debt Service Payments	-\$51,933,002
Annual Project Debt Service Payments	-\$2,596,650
<b>ANNUAL PROJECT REVENUE OVER (-UNDER) REQUIRED DEBT SERVICE</b>	<b>\$69,183</b>
<b>MARGIN</b>	<b>2.7%</b>

**BUILDINGS H-M - LAND DEVELOPMENT ESTIMATE**

Existing Conditions		Total
Acres		4.42
Assessed Full Market Value (FMV)		\$2,018,735
Existing Improvements (SF)		27,790
Estimated Acquisitions	Acres	4.12
	Building SF	27,790
	FMV	\$1,942,035
	FMV/Building SF	\$69.88

<b>SITE ASSEMBLY COST @ 1.30 x FMV</b>	<b>\$2,525,000</b>
--	--------------------

Future Conditions	Use	Stories	SF/Floor	Totals Gross SF
Building H	Retail/Office	1.0	5,400	5,400
Building I	Retail/Office	1.0	5,000	5,000
Building J	Retail/Office	1.0	5,200	5,200
Building K	Retail/Office	1.0	3,300	3,300
Building L	Retail/Office	1.0	8,700	8,700
Building M	Restaurant/Office	2.0	16,200	64,800
Townhomes	7 units		1,900	13,200
Public Parking				

<b>TOTAL FUTURE DEVELOPMENT</b>	<b>105,600 SF</b>
---------------------------------	-------------------

Costs	Units	Unit Cost	Unit	Total Cost
Townhome Construction Cost	13,200	\$110.00	SF	\$1,452,000
Gross Sales	7	\$275,000	ea	\$1,925,000
Less Cost of Sales			6%	-\$115,500
Net Sales Proceeds				\$1,809,500
<b>PROFIT/(LOSS)</b>			<b>24.6%</b>	<b>\$357,500</b>

Project Cost Assumptions				
Costs	Units	Unit Cost	Unit	Total Cost
Site Acquisition	4.12	\$613,587	Acre	\$2,525,000
Site Preparation	4.12	\$250,000	Acre	\$1,028,787
Demolition	27,790	\$7.50	SF	\$208,425
Building H	5,400	\$125.00	SF	\$675,000
Building I	5,000	\$125.00	SF	\$625,000
Building J	5,200	\$125.00	SF	\$650,000
Building K	3,300	\$125.00	SF	\$412,000
Building L	8,700	\$125.00	SF	\$1,087,500
Building M	64,800	\$130.00	SF	\$8,424,000
Subtotal	60,000	\$127.70	SF	\$11,874,000

<b>TOTAL DEVELOPMENT COST (ROUNDED)</b>	<b>\$15,636,000</b>
---	---------------------

Operations Summary				
	Annual Gross Rent		Less Vac. & Exp.	NOI
Building H	\$15.00	\$81,000	25%	\$60,750
Building I	\$15.00	\$75,000	25%	\$56,250
Building J	\$15.00	\$78,000	25%	\$58,500
Building K	\$16.00	\$52,000	25%	\$39,600
Building L	\$14.00	\$121,800	25%	\$91,350
Building M	\$16.50	\$1,069,200	25%	\$801,900
TOTALS	\$15.99	\$1,477,800		\$1,108,350

<b>CAPITALIZED VALUE OF NOI @</b>	<b>6.5%</b>	<b>\$17,051,538</b>
-----------------------------------	-------------	---------------------

<b>MARGIN/(LOSS)</b>	<b>9.1%</b>	<b>\$1,415,538</b>
----------------------	-------------	--------------------

**BUILDINGS N-P - LAND DEVELOPMENT ESTIMATE**

Existing Conditions		Total
Acres		1.87
Assessed Full Market Value (FMV)		\$975,820
Existing Improvements (SF)		11,594
Estimated Acres	1.87	
Acquisitions Building SF	11,594	
FMV	\$975,820	
FMV/Building SF	\$84.17	
<b>SITE ASSEMBLY COST @ 1.50 x FMV</b>		<b>\$1,464,000</b>

Future Conditions				Totals
	Use	Units	SF/Unit	Gross SF
Building N	Quadplexes	20.0	1,620	32,400
Building O	Retail	1.0	5,500	5,500
Building P	Retail	1.0	10,200	10,200
<b>TOTAL FUTURE DEVELOPMENT</b>				<b>42,600 SF</b>

Project Cost Assumptions				
Costs	Units	Unit Cost	Unit	Total Cost
Site Acquisition	1.87	\$782,037	Acre	\$1,464,000
Site Preparation	1.87	\$250,000	Acre	\$468,008
Demolition	11,594	\$7.50	SF	\$86,955
<b>Construction Hard &amp; Soft Costs</b>				
Retail Pad Site	15,700	\$5.00	SF	\$78,500
Quadplexes	32,400	\$110.00	SF	\$3,564,000
<b>TOTAL DEVELOPMENT COST (ROUNDED)</b>				<b>\$5,661,463</b>

Operations Summary				
Potential Gross Income				
Retail Pad Sale	15,700	\$35.00/SF land area		\$549,500
Quadplexes	20	\$295,000 each		\$5,900,000
Less Cost of Sales	6%			-\$354,000
Net Sales Proceeds				\$6,095,500
Less Development Costs				-\$5,661,463
<b>PROFIT/(LOSS)</b>			<b>7.7%</b>	<b>\$434,037</b>

**BUILDING Q - LAND DEVELOPMENT ESTIMATE**

Existing Conditions		Total
Acres		2.69
Assessed Full Market Value (FMV)		\$1,887,720
Existing Improvements (SF)		26,196
Estimated Acres	2.69	
Acquisitions Building SF	26,196	
FMV	\$1,887,720	
FMV/Building SF	\$72.06	
<b>SITE ASSEMBLY COST @ 1.50 x FMV</b>		<b>\$2,832,000</b>

Future Conditions				Totals
	Use	Units	SF/Unit	Gross SF
Building O	Senior Housing	120	1,260	151,200
<b>TOTAL FUTURE DEVELOPMENT</b>				<b>151,200 SF</b>

Project Cost Assumptions				
Costs	Units	Unit Cost	Unit	Total Cost
Site Acquisition	2.69	\$1,054,238	Acre	\$2,832,000
Site Preparation	2.69	\$250,000	Acre	\$671,575
Demolition	26,126	\$7.50	SF	\$196,470
<b>Construction Hard &amp; Soft Costs</b>				
Senior Housing	151,200	\$115.00	SF	\$17,388,045
<b>TOTAL DEVELOPMENT COSTS</b>				<b>\$21,088,045</b>

Operations Summary			
	Average Monthly Rent	Units	Annual
Potential Gross Income	\$1,500	120	\$2,160,000
Less Vacancy @	10%		-\$216,000
Less Management @	20%		-\$432,000
NOI			\$1,512,000
<b>CAPITALIZED VALUE OF NOI @</b>		<b>6.5%</b>	<b>\$23,261,538</b>
<b>MARGIN/(LOSS)</b>		<b>10.3</b>	<b>\$2,173,493</b>

## MASTER PLAN SUMMARY - FUTURE CONDITIONS

Project Site/Building ID	Site Acquisition <sup>1</sup>	Development Cost <sup>2</sup>	Future SF	Cost/SF	Phasing/Priority <sup>3</sup>	Public Sector Role <sup>4</sup>
Buildings A-D (Jail)	\$0	\$34,112,600	215,950	\$157.97	1	Lead/Execute
City Offices/Old Conference Center	\$298,000	\$3,454,660	31,406	\$110.00	2	Lead/Execute
Building E (New Civic Building)	\$418,000	\$5,255,000	27,000	\$194.63	1	Lead/Execute
Building F (Downtown Hotel)	\$1,797,000	\$8,392,000	41,400	\$202.71	2	Lead/Execute
Building G (Multifamily Mixed Use)	\$2,892,000	\$48,327,000	294,800	\$163.93	3	TAD
Buildings H-M (Retail/Office)	\$2,525,000	\$15,636,000	92,400	\$169.22	2	TAD
Buildings N-P (Retail and Quadplexes)	\$1,484,000	\$5,661,463	42,600	\$132.90	3	TAD
Building Q	\$2,832,000	\$21,088,045	151,200	\$139.47	2	Minimal
Building R	\$365,000	\$2,795,000	24,300	\$115.02	1	Minimal
<b>TOTALS</b>	<b>\$12,591,000</b>	<b>\$144,721,768</b>	<b>921,056</b>			

### Notes

1. Preliminary estimated cost to assemble privately owned parcels, whether by public or private entities
2. Preliminary estimated total development cost including site acquisition, demolition, and construction hard/soft costs
3. Priority/Phasing: (1) = Start/completion accomplished within 1-3 years; (2) = Start/completion accomplished within 4-6 years; (3) = Start/completion accomplished 6 more years out
4. Public Sector Role: (Lead/Execute) = City and/or County must actively engage in property assembly, disposition, and/or development; (TAD) = TAD financing or other form of public financial incentive is likely to be necessary to support the project; (Minimal) = May be possible to accomplish the project with no public sector involvement beyond customary zoning and permitting functions.

