

# COMPREHENSIVE PLAN

CITY IN MOTION | UPDATED 2018







## STEERING COMMITTEE

The Steering Committee serves as an oversight group for the Comprehensive Plan Update process as the City Staff consolidates public comments into a workable plan that will be a useful guide for city leaders to make decisions on behalf of the community.

## LIST OF MEMBERS

Rory Wojcik – City Council

Met Lane – City Council

Michelle Morgan – Carroll County  
Commission; Business Owner

Jason Smith – Planning Commission Chair;  
General Contractor

Bo Bass – Planning Commission

Katie Williams – Carrollton City School Board

John Denney – Developer

Paul Sims – Industry

Denise Taylor – Tanner Health System

Aundi Lesley – Carrollton Main Street Director

Charles Griffin – Carrollton Housing Authority

Vincent Dortch – Community Member

Christina Davis – Community Member

## CITY STAFF

Tim Grizzard – City Manager

Erica Studdard – Community Development  
Director

April Saunders – Marketing and  
Communications Director

Hayley Beaver – Community Development

Laci Cowart – Community Development

## table of contents

### 5 CITY IN MOTION COMMUNITY ASSESSMENT

6 | Existing Plans

10 | Existing Conditions

12 | Land Use and Zoning

### 15 PLANNING TOGETHER COMMUNITY PARTICIPATION

16 | Community Meetings

19 | Community Survey

### 23 MOVING FORWARD COMMUNITY VISION

24 | Neighborhoods, Housing, Development Quality and Land Use

26 | Transportation and Community Infrastructure

27 | Economic Development

28 | Services and Safety

29 | Parks, Recreation and Health

30 | Cultural Resources

31 | Future Land Use Map

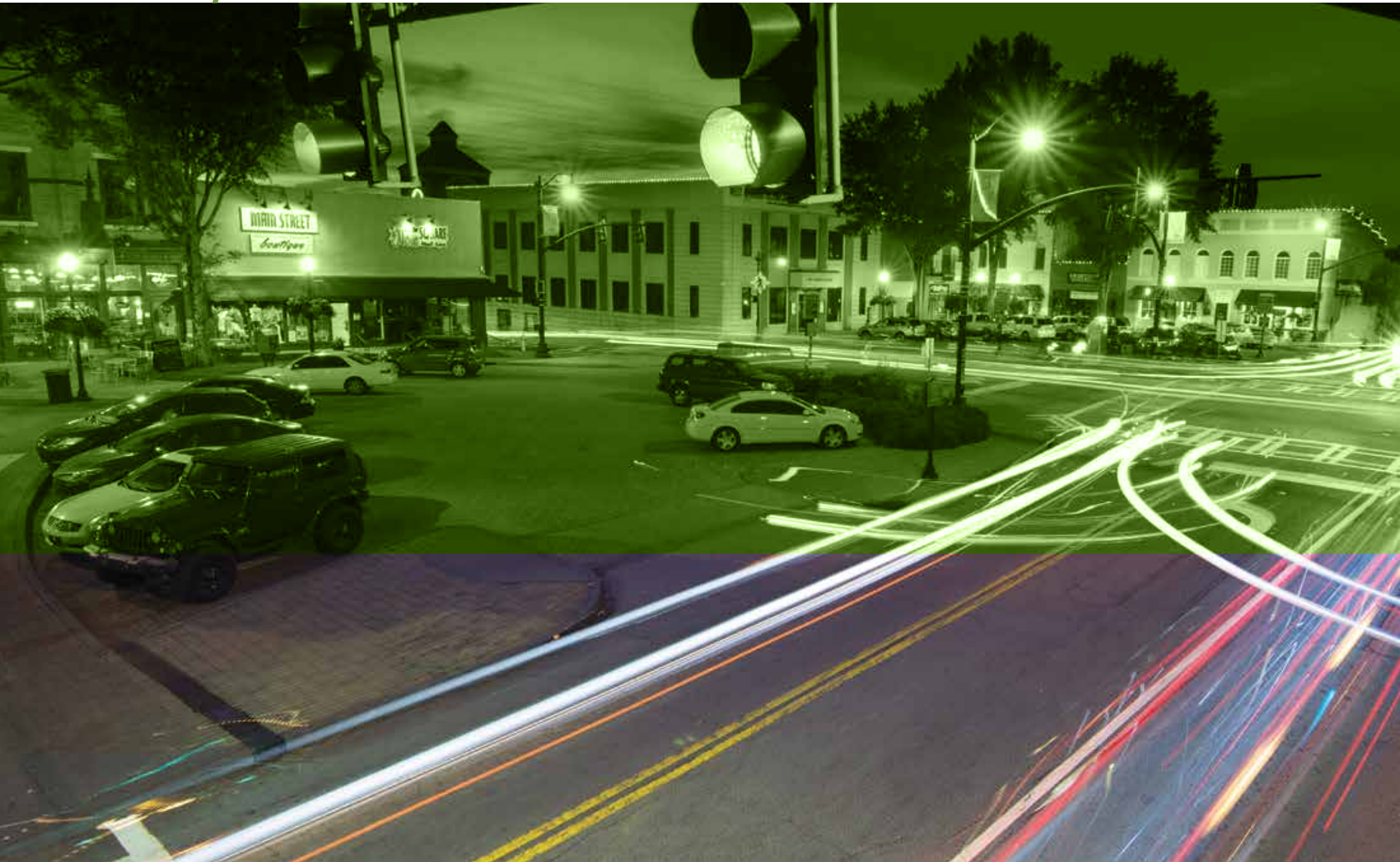
32 | Character Area Map

### 38 TAKING ACTION COMMUNITY WORK PROGRAM

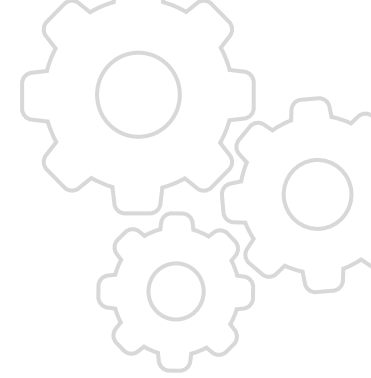


# city in motion

COMMUNITY ASSESSMENT







## CARROLLTON. ALTOGETHER ORIGINAL

---

The City of Carrollton does not fit comfortably into any universally understood category. It's neither a suburb of Atlanta nor part of its designated market area, yet it is geographically as close as some of Atlanta's most peripheral counties. It has both urban qualities and can be rural in environment. It's a small town with amenities and assets typically seen in much larger urban areas. It's a town with two colleges; yet, it's not a college town. Carrollton is also strong in contradictions: sports and the arts, historical architecture and modern flavors, and respect for tradition and progressive approaches. Whether Carrollton is defined as being “on the cusp” of great things, as growth or progress, or as development, this community is a city in motion – one that embraces this transition, or movement, as a defining role in Carrollton's identity. The proceeding document provides a plan for Carrollton's future, using the vision for the community as the anchor of each planning element.

## PLANNING AHEAD

---

Every municipality in Georgia is required by the Georgia Department of Community Affairs to maintain and update their Comprehensive Plan every ten years to ensure that all communities achieve minimum planning standards and procedures. While we develop strategic plans for specific areas of our local government—like Parks and Recreation, the Arts, the Corridors, and our historic downtown—the Comprehensive Plan marries these agendas into a single planning document that will help guide growth in Carrollton for the next 20 years. Furthermore, it is a tool the city uses to check our progress against the goals and tasks we have laid out for ourselves so that we can ensure we are consistently moving in the direction of our vision.

Community involvement is the backbone to a successful Comprehensive Plan. The planning and participation process for the Comprehensive Plan creates an opportunity to gather input from the community to develop a vision for the future of Carrollton and a guide for achieving this vision.

# EXISTING PLANS

Several planning studies have been conducted in the City of Carrollton in the previous two years that remain relevant today, from departmental strategic plans to specific focus areas and initiatives. The following summaries of these plans provide the foundation for the 2018 Comprehensive Plan Update.

## PARKS AND RECREATION MASTER PLAN 2016-2036

This plan was developed by the Carrollton Parks and Recreation Department as a guide to improving, expanding, and managing the City of Carrollton Parks and Recreation facilities over the next 20 years. Maintaining and growing these key assets in the city are essential elements that provide an exceptional quality of life to the community and its visitors. This plan serves as a supplement to the city's Comprehensive Plan.

The Master Plan recommendations are based on the assumption that the parks system must grow to accommodate Carrollton's expected population growth. Targets for this growth are not prescriptive; however, they are intended to give the city a sense of the type and amount of facilities that may be needed over the next 20 years. The plan includes an assessment of existing parks and facilities, identifies goals for the department, and establishes recommendations to reach these goals. **Key priorities in the plan include:**

- Expansion of the Carrollton Senior Center and affiliated programming.
- Renovation of the Midtown Water Park.
- Development of an adapted athletics/Miracle League facility for persons with disabilities.
- Development of additional athletic facilities to accommodate lacrosse.
- Expansion of Carrollton GreenBelt spurs, trailheads, and other amenities.





## COMMUNITY BRANDING IMPLEMENTATION PLAN

The City of Carrollton underwent a community branding campaign where the city's new brand, "Altogether Original," was unveiled in the Fall of 2017. The brand, which includes a set of logos, fonts, colors, and core messages, unified by an overarching look and feel, is built around Carrollton's key strengths. These include a progressive mindset blended with respect for tradition, and an array of amenities not often found in a town Carrollton's size. "Altogether Original" conveys the message that Carrollton is different from other towns its size and different from what people may think, but



also the message that residents are highly individualistic yet united. The city logo projects a modern aesthetic but also incorporates the year the city was established as well as hints of design elements seen on historic buildings around town. It clearly identifies Georgia so as to immediately differentiate this community from other Carrolltons across the country. The brand is intended to serve as a rallying point for locals and a way to communicate the city's benefits to visitors and new residents.

Community input was the foundation for the new branding message. More than 50 people participated in focus groups aimed at identifying key city attributes, and more than 1,700 people participated in the subsequent opinion survey. Key words and phrases that arose during the research period included "unique," "welcoming," "different than expected," "diverse," and "modern." Using the research and public input, an implementation plan for the new brand was also developed. The four key goals – consistency, communication, education, and engagement – will be accomplished by prioritizing the branding strategies identified in the three-year plan.

## CENTER FOR THE ARTS STRATEGIC PLAN 2018-2021

The City of Carrollton Center for the Arts is the creative hub in downtown Carrollton devoted to nurturing and showcasing artistic excellence in our diverse community while providing better quality of life for the citizens. It provides a home for high-quality arts programming through education, cultural enrichment and arts advocacy for Carrollton and the surrounding region. The Arts Commission developed a strategic plan to ensure that the vision for the center is fulfilled. Specific objectives with a three-year horizon were identified in the areas of organizational capacity, program development, economic viability, and facility improvements. **Notable action items include:**

- The creation of a volunteer program to support the center with human resources.
- Partnerships with local schools to create a comprehensive arts afterschool program.

- Development of a comprehensive strings program in collaboration with the schools and the Carroll Symphony Orchestra.
- Development of a public arts program that produces creative environments and installations for the City of Carrollton.
- Development of a sustainable arts patron program.





### LAKE CARROLL VILLAGE CORRIDOR OVERLAY PLAN

The Mayor and City Council appointed the Carrollton Corridor Development and Beautification Committee (CCDBC) in the Fall of 2016 to develop a revitalization plan for the Bankhead Highway corridor, the Maple Street corridor, the Alabama Street corridor, and the Highway 27 corridor. Initial emphasis was given to Bankhead Highway since it was identified by the committee as the area with greatest need. In March of 2018, the Mayor and City Council adopted an Overlay Plan for the Bankhead Highway corridor – the Lake Carroll Village Overlay Plan – highlighting the significance of Lake Carroll as an asset to the area. The plan includes a district overlay that encourages pedestrian scale site design and streetscape improvements similar to Carrollton’s downtown district. These improvements include the installation of sidewalk and bicycle lanes. Economic development incentives for the corridor were also approved, including a grant program that assists property owners with redevelopment and beautification of their properties in an effort to foster economic development in the corridor.

### CARROLLTON GREENBELT MASTER PLAN

The Carrollton GreenBelt is an 18-mile bicycle and pedestrian trail system that encircles the community and connects schools, parks, and shopping areas with city neighborhoods. The primary “loop” was completed in 2017 and was built through a combination of private and public funds. The plan was developed by the Friends of Carrollton GreenBelt in coordination with the City of Carrollton. Several spokes, or trail spurs, are also identified in the plan. These spurs would connect the existing trail system to downtown Carrollton. Two of the spurs are currently identified as capital improvement projects by the City of Carrollton in 2018-2019.



### COMPLETE STREETS POLICY

The City of Carrollton adopted a Complete Streets Policy in 2015. This policy states that every public right-of-way will be planned, designed, constructed, and maintained such that all residents within the City of Carrollton have multi-modal transportation options to safely and conveniently travel to and from their destinations. This includes making accommodations for pedestrians and bicycles in new roadway construction and reconstruction projects in a manner that is appropriate to the context of the planned roadway features, surrounding land use, and desires of the community. The Complete Streets Policy is currently used in public projects, such as the Maple Street / Presbyterian Avenue re-alignment that was completed in 2018.



## AFFILIATE/PARTNER PLANS

The following plans are not City of Carrollton-generated documents; however, the City oftentimes relies on this information. Consolidation of these plans into a single planning document like the Comprehensive Plan provides a good resource for the city's planning efforts.

### CARROLLTON HOUSING AUTHORITY AGENCY PLAN

The Carrollton Housing Authority updates their agency plan every five (5) years. The Authority operates three main housing programs: the Public Housing Program, the Housing Choice Voucher Program, and the Little River Private Housing Program. In addition, the Authority operates two smaller housing programs which include Shelter Plus Care and Veterans Affairs Supportive Housing. The Housing Authority also offers many resident service programs to help residents become more self-sufficient. This agency plan provides information on each of these programs.

### ADVANTAGE CARROLL 2020 (CARROLL TOMORROW)

Carroll Tomorrow is a countywide public-private economic development organization that prepares for and promotes quality growth in Carroll County in collaboration with the Carroll County Chamber of Commerce. The Advantage Carroll 2020 is the organization's 5-year action plan that includes four key areas: economic development, workforce education and development, community development, and leadership development. **Notable action items in the current plan include:**

- Implementation of the Burson Center's Makerspace, The Tinker Box, for product development, testing, and commercialization.
- Implementation of the Workforce Education Task Force Plan.
- Acceleration of downtown and business corridor development and revitalization.
- Expansion of current adult leadership training programs.



# EXISTING CONDITIONS

## DEMOGRAPHICS

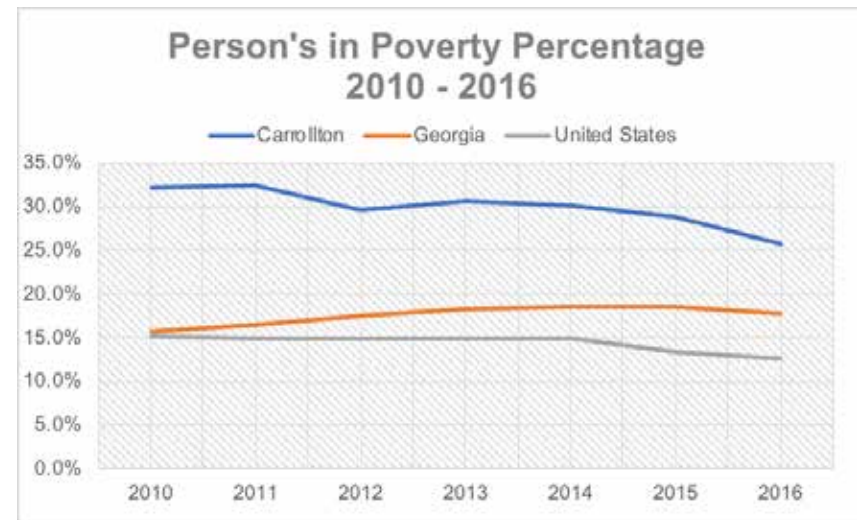
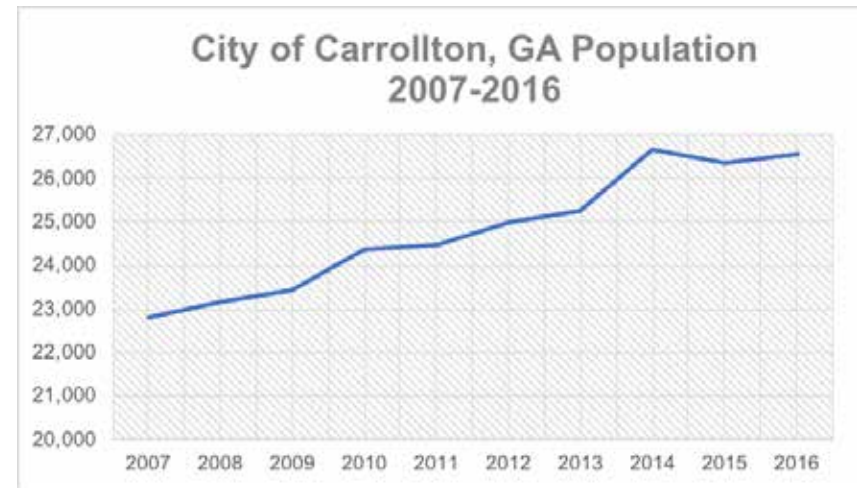
The population estimate for the City of Carrollton in July of 2017 was 26,562. The 2010 U.S. Decennial Census was 24,388. Carrollton has a notably low median age (26 years) owing in part to the substantial college student population and growing popularity with young professionals and families with young children. Carrollton's historic population growth pattern over the last 20 years has been at an average annual rate of just two-percent. Because Carrollton is relatively autonomous from the economic and development dynamics of the Atlanta region, this growth rate is more closely tied to Carrollton's own economy, which is diversified and stable. This slow and steady growth rate has benefitted the City of Carrollton by enabling services, jobs, and housing to develop simultaneously with the growth in population.

## EMPLOYMENT AND INCOME

Much of Carrollton's unique character can be attributed to this independence from the Atlanta job market. In 2016, the U.S. Census estimated that 77-percent of the city's population worked inside Carroll County. In fact, Carrollton's position as a regional economic hub causes the daytime population of the city to increase to 40,016.

Four of the top five employers in Carroll County are located within the City of Carrollton. The largest employer, an electrical wire and cable manufacturer, has more than 2700 employees. Carrollton is also the home of a regional hospital system that employs more than 2500 employees.

Carrollton is an ethnically diverse and well-educated community. Nearly one-third of all adults have at least a bachelor's degree, compared to one out of five adults nationally. Despite a modest median income (\$32,969), the median income for married-couple families in Carrollton is the highest in Carroll County (\$81,713). This family income has increased significantly from \$39,143 in 2000.



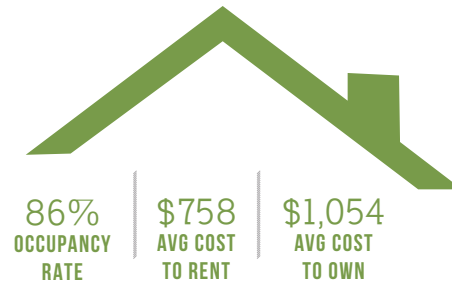


## POVERTY AND HOMELESSNESS

The U.S. Census Bureau estimated Carrollton's poverty rate at 25-percent in 2016. This is more than double the national poverty rate (12-percent). Poverty is defined as less than 25-percent of the median income. In 2017, the Georgia Department of Community Affairs' Report on Homelessness cites a homeless population of 68 persons for Carroll County, ranking 14th out of 152 counties included in the study (Georgia is made up of 159 counties).

## HOUSING

Carrollton has a high housing occupancy rate at 86.3-percent. Of those occupied units, 37-percent are owner-occupied, which is consistent with Georgia and national percentages. The median cost to rent in Carrollton is \$758, and the median cost to own is higher at \$1,054. 46-percent of residents in Carrollton live in multi-family dwellings, as opposed to single-family homes. This is above the average rate of peer college towns in Georgia (40-percent), including Dahlonega, Milledgeville, Athens, Valdosta, and Statesboro. Peer towns that do not have a college – like Cartersville, LaGrange, Newnan, and Rome – have a 29-percent multi-family housing stock, which is much lower than Carrollton. There is very little mixed-use development outside of the downtown district in Carrollton.

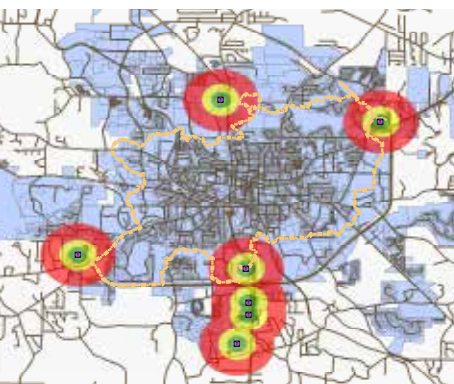


The City of Carrollton developed a demolition program to remove blighted housing in 2016. This program assists citizens by providing demolition at no cost of buildings or structures that are unfit for human occupancy, given that these blighted structures are a burden to adjacent property owners and the surrounding neighborhood.

The Housing Authority of the City of Carrollton owns and operates 249 units of public housing for eligible low-income families and persons with disabilities. There is currently a waiting list of more than 12 months for these units.

## FOOD DESERTS

Food deserts are areas where access to affordable and quality food is limited or not available. A recent food accessibility survey showed that a significant portion of Carrollton is well outside of a half mile radius from an establishment that sells fresh produce and accepts EBT and/or WIC programs. Citizens who do not have access to vehicle transportation, who do not have a drivers license, or are not able to drive a vehicle, will depend on food from stores that are in close proximity to where they live. Helping to alleviate



food deserts will provide feasible opportunities for citizens to feed themselves and their families with healthy food.

## WATER AND WASTEWATER

The City of Carrollton continues to provide water and wastewater service at the highest level to its customers. In 2017, the water filtration plant earned the award of "The Best Tasting Tap Water in Georgia" and the Platinum Award at the wastewater plant for 11 years of perfect performance. Carrollton draws its water from the Little Tallapoosa River, which is fed by three reservoirs: Lake Buckhorn, Sharpes' Creek Reservoir, and Lake Carroll. The city owns and operates a 12 million gallon per day municipal water treatment plant located at 1007 North Park Street serving the citizens of Carrollton and portions of unincorporated Carroll County. The protection of the Little Tallapoosa River is integral in ensuring a clean drinking water supply for customers.



The City of Carrollton Water Treatment Plant is a conventional sedimentation / filtration facility for the surface treatment of water. It's current capacity will allow for 50-year growth, based on population projections.

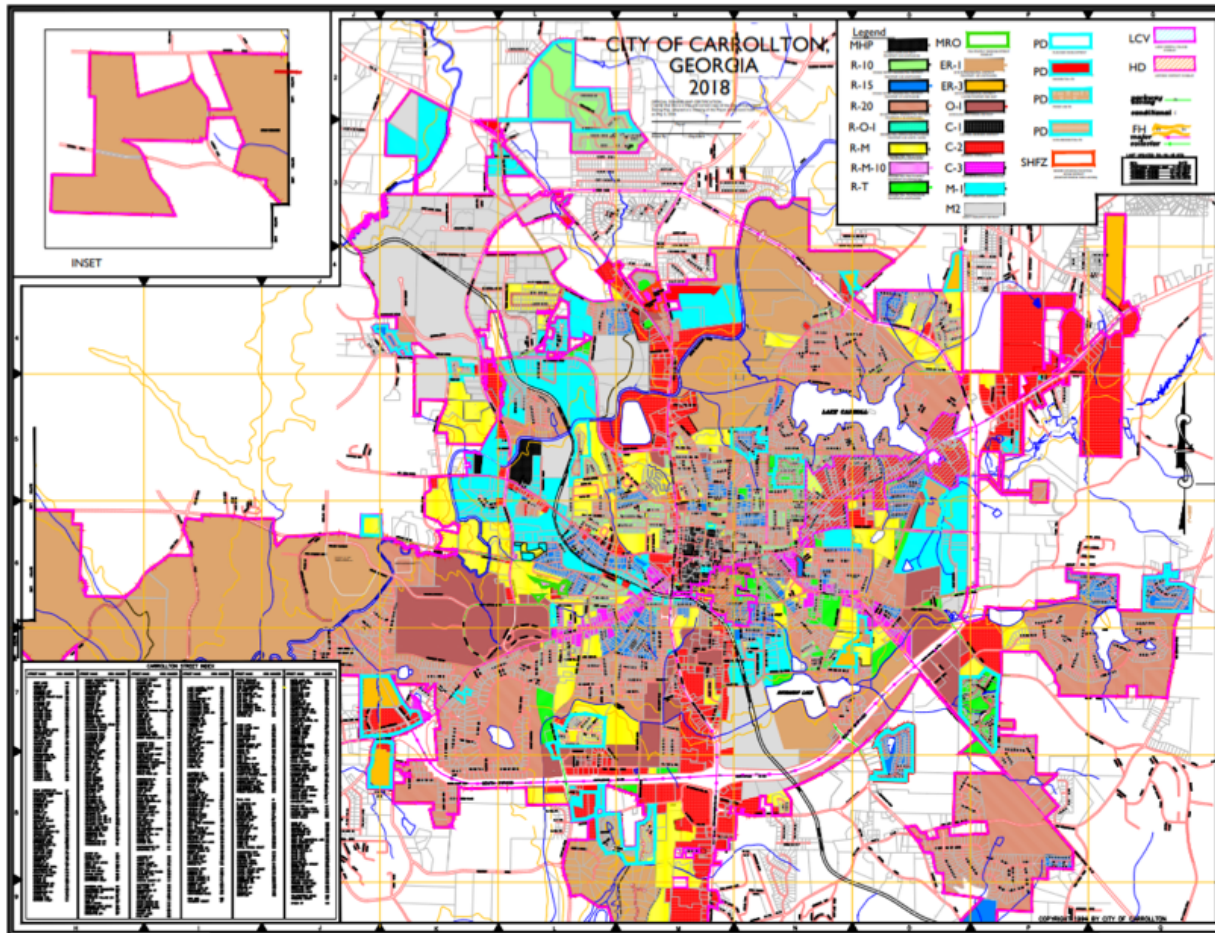
## TRANSPORTATION

Carrollton does not currently have public transit. The University of West Georgia provides bus service exclusively to its students and provides service from the University to several of the commercial shopping areas. Carroll County recently launched a Rural Transportation Initiative that provides public transportation on a per call basis to all of the residents of Carroll County, including those in the City of Carrollton.

In February 2017, the City of Carrollton launched a community bike share program in collaboration with Tanner Health System, Southwire Company, and the University of West Georgia. There are currently ten bike share stations and 50 bicycles. Since the launch, the city averages more than 500 rides per month on the rental bicycles, making it one of the more robust bike share programs in the southeast.



# LAND USE AND ZONING



## EXISTING CONDITIONS

Land use and zoning ordinances are designed to protect, preserve, and enhance existing development, while encouraging quality new development that is compatible with the character of Carrollton. The current Unified Development Ordinance was adopted in 2007. Periodically, updates are made to the existing ordinance. Recent notable zoning revisions include:

- Creation of the Senior Housing Floating Zone.
- Distinction between traditional multi-family, student housing, and senior housing in the multi-family classification.
- Creation of the Lake Carroll Village Overlay District and the Maple Street Overlay District.
- Creation of the Multi-Family Housing Overlay.

## RESIDENTIAL

Residential development is spread out primarily in the northeast, southeast, and southwest quadrants of the city. The northwest quadrant is primarily light and heavy industry uses. Student housing is located in close proximity to the University of West Georgia. Of the residential structures in the city, more than 50-percent are single-family detached structures. Most of the residential housing units were built 1980 and 2009. Most of the mixed-use structures are located in or near the downtown square. Much of the land near the edge of the city's jurisdictional limits are traditional subdivisions that are not located within walking distance to any of the city's parks or other amenities.



## COMMERCIAL

Commercial development in the City of Carrollton is concentrated on Highway 27, Bankhead Highway, Newnan Road, Maple Street, and pockets along Alabama Street. The downtown square is also made up of an eclectic mix of shops, a diverse mixture of restaurants, professional offices, and residences.

The city recently adopted the Lake Carroll Village Overlay in an effort to extend the success of mixed-use zoning downtown to the Bankhead Highway corridor. This traditional highway commercial corridor has continued to decline over the last decade as national retailers choose to locate on Highway 27 where traffic counts are much higher. The overlay includes design standards that will accommodate higher density residential, neighborhood scale commercial, and pedestrian and bicycle friendly infrastructure. Plans are underway for similar overlay districts on Maple Street and Alabama Street.



## INDUSTRIAL

Most industrially zoned land is located in the northwest quadrant of the City of Carrollton. There are a few pockets of industrially zoned land located outside of this area along Highway 27 (Southwire) and some light industrially zoned land that is undeveloped along the Cedar Street extension near the bypass.

Established in 1979, the Carrollton Industrial Park includes approximately 150 acres. There are currently about 30 usable acres left in the park. Located in West Carrollton, the park is part of the larger West Carrollton Enterprise Zone that was established in 2002. The purpose of this zone is to ensure quality jobs for low/moderate income persons.

## EDUCATIONAL

The Carrollton City School System is one of 21 independent city school systems in the state of Georgia out of 180 total systems. The campus is comprised of four schools – the elementary, middle, junior high, and high school – on 130 acres. The system provides academic instruction from pre-k through grade 12 and has more than 5,000 total students enrolled.

The City of Carrollton also is home to two of the state's largest public institutions of higher learning – the University of West Georgia and West Georgia Technical College. The University of West Georgia boasts an enrollment of about 14,000, while West Georgia Technical College provides career skills, certifications and more to about

6,700 students – including those enrolled in programs intended to train the workforce for specific industries, ensuring businesses considering expanding operations to the region have the skilled employees they need.

One of the city's leading industries, Southwire, provides educational partnership opportunities with the Carrollton City Schools System, the University of West Georgia, and West Georgia Technical College. These programs, including nationally recognized 12 for Life, the Southwire Engineering Academy, and the Sustainable Business Honors Program, are designed to advance and improve educational opportunities and outcomes of students of all ages who reside in Carrollton.



## HEALTH

With more than 3,000 employees and a medical staff of more than 300 physicians, the regional nonprofit healthcare provider Tanner Health System maintains its flagship facility – Tanner Medical Center/Carrollton – within the city. The Tanner hospital campus includes an array of services, including medical and radiation cancer care, a heart center with a full cardiac intervention program and accredited chest pain center, a state-of-the-art surgical center featuring robotic-assisted surgery, outpatient behavioral health programs for children and adults, advanced diagnostic imaging services and more.

The health system contributes almost \$912.5 million in revenue for the local economy and is responsible for the creation of more than 7,200 jobs in the region, making it a cornerstone of the city's economy. With a vast 130,000-square foot "medical mall" now under construction across the street from Tanner's hospital, the health system's investment in growing clinical services and expanding its footprint within the city is assured. In addition, the health system has emerged as a national leader in chronic disease prevention and management programs, helping residents live healthier, more active lives and introducing innovative community-based programs beyond the clinic walls.



# planning together

COMMUNITY PARTICIPATION







## ALTOGETHER INVOLVED

---

The planning process for the Comprehensive Plan creates an opportunity to gather input from the community to develop a vision for the future of Carrollton and a guide for achieving this vision. While the city develops strategic plans for specific areas of the local government--like Parks and Recreation, the Center for the Arts, the Corridors, and the historic downtown – the Comprehensive Plan marries these agendas into a single planning document that will help guide growth in Carrollton for the next 20 years. Community involvement is the backbone of any successful comprehensive plan.

This Participation Program was crafted to ensure the city residents were included in the planning process and had opportunities to engage in discussions that provided insight into a variety of needs and issues. The Participation Program utilized many of the techniques recommended by the Georgia Department of Community Affairs and focused on three major components – the Steering Committee, the Community-Wide Meetings, and the Community Survey.

To supplement the efforts to engage the public, a Comprehensive Plan 2018 website was created, and city Staff launched a social media campaign to promote meetings and survey participation. Non-digital means, like newspaper Day Book postings, info-prints in city water bills, and posters were also used to reach the demographics with no access to internet.



# COMMUNITY MEETINGS

To ensure the public had a chance to comment on the full range of community needs and values, city Staff planned four themed Community-Wide Meetings and Workshops. The Workshops consisted of a presentation briefing the audience on the current state of the community, which was followed by a discussion based on a SWOT analysis model. Furthermore, each of the community-wide meetings started with an introduction that explained the planning process and its purpose to the attendees.

In an effort to secure input from the entire community, the meetings were planned in different locations throughout the city, and were advertised through appearances on the local radio (WLBB Community Voice), in the local paper (Times-Georgian Day Book), on the city's website, social media, and through kiosks and posters:

- Kiosks included posters with the meeting schedule and were installed in several high-traffic locations (noted below),
- Posters were also displayed at the City Hall drive-through window and the inside payment window, at the Main Street Office, in several of the downtown businesses and organizations, at the Neva Lomason Library, and the AG Center.



## PUBLIC HEARINGS

February 13	6:00 pm	Kick Off: Public Hearing Municipal Court Room of the Public Safety Annex 115 West Center Street, Carrollton, GA
June 12	6:00 PM	Planning Commission Municipal Court Room of the Public Safety Annex 115 West Center Street, Carrollton, GA
July 9	6:00 pm	Transmittal Public Hearing Municipal Court Room of the Public Safety Annex 115 West Center Street, Carrollton, GA

## COMMUNITY-WIDE WORKSHOPS

March 1	6:30 pm	Visioning Workshop Carrollton Center for The Arts 251 Alabama St., Carrollton, GA
March 8	6:00 pm	Development Quality, Neighborhoods & Housing; Land Use Hardy Lavender Center 425 Willie North St., Carrollton, GA
March 15	6:00 pm	Parks & Recreation, Beautification, Tourism, & Health Lakeshore Park Gym 116 Lumpkin Dr., Carrollton, GA
March 26	6:00 pm	Transportation, Community Infrastructure, Services & Safety The Depot on Bradley 455 Bradley St., Carrollton, GA

## TOWN HALL MEETINGS

April 26	6:00 pm	Comprehensive Plan Update – Town Hall The Depot on Bradley 455 Bradley St., Carrollton, GA
----------	---------	--



## KICK-OFF PUBLIC HEARING

The City of Carrollton initiated the process to begin a full update of the 2008 Comprehensive Plan by holding a public hearing in the Municipal Court Room/Council Chambers of the Public Safety Annex located at 115 West Center Street, Carrollton, GA on Tuesday, February 13, 2018 at 6:00 p.m. The public was invited to attend and participate in this public hearing.

The purpose of the public hearing was to brief the community on the process to be used to update the local comprehensive plan, opportunities for public participation in development of the plan update, and to obtain input on the proposed planning process. Those interested in learning about and participating in the plan update were asked to attend the meeting.

## COMMUNITY WORKSHOP #1 – VISIONING WORKSHOP

The purpose of the first of the community-wide meetings was to talk about a general vision for Carrollton. Carrollton's Community Development Director, Erica Studdard, spoke about the importance and purpose of planning, and introduced the concept of a Comprehensive Plan. The upcoming workshop topics and schedule were discussed, followed by the community assessment segment that included recent City statistics and Community Work Program highlights. April Saunders, the City's Marketing Director, talked about the 2017 community survey findings and the "Altogether Original" branding campaign.

The second part of the workshop was a guided discussion led again by Erica Studdard. The format of the discussion focused around specific topics: Parks, Housing, Downtown, Tourism, and Transportation. The participants were engaged in listing strengths and weaknesses in each of the areas, as well as opportunities and threats to the community (SWOT). The session produced an outline for the future, subject-specific workshops, and the Comprehensive Plan itself.

The final part consisted of guided discussion led again by Erica Studdard. The format of the discussion focused around specific topics: Parks, Housing, Downtown, Tourism, and Transportation.

## COMMUNITY WORKSHOP #2 – VISIONING WORKSHOP

The second meeting followed the format of the Visioning Workshop and started with an introduction to comprehensive planning and reflected on some recent housing and development-related statistics.

The discussion that followed focused on lack of affordable housing, low housing stock in general, and a need for services located in close proximity to housing developments.

## COMMUNITY WORKSHOP #3 – VISIONING WORKSHOP

Like the previous meetings, the third workshop started with a Comprehensive Plan overview and review of the current state of Parks, Recreation, Tourism, Beautification, and Health.

Discussion focused on new ideas for active and passive use for parks, pedestrian-friendly downtown, connectivity, senior activities, art – especially public and interactive art – health-improving initiatives like the GreenBelt and Farmers Market, addressing litter, tourism, and, among others, livable communities.

## COMMUNITY WORKSHOP #4 – VISIONING WORKSHOP

The community workshop on infrastructure, transportation, services and safety was held during the Carrollton Corridor Development and Beautification Committee meeting, and started with a presentation on the planning process, followed by a review of corridor improvement efforts currently underway.

The audience had specific questions and remarks about the corridors, water treatment, sidewalks, Fire Department ISO rating, bike share program, public facilities, and Carroll County's Rural Transportation Program.

## COMPREHENSIVE PLAN TOWN HALL – APRIL 26, 2018

The Town Hall Meeting focused on the draft policy statements and goals for the Comprehensive Plan Update based on the input received from public meetings and preliminary survey results.

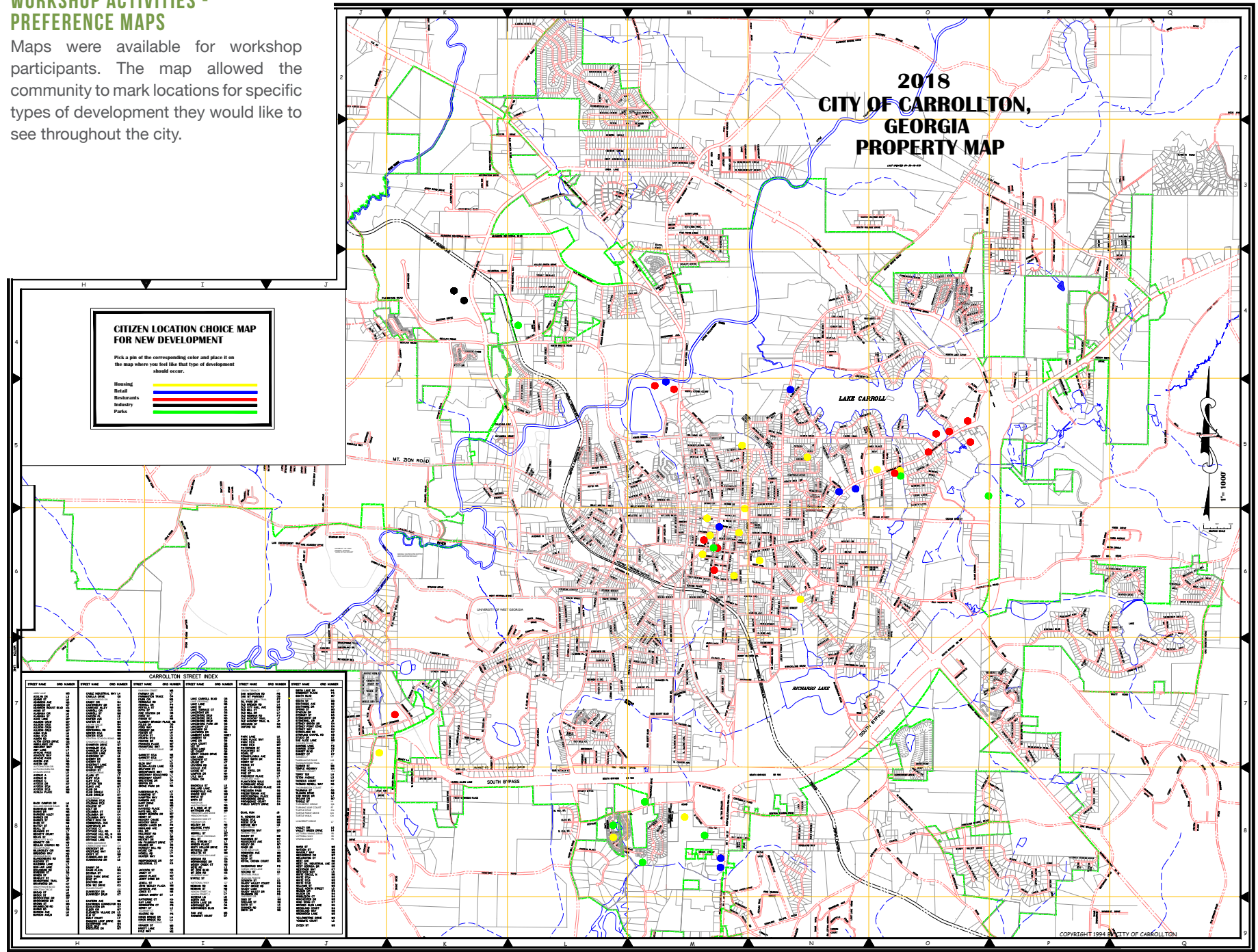
## SECOND PUBLIC HEARING - JULY 9, 2018

The second required public hearing is a formal meeting where the public may comment or provide testimony on the draft Comprehensive Plan. This public hearing includes a vote by the Mayor and City Council to transmit the draft Comprehensive Plan to the Regional Commission for review.



## WORKSHOP ACTIVITIES - PREFERENCE MAPS

Maps were available for workshop participants. The map allowed the community to mark locations for specific types of development they would like to see throughout the city.







# COMMUNITY SURVEY

The Community Survey was available online - in English and in Spanish, throughout March and April of 2018, during which time, 883 people completed the online questionnaire. The survey link was published on the city's Comprehensive Plan website and was publicized through social media (with a reach of around 15,000 views) and through a city water bill.

In addition to the online survey, paper copies were available throughout the city anywhere Comprehensive Plan kiosks were located, and, additionally, the paper copies were distributed at all the meetings, during events, and by request.

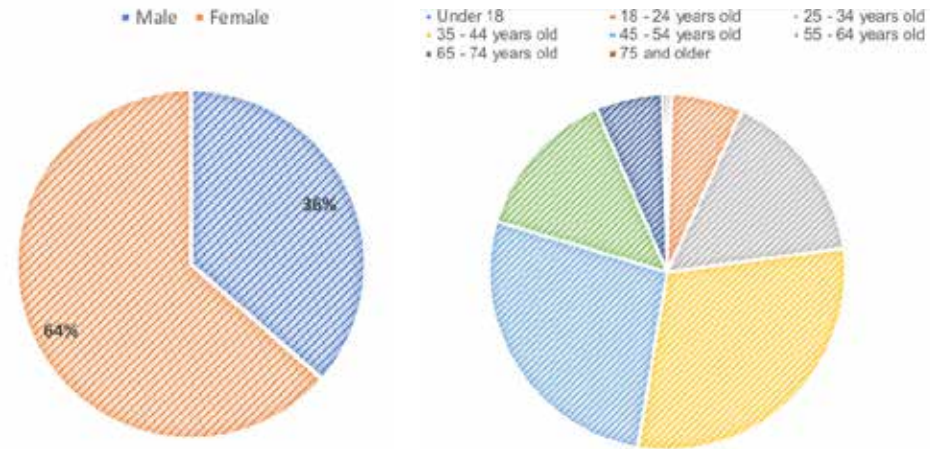
The survey questions were designed to measure the preference for locations of new development, types of development; update the city's direction for future land use and zoning; obtain feedback on the quality of services and roads; and measure which economic development initiatives would be most important for the residents. Additionally, the survey gathered basic demographic information.

## PARTICIPATION

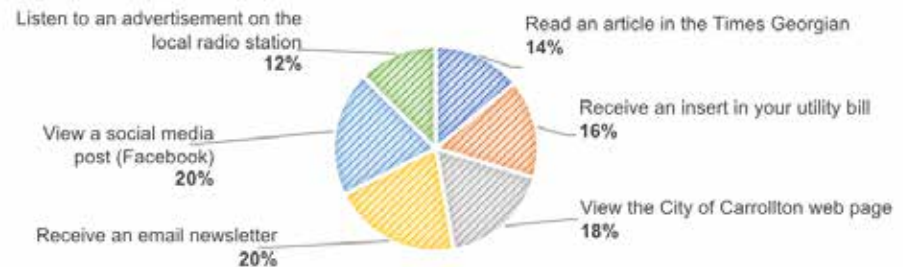
The City of Carrollton received 883 responses to the survey. Female respondents made up 68-percent, while male participation was at 32-percent. Most responses came from the age group of 35 to 44 and 45 to 54 (both groups represented 24-percent of total survey respondents). The lowest percentage of respondents were under 18 (0.14-percent), 75 and up (3.28-percent), and 18 to 24 years old (4.99-percent). 87-percent had children.

The majority of the respondents lived in Carrollton - 55-percent. Out of those, 65-percent work in the city, while 7-percent in Carroll County, and 28-percent work elsewhere.

Participants also rated the ways they would like to hear about public meetings and community issues, where almost 60-percent chose digital means - email, website, and social media - as the main source of information. 16-percent prefer a utility bill insert, while 26-percent requested a traditional means of newspaper or radio advertising.



## RANK THE WAYS YOU WOULD PREFER TO RECEIVE INFORMATION REGARDING COMMUNITY MEETINGS, COMMUNITY ISSUES, OR COMMUNITY EVENTS.



## SURVEY RESULTS

### HOUSING

The preferred development of new housing should be scattered through the city, according to 41-percent of the responses, followed by adding housing stock to the Downtown area (18-percent) and adjacent to major roadways (11-percent).

Respondents were most interested in housing priced between \$125,000 and \$250,000 (22-percent), while 10-percent of responses favored housing below the \$125,000 price, and another 11-percent were looking for homes above \$250,000. Larger lots (1 acre or more) were preferred in 16-percent of the responses, while lots below 1 acre appealed to seven-percent of the survey participants, barely above the 5-percent who preferred townhomes. 7-percent of participants would pursue senior housing, and only 4-percent were looking for rental homes. Downtown living was attractive to 13-percent of respondents.

### SERVICES

#### Ratings

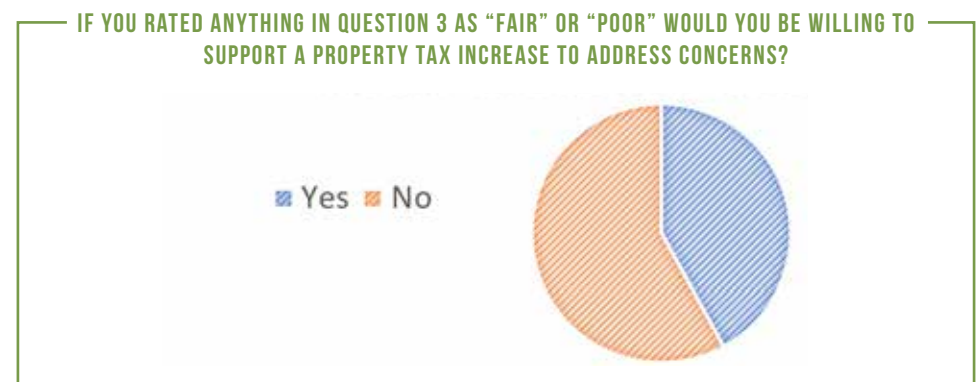
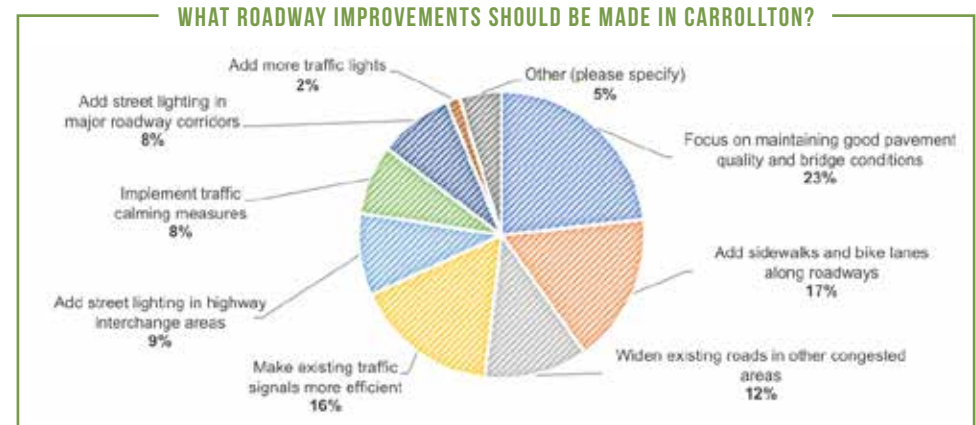
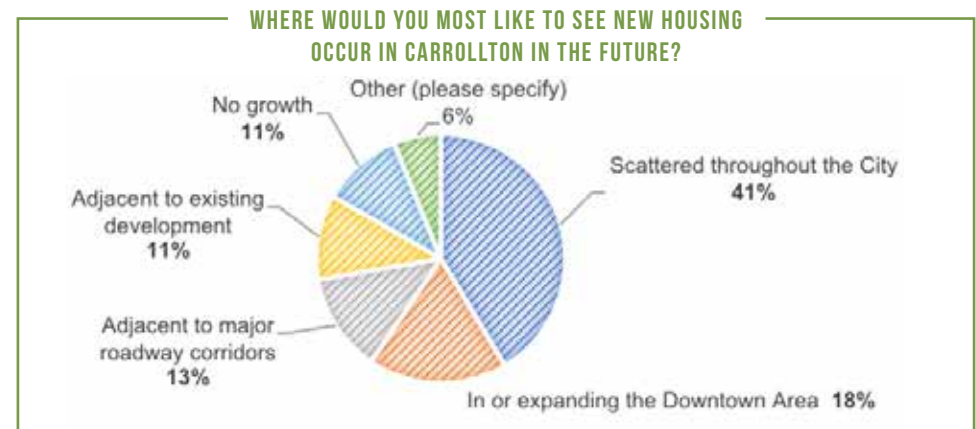
Trash Services, Fire Protection, and Recreational Opportunities and Facilities were rated as excellent by most respondents, followed by Water and Sewer Services, Police Protection, Emergency Medical Services, Park Maintenance, Cultural Arts Activities and Programs, and Main Street Events and Programs, which were rated as very good. Roads and Transportation Services were rated as good.

#### Roads

Almost a quarter of all participants (23-percent) want resources allocated to the roads to focus on maintaining the pavement quality. 17-percent want sidewalks and bike lanes along roadways, and 16-percent would like the traffic signals to be more efficient.

#### Tax Increases

58-percent of the survey participants would not support property tax increases to improve services rated as “poor”, while 42-percent would consider that option in the following areas: public transportation, cultural arts, police, infrastructure, bike lanes, downtown, roads, parking, traffic, and the GreenBelt.



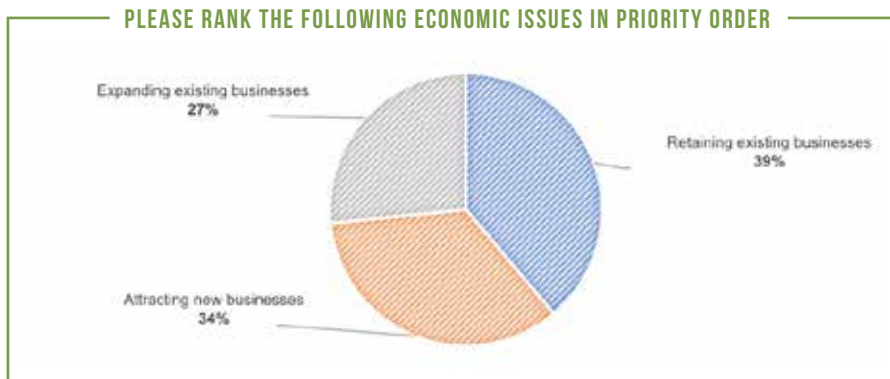


## ECONOMIC DEVELOPMENT

### Priorities

Retaining existing businesses is important to 39-percent of survey participants, while 34-percent would like to focus on attracting new businesses. 27-percent of survey participants want to focus on expanding the existing businesses. Carrollton needs more mixed-use areas according to 23-percent of respondents, and 14-percent would like to see neighborhood-based convenience uses (dry cleaners, tax service, barber shops, drug store).

The most important factor to strengthen economic development in Carrollton is to ensure that infrastructure is built and maintained to serve existing businesses, followed by supporting local food initiatives through farm marketing and “Buy Fresh, Buy Local” initiatives (14-percent), and attracting more high-tech jobs (14-percent). Supporting natural and cultural resource-based tourism is important to 13-percent and recreation-based activities and sport-tourism follows with 11-percent.



### Shopping Patterns



## ADDITIONAL COMMUNICATIONS AND PUBLICITY

### PRESENTATIONS

- State of Community – University of West Georgia – February 15, 2018
- Community Voice – local radio station – March 6, 2018
- Get Healthy Live Well Coalition meeting – March 2, 2018
- Lions Club – presentation by Erica Studdard, Community Development Director – March 15, 2018

### WEBSITE

The [www.carrollton-ga.gov/CompPlan2018](http://www.carrollton-ga.gov/CompPlan2018) website was published on February 14, 2018, and has been continuously updated with new information. The website consists of:

- Schedule of the Community Meetings
- Presentations from the past meetings
- Basic information on the comprehensive planning process
- Links to on-line survey in English and in Spanish
- Links to printable survey in English and Spanish

### KIOSKS

The kiosks containing a poster with meeting schedule, meeting schedule fliers, comprehensive plan info-sheet fliers, surveys, and survey collection envelopes, were set up at:

- Stallings Center (registration office)
- Hardy Lavender Center (common room)
- City Hall (lobby)
- Carrollton Center for the Arts (next to box office)
- East Carrollton Gym (lobby)

# moving forward

COMMUNITY VISION







## VISION FOR CARROLLTON

---

**To promote Carrollton as a unique, forward-thinking town that balances a sense of history and strong local pride with attractive and varied amenities and programs that serve its entire population.**

Building on the public comments gathered through the four community workshops, the 883 completed surveys, and input from the Stakeholder Interviews, City Staff prepared a summary of the issues and ideas to be used by the Steering Committee to craft the Community Agenda. The Agenda consists of a list of the needs and opportunities facing our city and a corresponding set of visions and policies that will serve as a guide for the city's management in addressing those issues in the next 10 years. While specific departments within the City of Carrollton may supplement the broad visions of the Comprehensive Plan with their own strategic planning, this Agenda steers Carrollton in the general direction our community would like to see the city go.

During the community input phase of the Comprehensive Plan Update 2018, it became obvious that certain topics were very important to the community, with several issues concerning a specific subject. Some of the comments were broad – like “we need more housing”, while some were very specific – like “we need to control light pollution by implementing design standards that would require landscape and outside lights to point downwards.” The following list of topics and corresponding vision statements was compiled to reflect the community issues that were discussed during the community-wide meetings.

# NEIGHBORHOODS, HOUSING, DEVELOPMENT QUALITY & LAND USE

## NEEDS AND OPPORTUNITIES

The most prevalent issues associated with housing were the availability and affordability for low income and senior residents. Proximity to services, especially for residents who do not own a vehicle was also expressed, as well as a need for mixed-use zoning for residential, office, and service-type businesses. The survey responses showed preference for single-family homes in \$125,000 to \$250,000 range, and housing options scattered throughout town (as opposed to subdivisions) and in Downtown.



### vision

To promote well planned, strategically located housing developments that cater to community needs through a mix of single and multi-family use, commercial and residential and traditional neighborhoods, as well as provide amenities that fit into community needs such as proximity to services, walkability, and on-site facilities.



## POLICY STATEMENTS

1. Promote more residential development and redevelopment that will preserve Carrollton's character and improve the visual appearance of abandoned and dilapidated areas through design standards and overlay districts, especially in corridor zones around Bankhead Highway, Alabama Street, and Maple Street.
2. Avoid residential annexation, sprawl, and unplanned development to conserve rural farmland in the county.
3. Promote more infill residential development by identifying opportunities through an infill housing study.
4. Promote creative live-work style developments for vacant sites or structures in our community.
5. Preserve the single-family residential neighborhoods in downtown.
6. Require new development and redevelopment to provide amenities for residents or locate new development adjacent to existing amenities, such as parks or schools.
7. Promote walkability and access to shops and services from residential neighborhoods.
8. Encourage mixed-use commercial residential development in corridor overlay districts and in downtown.
9. Consider the "missing middle" housing that consists of duplexes, quads, townhomes, bungalow courts, accessory dwelling units, and other types of housing that are not single-family or traditional apartment complexes.
10. Increase mixed-use zones in areas designated as food deserts.
11. Consider establishing new overlay zones based on neighborhood character areas.
12. Discourage roadway clutter through improved design standards for signs and landscaping.
13. Encourage the expansion of housing options for senior citizens and the disabled.



14. Encourage diverse housing options (and densities) for the downtown area and support quality housing throughout the city.
15. Promote the rehabilitation of aging and existing apartment complexes.
16. Strive for the majority of homes to be owner-occupied.
17. Support the Carrollton Housing Authority's application for additional rental vouchers as they become available.
18. Support construction of affordable housing on vacant land currently owned by the Carrollton Housing Authority.
19. Foster housing that is safe, livable, healthy and affordable for all income levels.
20. Continue to encourage the rehabilitation or removal of substandard housing throughout the city.
21. Partner with the Carrollton Housing Authority and other entities to expand affordable housing, including housing options for special needs populations.
22. Identify and maintain state and federal resources to assist the Carrollton Housing Authority with homeless population.
23. Increase the supply of affordable rental and ownership housing that is sensitive to existing character areas.
24. Continue rehabilitation programs that support the maintenance of older/historic housing for low-income households.
25. Encourage health-related improvements to older homes, including the removal of lead-based paint, asbestos, and other potentially harmful materials.



# TRANSPORTATION & COMMUNITY INFRASTRUCTURE

## NEEDS AND OPPORTUNITIES

The public input for infrastructure and transportation focused around lack of sidewalks along arterial streets – mainly Bankhead Highway and Highway 27 – speeding and safety concerns on neighborhood streets, issues with road surfaces, need for beautification efforts, especially along corridors, and lack of bicycle connections and infrastructure outside of the GreenBelt. The need for public forms of transportation for seniors, people with disabilities, and residents of low-income areas was also expressed.



### vision

To promote Complete Streets Policy adopted by the city as a measure to achieve multi-modal mobility for all users through identification of pedestrian, bicyclist, and vehicle needs in local transit.



## POLICY STATEMENTS

1. Improve the appearance of major corridors (Alabama Street, Bankhead Highway, and Maple Street) through the creation of overlay districts.
2. Provide more connections and on-street facilities with bike paths and trails.
3. Continue adding sidewalks along the roads with pedestrian activity but no pedestrian facilities.
4. Continue to implement the Complete Streets Policy when making roadway improvements.
5. Coordinate with Carroll County's Rural Transportation Initiative Program to facilitate the need for public transportation in the city.
6. Evaluate pedestrian crossings and improve safety by installing adequate signage and crossing lights or beacons.
7. Consider partnerships with industry and business to develop GreenBelt spurs to add trail use as valid transportation option between neighborhoods, jobs, schools, and downtown.
8. Promote safe bicycling practices by offering bicycle safety classes and signage.
9. Continue working on measures to reduce speeding and promote safety.
10. Adjust traffic lights signal to accommodate traffic congestion.
11. Promote local ride-on-demand services.



# ECONOMIC DEVELOPMENT

## NEEDS AND OPPORTUNITIES

The survey participants ranked economic development initiatives from most to least impactful. Maintaining high-quality infrastructure is the most important factor in retaining and attracting businesses. Supporting local food production and other quality of life factors – like cultivating natural and cultural resources to attract tourism and high-tech jobs – and sporting event-based tourism were also scored as important.



### vision

To promote expansion of existing economic activity while attracting a mix of large and small-scale local businesses and national brands.



## POLICY STATEMENTS

1. Continue promoting revitalization of downtown.
2. Provide quality downtown programming focused around community-wide events and the AMP.
3. Promote business growth, with emphasis on locally-owned businesses, in corridors by encouraging development of small commercial centers to serve corridor areas of Alabama Street, Bankhead Highway, and Maple Street.
4. Promote local farms and food stores and consider mixed-use zoning in food-desert areas.
5. Promote housing developments with convenient access to local employers.
6. Make retaining existing businesses a priority.
7. Attract new businesses by providing quality infrastructure and amenities that would appeal to high-tech companies. Develop a marketing plan to effectively market Carrollton to potential business and industry.
8. Focus on making Carrollton a livable town for locals first, and visitors will follow.
9. Build on the success of sports-related events and attract new conferences.
10. Promote green building initiatives.
11. Collaborate with Carroll Tomorrow, business, and industry on implementation of Advantage Carroll 2020.

# SERVICES AND SAFETY

## NEEDS AND OPPORTUNITIES

Water and wastewater services were rated as very good in the community survey. Trash pickup services were deemed excellent. The Police Department and Fire Department were also rated, respectively, very good and excellent. The areas of concern regarding services and safety were focused on water quality and sewer filtration. The questions asked during the public input meetings focused on the mechanics of the process.

The Fire Department received some recognition following the ISO 1 rating. The police-related questions focused on road safety and speeding issues in town and on crime.



### vision

To provide award winning water and wastewater service to the customers of the City of Carrollton, including periodic upgrades to both the water filtration plant and wastewater plant.

To provide the highest standard of public safety services to the community through continuous improvement of safety procedures, transparency, communication, and community-oriented outreach programs.



## POLICY STATEMENTS

### FIRE DEPARTMENT

1. Maintain ISO Rating of 1.
2. Continue to secure EMT certification for all firefighters.
3. Provide fire safety training for all firefighters.
4. Prioritize employee retention.

### POLICE DEPARTMENT

1. Conduct outreach programs aimed at public safety awareness.
2. Participate in and manage yearly youth sports camps.
3. Continue to provide threat assessment training to area schools, industries, and hospitals.
4. Continue to host annual Citizen's Police Academy to educate the public on the police work and programs available in the community and police statistics.
5. Continue to provide the officers and outfit the police vehicles with equipment needed to provide services to the community.
6. Continue cooperation between the Carrollton Police Department, Carroll County Sheriff's Office, and UWG Police.
7. Prioritize employee retention.

### WATER, WASTEWATER, AND GARBAGE

1. Continue phased upgrades of water distribution lines.
2. Establish a Little Tallapoosa River protection plan and study the river as a potential wildlife corridor.
3. Perform sanitary sewer Inflow / Infiltration upgrades.
4. Continue backflow / cross connection program to prevent contamination of the water system.
5. Continue meter replacement program.
6. Construct a settling pond for the water filtration plant to increase storage capacity in drought conditions.



# PARKS, RECREATION AND HEALTH

## NEEDS AND OPPORTUNITIES

Comprehensive Plan Update survey participants ranked Parks and Recreation services as very good (325) and good (276). Among the topics discussed during the community workshops, activities for seniors and teenagers were prevalent. The expansion and remodeling of the senior center was discussed. Community health was discussed through access to free recreation through city parks and the GreenBelt. Community gardens and support for local farmers, CSAs, and walkable access to fresh groceries were mentioned at several of the meetings.

The Carrollton Parks and Recreation Department also conducted an extensive community survey during their 20-year update to the Parks Master Plan, in 2016. The Master Plan focuses on the details of the parks and recreation-related issues.



### vision

To provide programs and facilities to meet diverse needs and interests of the community, with emphasis on activities for people of all ages, incomes, and abilities.



## POLICY STATEMENTS

1. Support community health by enabling active living and access to nature.
2. Maintain welcoming, high-quality facilities.
3. Renovate and expand the Senior Center.
4. Support local tourism through recreational and arts programs/facilities.
5. Activate underutilized parks as neighborhood gathering spots.
6. Connect parks to neighborhoods.
7. Make parks accessible to handicapped residents.
8. Evaluate park utilization and add adequate facilities like picnic tables, ping-pong, benches, and restrooms to underutilized parks.
9. Consider adding boat rental based off the successful model of the bike share.
10. Add public arts, educational, and historical stations to the parks and public spaces.
11. Revitalize community gardens in Knox and Legends West Parks.
12. Provide self-guided walking tours utilizing geocaching and beacons.
13. Provide more facilities around the Carrollton GreenBelt. Add bathrooms, water fountains, and attract businesses to trail area.
14. Protect Little Tallapoosa River.
15. Explore the potential for recreational trails outside of the GreenBelt - like the blue trail on the Little Tallapoosa or mountain bike trails.

# CULTURAL RESOURCES

## NEEDS AND OPPORTUNITIES

Cultural arts and programs received very good and excellent scores from the majority of survey participants. The workshop participants saw a need for public art in town, programming for seniors, variety in programming, and events.

The City of Carrollton Center for the Arts recently went through a strategic planning process with the Arts Commission, that included focus groups and stakeholder input.



### vision

**Carrollton Center for the Arts is the creative hub devoted to nurturing and showcasing artistic excellence in our diverse and collaborative arts community while providing a better quality of life for the citizens in our region.**

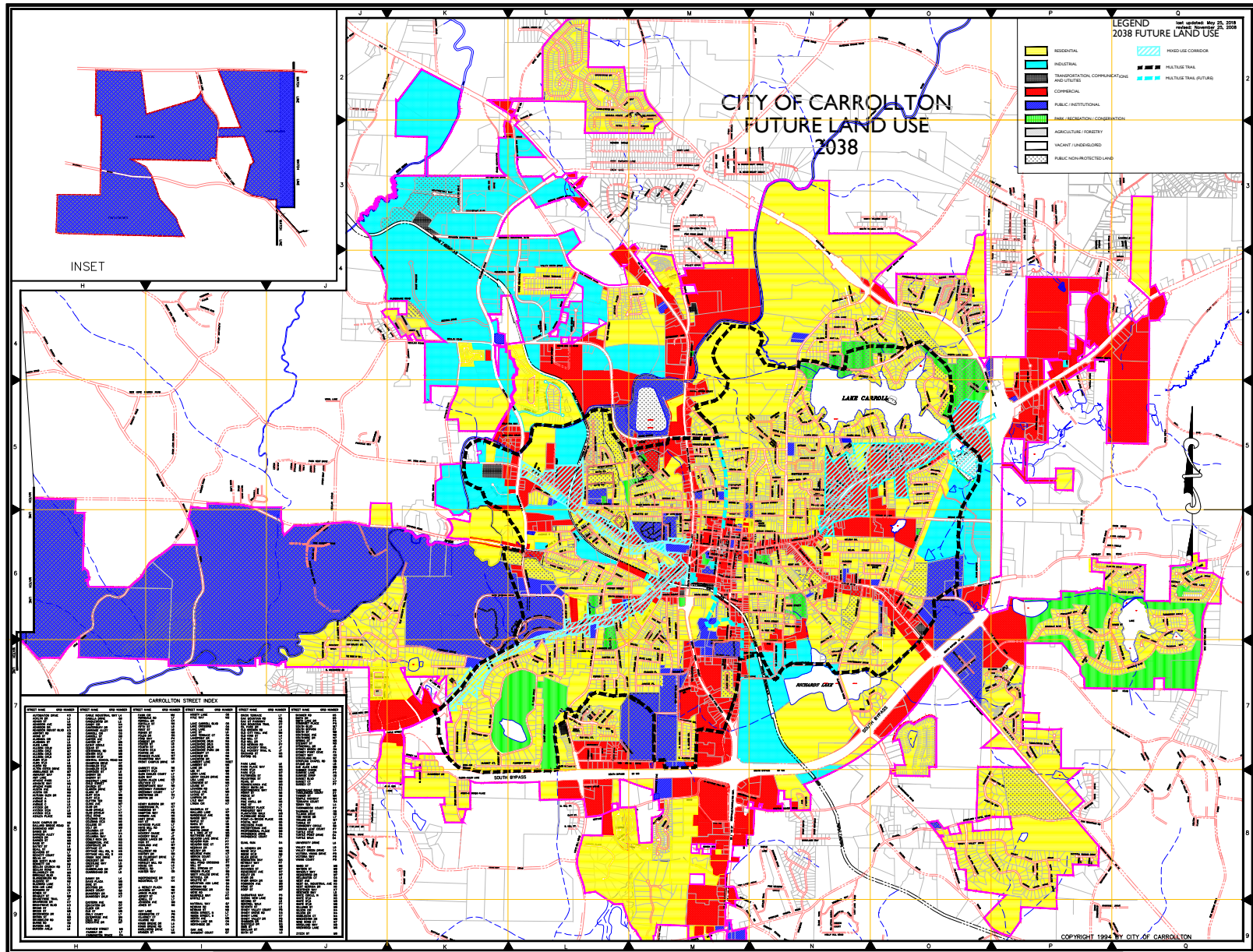
## POLICY STATEMENTS

1. Provide a home for high-quality arts programming for residents and visitors through education, cultural enrichment, and art advocacy for Carrollton and surrounding communities.
2. Develop the organizational capacity to meet the human resource needs for the Center for the Arts.
3. Provide a wide range of high-quality, professional educational opportunities within collaborative arts community that are meaningful, broaden creative perspectives, and support individuality in an accessible and safe environment.
4. Research and develop public art initiatives to foster projects that produce creative environments and installations for the city.
5. Utilize financial resources to support local and regional creative programs that will attract tourism while also serving the artistic and cultural needs of the community.
6. Modify the current facility to meet the needs of the center and explore additional venues that would expand services.
7. Promote and set long-term tourism goals.
8. Study the impact of establishing an Arts District as a tourism tool.





# FUTURE LAND USE MAP







## CHARACTER AREA MAP DEFINITIONS | RESIDENTIAL

**ESTATE RESIDENTIAL AREA** where typical types of suburban residential subdivision development have occurred. Characterized by low pedestrian orientation, little or no transit, high open space, high to moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, often curvilinear.

- Foster retrofitting of these areas to better conform to traditional neighborhood development (TND) principles.
- This includes creating neighborhood focal points by locating schools, community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences.
- Add traffic calming improvements, sidewalks, and increased street interconnections to improve walkability within existing neighborhoods.
- Permit accessory housing units, or new well-designed, small-scale infill multifamily residences to increase neighborhood density and income diversity.

**PERIMETER RESIDENTIAL AREA** where pressures for typical types of suburban residential subdivision development are greatest (due to availability of water and sewer service). Without intervention, this area is likely to evolve with low pedestrian orientation, little or no transit, high open space, high to moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, often curvilinear.

- Promote moderate density, traditional neighborhood development (TND) style residential subdivisions.
- New development should be a master plan with mixed-uses, blending residential development with schools, parks, recreation, retail businesses and services, linked in a compact pattern that encourages walking and minimizes the need for auto trips within the subdivision.
- There should be strong connectivity and continuity between each master planned development.
- There should be good vehicular and pedestrian/bike connections to retail/commercial services as well as internal street connectivity, connectivity to adjacent properties/subdivisions, and multiple site access points.
- Encourage compatible architecture styles that maintain the regional character, and do not include “franchise” or “corporate” architecture.
- Wherever possible, connect to regional network of greenspace and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes.
- Promote street design that fosters traffic calming such as narrower residential streets, on-street parking, and addition of bicycle and pedestrian facilities.

**RURAL RESIDENTIAL**, undeveloped land likely to face development pressures for lower density (one unit per two+ acres) residential development. Typically, will have low pedestrian orientation and access, very large lots, open space, pastoral views and high degree of building separation. Typically, automobile focused. There is a mixture of uses to serve highway passers-by, rural and agricultural areas. Maintain rural atmosphere while accommodating new residential development by:

- Permitting rural cluster or conservation subdivision design that incorporate significant amounts of open space.
- Encourage compatible architecture styles that maintain the regional rural character and should not include “franchise” or “corporate” architecture.
- Wherever possible, connect to regional network of greenspace and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes.
- Can be designed for greater pedestrian orientation and access, more character with attractive clustering of buildings within the center, leaving open space surrounding the center.



## CHARACTER AREA MAP DEFINITIONS | RESIDENTIAL CONTINUED

**TRADITIONAL NEIGHBORHOOD RESIDENTIAL AREA** in older part of the community typically developed prior to WWII. Characteristics include high pedestrian orientation, sidewalks, street trees, and street furniture; on-street parking; small, regular lots; limited open space; buildings close to or at the front property line; predominance of alleys; low degree of building separation; neighborhood-scale businesses scattered throughout the area.

Already exhibiting many of the characteristics of traditional neighborhood development (TND), these older neighborhoods should be encouraged to maintain their original character, with only compatible infill development permitted. The City of Carrollton has two areas of traditional neighborhoods that each calls for their own redevelopment strategies: East and West Carrollton.

**WEST RESIDENTIAL**, an area that has most of its original housing stock in place, but housing conditions are worsening due to low rates of homeownership and neglect of property maintenance. There may be a lack of neighborhood identity and gradual invasion of different type and intensity of use that may not be compatible with the neighborhood residential use.

- Focus on strategic public investments to improve conditions, appropriate infill development on scattered vacant sites, and encouraging more homeownership and maintenance or upgrade of existing properties.
- Public assistance and investment should be focused where needed to ensure that the neighborhood becomes a more stable, mixed income community with a larger percentage of owner-occupied housing.
- Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing.
- The neighborhood should, however, also include a well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for a grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents.



## CHARACTER AREA MAP DEFINITIONS | COMMERCIAL & INDUSTRIAL

### MAJOR HIGHWAY CORRIDOR

Developed or undeveloped land on both sides of designated high-volume transportation facility, such as arterial roads and highways.

- Maintain a natural vegetation buffer (at least 50 feet in width) along the corridor.
- All new development should be setback behind this buffer, with access roads, shared driveways or inter-parcel road connections providing alternate access to these developments and reducing curb cuts and traffic on the main highway.
- Encourage landscaped, raised medians to provide vehicular safety, aesthetics and also pedestrian crossing refuge.
- Provide pedestrian facilities behind drainage ditches or curb.
- Provide paved shoulders that can be used by bicycles or as emergency breakdown lanes.
- Coordinate land uses and bike/pedestrian facilities with transit stops, if applicable.
- Manage access to keep traffic flowing; using directory signage to developments.
- Unacceptable uses: new billboards.

### IN-TOWN CORRIDOR

Developed or undeveloped land paralleling the route of a street or highway in town that is already or likely to experience uncontrolled strip development if growth is not properly managed.

- Gradually convert corridor to attractive boulevard with signage guiding visitors to downtown and scenic areas around the community.
- The appearance of the corridor can immediately be improved through streetscape enhancements (street lights, landscaping, etc.).
- In the longer term, enact design guidelines for new development, including minimal building setback requirements from the street, to ensure that the corridors become more attractive as properties develop or redevelop.
- Corridors leading to town centers or downtown should be attractive, where development is carefully controlled (or redevelopment tools are used) to maintain or improve appearances.
- Reduce the role and impact of automobiles in the community by employing attractive traffic-calming measures along major roadways and exploring alternative solutions to parking congestion.
- Provide basic access for pedestrians and bicycles, consider vehicular safety measures including driveway consolidation and raised medians (which also improve safety for bike/pedestrians).
- Coordinate land uses and bike/pedestrian facilities with transit stops where applicable.

### MEDICAL ZONE

Centrally located in the community and with prime highway access this area is centered around Tanner Medical Center. The hospital is surrounded by medical offices and affiliated industries. Development can be characterized by relatively small setbacks, high automobile orientation, and extensive use of impervious surfaces.

- Focus upon encouraging pervious paving and screening of cars and other unattractive aspects of businesses.
- Use buffers to separate from adjacent uses.
- Encourage greater mix of uses (such as retail and services to serve office employees) to reduce automobile reliance/use on site.



## CHARACTER AREA MAP DEFINITIONS | COMMERCIAL & INDUSTRIAL CONTINUED

### COMMERCIAL/INDUSTRIAL

Mix-area used in low intensity manufacturing, wholesale trade, and distribution activities that do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics.

- Develop or, where possible, retrofit as part of planned industrial park having adequate water, sewer, storm-water, and transportation infrastructure for all component uses at build-out. Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Incorporate signage and lighting guidelines to enhance quality of development.

### OFFICE PARK

- Focus upon encouraging pervious paving and screening of cars and other unattractive aspects of businesses.
- Use buffers to separate from adjacent uses.
- Encourage greater mix of uses (such as retail and services to serve office employees) to reduce automobile reliance/use on site.

### MEDIUM INDUSTRIAL

Land used in moderate intensity manufacturing, assembly, and processing activities where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, or other nuisance characteristics may occasionally be observed off-site. Secondly, there may be sporadic low intensity manufacturing, wholesale trade, and distribution activities.

- Encourage greater mix of uses (such as retail and services to serve industry employees) to reduce automobile reliance/use on site.
- Encourage further mixing with lower intensity industrial and commercial activities.
- Develop or, where possible, retrofit as part of planned industrial park having adequate water, sewer, storm-water, and transportation infrastructure for all component uses at build-out. Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Incorporate signage and lighting guidelines to enhance quality of development.

### HEAVY INDUSTRY

Land used in higher intensity manufacturing, assembly, and processing activities where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics are not contained on-site.

- Encourage greater mix of uses (such as retail and services to serve industry employees) to reduce automobile reliance/use on site.



## CHARACTER AREA MAP DEFINITIONS | SPECIAL AREAS

### GOVERNMENT SERVICES

This designation is comprised of development of several different characters, but its use necessitates specialized treatment. Except for the spray fields in the western arm of the city (which do not easily fit into another category), the Government Services character area has a campus-style layout very similar to a traditional office park. Central buildings surrounded by open spaces are primarily oriented for automobile access with virtually no pedestrian access internally or externally. In some areas broad expanses of land are designated for active and passive recreational uses.

- Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Improve pedestrian access to areas designated for recreational uses.

**VACANT AREAS** in which use may vary but which are typified by expansive tracts of undeveloped land. Tracts may be interspersed with residential development, usually rural, or industrial activities. These areas could easily be targeted for future development though some parcels may require annexation.

### UNIVERSITY AREA

The University of West Georgia and its associated activities are of major importance to the future of this community. The land area attributed to this character area includes some areas with traditional residential attributes (which would otherwise be included in the Westside residential character area), and a medium-high density residential (on-campus). The main body of the campus could easily be characterized as a moderately dense office park or government services. However, due to the unique nature of the institution and its prime importance it has been designated separately.

- Future expansion of the University's campus should be pedestrian-oriented, with strong, walkable connections between various uses and facilities.
- Housing and associated commercial development and redevelopment opportunities should reinforce the surrounding and existing character of the University, particularly as it relates to architecture and land planning.

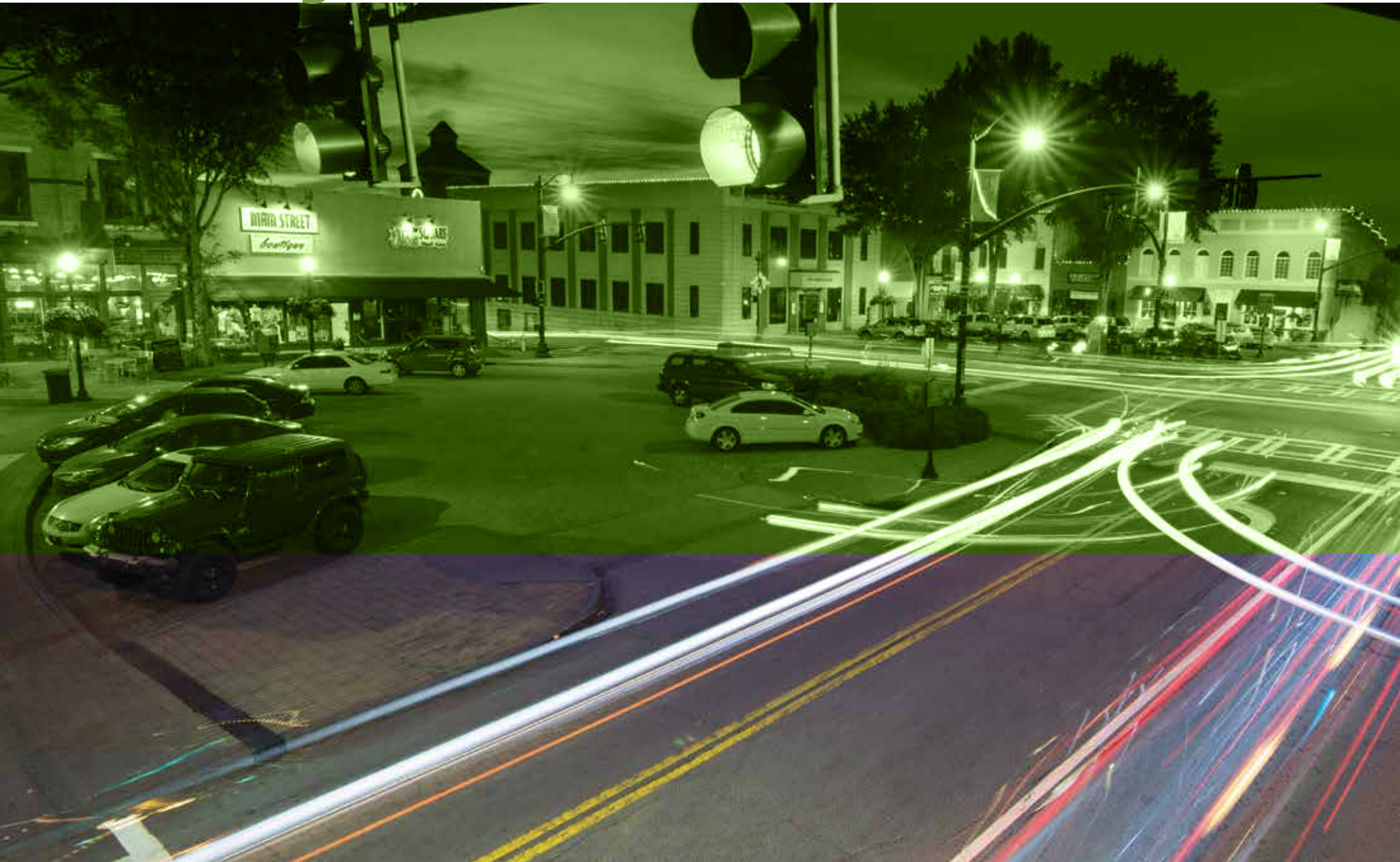
### DOWNTOWN CORE

A focal point for several neighborhoods that has a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians. The area also comprises the traditional central business district. Downtown should include a relatively high-density mix of retail, office, services, and employment to serve a regional market area.

- Residential development should reinforce the town center through locating higher density housing options adjacent to the center, targeted to a broad range of income levels, including multi-family town homes, apartments and condominiums.
- Design for Downtown should be very pedestrian-oriented, with strong, walkable connections between different uses.
- Road edges should be clearly defined by locating buildings at roadside with parking in the rear.
- Include direct connections to greenspace and trail networks.
- Enhance the pedestrian-friendly environment, by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to neighboring communities and major destinations, such as libraries, neighborhood centers, health facilities, commercial clusters, parks, schools, etc.

# taking action

COMMUNITY WORK PROGRAM 2018 - 2023







## IMPLEMENTING THE PLAN

---

The Georgia Department of Community Affairs requires communities to provide a defined work program to implement the vision and policies located within a community's comprehensive plan. The Community Work Program (CWP) is a key implementation tool which reflects activities and strategies the community has chosen to be completed within a five-year time period.

Additionally, a Report of Accomplishments highlights action items that were completed since the last CWP was submitted. Incomplete items in this report are either carried over to the new Community Work Program or reevaluated by city staff to ensure they are necessary to implement the vision for the community.

## TAKING ACTION | COMMUNITY WORK PROGRAM 2018 - 2023

Objectives	Description	Policy Statement	Page #	Scheduled Time Frame						Estimated Cost	Responsible Party	Possible Funding Source
				2018	2019	2020	2021	2022	2023			
Arts	Create a volunteer program to support the center with human resources	#2	30							\$5,000	Center for the Arts	City
Arts	Create a comprehensive arts afterschool program	#3	30							\$50,000	Center for the Arts	City
Arts	Develop a comprehensive strings program through collaboration with local schools and the Carroll Symphony Orchestra	#1, #3	30							\$100,000	Center for the Arts	City, Carroll Symphony Orchestra
Arts	Develop public arts plan to produce creative environments and installations	#4	30							\$50,000	Center for the Arts	City, Grants
Arts	Develop a sustainable arts patron program	#1	30							\$5,000	Center for the Arts	City
Cultural Resources	Nominate railroad depot to National Register of Historic Places	#6	30							\$5,000	Main Street	City, Depot Committee, Main Street
Cultural Resources	Install lighting, equipment at city's new Amphitheater	#2	27							\$10,000/yr	Main Street	City, Main Street
Cultural Resources	Reevaluate Main Street District Boundaries	#1	27							N/A	Main Street	City, Main Street
Cultural Resources	Activate Amphitheater Park by installing interactive games	#1, #2	27							\$15,000.00	Main Street	City, Main Street
Cultural Resources	Establish new downtown beautification matching grants, public events at City's amphitheater, promoting the 5,000 sf rail depot for event rentals, Taste of Carrollton festival and Mayfest	#2	27							\$10,000	Main Street, Carroll CVB, Marketing Department	Local Appropriations
Economic Development	Enhance Burson Center incubator with prototyping lab supporting existing industry and entrepreneur innovation	#11	27							\$500,000	Carroll Tomorrow, Burson Center	Carroll County Development Authority, Appalachian Regional Comm.
Economic Development	Accelerate workforce readiness to enroll, enlist and employ prepared students through apprenticeship and dual enrollment programs	#11	27							Existing Human Resources	Carroll Tomorrow, Carrollton/Carroll Education Collaborative	Advantage Carroll Strategic Plan (County-wide \$3.8 million Program)
Economic Development	Enhance mentoring programs in area P-16 schools & businesses	#11	27							Existing Human Resources	Carroll Mentoring Village, Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan
Economic Development	Recruit targeted strategic businesses and industry sectors	#7	27							\$200,000	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan
Economic Development	Identify, prioritize and market potential new sites and buildings	#7	27							Existing Human Resources	Carroll Tomorrow, Development Authorities	Advantage Carroll Strategic Plan, County Development Authority



## TAKING ACTION | COMMUNITY WORK PROGRAM 2018 - 2023

Objectives	Description	Policy Statement	Page #	Scheduled Time Frame						Estimated Cost	Responsible Party	Possible Funding Source
				2018	2019	2020	2021	2022	2023			
Economic Development	Partner with existing businesses to expand their operations	#3, #6	27							Existing Human Resources	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Program
Economic Development	Support business and industry retention and expansion	#3, #6	27							\$200,000	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan
Economic Development	Explore financial partnership or sponsorship to access federal or state funds as appropriate for business expansion or retention	#3, #6, #11	27							Existing Human Resources	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan
Housing	Identify and publicize local, State, federal and private/nonprofit housing programs and incentives to upgrade existing housing units	#15, #19, #20	25							\$200,000	Housing Authority	Housing Authority, GA DCA CHIP Program
Housing	Renovate public housing units as HUD funding becomes available	#19, #20	25							\$2,000,000	Housing Authority	HUD Funding, Housing Authority Funds
Housing	Provide after-school education and activities at Housing Authority sites	#19	25							\$100,000/yr	Housing Authority	Gov's Office of Children & Family Services – Abstinence Education Program
Housing	Administer HUD-Veteran Affairs Supportive Housing (HUD-VASH) program	#21	25							\$200,000/yr	Housing Authority	U.S. Department HUD
Housing	Support Carrollton Housing Authority with seeking funding to address city's homeless population	#21, #22	25							80,000	City, Housing Authority	GA DCA's Emergency Solutions Grant Program (ESG)
Housing	Provide rental assistance for homeless documented mentally ill	#21, #13, #22	25							\$300,000	Housing Authority, Tanner Behavioral Health, Pathways	HUD Shelter + Care
Housing	Hold community home buying and credit counseling seminars	#16	25							\$5,000/yr	Housing Authority	HUD Funding
Housing	Promote the rehabilitation of aging and existing apartment complexes	#15	25							\$5,000/yr	City	City Marketing
Housing	Support construction of affordable housing on vacant land currently owned by the Carrollton Housing Authority	#18	25							\$12,000,000	Housing Authority	LIHTCs, Bonds, Local
Housing	Continue to encourage the rehabilitation or removal of substandard housing through the city's blighted housing program	#19, #20, #25	25							\$50,000/yr	City, Housing Authority	NSP, General Fund

## TAKING ACTION | COMMUNITY WORK PROGRAM 2018 - 2023

Objectives	Description	Policy Statement	Page #	Scheduled Time Frame						Estimated Cost	Responsible Party	Possible Funding Source
				2018	2019	2020	2021	2022	2023			
Housing	Purchase and renovate dilapidated residential properties and convert to affordable housing	#19, #20, #23, #24	25							\$800,000	City, Housing Authority	NSP, General Fund
Housing	Support Choice Mobility for qualified residents of the Carrollton Housing Authority		25							Existing Human Resources	Housing Authority	HUD
Housing	Participate in Georgia Department of Community Affairs', Georgia Initiative for Community Housing ("GICH") Program		25							\$5,000	Housing Authority	Local
Housing	Modify UDO to support a sufficient quantity and variety of housing types and densities to accommodate projected growth	#9, #14	24-25							Existing Human Resources	City	City
Housing	Encourage well-designed infill development of underutilized properties by conducting an infill housing study	#2, #3, #4	24							\$40,000	City	General Fund
Housing	Increase the supply of affordable market rate housing that is sensitive to existing character areas through incentives and UDO changes	#11, #5	24							\$5,000	City	General Fund
Infrastructure	Continue phased annual street/road resurfacing program	#4	26							\$760,000/yr	City	SPLOST
Infrastructure	Improve SR 166 access to University of West GA campus	#6, #9, #10	26							\$150,000	City	Georgia DOT
Infrastructure	Continue phase Transportation & Pedestrian Safety Improvements	#3, #4, #6	26							\$300,000	City	SPLOST
Infrastructure	Continue phased annual sidewalk repair program	#3	26							\$500,000	City Engineering and DPW; GDOT	SPLOST
Infrastructure	Develop Highway Corridor Streetscapes - Bankhead Hwy, Maple St, Alabama St & Newnan Rd	#1	26							\$10 - \$12 million	City	SPLOST, Local Appropriations, Grants
Infrastructure	GreenBelt - Alabama Street GDOT	#2	26							\$1.4 million	City	City, GDOT
Infrastructure	GreenBelt Spurs	#2	26							\$2 million	City	City, Grants, Private Donations
Infrastructure	Downtown Adamson Square - Transportation and Pedestrian Streetscape Improvements	#6, #9	26							\$2 million	City	City
Infrastructure	Relocate Fire Training Tower	#1	28							\$800,000	City	City
Land Use	Incentivize the preservation of historic property to preserve character	#4, #11, #23, #24	24							\$12,000/yr	City, Main Street	City

## TAKING ACTION | COMMUNITY WORK PROGRAM 2018 - 2023

Objectives	Description	Policy Statement	Page #	Scheduled Time Frame						Estimated Cost	Responsible Party	Possible Funding Source
				2018	2019	2020	2021	2022	2023			
Land Use	Aggressively market industrial park acreage through Statewide development agencies	#11	27							\$20,000	City Staff, Carrollton Payroll Development Authority, Chamber of Commerce Tomorrow	Local Appropriations
Land Use	Update city's Unified Development Ordinance	#1, #11, #14	24-25							\$10,000	City Staff, Consultant	Local Appropriations
Land Use	Coordinate with Carroll County to locate housing in a manner that preserves rural character of surrounding land	#2, #3	24							N/A	City Staff	City
Land Use	Market city/county, 115- acre Buffalo Creek Industrial Park on NE part of city, targeting this park for IT, R&D, Life Sciences, Tele-Medicine, Corporate Transaction Services, etc.	#7, #11	27							\$50,000	City/County, Carrollton Payroll Dev. Authority, Chamber of Commerce, Carroll Tomorrow	City/County, Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow
Land Use	Evaluate alternative forms of redevelopment financing, such as Tax Allocation Districts	#3	27							N/A	Mayor, City Council, Staff, Carroll Tomorrow	N/A
Marketing	Implement the new Carrollton brand. Promote and engage the Carrollton community through strategic marketing and communications strategies across a variety of platforms. This includes sharing the successes of the city, promoting the diverse offerings and amenities, and increasing engagement through events and programming	#7, #8	27							\$100,000/yr	Marketing Dept	Partially funded through hotel/motel tax + grant funding
Marketing	Plan and execute a new website for Carrollton that will focus on visitors and events and all the offerings of city departments and govt. busines	#1, #7, #8	27							\$50,000	Marketing Dept	Partially funded through hotel/motel tax + grant funding
Marketing	Create a plan/strategy to attract conventions and increase tourism to Carrollton	#9	27							Existing Human Resources	Marketing Dept, CVB	Partially funded through hotel/motel tax + grant funding
Parks and Rec	Senior Center renovations	#3	29							\$750,000	Parks and Rec	SPLOST
Parks and Rec	Continue park beautification throughout city	#2	29							\$40,000/yr	Parks and Rec	Local Appropriations
Parks and Rec	Provide upgrades at East Carrollton, including paving and the pavilion	#2	29							\$300,000	Parks and Rec	SPLOST
Parks and Rec	Create 8-10 parking area at Kramer Park	#2, #6	29							\$45,000	Parks and Rec	Local Appropriations
Parks and Rec	Renovate facility and replace play structures at Midtown Water Park	#2	29							\$450,000	Parks and Rec	SPLOST



## TAKING ACTION | COMMUNITY WORK PROGRAM 2018 - 2023

Objectives	Description	Policy Statement	Page #	Scheduled Time Frame						Estimated Cost	Responsible Party	Possible Funding Source
				2018	2019	2020	2021	2022	2023			
Parks and Rec	Perform upgrades to Stallings Community Center including HVAC and elevator	#2	29							\$400,000	Parks and Rec	SPLOST
Parks and Rec	Renovate Oil Park into Field of Dreams for Special Needs and redo the park with grills, pavilion, basketball court and exercise equipment	#2	29							\$750,000	Parks and Rec	Grants, Donations
Parks and Rec	Paved walking track at Knox, Presbyterian, and Optimist Parks	#2, #7	29							\$300,000	Parks and Rec	SPLOST
Public Safety	Provide fire safety training for all firefighters	FD#3	28							In-house	Fire Department	Local Appropriations
Public Safety	Continue to secure EMT certification for all firefighters	FD#2	28							\$15,000/yr	Fire Department	Local Appropriations
Public Safety	Participate/manage yearly youth sports camp	PD#2	28							N/A	Police Department	Local Appropriations
Public Safety	Conduct outreach programs aimed at public safety awareness	PD#1, #2, #4	28							None	Police Department	Local Appropriations
Public Safety	Provide 4-day threat assessment training to area schools, industries, hospital	PD#3	28							Existing Human Resources	Police Dept, in collaboration with schools, hospital, & industries	PD Budget
Public Safety	Purchase power details for off duty security	PD#5	28							\$3,500	Police Department	PD Budget
Public Safety	Host annual Citizen's Police Academy	PD#4	28							\$5,000	Police Department	PD Budget
Public Safety	Continue to equip patrol cars with Watch Guard DVD	PD#5	28							\$5,000 each; 2 per year	Police Department	PD Budget
Public Safety	Purchase a DRONE to be used in investigations	PD#5	28							\$5,000	Police Department	PD Budget
Public Safety	Equip each officer with a Body Cam	PD#5	28							\$1,000 each; 10 per year	Police Department	PD Budget
Public Safety	Purchase AFIX Tracker for identifying latent fingerprints	PD#5	28							\$9,000	Police Department	PD Budget
Public Safety	Purchase 4 FLIR Thermal Monoculars	PD#5	28							\$1,200	Police Department	PD Budget
Public Safety	Purchase 2 ATVs for GreenBelt patrol	PD#5	28							\$25,000	Police Department	PD Budget
Public Safety	Upgrade electronics in Training Room	PD#5	28							\$20,000	Police Department	PD Budget
Public Safety	Upgrade Interview Room camera system	PD#5	28							\$10,000	Police Department	PD Budget
Public Safety	Purchase Alternate Light Source	PD#5	28							\$12,000	Police Department	PD Budget

## TAKING ACTION | COMMUNITY WORK PROGRAM 2018 - 2023

Objectives	Description	Policy Statement	Page #	Scheduled Time Frame						Estimated Cost	Responsible Party	Possible Funding Source
				2018	2019	2020	2021	2022	2023			
Public Safety	Purchase Moto Shot for firing range	PD#5	28							\$15,000	Police Department	PD Budget
Wastewater Treatment	Perform sanitary sewer I/I upgrades	WW#3	28							\$2 million	City	Water Fund
Wastewater Treatment	Construct raw water holding pond	WW#6	28							\$3 million	City	SPLOST
Wastewater Treatment	Add water storage tank(s)	WW#6	28							\$4 million	Operations	GEFA
Wastewater Treatment	Continue phased upgrade of water distribution lines	WW#1	28							\$4 million	Operations	GEFA, GDOT, Local
Wastewater Treatment	Improve Lake Carroll dam/spillway based on assessment	WW#6	28							\$500,000	Operations	Water Fund
Wastewater Treatment	Grit removal equipment replacement	WW#3	28							\$1,435,000	Operations	Water Fund
Wastewater Treatment	Bar Screen Replacement	WW#3	28							\$1,352,000	Operations	Water Fund
Water/Sewer	Continue backflow/ cross connection program	WW#4	28							\$50,000	City Engineer	Local Appropriations
Water/Sewer	Continue meter replacement program	WW#5	28							\$15,000	City Engineer	Local Appropriations
Water/Sewer	Install radio read on large meters	WW#5	28							\$20,000	City Engineer	Local Appropriations

## TAKING ACTION | REPORT OF ACCOMPLISHMENTS 2013 - 2017

No.	Project Description	Year(s) to be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Source(s)	Status
ED-1*	Continue to promote tourism through new downtown beautification matching grants, public events at city's new amphitheater, promoting newly rehabbed 5,000 sf rail depot for event rentals, new downtown Carrollton i-Phone app, Alabama Blues Brothers at Taste of Carrollton festival, other	2013 - 2017	\$10,000	Main Street, Chamber of Commerce, Carroll CVB	Local appropriations, Chamber dues, Grants	Project Ongoing; To be Continued in the Next STWP
ED-2*	Continue to provide small business development training	2013 - 2017	\$1,000	Burson Center, University of West GA	Workshop fees	Project Ongoing; To be Continued in the Next STWP
ED-3*	Continue to aggressively market industrial park acreage through statewide development agencies	2013 - 2017	\$20,000	City Staff, Carrollton Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow	Local appropriations	Project Completed
ED-4*	Market new city/county, 115- acre Buffalo Creek Industrial Park on NE part of city, targeting this park for IT, R&D, Life Sciences, Tele-Medicine, Corporate Transaction Services, etc.	2013 - 2017	\$50,000	City/County, Carrollton Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow	City/County, Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow	Project Completed
ED-5*	Coordinate city's economic development and redevelopment efforts with area colleges, universities and technical institutes	2013 - 2017	N/A	City Staff, Carroll Tomorrow	N/A	Project Ongoing; To be Continued in the Next STWP
ED-6*	Evaluate alternative forms of redevelopment financing, such as Tax Allocation Districts	2013 - 2017	N/A	Mayor, City Council, City Staff, Carroll Tomorrow	N/A	Project Completed
ED-7*	Assess the rate of success achieved with additional improved industrial sites and enhanced marketing	2013 - 2017	N/A	Carrollton Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow	City/County, Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow	Project Completed
ED-8	Establish a workforce development and education department at Chamber of Commerce	2013 - 2014	N/A	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Program (County-wide, 2011-2015, \$3.3 million business plan)	Project Completed
ED-9	Enhance mentoring programs in area high schools and tech schools	2013 - 2015	N/A	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Program	Project to be Continued in the Next STWP
ED-10	Partner with existing businesses to expand their operations	2013 - 2017	N/A	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Program	Project Ongoing; To be Continued in the Next STWP
ED-11	Recruit targeted strategic businesses and industry sectors	2013 - 2017	TBD	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Program	Project Ongoing; To be Continued in the Next STWP
ED-12	Accelerate downtown development and revitalization by locating a class hotel next to the city's Cultural Arts Center	2014 - 2016	\$5 - \$10 million	Private Developer, City (for shared parking)	Private Funds	Project Completed
ED-13	Enhance Burson Center incubator with prototyping lab supporting existing industry and entrepreneur innovation	2013 - 2017	TBD	Carroll Tomorrow, Burson Center	Advantage Carroll Program (County-wide, 2011-2015, \$3.3 million business plan)	Project Completed



## TAKING ACTION | REPORT OF ACCOMPLISHMENTS 2013 - 2017

No.	Project Description	Year(s) to be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Source(s)	Status
ED-14	Secure new tenant for Sony Distribution Center	2013 - 2016	TBD	Carroll Tomorrow, Carroll Chamber of Commerce	Carroll Tomorrow, Carroll Chamber of Commerce, Carrollton Payroll Authority, Grants	Project Completed
HO-1*	Identify and publicize local, State, federal and private/nonprofit housing programs and incentives to upgrade existing housing units	2013 - 2017	N/A	Housing Authority	Local Appropriations	Project Complete; To be Continued in the Next STWP
HO-2*	Renovate unit interiors at Child Street – Griffin Homes	2013 - 2017	\$500,000/yr	Housing Authority	HUD Grant	Project Completed
HO-3*	Renovate Community Center at Park Lane – Ingram Homes	2015	\$300,000	Housing Authority	HUD Grant	Project Complete; To be Continued in the Next STWP
HO-4*	Evaluate locations for, and apply for home ownership program	2013 - 2017	TBD	Housing Authority	HUD Grant, NSP	Project Incomplete; To be Continued in the Next STWP
HO-5*	Hold community home buying and credit counseling seminars	2013 - 2017	15,000/yr	Housing Authority	HUD Funding	Project Complete; To be Continued in the Next STWP
HO-6*	Help local authorities develop plan to address city's homeless issues	2013 - 2017	\$5,000	Housing Authority, City	Grants, Donations, Local Appropriations	Project Incomplete; To be Continued in the Next STWP
HO-7*	Renovate public housing units as HUD funding becomes available	2013 - 2017	\$2 million	Housing Authority	HUD Funding, Housing Authority Funds	Project Complete; To be Continued in the Next STWP
HO-8*	Renovate and construct recreational parks on Housing Authority property	2014 - 2015	\$20,000	Housing Authority	State Grant, Public Housing Authority Fund	Project Complete; To be Continued in the Next STWP
HO-9*	Demolish 3 remaining housing units at MLK Street – Davis Homes (Davis Home Demo – Phase II)	2015	\$15,000	Housing Authority	HUD Grant	Project Completed
HO-10	Provide after-school education and activities at Housing Authority sites	2013 - 2017	\$100,000/yr	Housing Authority	Gov's Office of Children & Family Services – Abstinence Education Program	Project Complete; To be Continued in the Next STWP
HO-11	Provide job training and opportunities for disadvantaged youth	2013 - 2017	\$300,000/yr	West Central GA Workforce Dev Corp; Housing Authority	Georgia Dept of Labor, Workforce Investment Act	Project Complete; To be Continued in the Next STWP
HO-12	Seek opportunities to expand Housing Choice Voucher program	2013 - 2017	\$60,000/yr	Housing Authority	S-108 Program	Project Completed
HO-13	Provide self-sufficiency counseling to public housing and housing choice voucher tenants	2013 - 2017		Housing Authority	Resident Opportunity for Self Sufficiency (ROSS) Program	Project Complete; To be Continued in the Next STWP
HO-14	Provide housing vouchers for homeless documented mentally ill	2013 - 2017	\$1 million	Housing Authority, Tanner Behavioral Health, Pathways	HUD Shelter + Care	Project Complete; To be Continued in the Next STWP
HO-15	Administer services for Veteran Families Grant	2014 - 2017	\$200,000/yr	Housing Authority	U.S. Department for Veteran Families Grant	Project Complete; To be Continued in the Next STWP
HP-1*	Nominate Railroad Depot to National Register of Historic Places	2015 - 2017	\$5,000	Main Street, City Historic Preservation Commission, Depot Committee	City, Depot Committee, Main Street	Project Incomplete; To be Continued in the Next STWP

## TAKING ACTION | REPORT OF ACCOMPLISHMENTS 2013 - 2017

No.	Project Description	Year(s) to be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Source(s)	Status
HP-2*	Continue to identify and designate additional historic properties	2013 - 2017	TBD	City Historic Preservation Commission	City Historic Preservation Committee, Main Street	Project Complete; To be Continued in the Next STWP
LU-1	Update city's Unified Development Ordinance	2013	\$10,000	City Staff, Consultant	Local Appropriations	Project Ongoing; To be Continued in the Next STWP
LU-2	Coordinate with Carroll County Emergency Management Agency on the development of the county's Hazard Mitigation Plan update, due 2016	2013 -2016	NA	Carroll County EMA, City Staff	N/A	Project Completed
LU-3	Prepare 2018-2038 Comprehensive Plan per State Requirements	2013 - 2017	TBD	City Staff, Consultant	Local Appropriations	Project Completed
NR-1*	Continue to work toward identification and preservation of wetlands and floodplains	2013 - 2017	None	City Staff	None	Project Ongoing; To be Continued in the Next STWP
NR-2	Construct boardwalks in wetlands for public access and related environmental education	2015 - 2017	\$50,000	Parks, Recreation and Cultural Arts Department	City, Local Appropriations	Project Ongoing; To be Continued in the Next STWP
PF-1*	Continue phased upgrade of water distribution lines	2013 - 2017	\$100,000	City Engineer	Local appropriations/ GDOT	Project Ongoing; To be Continued in the Next STWP
PF-2*	Continue backflow/ cross connection program	2013 - 2017	\$50,000	City Engineer	Local Appropriations	Project Ongoing; To be Continued in the Next STWP
PF-3*	Continue meter replacement program	2013 - 2017	\$15,000	City Engineer	Local Appropriations	Project Ongoing; To be Continued in the Next STWP
PF-4*	Improve Lake Carroll dam/spillway based on assessment	2013 - 2015	\$800,000	City Engineer	SRF Fund/GEFA/ Revenue Bonds	Project Completed
PF-5*	Install radio read on large meters	2013 - 2017	\$20,000	City Engineer	Local Appropriations	Project Ongoing; To be Continued in the Next STWP
PF-6*	Continue phased development of the city telecommunication facilities	2013 - 2017	\$100,000	City Staff	Grants/Loans/ Local Appropriations	Project Ongoing; To be Continued in the Next STWP
PF-7*	Upgrade Lakeshore Center	2014 - 2016	\$1.7 million	Parks, Recreation and Cultural Arts Department	SPLOST	Project Completed
PF-8*	Continue park beautification projects throughout city, including Hobbs	2013 - 2017	\$40,000/yr	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Ongoing; To be Continued in the Next STWP
PF-9*	Continue Alice Park renovations; add shade structure and water fountain	2015 - 2016	\$10,000	Parks, Recreation and Cultural Arts Department	Keep Carroll Beautiful, Other	Project Completed
PF-10*	Provide upgrades, renovation, paving at East Carrollton Park – including upgrades to the large pavilion	2014 - 2016	\$200,000	Parks, Recreation and Cultural Arts Department	SPLOST	Project Ongoing; To be Continued in the Next STWP
PF-11*	Create 8-10 car parking area at Kramer Park	2015 - 2016	\$30,000	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Incomplete; To be Continued in the Next STWP
PF-12*	Add a pavilion/deck at Log Cabin Park	2015	\$30,000	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Incomplete; To be Continued in the Next STWP

## TAKING ACTION | REPORT OF ACCOMPLISHMENTS 2013 - 2017

No.	Project Description	Year(s) to be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Source(s)	Status
PF-13*	Replace/upgrade Lake Carroll Dock and Ramps	2013 - 2015	\$18,000	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Incomplete; To be Continued in the Next STWP
PF-14	Purchase land for parking; renovate, construct addition and replace play structures at Midtown Water Park	2015 - 2017	\$450,000	Parks, Recreation and Cultural Arts Department	SPLOST	Project Incomplete; To be Continued in the Next STWP
PF-15	Evaluate Neva Lomason Library needs	2014 - 2016	N/A	Parks, Recreation and Cultural Arts Department	N/A	Project Completed
PF-16	Perform upgrades to historic Community Center, including roofing, HVAC, other	2013 - 2015	\$150,000	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Incomplete; To be Continued in the Next STWP
PF-17	Renovate and convert bleachers into meeting rooms at WPA building	2013 - 2015	\$85,000	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Incomplete; To be Continued in the Next STWP
PF-18	Renovate Oil Park	2015 - 2017	\$400,000	Parks, Recreation and Cultural Arts Department	Local Appropriations, Donations, Grants	Project Incomplete; To be Continued in the Next STWP
PF-20	Secure new vehicles and equipment for Recreation Department	2013 - 2016	\$540,000	Parks, Recreation and Cultural Arts Department	SPLOST	Project Completed
PF-21	Replace street trees and site amenities downtown	2013 - 2017	\$40,000/yr	Parks, Recreation and Cultural Arts Department	Local Appropriations	Project Incomplete; To be Continued in the Next STWP
PF-22	Improve parking at the newly rehabbed Railroad Depot	2014 - 2016	TBD	Main Street, City	Local Appropriations	Project Completed
PF-23	Install lighting, equipment at city's new Amphitheater	2013 - 2015	\$10,000/yr	Main Street, City	City, Main Street	Project Incomplete; To be Continued in the Next STWP
PF-24	Add water storage tank(s)	2013 - 2017	\$2 million	City	Water Fund	Project Incomplete; To be Continued in the Next STWP
PF-25	Perform sanitary sewer I/I upgrades	2013 - 2017	\$2 million	City	Water Fund	Project Ongoing; To be Continued in the Next STWP
PF-26	Construct raw water holding pond	2017 +	\$3 million	City	SPLOST	Project Incomplete; To be Continued in the Next STWP
PF-27*	Continue to secure EMT certification for all firefighters	2013 - 2017	None	Fire Department	Local Appropriations	Project Complete; To be Continued in the Next STWP
PF-28*	Provide fire safety training for all firefighters	2013 - 2017	In-house	Fire Department	Local Appropriations	Project Complete; To be Continued in the Next STWP
PF-29*	Participate/manage yearly youth sports camp	2013 - 2017	NA	City, Police Department	Local Appropriations	Project Complete; To be Continued in the Next STWP
PF-30	Construct Evidence and Property Room and Lab at City Police HQ, and fitness center for PD on this addition's 2nd floor	2013 - 2014	\$500,000 – \$900,000	City	SPLOST	Project Completed
PF-31	Purchase Power DMS software for Police Department	2013 - 2017	\$6,700 initial annual fee; \$3,500/yr after	City	PD Budget	Project Completed
PF-32	Purchase 20 tactical jump bags for patrol cars	2013 - 2017	\$2,500 each	Police Department	Asset Forfeiture Funds	Project Completed



## TAKING ACTION | REPORT OF ACCOMPLISHMENTS 2013 - 2017

No.	Project Description	Year(s) to be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Source(s)	Status
PF-33	Continue to provide 4-day threat assessment training to area schools, industries, hospital	2013 - 2017	NA	Police Dept, in Collaboration with Schools, Hospital, Industries	PD Budget	Project Complete; To be Continued in the Next STWP
PF-34	Continue to equip patrol cars with Watchguard software	2013 - 2017	\$5,000 ea; 2 per year	Police Department	PD Budget, Block Grants	Project Complete; To be Continued in the Next STWP
PF-35	Expand Police presence on city's East Side	2013 - 2014	\$3,000	Police Department	City, Business	Project Complete; To be Continued in the Next STWP
PF-36	Expand Police presence on city's North Side	2013 - 2014	\$3,000	Police Department	City, Business	Project Complete; To be Continued in the Next STWP
PF-37*	Continue to implement Service Delivery Strategy	2013 - 2017	NA	City Departments	SPLOST, Local Appropriations	Project Complete; To be Continued in the Next STWP
PF-38*	Lake Carroll improvements/dredging	2013	\$1 - \$3 million	City	Local Appropriations, GE EPD	Project Complete; To be Continued in the Next STWP
PF-39	Conduct outreach programs aimed at public safety awareness	2013 - 2017	None	Mayor, City Council, Police Chief	Local Appropriations	Project Complete; To be Continued in the Next STWP
TR-1*	Perform Bypass intersection upgrades	2013 - 2015	\$30,000	City, Keep Carroll Beautiful	\$15,000 – KCB; \$15,000 - City	Project Completed
TR-2*	Continue phased annual street/road resurfacing program	2013 - 2017	TBD	City	SPLOST	Project Complete; To be Continued in the Next STWP
TR-3*	Continue phased annual sidewalk extension program	2013 - 2017	TBD	City Engineering and DPW; GDOT	SPLOST	Project Complete; To be Continued in the Next STWP
TR-5*	Continue phased annual street sign upgrade program	2013 - 2017	TBD	City	SPLOST	Project Complete; To be Continued in the Next STWP
TR-6	Improve SR 166 access to University of West GA campus	2013 – 2017+	TBD	City	Georgia DOT	Project Completed
TR-7	Carrollton GreenBelt: 1.2 miles at US 27/SR 166 Bypass, from Target store past Southwire plant (started 2011)	2013 - 2014	\$1.9 million	City	TE award: \$1.5 Million; City SPLOST: \$400,000	Project Completed
TR-8	Carrollton GreenBelt: Lake Carroll Trail and Trailhead (started 2012)	2013 - 2014	\$154,000	City	2011 GA Trails Grant: \$100,000; City SPLOST and Private Groups: \$54,000	Project Completed
TR-9	Carrollton GreenBelt: Spur to Elementary School - Trojan Lane	2013 - 2015	\$139,000	City	2012 GA Trails Grant: \$100,000; City SPLOST: \$25,000; School and Private Groups: \$14,000	Project Completed
TR-10	Carrollton GreenBelt: 5.1 miles from Stewart St. north and west to Lovvom Rd (Projects# 4, 5, 6, 7, 8)	2013 - 2017	TBD	City	City SPLOST, Friends of GreenBelt; Private Groups	Project Completed

## TAKING ACTION | REPORT OF ACCOMPLISHMENTS 2013 - 2017

No.	Project Description	Year(s) to be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Source(s)	Status
TR-11	Carrollton GreenBelt: 1.7 miles in Univ of W. GA vicinity (Project # 9)	2014 - 2016	TBD	City	City, Private Groups	Project Completed
TR-12	Carrollton GreenBelt: 2.2 miles from Forrest Drive south and east to Hays Mill Trailhead (Projects #10, 11 and 12)	2013 - 2017	TBD	City	City, Private Groups	Project Completed
TR-13	Carrollton GreenBelt: 1.2 miles from Richards Lake to Old Newnan Road (Projects # 14 &15)	2015	TBD	City	City, Private Groups	Project Completed
TR-15	Carrollton GreenBelt: 3.2 miles from Richards Lake north to Old Newnan Rd (Projects # 14,15, 16, 17A & 17B)	2013 - 2017	TBD	City	City, Private Groups	Project Completed

