

Draft for consideration
February 2019

LEE ROAD SMALL AREA AND CORRIDOR PLAN



Prepared for Douglas County



Acknowledgements

Board of Commissioners:

Dr. Romona Jackson Jones, Commission Chairman
Henry Mitchell, III, District 1 Commissioner
Kelly Robinson, District 2 Commissioner
Tarenia Carthan, District 3 Commissioner
Ann Jones Guider, District 4 Commissioner
Mike Mulcare, Former District 3 Commissioner

Staff:

Ron Roberts, Planning & Zoning Manager
James Worthington, Development Services Director
Chris Pumphrey, Executive Director,
Economic Development Authority
Miguel Valentin, DOT Director
Tracy Rye, Former Planning & Zoning Manager

Prepared by CPL



Stakeholders:

Alicia Facuette
Kirk Nicholson
Anthony Jones
Larry Lewallen

Consultant Team:

Rich Edinger, Principal-in-Charge
Rebecca Keefer, Project Manager
Joseph Powell
Tim Pulver
Tyler Barron
Scott Gordon
Jennifer Harper
Andrew Russell

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Executive Summary

Lee Road Small Area and Corridor Plan

The Lee Road Small Area and Corridor Plan is the result of an approximately 15-month process Douglas County embarked on in Fall 2017 to envision and plan the Lee Road extension area. About midway through the process, the County saw the need to consider the impacts of the extent of Lee Road and its potential as an east-west connector for the region. That vision has culminated in the corridor plan to define character area nodes, street cross sections, and coordination between transportation and land uses along the Lee Road Corridor. The Plan is organized by section based on the overall goals established during the planning process:

Reflect on prior planning efforts

Engage the public

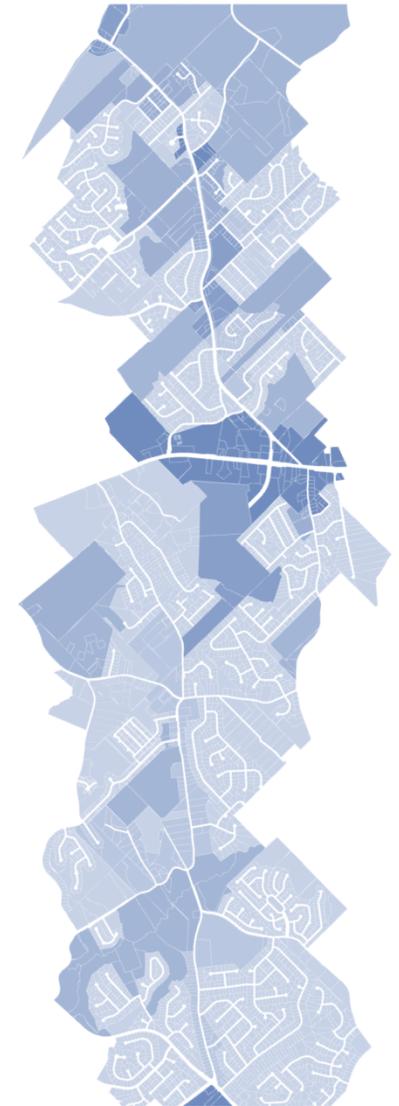
Anticipate and guide investments along corridor

Preserve natural resources and promote sustainability

Provide a range of housing options

Prioritize improved access and non-motorized transportation

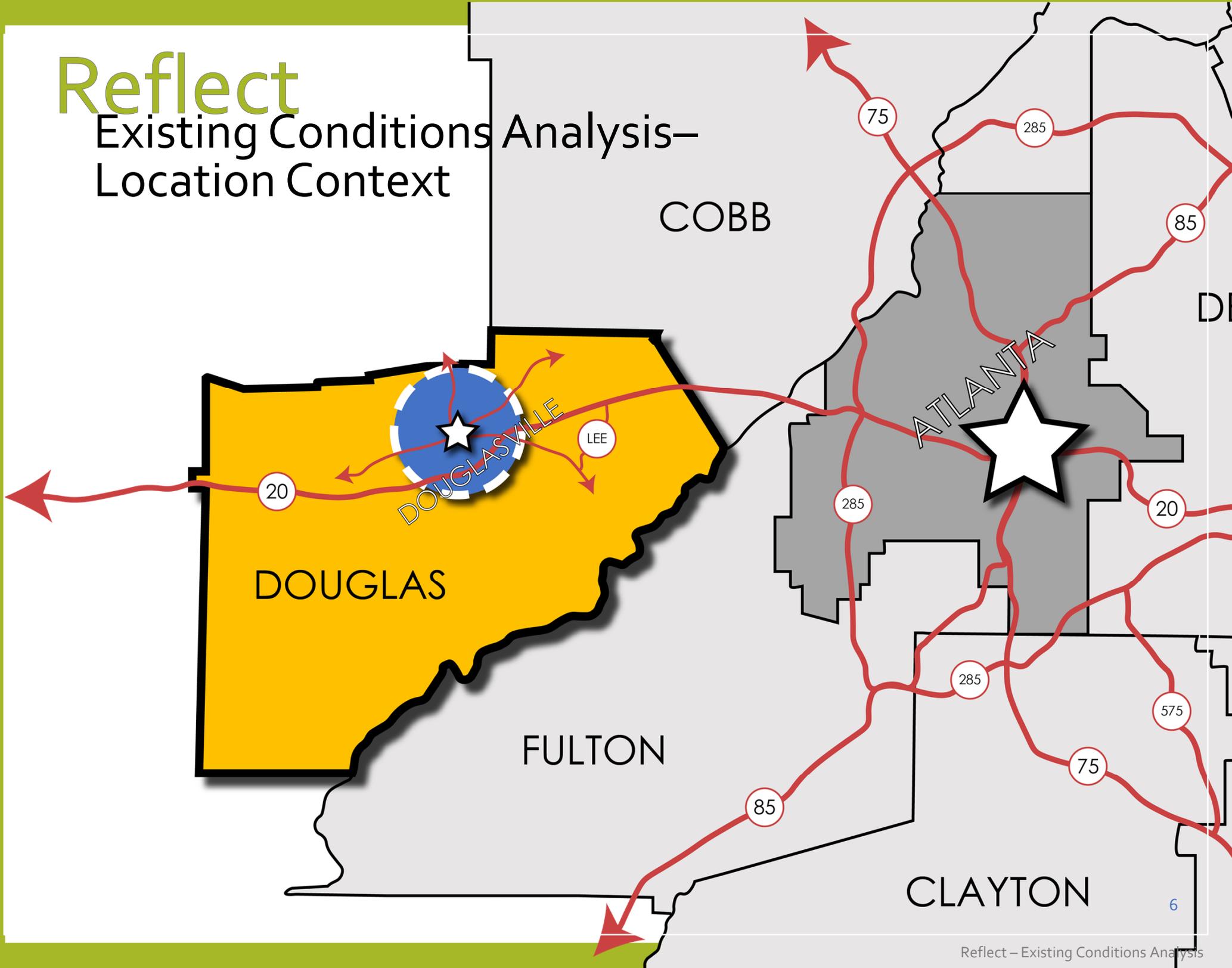
The redevelopment imagined through this plan has the potential to impact and drive development over the next 10-20 years and become an iconic, livable node along Highway 92 with a mixture of uses, housing options and complete streets to provide greater accessibility for pedestrians and bicycles and an identifiable downtown district for the County. The plan includes predictable, practical policies capable of being implemented but ambitious enough to draw excitement. A transformative built environment focused on land use and redevelopment; walkability; neighborhood redevelopment and preservation; and economic development make up the components of the final plan. The vision illustrated herein draws on the strengths of the community. As metro Atlanta continues to develop and redevelop into numerous activity centers, this plan ensures that the area includes characteristics that make it a unique and attractive regional destination.



REFLECT

Reflect

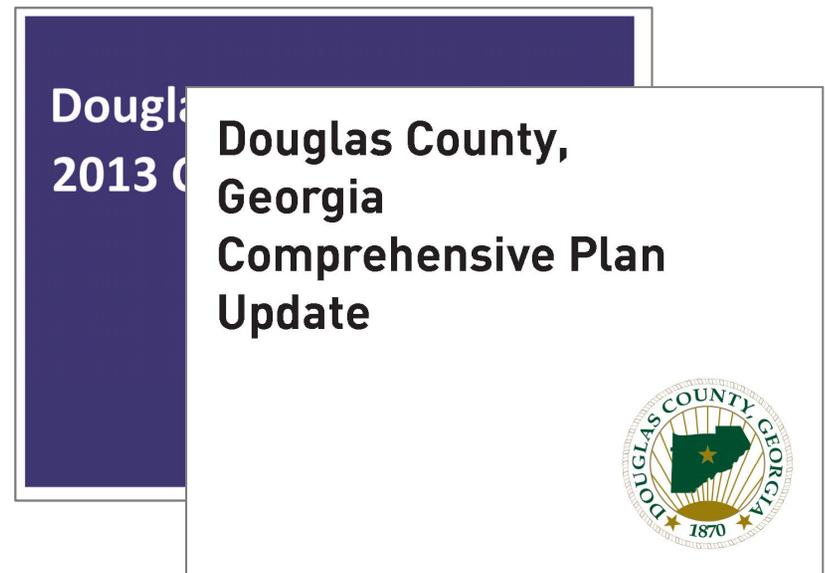
Existing Conditions Analysis—
Location Context



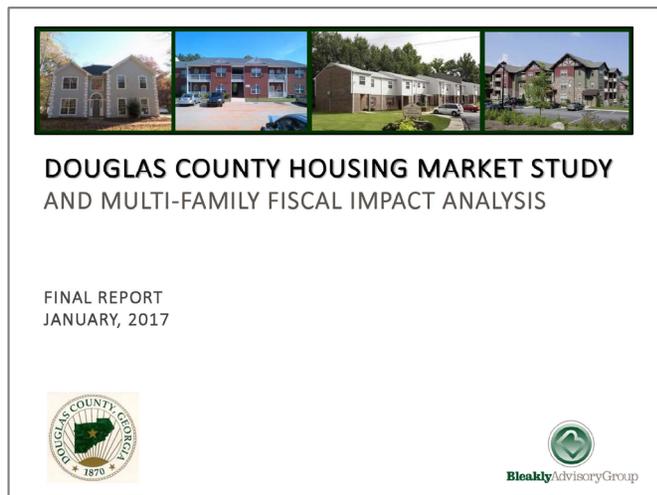
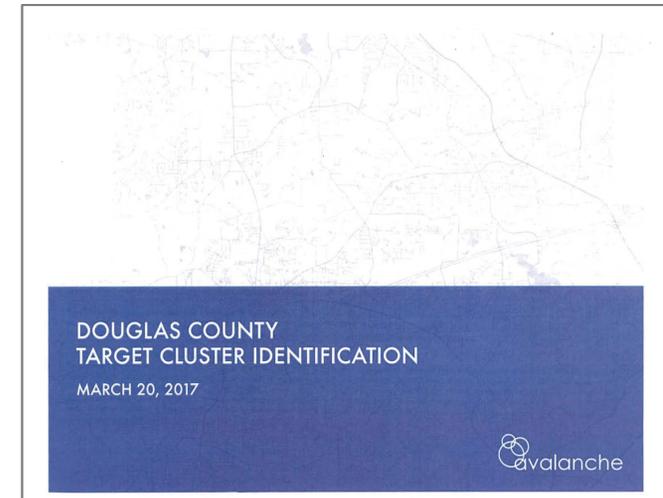


Highway 92 Corridor LCI Study – a study of the land use and transportation design of the Highway 92 corridor that generated the concept for the Lee Road extension and the initial land use considerations explored in this study, the Lee Road Small Area and Corridor Plan.

Comprehensive Plan – a guiding policy document for land use and transportation decisions made broadly throughout the County. The 2013 Comprehensive Plan has been relied upon primarily, but the update process ran concurrently with the development of this Plan. The updated Comprehensive Plan anticipates the adoption of the Lee Road Small Area and Corridor Plan and prioritizes its implementation projects by reference. Projects that are recommended in the Lee Road Small Area and Corridor Plan will be adopted as an addendum to the Comprehensive Plan Update and should be enforced in line with those standards.



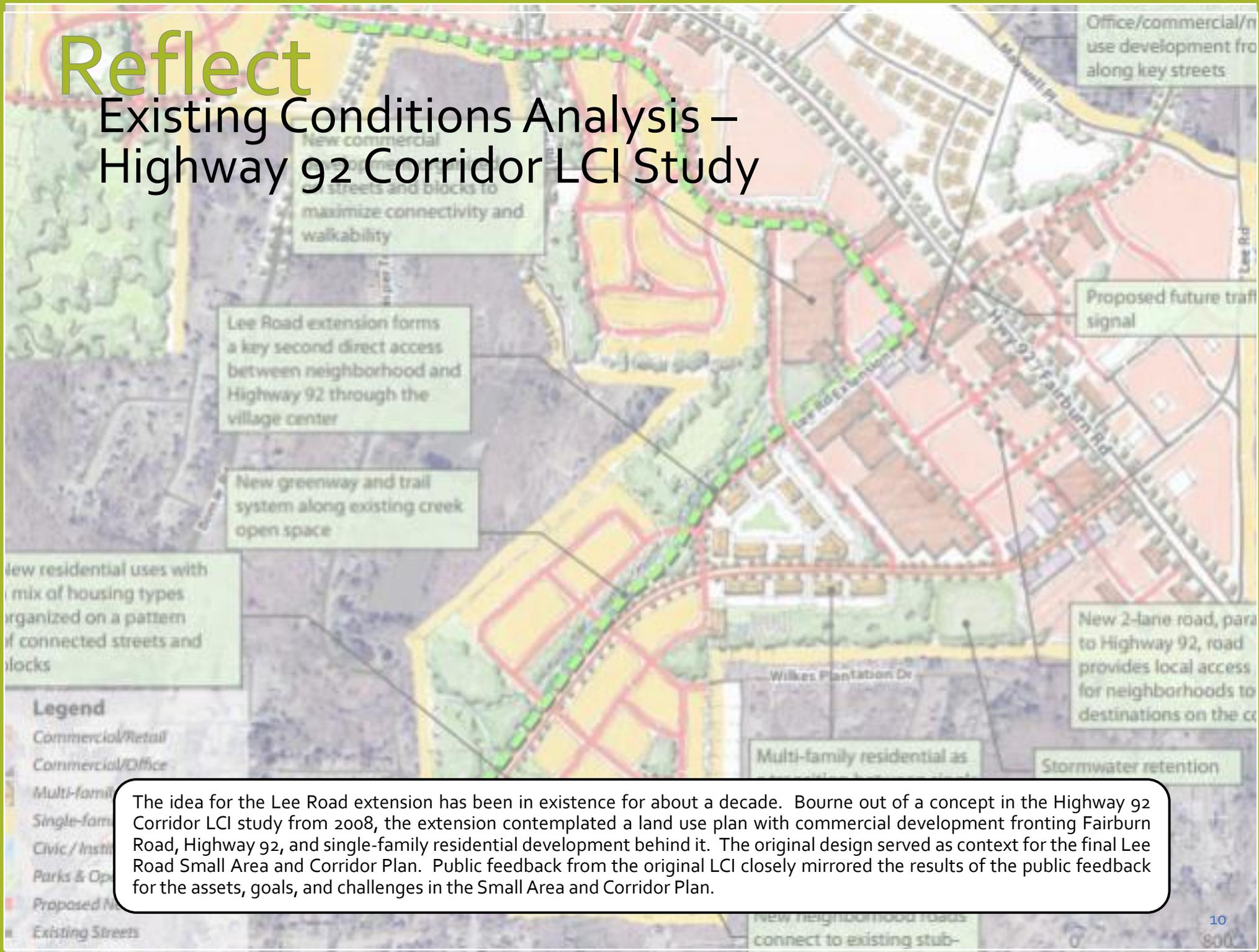
Economic Development Strategy – a tool developed by the Economic Development Authority to determine target industries for business recruitment. This document helped shape a number of the land use recommendations in the Small Area and Corridor Plan. The Strategy identified target sector clusters for future recruitment, wherein the real estate to be able to house those jobs has been accommodated in the land use plan.



Housing Market Study – analysis of the current housing inventory in the County, review of trends, and recommendations for future housing needs. Approximately an additional 900 multi-family units were identified to accommodate the anticipated growth over the next ten years in Douglas County. More than a third of those units are envisioned in the Lee Road Small Area and Corridor Plan to make use of the services, amenities, and accessibility planned for that part of the County.

Reflect

Existing Conditions Analysis – Highway 92 Corridor LCI Study



Existing Conditions Analysis— Highway 92 LCI Assessment

Assets



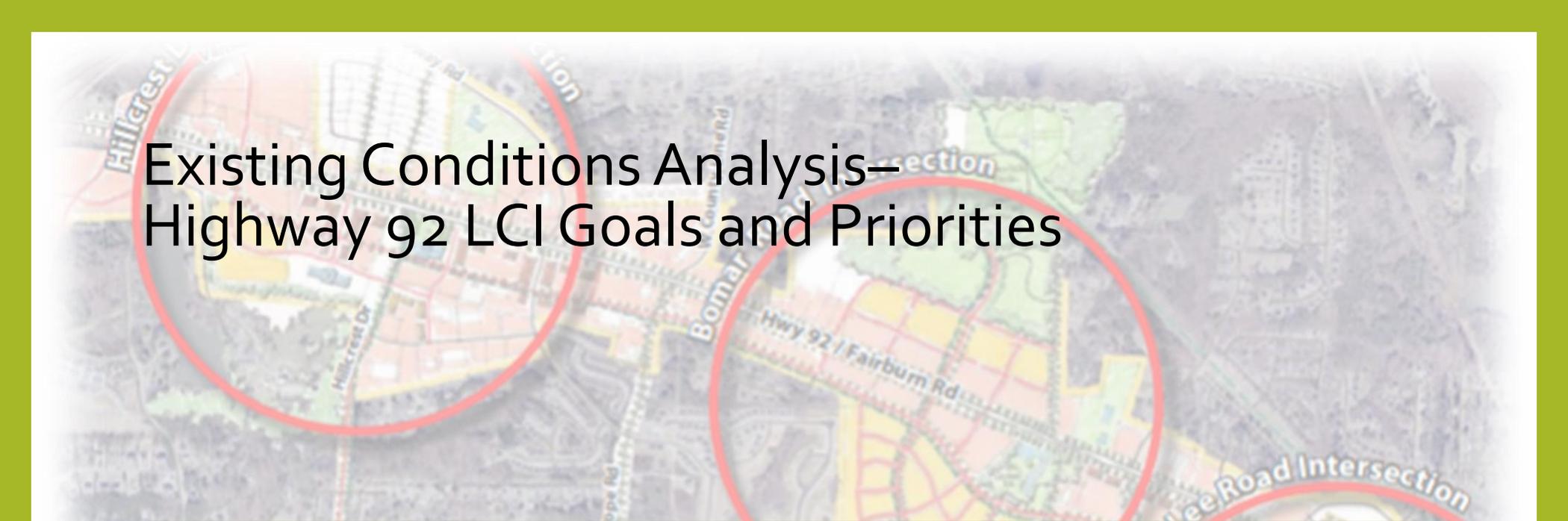
- Abundance of undeveloped land.
- Proximity to medical services.
- Responsive and capable County staff.
- Planned transportation improvements.
- Quality schools.
- Sense of community.
- Proximity and direct access to Interstate 20.
- Proximity to downtown Atlanta and other regional amenities.
- Deer Lick Park and opportunities to connect to other state and regional greenspaces.

Challenges



- Travel distance to quality goods and services.
- Variety in housing type.
- Range of housing prices.
- Availability of rental housing.
- Quantity of local, quality retail amenities.
- Perceived political environment.
- Strong retail competition nearby – Arbor Place Mall.
- Underutilized parcels.
- Lack of connectivity.

According to the findings from the Highway 92 Corridor LCI Study, Douglas County is faced with both assets and challenges related to economic development and implementation of an overall redevelopment along the corridor. It will be important to reinforce the assets and overcome the challenges as policy decisions are made over the next ten years and beyond.



Existing Conditions Analysis— Highway 92 LCI Goals and Priorities

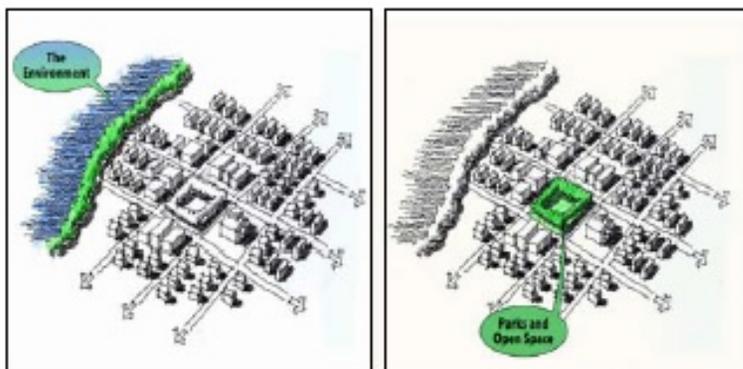
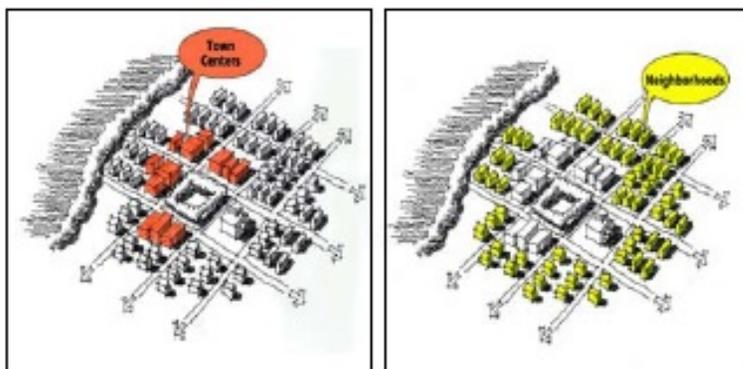
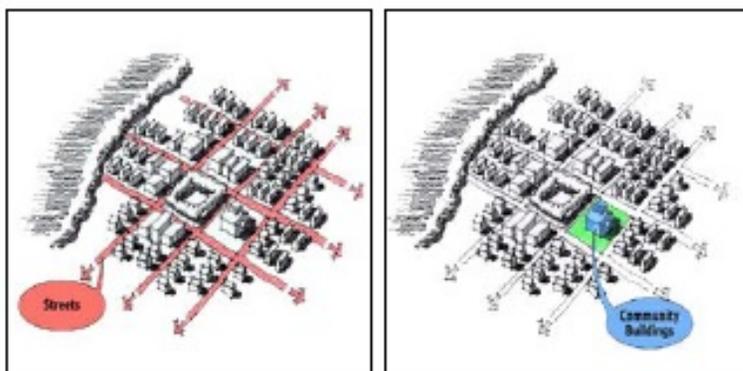
LCI Plan Goals

- **Choice** – encourage a diversity of medium to high-density, mixed income neighborhoods, employment, shopping and recreation choices.
- **Access** – provide access and modal choice with a range of available travel modes, including transit, roadways, walking and biking.
- **Land Use Diversity** – encourage a diversity of residential neighborhoods, employment, shopping, and recreation choices.

LCI Plan Priorities

- Enhance the livability of the Highway 92 Corridor and surrounding neighborhoods through policies and projects that makes it more multimodal (for pedestrians, bicyclists, transit riders, ADA accessibility, micromobility users, and automobile drivers).
- Widen sidewalks and pursue catalyst streetscape projects along key portions of the Highway 92 corridor.
- Expand transportation capacity in the corridor.

Existing Conditions Analysis— Highway 92 LCI Land Uses



LCI Plan Key Issues

- Lack of development diversity along the corridor.
- Current zoning encourages auto-oriented development.

LCI Plan Land Uses

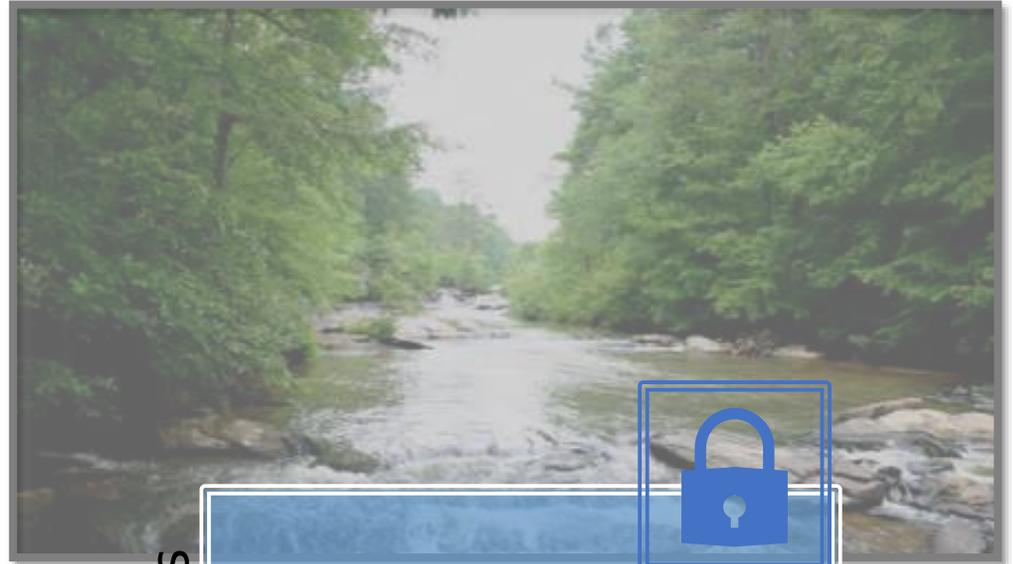
- **Urban Residential**—growth-oriented and urbanizing residential areas designed as a transition from potential commercial and high-density activity centers. Various types of residential dwellings, mixed-use developments, and transitional corridor zoning designations are included.
- **Neighborhood Village Center**—located at key crossroad intersections, this is intended to be a small-scaled neighborhood commercial with access and building size restrictions.
- **Community Village Center**—higher intensity commercial activity node intended to serve more than one neighborhood, including uses such as retail, office, and support services.

Existing Conditions Analysis – Comprehensive Plan Assessment



Assets

- Location.
- Large conservation areas and water supply.
- Water resources.
- Major conservation and recreation areas.
- Growing culture and recreation activities.
- Small town character.
- Regional shopping mall.
- Varied housing choice.



Challenges

- Workforce development.
- Potentially competing pressures to preserve rural and undeveloped areas while allowing for growth.
- Access to services and amenities for seniors.

Reflect

Existing Conditions Analysis – Economic Development Strategy

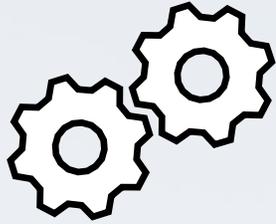
Economic Development Strategy Goals

- “Purposeful investments that align with the community’s vision, values, and targets.”
- Intentionally plan and invest in infrastructure that supports target cluster needs.
- Dedicate resources to quality of life amenities that align with the community’s vision and values.
- Recruit target cluster to locate in Douglas County.

Economic Development Strategy Assets

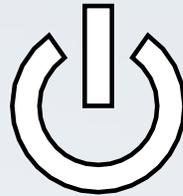
- Agglomeration of each niche sector.
- Affordable office space.
- Business and professional services is one of Douglas County’s fastest growing sectors from 2001-2016—59 percent growth.
- 32 percent of residents who are 25 or older possess a bachelor’s degree or higher.
- Educational training is available through West Georgia technical College.
- Location:
 - Proximity to interstates and airport.
 - Proximity to aerospace hubs.
- Cost of doing business in Georgia is lower compared to competitor states.
- Steady growth in manufacturing sector for the County.
- Higher than average salary.

Existing Conditions Analysis – Niche Sectors



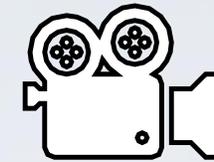
Advanced Manufacturing

- Aerospace – development and production of aircraft, engines, parts, missiles, and space vehicles.
- Fabricated metal and machinery manufacturing – transformation of metal into component parts for final products.
- Food processing – transformation of raw agricultural ingredients into finished consumer items.
- Medical device manufacturing – variety of products related to healthcare, such as surgical gloves/instruments used in medical diagnostics.



Professional Technology Services

- Back office support – administrative, accounting, information technology, and other corporate functions that do not typically involve client interactions.
- Data centers – facilities that handle storage, destruction, and analysis of vast volumes of information.
- Finance and technology.



Media and Entertainment

- Digital media, advertising, and public relations – creation and delivery of strategic communication about a person, product, or service.
- Film and television production.
- Retail and entertainment.
- Outdoor recreation.

Reflect

Existing Conditions Analysis – Housing Market Study

Housing Demand

The County should accommodate demand for roughly 600 to 900 apartment units (in total) within unincorporated areas over the next decade. These are envisioned to be broken up into three or four different projects. At least one of these projects could be age restricted (55 or older) with amenities specifically targeted for seniors.

Support projects that:

- Are walkable locations and support redevelopment of downtown or mixed-use areas.
- Serve a broader spectrum of renters, including Millennials, empty nesters, retirees, and households who rent by choice rather than for economic reasons.
- Provide solutions for workforce housing and other affordability considerations like energy and water efficiency.

Existing Conditions Analysis – Housing Market Study Statistics



Forecast rental housing demand is sufficient to absorb development of 7 to 8 (low growth forecast) or 10 to 11 (high growth forecast) new apartment communities per decade.



Multi-family housing stock accounts for just over 17 percent of total housing units in Douglas County.



Anticipates that single unit attached housing (primarily townhomes) will slowly overtake mobile homes as the lower-cost alternative to detached homes.



The eastern portion of the County will continue to be the preferred location for new multi-family development.



More multi-family options could reduce the number of rented single-family homes and aid in their transition back to owner occupancy.



More diverse rental housing options may be needed to achieve job growth forecasts.

ENGAGE

Engage

Public Input Process— Engagement Techniques

The community engagement plan is one of the most imperative components of the Lee Road Small Area and Corridor Plan. Throughout the process, stakeholders in the community offered relevant and passionate perspectives of the current conditions of the area, as well as noteworthy expectations for the future. The input received throughout the process has guided the ultimate vision of the plan. The planning process was presented at a variety of events and locations through multiple media, each of which is defined in this section:



Development Roundtable



September Saturdays Events

2017

2018

Juneteenth Event

Comprehensive Plan Open House

District Two Town Hall



Stakeholder Interviews

Community Survey

Transportation

Committee Meeting

Board of

Commissioners Work Session and Legislative Meeting



Other Communication

Email Updates

Facebook Page

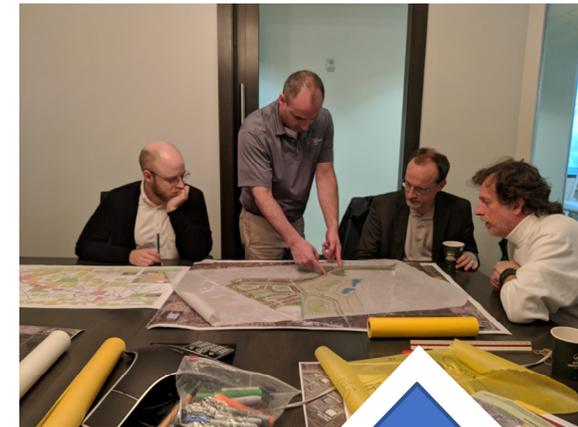
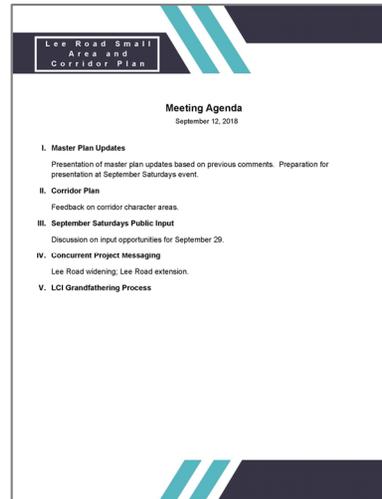
Flyers

Public Input Process— Development Roundtable

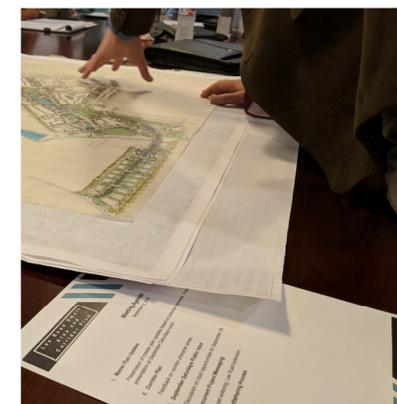
The Development Roundtable is an internal, multi-disciplinary team assembled on a monthly basis to implement plans and generate solutions. Experts from Douglas County DOT, Development Services, Planning and Zoning, Watershed, Economic Development Authority, and the City of Douglasville Community Development Department served as the steering committee for the Lee Road Small Area and Corridor planning process.

The Roundtable Team articulated the initial priorities for the plan as follows:

- Implement construction of Lee Road extension;
- Develop parcel-based plan for adjacent land uses based on extension and widening of road;
- Create civic town center and community gathering space; and
- Establish clear phasing of the corridor.

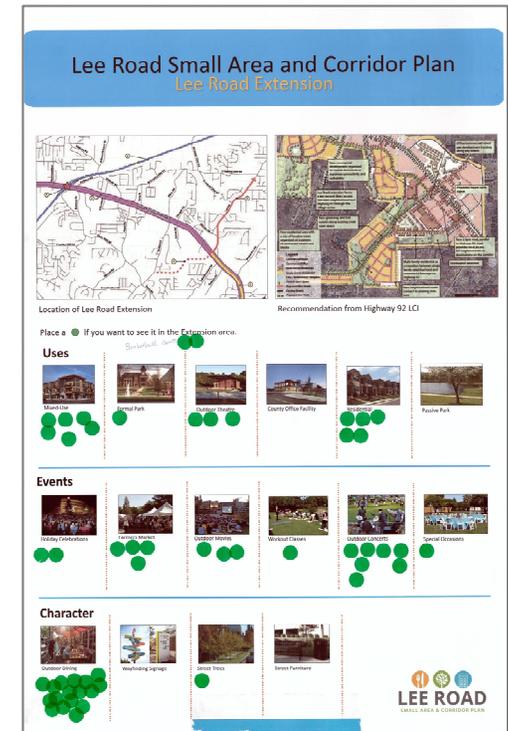
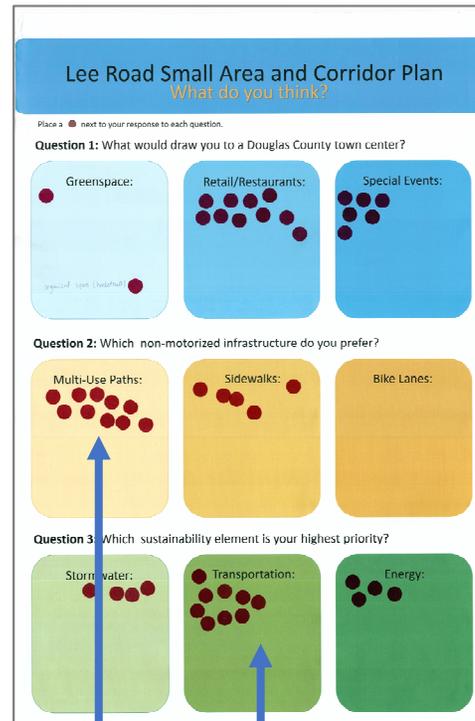


Team members collaborate on the land use plan for the Lee Road Corridor.



Public Input Process— Juneteenth Event

The City of Douglasville hosts an annual Juneteenth Event, which provided an opportunity for the team to gather input on the desire of the character for the full Lee Road Corridor. Community members learned more about the projects happening along Lee Road while commenting on the types of architecture, transportation, and land uses.



Nearly 53% of people cited transportation as the highest sustainability priority.

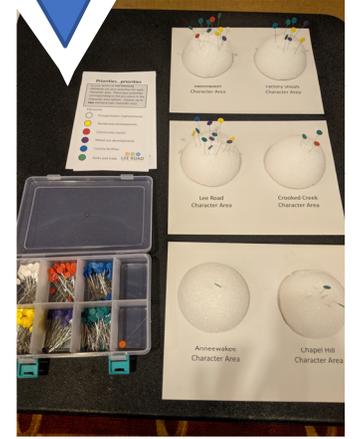
66% of people would like to see multi-use paths as the preferred non-motorized transportation facility.



Public Input Process— Open Houses

The project team took advantage of open houses scheduled for the Comprehensive Plan update and District 2 budget meeting hosted by Commissioner Robinson. Valuable insight from attendees was gained, and additional people were reached as a result of the efforts.

Pins identified the desire to have different land uses in each character area along the corridor.



Public Input Process— September Saturdays 2018

The Lee Road Small Area Plan was first unveiled to the public at the 2018 September Saturdays event, one year from the kick-off of the process. More than 50 people stopped by the booth to learn more about the plan, provide written feedback, and rate the draft master plan.



Over 96% percent of people rated the plan a 4 or a 5 out of 5 stars.



PLAN VISION

- family friendly commercial enterprises
- green space and open-air park space and various visual areas
- We need more family activities and family facilities
- Clean, safe, motivating and relaxing environment to leave users with a memorable experience that will insure their return, while promoting to others.
- Would have to be something people would be interested in like a concert, play, or other event

LEE ROAD
SMALL AREA & CORRIDOR PLAN



September Saturdays – Event Plan

09.29.18 from 12:00 p.m.-3:00 p.m.

- A history lesson—a recap of the process**
 - Banner from last year's event
 - Recap of interesting survey results
 - How to stay involved
 - Quotes
- Money Exercise**
 - Transportation priorities
 - Design feedback
- Small Area and Corridor Plan Feedback**
 - Unveil plans for public review
 - Comment cards
 - What's Douglas County's story?
- Gift Card**
 - Drawing for participants



Public Input Process— Community Survey Results Summary



289 responses



Primary Needs

Special events
Socializing



Priorities

Space for family-
oriented activities
Safety and security
Pathways and
connectivity



Lacking

Walkability
Sense of community
Central town center

The first formal opportunity to provide input into the plan was the community survey released at the 2017 September Saturdays event. The survey ran for about two months, collecting almost 300 responses. **59 percent of respondents identified walkability as the top quality lacking in Douglas County**, with a sense of community and central town center space following with 41 and 38 percent (respondents were not limited to one response). When asked what top three priorities a town center area should focus on providing, **space for family-oriented activities** was identified as the highest rated top priority, with **pathway development and connectivity** as the highest rated second priority and safety and security as the highest rated third priority. **Restaurants, retail/shopping, and pavilions** or other shaded areas were noted as the top three elements desired for the development of the Lee Road area. Identification of these qualities reinforces input Douglas County has received on numerous other plans. These ideas have been integrated into the concept drawings and culminated into a **plan that celebrates the “small town feel”** coveted by the Douglas County community.

Public Input Process— Other Communication

Flyers identifying each of the character areas along the Lee Road Corridor were distributed to seek feedback on the development style and intensity for each node.



Corridor Character Areas

LEE ROAD
SMALL AREA & CORRIDOR PLAN

- 1 Sweetwater Character Area** –
Description –
 - Intensive activity center
 - 4 story development
 - Preserve and buffer existing single family
 - Safe routes to school
 - Trail connectivity to parks
 Land uses –
 - Office and advanced manufacturing
 - Interstate commercial
 - Single family attached
 - Single family detached (small lot)
 - Manufacturing and Interstate support services


- 2 Factory Shoals Character Area** –
Description –
 - Local serving retail
 - 2 story development
 - Preserve and buffer existing single family
 - Future road connections
 Land uses –
 - Commercial
 - Small office
 - Single family attached
 - Single family detached (small lot)


- 3 Lee Road Character Area** –
Description –
 - 4 story development toward center, tapering down to 3 story single family
 - Retail and housing center
 - Civic and recreation opportunities
 - Compact and walkable center
 - Support of senior housing/affordable uses
 Land uses –
 - Mixed use (commercial/multi-family)
 - Small office
 - Single family attached
 - Green space/Civic space



For more information, email leeroadsmallareaplan@gmail.com
*Images obtained from google.com

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Lee Road Projects—Defined

Lee Road Widening –
Department of Transportation

Scope:

- Widen existing portion of Lee Road from I-20 to Highway 92
- Widening to consist of four lanes, 5' sidewalks, and 8' path.

Status: ROW acquisitions underway; timing undetermined

Lee Road Extension –
Department of Transportation

Scope:

- Extend Lee Road from its current terminus toward Bonnar Road
- Establish an east-west connection to provide transportation route within the County

Status: Scoping phase underway

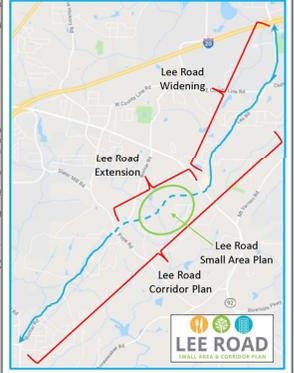
Lee Road Small Area & Corridor Plan –
Planning and Zoning Department

Scope:

- Managed by consultant, CPL
- Guide future development by anticipating created by road widening and extension projects
- Develop land use recommendations for short and long term
- Develop vision for corridor and master plan
- Recommend cross sections for full corridor
- Develop overall phasing plan
- Design conceptual alignment for corridor
- Final deliverable – planning document with visuals to aid legislative decisions

Status: Underway—anticipated completion by 2025

Lee Road Projects—Mapped

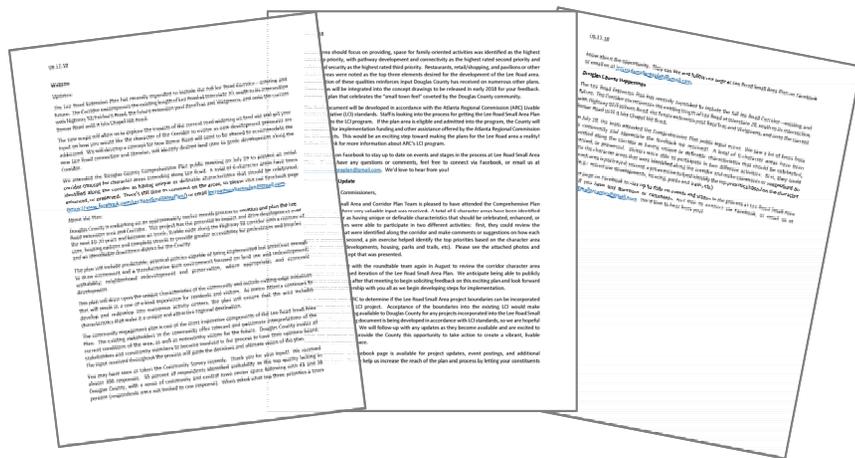


LEE ROAD
SMALL AREA & CORRIDOR PLAN



So much progress is anticipated along Lee Road. In an effort to inform the public of the scope, status, and timeline of each project, flyers were distributed with other project materials at events and County offices.

A Facebook page was maintained throughout the project process, distribute drafts, and receive feedback. The project team advertised events on the page to broaden the reach of the feedback. The page can remain a resource after the conclusion of the planning process to build momentum into the redevelopment of the project sites.



Project updates were provided for multiple media outlets, including the County-hosted project webpage, Douglas County Happenings, email blasts, and Board of Commissioner email updates.

ANTICIPATE

Anticipate

Small Area and Corridor Plan – Input in Action

A plan based on public feedback...

- 69 percent of the community survey respondents felt the lack of sidewalks is a barrier to walking and biking around the County.
- Walkability and a sense of community are the top two qualities respondents felt are lacking in Douglas County.
- Restaurants and retail are the top two uses envisioned for the Lee Road extension area.
- Comments from the public:
 - “The plans, from what I'm hearing now, are great...just the type of thing we need in our county. Do it right.”
 - “For too long [Douglas County] has lacked restaurants, attractions and biking/walking paths for residents to enjoy. It needs to be something that caters to families during the daytime and adults in the evenings.”
 - “ACCESSIBILITY FOR ALL.”
 - “Roundabouts instead of stop signs and stop lights!”

*Additional comments from community survey provided in appendix.



69% say lack of sidewalks are the biggest barrier to walking

Anticipate

Small Area Plan – Context Map





- | | |
|------------------------|----------------------------------|
| Retail (Existing) | Mixed Use (Retail / Office) |
| Education | Mixed Use (Retail / Residential) |
| Civic/Municipal | Business Incubator |
| Recreation / Parks | Parking |
| Multi-Family w/Parking | Lodging / Hotel |
| Loft Studios | Senior Living |
| Performing Arts | Church |
| Restaurants / Pubs | Professional Office |



Small Area Plan – Aerial Perspective Rendering



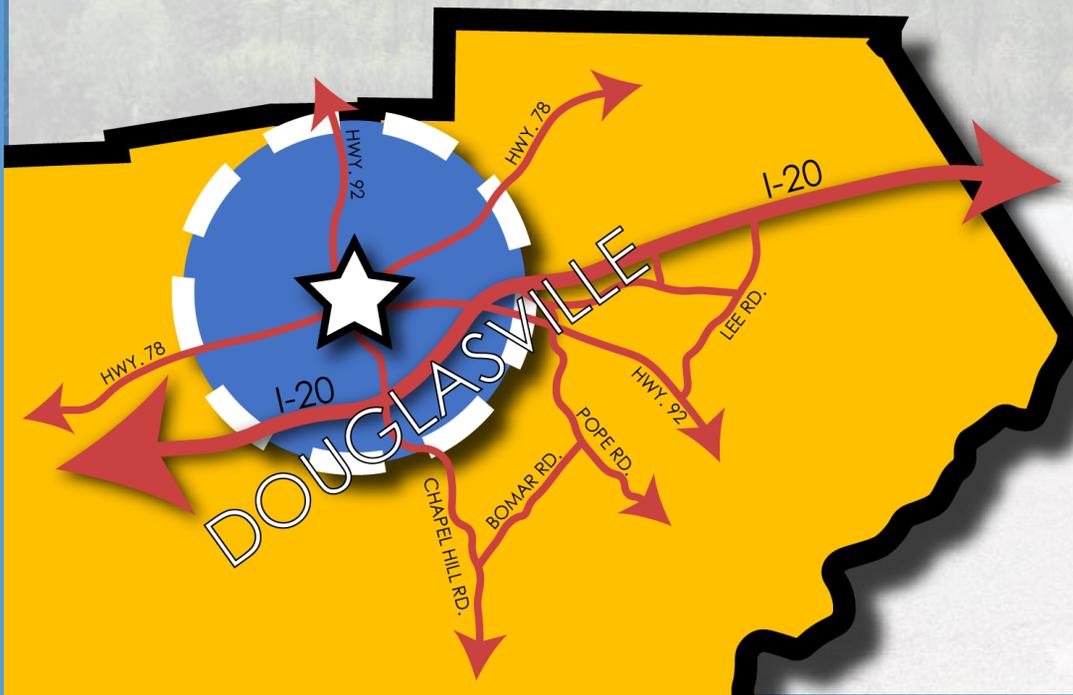
Small Area Plan – Street Perspective Rendering



Anticipate

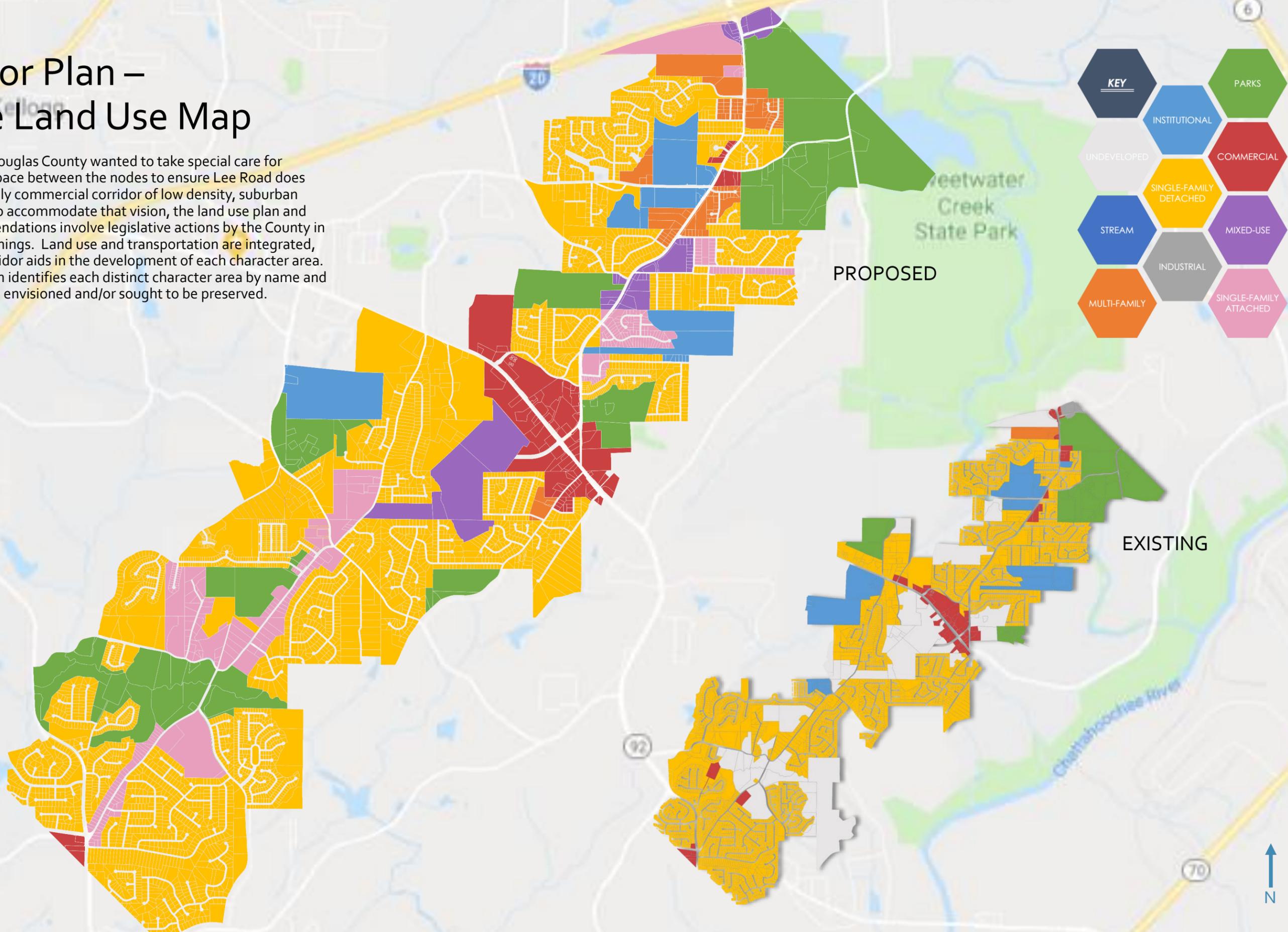
Corridor Plan – Focus on Character Areas

In anticipation of the development pressures that would result from the road widening and the development at Fairburn and Lee Roads identified in the Small Area Plan, the Corridor Plan reimagines the land uses along the full corridor. In general, the nodes are comprised of commercial and multi-family development and the corridor in between the nodes is flanked by transitioning, higher density housing to bolster and protect the single-family residential development adjacent to the corridor. Multi-modal transportation is accommodated along the corridor to foster greater mobility and accessibility for the community.

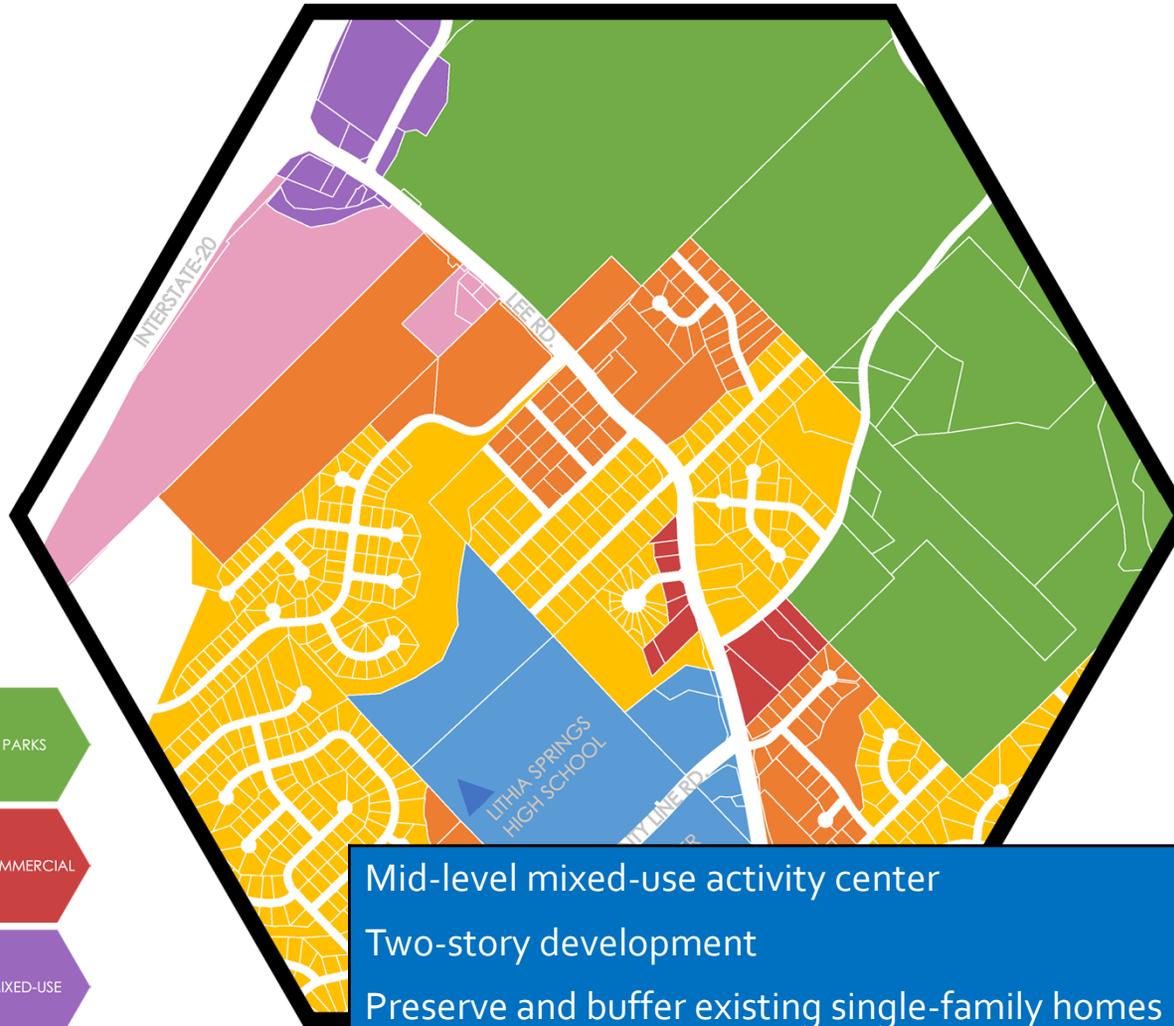


Corridor Plan – Future Land Use Map

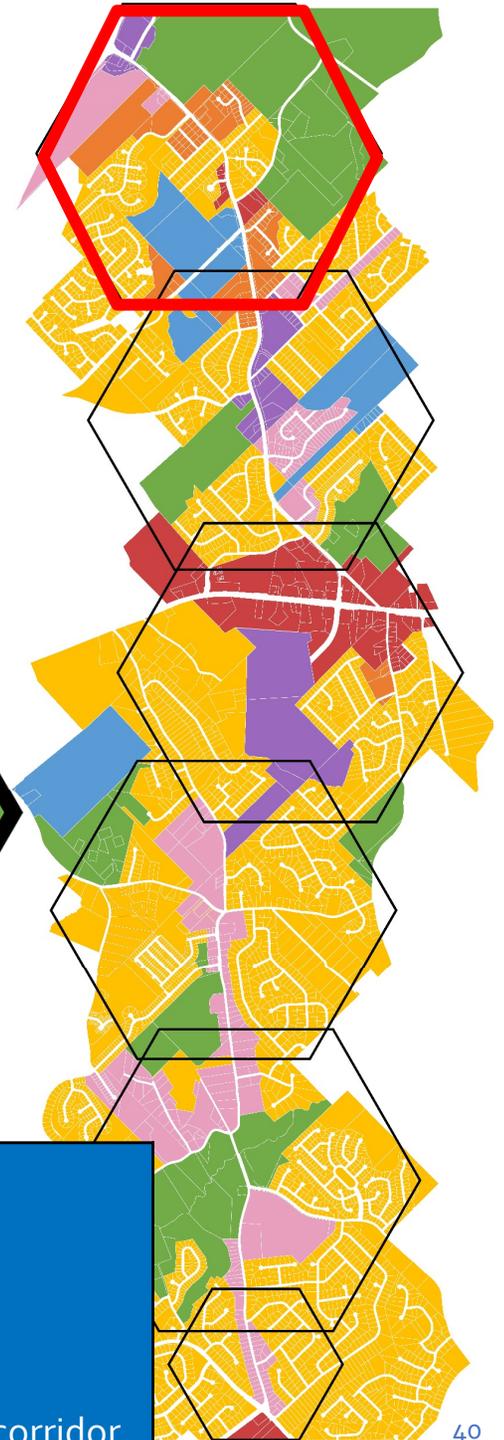
The leaders of Douglas County wanted to take special care for protecting the space between the nodes to ensure Lee Road does not become a fully commercial corridor of low density, suburban development. To accommodate that vision, the land use plan and zoning recommendations involve legislative actions by the County in the form of rezonings. Land use and transportation are integrated, wherein the corridor aids in the development of each character area. The Corridor Plan identifies each distinct character area by name and qualities that are envisioned and/or sought to be preserved.



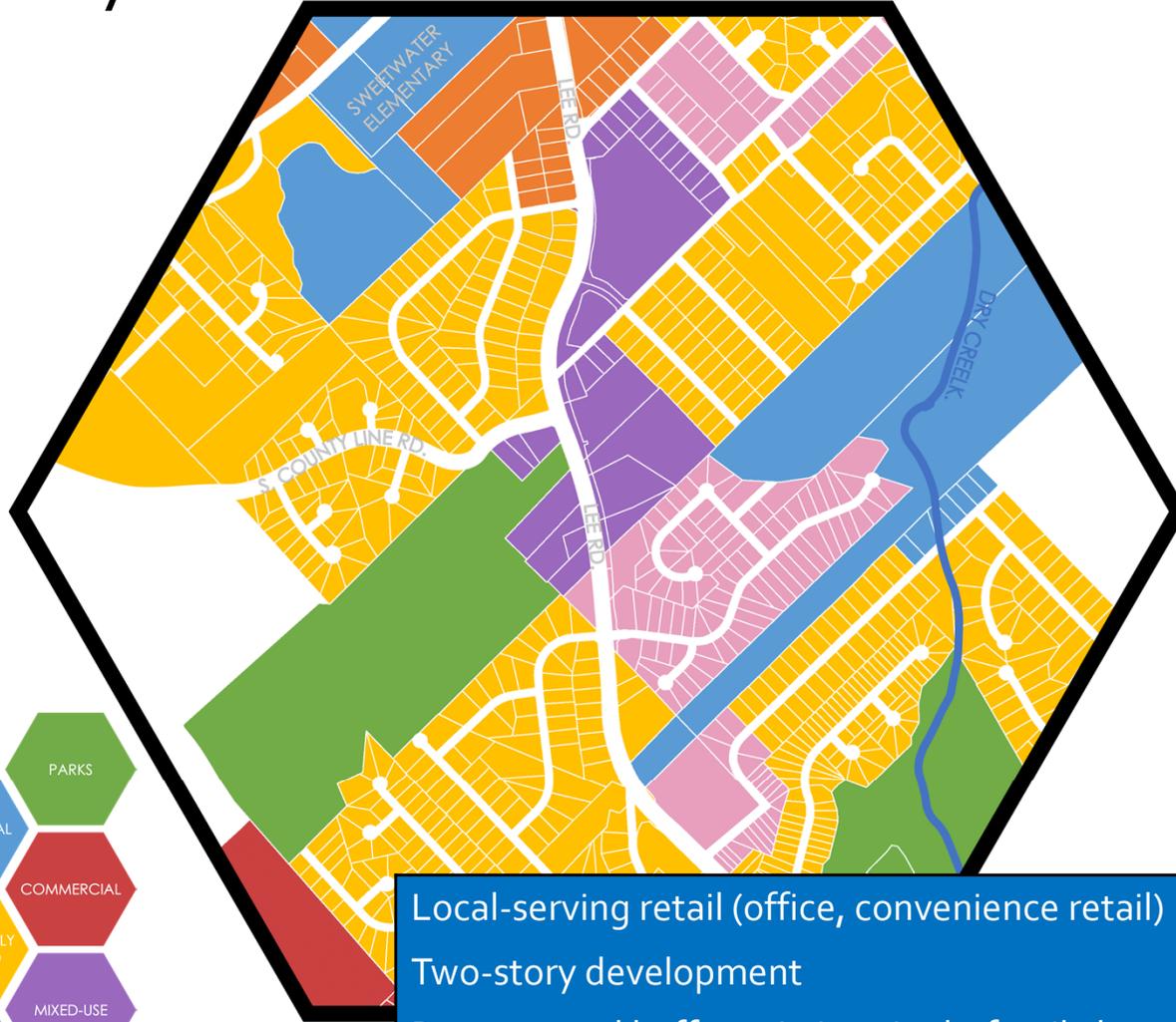
Corridor Plan – Sweetwater Character Area



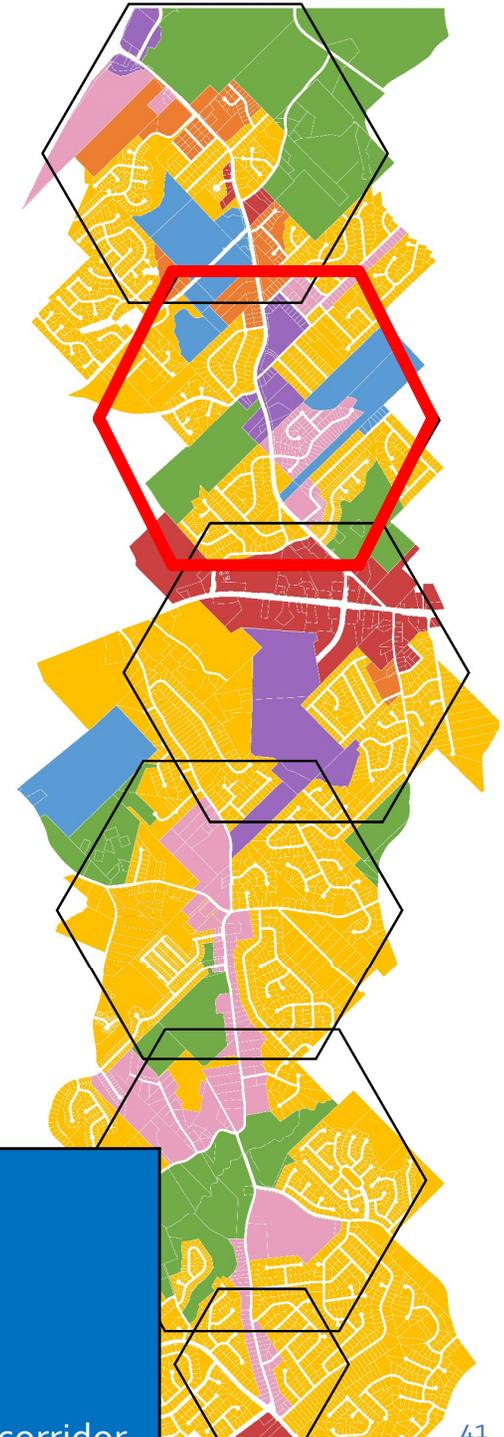
Mid-level mixed-use activity center
Two-story development
Preserve and buffer existing single-family homes
Implement Safe Routes to School
Single-family detached and attached uses along corridor



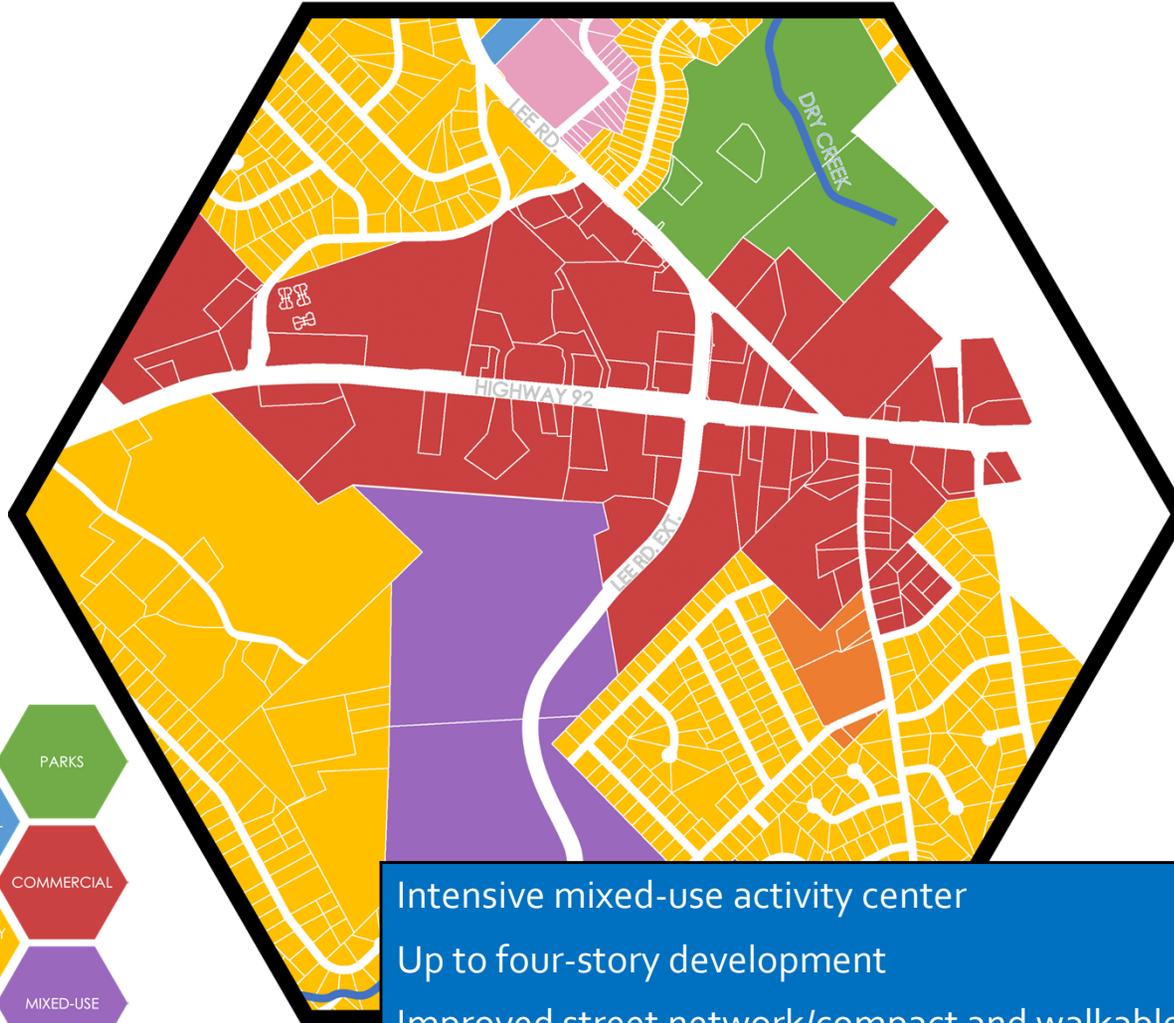
Corridor Plan – Factory Shoals Character Area



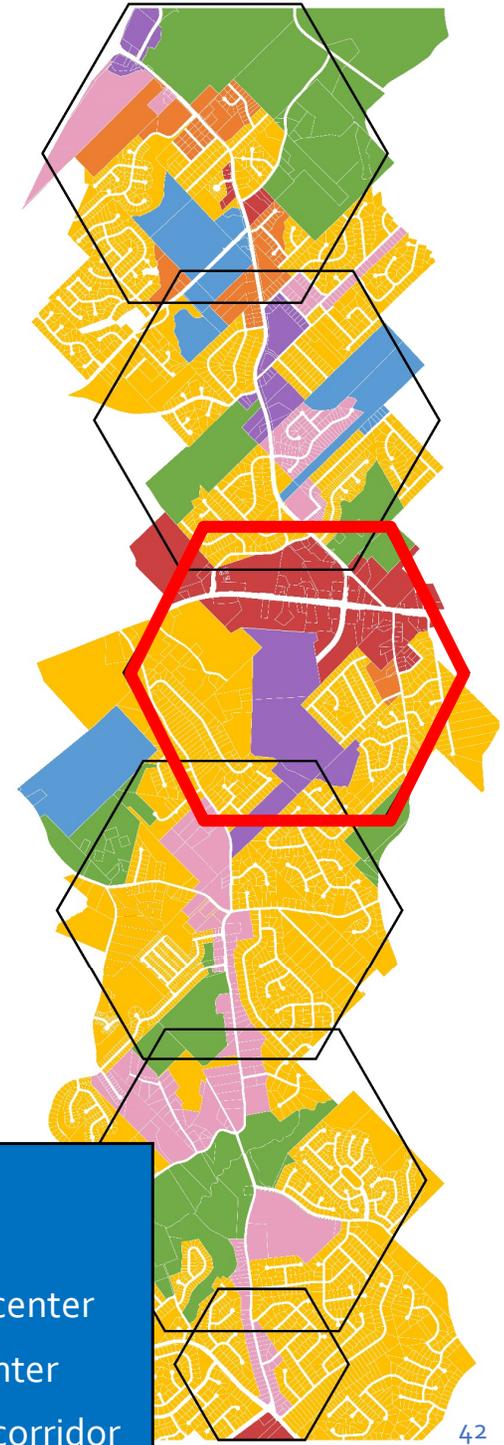
Local-serving retail (office, convenience retail)
 Two-story development
 Preserve and buffer existing single-family homes
 Future road connections/access management
 Single-family detached and attached uses along corridor



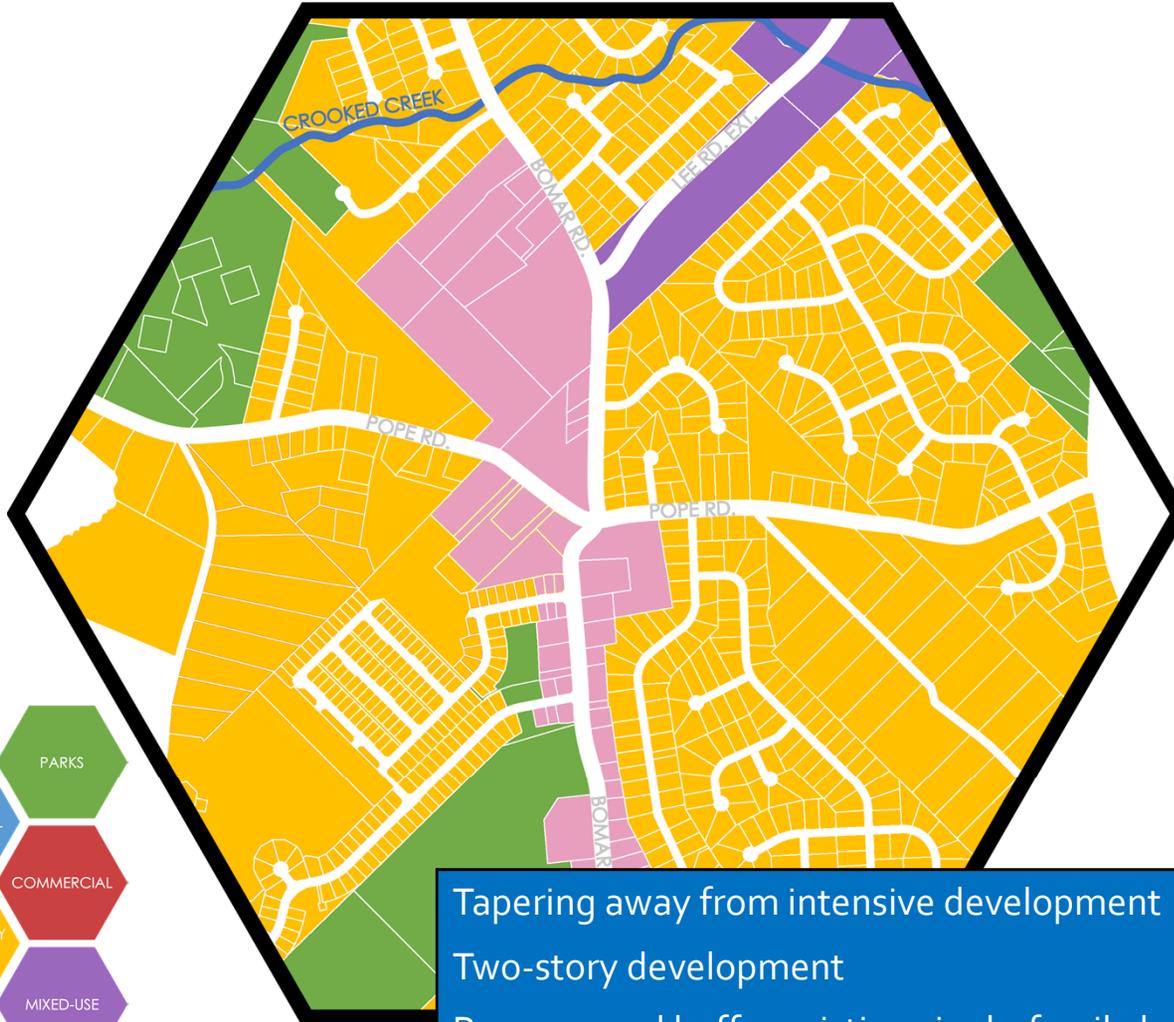
Corridor Plan – Lee Road Character Area



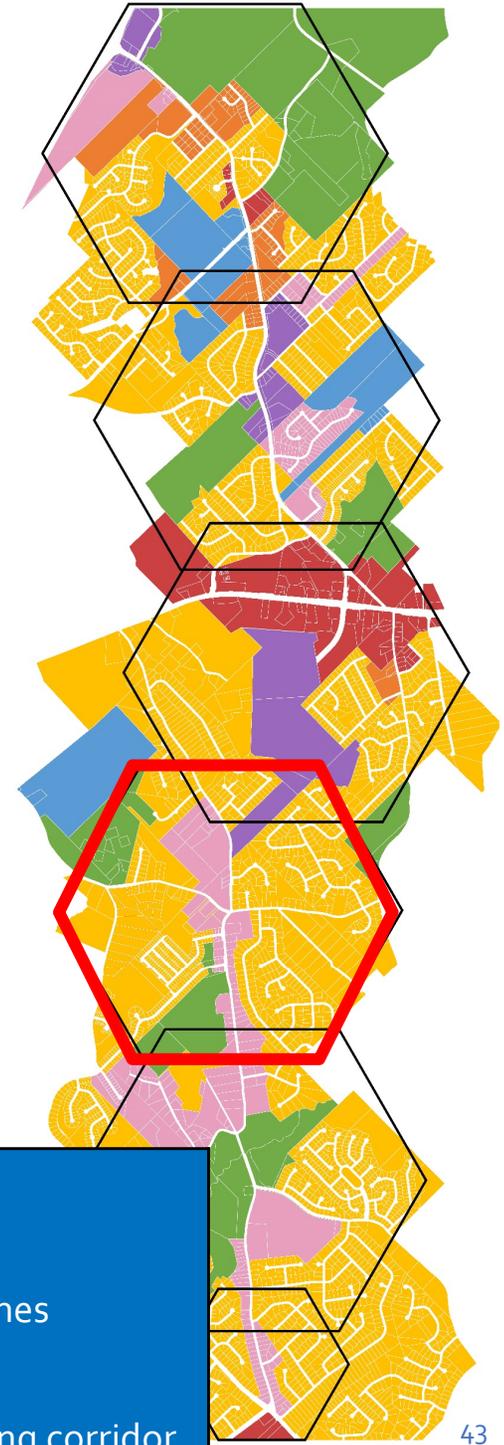
Intensive mixed-use activity center
 Up to four-story development
 Improved street network/compact and walkable center
 Senior housing/greenspace/retail and housing center
 Single-family detached and attached uses along corridor



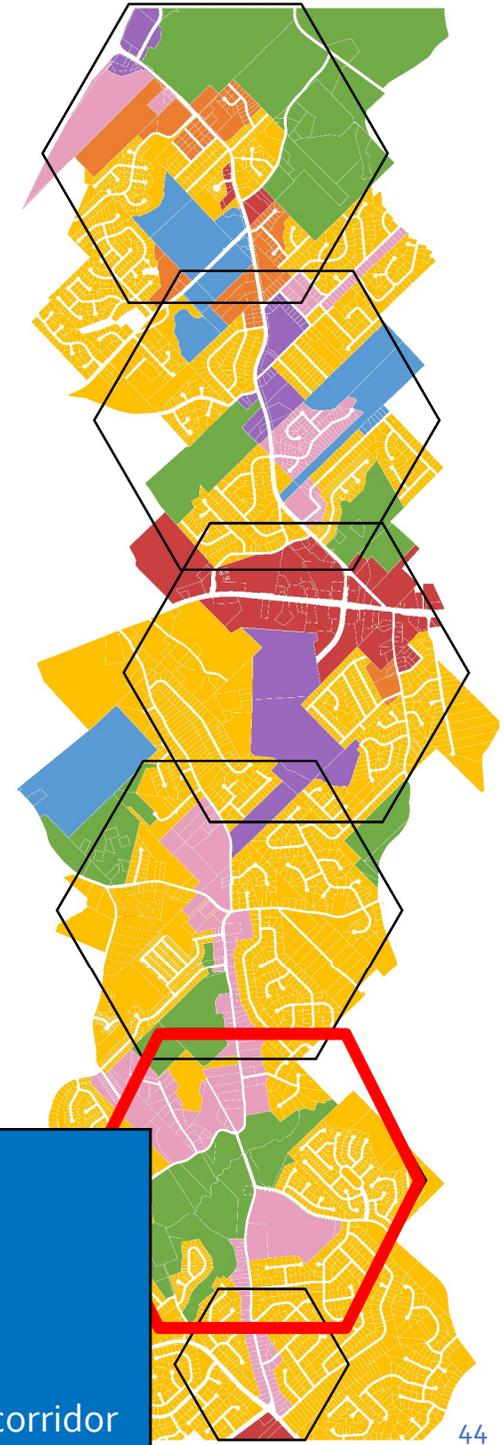
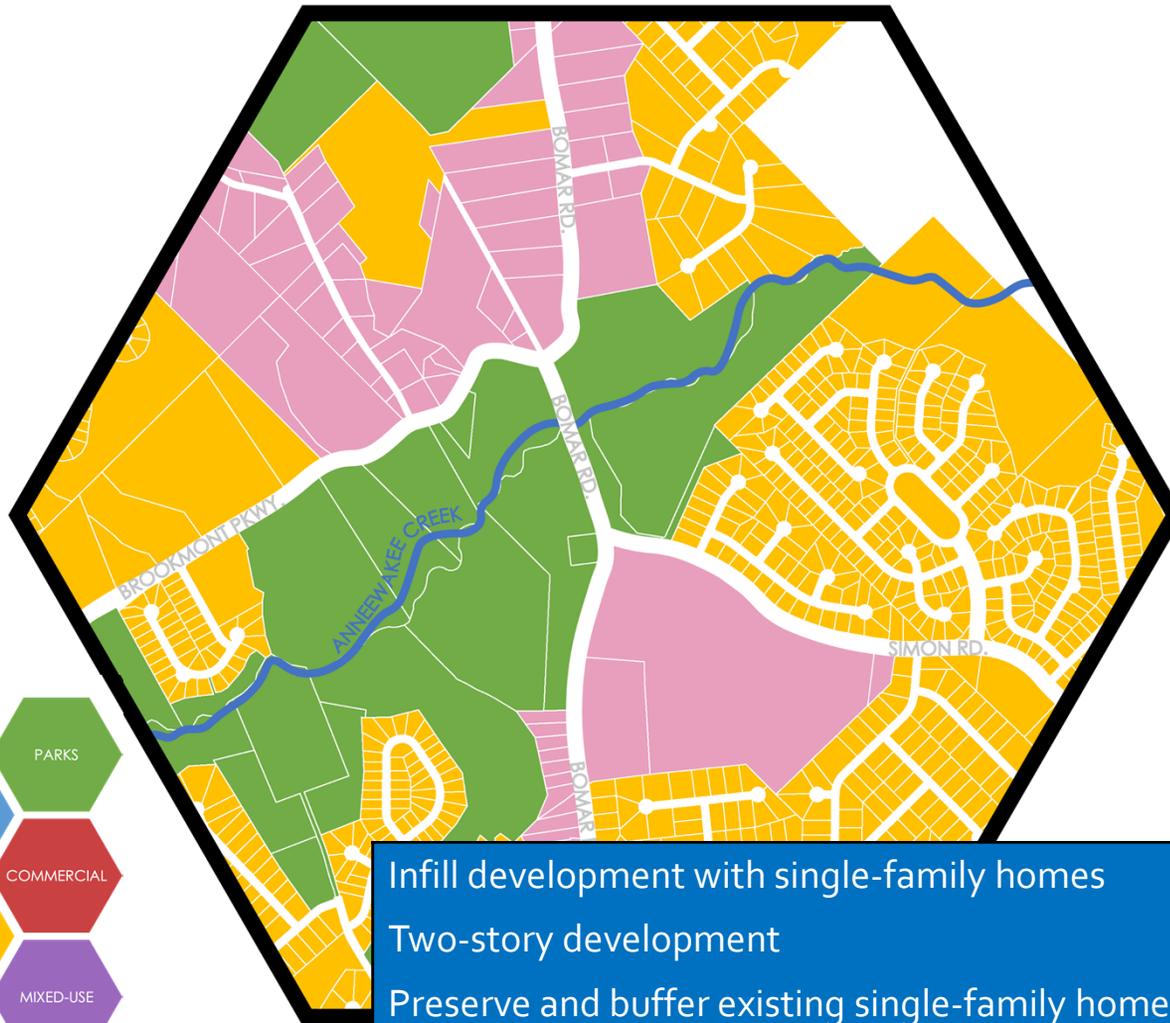
Corridor Plan – Crooked Creek Character Area



Tapering away from intensive development
 Two-story development
 Preserve and buffer existing single-family homes
 Large lot single-family residential
 Single-family detached and attached uses along corridor

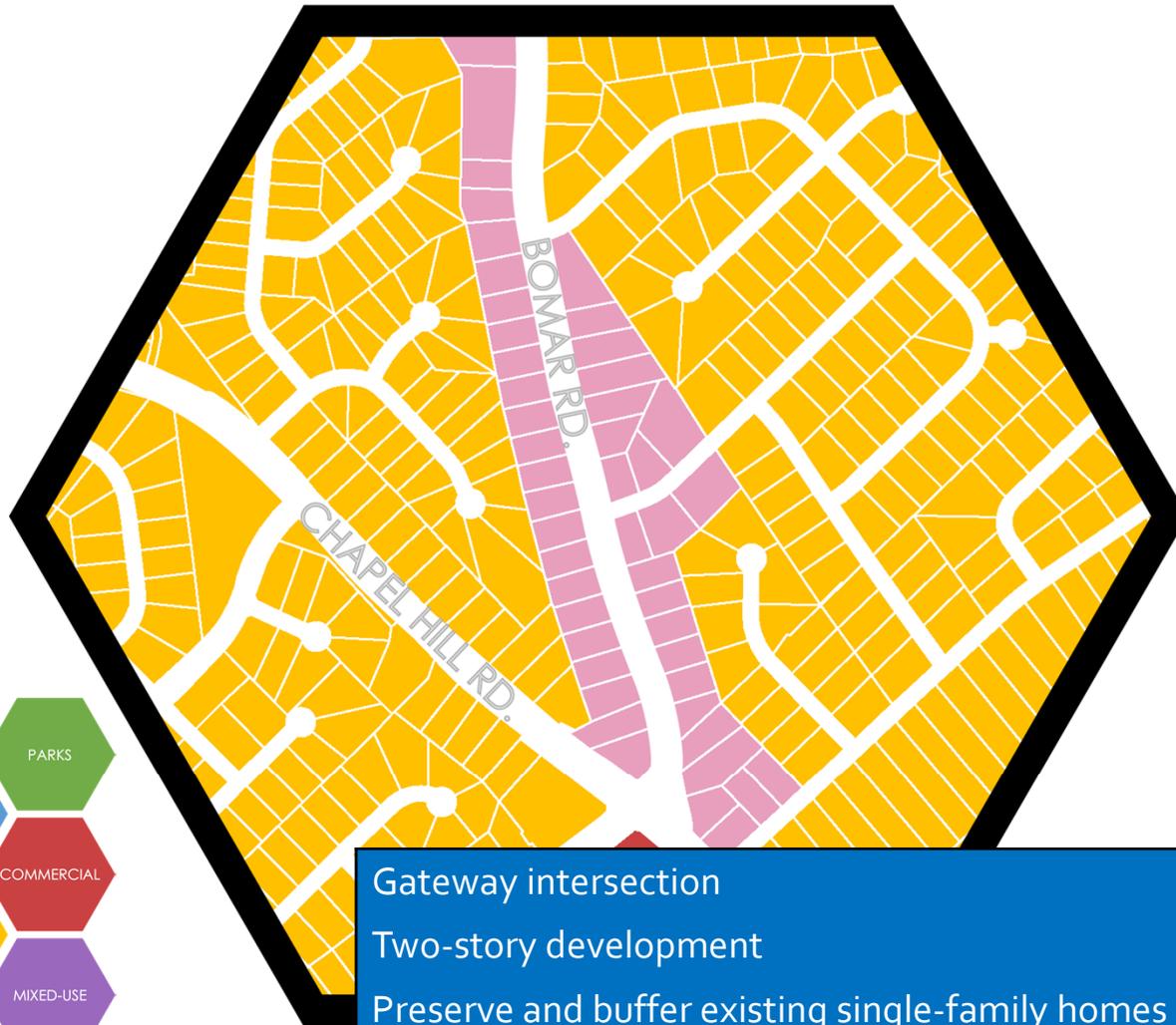


Corridor Plan – Annewakee Character Area

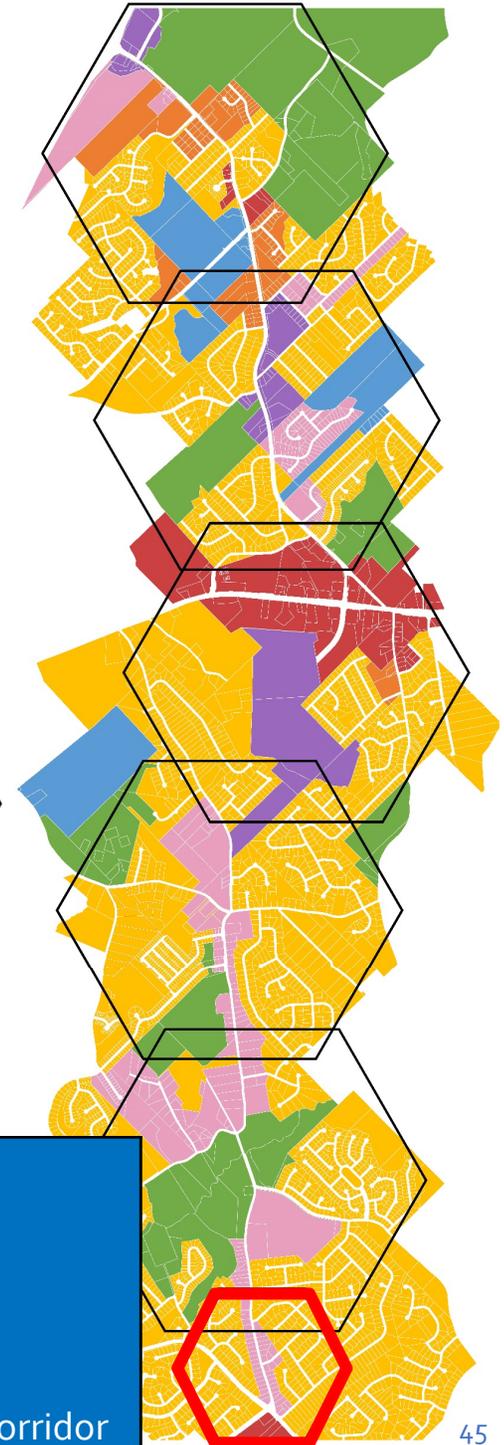


Infill development with single-family homes
 Two-story development
 Preserve and buffer existing single-family homes
 Promote conservation subdivisions
 Single-family detached and attached uses along corridor

Corridor Plan – Chapel Hill Character Area

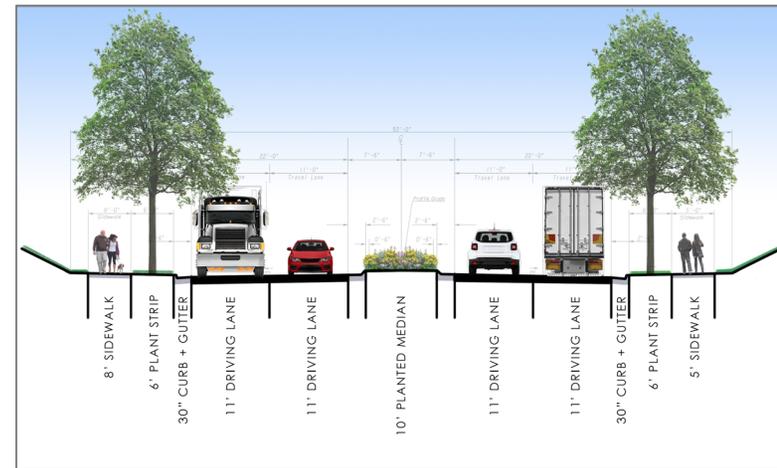


Gateway intersection
Two-story development
Preserve and buffer existing single-family homes
Commercial/small lot residential/attached uses
Single-family detached and attached uses along corridor

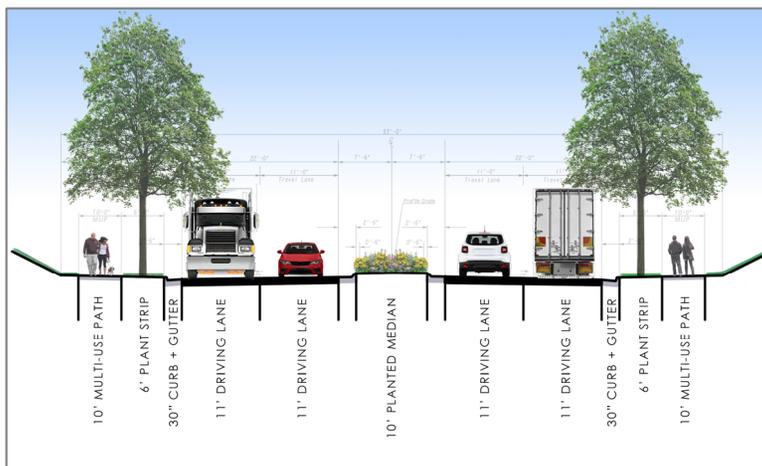


Corridor Plan – Street Cross Sections

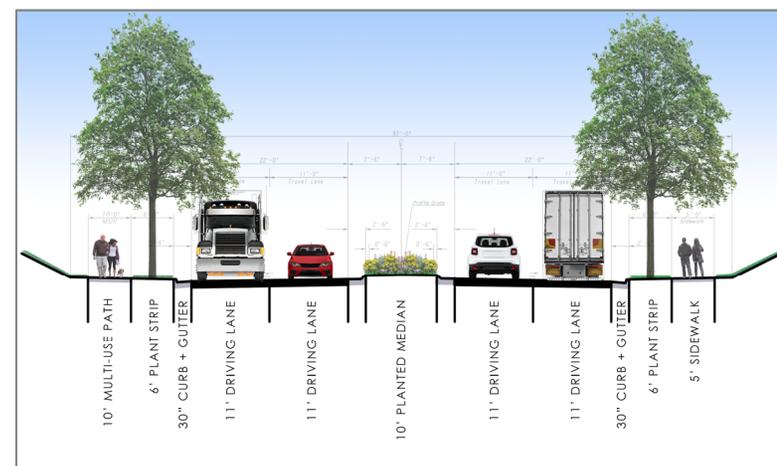
The Lee Road Corridor Plan takes an existing, disjointed network of streets and makes one final link in the route—the Lee Road Extension planned to connect Bomar Road to the Highway 92/Lee Road intersection through several sparsely developed properties. The Corridor is comprised of a series of nodes, defined as character areas. Those commercially anchored nodes are connected by the Lee Road Corridor. Not only will the connection be made, but the existing corridor will undergo some significant transformations. The northern portion of the corridor, existing Lee Road, is planned to be widened and is currently in the right of way acquisition phase. The southern portion, what is currently Bomar Road, will receive a similar widening so that the entirety of the corridor will become a limited access thoroughfare through Douglas County from Interstate 20 toward Chapel Hill Road.



Lee Road Widening Cross Section – Under ROW Acquisition



Lee Road Corridor Cross Section – where ROW and field conditions permit



Lee Road Corridor Cross Section – alternative

PRIORITIZE

Prioritize

Implementation Plan– Ensuring Success

The implementation process is organized into a 5-year action plan and includes actional steps toward making the Lee Road Small Area and Action Plan a reality. Each action item is defined, prioritized by start year, including phasing of projects, and lead personnel identified.

Some of the key priorities discerned from the public process are highlighted in advance of the action plan, along with the strategies being utilized to accomplish them. They include Safety and Access, Walkability, Sustainability, and Zoning.

Projects in the 5-Year Action Plan are based on planning-level analysis. More detailed scoping will be required when services are sought for each action item.



Implementation Plan– Safety and Access Management

The corridor has pervasive curb cuts totaling over 100 along the Bomar Road frontage and over 80 along the current Lee Road portion. A majority of the corridor is made up of single-family residential land uses, so it is reasonable to assume each of those properties has direct access to the street to which they front. As the corridor redevelops and parcels are combined, access management will need to remain a top priority. Anticipating redevelopment provides an opportunity for the County to revise its zoning regulations to allow the minimum access points necessary as required by law and best practices in safe and efficient traffic circulation. Additionally, draft access management provisions are provided in the appendix.

Interim projects have been identified to improve the safety of all modes using the Lee Road Corridor in the 5-Year Action Plan. In the middle-term, the County should develop an operational and safety plan to identify and prioritize projects that are most critical to safety.



Existing expansive curb cut on a commercial property along the Lee Road Corridor.

Implementation Plan– Sustainability

Douglas County is currently certified Silver through Atlanta Regional Commission's Green Communities Program. The Program recognizes communities that have prioritized sustainability policies, ordinances, and procedures. There are a number of measures through the Program that can be applied to the implementation of this plan and carried out in the rest of the County. Implementation of the measures outlined in the action plan will position the County to be eligible for Gold Certification.

The measures recommended in the action plan communicate to developers and residents that sustainability is a priority here. Many of the policies impact all Douglas-owned properties by incorporating elements of sustainability into the governance of the County.

Many of the measures are easy to implement with an ongoing educational campaign. Others require more forethought and planning, like the incorporation of renewable energy and green infrastructure projects into the Lee Road Master Planning area. If incorporated, they have the opportunity to provide significant long-term savings to the County and community impact and appeal.

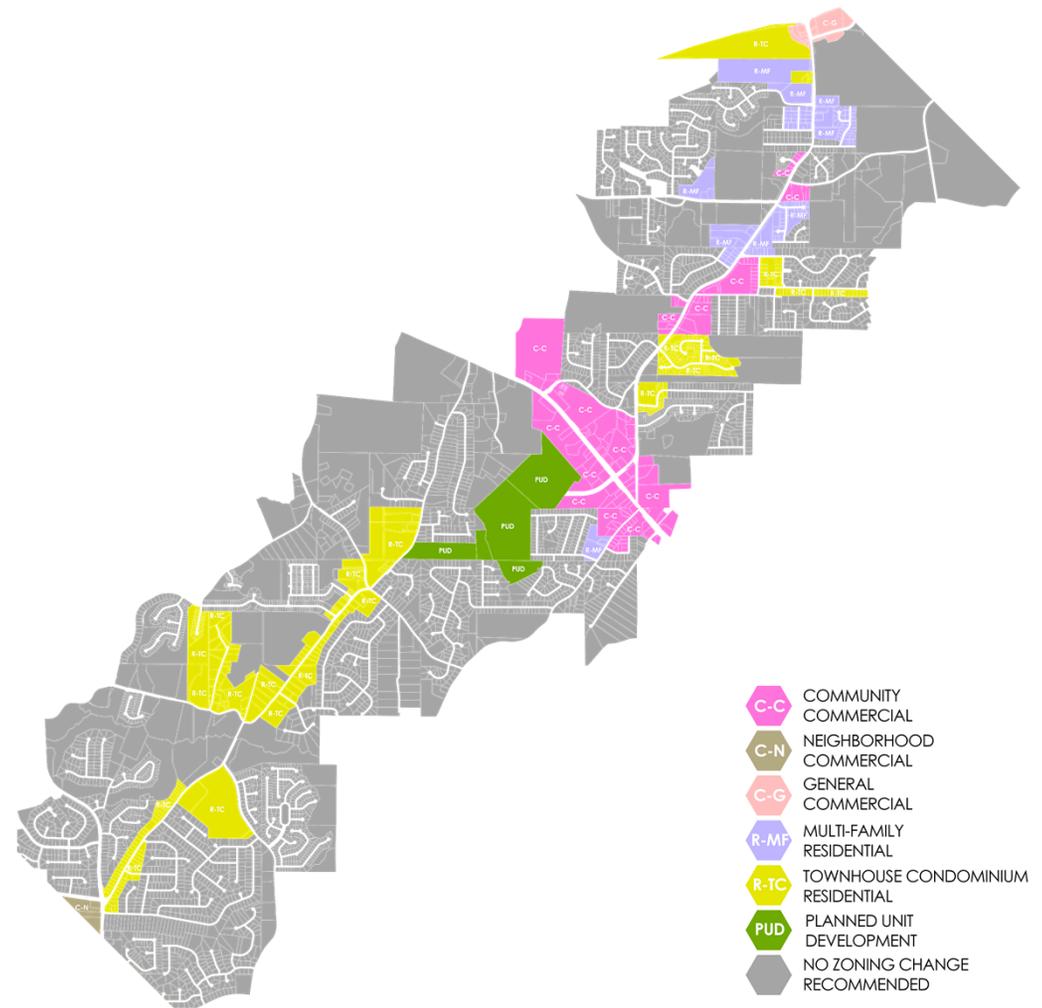


Implementation Plan— Zoning

Zoning is one of the most effective implementation tools available to local governments in effecting visions from planning processes. As noted in the 5-Year Action Plan, the County should consider rezoning properties along the Corridor that do not comply with the envisioned land use plan—this action has more of an opportunity to catalyze private development and communicate the land use policies purported by the Board of Commissioners.

Draft Planned Unit Development (PUD) regulations are attached in the appendix. While the previous PUD legislation has been repealed, the recommended text outlines minimum barriers to entry, including a required mix of uses and a more detailed submittal package. The PUD process allows the most flexibility for the County and developers wishing to bring forward a good development plan that does not fit within the traditional zoning code.

If an alternative zoning tool is preferred, the boundaries of the Small Area Plan can be incorporated into the Highway 92 Village Overlay. While the Overlay may not permit the Small Area Plan completely by right, the text can be tweaked to accommodate the inconsistencies in architectural style and development standards.



Prioritize

Implementation Plan– 5-Year Action Plan

Activity	Category	Responsible Party	Comments	Estimated Cost	Start Date
Plans + Design					
1 Present planning document to City Council for adoption.	Plan	Planning and Zoning Department	Adopt as addendum to Comprehensive Plan.	staff time	2019
2 Develop Lee Road Extension feasibility study to meet the recommendations in the Lee Road Small Area and Corridor Plan.(3D concept on GIS with environmental screening and access management).	Plan	Department of Transportation	Pursue CDAP Funds through ARC.	\$250,000	2019
3 Develop construction documents for Lee Road Extension.	Design	Department of Transportation	Pursue TIP funding through ARC or other.	\$800,000	2021
4 Develop real estate strategy document to explore implementation responsibilities for development of parcels (possible release of an invitation to bid to secure development partner(s) to build the portions of the project under County control).	Plan	Economic Development Authority	Template Invitation for Proposals (IFP) provided in Plan appendix. Other strategies may be preferred.	\$20,000	2020
5 Develop a bicycle support services plan (bike facilities, end of trip amenities, and other regulatory requirements).	Plan	Development Services Department		\$10,000	2022
6 Develop an operational and safety plan for the corridor to identify and prioritize projects (utilize list in capital improvements activity list in the meantime).	Plan	Department of Transportation		\$10,000	2021
7 Identify ADA compliance and develop or update audit for the corridor.	Plan	Department of Transportation		\$10,000	2020
8 Engage the public to seek feedback on programming underutilized utility easement to determine multi-use trail feasibility (connections to Deer Lick Park and other regional destinations).	Plan	Development Services Department		\$10,000	2023
9 Develop a plan that will ensure Highway 92 and Lee Road are designated and updated as Smart Corridors.	Plan	Department of Transportation	As improvements are made, conduit, fiber, and other smart technologies should be installed.	\$5,000	2020
10 Develop site design drawings for public improvements - stormwater detention, greenspaces, Lee Road extension.	Design	County Manager	After Real Estate Strategy Plan has been adopted to determine exactly which projects will be managed by County.	TBD	2024
11 Update Small Area and Corridor Plan on a five year basis.	Plan	Planning and Zoning Department		\$50,000	2024
Policies + Education					
12 Rezone Lee Road Corridor in accordance with proposed zoning map.	Policy	Planning and Zoning Department	Incentivize development patterns illustrated in future land use plans.	Staff time	2019
13 Develop overlay district in Lee Road master planning area to require architectural, spatial, and infrastructure improvements on properties not controlled by the County.	Policy	Planning and Zoning Department		\$28,000	2019

Activity	Category	Responsible Party	Comments	Estimated Cost	Start Date
14 Develop a policy to reduce overall curb cuts along corridor as properties redevelop. Amend ordinance to require spacing requirements between access points.	Policy	Development Services Department	Cost associated with working with private property owners to close curb cuts. Draft regulations in appendix.	TBD	2021
15 Develop regulations that require support infrastructure for transit, shared curb space, pedestrian amenities, and micro-mobility.	Policy	Planning and Zoning Department		\$5,000	2020
16 Review and Update Complete Streets Policy.	Policy	Development Services Department		staff time	2019
17 Develop and implement a "No Net Loss of Trees Policy."	Policy	Development Services Department	Eligible for points in ARC's Green Communities Program. Draft policy in appendix.	\$100 per tree	2020
18 Develop a "Safe Routes to School Program."	Policy	Communications + Department of Transportation	Eligible for points in ARC's Green Communities Program. Audit policies that already meet the purpose. Make changes as necessary.	TBD	2022
19 Develop a policy to install bicycle parking at County facilities.	Policy	Department of Transportation	Eligible for points in ARC's Green Communities Program. Draft policy in appendix.	\$200 per bicycle rack	2022
20 Develop public space standards for furniture, landscape, lighting standards, and activated storefront zones.	Policy	Planning and Zoning Department		\$5,000	2020
21 Identify and implement low cost, interim solutions to improve pedestrian and trail connectivity.	Policy	Department of Transportation	Pedestrian facilities are lower cost improvements that communicate the County's priorities to be more walkable and sustainable.	TBD	2023
22 Develop a policy to incorporate green roof and/or renewable energy into government buildings County-wide, and on Small Area Plan site, in particular.	Policy	County Manager	Eligible for points in ARC's Green Communities Program. Policy can be adopted in the short-term with full implementation long-term. Draft policy in appendix.	TBD	2020
23 Consider renaming Bomar Road where it ties into the Lee Road Corridor.	Policy	County Manager		TBD	
24 Develop education program for Green Communities program (residents, developers, etc.); consider developing incentives for developer participation.	Education	Communications	Eligible for points in ARC's Green Communities Program.	\$500 annually	2020
25 Develop a County green business recognition incentive program (coincides with other educational measures for Safe Routes to School and residential education).	Education	Communications	Eligible for points in ARC's Green Communities Program.	\$500 annually	2021
26 Develop a program to engage County's business population (coincides with other educational measures for Safe Routes to School and residential education).	Education	Communications	Eligible for points in ARC's Green Communities Program.	\$500 annually	2022

Activity	Category	Responsible Party	Comments	Estimated Cost	Start Date
27 Develop and install educational materials along the stormwater feature on the Small Area Plan site to demonstrate the benefits of green infrastructure.	Education	Communications	Eligible for points in ARC's Green Communities Program.	\$3,000 for signage	TBD
28 Develop a program to engage County staff members with the sustainability program and other Green Communities initiatives through annual staff training.	Education	Communications	Eligible for points in ARC's Green Communities Program.	\$500 annually	2021
Capital Improvements					
29 Install crosswalks and other pedestrian improvements at specified intersections as sidewalk connections are made along the corridor.	Capital	Department of Transportation	All commercial curb cuts (10-20), Summerlin Parkway, Leeward Court, Sweetbrier Circle, South County Line Road, South Ridge Drive, Johnsbrook Drive, Maxwell Place, Forrester Court, Newberry Lane, Old Lee Road, Olde Tabby Drive, Brookhollow Drive, Simon Road, Wellham Green Court, Daylily Way, Appaloosa Trail, Saddlecreek Drive.	\$5,000 per intersection	2020
30 Operational and safety improvements at intersection of Falls River Drive and Brookstone Drive.	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
31 Operational and safety improvements at intersection of East County Line Road and Ambassador Drive and install associated pedestrian improvements.	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
32 Operational and safety improvements at Lee Road and Chestnut Log Loop.	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
33 Operational and safety improvements at Old Chestnut Log Road (possible "t" intersection project).	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
34 Operational and safety improvements at South Ridge Drive and Johnsbrook Drive (possible traffic signal).	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
35 Operational and safety improvements at Pope and Bomar Roads (possible traffic signal or a traffic circle).	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
36 Operational and safety improvements at Bomar Road, Brookmont Parkway, and Wallace Drive (consider traffic circle).	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
37 Turn Bomar Road extension at Chapel Hill Road to a right-in-right-out. Close entirely with redevelopment.	Capital	Department of Transportation	Interim project until Operation and Safety Plan developed.	TBD	2023
38 Reconfigure cross section of Bomar Road to become the new Lee Road Corridor.	Capital	Department of Transportation		TBD	2024
39 Install multi-use trail and sidewalks along Bomar Road.	Capital	Department of Transportation		TBD	2024

Appendix– Access Management Regulations

Access management.

(a) Driveways.

(1) Driveways and curb cuts shall meet the following criteria:

- a. All sidewalk paving materials shall be continued across any intervening driveway at the same prevailing grade and cross slope as on the adjacent sidewalk clear zone. A corresponding interior sign or painted bar on the driveway shall be provided adjacent to the sidewalk paving as it intersects the driveway which shall communicate that vehicles must stop or yield for the intervening sidewalk.
- b. Driveway widths shall be a maximum of 24 feet for two-way entrances or shared driveways, and 20 feet for one-way entrances, unless otherwise permitted by the Douglas County or State Departments of Transportation (DOT). Residential driveways shall be limited to a maximum of 20 feet in width in the right of way. Apron may be flared up to an additional two feet on either side.
- c. No more than one curb cut shall be permitted for each development, provided that properties with more than one street frontage may have one curb cut located on each street frontage. However, developments on properties with a single street frontage greater than 400 feet shall be permitted two curb cuts along one street frontage.
- d. A shared driveway serving two or more adjoining lots may be authorized by the Planning and Zoning Manager based on the application of the following criteria:
 1. The shared driveway is desired to improve traffic safety and operations.
 2. The shared driveway is necessary in order to provide for reasonable use and development of property due to its size, shape, topography or hydrology.
 3. The shared driveway has environmental benefits such as the minimization of impervious surface and the protection of mature vegetation in areas with environmental constraints, such as steep slopes, sub-surface rock, floodplain, and stream buffers or other similar characteristics that would be impacted with the construction of multiple driveways.
 4. Ownership of the shared driveway can be established to provide for the perpetual maintenance and repair of the shared driveway in an equitable way that does not encumber Douglas County.
- e. All developments other than single-family detached dwellings shall have pedestrian walkways a minimum width of five feet connecting ground level parking to the public sidewalks and to all building entrances.

(2) Minimum driveway spacing. All driveways along public streets, except for driveways serving individual driveway lots or single dwelling units, shall meet the following criteria:

- a. Minimum separation for driveways and streets:

Minimum separation for driveways and streets	
Posted Speed (MPH)	Minimum Driveway Spacing
25	125
30	200

35	250
40	300
45	350
50	425
55	450

- b. Spacing shall be measured from centerline to centerline of driveways or streets. Greater separation may be required for safe operation of intersections and right or left turning lanes. Whenever possible, proposed driveways along one side of a street shall coincide with existing or proposed driveways on the opposite side of such street. If offset driveways cannot be avoided, the same driveway spacing criteria as given in the table should be provided. If the street involved is a divided facility and the driveways do not align with a median crossover, the driveway spacing would only apply to the adjacent driveway on the same side of the street as provided in the table.
 - c. Maximum number of driveways serving a single project: one for each 400' of property frontage, or fraction thereof per street.
- (c) *Requirements for interparcel access.* To the maximum extent possible, sidewalks and parking lots serving adjacent lots shall be interconnected to provide continuous driveway connections and pedestrian connections between adjoining lots and streets, except that this requirement shall not apply to lots zoned for single-family residential units. Where necessary, the County may require access easements be provided to ensure continuous access and egress routes connecting commercial, office, and multifamily lots.
- (d) Gates and security arms shall be prohibited from crossing any public street or sidewalk.

Appendix– Planned Unit Development Regulations

PUD, Planned Unit Development District

- (a) *Purpose and intent.* The PUD, Planned Unit Development district is intended to permit the planning and development of parcels of land that are suitable in location and character for the uses proposed as unified and integrated developments in accordance with detailed development plans. The PUD district is intended to provide a means of accomplishing the following specific objectives:
- (1) To provide for development concepts not otherwise allowed within non-PUD zoning districts;
 - (2) To provide flexibility, unity, and diversity in land planning and development, resulting in convenient and harmonious groupings of uses, structures and common facilities;
 - (3) To accommodate varied type design and layout of housing and other buildings;
 - (4) To allow appropriate relationships of open spaces to intended uses and structures;
 - (5) To encourage innovations in quality residential, commercial, and industrial development and renewal so that the growing demands of the population may be met by greater variety in type, design, and layout of buildings and by the conservation and more efficient use of open space ancillary to those buildings;
 - (6) To lessen the burden of traffic on streets and highways; and
 - (7) To provide a procedure that can relate the type, design, and layout of residential, commercial, and industrial development to the particular site, thereby encouraging preservation of the site's natural characteristics.
- (b) Minimum Standards:
- (1) No PUD district may be established without the concurrent approval of an Overall Development Plan (ODP) by the Board of Commissioners, in accordance with this section.
 - (2) PUD Districts shall have a minimum contiguous area of 50 acres.
 - (3) PUDs Districts shall provide a mix of a minimum of two of the following use categories, which shall be accommodated in vertical mixed-use development configuration:
 - a. Residential multifamily units;
 - b. Commercial offices;
 - c. Retail;
 - d. Hotel; or
 - e. Civic uses.
 - (4) 20 percent open space, which shall include a town center, community green, park, or other community focal point.
 - (5) The boundaries of each PUD, upon approval, must be shown on the zoning map, shall be in conformance with the adopted comprehensive plan, any adopted master plan, and the approved Overall Development Plan.
 - (6) Any development standards not expressly defined by the ODP shall be regulated by the UDC.
- (c) Application of regulations.
- (1) Overall Development Plan (ODP). Development of the PUD is governed by an Overall Development Plan that designates the standards of zoning and development for the PUD. The ODP must be submitted as a part of the PUD rezoning application.
 - (2) At a minimum the ODP must include:
 - a. *Analysis of existing site conditions.* An analysis of existing site conditions including a boundary survey and topographic map of the site at a minimum 1 inch = 40 feet scale shall include information on all existing manmade and natural features, utilities, all streams and easements, and features to be retained, moved or altered. The existing shape and dimensions of the existing lot to be built upon including the size, measurement and location of any existing buildings or structures on the lot shall be included.

- b. *Master plan.* A masterplan at a minimum 1 inch = 40 feet scale outlining all proposed regulations and calculations which shall include, but not be limited to, information on all proposed improvements including proposed building footprints, doors, densities, parking ratios, open space, height, sidewalks, yards, under and over-head utilities, internal circulation and parking, landscaping, grading, lighting, drainage, amenities, and similar details including their respective measurements.
- c. *Landscape plan.* A site plan at a minimum 1 inch = 40 feet scale showing proposed regulations and calculations which shall include, but not be limited to, information on landscaping, tree species and the number of all plantings and open space including the landscaping that is being preserved, removed and that which is replacing the landscaping that is removed.
- d. *Architectural design.* Preliminary architectural plans and all elevations with sufficient detail to demonstrate proposed design criteria shall include, but not be limited to, scaled floor plans and elevation drawings of proposed buildings and structures and information on building materials, features, exterior finish legend, windows, doors, colors, and items affecting exterior appearance, such as signs, air conditioning, grills, compressors, and similar details including their respective measurements. As a part of the architectural design, a "four-sided" design philosophy must be used. Materials used shall be enduring in their composition.
- e. *Phasing plan.* Should a PUD be expected to require five years or longer to complete, a phasing plan shall be provided by the applicant that indicates the timeframe for construction and development of different aspects of the PUD.
 - f. Type and location of all intended uses;
 - g. Expected gross land areas of all intended uses, including open space;
 - h. Gross floor area or density and residential unit size for all buildings or structures;
 - i. Multi-modal circulation plan;
 - j. Street cross-sections;
 - k. Parking analysis;
 - l. Plan of how environmental features will be protected or impacted; and
 - m. Any other information deemed necessary by the Planning and Zoning Manager.
- (3) To the extent that the approved ODP and development standards for a PUD contradict the development regulations and this UDC, the approved ODP for the PUD district governs.
- (4) Due to the mixed-use nature of PUD proposals, design must be determined based upon the context and guidance of the comprehensive plan and specific character area plan area in which the PUD is located, as applicable.

Appendix– Small Area Plan Land Uses



Lee Road Extension Master Plan, Douglas County Village Center Data

Overall

Master Plan Area	285.0 Acres
Perimeter Distance	4.4 Miles
Lee Road Extension Length	1.2 Miles

Buildings

Education	48,000 SF	40 Classroom School
Civic/Municipal	101,000 SF	Community Center, Library, Administration, Police, Fire Station, Police, Observatory
Recreation/Parks	12,200 SF	Recreation Center, Park Pavilions & Restrooms
Multi-Family w/Parking	464,200 SF	268 Units (1,400 – 2,000 sf/unit)
Loft Studios	82,000 SF	50 Units (1,600 sf/unit)
Performing Arts	28,000 SF	1,600 Seat Auditorium and 350 Seat Theater
Restaurants/Pubs	75,000 SF	23 Locations
Mixed Use (Retail/Office)	100,400 SF	Retail
	118,600 SF	Office
	8,000 SF	Retail
Mixed Use (Retail/Residential)	178,000 SF	80 Residential Units (2,000 – 2,400 sf/unit)
		5 Flexible Units
Business Incubator	16,800 SF	3-Story 120 Rooms
Lodging/Hotel	30,500 SF	110 Room Nursing Home
Senior Living	27,000 SF	250 Room Assisted Living
	40,000 SF	1,000 Seat Sanctuary
Church	14,400 SF	7 Locations
Professional Office	164,800 SF	

Public Parking

On Street Parking	1,293 Spaces	
Parking Lots	1,537 Spaces	
Parking Decks	948 Spaces	2 Locations
Total	3,778 Spaces	

Private Parking

Under Multi-Family Units	600 Spaces	3 Locations
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Parks & Greenspace

Organic Town Park	14.0 Acres	"Seven Bridges Park" with Terraced Natural Bio-Retention Water Features
Civic Village Lawn	4.0 Acres	6,000 Capacity Amphitheater
Oval Village Green	3.5 Acres	Classic Green with Monument
Recreational Greenspace	11.0 Acres	Passive Greenspace & Playfields
Walking/Bike Trails	2.0 Miles	Interconnects Village with Lee Road Trails

Commercial Land

Outparcels	5 Lots	2 to 2.5 Acres
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Single Family Residential

Home Sites	30 Lots	1/3 to 2/3 Acres
Home Sites	40 Lots	1/2 to 3/4 Acres
Home Sites	14 Lots	3/4 to 2-1/2 Acres



Appendix– Survey Results

9/11/2018

General report - Douglas County Lee Road Extension Small Area Plan Survey

By what mode of transportation do you take in and around Douglas County?

284 out of 289 people answered this question

1	Automobile or other motorized vehicle	283 / 100%
2	Walk	26 / 9%
3	Bicycle or other non-motorized vehicle	10 / 4%
4	Other	3 / 1%

If you would not walk or bike around Douglas County (non-motorized transportation), what do you feel are the barriers to doing so?

286 out of 289 people answered this question

1	There are no sidewalks or other pedestrian/bicycling facilities.	196 / 69%
2	It is too far.	105 / 37%
3	I do not want to.	47 / 16%
4	It is uncomfortable with the seasonal weather (too hot or too cold).	36 / 13%
5	I would walk around the County.	32 / 11%
6	Other	21 / 7%
7	I do not know.	2 / 1%

What, if any, qualities is Douglas County lacking today?

281 out of 289 people answered this question

1	Walkability	165 / 59%
2	Sense of community	114 / 41%
3	Central town center space	106 / 38%
4	Connections among civic sites (County buildings, library, school, etc)	74 / 26%
5	Other	63 / 22%
6	Park space	45 / 16%

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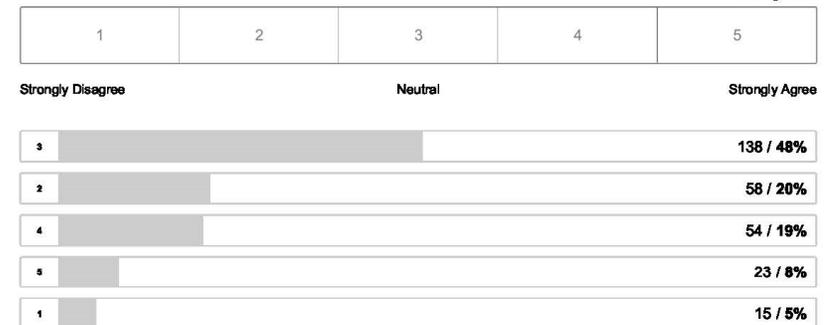
9/11/2018

General report - Douglas County Lee Road Extension Small Area Plan Survey

The County has adequate civic space for residents and community members. Select the most appropriate.

288 out of 289 people answered this question

Average: 3.04



Priority 1

280 out of 289 people answered this question

1	Space for family-oriented activities	75 / 27%
2	Safety and security	63 / 23%
3	Pathway development / connectivity	39 / 14%
4	Land preservation	33 / 12%
5	Commercial space	25 / 9%
6	Space for community-wide special events	21 / 8%
7	Space for programs and classes for all ages	12 / 4%
8	Other	6 / 2%
9	Public art	3 / 1%
10	Signage/wayfinding	3 / 1%

Priority 2

278 out of 289 people answered this question

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2/10

9/11/2018

General report - Douglas County Lee Road Extension Small Area Plan Survey

1	Pathway development / connectivity	51 / 18%
2	Space for family-oriented activities	48 / 17%
3	Safety and security	46 / 17%
4	Space for community-wide special events	45 / 16%
5	Land preservation	29 / 10%
6	Space for programs and classes for all ages	27 / 10%
7	Commercial space	15 / 5%
8	Other	6 / 2%
9	Public art	6 / 2%
10	Signage/wayfinding	5 / 2%

Priority 3

278 out of 289 people answered this question

1	Safety and security	50 / 18%
2	Space for community-wide special events	36 / 13%
3	Pathway development / connectivity	31 / 11%
4	Space for family-oriented activities	31 / 11%
5	Commercial space	28 / 10%
6	Land preservation	28 / 10%
7	Space for programs and classes for all ages	28 / 10%
8	Public art	22 / 8%
9	Other	17 / 6%
10	Signage/wayfinding	7 / 3%

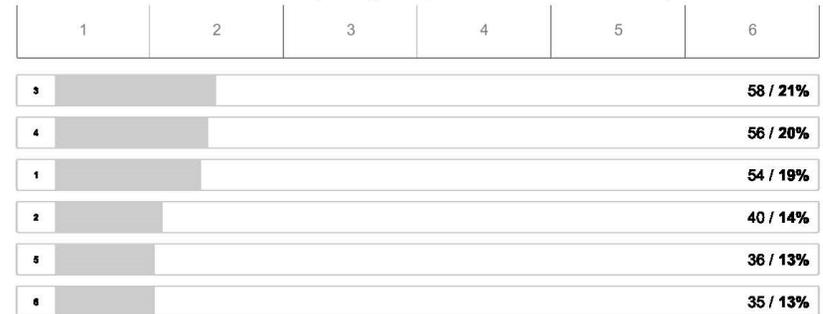
Recreation (jogging, walking, etc.)

279 out of 289 people answered this question

Average: 3.30

9/11/2018

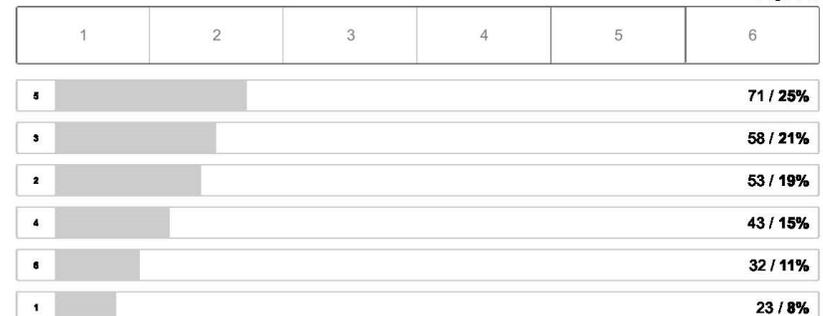
General report - Douglas County Lee Road Extension Small Area Plan Survey



Socializing (casual, hanging-out with friends, picnics, etc.)

280 out of 289 people answered this question

Average: 3.65



Relaxing (reading a book, napping, etc.)

279 out of 289 people answered this question

Average: 3.43



9/11/2018

General report - Douglas County Lee Road Extension Small Area Plan Survey

0		38 / 14%
1		37 / 13%
5		36 / 13%

Special events (concerts, festivals, movie nights, etc.)

282 out of 289 people answered this question

Average: 3.78

	1	2	3	4	5	6	
4							68 / 24%
5							57 / 20%
3							47 / 17%
0							47 / 17%
1							39 / 14%
2							24 / 9%

Commercial activities (dining, shopping, etc.)

283 out of 289 people answered this question

Average: 3.70

	1	2	3	4	5	6	
0							68 / 24%
5							49 / 17%
1							48 / 17%
2							47 / 17%
4							40 / 14%
3							31 / 11%

If it were developed, what elements would you prefer in the Lee Road area?

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286 out of 289 people answered this question

1	Restaurants		203 / 71%
2	Retail/shopping		151 / 53%
3	Pavilions/covered areas/shade		139 / 49%
4	Landscaped gardens		138 / 48%
5	Open, grassy play area(s)		119 / 42%
6	Water feature(s)		102 / 36%
7	Hard-scaped urban plaza area(s)		81 / 28%
8	Semi-organized play areas (horseshoes, bocce ball, gaga ball, etc.)		70 / 24%
9	Other		17 / 6%

Choice 1

279 out of 289 people answered this question

1	Accessibility		61 / 22%
2	Safety and security		56 / 20%
3	Additional facilities and amenities		43 / 15%
4	Condition/maintenance of parks or buildings		27 / 10%
5	Awareness of programs (communications)		23 / 8%
6	WiFi connectivity		18 / 6%
7	Pricing/user fees		15 / 5%
8	Programs I want		14 / 5%
9	Parking		9 / 3%
10	Other		5 / 2%
11	Hours of operation		4 / 1%
12	Customer service/staff knowledge		3 / 1%
13	Quality of equipment		1 / 0%

Choice 2

278 out of 289 people answered this question

1	Condition/maintenance of parks or buildings	47 / 17%
2	Additional facilities and amenities	40 / 14%
3	Safety and security	32 / 12%
4	Accessibility	29 / 10%
5	Awareness of programs (communications)	28 / 10%
6	Parking	25 / 9%
7	Programs I want	23 / 8%
8	Pricing/user fees	19 / 7%
9	Hours of operation	15 / 5%
10	Customer service/staff knowledge	8 / 3%
11	WiFi connectivity	5 / 2%
12	Other	4 / 1%
13	Quality of equipment	3 / 1%

Choice 3

273 out of 289 people answered this question

1	Awareness of programs (communications)	31 / 11%
2	Additional facilities and amenities	28 / 10%
3	Programs I want	27 / 10%
4	Condition/maintenance of parks or buildings	26 / 10%
5	Safety and security	25 / 9%
6	Hours of operation	24 / 9%
7	Pricing/user fees	24 / 9%
8	Accessibility	22 / 8%

9	Parking	21 / 8%
10	Customer service/staff knowledge	15 / 5%
11	Quality of equipment	15 / 5%
12	WiFi connectivity	9 / 3%
13	Other	6 / 2%

What is the best way to reach you with information on the Lee Road Small Area Plan?

288 out of 289 people answered this question

1	E-mail from the County	195 / 68%
2	Social networking (e.g., Twitter, Facebook)	158 / 55%
3	Internet/website	150 / 52%
4	Local media (TV, radio, newspaper)	104 / 36%
5	School flyers	34 / 12%
6	Word of mouth	23 / 8%
7	Other	9 / 3%

Please indicate your gender:

288 out of 289 people answered this question

1	Female	192 / 67%
2	Male	84 / 29%
3	Prefer not to answer	12 / 4%

What is your age?

288 out of 289 people answered this question

1	45 to 54	82 / 28%
2	35 to 44	71 / 25%
3	55 to 64	63 / 22%

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4	25 to 34	30 / 10%
5	65 to 74	24 / 8%
6	I prefer not to answer	10 / 3%
7	18 to 24	5 / 2%
8	75 or older	2 / 1%
9	17 or younger	1 / 0%

How many people, including yourself, live in your household?

273 out of 289 people answered this question



3.09 Average rating

1		83 / 30%
2		59 / 22%
3		46 / 17%
4		40 / 15%
5		32 / 12%
6		8 / 3%
7		3 / 1%
8		2 / 1%

What race do you consider yourself to be?

285 out of 289 people answered this question

1	White	162 / 57%
2	Black or African American	73 / 26%
3	Prefer not to answer	39 / 14%
4	Other	8 / 3%

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5	Asian, Asian Indian or Pacific Islander	2 / 1%
6	Native American	1 / 0%

Appendix– Survey Comments

Question: Do you have any additional comments or suggestions that you would like to offer regarding the potential Lee Road town center area?
N/A
No
N/A
I don't believe we need additional shopping. The Arbor Place Mall and various commercial shopping areas provide sufficient shopping, as well as Kennesaw and Atlanta proper are within short driving distance. Space for families and events are much more important to build community—a place Multiuse buildings like they have in Smyrna. Townhomes with shops.
Again Douglas County could be a thriving county if it expanded its horizons with more quality restaurants, shops and other amenities.
Trees, planting are very important. We do not want a block of concrete like the refurbished O'Neil plaza.
no
Make it beautiful and accessible. Security and less crime as possible.
Keep the Lee Road extension from adding more congestion to the area
It has to be as easy to get in and out of as possible for cars bikes and walking
Yes. Please avoid building another concrete jungle. This town center should be designed with a high level of green space. We want the things suggested in this survey. However, we don't want to look at the project and classify it as an eye-sore 20 years after completion. Please also consider a contingency plan on how to re-purpose the town center if certain elements don't succeed. We don't
Public input is crucial. Additionally, costs and budgeting is an enormous concern of mine. If this becomes a tax burden, people will not buy into it. If Douglas county cannot get its budget under control instead of constantly deferring to a SPLOST, I will in no way support future development, and I will lobby against it in the community. I have yet to be impressed with the financial and civic
Not sure what is being proposed and the exact location. So far this is very vague.
Due to Lee rd area's close proximity to the west side of Atl and the high crime neighborhoods all factors need to be considered to make this a safe environment that families will want to frequent. Choosing higher end restaurants and stores is one way to elevate the area.
It's exciting to hear about this planning.
Safe and affordable housing with an active HOA
It would be nice to know exactly what it is.
The plans, from what I'm hearing now, are great...just the type of thing we need in our county. Do it right. Don't skimp, don't cut corners. Do it properly and not how Douglas County has traditionally

Open-Ended Survey Responses - Raw Data

As a resident living right off Lee road noise/ traffic from the large volume of cars need to be
No
One thing I do not want to be considered for the town center are shops like auto body, tires, check cashing or liquor stores.
N/A
I believe this is long overdue for Lee Rd to be given the proper attention and maintenance. For too long it has lacked restaurants, attractions and biking/walking paths for residents to enjoy. It needs to be something that caters to families during the daytime and adults in the evenings.
None
Please look at areas like the Marietta Square which do not feature large parking lots. Please focus on developing centralized parking with a heavy focus on walking to the business locations.
ACCESSIBILITY FOR ALL. What is accessible to individuals with disabilities is accessible to all. Beauty attracts people. We have to begin using quality material and maintaining beauty
Get going!!! This thing has drag on for years. Would like to see something completed soon!!
Don't waste the money here. Improving traffic in the major town center areas such as Chapel Hill Rd/ Douglas Blvd, Thornton Rd, Hwy 5 near Walmart.
N/A
I'd love more practical and accessible types of places, like used bookstores and tai chi for all ages and coffee shops instead of expensive boutiques or places that only sell soap or something
Not at this time but very possibly at a later date.
Clean up the area. It is very ran down and in need of help
Please focus on a higher end area that will bring the value of the surrounding area up
Would like info concerning the road project
Non-chain restaurants! Walking/jogging paths. Art installations
TO GET THE ROAD FIX THE WOULD BE WONDERFUL

Open-Ended Survey Responses - Raw Data

Where would the town center area be located ? When will the project star and finish?
sprouts, trader joes, starbucks or other coffee retailer
Lee Road should have the gas station rebuild and put lighting around for highway 20 acessibility
Would like to see a large retailer like Trader Joe's, Whole foods or large farmers market on this side
Ped/Bike connectivity should be a key design constraint
not at this time without knowing additional information.
After the properties are developed, insist on property upkeep and maintenance. Focus on safety.
Let's invite some high school students to help build and middle schooler to help plant the
Nope
This is the worst survey I have ever taken. Fire the consultant who put this together, get our money back, and hire someone with more than a 3rd grade education to develop an appropriate and
Greenspace, walking paths, and nature will attract everyone!
South of I-20 on Fairburn needs quality development. That area is lacking in dining, entertainment, and community gathering opportunities
A visual would be beneficial
More restaurants
whatever the space is used for it must be maintained and have security
Public transportation
Why Lee Road? We're so far from the central point of the county that our wants and needs will never get addressed....., at least not in this century! (i.e. like the widening of Lee Road, which was no
Safety must be the first and most important plan for anything - county is not a safe place anymore.
more ethnic restaurants
Sidewalks
Would like to see the rendering of the plan, so i can best share my thoughts and advice.
I'm confused about where exactly Lee Road town center is???? Maybe that should have been made clear from the beginning. To me Lee Road extends from Hwy 20 to Hwy 92. Where exactly is this town center supposed to be? When I answered questions about the town center - I assumed it was

Open-Ended Survey Responses - Raw Data

I would not like to see a town center on lee rd.it is nice And quiet just need rode widened.Adding more to the area will make it congested.i answered the above questions bAsed on Douglas county
Make this space welcome to all within the community. Offer diversity for the old and the young. Rich and poor. Whites, blacks, and Hispanic. This is what makes a community great.
Roundabouts instead of stop signs and stop lights!
Take a look at how Smyrna beautified itself. I'm tired of the old Austell and Mableton look we have here. Our county may not have Cobb money but we can shut down and tear down all the old vacant buildings and used car lots. We have nice people that live here and we should work on our astedic. Wide sidewalks, grass, plants and flowers. Curb appeal and dog friendly places will attract more people so we can have Cobb money. Nicer restaurants as in healthy option places to dine and Provide security and a decent driving experience getting into and out of the area. We don't need Sell off excess property/resources, pay debt & lower taxes. Then come talk to me about a "town Please put some nice healthy restaurants, not fast food only. We also would like a Whole Foods grocery store. It needs to be walkable. Get started soon! Douglas County is missing out!
No
I would love to see a veteran's and memorial area to reflect on those who serve our country both military as well as public works
Engage individuals from each surrounding Subdivisions of Lee Road
not at this time
This area looks rough. It is absolutely unappealing. It needs to be spruced up
Not at this time
Leave it as is. We don't need any commercial/retail development, period. Finish Tributary and you will have all of this that you need and want. Get with it and stop trying to spend more and more tax money building more and more things the citizens DO NOT WANT. If we wanted development, we I would hope such a venture would NOT displace too many more current residents.
Before building more things, how about fixing the existing roads. Our roads are badly deteriorating
How about stopping development and letting us be the small town community we used to be? I'm tired of my taxes going up
it MUST have good security to protect our citizens and it MUST NOT be a gun-free zone.

Open-Ended Survey Responses - Raw Data

The area is severely lacking shopping, dining and entertainment options. There is nothing to draw people to it. It would be great to have options in our own area!

At the time of potential Lee Road center area. Make sure there are adequate traffic flow with additional lighting. Also making sure Officers are making rounds to ensure safety.

It is silly to be adding more financial burdens to a county that cannot maintain the parks that we already have in place. But if it's what the commissioners want, that's what we'll get, regardless of

You will need a name for the community: Lithia Springs? or something interesting

Stop putting high population housing and postage stamp neighborhood developments out here. Those who want that should move to already developed areas instead of preying on the open and rural settings that attract and keep people away from urban life.

Do not raise my taxes for this

Bike paths for families and connected to boundary water/ silver comet trail

No but it sounds like a good idea.

Make it classy not trashy

I don't agree with expanding the Lee Road area at all

I would also be in support of more restaurants right off the Lee Road exit.

Don't do it. Stop wasting tax dollars.

It would have been helpful to show a map of the proposed area.

Restaurants, shopping, parks and recreation

I'm really not sure this area should be developed into a "town center". We already have downtown Douglasville and the mall area where people tend to go. Why make another traffic mess somewhere else in the county? We also have Deer Lick, Hunter and other parks where numerous activities are held. Any additional park space, if created anywhere at all, should be passive; we have no need for

There needs to be a sidewalk on lee rd, my daughter walks to lshs sometime and there is no sidewalk people drive through like crazy.

Please tear down the abandoned gas station on Lee rd. We do not need more gas stations instead family restaurants and organic grocery stores would be nice

Open-Ended Survey Responses - Raw Data

This project has gone on A LOT longer than residents were told it would. It would be great if the county could communicate more why it's being delayed and what the new plans are. We were told it was to widen Lee Rd from 20 to Hwy 92. Now there's talk of a county development area?!

None

Don't put it next to the high school because that place is scary

No

No

I want greater influence on the type of area to be given to current homeowners actually living in the area and not to business development, commercial enterprise/ concerns.

The county has to improve its sidewalk issue. It's nice to have pretty intersections, but when they don't go anywhere, they are useless.

Don't take people's land

Open-Ended Survey Responses - Raw Data

Appendix– Invitation to Bid

SECTION I: SUMMARY & PROJECT GOALS

Summary

Douglas County hereby solicits invitations for qualified developers to submit proposals to partner with the County for the development of over 200 acres of property near the intersection of Lee Road and Highway 92, Fairburn Road. The properties have been identified as prime redevelopment opportunities through the Highway 92 Corridor LCI Study and most recently, the Lee Road Small Area Plan, adopted in 2008 and 2019, respectively. The land uses identified by the Master Plan for these properties include new County parks, residential development, a senior housing node, retail and mixed use amenities, and civic facilities. Based on the Master Plan and its 15-month, community focused public planning process, the County intends to develop parks, open spaces, greenways, multi-use trails and possibly a Municipal Complex on portions of the properties.

The County anticipates receiving proposals from potential partners for developing the remaining portions of the properties. The County's preferred land use plan would closely follow the adopted Lee Road Small Area Plan. Slight variations are acceptable, provided adequate market and site design justifications are identified in the proposal. Overall, the County seeks to ensure that the future redevelopment of these sites utilizes the land for the desired purposes and uses specified by the community and that these uses are arranged, scaled, and designed in a manner forwarding our community's Master Plan for the future. The County expects to receive fair market value for any land it sells.

Project Goals

- Anticipate and guide investments along corridor
- Preserve natural resources and promote sustainability
- Provide a range of housing options
- Prioritize improved access and non-motorized transportation
- Provide space for family-oriented activities and community event space

SECTION II: BACKGROUND

A. County Background

Located due west and 20 miles from Atlanta on Interstate 20, Douglas County is 200 square miles of gently rolling foothills of the Appalachian Piedmont bordered on the south by the Chattahoochee River, east by Cobb County, north by Paulding County, and west by Carroll County. The Dog River in the western portion of the County is the County's potable water source (managed by the Douglasville-Douglas County Water and Sewer Authority, State-chartered). Other waterways include Sweetwater Creek, Anneewakee Creek, and Gothard's Creek.

Douglas County's strategic location as the western gateway to Atlanta, and its proximity and ease of access to Atlanta's Hartsfield-Jackson International Airport, make it the enviable place to live, work and play for its 132,000 residents.

More information can be found at the County's website: <http://www.celebratedouglascounty.com/>.

B. PLANNING BACKGROUND

The Lee Road Small Area and Corridor Plan is the result of an approximately 15-month process Douglas County embarked on in Fall 2017 to envision and plan the Lee Road extension area. About midway through the process, the County saw the need to consider the impacts of the extent of Lee Road and its potential as an east-west connector for the region. That vision has culminated in the corridor plan to define character area nodes, street cross sections, and coordination between transportation and land uses along the Lee Road Corridor.

This project has the potential to impact and drive development over the next 10-20 years and become an iconic, livable node along Highway 92 with a mixture of uses, housing options and complete streets to provide greater accessibility for pedestrians and bicycles and an identifiable downtown district for the County. The plan includes predictable, practical policies capable of being implemented but ambitious enough to draw excitement. A transformative built environment focused on land use and redevelopment; walkability; neighborhood redevelopment and preservation; and economic development make up the components of the final plan. The vision illustrated herein draws on the strengths of the community. As metro Atlanta continues to develop and redevelop into numerous activity centers, this plan ensures that the area includes characteristics that make it a unique and attractive regional destination.

The Lee Road Small Area and Corridor Plan in its entirety is available for download from the County's website. The URL is: [Insert URL here.](#)

C. PROPERTY INFORMATION

Insert detailed property information here

Template

E. ZONING

Douglas's entire Unified Development Code (UDC) is available online at www.municode.com and a direct URL is https://library.municode.com/ga/douglas_county/codes/unified_development_code. The County anticipates rezoning the subject properties in advance of this IFP process. Any changes to the conditions of zoning will be required to be approved through the appropriate process outlined in the UDO. The rezoning process includes both public hearings and public meetings. The County's zoning process is efficient and fair; including citizen-involvement in the process.

Template

F. REAL ESTATE STRATEGY PLAN URBAN REDEVELOPMENT AUTHORITY

The Urban Redevelopment Act, O.C.G.A. § 36-61-2(18) et. seq., gives cities and counties in Georgia specific powers to rehabilitate, conserve, or redevelop a defined geographic area. The Act remains the most powerful, flexible, and easy to use legislative tool for governing the use of public/private revitalization partnerships.

Pursuant to that Act, if the Board of Commissioners, find an area within the County meeting the definitions in accordance with OCGA § 36-61-2(18), they can specify the area, adopt a plan for redevelopment, and name a redevelopment agency.

A redevelopment agency, such as an Urban Redevelopment Authority, has the power to purchase property, dispose of property, and contract with private and governmental entities. As authorized by O.C.G.A. § 36-61-10, redevelopment agencies may dispose of property through a public, competitive process to the proposer determined to have plans in the best interest of the redevelopment agency.

By specifying the properties that comprise the Lee Road Small Area Plan are part of an urban redevelopment area, adopting a specific plan for redevelopment, and naming a redevelopment agency, the County intends to contract with the implementation agency for both the disposition of property and for development authority financing for part of the transaction. This process has been successful for communities in our region for decades.

SECTION III. FUTURE REDEVELOPMENT

As mentioned previously, the County spent considerable time working with the community to plan for the future of the County as a whole, prioritize further transportation and park improvements, and determine specific recommendations for key properties in character areas. Through these planning processes, the County documented the community's priorities for optimum land uses and redevelopment scenarios applicable to the properties.

However, the County recognizes a creative or previously unconsidered idea may also meet the community's vision and intent for the redevelopment of the area and project goals as outlined in Section I. The County welcomes all qualified proposers to submit their vision and plans for an optimal scenario for the redevelopment. The County will carefully consider all legitimate proposals meeting the requirements for proposals as documented further in Sections IV and V.

A. COUNTY-DEVELOPED PORTIONS OF FUTURE REDEVELOPMENT

As outlined in the Comprehensive Plan and the Small Area Plan, incorporating significant, functional community green space is a top priority for our community in the redevelopment of the properties.

As part of the redevelopment of the properties, the County intends to construct a civic building to house the County's Development Services, parkland, multi-use trails, and civic space. The County will pay for all costs related to the development and maintenance of the proposed parkland and multi-use trails. All County-built facilities will be open to the public.

B. SUGGESTIONS FOR REMAINING REDEVELOPMENT

As previously mentioned, the planning the County completed for these key redevelopment properties acknowledged the necessity of a public/private partnership to effect the changes desired by the community.

Overall		
Master Plan Area	285.0 Acres	
Perimeter Distance	4.4 Miles	
Lee Road Extension Length	1.2 Miles	
Buildings		
Education	48,000 SF	40 Classroom School
Civic/Municipal	101,000 SF	Community Center, Library, Administration, Police, Fire Station, Police, Observatory
Recreation/Parks	12,200 SF	Recreation Center, Park Pavilions & Restrooms
Multi-Family w/Parking	464,200 SF	268 Units (1,400 – 2,000 sf/unit)
Loft Studios	82,000 SF	50 Units (1,600 sf/unit)
Performing Arts	28,000 SF	1,600 Seat Auditorium and 350 Seat Theater
Restaurants/Pubs	75,000 SF	23 Locations
Mixed Use (Retail/Office)	100,400 SF	Retail
	118,600 SF	Office
Mixed Use (Retail/Residential)	8,000 SF	Retail
	178,000 SF	80 Residential Units (2,000 – 2,400 sf/unit)
Business Incubator	16,800 SF	5 Flexible Units
Lodging/Hotel	30,500 SF	3-Story 120 Rooms
Senior Living	27,000 SF	110 Room Nursing Home
	40,000 SF	250 Room Assisted Living
Church	14,400 SF	1,000 Seat Sanctuary
Professional Office	164,800 SF	7 Locations
Public Parking		
On Street Parking	1,293 Spaces	
Parking Lots	1,537 Spaces	
Parking Decks	948 Spaces	2 Locations

	<i>Total</i>	<i>3,778 Spaces</i>
Private Parking		
<i>Under Multi-Family Units</i>	<i>600 Spaces</i>	<i>3 Locations</i>
Parks & Greenspace		
<i>Organic Town Park</i>	<i>14.0 Acres</i>	<i>“Seven Bridges Park” with Terraced Natural Bio-Retention Water Features</i>
<i>Civic Village Lawn</i>	<i>4.0 Acres</i>	<i>6,000 Capacity Amphitheater</i>
<i>Oval Village Green</i>	<i>3.5 Acres</i>	<i>Classic Green with Monument</i>
<i>Recreational Greenspace</i>	<i>11.0 Acres</i>	<i>Passive Greenspace & Playfields</i>
<i>Walking/Bike Trails</i>	<i>2.0 Miles</i>	<i>Interconnects Village with Lee Road Trails</i>
Commercial Land		
<i>Outparcels</i>	<i>5 Lots</i>	<i>2 to 2.5 Acres</i>
Single Family Residential		
<i>Home Sites</i>	<i>30 Lots</i>	<i>1/3 to 2/3 Acres</i>
<i>Home Sites</i>	<i>40 Lots</i>	<i>1/2 to 3/4 Acres</i>
<i>Home Sites</i>	<i>14 Lots</i>	<i>3/4 to 2-1/2 Acres</i>

SECTION IV: PROPOSAL FORMAT, CONTENT, AND EVALUATION

A. PROPOSAL FORMAT AND CONTENT

One signed original and one (1) electronic copy in a searchable PDF of the proposal should be submitted in a sealed envelope. To aid in thorough and consistent review, the proposal shall be organized and labeled or numbered to correspond to the sections and information listed below.

Description of required Sections and Information:

1. **Cover Letter:** A transmittal letter signed by the appropriate officer of the firm offering the proposal and certifying the proposal and price remain in effect for 180 days after the due date. The letter should include the IFP number, name of the firm, local address, telephone number, e-mail address, and name of a primary contact person.
2. **Invitation for Proposals Form** – Included as Exhibit
3. **Proposal** (Section I): Beginning with an Executive Summary, the Project Proposal section should describe the proposer’s planned development for the properties. Specifically, the proposal should include the following:
 - Detailed and Scaled Site Plan – showing the proposed private development areas including the orientation of any home, building, or structure; location of garages and parking spaces and/or structures; and estimation of the height of each structure.
 - Elevation Drawings – showing an estimation of the height of each proposed structure.
 - Square Footage Estimates – for all proposed structures
 - Artist Rendering of the proposed development on the properties
 - Primary materials proposed to be used in the facades of any proposed structures
4. **Community Vision Alignment** (Section II): Beginning with an Executive Summary, the Community Vision Alignment section should describe how the proposer’s planned development for the properties align with the community’s vision for the area as documented in the Comprehensive Land Use Plan and the Lee Road Small Area and Corridor Plan. Specifically, the section should include a discussion of the following ideas:
 - How does this development align with the goals, visions, and intent described in the Lee Road Small Area and Corridor Plan?
 - How will this development be “catalytic” for the redevelopment of the Lee Road Corridor as a whole?
 - Does this development have a realistic opportunity to be successful?
5. **Development Schedule** (Section III): Including a Project Calendar, the Development Schedule section should describe a detailed development schedule in terms of key milestones from the time a Development Agreement is executed until the full project is completed. Specifically, the section should cover the following:
 - Assuming zoning is accepted and all permits issued by **insert date here**, when could construction commence?
 - Would development be completed in phases?
 - When would the development be completed?

6. Firm Profile and Experience (Section IV): The Firm Profile and Experience Section should include information about the firm, or each firm participating in the project and examples of past developments or projects which are relevant and/or similar to the proposal. Specifically, this section should include:

Firm name and business address, including telephone number, fax number, web address, and e-mail address. In the case of joint venture proposals, state the lead firm's name and name of all subcontracting firms

Year established (including former firms and years established, if applicable).

Office location primarily responsible for work on this project.

Similar or relevant experience matching the scope and/or design of the project. Identify unique constraints or challenges associated with those projects and how you addressed those in order to deliver a successful project.

For each example, include the project name and location; scope of services provided by your firm; estimated and actual completion date of the work; and a reference name, address, telephone number, and e-mail address of a contact person for each project.

If available, include representative photos of as-built developments completed by the firm.

7. Price, Financing, and Required Deposit (Section V): The Price, Financing, and Required Deposit Section should include information about the firm's proposed price for the land, relevant financing information, a signed Letter of Intent, and acceptance of the \$100,000 required deposit as described below. The County is interested in selecting and negotiating with a firm having a realistic plan, adequate financial resources, and demonstrated willingness to move forward diligently to bring the project to completion. The County expects to receive fair market value for any land it sells. Specifically, this section should include:

Price – In exchange for the land described in Exhibits and the County's proposed development of County parks and civic elements, describe the firm's offer and any relevant business terms or payment schedules. The proposed price should clearly indicate whether or not the proposer accepts the assumption that the County will retain a portion of the properties for park and civic use. A pricing summary should also be included on a form included as Exhibit.

Relevant financing information – If the firm does not intend to pay full cost at closing, provide detailed information related to any proposed financing of the development including how these payments will be structured and scheduled. Please include a statement detailing the source (bank, private equity partners, cash on hand, etc.) of the anticipated private funding.

Letter of Intent – The County's proposed Letter of Intent is included as Exhibit R. As a demonstration of the firm's willingness to move forward diligently, the County requires the Letter of Intent to be signed by the proposer and remitted with their proposal. Proposer may suggest changes to the letter of intent at the time of their submission.

Required Deposit – The County requires a \$100,000 deposit from the firm selected for partnership. If recommended, the firm must be willing to deposit \$100,000 towards the land acquisition costs by **5:00 p.m. on insert date here**. **Only the recommended firm will be required to pay the deposit.** The County will work with the recommended firm to negotiate a final Development Agreement setting the terms and conditions of the partnership.

If the agreement is not executed by both parties by **insert date here**, the County will keep \$50,000 as liquidated damages and return \$50,000 to the selected firm.

If the recommended firm abandons the project or is found by the County to be acting in bad faith, the County will keep the entire deposit and terminate the Letter of Intent. The County then may select an alternate private sector partner.

The County will work diligently to negotiate a Development Agreement in good faith with the selected firm to implement their proposal.

The County will return the entire deposit if the County were to abandon the project or end negotiations unilaterally.

If agreement is reached, the County keeps the \$100,000 and provides a credit of the same amount towards any financial obligations the firm will have with the County.

B. EVALUATION CRITERIA

The following evaluation criteria will be used by the County as it considers which proposal best reflects the goals and vision in the County's established plan for the redevelopment of the Lee Road Extension Area. The criteria are in no specific order and are not given specific weights, but are rather used collectively to gauge the merit of the proposals. Specifically, the County will consider:

1. Is the proposal consistent with the Lee Road Small Area and Corridor Plan?
2. Is the development proposed "catalytic" for the Lee Road Extension Area?
3. How quickly can the developer complete this development?
4. Is the developer capable of following through with their financial and other obligations related to this project?
5. Is the County being offered a market-based sum for the land, given the unique nature of this project?
6. Does the development mesh appropriately with the park/civic improvements?
7. Has the developer built "quality" projects in the past?

SECTION V. INSTRUCTIONS TO PROPOSERS

A. Invitation for Proposals

Firms whose proposals meet the criteria established in the Invitation for Proposals, at the sole discretion of the County, may be considered for a Development Agreement. The County may, by direct negotiation, finalize terms with the firm who is selected for partnership based on proposals submitted. The County reserves the right to reject any or all responses for any reason. Clarification of information may be requested by the County.

The County reserves the right to waive any informalities or irregularities of proposals, to request clarification or information submitted in any proposal, to request additional information from any proposer, or to reject any or all proposals, and to re-advertise for proposals. The County also reserves the right to extend the date or time scheduled for the opening of proposals.

A Development Agreement, if reached, will be with the responsible and responsive proposer submitting the proposal which is deemed by the County, in the sole discretion, to be the most advantageous to the County, price and other factors being considered.

B. Proposals Due

One (1) printed and signed unbound original and one (1) electronic copy in a searchable PDF of the proposal should be submitted in a sealed envelope which shall be clearly addressed as follows:

Insert Address Here

Proposals shall be submitted no later than **2:00 p.m. on insert date here**. Proposals will not be accepted by facsimile or e-mail. Proposals received will be publicly opened. Any proposal received after the time and date specified for the opening of the proposals will not be considered and will be returned unopened. Proposals are legal and binding when submitted. No proposal may be withdrawn for a period of one hundred and eighty (180) days after the time and date scheduled (or subsequently rescheduled) for proposal opening.

C. Pre-Proposal Conference

A Pre-Proposal Conference will be held at 10:00 a.m. on **insert date here** at **insert location here**. The conference will include a review of the proposal documents, and a question and answer period. Proposers are expected to be familiar with the proposal documents and to provide the County with any questions regarding the proposal documents at the Pre-Proposal conference or by the deadline for questions to be submitted.

D. Questions and Communication

Questions regarding the IFP should be directed to **insert contact info here**.

To ensure the proper and fair evaluation of proposals, the County highly discourages any communication initiated by a proposer or its agent to an employee of the County evaluating or considering the proposal during the period of time following the issuance of the IFP, the opening of proposals and prior to the time a decision has been made with respect to the Development Agreement. The County also highly discourages any communication initiated by a proposer or its agent to any member of the Board of Commissioners, including the Chairman, until such time that the Board has authorized the County Manager to sign the Development Agreement.

A designated representative of the County may initiate communication with a proposer in order to obtain information or clarification needed to develop a proper and accurate evaluation of the proposal.

E. Short-listing and Interviews

The County will review all qualifying proposals submitted. After reviewing the proposals, the County may, at its discretion, short-list firms deemed to best meet the County's requirements, taking into consideration all the criteria listed in the IFP.

The County may, at its sole discretion, ask for interviews and/or formal presentations from all of the responsive and responsible proposers, or only from those firms short-listed, if short-listing is determined to be in the best interest of the County. If short-listing occurs, the County will notify short-listed firms by 5:00 p.m. on **insert date here**.

If interviews and/or formal presentations are conducted, the County will invite short-listed firms or requested proposer(s) to interview (at proposer's expense at the County's site) on **insert date here**. The purpose of such an interview and/or formal presentation would be for requested proposer(s) to elaborate upon their proposal before a final recommendation for ranking of the proposals is made. Interview responses along with the written proposal become part of proposer's submission to be evaluated pursuant to the evaluation criteria.

On **insert date here** the County's selection committee will announce the firm with which they recommend partnership. At the time of this announcement, the County will make public the proposals, except for any information that is protected as a trade secret or otherwise to be held confidential pursuant to Georgia law, of both the recommended firm and any short-listed firms.

F. Negotiations

Negotiations will be conducted and may take place in person, over e-mail, or via telephone with the most qualified firm as identified by the County. If short-listing occurs, negotiations may, but are not required to, occur with all of the short-listed proposers.

Proposers participating in negotiations may be given an opportunity to submit best and final offers.

G. Contracting

The County will work with the recommended firm to negotiate a final Development Agreement setting the terms and conditions of the partnership. If both parties do not execute the agreement by 12:00 p.m. on **insert date here**, the County will keep \$50,000 as liquidated damages and return \$50,000 to the selected firm as referenced in Section IV (7).

The proposer awarded the Development Agreement must provide evidence of a business or occupational license, as outlined in the Proposal Form (included as Exhibit P).

H. Invitation for Proposal Schedule

The following schedule highlights the key dates of the IFP process:

insert dates below

Invitation for Proposals Release /Press Conference (10:00 a.m.)

Pre-Proposal Conference (10:00 a.m.)

Questions Due (2:00 p.m.)

Proposals Due (2:00 p.m.)

Short-listed Firms Announced

Interviews of Short-listed Firms

Selection Committee Recommendation Announced; Short-listed

Board Considers Development Agreement (7:00 p.m.)

Deadline for Development Agreement Signed (12:00 p.m.)

SECTION VI. EXHIBITS

Exhibit A – Lee Road Extension Area Map

Exhibit B – Lee Road Extension Area – Location Map

Exhibit C – Lee Road Extension Area – ALTA Survey

Exhibit D – Artist Rendering of street

Exhibit E – Proposal Form

Exhibit F – Pricing Document

Appendix– No Net Loss of Trees Policy

NO NET LOSS OF TREES POLICY

DOUGLAS COUNTY
SUSTAINABILITY PROGRAM

NO NET LOSS OF TREES POLICY

PURPOSE

The purpose of this policy is to ensure that there will be no net loss of trees on County property. Douglas's trees contribute to a clean, healthy environment. As they grow, trees take in carbon dioxide from the air and produce life-giving oxygen. Trees are a vital component of the infrastructure for Douglas County, providing environmental and economic benefits. Trees reduce the heat island effect caused by pavement, buildings, and other impervious surfaces. Trees provide shade and cooling, which lessens energy demands and pollution. Properly placed trees can increase property values and add to the aesthetic vistas within the County.

Douglas's trees face many hazards and hardships including insects, disease, construction, drought, and air pollution. Protecting the trees along our roads and in our parks is in the best interest of Douglas County. The County strives to maintain trees in a healthy and non-hazardous condition through professionally accepted arboricultural practices.

This policy establishes standards of no net loss in canopy coverage on County-owned property. Furthermore, this policy reinforces the County's commitment to environmental, economic, and social stewardship. By incorporating environmental considerations into public use of resources, Douglas County will positively impact human health and the environment, reduce costs and improve the environmental quality of the region.

DEFINITIONS

When used in this policy, the following words, terms and phrases, and their derivations shall be the meaning ascribed to them in this section, except where the context clearly indicates a different meaning:

AGENT means an official contracted or subcontracted person who is authorized to act on behalf of Douglas County and represent their interests.

CALIPER means the diameter of a tree trunk, applied only to new or replacement plantings that is taken six inches above the ground for up to and including four-inch caliper size, and twelve inches above the ground for larger sizes.

COUNTY DEVELOPMENT SERVICES DIRECTOR means the Development Services Director or other employee or agent as designated by the County Administrator.

COUNTY LANDSCAPE COORDINATOR means the Development Services Director or designee of Douglas County having primary enforcement responsibilities under this policy, and charged with the responsibility for approval of all tree removals and tree replacements in Douglas County required pursuant to this policy.

EMPLOYEE means an individual drawing a salary or wage from the County, whether on a full-time, part-time basis or contractual third-party. The term shall encompass all members of the County without regard to whether or not such individual is compensated.

LANDSCAPE PLAN means a plan that identifies areas of tree preservation and methods of tree protection within the protected zone, as well as all areas or replanting. Within replanting areas, the common and botanical names of the proposed species, the number of plants of each species, the size of all plants, the proposed location of all plants, and any unique features of the plant shall be indicated.

OFFICIAL means any elected or appointed person who holds office or serves in a position of public capacity.

REVEGETATION means the replacement of trees and landscape plant materials into the minimum required landscape areas, as determined by the Ordinance or conditions of zoning approval.

TREE means any self-supporting wood perennial plant which at maturity attains a caliper of four inches or more.

SCOPE

The terms and provisions of this policy shall apply to all public property owned by Douglas County and subject to County regulations.

1. Permitting for Tree Removal
 - a. No person shall directly or indirectly remove or destroy any tree located on public property without obtaining approval pursuant to County's Ordinances, or as provided in this policy, whichever is appropriate. Destruction of a tree includes pruning and shaping practices not in line with ANSI A300 (Part 1) Standards for Tree Care Operations—Pruning.
 - b. Permits to remove or destroy trees for construction, renovation, demolition, grading, or other development activities on public property shall be obtained by making application to the County Landscape Coordinator in a form prescribed by the County.
 - c. Applications must be accompanied by a landscape plan showing tree replacements.
2. The replacement trees need not be located in the same parcel as the tree was removed, destroyed or injured. The County Landscape Coordinator shall consider any public land, County property, or right of way throughout the entire County for the purposes of eligible areas of replanting.
3. The County Landscape Coordinator shall make suggestions as to an appropriate tree species and appropriate location for replacement trees.
4. Replacement tree plantings shall be completed within one calendar year.

EXCEPTIONS

Douglas County's policy to ensure there will be no net loss of trees on County property is not always practicable. The following situations are exceptions to the No Net Loss of Trees Policy:

1. If a tree is dead or presents a hazard or danger to health, safety, or welfare of the public, such tree may be removed immediately by the County or the County's agent. Within five working days of said removal, the County or the County's agent must provide a tree removal application to the County Landscape Coordinator. Re-vegetation shall follow

based on the County Landscape Coordinator's suggestions as to an appropriate tree species and appropriate location for replacement trees.

- a. Trees, alive or dead, that pose a hazard to the health, safety and welfare of the population at large;
 - b. Trees, alive or dead, that pose a specific threat to persons and/or real property; and
 - c. Trees, alive or dead, that negatively impact the best management practices of the orderly operation of motor vehicle, bicycle and pedestrian traffic through Douglas, may be removed without the need for compensatory re-vegetation.
2. If a tree is diseased or insect-infected, such tree may be removed after consultation with the County Landscape Coordinator. Within five business days of said removal, Douglas County or the County's agent must provide the tree removal application to the County Landscape Coordinator. Re-vegetation may then follow, based on the County Landscape Coordinator's suggestions as to an appropriate tree species, size, season for installation and appropriate location for replacement trees.
 3. During a period of any emergency, such as a tornado, ice storm, flood, or any other act of nature, the requirements of this policy may be waived or modified as required by the County Administrator, DOT Director, County Landscape Coordinator, or those individuals' designee.
 4. Trees that are located on, inside, or immediately adjacent to a utility easement, that are removed as a function of emergency and/or imperative repair or maintenance work, do not require compensatory re-vegetation.
 5. Trees that are located on, inside, or immediately adjacent to any utility easement, whether the trees are alive or dead, and are, in the opinion of the County Landscape Coordinator, in conflict with utility lines in that easement, or will grow into a conflict with utility lines in that easement, be they above ground or underground utilities, may be removed by the County or by the County's duly authorized third-parties, to mitigate or eliminate such conflict without the need for compensatory re-vegetation.

RESPONSIBILITY

The County Landscape Coordinator has primary enforcement responsibilities for this policy and is charged with the responsibility for approval of all tree removal and tree replacement plans for public property in Douglas County required pursuant to this policy.

1. Communicating with the County Department Heads when a tree could potentially be removed or damaged due to performing essential work duties.
2. Reviewing all plans for tree removal and tree replacement on public property in Douglas County as required pursuant to this policy.
3. Monitoring and ensuring the success of the No Net Loss of Trees Policy, and when appropriate, working with County Department Heads to assess technical feasibility and/or cost effectiveness.

4. Work with the Development Services Director to make certain that employees are aware and educated about this No Net Loss of Trees Policy.

Template

Appendix– Bicycle Facilities Policy

COMPLETE STREETS POLICY

DOUGLAS COUNTY
SUSTAINABILITY PROGRAM

COMPLETE STREETS POLICY

PURPOSE

A Complete Streets policy is one long-term strategy for improving transportation options and relieving congestion in Douglas. The purpose of this policy is to establish guidelines for considering the safety and convenience of all users of the public right of way when planning and constructing transportation projects. Users include motorists, pedestrians, cyclists, transit riders, freight providers, people with disabilities, emergency responders and adjacent land users. The Complete Streets policy is intended to reflect the following principles:

- In seeking to balance the needs of various users, all modes may not be perfectly accommodated on every street. Some streets may emphasize certain modes over others, but as a whole the County's transportation system should consist of a network of streets and paths that provides connectivity for all users.
- Complete Streets design solutions should be flexible so that the transportation need can be met within the context of the surrounding community. Providing alternatives to vehicular travel supports the County's commitment to sustainability.

This policy reinforces the County's commitment to environmental, economic, and social stewardship. By incorporating environmental considerations into public use of resources, Douglas County will positively impact human health and the environment, reduce costs and improve the environmental quality of the region.

DEFINITIONS

When used in this policy, the following words, terms and phrases, and their derivations shall be the meaning ascribed to them in this section, except where the context clearly indicates a different meaning:

AGENT means an official contracted or subcontracted person who is authorized to act on behalf of Douglas County and represent their interests.

COUNTY DEVELOPMENT SERVICES DIRECTOR means the Development Director or other employee or agent as designated by the County Administrator.

COUNTY DIRECTOR OF DOT means the Director of Douglas Department of Transportation or other employee or agent as designated in writing by the County Administrator.

EMPLOYEE means an individual drawing a salary or wage from the County, whether on a full-time, part-time basis or contractual third-party. The term shall encompass all members of the County without regard to whether or not such individual is compensated.

LANDSCAPE PLAN means a plan that identifies areas of tree preservation and methods of tree protection within the protected zone, as well as all areas or replanting. Within replanting areas, the common and botanical names of the proposed species, the number of plants of each

species, the size of all plants, the proposed location of all plants, and any unique features of the plant shall be indicated.

OFFICIAL means any elected or appointed person who holds office or serves in a position of public capacity.

SCOPE

The following establishes requirements for roadway construction and developments under Douglas County's jurisdiction:

1. Roadway projects should provide appropriate accommodations for all users of the transportation system, including pedestrians, bicyclists, mass transit riders, people with disabilities, senior citizens, motorists, freight providers, emergency responders, and adjacent land owners;
2. Roadway projects should make use of the latest and best design standards, policies, and guidelines;
3. Solutions should be developed to fit within the context(s) of the community and those solutions should be flexible so that the needs of the corridor can be met;
4. Where necessary, the County shall work with other agencies that maintain rights-of-way within the County limits to request the Complete Streets Policy is considered and practiced;
5. For resurfacing projects, the County will consider retrofitting bike lanes, provided that the additional cost is not excessively disproportionate to the cost of resurfacing alone.
6. Each County facility and property shall provide parking capacity for a minimum of three bicycles. Existing facilities shall be upgraded to meet this requirement by the end of fiscal year 2023. New facilities shall provide spaces upon completion of construction or control of the property by the County.

EXCEPTIONS

Douglas County's policy to ensure there will be complete streets is not always practicable. The following situations are exceptions to the Complete Streets Policy:

1. Street resurfacing, except as noted in item 5 of the scope, and other ordinary maintenance activities designed to keep assets in serviceable condition (e.g.: mowing, cleaning, sweeping, spot repair, and regular/seasonal maintenance);
2. Roadways that bicyclists and pedestrians are prohibited by law from using;
3. Incidences that have extreme topographic or natural resource constraints;
4. Cases where a reasonable and equivalent alternative already exists for certain users;
5. A documented absence of current or future need exists.

RESPONSIBILITY

The County DOT Director shall have the following duties and powers in regards to the Complete Streets Policy.

The County DOT Director has primary enforcement responsibilities for this policy and is charged with the responsibility for approval of all County street and maintenance projects in Douglas County required pursuant to this policy.

1. Work with all department heads to make certain that this Complete Streets Policy is implemented through the County's capital and maintenance programs and projects.
2. Work with all County Department Heads to make certain that employees are aware and educated about the Complete Streets Policy.

Appendix– Green Buildings Policy

SUSTAINABLE BUILDINGS POLICY

DOUGLAS COUNTY
SUSTAINABILITY PROGRAM

SUSTAINABLE BUILDINGS POLICY

PURPOSE

The purpose of this policy is to establish guidelines for Douglas County to plan, design, construct, manage, renovate, and maintain its facilities and buildings in a sustainable manner. Sustainable buildings are designed to reduce the overall impact of the built environment on human health and the natural environment. Sustainable buildings accomplish these goals in three main areas, first, by efficiently using energy, water, and other resources; second, by protecting occupant health and improving employee productivity; and third, by reducing waste, pollution and environment degradation.

Several different certification programs and benchmarks exist to rate the sustainability of a building. One such standard is the United States Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system. Additionally, the Environmental Protection Agency and United States Department of Energy's ENERGY STAR and Southface Energy Institute's EarthCraft Light Commercial programs include guidelines for buildings that are not LEED certified.

The intent of this policy is to ensure that all new buildings constructed by Douglas County shall be designed and measured using these or similar programs and/or efficient fixtures and equipment. The sustainable building programs listed under this policy and any additional programs for consideration shall be approved by the Development Services Director.

This policy reinforces the County's commitment to environmental, economic, and social stewardship. By incorporating environmental considerations into public use of resources, Douglas County will positively impact human health and the environment, reduce costs and improve the environmental quality of the region.

DEFINITIONS

When used in this policy, the following words, terms and phrases, and their derivations shall be the meaning ascribed to them in this section, except where the context clearly indicates a different meaning:

AGENT means an official contracted or subcontracted person who is authorized to act on behalf of Douglas County and represent their interests.

DEVELOPMENT SERVICES DIRECTOR means the Development Services Director or other employee or agent as designated by the County Administrator.

ENERGY STAR means a joint program of the U.S. Environmental Protection Agency (EPA) and the United States Department of Energy which aims to protect the environment through energy efficient products and practices. ENERGY STAR is also an energy

performance rating system. The EPA also recognizes top performing buildings with the ENERGY STAR designation.

EMPLOYEE means an individual drawing a salary or wage from the County, whether on a full-time, part-time basis or contractual third-party. The term shall encompass all members of the County without regard to whether or not such individual is compensated.

LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) means a regulatory system for construction that establishes several levels of environmental achievement from a Certified rating to a Platinum rating.

OFFICIAL means any elected or appointed person who holds office or serves in a position of public capacity.

WATERSENSE is a U.S. Environmental Protection Agency (EPA) program designed to encourage water efficiency in the United States through the use of a special label on consumer products.

SCOPE

This policy applies to both new construction and renovations.

1. LEED/Green Certification

a. New Construction

- i. The Leadership in Energy and Environmental Design (LEED) rating system, developed by the U.S. Green Building Council shall be used as guidance for a design and a measuring tool to ensure that new construction is designed sustainably and according to national standards.
- ii. Facilities and buildings over 5,000 gross square feet of occupied space or one million dollars in total project cost shall be certified under the Leadership in Energy and Environmental Design for New Construction (LEED-NC) certification standards. The specified certification can be one of four certification levels: Certified, Silver, Gold, or Platinum. Ideally, new construction should achieve the LEED-NC Silver rating or higher, when feasible.
- iii. Other certification programs may be used in lieu of LEED, when approved by the Development Services Director.
- iv. Facilities and buildings under 5,000 gross square feet of occupied space or less than one million dollars total project cost are encouraged to be designated LEED-NC Certified. However, if LEED-NC certification is not feasible, smaller buildings must be certified using Energy Star or EarthCraft Light Commercial standards.
- v. In any case, green building components should be considered for incorporation into the design of all County properties. Such components may range from efficient lighting fixtures, renewable energies like solar photovoltaics, and green and reflective roofs. This list is not exhaustive.

b. Renovations

- i. Renovations are defined as a project that includes construction activity that make substantial changes to at least one entire room in the building and requires the isolation of the work site from the regular building occupants for the duration of the work. Renovations can affect no more than 50% of the total building floor area, or affect over 50% of the regular building occupants. Work that exceeds these limits must be considered new construction. Renovations that affect less than 5% of the floor area are considered minor and are exempt from this policy.
- ii. All renovations must follow the LEED Guidelines for Existing Buildings. If LEED Existing Building certification is not feasible, renovations must be certified using Energy Star, EarthCraft Light Commercial standards, or another program approved by the Development Services Director.

2. Ultra-High Plumbing Fixtures

- a. All new plumbing fixtures installed shall be WaterSense labeled with the following minimum efficiency rates:
 1. Toilets: 1.1 gpf
 2. Urinals: 0.125 gpf
 3. Faucets/aerator: 1.0 gpm, unless a higher flow rate is dictated by sink use (e.g.: kitchen prep sink).
 - b. Existing inefficient toilets (3.5 gpf or greater), urinals (1.0 gpf or greater) and faucets/aerators (2.2 gpm or greater) in all buildings owned by the County shall be retrofitted with ultra-high plumbing fixtures meeting this policy based on a schedule adopted by the Board of Commissioners.
- ##### 3. ENERGY STAR Equipment and Fixtures
- a. All new eligible equipment and fixtures installed shall be ENERGY STAR labeled.

EXCEPTIONS

Douglas County's policy to ensure all new and renovated buildings are constructed and operated in a sustainable manner is not always practicable. The following situations are exceptions to the Sustainable Buildings Policy:

1. Historically designated buildings with design considerations which limit the inclusion of green materials or building techniques.
2. Projects for which achieving LEED certification would increase costs by 20% or more such that the project is no longer financially feasible. Some projects may be burdened with other extraordinary upfront costs that act as a financial barrier to development, for example, development on Brownfield sites, development on sites without infrastructure, or historic preservation projects.
3. If a structure or use type is not eligible under these certification standards, sustainable options and fixtures shall be selected in accordance with this policy.
4. No practical green alternative exists for the proposed improvement.

RESPONSIBILITY

As the steward of the County's sustainability program, the Development Services Director shall have the following duties and powers in regards to the Sustainable Buildings Policy.

1. Work with all County Department Heads to make certain that employees are aware and educated about this Sustainable Buildings Policy.
2. Work with building staff to ensure that the Sustainable Buildings Policy is practiced in all County building projects.
3. Work with all County Department Heads to make certain that this practice is monitored.

Template

Appendix– Banner Wish List

- ▶ Restaurant/retail users
- ▶ Waffle House
- ▶ KFC
- ▶ Copeland's
- ▶ Natural food store
- ▶ High end stores
- ▶ Mall/outlet
- ▶ Dave and Buster's
- ▶ Bass Pro
- ▶ TGI Fridays
- ▶ Seattle's Best
- ▶ Herban Fix
- ▶ Starbucks
- ▶ Kids' parks and playgrounds
- ▶ Dog Shelter
- ▶ Tax generation
- ▶ Bike trail
- ▶ Water park
- ▶ More affordable housing
- ▶ Town Center approach
- ▶ Bikes
- ▶ Entertainment
- ▶ Pool
- ▶ Medical offices
- ▶ Parks (no more houses)
- ▶ Arcades
- ▶ Homeless shelter
- ▶ Bowling Alley
- ▶ Parks
- ▶ Skating
- ▶ Theater
- ▶ Playground
- ▶ Food truck court
- ▶ Community recreation center

