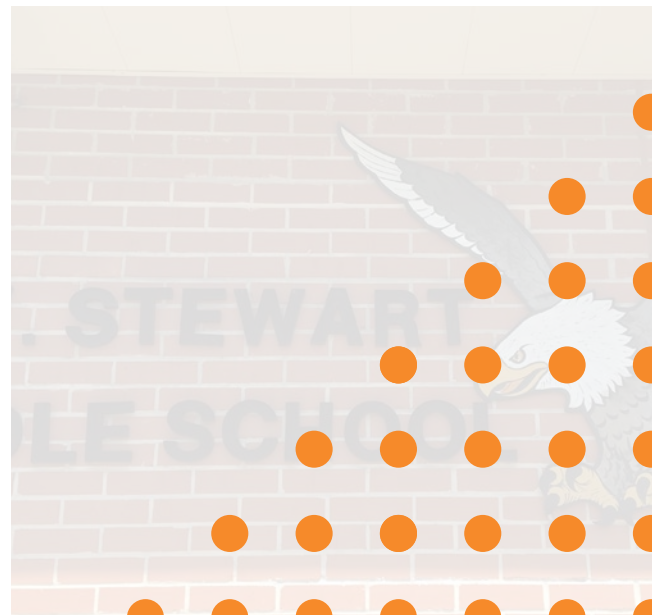




NORTH SIDE **REDEVELOPMENT PLAN** Final Report DRAFT



FINAL REPORT DRAFT
October 2018
Prepared for the City of Douglasville



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Executive Summary

The area just north of Downtown Douglasville, referred to by locals as the “North Side”, is a collection of older homes, churches, and schools intermixed with newer large suburban subdivisions. These “old” and “new” areas form the dominant character make-up of the North Side, with the older homes located about a half-mile to Downtown and newer, suburban homes located at the periphery. Historically, the area has been the home of a large percentage of Douglasville’s African-American population. Its rich history and culture is highly-valued by residents. Despite the idea of the “North Side” as a place and community existing for as long as people have lived here, a plan to organize the disparate elements of the area has never been conducted and a strict boundary never established.

In recent years, Downtown Douglasville’s renewed commercial momentum and the rerouting of State Highway 92 have created new possibilities for this community. Coming off of the momentum of the 2017 Downtown Douglasville Masterplan, the City of Douglasville commissioned the APD Urban Planning and Management Team to conduct a study of the North Side to ensure that the area would benefit from upcoming changes. To capitalize on this momentum, the North Side Redevelopment Plan recommends a Development Framework and Strategy centered around catalytic projects to create a walkable “Downtown Neighborhood” that benefits from and contributes to the success of Downtown Douglasville. The plan functions as a tool for the North Side community and the City of Douglasville to establish both a community-sourced vision and the means and strategies to achieve that vision.

Community Vision

The North Side Redevelopment Plan presents next steps toward the stabilization and revitalization of the North Side. To capture the goals and vision of civic and community leaders, the project team held meetings with council representatives, city staff, and local stakeholders to prepare for the creation of a comprehensive redevelopment strategy. This input was summarized and used for the first community open house, which drew over 200 North Side residents and interested parties to steer the foundational concepts of the Redevelopment Plan.

The findings of the first community open house established a vision, a series of goals and objectives, and policy priorities on which to base the plan’s recommendations. The four major objectives are based around Connectivity, Preservation, Goods and Services, and Vibrancy. This includes attracting new, high-quality local retail and amenities catered to the needs and desires of existing residents. This vision represents the residents’ strong belief in the future of their community.

Redevelopment Recommendations

The Development Framework lays the foundation for redevelopment utilizing a comprehensive Land Use Framework and Reinforcement and Cultivation Strategies. The Land Use Framework establishes how future commercial and residential development patterns will interact with proposed streets, trails, amenities, and catalytic project improvements. The strategies both prepare for and encourage local growth, with Reinforcement Strategies oriented to the needs of existing residents and businesses and Cultivation Strategies oriented to attracting new residents and businesses. Reinforcement Strategies consist of policies related to blight, safety, housing, and historic preservation. Cultivation strategies focused on policies and targeted public investments related to promoting retail and residential development around greenspaces and walking and biking infrastructure. In total, there are sixteen types of proposed policy and public investments with the goal to guide to responsible revitalization in areas that are blighted, have the potential to become blighted, or have had trouble attracting private investment.

A Development Strategy emerged that relies on the groundwork established in the Development Framework. Using a catalytic project selection criteria process, the study arrived at three

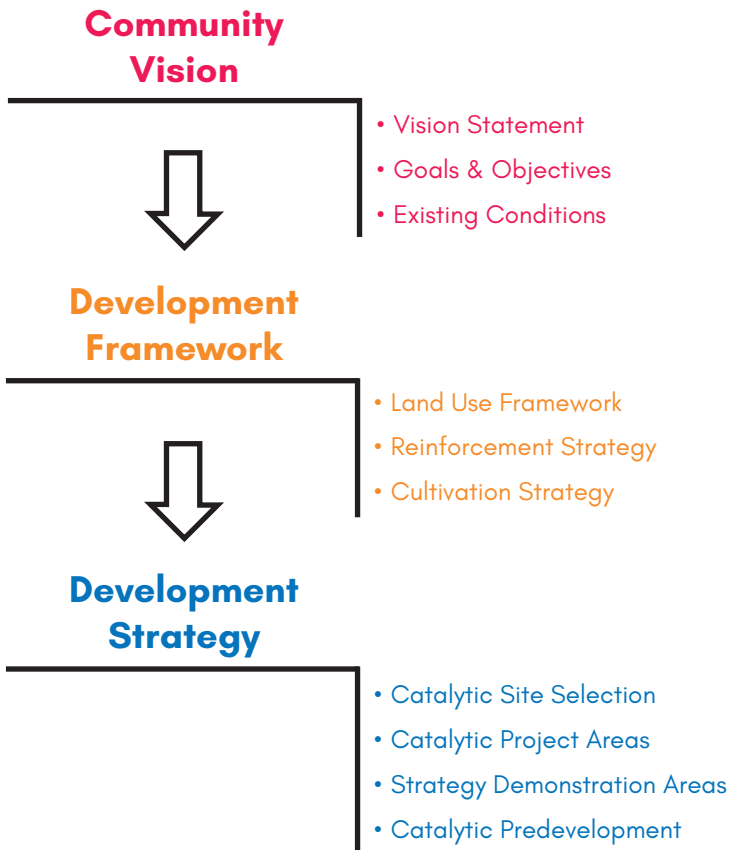


Figure 1: Report Recommendations Structure

represent policies needed for the older, historic areas of the North Side that have seen little private investment in recent years. The second Strategy Demonstration Area, located near the new Highway 92 alignment and Strickland Street, is intended to represent a set of policies to manage and influence new growth in the suburban areas of the North Side that have recently received new private residential projects.

Implementation

The three catalytic projects along with the strategies found in the Development Framework are considered tools that, when deployed strategically with the help of public action, can catalyze the North Side into achieving its vision of a vibrant and connected community. The plan recommends a Catalytic Predevelopment process, based around an organized city-lead team, capable of executing both the Development Framework and Development Strategy. This process utilizes many of the strategies found in the Development Framework to intentionally pursue the implementation of the Catalytic Projects. These strategies include land assembly, land banking, zoning and land use, and development incentives oriented towards risk mitigation.

The recommendations found in this plan, and the extensive community and market research that helped build them, are merely ideas without strong community buy-in and support from city policy-makers. With this in mind, the North Side Redevelopment Plan is firmly grounded in a results-driven approach. The City of Douglasville and the North Side community have a unique opportunity to reverse decades of missed possibilities. Though the execution of this plan cannot guarantee the complete fulfillment of the community's potential, inaction guarantees stagnation. This plan, as a tool of action, offers the North Side a choice to achieve that potential.

Catalytic Project Areas and two Strategy Demonstration Areas. The three Catalytic Project Areas are considered key sites where public-private development could promote new private investment throughout the study area. The sites are organized around the three public parks that follow Dallas Highway: Jessie Davis Park, Willing Workers Park, and Worthan Park.

Project outlines with accompanying site plans, design considerations, cost estimates, and feasibility were prepared for each of the Catalytic Project Area sites. The example projects created for this report rely on increased neighborhood connectivity and a variety of integrated mixes of uses and residential building types. A review of market data suggested that each of the proposed catalytic projects has the potential to achieve market stability and financial viability as a standalone effort, but that joint deployment would require phasing due to a present lack of sufficient market demand. Successful deployment of each catalytic project is projected to encourage the development of other catalytic projects.

The two Strategy Demonstration Areas, while not scoring as highly during project selection, were still deemed as strategically important sites for the future of the North Side. A set of targeted policies are recommended to illustrate how future growth can be managed on the North Side. The first Strategy Demonstration Area encompasses a geography near Chicago Avenue and Warren Drive and is intended to

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The background is a faded photograph of a street scene. On the right, a black signpost holds two signs: a vertical banner that reads 'DOUGLASVILLE' and 'COMMUNITY' with a graphic in between, and a larger sign with a circular logo at the top, an upward arrow, and the text 'Historic District'. Below it, a smaller sign says 'NORTH DOUGLAS COMMUNITY HEALTH CENTER'. The street is lined with trees, and industrial structures are visible in the distance on the left. Orange dots are in the top left, and yellow dots are in the bottom right.

Discovering the North Side

Study Area Boundary

Previous Plans

Upcoming & Proposed Projects

Demographics

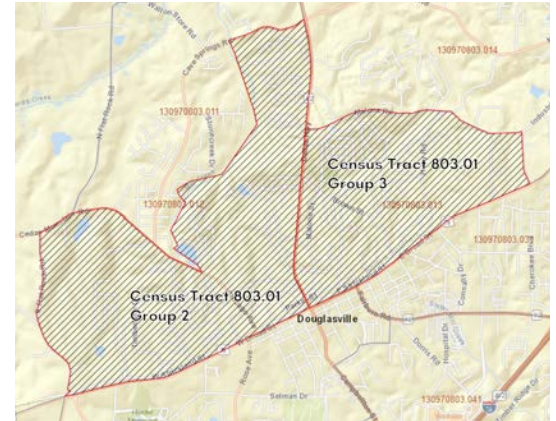
Existing Conditions

Study Area Boundary

The North Side as an area designation has existed for over a century, but has never had an official neighborhood boundary. Though it has no borders, most residents of Douglasville associate it with the area north of the Norfolk Southern rail line. To help facilitate research and data collection, a rational boundary was proposed that took into account physical, social, political, economic, and environmental criteria, shown below. In addition, the boundary took into account easily identifiable physical boundary markers like roads, streams, and rail road tracks. A small portion of unincorporated Douglas County was included so that the boundary fit cleanly along Malone Road and Huey Road.

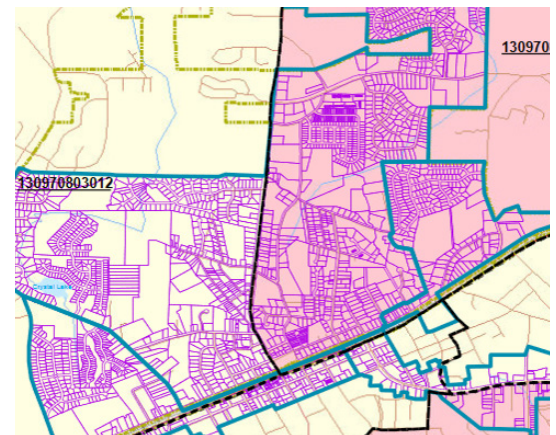
Census Tracts

Two census block groups take up a large portion of the North Side: Groups 2 and 3 within the 803.01 census tract. Much of the study area boundary follows the same lines as the block groups in order to build an accurate knowledge base of existing demographic conditions.



Opportunity Zone

A state designated opportunity zone covers much of the North Side. This boundary was based on a recent Urban Redevelopment Study and helped frame the potential economic impact of redevelopment.



Distance to Downtown Center

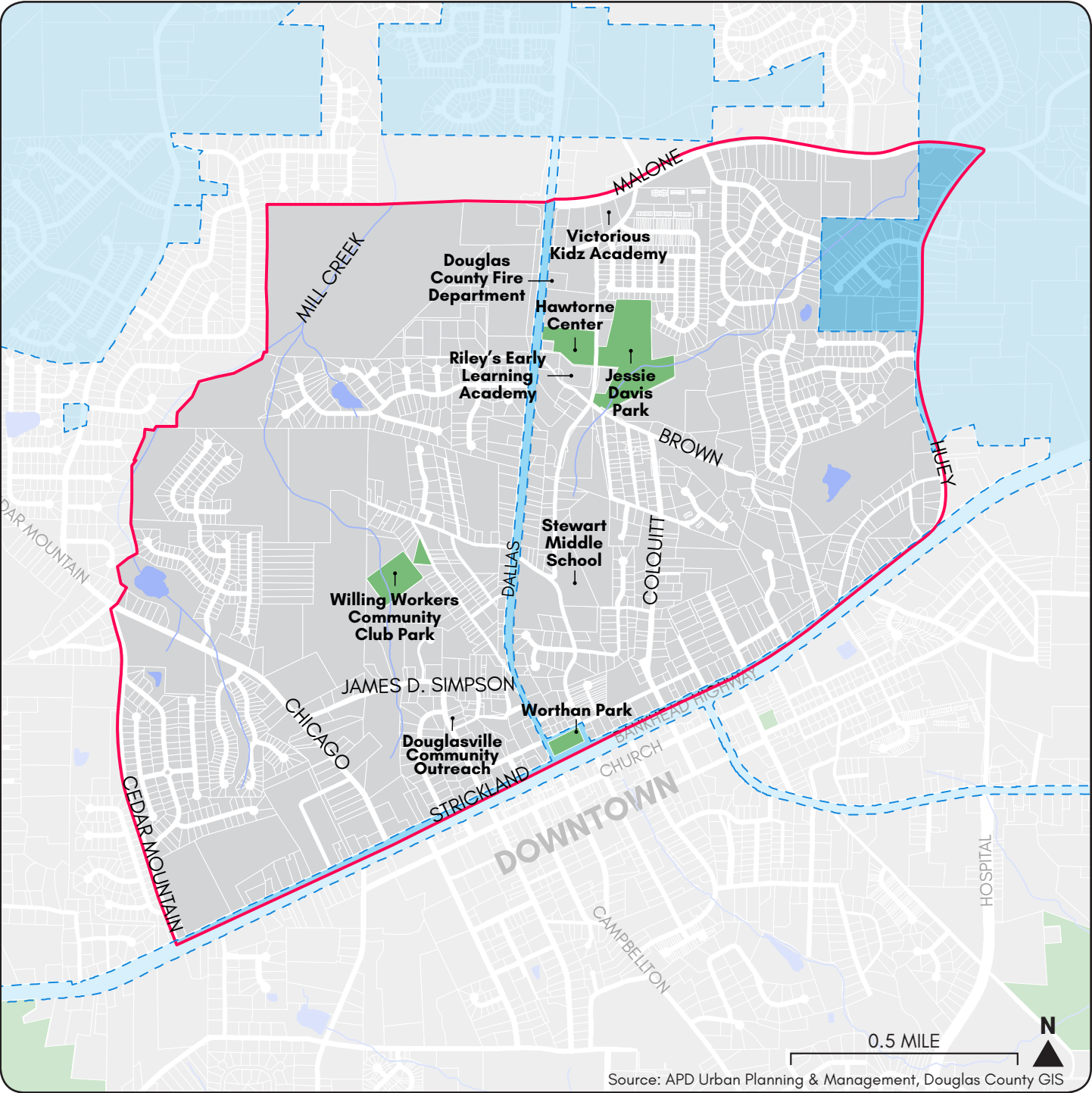
Two boundaries were created that considered the time to travel to the center of Downtown Douglasville at the intersection of Bankhead Highway and Campbellton Road.




- Ten-Minute Walk Shed based on a half-mile distance
- Five-Minute Drive/ Ten-Minute Bike Ride Shed



The North Side Study Area - Bounded by Huey Road, Malone Road, Strickland Street, and Cedar Mountain Road

Figure 2: Study Area Boundary Map



-  = Douglas County Unincorporated
-  = Study Area Boundary
-  = Douglasville

Previous Plans

Previous studies were grouped according to their relevance to the project area and analyzed to determine the vision, goals, strategies, and recommendations which set the starting point for the North Side Redevelopment Plan. Only the portions relevant to the North Side were included in this analysis.

This analysis provides a useful understanding of previous recommendations and timelines concerning upcoming projects, which will inform this study's resident and stakeholder outreach and proposed recommendations.

Douglas County

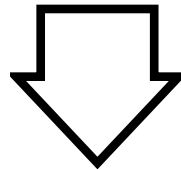
2008 - Douglas County Comprehensive Transportation Plan
2013 - Douglas County Comprehensive Plan

Douglasville

2010 - City of Douglasville Urban Redevelopment Plan
2013 - City of Douglasville Comprehensive Plan

Project Area Related

2011 - Douglasville LCI Study 10-Year Update &
Douglasville LCI Study 5-Year Update (2016)
2012 - Highway 92 Corridor Study
2017 - Downtown Masterplan & 10-Year Strategy



NORTH SIDE
REDEVELOPMENT PLAN

2008 – Douglasville/Douglas County Comprehensive Transportation Plan

Goals

- Safety - The elimination of the railroad crossing by the new SR92 and the subsequent reduction in congestion to improve safety for drivers.
- Improving quality of life within the downtown area - SR92's diversion of traffic around downtown will relieve these older neighborhood roads of traffic congestion, allowing for more pedestrian-oriented activities.
- Providing mobility alternatives - Multiple alternatives to single occupant automobile traffic were identified, including express buses, an HOV system, commuter rail, and pedestrian and bicycle improvements.

Recommendations

- A bicycle/pedestrian network along the US-78 corridor which runs on the southern side through downtown Douglasville.



Figure 3: 2010 Existing Conditions of Properties on the North Side

2010 – City of Douglasville Urban Redevelopment Plan

The original plan was prepared and adopted in 2010 and later amended in 2012. The purpose of this plan was to designate a redevelopment agency, document area conditions for three areas with the purpose of slum designation, and note concerns and opportunities within these areas.

Recommendations

- Pursue CDBG Revitalization Area designation, apply for a Redevelopment Fund through the Georgia Department of Community Affairs, and seek assistance through the Georgia Initiative for Community Housing program.
- The authority should explore funding sources through opportunity zones, tax credits, enterprise zones, bond allocation, and TADS.
- Develop a plan for land acquisition, demolition, rehab, and construction of properties throughout the area, with a focus on unoccupied properties.
- All rehabilitation should respect potential historic status of the structures and seek historic tax credit funding wherever possible.
- The plan also outlines the steps to implementation with a 2-year time line.



Figure 4: Concept A



Figure 5: Concept B

2011 - Douglasville LCI 10-Year Update

Vision

“To create a sense of place and improve the quality of life in downtown Douglasville for current and future generations.”

Goals

- Improve connectivity between downtown and surrounding neighborhoods.
- Encourage diversity in the design of buildings and the types of uses.
- Strive for green communities that reduce the impact of development.
- Promote lifelong living in the area by offering multiple housing and transportation choices.

Dallas Highway Recommendations

One main goal of the plan was to make Dallas Highway a local main street with sidewalk-oriented retail, office, and residential uses. The plan introduced two concepts for its redevelopment:

- Concept A (Figure 53) is lower density, with 170 residential units and 65,000 sf of office/commercial.
- Concept B (Figure 52) assumes a commuter rail station in downtown Douglasville and is higher density, with 700 residential units and 80,000 sf of office/commercial.

Highway 92 Recommendations

- New zoning and design guidelines should apply to encourage appropriate development.

2012 – Douglasville Highway 92 Study

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

Goals

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

Recommendations

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

Strategies

- Adopt and enact an acquisition plan of property around Highway 92 with ranked priorities based on development potential.
- Utilize a broad funding strategy based around Tax Allocation Districts (TAD), Community Improvement Districts (CID), TIGER Grants, Community Development Block Grants (CDBG), Livable Centers Initiative (LCI), Georgia Department of Transportation (GDOT), and other funding sources.
- Adopt a form based code and street regulation plan to govern both design, land use, and density.



Figure 6: Proposed Highway 92 Study Recommendations

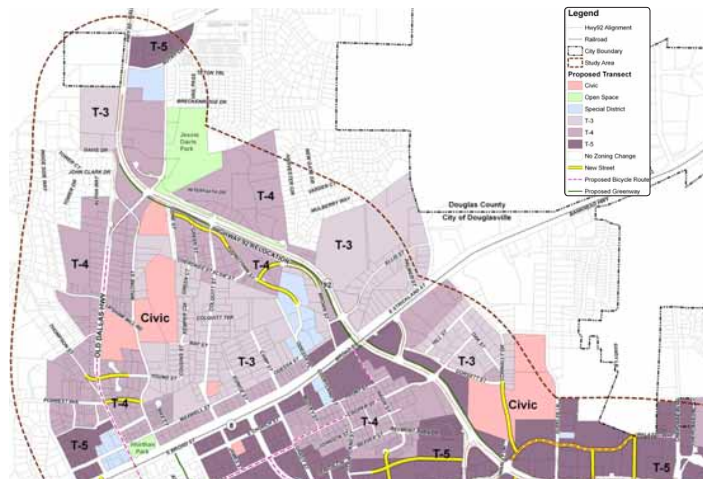
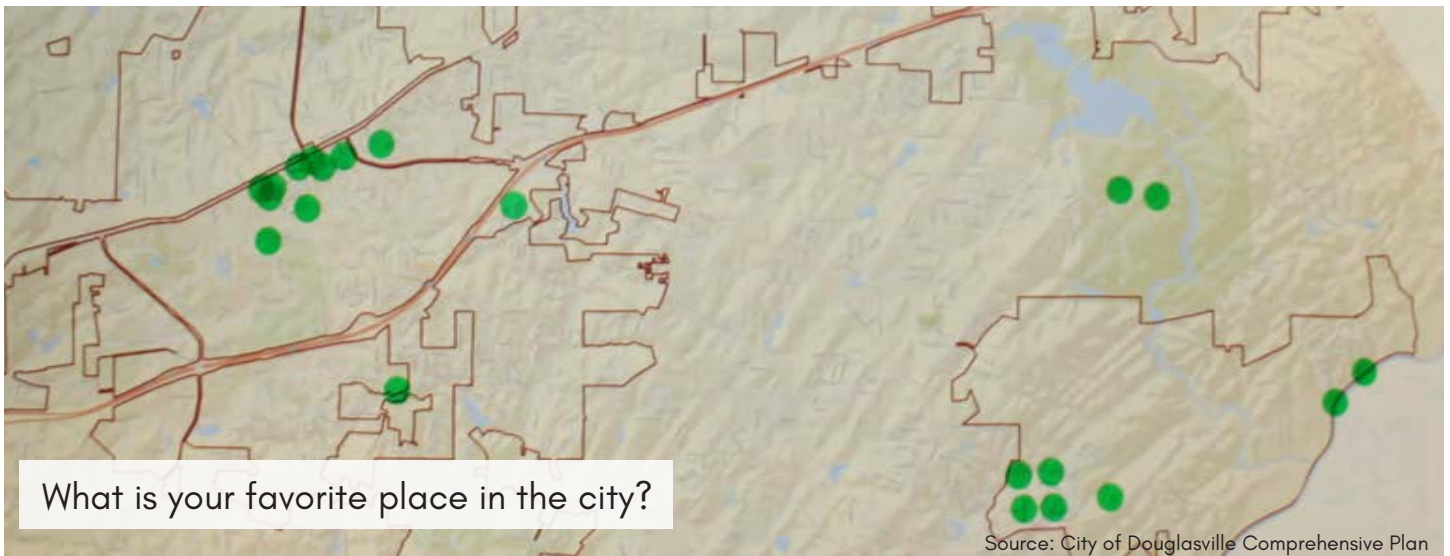


Figure 7: Highway 92 Study Form Based Code



2013 – City of Douglasville Comprehensive Plan

Vision

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

Objectives

- Make Downtown a central example of Douglasville’s small-town and metropolitan fusion.
- Build mixed-use and infill developments that encourage walkability and a more urban, human-scaled environment
- Redevelop key properties.
- Promote historic resources, nature preserves, greenspace, and arts and culture.
- Conserve elements of the environment that contribute to Douglasville’s southern small-town atmosphere.
- Maintain Douglasville’s reputation as a safe place to live and raise a family.
- Promote development that increases quality of life for all citizens.
- Provide a nurturing environment that fosters youth achievement with high quality spaces for residents to play.
- Provide quality services for senior citizens.

Recommendations

Zoning and Code

- Strictly enforce residential property codes.
- Review and revise zoning code and incentives for quality of life improvements, attractive design and to allow a greater variety of housing options.

Infrastructure and Environment

- Apply for funding to address limited water and sewer capacity in north Douglasville.
- Identify and ensure the protection of sensitive lands with the objective of creating natural refuges.
- Continue to improve the safety of pedestrians.

Housing and Redevelopment

- Start development of additional property to be acquired for parks.
- Apply for funding to provide down-payment assistance to low- and moderate-income households.
- Develop a plan that would address the SR 92 Relocation Project for the affected communities.



Figure 8: Village Center Concept

2013 – Douglas County Comprehensive Plan

The Douglas County Comprehensive Plan, while including much not pertaining to the City of Douglasville, does provide some information relevant to the project area.

Vision

“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....”

Recommendations

- Future Land Uses: City, Urban Residential, and Workplace Residential each with specific design guidelines.
- No other significant projects are proposed for the area.

2016 – Douglasville LCI 5-Year Update

The 2011 LCI Study identified 98 projects and action items. By 2016, 27 projects were completed and 16 were underway or ongoing. This study provided a 5-year update.

Recently Completed Projects

- CDBG Grant for the Rehabilitation of 8 houses totaled at \$462,200
- Georgia Initiative for Community Housing (GICH) study
- Stormwater management program
- Gateway at Dallas Highway at new Highway 92
- Pedestrian walkway along Dallas Highway

Upcoming/Funded Projects

- McCarley Street Railroad Crossing (2020)
- Pedestrian bridge at Campbellton Road (2019)
- Pedestrian bridge at Mozely Street (2019)
- Dallas Highway Reconfiguration (2022)
- Highway 92 Relocation (2021)

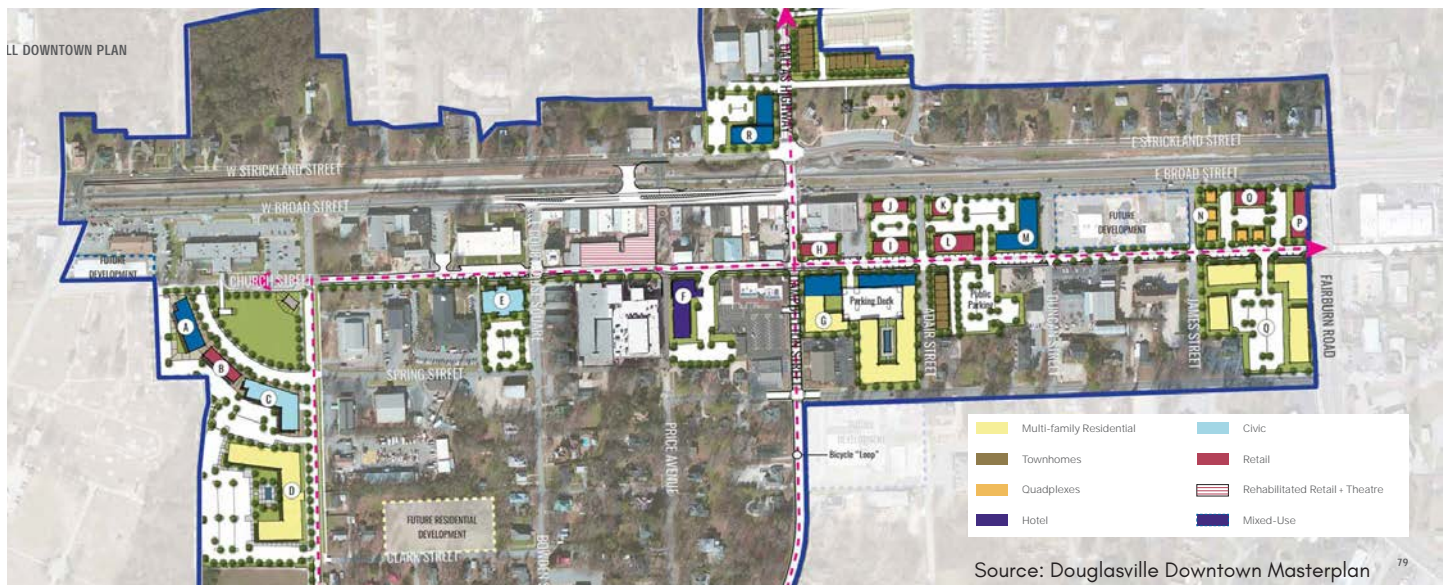


Figure 9: Downtown Master

2017 – Downtown Master Plan & 10-Year Strategy

A portion of the project area along Dallas Highway and near the railroad falls within the Downtown Master Plan study area.

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.
- 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.
- Create a network of connected bicycle facilities to give residents and visitors an alternative option in downtown.

Arts & Culture

- Develop strategies to integrate more public art into downtown Douglasville.

Economic Development

- Consider financing efforts for the downtown area to attract developer interests and provide financial incentives to support redevelopment.

Projects and Recommendations

General Recommendations

- Construct a dog park and shade structure at Worthan Park.
- Campbellton Street / Dallas Highway streetscape project to include bicycle facilities.
- Create and implement a signage and wayfinding system.
- Allocate \$9,000,000 to buy and assemble contiguous parcels.
- Create a Tax Allocation District (TAD) and Redevelopment Plan that would specify the borders of the TAD.

Major Individual Proposals (Labeled in Figure 50)

- Former County Jail Site (A, B, C, D)
 - Proposed Park
 - Mix of apartments, civic, office, and retail
- North Side Retail and Office (R)
- Downtown Apartments (G)
- Downtown Infill Retail (H, I, J, K, L)

Findings

While the North Side study area has been included within the boundaries of many recent plans and studies, it has not been the beneficiary of a study devoted solely to its redevelopment needs. In order to focus further on the study area, a summary of findings within past plans and studies is shown below.

Common Goals

- Transform Dallas Highway into a complete street that forms a village node and centers a mix of activities and uses along this corridor.
- Connect the North Side to Downtown through both character and transportation (bicycle, pedestrian, and other transportation infrastructure) while also improving safety.
- Build and improve a series of parks and green infrastructure projects that conserve and promote the traditional small-town feel of Douglasville's neighborhoods.
- Take advantage of the relocation of Highway 92 as an opportunity to revitalize the North Side that respects the needs of existing residents and encourages life long living in the area.



Upcoming and Proposed Projects

Upcoming and proposed projects were collected from previous reports and interviews with city officials, staff, and local stakeholders. While each of these projects differ in their implementors, time line, and likelihood of execution, they have all been proposed by either local community actors, city institutions, or state agencies.

Transportation

1. *McCarley Street Railroad Crossing*
A new wider, flat rail road crossing extending from McCarley Street that would allow for both pedestrian and automobile crossing.
2. *Campbellton Road Railroad Pedestrian Crossing*
The existing Campbellton Road crossing would be closed and converted to pedestrian-only.
3. *Dallas Highway Rerouting*
After the closure of the Campbellton Road crossing, Dallas Highway will be rerouted along Strickland Street over the new McCarley Street crossing.
4. *Mozley Street Railroad Pedestrian Crossing*
The existing Mozley Street crossing would be closed and converted to pedestrian-only.
5. *Dallas Highway Complete Streets Reconfiguration*
After the reroute of State Rout 92, Dallas Highway will be converted into a complete street with curb and gutter. Some studies have recommended bike facilities between Downtown and Jessie Davis Park.
6. *State Route 92 Relocation*
Currently underway, a new six-lane highway with a railroad underpass will replace the current Dallas Highway and Fairburn Road State Route.
7. *State Route 92 Lane Widening*
After the State Route 92 reroute, the portion of the existing route to the north will be converted from 2-lanes to 6-lanes.

Housing & Community Development

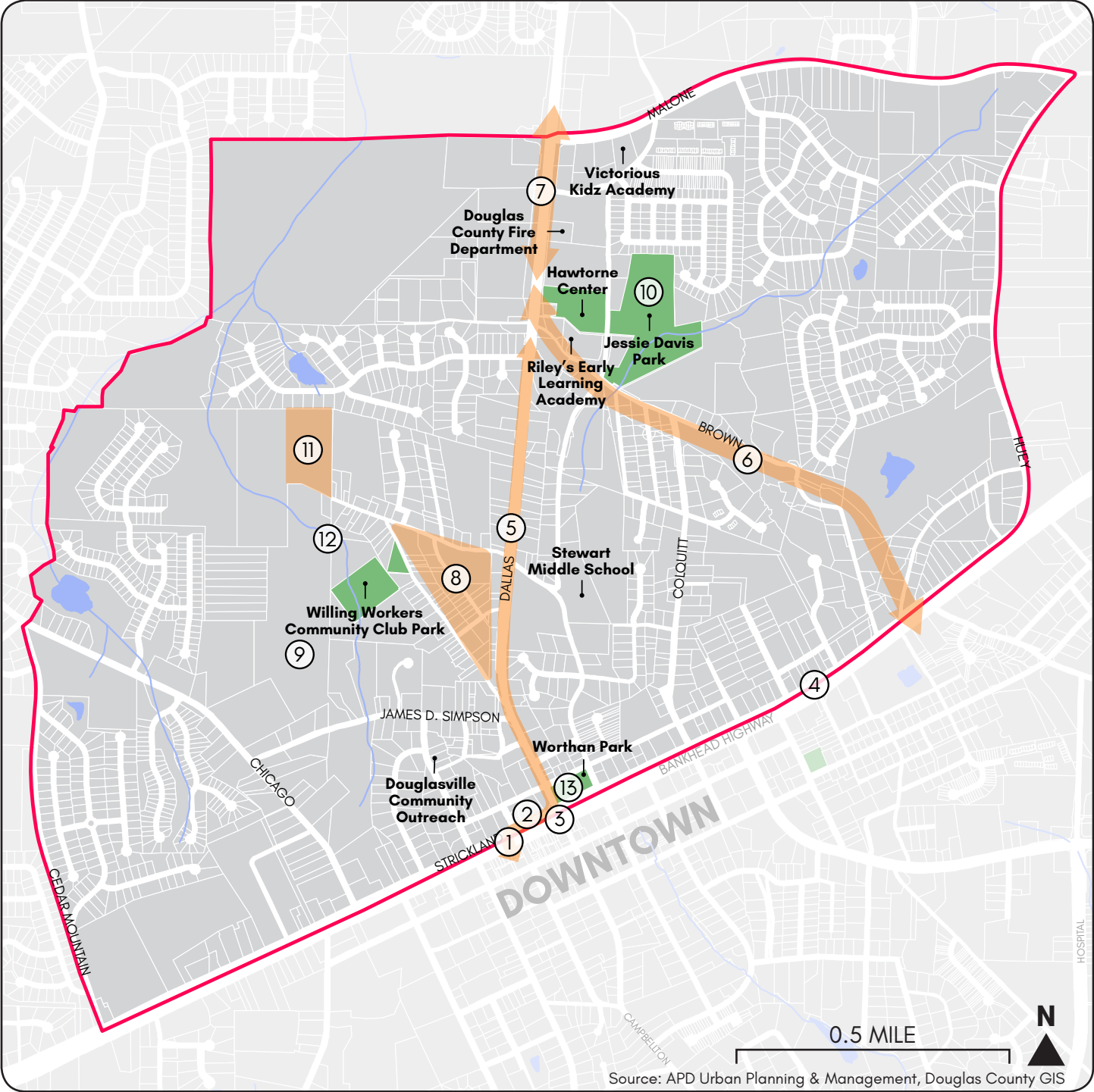
8. *Community Development Block Grant Home Rehabilitation*
This will fund the rehabilitation of up to 8 homes in this area.
9. *Golden Memorial Community Center*
A new community center built by the Golden Memorial United Methodist Church.

Parks and Greenspace

10. *Jessie Davis Park Improvements*
Pending recommendations from an ongoing Douglasville Parks Masterplan, Jessie Davis Park is likely to see numerous improvements.
11. *Chicago Park Nature Area*
A privately-owned but publicly accessible nature area with trails following Mill Creek.
12. *Chicago Park and Willing Workers Trail Connection*
A small trail connection along Mill creek between the two greenspaces.
13. *Worthan Dog Park and Shade Structure Improvements*
Improvements for this railroad-controlled, but publicly-operated property, include a dog park.

Transportation, Community Development, and Parks-Related Projects

Figure 10: Proposed Projects and Community Assets Map



= Project Area = Study Area Boundary

Photo Documentation

This section provides a collection of photographs of the study area. This includes:

- Wortham Park
- Jessie Davis Park
- Historic Strickland Street
- Downtown Douglasville
- Stewart Middle School
- Douglasville Community Outreach Program
- Typical Avalon Subdivision home



Jessie Davis Park



Community Outreach Program



Historic Strickland Street



Worthan Park



Avalon



Stewart Middle School



Norfolk Southern Train



Downtown Douglasville

Demographics

Stakeholders and residents will be familiar with the overall demographic make up of their city, but they may be unaware of the North Side's particular situation. This section looks at the demographic picture from the City of Douglasville's perspective, providing all relevant statistics for the study area with the city as a counterpoint.

Demographic information was pulled from two census block groups (803.1 Block Group 2 & 3) and adjusted for the boundaries of the study area. Due to limitations inherent in this methodology, the available demographic statistics offer only a general understanding of the characteristics within the study boundary.

Below, a table has been provided that compares key statistics between the study area and Douglasville. Categories included are population characteristics, income, housing, and education and employment.

Table 1: North Side and Douglasville Demographic Table¹

| Demographic Category | Study Area | Douglasville |
|--|--------------|--------------|
| <i>Location Characteristics</i> | | |
| Square Miles | 1.95 | 22.6 |
| Acres | 1,251 | 14,464 |
| <i>Population Characteristics</i> | | |
| Total Population (2000) | 3,106 | 21,592 |
| Total Population (2010) | 5,269 | 30,961 |
| Total Population (2015) | 5,782 | 31,917 |
| Total Households | 1,855 | 11,926 |
| Population Density | 4.2 per acre | 2.2 per acre |
| Median Age | 30.4 | 34 |
| Below 18 Years of Age | 33.4% | 28.3% |
| Above 65 Years of Age | 6.5% | 6.8% |
| Average Household Size | 2.91 | 2.58 |
| <i>Income</i> | | |
| Median Household Income | \$44,191 | \$56,110 |
| Average Household Income | \$52,579 | \$78,520 |
| Median Net Worth | \$22,579 | \$38,641 |
| Poverty Rate | 35% | 19% |
| <i>Housing</i> | | |
| Renters Paying more than 30% of Income in Rent | 79% | 49% |
| Ownership Rate | 52% | 50% |
| Vacancy Rate | 14% | 9% |
| Indefinite Vacancy Rate | 5.30% | 2.70% |
| <i>Education and Employment</i> | | |
| At least High School Diploma Attainment | 82.5% | 88.5% |
| At least Bachelor's Degree Attainment | 10.7% | 28.5% |
| At least Graduate/Professional Degree Attainment | 3.7% | 10.7% |
| Unemployment Rate | 8.6% | 5.9% |

¹ American Community Survey, 2017

Population & Income Characteristics

The North Side is a racially diverse area, with a larger percentage of black population than is seen in the rest of Douglasville, at 70.7% (Figure 11).

Households are more likely to have slightly larger families, with the North Side having a higher portion of working families than the rest of the city. This is reflected in the younger median age of 30.4, the higher portion of under-18 population at 33.4%, and higher average household size of 2.91. While the study area skews younger, the senior population is about the same as the city's at 6.5% of the population above the age of 65.

The study area has been burdened with a greater share of Douglasville's poverty at 35%, compared to 19% for the city. Though the study area has a higher poverty rate than the rest of Douglasville, household incomes are spread relatively evenly across the lower- and middle-class income cohorts. Overall, there is a wide diversity of incomes present in the study area, as shown in Figure 12

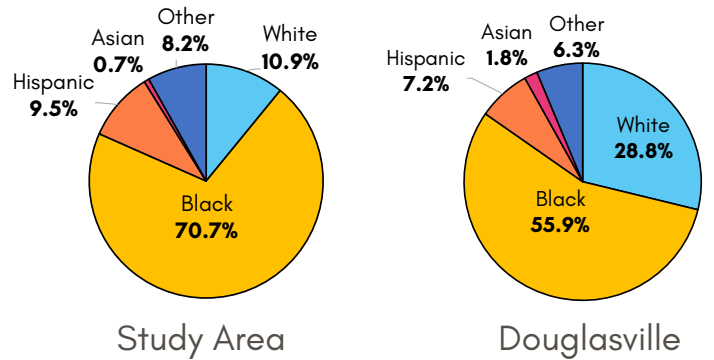
Education and Employment

Attainment of high school diplomas is lower on the North Side at 82.5% compared to Douglasville, but the major difference is in the attainment of bachelor degrees at only 10.7% of the population compared to 28.5% for the city.

Unemployment is higher, but at only 8.6% compared to the city's 5.9%. Most residents are actively employed, with the services and retail and trade being the major industries. There are few major employers in the area.

African-American Majority

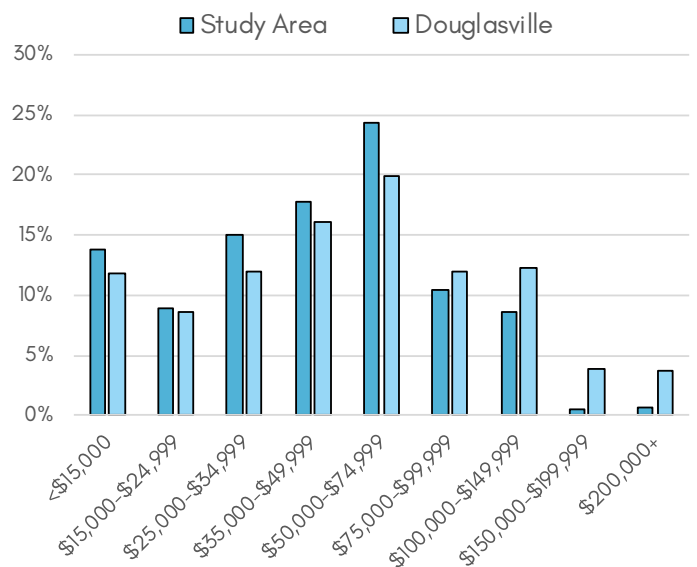
Figure 11: Racial Composition Chart



Source: American Community Survey, ESRI Business Analyst

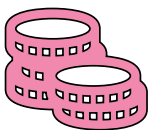
A Wide Diversity of Incomes

Figure 12: Distribution of Income Graph



Source: American Community Survey, ESRI Business Analyst

DEMOGRAPHIC KEY FACTS



Per capita income is 31% lower in the study area than for the City of Douglasville



Though the study area contains 18% of Douglasville's population, it has **34% of the city's total poverty**



About 1 out of 10 residents have a bachelor's degree, compared to about 3 out of 10 for the city



Geographically, the study area has about **4x as much concentrated poverty** as the rest of the city

Source: American Community Survey, ESRI Business Analyst

Housing Characteristics

Below-market rent dominates in the study area, with almost half of the rental being subsidized in some form (Figure 14). This is demonstrated in the distribution of rents shown in Figure 13 as well. Even with the large amount of subsidized households, rents still take up a large portion of household income. Figure 14 shows that 61% of households within the study area are highly rent burdened (paying more than 40% of income in rent).

Subsidized housing is concentrated in the study area, making up about 49% of all rental units. Additionally, 54% of the city's subsidized housing stock is located within the study area, even though it has 34% of the poverty and only 18% of the population.

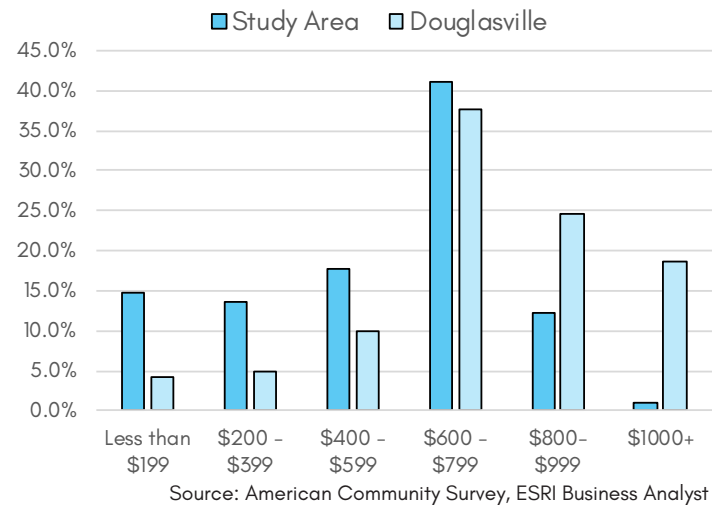
Other than the subsidized stock, there is very little dedicated large commercial-scale market rate rental in the study area. Instead, most of the rental units are found either in the attached townhomes and duplexes, the detached single family, or the condo buildings located in the Avalon development, which has been described as ownership "in name only," with most the units being rented out. Figure 16 shows all properties with subsidized rental, as well as homestead exemptions, for the study area.

Home ownership within the study area is high at 52%, especially when factoring in the lower than average household incomes. This rate varies with much of the study area's homeowners located further away from the downtown area. The median home value for the study area is \$127,000 compared to \$196,000 for the city.

The indefinite vacancy rate for residential structures, which doesn't include homes for sale or rent, is 5.3%, about twice as high as Douglasville's.

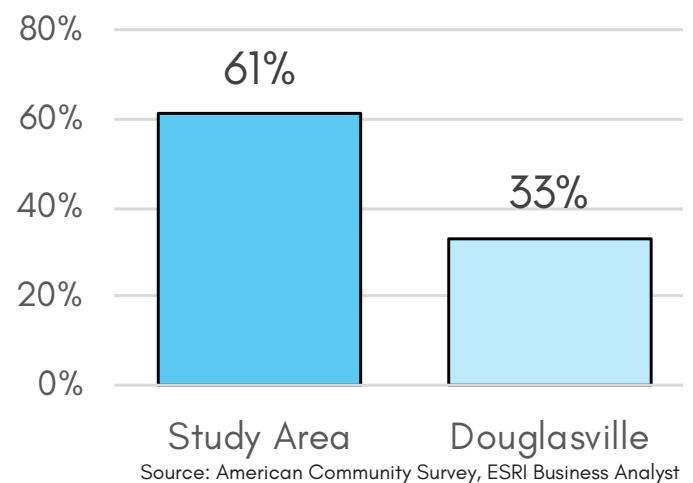
Below-Market Rent Dominates

Figure 13: Distribution of Monthly Rent



Low Rents Are Still Too High

Figure 14: HHs w/ Rent More than 40% of Income



HOUSING KEY FACTS



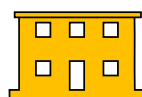
The study area's home ownership rate **dropped from 58% in 2010 to 52% in 2017**



The study area contains **31% of the city's indefinite vacant structures**, but only 15% of total structures



Study area renters are **2x more likely to pay more than 40% of income in rent** than city renters

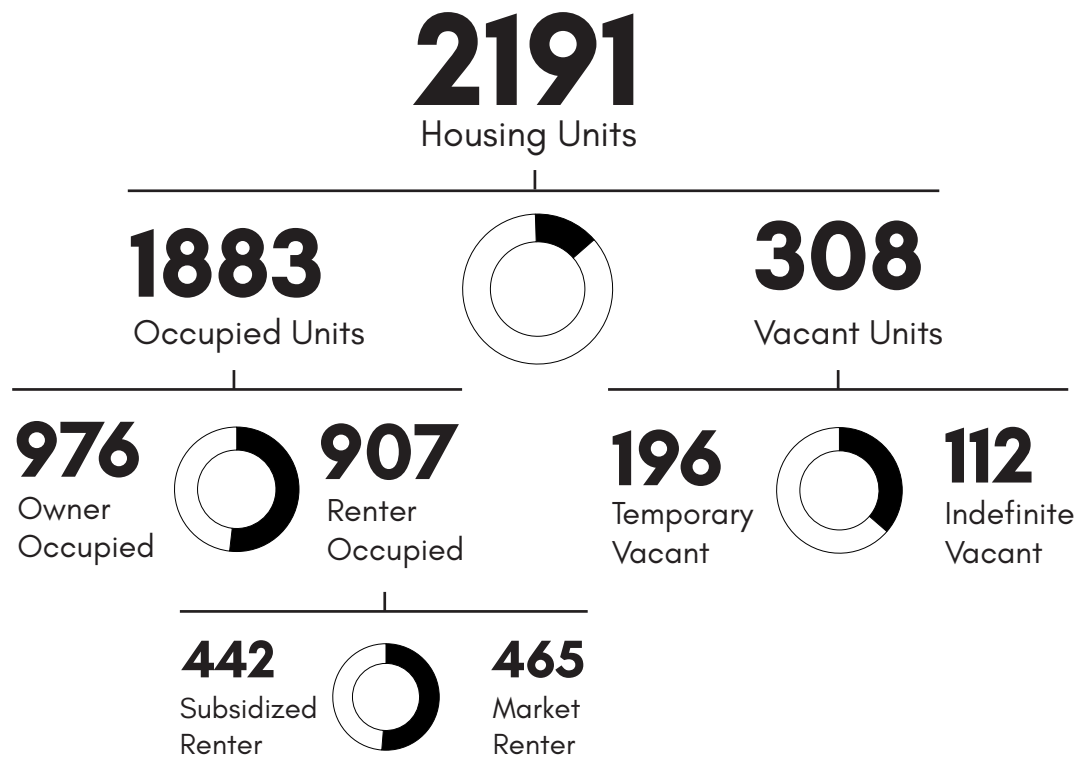


54% of the city's subsidized housing is located within the study area

Source: American Community Survey, ESRI Business Analyst

About Half of Study Area Rental is Subsidized

Figure 15: Housing Vacancy, Ownership, and Subsidy Breakdown

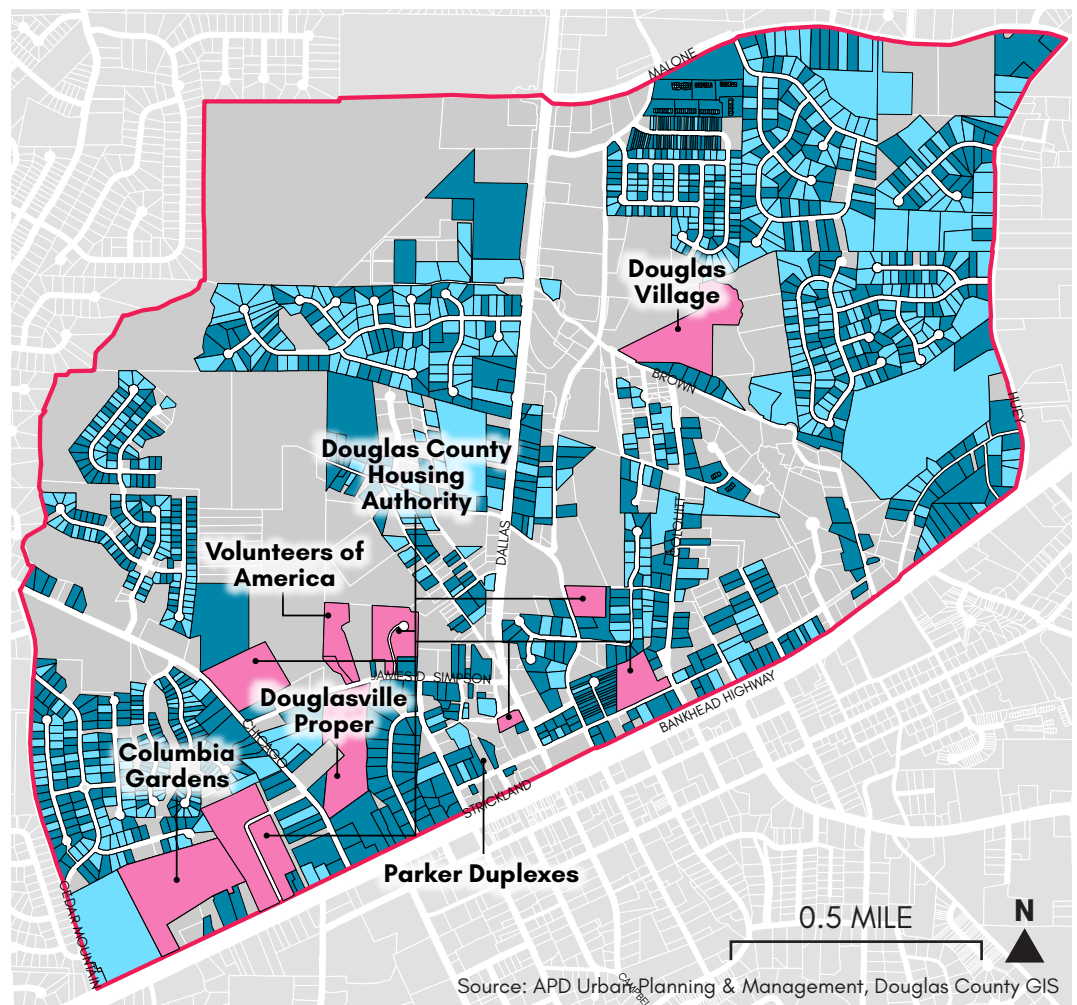


Source: American Community Survey, ESRI Business Analyst, APD Urban Planning & Management

Most Subsidized Rental is Located Near Downtown

Figure 16: Home Owner and Subsidized Renter Map

- = Homeowner Exemption
- = Rental Property
- = Subsidized Housing
- = Vacant/ Non-Residential
- = Study Area Boundary



Existing Conditions

On the following pages, existing conditions for the North Side have been mapped and analyzed.

Future Land Use

The two most prominent future land use designations in the study area are Medium Density Residential, making up 38% of the study area, and Mixed Use Design, making up 31% of the study area. Both of these function primarily as residential land uses, though Mixed Use Design is intended to incorporate some commercial elements. With the addition of Douglas County’s Medium Density Residential (3%), about 71% of the study area has a residential-dominant land use designation and they all include some type of multiple acre minimum lot size development requirement.

The Community Activity Center designation, making up 13% of the study area’s acreage, is intended for commercial development and is located north of the future State Route 92 right of way, which also has a land use designation and makes up 3% of the study area.

The Recreation designation makes up about 12% of the study area, even though it only affects 8 parcels. This designation is centered around two key areas: Jessie Davis Park and the Mill Creek basin.

Table 2: Future Land Use

| Land Use Category | Parcels | Acres |
|----------------------------|-------------|-------------|
| Mixed Use Design | 721 | 385 |
| Community Activity Center | 397 | 165.1 |
| Medium Density Residential | 781 | 469.5 |
| Urban Residential | 57 | 42 |
| Recreation | 8 | 153.5 |
| Right of Way | 108 | 36 |
| <u>Total</u> | <u>2072</u> | <u>1251</u> |

Land Use Category Descriptions

Mixed Use

Mixed Use Design

Encourages creativity in site design and the provision of green space and neighborhood amenities. Development is required to include at least two types of land use or at least two types of residential density. Projects are intended to be ten acres or more, except projects within a historic district which require a minimum of five acres.

Commercial

Community Activity Center

Provide for areas that can meet the needs of several neighborhoods. Typical land uses for these areas might include low to mid-rise office buildings and department stores. FAR should be no greater than 0.75 for office and 0.25 for retail. Nodal development should be encouraged with transitions in building scale and land use type.

Right of Way

Property currently procured and owned by the Georgia Department of Transportation.

Recreation

Intended to preserve open space and land that will encourage the best environment for family use of passive and active recreational opportunities.

Residential

Medium Density Residential

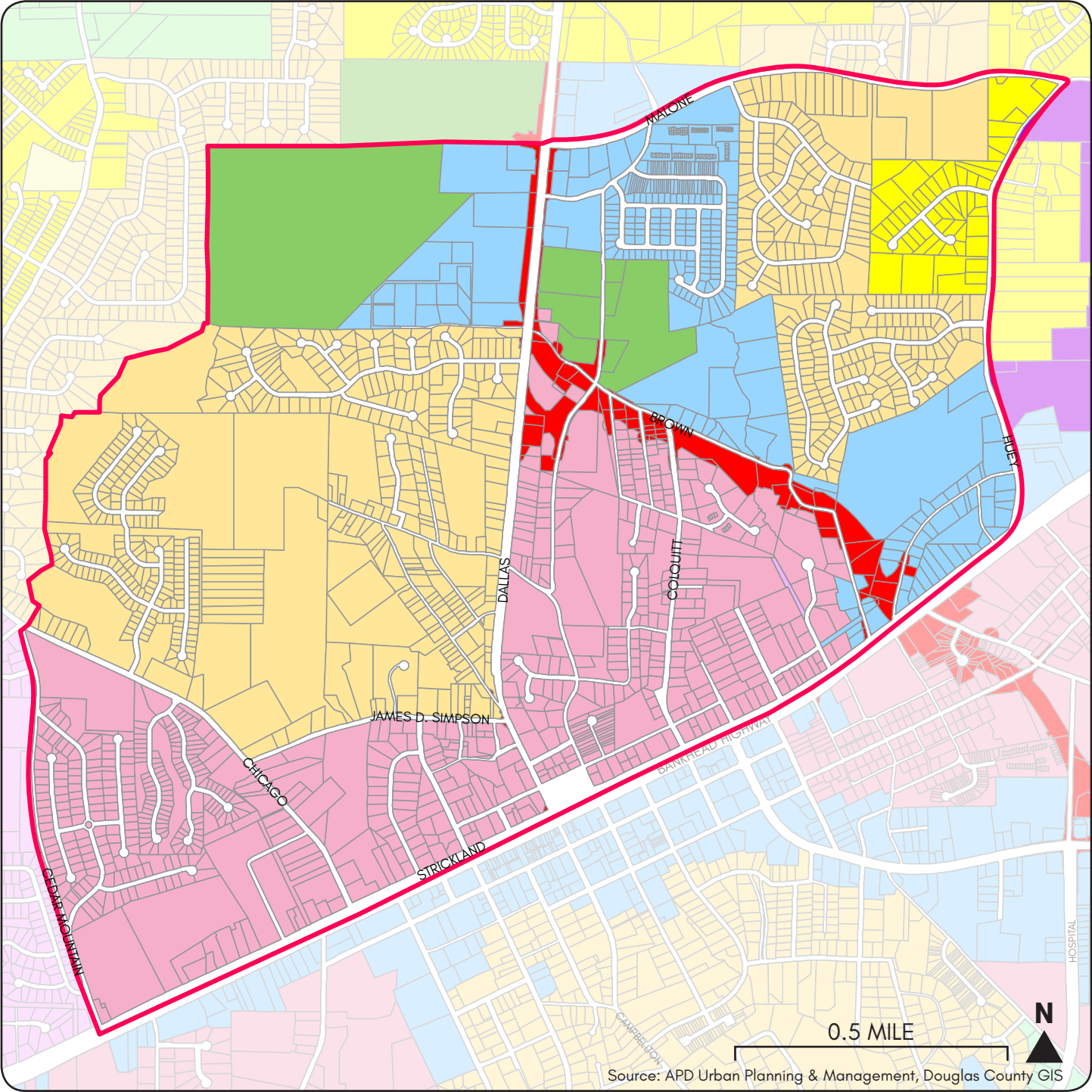
Intended to protect and promote a suitable environment for family life and to discourage cut-through traffic. Density is no more than four units an acre. Development is restricted to a minimum size of three acres and at least 50% of the units must be single-family.







Urban Residential (Douglas County)

Located in areas experiencing growth pressure, the Urban Residential designation serves as a transitional area between higher and lower density character areas. Master Planned developments with mixed housing and integrated development are highly encouraged.

Three Major Future Land Use Distinctions

Figure 17: Future Land Use Map



- | | | |
|---|---|--|
|  = Mixed Use Design |  = Urban Residential |  = Recreation |
|  = Medium Density Residential |  = Community Activity Center |  = Right of Way |

Zoning

Residential zoning categories apply to the large majority of properties within the study area at 93% of total acreage. By far the largest zoning category is R-2, at 40% of the study area, which applies to most parcels that have not been rezoned for larger development in recent years. DCD, which is a mixed use category and is used exclusively for single-family detached projects within the study area, applies to 19% of the study area. The other single-family detached zoning categories, R-3 and R-4, take up 11% and 15% of the study area, respectively.

R-6 allows for townhomes and apartments and is the highest residential density zoning in Douglasville. R-6 applies to 6% of the study area's acreage. It is primarily located between Dallas Highway and Chicago Avenue along James D. Simpson Avenue and in pockets near Dallas Highway.

The commercial zoning categories, CG, CN, and CSC, take up 1.4%, 0.1%, and 0.1% of the study area, respectively. CG zoning is clustered in two areas, both near Dallas Highway.

The only industrial category found in the study area is IL, taking up 2.1% of acreage and is located in three clusters: two along Dallas Highway and one near the future State Route 92 alignment.

Table 3: Zoning

| Land Use Category | Parcels | Acres |
|-------------------|-------------|-------------|
| R-2 | 584 | 492.4 |
| R-3 | 429 | 138.9 |
| R-4 | 134 | 189.2 |
| R-6 | 248 | 74.6 |
| R-MD | 57 | 41.4 |
| DCD | 460 | 231.8 |
| CG | 27 | 17.2 |
| CN | 1 | 0.7 |
| CSC | 1 | 0.8 |
| I-L | 21 | 26.7 |
| ROW | 110 | 36.9 |
| <u>Total</u> | <u>2072</u> | <u>1251</u> |

Zoning Category Descriptions

Residential

R-2 - Single-Family Detached Residential District

Permits single-family detached homes at a density of at most two units per acre.

R-3 - Single-Family Detached Residential District

Permits single-family detached homes at a density of at most three units per acre with a minimum development site size of 2 acres.

R-4 - Single-Family Detached and Attached (Townhouse and Apartment) Residential District

Permits attached and detached single to four-family residences of at most four units per acre. A minimum development site size of two acres is required, as well as at least 50% of units must be single-family detached.

R-6(-T) - Single-Family Attached Apartment (Townhouse) Residential District

Permits attached apartment or townhome units at a density of at most six units per acre and a minimum development site of two acres.

R-MD - Medium Density Single-Family Residential (Douglas County)

Established primarily for suburban-style residential development.

Mixed Use

DCD - Design Concept Development District

Approval is based on a city council case-by-case basis. It is required to include at least two types of land uses that are not otherwise allowed together, or two types of residential density. A minimum development site size of ten acres is required, or five acres if it is located with an historic district.

CBD - Central Business District

Commercial

CN - Neighborhood Commercial District

CSC - Shopping Center District

CG - General Commercial District

Provides an area for commercial uses that are at a higher intensity than neighborhood commercial districts or the central business district.

Industrial

IL - Light Industrial District

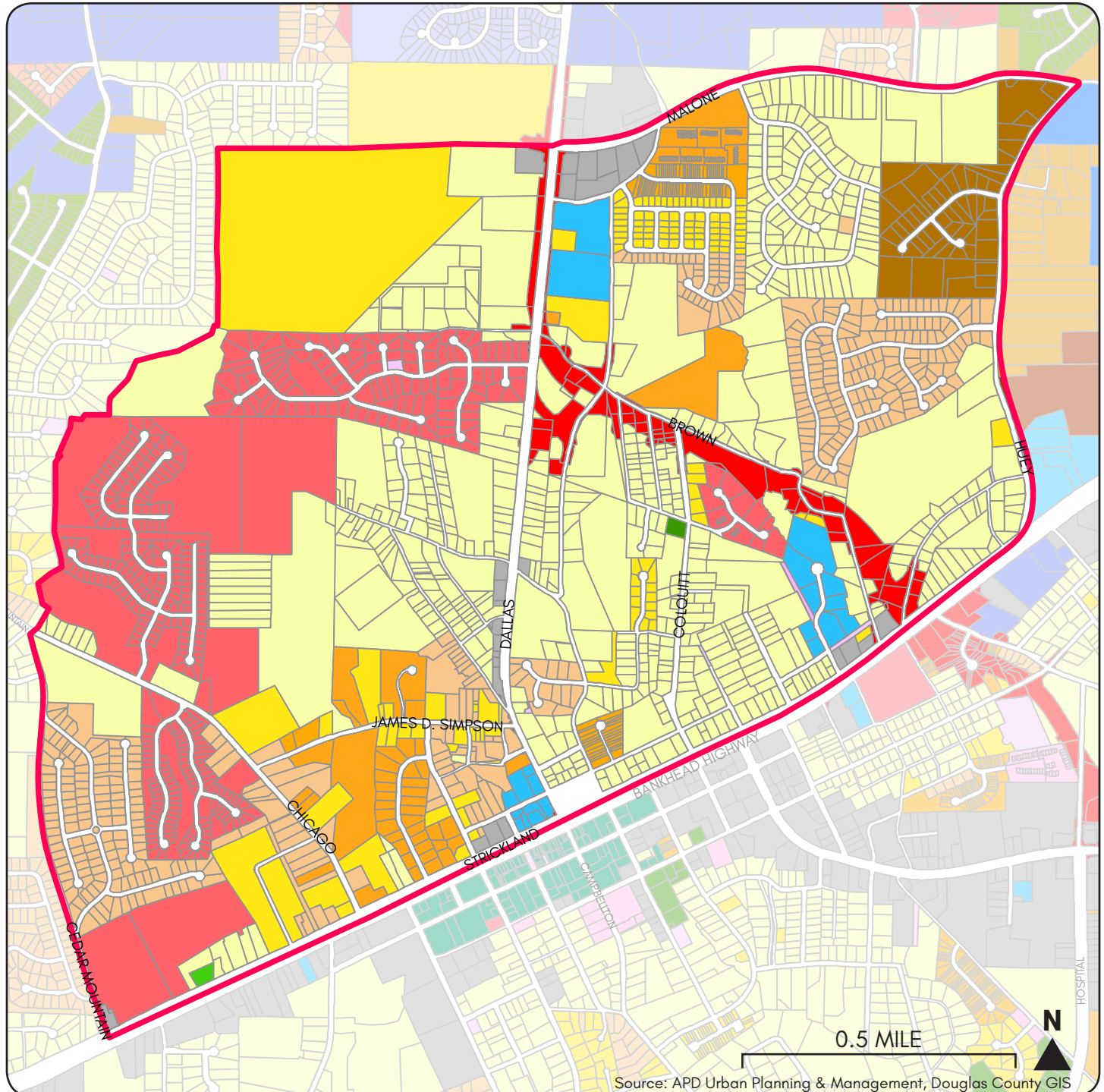
Established to protect and promote a suitable environment for light industrial uses.

ROW - Right of Way

Property currently procured and owned by the Georgia Department of Transportation.

Residential Zoning Takes up 93% of the Study Area

Figure 18: Existing Zoning Map



| | | | |
|-------|----------|-------|-------|
| = R-2 | = R-6(T) | = CN | = CG |
| = R-3 | = DCD | = CBD | = ROW |
| = R-4 | = R-MD | = CSC | = IL |

Existing Land Use

The information below represents current land use information of the North Side study area. The information displayed utilizes categorical charts and geographical representation of land use by parcel on the North Side. Figure 21 indicates the land use category for each parcel.

The APD-U team conducted a windshield survey and examined 2096 parcels in the North Side study area to provide land use information and analysis. The following analysis organizes the collected land use information into twelve (12) different land uses and descriptors.

Land Use Category Descriptors

- Single Family Detached: Single Family dwelling with no shared walls
- Single Family Attached: Single Family with shared walls with 2+ units and individual lot lines between units
- Multiplex: multifamily dwelling with shared walls and shared floors between 2-4 units with common land ownership
- Multifamily: Multi-family dwelling (5 or more units)
- Commercial: Used for retail
- Office: Used for office
- Mixed Use: Used for living and working
- Industrial: Used for manufacturing, storage, warehousing, or other industrial uses
- Institutional: Used for church, government, or education
- Public Space: Used for public recreation, or could signify a neighborhood greenspace amenity
- Parking Lot: Used for parking vehicles
- Utility: Used for utility purposes
- Undeveloped: No use or no structure

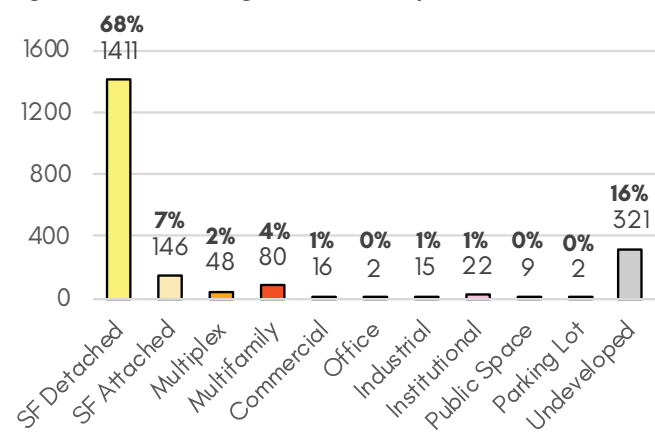
The existing land use is dominated by single family residential, consisting of 1411 parcels or 65% of all existing land use for the study area. The majority of existing land uses excluding single family residential consist of undeveloped land, multifamily, and multiplex. Office, commercial, institutional, and public space uses consist of thirty-three (33) parcels and less than 2% of the total land use. Undeveloped land consists of 16% of the land use and a total of 321 parcels.

Key Findings

321 parcels of undeveloped land, totaling 408 acres, offers an opportunity for pedestrian trail connectivity between housing and public spaces and new mixed use development.

3/4 of Parcels Are Single Family

Figure 20: Existing Land Use by Parcel Chart



2247 Residential Units in the Study Area

Figure 19: Existing Residential Land Use by Units

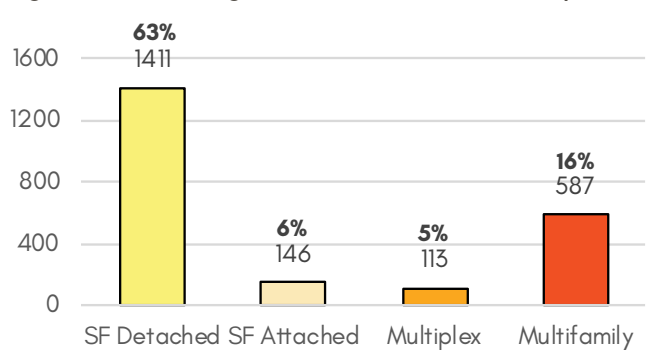
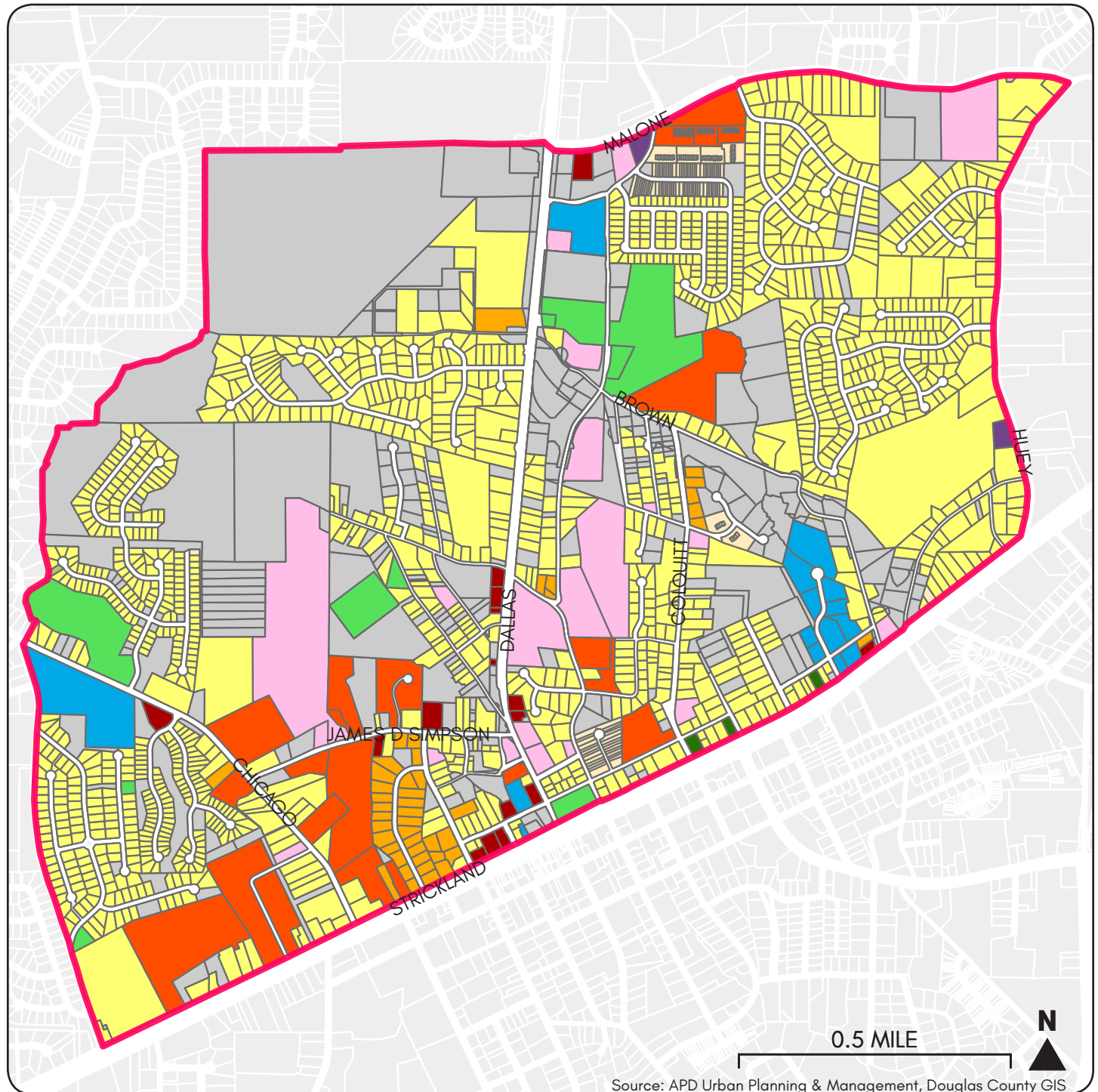













Table 4: Existing Land Use

| Category | Parcels | % | Units | % |
|---------------|---------|-----|-------|-----|
| SF Detached | 1411 | 68% | 1411 | 65% |
| SF Attached | 146 | 7% | 146 | 6% |
| Multiplex | 48 | 2% | 113 | 5% |
| Multifamily | 80 | 4% | 587 | 25% |
| Commercial | 16 | 1% | 25 | 1% |
| Office | 2 | 0% | 3 | 0% |
| Mixed Use | 0 | 0% | 0 | 0% |
| Industrial | 15 | 1% | 15 | 1% |
| Institutional | 22 | 1% | 25 | 1% |
| Public Space | 9 | 0% | 0 | 0% |
| Parking Lot | 2 | 0% | 0 | 0% |
| Utility | 0 | 0% | 0 | 0% |
| Undeveloped | 321 | 16% | 0 | 0% |
| Total | 2072 | | 2325 | |

408 Acres of the Study Area, or 1/3 of the Total Area, Consists of Undeveloped Land

Figure 21: Existing Land Use Map



| | | | | | | | |
|--|---------------|---|---------------|---|-----------------|--|---------------|
|  | = SF Detached |  | = Multifamily |  | = Industrial |  | = Parking Lot |
|  | = SF Attached |  | = Commercial |  | = Public Space |  | = Undeveloped |
|  | = Multiplex |  | = Office |  | = Institutional | | |

Existing Building Conditions

The information represented in this section describes the building conditions of structures on each parcel within the North Side study area. The building conditions of each parcel were further analyzed by specifying land uses in the study area. A map was created to visualize the location of the structures and their corresponding condition.

Building conditions percentages were calculated using the total number of parcels for each given condition. The size of the parcels was not considered in the calculations. Of the 2072 parcels surveyed about 55% were in good condition. Around 18% were in fair, 17% were undeveloped, 3% were under Construction, 2% were deteriorated and 1% was dilapidated (Figure 22).

In surveying the specific land uses, 68% of single family homes (detached and attached) were in good condition (Figure 23). Land uses with shared walls and common land ownership (multiplex and multifamily) contained units in buildings with slightly worse conditions, with 45% of units in good condition, but with more units under construction and in rehabilitation than single family (Figure 24). Non-residential buildings displayed similar conditions to the single family category, with nearly 90% in good or fair condition (Figure 25).

Key Findings

Conditions are fairly uniform between the different land use types, except for the multiplex which had the largest percentage of units in poor or worse condition. Many of these units are concentrated along Warren Drive, near Downtown Douglasville.

10% of Buildings are in Poor or Worse Condition

Figure 22: Study Area Building Conditions by Parcel Chart

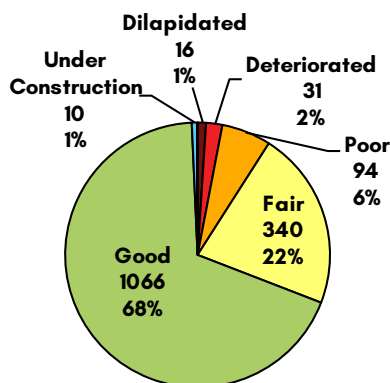
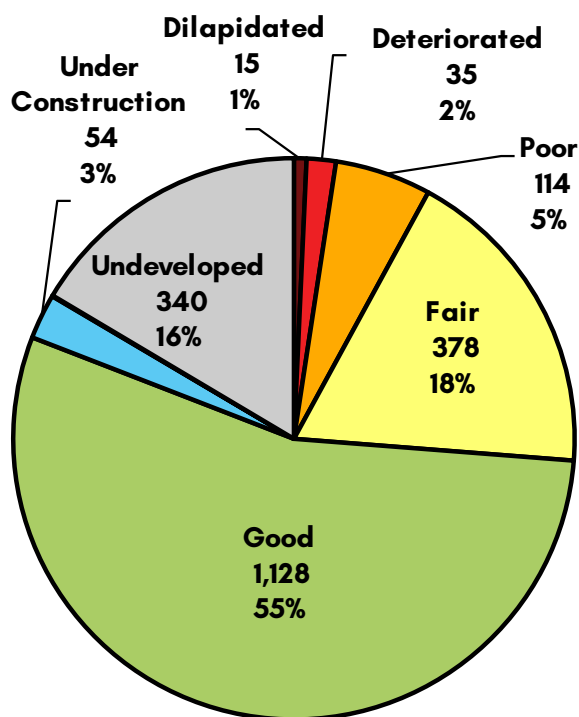


Figure 23: Single Family Detached and Attached Building Conditions by Parcel Chart

Figure 24: Multiplex and Multifamily Building Conditions by Unit Chart

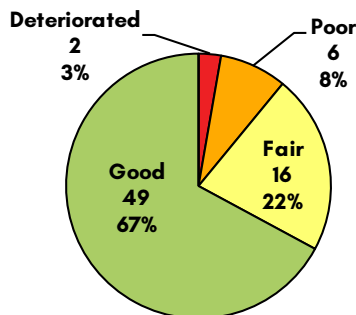
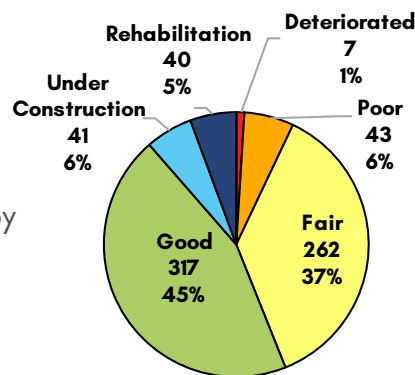
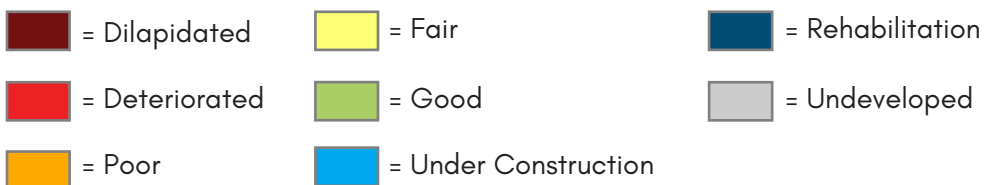
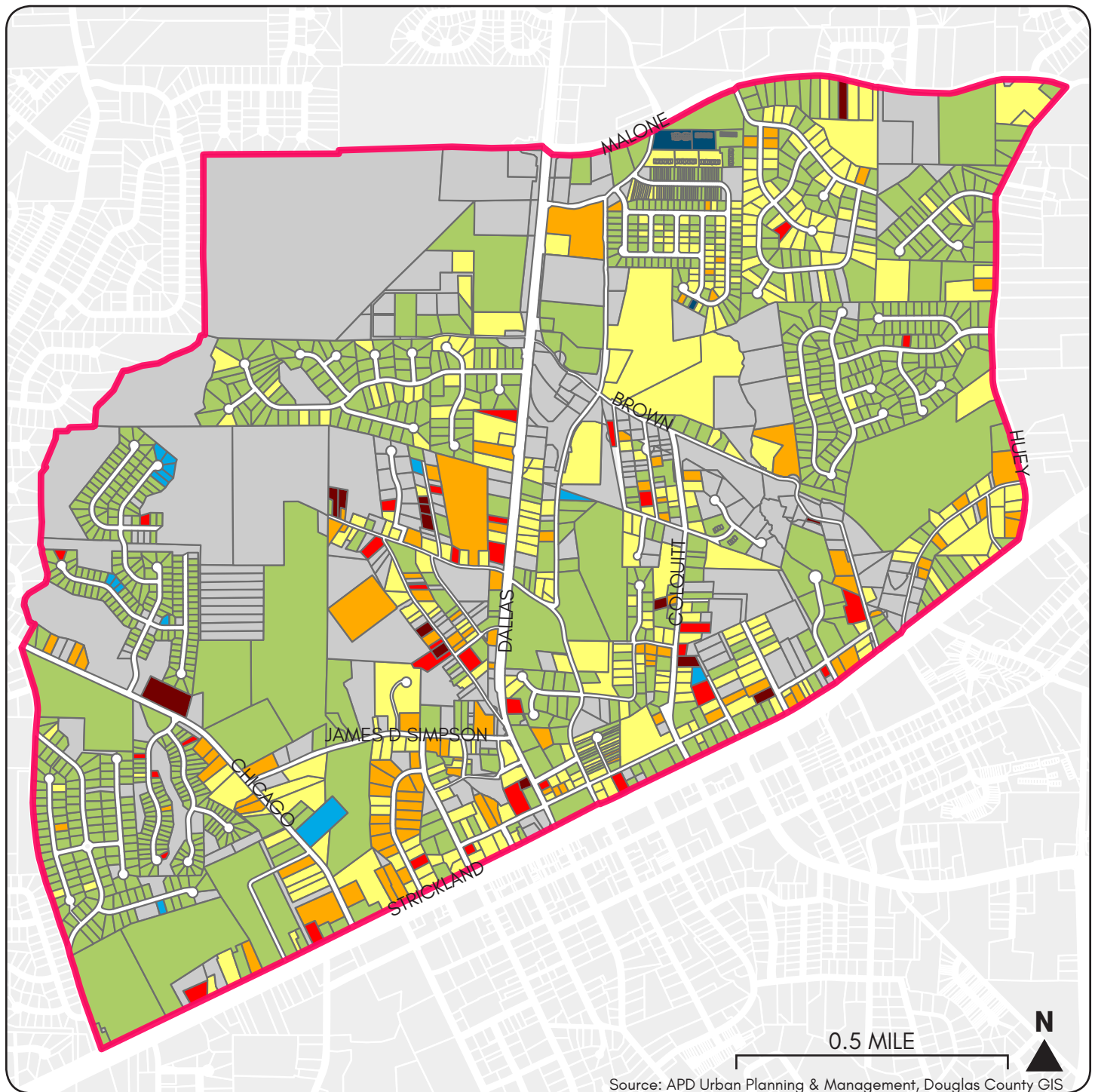


Figure 25: Non-Residential Building Conditions by Parcel Chart

55% of Parcels in the North Side Have Buildings in Good Condition

Figure 26: Building Conditions Map



Existing Tenure

In the Existing Tenure section the information represented shows the vacancy status of the parcels in the North Side study area. The information is stratified and displayed in various formats designating parcels that have occupied structures, vacant structures or no structure (vacant lot).

Existing tenure for the study area is shown in Figure 27. This information was collected during a windshield survey conducted by the APD-U team. To determine occupancy the APD-U team examined 2084 parcels for signs of activity (car, mail, trashcan) or signs of no activity (no cars or trashcans, significant overgrowth, open entry) to determine building occupancy.

The data shows that of the 2072 parcels, 398 are either vacant lots or vacant buildings. Figure 28 references the percent of vacant lots and structures based on all vacant parcels. This information indicates that 68 parcels have vacant structures on them and 330 parcels are undeveloped vacant lots.

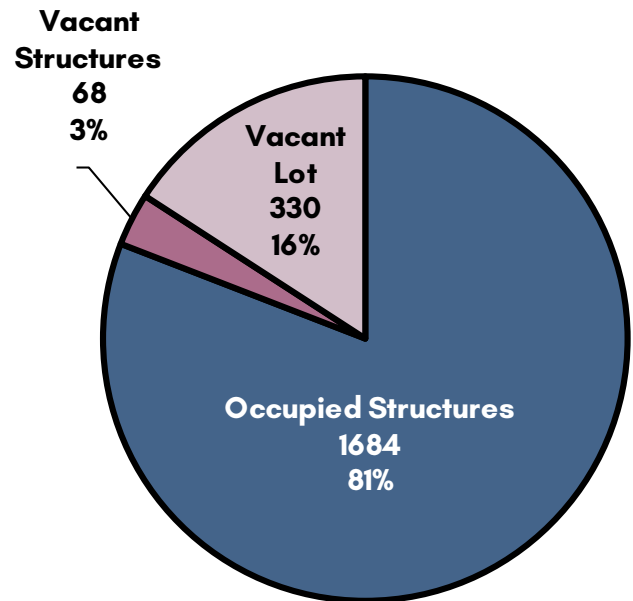
Figure 28 displays the number of vacant structures and their condition. Of the vacant structures 43% are either in deteriorated or dilapidated condition. Conversely, about 32% of the vacant structures are in either fair or good condition and 18% were under construction.

Key Findings

With 330 vacant lots consisting of 16% of all parcels, there is significant development opportunities. Additionally, about 43% of vacant structures are either dilapidated or deteriorated. Redevelopment opportunities could be an option for these parcels

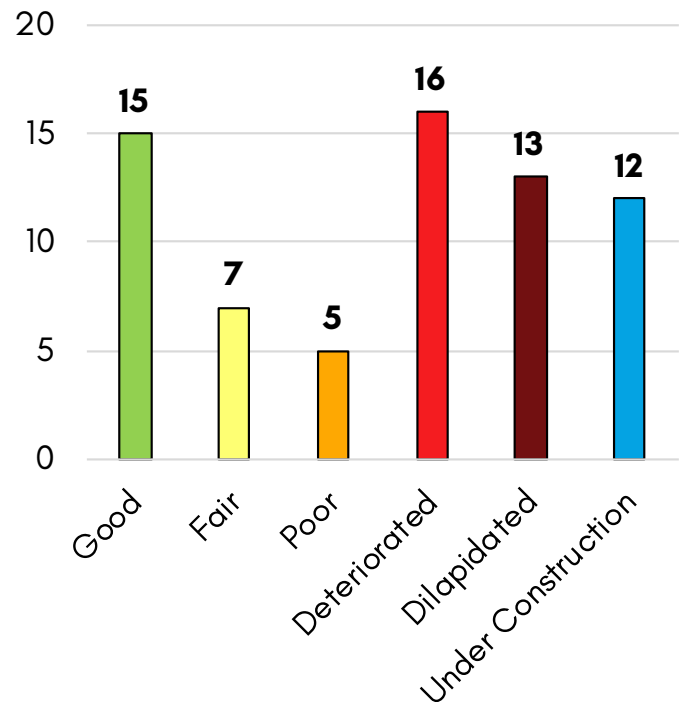
3% of Parcels Contain a Vacant Structure

Figure 27: Building Tenure by Parcel Chart



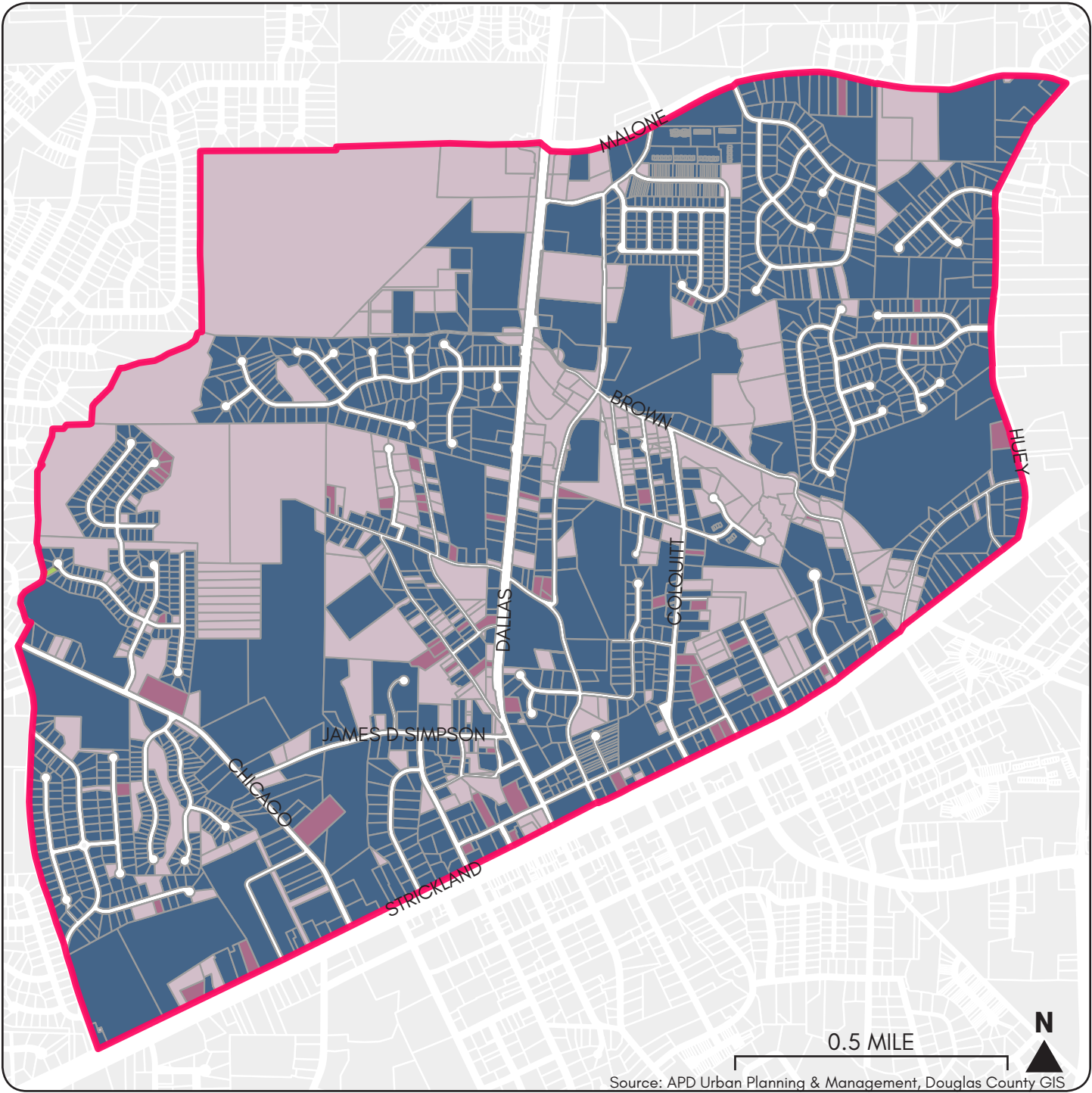
1/2 of Vacant Structures are in Poor or Worse Condition

Figure 28: Condition of Vacant Structures Chart



Vacant Structures are Concentrated Near the Center of the Study Area

Figure 29: Building Tenure Map



- = Occupied Structure
- = Vacant Lot
- = Vacant Structure

Environmental

Elevation

The study area covers approximately 1425 acres and it is located at the Central Upland District of the Southern Piedmont section in Georgia¹. This area is characterized by linear and parallel ridges separated by broad and open valleys with dendritic drainage patterns.

The Digital Elevation Model (DEM)² was used to create a watershed analysis and to understand the geomorphology of the area. While the elevation in this area goes from 957 feet (dark blue in Figure 30) to 1214 feet (red in map) above sea level, slopes range from 0 to 34 degrees. Approximately 32% of the area is characterized by slopes between 28 and 35 degrees.

Permeable Surfaces

Two (2) NAIP digital aerial ortho photographs³ captured in 2009 and 2017 were used to perform different remote sensing tasks, allowing for a comparison in the impervious areas between 2009 and 2017. The results show an increase of 3% of impervious surface between 2009 (208 acres) and 2017 (268 acres). In Figure 31 below, the highlighted area represents the largest increase of impervious surfac.

The total impervious surface covers approximately 19% of the project area.

Flooding

An evaluation of inundation and sedimentation can provide support for land use and planning applications required at the community level. This approach will help to evaluate relative natural risk across the area for future development needs. Consequently, soil information from the Natural Resources Conservation Service was included in the analysis to identify potential erosion and accumulation areas.

As we can see in Figure 32, alluvial sediments were identified in some sectors of the study area. These materials cover approximately 6% of the area (82 acres) and they consist of fine-grained deposits of sandy loam and clay. Permeability is moderately slow to very slow in this land type. Runoff is also slow, and it is usually flooded during the rainy season⁴. Likewise, approximately 2% (30 acres) are classified as flood plains or areas subject to inundation by the 1-percent-annual-chance flood event.

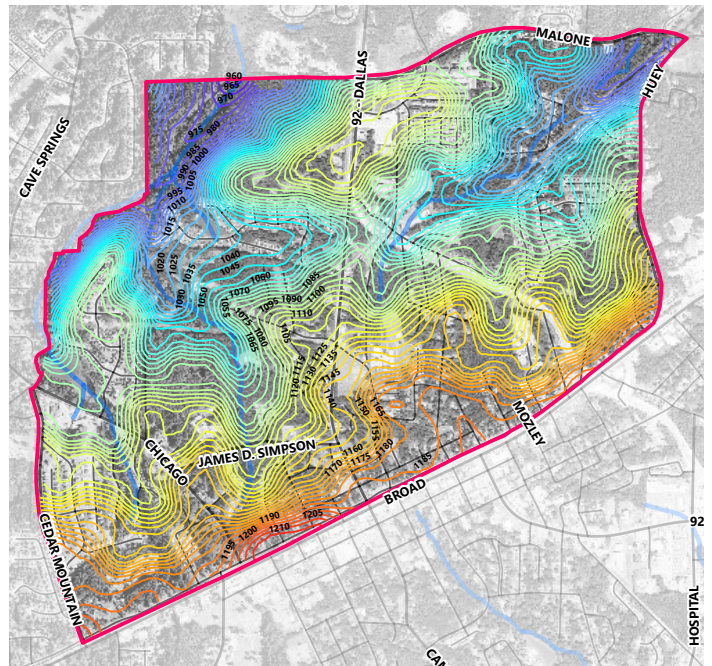


Figure 30: Digital Elevation Model of

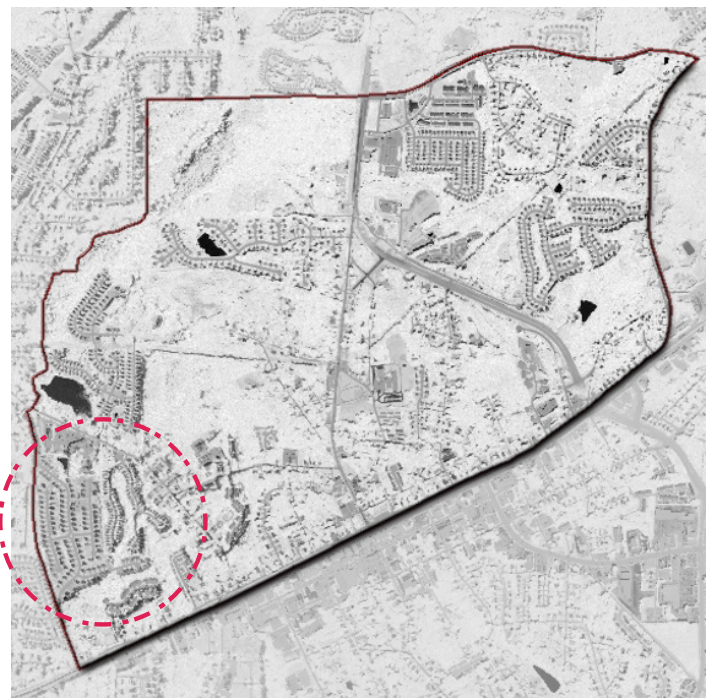


Figure 31: Permeable Surface Area of

1 William Z. Clark, Jr. and Arnold C. Zisa, Physiographic Map of Georgia

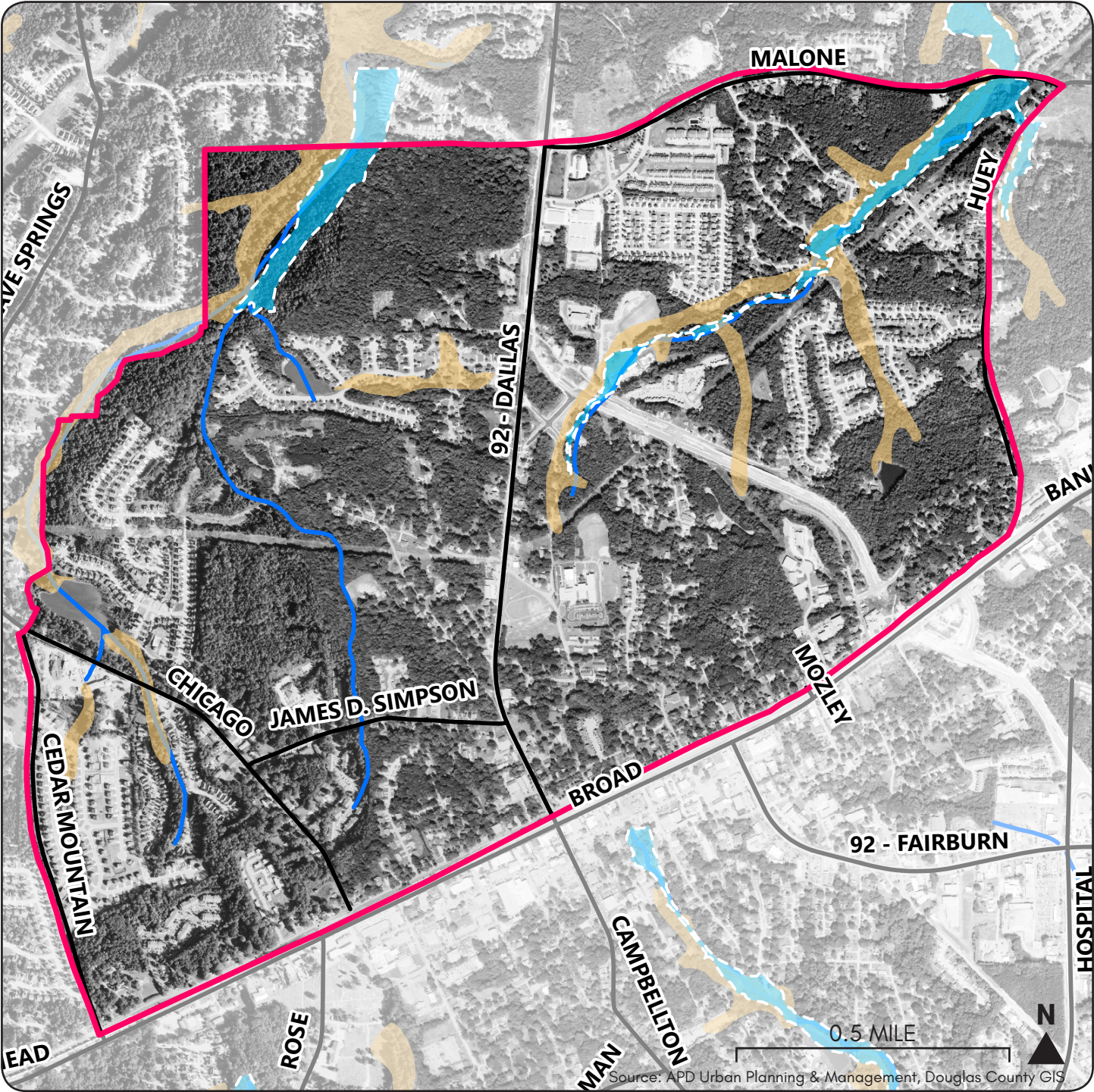
2 Advanced Spaceborne Thermal Emission and Reflection Radiometer (ASTER)USGS/Earth Resources Observation and Science (EROS) Center,




3 United States Department of Agriculture. The National Agriculture Imagery Program (NAIP)

4 Natural Resources Conservation Service Soils United States Department of Agriculture. Soil survey

About 7% of the North Side Study Area is a Flood Potential Zone

Figure 32: Stormwater Risk Map



-  = Flood Plain
-  = Stream
-  = Alluvial Soil

Connectivity

The North Side Redevelopment study area has a mix of streets that support local, regional and through trips; and relies heavily on vehicle mobility. The relocation of Highway 92 through the community will continue the trend of increasing regional vehicle mobility and limiting local multi-modal access. Redevelopment of the study area will need to encourage a balanced transportation system for all users (vehicular, bicycle, and pedestrian) and ages.

Existing Street Network

The street network within the study area is primarily geared to vehicular mobility and access, with limited pedestrian facilities and infrastructure. The following are key observations about the area's street network:

- The rail corridor, and the existing and relocation of Highway 92 are barriers to overall access and mobility within the area.
- Many of the streets are comprised of neighborhood serving local streets.
- Older local streets, those found adjacent to the rail corridor and closer to downtown Douglasville, have limited to no sidewalk facilities. Newer developments along Malone Road and Huey Road have streets with sidewalks.
- Highway 92/Dallas Highway carries the most traffic with 15,500 Annual Average Daily Traffic (AADT) (2016). AADT is the total volume of vehicle traffic for a calendar year. This is down for the historic high of 16,670 AADT in 2005.
- There are no bicycle or trail facilities within the study area.
- Community amenities such as Stewart Middle School, Jessie Davis Memorial Park, and the Alice J. Minor Hawthorne Community are primarily accessed by motor vehicle with limited pedestrian facilities and no bicycle facilities.

Highway 92 Relocation Project

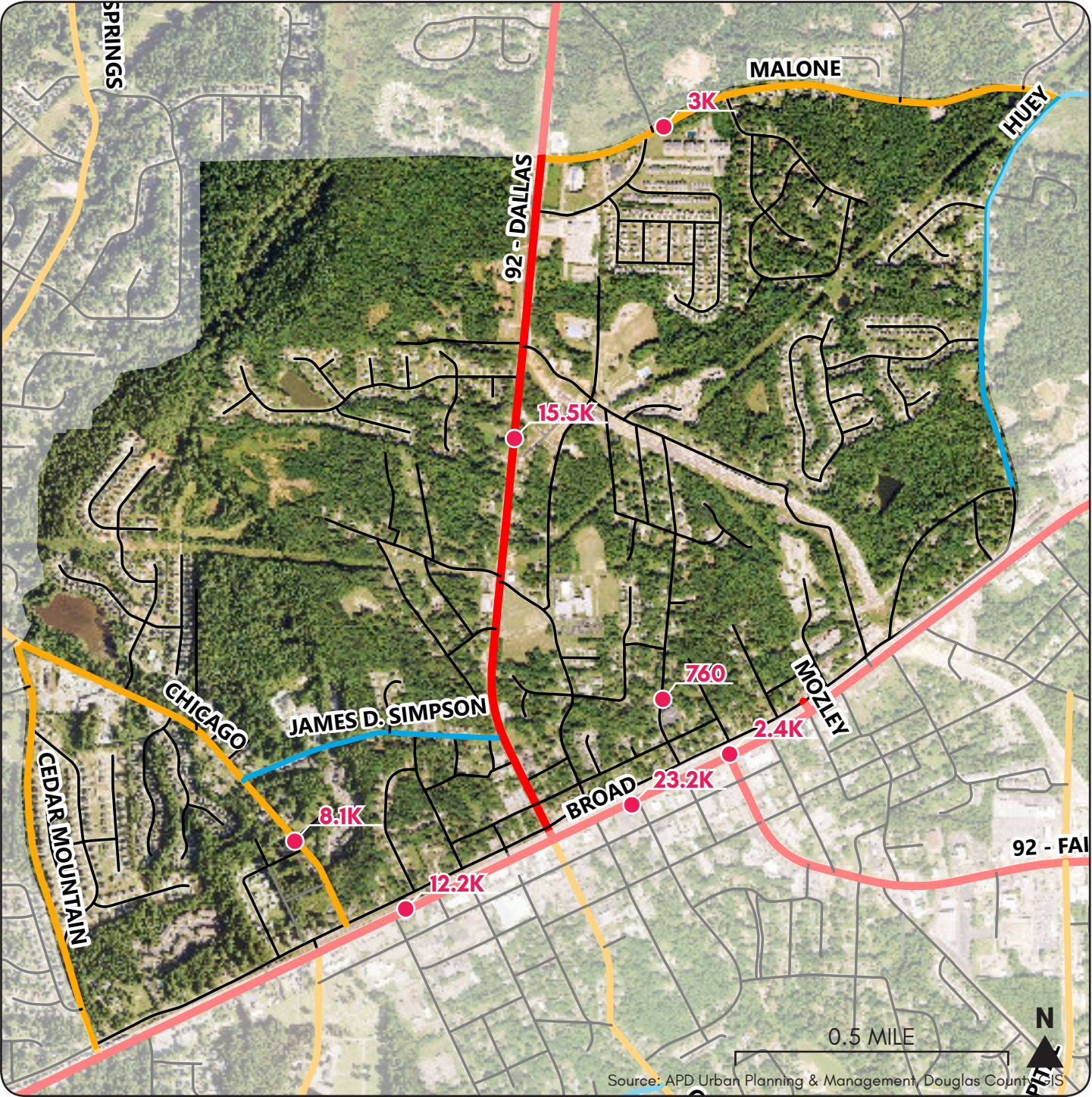
The most significant project within the study area is the relocation of Highway 92. The project relocates Highway 92 under the existing railroad near the Brown Street/Ellis Street and East Strickland Street/Bankhead Highway intersection, and continues along Brown Street to the existing Highway 92. The new road will be 6 lanes wide with pedestrian crossings, sidewalks, sound walls, and landscaping. The project will also close several existing rail crossings including Campbellton Street, Mc Carley Street and Mozley Street, and limit north-south connectivity within the neighborhood.

This project has four phases and is currently in Phase 1.

- Phase 1 - Relocation of SR 92 from Relocated Cooper Street to Relocated Ellis Street including the Construction of Bridge Underpass, and RR Crossing Closures.
- Phase 2 - Relocation of SR 92 from Pine Drive to Relocated Cooper Street.
- Phase 3 - Relocation of SR 92 from Relocated Ellis Street to north of Malone Road.
- Phase 4 - Widening of SR 92 from Malone Road to Nebo Road.

Dallas Highway Sees on Average Over 15,000 Daily Trips

Figure 33: Traffic Map of Study Area



- █ = Major Arterial
- █ = Major Collector
- █ = Minor Arterial
- 12.2K = Daily Traffic Co

Conclusion

The demographic, housing, and other trends depicted in this summary show the North Side to be a diverse community that has found itself, in many ways, on a tipping point as to the direction of its future. Its assets are numerous:

- A mixed-income group of residents,
- Relatively high housing ownership,
- A robust stock of affordable housing,
- Direct access to Highway 92,
- Direct adjacency to the popular downtown area, and
- Plentiful natural resources like trees, streams, and attractive topographic features.

It is essential that future revitalization work leverages these assets and strengthens or alleviates some of the area's negative trends to reduce the risk of the North Side becoming a disinvested area. These trends include:

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

The demographic information and existing conditions data can serve as a baseline to set goals and objectives for the revitalization of the North Side. This data will be used to inform strategies on new housing, resident capacity building, and job creation. As an example, based on the current age distribution, programs could provide active mobility for both under-18 and senior age groups, who largely lack motorized transportation options and make up a large portion of the North Side's population. Some of these strategies can be found in subsequent sections of this report.



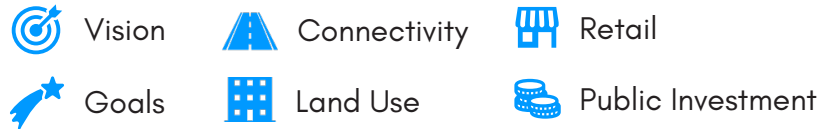
The North Side Speaks!

Community Open House #1

Community Open House #2

Community Open House #1

In order to determine the broad vision, goals, land use, connectivity, and public investment preferences, an open house was held on Monday, April 30th, 2018 at the Douglasville Conference Center. Feedback was elicited on six major topics relating to the North Side Redevelopment Plan:



The community open house was held between 6:00 PM and 8:00 PM in a format that allowed participants to move from station to station. A total of eight exercises were split among the six major topics. One additional exercise was completed at the Welcome Station. Members from the Project Management Team were located at each exercise within the stations.

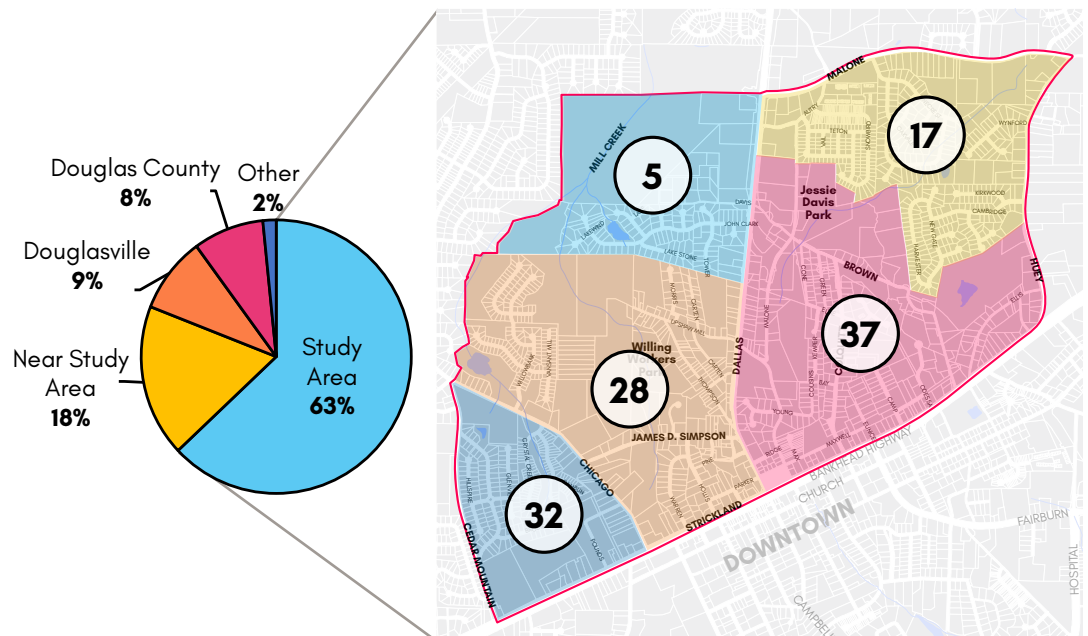
Attendees

In total, 230 community members attended the event, of which 189 completed the location exercise at the Welcome Station. This lower number was largely due to some larger groups or families placing a single dot for their location.

The Welcome Exercise asked attendees to place a dot on their home within the study area. If they were not located within the boundary, participants could note whether they lived in the City of Douglasville, Douglas County, or an other location. Some attendees placed location dots on addresses where they owned property, attended church, or worked. These results are shown below.

What Did Attendance of the First Open House Look Like?

Figure 34: Attendance Location Map within Study Area



Exercise: Build a Vision Statement

To determine a North Side Vision Statement, a working vision statement was presented on a large printout. This working vision statement was created through a previous exercise with the North Side Steering Group.

Participants were encouraged to place green dots on portions of the statement that they agreed with or liked, and red dots on portions that they did not agree with or didn't like. Participants were also allowed to write on printed out statement any words or phrases that they thought would improve the working vision statement. Finally, scratch sheets of paper were provided for any participant that wanted to create and submit their own vision statement.

The final results for the exercise are shown below (Figure 35), with each word's total "support score" shown above it. Numbers in **blue** note the "agreement points" received and numbers in **pink** note the number of "disagreement points". Only words that received feedback are **bolded**.



Using the "support score" and some of the replacement language written on the print outs, a final vision statement was created that incorporated participant feedback. This final result is shown below in Figure 35.

What Were the Vote Totals for the Working Vision Statement?

Figure 35: Vision Statement Exercise Result



What Was the Final Result of the Vision Statement Exercise?

Figure 36: Final Vision Statement

“ The North Side will be a diverse and sustainable community that invites and supports families, singles, seniors, and businesses with local access to amenities that meet residents’ and visitors’ health, safety, educational, and recreational needs, and with an improved quality of life and unique character that will inspire pride and unity. ”

Exercise: Make a Wish

Goals for the North Side were collected through a “Make a Wish” exercise, where participants were asked to write down an aspiration they had for their community. Below, these aspirations have been summarized into four general goal categories.

Connectivity

- Provide alternative transportation options including bicycle trails, walking trails, and public transportation.
- Connect to the downtown area across the railroad tracks.
- Improve accessibility to community assets including schools and parks.
- Provide safe, well lit, and clean pedestrian access

Preservation

- Protect and retain existing residents
- Preserve historic areas
- Promote, preserve, and update green space and parks

Goods and Services

- Promote retail and commercial development including grocers, restaurants, and shops.
- Provide access to services including health care facilities, (urgent care), rehabilitation centers and senior care.

Vibrancy

- Stabilize the neighborhoods through the reduction of blight
- Provide reinvestment in housing
- Stimulate employment options and services to residents.
- Offer incentives for private development to create eye catching mixed use projects.

What Do You Want to See on the North Side?

Figure 37: Goals Exercise Wordcloud



Exercise: Build a Street

The Connectivity exercise sought to gather input on the layout of three major streets within the boundary area. These streets were:

- Dallas Highway;
- Malone Road;
- and Simpson Road.

Participants were asked to select one of these four streets to re-build from the ground up. A worksheet with scaled right of way and different types of scaled street component were provided for each street. An example of a common street layout is shown in Figure 38, below.

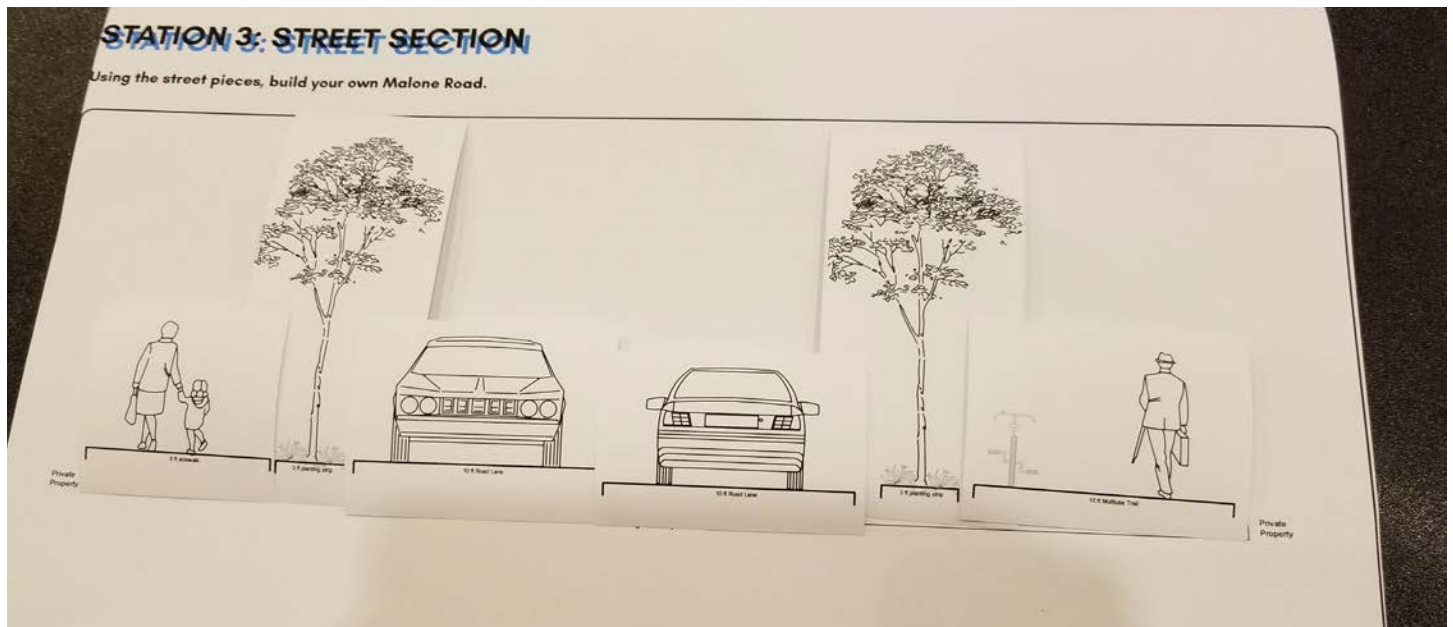
Major Takeaways

- Dallas Highway (15) and Malone Street (10) were selected the most often.
- Sidewalks and multi-use trails were prioritized over additional travel lanes.
- 80% of Malone Road's submissions included the 10 foot multi-use trail.
- The 3 foot planter strip was used in 75% of submissions.



Most Common Street Preference Layout

Figure 38: Photo of Street Layout



Land Use

The land use topic was split into two different exercises. These exercises helped to form a general understanding of what types of land uses were appropriate and where their locations should be.

Exercise 1: Define Your Density

This exercise provided a range of available densities that could be allowed within the study area and asked participants to provide feedback on their preference. Then, having defined the appropriate levels of density, the participant was asked to draw their results on a blank map. High, medium, and low densities were each given their own color.

Major Takeaways

- Higher densities were consistently drawn along Dallas Highway and Strickland Street.
- A pocket of largely vacant land near the future convergence of Dallas Highway and Highway 92 was offered as high density multiple times.
- There was little consensus made on the level of appropriate density, with a wide range of desired densities selected.

Exercise 2: Land Use Preference

This exercise offered a more concrete visual preference survey made up of choices shown in Figure 40. Participants were asked to give either a “thumbs up” or a “thumbs down” on whether they supported this land use on the North Side. Results are shown in Figure 39.

Major Takeaways

- Mixed-use enjoyed the most positive response, followed by Single Family - Rear Garage, Single Family - Front Garage, and Townhouse - Rear Garage.
- Duplexes and parking lot fronting apartments were the only types to receive more “thumbs down” votes.
- Street fronting multifamily was far more preferred than parking lot fronting multifamily.



Do You Support This Land Use Type?

Figure 39: Land Use Preference Voting Chart

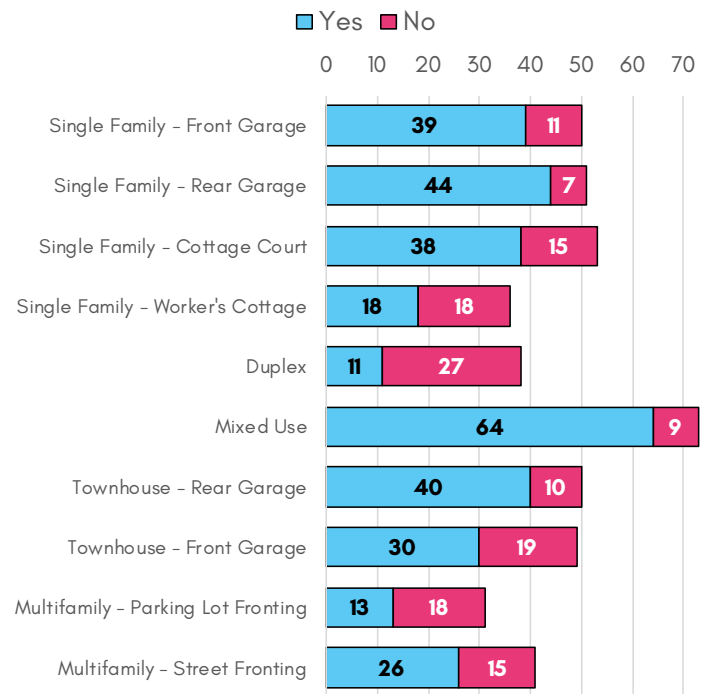


Figure 40: Land Use Preference Typologies

Exercise: Retail Preference

This exercise asked participants to rank their preference for ten categories of retail. Participants were allowed to choose six from the ten and rank these six by priority preference. Points were then allocated to rank. For example, an option with one 1st vote and one 2nd vote would have 17 points in total. These scores are shown below:

| Preference Rank | Points |
|-----------------|--------|
| 1st | 10 |
| 2nd | 7 |
| 3rd | 5 |
| 4th | 4 |
| 5th | 3 |
| 6th | 2 |

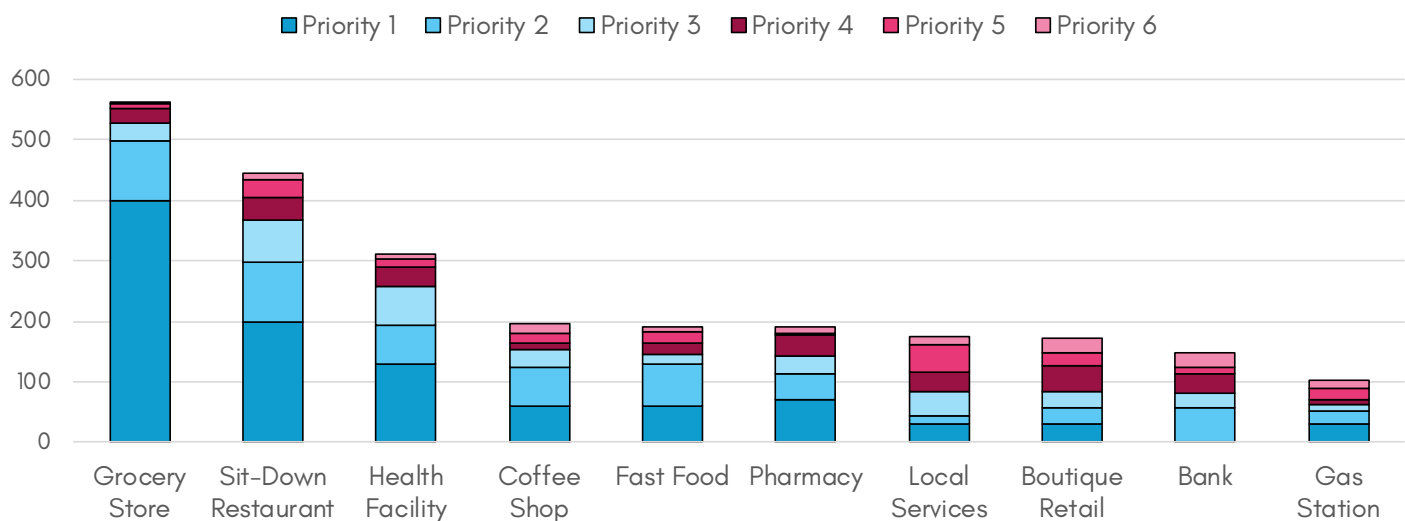
The ten options and the scoring results from voting are shown below in Figure 41.

Major Takeaways

- Grocery Stores was the most preferred type of retail by a large margin, receiving twice as most “1st Preference” votes as Sit-Down Restaurants, voted second highest.
- About 40% of respondents chose Grocery Store as their most preferred retail option.
- Sit-Down Restaurants and Health Facility placed second and third, respectively, with Coffee Shop, Fast Food, and Pharmacy placing a distant 4th, 5th, and 6th place.
- Though Local Services and Boutique Retail were in 7th and 8th place in point totals, respectively, they received the 3rd and 4th most votes, though their votes were often of a lower preference.

What is Your Most Preferred Retail?

Figure 41: Retail Preference Voting Chart



The Public Investment topic sought input using two different exercises on major areas where tax dollars should be spent. The first exercise helped introduce participants to the topic through the available categories, and the second exercises sought more specific public investment ideas.

Exercise 1: Public Investment Preference

This exercise asked participants to rank their preference for ten categories of public investment. Participants were allowed to choose six from the ten and rank these six by priority preference. Points were then allocated to rank. For example, an option with one 1st vote and one 2nd vote would have 17 points in total. These scores are shown below:

| Preference Rank | Points |
|-----------------|--------|
| 1st | 10 |
| 2nd | 7 |
| 3rd | 5 |
| 4th | 4 |
| 5th | 3 |
| 6th | 2 |

Scored results from this exercise are shown in Figure 42.

Major Takeaways

- While Housing was the most preferred public investment option, Greenspace, in sixth place, received about 82% as many points as the first place option.
- While Greenspace was in sixth place in total points, it received the third most “1st Priority” votes, signaling that this investment options elicits a very strong response among those concerned with the issue.

Exercise 2: Public Investment Opportunities

This exercise allowed participants to identify one specific issue or opportunity for public investment within the study area. Participants were then asked to identify the location of their issue or opportunity on the map. Below, these issues or opportunities have been summarized and numbered with their locations provided on the next page on a map.

Greenspace

1. Improve park amenities (3)
2. Leverage park amenities/investment to attract new adjoining development (3)
3. Build an urban garden
4. Improve access to Jessie Davis Park (2)
5. Build a new greenspace amenity

Recreation

6. Add outdoor recreation facility for children (2)

Pedestrian / Biking Infrastructure

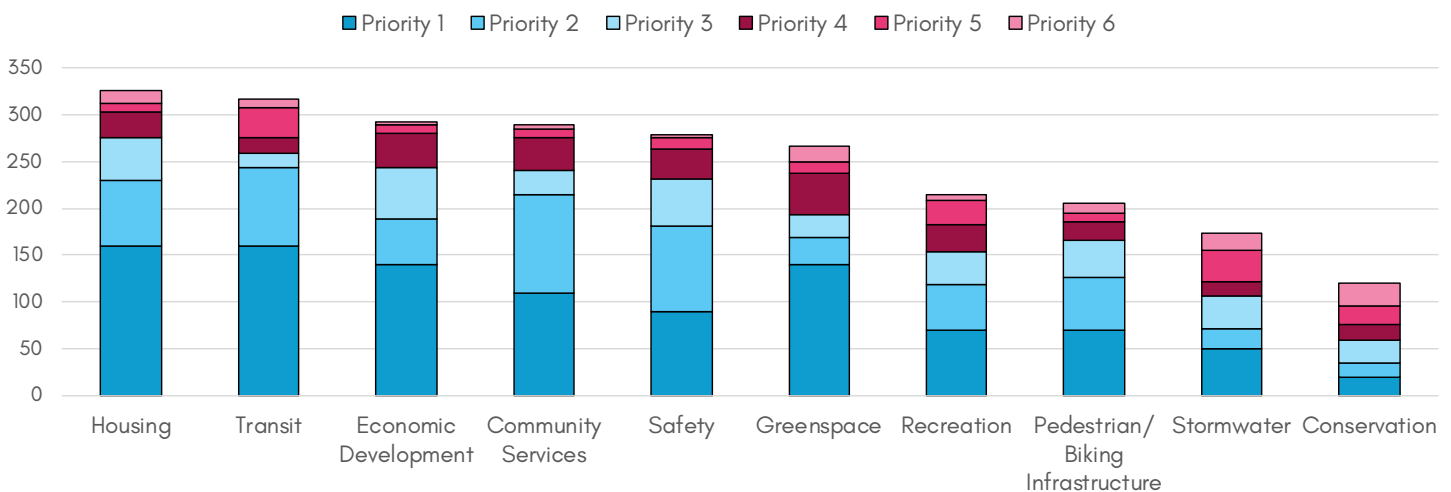
7. Add a pedestrian crossing
8. Add or improve sidewalks (9)
9. Add bike trails (3)
10. Add street lighting
11. Add walking trails

Transportation

12. Add traffic light (4)
13. Connect with MARTA

What is Your Most Preferred Public Investment?

Figure 42: Public Investment Preference Voting Chart



- 14. Reduce speed
- 15. Re-open Mozley Street railroad crossing (4)
- 16. Re-open Malone Road access

Economic Development

- 17. Attract a mixed-use development (2)
- 18. Attract retail (5)
- 19. Revitalize Strickland Street (3)
- 20. Revitalize Thompson Street
- 21. Property is available for purchase (2)

Housing

- 22. Build new housing (2)
- 23. Provide home repair assistance

Community Services

- 24. Add health facility (3)
- 25. Provide services for returning residents
- 26. Improve local schooling
- 27. Provide park upkeep with prison labor

Stormwater

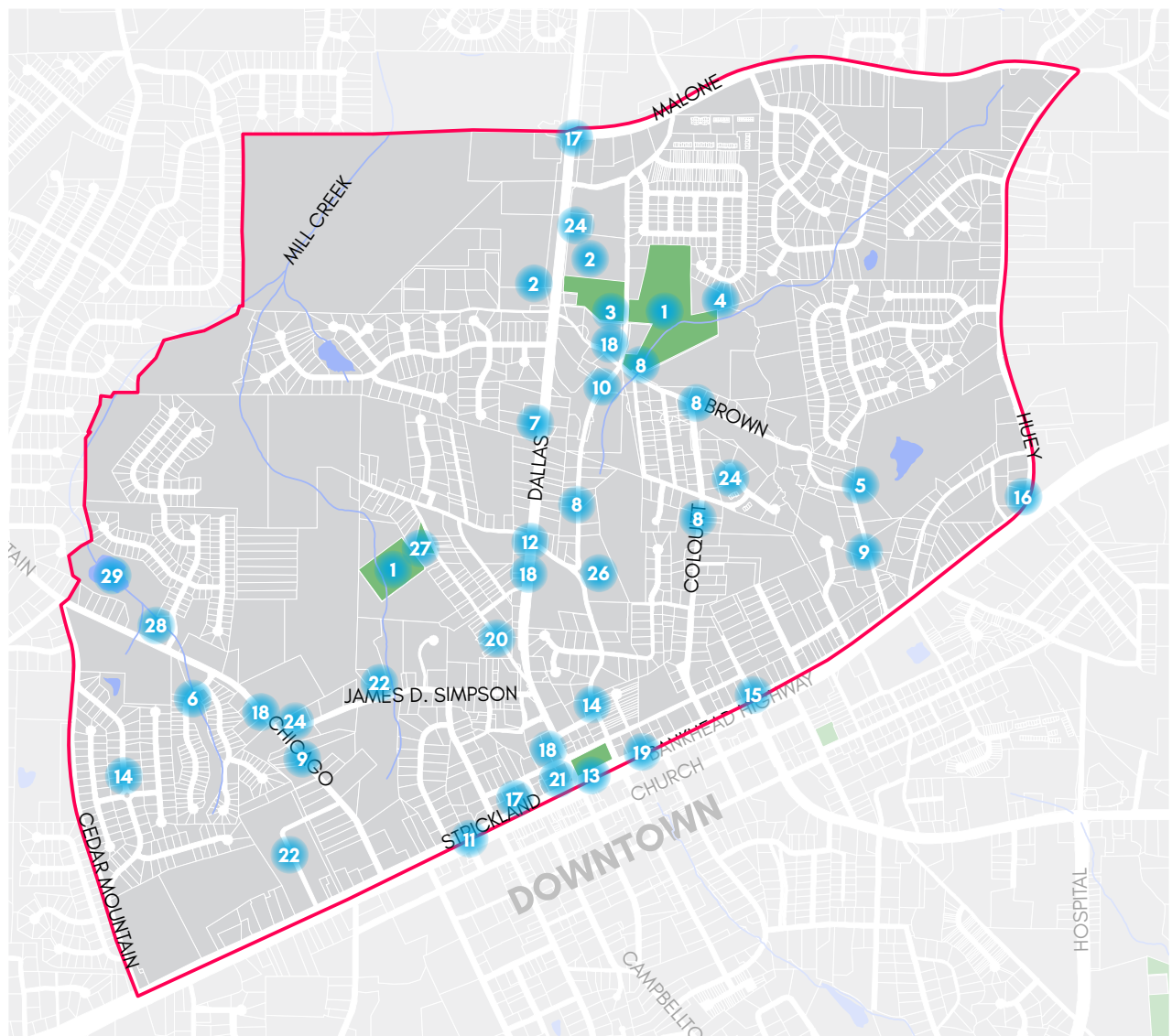
- 28. Improve stormwater drainage (3)

Conservation

- 29. Clean Crystal Lake (4)

What is the location for one issue or opportunity on the North Side?

Figure 43: Issues and Opportunities Exercise Map



Conclusion

The findings of the community open house will help form the basis for this study's recommendations section, where policy and implementation recommendations are outlined that directly affect existing residents. The vision and goals established through the first Community Open House will guide the plan's priorities, while the feedback received during the connectivity, land use, retail, and public investment exercises help the consultant team pinpoint key opportunities for action.

Community input is an essential component of the neighborhood revitalization. It provides a ground-level view of the study area's conditions and frames the desires of North Side residents and stakeholders firmly into the proceeding steps of the planning process.





Community Open House #2

A second opportunity for the community to engage with the North Side Redevelopment Plan recommendations was offered in an open house format held on August 27th, 2018 at the Douglasville Conference Center in Downtown Douglasville. Unlike the first community open house, this event offered a structured set of recommendations and asked attendees to provide feedback to each of the pieces within the recommendations. Recommendations were broken up into three stations, with an additional fourth station for a general survey of the recommendations.

These stations are shown below:



Reinforcement
Strategies



Cultivation
Strategies



Catalytic
Projects



Opinion
Survey

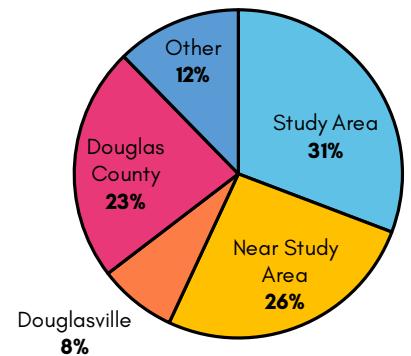
The meeting occurred from 6:00 PM to 8:00 PM. Three stations were composed of multiple posters that contained different recommendation elements: actions, strategies, or catalytic projects. Participants were given six red and six green dots and encouraged to place the dots on those elements they supported (green) or opposed (red). Index cards were supplied at each station for more detailed feedback. This report out will primarily look at the community response related to the recommended catalytic projects.

Attendance:

Overall, attendance at Community Open House #1 was 65, a decrease from the 230 that attended the first public meeting. This decrease was explained by scheduling conflicts with two large local church events that drew many North Side residents.

The location of attendees is displayed in the map on the right. In total, about 2/3's of attendees were located either in the Study Area or just outside, a decrease from the 4/5's this group represented at Community Open House #1.

Figure 44: Open House #2 Attendance Location Chart



Reinforcement Strategies

Response to the various proposed strategies was overwhelmingly positive, with only one negative dot recorded. Blight Tax and Code Enforcement received the most support, followed closely by Home Reinvestment.



Cultivation Strategies

The response to Cultivation Strategies was also positive, with only recommendations concerning land use and zoning receiving a negative response. Most of these recommendations were found in more specific forms in the Catalytic Projects. A more detailed discussion of the project's related cultivation strategy is found on the next page.

Feedback for the Catalytic Projects was organized so that each recommended project contained a conceptual site-plan and corresponding recommendations, all of which were found in more general form in the Cultivation Strategies station. Overall, feedback for all three projects was very positive, with the Willing Workers project receiving the most interest from meeting participants. Feedback for each project is shown below.

Jessie Davis Park Catalytic Project

This project recommendation included an expanded and improved Jessie Davis Park, commercial space adjacent to the park, and new trail and biking facilities with appropriate pedestrian protections across the new Highway 92 alignment. Response to these recommendations was overwhelmingly positive. Specific recommendations concerning commercial development, multi-use trail connections, and restaurant space opening onto the park received the most support. The project's positive response falls in line with previous community feedback concerning the need for local retail, and specifically, a grocery store.

Willing Workers Park Catalytic Project

As a recommendation, the Willing Workers project is probably the most dramatic in scope - not only does it include the development of new cross-neighborhood road connections, the re-imaging of a neighborhood park, and the addition of hundreds of new housing units - it also includes a level of residential density that hasn't been seen on the North Side. Participant response to the new road connections, park improvements, and trail connections was very positive. Similar to results found in the Community Open House #1, participants also accepted the inclusion of townhomes. The response to multifamily was mixed - multifamily on the site plan received positive feedback, while the image received negative feedback. The same image of multifamily received a positive response in Community Meeting #1. This discrepancy signals that context of development is likely a very important consideration about the inclusion of multifamily into any new project.

Figure 45: Open House #2 Poster Example



Worthan Park Catalytic Project

This proposed recommendation is concerned with jumpstarting an urban-style development by connecting Downtown Douglasville over the tracks into the North Side. This project contains the most mixed-use development of three proposals and encourages changes to local streets. The heavy mixed-use component and the gateway pedestrian railroad track crossing received the most positive support, followed closely by recommendations for roundabouts.



Survey

A short survey was provided to attendees to record their general opinion on the work presented at the community open house and measure the priorities for each of the major priorities. Respondents offered general support for the recommendations of the project and offered no specific objections. Overall, all three projects enjoyed support, though the Jessie Davis Park project received the most response.

"Retail, health and safety is very important to me. Beautification of the North side is important as well."
-Survey Respondent

Conclusion

Community response to the presented recommendations will help shape the final form of the revitalization strategies and catalytic projects. Overall, attendees supported the scale and direction of both strategies and projects, with only a few areas identified for revision. The Willing Workers Park project received the most positive response, though the other two catalytic projects were also supported by a large majority of participants.





The background image shows a construction site. On the left, an excavator is positioned near a large pile of dirt. In the background, there is a dense line of green trees under a clear blue sky. On the right, a wooden wall is visible, with several notices pinned to it. One large notice is titled 'VACATION' and another smaller one is pink. The top left corner of the page features a pattern of orange dots, and the bottom right corner features a pattern of yellow dots.

Interpreting Local Markets

Residential Market
Retail Market

Residential Market

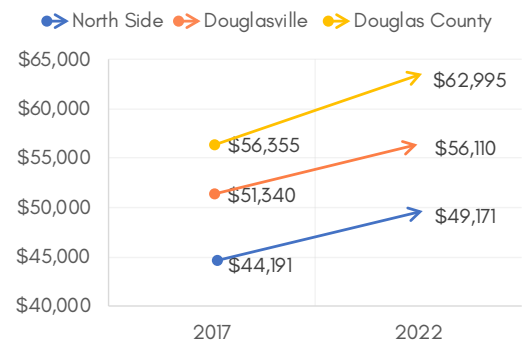
The market scan gives an overview of the residential and retail market affecting the North Side neighborhood. This information provides context to make informed decisions about potential opportunities for renewing this urban neighborhood. This analysis contains an examination of market indicators and they supply and demand for housing. Much of the analysis used readily available data through ESRI Business Analyst, the U.S. Census, and market sources like Zillow, InfoUSA, REIS and data analysis by RKG Associates. The geography for analysis differed based on the data source and included census tract data, neighborhood level data, zip code and specific apartment submarkets.

General Growth Trends

In order to understand the potential market within the North Side neighborhood, general growth trends must be examined for household income and population gains expected within the next 5 years. The median household income for residents of the North Side neighborhood is \$44,191 approximately \$11,000 less than the median household income for the City of Douglasville. An increase in the median household income of 12% is expected within the next 4 years, similar to the growth expected for the city. Household income growth lags behind for the county by 3% as shown in Figure 46.

Income Projections

Figure 46: Comparative Growth



Source: American Community Survey, ESRI Business Analyst

In terms of growth in households the North Side has had the highest increase from 2000 to 2010, followed by the city and County (Table 5). At a yearly growth rate of 5.5% the households of North Side almost doubled in a span of 10 years. This growth will continue in the next few years, in all three areas, with the North Side area having the least expected growth by 4%.

Additional trends that could influence the North Side neighborhood include the improvements currently taking place on Highway 92, which could increase car traffic from 15,500 to 22,000 average daily trips (ADT), almost 50%¹. This could potentially reduce commute times by 5-15 minutes by circumventing train and downtown congestion traffic. Norfolk Southern's East End Rail line is a Class 1 Rail Line which runs through Douglasville 35-45 times per day.² This improvement could attract additional interest to the North Side since commuting times would be improved.

Last, the city of Douglasville's concerted efforts and improvements on their downtown could also influence a homeowner's or business's decision to move closer to restaurants and potential projects. Improvements in downtown could serve as an additional incentive to move closer

¹ Google Maps Traffic Data, 2018

² Georgia Department of Transportation, Georgia State Rail Plan, 2015

Table 5: Historical Household Growth

| | Northside | Douglasville | Douglas County |
|-----------------------------------|-----------|--------------|----------------|
| Change Total Population 2010-2010 | 70% | 47% | 42% |
| Change Total Population 2010-2017 | 4% | 8% | 7% |
| Change Total Population 2017-2022 | 4% | 6% | 6% |

Source: American Community Survey, ESRI Business Analyst

Housing Characteristics

Housing Characteristics by Unit Type

The predominant housing type in the North Side study area is single family homes (attached & detached). Single family units account for 62.7% of the North Side study area's housing inventory. Comparatively, roughly 53.8% of total housing stock in the City of Douglasville are classified as single family (attached & detached). Roughly 18.4% of the total housing units are classified as 2 to 4 apartment units, with another 15.1% comprised of apartments with 5 units or more within the North Side study area. As for the City of Douglasville, 2 to 4 apartment units make up only 8.9% of the total housing stock while 35.6% of all units are classified as apartments with 5 units or more. The data indicates a noticeable gap between apartments with 5 or more units between the North Side study area and City of Douglasville, which may indicate a pent-up demand for larger apartment buildings and multi-family communities that are priced affordable for those living in the study area.

Age of Housing Stock

In order to determine the age of the housing stock for the North Side tax assessor data was examined starting from 1970. According to the Douglas County tax parcel database, the North Side study area has the largest share of residential properties built between 2000-2010 (70%). This is slightly higher than the City's, with roughly 45% of the housing stock being built during the same period (Figure 21). However, since 2010 only 421 units have been added to the City's housing inventory, while the North Side study area has experience 103 new construction. The data indicates that a good percentage of the housing stock is newer (less than 20 years old) and should be in reasonably good condition.

Value of Housing Stock

A slightly higher concentration of lower value homes valued under \$100,000 are located within the North Side study area, while homes priced above \$250,000 are very limited. Based on ESRI estimates, the North Side study area has a higher concentration of housing units valued between \$100,000-\$199,999 (57.8%) while approximately 46% of the City's housing stock is valued within the same price range. In fact, roughly 31.5% of homes are valued between \$50,000-\$99,999 (Figure 48). This share of lower valued homes may reflect some condition issues as well as the presence of smaller homes. The North Side study area only has 3.9% of housing units valued at \$300,000 or more while 17.9% of the housing units throughout the City of Douglasville are of higher value (\$300,000 or more).

Table 6: Housing Characteristics by Unit Type

| | North Side | Douglasville |
|-------------------------|--------------|---------------|
| Single Family, Detached | 1,309 | 6,242 |
| Single Family, Attached | 286 | 945 |
| 2 to 4 units | 468 | 1,191 |
| 5+ Units | 385 | 4,755 |
| Mobile Home | 96 | 234 |
| <i>Total</i> | <i>2,544</i> | <i>13,367</i> |

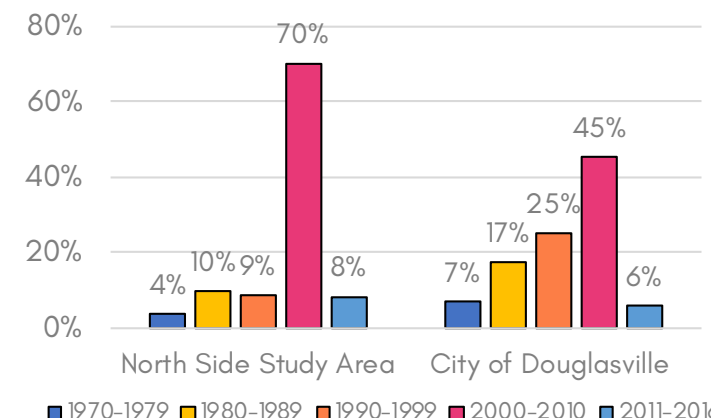
Percent Distribution

| | | |
|-------------------------|---------------|---------------|
| Single Family, Detached | 51.5% | 46.7% |
| Single Family, Attached | 11.2% | 7.1% |
| 2 to 4 units | 18.4% | 8.9% |
| 5+ Units | 15.1% | 35.6% |
| Mobile Home | 3.8% | 1.8% |
| <i>Total</i> | <i>100.0%</i> | <i>100.0%</i> |

Source: ESRI, 2015 ACS Estimates and RKG Associates, Inc., 2018

Most Homes Built Between 2000 & 2010

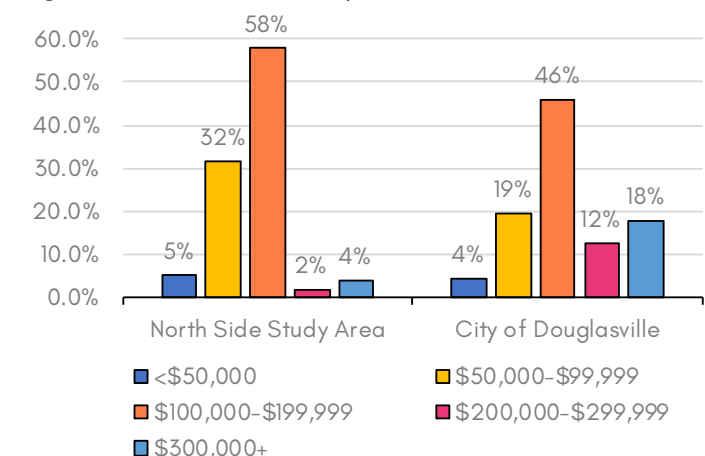
Figure 47: Age of Housing Stock



Source: Douglas County GIS Department

6% of Homes Valued Above \$200,000

Figure 48: Owner-Occupied Units Home Value



Source: RKG Associates, Inc., 2018

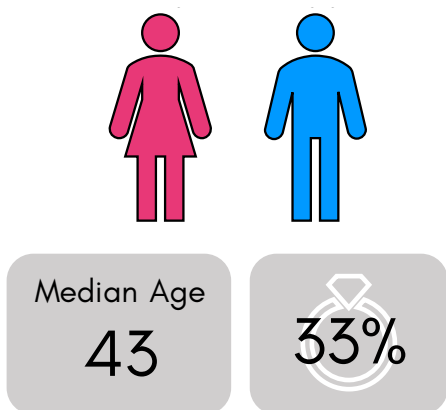
Home Buyer Characteristics

Information gathered through RKG Associates and InfoUSA shows specific trends about recent homebuyers in the Study Area. This includes data on gender, marital status, average age as well as income information and sales price of homes recently purchased. This data is important to gain an understanding of who has been interested in purchasing a home in the North Side neighborhood as well as their purchasing power.

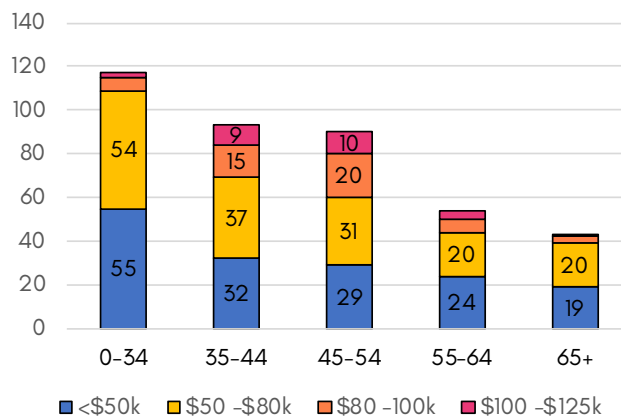
- In the North Side study area, the percentage of male homebuyers were 42.3%, females were 45.6%, and 12.1% were unknown.
- Approximately 67.3% of the North Side study area homebuyers are single, while 32.7% are married
- In the North Side study area, the median age of homebuyers was four years less than outside the study area at 43 years of age.
- Roughly 70.3% of the North Side study areas home sales range between \$100,000 - \$250,000.
- Approximately 68% of the homebuyers within the North Side study area are classified as European or Caucasian. Classified African-American or African immigrants purchased 62 homes (16%) during the study period. Majority of the sales activity involving this ethnic group purchased homes that were valued between \$100,000-\$25,000.
- Approximately 40% of North Side study area homebuyers reported annual incomes of \$50,000 or less. A total of 162 (41%) homebuyers earned between \$50,000-\$80,000 within the North Side study area. At the high end of this income range, nearly all homes in the North Side study area would be considered affordable.
- Millennial buyers (under the age of 34) accounted for 29% of home purchases throughout the North Side study area.

Home Buyer Profile

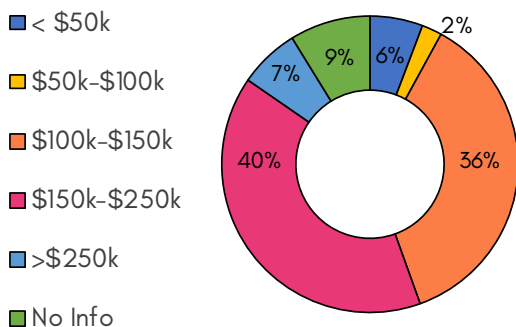
Figure 49: Age, Ethnicity, Income and Sales Price



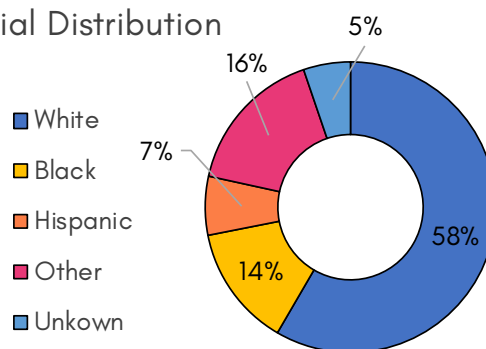
Income



Home Sales



Racial Distribution



Source: InfoUSA, RKG Associates, APD Urban Planning & Management

Residential Market Trends

The following analysis examines recent residential market trends in terms of home sales activity, home value trends, and home sales trends for the broader City of Douglasville and Zip Codes surrounding the North Side Neighborhood.

Recent Construction

The Douglas County tax database shows that approximately 103 single family homes were built between 2011 and 2016 in the North Side Neighborhood primarily in the Cedar Mountain Road and Willowbank Way areas on the western portion of the Study area. With the city of Douglasville geography, about 511 single family homes were built in the same time period. Figure 50 shows how the majority of the recently built properties within the North Side Study Area have been built in the most recent years while the city has seen a more steady growth throughout the same time period with a significant increase in 2016.

Home Sales Trends

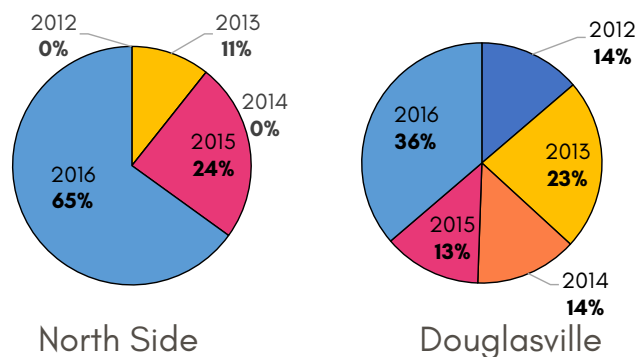
GMLS data was collected for sales occurring within the North Side Study area and the city boundary between 2013 and 2017. Sales have steadily increased within the City of Douglasville for housing, while the number for the Study area has fluctuated within the same time-frame. The North Side has averaged 8% of the total sales for the entire city within the last five years.

Broader sales price trends gathered through Redfin within the past year for recently renovated or built homes have shown sales prices for new construction at Cedar Mountain subdivision range from \$170,000 to \$210,000 averaging at \$80/SF. Recently renovated homes range closer to downtown range from \$110,000 to \$150,000 averaging at \$85/SF. It is important to note that older, recently renovated homes have a smaller square footage when compared with new construction single family homes.

In 2017's Downtown Douglasville Master Plan, projections were made regarding the housing supply growth for the city. When these projections, which estimated a high a 3,177 and a low of 2,259 new residential units from 2015 - 2025, are combined with recent construction capture trends for the North Side (20% of all new construction), a high of 640 and a low of 455 new residential units are estimated to be added to the North Side between 2015 and 2025.

Recent Construction Strong in 2016

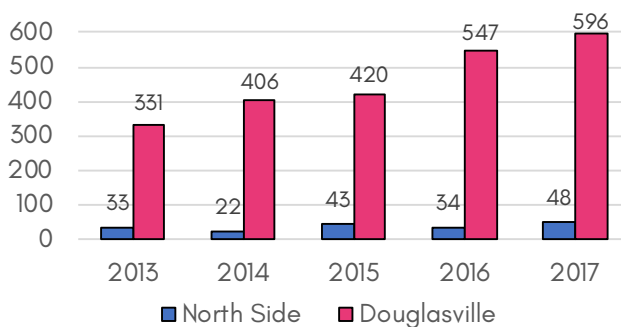
Figure 50: Recent Housing Built By Year Charts



Source: Douglas County GIS Department

Home Sales Are Tracking Up

Figure 51: Comparison Recent Home Sales



Source: Georgia MLS

RESIDENTIAL MARKET GROWTH PROJECTIONS



Single family home values have increased 51% since 2012, stabilizing through 2016



Between 2011-2016, **the North Side captured 20% (103)** Douglasville's market for new construction (511)



Douglasville housing supply growth scenarios (2015-2025):

High - **3,177** new residential units
Low - **2,259** new residential units



North Side housing supply growth scenarios (2018 - 2025):

High - **512** new residential units
Low - **364** new residential units

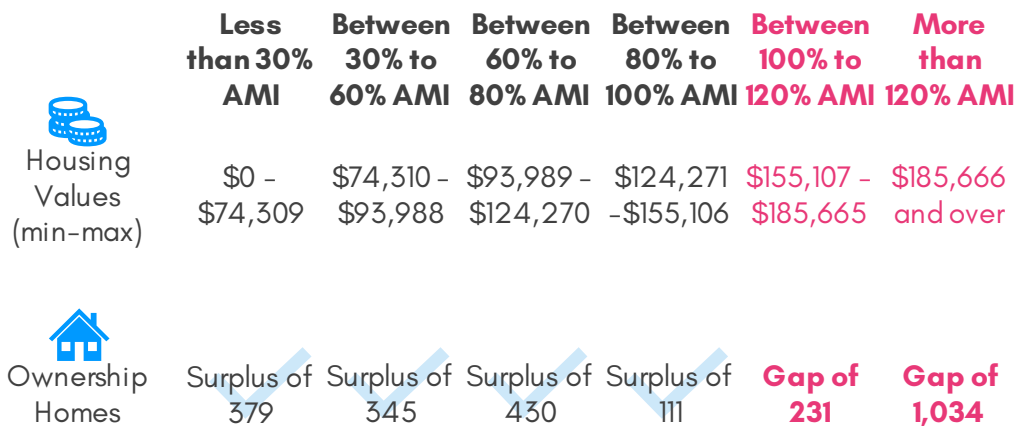
Source: Zillow - Research, RKG Associates, Bleakly Advisory Group

Housing Affordability

Understanding housing affordability provides local leadership with a sense of how the existing housing prices and rents align with household incomes. Invariably there is a mismatch of various housing price ranges or income ranges that point to a housing imbalance, also known as a surplus or gap. The results of this analysis can direct future affordable housing efforts and policies that seek to address these needs. The following section analyzes the existing supply and demand for housing at all price points at the census tract level within the North Side study area. This resulting analysis illustrates the extent to which the existing supply of ownership and rental units are priced appropriately to be affordable for households in the study area.

Homes Above \$185,000 Have Largest Ownership Shortage

Figure 52: Homeownership Gap Analysis



Source: RKG Associates

Ownership Housing Market

When the supply of owner-occupied housing units in the North Side study area is compared to the existing demand for these units by owner-and occupied households, there is a shortage of units for households with the highest incomes and surplus of units for households with extremely low incomes (650) (Figure 52). Specifically, with conventional lending, there is a shortage of units at the maximum affordability for households earning 100% of AMI or more (-1,147).

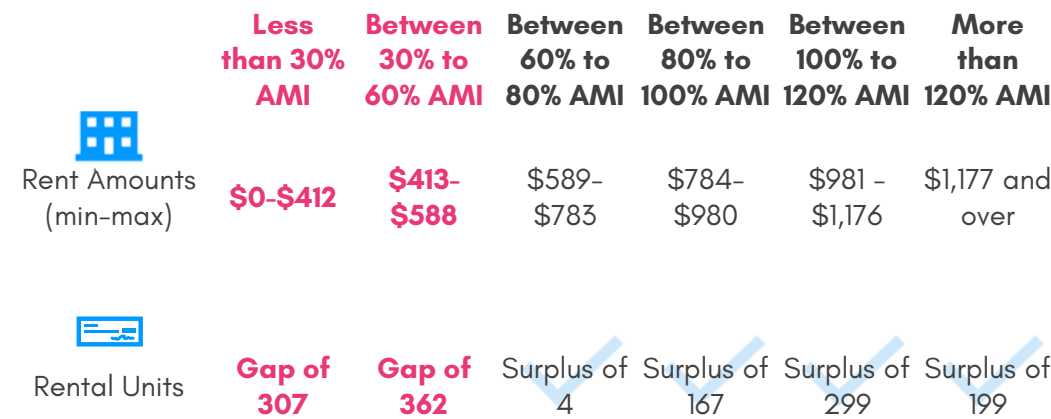
The shortage of housing units at the upper end of the income thresholds for both lending scenarios run counter to the surplus of lower value homes. While this surplus may suggest an excess of affordable housing at the lower end, it is also likely that many of these lower value units have condition issues due to the age of the household and possibly maintenance issues as well, which make them less desirable for homebuyers at that price point.

Because the highest income households can purchase most houses in the North Side study area, they likely compete for housing that's priced below their ability-to-pay. This forces them to compete directly with households with lower incomes and fewer housing choices. This squeezes lower income buyers from the housing market and forces them to buy lower value homes.

Households of higher value have been slowly addressed not only in the North Side study area but the City of Douglasville in general. The housing options at higher pricing points are modest and the housing supply of these household types should be considered to display a competitive housing market and attract persons whom have strong purchasing power.

Low-Income Households Face Largest Rental Gap

Figure 53: Rental Gap Analysis



Source: RKG Associates

Rental Housing Market

Based on a comparison of rental-occupied households and units in the North Side study area, there is a shortage of units for extremely low-income households (Figure 53). The greatest shortages exist for households earning 60% of AMI and below (-669 units). Housing units within 100% of AMI and above threshold has the greatest surplus of rental-occupied units with 398. The shortages of the lowest incomes indicate that there is a high demand for rental households earning 60% of AMI and below (\$588 or less in gross rent). Further, the notable shortage of units for extremely low-income households indicates that many of these households are likely “cost burdened”, which means they are paying more than 30% of their gross income towards housing.

The North Side study area has continued its expansion of subsidized housing as well as reconvertng owner-occupied households into traditional rental units. Based on data obtained and given the current rental market, the potential for new rental units is greatest for those with the lowest, as well as the highest incomes. Existing shortages of these lower income households would benefit from rental assistance programs or additional subsidized units priced to their level of affordability.

Retail Market

Retail Demand Drivers

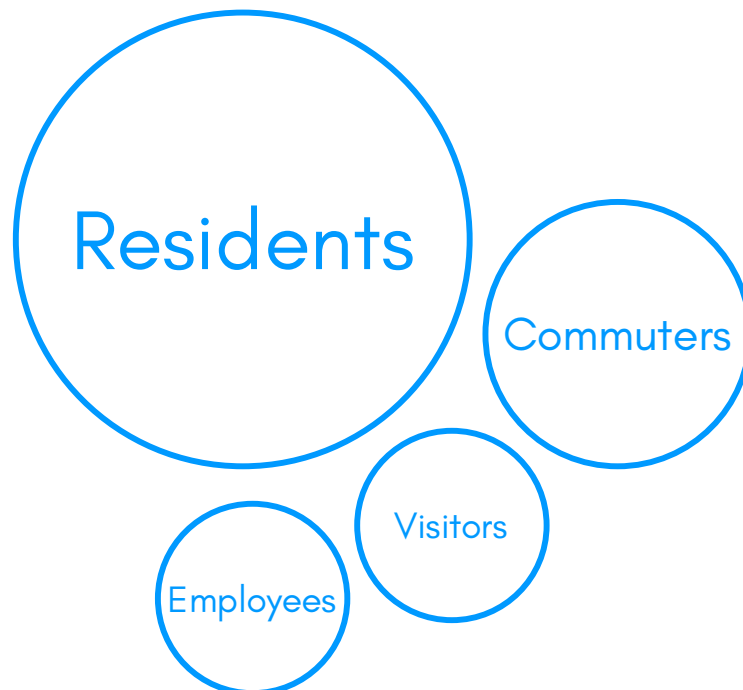
Demand for retail in the North Side is primarily driven by four types of consumers: residents, commuters, visitors, and local employees (Figure 53). The future growth of these drivers will have a strong effect on the potential for the North Side to attract new retail investments, particularly for the two largest segments - residents and commuters. The groups constitute the largest potential source of retail demand.

Given the importance of these two groups, the following trends point to the North Side becoming a more attractive retail more over the next 5 years:

- According to the residential housing market trends discussed in the previous sections, the North Side is expected to add between 364 and 512 new residential units over the next eight (8) years.
- Highway 92, expected to open in 2020, will bring a large number of new commuter traffic through the North Side and reduce commute times for residents, making the area more attractive to development.
- The continued public and private investment in Downtown Douglasville will improve the North Side's access to local, walkable amenities.

Residents & Commuters Generate Most Local Retail Demand

Figure 54: Retail Demand Drivers



Highway 92 and Commuter Retail Demand

The future of Highway 92, and the potential commuter traffic it could bring to the North Side, constitutes probably the most important piece for attracting new retail to the area. Below, a traffic analysis was used to determine the likelihood of new development.

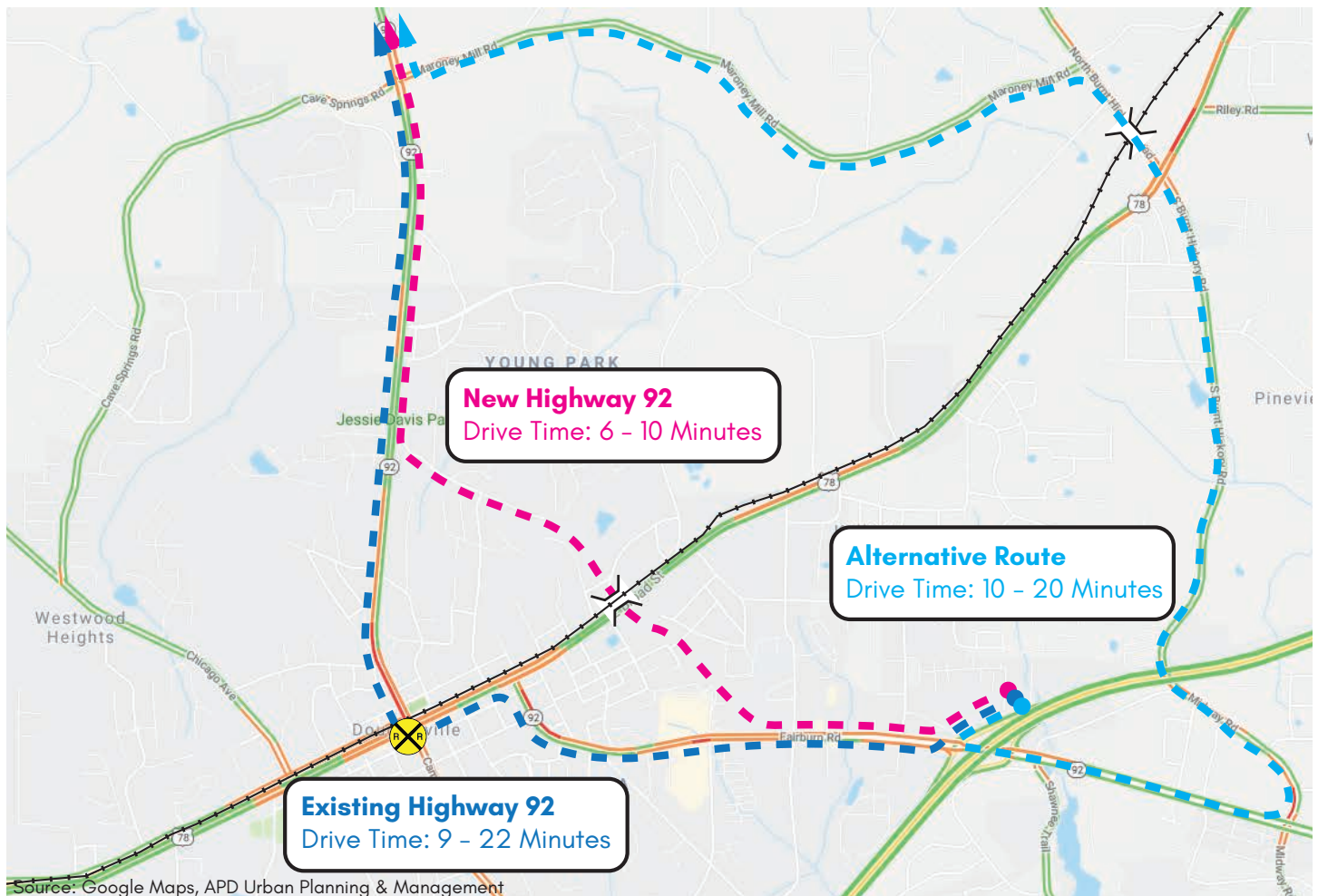
Currently, there is a large amount of retail servicing Highway 92 commuters located along the section of the road to the south of the North Side and to the north of the I-20 interchange access point. After Highway 92 leaves downtown heading north, there is a three-mile section of the road with very few retail options. Current annual average daily traffic counts for this section already exceed 15,000, which is an important benchmark retailers use to determine location decisions. This benchmark's importance is limited by large amount of retail located southeast of downtown. This retail supply absorbs much of the retail demand generated locally by residents on the North Side.

The opening of the new Highway 92 alignment could change this. Peak morning and afternoon commutes could be reduced by as much as 5 - 15 minutes. This is demonstrated in Figure 10, which displays typical existing local peak afternoon commutes using Google Map traffic data, the new Highway 92 alignment, and estimated commutes times. The portions of the map colored in red show existing traffic choke points, which are heavily focused around downtown and the train tracks.

A large amount of traffic trying to reach Paulding County (estimated at 7,000 AADT) diverts from Highway 92 to avoid these chokepoints and uses alternative routes to reach their destinations north of the North Side. The new Highway 92, with its six-lanes and train-avoiding underpass, will attract much of this traffic and is likely to make this section of Highway 92 much more attractive to retail looking to serve commuters.

Commuting Patterns Expected to Change

Figure 55: Existing/Future Highway 92 Commutes



Retail Market Characteristics

The following analysis examines existing retail characteristics terms of retail demand and supply, retail location, and market potetial in square footage.

Retail Gap Analysis

Retail gap analysis looks at the demand for retail generated by those living within a 1-mile and 3-mile trade area boundary, and the supply provided through physical stores within those boundaries. A resulting gap is identified, where demand is greater than supply. This gap signifies dollars that are being spent outside of the study area and a potential opportunity for that retail category to locate within the boundary to capture those dollars. This assumes that residents located in close proximity to the store are more likely to frequency those establishments.

Table 7: Top 5 - Retail Gap Analysis

| Retail Category | Retail Gap | |
|-----------------------------|--------------|---------------|
| | 1-Mile | 3-Mile |
| Grocery Store | -\$8,759,401 | +\$32,363,505 |
| Health/Personal Care Stores | -2,084,801 | +\$20,343,010 |
| Clothing Store | -1,273,283 | +\$57,999,828 |
| Specialty Food Stores | -512,810 | -\$720,522 |
| Automobile Dealer | +12,449,624 | -\$13,188,086 |

Source: ESRI Community Analyst, 2018

The retail gap analysis for the North Side identified five (5) retail categories that are being under-supplied within a 1-mile and 3-mile radius of the study area (Table 7). Numbers in red note a gap present for that retail category, while numbers in green note a suplus. Grocery stores, health and personal care stores, clothing stores, and specialty food stores were shown to be under supplied within 1-mile of the center of the study area, but over-supplied when the trade area boundary is expanded to 3-miles. This is likely due to the 3-mile radius capturing the retail-heavy Arbor Place Mall area of Douglasville. Automobile dealerships, which are often seen as unwanted within a community, was the only retail category with a suplus at the 1-mile trade area level but is under-supplied at the 3-mile trade area.

Figure 56 shows how these dollar gap amounts could translate into store square footage for a retail category. While the grocery stores, health/personal care stores, and clothing stores also demonstrate enough of a demand gap to support some type of physical store, their lack of a gap at the 3-mile trade area could explain why these categories are not presently located within the North Side.

Grocery Store

Currently, the North Side is considered by the US Department of Agriculture to be within a food desert census tract, which is defined as a “low-income census tract where a significant number or share of residents is more than 1-mile from the nearest supermarket”. Additionally, about 11% of households within the study area are without vehicles and located more than one-half mile from a supermarket. During the first community open house meeting, grocery stores were considered by residents and stakeholders to be the most important retail priority for the North Side. The lack of grocery store access is demonstrated in Figure 57, which shows no stores within a 1-mile radius. This lack of access poses a huge problem for the North Side, but also presnts an opportunity for a new grocery store in the community. Current un-met demand is estimated to support around 17,000 square feet of grocery store space, which is enough for an ALDI or similar small-format grocery store.

Restaurants

One category of retail that was shown to be over-supplied but mentioned as highly desired by local residents during community engagement was sit-down restaurants. This absence, shown in Figure 58, is due to the large number of sit-down restaurants found in Douglasville’s Downtown, which is located within the 1-mile trade area boundary and captured within the analysis. While the concentration of sit-down restaurants in downtown reduces the gap in the analysis, the high concentration could point to Downtown Douglasville becoming a major destination and draw for restaurants. In this scenario, a surplus of retail could signal a good opportunity for the North Side to attract additional restaurants and build on downtown’s speciality concentration.

Health/Personal Care Stores

Pharmacies, which fall under this retail category, received a positive response during the communtiy open house retail exercise, placing 3rd priority of ten categories amongst residents. While the unmet demand is less than a grocery store, there is still enough demand to supply a 3,000 local pharmacy. While this is unlikely to support a Walgreens or CVS, it could support a smaller-format store.

Grocery Stores Show Most Unmet Potential

Figure 56: Top Retail Potential



Grocery Stores

17,112 square feet

Could support a small-format brand like Aldi



Health/Personal Care Stores

2,934 square feet

Could support a small, local pharmacy



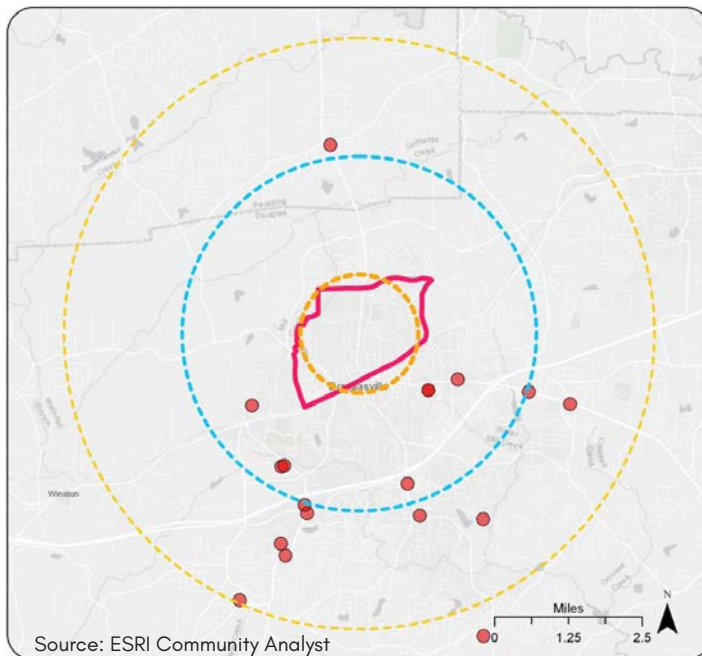
Clothing Stores

3,778 square feet

Could support a small, local clothing store

Food Desert on the North Side

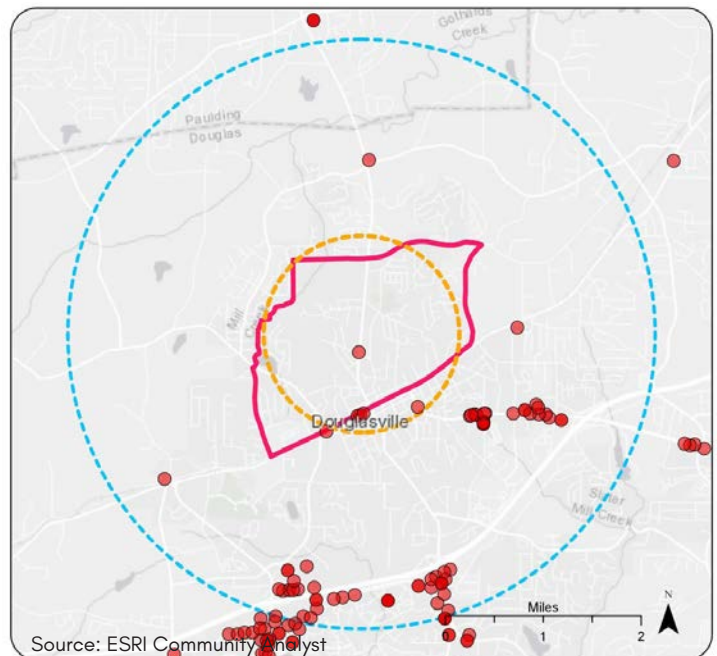
Figure 57: Grocery Store Locations



--- 1 Mile Radius --- 5 Mile Radius ● Grocers
--- 3 Mile Radius --- Boundary

Few Restaurants In Center of Study Area

Figure 58: Restaurant Locations



--- 1 Mile Radius --- Boundary
--- 3 Mile Radius ● Restaurants

Source: ESRI Community Analyst, 2018, Statistica 2018

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Laying a Foundation

Development Framework
Land Use Framework
Catalytic Area Selection
Reinforcement Strategies
Cultivation Strategies

Development Framework

A development framework consists of the amenities, infrastructure improvements, natural features, constructed land use types, and regulatory environment that sets the stage for new development within a given area. This framework helps to guide and support future development and lays the foundation for the local quality of life.

Figure 59 shows the North Side's existing development framework. This framework is anchored largely by two distinct character areas: the inner, older portion near downtown Douglasville and the surrounding newer suburban development in the outer portion. The opportunity for future development is primarily located within infill opportunities in the older portion and new greenfield development on undeveloped land in the outer portion.

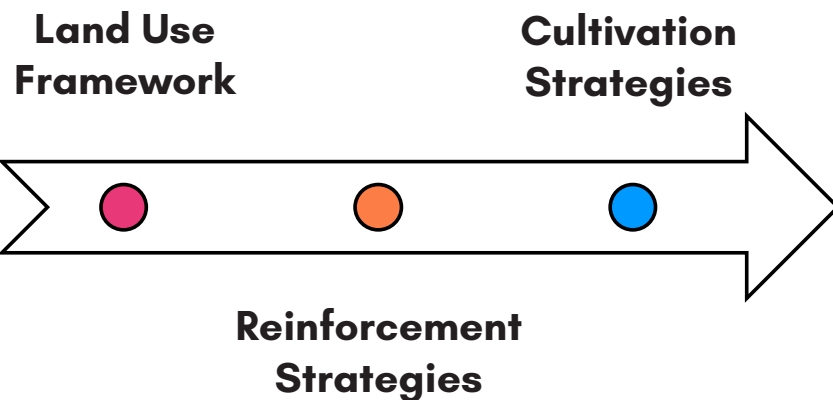
In order to promote redevelopment that is in line with the community's vision and needs, a new development framework is proposed that targets four main areas:

- Land Use Framework
- Reinforcement Strategies
- Cultivation Strategies

The framework first recommends new land use and zoning regulatory policies for the North Side that promote a wider variety of housing and commercial land uses. Reinforcement and Cultivation Strategy recommendations provide a list of coordinated policies that will reinforce and cultivate the North Side for development.

"The North Side will be a diverse and sustainable community that invites and supports families, singles, seniors, and businesses with local access to amenities that meet residents' and visitors' health, safety, educational, and recreational needs, and with an improved quality of life and unique character that will inspire pride and unity."

- North Side Vision Statement

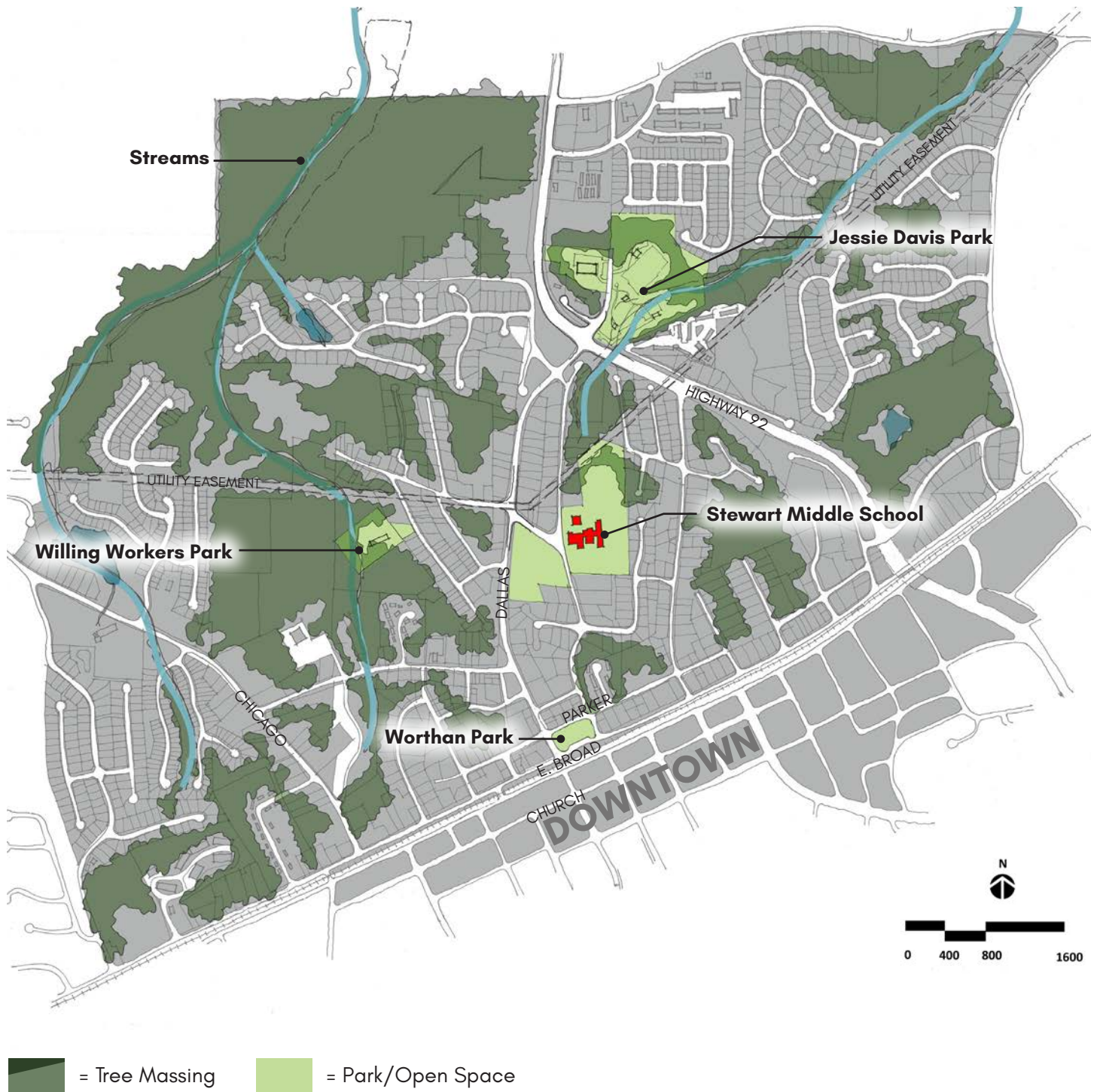


Reinforcement Strategies are tailored to the needs of existing residents and prepare a neighborhood for future growth. These strategies are targeted to help alleviate issues related to safety, blight, housing, and historic preservation.

Cultivation Strategies promote and shape new growth through public investment and other growth-related strategies. These strategies are targeted to help promote new residential and retail development and to establish walking, biking, and greenspace amenities.

Today, Development is Evenly Distributed Throughout the North Side

Figure 59: Existing North Side Development Framework



Land Use Framework

A new North Side land use framework will promote quality growth in-line with the residents' vision. These recommended changes can be used to inform rezoning. New land use types introduced in the plan were broken into five distinct categories, shown below. Recommendations on areas within the study area are found in Figure 60.



Historic Residential

Existing historic neighborhoods of North Side will be maintained and enhanced while encouraging infill development on vacant and underutilized parcels. In order to facilitate infill housing, it is recommended that zoning allow for infill at 8 dwelling units per acre with additional densities available to those that meet specified bonus criteria.



Suburban Residential

This land use categories purpose is to preserve existing residential communities. These established communities are defined by limited access, cul de sacs with wide winding streets and similar parcel size.



Multifamily

This category preserves existing multifamily units which are largely duplex and multiplex units. It allows for multiple denser multifamily land uses in the form of flats, townhouses, and apartments. These should be regulated to allow for up to 12 dwelling units per acre, or equivalent to a Floor Area Ratio of 0.5, with additional densities available to those that meet specified bonus criteria.



Mixed Use

Mixed use development is vertical in nature allowing for retail/ commercial use on the ground floor and residential or office above. Also larger parcel redevelopment may accomplish mix use by allowing the mixing of commercial and residential on one parcel.

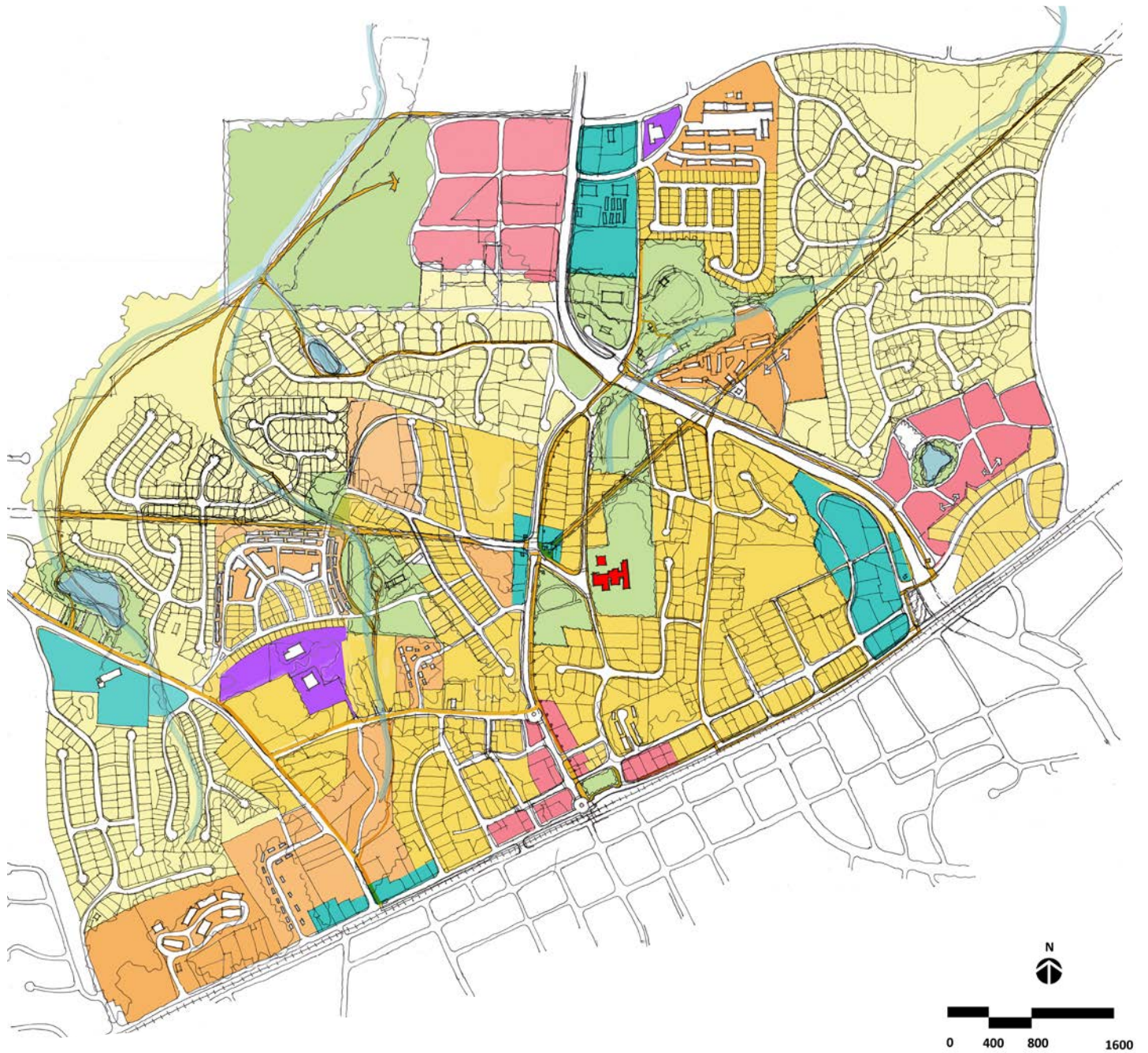


Commercial

Commercial development is focused at gateways into the North Side and Douglasville and should promote the identity and character of the area.


The Proposed Land Framework Establishes New Suburban and Urban Zones

Figure 60: Land Use Framework




 = Suburban - Residential


 = Commercial

 = Urban - Residential

 = Civic Institutional

 = Urban - Residential Village

 = Park / Greenspace

 = Mixed Use

Reinforcement Strategies

Reinforcement strategies are initiatives that reinforce community strengths, mitigate issues related to blight and safety, and focus readily available resources on the needs of existing residents. Below, goals, actions, and strategies are summarized. In this section, each strategy contain a page with greater detail, exploring the coordinated actions that make up that strategy.

Goals



Reinforcement Goals are focused on community preservation and vibrancy. These community-selected goals guide recommended actions and strategies.



Preservation

- Protect and retain existing residents.
- Preserve historic areas.



Vibrancy

- Stabilize the neighborhood through the reduction of blight.
- Provide reinvestment in housing.

Actions

Reinforcement Actions are policies that promote community revitalization and redevelopment in the short-term primarily using existing tools. Seven Reinforcement Actions are shown below. Each of these actions will help support the success of the other actions, building a coordinated push towards positive redevelopment in the short-term.

① **Code Enforcement**

② **Environmental Design**

③ **Housing Reinvestment**

④ **Rental Registration**

⑤ **Blight Tax**

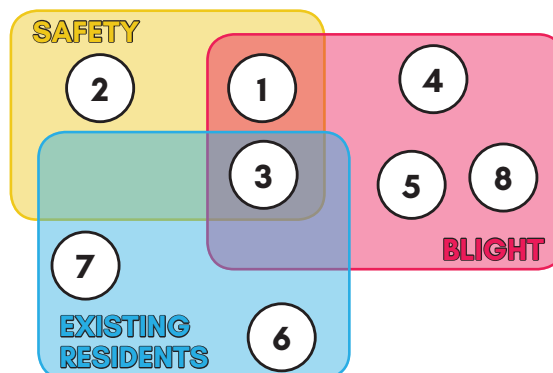
⑥ **Tax Abatement**

⑦ **Historic Preservation**

⑧ **Land Bank**

Strategies

Strategies are combinations of coordinated actions that are targeted towards a single issue - like safety, blight or the housing needs of existing residents. Below, all seven reinforcement actions are organized under their associated strategy. Some actions are used for more than one strategy.



SAFETY STRATEGIES

These safety-related policy recommendations will ensure that current and future development promotes quality design, resident protections, and proactive code enforcement. When coordinated in unison, each of these policy actions will proactively address safety problems related to housing, development, and the built environment.



CODE ENFORCEMENT

Recommendations for code enforcement are to enhance the existing Property Maintenance Code to tie into stabilization efforts. Code enforcement strategies will emphasize proactive solutions rather than reactive solutions, helping to ensure problems are unlikely to arise.

Policy Recommendations

- Hold repeat offenders accountable by enforcing harsher penalties on multiple violations, especially landlords with large holdings.
- Place special focus on offenses that affect safety and health – like mold, leaks, and structural deficiencies.
- Increase funding to support code enforcement action and demolition of blighted vacant buildings.
- Establish a three year goal to reduce non-compliant parcels by a certain percentage based on funding.
- Require boarding of vacant structures.



ENVIRONMENTAL DESIGN

Environmental design recommendations are improvements to the existing zoning ordinances that encourage safety. New development with environmental design improvements will demonstrate the design of spaces that are safe, visible, and discourage criminal activity.



Source: Crime Prevention Through Environmental Design



BEFORE

AFTER



HOUSING REINVESTMENT

Housing Reinvestment Strategies focus on creating safer environments by encouraging the rehabilitation of specific streets or areas. When paired with strict code enforcement, they create an incentive for rental landlords to improve their properties while maintaining long-term affordability.

Homeowner Rehab Programs

- These policies consist of financial assistance for emergency repairs, code violations, anticipation of code violations, and exterior repairs guided by design standards to promote safety.
- These programs would focus on promoting safe structures for long-term homeowners.

Rental Rehab Programs

- Presently, 50 multiplex and multifamily units (20% of all market rate multifamily) are in poor or worse condition and likely violating some kind of code.
- Paired with stricter penalties for code violations, rehabilitation grants or low-interest loans could be made on the condition that these units be rented to families with incomes less than 60% of the area median income (AMI).

BLIGHT STRATEGIES

These recommendations will reduce blight and the likelihood of its reoccurrence throughout the North Side. These enforcement strategies establish a “carrot and stick” approach that provides incentives through both penalties and rewards.



CODE ENFORCEMENT

Enhancements to to the Property Maintenance Code and other actions are recommended. *For more information, reference Code Enforcement on “Safety Strategies” page.*



HOUSING REINVESTMENT

Housing Reinvestment can reduce blight by encouraging the rehabilitation of specific streets or areas. *For more information, reference Housing Reinvestment on “Safety Strategies” page.*



RENTAL REGISTRATION

Rental Registration requirements are a tool used to identify code problems and intervene before a property deteriorates into a blighted condition – for both multifamily and single family properties. A rental registration database could be created to identify, track, and prioritize problem properties and landlords for specific properties, places or districts. It could grant the authority to a code enforcement office to inspect the exterior and interior of rental properties on a regular basis, especially for repeat offenders.



CASE STUDY: AUSTIN, TX

- Began as a one-year pilot program for all residential rental within single neighborhood.
- Required enlistment into a repeat offenders program after the 2nd code violation.
- Both single family and multifamily properties were enlisted.
- Fees would be charged for offenders and a rental license could be revoked for landlords with multiple holdings.



BLIGHT TAX

A blight tax would increase property taxes on blighted properties and subsequently decrease them for a period of time once the property is remediated or redeveloped. This policy action is available for counties, cities, or both through the adoption of an ordinance. Taxes collected through the tax could be repurposed for community development – either funding additional Code Enforcement, acquiring blighted properties, or providing Housing Reinvestment Incentives.



CASE STUDY: LOCAL GEORGIA CITIES

- Similar taxes have been enacted for Cobb County in 2017, Powder Springs in 2018, Kennesaw in 2013, and Covington in 2018.
- Affected properties saw their millage rate increased by 600%.
- Example: a property valued at \$38,000 would see their taxes increase from \$119 to \$833 following several code violations.



LAND BANK

The authorization of a local land banking public or non-profit entity allows municipalities and counties to acquire blighted and vacant property, clear the title of liens, and bank the property until it is needed by a development entity. Land bank authorities have been established in Fulton, Dekalb, Augusta-Richmond, and Macon-Bibb Counties and their adoption continues to grow annually. These entities do not have eminent domain or taxing authority, and instead only acquire troubled or vacant property where the market is not or cannot work due to administrative or legal barriers.

EXISTING RESIDENT STRATEGIES

These recommendations are focused on the needs of existing residents, encouraging affordability, quality development, and historic preservation. All three strategies work on improving local housing conditions.



HOUSING REINVESTMENT

Housing Reinvestment Strategies focus on creating safer environments by encouraging the targeted rehabilitation of specific streets or blocks. When paired with strict code enforcement, they create an incentive for rental landlords to improve their properties while maintaining long-term affordability.

Homeowner Rehab Programs

- These policies consist of financial assistance for emergency repairs, code violations, anticipation of code violations, and exterior repairs guided by design standards to promote safety.
- These programs would focus on promoting safe structures for long-term homeowners.

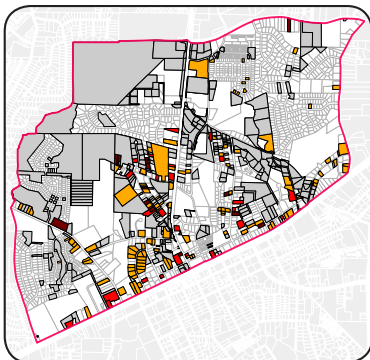
Rental Rehab Programs

- Presently, 50 multiplex and multifamily units (20% of all market rate multifamily) are in poor or worse condition and likely violating some kind of code.
- Paired with stricter penalties for code violations, rehabilitation grants or low-interest loans could be made on the condition that these units be rented to families with incomes less than 60% of the area median income (AMI).



TAX ABATEMENTS

This policy freezes property taxes at pre-development level for landlords who reinvest in their property and rent to low-to-moderate income families. Coordination among various taxing entities at both the city and county level will be required for implementation. This policy minimizes the risk of displacement and promotes rehabilitation, but works best when coupled with other public incentives.



Blighted Properties/Candidates for Rehabilitation

- Properties highlighted in the map to the right denote structures in **Deteriorated**, **Dilapidated**, and **Poor** condition on the North Side.
- These properties make good candidates for rehabilitation tax abatements towards long-term affordability.



HISTORIC PRESERVATION

These preservation strategies prevent the loss of history by incorporating it into the redevelopment process. This policy action moves beyond simply restoring old structures and instead looks at the history of the neighborhood as a key redevelopment tool for marketing, entertainment, and cultural enrichment.

Policy Recommendations

- Create a detailed catalog of historical assets that could include housing, commercial, and general landmark designations. This process can be completed through a study that records community knowledge and historical research.
- The design and implementation of a cultural heritage trail would provide residents and tourists with an easy to follow path of neighborhood landmarks.
- Incorporate local history into a marketing and branding campaign that emphasizes the area's rich cultural heritage.
- Evaluation of official historic designations.

Cultivation Strategies

Cultivation strategies are initiatives designed to attract new residents, provide opportunities for existing residents, and guide future development by repurposing vacant and underutilized properties for redevelopment while leveraging city assets. Below, goals, actions, and strategies are summarized.

Goals

Reinforcement Goals are focused on community preservation and vibrancy. These community-selected goals guide recommended actions and strategies.



Connectivity

- Creative new transportation options
- Connect to the downtown area across the railroad tracks.
- Improve accessibility to community assets.
- Provide safe, well lit, and clean pedestrian access.



Preservation

- Promote, preserve, and update green space and parks.



Goods/Services

- Promote retail and commercial development including grocers, restaurants, and shops.
- Provide access to services including health care facilities, (urgent care), rehabilitation centers and senior care.



Vibrancy

- Stimulate employment options and services to residents.
- Offer incentives for private development to create eye catching mixed use projects.

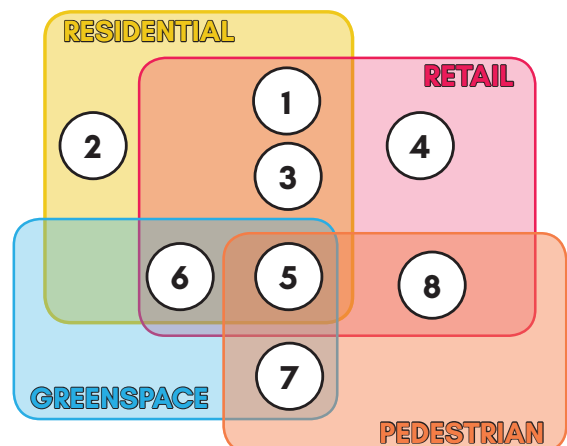
Actions

Cultivation Actions are policies or sets of policies that promote community revitalization and redevelopment in the long-term primarily through capital investments.

- | | |
|----------------------------|---------------------------------|
| ① Development Incentives | ⑤ Walking/Biking Infrastructure |
| ② Homeownership Incentives | ⑥ Park Investments |
| ③ Land Use/Zoning | ⑦ Pedestrian Crossings |
| ④ Marketing/Branding | ⑧ Traffic Calming |

Strategies

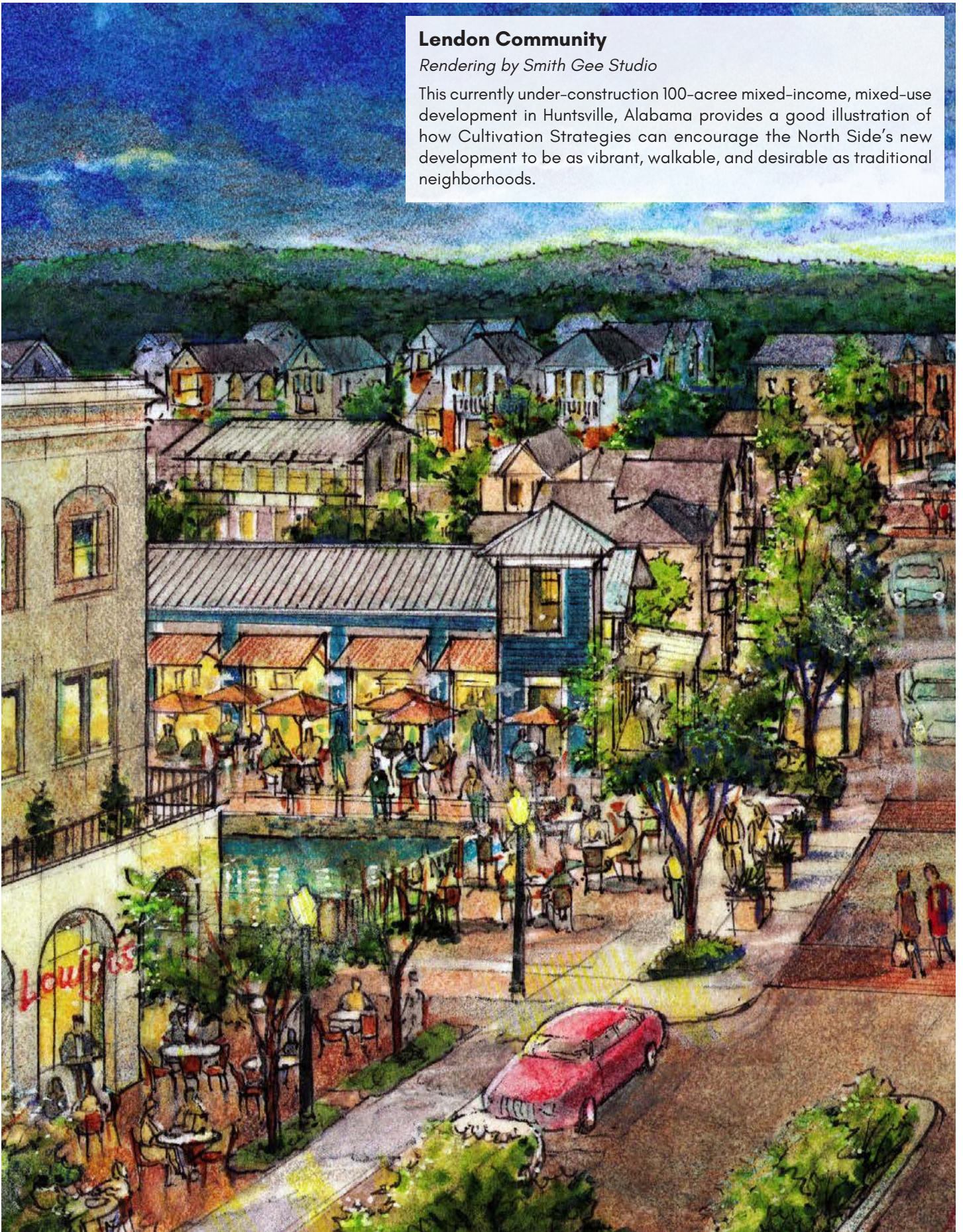
Strategies are combinations of coordinated actions targeted towards a single issue - like residential housing, retail, greenspace, and pedestrian improvements. On the right, all eight cultivation actions are organized under their associated strategy. Some actions are used for more than one strategy.



Lendon Community

Rendering by Smith Gee Studio

This currently under-construction 100-acre mixed-income, mixed-use development in Huntsville, Alabama provides a good illustration of how Cultivation Strategies can encourage the North Side's new development to be as vibrant, walkable, and desirable as traditional neighborhoods.



RESIDENTIAL STRATEGIES

The Residential Strategy will utilize multiple investment and policy tools to attract and promote quality residential development to the North Side. These tools can be used to cultivate a nurturing environment for residential development that meets and exceeds the desires of North Side residents, as expressed in both community open houses.



DEVELOPMENT INCENTIVES

While some portions of the North Side have recently seen new residential development, there are other sections that remain underinvested, with little to no projects to set development standards. The lack of investment on the North Side can be partially explained by the developers' perceived risk of early action. The City can mitigate some of this risk by assisting developments willing to move first through the reduction of costs, assisting with funding, or providing technical expertise.

Policy Recommendations

- Funding some portion of construction interest
- Underwriting, or covering, some portion of construction cost
- Land acquisition and assembly with additional land write-downs to support catalytic development



HOMEOWNERSHIP INCENTIVES

The North Side has seen declining homeownership over the past 10-years, with many single-family homes converted from ownership to rental properties, often owned by large institutional investors. These single-family home subdivisions, which were built with homeownership in mind, often lack the tools to sustain a large rental population. While homeownership rates remain relatively healthy around 50%, programs could be made available to increase local homeownership, especially within single-family subdivisions.

Policy Recommendations

- Provide down payment and closing cost assistance for new homeowners
- Implement design guidelines to encourage a minimum standard of development quality, which could consist of requirements for building material, subdivision layout, and street trees
- Training that prepares families for challenges of homeownership



LAND USE/ZONING

Changing demographics and the realities of post-Great Recession home financing have increased demand for a variety of rental properties and types. One result of this has been the increasing presence of rental properties in predominantly single-family neighborhoods. While homeownership is crucial to thriving communities, local regulations restricting the development of housing suitable for rental can harm neighborhoods by forcing rental households into properties that might not suit their needs.

Additionally, walkable communities require denser housing types than the North Side allows through zoning. Diversifying the type of housing that can be built on that North Side can create value – which allows the City to require a higher standard of new development.

Recommended Residential Zoning and Land Use Quick Fixes:

1. Allow for the development of market-rate rental housing;
2. Create a new single-family zoning designation which would allow the development of townhomes, with a requirement for 25% improved greenspace and an interconnected street grid;
3. Create a new multifamily zoning designation, restricted to no more than 3 stories, with strict design guidelines on material, design, and layout;
4. Change current density restrictions from language specifying a "Dwelling Unit Per Acre" (DU/AC) to a "Floor Area Ratio" (FAR). DU/AC cannot differentiate between smaller one-bedroom units and larger 3+ bedroom units, and as a result, is not as effective in regulating multifamily density as FAR;
5. Create two new zoning categories:
 - Infill-Oriented: targeted toward older areas near downtown.
 - New-Development Oriented: targeted towards larger subdivision development on undeveloped land that promotes density, good urban design, and quality construction.



PARK INVESTMENTS

Investments in greenspace can be a powerful tool in attracting new residential development, which often looks to locate near local neighborhood amenities. The City can use existing park improvement funding to attract residential developers willing to coordinate park improvements through a private-public partnership. The example below shows how park and residential development could be coordinated.

The example below from Herman E. Perry Park demonstrates how a variety of residential housing types can front an active/passive public park hybrid, with additional stormwater retention facility. The proposed improvements to Willing Workers Park, shown below, would utilize a similar mix of housing and park features.



**EXAMPLE:
HERMAN E. PERRY PARK, ATLANTA, GA**

Source: Google Maps



**WILLING WORKERS PARK W/ PROPOSED
PUBLIC PRIVATE PARTNERSHIP**



WALKING/BIKING INFRASTRUCTURE

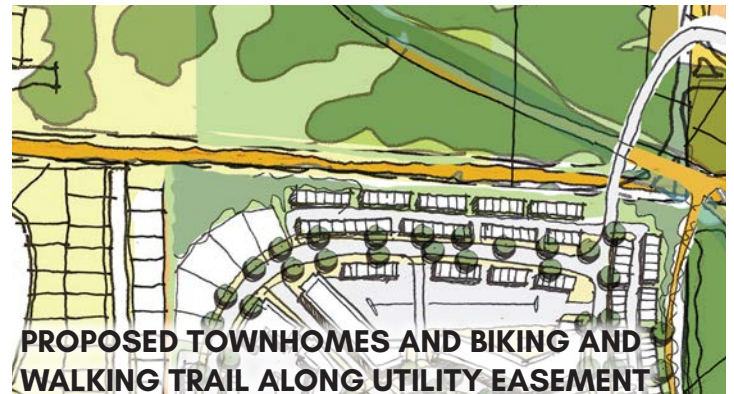
New walking and biking infrastructure, in the form of sidewalks, shared-use trails, and bike paths, can help link new residential development with the neighborhood and the broader downtown area. As walking and biking are incorporated, these infrastructure investments will make the North Side more attractive to new residential development and improve its quality.

Below, an example of a townhome development demonstrates how public walking and biking trails can both attract and influence the development of dense residential housing. Similar public walking and biking trails could similarly attract new residential development on the North Side. Proposed trail and residential development, shown below, could help to establish a new development framework on the North Side.



**EXAMPLE:
ALPHALOOP, ALPHARETTA, GA**

Source: Edward Andrews Homes



**PROPOSED TOWNHOMES AND BIKING AND
WALKING TRAIL ALONG UTILITY EASEMENT**

RETAIL STRATEGIES

The possibilities of increased residential development and the opening of the new Highway 92 alignment present a strong future for potential retail development on the North Side. The Retail Strategy will utilize multiple investment and policy tools to attract and promote quality retail development to the North Side. These tools can be used to cultivate a nurturing environment for retail development, create and expand local markets, and meet and exceed the desires of North Side residents as expressed in both community open houses.



DEVELOPMENT INCENTIVES

There is a noticeable lack of retail investment on the North Side. The North Side's level of consumer spending, would suggest an opportunity in the near future for development. Some of this undersupply can partially be explained by developers' perceived risk of early action. The City can mitigate some of this risk by assisting developments willing to move first through the reduction of costs, assisting with funding, or providing technical expertise. *For more information, see Development Incentives section on "Residential Strategies" page.*



MARKETING AND BRANDING CAMPAIGN

The North Side has been challenged by a history of negative public perception. A shared, local, and cohesive neighborhood identity communicated through a marketing and branding campaign can help change that perception by building excitement within and outside the community. These campaigns can help reset the conversation around the North Side and signal that a bright future is ahead.

Marketing Recommendations

- Retain marketing and branding services to establish credibility.
- Establish a core story/brand to connect the pieces in the public's mind.
- Example of potential items include new signage, websites, logo/branding, events, etc.



LAND USE/ZONING

One of the clearest routes to new retail development is to increase the number of households on the North Side through the construction of new residential housing. A moderate relaxation of zoning laws governing rental, multifamily, and allowed level of density could help attract national-level retail brands.

Additionally, zoning can be a powerful tool to guide and encourage high-quality mixed-use retail by reducing regulatory barriers and costs, promoting good design principles, and linking residential density with retail.

Recommended Retail Zoning and Land Use Quick Fixes:

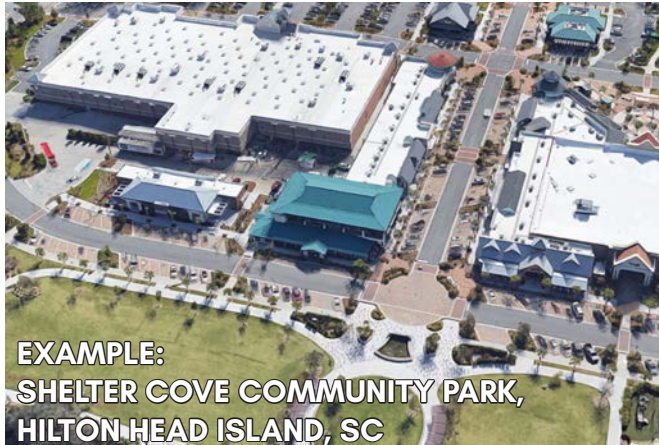
1. Tie multifamily density bonuses to the provision of bottom-floor retail in mixed-use development;
2. Establish strict design guidelines for the development of retail that include requirements for civic/public space, for the development of easily accessible pedestrian infrastructure, and for the orientation of active retail entrances towards public streets;
3. Where applicable, reduce parking requirements by encouraging uses with contrasting peak customer volume times to share parking;



PARK INVESTMENTS

Park investments can help establish community centers, which send powerful signals to retail developers regarding potential consumer traffic. This is why developers often look to locate near local neighborhood amenities. The City can use existing park improvement funding to attract retail developers willing to coordinate park improvements through a private-public partnership.

The example below from Shelter Cove Community Park demonstrates the mutually beneficial relationship between parks and retail. The proposed improvements to Jessie Davis Park, shown below, would provide a similar mix of greenspace and retail development at a smaller scale.



**EXAMPLE:
SHELTER COVE COMMUNITY PARK,
HILTON HEAD ISLAND, SC**

Source: Google Maps



**JESSIE DAVIS PARK W/ PROPOSED
IMPROVEMENTS**



WALKING/BIKING INFRASTRUCTURE

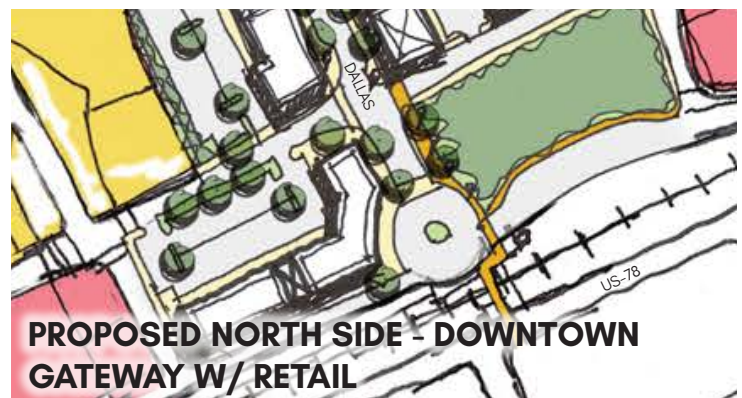
New walking and biking infrastructure, in the form of sidewalks, shared-use trails, and bike paths, can help link new retail development with the residential portion of the neighborhood and other local amenities. Additionally, these types of investments signal to retail developers that local public investments are targeted towards growth.

Below, an example of retail on Atlanta's BeltLine demonstrates how public walking and biking trails can reshape the retail environment. Similarly, proposed trail, like that shown below, could help establish a new retail development framework on the North Side.



**EXAMPLE:
NEW DEVELOPMENT ON BELTLINE,
ATLANTA, GA**

Source: Lee + White



**PROPOSED NORTH SIDE - DOWNTOWN
GATEWAY W/ RETAIL**

GREENSPACE STRATEGIES

The Greenspace Strategy looks to increase investment in North Side parks and create new biking and walking paths and trails that connect the area's greenspace and amenities. The goal is to weave easily accessible parks and greenspace into the fabric of the North Side, creating integrated community centers in the process.



PARK INVESTMENTS

Expansion and improvement of the North Side's three major parks – Jessie Davis Park, Willing Workers Park, and Worthan Park – forms an essential part of the area's redevelopment plan. Below, each major park improvement is discussed along with a rough sketch of how the parks layout might be expanded, improved and integrated into its neighborhood surroundings.



Jessie Davis Park

- Expansion to surrounding parcels allowing for more parking and a wider array of uses at the park.
- Incorporation of a retail component to the north that would expand options for purchasing groceries and eating food.
- Integration into the wider network of proposed trails.



Willing Workers Park

- Expansion of surrounding parcels to allow for more open space
- Reprogramming park for more passive uses
- Incorporation of park into surrounding new and existing residential housing developments
- Integration into wider network of proposed trails.



Worthan Park

- Reprogramming park for passive uses following the Downtown Masterplan proposal
- Incorporation of park into surrounding new and existing residential housing developments
- Integration into wider network of proposed trails.



WALKING/BIKING INFRASTRUCTURE

A new system of walking and biking trails and paths are proposed that will connect the North Side's three major parks, shown in the image below in their recommended improved form. Each of the parks will be accessible by a 15-minute walk or a 5-minute bike ride from the other. The network will also provide connections for existing and future residential subdivisions and streets.

This concept borrows heavily from the BeltLine, which showed that success of a trail network and improved park and greenspace was linked. Trails that provide destination points are utilized with greater frequency than those that do not.



PEDESTRIAN CROSSING

Two major barriers restrict pedestrian and biking movement within the North Side: the future six-lane Highway 92 and the CSX train track running through downtown. Making sure pedestrians can safely cross these barriers is essential to securing safe access to the proposed North Side park system and future development.

Below, two examples demonstrate how crossings were used to provide pedestrians with accessible routes across two serious barriers: a six-lane highway and an active rail line. Both of these projects show the feasibility of the recommendations.



Source: Montgomery County, MD Department of Planning



Source: Google Maps

PEDESTRIAN STRATEGIES

The Pedestrian Strategy will promote infrastructure investments that connect the North Side's many homes, schools, and parks together and allow safe and easy pedestrian access to Downtown Douglasville. These policies will lay the groundwork for the transformation of the North Side into a truly walkable community. Additionally, proposed catalytic projects will heavily utilize these trail networks and improved pedestrian infrastructure and ensure that residents, visitors, and users of local neighborhood amenities are able to move easily along the central Dallas Highway corridor.



WALKING/BIKING INFRASTRUCTURE

The Northside Redevelopment study area has a large inventory of civic and community assets, yet they are disconnected from one-another or give preference to vehicle access. A new system of walking and biking trails and paths are proposed that will connect the entire North Side, shown in the image of the right as examples of their recommended improved form.

Infrastructure Recommendations:

- A. Nature Trails/Greenways - established to provide walking, biking, and recreational routes through improved and unimproved greenspace. These trails rely on abundant natural scenery to provide a pleasant environment for users and contain little to no commercial or residential development.
- B. Multi-use Paths Along Roads - these paths provide a 10-12 foot wide route for both cyclists and pedestrians that is separated from an adjacent road by a protective planting strip. For safety reasons, these routes often contain few curb cuts to reduce potential vehicle-pedestrian collisions.
- C. Multi-use Paths in Utility Right of Way - these paths utilize existing utility corridors and benefit from readily available and cleared right of way. They are often less expensive and take less time to build than other walking and biking infrastructure.



PEDESTRIAN CROSSINGS

Two major barriers restrict pedestrian and biking movement within the North Side - the future six-lane Highway 92 and the Norfolk track running through downtown. Is it essential to ensure pedestrians can safely cross these barriers.

Infrastructure Recommendations:

- A. Signalized Pedestrian Crossing with Median Along Highway 92 - this infrastructure improvement provides pedestrians with safe, protected non-intersection crossings on high-speed and frequency roads. On-demand red-light signals ensure drivers rest at a complete stop, while a center median reduces the distance pedestrians must cross over unencumbered roadway.
- B. Pedestrian Railroad Crossing Along Former Highway 92 Right of Way - this infrastructure brings agreeable pedestrian-scale accessibility across active railroad lines and is often accompanied by adjoining public space.

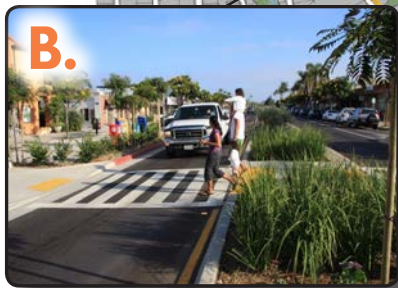
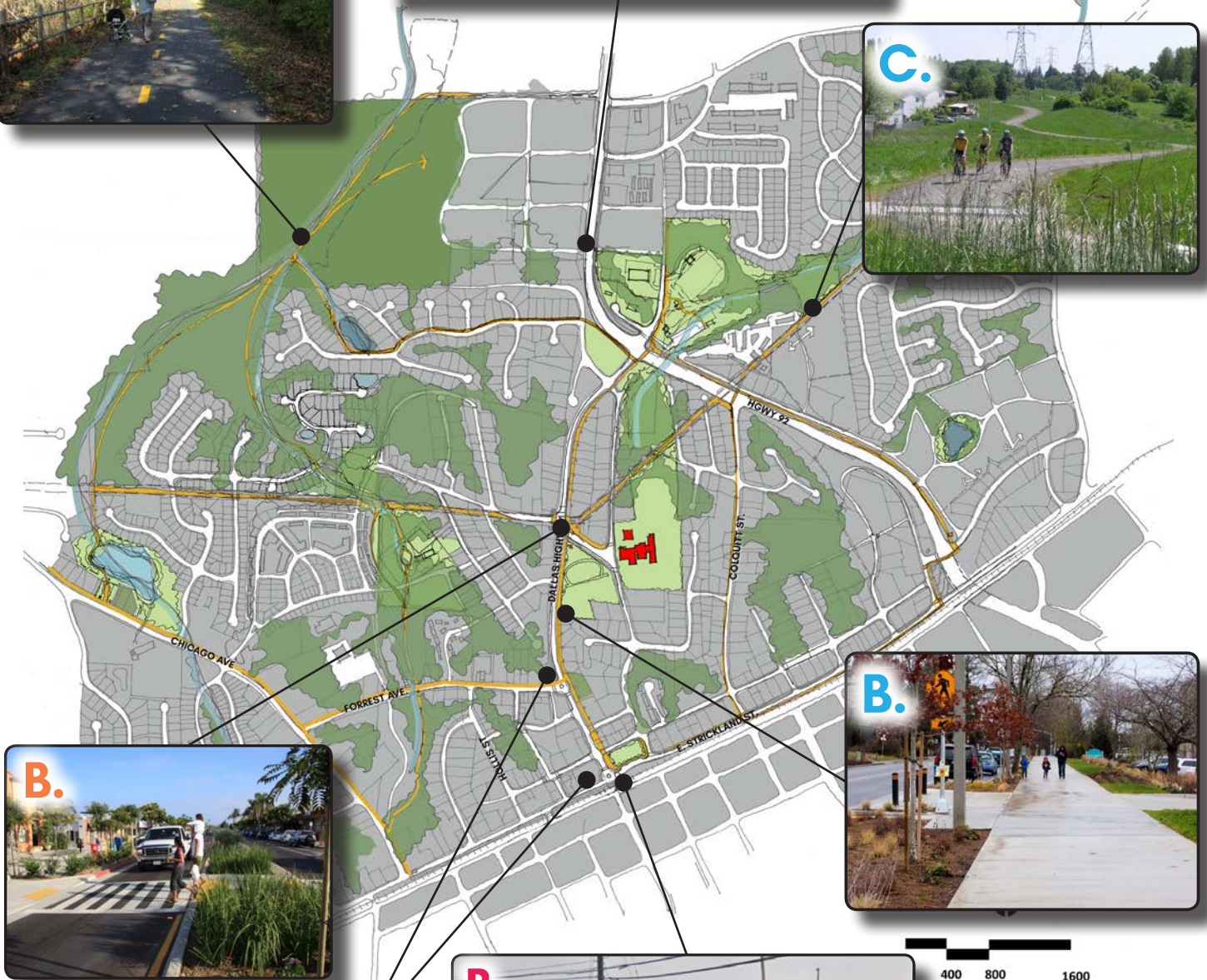


TRAFFIC CALMING

Traffic calming is necessary to ensure a safe walking and biking environment. These infrastructure investments consist of tools and techniques that slow traffic speeds in areas with pedestrian activity. They improve both the safety and experience of walkable environments.

Infrastructure Recommendations:

- A. Traffic Circle - assists with slowing vehicles and maintenance of a consistent flow of traffic at key intersections. Recommended for the intersections at Dallas Highway and Strickland and Dallas Highway and John D. Simpson Avenue.
- B. Median Cross Walk with Stop Sign - these infrastructure improvements can provide both safer crossings with a protected center median while slowing down vehicles as the road lane is narrowed. Recommended for the intersections of Upshaw Mill Road and Dallas Highway.



- LEGEND**
- = Proposed Walking/ Biking Infrastructure
 - = Existing/Proposed Greenspace

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Enacting Catalytic Redevelopment

- Development Strategy
- Catalytic Area Site Selection
- Catalytic Projects
- Catalytic Predevelopment
- Project Priorities
- Phasing & Next Steps



Development Strategy

Where the preceding chapter discussed how Reinforcement and Cultivation Strategies can be used to generate the conditions for new, high-quality growth, this section outlines how specific public-private partnership development techniques can be used and outlines what projects resulting from these techniques could look like. Below, a general development strategy is presented to show the recommended steps to general redevelopment on the North Side through strategic, public-private catalytic projects. This strategy utilizes the Development Framework presented in the preceding chapter and places new catalytic development as the natural outcome of that framework.

1 Reinforce Community Strengths

Utilize reinforcement policies to mitigate blight and safety issues and ensure that future growth benefits existing residents. These are demonstrated in the “Reinforcement Strategies” section of the report.

2 Invest in Parks and Greenspace

Parks are attractive development tools that can focus residential and retail development into neighborhood centerpieces. New funds generated from a recent SPLOST can be used to improve Jessie Davis and Willing Workers Parks, which can be leveraged to encouraged new development focused on parks.

3 Build Core Pedestrian and Biking Network at North Side Gateway

Connect the North Side’s outer and inner areas to Downtown Douglasville using a system of parks and trails built around a core network along Dallas Highway. Dallas Highway would be transformed into “Gateway North”, a new entrance into Douglasville. This gateway would functions to unify perceptions of the North Side as a “Downtown Neighborhood”, helping to improve both Downtown and the North Side.

4 Lead with Catalytic Development

Focus three catalytic projects around existing parks and Dallas Highway Gateway to create neighborhood centers that stimulate the development of new, innovative residential and retail product.

These projects would redirect market momentum to encourage walkable residential and retail development with a distinct, unified neighborhood character. Projects will be based on satisfying the following development types identified as community priorities:

- Project 1 – Suburban Retail
- Project 2 – Urban Residential
- Project 3 – Urban Mixed-Use

5 Steer Momentum Towards Positive Growth

While the preceding four strategies will help jump start high-quality growth, Step 5 strategies ensure that the North Side will continue to benefit from additional growth. As market conditions and perceptions improve due to new public investment, Reinforcing and Cultivation Strategies will guide new development towards the vision established by the community. These strategies are presented within two example “Strategy Demonstration Areas”, which contextualizes future growth.

Development Strategy Frequently Asked Questions

Catalytic projects and walkable development have a strong record of promoting high quality redevelopment in neighborhoods. The following answers to frequently asked questions provide a general explanation and rational behind these concepts.

What is...

Catalytic Development?

Catalytic projects are transformational developments located near targeted public investments that dramatically raise a neighborhood's development potential. Provided that the right pedestrian and bike-oriented infrastructure is made available, catalytic projects create the neighborhood-centric destinations necessary for walkable development. In short, they give something for residents and visitors to walk to.

Catalytic projects focus resources on high-quality developments that can alter the perception of a neighborhood's potential, creating positive market ripple effects on the surrounding community. These projects are one of the best ways to broaden an area's appeal, attract investment, and create a new walkable development framework.

Why...

Catalytic Projects?

Contrary to most neighborhoods in need of redevelopment, the North Side has seen a large amount of residential product in recent years. This residential product has been concentrated near the periphery of the study area, primarily consisting of large suburban tract housing subdivisions built on undeveloped 'greenfield' assemblages. While this development has been able to attract new middle-class homebuyers to the North Side, it has done little to spur investment in older parts of the community near Dallas Highway and Downtown Douglasville. These areas remain underinvested and isolated from market-driven growth. Strategic catalytic projects can change this.

Why...

Walkable Development?

The demand for walkable development in the Atlanta area is high and growing. With the small supply of neighborhoods in the metro area able to cater to this market, a huge imbalance is driving up the price of these communities. The reason for this imbalance is that creating walkable neighborhoods is difficult. It often requires the simultaneous construction of multiple destinations, appropriate infrastructure, and large coordinated action, which are tasks that the private sector development finds difficult to do on its own.

The North Side, with its central proximity to Downtown Douglasville, its historic character, relative affordability, and access to local schools, churches, and parks provides a great opportunity to build a desirable, walkable "Downtown Neighborhood". The North Side would offer a strong residential counterpoint to the entertainment and retail opportunities in Downtown Douglasville and serve as an attractive, prominent gateway into the city.



Catalytic Area Selection

A rational scoring process was undertaken to determine which sites were the best candidates to locate potential catalytic projects on the North Side. Four spatial criteria were used and the top five scoring sites were selected as candidates. The criteria is shown below:

1 Undeveloped Land and the Potential for Blighted Property

Undeveloped land provides a blank canvas for new developments - an important factor in building any catalytic project. Blighted structures, or structures with a strong potential to become blighted, are often vacant or are good candidates for demolition if the cost to rehabilitate is too high.

2 Neighborhood Assets

Neighborhood assets, like schools, parks, community facilities, and historic buildings, provide good leveraging opportunities for the location of a catalytic project. These resources can reinforce a project's chance of success, while simultaneously benefiting from increased connections to surrounding new development.

3 Major Corridors

Transportation routes are key for providing a solid stream of customers to potential commercial catalytic projects. The routes also serve as the front doors of the neighborhood and can benefit a community's perception if quality development is associated with these gateways.

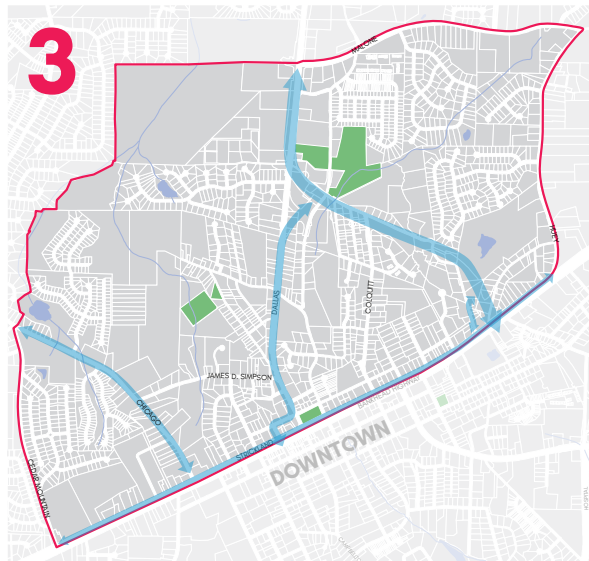
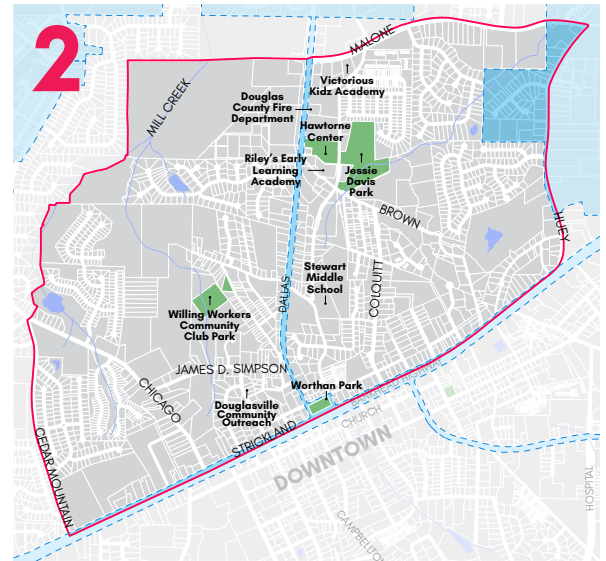
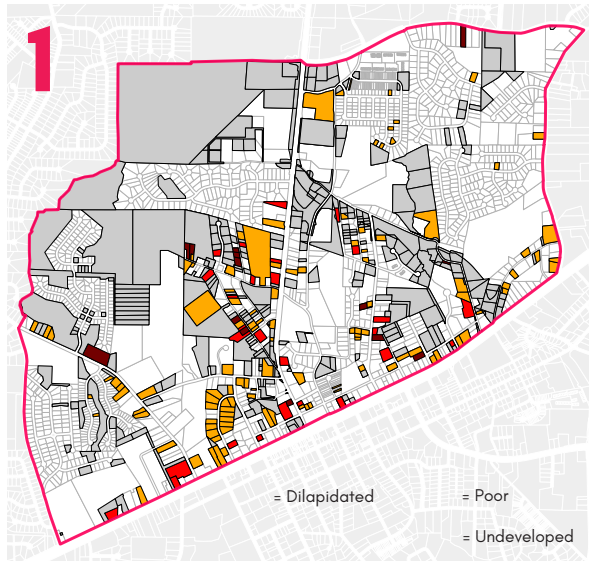
4 Recommended Public Investments

The North Side Redevelopment Plan recommends multiple public investment projects that either support an existing neighborhood asset or create a new infrastructure improvement, such as a multi-use trail network. Catalytic project site selection takes into account these new investment recommendations and ensures that all public investment decisions achieve their greatest level of efficiency.

Recommended Catalytic Project Sites

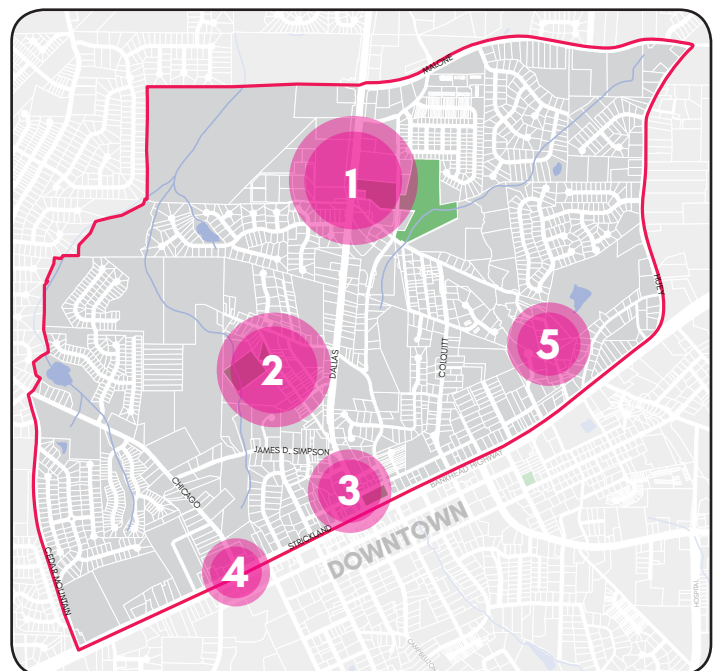
The following five areas were selected based on the criteria discussed above. They are ranked one through five based on their ability to capture each of these criteria, with one being the highest ranked site.

1. Jessie Davis Park/Highway 92
2. Willing Workers Park/Dallas Highway
3. Downtown/Dallas Highway Railroad Crossing
4. Strickland Street/Highway 92
5. Downtown/Chicago Avenue



The Synthesis of Four Spatial Criteria Results in Five Catalytic Project Sites

Figure 61: Five Catalytic Project Sites





Catalytic Projects

Catalytic projects are recommended to jump start and guide high-quality greenfield and infill development on the North Side. These five projects, listed below, are broken up into two categories: Catalytic Project Areas, which include capital investment and public-assisted buildouts; and Strategy Demonstration Areas, which are generalized target streets or undeveloped properties which provide good test cases for Reinforcement and Cultivation Strategies. All project areas are summarized in greater detail in the following pages.

Catalytic Project Areas

1

Jessie Davis Park

This proposed catalytic project will expand Jessie Davis Park into a gateway for both the North Side and Douglasville, with additional greenspace and an integrated neighborhood shopping center.

2

Willing Workers Park

This proposed catalytic project will expand Willing Workers Park into a central neighborhood park, with additional greenspace, new surrounding residential development, and new trail access.

3

Worthan Park

This proposed catalytic project will create a new mixed-use development and railroad pedestrian crossing gateway, expanding Downtown Douglasville over the tracks and into the North Side.

Dallas Highway / Gateway North



All three catalytic projects are organized along Dallas Highway to create a new catalytic gateway connecting the new Highway 92 and Downtown Douglasville. This corridor will concentrate amenities along a core, pedestrian and bike friendly route. Visitors heading to Downtown Douglasville from the north will be greeted with a walkable street lined with neighborhood-defining projects.

Strategy Demonstration Areas

1

Chicago/Warren

Strategies for the improvement of areas along Warren Drive and Chicago Drive seek to improve one of the most impoverished sections of the North Side.

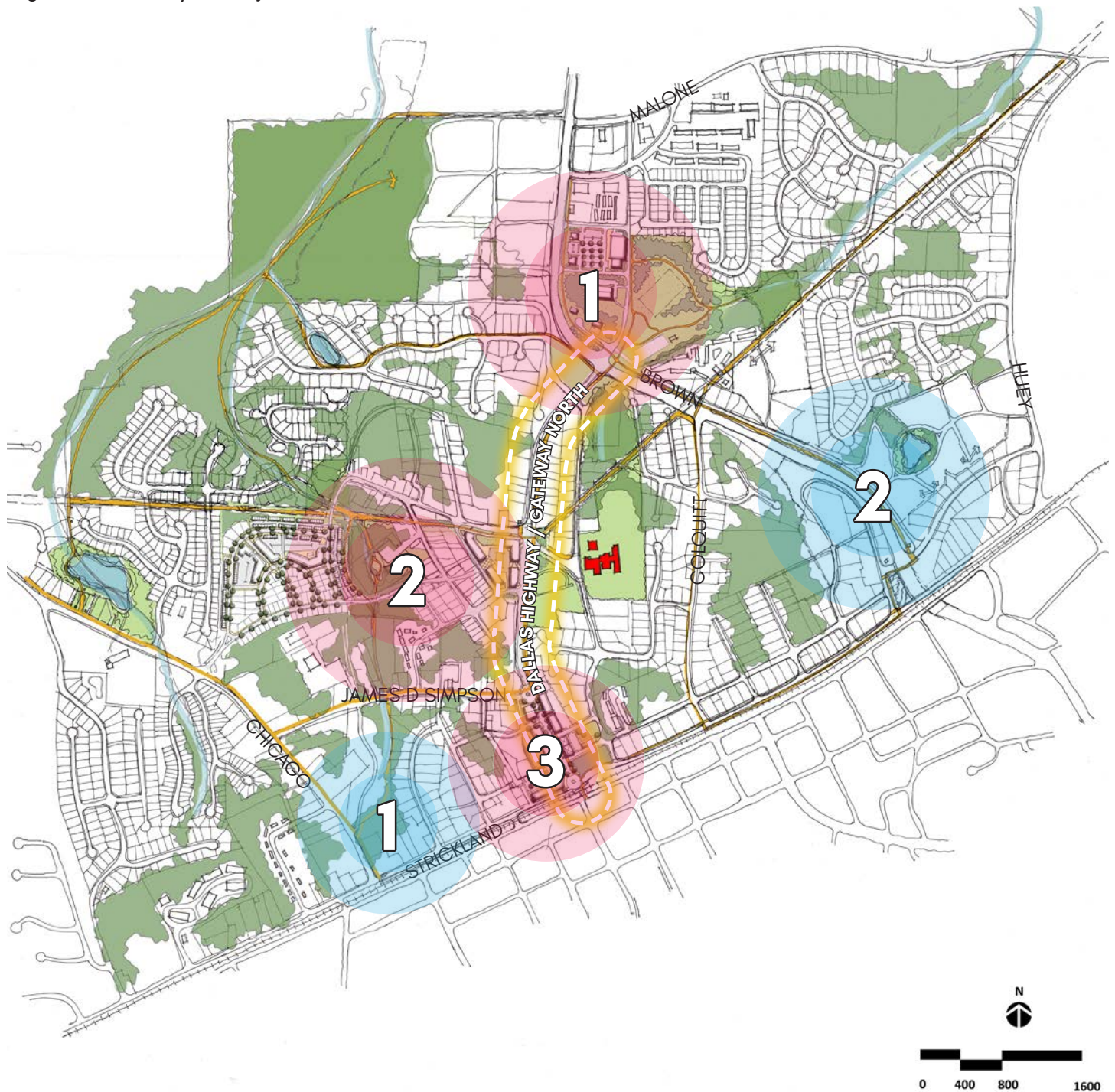
2

Highway 92/Ellis

This section of the North Side, just north of Ellis Street and split by the new Highway 92 alignment, contains some of the last large, undeveloped property in the area.

**Catalytic Project Areas Are Organized Around the Central Dallas Highway Corridor;
Strategy Demonstration Areas are Located Near the Residential Periphery**

Figure 62: Catalytic Project Framework



JESSIE DAVIS PARK CATALYTIC PROJECT AREA

This proposed catalytic project will expand Jessie Davis Park into a gateway for both the North Side and Douglasville, with additional greenspace and an integrated neighborhood shopping center.

After completion of the first Community Open House, it was apparent that attracting more retail options, particularly a grocery store, to the North Side was the most important development priority for many residents. The study's Market Scan reached the conclusion that the area could support a small grocery store, and with the completion of Highway 92, possibly a full-size grocery store. Additionally, the city's park budget plan is expected to invest considerable funds into improving Jessie Davis Park.

This project seeks to prepare an attractive redevelopment project for potential retail development partners by leveraging the city's investment in Jessie Davis Park and the market potential around the new Highway 92 alignment. This project would include currently undeveloped property northwest of the park. The design of the project would integrate into the parkscape and existing community facility and focus on bringing neighborhood-scale grocery and restaurant format to the neighborhood. Additional features are listed below, with their corresponding location on the map in Figure 63.

Program

Grocery: 30,000 SF
Retail/Restaurants: 16,400 SF
Parking: 228 spaces

Estimated Economic Impact

Construction Cost: \$6,132,556
Annual Property Tax Revenue: \$168,130
Annual Sales Tax Revenue: \$150,900



Douglasville's most northern gateway will be an improved Jessie Davis Park with passive, natural greenspace features directly fronting Highway 92.



A conveniently located, smaller-retail format will be scaled with local residential development in mind.



Eschewing traditional strip center design, this grocery anchored facility will offer multiple pedestrian-oriented improvements including sidewalks, street trees, and street-facing retail.



Traffic calming along the entry into the park will improve safety for park users, while offering additional access points to retail customers.



Retail integration into the park is a design priority. Restaurant space would open onto Jessie Davis Park, establishing both park and retail as neighborhood centers of activity.



Surrounding subdivision access to Jessie Davis Park was a big priority for North Side residents. These paths would provide pedestrians and bikers with safe access to the park and retail component.



Highway 92's high speeds and six-lanes create a difficult environment for pedestrians. This crossing, placed at retail and park entrance, would provide pedestrian's with extensive safety protections.

The Project Features an Expansion of Jessie Davis Park and New Retail Opportunities

Figure 63: Jessie Davis Park Catalytic Project Area



WILLING WORKERS PARK CATALYTIC PROJECT AREA

This proposed catalytic project will expand Willing Workers Park into a central neighborhood park, with additional greenspace, new surrounding residential development, and new trail access. The project also adds a new mixed-use center along Dallas Highway. Contrary to stereotypes about suburban residents' negative attitude towards intense land uses, participants at the first Community Open House were generally supportive of small lot detached single family, townhomes, and multifamily housing. For many, good urban design, a strong street network, and integration with public space was key in supporting these types of land uses. Improvements to Willing Workers Park were another high priority for residents. The park, currently undertutilized, is expected to receive public funding for reprogramming towards passive use.

With this in mind, a catalytic project that offered a balance of dense residential, mixed-use, and open greenspace was explored around Willing Workers Park and the corner of Dallas Highway and Upshaw Mill Road. This project includes a public-private partnership to expand Willing Workers Park, access to multiple neighborhood trails and the construction of a new east-west road that would connect the residential development to both Chicago Avenue and Dallas Highway. This road and the accompanying residential development would also have the benefit of increasing access and usage of the park, and connecting the development to any commercial development along Dallas Highway.

Program

5,000 SF of Retail
240 Multifamily Units
174 Townhomes
76 Single Family Homes

Estimated Economic Impact

Construction Cost: \$70,688,822
Annual Property Tax Revenue: \$1,328,319
Annual Sales Tax Revenue: \$39,125



This road would provide vehicles and pedestrians with direct access to an expanded park from both east and west North Side access to retail along Dallas Highway.



High-quality multifamily provides the neighborhood with a range of moderately-priced market rental and ownership options.



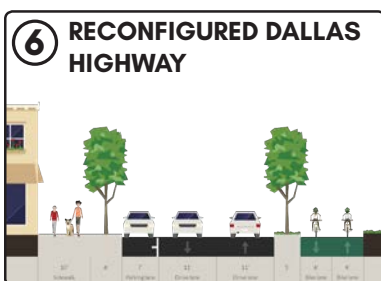
This convenience-scale retail center could provide a corner store, or a small neighborhood restaurant for the area.



One effective way to activate the park and encourage an urban feel is to arrange residential housing directly fronting park space, preferably with public right of way separating the homes and park.



Townhomes with alley facing garages would directly front the park and provide starter-level homes for North Side residents.



A reconfigured Dallas Highway would allow for multiple modes of transportation - safer for pedestrians, bicyclists, and drivers.



This nature-flanked trail would be provided as a neighborhood amenity and provide access to the park for surrounding subdivisions.

The Project Features an Expansion of Willing Workers Park, New Housing and Retail, and New Road Infrastructure

Figure 64: Willing Workers Park Catalytic Project Area



WORTHAN PARK CATALYTIC PROJECT AREA

This proposed catalytic project will create a new mixed-use development and railroad pedestrian crossing gateway at Worthan Park, expanding Downtown Douglasville over the tracks and into the North Side. This large redevelopment project will create a new mixed-use district and establish a new pedestrian infrastructure gateway for both Downtown and the North Side. This infrastructure improvement is crucial in establishing that both sides of the track offer strong connectivity and shared amenities.

Throughout the study, both engagement participants and stakeholders emphasized the importance of linking the North Side to Downtown Douglasville. The realignment of Highway 92 offers a great opportunity to reconfigure the connections linking both areas and while the closing of the Campbellton Road railroad crossing reduces vehicular access to the North Side, the remaining right of way presents a great opportunity to enhance this crossing with pedestrian and bike friendly features. While there is likely not a strong enough market for extensive retail today, the continuing development of Downtown Douglasville into a regional destination will continue to build pressure for more commercial and residential development opposite the tracks.

Program

200,000 SF of Mixed-Use Development
Multifamily: 160 Units
Retail: 40,000 SF

Estimated Economic Impact

Construction Cost: \$42,006,000
Annual Property Tax Revenue: \$1,168,402
Annual Sales Tax Revenue: \$180,000



This portion of the North Side offers the best chance for mixed-use style development, offering both multifamily residential, bottom floor retail, and office space.



A new road is proposed to connect Mccarley and Poplar Streets, establishing a new urban-format street grid and improving the development potential of surrounding lots.



Improvements for Strickland Street and Dallas Highway will include on street parking, bike facilities, and wide, tree-lined sidewalks.



Roundabouts offer a strong-solution to the problem of congestion by encouraging the consistent flow of traffic.



This gateway would offer a strong welcome both visitors and residents, signaling that the North Side and Downtown are connected and that these places are friendly, walkable communities.



This section of Dallas Highway/Campbellton Road is planned to be abandoned after the opening of the new Dallas Highway alignment. This proposal envisions the city taking over the right of way and constructing a new crossing.



The crossing would provide both bikers and pedestrians safe, attractive, and pleasant means to get from Downtown to the North Side. Street furniture, plantings, and additional traffic calming establish a friendly environment.

The Project Features New Streetscapes and Mixed-use Development

Figure 65: Worthan Park Catalytic Project Area



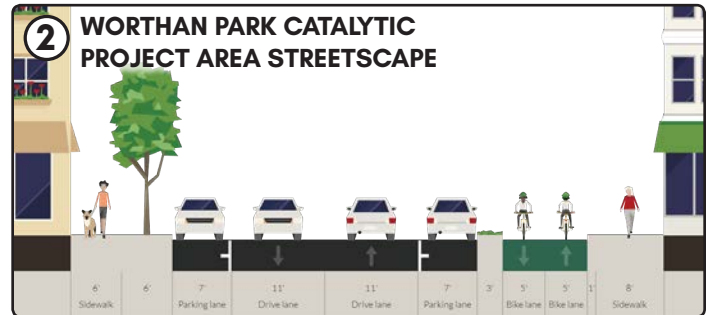
Source: Google Maps

DALLAS HIGHWAY / GATEWAY NORTH

The Dallas Highway area, highlighted in Figure 66, doesn't include any new project proposals, but instead concentrates multiple Reinforcement, Cultivation, and Catalytic Project Area strategies along a single mixed-use corridor. Referred to as "Gateway North" in this report, the corridor is recommended to utilize zoning and land use changes to improve the character of the street and attract new development. It also establishes high-quality biking and pedestrian infrastructure connecting Downtown with Jessie Davis Park. These improvements are demonstrated in Figure 66's call-outs (1-3).

Benefits of concentrating a redevelopment strategy along the Dallas Highway corridor are shown below:

- Promotes safe connectivity for pedestrians and cyclists to cross both Highway 92 and the railroad track separating the North Side from Downtown
- Functions as a "gateway" corridor for one of the main entrances into Downtown
- Provides a crucial link for all major proposed greenspace improvements



Dallas Highway at Worthan Park

Rendering looking south towards Downtown Douglasville

Seen here, a remade Dallas Highway includes pedestrian and biking improvements, new residential and retail investments, and activity centers oriented towards existing and improved greenspace. This section of Dallas Highway extends the mixed-use Downtown Douglasville character area across the railroad tracks and into the North Side.



All Three Catalytic Projects Have a Presence Along the Dallas Highway / Gateway North Corridor

Figure 66: Dallas Highway / Gateway North Corridor



Source: Google Maps

CHICAGO/WARREN STRATEGY DEMONSTRATION AREA

This area of the North Side was found to have the highest concentration of blighted properties, with reports of higher than average crime. Considering the historic assets along Strickland and the upcoming City investments at the old Jail site, this area was considered a strong candidate to enact the reinforcement and cultivation strategies below.



RECOMMENDED STRATEGIES

1

Land Use/Zoning: New commercial rezonings along the corner of Chicago and Strickland, along with new residential infill zoning allowing for more compact single family housing could attract new investment to key parcels and incentive larger assemblages for redevelopment.

2

Code Enforcement + Blight Tax: The “stick” of a “carrot and stick” strategy, stronger code enforcement and the introduction of a blight tax would place pressure on landlords and investors to improve substandard properties that constitute a blighting influence on surrounding properties..

3

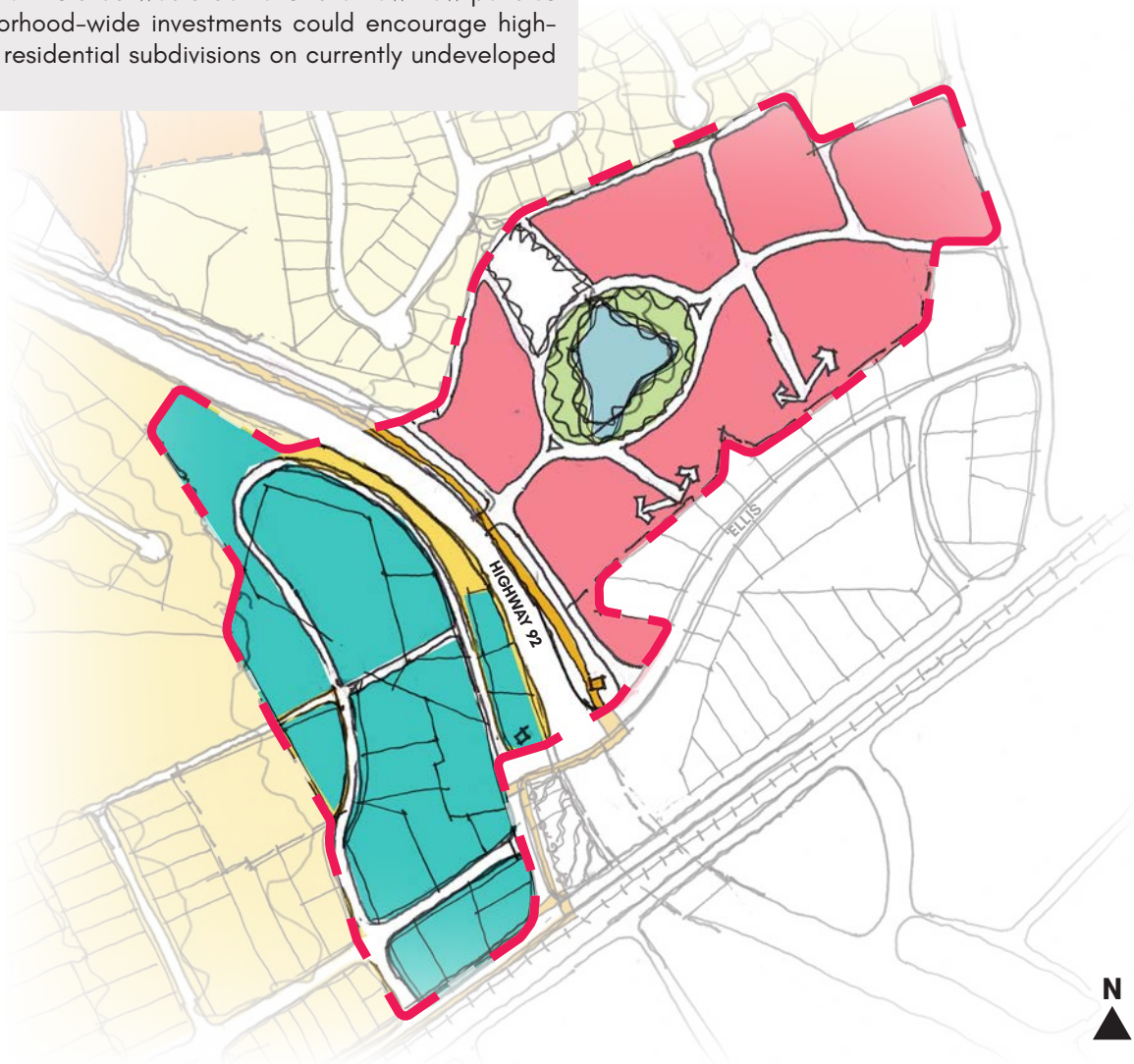
Housing Reinvestment + Tax Abatement: The carrot of a “carrot and stick” strategy, these incentives would encourage rehabilitation of existing properties and provide long-term affordability for existing residents.

4

Historic Preservation: A number of historic properties have been identified along Strickland - these could receive assistance for restoration and preservation.

HIGHWAY 92/ELLIS STRATEGY DEMONSTRATION AREA

With the completion of the new Highway 92 alignment, these undeveloped parcels will likely become strong candidates for development. This area would demonstrate how new policies and neighborhood-wide investments could encourage high-quality new residential subdivisions on currently undeveloped sites.



RECOMMENDED STRATEGIES

1

Land Use/Zoning: New zoning recommendations that tie density bonuses to design guidelines and requirements for street connectivity and neighborhood greenspace will encourage development that benefits the whole North Side.

2

Green Space + Pedestrian/Biking Infrastructure: New investments in trails, sidewalks, and parks will mean every North Side resident is within a pleasant walking distance to high quality greenspace. New development will be attracted to these amenities.

3

Marketing/Branding: A coordinated branding campaign for the North Side will attract new investments by building excitement about the neighborhood.

Catalytic Predevelopment

North Side residents' and stakeholders' major goal of creating a vibrant, connected "walkable community" requires large, concentrated investments. While walkable developments can generate high returns, private actors are unlikely to pursue these investments on the North Side due to a high perception of risk of the older, established parts of the neighborhood. Additionally, a development framework which would support walkable communities has not yet been implemented.

Development which does occur is likely to be tried-and-true suburban tract development in the area's available large, undeveloped properties. Given the shrinking number of these undeveloped properties, private actors seeking to promote walkable development will have fewer future opportunities to coordinate catalytic projects. The most likely scenario is that the few remaining undeveloped parcels are bought up and built as suburban subdivisions, which does little to connect the North Side and downtown Douglasville or offer a new direction for the community.

A public-private partnership with city-lead land assembly is recommended in order to encourage the development of a series of catalytic projects on the North Side. Direct development action in the form of land purchase and assembly by municipal government can establish positive development trends in areas where existing trends either limit investment or promote investment in conflict with good development practices or community goals.

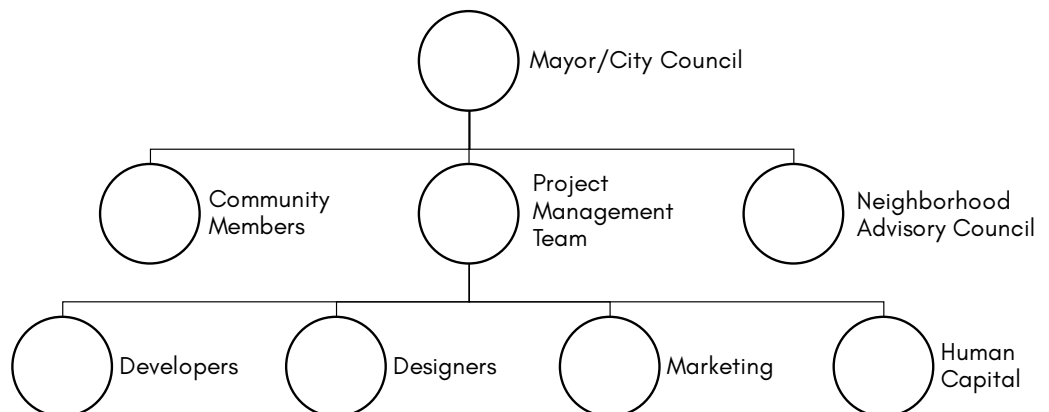
Catalytic projects that are selected as candidates for a revitalization strategy will need to undergo a predevelopment process. This process outlines the steps that the City of Douglasville would need to take as a development leader before a project is executed. The process consists of two main components:

- Project Management Team
- Land Acquisition, Assembly, and Banking

Project Management Team

A professionally managed Project Management Team (PMT) is recommended and will be necessary to assist the implementation of the of the North Side Redevelopment Strategy. This team, established through the Community Development Department or a consulting agency, would provide overall management of the project and oversee its day-to-day-operations. The team would ensure that processes adhere to the plan's overall goals and vision and coordinate with agencies to implement policies within the given timeline. Below, a structural outline is provided that establishes the core Project Management Team (Figure 66).

Figure 67: Project Management Team Structure



Land Acquisition, Assembly, and Banking

Land assembly and land banking efforts work in tandem as a strategy to acquire vacant and abandoned properties and properties with various types of liens caused by unpaid taxes, demolition, inability to locate the property owner, and other causes. Land banking is useful for properties belonging to absentee landowners or properties with an extreme blighting influence. These are often small parcels with dilapidated structures. Land banking is most impactful when done over the long-range, as it allows a municipality to slowly aggregate properties while reducing the prevalence of blight.

Land assembly, through a designated organization controlled by the City of Douglasville, could acquire and convey property to a development entity with provisions to ensure that the property's redevelopment is consistent with the North Side Redevelopment Plan's implementation strategy. Land acquisition and assembly allows the City more control to guide what is built in areas that are strategically important to the future of the community and is critical for the creation of catalytic development.

Land assembly would be targeted and limited to help ensure that development is consistent with the community vision established in this redevelopment plan. As previously discussed, the ability of the city to affect positive development changes is growing more limited with the reduction of available property on the North Side. Catalytic projects were identified in areas deemed strategically important to the reinforcement and cultivation of the North Side's future. A public driven predevelopment process would target key parcels for acquisition in order to promote and achieve the visions established in the catalytic project recommendations. Further discussion of land assembly is shown below.

LAND ASSEMBLY SUMMARY

Short-Term Strategy

- 1** Enable the city to acquire property from willing sellers, either through purchase agreement or through initiating an option to purchase.
- 2** Package the property so that the assembled parcels can facilitate catalytic redevelopment that significantly impacts the surrounding neighborhood.
- 3** Convey the property to new owners who agree to develop the property in a manner consistent with community's vision and goals and in-line with the recommended reinforcement and cultivation strategies.

Function



Table Prepping

By packaging parcels into a single, large assemblage, cities can "prepare the table" for interested private actors.



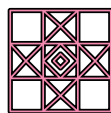
Gatekeeping

Ownership allows control over which private vision is implemented and limits the risk of undesirable projects in sensitive areas.



Jump Starting

Land assembly allows for a powerful subsidy tool - land write downs, which can stimulate catalytic development.



Pattern Setting

Public driven Pre-Development creates a framework for expected development, e.g. walkable communities.

Benefits and Drawbacks



- Cultivation of good development partners by establishing development vision
- Facilitator of process for partners
- City can see greater return on public investment



- Requires some level of exposure to financial risk
- Overextension and requires ability to execute
- Questions of political will

Zoning and Land Use

Recommendations for zoning and land use regulations, found in the Development Framework section of this report, can be utilized as a tool to both attract and negotiate for development that meets the proposed vision of the catalytic development projects. Beyond shaping new development, regulatory control can function as a strong “gatekeeper” that reduces the risk of undesirable projects occurring within the Northside. This plan proposes strong zoning and land use standards as a growth and development tool.

The success of this tool is dependent on the buy-in into both the zoning and catalytic project recommendations. It requires that both community members and policy makers signal to private actors that permission for increased density will only apply to development that meets the vision established in the North Side Redevelopment Plan. The adoption of this plan can serve as one of those signals.

One of the most powerful functions of zoning and land use regulation is its ability to govern land value. Land that is zoned for higher intensity attracts higher prices, which has the effect of limiting the economic viability of less-intense projects. The simultaneous introduction of design guidelines requiring improvements to the public realm (street connectivity, sidewalks, public space, etc.) can create a friendly cost environment for private actors planning to build high-quality development.

ZONING AND LAND USE SUMMARY

Short-Term Strategy

- 1** Adopt the report’s recommended zoning and land use requirements and encourage strict enforcement and support at both the community and policy-making levels.
- 2** Communicate to potential developers that only area’s designated for higher densities in the plan’s land use framework will be considered for increased intensity and that intensity bonuses are linked with development quality.
- 3** Work with land owners to realize maximum use of their land and communicate to interested parties about the upcoming improvements to park space and local pedestrian and biking facilities.

Function



Map Making

Signals to private actors that surrounding new development will be required to meet high-quality standards.



Gatekeeping

Limits the risk of undesirable projects in sensitive areas by raising the standard of permitted development.



Leveling the Field

Limits the ability of low-quality development to underbid for land against projects with higher standards

Benefits and Drawbacks



- Incentivizes remaining undeveloped parcels are built to a higher standard
- New development spurred by catalytic development is high-quality
- Density bonuses link density with high-quality



- Can only shape the projects that are brought forward and cannot generate new projects
- Can raise the price on which new development finds feasible to build
- Requires consistent enforcement

Menu of Risk Mitigation Tool for Developer and Homeowner Incentives

The Menu of Risk Mitigation are the subsidy tools available for the City of Douglasville to reduce the risk of new developments that meet the vision established in this report. Risk Mitigation includes the following tools:

- Development gap financing - grants or soft secondary loans that help bridge small financing gaps.
- Down payment and closing cost assistance - homeownership incentives for first-time buyers or households with incomes below an established threshold.
- Infrastructure improvements - planned and communicated infrastructure improvements which can make projects more desirable.

These tools can help improve the risk profile of high-quality projects that may lack a strong track record of similar, successful, local projects. Through a redevelopment authority, the City of Douglasville can select projects that meet criteria established in the North Side Redevelopment Plan and provide assistance.

While these tools are good at pushing projects over the finish line, they do not provide a means for the City to guide new development. The details and direction of a project is largely competed by the time it reaches the Risk Mitigation stage of development.

Project Priorities

Determining which projects to prioritize is a difficult choice with no outright right or wrong answer. Each of the three project areas were selected based on their ability to fulfill the community's vision and goals, while also remaining practical and attainable project objectives for the City of Douglasville to achieve. Because these projects are recommended to receive city funding, additional concern was made to ensure that the projects were selected for their city-wide benefits and contributions to the success of all of Douglasville.

With these factors in mind, this report does not prioritize any of the three projects over the other. Instead, an analysis was conducted to provide a general overview of the opportunities and challenges facing each project. The goal of this section is to provide the necessary background for stakeholders and policy makers to affect educated and informed decision making. This analysis is conducted on the following pages and a brief summary of this analysis is shown below.

PROJECT PRIORITIES SUMMARY

Jessie Davis Park



- Increased retail demand from HWY 92
- Satisfies need for local grocery store
- Major Gateway project
- May requires least amount of city resources



- Suburban-orientation reduces catalytic potential for Downtown
- Dependent on attracting a grocery tenant
- Limited pedestrian access

Willing Workers Park



- Requires a small number of readily available large parcels
- Brings in new rooftops to attract retail
- Offers walking, biking, and driving connectivity improvements
- Big benefit to local park space



- Heavily-focused towards more intense residential uses
- Requires a large land purchase
- Project's focus on walkability may be deemed risky by private partners
- More require more public investment

Worthan Park



- Major Gateway project
- Coincides with complete street improvement to Dallas Highway
- Benefits from and contributes to the continued success of Downtown Douglasville
- Satisfies community ask for mixed-use development



- Large number of small, relatively expensive parcels with differing ownership
- Crucial pedestrian crossing improvements require both GDOT and Norfolk Southern approval
- Market isn't ready to support this level of retail/commercial development



JESSIE DAVIS PARK CATALYTIC PROJECT AREA

Opportunities

- The new Highway 92 alignment will likely generate a large increase in the potential customer base and retail demand for adjacent property on the North Side.
- This project complements local park uses and offers a unique take on mixed-use development.
- Park investments from a recently passed SPLOST coincide with recommended park improvements and retail development.
- Retail, particularly grocery stores, identified as most pressing need for the North Side.
- Project requires the purchase of only a few underutilized parcels and would not represent a major financial stake on the part of the city.
- The strategic placement of the project provides an attractive gateway to both the North Side and the whole City of Douglasville for southbound traffic coming from rapidly growing Paulding County.
- Provides multiple ingress and egress points for vehicle traffic.
- Establishes a vital activity node for a portion of the North Side lacking in walkable commercial amenities.
- Would greatly benefit from proposed walking and biking trail network.

Challenges

- The suburban-oriented nature of the retail component reduces some of the catalytic, walkable potential of the project.
- Pedestrian access to the site is limited due to the adjacent six-lane Highway 92.
- Attracting a top-quality retail tenant will likely require a new, signalized intersection along Highway 92, which is not guaranteed to be approved by GDOT.
- This project will likely require interested retail tenants, particularly a grocery store, in order to move forward. Interested private parties with the necessary relationships with these types of tenants are limited.
- Commercial development on other nearby, Highway 92-adjacent properties might precede and thereby interfere with the marketability of the site to a retail tenant.
- Additional commercial traffic might interfere with park and recreational facility users at Jessie Davis Park.
- Local demand is likely too weak to support the development of a large, new commercial project on the North Side. This marketability of this catalytic project would depend on new demand generated by Highway 92 traffic.

Summary: Depending on the availability of land, this project will likely be the least complex to achieve success in the predevelopment phase. Achieving success in the public-private partnership and leasing phase will prove more difficult and will hinge on the interest in the property by partners with long-standing relationships to potential grocery tenants.



WILLING WORKERS PARK CATALYTIC PROJECT AREA

Opportunities

- Land within the catalytic project area consists of some of the last remaining large, undeveloped parcels on the North Side.
- Owners of these parcels have expressed interest in selling the property.
- Recommended improvements to connectivity and park design will open up the Willing Workers Park, which many today feel is too disconnected and forgotten by the community.
- Recommended construction of a new east-to-west road on the development will offer walking, biking, and driving connections to bring together the North Side.
- The project greatly benefits from the new connections formed through the proposed walking and biking trails.
- Park investments from a recently passed SPLOST coincide with recommended park improvements and retail development.
- Pleasant rolling topography and natural vegetation of the site will pair well with a park-oriented residential development.
- The project area is within a 10-15 minute walk to both Downtown Douglasville and Jessie Davis Park.
- Leverages some of the market-driven growth of the study area's east-side and extends momentum towards the older central portion that has remained largely underinvested in recent years.
- The large number of proposed projects for the units will increase the North Side's attractiveness to potential retail tenants.

Challenges

- This project's residential focus may be considered less of a priority than commercial-oriented projects.
- The residential intensity of the project, which includes townhomes and multifamily, may be at odds with the North Side's character and could stir up local antagonism.
- Requires the largest land purchase of all three projects.
- The proposed target market for the project is above the standard asking price for recent North Side residential developments, which private partners may perceive as a risk.
- A private partner who is willing to break with standard, suburban residential development practices will be required.
- May require large public investments to develop connectivity components.

Summary: The Willing Workers Park project area has one big advantage going for it: large, undeveloped parcels are likely available for purchase. The project's central location and proximity to neighborhood amenities could lead to a powerful catalytic effect. Still, some may find it difficult to justify public sector action on a project that is largely residential.



WORTHAN PARK CATALYTIC PROJECT AREA

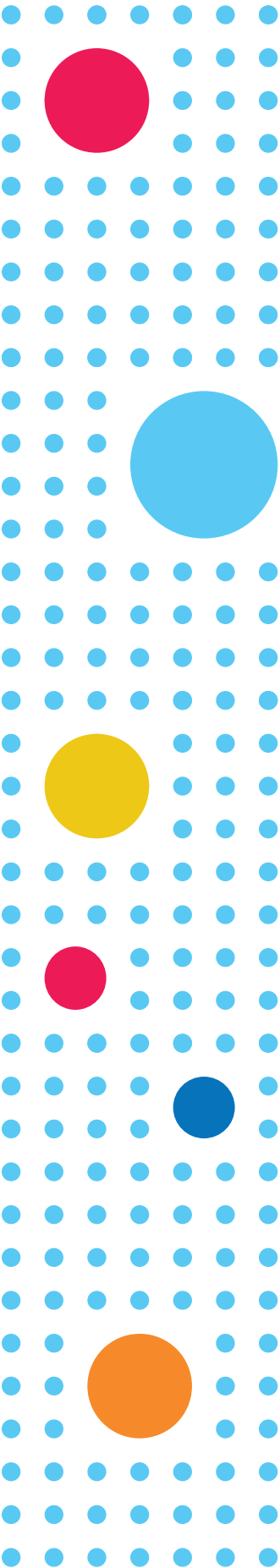
Opportunities

- Acquisition and assembly of numerous small parcels would provide a big benefit to any interested private development partner
- The project satisfies expressed community desire for mixed-use development.
- A number of the parcels required for the project are presently on the market.
- Downtown Douglasville's continued growth and slate of upcoming projects presents an opportunity to target this area for additional development.
- The project would coincide with anticipated state and federal funding for complete street improvements to Dallas Highway.
- Offers an opportunity to extend downtown's momentum into the North Side, creating in the process a "Downtown Neighborhood" identity for the North Side.
- Future transit, if applicable, will likely be routed through this location.
- The proposed pedestrian rail road crossing provides a gateway opportunity for both Downtown Douglasville and the North Side.

Summary: The complex acquisition of fragmented, costly, small, independently-owned parcels involved in this project present some of the most difficult challenges, but also offer huge benefits if successfully acquired. Downtown's commercial environment is likely too small to support large development on the other sides of tracks, but this could change with the right mix of public-private investment.

Challenges

- A large number of small parcels with differing ownership will increase the difficulty of acquiring a large, seamless assemblage that would be attractive to investors.
- Quotes for land prices in the project area are much higher than estimated costs in the other two project areas - one quote ran as high as \$1 million per acre.
- The market for new retail construction on the North Side will be limited as long as Downtown Douglasville's retail absorption, vacancy rates, and commercial rents remain low. Presently, Downtown's level of vacancy and project rents do not support the construction of new retail.
- The very high frequency of train routes (up to 35 trains per day) splitting the project area and Downtown Douglasville remains a large impediment to the commercial viability of this project.
- Recommended improvements to create a pedestrian crossing at the current Dallas Highway and railroad track right-of-way would require both GDOT and Norfolk Southern approval, which could prove difficult.
- The closing of Dallas Highway and the rerouting of car traffic crossing the rail road tracks will likely reduce throughput along Dallas Highway, limiting the commercial potential of this stretch of the North Side.



Phasing & Next Steps

Implementation of the recommended strategies and catalytic projects will require a collaboration between public, private, and neighborhood organizations that will likely span over a 10-year timeframe. This report provides all the components required to steer redevelopment of the North Side in a positive direction.

This project list is not intended to represent the full range of details necessary to implement the wide-range of recommended strategies, actions, and projects within this report. Instead, the following two tables offer actions summaries to include in more detailed future studies or execution plans. The implementation matrices describes and summarizes specific action items to guide the execution and phasing of the Redevelopment Plan’s recommendations.

Table 8: Reinforcement Strategies Implementation Matrix

| North Side Reinforcement Implementation Strategies | Implementation Lead | | Funding Contribution | Implementation Timing | | |
|--|---------------------|---------|-------------------------|-----------------------|-------|-----|
| | Public/NP | Private | | < 1 | 1 – 5 | 5 + |
| Safety | | | | | | |
| Code Enforcement | | | | | | |
| Action 1: Expand code enforcement staff | COD, CE | | \$\$ | | | |
| Action 2: Enhanced property maintenance code | COD, CE | | \$ | | | |
| Action 3: Sustained code enforcement | COD, CE | | \$ | | | |
| Action 4: Target problem landlords | COD, CE, CPD | R, NH | \$ | | | |
| Environmental Design | | | | | | |
| Action 1: Include safety recommendations in code rewrite | COD, CD | C | \$ | | | |
| Action 2: Grants for safety structural improvements | COD, CD, CPD | | \$\$ | | | |
| Housing Reinvestment | | | | | | |
| Action 1: Pair renovation grants with enhanced code enforcement | COD, CE, CPD | PO | \$\$\$ | | | |
| Action 2: Target long-term affordability | COD, CD | R | \$\$\$ | | | |
| Action 3: Application for Housing Grants | COD, CD | HH | \$ | | | |
| Blight | | | | | | |
| Code Enforcement | | | | | | |
| Action 1: Expand code enforcement staff | COD, CE | | \$\$ | | | |
| Action 2: Enhanced property maintenance code | COD, CE | | \$ | | | |
| Action 3: Sustained code enforcement | COD, CE | | \$ | | | |
| Action 4: Target problem landlords | COD, CE, CPD | R, NH | \$ | | | |
| Housing Reinvestment | | | | | | |
| Action 1: Pair renovation grants with enhanced code enforcement | COD, CE, CPD | PO | \$\$\$ | | | |
| Action 2: Target long-term affordability – Housing Affordability Strategy | COD, CD | | \$\$\$ | | | |
| Action 3: Application for Housing Grants | COD, CD | HH | \$ | | | |
| Land Bank | | | | | | |
| Action 1: Authorize and organize authority at county level | COD, DC | | \$ | | | |
| Action 2: Identify and target key initial parcels for acquisition | COD, CD, DC | NH | \$\$ | | | |
| Rental Registration | | | | | | |
| Action 1: Authorize rental registration through city-council vote | COD, CD | | \$ | | | |
| Action 2: Design program and coordinate registration with enhanced code enforcement | COD, CD, CE | PO | \$ | | | |
| Blight Tax | | | | | | |
| Action 1: Authorize tax through city-council vote | COD, DC | | \$ | | | |
| Action 2: Design program and prepare plan for tax's revenue generation | COD, CD | NH | \$ | | | |
| Existing Resident Strategies | | | | | | |
| Housing Reinvestment | | | | | | |
| Action 1: Pair renovation grants with enhanced code enforcement | COD, CE, CPD | PO | \$\$\$ | | | |
| Action 2: Target long-term affordability | COD, CD | | \$\$\$ | | | |
| Action 3: Application for Housing Grants | COD, CD | HH | \$ | | | |
| Tax Abatements | | | | | | |
| Action 1: Determine affordability and reinvestment standards | COD, CD | | \$ | | | |
| Action 2: Authorize abatement and city and county levels | COD, DC, DCTA | | \$ | | | |
| Historic Preservation | | | | | | |
| Action 1: Catalog local historical assets | COD, CD, DRA | NH | \$ | | | |
| Action 2: Apply for local, state, & federal programs | COD, CD | | \$ | | | |
| Action 3: Promote historic heritage trail/incorporate history into marketing narrative | COD, CD | | \$\$ | | | |

Implementation Leaders

Public:

COD - City of Douglasville
 CD - Community Development
 CE - Code Enforcement
 DPD - Douglasville Police Department
 DRA - Downtown Redevelopment Authority
 PW - Public Works
 DC - Douglas County
 DCTA - Douglas County Tax Assessor
 GDOT - Georgia Department of Transportation
 ARC - Atlanta Regional Commission

Partners:

HH - Habitat for Humanity
 NS - Norfolk Southern
 GP - Georgia Power
 CVB - Douglasville Convention & Visitors Bureau
 TPL - Trust for Public Land
 NH - New Horizons

Private:

DP - Development Partners
 PO - Property Owners
 PD - Private Developer
 R - Renters
 C - Consultants

Funding Contribution

\$ - Less than \$100k
 \$\$ - \$101k - \$300k
 \$\$\$ - \$301k - \$500k
 \$\$\$\$ - \$500k+

Table 9: Cultivation Strategies Implementation Matrix

| North Side Cultivation Implementation Strategies | Implementation Lead | | Funding Contribution | Implementation Timing | | |
|--|---------------------|------------|-------------------------|-----------------------|-------|--------|
| | Public/NP | Private | | < 1 | 1 - 5 | 5 - 10 |
| Development Incentives | | | | | | |
| Action 1: Identify key parcels and a funding plan for land acquisition | COD, RDA, CD | | \$\$\$\$ | | | |
| Action 2: Incorporate TAD funding into incentive structure | COD, RDA | | \$ | | | |
| Action 3: Prepare list of targeted infrastructure improvements for potential public-private partnerships | COD, PW, CD | | \$ | | | |
| Homeownership Incentives | | | | | | |
| Action 1: Design program for down payment and closing cost assistance | COD, CD | | \$ | | | |
| Action 2: Homeownership preparation and training classes | COD, CD | CVB | \$ | | | |
| Action 3: Target catalytic projects with an affordable homeownership component with deed restrictions to keep homes affordable long-term | COD, CD | HH | \$\$\$ | | | |
| Land Use/Zoning | | | | | | |
| Action 1: Introduce plan's recommendations into UDO rewrite | COD, CD | C | \$ | | | |
| Marketing and Branding Campaign | | | | | | |
| Action 1: Retain marketing and branding services to establish | COD, CD | DP, C | \$ | | | |
| Action 2: Establish a core neighborhood story/brand | COD, CD | DP, C | \$ | | | |
| Action 3: Install new local signage, business stickers, associated | COD | PO, PD, | \$ | | | |
| Walking and Biking Infrastructure, Traffic Calming, & Pedestrian Crossings | | | | | | |
| Complete Streets | | | | | | |
| Action 1: Dallas Highway from Strickland to Highway 92 | COD, ARC, DC | | \$\$\$\$ | | | |
| Trails and Shared Use Paths | | | | | | |
| Action 1: Invest in creek trails | COD | PO, PD | \$\$\$\$ | | | |
| Action 2: Invest in utility easement trails | COD | GP, PO, PD | \$\$\$\$ | | | |
| Action 3: Invest in Strickland shared use path | COD | | \$\$\$\$ | | | |
| Pedestrian Crossings | | | | | | |
| Action 1: Dallas Highway at Upshaw Mill Road | COD | | \$ | | | |
| Action 2: Highway 92 at Jessie Davis Park | COD | | \$\$\$ | | | |
| Action 3: James D. Simpson Avenue at Hollis Street | COD, | | \$ | | | |
| Action 4: Pedestrian Railroad Crossing at Dallas Highway and Strickland Street | COD | NS | \$\$\$ | | | |
| Roundabouts/Traffic Calming | | | | | | |
| Action 1: Dallas Highway at Strickland Street | COD, ARC, DC | | \$\$\$\$ | | | |
| Action 2: Dallas Highway at John D. Simpson Avenue | COD, ARC, DC | | \$\$\$\$ | | | |
| Sidewalk Improvements | | | | | | |
| Action 1: Colquit Street | COD, PW | | \$\$\$ | | | |
| Action 2: Hollis Street | COD, PW | | \$ | | | |
| Action 3: Malone Street | COD, PW | | \$\$\$ | | | |
| Action 4: Lincoln Street | COD, PW | | \$ | | | |
| Park Investments | | | | | | |
| Jessie Davis Park | | | | | | |
| Action 1: Align park design plan with any planned expansions or improvements of park | COD, PaD | | \$ | | | |
| Action 2: Plan for expansion of park and integration with catalytic project | COD, PaD, CD | DP | \$\$\$\$ | | | |
| Action 3: Identify key parcels for acquisition in park expansion | COD, PaD, CD | | \$ | | | |
| Action 4: Coordinate trail expansion with park improvements and redevelopment | COD, PaD, CD | DP | \$ | | | |
| Willing Workers Park | | | | | | |
| Action 1: Align park design plan with any planned expansions or improvements of park | COD, PaD | | \$ | | | |
| Action 2: Plan for expansion of park and integration with catalytic project | COD, PaD, CD | DP | \$\$\$\$ | | | |
| Action 3: Identify key parcels for acquisition in park expansion | COD, PaD, CD | | \$ | | | |
| Action 4: Coordinate trail expansion with park improvements and redevelopment | COD, PaD, CD | DP | \$ | | | |
| Worthan Park | | | | | | |
| Action 1: Reprogram park for passive uses | COD, PaD | NS | \$ | | | |

Implementation Leaders

Public:

COD – City of Douglasville
CD – Community Development
CE – Code Enforcement
DPD – Douglasville Police Department
DRA – Downtown Redevelopment Authority
PW – Public Works
DC – Douglas County
DCTA – Douglas County Tax Assessor
GDOT – Georgia Department of Transportation
ARC – Atlanta Regional Commission

Partners:

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Private:

DP – Development Partners
PO – Property Owners
PD – Private Developer
R – Renters

Funding Contribution

\$ – Less than \$100k
\$\$ – \$101k – \$300k
\$\$\$ – \$301k – \$500k
\$\$\$\$ – \$500k+

Next Steps

The next steps, outlined below, include policies or investments that can be achieved within a year of the plan's adoption.

- 1. Prepare a Blight and Housing Plan that outlines the specific institutional steps for a “carrots and sticks” strategy to reduce blight and improve local housing resources for Douglasville.** This plan would determine the final structure for the unified deployment of the North Side Redevelopment Plan's blight and housing-related recommendations. This report could include:
 - Necessary procedures for sustained code enforcement enhancement, starting with increased resources and a retooled emphasis on proactive enforcement.
 - A Blight Tax policy that includes recommendations on the level of tax and the use of accrued funds.
 - A Rental Registration policy, detailing what types of homes to be included and the level of required registration.
 - Identifying available federal or state funding for housing reinvestment
 - The level of housing reinvestment, the source of funding, and how tax abatements can be used to encourage long-term affordability and renovation of rental properties
 - Specific steps to take to enact land bank authorization at the county level and organizational recommendations
 - The level of homeownership incentives, the method of deployment, and the source of funding
 - The interplay between “carrots” and “sticks” and the necessary relationships for a successful unified deployment.
- 2. Include the North Side Redevelopment Plan's zoning, land use, and environmental design recommendations in the Unified Development Ordinance update.** In addition to these recommendations, effort should be placed on creating buy-in at both the council and community to ensure the recommendation's long-term enforcement.
- 3. Begin to identify key historic properties, with special attention placed on those homes found along Strickland Avenue.** This could be achieved on a city-wide scale. A database of these historic properties can then be marketed to potential investors along with accompanying incentives for renovation and available grants.
- 4. Ensure that the North Side Redevelopment Plan's recommendations are included within the Douglasville Park Plan,** including the possibility for public-private partnerships improving some of the park infrastructure or the expansion of parks through land acquisition.
- 5. Infrastructure improvements recommended in the plan should be included in the upcoming Dallas Highway LCI plan and any other related infrastructure improvement plans.**
- 6. Specific steps should be made to create a city-wide trails plan with the possibility of including of Douglas County.** This plan would include:
 - Application through Georgia Power's utility easement trail process and beginning discussions with local property owners on the installment of trails
 - Discussion with both Norfolk Southern and the Georgia Department of Transportation about key pedestrian crossing projects recommended in the North Side Redevelopment Plan
- 7. Form a Project Management Team capable of successfully implementing the North Side Redevelopment Plan's recommended catalytic projects.** This team would:
 - Identify candidate parcels for acquisition, with associated ownership and preliminary estimated acquisition costs.
 - Prepare funding sources, cost estimates, and all RFP documentation.

