

SOUTHWEST THORNTON ACTIVITY CENTER

# Sweetwater Master Plan

Prepared for:



Prepared by:

**Kimley»»Horn**

June 2017

# ACKNOWLEDGMENTS



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# INTRODUCTION

# INTRODUCTION

## PROJECT OVERVIEW

The Southwest Thornton Activity Center Sweetwater Master Plan document outlines a plan and process to guide the area's development to support a complete, diverse, and dynamic daytime and evening activity center. The Douglas County Economic Development Authority led this project in coordination with the Douglas County Planning and Zoning Department, Douglas County Department of Transportation, and the City of Douglasville Community Development Department.

The Master Plan is the result of a community planning process, which included:

- 1. Existing Conditions Assessment**
- 2. Community Vision**
- 3. Market Analysis**
- 4. Master Plan**
- 5. Implementation**

These five elements shaped the planning team's concept development and related recommendations to help guide the area toward future success. This document chronicles the planning process as well as the planning team's master plan concepts and recommendations.

## STUDY AREA

The approximate 3,700-acre study area is defined by a combination of natural features, municipal boundaries, and transportation infrastructure, including:

- Sweetwater Creek State Park (west)
- Cobb County (north and east)
- Chattahoochee River (east and south)
- Interstate 20 (north)



## Study Area



## INTRODUCTION

Via Interstate 20, the Southwest Thornton Activity Center serves as Douglas County's eastern gateway. Due to its proximity to Atlanta—approximately fifteen miles west of downtown—and various transportation routes, the area has experienced tremendous growth and change in the last 15 years.

The study area has long been envisioned for industrial uses and as an employment center; more than 20 years ago it was part of Douglas County's first, and still only, community improvement district (CID) to support a concentration of future businesses. Although there are single-family subdivisions located within the study area, much of the southern portion was once envisioned as a large master planned community. Early phases of this community were built and are known as Tributary; however, largely due to the 2008-2012 recession, much of the master plan was never fully implemented. The goal for establishing the Sweetwater Master Plan is to develop an updated future land use plan that balances the existing residential uses with the developing industrial/business base while helping the study area realize the high quality of life desired for all area residents, employees, and visitors.

# 2003



# 2008



Land use changes 2003 to 2015 were principally in industrial and freight-related uses oriented toward primary transportation routes, along both Interstate 20 and Thornton Road/Camp Creek Parkway.

2015







# EXISTING CONDITIONS ASSESSMENT

# EXISTING CONDITIONS ASSESSMENT

For the Existing Conditions Assessment, the planning team reviewed current land use patterns and area zoning, transportation infrastructure, and environmental concerns/considerations. This examination enabled the planning team to identify future opportunities and needs.

## LAND USE

### Existing Land Use

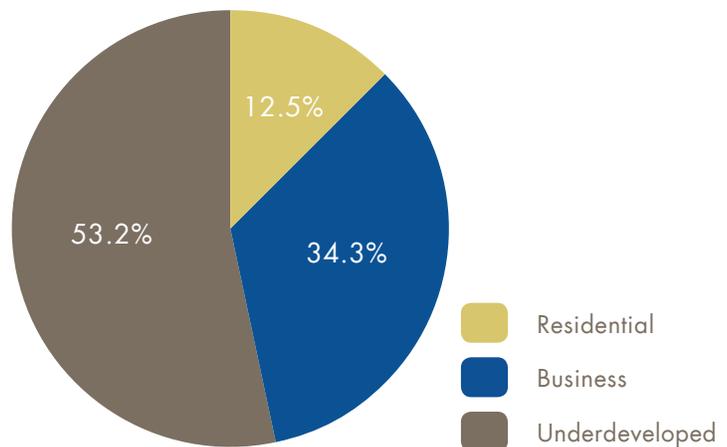
Currently, the study area is composed of mostly light industrial and residential uses, with nearly half of the land undeveloped. There are some commercial uses in the northern part of the study area, along Blairs Bridge Road and just south of I-20. There also are two multifamily complexes in the northeastern portion of the study area, also along Blairs Bridge Road.

#### LAND USE ACREAGE BY TYPE:

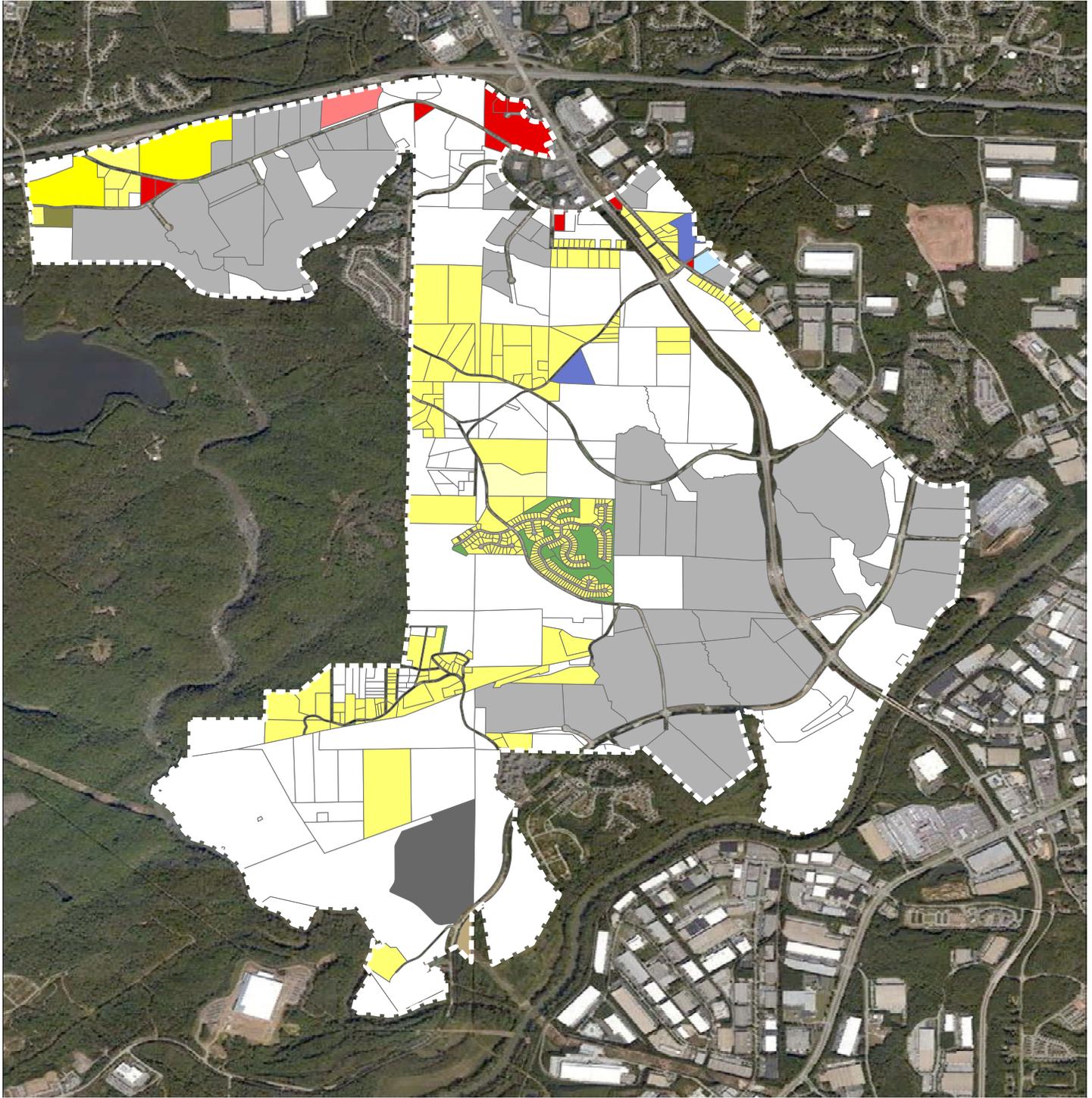
- **Residential:** 465+ acres
- **Business:** 1,260 acres
- **Underdeveloped:** 1,970+ acres

The map on the next page illustrates existing land use in the study area by type.

#### LAND USE ACREAGE ALLOCATION BY TYPE



*This chart reflects acreage allocation across the 3,700 +/- acres total study area.*



# Existing Land Use

The existing land use analysis was completed using 2015 Google Earth imagery and Douglas County tax data.

- |  |  |  |
|--|--|--|
|  Open Space         |  Entertainment    |  Mobile Home Park   |
|  Agricultural       |  Industrial       |  Powerline Easement |
|  Church             |  Light Industrial |  SF Residential     |
|  Commercial         |  MF Residential   |  Undeveloped        |
|  Electrical Station |  |  |

Rev. 06/12/2017

## EXISTING CONDITIONS ASSESSMENT

### Zoning

The study area includes parcels located in both Douglas County and the City of Douglasville each, adhering to their respective zoning codes.

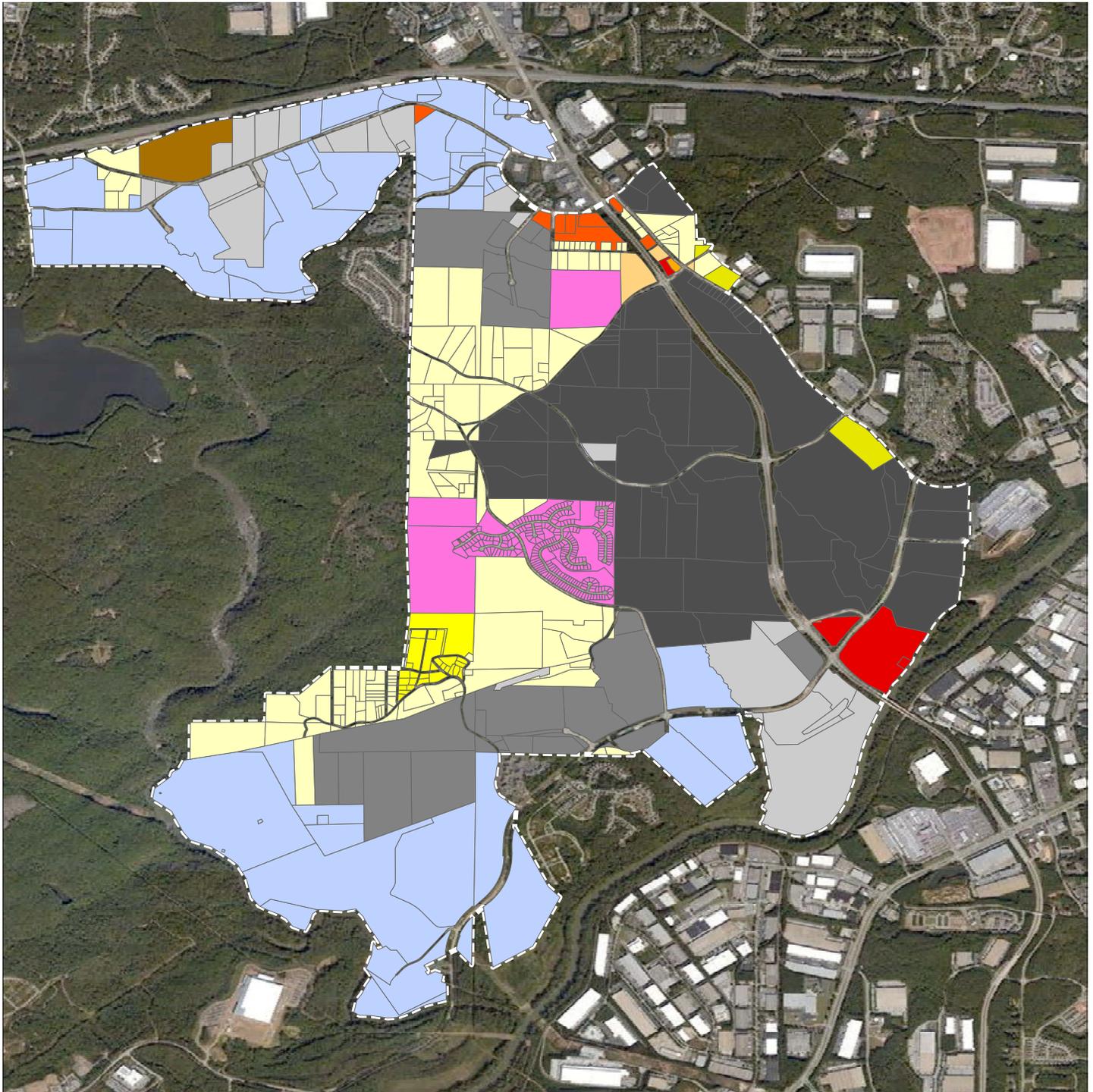
The following zoning codes are present in the study area:

- **C-G:** General Commercial
- **C-N:** Neighborhood Commercial
- **C-H:** Heavy Commercial
- **LI:** Light Industrial
- **LI-R:** Restricted Light Industrial
- **PUD:** Planned Unit Development
- **R-A:** Residential-Agricultural
- **R-LD:** Residential-Low Density, Single-Family
- **R-MH:** Manufactured Home Residential
- **R-MF:** Multifamily Residential

The study area is mostly composed of industrial and residential zoning classes, with small pockets of commercial at the northeastern and southeastern borders.

The map on the following page illustrates 2016 zoning in the study area by zoning class.

*Note: Douglas County's zoning code states that no additional PUDs will be zoned in the County.*



# Zoning

(2016)

*Based on available Douglas County GIS data; C-H-C and LI-C are for conditions of zoning on a particular property.*

	City		LI		R-LD
	C-G		LI-C		R-MH
	C-N		LI-R		R-MF
	C-H		PUD		
	C-H-C		R-A		

## EXISTING CONDITIONS ASSESSMENT

### Previous Land Use Plans

For the Existing Conditions Assessment, the following land use plans were reviewed:

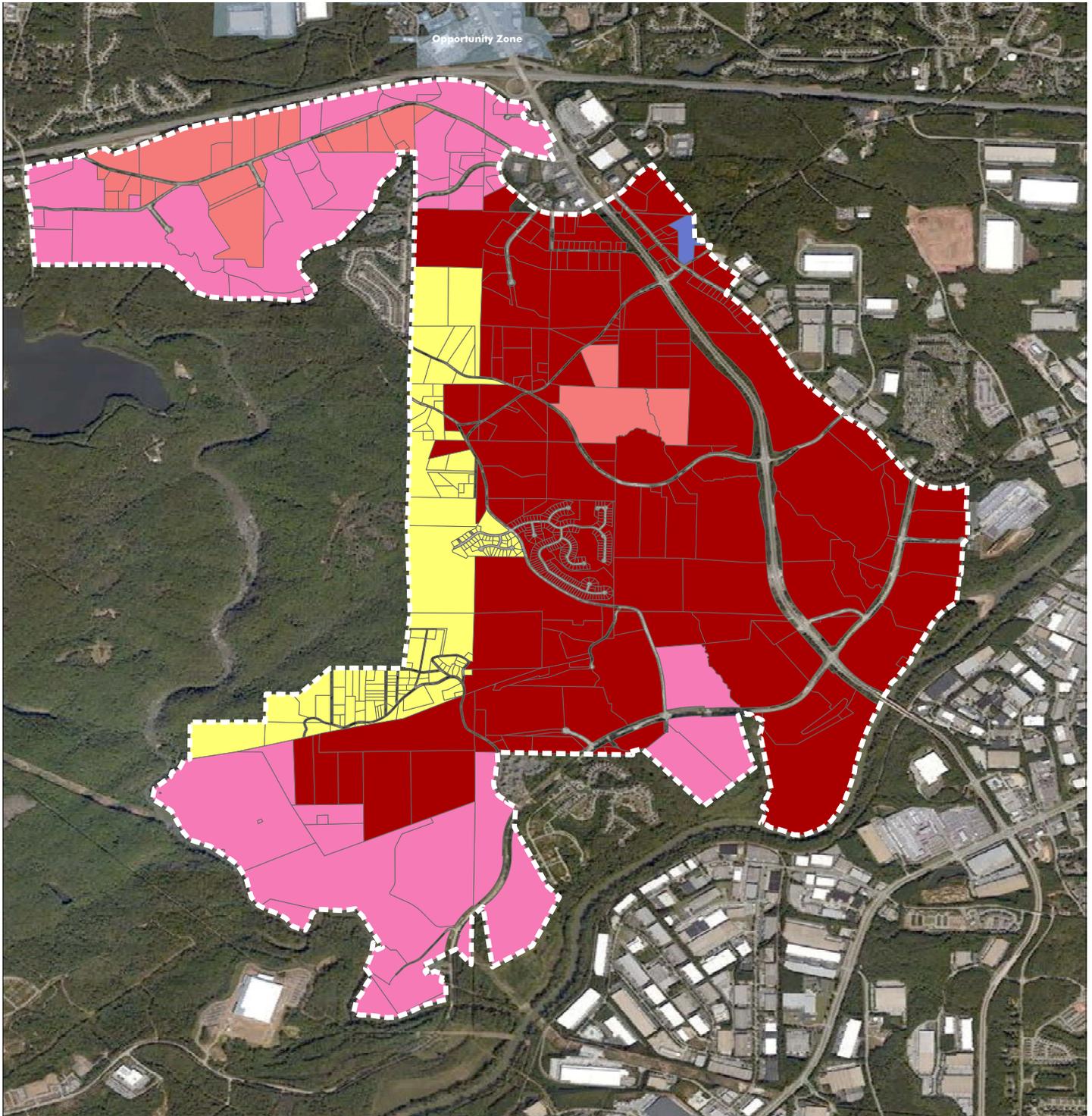
- **2015 Unified Development Code (UDC) updates**
- **2013 Douglas County Comprehensive Plan**
- **2013 City of Douglasville Comprehensive Plan**
- **2009 Partial Update to the Douglas County 2025 Comprehensive Plan**
- **2004 Douglas County Comprehensive Plan**
- **Current City and County ordinances, codes, and regulations**

Based on Douglas County’s current Comprehensive Plan, last updated in 2013, there are four land use categories within the study area. Details on these four land use categories are included in the table below.

The map on the following page depicts proposed future study area land use. This project was designed to evaluate future land uses and propose revisions necessary to help the area achieve the community vision identified during this planning process.

LAND USE CATEGORY	DESCRIPTION	COMMUNITY FACILITIES	ZONING
Commerce Center	Industrial/Office Park development, employment generators and interstate-oriented commercial development.	Public water and sewer. Major transportation access.	OI-L, OI-H, C-C, <b>C-G, C-H, C-R, LI, LI-R</b>
Public/Institutional	This designation includes sites and facilities in public ownership for such uses as medical, educational, cultural, governmental, administrative and protective services, and cemeteries. Churches, though institutional in character, are not singled out in this category; rather, they are included within the categories of surrounding properties.	—	—
Suburban Living	Areas located outside identified centers that are experiencing a high volume of residential growth, primarily single-family houses. All non-residential development will be within designated corridors or master planned developments. Commercial Activity Centers will be designated as or NVCs.	Public water available, public sewerage available or planned; local public facilities.	<b>R-LD, R-MD</b>
Workplace Center	Intensive commercial retail and services, office and high tech development along major highway corridors that are considered major employment generators with an emphasis on landscaping and aesthetics. Integrated office parks are highly encouraged. Residential developments are also encouraged to be integrated into the overall design.	Public water and sewer available or planned in the near future. Arterial access. Rail Access. Regional public facilities.	OI-L, OI-H, <b>C-C, C-G, C-R, LI-R, R-MD, RTC</b>

*Bold zoning codes indicate this zoning is present in the study area.*



# Future Land Use

*Based on 2013 Douglas County Comprehensive Plan*

- |                             |                               |  |
|-----------------------------|-------------------------------|--|
| Agricultural                | Parks/Recreation/Conservation | Transportation/Communication/Utilities |
| Commerce Center             | Public/Institutional          | Urban Residential                      |
| Community Village Center    | ROW                           | Water                                  |
| Intensive Industrial        | Rural Places                  | Workplace Center                       |
| Mixed Use Corridor          | Suburban Living               | City                                   |
| Neighborhood Village Center | Transitional Corridor         |  |

## EXISTING CONDITIONS ASSESSMENT

### TRANSPORTATION

#### Roadway Classifications

The study area includes two major arterials, SR 6 (Thornton Road) and Riverside Parkway, four minor arterials (Blairs Bridge Road, Factory Shoals Road, Interstate West Parkway, and Mount Vernon Road), one collector (Douglas Hill Road), and a number of local roads.

Based on 2015 Annual Average Daily Traffic (AADT) counts from the Georgia Department of Transportation (GDOT), SR 6 (Thornton Road) carries about 31,400 vehicles per day, the highest traffic volume in the study area. Blairs Bridge Road has the next highest traffic volumes in the area with approximately 9,200 vehicles per day. These two roadways have no sections of sidewalk and are vehicle-oriented with high speeds, high vehicular volumes, and limited crossing opportunities.

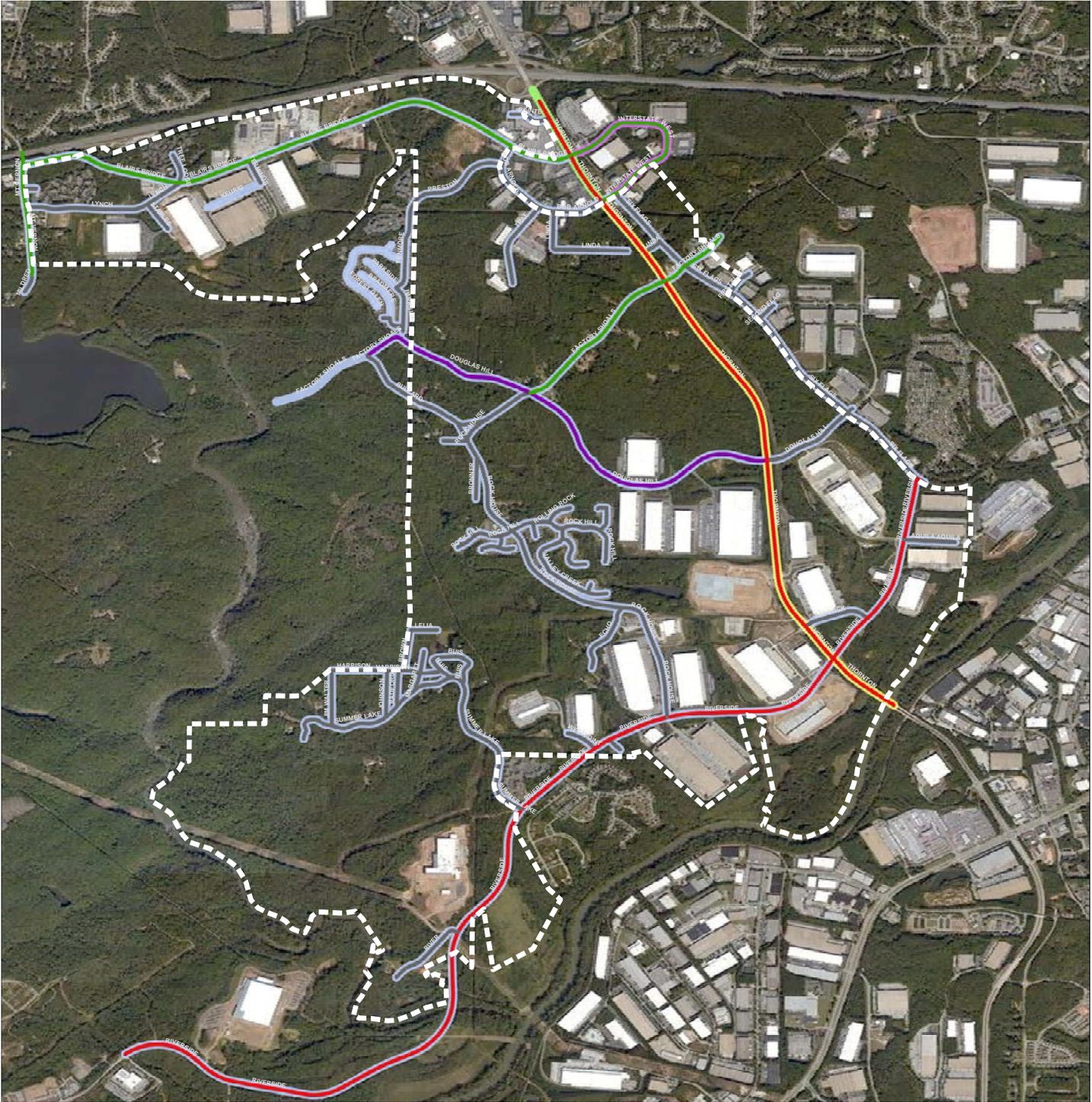
While SR 6 (Thornton Road) is identified as a regional truck route, trucks are prohibited on the following corridors:

- Factory Shoals Road  
between SR 6 (Thornton Road) and Douglas Hill Road
- Bullard Road/Rock House Road  
between Factory Shoals Road and Riverside Parkway
- Douglas Hill Road  
between Bullard Road and SR 6 (Thornton Road)

The roadway sections of SR 6 (Thornton Road) immediately north of Blairs Bridge Road as well as south of Factory Shoals Road have been identified as high accident locations.

The closest existing MARTA bus stops are located south of the Chattahoochee River at Boat Rock Boulevard and LaGrange Boulevard (Route 73). Finally, the Hooch Hill Trails is the only existing trail system in close proximity to the study area.

The map on the following page illustrates the existing roadway network based on roadway functional classification and the number of lanes.



# Roadway Functional Classification and Laneage

<span style="color: red;">—</span>	Major Arterial	Number of Lanes
<span style="color: green;">—</span>	Minor Arterial	<span style="color: lightblue;">—</span> 2
<span style="color: purple;">—</span>	Major Collector	<span style="color: magenta;">—</span> 3
<span style="color: grey;">—</span>	Local	<span style="color: yellow;">—</span> 4
		<span style="color: limegreen;">—</span> 6

## EXISTING CONDITIONS ASSESSMENT

### Previous Transportation Plans and Studies

For the Existing Conditions Assessment, the following transportation plans were reviewed:

- 2008 Douglas County Comprehensive Transportation Plan (CTP)
- 2013 City of Douglasville Transportation Plan (supplement to the County's CTP)
- 2016 The Atlanta Region's Plan
- Transportation Investment Act of 2010
- 2015 SR 6 Access Management Study
- Various Development of Regional Impact Studies (2004-2015)

### Douglas County CTP and the City of Douglasville Transportation Plan

Although the 2008 CTP was not fully adopted by the County, it did recommend a number of implementable projects. The Blairs Bridge Road corridor (northern portion of the study limits) and the Riverside Parkway corridor (southern portion of study area) were identified as roadways in need of long-range improvements. An intersection improvement at Six Flags Drive and Factory Shoals Road also was recommended but was postponed due to lack of funding.

In 2008, the City of Douglasville conducted a supplemental transportation plan to the CTP that identified the following projects for the study area:

- Bicycle path along Blairs Bridge Road
- Multiuse trail along Sweetwater Creek
- Sidewalks:
  - Bob Arnold Boulevard between Blairs Bridge Road and Trae Lane
  - Blairs Bridge Road between SR 6 (Thornton Road) and Bob Arnold Boulevard
  - Riverside Parkway west of Westpoint Drive

Maps illustrating the relevant projects from the Douglas County CTP 2008 and the supplemental City of Douglasville Transportation Plan are provided in the Appendix of this report.

## The Atlanta Region's Plan

The Atlanta Region's Plan identifies a bridge upgrade on Riverside Parkway at Sweetwater Creek. This project is planned to be sponsored by Douglas County. A fact sheet regarding this proposed project is provided in the Appendix.

## Transportation Investment Act of 2010

As a result of the Transportation Investment Act (TIA) of 2010, Truck-Friendly Lanes, Intelligent Transportation Systems (ITS), intersection improvements, and partial roadway widening are planned for the SR 6 (Thornton Road) corridor between Riverside Parkway and the Paulding County line.

A fact sheet regarding this proposed project is provided in the Appendix.

<b>YEAR</b>	<b>PROJECT NUMBER</b>	<b>PROJECT DESCRIPTION</b>
2015	NHS00-0001-00(917)	Lee Road Bridge Construction
2015	TIA-DO-002	I-20 West from I-285 West to SR 5 – ITS and Western Regional Traffic Control Center to Connect SR 6 to the GDOT Navigator System for Advanced Traffic Management Systems and Fiber Optic Communication Capabilities
2019	TIA-DO-018	SR 6/Thornton Rd from Paulding County Line to Riverside Parkway – Truck Friendly Lanes, ITS, Intersection Improvements and Partial Widening Roadway
*	CTP-20	Widen Blairs Bridge Rd/Monier Ave from SR 6/Thornton Rd to Mt. Vernon Rd and construct new roadway to extend Monier Ave to North County Line Rd
	DO-021	Riverside Drive Widening

## **EXISTING CONDITIONS ASSESSMENT**

### Development of Regional Impact Studies

In the last decade, multiple developments of regional impact (DRI) have been proposed, and many constructed, within the study area.

The table on the next page shows details of the industrial facilities in the study area requiring a DRI from 2004-2015.

DRI NAME	DETAILS	TRANSPORTATION IMPROVEMENTS NEEDED TO SERVE THE PROJECT
<b>Corporate Ridge Business Park Phase II – 2015</b>	<ul style="list-style-type: none"> <li>• Projected opening 2017</li> <li>• Rezoning requested</li> </ul>	<ul style="list-style-type: none"> <li>• SR 6/Thornton Rd at Bob Arnold Blvd               <ul style="list-style-type: none"> <li>• Install a traffic signal (when warranted). (Note: The intersection meets Warrant 3 – Peak Hour Warrant for the projected 2017 No-Build conditions during the PM Peak Hour.) For all requests for new signals, an alternative solution that considers a roundabout is required to be investigated. This location may be an appropriate location for either a traffic signal or a multi-lane roundabout.</li> <li>• Convert the eastbound and westbound approaches from a shared left-turn/through/right-turn lane to a left-turn lane with a shared through/right-turn lane, in combination with the traffic signal installation and per GDOT requirements</li> <li>• Increase the existing northbound left-turn storage lane along SR 6/Thornton Rd (310 feet of storage minimum with 100 feet of taper)</li> </ul> </li> <li>• Blairs Bridge Rd at Bob Arnold Blvd               <ul style="list-style-type: none"> <li>• Install a traffic signal (when warranted). (Note: The intersection meets Warrant 3 – Peak Hour Warrant for the projected 2017 No-Build conditions during the PM Peak Hour.) For all requests for new signals, an alternative solution that considers a roundabout is required to be investigated. This location may be an appropriate location for either a traffic signal or a single-lane roundabout.</li> </ul> </li> </ul>
<b>Goethe Tract – 2015</b>	<ul style="list-style-type: none"> <li>• Projected opening 2016</li> </ul>	No significant impact to traffic
<b>Interstate North Warehouse/ Distribution – 2014</b>	<ul style="list-style-type: none"> <li>• Constructed</li> </ul>	No significant impact to traffic
<b>DCT River West Distribution Center – 2012</b>	<ul style="list-style-type: none"> <li>• Constructed</li> </ul>	<ul style="list-style-type: none"> <li>• SR 6 (Thornton Road) at Riverside Parkway               <ul style="list-style-type: none"> <li>• Construct an additional through-lane in the northbound and southbound directions along Thornton Road (creating a six-lane roadway), consistent with ARC’s Plan 2040 project TIA-DO-018, which consists of a road widening project from 4 to 6 lanes along Thornton Road from the Paulding County line to Fulton Industrial Boulevard in Fulton County.</li> </ul> </li> </ul>
<b>Douglas Hill Business Park Expansion – 2005</b>	<ul style="list-style-type: none"> <li>• Constructed</li> </ul>	No significant impact to traffic
<b>Echo Road Industrial Park – 2004</b>	<ul style="list-style-type: none"> <li>• Constructed</li> <li>• Rezoning requested</li> </ul>	No significant impact to traffic
<b>Terminus West Business Park – 2004</b>	<ul style="list-style-type: none"> <li>• Constructed</li> </ul>	No significant impact to traffic

## EXISTING CONDITIONS ASSESSMENT

### LAND SUITABILITY

#### Environmental Considerations

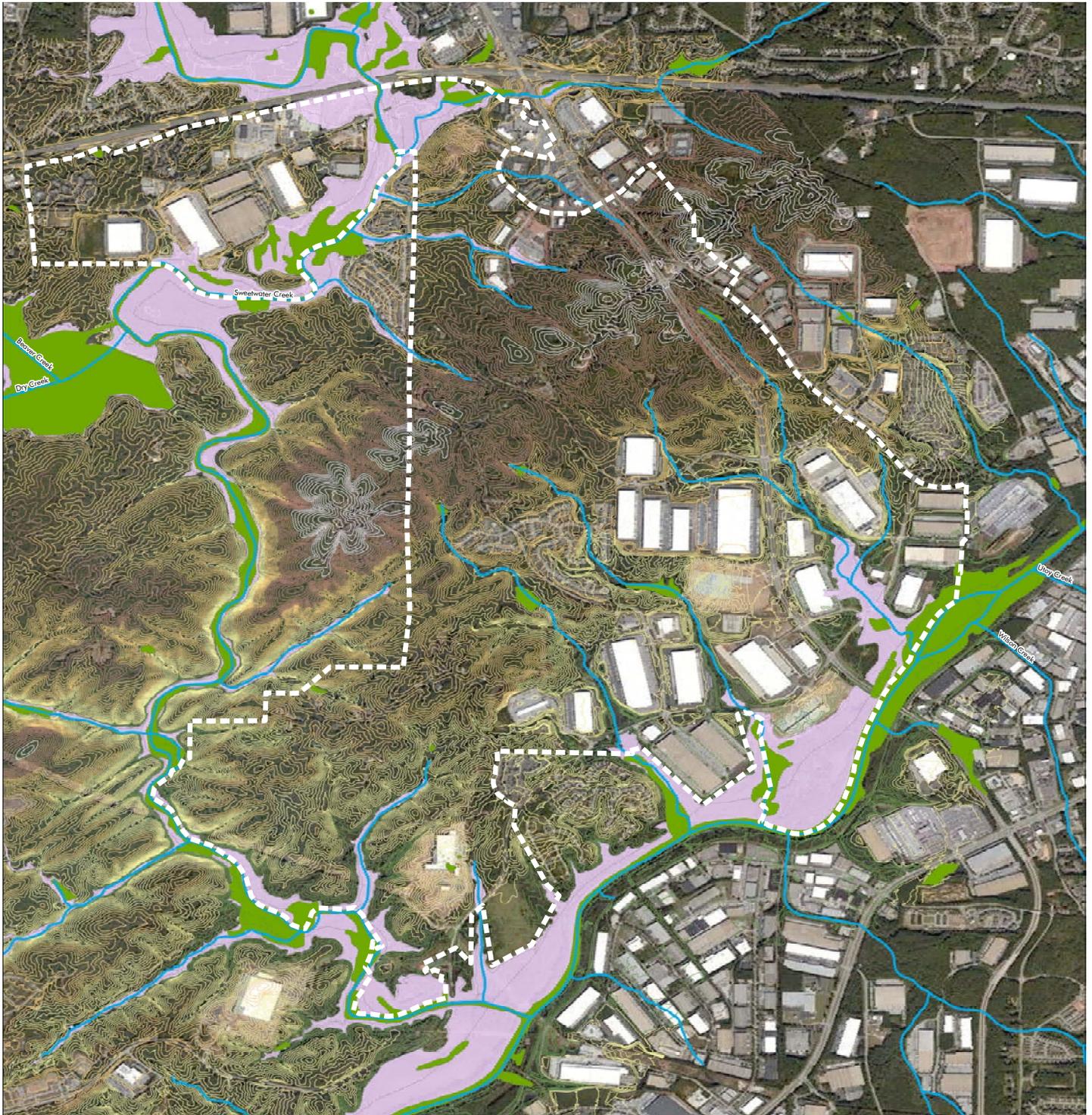
The study area is bounded on its eastern edge by the Chattahoochee River and on the west by Sweetwater Creek State Park.

Flowing to the Chattahoochee River are numerous tributaries and estuaries, including Sweetwater Creek. These water bodies have shaped the study area's development patterns, with building footprints wedged in-between stream and creek valleys and respective buffers. These water resources and corresponding wetlands have made some lands in the study area not suitable for development, or at least highly cost-prohibitive due to environmental constraints. There is a significant portion of the southern part of the study area that falls within the FEMA floodplain zone of the Chattahoochee River; these parcels are also subject to regulations in the Metropolitan River Protection Act. The northern part of the study area, adjacent to the State Park and running toward Blairs Bridge Road and even north of I-20, is also within the floodplain and is comprised of national wetlands.

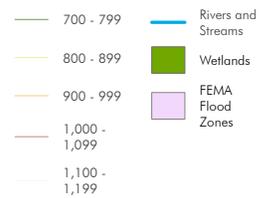
According to the Georgia Department of Natural Resources (DNR), Sweetwater Creek State Park is the most visited in Georgia's State Park network; however, it does not have an access point within the study area. Although it cannot be entered from the study area directly, the State Park represents the area's closest and largest greenspace and recreational facility. While there is a water reservoir in the State Park, it is leased to the City of East Point.

Another natural feature is significant topographic change in the study area. A ridge line runs just south of Preston Ridge Boulevard, causing water and water utilities on the south to run toward the Chattahoochee River and on the north to run in the direction of Blairs Bridge Road.

The map on the next page illustrates the most significant environmental considerations in the study area.



# Environmental Considerations

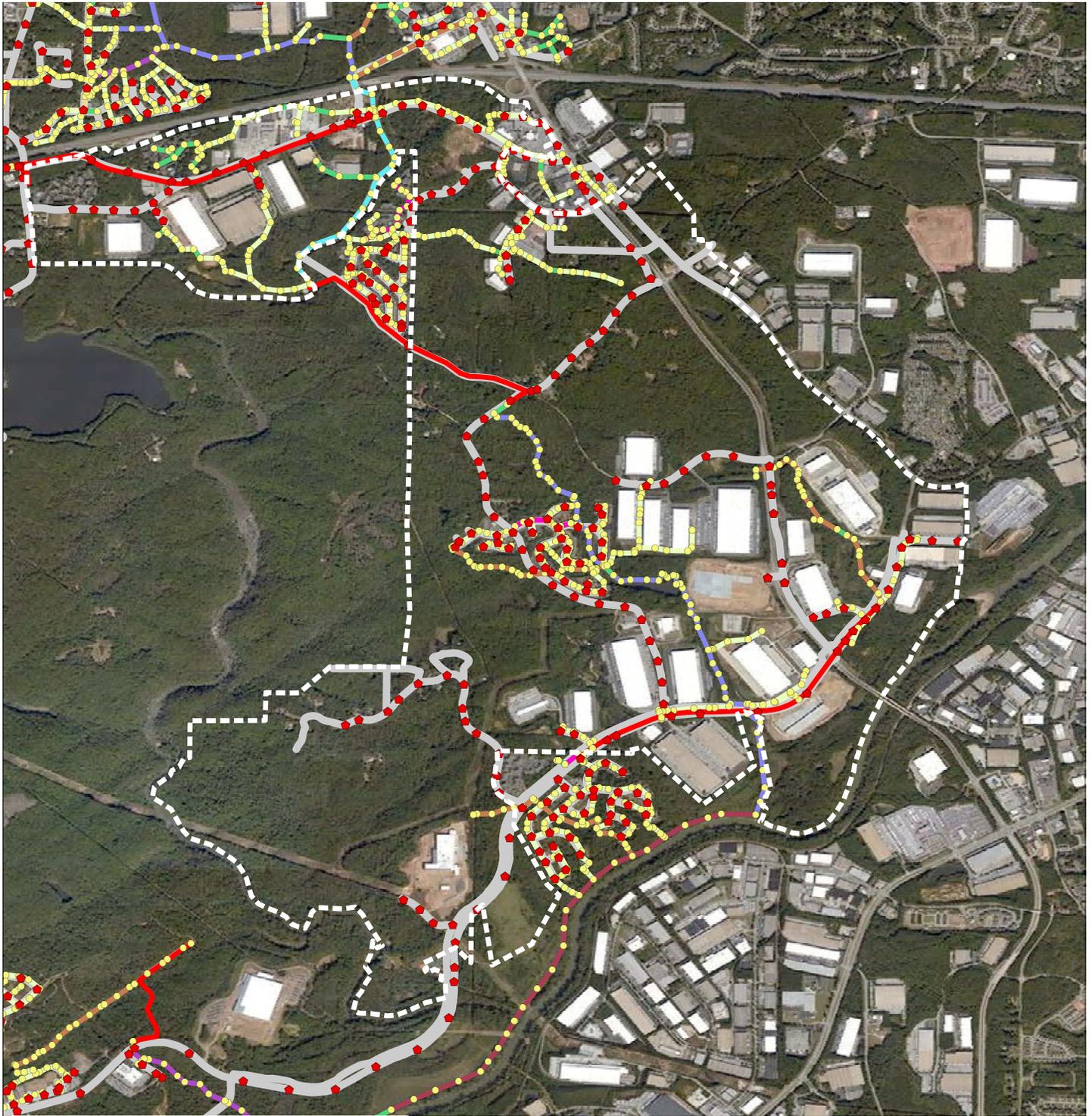


## EXISTING CONDITIONS ASSESSMENT

### Utilities

As the county has developed, large investments have been made in the study area for distribution of water and sewer facilities. In response to existing topographic conditions, though, the study area lacks facilities largely in the portion on which the ridge exists. The Colonial Pipeline also runs through the study area, for some stretch along the study area's boundary between the State Park and the Sweetwater subdivision and some currently undeveloped land. The lack of development between Bob Arnold Boulevard and Douglas Hill Road is partially attributed a to lack of utilities, particularly water and sewer.

The map on the next page illustrates the distribution of existing water and sewer utilities in the study area.



# Utilities

◆ Hydrants	GM Diameter	12	24
● Manholes	0	16	30
— Water Mains	8	18	36
— Pressurized Main	10	21	48

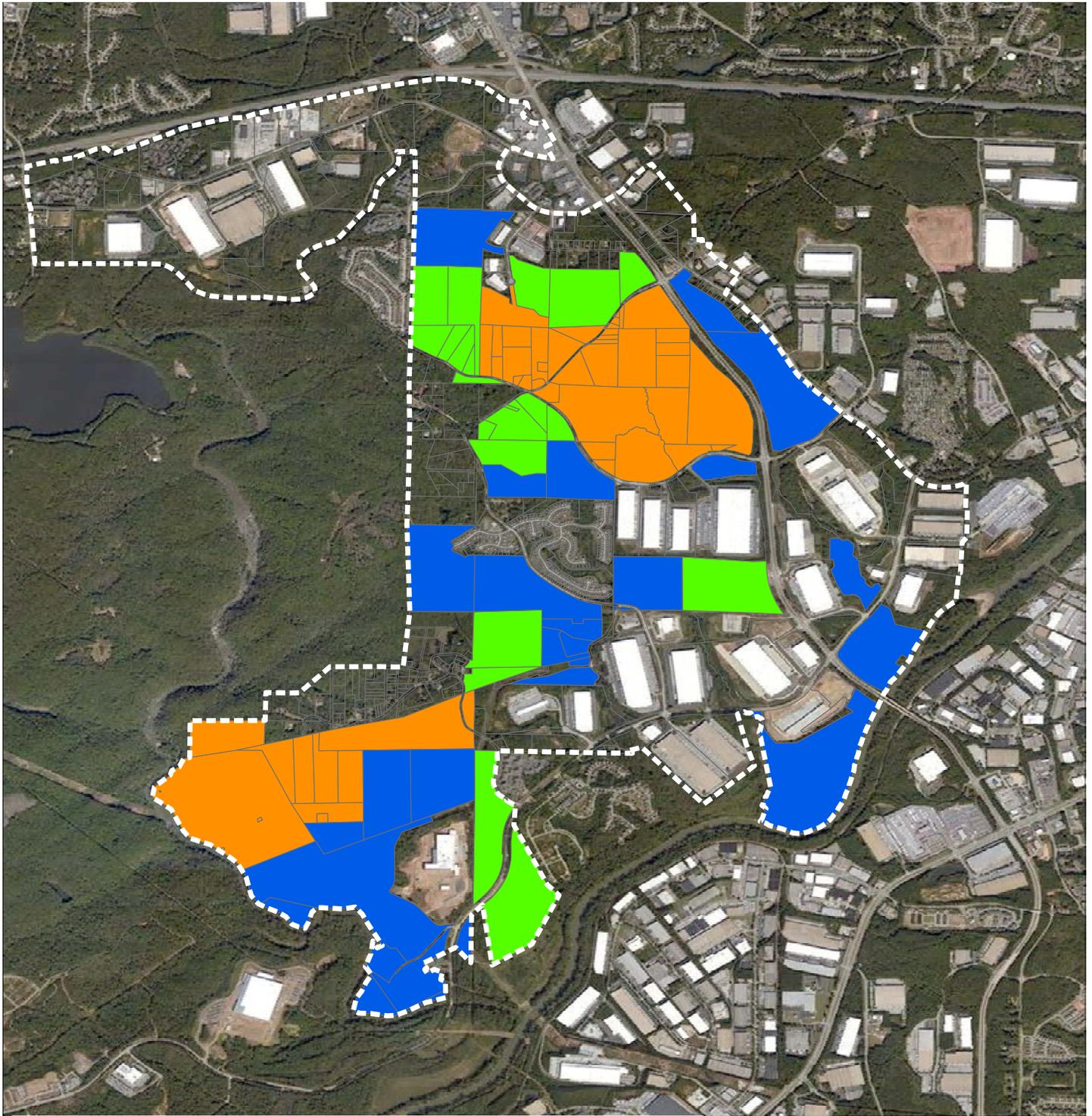
## EXISTING CONDITIONS ASSESSMENT

### Suitability Analysis

A key aspect of planning for the future of the Southwest Thornton Activity Center is understanding the area's development suitability for employment-based development versus residential, because of the area's topography, infrastructure, and environmental constraints. The planning team reviewed the study area's environmental resources and constraints, existing utilities and infrastructure, and other considerations to determine the potential for development of the study area's available land. Based on this analysis, undeveloped or significantly underdeveloped parcels were categorized into three classes of development potential.

- **Prime for Development ("Low-hanging Fruit" - Green Areas):** Existing land areas that are currently physically ideal for industrial development. These land areas are readily accessible by existing roads, have nearby water and sewer connections, and are not heavily impacted by existing streams, wetlands, and/or related buffer requirements.
- **Requires Investment for Development (Requires Infrastructure Improvements - Orange Areas):** Existing land areas that could be physically ideal for industrial development. These land areas are readily accessible by existing roads and are not heavily impacted by existing streams or wetlands. However, lack of existing nearby utilities may limit development potential.
- **Constrained for Development (Environmental Concerns - Blue Areas):** Existing land areas that are not physically ideal for industrial development and likely cost prohibitive. These land areas are heavily impacted by existing streams or wetlands and may also have a lack of nearby utilities or accessible roads.

The map on the following page illustrates the categorization of the development potential of the study area's undeveloped or underdeveloped parcels per the color-coding system described above.



# Suitability Analysis

- "Low-hanging Fruit"
- Requires Infrastructure Improvements
- Environmental Concerns

## EXISTING CONDITIONS ASSESSMENT

### MARKET CONDITIONS

To understand the existing and projected market potential of the study area, the planning team conducted a market analysis that leveraged a demographic and real estate market perspective.

The market analysis included:

- Analyzing demographic and employment trends
- Analyzing real estate market trends
- Preparing a strengths, opportunities, weaknesses, and threats (SWOT) analysis
- Identifying supportable land uses for the Southwest Thornton Activity Center in the future

In addition to market data collection, the team interviewed area stakeholders specifically focused in real estate and economic development. This examination helped the planning team understand the role that the study area plays in the success and economic vitality not only of Douglas County but also the Metro Atlanta region.

This section includes a summary of the demographic analysis findings while other market highlights can be found in the community vision section of this document. The appendix includes the full market report.

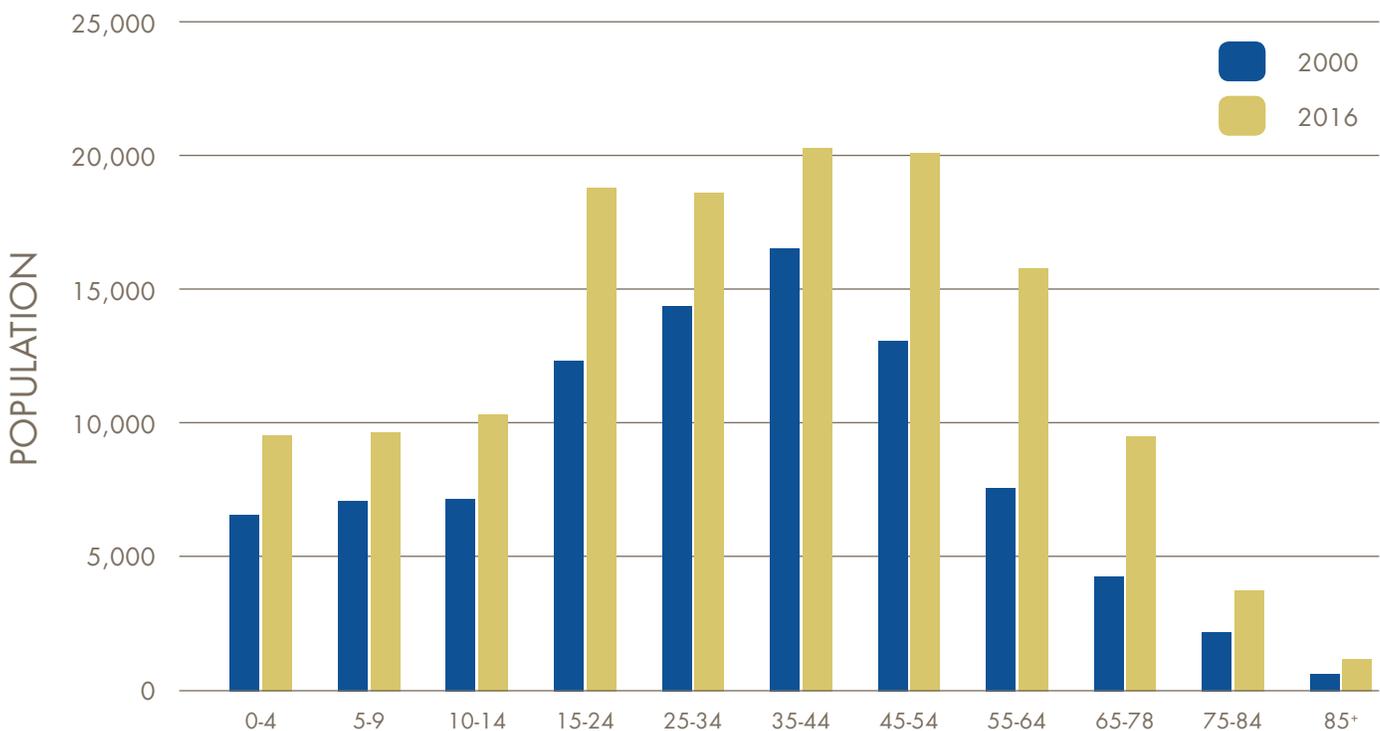
## Demographics

As part of an independent Market Analysis, Kimley-Horn reviewed the area’s demographics comparing them to current and historic market trends and future projections of:

- Metropolitan Atlanta Statistical Area (MSA)
- Douglas County
- United States

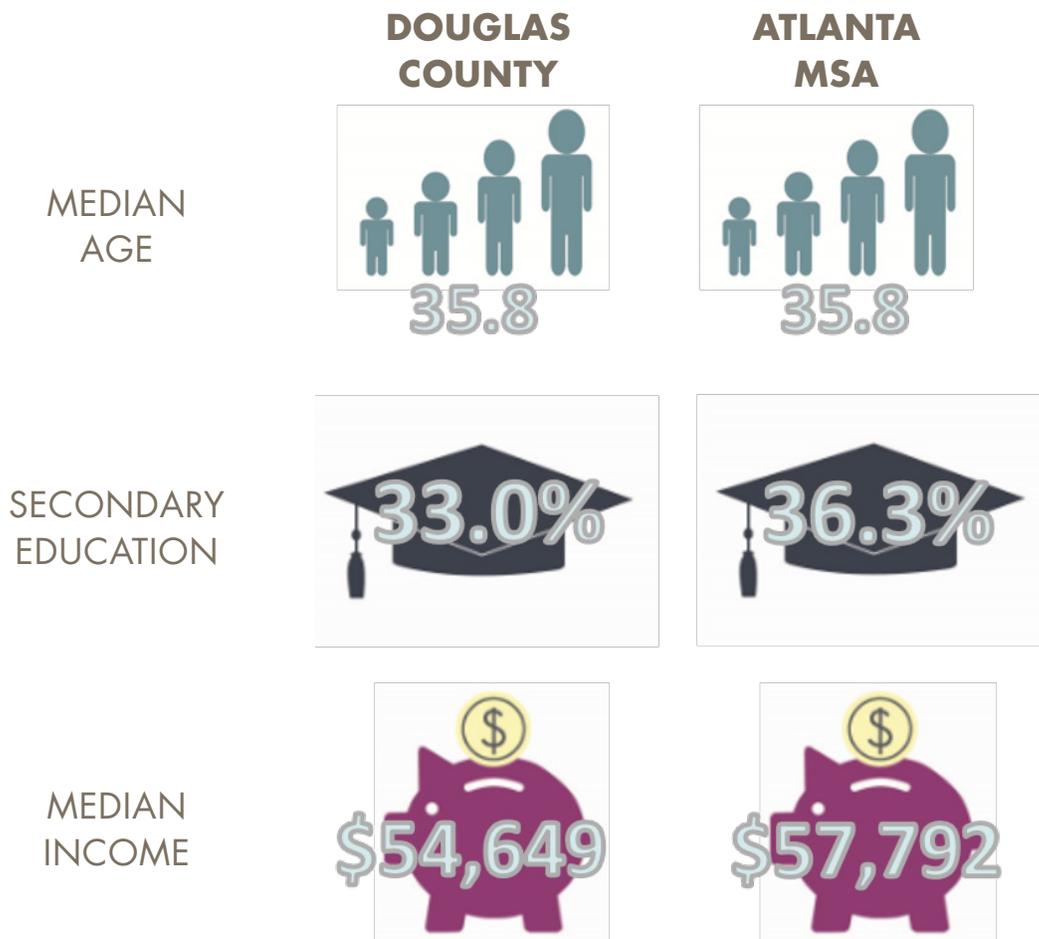
The County has approximately 138,000 residents, with 46,000 new residents since 2000. Douglas County residents between ages 35 and 44 are the most common age group, which typically represents young families and first-time home-buyers. Population growth, however, has included all age groupings, especially Baby Boomers who desire to age-in-place. The median age in Douglas is 35.8. Comparatively, this means the County’s population is getting older, but at a slower rate than the overall Atlanta MSA.

POPULATION GROWTH BY AGE COHORT, DOUGLAS COUNTY, 2000-2016



## EXISTING CONDITIONS ASSESSMENT

Douglas County's general demographics are comparable to the Atlanta MSA. Nearly 43% of all households in Douglas County have related children living at home. The overall size of households in the County is increasing as new, young families are attracted to area. In 2000, the County tracked 2.78 persons per household, and this number has increased to 2.83 in 2016. Single- and two-person households make-up roughly 50% of the total households. Roughly 33% of the County's population has a secondary education and the median income in Douglas County is \$54,649.



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**COMMUNITY VISION**

# COMMUNITY VISION

## Public Meeting Input

A series of public meetings and stakeholder interviews were conducted to establish a community-based vision for the areas desired future. Over the course of seven months, nearly 200 stakeholders and community members provided input across multiple platforms:

- Public Visioning Workshop
- Stakeholder Interviews
- Community Design Workshop
- Elected Officials Meetings
- Economic Development Authority Board Meetings
- Public Open House
- Emails and Other Communication
- Project Management Team Meetings

At the Community Design Workshop held in October 2016, participants were asked to describe the study area today and in the future using just one word for each; the results are summarized below. This input, along with other activities - such as prioritizing goals and identifying areas desired for improvement - helped the planning team understand community priorities and preferences to inform the development of the Master Plan.

STUDY AREA TODAY



FUTURE STUDY AREA



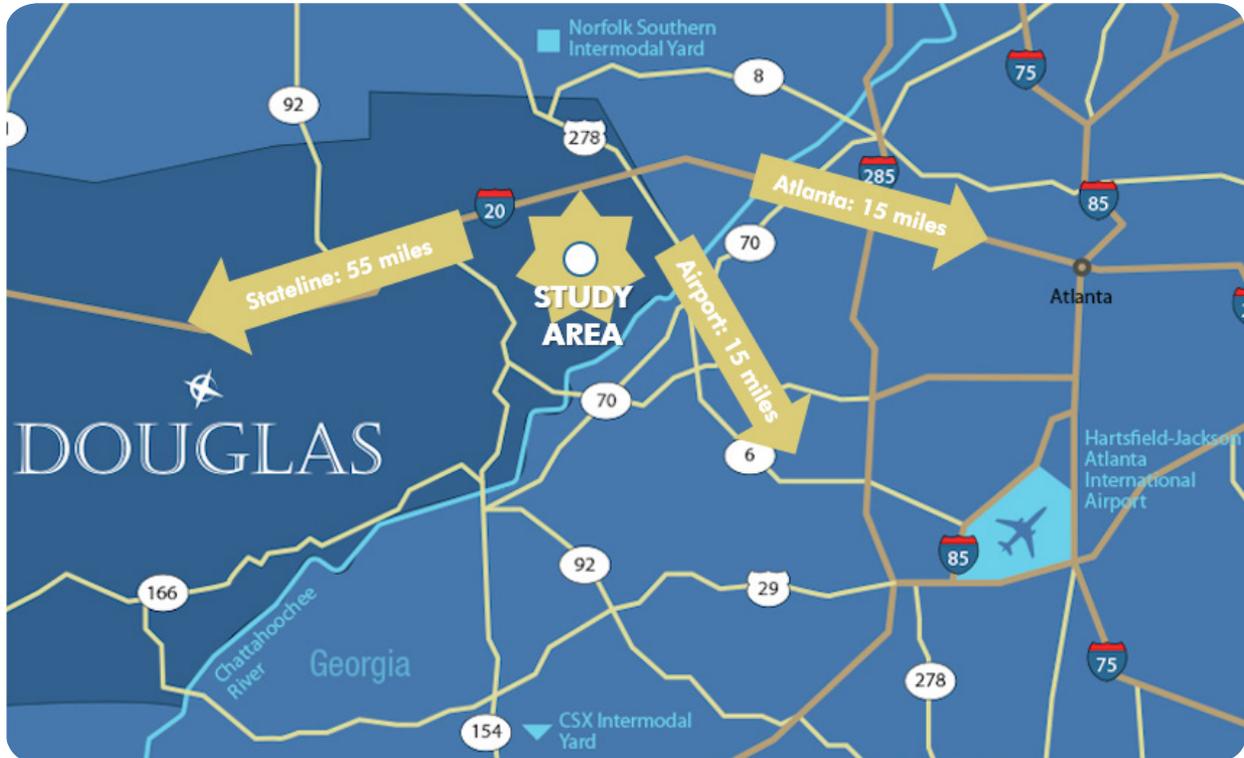
One of the key findings from the series of stakeholder interviews and Community Design Workshops was a realization that both residents and businesses in the area desire many of the same things:

- Emphasize Greenspace: Sweetwater Creek State Park is an asset, but the area needs more community recreational public spaces and parks
- Address Transportation Concerns: Reduce conflicts between trucks and automobiles
- Foster Quality Amenities: More and higher quality restaurant and retail offerings

## COMMUNITY VISION

### Market Analysis

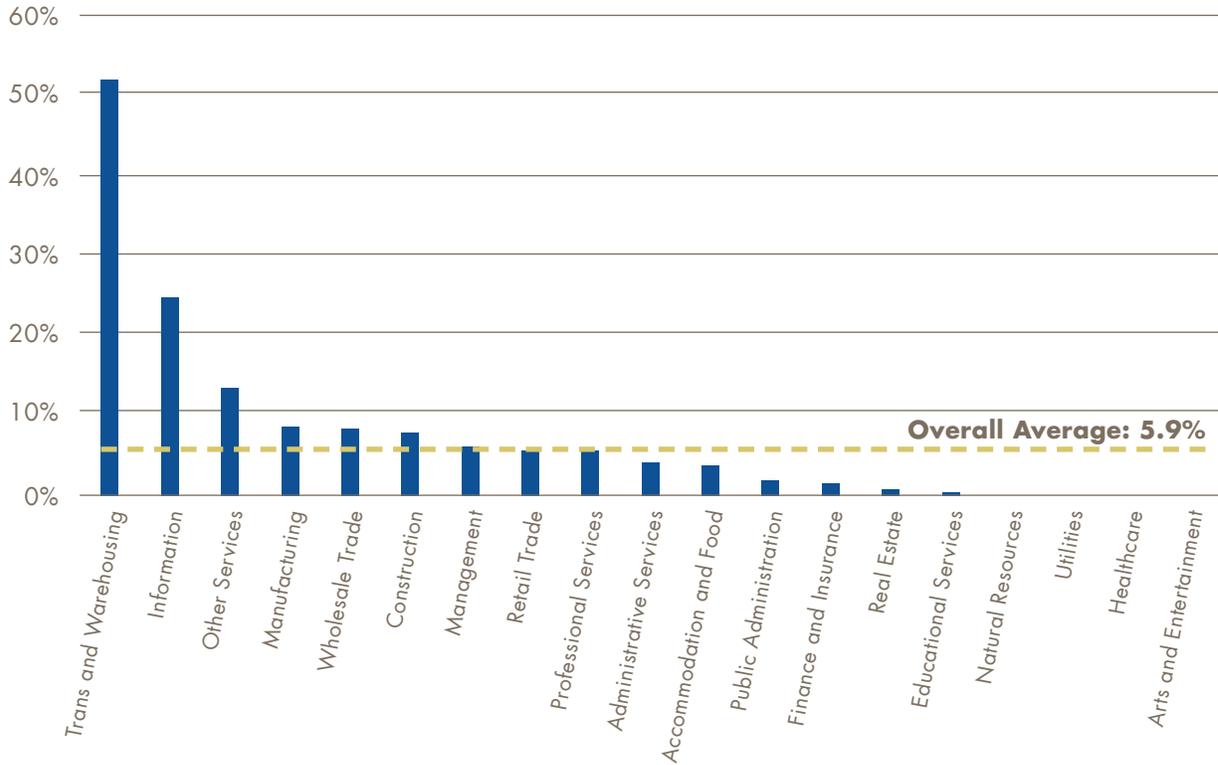
With its proximity to Hartsfield-Jackson Atlanta International Airport, I-20, I-285, the City of Atlanta, and nearby rail lines, the study area offers incomparable regional access. The area's transportation connections have attracted business investment, particularly related to manufacturing and distribution.



There are nearly 1,300 jobs located in the study area, which represents 5.9% of the total jobs in Douglas County. These jobs span various industries, with transportation of warehousing and information-related jobs being most prominent:

- Transportation and Warehousing: 52.1%
- Information: 24.1%

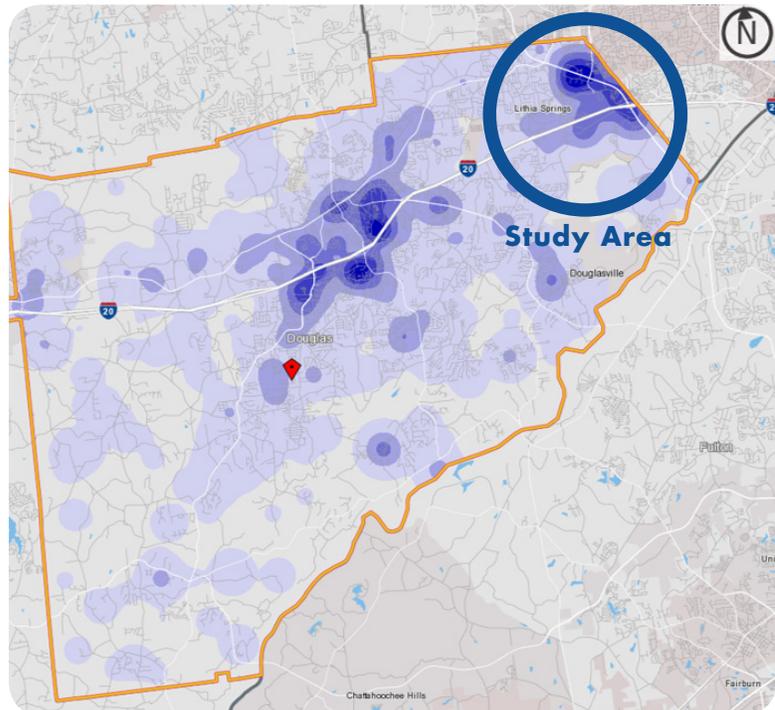
## STUDY AREA'S SHARE OF DOUGLAS COUNTY'S PRIMARY EMPLOYMENT SECTORS



### A Major Employment Center for Douglas County

The study area is one of two major employment centers in Douglas County (the other is located near Downtown Douglasville).

The estimated total annual wages of the study area is \$87 million, which is bolstered by the study area's large shares of higher-paying jobs in transportation, warehousing and information.



## COMMUNITY VISION

Sixteen of the top 50 highest assessed property values in Douglas County are located within the study area. The study area is valued at \$548 million, roughly 6.4% of the County's overall assessed value. The study area's average assessed value is nearly double that of the County, per acre.

In addition to the data collected regarding the existing market conditions in the study area, the planning team analyzed the study area's future market potential, focusing on three major types of desired development: Residential, Hospitality and Retail, and Industrial.

**Residential:** Single-family detached housing makes up the largest share by type in Douglas County at approximately 76% of the total housing stock. The study area has a more balanced distribution of housing, with approximately 40% of units classified as single-family detached and the remaining 60% a mixture of townhouses, apartments, and mobile homes. The median closing price in the study area for a single-family detached house was nearly \$168,802 in March 2017. This measure was lower than average closing prices in Douglas County (\$179,826) and the larger metro-Atlanta region (\$255,752). Resales typically range from \$100,000-\$150,000 with the Tributary community representing the 'top-of-the-market' at more than (\$250,000).

Based on the Atlanta Regional Commission's (ARC's) population forecasts, the 10-year demand for residential development in the study area is roughly 600-700 units. At a typical density of 2-3 units/acre, the residential land need for the next 10 years is approximately 200-350 acres. These residential units will likely continue to be dominated by single-family detached, with new units targeting first-time buyers, families, and empty nesters. Limited new apartment product has resulted in low vacancy, and consistent increases in rents. Given low vacancy rates and market forecasts, one to two new apartment communities could be supported in the study area.

**Hospitality and Retail:** Historically, retail in or near the study area has located near I-20. Future retail demand is based on household growth demonstrated by the ARC population forecasts as well as estimated current and future inflow from nearby employees. Additional retail in the study area is expected to be limited to commercial nodes near the Tributary community and near I-20. Retail planned as part of Tributary is unlikely to begin construction until more housing is completed.

Recently, hospitality development has increased, likely generated by highway proximity and growth of local employers; however, current construction activity for hospitality users will likely limit new demand over the next 10 years. Beyond the area's major employers and highway travelers, demand from other sources, including Six Flags Over Georgia, is limited. New retail and hospitality facilities already planned or proposed are expected to meet demand over the next 10 years.

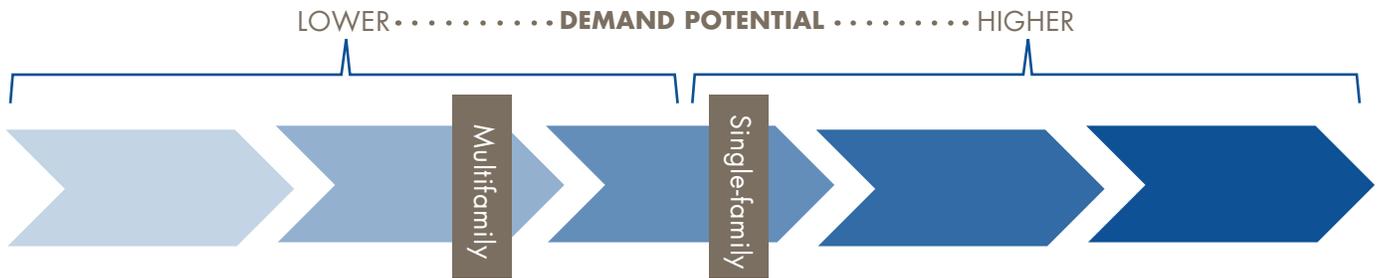
**Industrial:** In the last five years, industrial and warehousing space in eastern Douglas County has grown to represent roughly 25% of regional activity. This share of the region's total inventory highlights the competitiveness of the area's location and attributes. Industrial lease rates and land prices remain competitive with other areas of the region. Employment forecasts for Douglas County project an increase of more than 12,000 new jobs over the next 10 years. More than 60% of that increase is expected to be captured in the eastern portion of the County, offering better accessibility to regional employment centers. The capture for eastern Douglas County is even higher for warehousing and distribution jobs, at more than 70% of the ten-year net increase.

Employment in the study area will likely continue to be dominated by a combination of warehouse, distribution, and data center jobs. Additionally, transportation access, utility infrastructure, and proximity to the Atlanta airport are important drivers of job growth, making large-tracts west of the study area less attractive. Because of environmental constraints, it is important to preserve and protect key opportunity sites for future industrial demand.

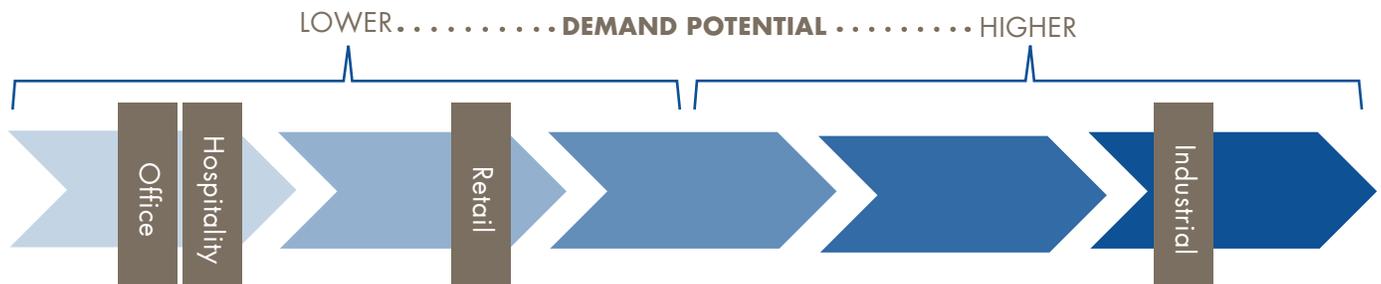
Office development in the study area will be limited, as developers are seeking locations that provide tenants amenities within a more pedestrian-friendly setting, including retail, services, and dining options. Future office demand in Douglas County will likely look to downtown Douglasville as a more competitive location for professional service jobs.

## COMMUNITY VISION

### RESIDENTIAL DEVELOPMENT POTENTIAL



### HOSPITALITY, RETAIL, & INDUSTRIAL DEVELOPMENT POTENTIAL



Information and insight gathered during the market analysis phase of the Southwest Thornton Activity Center project helped the planning team ensure that recommendations would be based in market reality. This foundation is critical for plan implementation and ultimately the study area's future success. Understanding the demand for certain types of development over others enabled the planning team to balance the mix of land uses in the resulting concepts. When developing the preliminary master plan concepts, the planning team strove to leverage the area's locational assets and natural resources while seeking to protect existing residential areas.

## CONCEPT PLANS

Using the information collected in the Existing Conditions Assessment, Community Vision, and Market Analysis phases, the planning team developed three concepts for the future of the Southwest Thornton Study Area. These preliminary concepts were designed to balance the area's competing interests—to create a place for people, a place for business, a place for cars, and a place for freight. Thus, the concepts focused on establishing where residential uses would be most appropriate and where business and industry uses would be most appropriate in the study area, as well as what roadways should be oriented for residential traffic and which should be oriented for freight and the movement of goods. The planning team identified each preliminary concept based on the location of potential future residential properties:

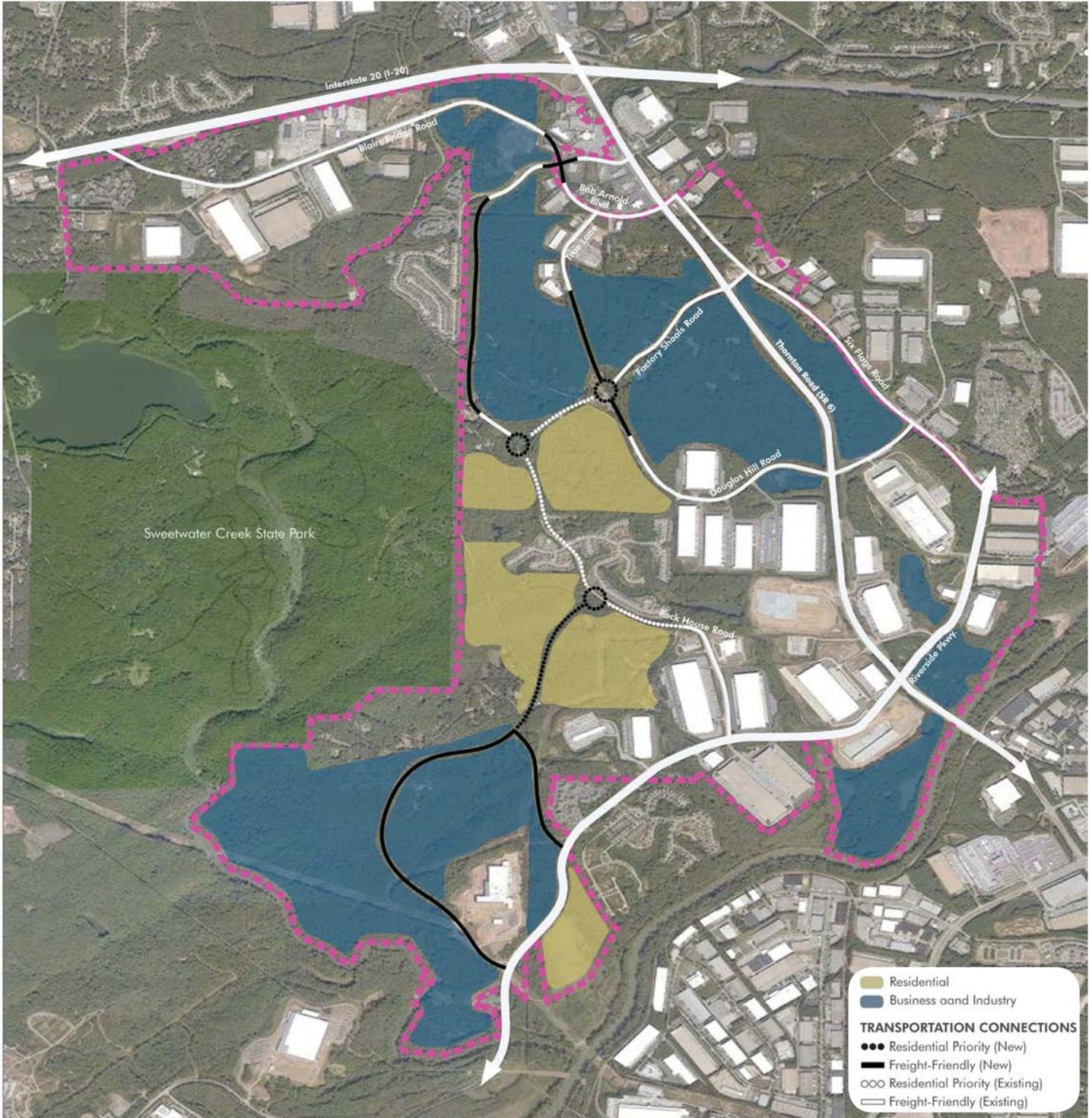
- **Concept A:** Centralized Residential Hub
- **Concept B:** Northern Residential Hub
- **Concept C:** Residential Corridor

The planning team held a Community Design Workshop in December 2016 to review the concepts and seek input from area residents, business owners, and other community stakeholders.

COMMUNITY VISION

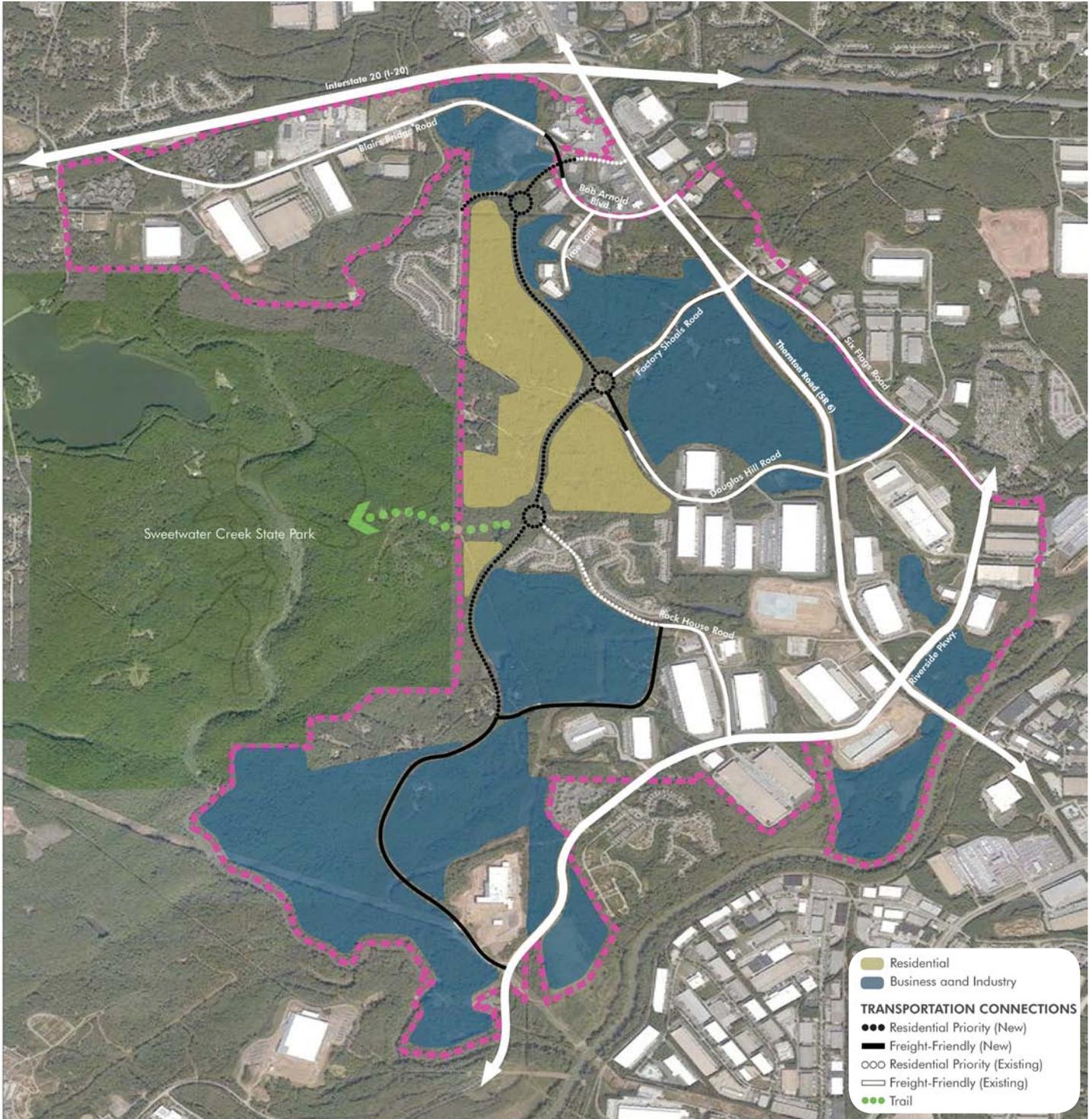
# PRELIMINARY CONCEPT A:

## Centralized Residential Hub



# PRELIMINARY CONCEPT B:

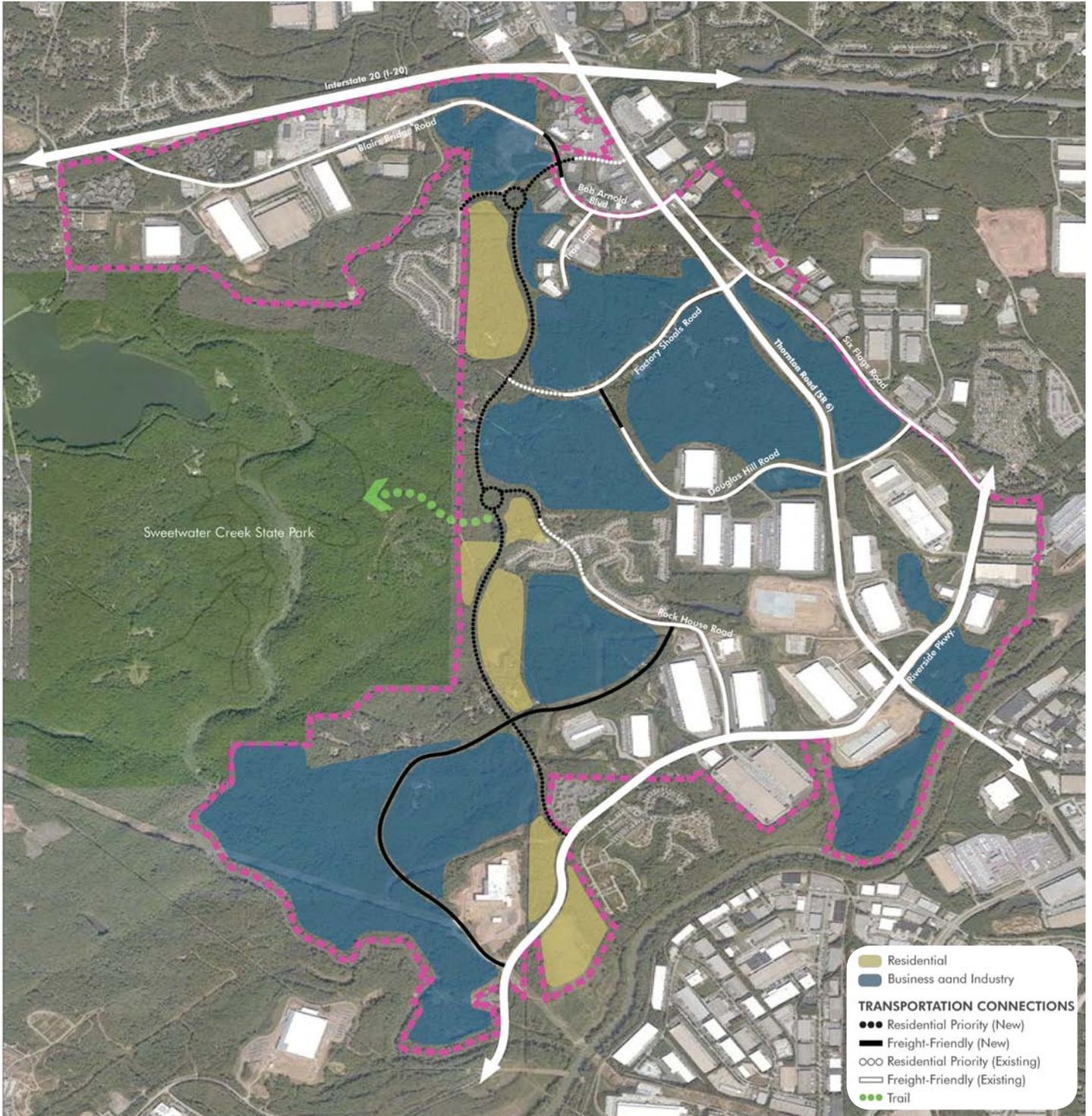
## Northern Residential Hub



COMMUNITY VISION

# PRELIMINARY CONCEPT C:

## Residential Corridor



At the December Community Design Workshop, elements of Concept C were preferred. The majority of participants were not necessarily against industry/industrial uses, as long as it is well-designed and does not take away from the area's desirability. Additionally, the community expressed a strong desire to attract more Information Technology, Healthcare, and Office uses into the study area. As was noted previously, there is a desire for more amenities in the area, particularly higher quality restaurants, retail, and services. The community views the State Park as an area asset and would like to see an eastern access point and to buffer the park from further development. Lastly, participants noted that transportation infrastructure improvements should be focused at Blairs Bridge Road, Riverside Parkway, and Factory Shoals Road.

Based on the feedback from the December public meeting and further analysis, the planning team developed a refined concept plan that attempts to balance the variety of economic needs and community desires and an alternate plan with a key variation in the roadway network. The refined plans were reviewed by the public at an open house in February 2017 and discussed with area officials and the Douglas County Economic Development Authority Board. These refined plans became the basis for the resulting master plan and recommendations detailed in the following section.





**MASTER PLAN**

# MASTER PLAN

Proximity to Hartsfield-Jackson Atlanta International Airport and efficient Interstate access makes the Southwest Thornton Activity Center attractive to industrial/business uses while the adjacency to Sweetwater Creek State Park and short drive to Downtown Atlanta creates an appealing environment for residential uses. After a decade of development without a well-established plan, shifting economic circumstances and a lack of clarity regarding future growth expectations have created tension between residential and business land owners and uses. Thus, the Southwest Thornton Activity Center Sweetwater Master Plan was developed to define future growth patterns related to business versus residential land uses, necessary transportation improvements, and zoning enhancements needed to promote quality development.

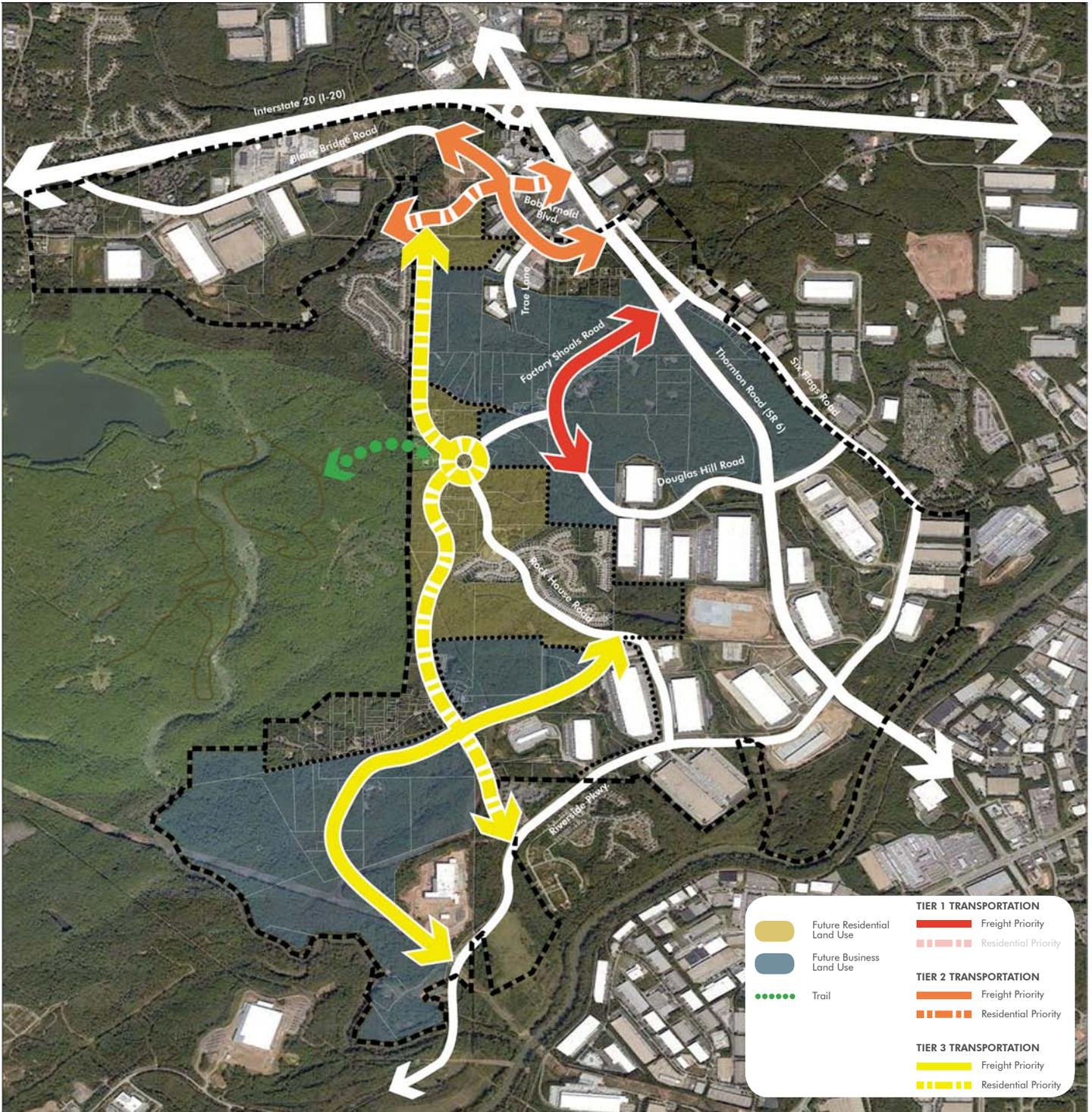
Concept A creates two truck loops—one off Thornton Road/Highway 6 and another off Riverside Parkway—to support future industrial development while envisioning a new residential roadway that connects existing neighborhoods and future residential development.

The key roadway improvement to guide future growth in Concept A is an enhancement and realignment of Factory Shoals Road from Thornton Road/SR 6 to Douglas Hill Road. This improvement is intended to enhance truck access off Thornton Road and extend water and sewer infrastructure to the area between Bob Arnold Boulevard and Douglas Hill Road. While this area has excellent proximity to SR 6 and I-20, a lack of utilities and roadway infrastructure has generally prevented economic development activity from occurring. Projected investment in this area, with direct access along Factory Shoals and Douglas Hill will serve multiple purposes:

- Provide access to undeveloped properties from Factory Shoals and Douglas Hill Roads for economic development purposes
- Limit the number of access points/curb cuts along Thornton Road to maintain traffic operations along SR 6
- Close a development gap between businesses and industrial uses along Bob Arnold Boulevard and those along Douglas Hill Road
- Provide an opportunity to restrict truck access and preserve land to the west of Factory Shoals and Douglas Hill near Sweetwater Creek State Park for future residential investment

As economic development continues, a new commercial roadway should be considered in the southern portion of the study area to connect Rock House Road to the west to Riverside Parkway. This commercial-oriented road would provide truck access parallel to Riverside Parkway and enhance access to commercial center parcels south of the Summer Lake area. Utility/infrastructure enhancements may be needed. GPS suggests the most direct route despite other factors, such as signage. To physically limit trucks to freight routes, standards narrower residential routes should be considered. These streets, designed for personal vehicles, should prioritize narrower lanes, smaller radii, and sidewalks. Collectively, these measures create a safer environment for all, protect residential areas, and increase freight efficiency.

# CONCEPT A



## MASTER PLAN

# CONCEPT A

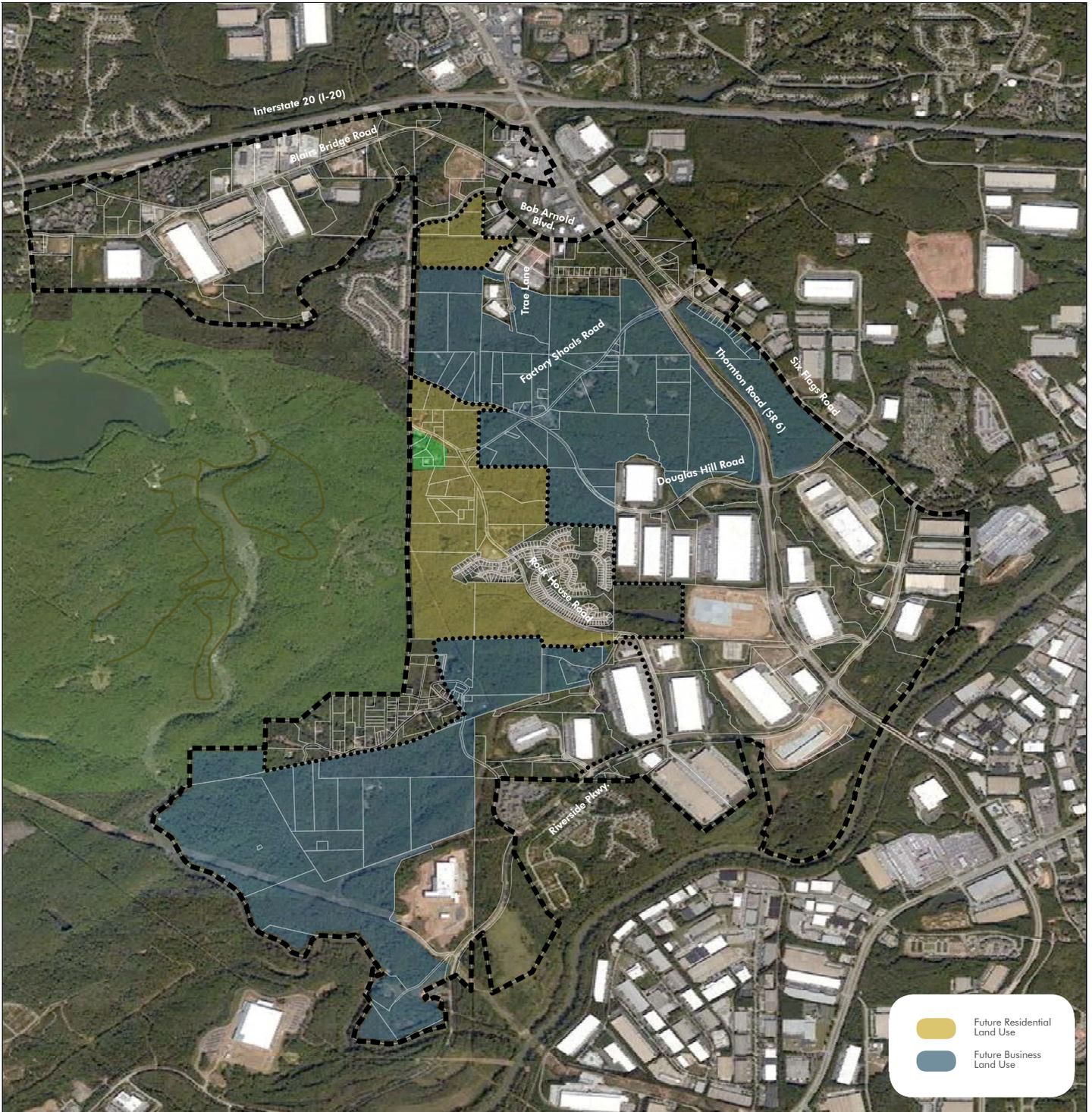
The resulting land use plan concentrates future business development along Thornton Road/SR 6 and along the north side of Riverside Parkway west of Rock House Road and maintains areas along and generally west of the proposed north-south connector road for residential development. The definition of “Business” and “Residential” land uses takes into account the County’s current land use categories within the study area. The existing descriptions and corresponding zoning for each of these character areas remains applicable to the study area, with slight modifications as outlined below.

Commercial uses generally north of and at Factory Shoals Road should reflect the “Workplace Center” character area, while properties south of Factory Shoals Road should be defined by the “Commerce Center” character area. Both categories allow for retail goods and services; however, based on limitations identified in the market analysis, retail and entertainment uses should be limited to areas identified as Workplace Center and located around the interchange of I-20 and Thornton Road/SR 6. Leakage of retail and entertainment uses away from the interchange and/or south of Factory Shoals Road limits the potential to create a sustained, higher quality commercial activity center that meets the needs and expectations of area stakeholders.

Undeveloped properties along the edge of Sweetwater Creek State Park and fronting Rock House Road were determined to be best suited for future residential uses because of their adjacency to existing subdivisions, area topographic and environmental features, and access to the State Park. Properties south of Preston Boulevard also were included as future residential land use opportunities due to their environmental limitations and proximity to the Sweetwater Creek Apartments and Sweetwater subdivision.

Residential land uses in the study area coincide with the Urban Residential character area. The market analysis determined that there is capacity for additional quality multifamily development within the study area; however, none of the current land use designations in the Sweetwater area allow for Residential-Multifamily (R-MF) zoning. The planning team recommends that within the master plan study area, multifamily zoning should be allowed within the Workplace Center character area. Residential-Multifamily zoning could be complementary in the Urban Residential character area, but should be allowed only to serve as a transition or buffer between single-family residential subdivisions and business/industrial uses. In the Workplace Center character area, multifamily should follow the same pattern of concentration around I-20 and Thornton Road/SR 6 as recommended for retail and entertainment uses.

# CONCEPT A LAND USE



## MASTER PLAN

The public improvements recommended in Concept A are divided into short term (Tier 1 and Tier 2 projects that should be completed in the next 5 years) and longer term (Tier 3 projects that are expected to be 10 to 15 year investments). To implement Concept A, approximately \$13.5 to 18.5 million will be needed for roadway and utility construction. Longer-term improvements are projected to be between \$43 and \$57 million. Compared to Concept B, Concept A has a lower short-term cost, but requires a larger long-term investment, which may limit the County and City's ability to implement the complete plan. In general, private development will be required to contribute to roadway improvements during the development phase of their projects development while SPLOST funds will be used to leverage other funding possibilities.

### Tier 1 and Tier 2 Projects

- New commercial-oriented "loop" to SR 6 (Douglas Hill Road to Factory Shoals Road)
- SR 6 at Factory Shoals intersection improvement
- Douglas Hill at Factory Shoals intersection improvements
- Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard intersection improvement/realignment
- SR 6 at Bob Arnold Boulevard intersection improvement

### Tier 3 Projects

- New residential-oriented north-south road between Preston Boulevard connecting Factory Shoals/Rock House and Summer Lake Road
- New commercial-oriented road from Riverside Parkway to Rock House
- Trail connecting new north-south roadway into the Park

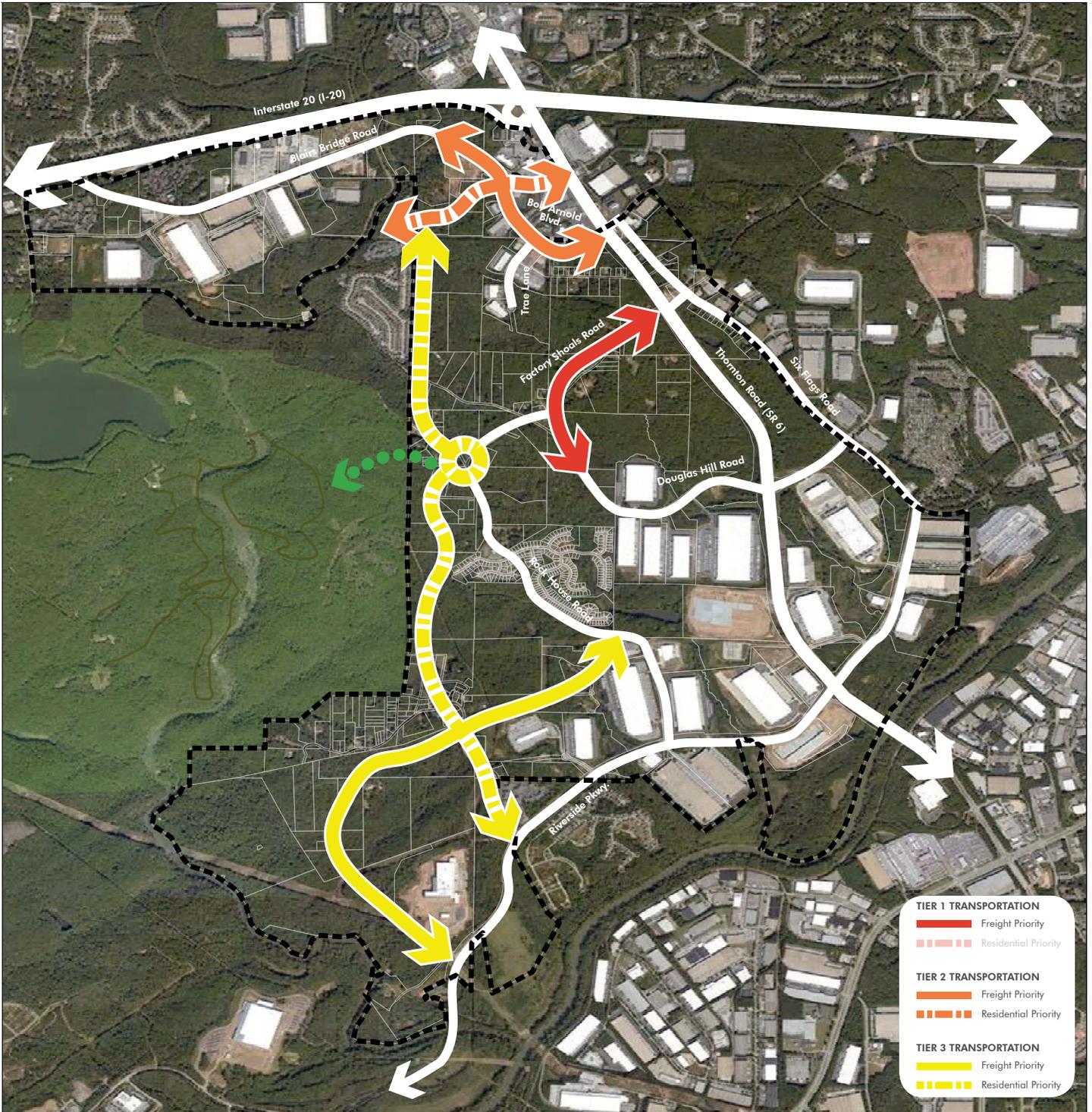
In addition to the tiered projects, a number of Transportation Projects were identified, including a series of intersection, paving, and path improvements.

### Other Projects\*

- SR 6 at Douglas Hill intersection improvement
- SR 6 Multiple unsignalized intersections between Douglas Hill and Riverside
- SR 6 at Riverside intersection improvement
- Road improvements/construction on Factory Shoals, Douglas Hill, and Rock House
- Multiuse path following transmission lines
- SR 6 sidewalks for the full extent of the study area

*\*Projects to advance when feasible*

# CONCEPT A TRANSPORTATION PROJECTS



## MASTER PLAN

### PROPOSED INTERSECTION REALIGNMENT

Concept A contemplates realignment of Blairs Bridge Road at Bob Arnold and Preston Boulevards. A significant number of turning movements and limited spacing between intersections creates congestion and safety concerns at these intersections. Realignment into a single intersection would reduce confusion, the number of conflict points, and the number of turning movements. For this enhancement to occur, right-of-way will be needed from the northwest corner of Preston Boulevard and Bob Arnold Boulevard (Hampton Inn), the southeast corner of Blairs Bridge Road at Bob Arnold Boulevard (Mercer University Douglas), and north of Blairs Bridge Road (Autonation Toyota). Additionally, to support realignment and traffic operations, a traffic signal will be needed at the intersection of Bob Arnold Boulevard and Thornton Road/SR 6.



## PROPOSED ROADWAY IMPROVEMENTS

Concept A recommends the creation of truck routes on Factory Shoals, Douglas Hill, and the southern portion of the study area and the creation of a residential north to south connector road between Preston Boulevard and Riverside Parkway. With truck access limited to Douglas Hill, Factory Shoals, and Blairs Bridge Roads, a local, neighborhood street with dedicated pedestrian/bicycle facilities is needed to connect existing neighborhoods and future residents. The north-south roadway would connect Preston Boulevard to Rock House Road, and as a second phase connect Summer Lake Road. As part of this improvement, roundabouts are proposed at key intersections to limit truck access and a pedestrian/bicycle path or greenway should be provided along the roadway to connect neighborhood areas to a new eastern access point into Sweetwater Creek State Park.

- Factory Shoals and Douglas Hill Roads
- New Roadway West of Rock House Road to Riverside Parkway



- New N/S Roadway from Preston Boulevard to Riverside Parkway



**MASTER PLAN**

Concept A

Transportation Projects Implementation Recommendations

	<b>Project</b>	<b>Project Type</b>	<b>Cost Range</b>
<p><b>TIER 1</b> <b>\$10-12M</b></p>	<b>New commercial-oriented "loop" to Thornton Road (SR 6) (Douglas Hill Road to Factory Shoals Road)</b>	New Road (Commercial)	\$5M
	<b>Douglas Hill Road at Factory Shoals Road intersection improvements</b>	Intersection	\$3-4M
	<b>Thornton Road (SR 6) at Factory Shoals Road intersection improvements</b>	Intersection	\$2-3M
<p><b>TIER 2</b> <b>\$3.5-6.5M</b></p>	<b>Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard intersection improvements/realignment</b>	Intersection	\$3-5M
	<b>Thornton Road (SR 6) at Bob Arnold Boulevard intersection improvements</b>	Intersection	\$0.5-1.5M

Description	Funding Opportunities	Responsible Parties
The new commercial-oriented loop to SR 6 is proposed to improve roadway infrastructure and connectivity between Douglas Hill Road and Factory Shoals Road. Improvements include roadway infrastructure upgrades and utility extensions along Factory Shoals Road with the intentions of connecting existing commercial areas and encouraging commercial growth and truck traffic within the new loop as opposed to nearby residential streets.	2017 SPLOST, LMIG, CMAQ, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority
Realignment and improvements to the Douglas Hill Road at Factory Shoals Road intersection to improve the continuity of the new commercial-oriented loop connecting these two roadways. The intersection would be realigned to a T-intersection to allow continuity between the sections of Factory Shoals Road and Douglas Hill Road that connect with SR 6, and a T-intersection to continue Factory Shoals Road west toward Sweetwater Creek State Park.	2017 SPLOST, LMIG	Douglas County, Douglas County Economic Development Authority
Thornton Road (SR 6) at Factory Shoals Road improvements to include capacity enhancements, particularly for the northern section. Additional improvements to include modifications to the closely spaced four-way stop intersection of Factory Shoals Road at Six Flags Road. May consider signaling the intersection of Factory Shoals Road at Six Flags Road with timings coordinated with the intersection of Factory Shoals Road with SR 6.	CMAQ, Future SPLOST, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Proposed modifications to the closely spaced intersections of Bob Arnold Boulevard at Blairs Bridge Road and at Preston Boulevard include reconstruction and realignment into a single intersection to simplify turning movements required for existing commercial and residential vehicular travel. The realigned intersection would divert Blairs Bridge Road south to the existing Bob Arnold Boulevard intersection with SR 6, and Preston Boulevard would realign to connect with the existing Blairs Bridge Road intersection with SR 6.	Future SPLOST, LMIG	City of Douglasville, Douglas County, Douglas County Economic Development Authority
Intersection improvements of SR 6 at Bob Arnold Boulevard to complement the realignment of the Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard intersections. Improvements may include signalization or consideration for median closure with "Michigan lefts." The nearby intersection of Bob Arnold Boulevard with Six Flags Road also would be considered to improve operations of the two closely-spaced intersections.	CMAQ, Future SPLOST, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT

**MASTER PLAN**

Concept A

Transportation Projects Implementation Recommendations (cont'd)

**TIER 3**  
**\$43-57M**

<b>Project</b>	<b>Project Type</b>	<b>Cost Range</b>
<b>New residential-oriented north-south road connecting Preston Boulevard, Factory Shoals Road/ Rock House Road, and Summer Lake Road</b>	New Road (Residential)	\$28-32M
<b>New commercial-oriented road from Riverside Parkway to Rock House Road</b>	New Road (Commercial)	\$12-20M
<b>Trail connecting new north-south roadway into the State Park</b>	Paths/Trails	\$3-5M

Description	Funding Opportunities	Responsible Parties
The new north-south residential-oriented roadway would connect Preston Boulevard to Factory Shoals, Rock House, and Summer Lake Roads. Roadway design considerations would emphasize vehicular and pedestrian travel as opposed to commercial vehicle traffic and include sidewalks along the length of the corridor. Roundabouts are proposed at intersections to discourage truck traffic.	Future SPLOST, LMIG	City of Douglasville, Douglas County, Douglas County Development Authority
The new east-west commercial-oriented roadway connection between Riverside Parkway and Rock House Road would provide improved commercial access and connectivity in the southeast portion of the study area. Additional improvements may include utility extension (as appropriate), barriers to left-turns onto Rock House Road from this road, and "Trucks Prohibited" signage on Rock House Road north of this access point.	Future SPLOST, Public-Private Partnerships	Douglas County, Douglas County Economic Development Authority, Private Property Owners
The proposed trail would connect the new proposed North-South residential-oriented roadway to provide a new pedestrian entry into Sweetwater Creek State Park.	Future SPLOST, Georgia TE Program, Georgia Natural Resources Foundation	Douglas County, Douglas County Economic Development Authority, Georgia State Parks

TOTAL CONCEPT TIERS COST ESTIMATE: \$56.5 - 75.5M

**MASTER PLAN**

Concept A

Transportation Projects Implementation Recommendations (cont'd)

**OTHER  
\$17.8-29M**

<b>Project</b>	<b>Project Type</b>	<b>Cost Range</b>
<b>Thornton Road (SR 6) at Douglas Hill Road intersection improvements</b>	Intersection	\$0.3-0.5M
<b>Multiple unsignalized intersections along Thornton Road (SR 6) between Douglas Hill Road and Riverside Parkway</b>	Intersection	\$1.5-2.5M
<b>Thornton Road (SR 6) at Riverside Parkway intersection improvements</b>	Intersection	\$1-4M
<b>Road improvements/paving on Factory Shoals Road, Douglas Hill Road, and Rock House Road</b>	Road Improvement	\$3-4M
<b>Multiuse path following power transmission lines</b>	Paths/Trails	\$5-8M
<b>Sidewalks along Thornton Road (SR 6) for the full extent of the study area</b>	Sidewalks	\$7-10M

Description	Funding Opportunities	Responsible Parties
SR 6 at Douglas Hill Road improvements may include minor infrastructure upgrades and wayfinding to encourage traffic from the study area to flow through this signal as opposed to Riverside Parkway. Proposed near-term roadway network improvements may encourage changes in traffic patterns in advance of this project's implementation.	CMAQ, Future SPLOST, GDOT Operations/Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Study safety and operational improvements for the unsignalized intersections between Douglas Hill Road and Riverside Parkway. Intersection improvements may consider modifying the existing full-access intersections to closing medians or turning movement restrictions, pending future operations and roadway needs.	CMAQ, Future SPLOST, GDOT Operations/Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Study to consider intersection capacity and operational improvements at SR 6 at Riverside Parkway. Alternatives would consider capacity improvements, such as additional capacity along Riverside Parkway or the potential for a non-traditional intersection design, such as Michigan-style lefts or a continuous flow intersection (CFI).	CMAQ, Future SPLOST, GDOT Operations/Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Spot road improvements/paving proposed on Factory Shoals Road, Douglas Hill Road, and Rock House Road west of the intersection of Douglas Hill Road at Factory Shoals Road.	Future SPLOST, Public-Private Partnerships	Douglas County, Douglas County Economic Development Authority, Private Property Owners
Multiuse path following power transmission lines to connect neighborhoods to Sweetwater Creek State Park.	Future SPLOST, Georgia TE Program	City of Douglasville, Douglas County, Georgia Power, Georgia State Parks
Sidewalks are proposed for the entire length of SR 6 in the study area to improve the pedestrian network. Crosswalks and pedestrian-crossing infrastructure upgrades proposed for intersections along the corridor. Streetscaping improvements could be incorporated with funding assistance through the Roadside Enhancement and Beautification Council (REBC) Grant Program.	Future SPLOST, Georgia TE Program, REBC Grant Program	Douglas County, GDOT

TOTAL NON-TIERED PROJECTS COST ESTIMATE: \$17.8 - 29M

## MASTER PLAN

# CONCEPT B

Due to concerns related to the long-term cost of Concept A and the potential for a roadway connection off Preston Boulevard along the eastern edge of the Sweetwater subdivision, a modified concept was created for the County and City's consideration. While Concept B maintains the same land use pattern and recommendations as Concept A, the recommended roadway system varies.

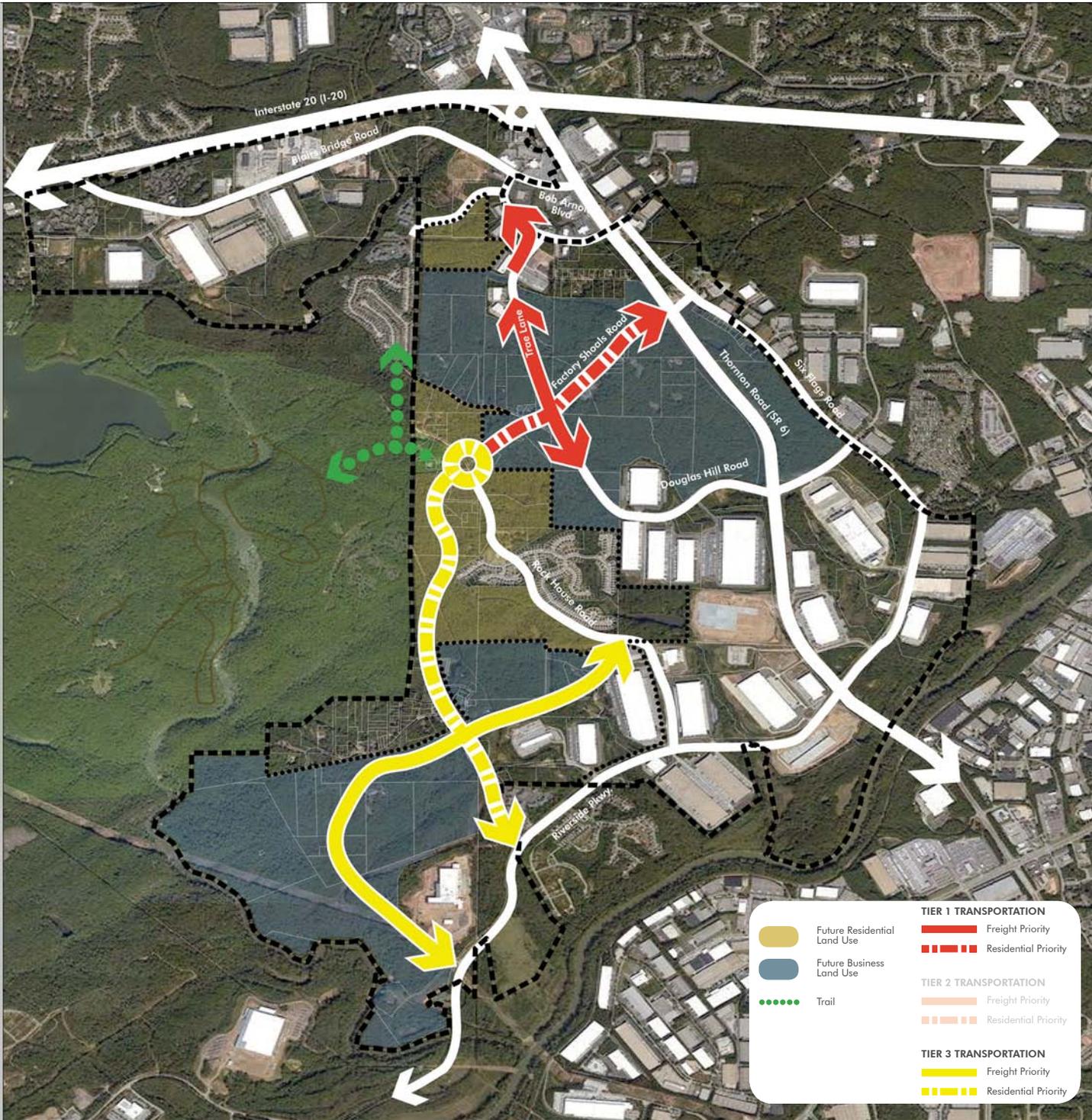
The land use plan and zoning recommendations outlined in Concept A remain unchanged and apply to Concept B. While Concept B has a higher short-term public improvement cost due to the extent of the improvements to Trae Lane, Douglas Hill Road, and Factory Shoals Road, the short-term (5 years) cost of Concept B is higher than Concept A at an estimated \$16 to \$23 million for roadway and utility construction. However, the longer-term (10 to 15 years) investment for Concept B is lower at \$29 to \$41 million due to the reduced length of the north-south residential connection.

In addition to improving and extending Trae Lane, the intersection of Trae Lane at Bob Arnold Boulevard and the intersection of Douglas Hill Road at Factory Shoals Road would require realignment. Improvements also would be necessary to Factory Shoals Road to enhance the street as a local, residential-oriented connection, particularly west of Douglas Hill Road. Depending on short-term development on the eastern end of Factory Shoals Road near Thornton Road/SR 6, truck restrictions may not be appropriate east of Douglas Hill Road.

This difference in roadway projects, right-of-way acquisition, and construction cost are the separators between Concept A and Concept B. The governing bodies of Douglas County and the City of Douglasville will need to determine which concept they wish to prioritize for implementation.

Consistent with Concept A, the following Transportation Project List includes a series of other intersection, paving, and path improvements to enhance traffic operations and quality of life.

# CONCEPT B



## CONCEPT B

### Tier 1 Projects

- Commercial-oriented extension of Trae Lane south to Douglas Hill Road
- Improvements to Factory Shoals Road to enhance a residential-oriented east-west connection
- SR 6 at Factory Shoals intersection improvement
- Douglas Hill at Factory Shoals intersection improvement
- No Tier 2 projects identified

### Tier 3 Projects

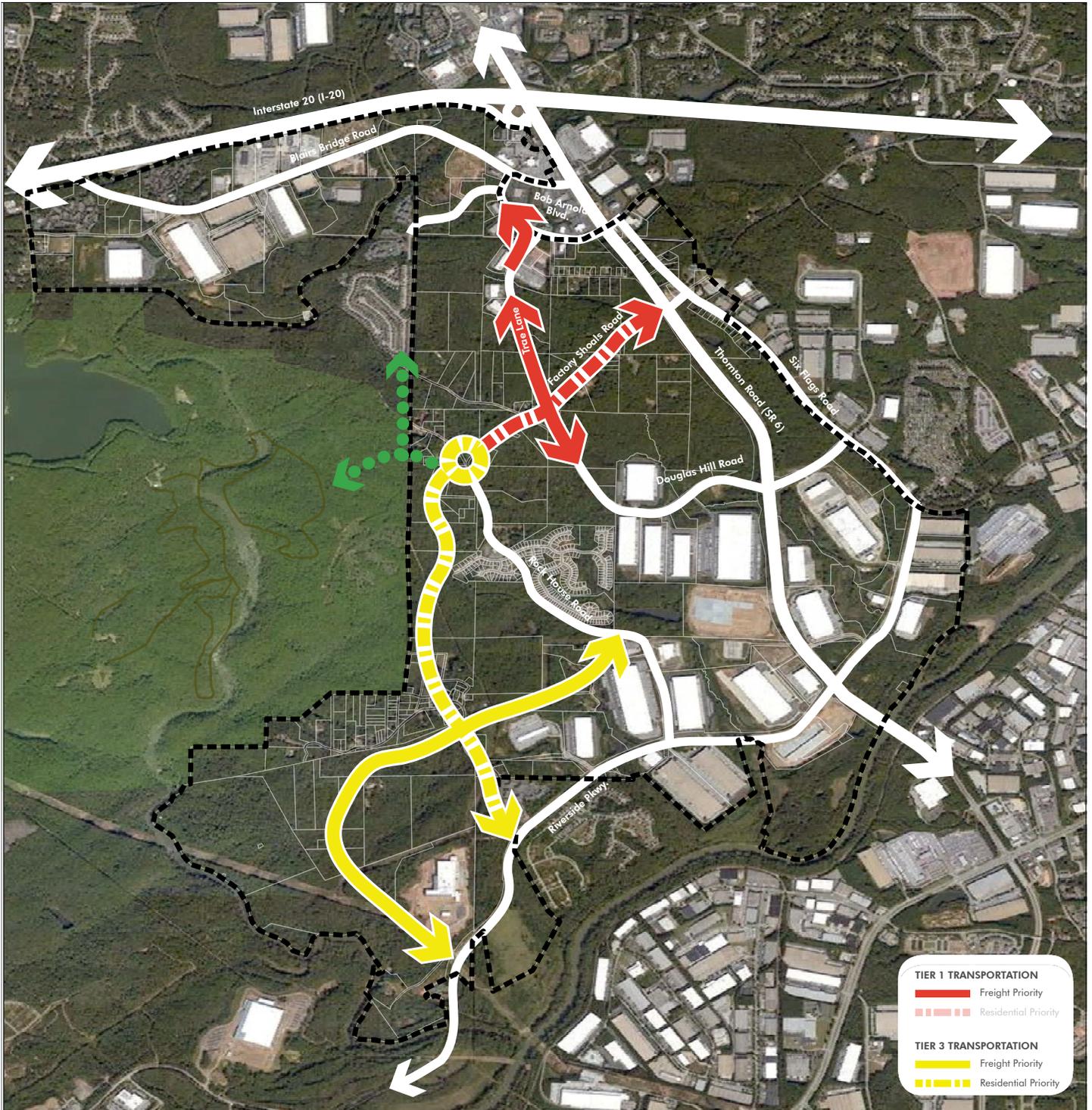
- New residential-oriented north-south road connecting Factory Shoals/Rock House Road and Summer Lake Road
- New commercial-oriented road from Riverside Parkway to Rock House Road
- Trail connecting new north-south roadway into the Park
- Multiuse path along Factory Shoals to the Park

### Other Projects\*

- SR 6 at Douglas Hill intersection improvement
- SR 6 Multiple unsignalized intersections between Douglas Hill and Riverside
- SR 6 at Riverside intersection improvement
- Road improvements/construction on Factory Shoals, Douglas Hill, and Rock House
- Multiuse path following power transmission lines
- SR 6 sidewalks for the full extent of the study area

*\*Projects to advance when feasible*

# CONCEPT B TRANSPORTATION PROJECTS



## MASTER PLAN

### PROPOSED ROADWAY IMPROVEMENTS

While Concept A included realignment of Factory Shoals into Douglas Hill Roads, Concept B includes a commercial roadway connection by extending Trae Lane to Douglas Hill Road. This improvement provides the same benefits from an economic development perspective and will require the cooperation of existing land owners along Trae Lane. Additionally, the concept preserves Factory Shoals Road as a local roadway connection with potential truck limitations or restrictions. Consistent with Concept A, a future commercial-oriented, truck loop is also recommended west of Rock House Road to Riverside Parkway.

- Extend Trae Lane to Douglas Hill Road
- New Roadway west of Rock House Road to Riverside Parkway



## PROPOSED ROADWAY IMPROVEMENTS

In the longer term, a new residential connection extending Factory Shoals to the west of Rock House Lane toward the Summer Lake neighborhood is recommended. Similar to Concept A, this local roadway improvement would connect residential neighborhoods in the area and include a pedestrian/bicycle path to enhance connectivity between neighborhoods and to Sweetwater Creek State Park.

- Extend Factory Shoals to the west of Rock House Lane toward the Summer Lake neighborhood



**MASTER PLAN**

Concept B

Transportation Projects Implementation Recommendations

	<b>Project</b>	<b>Project Type</b>	<b>Cost Range</b>
<p><b>TIER 1</b> <b>\$16-23M</b></p>	<b>Commercial-oriented extension of Trae Lane south to Douglas Hill Road; realignment of Bob Arnold Boulevard</b>	New Road (Commercial)	\$6-10M
	<b>Douglas Hill Road/Trae Lane extension at Factory Shoals Road intersection improvements</b>	Intersection	\$3-4M
	<b>Improvements to Factory Shoals Road to enhance residential-oriented east-west connection</b>	Roadway Improvements (Residential)	\$5-6M
	<b>Thornton Road (SR 6) at Factory Shoals Road intersection improvements</b>	Intersection	\$2-3M
<p><b>TIER 3</b> <b>\$29-41M</b></p>	<b>New residential-oriented north-south road connecting Factory Shoals Road, Rock House Road, and Summer Lake Road</b>	New Road (Residential)	\$14-16M
	<b>New commercial-oriented road from Riverside Parkway to Rock House Road</b>	New Road (Commercial)	\$12-20M
	<b>Trail connecting new north-south roadway into the Park</b>	Paths/Trails	\$3-5M

Description	Funding Opportunities	Responsible Parties
New roadway connection between Trae Lane and Douglas Hill Road, including intersection realignment of Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard. May consider a signal at Bob Arnold Boulevard and Trae Lane.	2017 SPLOST, LMIG, Public-Private Partnerships	City of Douglasville, Douglas County, Douglas County Economic Development Authority, Private Property Owners
Realignment and improvements to the Douglas Hill Road at Factory Shoals Road intersection to connect with the Trae Lane extension and improve the continuity of the new commercial-oriented loop created by the connection of Douglas Hill Road with Trae Lane.	2017 SPLOST, LMIG	Douglas County, Douglas County Economic Development Authority
Roadway and right-of-way improvements along Factory Shoals Road to include repaving with wider shoulders with curb and gutter, sidewalks, or a multiuse path as well as turn lanes, where needed, to improve residential access while accommodating truck traffic as needed. Utility infrastructure to be upgraded in areas where utilities do not currently exist.	Future SPLOST, LMIG	Douglas County, Douglas County Economic Development Authority
Thornton Road (SR 6) at Factory Shoals Road improvements to include capacity enhancements, particularly for the northern section. Additional improvements to include modifications to the closely spaced four-way stop intersection of Factory Shoals Road at Six Flags Road. May consider signaling the intersection of Factory Shoals Road at Six Flags Road with timings coordinated with the intersection of Factory Shoals Road with SR 6.	CMAQ, Future SPLOST, GDOT Operations/Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
The new north-south residential-oriented roadway would connect Factory Shoals, Rock House, and Summer Lake Roads. Roadway design considerations would emphasize vehicular and pedestrian travel as opposed to commercial vehicle traffic and include sidewalks along the length of the corridor. Roundabouts are proposed at intersections to discourage truck traffic.	Future SPLOST, LMIG	Douglas County, Douglas County Development Authority
The new east-west commercial-oriented roadway connection between Riverside Parkway and Rock House Road would provide improved commercial access and connectivity in the southeast portion of the study area. Additional improvements may include utility extension (as appropriate), barriers to left-turns onto Rock House Road from this road, and "Trucks Prohibited" signage on Rock House Road north of this access point.	Future SPLOST, Public-Private Partnerships	Douglas County, Douglas County Economic Development Authority, Private Property Owners
The proposed trail would connect the new proposed north-south residential-oriented roadway to provide a new pedestrian entry into Sweetwater Creek State Park.	Future SPLOST, Georgia TE Program, Georgia Natural Resources Foundation	Douglas County, Douglas County Economic Development Authority, Georgia State Parks

TOTAL CONCEPT TIERS COST ESTIMATE: \$48 - 64M

**MASTER PLAN**

Concept B

Transportation Projects Implementation Recommendations (cont'd)

**OTHER**  
**\$18.3-30.5M**

<b>Project</b>	<b>Project Type</b>	<b>Cost Range</b>
<b>Thornton Road (SR 6) at Bob Arnold Boulevard intersection improvements</b>	Intersection	\$0.5-1.5M
<b>Thornton Road (SR 6) at Douglas Hill Road intersection improvements</b>	Intersection	\$0.3-0.5M
<b>Multiple unsignalized intersections along Thornton Road (SR 6) between Douglas Hill Road and Riverside Parkway</b>	Intersection	\$1.5-2.5M
<b>Thornton Road (SR 6) at Riverside Parkway intersection improvements</b>	Intersection	\$1-4M
<b>Road improvements/paving on Factory Shoals Road, Douglas Hill Drive, and Rock House Road</b>	Road Improvement	\$3-4M
<b>Multiuse path following power transmission lines</b>	Paths/Trails	\$5-8M
<b>Sidewalks along Thornton Road (SR 6) for the full extent of the study area</b>	Sidewalks	\$7-10M

Description	Funding Opportunities	Responsible Parties
Intersection improvement of SR 6 at Bob improvements could include signalization, or consideration for median closure with "Michigan lefts." The nearby intersection of Bob Arnold Boulevard with Six Flags Road would also be considered to improve operations of the two closely-spaced intersections.	CMAQ, Future SPLOST, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
SR 6 at Douglas Hill Road – lots of unused signal capacity here. Would be great to develop road network, wayfinding, etc. To better utilize this signal. Need to divert traffic here away from Riverside Parkway signal.	CMAQ, Future SPLOST, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Study safety and operational improvements for the unsignalized intersections between Douglas Hill Road and Riverside Parkway. Intersection improvements may consider modifying the existing full-access intersections to closing medians or turning movement restrictions, pending future operations and roadway needs.	CMAQ, Future SPLOST, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Study intersection capacity and operational improvements at SR 6 at Riverside Parkway. Alternatives would consider capacity improvements, such as additional capacity along Riverside Parkway or the potential for a non-traditional intersection design, such as Michigan-style lefts or a continuous flow intersection (CFI).	CMAQ, Future SPLOST, GDOT Operations/ Safety Funds	Douglas County, Douglas County Economic Development Authority, GDOT
Spot road improvements/paving proposed on Factory Shoals, Douglas Hill, and Rock House Roads west of the intersection of Douglas Hill Road at Factory Shoals Road.	Future SPLOST, LMIG Allocation, Public-Private Partnerships	Douglas County, Douglas County Economic Development Authority, Private Property Owners
Multiuse path following power transmission lines to connect neighborhoods to Sweetwater Creek State Park.	Future SPLOST, Georgia TE Program	City of Douglasville, Douglas County, Georgia Power, Georgia State Parks
Sidewalks are proposed for the entire length of SR 6 in the study area to improve the pedestrian network. Crosswalks and pedestrian-crossing infrastructure upgrades proposed for intersections along the corridor. Streetscaping improvements could be incorporated with funding assistance through the Roadside Enhancement and Beautification Council (REBC) Grant Program.	Future SPLOST, Georgia TE Program, REBC Grant Program	Douglas County, GDOT

TOTAL NON-TIERED PROJECTS COST ESTIMATE: \$17.8 - 30.5M





# IMPLEMENTATION

# IMPLEMENTATION

The Sweetwater Master Plan outlines the land use, infrastructure, and development recommendations necessary to achieve the unified vision for the study area. Advancing the plan's recommendations will require additional planning and real estate analyses, project execution, and policy development jointly led by Douglas County and the City of Douglasville, along with various other entities, to realize the study area's full potential.

This chapter outlines four priority action steps needed to coordinate and program future actions and projects, recognizing that individual efforts, such as new zoning provisions and/or policy amendments, must support and lay the foundation for more complex infrastructure and development projects.

## FOUR PRIORITY ACTION STEPS TO ADVANCE IMPLEMENTATION

### **ESTABLISH TECHNOLOGY DISTRICT TOOLKIT**

To attract tech-oriented businesses and foster job growth, a toolkit of tailored strategies and incentives is required. Success is contingent on the cooperation and collective action of Douglas County and the City of Douglasville.

### **AMEND ZONING**

To support and advance build-out of the recommended master plan, changes to Douglas County's Quality Growth District (QGD) Overlay zoning district are necessary.

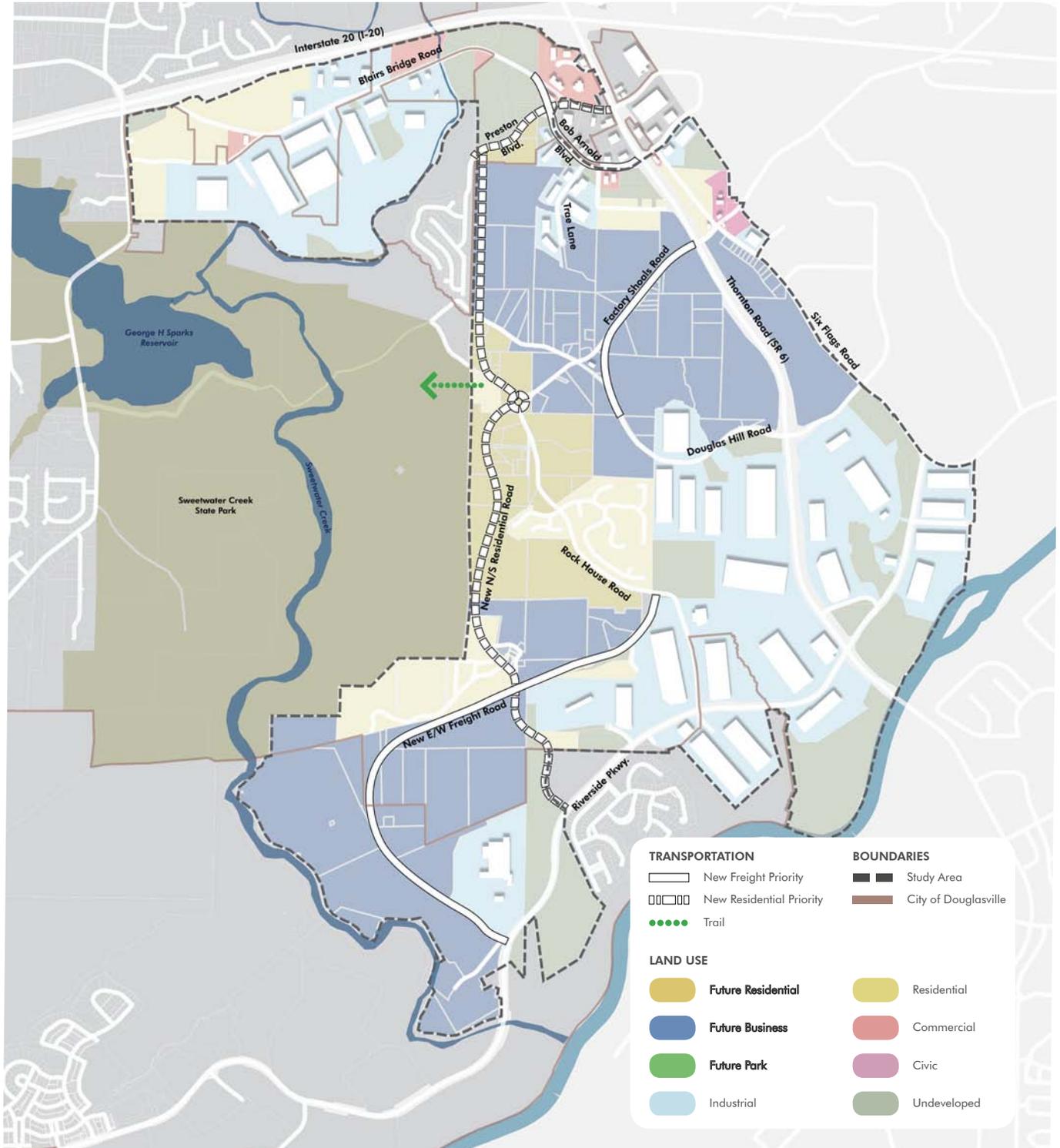
### **ADOPT GUIDING LAND USE POLICIES**

To establish the highest and best use of the study area's land to provide for future economic development, amending the future land use plan in a way that envisions future uses, which in some cases deviate from existing zoning will be required.

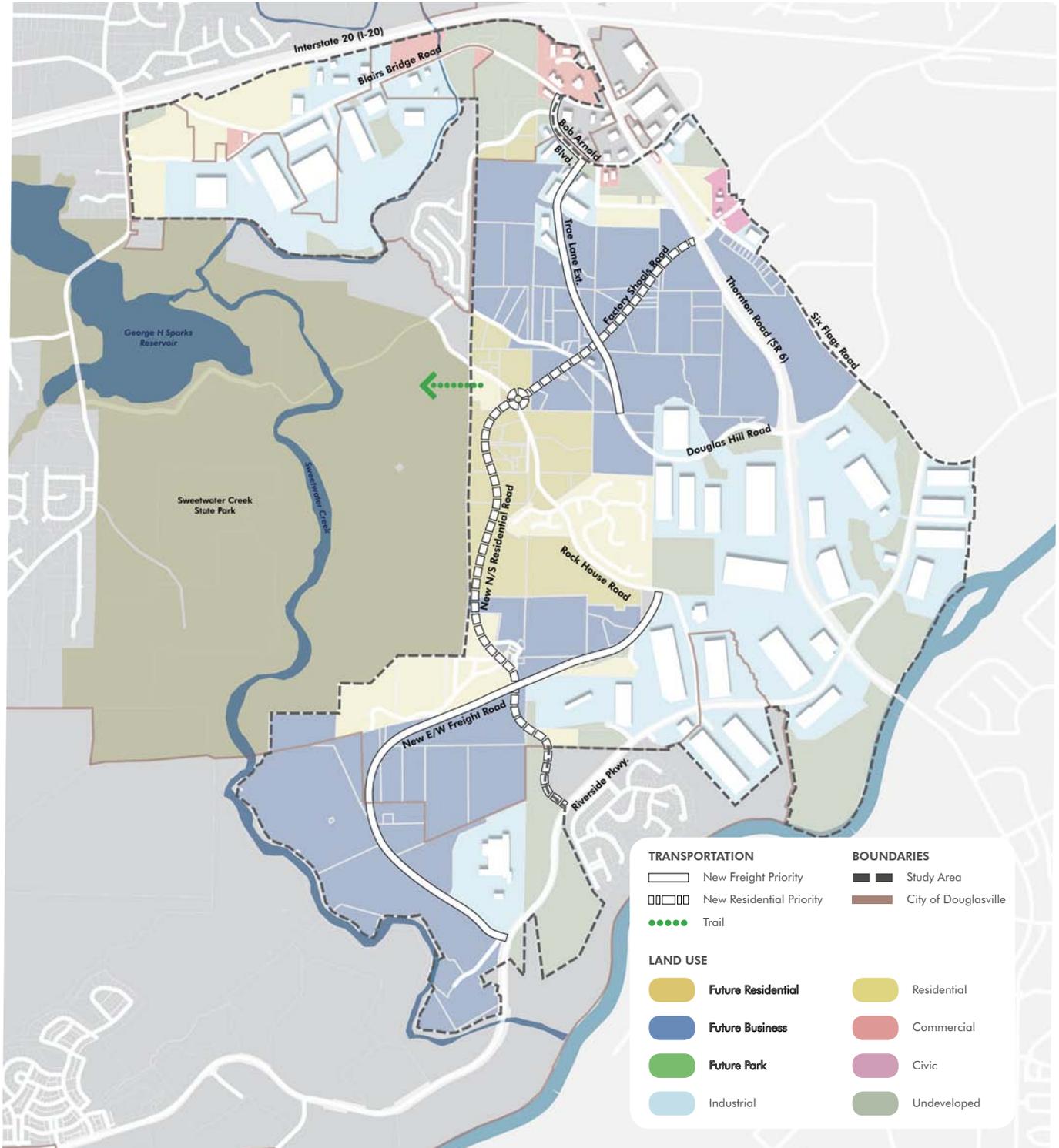
### **PROMOTE ECONOMIC IMPACTS**

To help County and City stakeholders understand that implementation of the master plan makes economic sense, the costs and benefits of action must be told.

# CONCEPT A



# CONCEPT B



## IMPLEMENTATION

### Technology District Toolkit

#### Business development and job growth strategy

The planning team also considered zoning that would specifically encourage technology-oriented businesses development and job creation; however, based on technology district case studies, the planning team concluded that zoning is not the best instrument for encouraging this type of development and job growth. Instead, a toolkit of strategies and incentives to attract technology-based businesses and employment opportunities is recommended. This toolkit should be pursued and executed through the joint cooperation of Douglas County (both Planning & Zoning and the Economic Development Authority) and the City of Douglasville.

Possible toolkit incentives include:

#### **BUSINESS REBATES**

While structured differently, a rebate could apply to both existing and new technology-oriented businesses. The rebate could equal 100% of business personal property tax, machinery and tools tax, BPOL tax and Real Property for years 1, 2 and 3, and 50% for years 4 and 5. Additionally for new businesses, rebates for development plans, site plans, zoning, and subdivision fees could be considered for the development stage of the business.

#### **FEE DISCOUNTS, INFRASTRUCTURE GRANTS, AND EQUIPMENT REBATES**

A combination of discounts, grants, and/or equipment rebates could be offered to mitigate the development costs associated with establishing a technology-oriented business, depending on the nature and scope of the project and industry.

#### **ZONING AND APPROVAL PROCESS ADJUSTMENTS**

To reduce barriers and expedite permitting of technology-oriented businesses, reduction or elimination of some zoning and/or approval processes should be considered. Zoning regulations might include reductions to off-street parking standards, permitted land uses, and site (depth and setbacks) and building size requirements (height or lot coverage). Approval processes for review might include any required for the consolidation of lots or the relocation of lot boundaries.

### **BUILDING CODE AND OTHER REGULATORY FEE EXEMPTIONS**

Staying competitive requires a low-fee business environment. Targeted exceptions for qualifying technology-oriented businesses might include building code fees, zoning fees (including land use applications and building permits), and Subdivision Ordinance fees (subdivision plat and site plan review) for 10 years. Additionally, another mechanism includes a graduated scale for exceptions for business license taxes and fees.

### **UTILITIES REBATES**

Exemptions for utility taxes on telephone, electricity, and cable should be considered for the first five years following the establishment of a technology-oriented business. Additionally, a five-year rebate on a percentage of water and sewer availability charges could be considered.

### **TECHNOLOGY OPPORTUNITY FUND**

To help incubate technology-oriented businesses and support existing Douglas County workers, a jobs creation fund could be established. The fund could contribute a payment of \$250 per new qualifying technology-oriented job for up to five years. Jobs must be new full-time employment positions with salaries set at a minimum 185% of the federal minimum wage.

Details regarding the recommended toolkit incentives and case studies are included in the Technology District white paper in the Appendix.

## IMPLEMENTATION

### Zoning Amendments

The planning team reviewed the County and City zoning ordinances to understand the revisions necessary to support the master plan concepts. Because much of the study area falls within Douglas County's Quality Growth District (QGD) Overlay, the planning team recommends that the City adopt revisions to the existing overlay. Recommended revisions include:

#### **INCREASE LANDSCAPE BUFFERS AND SCREENING**

Landscape buffers and screens are effective measures for mitigating the visual impacts of large-scale development adjacent to existing and future residential land uses. Standards for landscaped frontage strips at the street right-of-way and landscape screens along all building edges should be considered.

#### **ESTABLISH STANDARDS FOR QUALITY BUILDINGS AND STRUCTURES**

Building finishes that do not promote a sense of permanence and/or quality should be restricted including, but not limited to, aluminum, vinyl, cinder block, and fiberglass. Low-quality fencing should be limited, including a prohibition of barbed wire, razor wire, chain link fence, or similar elements when visible from all public right-of-way.

#### **REQUIRE MINIMUM GLAZING AND FENESTRATION**

Monotonous walls with limited windows and/or doors do not contribute to the making of great communities. Minimum standards for windows (glazing) and doors (fenestration) should be established to support the creation of active building frontages and more visually appealing facades at a neighborhood-scale.

#### **ADJUST FLOOR AREA RATIO (FAR) AND ESTABLISHING BONUS FOR DESIRED USES**

The planning team views the current FAR of 1.5 as high and possibly counterproductive to the types of development envisioned in the master plan. To respect civic will and incubate technology-oriented business, a lowering of the base FAR should be considered concurrent with the establishment of a density bonus specific to qualifying technology-oriented businesses. In no case should FARs exceed 1.5, even with a technology business bonus.

Recommended redlines to the existing QGD Overlay zoning are included in the Appendix.

## Guiding Land Use Policies

In the Concept A and Concept B land use plans, the Sweetwater Master Plan consolidates any residential uses as “Residential” and identifies all commercial, industrial, light industrial, and entertainment uses as “Business.” A market study was conducted to determine the appropriate balance of these two categories as well as to analyze the potential use mix within each category.

The Master Plan was then reconciled with existing City and County land uses and current zoning policies. This review guided plan development. Ultimately, however, this project sought to ascertain the highest and best use of the study area’s land to provide for future economic development for Douglas County and the City of Douglasville while also “design[ing] a complete, diverse, and dynamic daytime and evening activity center” that better balances the study area’s current land uses and protects the quality of life for nearby residential neighborhoods. Doing so will require amending the future land use plan in a way that envisions future uses that in some cases deviate from existing zoning.

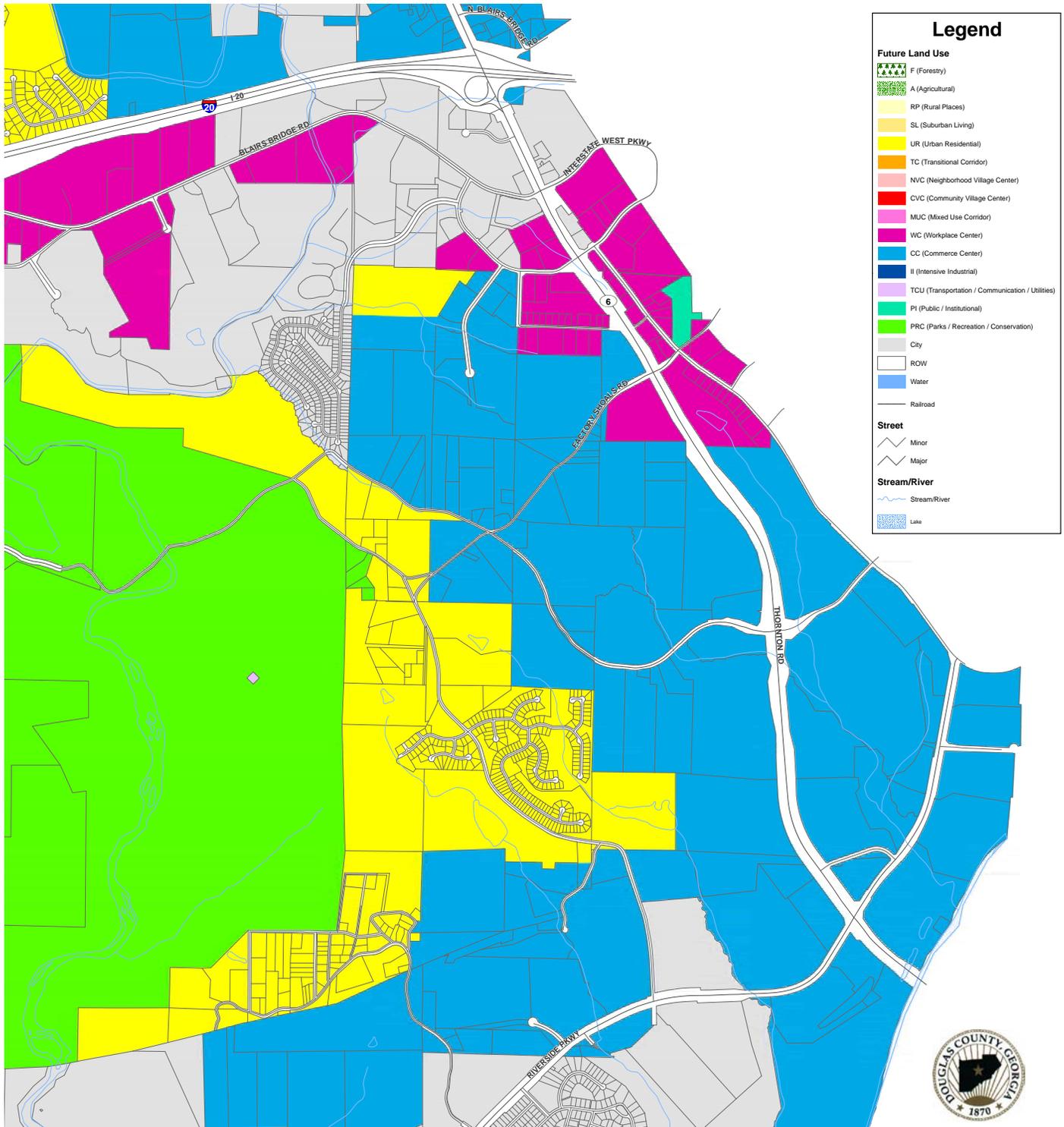
As Douglas County and the City of Douglasville work toward implementing this master plan, their respective elected officials and other governing bodies and agencies should jointly coordinate decisions within the study area and collectively follow the guiding principles when considering new development. This coordination and collaboration will help ensure that the master plan’s goals and visions are realized as various elements of the plan are implemented.

## IMPLEMENTATION

### Future Land Use

The table below details the future land use categories that pertain to the study area. Zoning code additions are in bold; the Urban Residential category is a new land use category for the study area.

FUTURE LAND USE CATEGORY	DESCRIPTION	COMMUNITY FACILITIES	ZONING
Commerce Center	Industrial/Office Park development, employment generators and interstate-oriented commercial development.	Public water and sewer. Major transportation access.	OI-L, OI-H, C-C, C-G, C-H, C-R, LI, LI-R
Urban Residential	Urbanized and growth oriented areas experiencing growth pressures and potential compatibility issues. This character area is a transition from potential commercial and high-density pressure from growing activity centers. Various types of residential dwellings, mixed-use developments and transitional corridors. Commercial activity centers would include NVC, CVC, and Transitional Corridors. <b>*R-D and R-MH not allowed in the Sweetwater Master Plan.</b>	Public water and sewer; regional public facilities.	R-LD, R-MD, <b>R-D*</b> , R-TC, R-MF, <b>R-MH*</b>
Suburban Living	Areas located outside identified centers that are experiencing a high volume of residential growth, primarily single-family houses. All non-residential development will be within designated corridors or master planned developments. Commercial Activity Centers will be designated as or NVCs.	Public water available, public sewerage available or planned; local public facilities.	R-LD, R-MD
Workplace Center	Intensive commercial retail and services, office and high tech development along major highway corridors that are considered major employment generators with an emphasis on landscaping and aesthetics. Integrated office parks are highly encouraged. Residential developments are also encouraged to be integrated into the overall design. <b>*R-MF is only allowed in the Sweetwater Master Plan in accordance with the Quality Growth District Overlay requirements of the UDC.</b>	Public water and sewer available or planned in the near future. Arterial access. Rail Access. Regional public facilities.	OI-L, OI-H, C-C, C-G, C-R, LI-R, RMD, RTC, <b>R-MF*</b>



# Future Land Use Plan

Based on 2017 Southwest Thornton Proposed Future Land Use data provided by Douglas County.



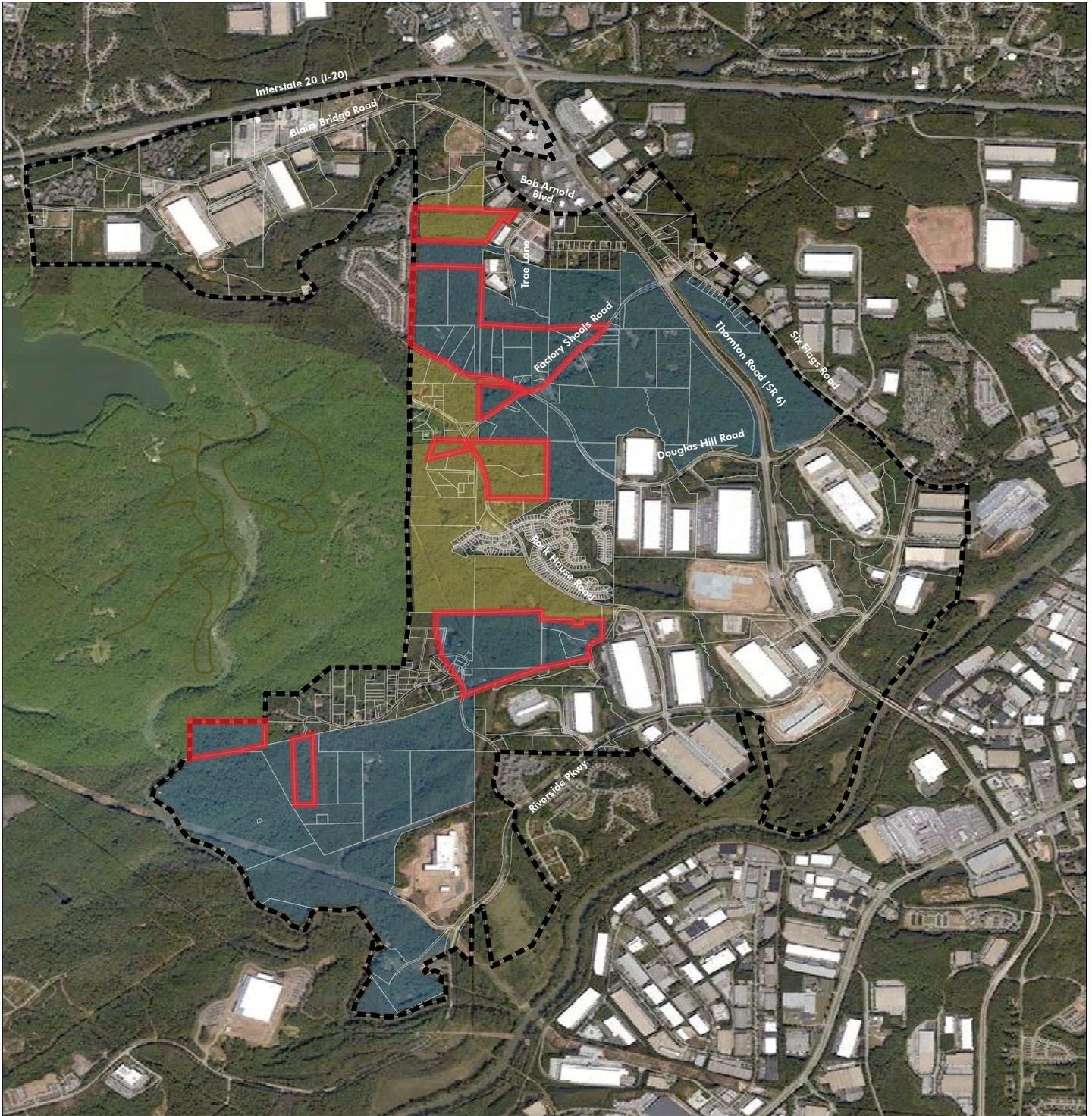
## **IMPLEMENTATION**

### **GUIDING POLICIES: AREAS RECOMMENDED FOR FUTURE BUSINESS-ORIENTED LAND USES NOW ZONED RESIDENTIAL**

- Properties should be encouraged to rezone to business-oriented uses.
- Due to the likelihood of future business-oriented developments being adjacent to some residential areas, special attention should be paid to increasing buffers and landscaping standards during the plan review phase of project development and approval.
- When residential development is proposed in accordance within existing zoning, access should be directed toward new and existing residential routes to avoid conflicts with the proposed freight priority street network.

### **GUIDING POLICIES: AREAS RECOMMENDED FOR FUTURE RESIDENTIAL LAND USES NOW ZONED FOR BUSINESS**

- Vehicular connections should be established using the master plan's proposed freight priority street network; if the network does not yet exist where a business-oriented property is being developed, any roadway connections built should connect into the planned freight priority street network.
- Buildings should be oriented to avoid facing existing and future residential properties with undesirable or aesthetically displeasing fronts, such as storage, truck loading and access areas, or large inactivated walls; the master plan includes design standards to address and mitigate all such undesired conditions.



# Properties Where Guiding Policies Are Most Critical

- Future Residential Land Use
- Future Business Land Use
- Properties Where Future Land Use Differs from Current Zoning

## IMPLEMENTATION

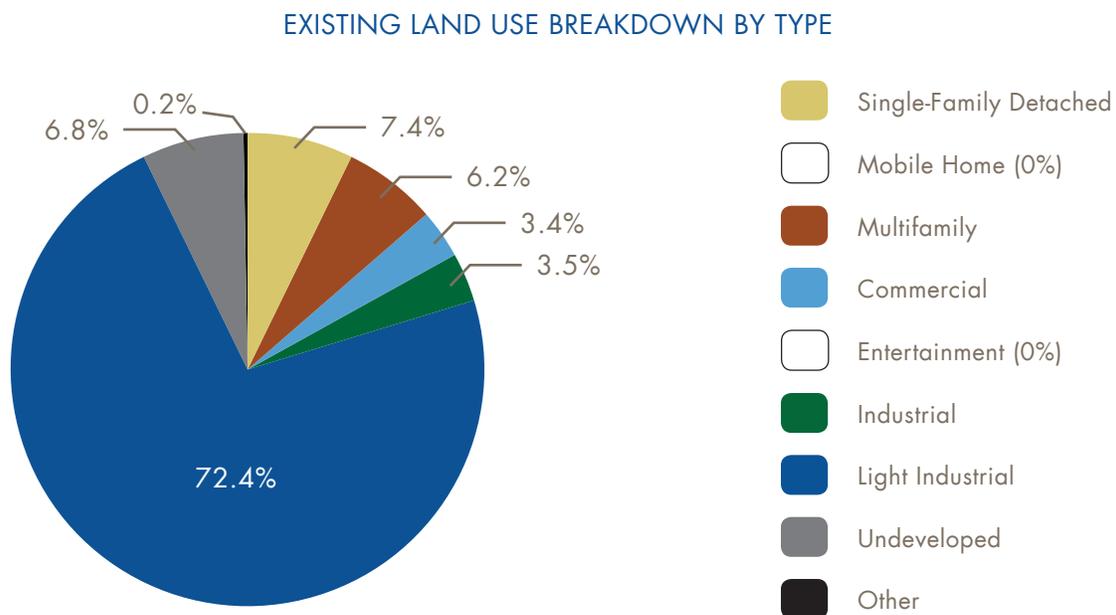
### Economic Impacts

The planning team analyzed the master plan’s potential impact on Douglas County’s tax digest by using the proposed land use designations in the master plan concepts. While two concepts are proposed, the suggested land uses are identical—differences between the two master plan alternatives are a result of different infrastructure patterns. Thus, the tax digest impact analysis is the same for both concepts; however, the infrastructure costs of each can be used to help understand the trade-offs between the concepts in relation to their potential impacts on the County’s tax digest.

#### EXISTING TAX BASE

Based on a review of existing land uses and current property values, the most common land use designations are currently undeveloped—or vacant—and light industrial. Combined, these two land use classifications comprise 78.6% of the total study area acreage. The current assessed value for all properties in the study area is more than \$580 million.

As shown in the pie chart below, light industrial land uses currently make-up 72.4% of the total assessed property value in the study area, including buildings and land. Entertainment uses, largely comprised of open space and recreation, make up just 7.4%, followed by vacant land at 6.8%.



### FUTURE TAX BASE - PROJECTED GROWTH

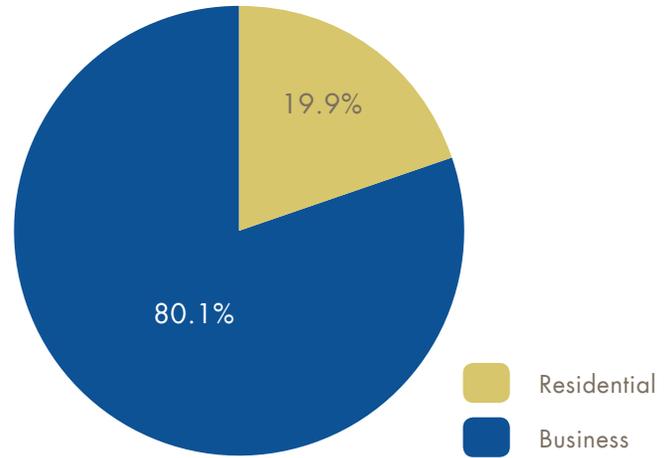
The Sweetwater Master Plan includes two land uses:

- Residential: single-family detached, mobile home, and multifamily land uses
- Business: commercial, entertainment, industrial, and light industrial land uses

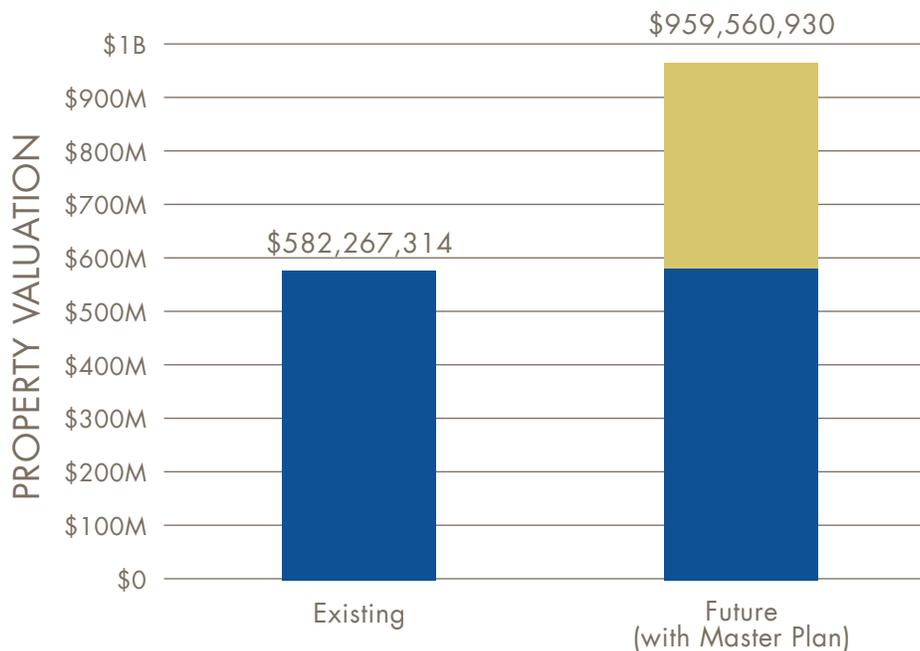
With this consolidation, the master plan land use scenarios reserve 80% of the currently undeveloped land for business and 20% for residential, as shown in the pie chart to the right.

Based on the master plan concepts, the future property valuation for the Sweetwater study area could grow to more than \$959 million, a 64.7% increase from the current valuation of \$582 million. Combining the existing tax base and future growth estimate, the study area could have a total estimated property value of nearly \$960 million based on the conceptual master plan. This would be a result of \$55.75 million in new residential investment and \$366.5 million in new business.

### FUTURE LAND USE BREAKDOWN BY TYPE



*This chart only includes the programmed future land use for approximately 1,540 acres of undeveloped land*





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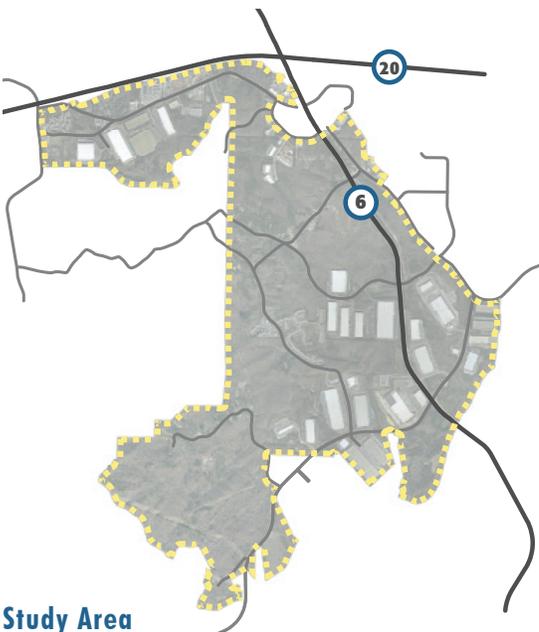
# **PROJECT OVERVIEW**

## Sweetwater Master Plan and Zoning

The Douglas County Economic Development Authority—in cooperation with Douglas County, the City of Douglasville, and Kimley-Horn—are in the process of developing a master plan and zoning project for the Southwest Thornton Activity Center area. This study area is adjacent to Sweetwater State Park on the west side and bounded by Cobb County on the north and eastern sides as well as the Chattahoochee River on the eastern and southern sides. The project aims to design a complete, diverse, and dynamic daytime and evening activity center.

### WHAT'S HAPPENED SO FAR?

The project includes 5 phases, and the planning team is currently in Phase 4: Master Plan:



Study Area

1. Existing Conditions Assessment
2. Community Vision
3. Market Analysis
- 4. Master Plan**
5. Implementation & Funding Plan

For the Existing Conditions Assessment, the team reviewed current land use patterns and zoning, transportation infrastructure, and environmental concerns/considerations. This examination enabled the planning team to assess existing conditions and future needs.

The Community Vision phase included a public meeting and stakeholder interviews to establish a holistic understanding of the desired future for the area. Generally,

the team recognized that residents and businesses want the same things in the study area:

- Emphasize greenspace: Sweetwater State Park is an asset, but the area needs more community recreational space and parks
- Address transportation concerns, especially mitigating conflicts between trucks and automobiles
- Position the area to offer more amenities, particularly restaurants and retail

As part of an independent Market Analysis, Kimley-Horn reviewed the area's demographics—comparing them to the Metropolitan Atlanta Statistical Area as well as the rest of Douglas County and the nation, current and historic market trends, and future projections. In addition to market data collection, the team also interviewed area stakeholders specifically focused in real estate and economic development. This examination helped the planning team understand the vital role that the study area plays in the success and economic vitality not only of Douglas County but also the Metro Atlanta region. With its proximity to Hartsfield-Jackson Atlanta International Airport, I-285, the City of Atlanta, and nearby rail lines, the study area offers incomparable access, which business and industry has gravitated toward.



**Study Area's Incomparable Access and Proximity**

Using the information collected in the Existing Conditions Assessment, Community Vision, and Market Analysis phases, the planning team developed three concepts for the future of the Southwest Thornton Study Area. These concepts were designed to balance the area's competing interests—to create a place for people, a place for business, a place for cars, and a place for freight. The planning team held a public meeting on December 14<sup>th</sup> to review the concepts and seek input from area residents, business owners, and other stakeholders.

Using the information collected in the Existing Conditions Assessment, Community Vision, and Market Analysis phases, the planning team developed three concepts for the future of the Southwest Thornton Study Area. These concepts were designed to balance the area's competing interests—to create a place for people, a place for business, a place for cars, and a place for freight. The planning team held a public meeting on December 14<sup>th</sup> to review the concepts and seek input from area residents, business owners, and other stakeholders.

## WHAT'S NEXT?

Based on the feedback from the public meeting and further analysis, the team will refine plan concepts and present the updated concepts (with possible variations) at a public open house in February 2017. Additionally, they will develop a preliminary project list of initiatives that will be necessary to implement the plan.

# **MARKET REPORT**

# MARKET ANALYSIS

Sweetwater Master Plan and Zoning

Douglas County, GA

Douglas County Economic Development Authority  
8512 Bowden Street  
Douglasville, GA

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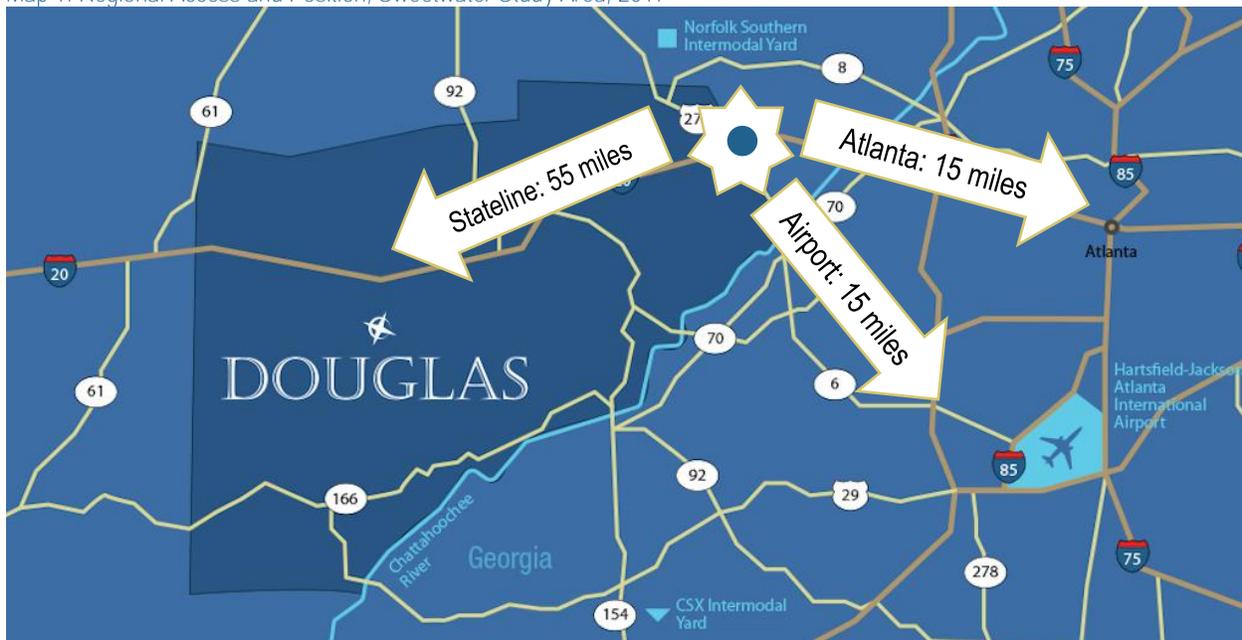
## PROJECT OVERVIEW

Kimley-Horn and Associates was retained by the Douglas County Economic Development Authority to conduct a market and economic analysis for the Southwest Thornton Activity Center: Sweetwater Master Plan. This analysis documents existing conditions from a demographic and real estate market perspective. The scope for this assignment included the following tasks:

- Analyze demographic and employment trends
- Review comparable corridors in other jurisdictions
- Analyze real estate market trends
- Prepare a SWOT (Strengths, Opportunities, Weaknesses, and Threats) analysis
- Identify supportable land uses for the Sweetwater study area in the future

The Sweetwater study area is located in eastern Douglas County, offering easy access to numerous regional activity centers as well as visibility from major thoroughfare corridors. As shown in Map 1, eastern Douglas County is located approximately 15 minutes northwest of the Hartsfield-Jackson Atlanta International Airport via GA 6. I-20 connects Douglas County to the central core of the Atlanta region, providing proximity to trained labor and population centers, as well to Alabama and points west.

Map 1: Regional Access and Position, Sweetwater Study Area, 2017



The Sweetwater study area contains nearly 4,000 acres, and is roughly bounded by I-20 to the north, Six Flags Road to the east, the Chattahoochee River to the south, and Sweetwater Creek and Sweetwater Creek State Park to the west (Map 2). Existing land uses are influenced by a rapidly growing concentration of warehouse/data center, **distribution, and manufacturing facilities seeking accessibility to the area's major transportation thoroughfares**, proximity to population centers in the region, competitive land prices, and a close-by skilled workforce. Other influencing land uses in the study area include residential, retail, and hospitality uses.

Map 2: Sweetwater Study Area, 2017



## Study Area

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning



-  Study Area  
<all other values>
-  Interstates, Highways, and Barrowsways
-  Arterials, Collectors, and Local Roads



## DEMOGRAPHIC PROFILE

This section analyzes population and household trends by age, income, and tenure for the 29-county Atlanta metropolitan statistical area (MSA), and more specifically for Douglas County and the Sweetwater study area. Ethnic diversity, educational attainment, and high-level lifestyle preferences through a Tapestry Segmentation analysis have also been provided.

Geographies for used in this analysis, demonstrate both regional and localized shifts in population characteristics. Understanding these shifts, both on regional and local scales, is important to accurately project future real estate demand for the Sweetwater study area. For the purpose of this analysis, geographies are described as follows:

- The *Atlanta MSA*, a 29-county area designated by the United States Office of Management and Budget, is the largest metropolitan area in the state of Georgia. It is the third largest metropolitan area in the southeastern United States, behind Washington DC and Miami-Fort Lauderdale (FL). Containing the City of Atlanta, Fulton County is the most populous in the MSA, followed by Gwinnett, Cobb, and DeKalb counties.
- Since many third-party sources, including the State of Georgia, provide trend and forecast scenarios on a county-wide basis, measures for *Douglas County* have been included in this analysis. Douglas County currently **comprises approximately 2.2% of the region's population base.**
- The focus of this analysis, the *Sweetwater study area*, contains nearly 4,000 acres. The study area is roughly bounded by I-20 to the north, Six Flags Road to the east, the Chattahoochee River to the south, and Sweetwater Creek and Sweetwater Creek State Park to the west.

### Atlanta MSA

Barrow County	Gwinnett County
Bartow County	Haralson County
Butts County	Heard County
Carroll County	Henry County
Cherokee County	Jasper County
Clayton County	Lamar County
Cobb County	Meriwether County
Coweta County	Morgan County
Dawson County	Newton County
DeKalb County	Paulding County
Douglas County	Pickens County
Fayette County	Pike County
Forsyth County	Rockdale County
Fulton County	Spalding County
	Walton County

## Population

The Sweetwater study area had an estimated 2,991 residents in 2016, more than three times the 2000 population measure (Table 1). The increase of 2,173 residents over the 16-year period equates to a compound annual growth rate (CAGR) of approximately 8.4%. Comparatively, population in Douglas County increased 49.8% since 2000 and the larger MSA experienced a growth rate of nearly 33%. Population in the Atlanta MSA exceeded 56 million in 2016. Overall, Douglas County's capture of regional growth has increased since 2000, measuring 2.2% of the total population increase.

Table 1: Comparison of Population Trends, 2000-2016

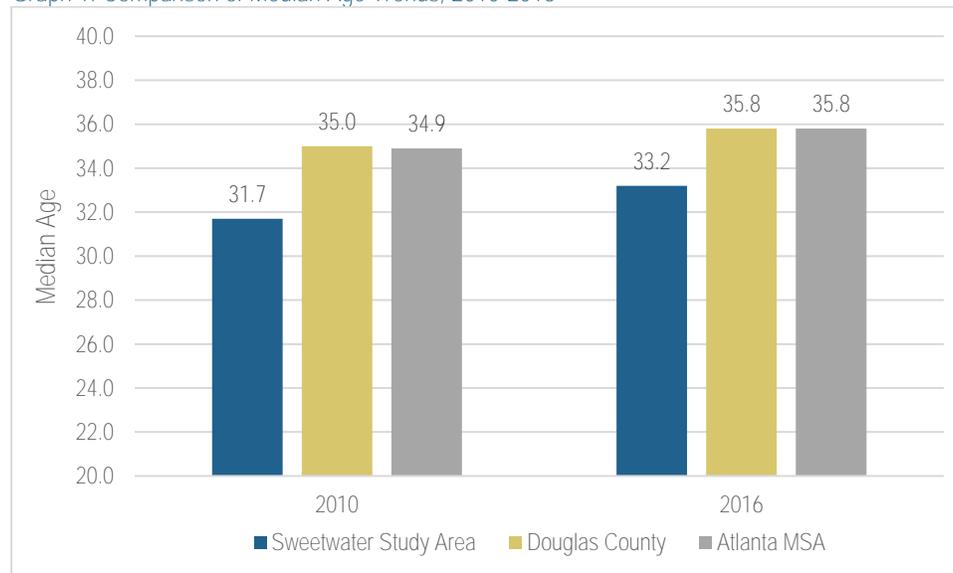
Area	2000	2016	2000-2016 Δ		
			#	%	CAGR
Sweetwater Study Area	818	2,991	2,173	265.6%	8.4%
Douglas County	92,329	138,331	46,002	49.8%	2.6%
Atlanta MSA	4,263,436	5,665,958	1,402,522	32.9%	1.8%
County % of MSA	2.2%	2.4%	3.3%		

Source: ESRI; US Census; Kimley-Horn

### Average Age

The average age in the Sweetwater study area in 2016 was estimated at 31.7, notably lower than measures demonstrated in the County and the larger Atlanta MSA (Graph 1). The study area's **younger median age is driven by** an influx in younger first-time homebuyers and renters seeking affordable, but new, housing stock with easy access to major job concentrations throughout the region. Since 2010, the average age in all three geographies increased, indicating the impact by the aging Baby Boomer segment.

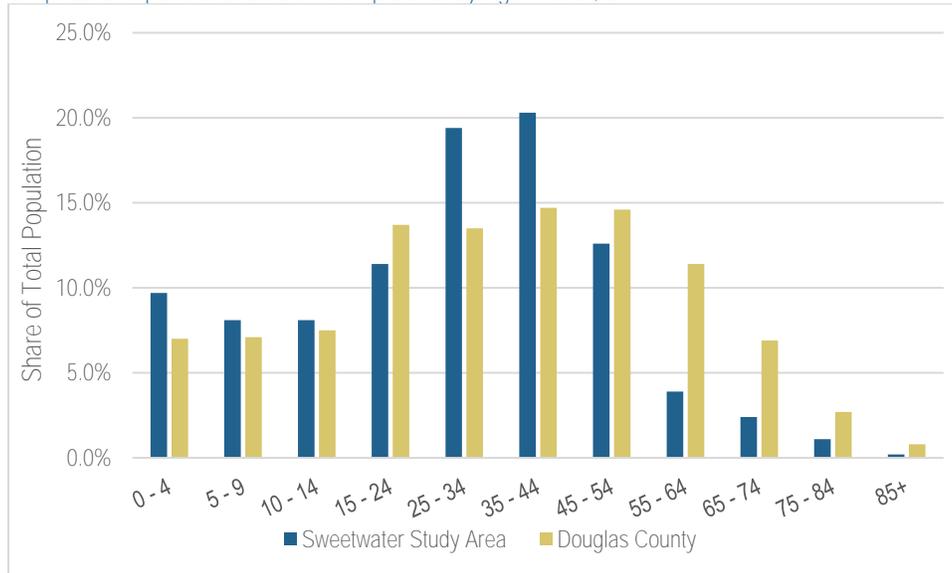
Graph 1: Comparison of Median Age Trends, 2010-2016



### Population by Age Cohort

Consistent with a younger median age, the largest concentrations of population by age group are common with those residents that are in the market to buy or rent their own housing unit, typically 25 to 44. Graph 2 compares the overall shares of population by age cohort in the Sweetwater study area to the larger Atlanta MSA. The study area has significantly higher shares of residents aged between 25 and 34 years (older Millennials) and between 35 and 44 (Generation X). Not only do these cohorts typically represent new home owners or renters, but they also often correspond with younger family households. This results in higher shares of children less than 14 years old. Conversely, the MSA has higher shares of younger Millennials (15-24), largely driven by the locations of higher education facilities, as well as all generations of older adults.

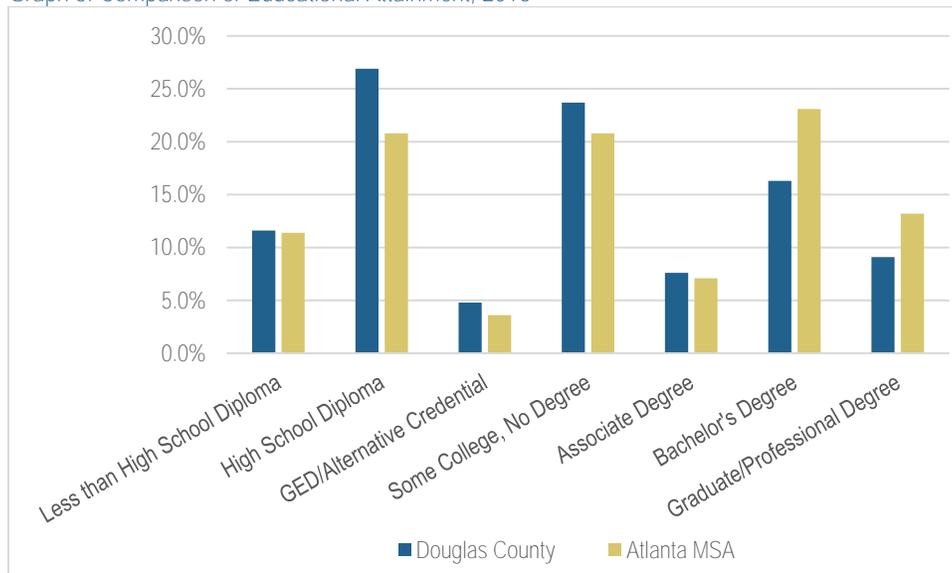
Graph 2: Comparison of Shares of Population by Age Cohort, 2016



### Educational Attainment

Graph 3 compares educational attainment in Douglas County with the larger Atlanta MSA for population over the age of 25. **The region has comparatively higher shares of residents with a Bachelor’s or Graduate/Professional degree.** However, it should be noted that approximately one-third of the population in Douglas County has completed at least some level of higher education (college or beyond).

Graph 3: Comparison of Educational Attainment, 2016



## Households

The Sweetwater study area had an estimated 1,294 households in 2016, representing an 261.5% growth rate over the 16-year period. During the same time period, Douglas County increased by 47.3% and the Atlanta MSA grew by 32.4%. Douglas County comprised 3.1% of the total household increase in the MSA (Table 2).

Table 2: Comparison of Household Trends, 2000-2016

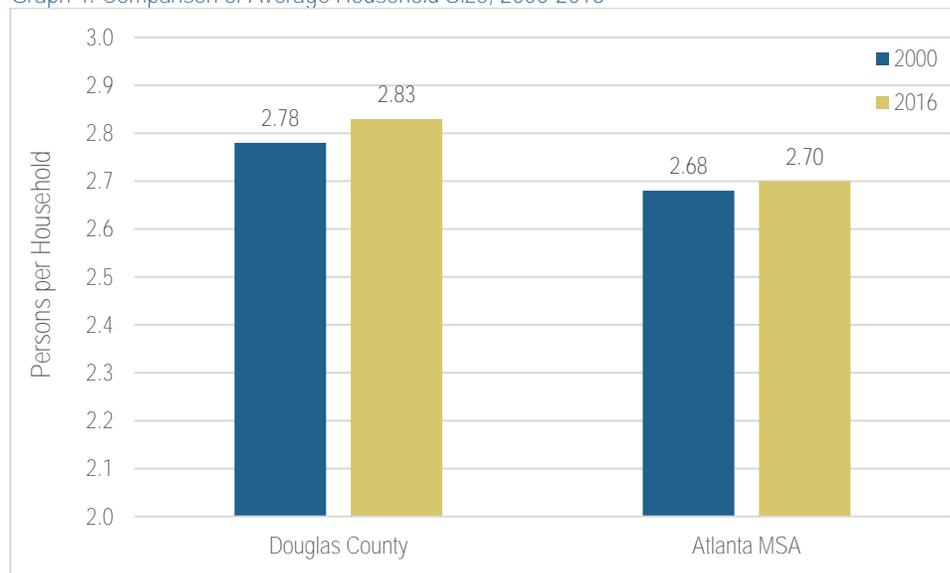
Area	2000	2016	2000-2016 Δ		
			#	%	CAGR
Sweetwater Market Area	358	1,294	936	261.5%	8.4%
Douglas County	32,874	48,425	15,551	47.3%	2.5%
Atlanta MSA	1,559,712	2,065,785	506,073	32.4%	1.8%
County % MSA	2.1%	2.3%	3.1%		

Source: ESRI; US Census; Kimley-Horn

## Household Size

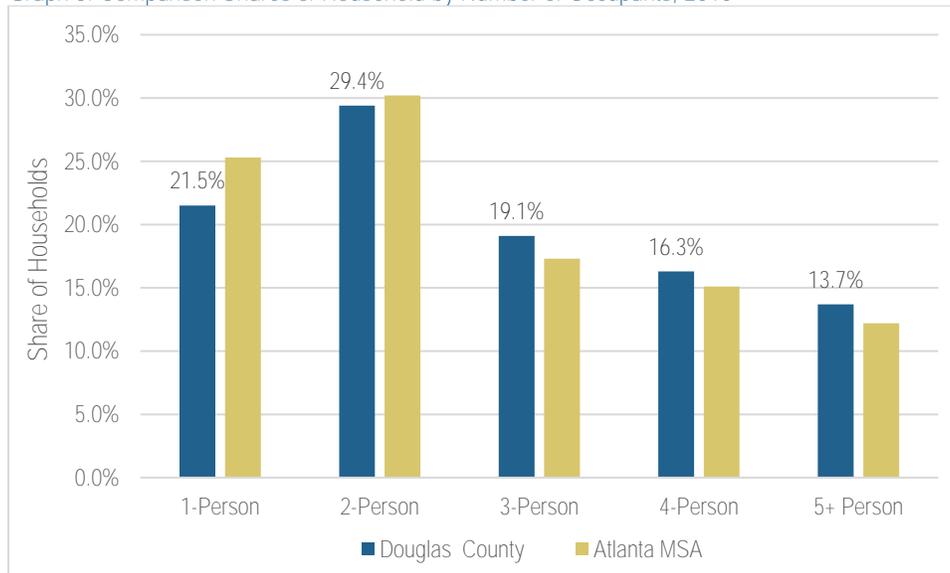
Nationally, the increase in Millennial and Baby Boomer residents has caused a gradual decline in average household size. However, with children residing in over 40% of the households in the County, the average size since 2000 has increased from 2.78 in 2000 to 2.83 in 2015 (Graph 4). Similar momentum has been demonstrated in the immediate Sweetwater study area where the household size has also increased. While the Atlanta MSA also experienced an increase, it has been more gradual than the study area. The average household size of 2.83 in Douglas County is higher than 2.70 reported for the MSA in 2016.

Graph 4: Comparison of Average Household Size, 2000-2016



As shown in Graph 5, two-person households are the most common in Douglas County, followed by single-person households. While, generally, Douglas County has comparable shares to those demonstrated by the Atlanta MSA, it has slightly lower shares of smaller households. This is likely driven by higher concentrations of young professionals and Baby Boomers in other areas of the region, particularly those with close proximity to walkable, urban centers.

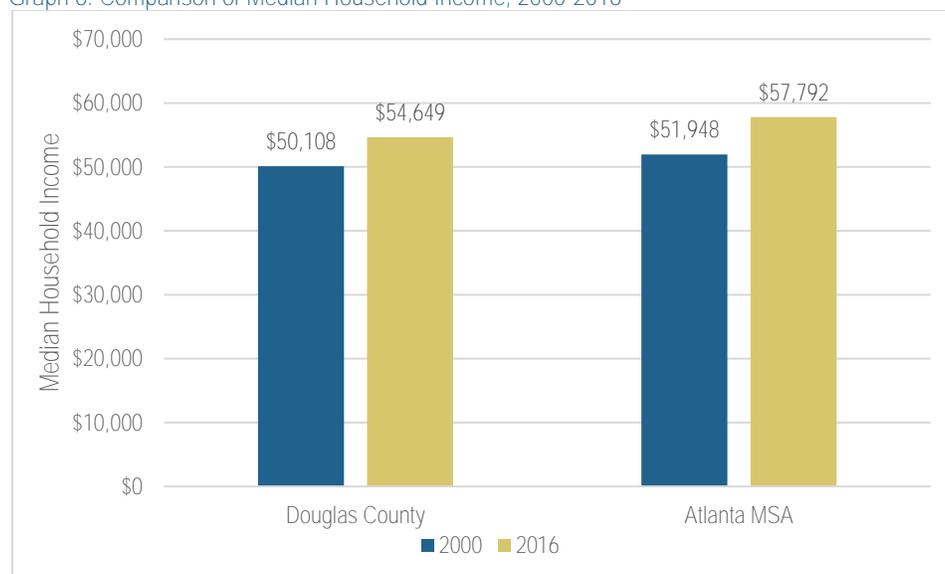
Graph 5: Comparison Shares of Household by Number of Occupants, 2010



### Median Household Income

Graph 6 shows the median household incomes for Douglas County and the Atlanta MSA in 2000 and 2016. The **County's median household income in 2016 was estimated at \$54,649**, slightly lower than \$57,792 for the MSA. While both geographies experienced an increase in median income since 2000, the MSA demonstrated the strongest growth at 11.2%. The Sweetwater study area has an estimated median household income of \$48,747, lower than the County-wide aggregate.

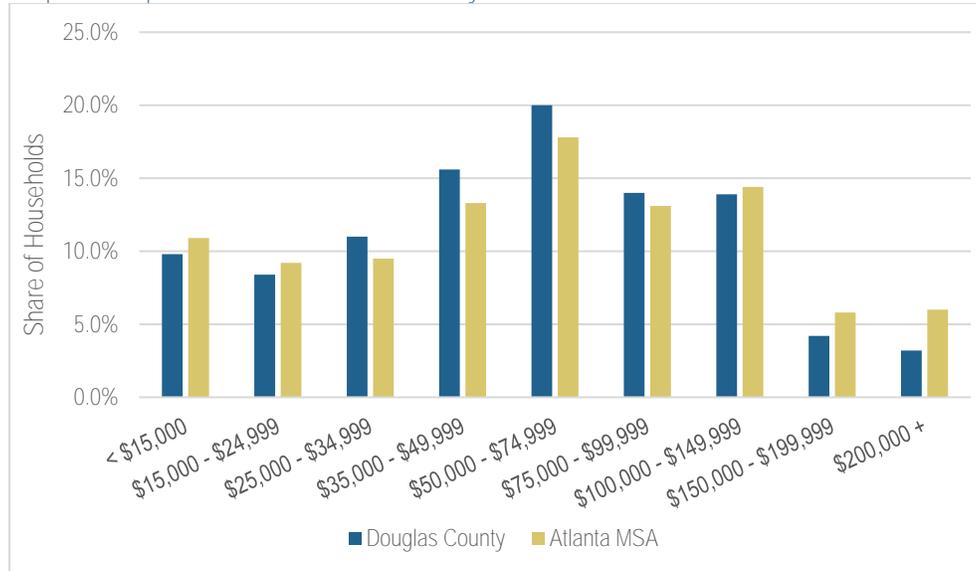
Graph 6: Comparison of Median Household Income, 2000-2016



## Households by Income Cohort

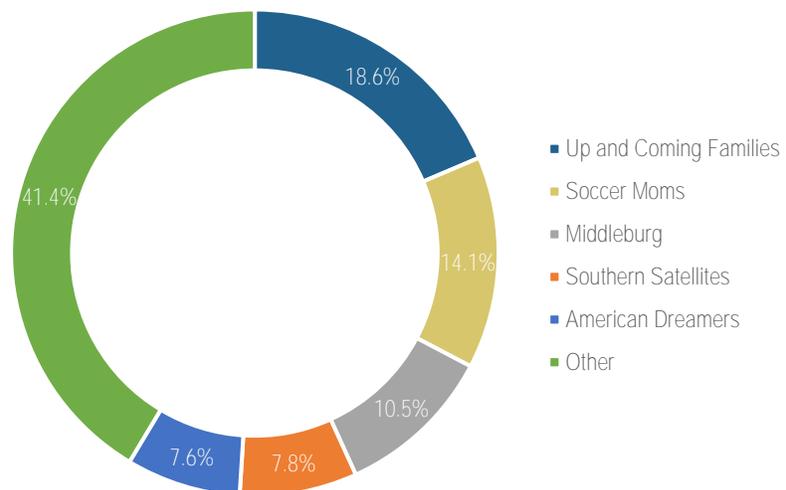
Representing approximately 20% of all households in Douglas County, the concentration in the \$50,000 to \$74,999 income cohort is higher than the larger Atlanta MSA (17.8%). Overall, the County has higher shares of all households earning between \$25,000 and \$99,999 annually (Graph 7). The household formations further support a population base that typically seeks entry-level housing prices, representing first-time homeowners and renters.

Graph 7: Comparison of Share of Households by Income Cohort, 2016



## Tapestry Segmentation Analysis

Tapestry segmentation, provided by Environmental Systems Research Institute, divides households into 67 groups based on consumer spending patterns and lifestyle attributes. Data provided in this type of analysis is increasingly being used by developers, builders, and retail tenants in the site selection and due diligence process. Brief descriptions of the most common tapestries in the Sweetwater study area are provided below.



As demonstrated in the figure below, the top five tapestry segments in the study area capture nearly 60% of the total households. Up and Coming Families comprise largest tapestry segment at 18.6%, followed by Soccer Moms at 14.1%. The most influential tapestry segments in the study area represent young families with moderate incomes, typically seeking single-family detached housing product.

### UP AND COMING FAMILIES (18.6%)

Households are younger and more mobile and ethnically diverse than the previous generation. Defined by ambitious, hardworking go-getters that are willing to take some risks to achieve goals. Homes are typically new and families are young. Growth markets typically occur in the suburban periphery.

#### Distinguishing Traits

- Prefers single-family homes; median value of \$174,000
- Cost of affordable new housing is at expense of long commute times
- Highly-educated: 66% have some college education
- Labor force participation is high at 71% and most households have two or more workers
- Median income averages \$64,000, and net worth is approximately \$96,000
- Seek the latest and best in technology
- Carry debt from credit card balances, student loans, and mortgages

### SOCCKER MOMS (14.1%)

Households defined as Soccer Moms are typically affluent and family-oriented. They are partial to new housing outside, but with access to, the urban core. Households are usually comprised of two working adults and growing children. As a tradeoff for more affordable, new housing, this group has longer commutes, typically to jobs in Management, Sales, or Office and Administrative Support.

#### Distinguishing Traits

- Prefer the suburban periphery of metropolitan areas
- Owner-occupied homes have a high rate of mortgages at approximately 74%
- Median home value is \$226,000
- Typically have a median income and net worth higher than the national average
- Higher average household size, as most are married couples with children living at home
- More than 70% of the households have some college education
- Carry a higher level of debt, usually for homes and cars

### MIDDLEBURG (10.5%)

This segment represents a market that has transitioned from rural to suburban in the last decade. Residents are typically conservative, family-oriented consumers. Traditional values are normal with a focus on faith, country, and family. This segment is usually younger, but growing quickly in size and assets. They stay well-connected using smart devices and technology.

#### Distinguishing Traits

- Semi-rural locations within metropolitan regions
- Affordable housing stock with a median value of \$158,000; housing options for this segment also includes mobile homes
- Comprised largely of young couples with children
- Approximately two-thirds of the households have a high-school degree or some college
- Labor force participation is 66.7% with a low unemployment rate of 7.4%
- Household budgets are 10-20% below the national average for all spending categories

### SOUTHERN SATELLITES (7.8%)

Southern Satellites represents the second-largest market found in rural areas but within metropolitan areas located primarily in the South. This segment is typically non-diverse, and slightly older. Most are married couples, with grown children who no longer live at home. While some in this segment are beginning to retire, others commonly work in manufacturing, healthcare, retail trade, and construction.

#### Distinguishing Traits

- Nearly 80% of the households live in owner-occupied units.
- Housing is typically single-family detached and mobile homes
- Married couples with no children living at home are dominant
- Almost 40% have a high school diploma only; 41% have college education
- As households begin to retire, the labor force participation has fallen to 59.7%, lower than the national average
- Median income lower than the national average at \$44,000
- Late in adapting to technology

### AMERICAN DREAMERS (7.6%)

This market segment is typically located in the South and West, often living outside the metropolitan core where housing is more affordable. Most households include younger married-couple families with children, and, often, grandparents. This segment offers high diversity as many residents are foreign born. They tend to spend money carefully with a focus on necessities.

#### Distinguishing Traits

- Family-centric and diverse; most have children living at home and multi-generational households are common
- Tenure is slightly above average with 65% owner occupancy
- Nearly two-thirds have a high school diploma
- Labor force participation is comparatively higher at 67%
- Median household income and net worth are typically below the national average
- Average household budgets are 20% to 30% below the national average in all retail categories
- Median home is valued at \$130,000

## EMPLOYMENT PROFILE

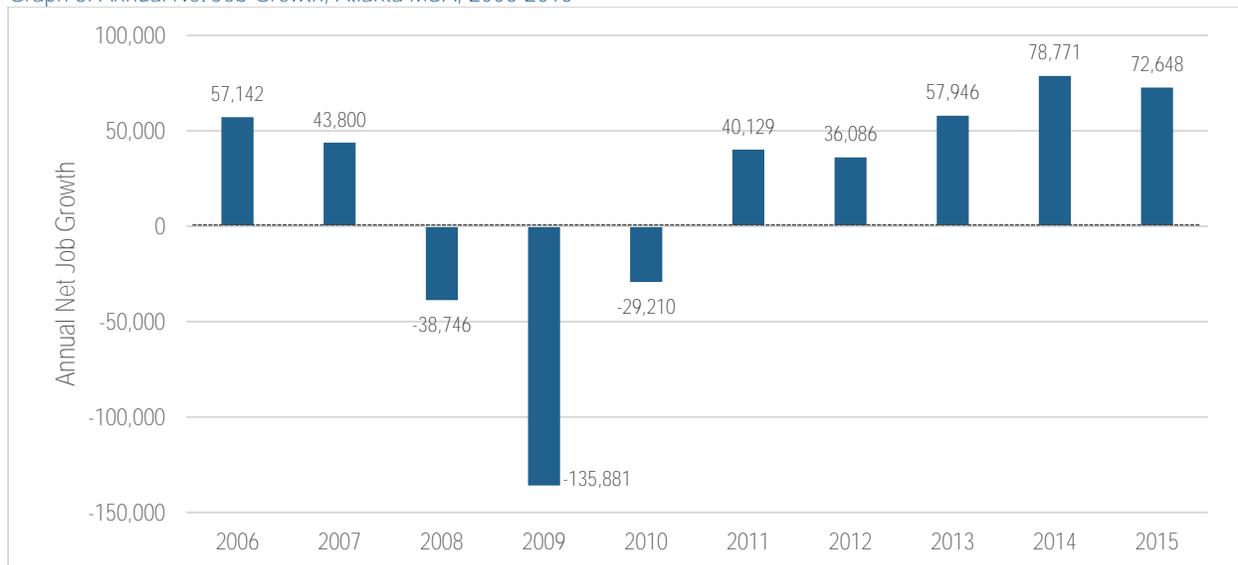
This section analyzes annual employment and wage trends by industry over the last ten years for the 29-county Atlanta MSA, and more specifically for Douglas County and the Sweetwater study area, describing overall growth and shifts between economic sectors. A brief profile of area commuting patterns is also presented.

### Annualized Employment Growth Trends

#### Atlanta MSA

The Atlanta region was heavily impacted by the 2007-2009 Recession, causing an overall decline in jobs between 2005 and 2010. Much of that loss was concentrated in the Construction and Manufacturing sectors, a theme that is consistent with trends across the United States. As shown in [Graph 8](#), the region experienced significant job losses during and immediately following the Recession. However, in the last three annual periods the Atlanta MSA has met or exceeded annual gains reported prior to the Recession, indicating the region is in full recovery.

Graph 8: Annual Net Job Growth, Atlanta MSA, 2006-2015



As shown in [Table 3](#), employment in the 29-county Atlanta MSA increased by more than 175,000 jobs, or 7.8%, between 2005 and 2015. The gain was attributable to strong growth in Healthcare and Social Assistance, Accommodation and Food Services, and Professional and Technical Services. Healthcare and Social Assistance grew by over 66,000 jobs over the last decade. Notable losses demonstrated in the Construction sector following the 2007-2009 Recession have stabilized with the return of new development projects. The second largest net loss over the last decade was experienced in the Manufacturing sector, with a decline of more than 21,000 jobs since 2005, a loss of 12.3%.

Table 3: Annualized Employment by Industry, Atlanta MSA, 2005-2015

Industry	2005	2010	2015	2005-2015 Δ	
				#	%
Health Care and Social Assistance	202,242	226,977	269,078	66,836	33.0%
Accommodation and Food Services	192,045	192,754	233,828	41,783	21.8%
Professional and Technical Services	147,842	154,502	185,606	37,764	25.5%
Retail Trade	255,892	241,466	276,520	20,628	8.1%
Educational Services	183,954	203,394	202,285	18,331	10.0%
Management of Companies and Enterprises	39,872	39,602	51,600	11,728	29.4%
Transportation and Warehousing	130,291	125,692	141,548	11,257	8.6%
Administrative and Waste Services	185,357	161,635	196,312	10,955	5.9%
Public Administration	109,628	121,074	115,362	5,734	5.2%
Arts, Entertainment, and Recreation	25,343	26,164	30,992	5,649	22.3%
Other Services, Ex. Public Admin	59,528	55,668	62,721	3,193	5.4%
Utilities	10,474	10,478	10,343	-131	-1.3%
Real Estate and Rental and Leasing	43,851	38,453	43,685	-166	-0.4%
Natural Resources & Mining	3,895	2,800	3,227	-668	-17.2%
Finance and Insurance	107,689	94,510	106,515	-1,174	-1.1%
Wholesale Trade	141,588	127,559	137,608	-3,980	-2.8%
Information	88,975	76,896	82,931	-6,044	-6.8%
Manufacturing	177,318	140,805	155,537	-21,781	-12.3%
Construction	128,093	87,150	103,186	-24,907	-19.4%
<b>Total</b>	<b>2,233,877</b>	<b>2,127,579</b>	<b>2,408,884</b>	<b>175,007</b>	<b>7.8%</b>

Source: Georgia Labor Market Explorer; Kimley-Horn and Associates

In 2015, the largest employment sectors in the Atlanta MSA included Retail Trade, Healthcare and Social Assistance, and Accommodation and Food Services. The 779,426 jobs reported in these three sectors in 20145 made up 32.3% of the total jobs in the region.

### Douglas County

*Hosting over 39,000 jobs, Douglas County comprises approximately 1.6% of the regional total. The County experienced a 10.7% increase in employment since 2005, equating to nearly 4,000 new jobs (Table 4*

Table 4). Retail Trade has consistently remained the largest industry sector in the County, followed by Accommodation and Food Services, Healthcare and Social Assistance, and Administrative and Waste Services. Industries representing the largest increases in the last decade include:

- Healthcare and Social Assistance (+1,172)
- Administrative and Waste Services (+983)
- Transportation and Warehousing (+759)
- Wholesale Trade (+531)
- Educational Services (+485)

Table 4: Annualized Employment by Industry, Douglas County, 2005-2015

Industry	2005	2010	2015	2005-2015 Δ	
				#	%
Health Care and Social Assistance	3,215	4,050	4,387	1,172	36.5%
Administrative and Waste Services	3,204	2,591	4,187	983	30.7%
Transportation and Warehousing	1,006	1,633	1,765	759	75.4%
Wholesale Trade	1,664	1,633	2,195	531	31.9%
Educational Services	3,420	4,189	3,905	485	14.2%
Manufacturing	3,465	3,081	3,877	412	11.9%
Accommodation and Food Services	4,272	4,167	4,644	372	8.7%
Public Administration	1,376	1,611	1,669	293	21.3%
Finance and Insurance	853	755	1,065	212	24.9%
Management of Companies and Enterprises	82	52	174	92	112.2%
Arts, Entertainment, and Recreation	293	316	334	41	14.0%
Utilities	262	296	245	-17	-6.5%
Professional and Technical Services	800	792	772	-28	-3.5%
Other Services, Ex. Public Admin	1,097	891	1,054	-43	-3.9%
Natural Resources & Mining	128	46	45	-83	-64.8%
Retail Trade	6,909	6,372	6,823	-86	-1.2%
Real Estate and Rental and Leasing	596	452	459	-137	-23.0%
Information	400	225	235	-165	-41.3%
Construction	2,819	1,915	1,855	-964	-34.2%
	35,861	35,067	39,690	3,829	10.7%

Source: Georgia Labor Market Explorer; Kimley-Horn and Associates

The influence of businesses locating in the Sweetwater study area is evident in County employment trends. Many of the new employers that have recently completed facilities in the Sweetwater study area are classified as Transportation and Warehousing, Wholesale Trade, and Manufacturing. Combined, these three sectors have added almost 1,500 jobs in Douglas County since 2010.

### Sweetwater Study Area

The most recent data available for the Sweetwater study area is from the U.S. Census' longitudinal employer-household dynamics dataset which was published in 2014. This dataset focuses on the relationship between where people live and where they work, providing the opportunity for customizable analysis based on Census Block Groups.

The Sweetwater study area had nearly 2,200 jobs in 2014, more than double the 1,073 jobs reported in 2004. The largest sectors included Transportation and Warehousing, Retail Trade, and Manufacturing, attracted to the area's proximity to major transportation corridors (Table 5). Recent development in the study area increases the current employment above that demonstrated for 2014. Sectors that experienced the most notable increases over the last ten years include:

- Transportation and Warehousing (+413)
- Manufacturing (+252)
- Retail Trade (+111)
- Construction (+89)

- Information (+77)

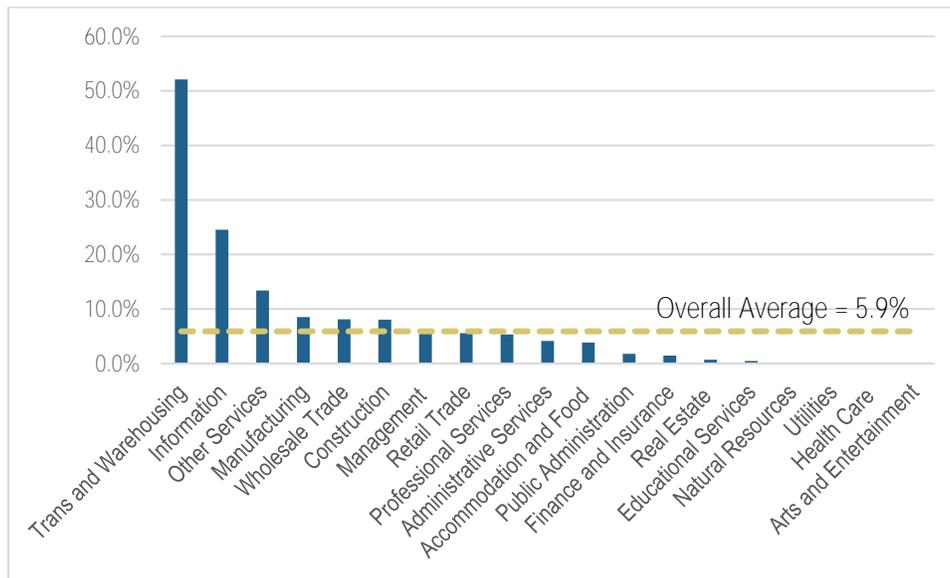
Table 5: Annualized Employment by Industry, Study Area, 2004-2014

Industry	2004	2009	2014	2004-2014 Δ	
				#	%
Transportation and Warehousing	130	429	543	413	317.7%
Manufacturing	53	75	305	252	475.5%
Retail Trade	247	340	358	111	44.9%
Construction	63	122	152	89	141.3%
Information	4	0	81	77	1925.0%
Accommodation and Food Services	90	222	156	66	73.3%
Other Services, Ex. Public Admin	98	120	139	41	41.8%
Public Administration	0	2	28	28	0.0%
Educational Services	0	9	20	20	0.0%
Professional and Technical Services	31	63	49	18	58.1%
Wholesale Trade	178	189	193	15	8.4%
Finance and Insurance	0	0	14	14	0.0%
Management of Companies and Enterprises	4	0	10	6	150.0%
Administrative and Waste Services	121	127	127	6	5.0%
Natural Resources & Mining	0	0	0	0	0.0%
Utilities	0	0	0	0	0.0%
Health Care and Social Assistance	0	7	0	0	0.0%
Arts, Entertainment, and Recreation	0	70	0	0	0.0%
Real Estate and Rental and Leasing	54	4	4	-50	-92.6%
<b>Total</b>	<b>1,073</b>	<b>1,779</b>	<b>2,179</b>	<b>1,106</b>	<b>103.1%</b>

Source: US Census LEHD On the Map; Kimley-Horn

As shown in Graph 9, the study area makes up 5.9% of the total employment in Douglas County. With approximately 543 jobs in 2014, Transportation and Warehousing comprised over 50% of the Douglas County total, driven by the study area's proximity to metro-Atlanta and accessibility to multiple transportation thoroughfares. Other employment sectors that capture an above average share of the County total include Information, Other Services, Manufacturing, Wholesale Trade, and Construction.

Graph 9: Study Area Share of Douglas County Employment, 2014



### Annualized Wages by Industry

#### Atlanta MSA

In 2015, the average annual wage in the Atlanta MSA was \$55,588, an increase of \$11,024, or 24.7%, since 2005 (Table 6). With an average wage of \$116,636, Management of Companies and Enterprises is the highest paid sector in the MSA, followed by Finance and Insurance at \$97,604 per year. With the exception of Arts, Entertainment, and Recreation, which was heavily impacted by a decline in tourism during and immediately following the Recession, most industry sectors experienced an increase over the last decade, with the most notable changes including:

- Finance and Insurance (+\$26,000)
- Professional and Technical Services (+\$20,800)
- Information (+\$20,072)
- Management of Companies and Enterprises (+\$16,328)
- Wholesale Trade (+\$15,548)

Table 6: Annualized Average Wages, Atlanta MSA, 2005-2015

Industry	2005	2010	2015	2005-2015 Δ	
				#	%
Finance and Insurance	\$71,604	\$81,276	\$97,604	\$26,000	36.3%
Professional and Technical Services	\$67,548	\$77,532	\$88,348	\$20,800	30.8%
Information	\$72,800	\$82,212	\$92,872	\$20,072	27.6%
Management of Companies and Enterprises	\$100,308	\$94,120	\$116,636	\$16,328	16.3%
Wholesale Trade	\$62,660	\$69,472	\$78,208	\$15,548	24.8%
Manufacturing	\$49,608	\$60,320	\$65,000	\$15,392	31.0%
Transportation and Warehousing	\$46,852	\$52,364	\$61,828	\$14,976	32.0%
Utilities	\$79,040	\$79,144	\$92,716	\$13,676	17.3%
Real Estate and Rental and Leasing	\$48,256	\$50,180	\$61,152	\$12,896	26.7%
Construction	\$44,928	\$50,440	\$57,772	\$12,844	28.6%
Natural Resources & Mining	\$41,615	\$45,131	\$54,214	\$12,599	30.3%
Public Administration	\$46,020	\$52,780	\$56,420	\$10,400	22.6%
Educational Services	\$36,972	\$42,692	\$47,008	\$10,036	27.1%
Health Care and Social Assistance	\$41,860	\$45,760	\$51,272	\$9,412	22.5%
Administrative and Waste Services	\$31,408	\$35,672	\$40,144	\$8,736	27.8%
Other Services, Ex. Public Admin	\$29,900	\$32,136	\$36,036	\$6,136	20.5%
Retail Trade	\$26,780	\$27,768	\$31,252	\$4,472	16.7%
Accommodation and Food Services	\$16,172	\$18,044	\$18,720	\$2,548	15.8%
Arts, Entertainment, and Recreation	\$34,268	\$32,916	\$31,928	-\$2,340	-6.8%
<b>Average</b>	<b>\$44,564</b>	<b>\$49,348</b>	<b>\$55,588</b>	<b>\$11,024</b>	<b>24.7%</b>

Source: Georgia Labor Market Explorer; Kimley-Horn and Associates

Although demonstrating the highest average wage at \$116,525, jobs in the Management of Companies and Enterprises sector make up only 2.1% of the regional total. Industries with the most jobs, Retail Trade and Healthcare, and Accommodation and Food Services had average annual wages of \$31,252, \$51,272, and \$18,720, respectively, in 2015.

### Douglas County

The average annualized wage in Douglas County in 2015 was \$35,568, significantly lower than the measure for the larger Atlanta MSA (Table 7). Utilities had the highest annual wage at over \$60,000, followed by Wholesale Trade, Natural Resources, and Information. The industries that experienced the largest increase over the 10-year period include:

- Management of Companies and Enterprises (+\$16,692)
- Information (+\$15,184)
- Finance and Insurance (+\$13,988)
- Wholesale Trade (+\$13,208)
- Professional and Technical Services (+\$10,608)

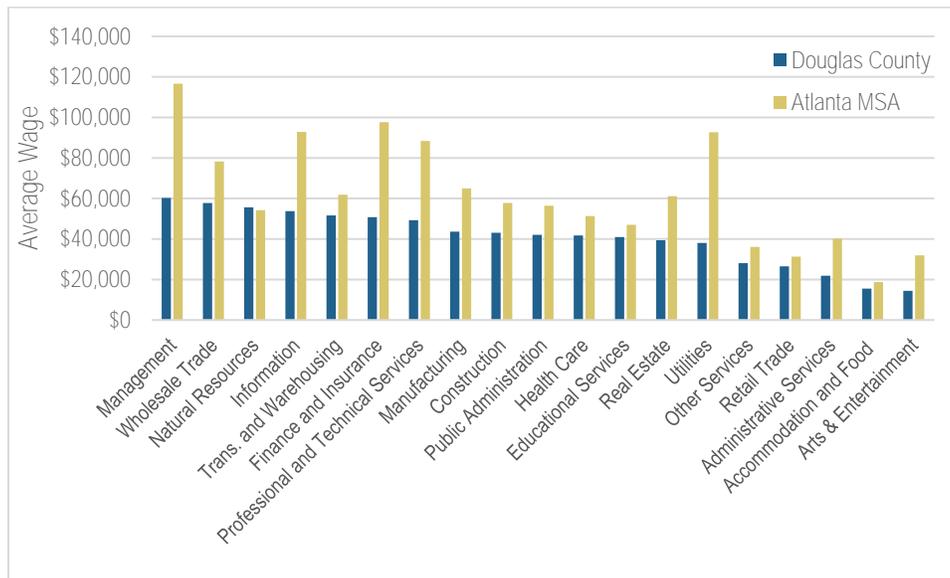
Table 7: Annualized Average Wages, Douglas County, 2005-2015

Industry	2005	2010	2015	2005-2015 Δ	
				#	%
Management of Companies and Enterprises	\$43,576	\$49,400	\$60,268	\$16,692	38.3%
Information	\$38,532	\$45,344	\$53,716	\$15,184	39.4%
Finance and Insurance	\$36,764	\$42,588	\$50,752	\$13,988	38.0%
Wholesale Trade	\$44,512	\$48,672	\$57,720	\$13,208	29.7%
Professional and Technical Services	\$38,688	\$42,744	\$49,296	\$10,608	27.4%
Transportation and Warehousing	\$41,080	\$41,340	\$51,636	\$10,556	25.7%
Health Care and Social Assistance	\$32,188	\$37,388	\$41,756	\$9,568	29.7%
Natural Resources & Mining	\$46,781	\$57,876	\$55,640	\$8,860	18.9%
Educational Services	\$32,188	\$36,660	\$40,924	\$8,736	27.1%
Utilities	\$29,744	\$32,292	\$38,012	\$8,268	27.8%
Manufacturing	\$35,412	\$42,900	\$43,628	\$8,216	23.2%
Real Estate and Rental and Leasing	\$31,668	\$31,824	\$39,364	\$7,696	24.3%
Construction	\$37,960	\$38,116	\$43,056	\$5,096	13.4%
Public Administration	\$37,596	\$39,832	\$42,068	\$4,472	11.9%
Accommodation and Food Services	\$12,532	\$14,092	\$15,496	\$2,964	23.7%
Retail Trade	\$23,920	\$24,804	\$26,520	\$2,600	10.9%
Administrative and Waste Services	\$19,448	\$23,504	\$21,840	\$2,392	12.3%
Other Services, Ex. Public Admin	\$25,948	\$27,144	\$28,080	\$2,132	8.2%
Arts, Entertainment, and Recreation	\$17,264	\$13,988	\$14,404	-\$2,860	-16.6%
<b>Average</b>	<b>\$29,068</b>	<b>\$31,876</b>	<b>\$35,568</b>	<b>\$6,500</b>	<b>22.4%</b>

Source: Georgia Labor Market Explorer; Kimley-Horn and Associates

Comprising 1.5% of the total employment in the region, Douglas County generally reported comparatively lower wages by sector in 2015. As shown in [Graph 10](#), Douglas County trails behind the region for average wages in nearly every industry sector. The largest departures are in the Management, Utilities, Finance and Insurance, Information, and Professional and Technical Services sectors.

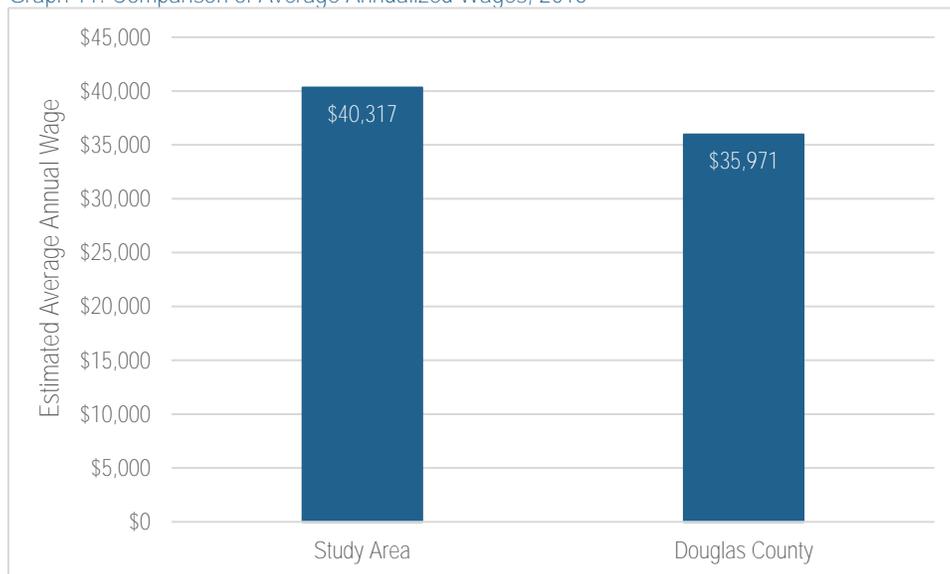
Graph 10: Comparison of Average Annualized Wages, 2015



### Sweetwater Study Area

The average annualized wage in the Sweetwater study area is estimated at over \$40,000, 12.1% higher than the measure reported for Douglas County (Graph 11). The premium in the study area is largely due to higher shares of Transportation and Warehousing, Information, and Manufacturing positions concentrated here, which tend to have more competitive wages than other sectors.

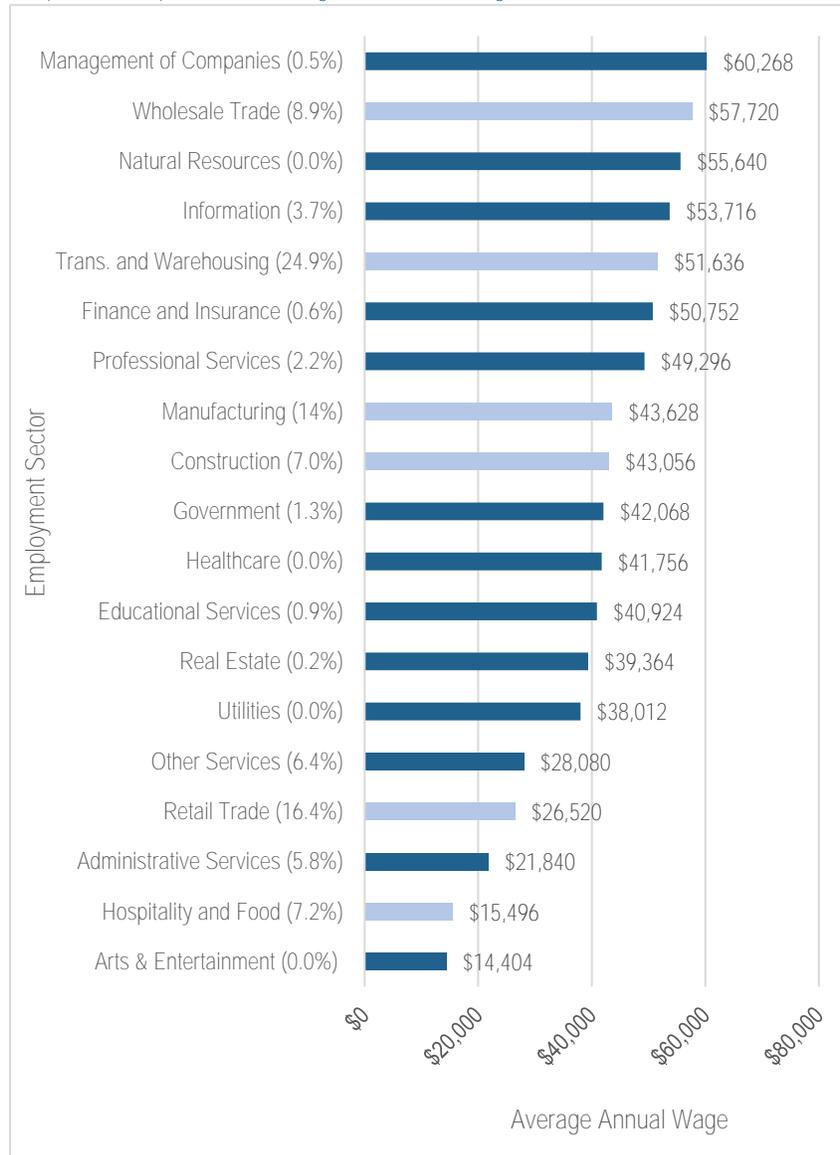
Graph 11: Comparison of Average Annualized Wages, 2015



As shown in Graph 12, the largest employment sectors in the Sweetwater study area are highlighted in a light blue shade. Of the six largest sectors employment sectors in the study area, four have higher than average annualized wages, including Wholesale Trade and Transportation and Warehousing, which are in the top five highest wage

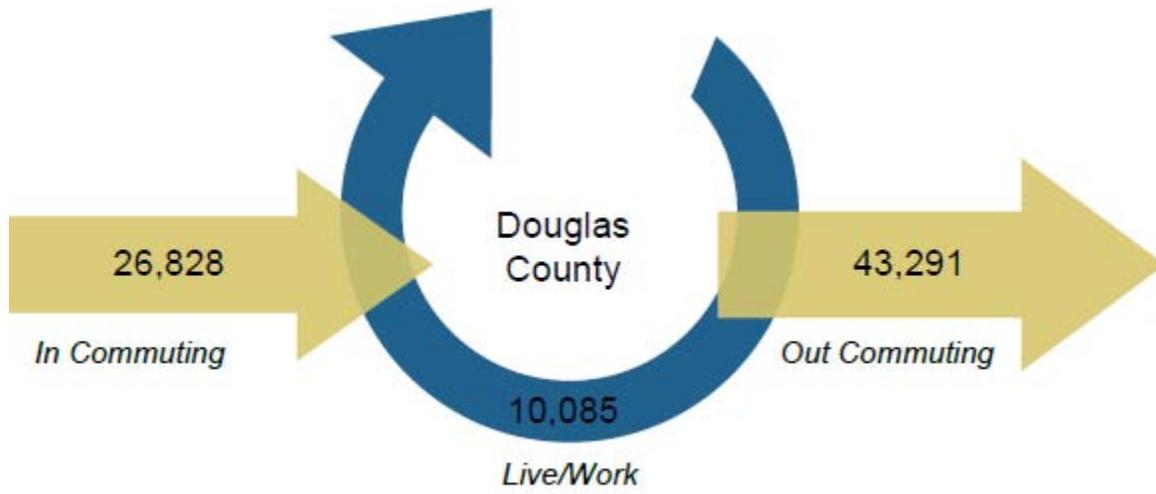
industries. Retail Trade and Accommodation and Food Service, with a combined 23.6% capture of the study area jobs, are in the bottom five sectors.

Graph 12: Comparison of Average Annualized Wages, 2015



### Commuting Patterns

As of 2014, nearly 27,000 people traveled into Douglas County on a daily basis for employment. However, over 43,000 of the County's **employed** population commuted out. Douglas County has an estimated 10,085 people that live and work there, making up only 18.9% of the total employed population.



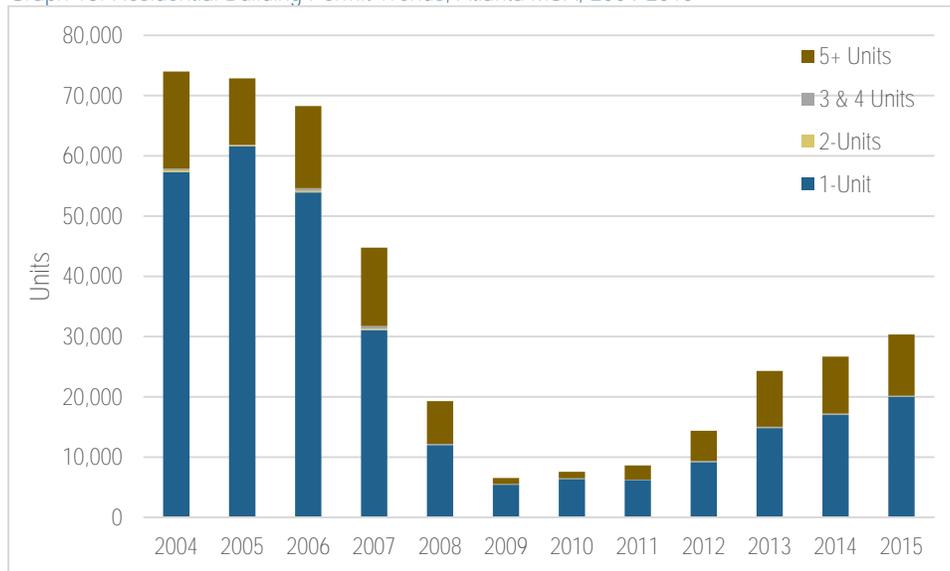
## RESIDENTIAL PROFILE

This section provides an overview of the residential market in Douglas County and the Sweetwater study area, including building permits, housing units by type, and tenures. Additional detail on for-sale and rental residential market performance is also provided.

### Residential Building Permits

Based on data from the US Census, over 30,000 residential building permits were issued in the Atlanta MSA in 2015 (Graph 13). Although building permits have more than quadrupled since 2009, marking the annual period with the slowest activity, the region is far from reaching pre-Recession levels.

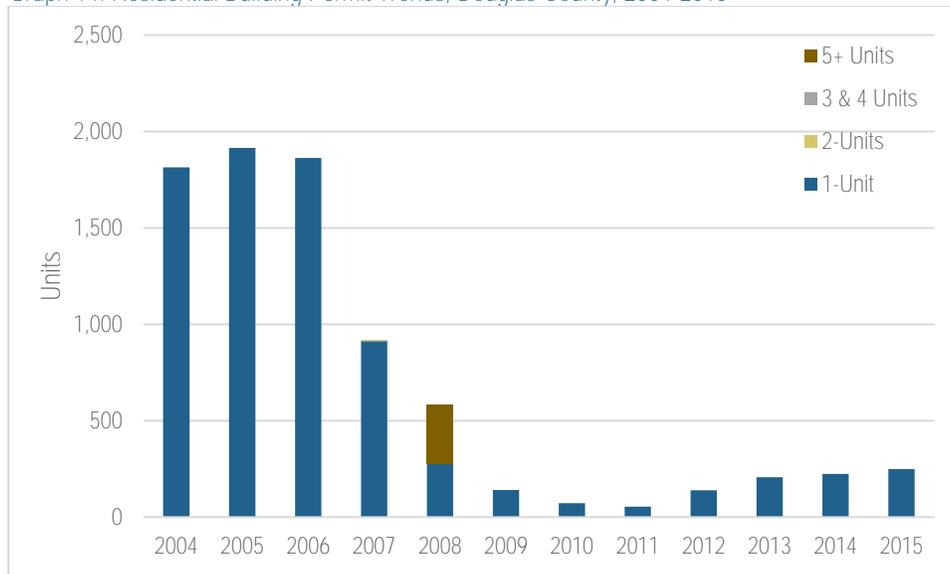
Graph 13: Residential Building Permit Trends, Atlanta MSA, 2004-2015



Modeling a similar pattern to the larger MSA, Douglas County experienced strong residential building permit totals between 2004 and 2006, before declining rapidly during and following the Recession (

Graph 14). Although the County has experienced modest recovery, from the trough of only 54 units permitted in 2011 to the 250 total in 2015, residential permits are still well below the total in 2007. It is important to note the extremely limited number of permits pulled for any product type other than single-detached residential. The 300 permits pulled for larger-scale multifamily in 2008 reflects the development of Avonlea Tributary in the study area.

Graph 14: Residential Building Permit Trends, Douglas County, 2004-2015



### Housing Trends

As shown in Table 8, the number of housing units in the Sweetwater study area more than tripled between 2000 and 2016, reaching an estimated total of 1,382 total units. During the same time period, Douglas County grew by 54.4% and the Atlanta MSA added nearly 650,000 housing units, equating to a 39.4% increase in 16 years. Capturing 2.9% of the 16-year growth, Douglas County's **share of the total regional housing was 2.3% in 2016**, a slight increase from 2.1% in 2000.

Table 8: Comparison of Housing Unit Trends, 2000-2016

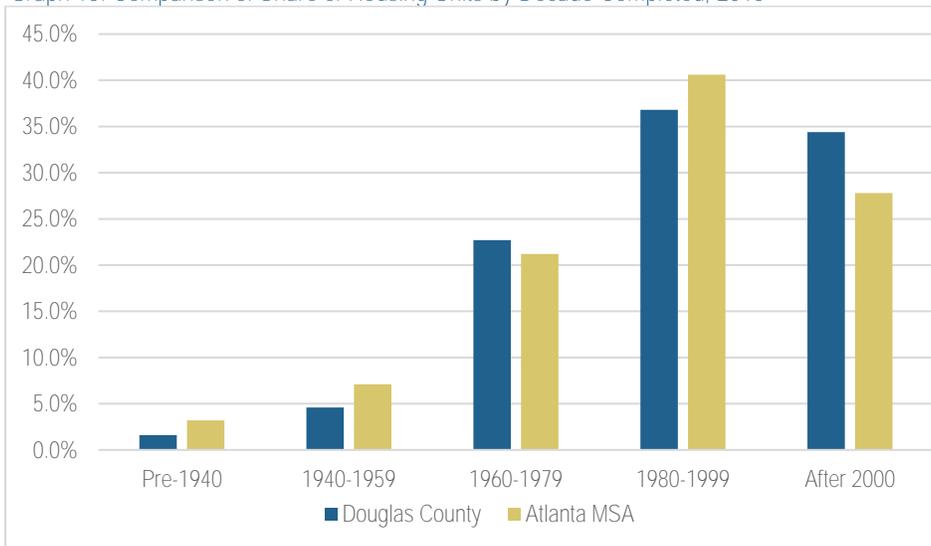
Area	2000	2016	2000-2016 Δ		
			#	%	CAGR
Sweetwater Study Area	396	1,382	986	249.0%	8.1%
Douglas County	34,878	53,860	18,982	54.4%	2.8%
Atlanta MSA	1,650,700	2,300,363	649,663	39.4%	2.1%
County % MSA	2.1%	2.3%	2.9%		

Source: ESRI; Kimley-Horn

Based on five-year American Community Survey data (2010-2014), the median year of completion for housing stock in Douglas County is 1993, slightly newer than 1990 for the MSA. As shown in Graph 15, more than 55% of the housing units in the County were completed since 1990, with 34.4% built in the last 16 years. Comparatively, 16.8%

of the housing units in the Atlanta MSA were built since 1990. An estimated 90% of the housing units in the study area were completed since 1990, reflective of the rapid increase of new units demonstrated in the table above.

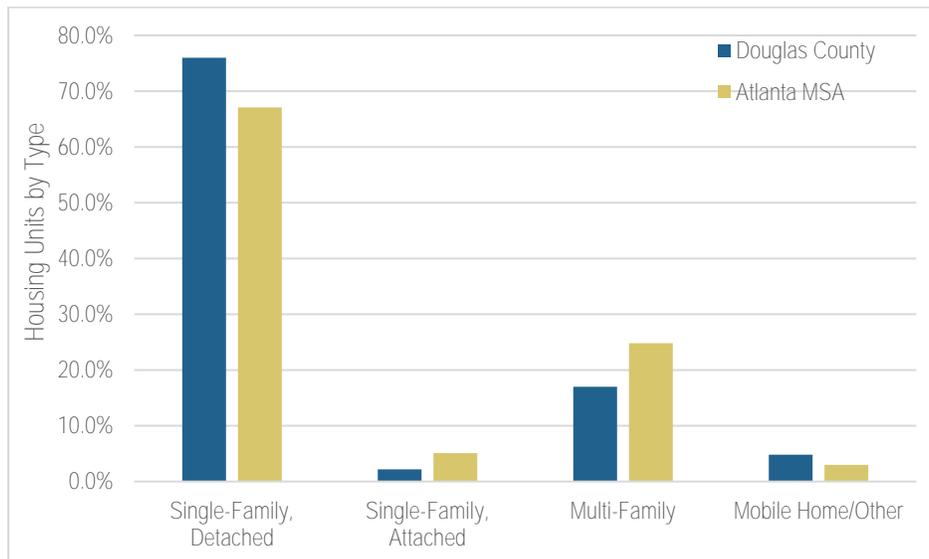
Graph 15: Comparison of Share of Housing Units by Decade Completed, 2015



### Units by Type

As shown in Error! Reference source not found., single-family detached housing makes up the largest share of housing by type in Douglas County at approximately 76.0% of the total stock. Based on 2010-2014 ACS data, Douglas County has comparatively higher shares of single-family detached product than the larger Atlanta MSA. Conversely, the MSA has higher shares of single-family attached and multi-family units (Graph 16).

Graph 16: Comparison of Housing Units by Type, 2015

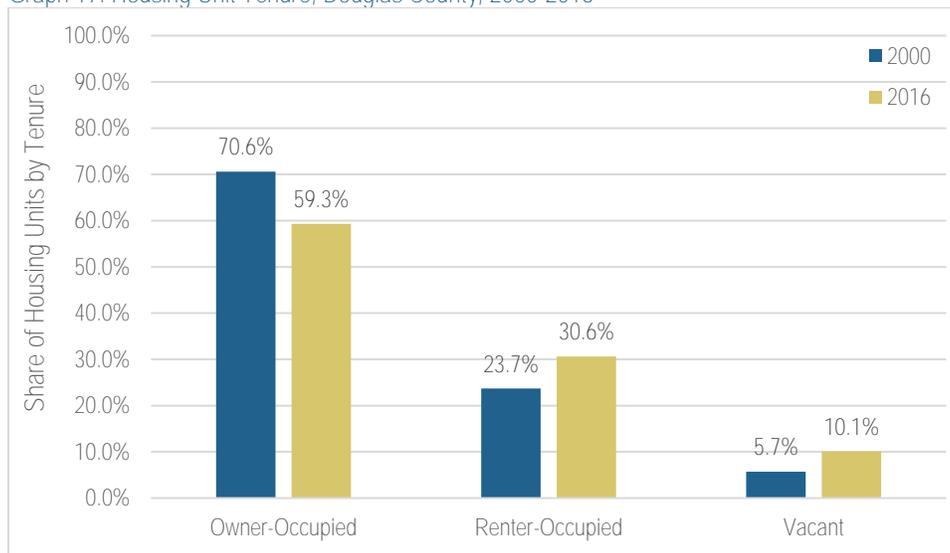


Estimates provided for the Sweetwater study area demonstrate a more balanced distribution of housing type, with approximately 40% of the units classified as single-family detached and the remaining 60% a mixture of townhouses, apartments, and mobile homes. Except for Avonlea Tributary, apartments are concentrated in the northern portion of the study area.

### Tenure

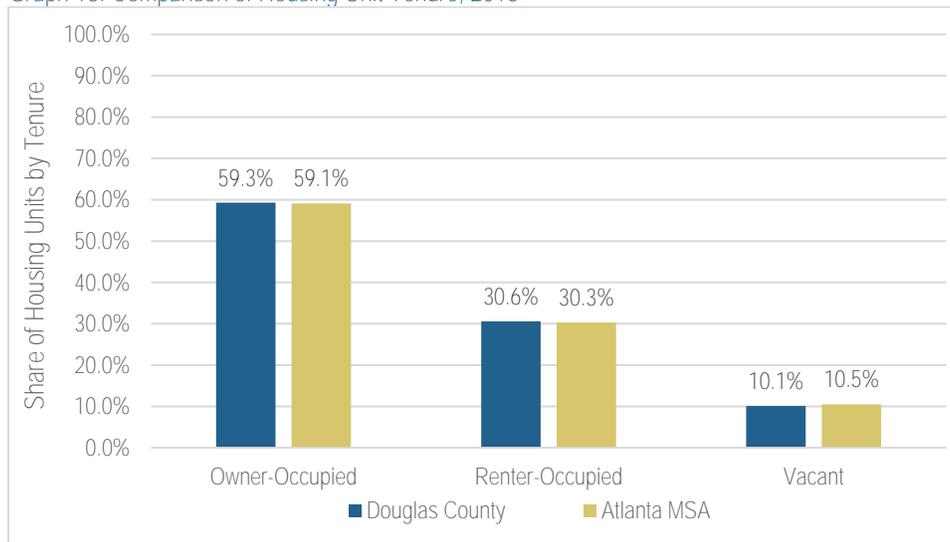
Consistent with national and statewide trends, the share of owner-occupied units in Douglas County has declined since 2000, reaching 59.3% in 2016 (Graph 17). Largely a result of the 2007-2009 Recession, and the need to rent out single-family houses to relocate for job opportunities or downsize, the share of renter-occupied increased in the 16-year period, from 23.7% in 2000 to 30.6% in 2016. Approximately 10.1% of the housing stock was vacant in 2016, an increase from 5.7% in 2000.

Graph 17: Housing Unit Tenure, Douglas County, 2000-2016



As shown in Graph 18, housing unit tenure in Douglas County is almost identical to measures reported by the Atlanta MSA. **It's important to note that the MSA is comprised of 29 counties, largely influenced by areas outside urban Atlanta that are rural or suburban in nature.** The study area has a higher share of renter-occupied housing at approximately 60%. It is likely rentals in the study area are comprised not only of traditional multifamily communities, but also include single-family detached and townhouse units being rented by the owner or an investor.

Graph 18: Comparison of Housing Unit Tenure, 2016

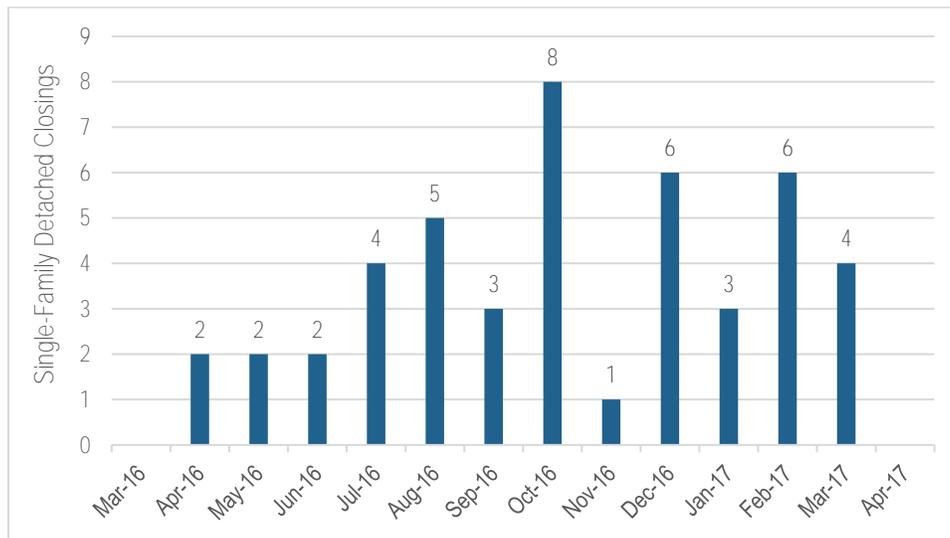


### For-Sale Overview

#### Single-Family Detached

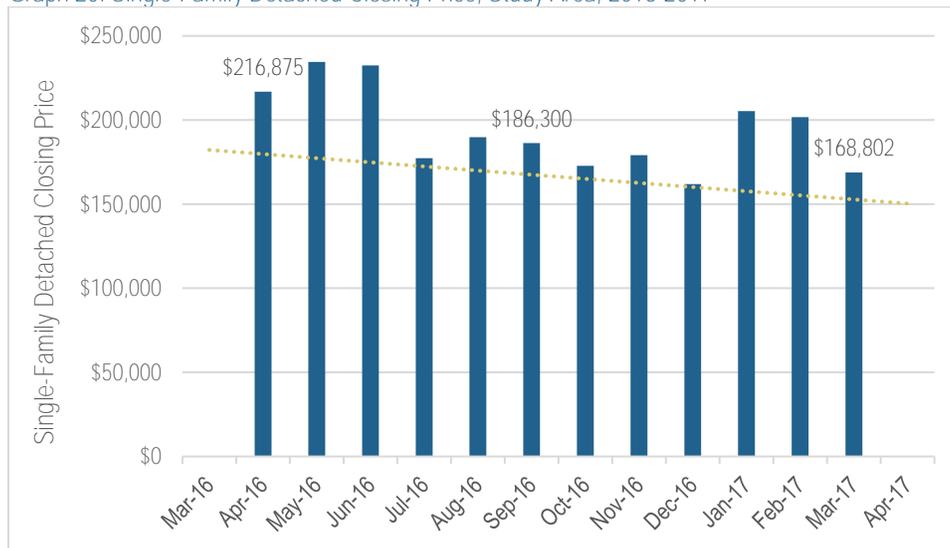
As shown in Graph 19, monthly single-family detached closings in the Sweetwater study area peaked in October 2017 at eight units. On average, the study area has reported between three and five single-family detached closings per month. It should be noted that Multiple Listing Service (MLS) data typically excludes new construction sales, especially when direct from the builder. As such, this data would exclude new closings as part of the Tributary development.

Graph 19: Single-Family Detached Closings by Month, Study Area, 2016-2017



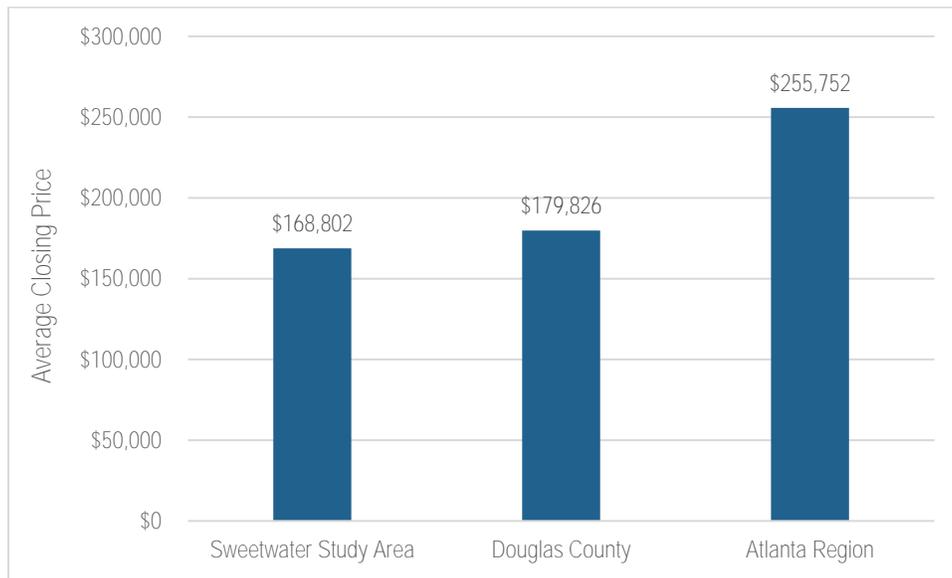
Median closing prices in the Sweetwater study area have varied over the last 12 months, the trend line has remained relatively flat (Graph 20). Over the last year, the average closing price for single-family detached units in the Sweetwater study area gradually declined, reaching approximately \$168,800 in March 2017.

Graph 20: Single-Family Detached Closing Price, Study Area, 2016-2017



The median closing price in the Sweetwater study area for a single-family detached house was nearly \$168,802 in March (Graph 21). This measure was lower than average closing prices in Douglas County (\$179,826) and the larger Atlanta region (\$255,752). Closing prices in the Sweetwater study area reflect a market that could be attractive to first-time home-owners, many of which may have young families.

Graph 21: Comparison of Single-Family Detached Closing Price, 2017



### Single-Family Attached (Townhouse/Condominium)

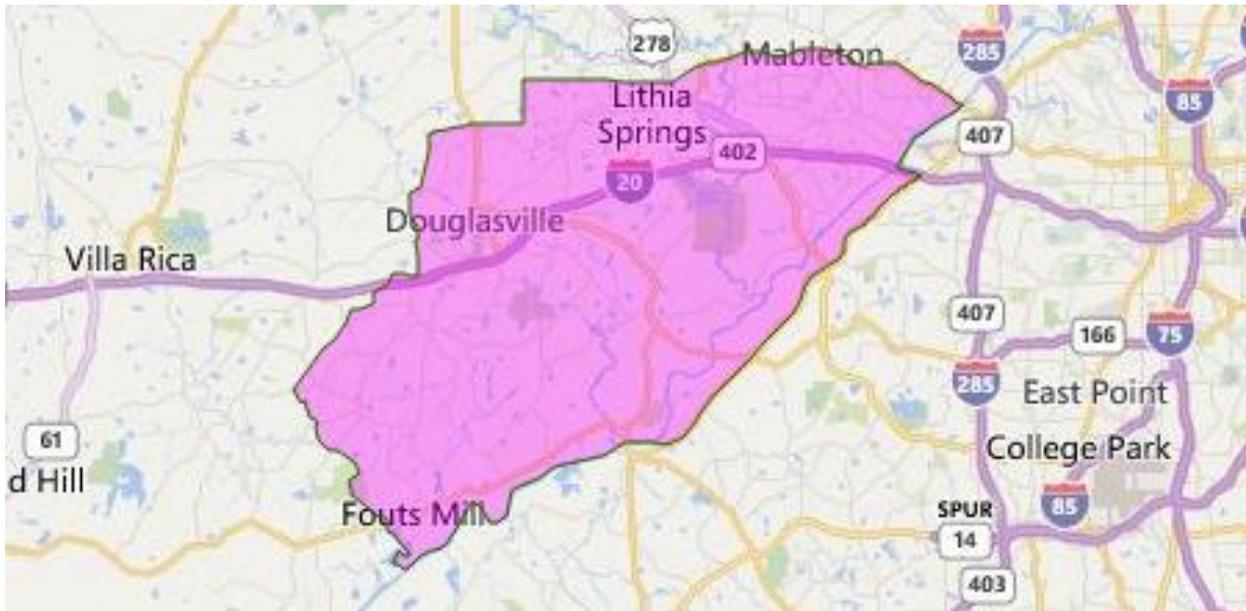
There were no townhouse or condominium closings in the Sweetwater study area in the last year. Attached residential product is extremely limited in the study area, although there is a small pod of units planned as part of the Tributary development. According to feedback obtained during our stakeholder interviews, this unbuilt, but pad-ready section, of townhouses was recently sold in a tax sale. Development of these units will likely continue to struggle until the adjacent commercial component gains momentum.

### Rental Overview

Demand for apartments has recently outpaced supply in the Atlanta region, driving vacancy rates below 5%. Apartment construction has been strong regionally, seeking to meeting the demand driven by a steadily increasing cohort of 20- to 34-year olds, which often favor rentals. Mid- and high-rise developments have been targeted in **Atlanta's urban locations, seeking proximity to goods, services, jobs, and alternative modes of transportation. The region's low vacancy rate** has driven rents upward, reaching an all-time high of \$1,074 at the end of 2016.

The Sweetwater study area is located in the I-20 West apartment submarket, as defined by REIS, a third-party commercial real estate data resource firm. This analysis relies on metrics from the I-20 West Submarket to indicate performance in the immediate Sweetwater study area. The I-20 West Submarket is shown on the map below.

Map 3: I-20 West Apartment Submarket, 2017



The I-20 West Submarket contains over 9,000 apartments in communities of 25 or more units (Table 9). Nearly one-third of the inventory was completed between 1980 and 1989, making it the most active decade for apartment development. Approximately 300 units have been completed since 2010, making up only 3.0% of the inventory.

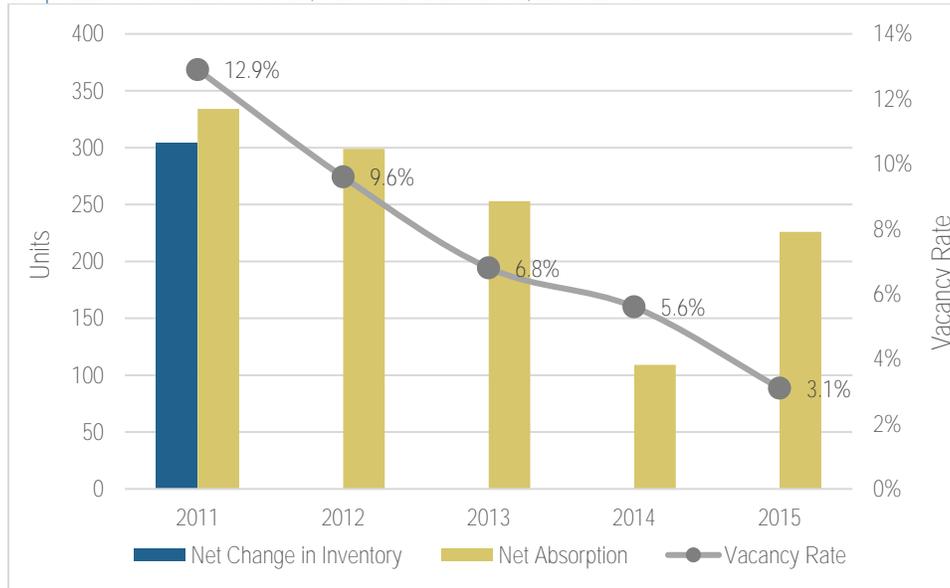
Table 9: Inventory by Decade Completed, I-20 West Submarket, 2016

Year Built	Units	% of Total
Before 1970	635	7.0%
1970-1979	1,997	22.0%
1980-1989	2,782	31.0%
1990-1999	1,362	15.0%
2000-2009	1,997	22.0%
2010+	304	3.0%
<b>Total</b>	<b>9,077</b>	<b>100.0%</b>

Source: REIS; Kimley-Horn

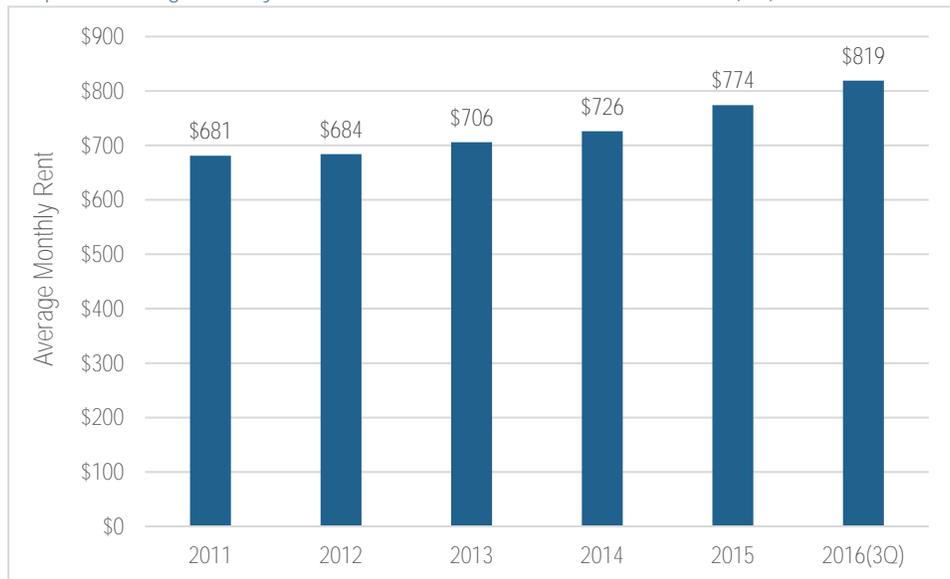
For the five-year period between 2011 and 2015, demand in the I-20 West Submarket exceeded new supply, creating an undersupply. As shown in Graph 22, new apartment deliveries were limited to only 2011, with the addition of approximately 300 new units. Net absorption has remained consistent, outpacing supply in every year analyzed, resulting in rapidly declining vacancy rate. In fact, vacancy rates in the I-20 West Submarket declined by 980 basis points over the five year period, from 12.9% in 2011 to only 3.1% in 2015. It should be noted that vacancy measures in the last three years have been below the industry standard equilibrium rate of 7% which represents a healthy, stabilized market.

Graph 22: Performance Trends, I-20 West Submarket, 2011-2015



The average monthly asking rent in the I-20 West Submarket is estimated at \$819, representing a 20.2% increase from \$618 in 2011 (Graph 23). The increase in rents are consistent with national and regional trends in increased demand that has influenced rent growth for apartment units. Although the I-20 Submarket experienced a strong increase that mimicked the larger region, the average monthly rent is 31.1% lower than the regional average of \$1,074. This is likely due to newer, luxury product being constructed near the urban core of Atlanta, coupled with an aging apartment stock in Douglas County.

Graph 23: Average Monthly Rent Trends, I-20 West Submarket, 2011-2016(3Q)



## COMMERCIAL PROFILE

This section provides an overview of retail, office, industrial, and hospitality performance trends for the Atlanta region, as well as separate submarkets that incorporate the Sweetwater study area. Vacancy and rent trends are reported based on data provided by REIS, which is a proprietary database that provides commercial market information for geographies across the United States. REIS defines custom submarkets for each real estate sector based on natural and man-made barriers and product competition.

### Retail

#### Atlanta Region

Retail sales in the Atlanta market have been strong year over year, largely due to growing median household incomes and net new population increases. The increase in retail sales over the last two years has resulted in strong demand for space and declining vacancy rates. Vacancy in the larger Atlanta region is estimated at 7.4%, and has been gradually declining since 10-year highs reported during and immediately following the Recession.

As shown on the graphic to the right, the Atlanta region is categorized as a rising market in regards to retail. Falling and bottoming markets represent times that favor tenants or buyers, while rising and peaking markets generally are good for landlords or sellers. Rising markets, typically demonstrating recovery, often represent the following activities:

- Enquiry increasing
- Rise in building activity
- Rising sales
- Return to price growth
- Improving rents

Approximately 1.7 million square feet of retail space is expected to be completed in 2016, with approximately one-half of the new inventory targeting the GA 400 corridor in North Fulton and Northern Cobb County. Most retail space currently under construction in the market is already pre-leased, placing additional pressure on asking lease rates. Lease rates in the Atlanta market are expected to increase 1.1% this year, reaching an average of \$13.58 per square foot.

#### Sweetwater Study Area

There is limited performance data available for the Sweetwater study area or Douglas County. In fact, most third-party commercial real estate tracking firms only cover I-20 to the eastern boarder of Douglas County, focusing efforts on fast-growing, higher income corridors that have attracted a stronger influx of retailers in recent years. The retail

Figure 1: Retail Property Clock, Atlanta Region, 2016



Source: Jones Lang LaSalle

that has been developed in the Sweetwater is largely free-standing, highway-oriented uses targeting vehicular travelers on I-20 or employees along the Thornton Road corridor. Many of the retails are owner-occupied so aggregate average lease rates are unavailable.

## Office

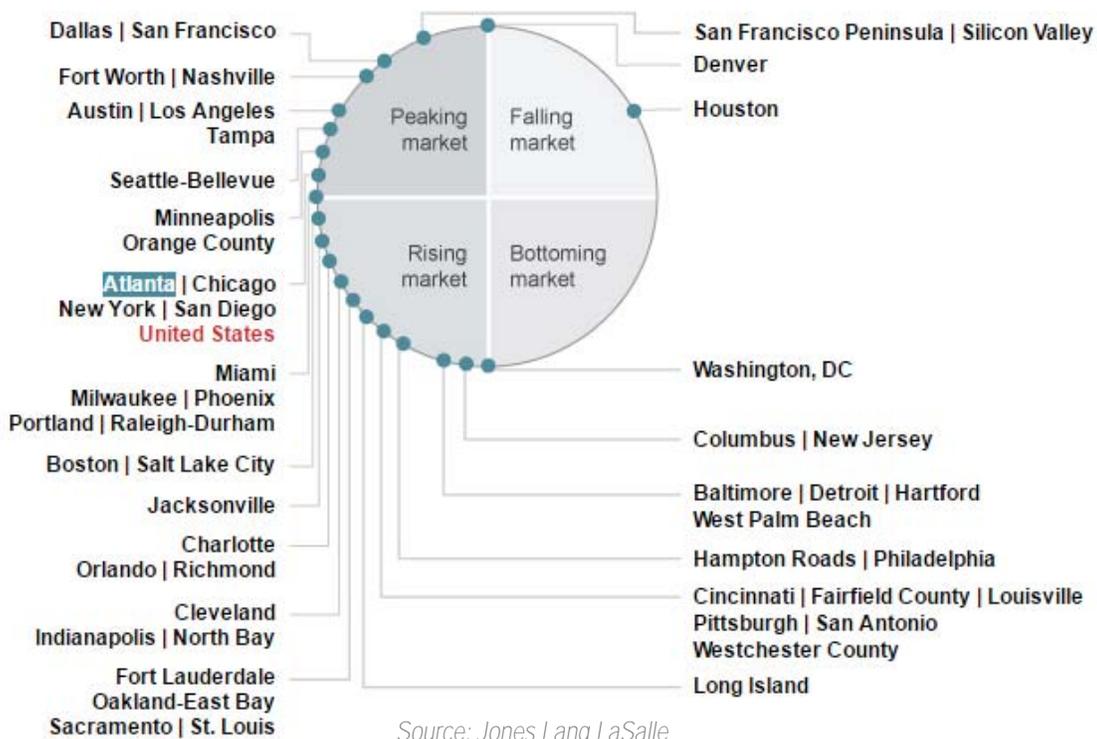
### Atlanta Region

A return to job growth in professional and business services sector in the Atlanta region has led to strong office performance and increased construction. This has been further supported by expansions and relocations adding new employers to the area. Overall, nearly 4.5 million square feet of office space is currently under construction and will likely be completed in the next two years. Vacancy has been declining in each annual period. With absorption expected to outpace new supply in 2016, the average rate could fall to 16.1%, a decline of 60 basis points in the last year.

Jones Lang LaSalle offers a property clock with a focus on office performance. As shown below, the Atlanta region is categorized as a peaking market in regards to office space. Peaking markets, typically demonstrating an upswing towards the peak, often demonstrate the following activities:

- High enquiry
- Ramped up approvals
- Fast sales
- Strong price growth and peaking rents

Figure 2: Office Property Clock, Atlanta Region, 2016



## Sweetwater Study Area

The I-20 West Submarket contains 374,200 square feet of multi-tenant office space as of third-quarter 2016. This inventory makes the Submarket the second smallest in the region, only trailing behind Eastern Cobb County. There is no new product currently under construction in the Submarket, with most of the regional development focus for office in the Midtown, Buckhead, Cumberland-Galleria, and Central Perimeter submarkets.

The lack of new deliveries in the Submarket has resulted in stifled demand for office product. In 2016, a total of 12,160 square feet of office space was absorbed, equating to a quarterly average of approximately 3,000 square feet. Fourth-quarter experienced negative net absorption, as 4,500 square feet of space was vacated. As of year-end 2016, the I-20 West Submarket reported an 16.0% vacancy rate, comparable with the 16.6% measure quoted for the larger Atlanta region.

At year-end 2016, the average gross asking lease rate for the I-20 Submarket was \$20.99 per square foot, approximately 12.5% less than the \$23.62 aggregate average for the Atlanta region (Graph 24). The I-20 West Submarket has the ninth highest gross asking lease rates when compared to other areas in the region. With their urban locations, Buckhead and Midtown have the highest lease rates or \$31.43 and \$28.31 per square foot, respectively. East Atlanta has the lowest, under \$15.000 per square foot.

Graph 24: Comparison of Average Gross Asking Lease Rates, 2016



## Industrial

### Atlanta Region

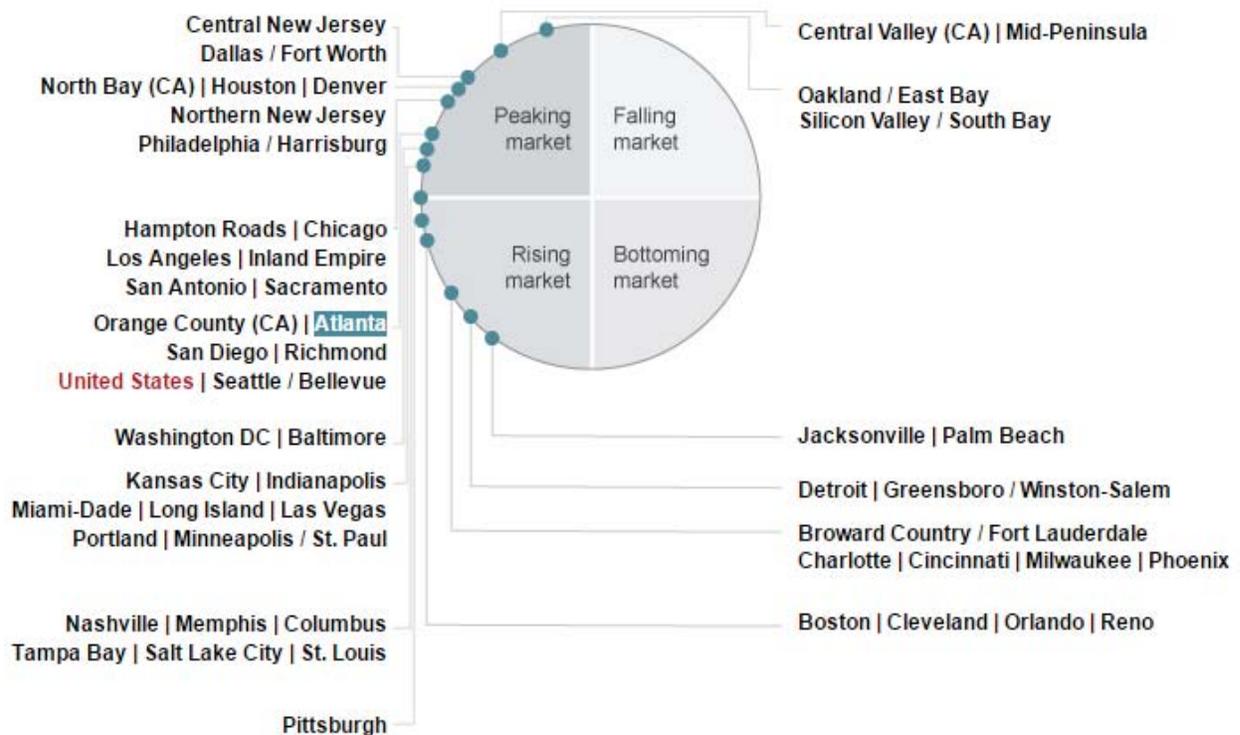
There is approximately 570 million square feet of industrial space, including both manufacturing and warehouse/distribution, in the Atlanta market. Manufacturing product comprises 13.4% of the total, and warehouse/distribution accounts for the remaining 86.6%.

As of third-quarter 2016, 20 new industrial buildings, totaling 11.4 million square feet, were under construction. Approximately three-quarters of the industrial pipeline represents speculative product, or was constructed without a

specific tenant identified. The high share of speculative building signifies the confidence for industrial product in the Atlanta region. Vacancy in industrial space in the region has been declining, reaching an average of 7.9% in third-quarter 2016, a measure that is very low based on historic trends. In fact, the market-wide vacancy rate has **remained below 8% for the past year, which hasn't happened since 1998.**

Regional lease rates have been slow to increase following the Recession, however, as vacancy rates continue to decline, the market is starting to experience growth. The average lease rate for industrial space in Atlanta is \$3.91 as of third-quarter 2016. Similar to office space, industrial product in Atlanta is classified as a peaking market, typically demonstrating an upswing towards the peak.

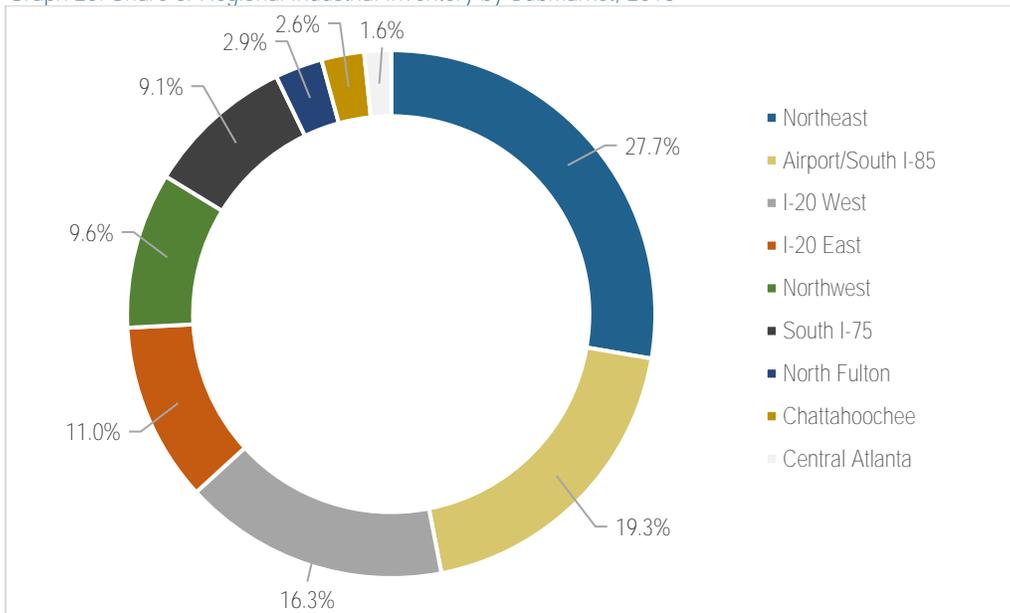
Figure 3: Industrial Property Clock, Atlanta Region, 2016



### Sweetwater Study Area

The I-20 West Submarket's 88.7 million square feet of warehouse, distribution, and manufacturing space accounts for 16.0% of the total regional industrial inventory. It represents the third largest concentration of industrial space in Atlanta. As shown in Graph 25, the Northeast Submarket, largely focused near the I-85 corridor in Gwinnett County and the area surrounding the Hartsfield-Jackson International Airport, represent the highest concentrations of industrial product in the region. Combined, these two submarkets account for nearly one-half of the region's inventory.

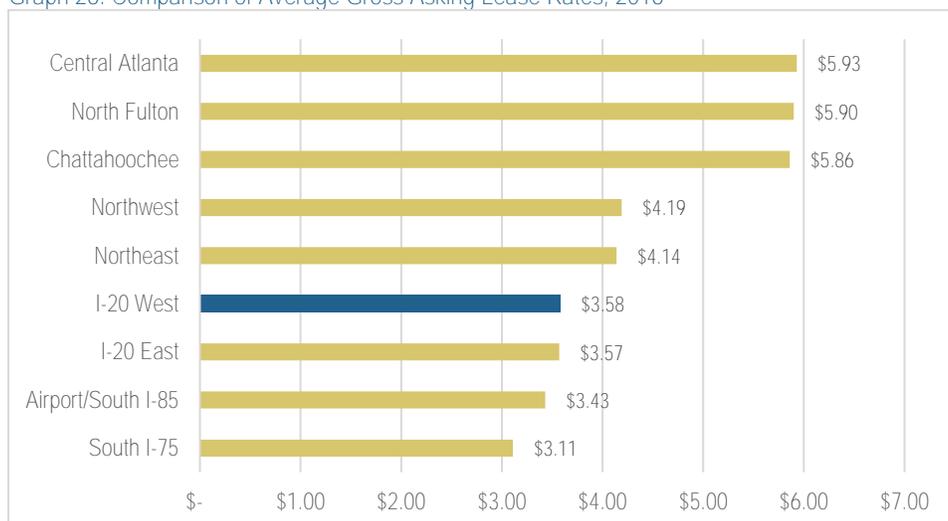
Graph 25: Share of Regional Industrial Inventory by Submarket, 2016



Warehouse and distribution space accounts for 93.2% of the I-20 West Submarket inventory, with manufacturing product comprising the remaining 6.8%. Accessibility to I-20 and GA 6 (Thornton Road/Camp Creek Parkway) makes the Sweetwater study area a particularly attractive area for warehouse and distribution uses because of the ease of moving goods around the region. In particular, e-commerce users prefer areas with competitive land prices that offer easy access to large population centers.

Overall, industrial product in the I-20 West Submarket has a vacancy rate of only 5.6%, lower than the regional aggregate of 7.9%. Warehouse and distribution space has a slightly higher vacancy rate at 5.9% than manufacturing buildings at only 1.5%. At \$3.58 per square foot, the average lease rates for industrial product in the I-20 West Submarket represent fall midway in a comparison, slightly lower than the regional average of \$3.79.

Graph 26: Comparison of Average Gross Asking Lease Rates, 2016



## Hospitality

As of June 2016, there were more than 6,500 new hotel rooms proposed across the Atlanta region, a great majority of which are concentrated in the urban core and surrounding the airport. Hotel stays are most commonly generated by major attractions or activity nodes, either employment concentration, tourism, or air travel. Feedback from local stakeholders indicates that demand in the Sweetwater study area is largely driven by through-traffic on I-20 and business travel generated by nearby major employers.

There has been a recent influx in new hotel development pipeline activity in the Sweetwater study area. A new My Place Hotel opened in fourth-quarter 2016, the first of its kind in Georgia. The brand new 4-story, 85-unit hotel includes 50 newly designed double rooms to accommodate Werner Trucking School drivers in **the Southeast's super** hub of transportation. In addition to the new My Place Hotel, construction recently began on a new Marriott facility, **which was underwritten by one of the area's major employers to provide a new option for their out of town travelers.**

*STRENGTHS, OPPORTUNITIES, WEAKNESSES, and THREATS*

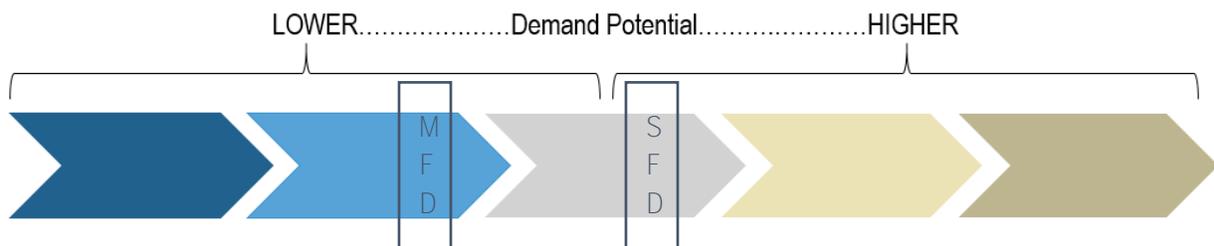
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>Access to major transportation thoroughfares (I-20 / GA 6)</b></li> <li>• <b>Proximity to airport</b></li> <li>• <b>Visibility from I-20/Thornton Road interchange</b></li> <li>• <b>Utility infrastructure supportive of a variety of employment users, including distribution, warehousing, data centers, and manufacturing</b></li> <li>• <b>Access to skilled and trained workforce</b></li> <li>• <b>Affordable housing stock</b></li> <li>• <b>Availability of large, undeveloped tracts of zoned land</b></li> <li>• <b>Competitive land pricing</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Portions of the secondary road system insufficient to accommodate truck traffic</b></li> <li>• <b>Transportation infrastructure to be expanded to access undeveloped parcels</b></li> <li>• <b>Congestion on Thornton Road</b></li> <li>• <b>Environmental constraints prevalent throughout study area</b></li> <li>• <b>Limited variety of housing price points and types</b></li> <li>• <b>Dining and shopping amenities are confined to the I-20/Thornton Road interchange area</b></li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• <b>Leverage recent employment momentum and clustering of similar users</b></li> <li>• <b>I-20 Submarket has demonstrated sustained ability to attract and absorb new industrial space</b></li> <li>• <b>Hospitality development near I-20/Thornton Road interchange could be attractive to new users</b></li> <li>• <b>New housing phases underway and planned for Tributary could expand housing options and price points</b></li> <li>• <b>E-commerce sector is poised for growth as customers are seeking rapid delivery of online purchases</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Protection of residential development in the study area could limit acreage for non-residential uses</b></li> <li>• <b>Accommodation of residential and non-residential traffic on the secondary road system in the study area</b></li> <li>• <b>Perception of a low-performing school system</b></li> <li>• <b>Availability of vacant parcels, with limited environmental constraints and access to utilities and infrastructure</b></li> <li>• <b>Competition from other submarkets in the region that offer a more amenity-rich environment</b></li> </ul>

*FUTURE SWEETWATER OPPORTUNITIES*

Residential

Based on population and household forecasts provided by the Atlanta Regional Commission (ARC), it is estimated that the residential housing unit forecast for the Sweetwater study area is approximately 700 to 800 units over the next ten years. Although technically outside the study area, the Tributary planned unit development, is likely to accommodate much of the new demand in the vicinity of Sweetwater, given its reputation for quality housing product and recent momentum with new deliveries. It is estimated the Tributary has approximately 1,500 entitled lots remaining to be developed, easily accommodating the expected demand for the area.

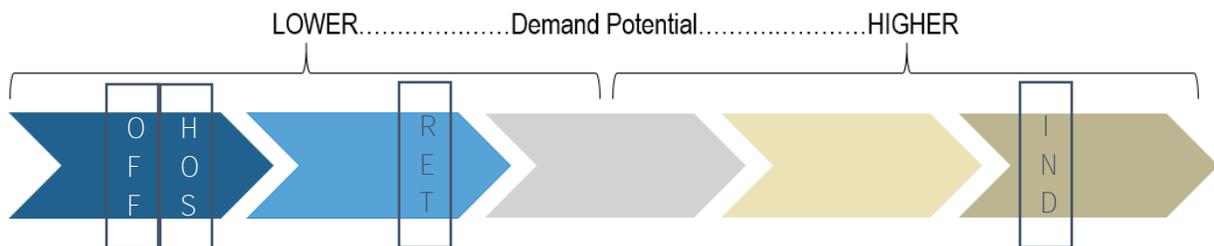
The majority of residential product in and near the study area will likely continue to be developed as single-family detached (SFD) units. This product type will target younger couples and families, as well as some empty nester Baby Boomers. Single-family units could comprise 350 to 450 of the total forecasted units in the study area over the next ten years. Townhouse demand is expected to be limited, and will likely be concentrated in the Tributary development.



Multi-family (MFD) has typically gravitated to the northern portion of the study area, closest to retail services at the I-20/Thornton Road interchange. However, Avonlea Tributary, located on Riverside Parkway, represents the newest, top-of-the-market product, capitalizing on the Tributary brand. Employment that typically drives new demand for young professionals, including technology and professional service positions, are limited in the Sweetwater area. As such, demand in the Sweetwater study area could support approximately one additional new apartment community over the next 10 years, totaling approximately 250-300 units.

Business

Retail demand is based on household growth demonstrated by the ARC projections, as well as estimated current and future inflow from nearby employees in the study area. Additional retail (RET) in the study area is expected to be limited to commercial nodes near Tributary and single-user, highway oriented structures focused near I-20. Retail planned as part of Tributary is unlikely to begin construction until more housing is completed. Other outparcels reserved along Thornton Road and Riverside Parkway will likely continue to find traction in the near-term future.



Net new office demand in the Sweetwater study area will be limited in the future, as many office developers are seeking locations that provide tenants with a more pedestrian friendly environment with nearby retail services and dining options. Future office (OFF) demand in Douglas County will likely look to downtown Douglasville as a more competitive location for professional service jobs.

New employment-focused uses in the study area will likely continue to be represented by a mixture of warehouse, distribution, and data center buildings (IND) that are seeking access to transportation and utility infrastructure. Additionally, proximity to the Atlanta airport is important, making large-tracts of land west of the Sweetwater study area less attractive. Since environmental constraints are prevalent in the study area, it is important to preserve and protect key opportunity areas for future industrial demand.

Employment forecasts for Douglas County project an increase of over 12,000 new jobs over the next ten years. More than 60% of that increase is expected to be captured by the eastern portion of the County, offering better accessibility to the central core of the region. The capture for eastern Douglas County is even higher for future warehousing and distribution jobs, at more than 70% of the ten-year net increase. Future plans for the Sweetwater study area should expand accessibility for industrial development in areas with limited environmental constraints. Additionally, some consideration should be given for preserving acreage for one to two opportunities to accommodate a large 1.0-million square foot mega-user.

Current construction activity for hospitality (HOS) users will likely limit new demand over the next ten years.

**Feedback from stakeholders indicate that outside of the area's major employers and highway pass-through traffic,** demand from other sources, including Six Flags Over Georgia, is limited. The new facilities that are currently in the pipeline are expected to be enough to support future demand over the next ten years.

### POTENTIAL TAX BASE IMPACT

This section provides an indication of potential tax base impact based on the future land uses in the Sweetwater study area suggested in the conceptual master plans. It should be noted that although there were two concepts prepared as part of this planning effort, suggested land uses for the alternatives are identical. Differences between the two master plan alternatives are a result of different infrastructure patterns.

#### Existing Land Uses and Tax Base

There are approximately 3,736 acres in the Sweetwater study area. Based on a review of existing land uses and current property values, the most common land use designations are currently underdeveloped, or vacant, and light industrial. Combined, these two land use classifications comprise 82.6% of the total study area acreage. The current assessed value for all properties in the study area is over \$580 million.

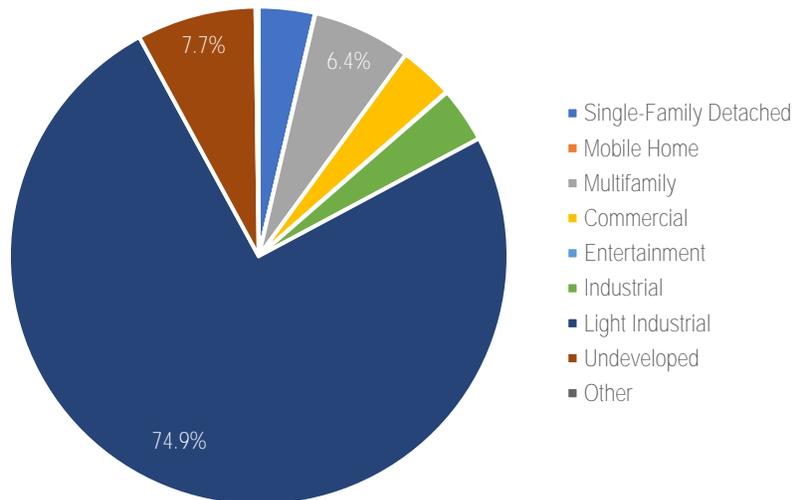
Table 10: Existing Land Uses and Values, Study Area, 2017

Land Use	Total Acres	Total Value	Share
Single-Family Detached	355.00	\$ 21,136,668	3.6%
Mobile Home	16.41	\$ 153,500	0.0%
Multifamily	66.05	\$ 37,078,290	6.4%
Commercial	40.00	\$ 20,546,570	3.5%
Entertainment	15.29	\$ 274,600	0.0%
Industrial	76.44	\$ 20,889,100	3.6%
Light Industrial	1,131.25	\$ 435,975,625	74.9%
Undeveloped	1,973.92	\$ 45,022,789	7.7%
Other	62.00	\$ 1,190,172	0.2%
<b>Total</b>	<b>3,736.36</b>	<b>\$ 582,267,314</b>	<b>100.0%</b>

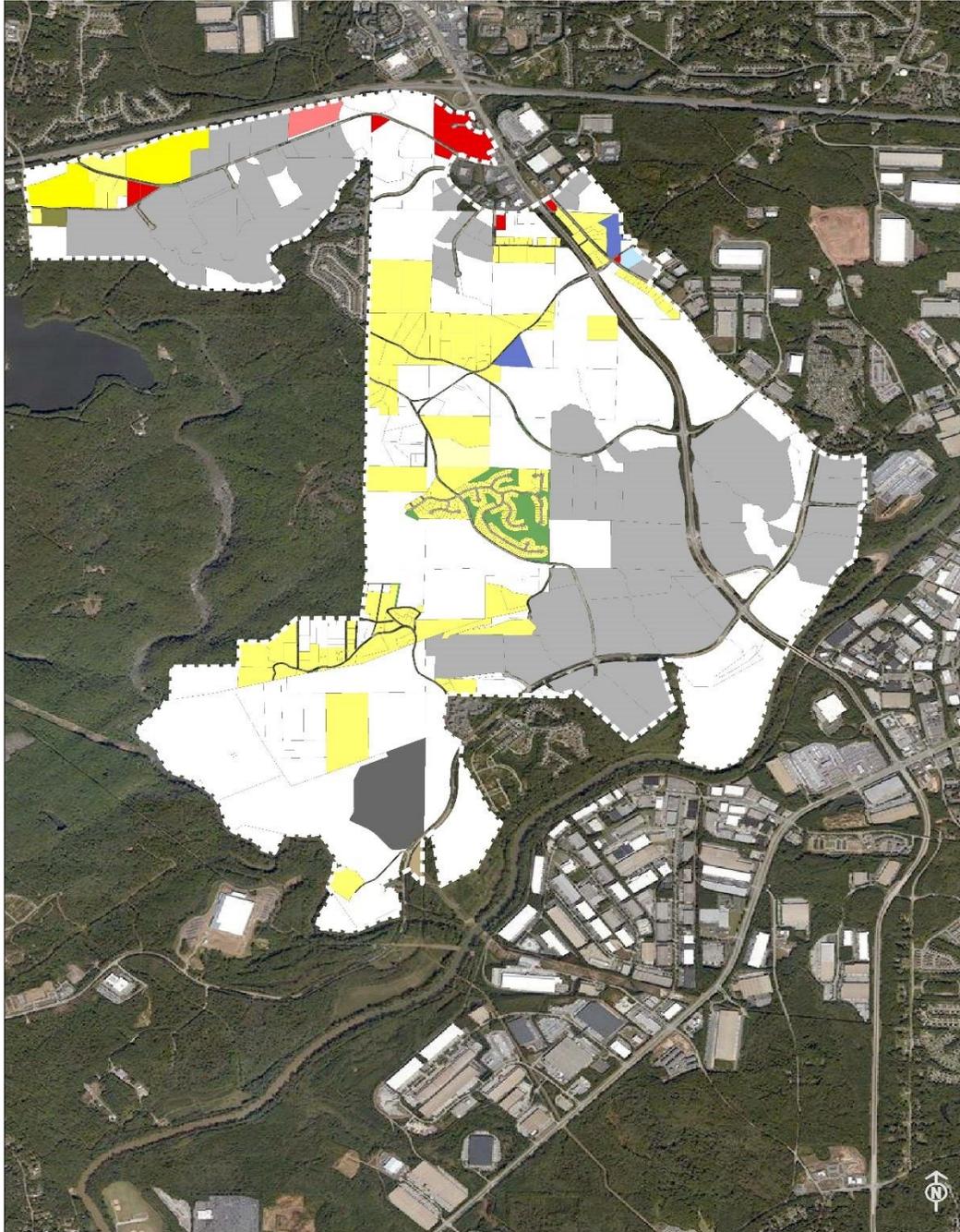
Source: Douglas County; Kimley-Horn

As shown in Graph 27, light industrial land uses currently make up 74.9% of the total assessed property value in the study area, including buildings and land. Underdeveloped, or vacant land, makes up 7.7%, followed by multifamily uses at 6.4%.

Graph 27: Current Share of Total Assessed Value by Land Use, Study Area, 2017



Map 4: Existing Land Use, Sweetwater Study Area, 2017



## Existing Land Use

Southwest Thornton Activity Center  
 Sweetwater Master Plan and Zoning

- |   |   |   |
|---|---|---|
| <span style="color: green;">■</span> Open Space             | <span style="color: red;">■</span> Entertainment          | <span style="color: brown;">■</span> Powerline Corridor |
| <span style="color: olive;">■</span> Agricultural           | <span style="color: grey;">■</span> Industrial            | <span style="color: yellow;">■</span> SF Residential    |
| <span style="color: blue;">■</span> Church                  | <span style="color: lightgrey;">■</span> Light Industrial | <span style="color: white;">■</span> Undeveloped        |
| <span style="color: red;">■</span> Commercial               | <span style="color: yellow;">■</span> MH Residential      |   |
| <span style="color: lightblue;">■</span> Electrical Station | <span style="color: yellow;">■</span> Mobile Home Park    |   |

Map data by Google Earth imagery from 8/2015



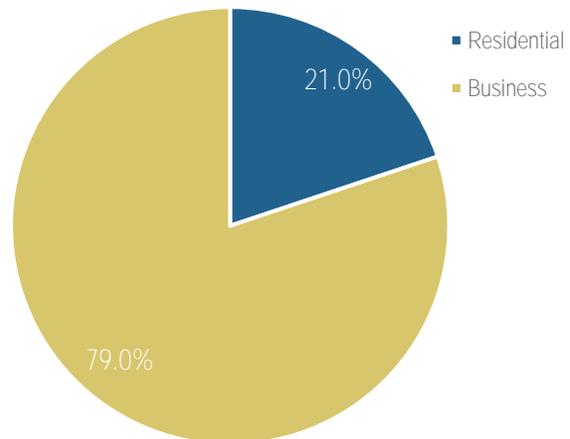
Kimley»Horn

## Potential Future Tax Base Analysis

### Master Plan Land Uses

Offering only variation in future transportation corridor alignments, the Sweetwater Master Plan concepts have identical land use scenarios with 79% of the land reserved for business uses and 21% for residential (Graph 28). Future land uses, which are contained on approximately 1,700 acres, are focused exclusively on underdeveloped and vacant properties. While redevelopment will likely be an option for the Sweetwater study area in the future, in the short-term, greenfield development opportunities are adequate to meet demand.

Graph 28: Future Land Use Potential based on Master Plan Concepts, Study Area, 2017



### Assumed Property Values/Acre

Assumed property values are based on existing product as described in Table 11 below. Existing values per acre range from \$9,325 for mobile homes to \$561,405 for multifamily communities. Adjustments were made for single-family detached properties and light industrial which demonstrated an extremely wide range of variation. Adjustments removed outliers, focusing on average values that were more common to the majority of the existing properties. Other land use classifications did not demonstrate a similar level of variation, so all properties were included in the aggregate average. Assumed values, used for the analysis of future potential tax base, have been rounded based on adjusted values per acre.

Table 11: Assumed Property Values per Acre, Study Area, 2017

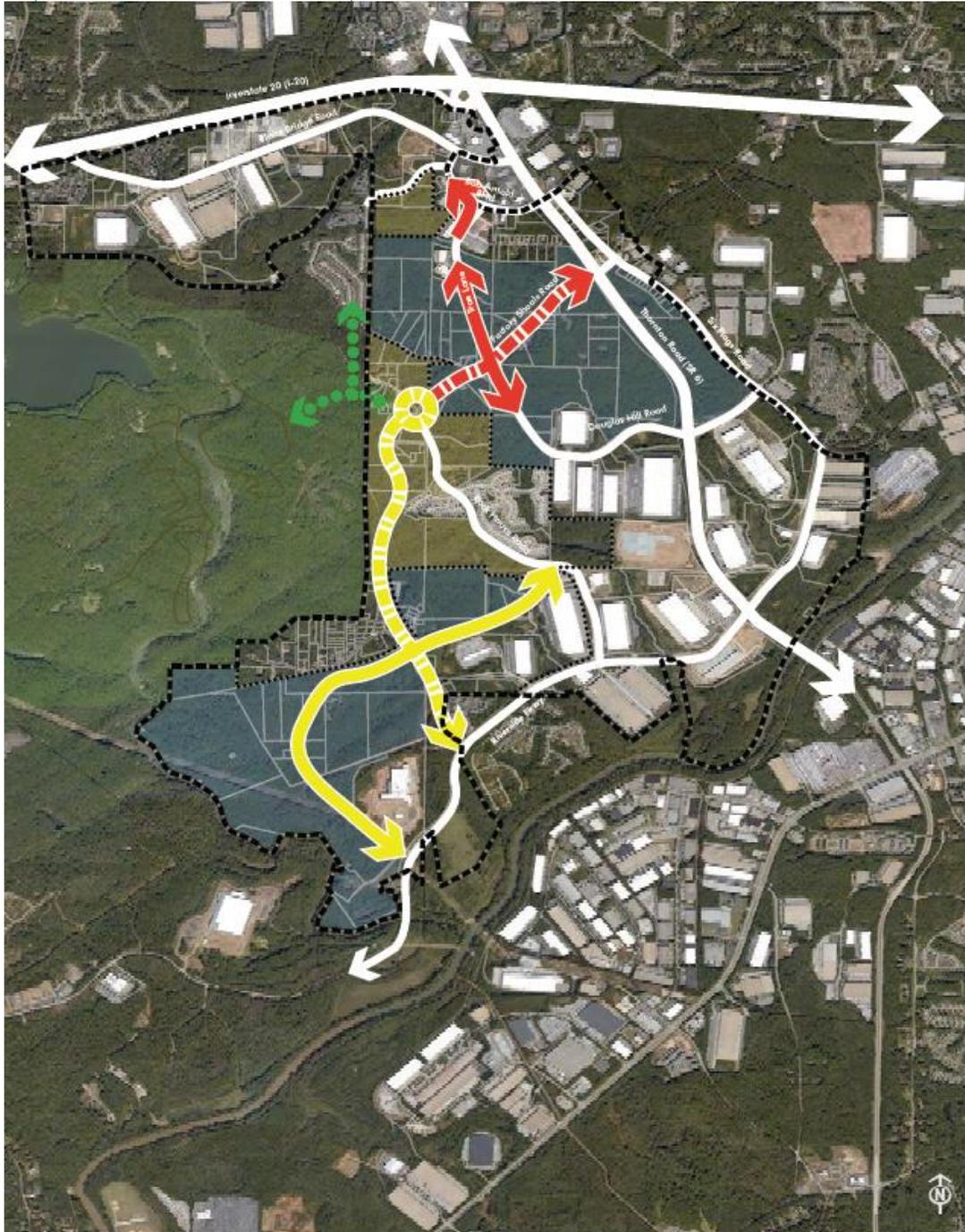
Land Use	Current Value/Acre	Adjusted Value/Acre	Assumed Value/Acre
Single-Family Detached	\$ 85,490	\$ 137,172	\$ 140,000
Mobile Home	\$ 9,352	\$ 9,352	\$ 9,000
Multifamily	\$ 561,405	\$ 561,405	\$ 560,000
Commercial	\$ 513,716	\$ 513,716	\$ 515,000
Entertainment	\$ 17,958	\$ 17,958	\$ 18,000
Industrial	\$ 273,279	\$ 273,279	\$ 275,000
Light Industrial	\$ 385,393	\$ 407,385	\$ 410,000
Undeveloped	\$ 22,791	\$ 22,791	\$ 23,000

Source: Douglas County; Kimley-Horn

**Residential Assumptions.** Since the Sweetwater Master Plan concepts are only provided at the residential/business level of detail, this analysis relies on market demand forecasts as previously presented to determine potential shares for more specific land uses. The following points outline the process and assumptions used to reach a value for the future residential potential in the study area:

1. *Determination of Buildable Acreage.* Approximately 359 acres of land have been designated for future residential development in the Sweetwater Master Plan concepts. This analysis assumes that 10% of the

Map 5: Sweetwater Master Plan, Concept 1B, 2017



**Concept 1B**  
 Southwest Thornton Activity Center  
 Sweetwater Master Plan and Zoning



total acreage will be required to support infrastructure needed to develop the property, including transportation and utility easements. An additional 15% of the total acreage is assumed to be undevelopable for environmental or topographical constraints. Excluding infrastructure and sensitive properties, the Master Plan concepts reserve 234 acres for future single- and multi-family development.

2. *Determination of Acreage by Residential Type.* As previously noted, assumptions for future residential acreage is based on the market demand forecasts presented earlier in this document. Forecasted units are based on mid-points of the demand ranges. As shown in Table 12, based on the demand forecasts and common densities current exhibited in the study area, approximately 85% of the future land should be reserved for single-family and the remaining 15% for multi-family. It should be noted that no future residential acreage is assumed to be reserved for mobile homes.

Table 12: Residential Product Type Assumptions, 2017

Residential Type	Forecasted Units	Forecasted Units/ Acre	Forecasted Acreage	Assumed Share
Single-Family	450	3	150	85.7%
Multi-Family	300	12	25	14.3%

Source: Kimley-Horn

3. *Determination of Future Tax Base.* Future potential property value is determined by applying the valuation assumptions for different residential types to the estimated developable acreage based on the Master Plan. New residential potential in the Sweetwater study area could total \$55.7 million, with approximately \$36.7 million related to single-family development (Table 13).

Table 13: Potential Future Residential Property Value, 2017

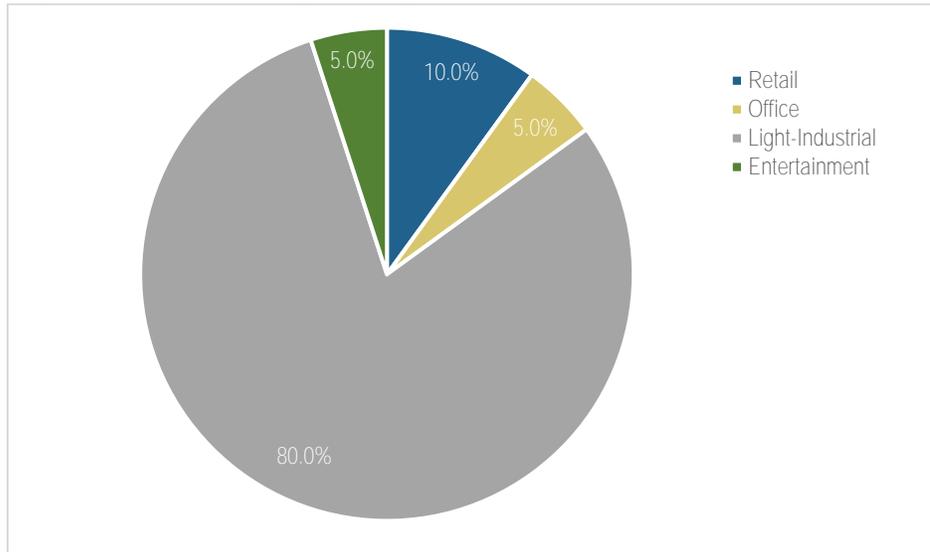
Residential Type	% Total Residential	Future Acreage	Value/ Acre	Total New Value
Single-Family	85.0%	233	\$ 140,000	\$ 32,681,565
Multi-Family	15.0%	41	\$ 560,000	\$ 23,069,340
Total/Average	100.0%	275	\$ 203,000	\$ 55,750,905

Source: Kimley-Horn

**Business Assumptions.** Assumptions to determine the potential future value of business-related uses follows a similar process to residential demonstrated above.

1. *Determination of Buildable Acreage.* Based on the conceptual master plans suggested for business-related uses, approximately 1,350 acres of land is identified. Similar to residential, assumptions are applied for the amount of land that needs to be excluded to support the construction of key infrastructure, as well as environmentally constrained land. The infrastructure assumption of 10% is held constant, however, the exclusion for environmentally constrained land is higher at 30% due to the need for larger contiguous tracts of land to support business uses. Applying these assumptions results in approximately 850 acres of buildable land for future business uses.
2. *Determination of Acreage by Business Type.* Shares by specific business use, including retail, office, light-industrial, and entertainment, are based on future demand forecasts, as well as existing land use patterns and zoning. As shown in Graph 29, this analysis assumes that 80% of future business land will be reserved for industrial/light industrial properties, with the balance for retail (10%), office (5%), and entertainment (5%).

Graph 29: Business Product Type Assumptions, 2017



3. *Determination of Future Tax Base.* The total potential future property value of business-related land based on the Sweetwater Master Plan is valued at approximately \$335 million. The majority of the value would be related to the development of industrial/light industrial properties.

Table 14: Potential Future Residential Property Value, 2017

Business Type	% Total Business	Future Acreage	Value/Acre	Total New Value
Retail	10.0%	85	\$ 515,000	\$ 43,800,750
Office	5.0%	43	\$ 515,000	\$ 21,900,375
Light Industrial	80.0%	680	\$ 410,000	\$ 278,964,000
Hospitality	5.0%	43	\$ 515,000	\$ 21,900,375
<b>Total/Average</b>	<b>100.0%</b>	<b>851</b>	<b>\$ 431,000</b>	<b>\$ 366,565,500</b>

Source: Kimley-Horn

### Future Tax Base Comparison

Based on the master plan concepts, the future property valuation for the Sweetwater study area could be nearly \$960 million, a 64.7% increase from the current value of \$582 million. Total future value begins with the existing property value, less the acreage of underdeveloped land that the master plan identified for future potential. Future residential and business values were added to the base to reach the total potential at build-out of the Sweetwater study area.

Existing Property Value	\$ 582,267,314
<i>Less Value of Undeveloped Land</i>	<i>\$ 45,022,789</i>
Future Property Value Base	\$ 537,244,525
Plus Future Residential Value	\$ 55,750,905
Plus Future Business Value	\$ 366,565,500
<b>Total Future Property Value</b>	<b>\$ 959,560,930</b>

Combining the existing tax base and future estimate, the Sweetwater study area could have a total estimated property value of nearly \$960 million based on the conceptual master plan. This would be a result of \$55.7 million in new residential investment and \$366.5 million in business.

*Graph 30: Potential Future Property Tax Base, 2017*



# **ZONING RECOMMENDATIONS**

## RECOMMENDATIONS FOR EDITS TO QUALITY GROWTH OVERLAY DISTRICT ZONING

### **208 (e) O-QGD Quality Growth Development Overlay.**

The O-QGD Quality Growth Development Overlay District is established to promote high quality development in areas of the county that are largely undeveloped but in the path of rapid, substantial residential, commercial, or industrial development that is anticipated will radically change the character of the lands within the District boundaries. This District is designed to encourage high quality development by establishing restrictions and standards to protect the natural environment, promote optimum development, and so that investment values will be maximized and will not be endangered by unsightly, undesirable, or incompatible developments springing up on adjacent properties in the foreseeable future.

See the Quality Growth Development District Standards Section of the Subdivisions and Planned Developments Article of this Code for provisions relating to the O-QGD Overlay.

### **Sec. 509 - Quality Growth Development district standards.**

Any multi-family housing, commercial, office, wholesale, distribution, storage and industrial use within the Quality Growth Development (O-QGD) district, in addition to meeting all requirements and standards of this Development Code and of the district within which it is located, shall also comply with the minimum standards and restrictions of this Section.

### **509 (a) Intent.**

(1)

The O-QGD district overlays other zoning districts so that all lands lying within the O-QGD district also are included within other zoning districts. Each parcel of land within the O-QGD district shall be subject to the provisions, regulations, standards, and restrictions of both the O-QGD district and of the other zoning districts within which it lies. If there is a conflict between the provisions of the underlying zoning district and the provisions of the Quality Growth Development District, the O-QGD district provisions shall govern.

(2)

The primary goals of the O-QGD overlay district are to provide a positive climate for high quality investment and development, to provide a sense of place and orientation, to provide an attractive and functional environment, to ensure a harmony of uses and development, and to provide a comfortable, secure, and harmonious developed environment.

### **509 (b) Site design requirements. (Amended 12/18/2012 - TXT 2012-03, [§ 4](#))**

(1)

Landscaping requirements.

See the Landscaping, Buffers and Tree Conservation Article of this Development Code for landscaping requirements in the O-QGD overlay district.

(2)

Utilities & service equipment.

a.

All industry standard grade utilities shall be located underground. All entry fixtures and other service equipment shall be located in side or rear yards and away from high use or high visibility areas. These fixtures shall be adequately screened by masonry walls, imitation-wood vinyl privacy fences with plantings, or plantings. Such fixtures and service equipment shall be screened as per [Sec. 804\(c\)\(1\)b](#).

b.

All service equipment including but not limited to air conditioning units and other utility or mechanical equipment that will be located on a rooftop shall be screened from ground level view behind a parapet wall or other architectural extension, equal in height to the unit requiring screening. Such parapet or extension shall be compatible to, in design, and integrated architecturally to the building. A parapet or extension of up to 8 feet in height will not be included when calculating building height. Ground level view shall be defined as any view of the structure from the property line on any street side of the property.

(3)

Outside storage.

a.

Outside storage of merchandise or inventory (other than motor vehicles) may be permitted as outlined in [Sec. 305](#) regarding outdoor storage. Such outside storage shall be screened as per [Sec. 804\(c\)\(1\)\(b\)](#).

b.

Outside storage of motor vehicles may be permitted only in areas shown on the site plan where surfaces are adequately paved.

(4)

Sign requirements.

a.

Except for shopping centers, only one principal freestanding sign of not more than 60 square feet per street frontage is permitted. Corner lots may use a total of 120 square feet with a maximum of 2 signs, one per frontage.

b.

Whenever appropriate, signs should be of wood, stone or other similar materials.

(5)

Decorative fences & walls.

a.

Any fences or walls not otherwise required for screening under this Subsection shall be of ~~imitation-wood-vinyl~~, stone, decorative iron, ~~stucco-on-block~~, or decorative block. If located along a street, these fences or walls shall comply with the requirements for street-side screening in the Landscaping, Buffers and Tree Protection Article of this Development Code.

b.

Chain link, unfinished concrete or cinderblock, plastic or fiberglass, barbed or razor wire, and wood fences are prohibited for any purpose. Paint shall not be considered a finish material. However, a security fence may use the above prohibited materials if located

inside an approved screening fence, wall, or other screening element as defined in [Sec. 804\(c\)\(1\)b.](#)

**509 (c) Building design requirements.**

(1)

Bulk & setback requirements.

a.

Maximum building coverage.

Except for one-story warehouse, storage, or distribution buildings which are limited to a maximum building coverage ratio of 45 percent, the ratio of building coverage to the total site area shall in no case exceed a ratio of 55 percent.

b.

Floor area ratio.

1.

Except as provided in [Sec. 509 \(c\)\(1\)b.2](#) below, the ratio of total floor area of all buildings on a lot to the total site area (Floor Area Ratio) shall not exceed a ratio of 150 percent (or 1.5 times the total site area). [TB1]

2.

However, the Board of Commissioners may permit a total floor area ratio exceeding 1.5 upon the recommendation of the Development Services Director provided the applicant provides a traffic analysis that shows no deleterious effects to the local or regional road network as a result of the increased concentration of development, unless such deleterious effects are mitigated.

(2)

Building design requirements.

~~a.b.~~

~~All exterior finish materials such as aluminum, steel, vinyl, mirrored or reflective glass, cinderblock, unfinished concrete, fiberglass or plastic are prohibited, except that architectural detailing and decorative trim may be of a substitute material approved by the Development Services Director.~~

~~b.~~

~~Any building facing a public street or directly adjacent to a residentially zoned property shall avoid long, monotonous, uninterrupted walls or roof planes. Wall Planes shall not exceed 30 feet in length without a change in plane by means such as a vertical recess, projection, change in material or color, or pilaster. Changes in roof plane shall be in harmony with changes in wall planes~~

~~a.~~

~~All exterior finish materials shall be brick or brick face; natural stone including granite, marble, sandstone, field stone, or any other natural stone approved by the Development Services Director; manufactured stone including imitation field stone, marble terrazzo, and any other manufactured architectural finish stone approved by the Development Services Director; clay tile with baked on enamel finish; architecturally treated decorative concrete block; architecturally treated slabs or block either fluted or with exposed aggregate; stucco on lathe or~~

~~an imitation stucco material or an acceptable substitute approved by the Development Services Director.~~

c. Street Facing Facades

1.

All exterior finish materials visible from any public street shall be brick or brick face; natural stone including granite, marble, sandstone, field stone, or any other natural stone approved by the Development Services Director; manufactured stone including imitation field stone, marble terrazzo, and any other manufactured architectural finish stone approved by the Development Services Director; clay tile with baked-on enamel finish; architecturally treated decorative concrete block; or an acceptable substitute approved by the Development Services Director.

2.

All street facing facades shall have a minimum of 25% glazing on each floor visible from a public street frontage unless directly screened by an adjacent building landscaping screen (Sec. 804.C.1.b3)

d. Non-Street Facing Facades

All exterior finish materials shall be brick or brick face; natural stone including granite, marble, sandstone, field stone, or any other natural stone approved by the Development Services Director; manufactured stone including imitation field stone, marble terrazzo, and any other manufactured architectural finish stone approved by the Development Services Director; clay tile with baked-on enamel finish; architecturally treated decorative concrete block; architecturally treated slabs or block either fluted or with exposed aggregate; stucco on lathe or an imitation stucco material or an acceptable substitute approved by the Development Services Director.

~~b.~~

~~All exterior finish materials such as aluminum, steel, vinyl, mirrored or reflective glass, cinderblock, unfinished concrete, fiberglass or plastic are prohibited, except that architectural detailing and decorative trim may be of a substitute material approved by the Development Services Director.~~

509(d) Multi-Family Design Standards

(1)

All exterior finish materials visible from any public street in a Multi-family development shall be brick or brick face; natural stone including granite, marble, sandstone, field stone, or any other natural stone approved by the Development Services Director; manufactured stone including imitation field stone, marble terrazzo, and any other manufactured architectural finish stone approved by the Development Services Director; clay tile with baked-on enamel finish; architecturally treated decorative concrete block; fiber

cementitious siding (board or plank) or an acceptable substitute approved by the Development Services Director.

(2)

Multi-family buildings shall avoid long, monotonous, uninterrupted walls or roof planes. Wall Planes shall not exceed 30 feet in length without a change in plane by means such as a vertical recess, projection, change in material or color, or pilaster. Changes in roof plane shall be in harmony with changes in wall planes

(3)

All street facing facades of Multi-family developments shall have a minimum of 20% glazing on the ground floor visible from a public street frontage unless directly screened by an adjacent building landscaping screen (Sec. 804.C.1.b3). Additional floors must provide a minimum of 15% total glazing.

(4)

Multi-family developments shall utilize building techniques and best site design practices to encourage minimal site grading.

(5)

Multi-family buildings with ground floor units directly facing a public street must front the street and provide direct pedestrian access to the sidewalk at the street. Buildings not fronting the street shall provide an adjacent building landscaping screen (Sec. 804.C.1.b3).

(6)

DO WE COVER DENSITY HERE? IF SO, MAYBE IT IS HANDLED IN A BONUS HEIGHT PROGRAM TO INCENTIVE LOW IMPACT DEVELOPMENT?

**509 (ed) Other requirements.**

(1)

Buildings and site elements shall be well maintained and repaired or replaced in a timely manner should damage or deterioration occur. Any damage or deterioration shall be corrected within 60 days.

(2)

There shall be no outdoor loudspeaker systems permitted within the district.

(3)

Properties including landscaped yards, setbacks, buffers, and screens must submit a maintenance plan during project design and approval. Landscaped areas shall be properly maintained and irrigated per plan approval. Dead and underperforming plant material shall be removed and appropriately replaced.

**509 (fe) Design review.**

All developments in the quality growth development district shall submit an application for certificate of approval to the Plans Review Coordinator in the Development Services Department as part of a regular request for project approval. This application is required for all new building construction, reconstruction, additions, alterations, accessory buildings, and site improvements.

(1)

Submittal requirements.

An application for project approval (see the Procedures and Permits Article of this Development Code) will initiate the design review process for a certificate of approval, and must include the following:

a.

A site plan that meets the minimum requirements for project approval under the Procedures and Permits Article of this Development Code.

b.

Elevation drawings that shall include all structures to be developed on the site, all related accessory structures to be developed or placed on the site including but not limited to electrical service transformers, air conditioning units, satellite dishes, and other utility or mechanical equipment. This shall apply both to structures and equipment at grade or placed on roof tops.

c.

A landscaping, buffers and tree conservation plan that meets the minimum requirements for such plans under the Procedures and Permits Article of this Development Code.

(2)

Design review procedures.

The Development Services Department shall review all materials that are part of the design review process as a part of the overall project approval process under the Procedures and Permits Article of this Development Code.

(Amended 01/06/2009 - TXT2009-01, § 6)

**804 (c) Specific district or land use requirements.**

Landscaping requirements for specific zoning districts or land uses are as follows:

(1)

O-QGD Quality Growth Development District.

Any multi-family housing, commercial, office, wholesale, distribution, storage and industrial use within the O-QGD district, in addition to meeting all requirements and standards of the district within which it is located, shall also comply with the following minimum standards and restrictions:

a.

Landscaping.

The location and detail of all required landscaping shall be depicted on the site landscaping plan (see the Procedures and Permits Article of this Code).

1.

Minimum required landscaped area.

Each site shall have a minimum landscaped area of twenty ~~five~~ percent. The calculated landscaped area may include tree islands within required parking areas.

2.

Frontage landscaping strip.

A minimum 25-foot wide landscaped strip adjacent to the street right-of-way shall be provided. Every 100' linear of landscape strip must include a minimum of 3 canopy trees, 3 understory trees, 2 evergreen coniferous trees, and 18 shrubs. Planting standards may be reduced up to 50% with the provision of a 5' tall earthen berm running the entire length of the landscape strip. Frontage landscaping strip.

~~A minimum 15-foot wide landscaped strip adjacent to the street right-of-way shall be landscaped in accordance with the requirements of this Division.~~

3.

Side and rear yard landscaping.

Unless otherwise included within a zoning buffer required under Division III of this Article, all required side and rear yards shall be landscaped in accordance with the requirements of this Division.

4.

Other landscaping areas.

All land surfaces other than those covered by permitted buildings, structures, paving, or other required site elements shall be landscaped with well-maintained grass, flowers, shrubs, or other suitable plant materials approved by the Development Services Director.

b.

Screening.

1.

All loading areas, service equipment, and all storage areas including those for trucks, buses, automobiles, or the storage of any other vehicles or equipment shall be

screened from street or adjacent property view by an attractive solid masonry wall finished on the exterior side by the same material used for the facade of the building. One exception shall be the location of such areas adjoining the same or similar area of a common or adjoining property. Such wall shall be not less than 5 feet in height and no more than 8 feet in height. Specific height shall be determined during the site plan review process.

2.

A portion of the required screening not to exceed 25 percent may be substituted in the form of a natural or structural zoning buffer if conditions warrant as determined by the Development Services Director.

3.

Building landscaping screen

Any building structure facing a public street or directly adjacent to a residentially zoned property with less than 25% glazing or openings (doors, windows, and service entries) must provide a landscaping screen adjacent to the structure in addition to any required buffers above. Screen must be a minimum of 15' in width and run the entire length of the building portion with insufficient glazing, (breaks for building access are permitted). Every 100' linear of building landscaping screen must include: 6 canopy trees (3 of which must be evergreen), 2 understory trees, 3 evergreen coniferous trees, and 18 shrubs. Canopy trees shall be no less than 3" in caliper and no less than 15 feet in height at the time of planting with a mature height of no less than 25 feet.

## RECOMMENDATIONS FOR EDITS TO TRUCK LOADING AREA ZONING

### Sec. 613 - Location and improvement requirements for truck loading areas.

#### **613 (a) Location of truck loading areas.**

In all zoning districts, the following provisions shall apply:

(1)

Loading and unloading areas shall be in the rear or non-street side yard. No truck loading areas may be located in any yard adjacent to any interstate highway, major arterial, or minor arterial. However, if there is no other location available, the truck loading area shall be at least 150 feet from any street right-of-way (or 170 feet from the street center line, whichever is greater) and shall provide effective screening from the street as approved by the Development Services Director.

(2)

Loading shall be done into or from those doors, loading docks or other parts of the buildings that are at least eighty feet from any street or into or from approved outside storage areas.

#### **613 (b) Improvement of truck loading areas.**

(1)

In the LI, LI-R and HI industrial zoning districts, [Section 609](#) (a)(3) sets out the surface requirements for customer, visitor, and employee automobile parking. Those requirements do not apply to truck loading or parking areas.

(2)

Curb and gutter meeting County specifications for public streets shall be installed around the periphery of every paved truck parking lot and loading area, and extend along both sides of every access drive between the paved parking lot or loading area and the street or another parking lot or loading area, as applicable.

- **Sec. 812 - Screening of truck loading areas.**

#### **812 (a) Visual screening required.**

All truck loading areas shall be effectively screened from any adjacent residential property and from all streets or highways. The location and detail of all zoning buffers and screening shall be depicted on the required landscaping, buffers and tree conservation plan.

#### **812 (b) Screening alternatives.**

(1)

All loading areas shall be screened from street or adjacent property view by an attractive solid masonry wall finished on the exterior side by the same material used for the facade of the building. One exception shall be the location of such areas adjoining the same or similar area of

a common or adjoining property. Such wall shall be not less than five feet in height and no more than eight feet in height. Specific height shall be determined by the Development Services Director during the site plan review process.

(2)

A portion of the required wall screening not to exceed 25 percent may be substituted in the form of a natural or structural zoning buffer meeting the requirements of [Sec. 815](#) if conditions warrant as determined by the Development Services Director.

## RECOMMENDATIONS FOR EDITS TO ZONING BUFFERS

### DIVISION III. - ZONING BUFFERS BETWEEN INCOMPATIBLE LAND USES.

The purpose of this Division is to protect the atmosphere and tranquility of the residential community and to create an aesthetically pleasing environment.

#### Sec. 813 - Zoning buffers; where required.

##### 813 (a) Nonresidential zoning districts.

(1)

When any commercial, industrial or office zoning district (as identified on Table 2.1) abuts a residential district, a natural zoning buffer 50 feet deep at a line where the two districts abut will be required. Natural buffers shall be supplemented with native plantings when the natural buffer does not provide a minimum of 80% opacity between the proposed use and the adjacent residential district. These plantings shall include a mixture of canopy trees (50% must be evergreen), understory trees, evergreen coniferous trees and shrubs. Canopy trees shall be no less than 3" in caliper and no less than 15 feet in height at the time of planting with a mature height of no less than 25 feet.

(2)

When a natural zoning buffer is impossible or undesirable, a 50-foot wide structural zoning buffer meeting the requirements of this Division may be allowed by the Director of Development Services.

# **TECHNOLOGY DISTRICT RECOMMENDATIONS**

## TECHNOLOGY DISTRICT ZONING AND INCENTIVE RESEARCH FOR THE SOUTHWEST THORNTON ACTIVITY CENTER AREA (SWEETWATER MASTER PLAN)

### *ZONING TECHNOLOGY-ORIENTED DEVELOPMENT*

To understand the feasibility of establishing a Technology District in the Southwest Thornton Activity Center area in Douglas County, GA, Kimley-Horn reviewed case studies of Technology Districts across the U.S. The case studies included Technology Districts in:

- Stamford, CT
- Bloomington, MN
- Tennessee Technology Corridor (Knox County), TN
- Johnson City, TN
- Riche Lake, WI

While each of these case studies used a slightly different approach to establishing their Technology District, there were some common themes in how they zoned/regulated their Technology Districts, such as:

- Creating a sense of place and identity with specific architectural and landscaping standards that is typically of a higher quality than other districts (except for town centers, downtowns, and the like)
- Utilizing mixed use zoning and development to complement technology-oriented uses
- Limiting manufacturing/industrial uses to a narrow range of products that complement technology-oriented uses, such as for medical, biomedical, pharmaceutical, computer and software products as well as robotics, communications, and energy facilities

However, it quickly became evident through our research that zoning was not the most impactful lever to use when establishing a Technology District. Instead, most communities encourage technology-oriented development through incentive packages. Because much of the Southwest Thornton Activity Center has been developed without being designated as a Technology District, we recommend considering encouraging technology-oriented development in the area through incentivization.

### *INCENTIVIZING TECHNOLOGY-ORIENTED DEVELOPMENT*

The State of Virginia has a robust catalog of Technology Zone (or Districts) incentive packages, which Kimley-Horn reviewed to understand what various incentivization options are used to encourage technology-oriented development.

In September 2015, Virginia published a collection of more than 35 Technology Zone incentive packages that are provided for in Virginia Code section 58.1-3850. These case studies cover the

- **Counties of** Amherst, Arlington, Bedford, Caroline, Chesterfield, Culpeper, Fauquier, Frederick, Halifax, Henry, Page, Roanoke, Rockingham, Russell, Smyth, Spotsylvania, Stafford and Warren; and

- **Cities of** Buena Vista, Charlottesville, Chesapeake, Falls Church, Franklin, Fredericksburg, Harrisonburg, Lynchburg, Manassas, Manassas Park, Newport News, Poquoson, Suffolk and Winchester; and
- **Towns of** Ashland (Hanover County), Bridgewater (Rockingham County), Cape Charles (Northampton County), Front Royal (Warren County), Kilmarnock (Lancaster County), Marion (Smyth County) and Wytheville (Wythe County).

In addition to this statewide program, Kimley-Horn also reviewed the incentivization programs for larger metropolitan areas, such as New York and the District of Columbia, but determined that these programs were too out of scale to be useful for the Southwest Thornton Activity Center area.

Because every community has different needs and means, the types of incentives offered in our case studies range from reducing or eliminating permitting, licensing, and other regulatory fees; offering local tax incentives; providing for zoning variances; and offering local ordinances exemptions. No matter the incentive package offered, though, we observed three common aspects of the Technology Zones' programs: 1) the need to define what a technology-oriented business is, 2) the requirement to establish qualifications for the technology-oriented business to receive incentives, and 3) the articulation of what incentives are being offered for technology-oriented businesses in the Technology Zone (or District).

Based on this review of technology-oriented business incentive packages, we recommend the City of Douglasville and Douglas County work together to understand some specific desires for their proposed Technology District and what means they have to incentivize this type of development. To support this process, the sections below include samples of each of the three components we have identified as being part of a technology-oriented business incentive package. These samples can serve to guide the City and County to articulating what a Technology District in the Southwest Thornton Activity Center area should be—the selected options in each category may need to be further refined or tailored to meet the needs of Douglas County and the City of Douglasville.

### **DEFINING TECHNOLOGY-ORIENTED BUSINESSES**

- From Ashland, VA:* A business, which derives its gross receipts from the design, development, manufacture or other creation, for lease, sale or license of technology based products, processes or related services. Technology based products, processes or related services are defined as engaging in the activity of automation, biotechnology, biomedical research, electronics, computer hardware, computer software, defense, energy, environmental, manufacturing equipment, advanced materials, medical applications, pharmaceuticals, photonics, electronic based subassemblies and components, testing and measurements, telecommunications, systems integration, multimedia, e-commerce, internet services, transportation, architecture and engineering or similar activities. In no case shall the use of computers or telecommunications services by a business in its internal operations qualify the business as a technology business unless the business can demonstrate that over 50% of its gross receipts are derived from broadband internet sales.

- B. *From Fredericksburg, VA:* A “technology business” includes, but is not limited to, research, development, manufacture, or associated training of: applied, economic and social, physical, electronic and computer sciences; biotechnology, chemicals, computer hardware, computer security, computer software, data warehousing, electronics and circuits, energy, environmental, homeland security, information systems, Internet service, Internet software and data applications, manufacturing equipment, advanced materials, medical, finance related companies, multi-media production, pharmaceuticals, photonics, subassemblies and components, test and measurement, telecommunications or transportation.

#### **ESTABLISHING QUALIFICATIONS OF TECHNOLOGY-ORIENTED BUSINESSES**

- A. *From Buena Vista, VA:*

Industrial Districts Technology Zone:

- The existing business must increase the average number of fulltime employees in the technology zone by ten (10) percent over the base year. The business must also demonstrate a new net capitalized investment of at least \$150,000.
- The new business must create a minimum of twenty-five (25) full-time jobs and make a capital investment of at least \$150,000.

- B. *From Chesapeake, VA:*

Employs a minimum of five (5) employees with average wages equal to or greater than two and one-half times the federal minimum wage as calculated without assignment of value to benefits.

Invests at least two hundred thousand dollars (\$200,000.00) in real estate, improvements and equipment located in the technology zone.

#### **OFFERING INCENTIVES FOR TECHNOLOGY-ORIENTED BUSINESSES**

- A. ***Rebate for business property tax; machinery & tools tax; business, professional, and occupational license tax; and real property tax (from Ashland, VA):***

**Existing Businesses.** Rebate of the business personal property tax, machinery & tools tax, BPOL tax and Real Property tax equaling 100 % of the amounts due for years 1, 2 and 3, and 50% of the amounts due for years 4 and 5.

**New Businesses.** Receive all of the benefits of existing businesses enumerated above, as well as rebated fees for development plan approved including site plan, zoning, and subdivision fees for two years which will be considered the development stage of the business.

- B. ***Discount in fees, infrastructure improvement grant/discount, and rebate for equipment (from Bedford, VA):*** Technology zone incentives may be offered as a one-time up front contribution towards the development costs associated with a project, or may be provided as a reimbursement or rebate, depending upon the nature and scope of the development. A qualified technology company may be eligible to receive one or all of the following:

1. Rebate of a portion of machinery and tools tax or business furniture and fixtures personal property tax (whichever is applicable) according to the tier and category appropriate. The tax rebate shall be graduated over a period of time not to exceed 6 years.
  2. A discount, based upon the level of employment and investment generated by the business, of up to 100% of the following:
    - a. Purchase price of the land within the technology zone, where applicable;
    - b. Cost of water connection fees;
    - c. Cost of sanitary sewer connection fees.
  3. A discount on fees associated with new construction, including but not limited to building permit, plan review, and land disturbance fees, of up to 100% based upon and in accordance with the scope of the project.
  4. A site preparation and/or infrastructure improvement grant, based upon the nature and scope of the project. All business firms shall be eligible for building permit fees rebate and public service authority fee rebate.
- C. **Zoning adjustments/relaxation of requirements/processes** (from Bridgewater, VA): Reduction or elimination of some or all of the off-street parking requirements imposed by the town code. Allowance of commercial uses despite their [sic] not being listed as permitted by the town code. Adjustment of dimensional requirements for lots (such as depth, front yards, side yards and rear yards) and size requirements for buildings (such as building height or maximum lot coverage). Elimination of any processes required for the consolidation of lots or the relocation of lot boundaries.
- D. **Building code and other regulatory fee exemption** (from Chesapeake, VA):
- Exemption from building code fees for 10 years.
  - Exemption from zoning fees, including fees for land use applications, building permits and other fees for 10 years.
  - Exemption from fees imposed under the Subdivision Ordinance, including fees for subdivision plat and site plan review for 10 years.
  - Reduction of business license taxes and fees for 5 years:
    - Year 1: 80%
    - Year 2: 60%
    - Year 3: 40%
    - Year 4: 20%
- E. **Exemption from business, professional, and occupational license tax; rebate of utility taxes for telephone, electricity, and cable; and rebate for water and sewer availability charges and other regulatory fees** (from Frederick County, VA):
- Five-year exemption from business, professional and occupational license taxes
    - Year 1: 100%
    - Year 2: 80%

- Year 3: 60%
  - Year 4: 40%
  - Year 5: 20%
- Five-year rebate of utility taxes for telephone, electricity, and cable
    - Year 1: 100%
    - Year 2: 80%
    - Year 3: 60%
    - Year 4: 40%
    - Year 5: 20%
  - A five-year rebate of 20% for water and sewer availability charges, building code fees, zoning ordinance fees, and subdivision ordinance fees.
- F. **Technology Opportunity Fund – payment for new jobs for County citizens** (from Halifax, VA): for qualified jobs, a payment of \$250 per new job for five years may be available. Only jobs filled by Halifax County citizens are eligible. Jobs must be full time, new jobs and pay at minimum 185% of the federal minimum wage.

## **CONCLUSION**

To encourage technology-oriented businesses in the Southwest Thornton Activity Center area, we recommend that Douglas County (both Planning & Zoning and the Economic Development Authority) and the City of Douglasville work together to define the technology businesses they would like to encourage in the study area. Once the types of technology-oriented businesses are defined, the County and City should establish a list of qualifications that must be met to qualify for incentives. Finally, Douglas County and the City of Douglasville should determine the monetary and non-monetary incentives they are willing and able to offer technology-oriented businesses.

Outside of the sample incentive packages, Kimley-Horn also recommends considering lowering the FAR across the County and City and offering a 1.5 FAR for technology-oriented businesses as a non-monetary incentive, as included in our zoning revision recommendations document. The City and County might also consider any other softening of the development ordinance that would lower the development cost or increase the buildable area for technology businesses over other traditional industry. These incentives should be presented as a package that can be used by the Economic Development Authority and other invested parties to encourage technology-oriented businesses in the subarea.

## Establishment of Technology Zones

A technology zone can be a valuable tool for the encouragement of new and expanding technology businesses in a locality. Virginia's cities, counties, and towns have the ability to establish, by ordinance, one or more technology zones to attract growth in targeted industries.

Establishment of a technology zone allows localities to create special incentives for qualified businesses locating or expanding operations in a zone. These incentives may include; a reduction of user and permit fees, local tax incentives, special zoning treatment, exemption from local ordinances or other incentives adopted by ordinance.

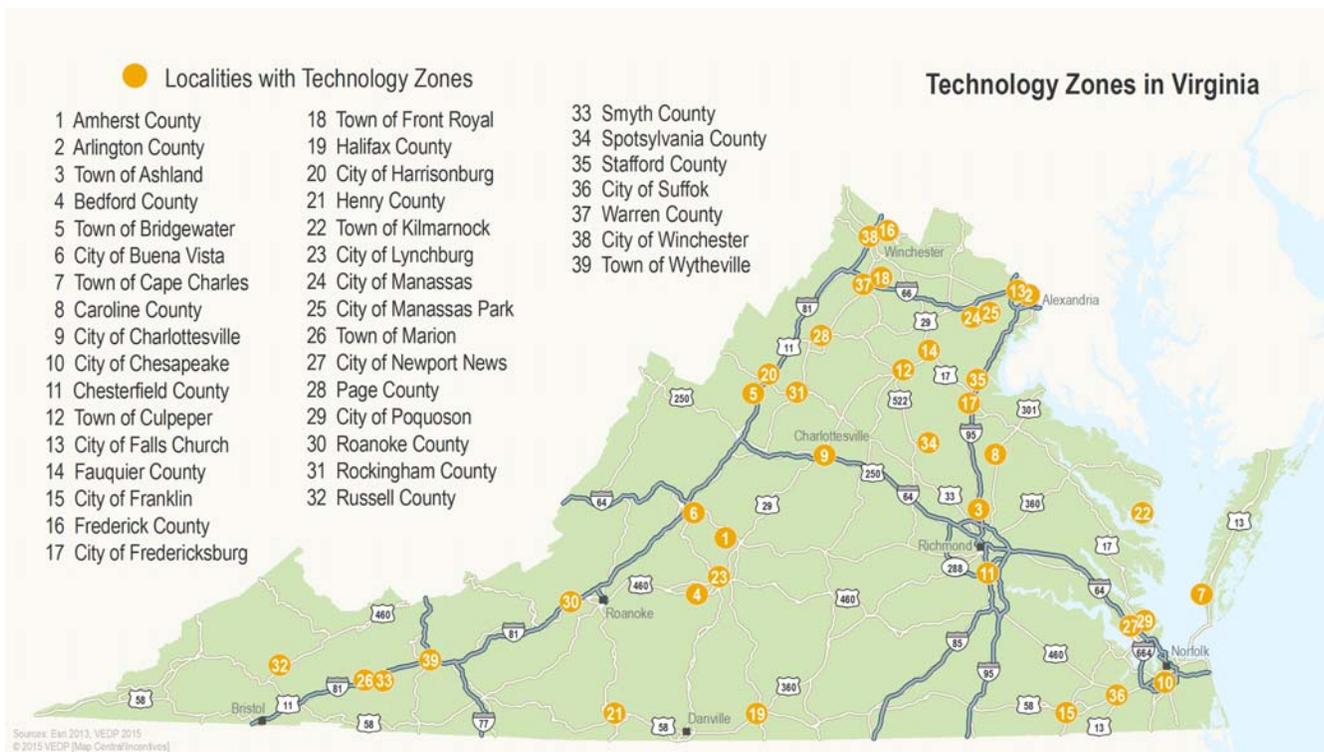
Once a local technology zone has been established, incentives may be provided for up to ten years. Each locality designs and administers its own program. The establishment of a technology zone shall not preclude the area from also being designated as an enterprise zone.

Localities that have established technology zones include the counties of **Amherst, Arlington, Bedford, Caroline, Chesterfield, Culpeper, Fauquier, Frederick, Halifax, Henry, Page, Roanoke, Rockingham, Russell, Smyth, Spotsylvania, Stafford and Warren**; the cities of **Buena Vista, Charlottesville, Chesapeake, Falls Church, Franklin, Fredericksburg, Harrisonburg, Lynchburg, Manassas, Manassas Park, Newport News, Poquoson, Suffolk and Winchester**; and the towns of **Ashland** in Hanover County, **Bridgewater** in Rockingham County; **Cape Charles** in Northampton County, **Front Royal** in Warren County, **Kilmarnock** in Lancaster County, **Marion** in Smyth County and **Wytheville** in Wythe County.

If your locality has established a technology zone and it does not appear in the list above, please contact us so that you may be included in our marketing literature. You may contact Michelle Mende at (804) 545-5785 or at [mmende@yesvirginia.org](mailto:mmende@yesvirginia.org). We would like a copy of the ordinance establishing the zone for our records, as well as an aerial or map showing the technology zone boundaries.

Virginia Code provisions governing Technology Zones can be found in section 58.1-3850.

September 2015



## **TECHNOLOGY ZONE INCENTIVES AMHERST COUNTY, VIRGINIA**

**Business Type:**

A new or existing business which (i) derives more than 50 percent of its revenue either from sales outside the County or from direct support of businesses deriving more than 50 percent of their revenue from sales outside the County, and (ii) either produces a technology-based product or service, or employs a significant level of technology in its operations.

**Business Qualification:**

In order to be eligible for an award of tax incentives, qualifying entities must make an initial new taxable investment in taxable real property and improvements, taxable machinery and equipment, or taxable business personal property totaling \$250,000 for existing businesses and \$500,000 for new businesses.

**Area:**

Entire county.

**Incentives:**

Reimbursement up to 5% of the initial new taxable investment generated by a qualified business locating in the Amelon Commerce Center and up to 4% for a qualified business locating elsewhere. Eligible reimbursements are real estate, machinery and equipment, business personal property, or gross receipts taxes for a period of up to 10 years.

## **TECHNOLOGY ZONE INCENTIVES ARLINGTON, VIRGINIA**

- Business Type:** Primary function in the creation, design and/or research and development of technology hardware or software
- Business Qualification:** Have moved to Arlington within the last 18 months or be an existing Arlington company that has increased its employee base by 25% or more within the past 12 months (as reported to Virginia Employment Commission)
- Area:**
- Rosslyn- Ballston Corridor
  - Jefferson Davis Corridor, including Crystal City and Pentagon City
  - Columbia Pike
  - Shirlington
  - Properties located within commercial/mixed use (c) districts and industrial (m) districts

**Incentives:**

50% reduction in the rate for Business, Professional, Occupational License (BPOL) tax. Qualified technology companies are eligible to receive the benefit for up to 10 years; and the offset rate decreases as the number of employee increases.

# TECHNOLOGY ZONE INCENTIVES

## ASHLAND, VIRGINIA

### **Business Type:**

A business, which derives its gross receipts from the design, development, manufacture or other creation, for lease, sale or license of technology based products, processes or related services. Technology based products, processes or related services are defined as engaging in the activity of automation, biotechnology, biomedical research, electronics, computer hardware, computer software, defense, energy, environmental, manufacturing equipment, advanced materials, medical applications, pharmaceuticals, photonics, electronic based subassemblies and components, testing and measurements, telecommunications, systems integration, multimedia, e-commerce, internet services, transportation, architecture and engineering or similar activities. In no case shall the use of computers or telecommunications services by a business in its internal operations qualify the business as a technology business unless the business can demonstrate that over 50% of its gross receipts are derived from broadband internet sales.

### **Business Qualification:**

Existing businesses must increase the number of full-time employees in the technology zone by at least two (2) net new, full-time employees over the base year. The business must also demonstrate a new net capitalized investment of at least \$100,000.00.

New businesses must create a minimum of five (5) full-time jobs and make a capital investment of at least \$500,000.00.

Existing and New Businesses:

- The added capital investment shall be established by the value of personal property, machinery & tools, and/or real estate and/or improvements to such, either owned or leased for the operation of the qualified technology

# TECHNOLOGY ZONE INCENTIVES

## ASHLAND, VIRGINIA

business. Such assets owned or leased by a business firm which are moved into a technology zone from another location within the town shall not be included in the determination of the added capital investment.

- Wages paid to the minimum threshold number of full-time employees needed to qualify must be equal to twice the federal minimum qualifying wage rate. For example, in 2009 the federal minimum wage according to the Virginia Employment Commission is \$7.25. Therefore, the current threshold would be a minimum of \$14.50.
- The added full-time employment and investment thresholds must be met once to become a qualifying technology business and these thresholds maintained through year 5 in order to receive incentives each year.

**Area:** Designated zone areas.

### **Incentives:**

#### Existing Businesses

Rebate of the business personal property tax, machinery & tools tax, BPOL tax and Real Property tax equaling 100 % of the amounts due for years 1, 2 and 3, and 50% of the amounts due for years 4 and 5.

#### New Businesses

Receive all of the benefits of existing businesses enumerated above, as well as rebated fees for development plan approved including site plan, zoning, and subdivision fees for two years which will be considered the development stage of the business.

# TECHNOLOGY ZONE INCENTIVES

## BEDFORD COUNTY, VIRGINIA

### **Business Type:**

A qualified technology business is one engaged in the activities of research, development, or manufacture of commodities used in biotechnology, computer hardware or software, electronics, telecommunications, systems integration, testing and measurements, e-commerce, factory automation, internet services, subassemblies and components, medical and pharmaceutical products, photonics, advanced materials, architecture and engineering, defense, energy, and transportation.

### **Business Qualification:**

Tier No. 1 - \$500,000 capital investment and 25 jobs  
Category A – payroll in excess of \$15/hr  
Category B - payroll lower than above  
Tier No. 2 - \$50,000 capital investment and 5 jobs  
Category A – payroll in excess of \$15/hr  
Category B – payroll less than above  
Tier No. 3 - \$25,000 capital investment and 3 jobs

Note: The EDA has flexibility to lower threshold job levels when the offset is of benefit to the county.

### **Area:**

200 acres in the New London Business & Technology Park.

### **Incentives:**

Technology zone incentives may be offered as a one-time up front contribution towards the development costs associated with a project, or may be provided as a reimbursement or rebate, depending upon the nature and scope of the development. A qualified technology company may be eligible to receive one or all of the following:

1. Rebate of a portion of machinery and tools tax or business furniture and fixtures personal property tax (whichever is applicable) according to the tier and category appropriate. The tax rebate shall be graduated over a period of time not to exceed 6 years.
2. A discount, based upon the level of employment and investment generated by the business, of up to 100% of the following:
  - a. Purchase price of the land within the technology zone, where applicable;
  - b. Cost of water connection fees;
  - c. Cost of sanitary sewer connection fees.

## **TECHNOLOGY ZONE INCENTIVES**

### **BEDFORD COUNTY, VIRGINIA**

3. A discount on fees associated with new construction, including but not limited to building permit, plan review, and land disturbance fees, of up to 100% based upon and in accordance with the scope of the project.
4. A site preparation and/or infrastructure improvement grant, based upon the nature and scope of the project.

All business firms shall be eligible for building permit fees rebate and public service authority fee rebate.

# TECHNOLOGY ZONE INCENTIVES

## BRIDGEWATER, VIRGINIA

**Business Type:** Qualified “technology” businesses.

**Business Qualification:** Business use of “technological significance.”

**Area:** Designated zone areas.

### **Incentives:**

Reduction or elimination of some or all of the off-street parking requirements imposed by the town code.

Allowance of commercial uses despite their not being listed as permitted by the town code.

Adjustment of dimensional requirements for lots (such as depth, front yards, side yards and rear yards) and size requirements for buildings (such as building height or maximum lot coverage).

Elimination of any processes required for the consolidation of lots or the relocation of lot boundaries.

# TECHNOLOGY ZONE INCENTIVES

## BUENA VISTA, VIRGINIA

### **Business Type:**

Design, development, manufacture or other creation, for lease, sale or license of technology based products, processes or related services. Technology based products, processes or related services are defined as engaging in the activity of automation, biotechnology, biomedical research, electronics, computer hardware, computer software, defense, energy, environmental, manufacturing equipment, advanced materials, medical applications, pharmaceuticals, photonics, electronic based subassemblies and components, testing and measurements, telecommunications, systems integration, multimedia, e-commerce, internet services, transportation, architecture and engineering or similar activities.

### **Business Qualifications:**

#### Downtown Technology Zone:

- The existing business must increase the average number of fulltime employees in the technology zone by at least three (3) net new, full-time employees over the base year. The business must also demonstrate a new net capitalized investment of at least \$15,000.
- The new business must create a minimum average of three (3) full-time jobs and make a capital investment of at least \$20,000.

#### Industrial Districts Technology Zone:

- The existing business must increase the average number of fulltime employees in the technology zone by ten (10) percent over the base year. The business must also demonstrate a new net capitalized investment of at least \$150,000.
- The new business must create a minimum of twenty-five (25) full-time jobs and make a capital investment of at least \$150,000.

# TECHNOLOGY ZONE INCENTIVES

## BUENA VISTA, VIRGINIA

1. For both technology zones, the added capital investment shall be established by the value of personal property, machinery & tools, and/or real estate owned for the operation of the qualified technology business. Such assets owned by a business firm which are moved into a technology zone from another location within the city shall not be included in the determination of the added capital investment.
2. Wages paid to the minimum threshold number of full-time employees needed to qualify must be equal to twice the federal minimum qualifying wage rate.
3. To retain qualifying status, a business firm must maintain the minimum qualifying employment and investment levels for each year for which incentives are requested.
4. The added full-time employment and investment thresholds must be met once to become a qualifying technology business and these thresholds maintained through year 5 in order to receive incentives each year.

**Area:**

The Downtown Zone includes designated areas in downtown. The Industrial Zone includes all areas currently zoned Industrial.

# TECHNOLOGY ZONE INCENTIVES

## BUENA VISTA, VIRGINIA

### Incentives:

- ❖ Existing businesses, upon certification as a qualified technology business, shall:
  - receive a rebate of a percentage of the utility tax on local telephone usage, electric usage and cable television.
  - be exempted from a percentage of the business, machinery & tools, professional, and other occupational license taxes and fees. They shall also have a percentage of business personal property rebated.
  - The amount of each type of tax rebate or exemption above shall be a percentage of that tax paid or due by the qualified technology business each year. The percentage rebated or exempted each year after the base year shall be determined by the following schedule:

Year 1	50%
Year 2	50%
Year 3	50%
Year 4	50%
Year 5	50%
  
- ❖ Existing businesses in the Industrial Districts Technology Zone also qualify for capital investment grants. These grants will be based solely on the net increase in capital investment made within the technology zone. The five-year capital investment grant will be calculated on the qualifying increase, net of any dispositions, in business personal property, real estate, and machinery and tool taxes paid by a qualified technology business. The grant will be equal to eighty (80) percent of fractional net increase in year one, sixty (60) percent in year two, forty (40) percent in year three, twenty (20) percent in year four, and twenty (20) percent in year five.
  
- ❖ New businesses upon certification as a qualified technology business shall receive all of the benefits of existing businesses enumerated above, as well as the following for five (5) years:
  - rebated sewer and water connection fees.
  - rebated fees for development plan approved including site plan, zoning, subdivision, sign and building permit fees.

# TECHNOLOGY ZONE INCENTIVES

## CAPE CHARLES, VIRGINIA

**Business Type:** Qualified non-manufacturing applied technology or technology manufacturing businesses.

**Business Qualification:** Manufacturing:

- Create and maintain a minimum of 5 new full time jobs which are each compensated at one and one half times the wage rate of the currently-defined federal minimum wage.
- Make a new verified capital investment of no less than \$250,000.00 in a building, building improvements, and/or in machinery and tools.

Non-Manufacturing:

- Create and maintain a minimum of 3 new full time jobs which are each compensated at one and one half times the wage rate of the currently-defined federal minimum wage.
- Make a new verified capital investment of no less than \$100,000.00 in a building, building improvements, and/or in machinery and tools.

**Area:** Within the town limits.

# TECHNOLOGY ZONE INCENTIVES

## CAPE CHARLES, VIRGINIA

### Incentives:

#### **Manufacturing:**

- ❖ A grant equal to 25% of the new or increased machinery and tools tax paid to the Town with a verified capital investment of \$250,000 that shall increase proportionately up to 100% with a capital investment of \$1,000,000 or more.
- ❖ A grant of up to 100% of the amount of the net increase in Real Estate Tax paid to the Town.
- ❖ A grant of up to 100% of the amount of BPOL Tax paid to the Town.
- ❖ For a Qualified Technology Manufacturing Business that maintains at least 25 full time jobs, a grant of up to 50% of the Facility and Connection fees paid to the Town.
- ❖ A grant of up to 100% of the Building Permit fee paid to the Town.

#### **Non-Manufacturing:**

- ❖ A grant equal to 25% of the new or increased machinery and tools tax paid to the Town with a verified capital investment of \$100,000.00 that shall increase proportionately up to 100% with a capital investment of \$1,000,000.00 or more.
- ❖ A grant of up to 100% of the amount of the net increase in real estate tax paid to the Town.
- ❖ A grant of up to 100% of the amount of BPOL tax paid to the Town.
- ❖ For a Qualified Non-manufacturing Applied Technology Business that maintains at least 15 full time jobs, a grant of up to 50% of the Facility and Connection fees paid to the Town.
- ❖ A grant of up to 100% of the Building Permit fee paid to the Town.

# TECHNOLOGY ZONE INCENTIVES

## CAROLINE COUNTY, VIRGINIA

**Business Type:** A qualified technology business is one whose primary purpose is the design research, development or production of technology services, software or products.

**Business Qualification:**

- Provide a Capital Investment of at least \$1 million in the Base Year or Year One or a combination of the two;
- Add and retain at least five new positions that are filled with Full-time Employees;
- Maintain in the County the minimum qualifying number of Full-Time Employees and Fixed Assets from the Capital Investment of \$1 million through and including Year Ten.

**Area:** Entire county.

### **Incentives:**

Incentives are based on the level of investment and the determination of the Board of Supervisors after project review.

- ❖ Real Estate and BPOL Tax Rebates
  - Year 1 100%
  - Years 2-10 75%
- ❖ Machinery and Tools Tax Rebate
  - Years 1-5 100%
  - Years 6-10 75%

Additional incentives are available to qualified technology businesses that locate their corporate headquarters within the technology zone.

# TECHNOLOGY ZONE INCENTIVES

## CHARLOTTESVILLE, VIRGINIA

### **Business Type:**

- Engaged in design, development, creation, for lease, sale or license of computer software, hardware, systems or of biotechnology, pharmaceutical or medical technologies, immunology and analytical biochemistry services, telecommunications or electronics
- Internet service providers
- Receivers, principals or prime contractors of identifiable federal appropriations for research and development defined in Federal Acquisition Regulations, in the areas of computer and electronic systems, computer software, applied sciences, economic, social and physical sciences.
- Is NOT operating under a certificate of public convenience issued by Virginia Corporation Commission, or engaged in the provision of a "utility service" as defined by City Code.

### **Area:**

Within the corporate limits of Charlottesville

### **Incentives:**

- ❖ For qualified technology businesses whose gross receipts in a year are \$50,000 or less, the business license fee is reduced 100%.
- ❖ For qualified technology businesses whose gross receipts in a year are more than \$50,000, the business license tax is reduced 50%.

# TECHNOLOGY ZONE INCENTIVES CITY OF CHESAPEAKE, VIRGINIA

## **Business Type:**

Derives a substantial portion of its gross receipts from technological research and design services or from the sale, leasing, licensing, or servicing of technological products such as computers, hardware, software, telecommunication devices, electronic information devices and video, audio, electronic products; or uses advanced and innovative technological devices to conduct design, manufacture, sales, leasing, and service businesses, provided that at least fifty percent (50%) of total capital outlay is invested in the lease or purchase of technological products to be located in the technology zone and employed for purposes other than internal administrative operations.

## **Business Qualification:**

Employs a minimum of five (5) employees with average wages equal to or greater than two and one-half times the federal minimum wage as calculated without assignment of value to benefits.

Invests at least two hundred thousand dollars (\$200,000.00) in real estate, improvements and equipment located in the technology zone.

## **Area:**

South Norfolk Borough

## **Incentives:**

- ❖ Exemption from building code fees for 10 years.
- ❖ Exemption from zoning fees, including fees for land use applications, building permits and other fees for 10 years.
- ❖ Exemption from fees imposed under the Subdivision Ordinance, including fees for subdivision plat and site plan review for 10 years.
- ❖ Reduction of business license taxes and fees for 5 years:
  - Year 1 – 80%
  - Year 2 – 60%
  - Year 3 – 40%
  - Year 4 – 20%
  - Year 5 – 20%

# TECHNOLOGY ZONE INCENTIVES CHESTERFIELD COUNTY, VIRGINIA

**Business Type:** Office, commercial or industrial businesses locating or expanding in a zone.

**Business Qualification:** Varies by incentive (see incentive section).

**Area:** Jefferson Davis, Walthall, Eastern Midlothian Turnpike, Meadowdale/Meadowbrook and Eastern Hull Street Road areas.

## **Incentives:**

### ❖ BPOL

- Companies new to zone or subzone: 100% exemption
- Companies relocating to zone or subzone: Partial exemption

### ❖ Machinery & Tools

- New companies classified as manufacturers: Five-year, 100% rebate
- Existing companies with a qualifying plant expansion: Minimum investment of \$50,000 or an increase of 15% in assessed value from previous year, whichever is greater

### ❖ Utilities

- A one-time fee credit towards the capital recovery cost equivalent to a 5/8 inch meter

### ❖ Real Estate

- 5-year, 100% tax credit for improvements to commercial, industrial or mixed-use buildings 15 years or older resulting in an increase of the real property assessed value of at least 15%

### ❖ Planning and Building

- Fee waivers for land disturbance, site plan, sign permits and building permits

# TECHNOLOGY ZONE INCENTIVES

## CULPEPER COUNTY, VIRGINIA

- Business Type:** Research, development, manufacturing, advanced technological services or other technology related products and services companies
- Business Qualification:** Based on four economic impact factors:  
(1) number of new full-time jobs created (part time jobs will be adjusted using a full time equivalency of 40 hours per week);  
(2) median annual gross wage of all employees of the qualified business (part time wages will be adjusted based on a 40 hour FTE);  
(3) amount of private money spent on real estate improvements, the purchase of business personal property and the purchase of inventory; and  
(4) the square footage size of the building or buildings.
- Area:** Lover's Lane Technology Zone, McDevitt Drive Technology Zone, Brandy Station Technology Zone, Elkwood Technology Zone, Bragg's Corner Technology Zone
- Incentives:**
- ❖ Grants for up to three consecutive years
  - ❖ Grant amount based upon a percentage of real estate, business personal property and machinery and tool taxes paid by the business.
  - ❖ Reimbursements up to 100% of the cost for building permits and site plan review permits.
  - ❖ Incentives are based on the level of investment and the determination of the Board of Supervisors after project review.

# TECHNOLOGY ZONE INCENTIVES

## FALLS CHURCH, VIRGINIA

**Business Type:** Research, development, manufacturing, or rendering of advanced technology product or services.

**Business Qualification:** 50% of gross receipts from research, development, manufacturing, or rendering of advanced technology products or services.

**Area:** City boundaries

**Incentives:**

- ❖ Three-year exemption from business, professional and occupational license tax.

# TECHNOLOGY ZONE INCENTIVES

## FAUQUIER COUNTY, VIRGINIA

**Business Type:**

A business must have as its primary purpose the design, research, development, utilization or production of technology services, software or products.

**Business Qualification:**

Existing Businesses must add a minimum of three (3) full-time positions whose salaries are at least 10% above the average County wage level as listed by the Virginia Employment Commission for the prior calendar year following approval of eligibility for incentives. In addition, the company must increase capital investment by at least \$250,000.

New Businesses must add a minimum of ten (10) full-time positions whose salaries are at least 10% above the average County wage level as listed by the Virginia Employment Commission for the prior calendar year following approval of eligibility for incentives. In addition, the company must increase capital investment by at least \$500,000.

**Area:**

Designated areas.

**Incentives:**

- ❖ Up to a full rebate on County Tangible Business Personal Property Tax, not to exceed a three (3) year period.
- ❖ Up to a full rebate of the Machinery & Tools Tax.
- ❖ Up to a full rebate of Business & aProfessional Occupation Tax (BPOL) not to exceed a three (3) year period.
- ❖ Up to a full rebate of the fees associated with new construction including, but not limited to, building permits, plans review and land disturbance fees.

# TECHNOLOGY ZONE INCENTIVES

## FRANKLIN, VIRGINIA

**Business Type:** Computer-related businesses, electrical equipment manufacturers, telecommunications, or computer-controlled manufacturing

**Business Qualification:** 20 new jobs and \$250,000 investment

**Area:** Pretlow Industrial Park and the 16.76 acre parcel located at Armory Drive & College Drive.

### **Incentives:**

- ❖ Utility tax rebate for telephone and electric bills
  - Year 1 100%
  - Year 2 80%
  - Year 3 60%
  - Year 4 40%
  - Year 5 20%
- ❖ Building code fees waived (fees include plan review, new construction, plumbing permit, electrical permit and mechanical permit)
- ❖ Water and sewer connection fees waived
- ❖ 10% discount on electric rate for 10 years

# TECHNOLOGY ZONE INCENTIVES

## FREDERICK COUNTY, VIRGINIA

**Business Type:** A qualifying business must derive its gross receipts from research and development and/or production of any product, device, or service that is related to the pharmaceutical/biotechnological industry.

**Business Qualification:** To qualify, the new or existing company must have a minimum of three employees and an investment of at least \$10,000. Investment may be established by the value of personal property; real estate owned; or the value of a lease or real property for the operation of the pharmaceutical/biotechnological business.

**Area:** The county's urban development area.

### **Incentives:**

- ❖ Five-year exemption from business, professional and occupational license taxes
  - Year 1            100%
  - Year 2            80%
  - Year 3            60%
  - Year 4            40%
  - Year 5            20%
- ❖ Five-year rebate of utility taxes for telephone, electricity, and cable
  - Year 1            100%
  - Year 2            80%
  - Year 3            60%
  - Year 4            40%
  - Year 5            20%
- ❖ A five-year rebate of 20% for water and sewer availability charges, building code fees, zoning ordinance fees, and subdivision ordinance fees.

# TECHNOLOGY ZONE INCENTIVES

## FREDERICKSBURG, VIRGINIA

### **Business Type:**

A “technology business” includes, but is not limited to, research, development, manufacture, or associated training of: applied, economic and social, physical, electronic and computer sciences; biotechnology, chemicals, computer hardware, computer security, computer software, data warehousing, electronics and circuits, energy, environmental, homeland security, information systems, Internet service, Internet software and data applications, manufacturing equipment, advanced materials, medical, finance related companies, multi-media production, pharmaceuticals, photonics, subassemblies and components, test and measurement, telecommunications or transportation.

### **Business Qualification:**

- An existing technology business that expands to create at least five new jobs or makes a new capital investment of at least \$125,000.00.
- A new technology business that creates at least ten new jobs or makes a capital investment of at least \$250,000.00.

### **Area:**

Route 3 Corridor, Route 1 Corridor, the Downtown/Princess Anne Street Corridor, Central Park Corporate Center and Central Park–Silver Street.

### **Incentives:**

- ❖ Reduction of the annual business license tax as follows:

Years 1-3	up to 100%
Years 4 & 5	up to 50%

- ❖ Performance grants on tax revenue generation as follows:

#### **Business Machinery and Tools Tax**

Years 1-3	up to 100%
Years 4 & 5	up to 50%

#### **Other Business Personal Property Taxes**

Years 1 & 2	up to 30%
Years 3 & 4	up to 50%
Year 5	up to 70%

# TECHNOLOGY ZONE INCENTIVES

## FRONT ROYAL/WARREN COUNTY, VIRGINIA

**Business Type:** Computer or telecommunications-related businesses

**Business Qualification:** Minimum of 2 new jobs paying at least 2 times the minimum wage, plus benefits at 10% of wages and a minimum investment of \$10,000.

**Area:** Approximately 125 acres in downtown Front Royal, 125 acres in Happy Creek Technology Park, and Royal Phoenix (Avtex Redevelopment Site).

### **Incentives:**

- ❖ Ten-year exemption from business, professional, and occupational license tax
  - Years 1-5 100%
  - Year 6 80%
  - Year 7 60%
  - Year 8 40%
  - Years 9-10 20%
- ❖ Waiver of permit fees up to \$500; one time EDA grant.
- ❖
- ❖ No Zone benefits are eligible until the business submits a completed Zone application and is approved by the Economic Development Authority.

# TECHNOLOGY ZONE INCENTIVES

## HALIFAX COUNTY, VIRGINIA

**Business Type:** Qualified technology businesses.

**Business Qualification:** New businesses must create a minimum of 5 new jobs and \$250,000 in new investment (real, tangible, or machinery and tools) or the equivalent through a 5-year lease or more with the IDA.

Existing businesses must create a minimum of 5 new jobs, and increase the taxable value of related tangible property by at least 25%.

**Area:** Riverstone Technology Park.

### **Incentives:**

- ❖ Exemption from paying the business, professional and occupational licensure tax for up to five years and a charge of the minimum rate following that period
- ❖ Rebate of utility taxes for five years
- ❖ Partial rebate of building permit fees
- ❖ Waiver of Water/Sewer Initiation fees Reduced lease costs
- ❖ Technology Opportunity Fund – For qualified jobs, a payment of \$250 per new job for five years may be available. Only jobs filled by Halifax County citizens are eligible. Jobs must be full time, new jobs and pay at minimum 185% of the federal minimum wage.

# TECHNOLOGY ZONE INCENTIVES

## HARRISONBURG, VIRGINIA

**Business Type:** Bioinformatics, health informatics, nanoinformatics, data management, telecommunications, information technology (software, sales, services), data warehousing, desktop support, technical writing, web development, design engineering, software engineering (products and services), e-commerce, internet service provider, wireless technologies, and virtual technologies.

**Business Qualification:**

- Early stage or semi-mature development status
- An experienced, devoted managerial staff
- A potential and desire to maintain steady growth

**Area:**

Downtown Zone: The northern boundary is East Elizabeth Street; the western boundary is North Liberty Street to West Market Street, west on West Market Street to the railroad tracks, south on the railroad tracks to West Water Street, west on West Water Street to Old South High Street, south on Old South High Street to West Bruce Street; the southern border is Bruce Street; and the eastern border is South Federal Street.

Harrisonburg Technology Park Zone: Within the boundaries of the Harrisonburg Technology Park.

**Incentives:**

- ❖ Three-year business, professional and occupational license tax/fee exemption
- ❖ Water and sewer connection fee exemption
- ❖ Partial exemption for certain rehabilitations, renovations or replacements of structures no less than 25 years of age
- ❖ Help tenants secure tax credits through federal and state assistance programs

# TECHNOLOGY ZONE INCENTIVES

## HENRY COUNTY, VIRGINIA

**Business Type:** Qualified businesses which locate, expand, or modernize within the zone boundaries.

**Business Qualification:** Businesses investing at least \$250,000 and creating a minimum of 10 new jobs paying at least one and one-half times the minimum wage in the zone.

**Area:** Within the county boundary.

### **Incentives:**

- ❖ Real estate IDA grants of 100% for the first tax year and 50% per year for years two through five.
- ❖ Machinery and tools IDA grants of 100% for the first tax year and 50% per year for years two through five.
- ❖ Furniture, fixtures and equipment IDA grant of 100% for the first tax year. For furniture, fixtures and equipment excluding computer equipment the grant will be 50% for years two through five. Computer equipment refunds shall be 50% per year of the calculated taxes using the assessed values of the computer equipment.
- ❖ Waiver of water and sewer availability and connection fees.
- ❖ Waiver of building permit fees.
- ❖ Partial exemption of substantially rehabilitated real estate, pursuant to § 58.1-3221, *Code of Virginia*, of 100% for the first tax year and 50% for years two through five.

# TECHNOLOGY ZONE INCENTIVES

## KILMARNOCK, VIRGINIA

### **Business Type:**

- Businesses whose gross receipts are derived from computer hardware, software or telecommunications manufacture, sales, application, licensing or services, and, for which the computers or telecommunications are used to provide sales, leases, licensing or services directly to a manufacturer, distributor, retailer, customer or user.
- Businesses whose gross receipts are derived from engaging in the research, development, distribution or sales of new products, technologies or equipment.
- Businesses whose gross receipts are derived from the use of technology transferred from a state or private university, government or government contractor for the manufacture or processing of goods.
- Businesses engaged in medical or biomedical research, product development, distribution, sales, practice or service.

### **Business Qualification:**

Existing business: Adds at least five new employees and makes an additional capital investment of at least \$50,000.00 within one year.

New business: Pays an average annual wage to all new employees within the technology zone that meets or exceeds 115 percent of the average annual wage of the commonwealth or the county, whichever is the lesser.

### **Area:**

Technology Park and surrounding area.

# TECHNOLOGY ZONE INCENTIVES

## KILMARNOCK, VIRGINIA

### Incentives:

- ❖ Exemption of business, professional, and occupational license tax
- ❖ Zoning permit fee exemption
- ❖ Water and sewer connection fee exemption
- ❖ Vehicle license tax exemption
- ❖ Subdivision permit fee exemption

#### New:

Years 1-2	100%
Years 3-4	80%
Years 5-6	60%
Years 7-8	40%
Years 9-10	20%

#### Existing:

Year 1	100%
Year 2	80%
Year 3	60%
Year 4	40%
Year 5	20%

# TECHNOLOGY ZONE INCENTIVES

## LYNCHBURG, VIRGINIA

### **Business Type:**

A business which derives its gross receipts from the design, development, manufacture or other creation, for lease, sale or license of technology based products, processes or related services. Technology based products, processes or related services are defined as engaging in the activity of automation, biotechnology, biomedical research, electronics, computer hardware, computer software, defense, energy, environmental, manufacturing equipment, advanced materials, medical applications, pharmaceuticals, photonics, electronic based subassemblies and components, testing and measurements, telecommunications, systems integration, multimedia, e-commerce, internet services, transportation, architecture and engineering or similar activities. An electronic equipment facility that is primarily occupied, or intended to be occupied, by electronic and computer equipment that provides electronic data switching, transmission, or telecommunication functions between computers, both inside and outside the facility shall not qualify as a technology business. The use of computers, telecommunications services, or a web page or internet site shall not, in itself, be sufficient to qualify as a qualified technology business.

### **Business Qualification:**

- Makes a minimum net new capital investment of \$100,000
- (Within one year of the new capital investment, hires 5 net new full-time employees.
  - A full-time employee is a person who is listed on the qualified technology business's payroll within the technology zone and is required to report to work in the technology zone.
  - A full-time employee's wages must be equal to or greater than twice the federal minimum wage rate.
- A full-time employee must be provided with health benefits.

# TECHNOLOGY ZONE INCENTIVES

## LYNCHBURG, VIRGINIA

**Area:** Entire city.

**Incentives:**

- ❖ A five-year reimbursement of business license taxes as follows: during the first (1st) calendar year, a seventy-five percent (75%) reimbursement; for the second (2nd) calendar year a fifty percent (50%) reimbursement; and for the third (3rd), fourth (4th) and fifth (5th) calendar years a twenty-five percent (25%) reimbursement. Five-year reimbursement of the machinery and tools tax (100% for the first 3 years and 50% for the remaining 2 years)
- ❖ A five-year reimbursement of machinery and tools taxes for the value of net new machinery and tools investment as follows: during the first (1st) calendar year, a seventy-five percent (75%) reimbursement; for the second (2nd) calendar year a fifty percent (50%) reimbursement; and for the third (3rd), fourth (4th) and fifth (5th) calendar years a twenty-five percent (25%) reimbursement.

## TECHNOLOGY ZONE INCENTIVES MANASSAS, VIRGINIA

**Business Type:** A company that has 50 percent or more of its gross receipts derived from research, development and/or related services

**Business Qualification:** New businesses must commit to a performance agreement based upon a minimum investment, jobs, sales revenues, or other significant criteria. The qualified technology business must make a minimum investment and/or create and sustain a minimum number of full-time or equivalent jobs over a period of years outlined in the performance agreement.

Existing businesses must commit to a performance agreement based upon a minimum expansion that may include jobs, a physical expansion or other significant criteria to be eligible.

**Area:** Within city boundaries.

**Incentives:**

Up to a five year tax exemption from business, professional and occupational license taxes and fees.

# TECHNOLOGY ZONE INCENTIVES

## MANASSAS PARK, VIRGINIA

### **Business Type:**

A company that has fifty percent (50%) or more of its gross receipts derived from research, development, manufacturing or rendering of advanced technological products or services and that expands or locates in a technology zone. In no case shall the use of computers or telecommunication services by a company or identifiable subdivision of a company in its administrative operations qualify such company or subdivision as a technology business.

### **Business Qualification:**

- The subject real estate must be zoned to the appropriate incentive zoning district.
- The expansion or establishment of the qualifying technology business must be completed prior to the business becoming fully eligible for the incentives.

### **Area:**

Conner Center and City Center Redevelopment Districts.

### **Incentives:**

- ❖ Eighty percent (80%) of the additional or new gross receipts shall be eligible for exemption from the BPOL tax. Each eligible business will receive a declining BPOL tax exemption for an incentive period(s) that will be determined using a point system, as follows:

One point will be awarded for each performance measure achieved by the eligible business. The number of points awarded will correspond to the number of years in the incentive period. A business shall not be awarded more than ten (10) points.

Example: A new technology business has located in a technology zone. It hires 10 new employees, expands an existing structure by 10,000 square feet, increases the assessed value of the real estate by \$100,000, and is awarded 4 points for performance measures. Assuming all eligibility requirements had been met, the length of the incentive periods for a real estate property tax exemption and a BPOL tax exemption would each be 4 years.

For the first year of an incentive period, the amount exempt from BPOL tax shall be the amount eligible for tax exemption (see above).

## **TECHNOLOGY ZONE INCENTIVES**

### **MANASSAS PARK, VIRGINIA**

Example: The new technology business had \$50,000 in new gross receipts and increased the assessed value of the real estate by \$100,000. In year 1 the amount of new gross receipts exempt from BPOL tax would be \$40,000 (80% of \$50,000) and the amount of new assessed value exempt from real estate property tax \$80,000 (80% of \$100,000).

For subsequent years, if any, in an incentive period, the amount exempt from real estate property tax and/or BPOL tax shall be incrementally reduced by a pro rata amount each year, said amount to be determined by dividing the amount exempt in the first year by the number of years in the incentive period.

Example: If the incentive period is 4 years in length and the new gross receipts exempt from BPOL tax in the first year is \$40,000, the amount exempt in each subsequent year would be reduced by \$10,000 ( $\$40,000 \div 4$ ), so that in year 2 the amount exempt would be \$30,000; in year 3 the amount exempt would be \$20,000; and in year 4 the amount exempt would be \$10,000.

# TECHNOLOGY ZONE INCENTIVES

## MARION, VIRGINIA

### **Business Type:**

Qualified Manufacturing Technology Business: A business engaged in the activity or activities that constitute technology-driven production, including but not limited to the manufacture of advance materials, automation and robotics, biotechnology, computer hardware and software, the manufacture or assembly of hi-tech defense products, electronic subassemblies and components, the manufacture of energy and environmental products, medical instruments, pharmaceuticals, testing and measurement devices, the manufacture or assembly of telecommunication devices, energy saving or environmental transportation products, and products which result in systems integration. This definition also includes any value-added manufacturing industry which uses advance technology in a production processes, or any similar activity or activities, which is deemed appropriate for a technology zone as defined in another jurisdiction of the commonwealth, and found as such by the town council, or by the administrator or his/her designee.

Qualified Non-manufacturing Technology Business: A business engaged in computer-related activities, telecommunications, electrical equipment manufacturing, or the rendering of advanced technology products or services. The use of computers or telecommunications by a business in its internal operations shall not qualify a business, as it is the product or service that is important.

### **Business Qualification:**

For qualified manufacturing technology business:

- a. The business must create and maintain a minimum of 25 new full-time employment positions for at least a one-year period.
- b. Each new employee of the business must be compensated at the weekly or monthly wage rate that is at least twice the currently-defined federal minimum wage.
- c. The business must make a new verified minimum capital investment on the property in the zone in either real estate or improvements, or of machinery and tools, of \$1,000,000.00.

# TECHNOLOGY ZONE INCENTIVES

## MARION, VIRGINIA

For qualified non-manufacturing technology business:

- a. The business must create and maintain a minimum of three full-time employment positions for at least one year.
- b. Each new employee must be compensated at a weekly or monthly wage rate that is at least twice the currently defined federal minimum wage.
- c. The business must make a new verified capital investment on the property in either real estate or improvements, or of machinery and tools, of \$25,000.00. Investment may be established by the value of the personal property used, the value of the lease or the real property acquired for the operation of the business.

**Area:**

Technology Zone – the entire area of the town designated by the town as a technology zone pursuant to 58.1-3850 of the Code of Virginia.

**Incentives:**

Economic stimulus grant incentives may be afforded to qualified manufacturing technology businesses and qualified non manufacturing technology businesses which meet the required eligibility requirements, together with other reasonable standards which may be determined by the administrator, his/her designee, or the town council for the town.

For qualified manufacturing technology businesses and qualified non-manufacturing technology businesses, the grant shall be no more than 100 percent of the amount of the new and increased machinery and tools taxes paid to the town, and no more than 100 percent of the net increase in real estate taxes paid to the town. Either of both of these incentives may be offered for a period of no more than five years, beginning with the tax year of the required initial investment.

# TECHNOLOGY ZONE INCENTIVES

## NEWPORT NEWS CITY, VIRGINIA

### **Business Type:**

- 1) Provide engineering, professional or business services to the non-carbon-based energy development industry or to the shipbuilding industry;
- 2) Design or development or technology-based products, processes or services for lease, sale or license;
- 3) Other technological research and development.

### **Business Qualification:**

- 1) Perform a qualifying activity, which it has not previously performed in the city;
- 2) Create at least 25 new positions engaged in the qualifying activity, paying an average annual salary of at least 150% of the prevailing wage for the city;
- 3) Not transfer positions from an existing location in Hampton Roads to the Newport News location performing the qualifying activity.

### **Area:**

Designated area.

### **Incentives:**

- ❖ Business license tax abatement of 50% for a period of 10 years.

# TECHNOLOGY ZONE INCENTIVES

## PAGE COUNTY, VIRGINIA

**Business Type:** Technology businesses as determined by the Board of Supervisors.

**Business Qualification:** Eligible businesses must be located within the boundaries of the zone and conform to all applicable zoning.

**Area:** Page County Airport.

**Incentives:**

The qualified technology business shall be allowed to prepay all tangible personal property taxes due on tangible personal property located in the zone for up to a ten-year period based on the tax rate in effect at the time of the approval of the tax incentive for the qualified technology business. In the event that Page County increases its tax rate on tangible personal property during such ten-year period, the qualified technology business shall not be liable for any additional taxes, and any excess taxes which would normally be owed due to the increased tax rate shall be forgiven.

Additional incentives may be offered as determined by the Board of Supervisors.

# TECHNOLOGY ZONE INCENTIVES

## POQUOSON, VIRGINIA

**Business Type:**

A “technology business” includes, but is not limited to, companies that design or develop computer hardware or software, produce multimedia products, develop technology related to healthcare, security or national defense or design or develop alternate energy technology.

**Business Qualification:**

Must have a minimum of five employees, make a minimum capital investment of \$500,000 and have a 5,000-square-foot owner occupied facility.

**Area:**

Village commercial, research and development and general commercial zoning districts as well as portions of the B-1 office and professional zoning district and the B-2 business and commercial zoning districts.

**Incentives:**

A 30 percent reduction of the business license, real estate and business tangible taxes for three years.

# TECHNOLOGY ZONE INCENTIVES

## ROANOKE COUNTY, VIRGINIA

**Business Type:** Qualified technology businesses

**Business Qualification:** Invest a minimum of \$100,000 and have an average wage equal to one and a half times the existing median wage rate for the Roanoke Region.

**Area:** Roanoke County Centre for Research & Technology

**Incentives:**

- ❖ Up to 100% discount of purchase price of land within the zone
- ❖ Up to 100% discount of water and sewer connection fees
- ❖ Up to 100% discount of the cost of building permit, plan review, and land disturbance fees
- ❖ Site preparation and/or infrastructure improvement grants and/or a one-time local job-training grant for up to \$500 per employee
- ❖ Local BPOL tax exemptions

# TECHNOLOGY ZONE INCENTIVES

## ROCKINGHAM COUNTY, VIRGINIA

**Business Type:**

Qualified technology businesses investing in technological advancements to machinery and tools within the zone.

**Business Qualification:**

South Fork Zone:

- In the 24 months in which the qualifying investment is made, invest a minimum of \$50 million in new capital investment in machinery and tools.
- Remit the full payment of all property taxes owed by such applicant and due to Rockingham County, including the taxes due on the new capital investment.
- Provide detailed information to allow verification of the application for the grant, including reconciling this information with the annual personal property assessment filing with the Commissioner of the Revenue for all machinery & tools inventory at the plant.

Bridgewater Aviation Zone:

- In the five years in which the qualifying investment is made, invest a minimum of \$250,000 in machinery, tools, and tangible personal property (other than aircraft) related to aviation, invest a minimum \$150,000 in real property improvements consisting of hangars and support shops for aviation-related technologies.
- Pay a minimum of \$20,000 in personal property tax on aircraft for each of the five years in which the qualifying investment is made.
- Remit the full payment of all property taxes owed by such applicant and due to Rockingham County, including the taxes due on the new capital investment.
- Provide detailed information, as required by the County, to allow verification of the application for the grant, including reconciling this information with the annual personal property assessment filing with the Commissioner of the Revenue.

# TECHNOLOGY ZONE INCENTIVES

## ROCKINGHAM COUNTY, VIRGINIA

### Digital Print Zone:

- In the 24 months in which the qualifying investments are made, invest and install digital print technology equipment that is taxable as machinery and tools by the County with a total book value of \$15,000,000 or greater. Said investments shall expand the operations at the plant located in the zone, and shall not include equipment that merely repairs or replaces existing equipment of similar technology.
- Remit by the due date full payment of all property taxes owed by such applicant and due to Rockingham County for all property and equipment located in the County, including taxes due as a result of the new capital investment.
- Provide detailed information, as required by the County, to allow verification of the application for the grant, including reconciling this information with the annual personal property assessment filing with the Commissioner of the Revenue for all machinery & tools inventory at the plant.

### Mt. Crawford Zone:

- In the 24 months in which the qualifying investments are made, invest and install equipment that is taxable as machinery and tools by the County with a total book value of \$20,000,000 or greater. Said investments shall expand the operations at the plant located in the Zone, and shall not include equipment that merely repairs or replaces existing equipment of similar technology. In addition, the applicant shall certify to the County that it will, during the investment period, employ at least 30 additional persons full-time, at an average annual compensation of \$40,000 per year plus benefits, at the plant in the Zone related to this investment.
- Remit by the due date full payment of all property taxes owed by such applicant and due to Rockingham County for all property and equipment located in the

# TECHNOLOGY ZONE INCENTIVES

## ROCKINGHAM COUNTY, VIRGINIA

County, including taxes due as a result of the new capital investment.

- 
- Provide detailed information, as required by the County, to allow verification of the application for the grant, including reconciling this information with the annual personal property assessment filing with the Commissioner of the Revenue for all machinery & tools inventory at the plant.

**Area:** Designated zone areas.

**Incentives:**

South Fork Zone:

The amount of the annual Economic Development Grant shall be computed by multiplying the Annual Grant Percentage times the tax paid by the qualified zone business for additional, new capital investments in machinery & tools in the Zone for the years after qualification as set forth in the following table:

<b>Tax Year after Qualification</b>	<b>Annual Grant Percentage</b>
1	56%
2	50%
3	43%
4	33%
5	20%

Bridgewater Aviation Zone:

The amount of the annual Economic Development Grant shall be computed by multiplying the amount of personal property tax paid for aircraft owned by the applicant or subsidiary thereof and located in Rockingham County by 84.3%.

## TECHNOLOGY ZONE INCENTIVES

### ROCKINGHAM COUNTY, VIRGINIA

#### Digital Print Zone:

The amount of the annual Economic Development Grant for the Digital Print Technology Zone shall be computed by multiplying the Annual Grant Percentage times the tax paid by the qualified zone business for additional, new capital investments in machinery & tools in the Zone for the years after qualification as set forth in the following table:

<b>Tax Year After Qualification</b>	<b>Annual Grant Percentage</b>
1	11%
2	25%
3	42.9%
4	66.7%
5	60%
6	50%
7	33%

#### Mt. Crawford Zone:

The amount of the annual Economic Development Grant for the Mt. Crawford Technology Zone shall be computed by multiplying the Annual Grant Percentage times the tax paid by the qualified zone business for additional, new capital investments in machinery & tools in the Zone for the years after qualification as set forth in the following table:

<b>Tax Year After Qualification</b>	<b>Annual Grant Percentage</b>
1	11%
2	25%
3	43%
4	33%
5	20%
6	25%

# TECHNOLOGY ZONE INCENTIVES

## RUSSELL COUNTY, VIRGINIA

**Business Type:** Business/Technology Park (non industrial) type business.

**Business Qualification:** Minimum of 100 new full-time jobs. Jobs must be established during first 6 months of operation.

**Area:** Russell Regional Business Technology Park

**Incentives:**

Incentives will be available during the first five (5) years of operation.

❖ Machinery & Tools taxes will be reimbursed at the following rate:

Years 0 – 1            90%

Years 2 – 3            80%

Years 4 – 5            70%

❖ Real Estate Taxes will be reimbursed at 50% of the taxable rate.

# TECHNOLOGY ZONE INCENTIVES

## SMYTH COUNTY, VIRGINIA

### **Business Type:**

Technology-related businesses engaged in the manufacture of advanced materials, automation and robotics, biotechnology, computer hardware and software, defense products, electronic subassemblies and components, energy and environmental-related activities, medical instruments, pharmaceuticals, testing and measurement devices, telecommunications, transportation products, and systems integration. Also, the definition includes any value-added manufacturing industry that uses advanced technology in production processes or any activity or activities deemed technologically-based by the administrator or Board of Supervisors.

### **Business Qualification:**

Businesses must create at least 25 new jobs paying at least twice the minimum wage within a one-year period. Minimum capital investment in real estate, personal property, or machinery and tools of \$1,000,000.

### **Area:**

Industrial Road property in and near the Town of Marion. A total area of 119 acres.

### **Incentives:**

- ❖ Five-year economic stimulus grant based on the amount of new capital investment in machinery and equipment and real estate improvements. Grant is based on 100 percent of new machinery and tools taxes paid, and 100 percent of the net increase in real estate taxes paid.
- ❖ Additional discretionary cash grants determined on a case-by-case basis, including local match dollars for the Governor's Opportunity Fund.

# TECHNOLOGY ZONE INCENTIVES

## SPOTSYLVANIA COUNTY, VIRGINIA

**Business Type:** A business whose primary purpose is the research, development, or manufacture and/or design for lease, sale or license of Technology Products, Processes or Related Services.

**Business Qualification:** Existing businesses must meet one of the following criteria:

- Provide additional capital investment of at least \$100,000 over the base year; or
- Increase the average number of full-time employees by the greater of:
  - 10% over the base year; or
  - An average increase over the base year of at least 3 new, full-time employees

New businesses must meet one of the following criteria:

- Provide capital investment of at least \$150,000; or
- Employ at least 5 new, full-time employees

New and existing businesses must meet the following conditions:

- Wages paid to full-time employees must be equal to or greater than 20% above the county's average annual salary as determined by DED.
- Must meet and maintain the minimum qualifying employment and investment levels through Year 5.

Qualified technology businesses that have completed one five-year incentive period and seeking technology zone incentives for a second five-year period will be treated as an existing business for qualification purposes.

**Area:** Primary Settlement District  
Jackson Gateway Corridor  
Lake Anna Corridor

July 2015

**TECHNOLOGY ZONE INCENTIVES**  
**SPOTSYLVANIA COUNTY, VIRGINIA**

**Incentives:**

- ❖ Rebate on the Business, Professional and Occupational License Tax
  - Year 1                    100%
  - Year 2                    100%
  - Year 3                    50%
  - Year 4                    50%
  - Year 5                    50%
  
- ❖ Rebate on the Machinery and Tools Tax
  - Year 1                    100%
  - Year 2                    100%
  - Year 3                    50%
  - Year 4                    50%
  - Year 5                    50%
  
- ❖ Qualified technology businesses shall be placed in the county's established Fast Track Development Review, Permitting and Inspections program.

Note: For existing businesses, rebates shall only be applicable to taxes assessed on the portion of gross receipts or acquired machinery and tools directly attributable to the expansion of the business.

# TECHNOLOGY ZONE INCENTIVES

## STAFFORD COUNTY, VIRGINIA

**Business Type:** Includes, but is not limited to, research, development, manufacture, or associated training of: biotechnology, chemicals, computer hardware, computer security, computer software, data centers, energy, environmental, homeland security, manufacturing equipment, advanced materials, medical, finance related companies, pharmaceuticals, photonics, subassemblies and components, test and measurement, telecommunications, or transportation.

**Business Qualification:** Existing businesses must add a minimum of ten (10) full-time employees whose combined average salary is at least 100% of the average annual wage countywide based on the most recent quarterly data as prepared by the VEC. In addition, the firm must increase capital investment by at least \$500,000.

New businesses must create a minimum of twenty (20) full-time job positions whose combined average salary is at least 100% of the average annual wage countywide based on the most recent quarterly data as prepared by the VEC. In addition, the firm must increase capital investment by at least \$1,000,000.

**Area:** Designated area is the Urban Services Area.

### **Incentives:**

- ❖ A waiver of certain fees associated with new construction, including, but not limited to building permit, plan review and land disturbance fees, based upon the level of employment and capital investment generated by the business
- ❖ M&T Tax abolished by Board.
- ❖ Tangible Personal Property tax rebate:

Years 1 – 2	70%
Years 3 – 4	50%
Year 5	30%
- ❖ Up to a full rebate of any business-based taxes.

# TECHNOLOGY ZONE INCENTIVES

## SUFFOLK, VIRGINIA

- Business Type:** Must be a technology business per one of the following NAICS classifications: 334, 5112, 517, 518, 51913, 5415, 5417, or 8112.
- Business Qualification:** Existing businesses must expand by a minimum of 2,500 sq. ft. or 10% of existing space, whichever is greater, and must have a minimum of five (5) employees based out of the Suffolk location.
- New businesses must occupy a minimum of 2,500 sq. ft. of commercial space and must have a minimum of five (5) employees based out of the Suffolk location.
- Area:** Northern Suffolk Urban/Suburban Development District or Central Urban/Suburban Development District.
- Incentives:**
- ❖ A one year 50% return on paid business license tax, not to exceed \$30,000.
  - ❖ A one year 50% return on paid personal property tax, not to exceed \$20,000.

# TECHNOLOGY ZONE INCENTIVES

## WINCHESTER, VIRGINIA

**Business Type:** A business which derives its gross receipts from computer hardware, software or telecommunications sales, leases, licensing or services, and, for which the computers or telecommunication is used to provide sales, leases, licensing or services directly to the customer.

**Business Qualification:** To qualify, the company must have a minimum of 3 employees and an investment of at least \$10,000. The investment may be established by the value of personal property; real estate owned; or the value of a lease of real property for the operation of the technology business.

**Area:** 125 acres in downtown Winchester

### **Incentives:**

- ❖ Five-year exemption of business, professional, and occupational license tax
  - Year 1 100%
  - Year 2 80%
  - Year 3 60%
  - Year 4 40%
  - Year 5 20%
- ❖ Five-year rebate of utility taxes for telephone, electricity, and cable
  - Year 1 100%
  - Year 2 80%
  - Year 3 60%
  - Year 4 40%
  - Year 5 20%
- ❖ Water and sewer connection fee rebate
- ❖ Building code fee rebate
- ❖ Zoning ordinance fee rebate
- ❖ Subdivision ordinance fee rebate

# TECHNOLOGY ZONE INCENTIVES

## WYTHEVILLE, VIRGINIA

### **Business Type:**

- Design, development or other creation, for lease, sale or license, of computer software or hardware, computer network protocols, information systems, Internet software, Internet database applications;
- Provision of Internet services (i.e., services, including an Internet Web-hosting service, enabling users to access content, information, electronic mail and the Internet as part of a package of services sold to customer), and business-to-business exchanges;
- Design, development or other creation, for lease, sale or license, of biotechnology, or pharmaceutical or medical technologies or products, including, without limitation: drug development, clinical trials services, data management and reporting and regulatory services;
- Design, development or other creation or provision, for lease, sale or license, of immunology and analytical biochemistry services, including, without limitation: mass spectrometry and HPLC, or liquid chromatography, equipment, services and supplies;
- Design, development or other creation of electronics, for lease, sale or license, of telecommunications equipment or technology, such as digital switching systems, Internet protocol telephony gateway, network telephone solutions;
- Design, development or other creation of electronics, for lease, sale or license including, without limitation: flexible and printed circuits, custom integrated circuits, electronic assemblies, medical electronics displays;
- Receipt, as the principal or prime contractor, of identifiable federal appropriations for research and development services, as such services are defined in §31.205-18(a) of the Federal Acquisition Regulations, in the areas of: (i) computer and electronic systems, (ii) computer software, (iii) applied sciences, (iv) economic and social sciences, and (v) electronic and physical sciences;
- Any other business or industry as may be further defined from time to time by the Town of Wytheville;

# TECHNOLOGY ZONE INCENTIVES

## WYTHEVILLE, VIRGINIA

- Business Qualification:**
- The business must constitute a “technology business” as set forth in Section 2-241 of the Town Code;
  - The business must not be operating under a certificate of public convenience issued by the Virginia State Corporation Commission;
  - The business must not be engaged in the provision of a “utility service” as that term is defined within Section 14-31 of the Town Code;
  - At the time of application, any qualified business must certify that it expects to be engaged in such business throughout the entire or remaining portion of the tax year for which an incentive is sought; and,
  - The business must have submitted an application for qualification to the Town Treasurer, on or before March 1 of the tax year for which a reduction of taxes is sought under this section.

**Area:** Within corporate limits.

**Incentives:**

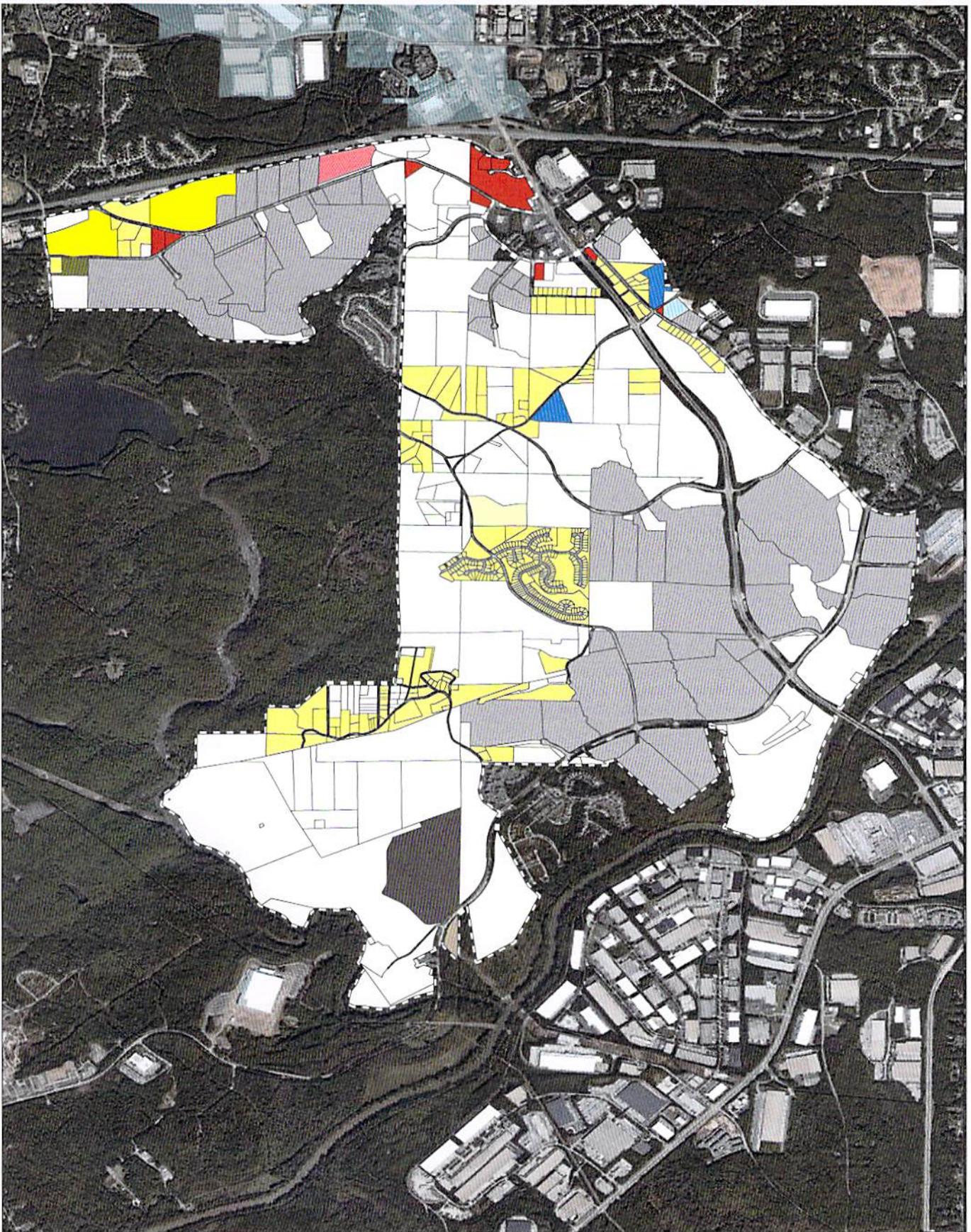
- ❖ 100% reduction of license fee for technology businesses with gross receipts of \$50,000 or less.
- ❖ 50% reduction of any taxes owed for technology businesses with gross receipts of more than \$50,000.

# **ANALYSIS MAPS**



## Study Area

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

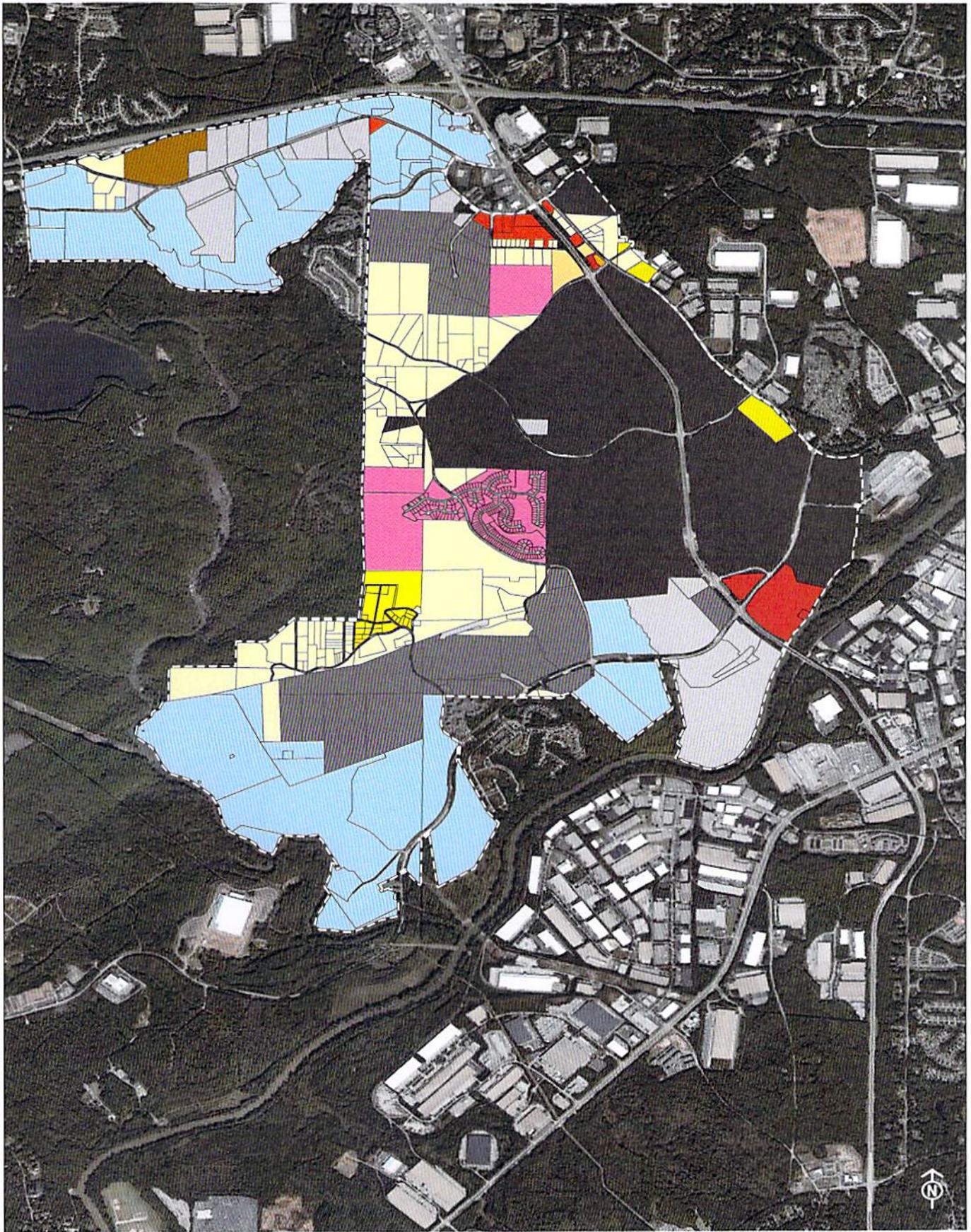


# Existing Land Use

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

Rev. June 12, 2017

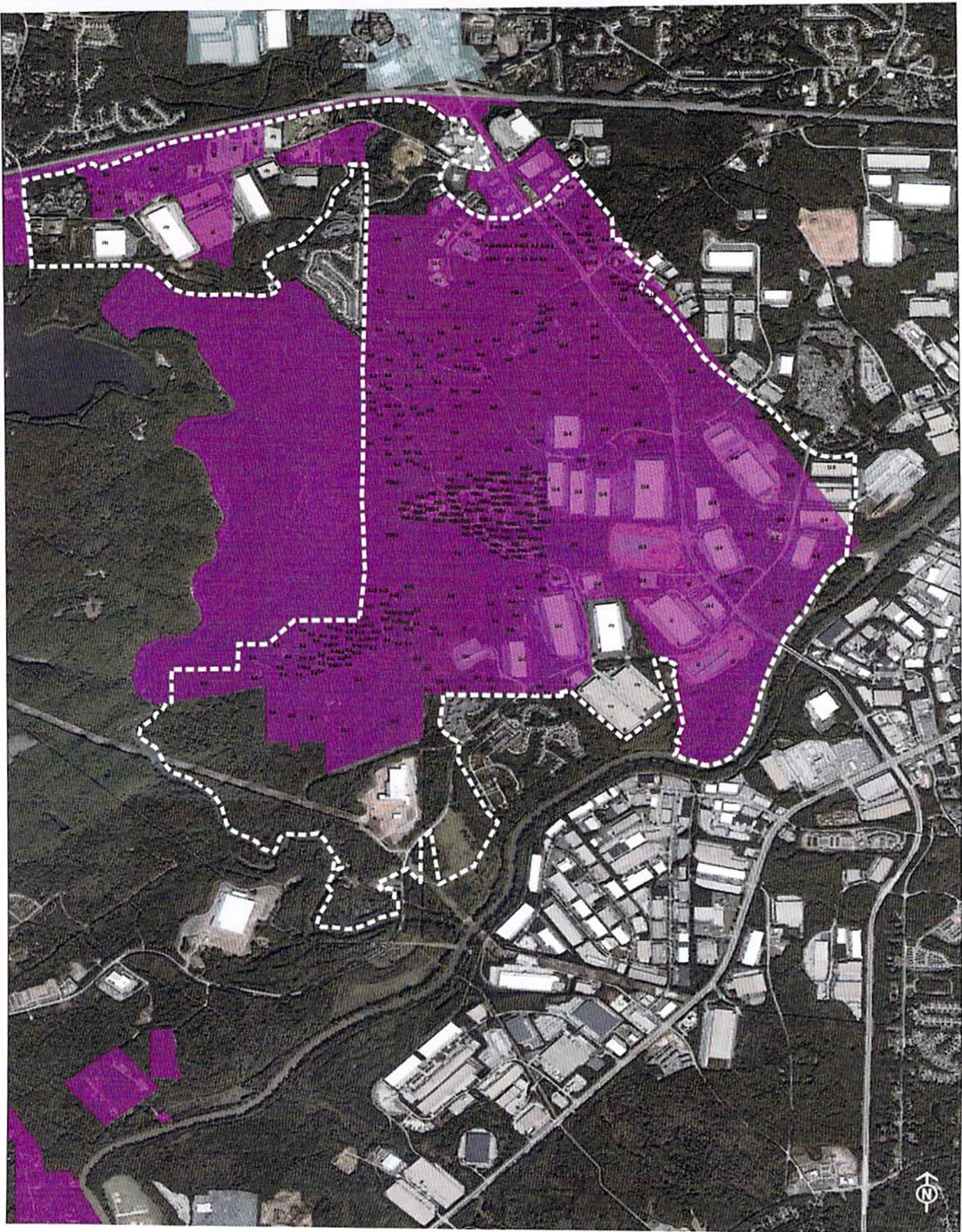
- |  |  |  |
|--|--|--|
|  Open Space         |  Entertainment    |  Mobile Home Park   |
|  Agricultural       |  Industrial       |  Powerline Easement |
|  Church             |  Light Industrial |  SF Residential     |
|  Commercial         |  MF Residential   |  Undeveloped        |
|  Electrical Station |  |  |



# Zoning

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

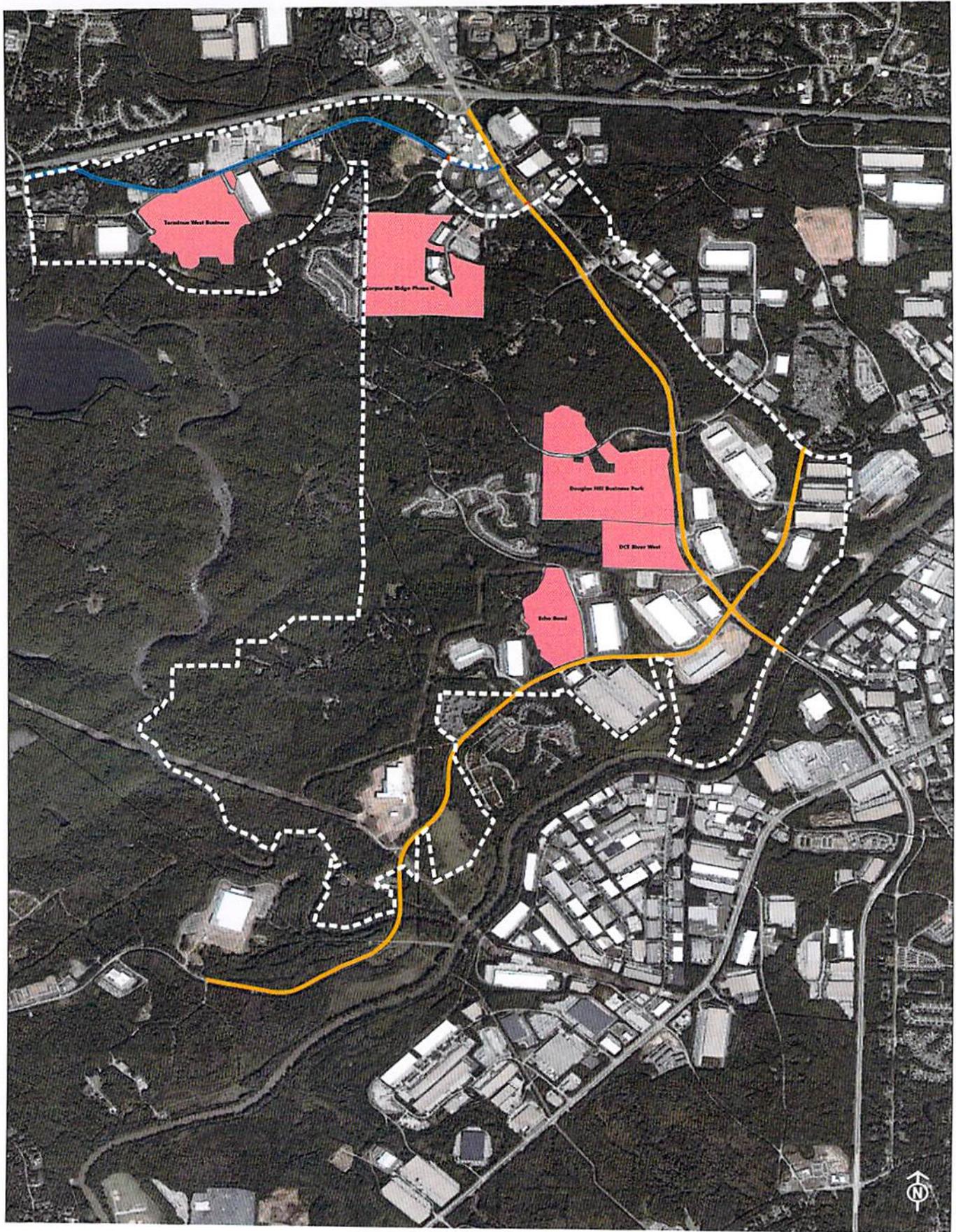
	City		LI		R-1D
	C-G		LI-C		R-MH
	C-N		LI-R		R-MF
	C-H		PUD		
	C-H-C		RA		



# Quality Growth Overlay District

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

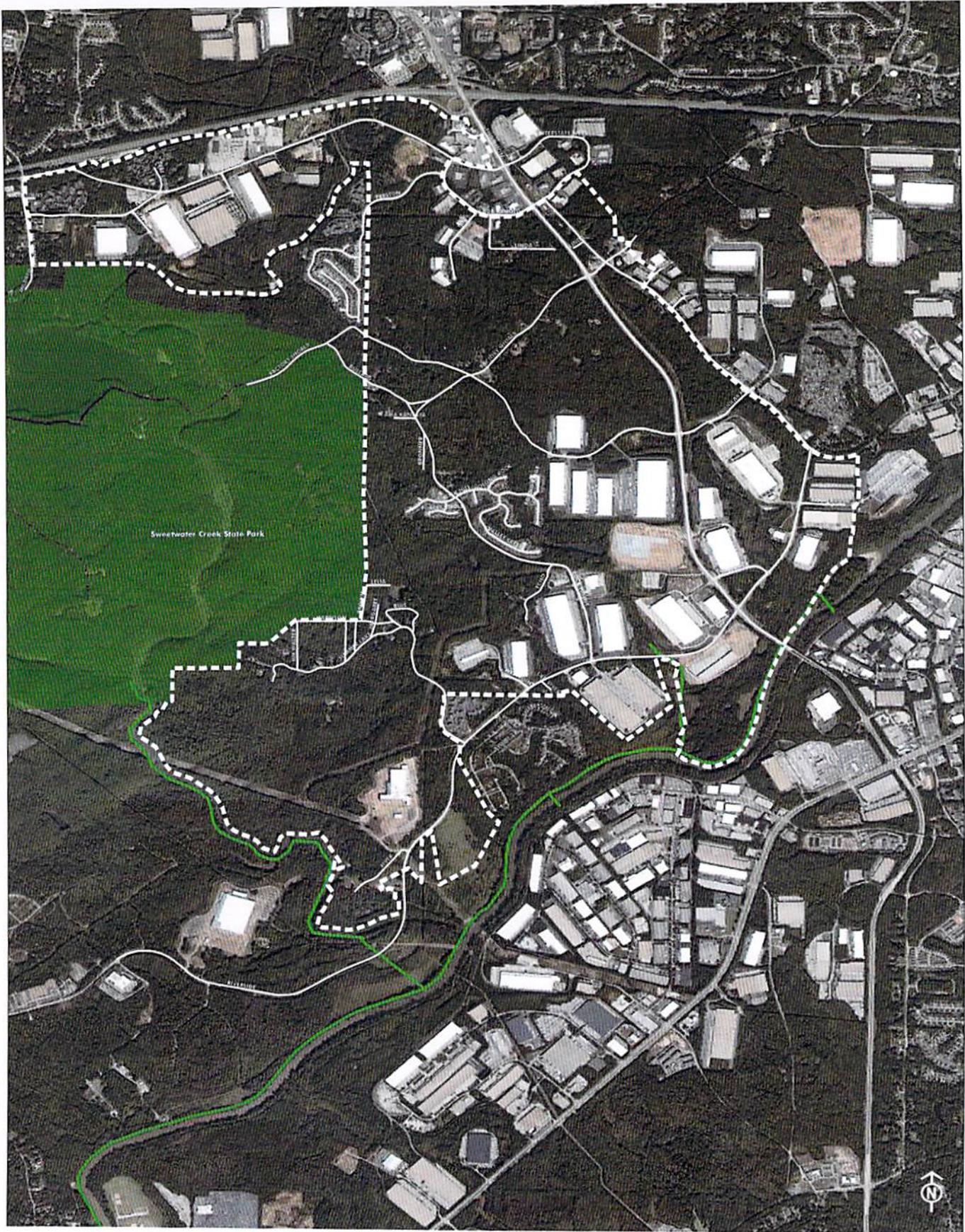
Quality Growth Overlay District



## DRIs and Proposed Improvements

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

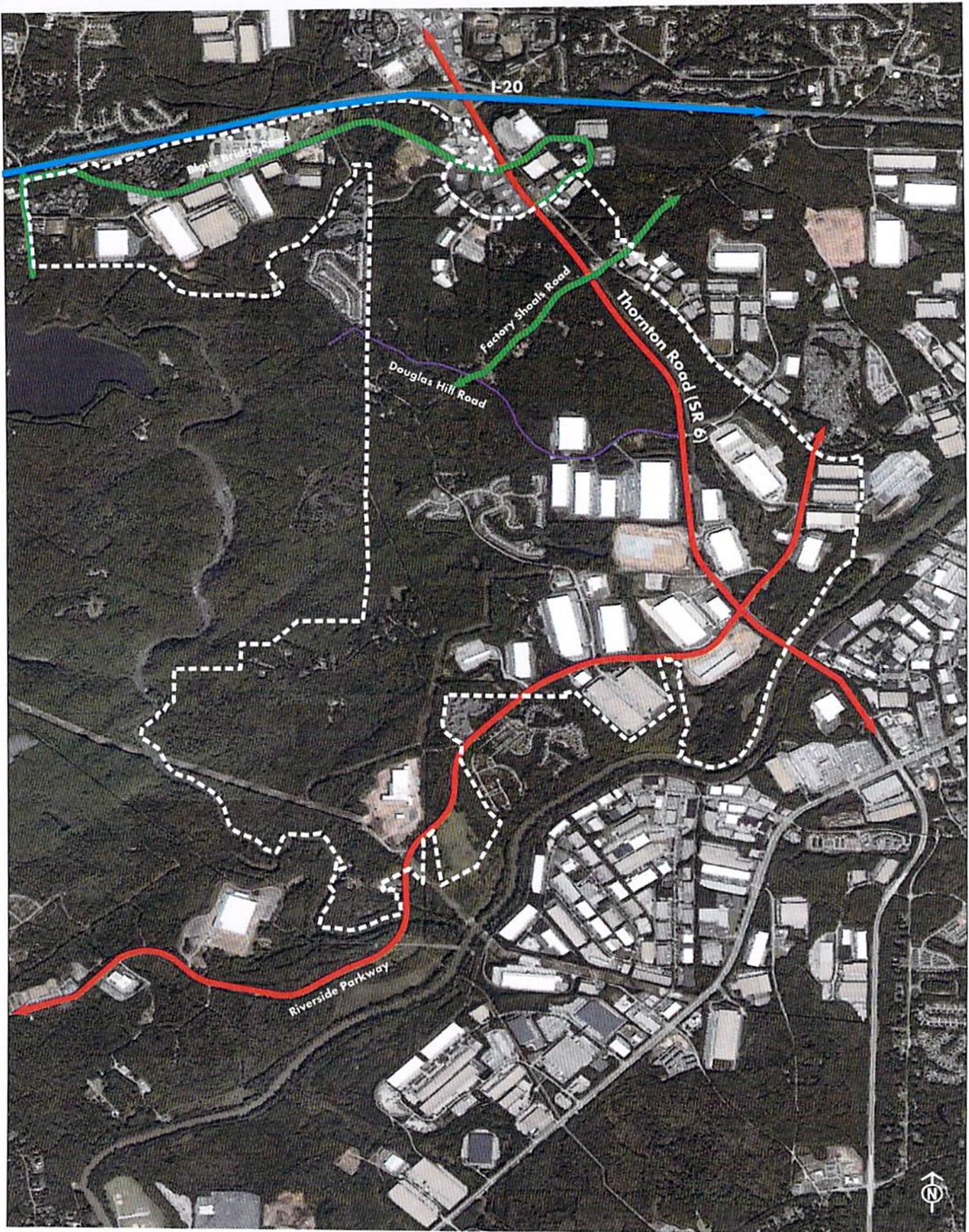
- Previously Planned Points
- Roadway/Bike
- Roadway/Pe...
- DRIs



# Proposed Trails

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

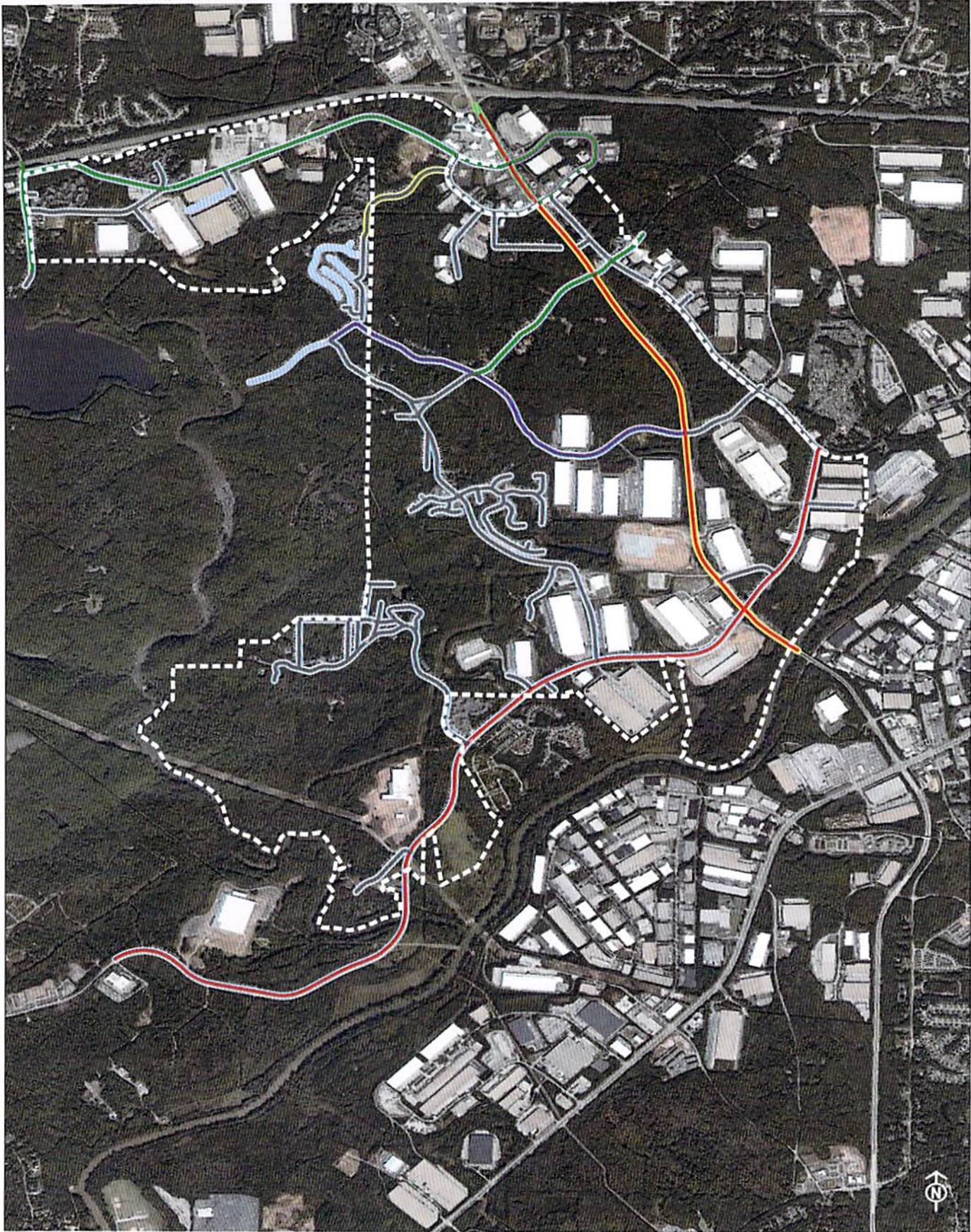
- Streets
- Sweetwater Creek State Park
- Hooch Hill Trails



# Roadway Classifications

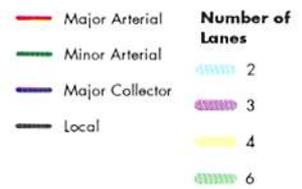
Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

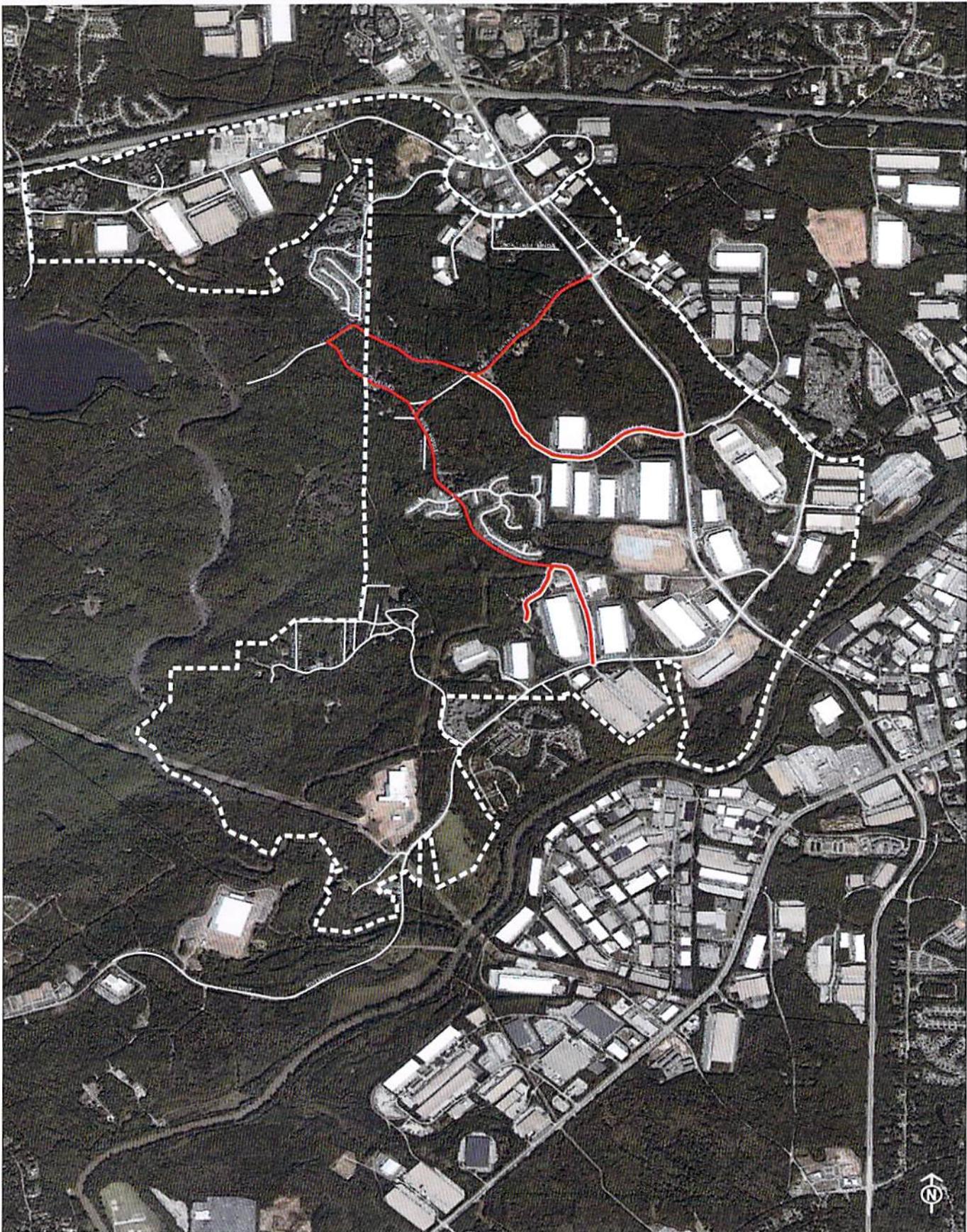
- Interstate
- Major Arterial
- Minor Arterial
- Major Collector



# Functional Class and Laneage

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning





# Truck Traffic

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

- Trucks
- No Trucks
- Streets

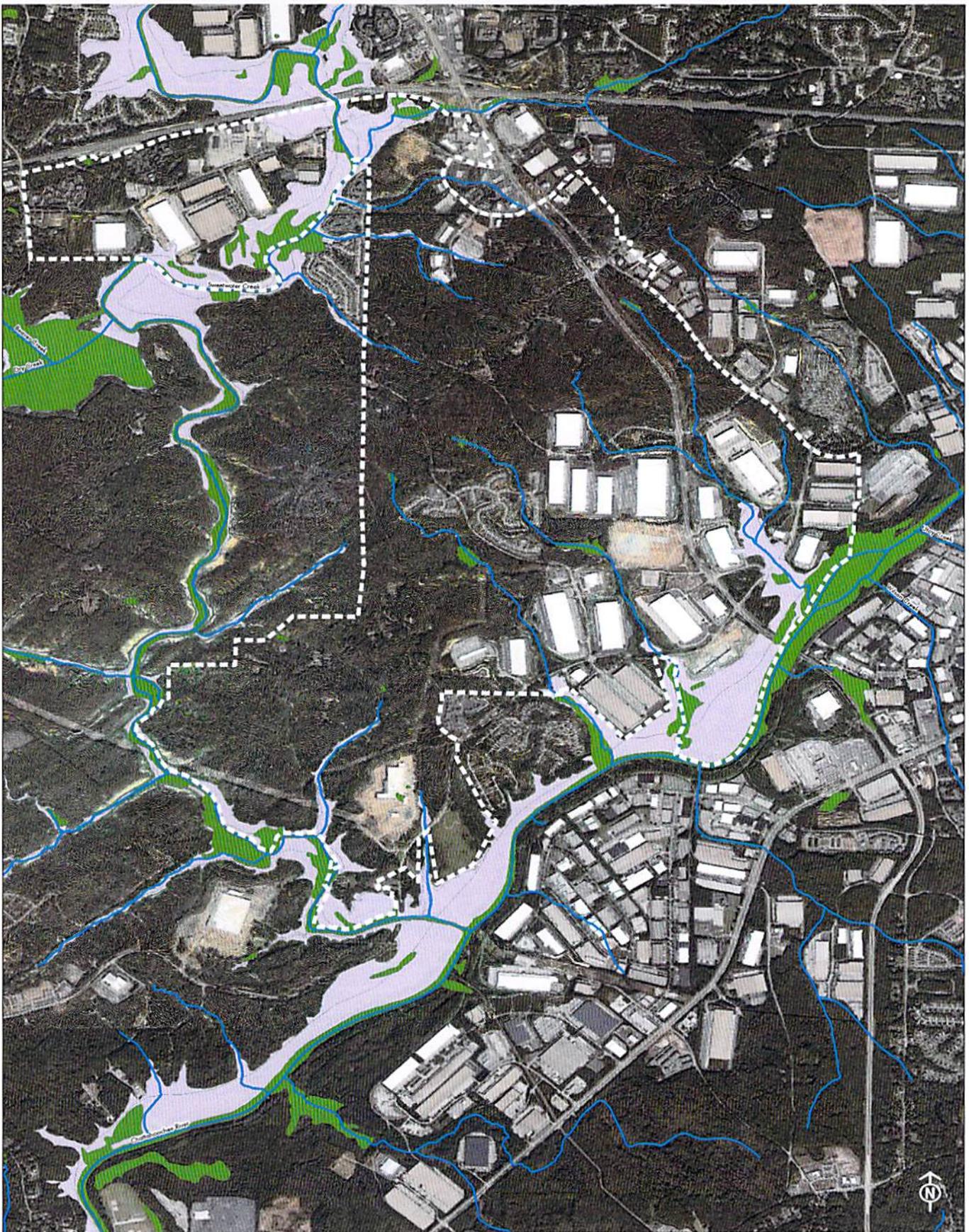




# Paved v. Unpaved Roads

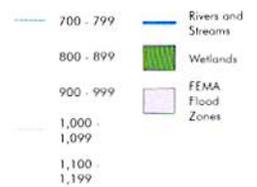
Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning

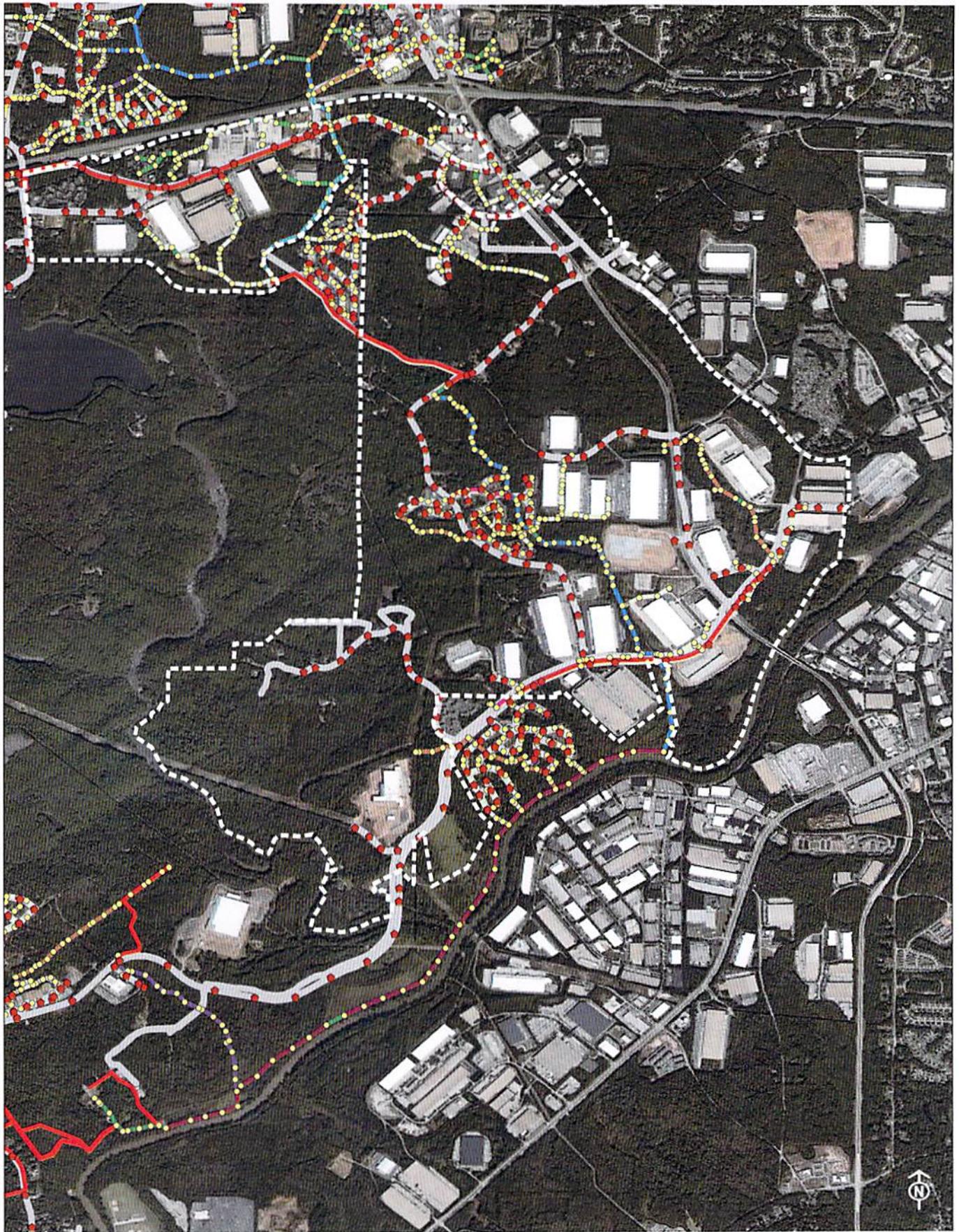
— Paved Roads  
— Unpaved Roads



# Topography

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning





# Utilities

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning



# **TRANSPORTATION RESOURCES**

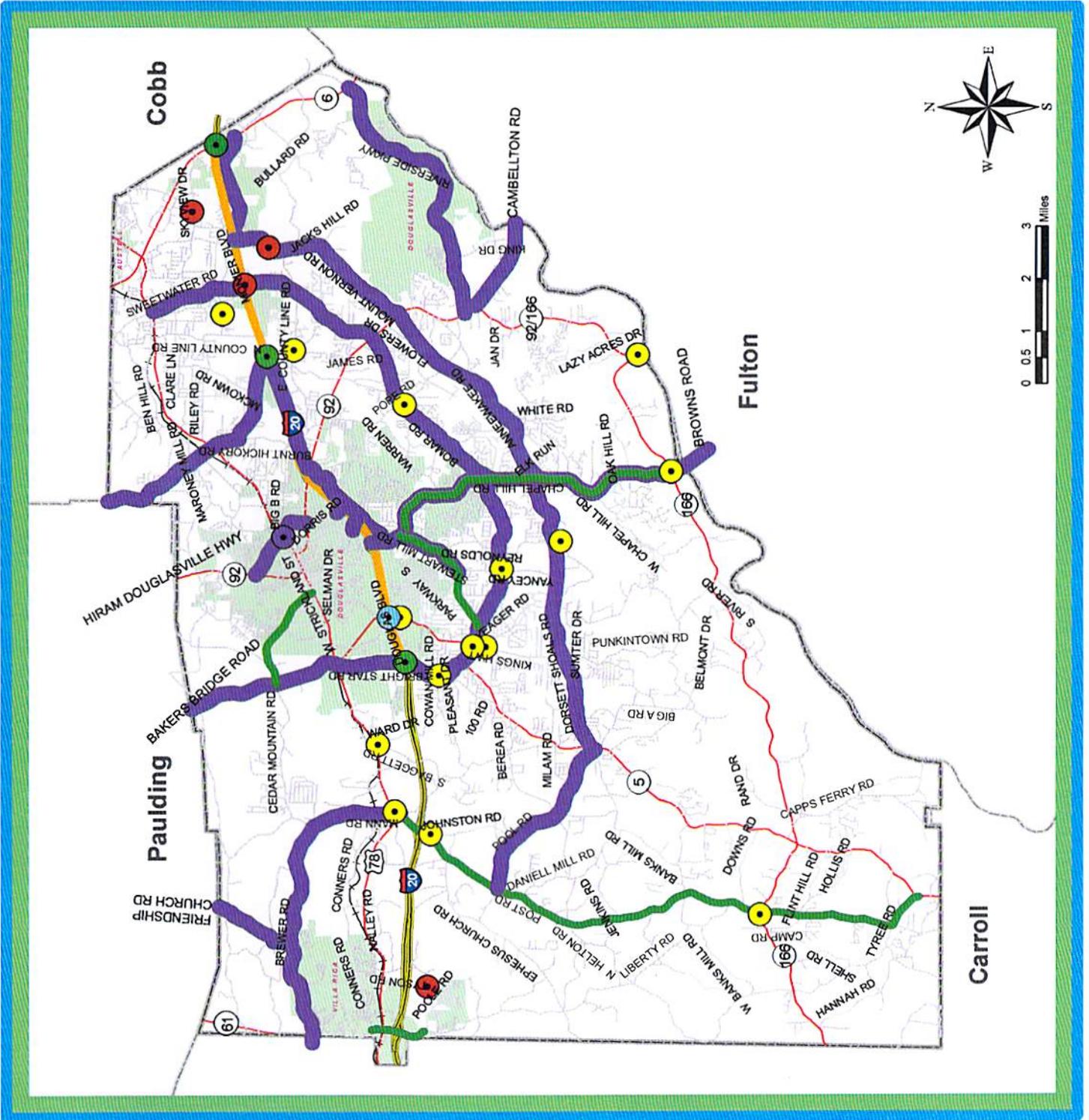
**DOUGLAS COUNTY,  
GEORGIA  
COMPREHENSIVE  
TRANSPORTATION  
PLAN**

**Recommended and  
Proposed Projects**

**Figure 9**

**Legend**

-  Bridge Upgrade
-  Modify Interchange
-  Modify Intersection
-  New Interchange
-  Operational Improvements
-  Roadway Capacity
-  Interstate Improvements
-  Operational Improvements
-  Roadway Capacity
-  Local
-  Interstate
-  State
-  US Hwy
-  Railroad
-  City Limits



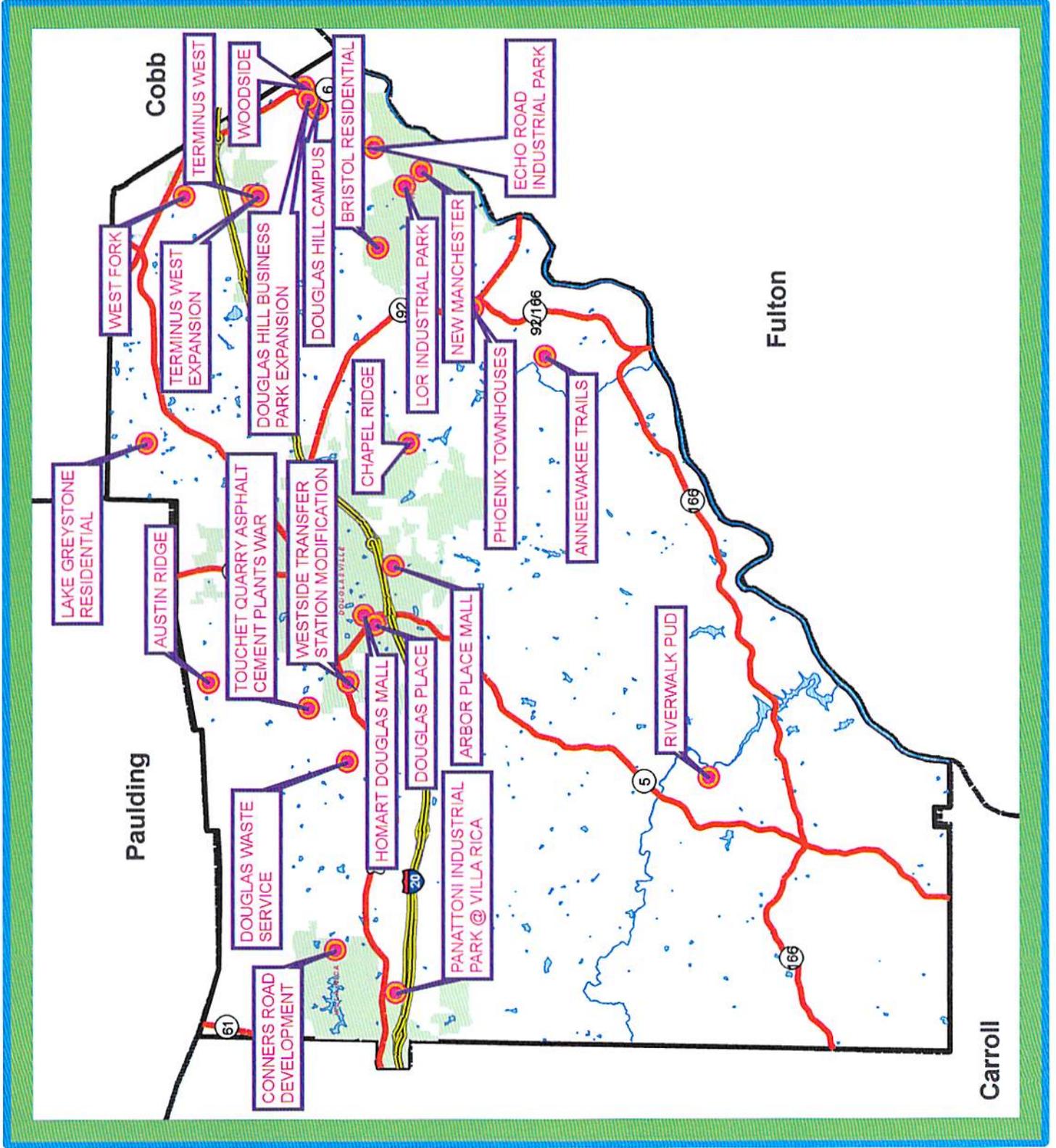
**DOUGLAS COUNTY,  
GEORGIA  
COMPREHENSIVE  
TRANSPORTATION  
PLAN**

**Developments of  
Regional Impact (DRI)  
(April 2007)**

**Figure 3**

**Legend**

-  DRI
-  INTERSTATE
-  STATE
-  US Hwy
-  Other
-  Lake/Pond
-  City Limits
-  County Boundary







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Search...



## SR 6 FROM I-20 WB TO SR 6 SPUR - TRUCK FRIENDLY LANES

Project ID:	0010821	<a href="#">Notice to Proceed</a>
		<a href="#">Date:</a>
Project Manager:	Xavier James	<a href="#">Construction Percent</a> %
		<a href="#">Complete:</a>
Office:	Program Delivery	<a href="#">Current Completion</a>
		<a href="#">Date:</a>
County:	Cobb, Douglas	<a href="#">Work Completion</a>
		<a href="#">Date:</a>
Congressional District:	013	<a href="#">Construction Contract</a>
		<a href="#">Amount:</a>
State Senate District:	033, 035	<a href="#">Construction</a>
		<a href="#">Contractor:</a>
State House District:	039, 061	<a href="#">Select Another Project</a>
Project Type:	Reconstruction/Rehabilitation	<a href="#">Design Plan Documents</a>
Project Status:	Construction Work Program	<a href="#">Preconstruction Status Report</a>
Right of Way Authorization:		<a href="#">Construction Status Report</a>

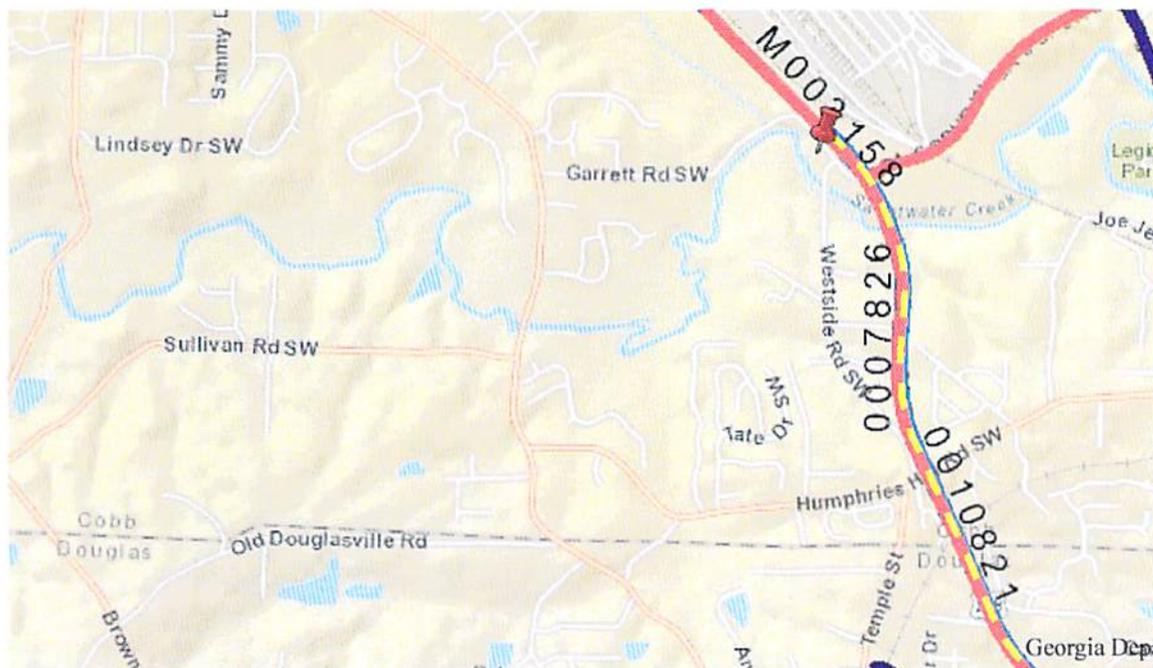
[Submit feedback to project manager](#)

### Project Description:

The purpose is to improve operations for trucks on SR 6 from I-20 West to SR 6 Spur. SR 6 is an urban principal arterial and is 6 lanes with a raised median from I-20 to US 78/Veterans Memorial Parkway and 4 lanes with a paved median from Veterans Memorial Parkway to SR 6 Spur. This

carries significant freight traffic. This project is located within the Atlanta MPO boundary and is listed in the TIP as DO-299. This project is justified by the need to address current and future freight traffic needs and improve operations on SR 6 between 1-20 and SR 6 Spur.

Activity	Program Year	Cost Estimate
SCP (Scoping)	2015	\$1,000,000.00
PE (Preliminary Engineering)	2017	\$1,649,794.00
ROW (Right of Way)	2019	\$6,000,000.00
UTL (Utilities)	2021	\$2,000,000.00
CST (Construction)	2021	\$35,654,850.00



Project Documents
There are no items to show in this view.

**TOP 5 MOST VISITED**

- [Transportation Project Search](#)
- [Crash, Road & Traffic Data](#)
- [Northwest Corridor Express Lanes](#)
- [Contractors](#)
- [Maps](#)

<b>Short Title</b>	RIVERSIDE PARKWAY BRIDGE UPGRADE AT SWEETWATER CREEK
<b>GDOT Project No.</b>	0015072
<b>Federal ID No.</b>	N/A
<b>Status</b>	Programmed
<b>Service Type</b>	Roadway / Bridge Upgrade
<b>Sponsor</b>	City of Douglasville
<b>Jurisdiction</b>	Douglas County
<b>Analysis Level</b>	Exempt from Air Quality Analysis (40 CFR 93)



<b>Existing Thru Lane</b>	N/A
<b>Planned Thru Lane</b>	N/A

<b>Network Year</b>	TBD
<b>Corridor Length</b>	N/A miles

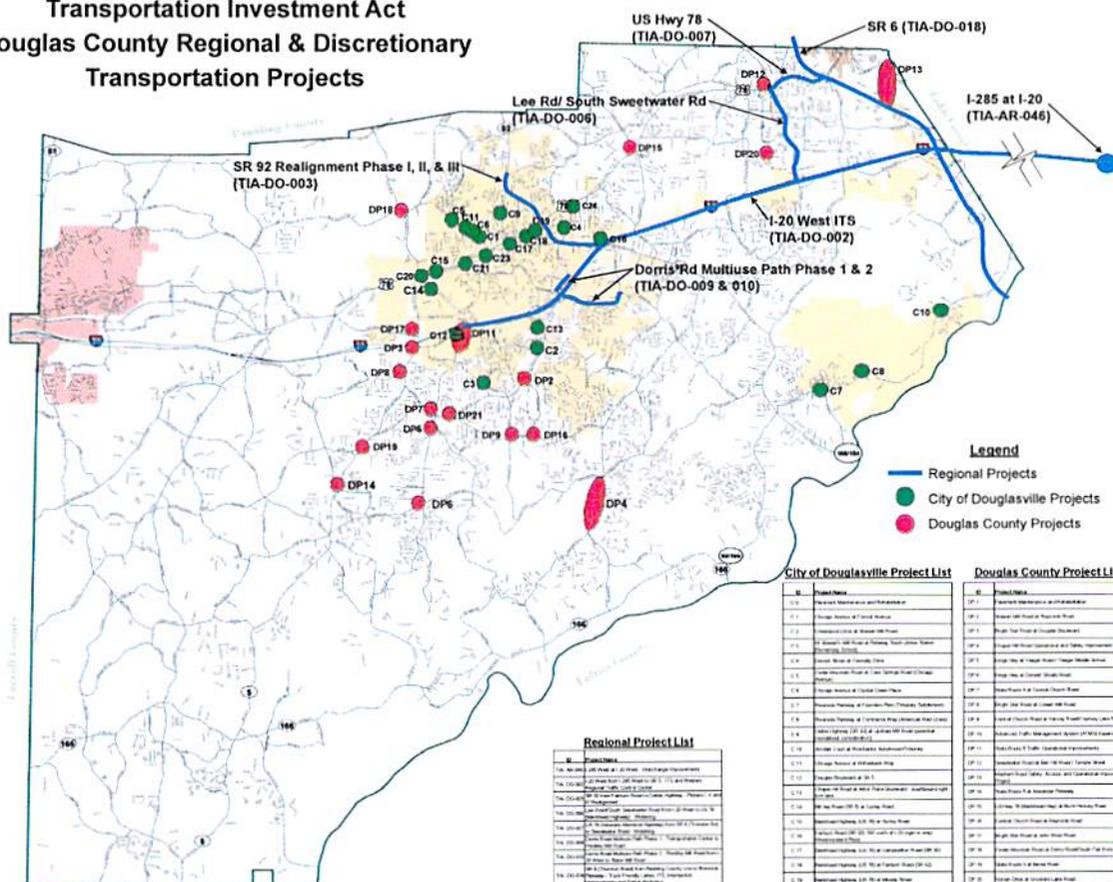
**Detailed Description and Justification**

The work proposed will be to rehabilitate the existing 280 ft. long bridge at Sweetwater Creek. The work will include a detailed inspection including the joints, bearings, beams, and substructure. Plans will be prepared for strengthening the intermediate concrete bent caps by encasing with cast-in-place reinforced concrete. Plans and special provisions will be prepared for the bent repair, joint replacement, steel beam painting, deck polymer overlay, bearing replacement, and scour repair. Construction phase services will be limited to shop drawing review and responding to contractor requests for information. Environmental work will include ecological services, USACE permit preparation, cultural resource services, air and noise assessments, and NEPA documentation.

Phase Status & Funding Information	Status	FISCAL YEAR	TOTAL PHASE COST	BREAKDOWN OF TOTAL PHASE COST BY FUNDING SOURCE			
				FEDERAL	STATE	BONDS	LOCAL/PRIVATE
PE Surface Transportation Block Grant (STBG) Program - Urban (>200K) (ARC)		2017	\$100,825	\$80,660	\$0,000	\$0,000	\$20,165
CST Local Jurisdiction/Municipality Funds		2018	\$480,000	\$0,000	\$0,000	\$0,000	\$480,000
			<b>\$580,825</b>	<b>\$80,660</b>	<b>\$0,000</b>	<b>\$0,000</b>	<b>\$500,165</b>

SCP: Scoping PE: Preliminary engineering / engineering / design / planning PE-OV: GDOT oversight services for engineering ROW: Right-of-way Acquisition  
 UTL: Utility relocation CST: Construction / Implementation ALL: Total estimated cost, inclusive of all phases

# Transportation Investment Act Douglas County Regional & Discretionary Transportation Projects



- Legend**
- Regional Projects
  - City of Douglasville Projects
  - Douglas County Projects

**Regional Project List**

ID	Project Name
1.0	SR 92 Realignment Phase I, II, & III (TIA-DO-003)
1.1	Lee Rd/ South Sweetwater Rd (TIA-DO-006)
1.2	US Hwy 78 (TIA-DO-007)
1.3	SR 6 (TIA-DO-018)
1.4	I-285 at I-20 (TIA-AR-046)
1.5	I-20 West ITS (TIA-DO-002)
1.6	Dorris Rd Multiuse Path Phase 1 & 2 (TIA-DO-009 & 010)

**City of Douglasville Project List**

ID	Project Name
2.0	DP1
2.1	DP2
2.2	DP3
2.3	DP4
2.4	DP5
2.5	DP6
2.6	DP7
2.7	DP8
2.8	DP9
2.9	DP10
2.10	DP11
2.11	DP12
2.12	DP13
2.13	DP14
2.14	DP15
2.15	DP16
2.16	DP17
2.17	DP18
2.18	DP19
2.19	DP20
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2.29	DP30
2.30	DP31
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2.96	DP97
2.97	DP98
2.98	DP99
2.99	DP100

**Douglas County Project List**

ID	Project Name
3.0	DP1
3.1	DP2
3.2	DP3
3.3	DP4
3.4	DP5
3.5	DP6
3.6	DP7
3.7	DP8
3.8	DP9
3.9	DP10
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3.94	DP95
3.95	DP96
3.96	DP97
3.97	DP98
3.98	DP99
3.99	DP100





# Transportation Investment Act of 2010 Final Investment List Project Fact Sheet (FINAL - January 2012)\*

Identification

**TIA-DO-018**

Location: West Subregion

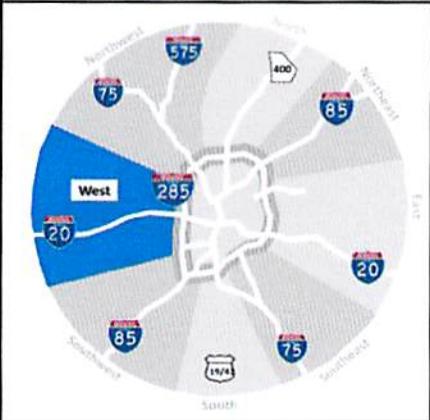
Project Name

SR 6 (Thornton Road) from Paulding County Line to Riverside Parkway - Truck Friendly Lanes, ITS, Intersection Improvements and Partial Widening

Project Type

Roadway

- Road Capacity Expansion
- Road Asset Management
- Road Safety / Operations
- Freight / Logistics
- Aviation
- Bicycle / Pedestrian
- Transit Network Expansion
- Transit Operations / Maint.



PLAN 2040 Status

A portion planned for widening in PLAN 2040, but most of project consistent with plan emphasis on low cost operational improvements rather than major capacity expansion  
*Related Project Numbers: ASP-CO-416*

Description, Purpose and Benefits

This project includes road widening, truck friendly lanes, intersection improvements, and ITS technologies on SR 6 (Thornton Road) from the Paulding County line to SR 70 (Fulton Industrial Boulevard) in Fulton County. The segment from SR 8 through Cobb County to the Paulding County line includes widening from 4 lanes to 6 lanes. The segment from the Whitaker Intermodal Facility to I-20 includes adding truck friendly lanes to accommodate the heavy freight traffic travelling to and from the interstate. Overhead wayfinding signage will be included in the project to aid freight and other vehicles approaching the interstate and to minimize sudden lane changes that presently occur in the areas near the interstate. ITS technologies are included in the project that will monitor traffic data including volumes, speeds, and vehicular classification will be used to manipulate green time to maximize freight vehicle progression in the truck friendly lanes and where roadway gradient slows truck vehicle progression. Advanced traffic management systems including fiber optic communication expansion, closed circuit television, and adaptive traffic signal systems are included in the project. In addition to the improvements to the freight corridor, the project includes intersection operational improvements such as addition and extension of turn lanes, signal upgrades, and radii improvements to major intersections that will improve safety and reduce crashes. The project is part of the SR 6 Corridor Study recommendation. This project will provide improved safety and regional mobility for Paulding, Cobb, Douglas, and Fulton Counties and their associated municipalities. The corridor is designated as both a Regional Thoroughfare and a Regional Truck Route. ARC regional travel demand model calculations indicate that the completed project will reduce congestion along this section of the corridor by 7% compared to current conditions, even after accounting for several years of growth in development and traffic volumes between today and when the project is completed. The total cost of the project is \$43,000,000, which will be entirely funded under TIA.

Project Length

14 miles

*These fields are only applicable to certain types of projects.*

Lanes (Current)

4

Lanes (Proposed)

6

Funding Commitments

TIA Funds	\$43,000,000
Federal Funds	\$0
Local Funds*	\$0
<b>Total Funding</b>	<b>\$43,000,000</b>

*(all amounts shown in current year 2011 dollars)*

\* Additional local funds may be identified prior to the referendum to deliver some projects.

Implementation Band

Construction likely to occur in Band 2 (2016-2019)



\* This fact sheet provides supplemental scope information related to projects approved by the Atlanta Regional Roundtable on October 13, 2011. For certain project types, it may also include performance data derived through a technical analysis conducted by the Atlanta Regional Commission following approval of the investment list. Grammatical corrections and clarifications were also made to the text as necessary. No changes to project scopes, schedules or budgets were made. For the original fact sheets, as approved by the Roundtable, refer to the Final Report available at [www.atlantaregionalroundtable.com](http://www.atlantaregionalroundtable.com).



# Transportation Investment Act of 2010 Final Investment List Project Fact Sheet (FINAL - January 2012)\*

**Identification**

**TIA-DO-006**

**Project Name**

Lee Road / South Sweetwater Road from I-20 West to US 78 (Bankhead Highway) - Widening

**Project Type**

Roadway

- Road Capacity Expansion
- Road Asset Management
- Road Safety / Operations
- Freight / Logistics
- Aviation
- Bicycle / Pedestrian
- Transit Network Expansion
- Transit Operations / Maint.

**PLAN 2040 Status**

Project identified as a line item in PLAN 2040 with construction planned in 2018-2030 timeframe  
*Related Project Numbers: DO-022*

Location: West Subregion



**Description, Purpose and Benefits**

This multimodal project will add additional lanes to this major arterial corridor used to access I-20. The project consists of 1.9 miles of widening and reconstruction of Lee Road and South Sweetwater Road from I-20 to US 78. The project concept consists of a four lane median separated roadway section from I-20 to Skyview Drive and a three lane section from Skyview Drive to US 78. The project also includes a multi-use trail and sidewalk throughout the length of the project. Signalized intersections will be upgraded as part of the project. The project provides an alternative travel corridor to SR 6 for non-freight traffic as identified in the Connect 6 study performed by ARC. This project is identified as part of GRTA's Arterial Improvement program. This project, recommended in the Connect 6 Corridor Study, provides a vital commute link between US Hwy 78 and I-20 that will serve as an alternate north-south travel corridor other than SR 6 for Cobb, Paulding, and Douglas County commuters. It will provide additional capacity between the Whitaker Intermodal Facility and I-20 for the expected increase in freight traffic on SR 6. This project represents the first phase of a major north-south arterial route to further connect Paulding, Cobb, and Douglas County travelers to interstate 20 at the upgraded Lee Road interchange. The project is located on the Regional Strategic Transportation System. ARC regional travel demand model calculations indicate that the completed project will reduce congestion along this section of the corridor by 25% compared to current conditions, even after accounting for several years of growth in development and traffic volumes between today and when the project is completed. The total cost of the project is \$18,900,000, which will be entirely funded under TIA.

**Project Length**

1.9 miles

*These fields are only applicable to certain types of projects.*

**Lanes (Current)**

2

**Lanes (Proposed)**

4

**Funding Commitments**

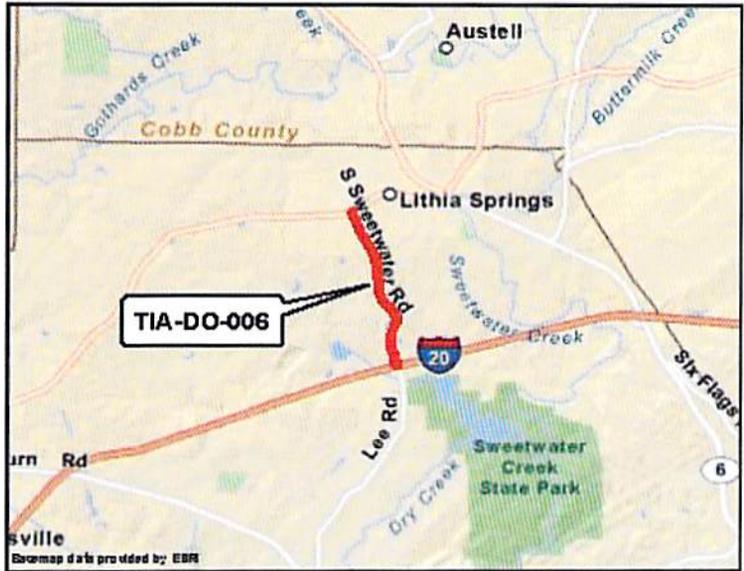
TIA Funds	\$18,900,000
Federal Funds	\$0
Local Funds*	\$0
<b>Total Funding</b>	<b>\$18,900,000</b>

*(all amounts shown in current year 2011 dollars)*

*\* Additional local funds may be identified prior to the referendum to deliver some projects.*

**Implementation Band**

Construction likely to occur in Band 2 (2016-2019)



*\* This fact sheet provides supplemental scope information related to projects approved by the Atlanta Regional Roundtable on October 13, 2011. For certain project types, it may also include performance data derived through a technical analysis conducted by the Atlanta Regional Commission following approval of the investment list. Grammatical corrections and clarifications were also made to the text as necessary. No changes to project scopes, schedules or budgets were made. For the original fact sheets, as approved by the Roundtable, refer to the Final Report available at [www.atlantaregionalroundtable.com](http://www.atlantaregionalroundtable.com).*

# **PRESENTATIONS**

SOUTHWEST THORNTON ACTIVITY CENTER

# **Sweetwater Master Plan and Zoning**

Public Meeting #1

Prepared by:

**Kimley»Horn**

Prepared for:



# AGENDA

- Welcome and Introductions
- Project Overview Presentation
- Input Stations
  - OneWord Vision
  - Area Fixers/Keepers
  - Community Priorities
  - Other Thoughts
- Next Steps

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# PROJECT OVERVIEW

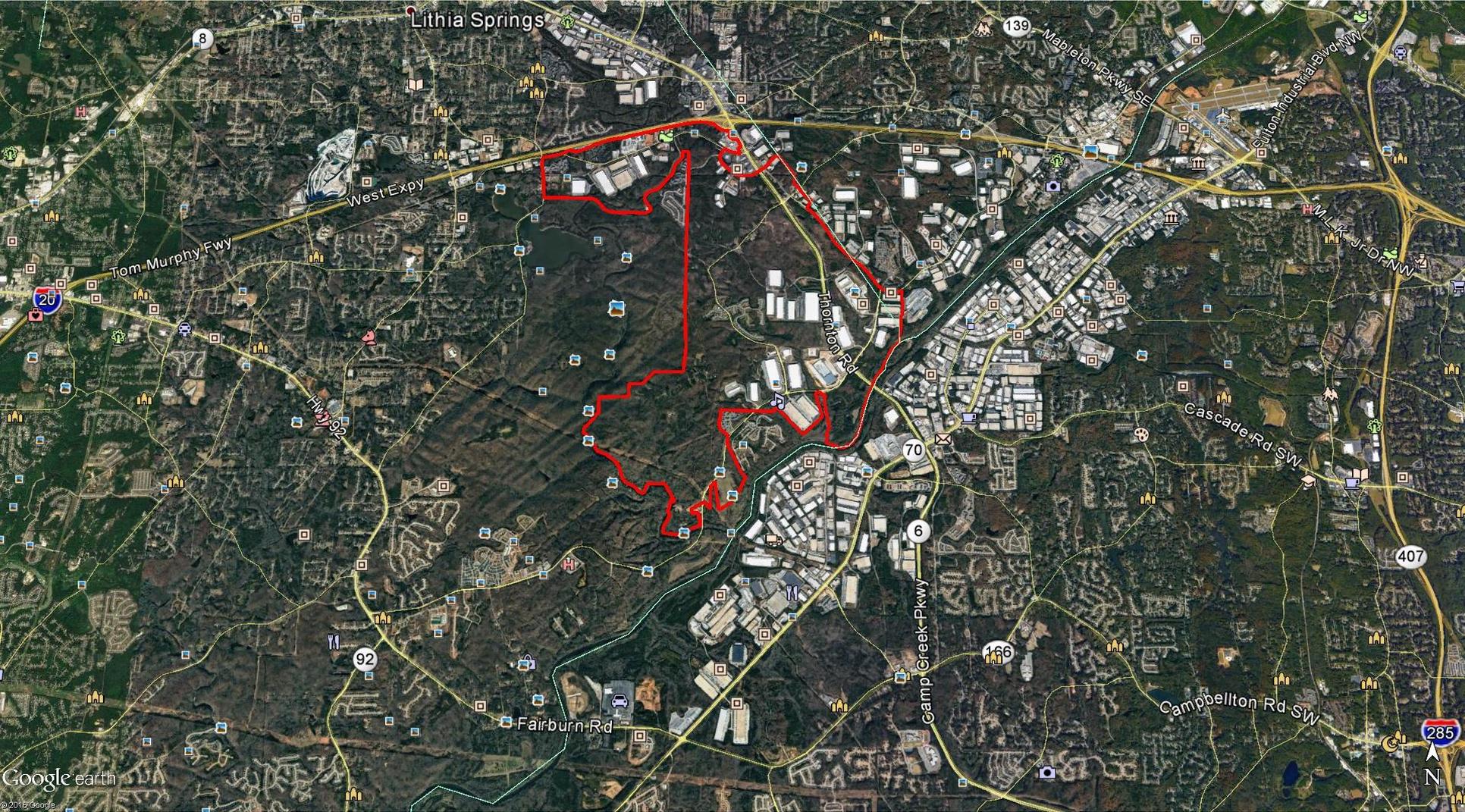
1. Existing Conditions Assessment
- 2. Community Vision**
3. Market Analysis
4. Master Plan
5. Implementation & Funding Plan

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# Study Area

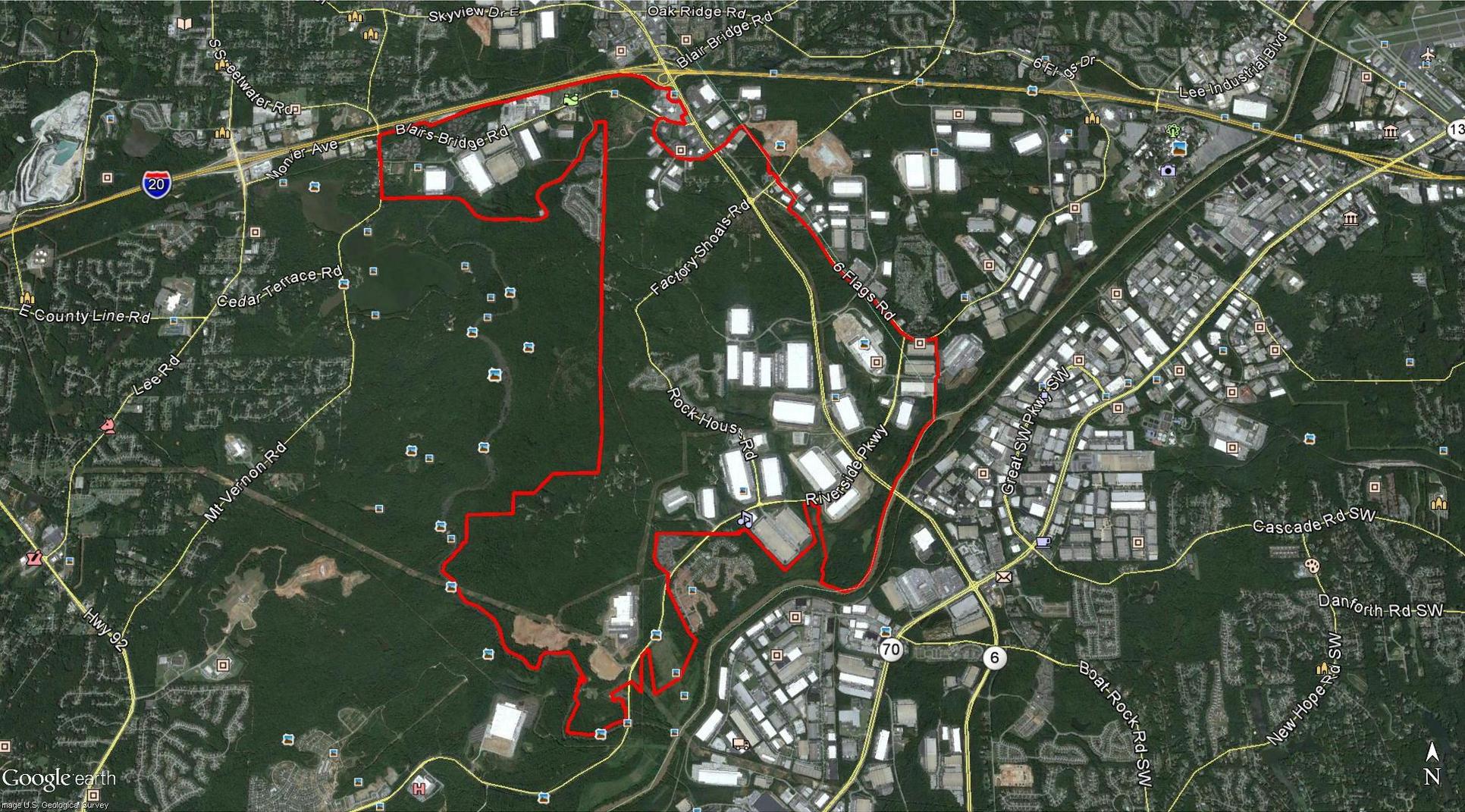


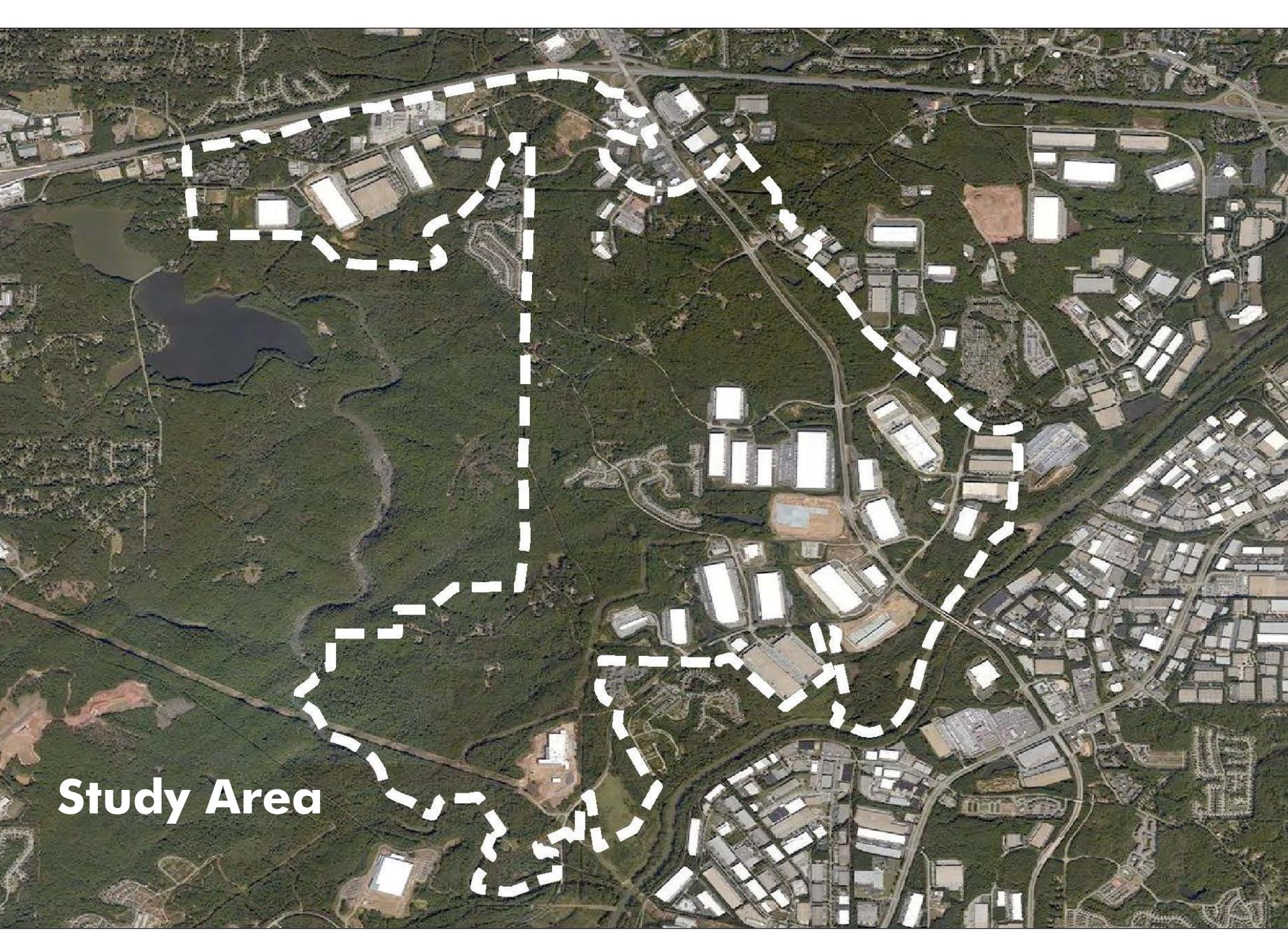


# 2008

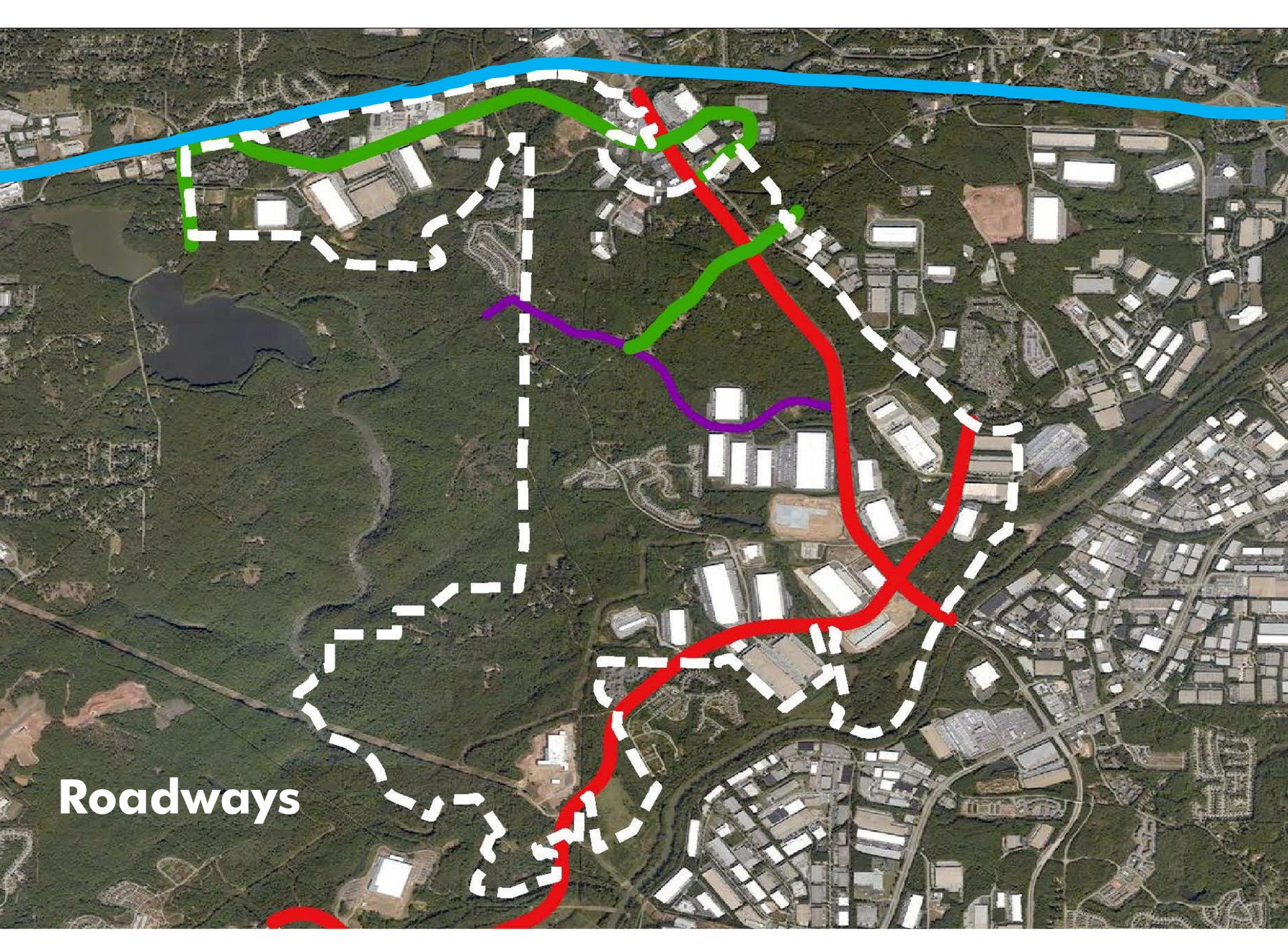


# 2015

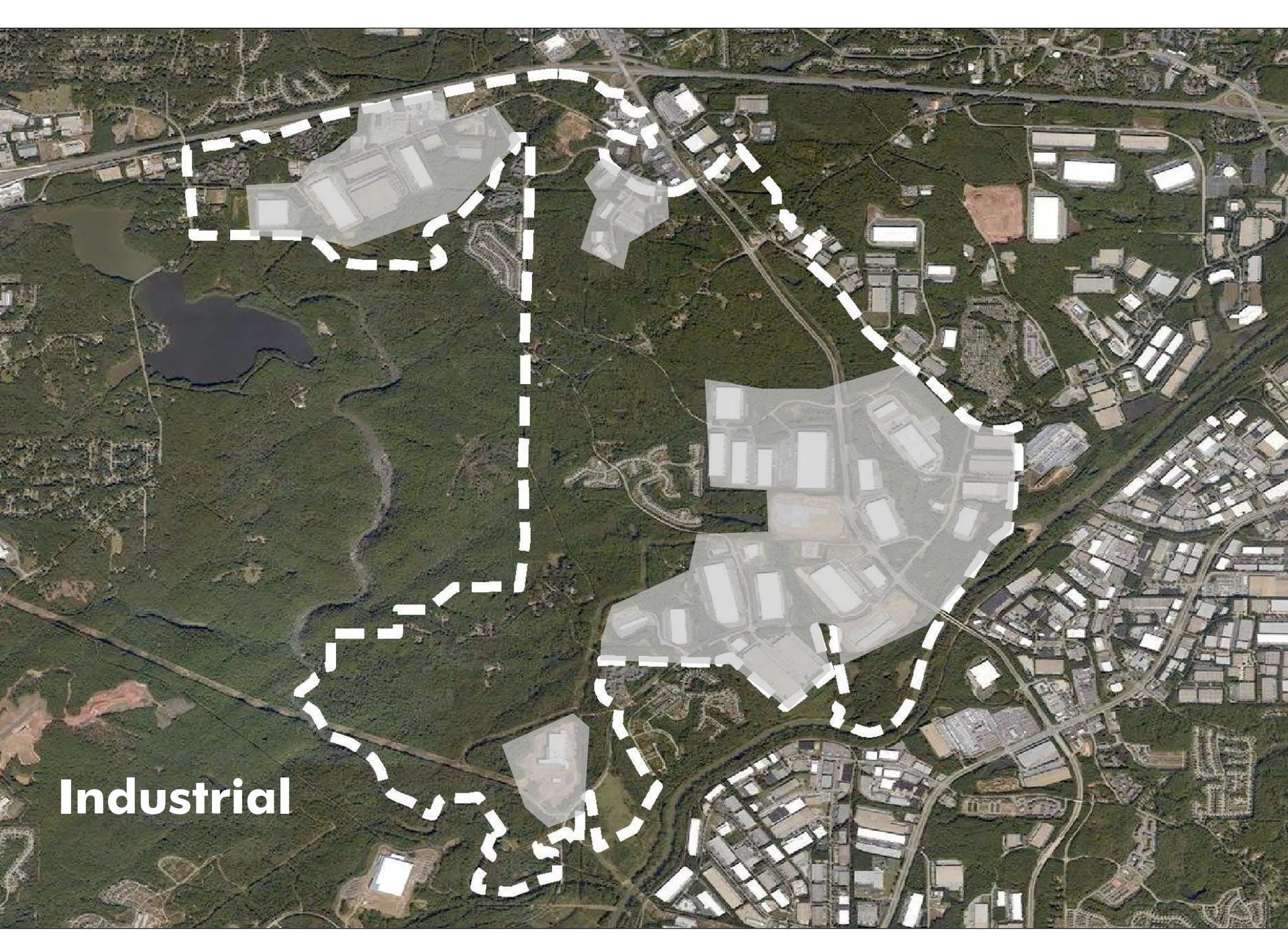




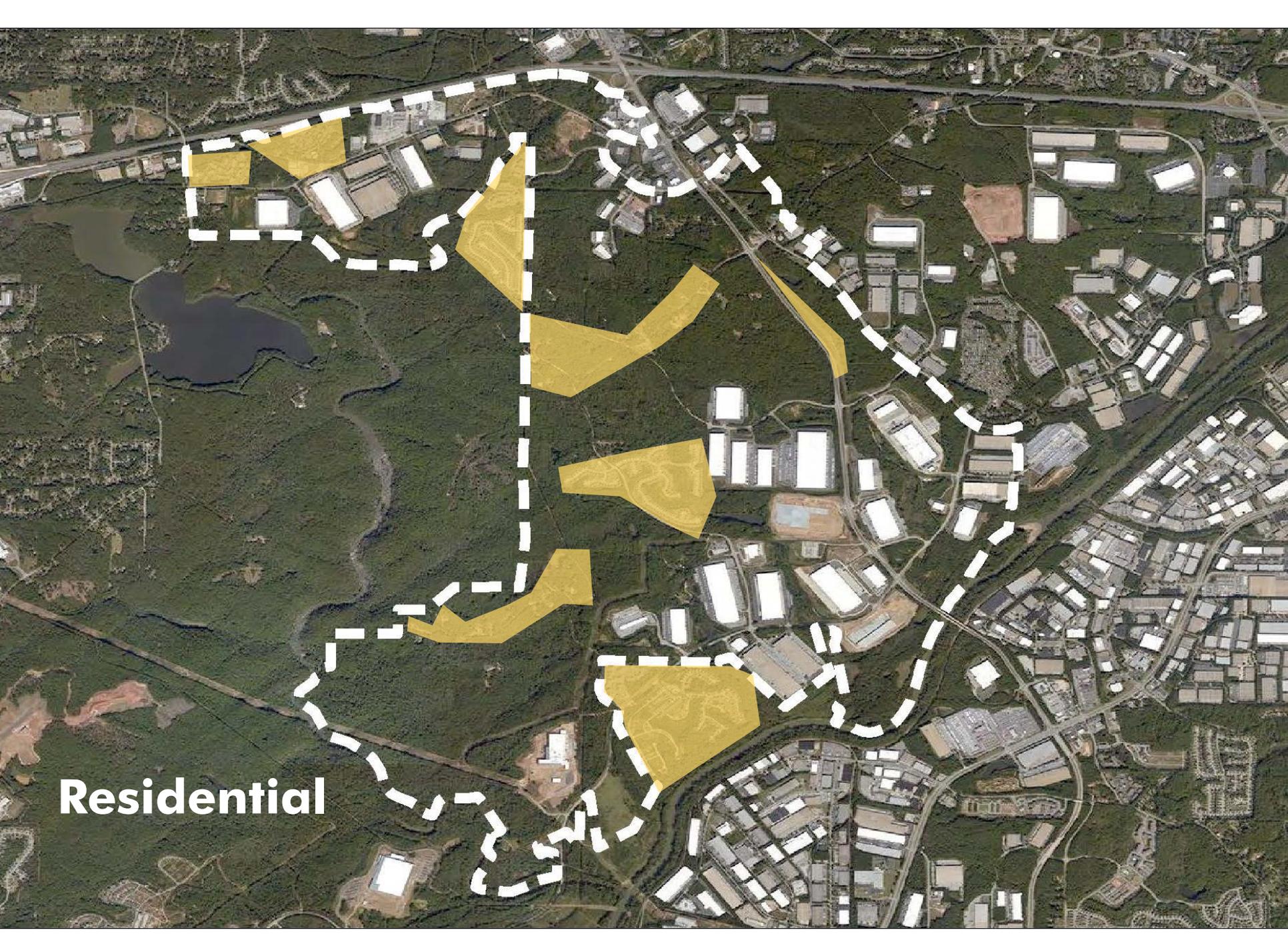
**Study Area**



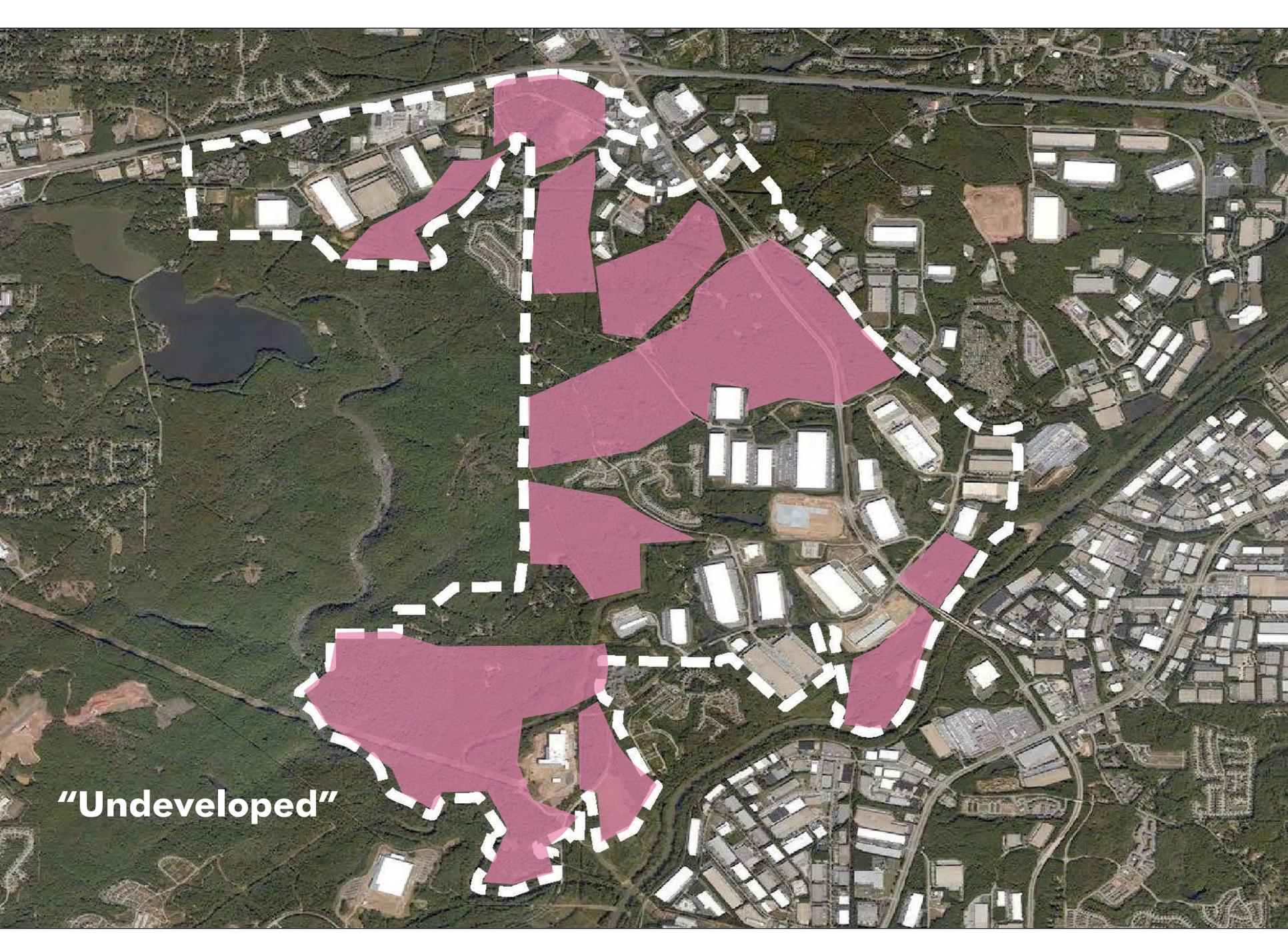
Roadways



**Industrial**



**Residential**

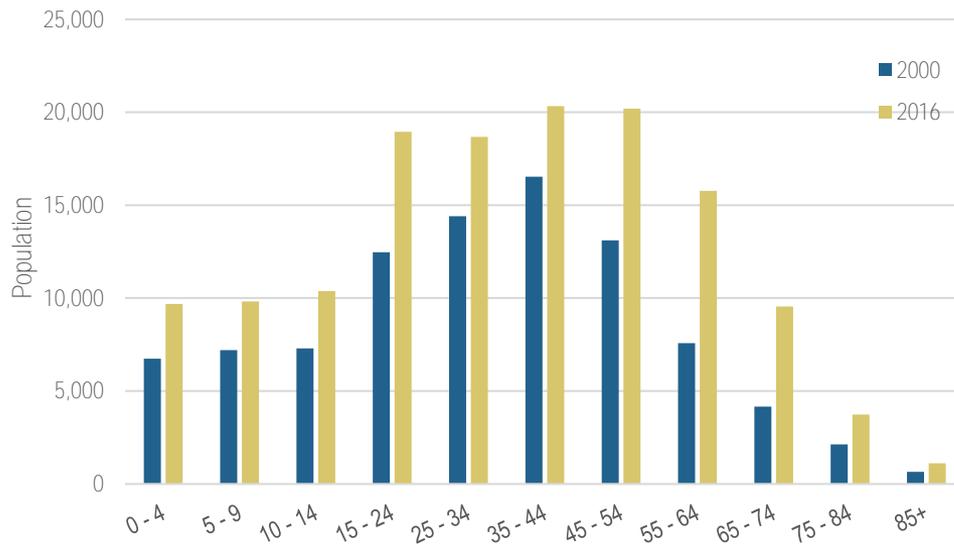


**“Undeveloped”**



**Existing  
Land Use**

# POPULATION CHARACTERISTICS



**Population Growth by Age Cohort, Douglas County, 2000-2016**

- County has +/- 138,000 residents; 46,000 new residents since 2000
- Residents between 35-44 are most common age grouping; typically represent young families and first-time homebuyers
- Growth demonstrated in all age groupings, especially Baby Boomers aging in place
- Median age in County is 35.8; getting older, but at slower rate than the Atlanta MSA

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

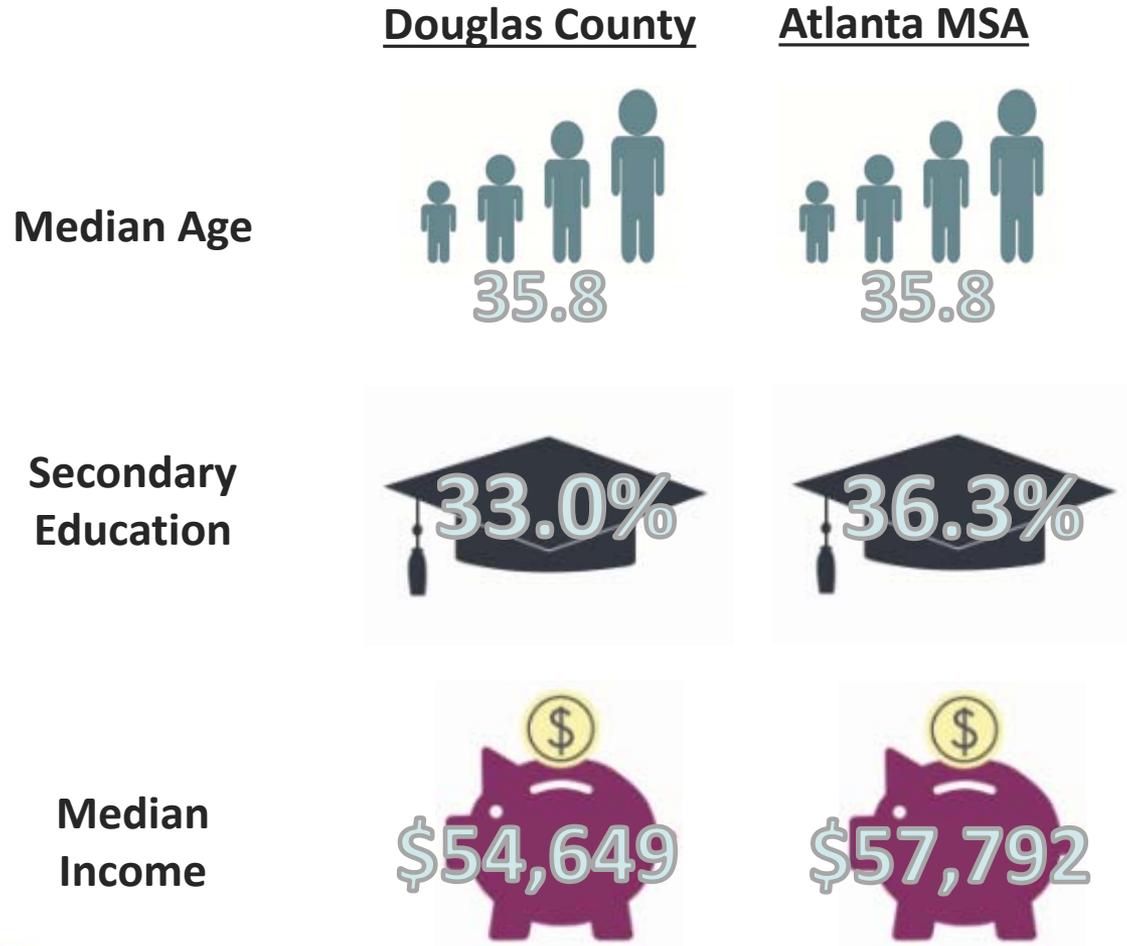
**LAND SUITABILITY**

# HOUSEHOLD CHARACTERISTICS

- Nearly 43% of all households in Douglas County have related children living at home
- Household size increasing as new, young families are attracted to area (2.78 persons per household in 2000; increased to to 2.83 in 2016)
- One- and two-person households are 50% of total



# HOW DOES DOUGLAS COUNTY COMPARE?



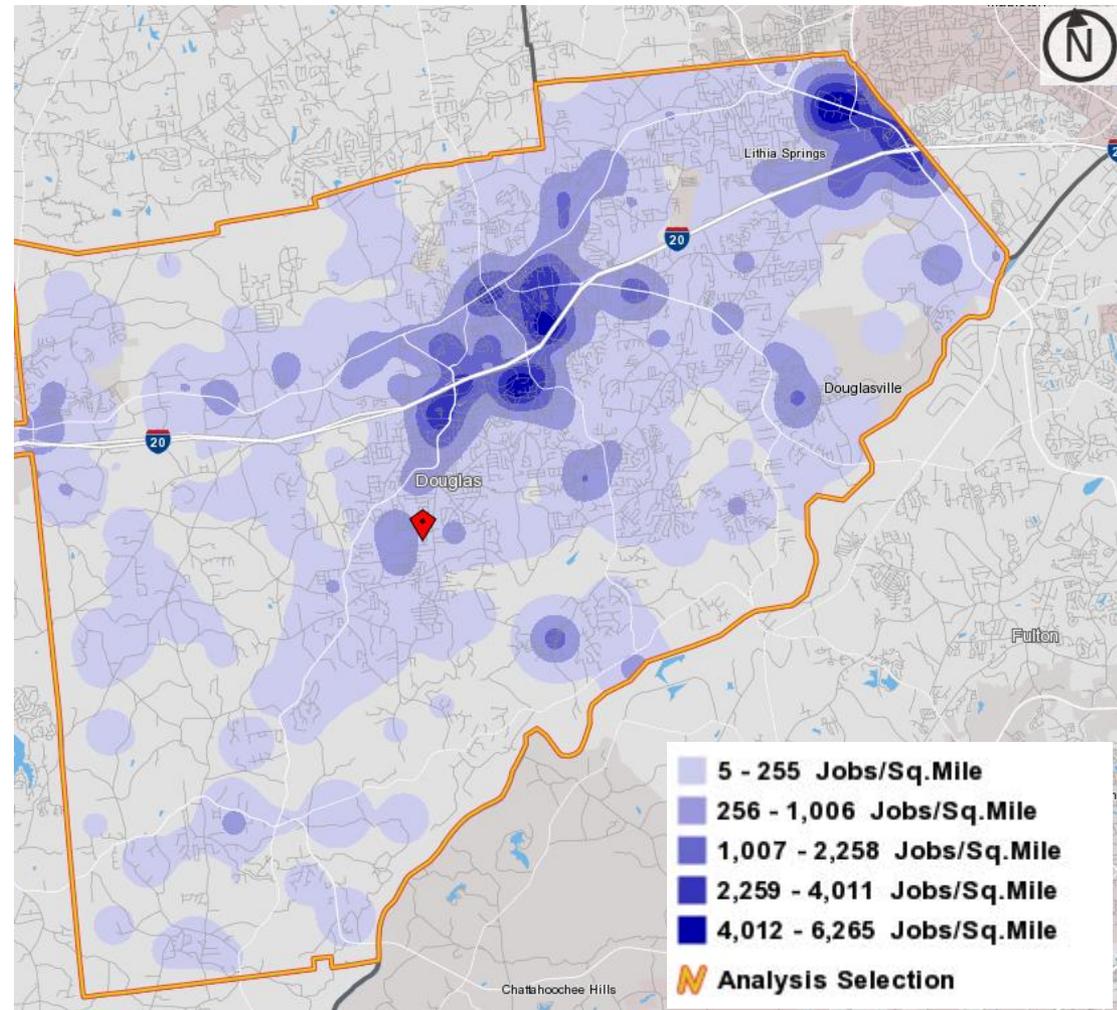
SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
Master Plan and Zoning

**LAND SUITABILITY**

# DOUGLAS COUNTY EMPLOYMENT

- Douglas County had nearly 40,000 jobs in 2014; 1.5% of MSA total
- Employment largely concentrated along I-20
  - Accessible transportation infrastructure
  - +/-20 miles to Hartsfield Jackson
- Strongest growth in Administrative Services, Manufacturing, and Wholesale Trade
- One-third of Douglas County jobs had annual earnings more than \$40,000



# INPUT STATIONS

- OneWord Vision
  - Will help to establish the community's current view of the study area and direct the plan's overall vision

SOUTHWEST THORNTON ACTIVITY CENTER  
**Sweetwater**  
Master Plan and Zoning

## One word...

that describes the Southwest Thornton area **TODAY**

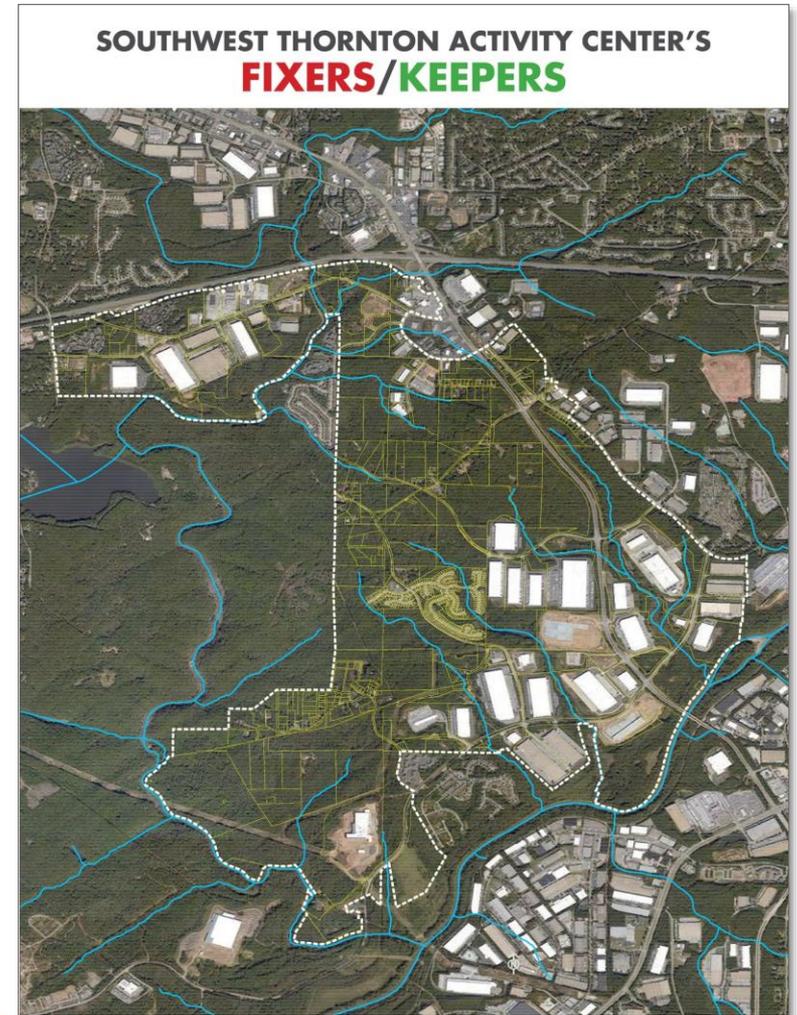
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that describes **MY VISION** for the Southwest Thornton area

---

# INPUT STATIONS

- Area Fixers/Keepers
  - Will help provide a visual representation of what the community considers an asset and a hindrance to the study area's success



SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# INPUT STATIONS

- Community Priorities
  - Will help the planning team understand what to prioritize when developing recommendations for the study area

**WHAT ARE YOUR TOP PRIORITIES FOR THE SOUTHWEST THORNTON ACTIVITY CENTER?**

<p><b>BUSINESS/INDUSTRY</b></p> 	<p><b>CONNECTIVITY</b></p> 	<p><b>ENVIRONMENT</b></p> 	<p><b>HOUSING</b></p> 
<p>Fostering a robust and diverse collection of businesses/facilities to ensure a balanced tax digest that takes the burden of infrastructure costs off residents while providing opportunities for the local workforce to stay in the County for job opportunities</p>	<p>Creating a network of roadway connections to provide more and better routes to move around in the study area as well as to connect to the rest of the County and region</p>	<p>Preserving and enhancing the study area's valued natural resources and environment—specifically tree cover and streams/bodies of water</p>	<p>Protecting the study area's established neighborhoods and housing investments while offering a diversity of additional, high quality housing products</p>
<p>VOTE HERE</p>			<p>VOTE HERE</p>
<p><b>PARKS/TRAILS</b></p> 	<p><b>REGIONAL ACTIVITY CENTER</b></p> 	<p><b>SAFETY</b></p> 	<p><b>TRANSPORTATION OPERATIONS</b></p> 
<p>Making improvements for people to walk or bike in the study area, providing ample greenspace for recreational activities, and leveraging the adjacent Sweetwater State Park as a community asset</p>	<p>Establishing a regional activity center in the study area that offers a mix of uses to create a commercial hub for the study area as well as for surrounding communities and corridors</p>	<p>Promoting a safe transportation system by minimizing conflicts across and between various motorized and non-motorized transportation options</p>	<p>Providing a balanced and reliable transportation system with the necessary operational infrastructure and maintenance required for efficient driving, walking, biking, and transit riding</p>
<p>VOTE HERE</p>			<p>VOTE HERE</p>

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
Master Plan and Zoning

**LAND SUITABILITY**

# INPUT STATIONS

- Other Thoughts
  - Will help provide participants the opportunity to share comments and thoughts on items not asked in the other three stations



## Study Area

Southwest Thornton Activity Center  
Sweetwater Master Plan and Zoning



KimleyHorn



SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# NEXT STEPS

- Market Analysis
- Concept Development
- Public Input Meeting on Concepts

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

SOUTHWEST THORNTON ACTIVITY CENTER

# **Sweetwater Master Plan and Zoning**

Concept Review Meeting

Prepared by:

**Kimley»Horn**

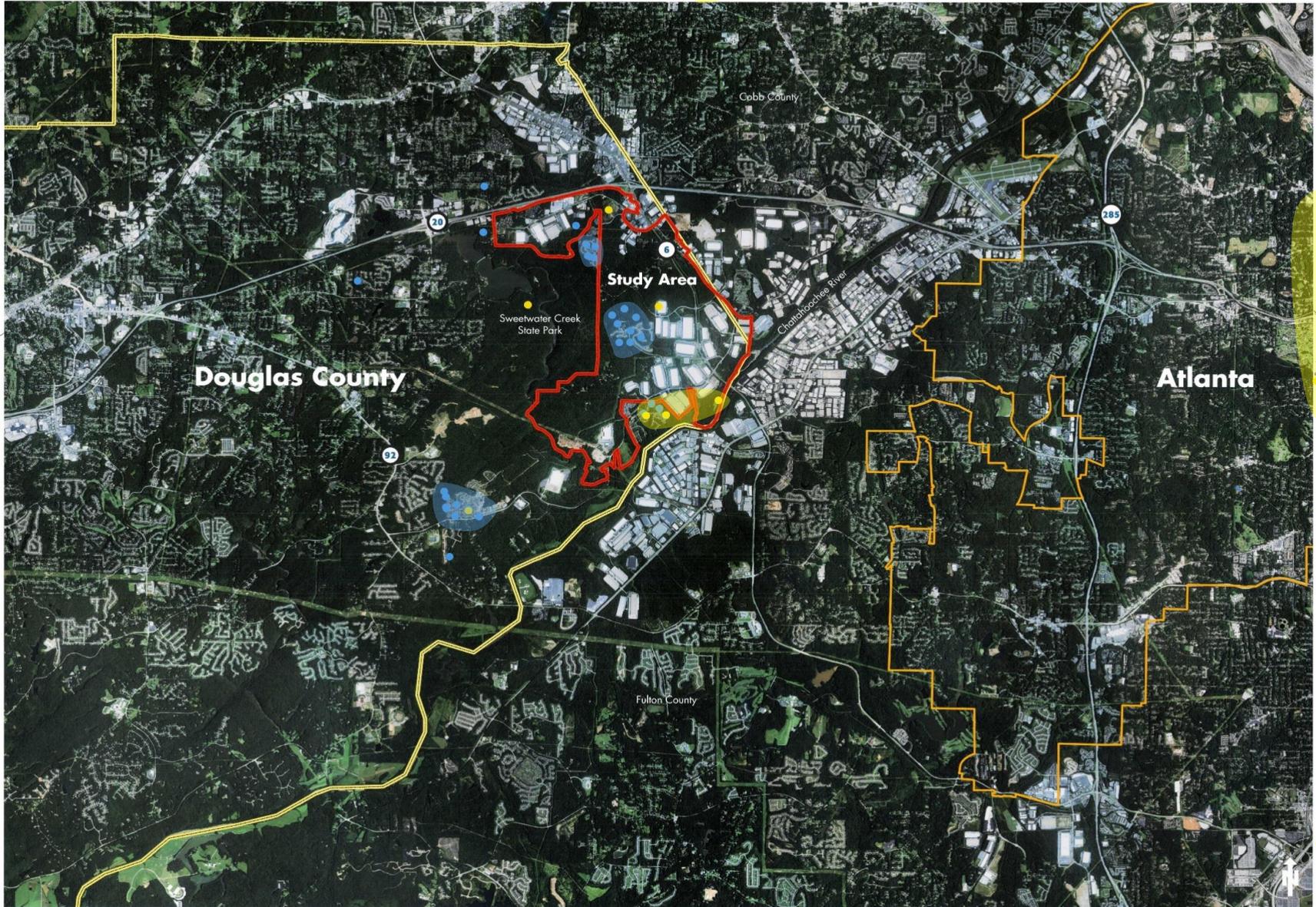
Prepared for:



# PROJECT STATUS

1. Existing Conditions Assessment
2. Community Vision
3. Market Analysis
- 4. Master Plan**
5. Implementation & Funding Plan

# PUBLIC MEETING (10/6)



# WHAT DID WE HEAR?

The Southwest Thornton area **TODAY**...



# WHAT DID WE HEAR?

**VISION** for the Southwest Thornton area...



# WHAT DID WE HEAR?

## SOUTHWEST THORNTON ACTIVITY CENTER'S FIXERS/KEEPERS



## • DESIRABILITY

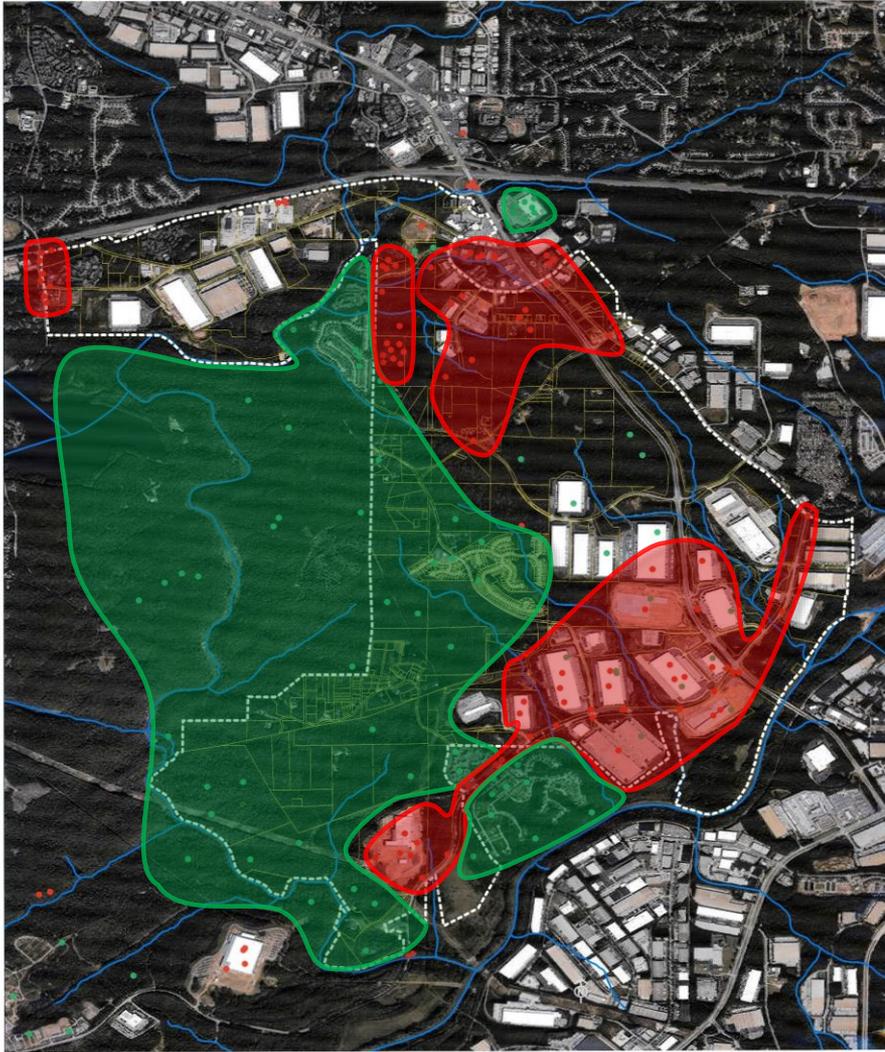
- Love State Park
- More greenspace/passive space
- Cinder block hotel is ugly

## • AMENITIES

- Area should be live/work/play/needs an activity center
- Want:
  - More restaurants
    - Starbucks
    - Chipotle
    - Noodles and Company
    - Panera Bread
    - Coffee space/patio (in State Park)
  - Retail
  - Whole Foods/Farmer's Market
  - A place for kids to make art
- Concerns regarding Racetrac

# WHAT DID WE HEAR?

## SOUTHWEST THORNTON ACTIVITY CENTER'S FIXERS/KEEPERS



## • TRANSPORTATION

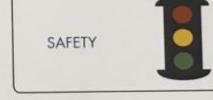
- Can't turn left at Lee Road
- Blairs Bridge:
  - Needs to be a wider road
  - Too many trucks
  - Should be a multi-lane frontage road
- Need an eastern entrance to the State Park for local businesses and residents
- Riverside:
  - Need a traffic signal at 92 and Riverside
  - Needs better ingress/egress and turn lanes
  - Bridge needs work

# WHAT DID WE HEAR?

- TOP PRIORITIES

1. Housing (15)
2. Parks/Trails (11)
3. Transportation Operations (7)
4. Safety (7)

## WHAT ARE YOUR TOP PRIORITIES FOR THE SOUTHWEST THORNTON ACTIVITY CENTER?

BUSINESS/INDUSTRY	CONNECTIVITY	ENVIRONMENT	HOUSING
 <p>Fostering a robust and diverse collection of businesses/facilities to ensure a balanced tax digest that takes the burden of infrastructure costs off residents while providing opportunities for the local workforce to stay in the County for job opportunities</p>	 <p>Creating a network of roadway connections to provide more and better routes to move around in the study area as well as to connect to the rest of the County and region</p>	 <p>Preserving and enhancing the study area's valued natural resources and environment—specifically tree cover and streams/bodies of water</p>	 <p>Protecting the study area's established neighborhoods and housing investments while offering a diversity of additional, high quality housing products</p>
<p>VOTE HERE</p> 			<p>VOTE HERE</p> 
PARKS/TRAILS	REGIONAL ACTIVITY CENTER	SAFETY	TRANSPORTATION OPERATIONS
 <p>Making improvements for people to walk or bike in the study area, providing ample greenspace for recreational activities, and leveraging the adjacent Sweetwater State Park as a community asset</p>	 <p>Establishing a regional activity center in the study area that offers a mix of uses to create a commercial hub for the study area as well as for surrounding communities and corridors</p>	 <p>Promoting a safe transportation system by minimizing conflicts across and between various motorized and non-motorized transportation options</p>	 <p>Providing a balanced and reliable transportation system with the necessary operational infrastructure and maintenance required for efficient driving, walking, biking, and transit riding</p>
<p>VOTE HERE</p> 			<p>VOTE HERE</p> 

# WHAT DID WE HEAR?

- Emphasis on greenspace: State Park is an asset, but need more community recreational space
- Transportation concerns, especially with conflicts between trucks and automobiles
- Residents are feeling pressure from the Industrial sector, and are currently pushing back
- Community has a desire for more amenities, particularly restaurants and retail

# MARKET ANALYSIS

- Industrial/Warehouse Potential
  - Stakeholder Interviews
- Residential Potential
- Retail & Hospitality Potential

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# INDUSTRIAL/WAREHOUSE POTENTIAL

- Currently the predominant use in the Study Area, driven by proximity to infrastructure, access to transportation corridors/airport, competitive land prices, and skilled workforce
  - Study Area currently accounts for more than 1/2 of the Transportation and Warehousing Jobs in Douglas County
- Sites further west do not benefit from the same proximity to transportation corridors, infrastructure, population concentrations, or airport
- Approximately 3.5M sf of new space added in the last five years, representing ~25% of region's new inventory

## OPPORTUNITIES

- Soils and topography create site challenges: preserve “low-hanging fruit sites” for short-term development pads
- Consider infrastructure investments enabling access to longer term land supply
- User sizes vary with common scale ranging from 250k to 750k sf
- Consider opportunities for 1-2 larger 1.0M + sf users

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# RESIDENTIAL POTENTIAL

- Single-family detached product represents bulk of residential real estate activity
  - Resale price points typically range from \$100k-\$150k, with Tributary representing 'top-of-the-market' (\$250k +)
  - Tributary townhouse pads recently sold in tax sale
  - Stakeholders universally indicated Douglas County schools are a challenge, but do not count out young families and first-time buyers
- Limited new apartment product has resulted in very low vacancy; rents have gradually increased

## OPPORTUNITIES

- Based on population forecasts, 10-year demand for residential of 600-700 units
- Residential product will likely continue to be dominated by single-family detached, with new units targeting first-time buyers, families, and older empty nesters
- Given low vacancy rates, one to two apartment communities could be accommodated
- How much could be captured by the Tributary development?

# RETAIL & HOSPITALITY POTENTIAL

- Retail traditionally has gravitated to I-20
- Additional nodes along Thornton Road within the Study Area presents challenges
  - Limited rooftops/density of population
  - Tributary retail pad on Riverside Pkwy has not taken off as expected
  - Employees with structured break cycles that are less likely to leave their facility
- Pipeline of hospitality developments is picking up, likely generated by highway demand and local employers

## OPPORTUNITIES

- Target retail development closer to the I-20/Thornton Road interchange; quality development patterns could offer a gateway to Douglas County
- Reconsider viability of retail pads elsewhere in the Study Area unless willing to wait for a longer-term hold
- 10-year hospitality demand will likely be accommodated in current pipeline projects

# CONCEPTS REVIEW

- Concept A: Industrial Max
- Concept B: Middle Ground
- Concept C: Residential Max
- Transportation Recommendations

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# PUBLIC MEETING FORMAT

- Presentation
- Small-Table Concept Discussions
- Visual Preference Survey

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# VISUAL PREFERENCE EXERCISE



# NEXT STEPS

- Public Meeting (12/14)
- Concept Plan Refinement
- Preliminary Project List
- Public Meeting #3

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

SOUTHWEST THORNTON ACTIVITY CENTER

# **Sweetwater Master Plan and Zoning**

Public Meeting #2

Prepared by:

**Kimley»Horn**

Prepared for:



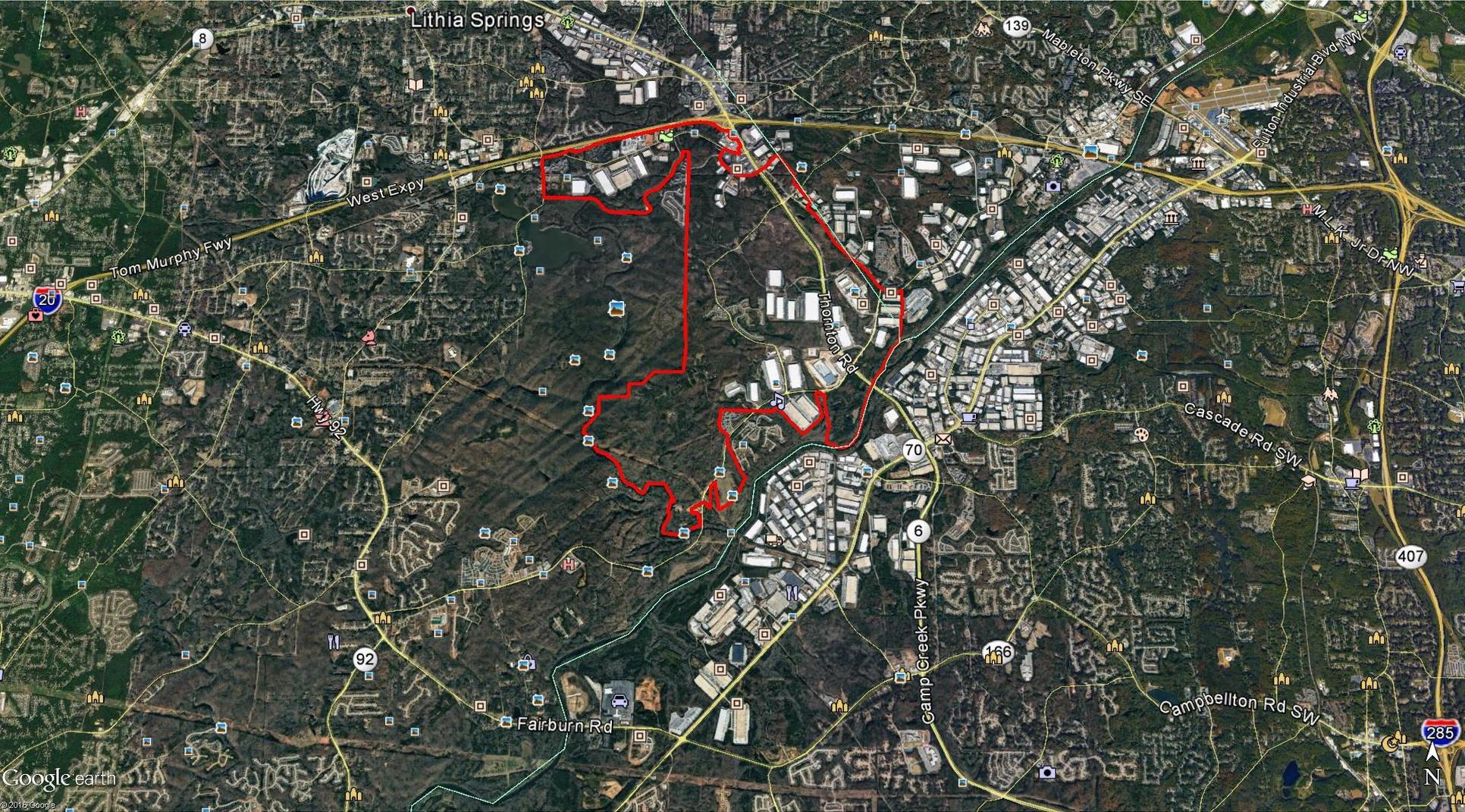
# AGENDA

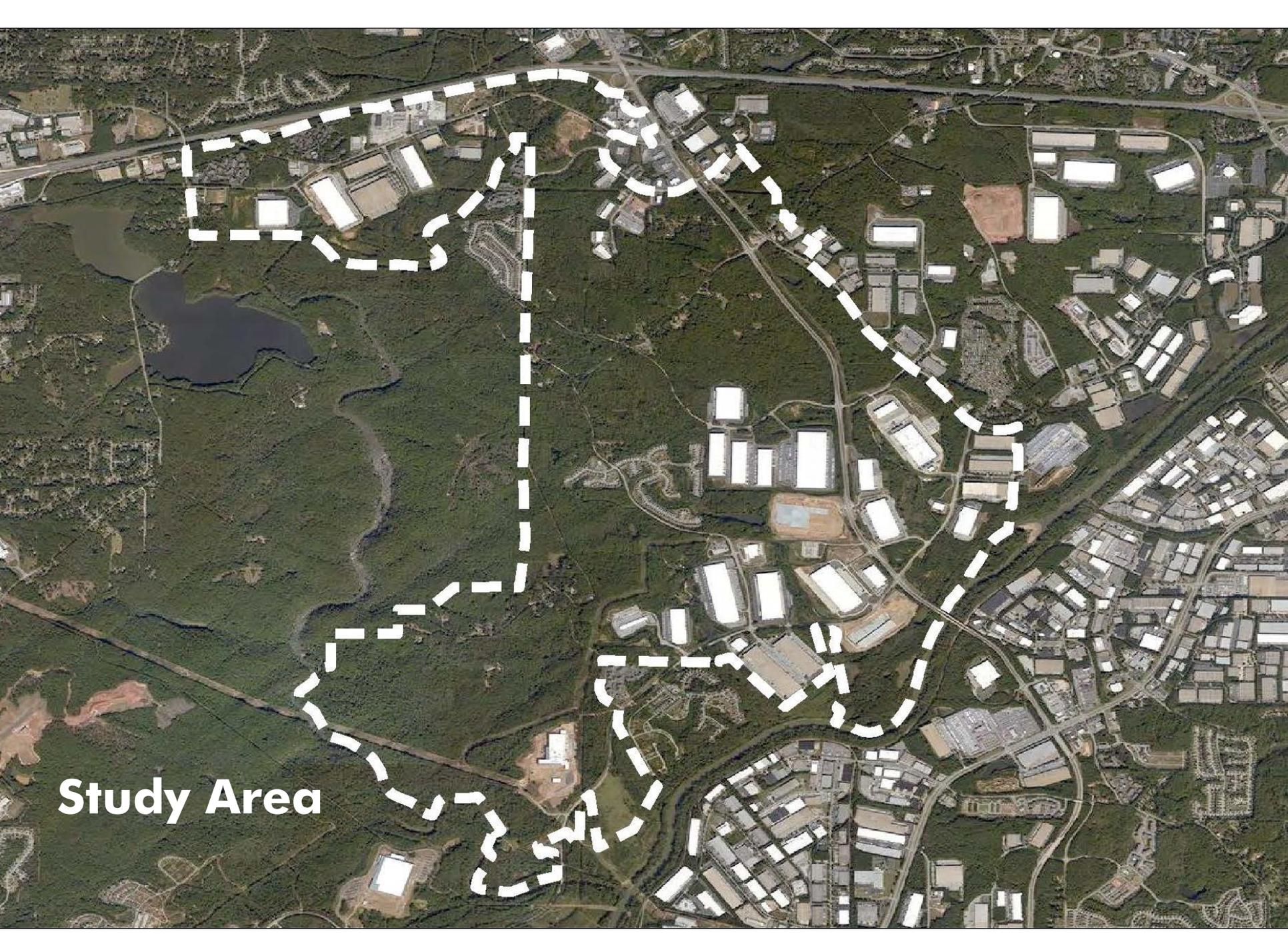
- Welcome and Introductions
- Project Overview Presentation
- Small Group Discussion
  - Visual Preference Exercise
  - Facilitated Discussion of Proposed Concepts
- Next Steps

# PROJECT STATUS

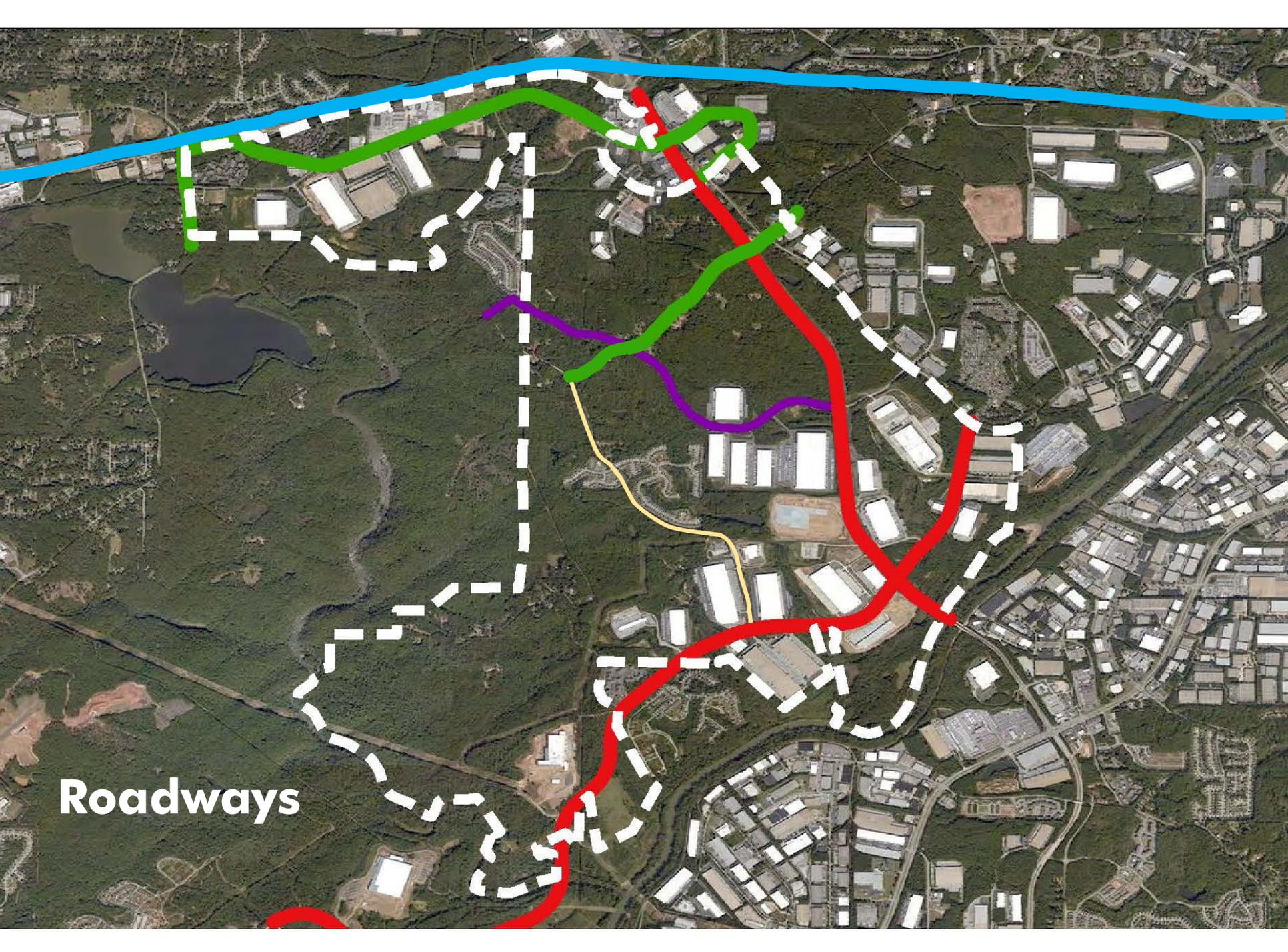
1. Existing Conditions Assessment
2. Community Vision
3. Market Analysis
- 4. Master Plan**
5. Implementation & Funding Plan

# Study Area

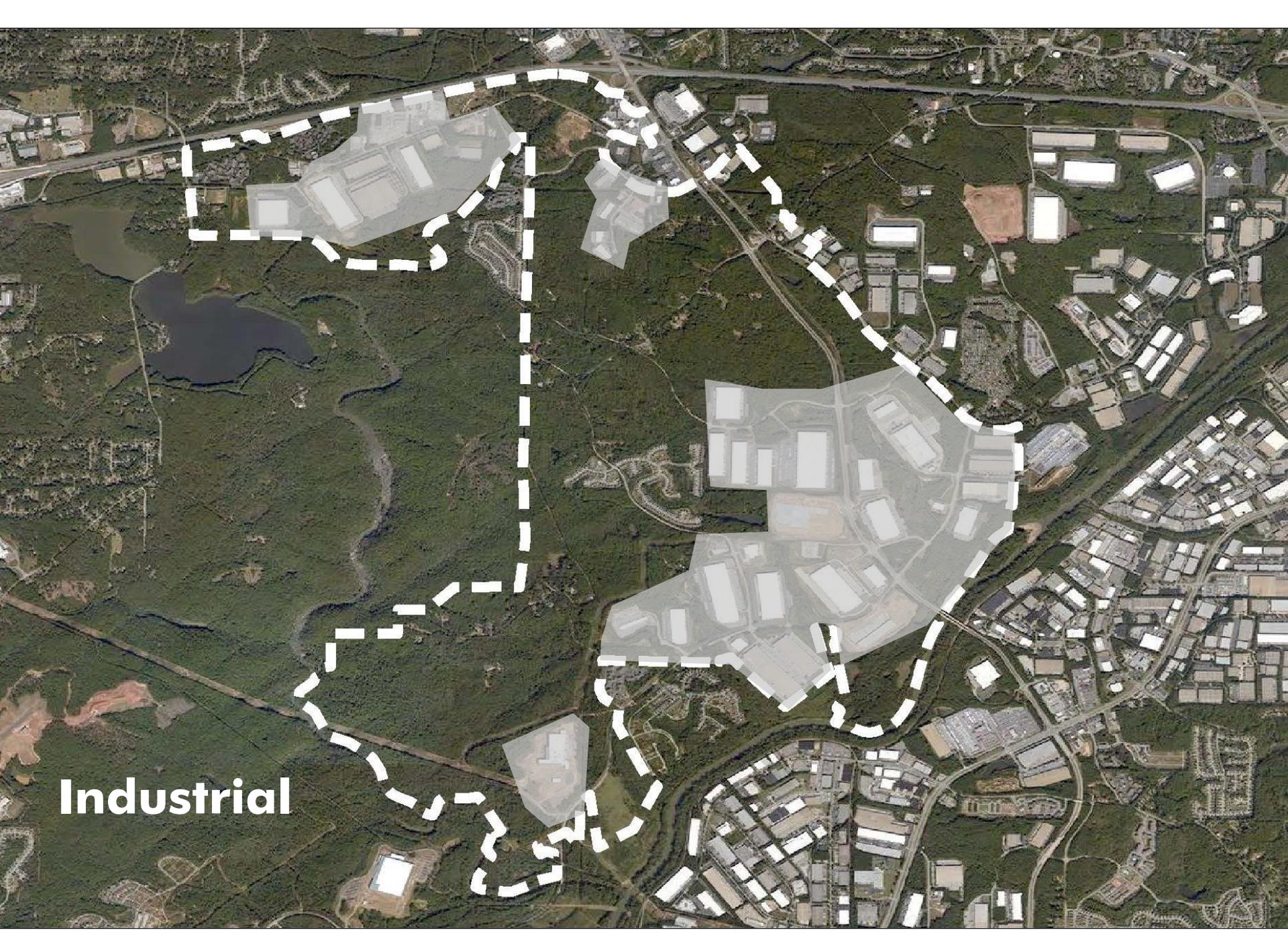




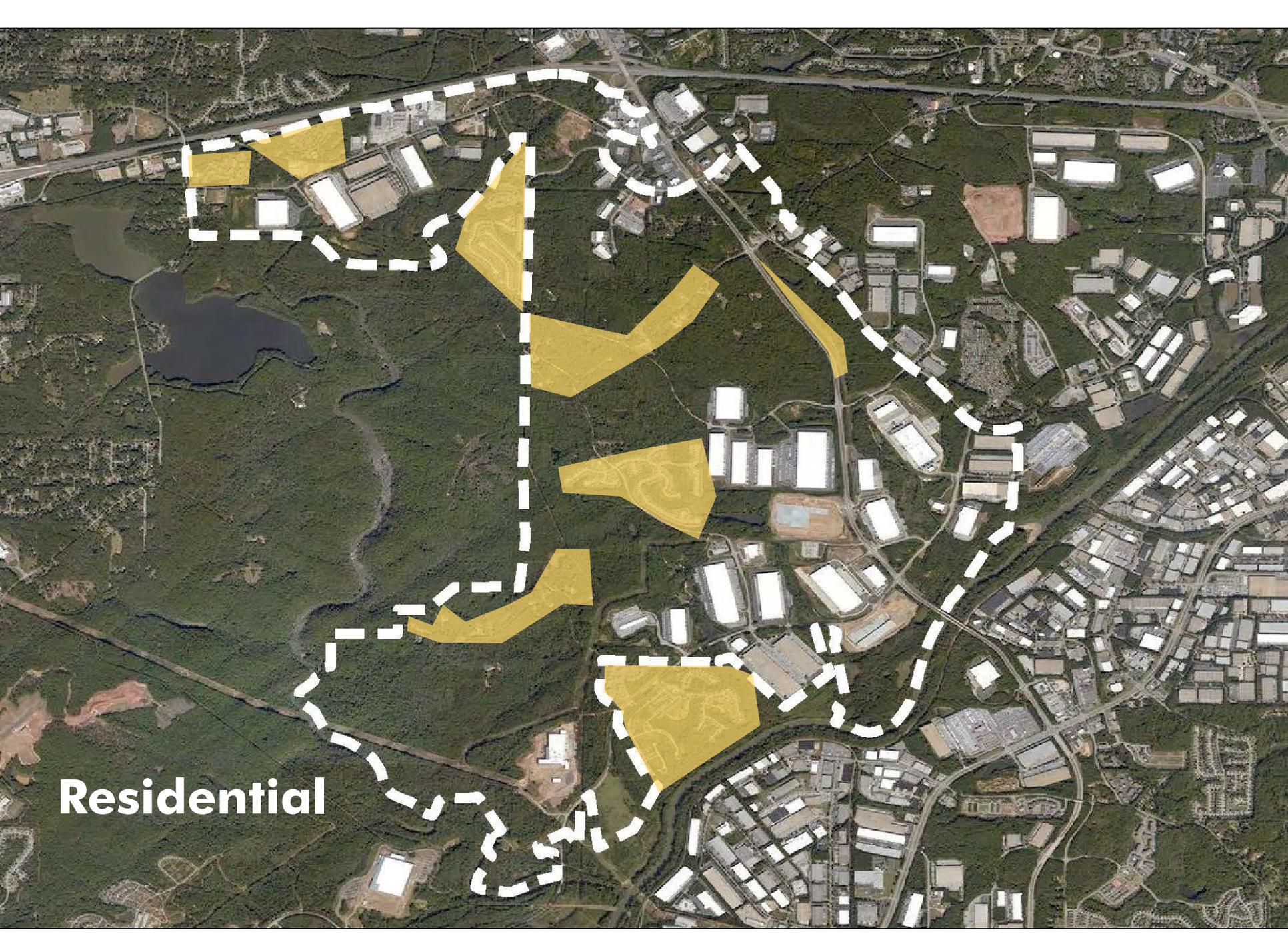
**Study Area**



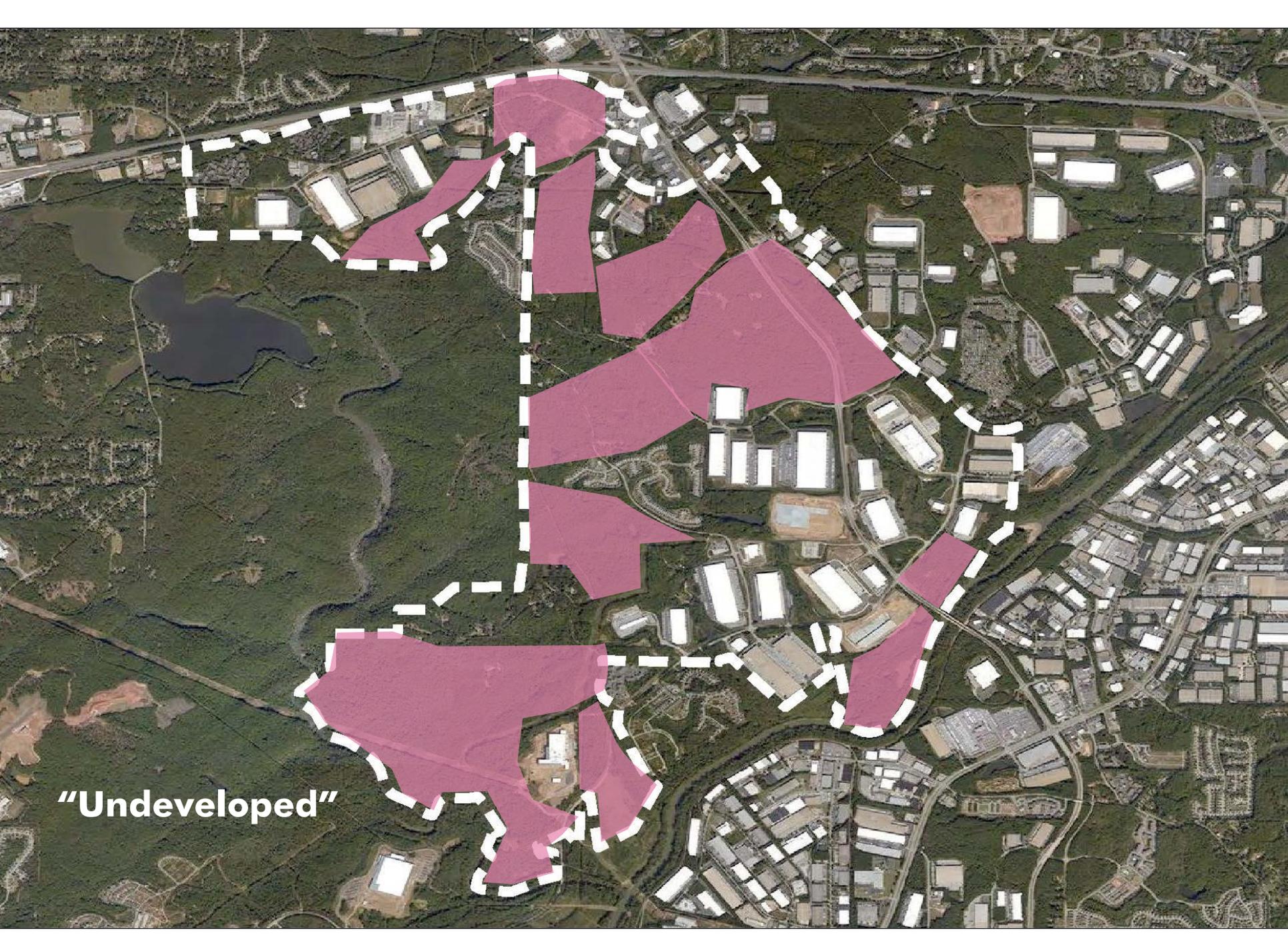
Roadways



**Industrial**



**Residential**



**“Undeveloped”**

# WHAT DID WE HEAR?

The Southwest Thornton area **TODAY**...



# WHAT DID WE HEAR?

**VISION** for the Southwest Thornton area...



# WHAT DID WE HEAR?



Protecting the study area's established neighborhoods and housing investments while offering a diversity of additional, high quality housing products



Making improvements for people to walk/bike in the study area, providing ample greenspace for recreational activities, and leveraging the adjacent State Park as a community asset



Providing a balanced and reliable transportation system with the necessary operational infrastructure/maintenance required for efficient driving, walking, biking, and transit riding



Promoting a safe transportation system by minimizing conflicts across and between various motorized and non-motorized transportation options

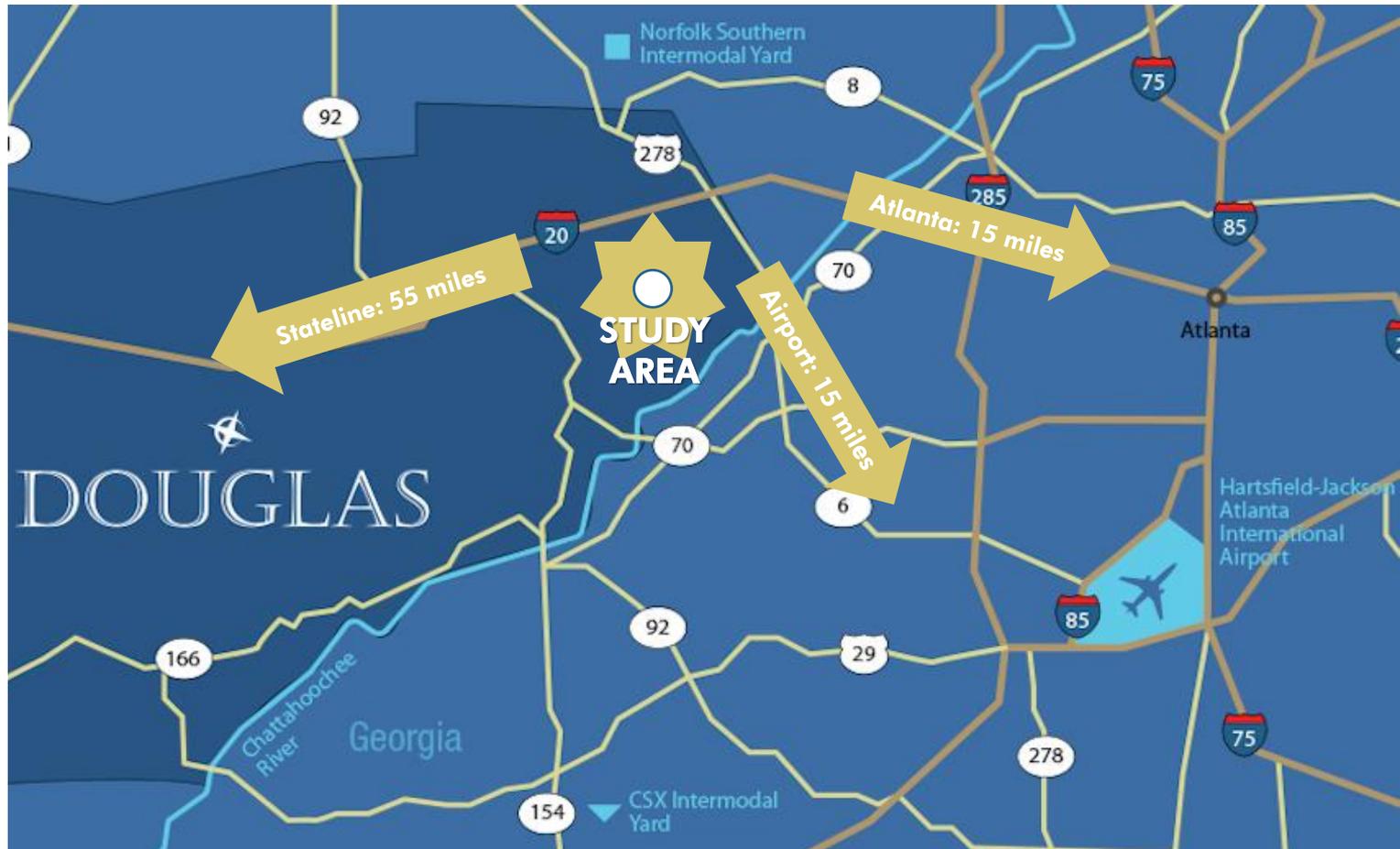


# WHAT DID WE HEAR?

- Generally, both residents and businesses want the same things in the study area:
  - Emphasis on greenspace: State Park is an asset, but need more community recreational space
  - Transportation concerns, especially with conflicts between trucks and automobiles
  - Community has a desire for more amenities, particularly restaurants and retail

# REGIONAL POSITION

- Major thoroughfare: access and visibility
- GA 6: Direct to Airport
- 1-20: Connection to ATL and points west
- Proximity to:
  - Trained Labor
  - Key population centers (e-commerce & distribution)



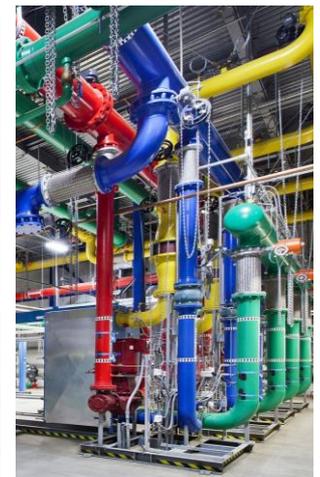
SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# INDUSTRIAL POTENTIAL

- New industrial/warehousing space in Eastern Douglas County represented **~25%** of regional activity in last five years
- Increase in share of total inventory highlights the competitiveness of the area's location and attributes
- Lease rates and land prices remain competitive with other areas of the region



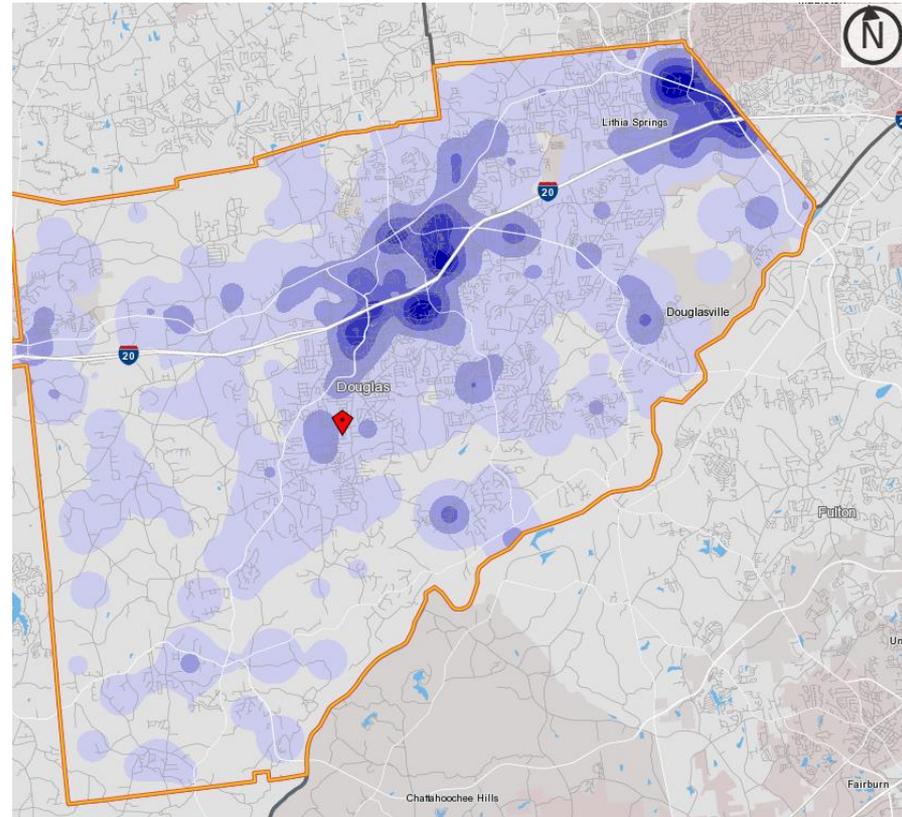
SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# JOBS AND WAGES

- The 1,300 jobs in the Study Area represent **5.9%** of County total
  - Transportation and Warehousing: 52.1%
  - Information: 24.1%
- Transportation access and utility/infrastructure proximity key players in concentration of Transportation and Warehousing and Information jobs
- Estimated total annual wages of **\$87 million** bolstered by large shares of higher-paying job sectors



SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# RESIDENTIAL POTENTIAL

- Single-family detached product represents bulk of residential real estate activity
  - Resale price points typically range from \$100k-\$150k, with Tributary representing 'top-of-the-market' (\$250k +)
- Limited new apartment product has resulted in very low vacancy; rents have gradually increased
  - Given low vacancy rates, one to two apartment communities could be accommodated
- Based on population forecasts, 10-year demand for residential of 600-700 units
- Residential product will likely continue to be dominated by single-family detached, with new units targeting first-time buyers, families, and older empty nesters

# RETAIL & HOSPITALITY POTENTIAL

- Retail traditionally has gravitated to I-20
  - Continue to target retail development closer to the I-20/Thornton Road interchange; quality development patterns could offer a gateway to Douglas County
- Hospitality development is picking up, likely generated by highway demand and local employers
  - 10-year hospitality demand will likely be accommodated in current pipeline projects

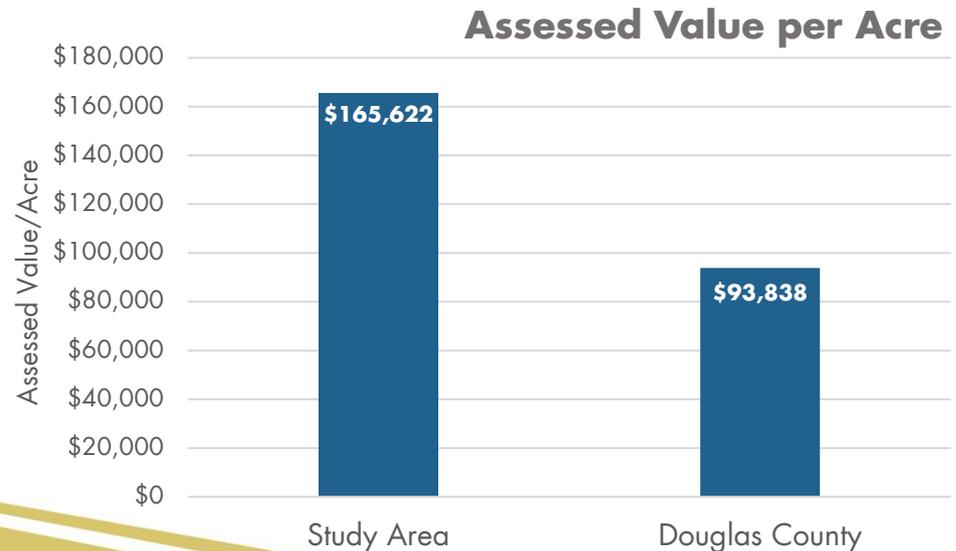
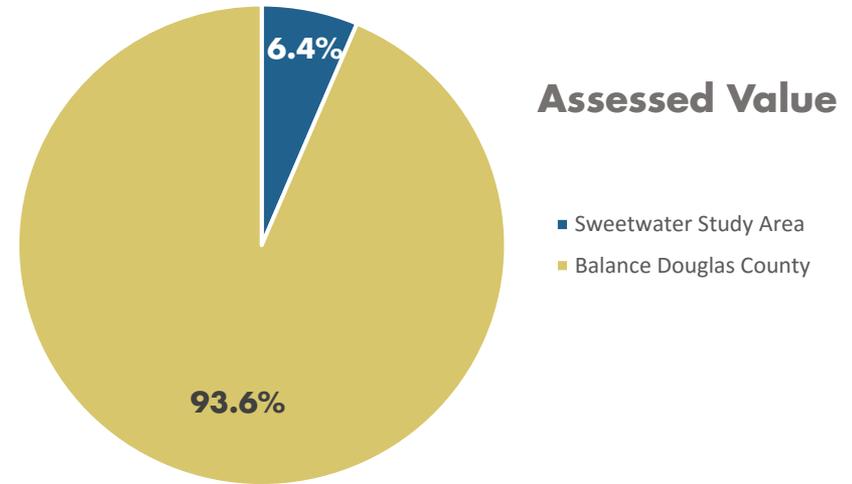
SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# FINANCIAL CONSIDERATIONS

- For Douglas County: **16 out of the top 50** highest assessed value properties are in Study Area
- Study Area has total assessed value of **\$548 million**, 6.4% of Douglas County total
  - 3.5% land area
  - 2.7% households
- Per acre, the average assessed value in Study Area is nearly double the County



# CONCEPTS REVIEW

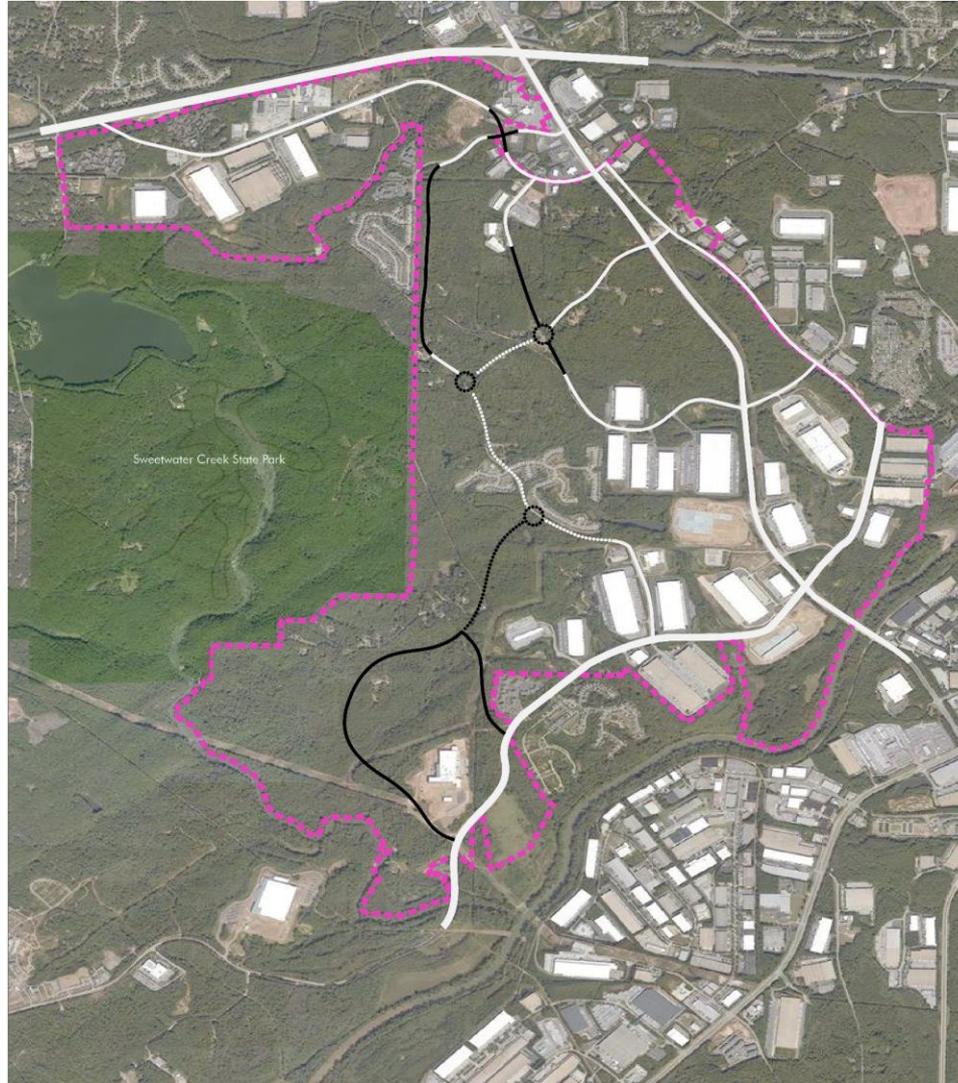
- Concept A: Centralized Residential Hub
- Concept B: Northern Residential Hub
- Concept C: Residential Corridor

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

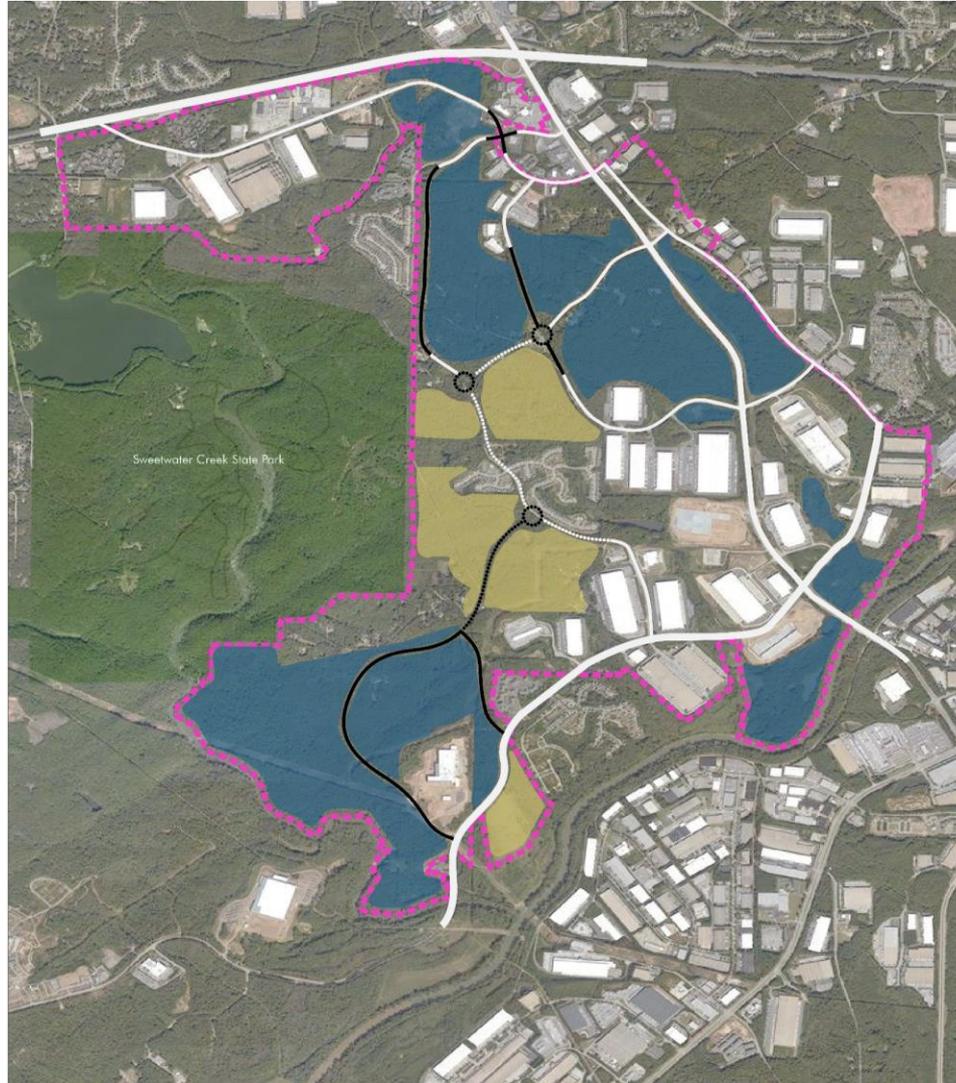
# CONCEPT A: Centralized Residential Hub



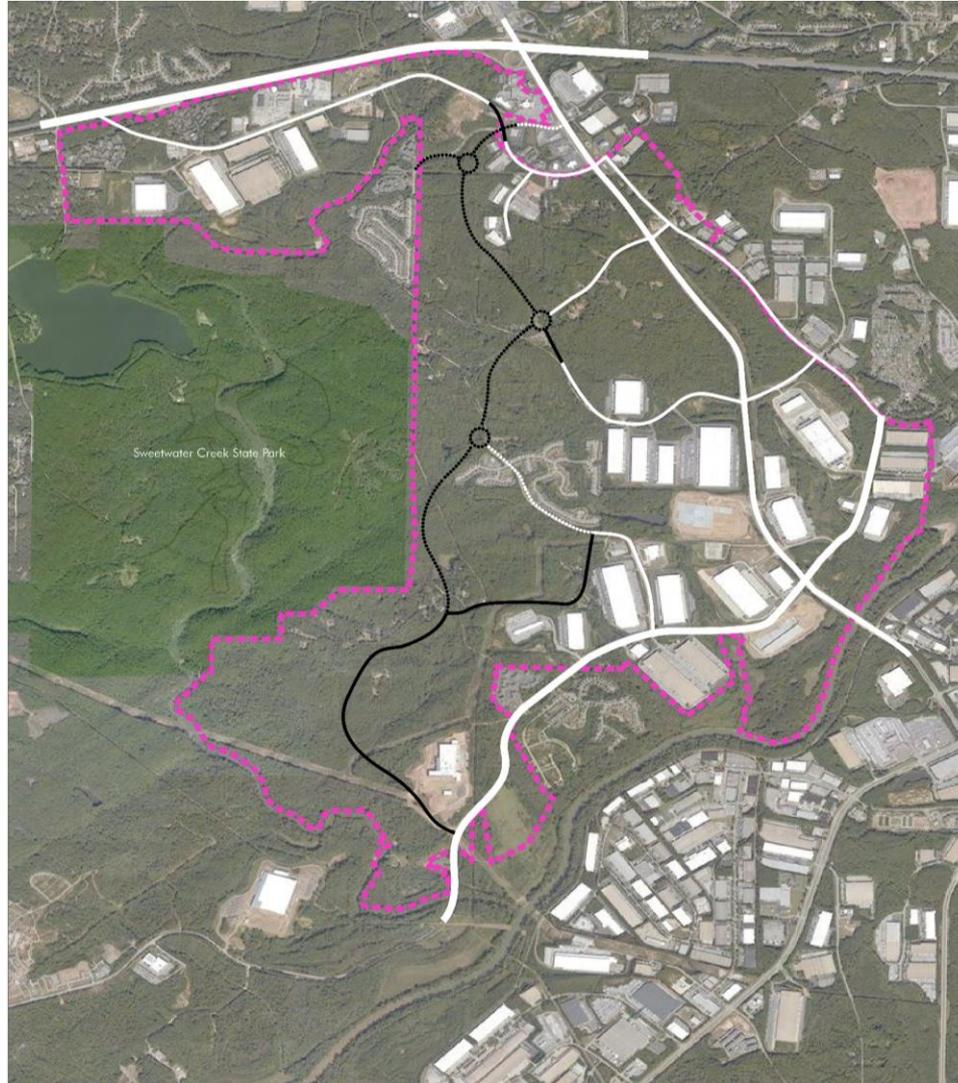
# CONCEPT A: Centralized Residential Hub



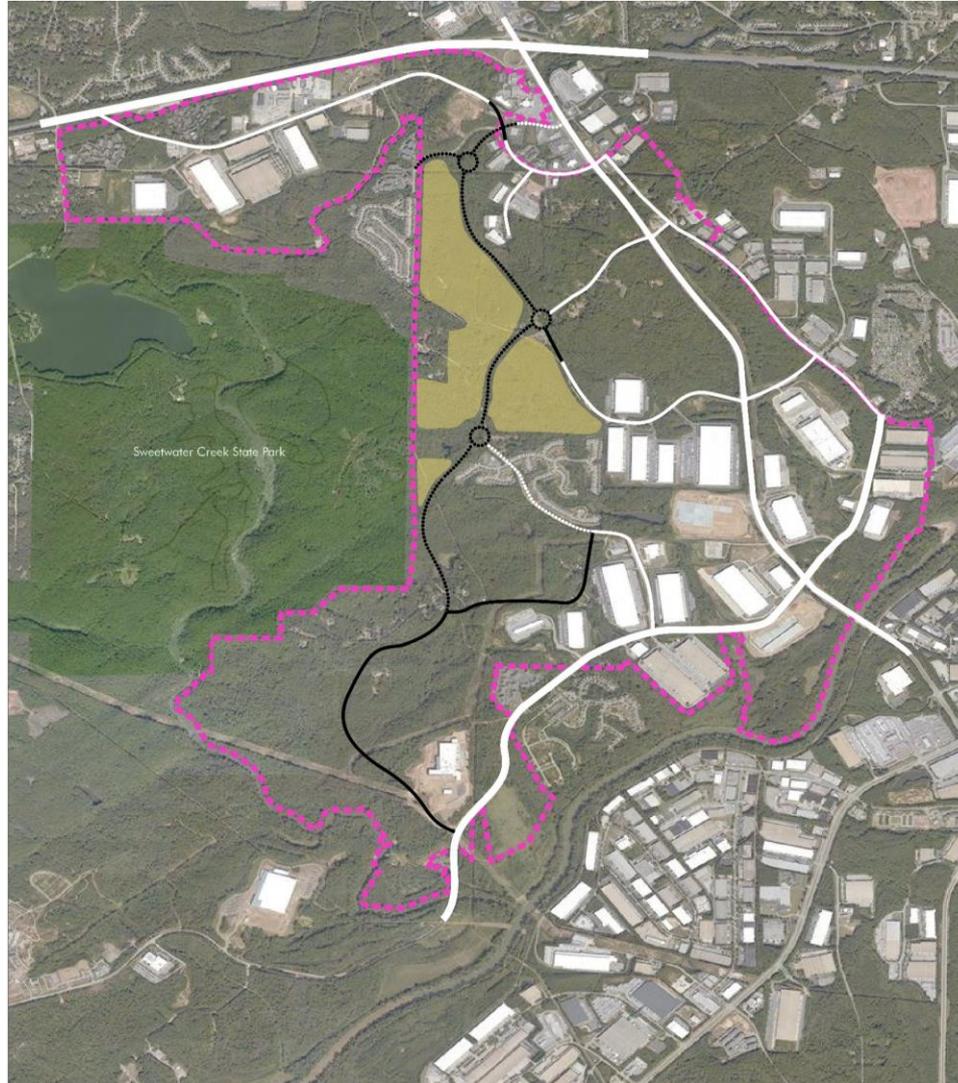
# CONCEPT A: Centralized Residential Hub



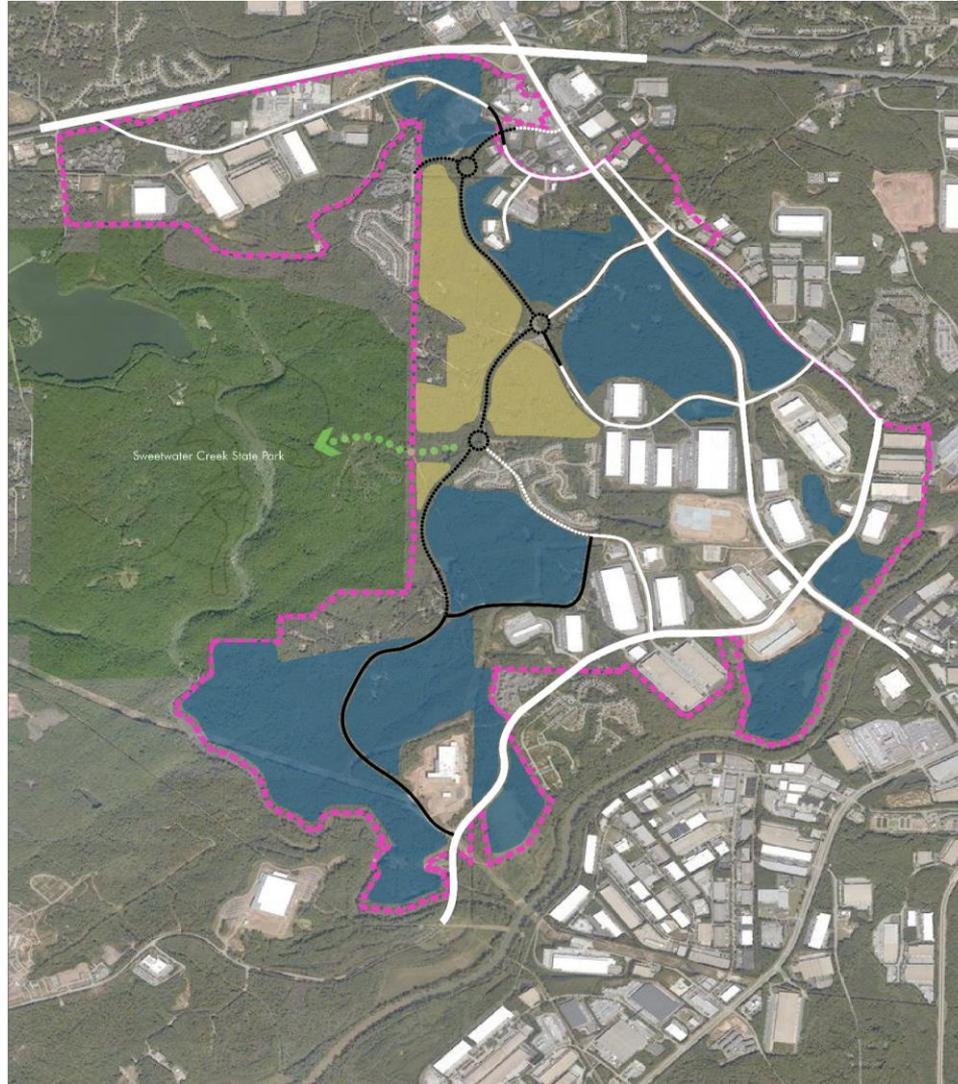
# CONCEPT B: Northern Residential Hub



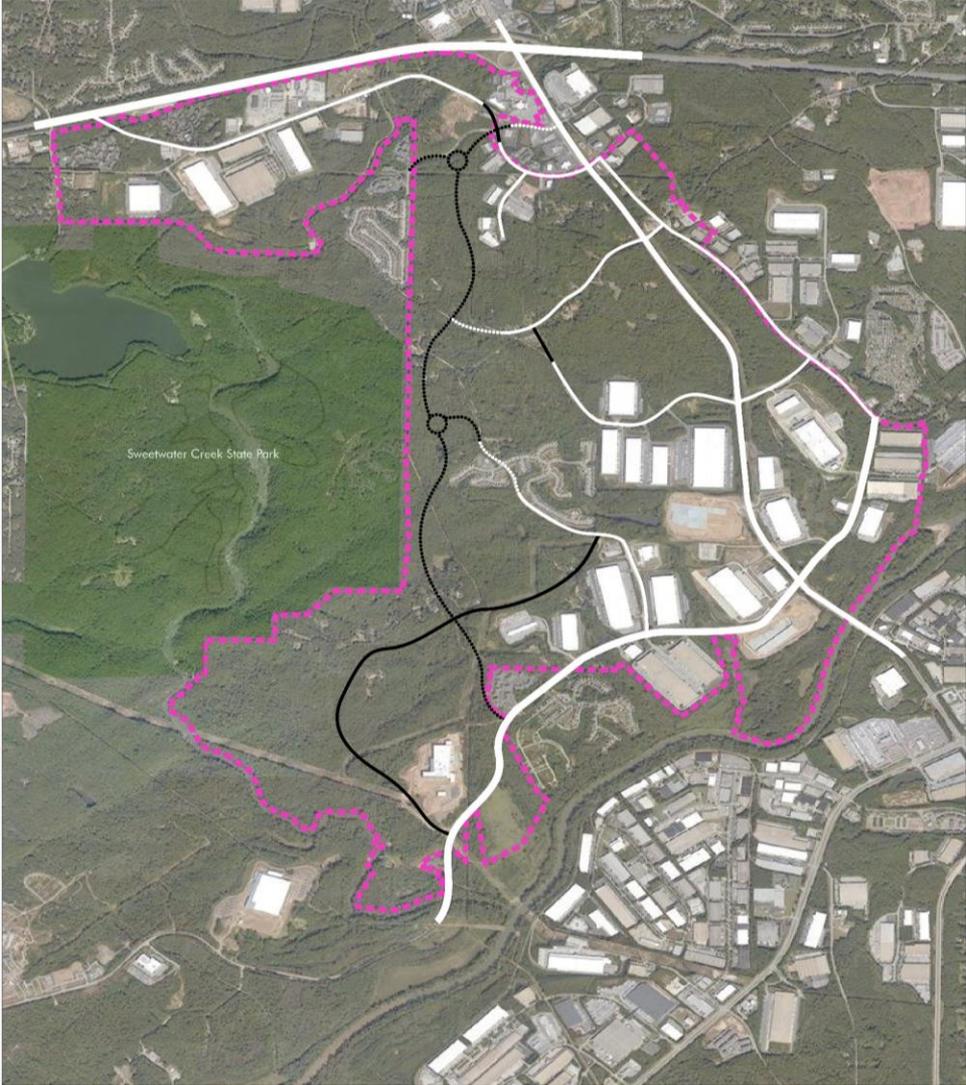
# CONCEPT B: Northern Residential Hub



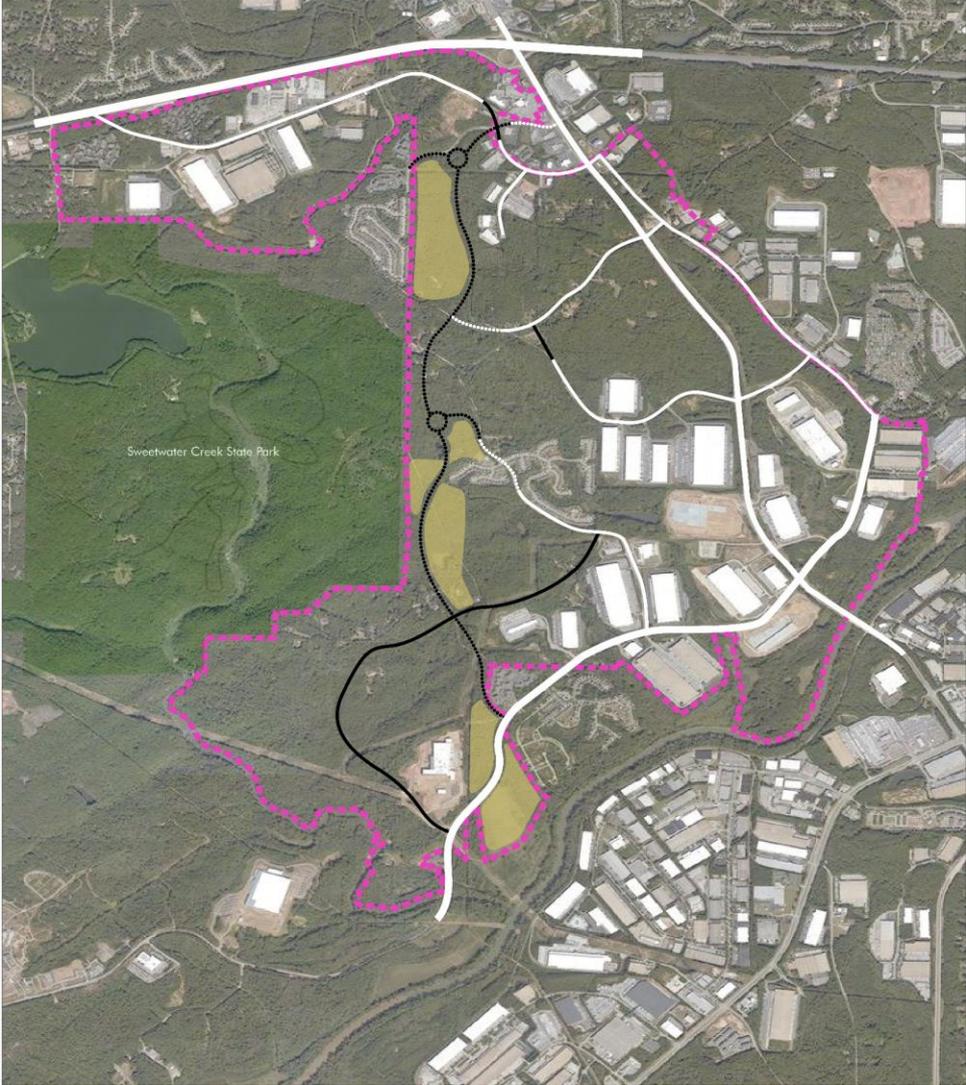
# CONCEPT B: Northern Residential Hub



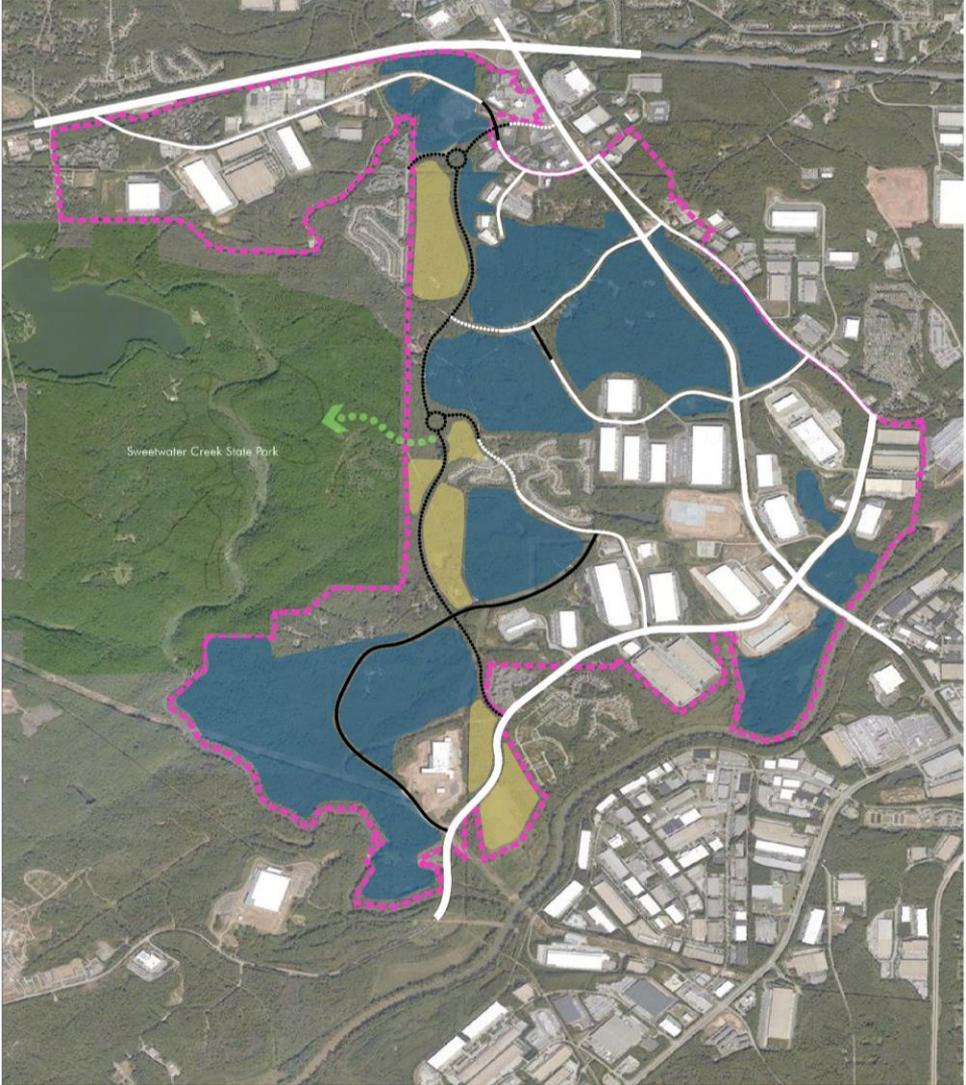
# CONCEPT C: Residential Corridor



# CONCEPT C: Residential Corridor



# CONCEPT C: Residential Corridor



# SMALL GROUP DISCUSSIONS

- Introductions
- Visual Preference Exercise
- Concept Discussions:
  - Concept A: Centralized Residential Hub
  - Concept B: Northern Residential Hub
  - Concept C: Residential Corridor

## Visual Preference Exercise



# NEXT STEPS

- Concept Plan Refinement
- Preliminary Project List
- Public Meeting #3

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

SOUTHWEST THORNTON ACTIVITY CENTER

# **Sweetwater Master Plan and Zoning**

Public Open House

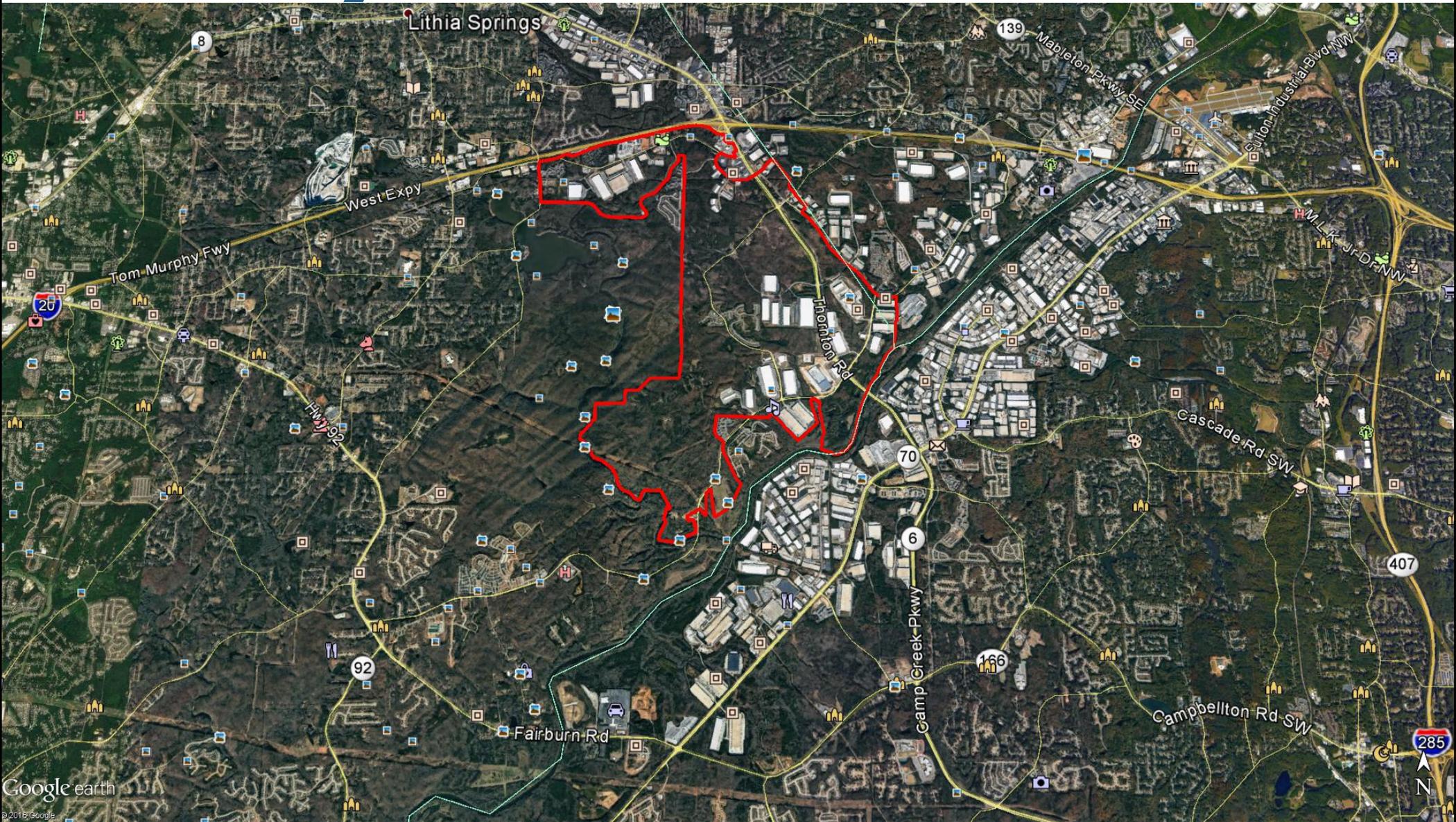
Prepared by:

**Kimley»Horn**

Prepared for:



# Study Area



# PROJECT PROCESS

1. Existing Conditions Assessment
2. Community Vision
3. Market Analysis
- 4. Master Plan**
5. Implementation & Funding Plan

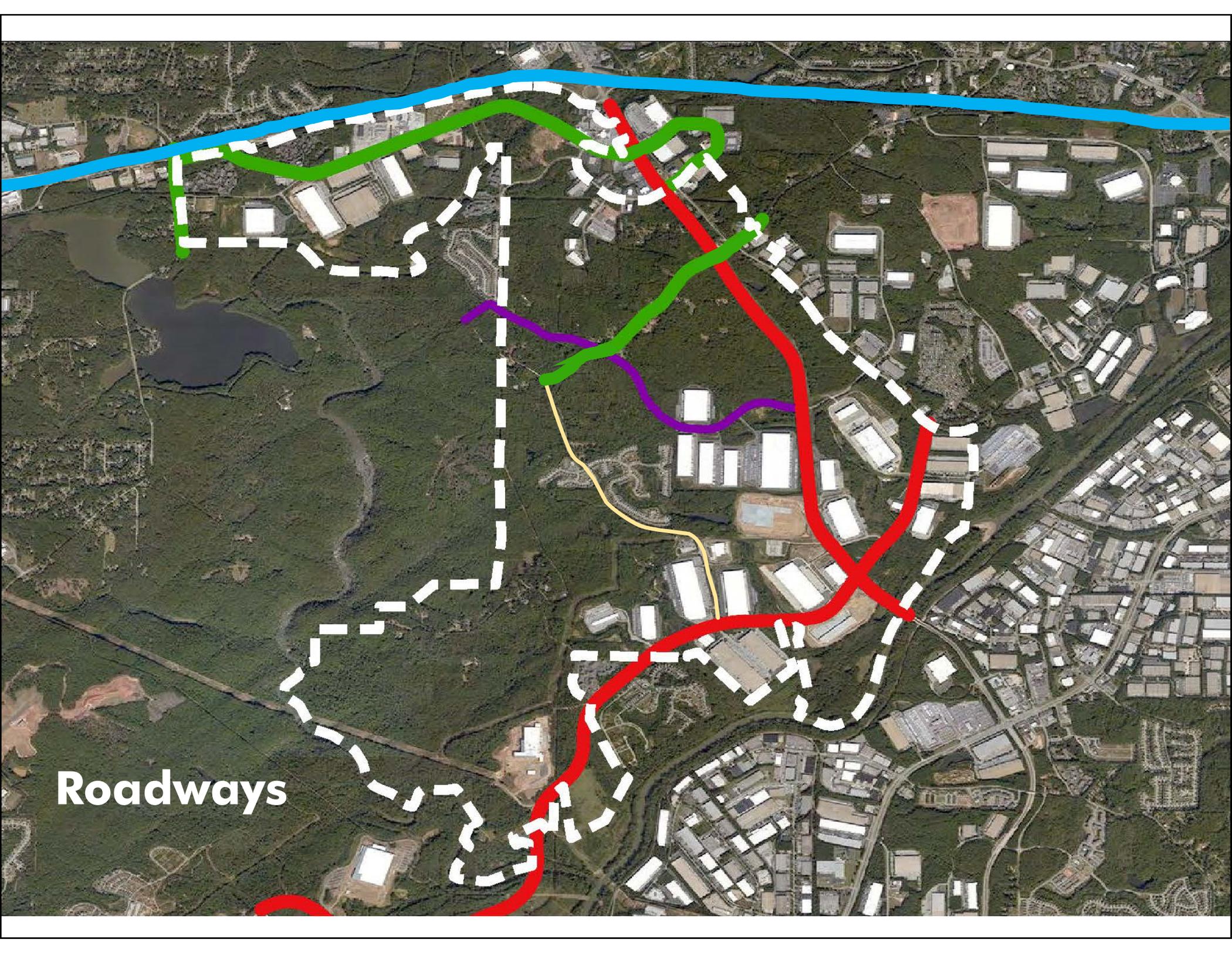
SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

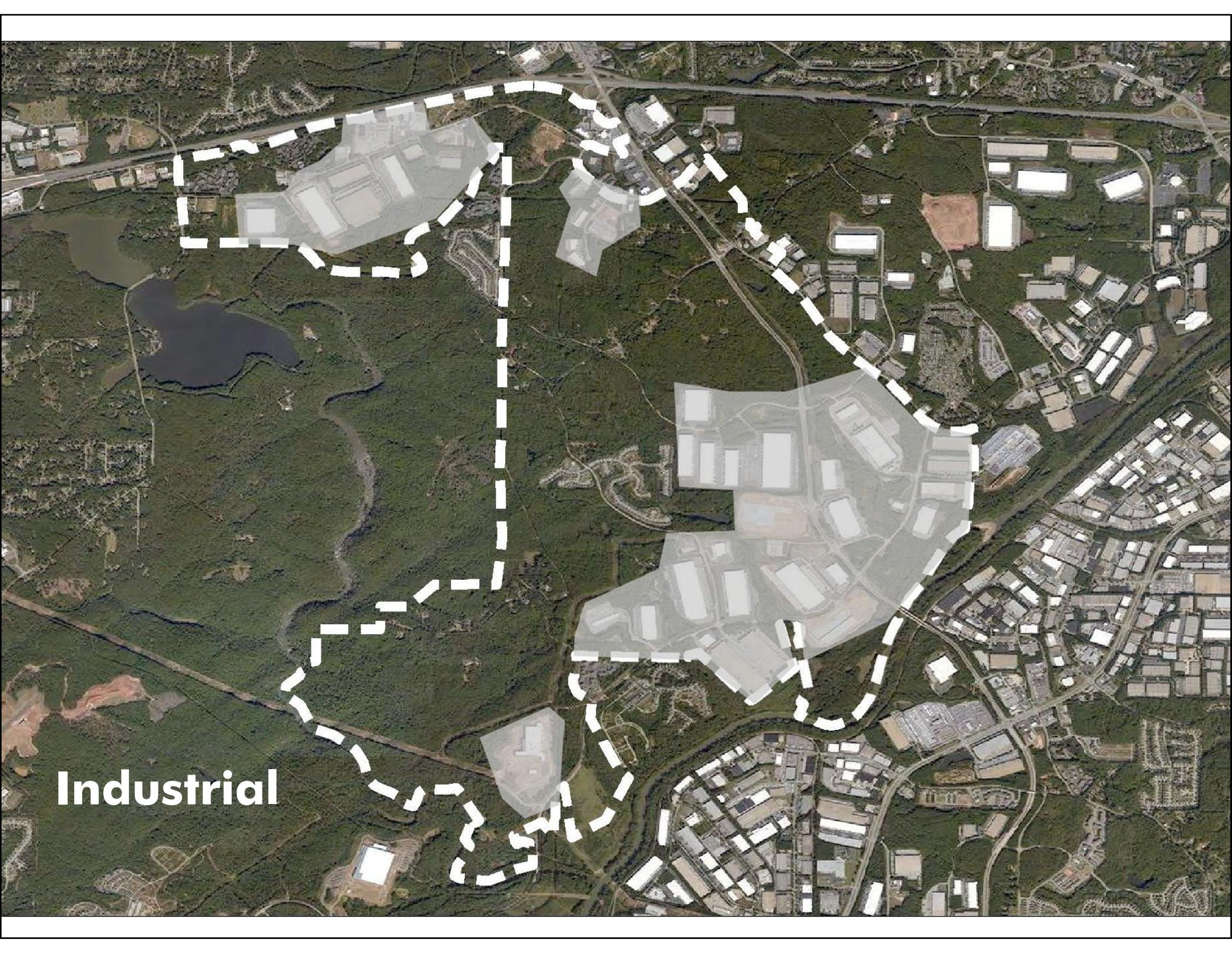
**LAND SUITABILITY**



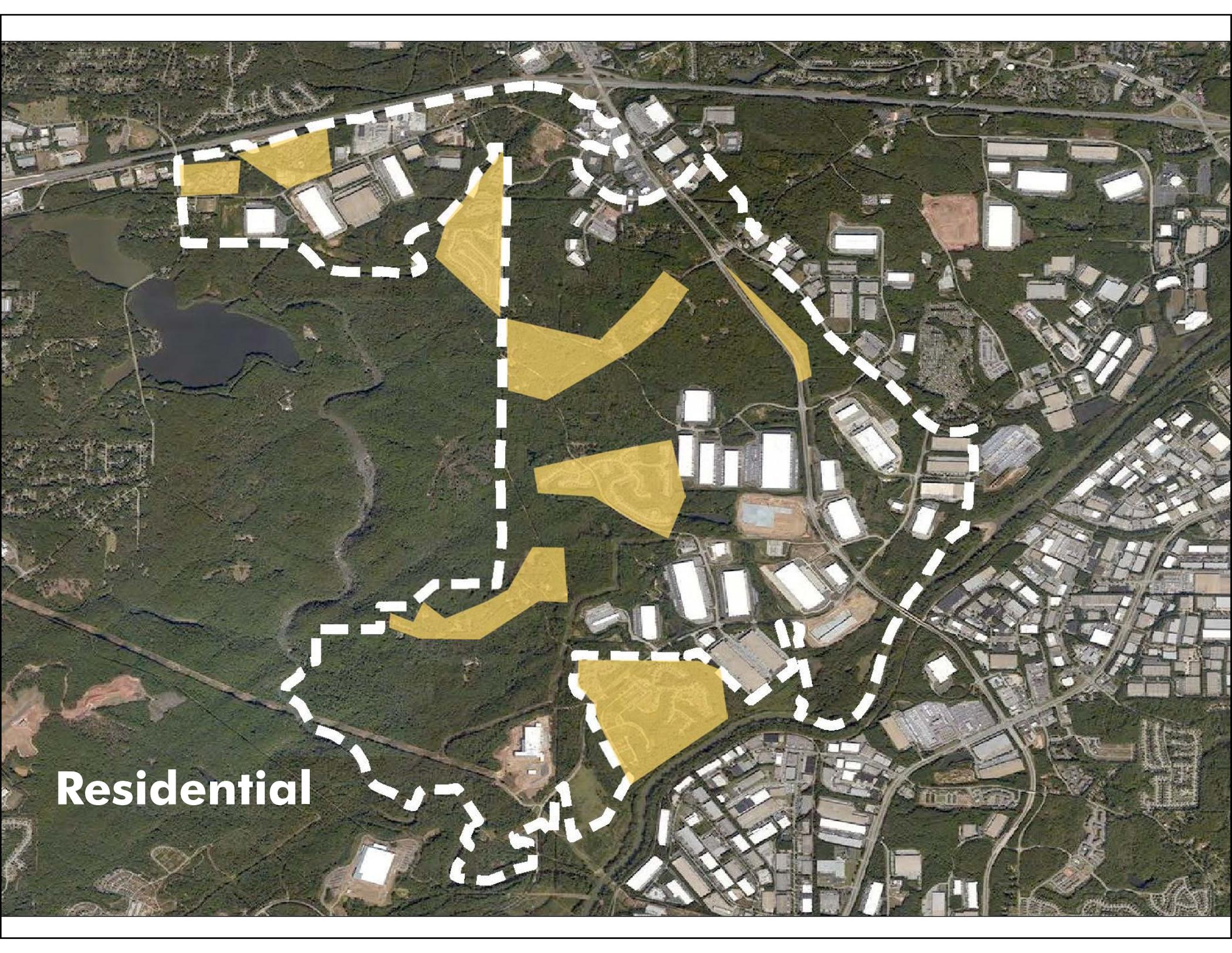
**Study Area**



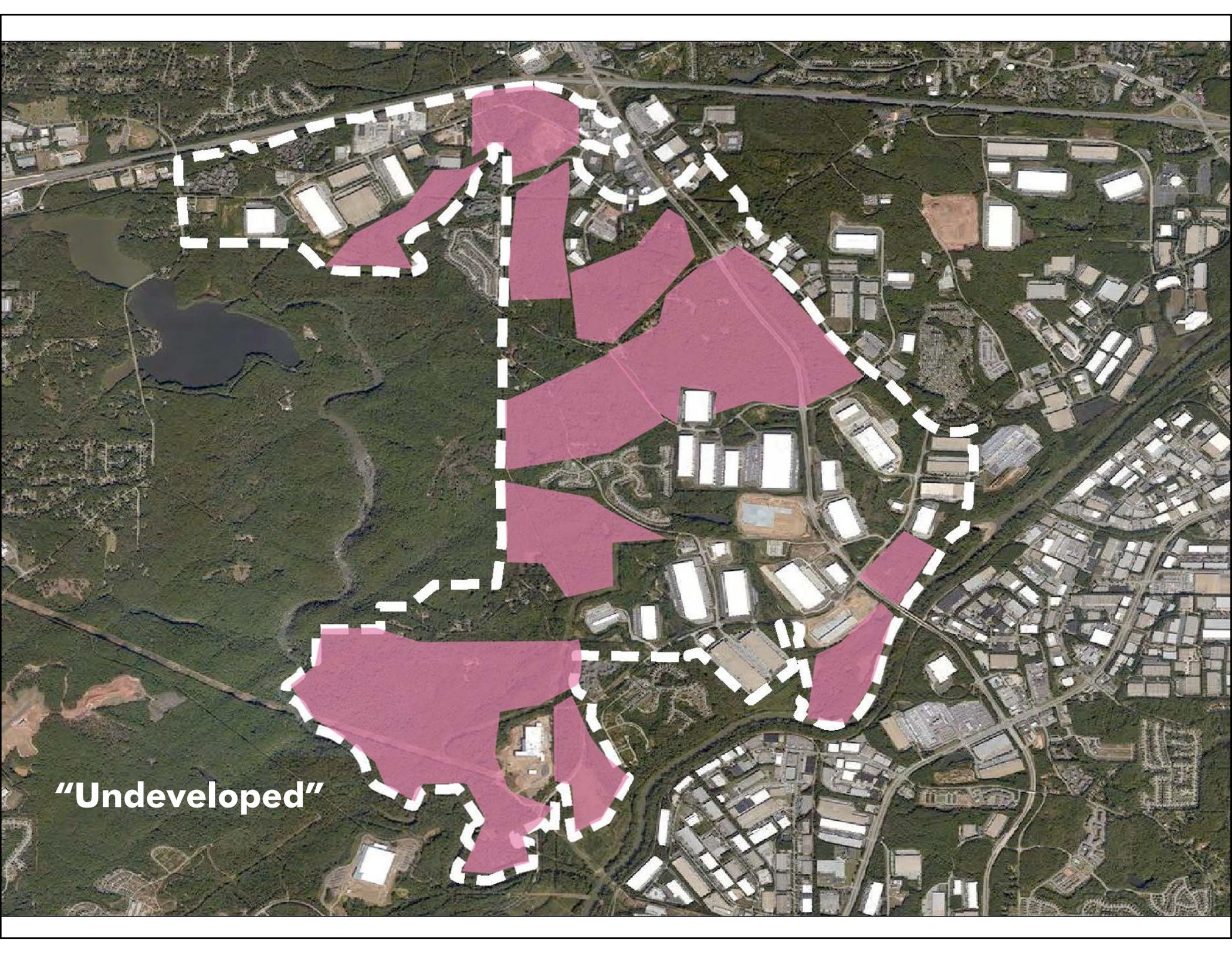
Roadways



**Industrial**



**Residential**



**“Undeveloped”**

# PUBLIC MEETING #1: WHAT DID WE HEAR?

- Emphasis on greenspace: State Park is an asset, but need more community recreational space
- Transportation concerns, especially with conflicts between trucks and automobiles
- Residents are feeling pressure from the Industrial sector, and are currently pushing back
- Community has a desire for more amenities, particularly restaurants and retail

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# INITIAL CONCEPTS

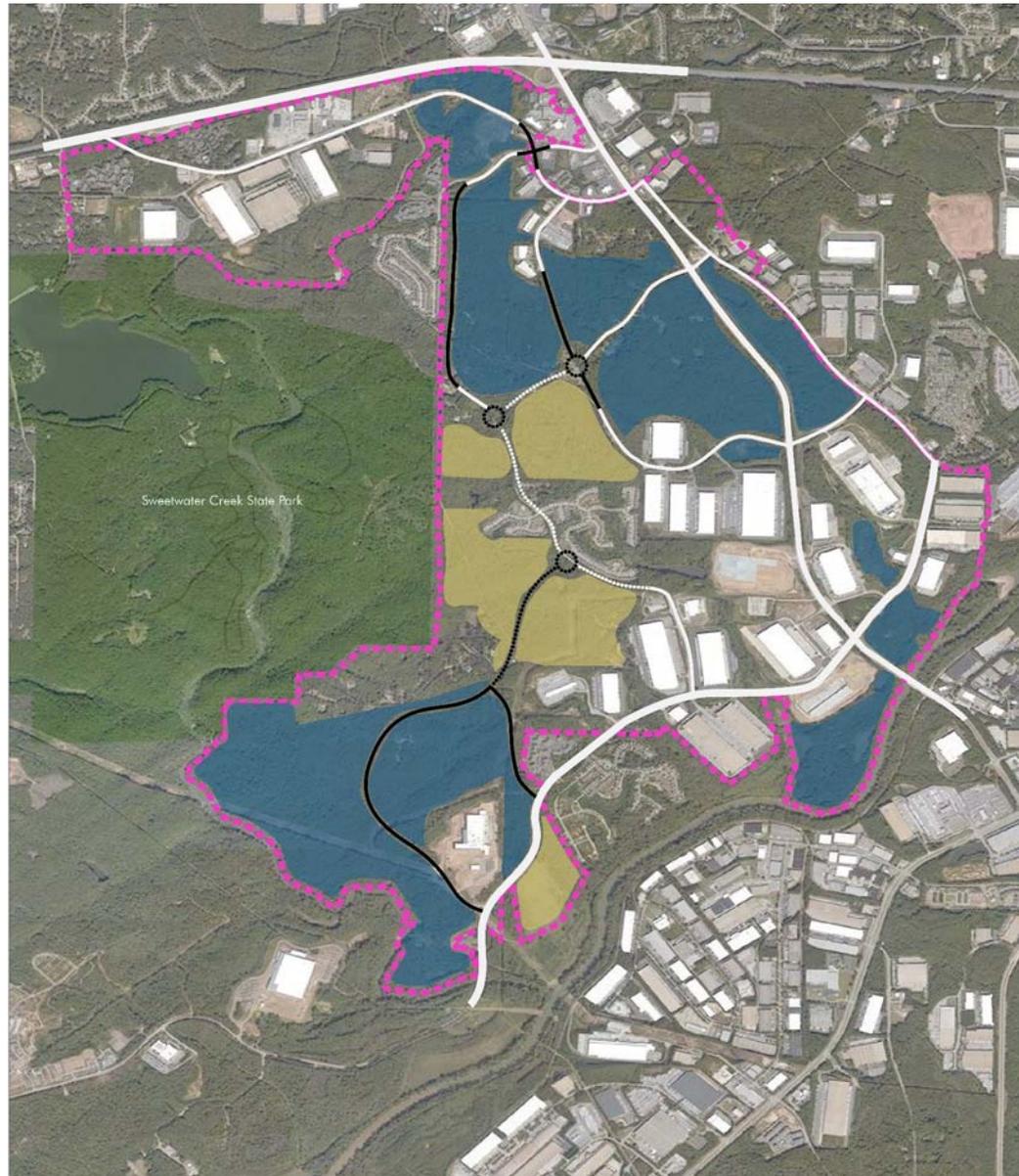
- Concept A: Centralized Residential Hub
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SOUTHWEST THORNTON ACTIVITY CENTER

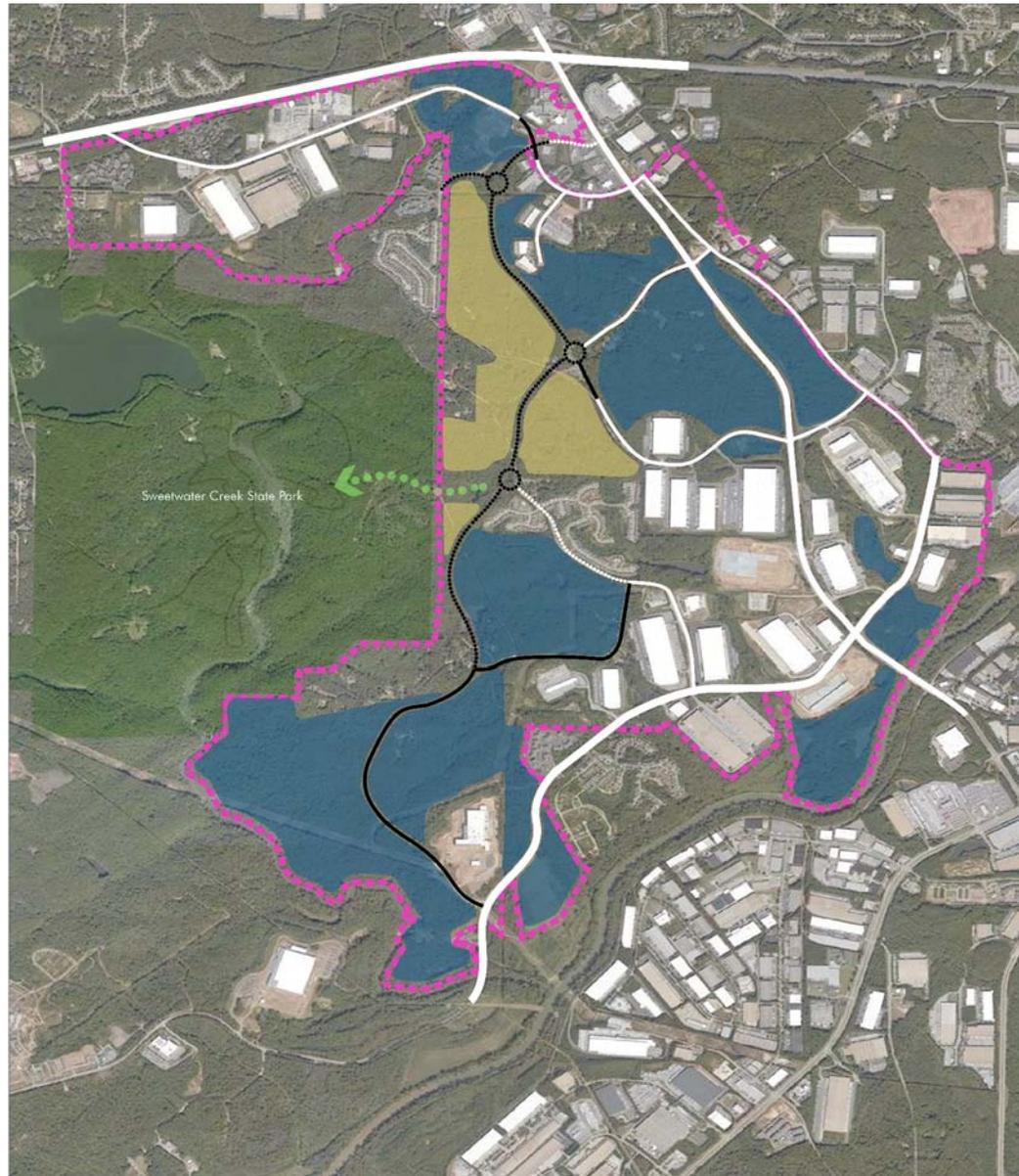
**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

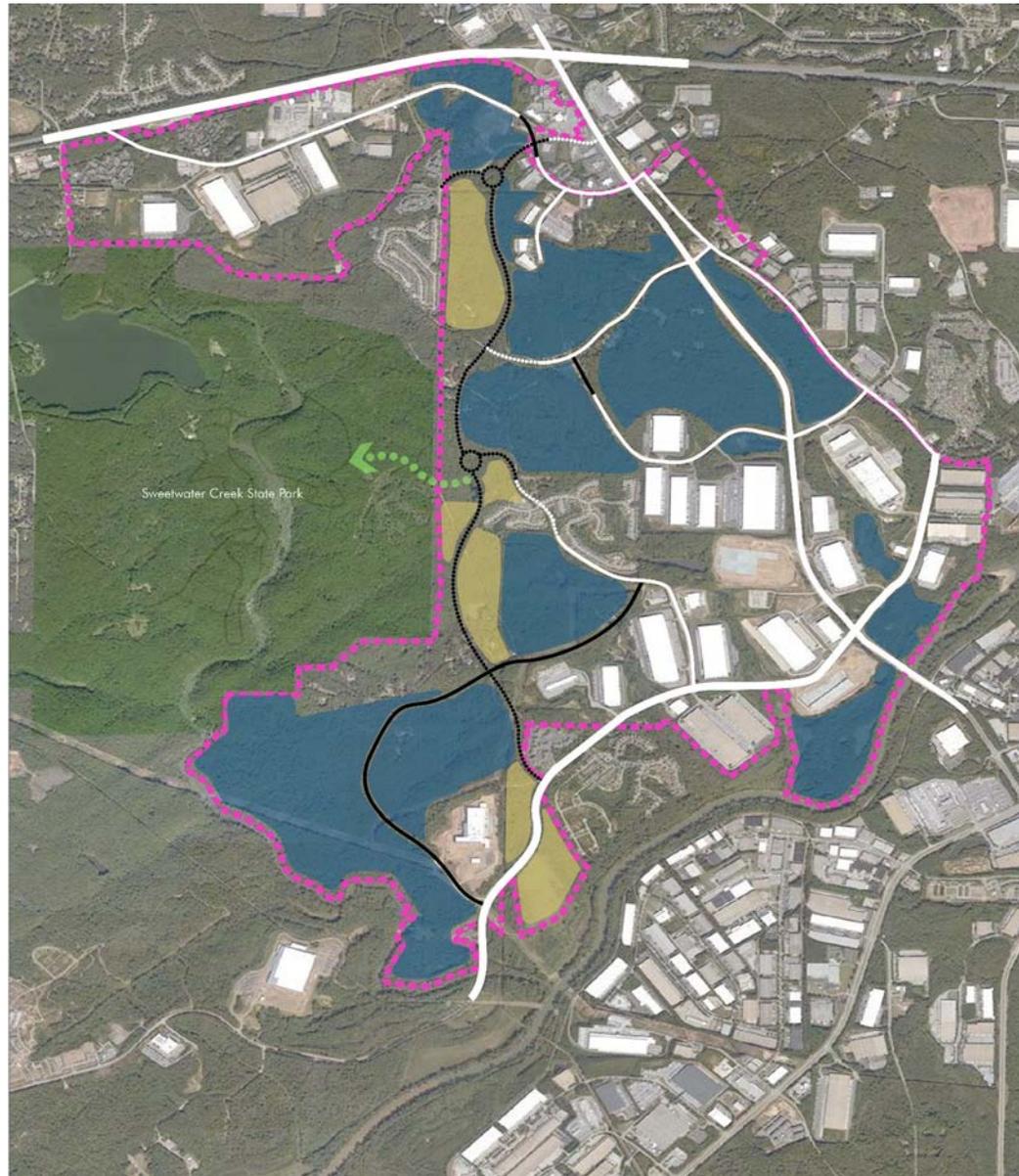
# INITIAL CONCEPT A: Centralized Residential Hub



# INITIAL CONCEPT B: Northern Residential Hub



# INITIAL CONCEPT C: Residential Corridor



# PUBLIC MEETING #2: WHAT DID WE HEAR?

- Overall, the preferred concept was Concept C
- The majority of participants were not necessarily against industry/industrial uses, as long as it is well-designed and does not take away from the area's desirability
  - Additionally, there is a strong push to attract more IT/healthcare/office uses
  - As was noted in the previous public meeting, there is a desire for more amenities in the area, particularly restaurants and retail
  - The State Park is viewed as an area asset, and the community would like an eastern access point to it as well as to buffer it from further development
- Transportation infrastructure improvements should be focused at Blairs Bridge, Riverside, and Factory Shoals

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# PROPOSED TRANSPORTATION PROJECTS/IMPROVEMENTS

## INTERSECTIONS

- SR 6 at Bob Arnold Boulevard intersection improvement
- SR 6 at Factory Shoals Road intersection improvement
- SR 6 at Douglas Hill Road intersection improvement
- SR 6 Multiple unsignalized intersections between Douglas Hill and Riverside Parkway
- SR 6 at Riverside Parkway intersection improvement
- Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard intersection improvement
- Douglas Hill Road at Factory Shoals Road intersection improvement

## ROAD IMPROVEMENTS

- Road improvements/construction on Factory Shoals Road, Douglas Hill Drive, and Rock House Road

## NEW ROADS

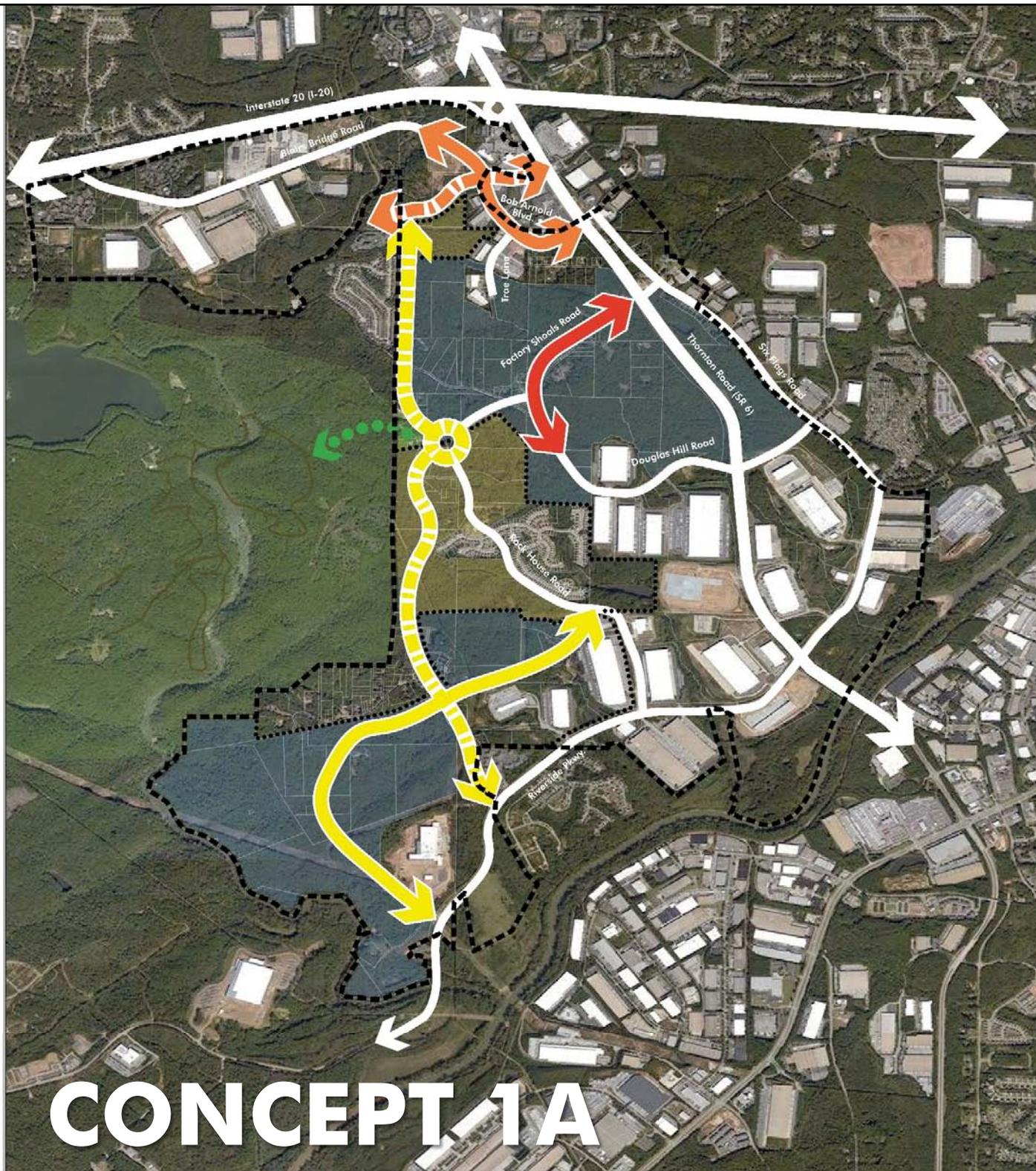
- New commercial-oriented North-South road parallel to SR 6
- New residential-oriented North-South road between Preston Boulevard connecting Factory Shoals Road/Rock House Road and Summer Lake Road
- New residential-oriented East-West road

## PATHS/TRAILS

- Multiuse path along Douglas Hill Road/Factory Shoals Road to the Park
- Trail connecting new North-South roadway into the Park
- Multiuse path following transmission lines

## SIDEWALKS

- SR 6 sidewalks for the full extent of the study area



# CONCEPT 1A

# CONCEPT 1A TIERED PROJECTS

## **TIER 1** and **TIER 2** (Rough Est. \$20M)

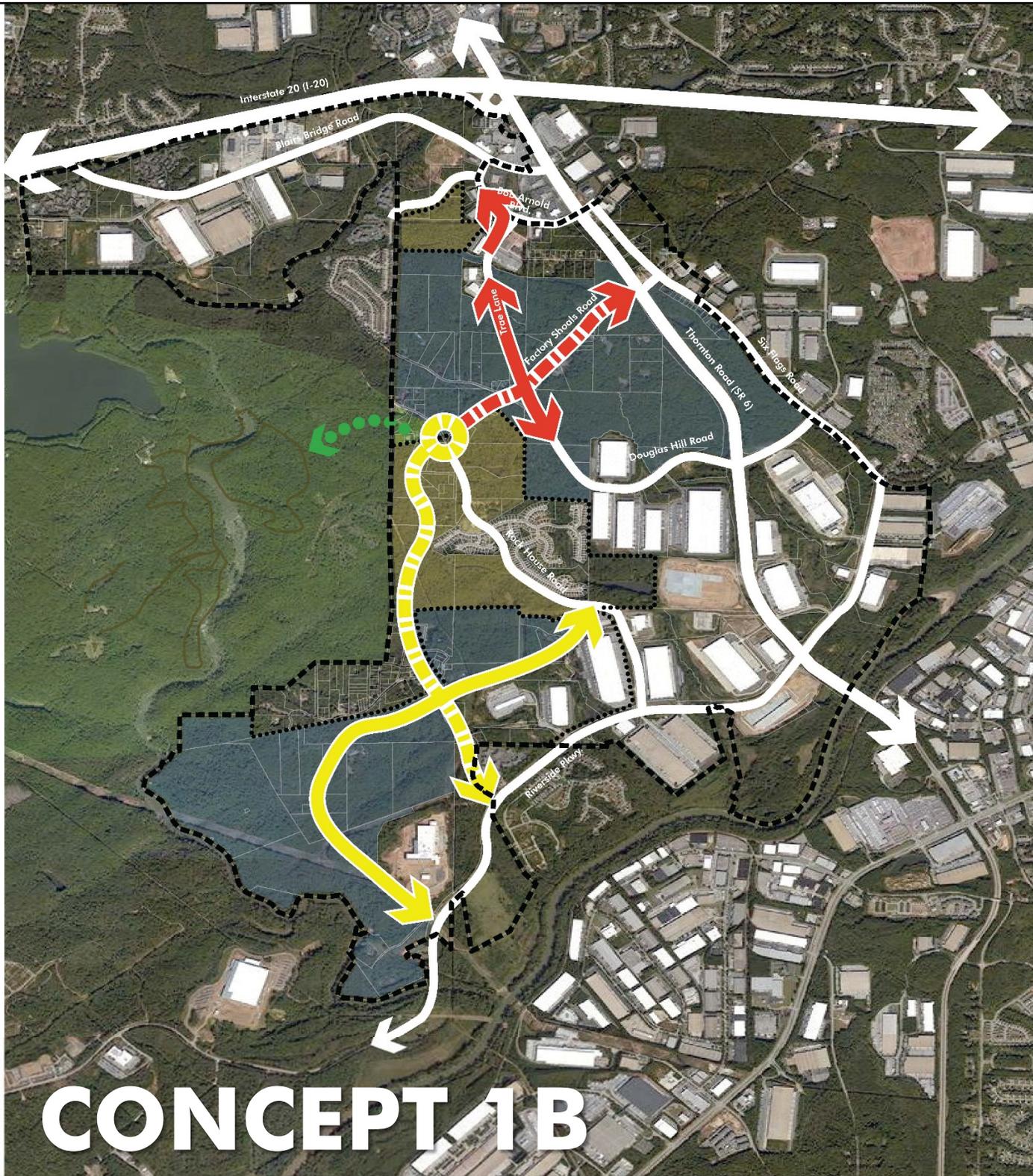
- New commercial-oriented “loop” to SR 6 (Douglas Hill Road to Factory Shoals Road); realignment at Bob Arnold
- SR 6 at Factory Shoals intersection improvement
- Douglas Hill at Factory Shoals intersection improvements
- Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard intersection improvement/realignment
- SR 6 at Bob Arnold Boulevard intersection improvement

## **TIER 3** (Rough Est. \$65M)

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**



**CONCEPT 1B**

# CONCEPT 1 B TIERED PROJECTS

## **TIER 1** (No **TIER 2** projects) (Rough Est. \$23M)

- Commercial-oriented extension of Trae Lane south to Douglas Hill Road
- Improvements to Factory Shoals Road to enhance a residential-oriented East-West connection
- SR 6 at Factory Shoals intersection improvement
- Douglas Hill at Factory Shoals intersection improvement

## **TIER 3** (Rough Est. \$30M)

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
Master Plan and Zoning

**LAND SUITABILITY**

# CONCEPT DISCUSSION

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

# NEXT STEPS

- Final Concept Plan Refinement
- Implementation and Funding Plan
  - Zoning updates
  - Transportation projects
  - Other policies/recommendations
- Council and Commission Review

SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**

**LAND SUITABILITY**

SOUTHWEST THORNTON ACTIVITY CENTER

# **Sweetwater Master Plan and Zoning**

Board / Commission Hearing

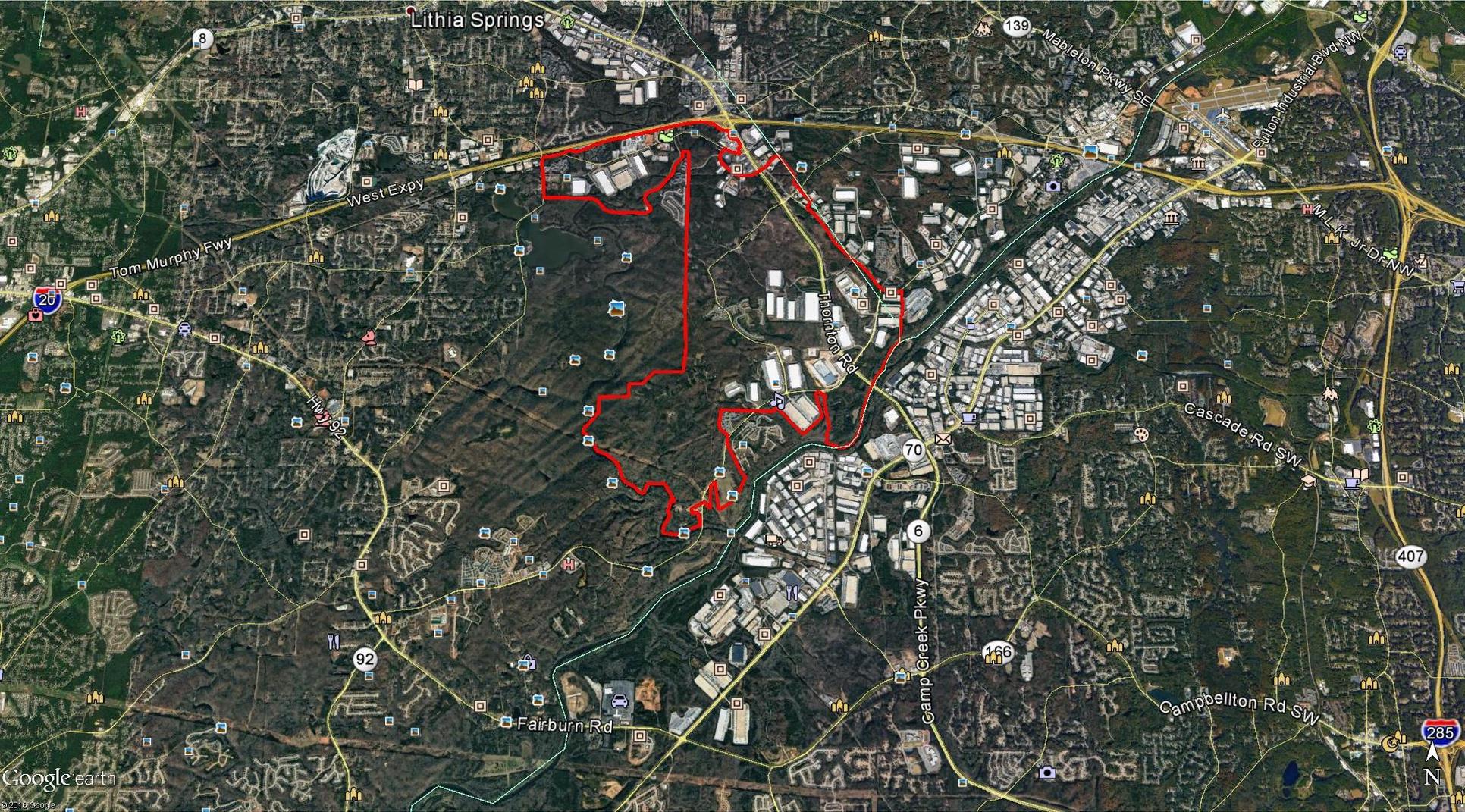
Prepared by:

**Kimley»Horn**

Prepared for:

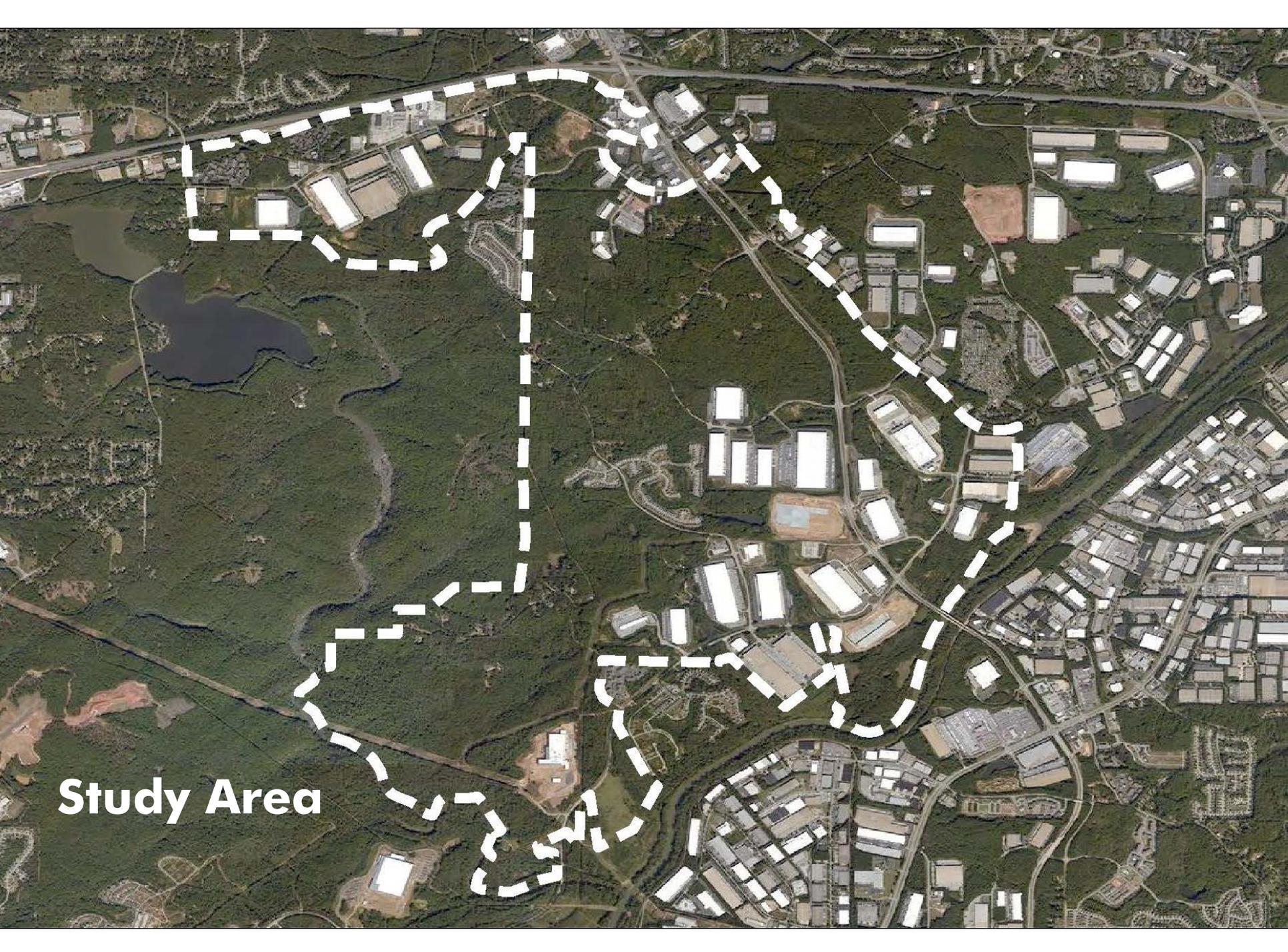


# Study Area

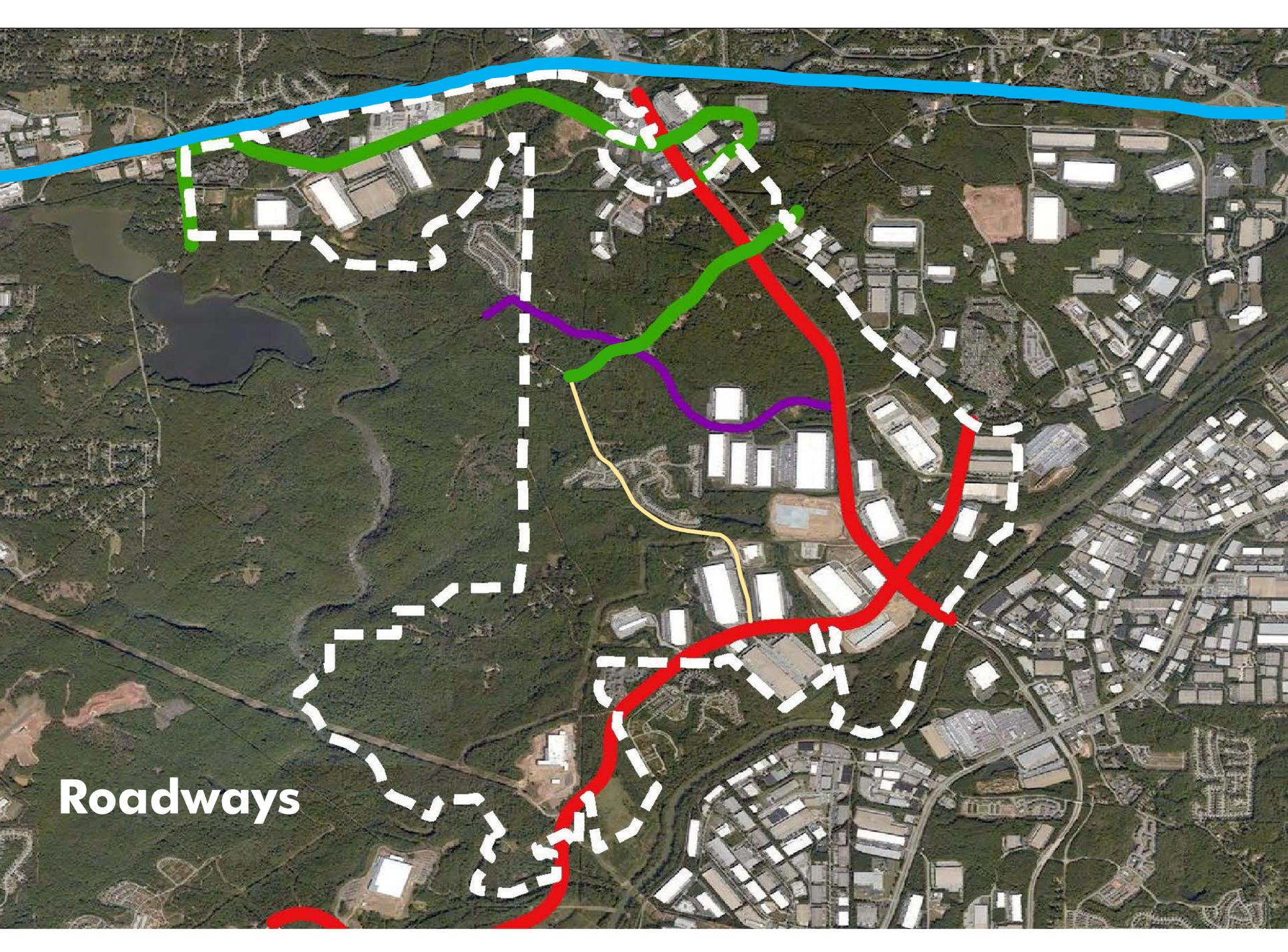


# PROJECT PROCESS

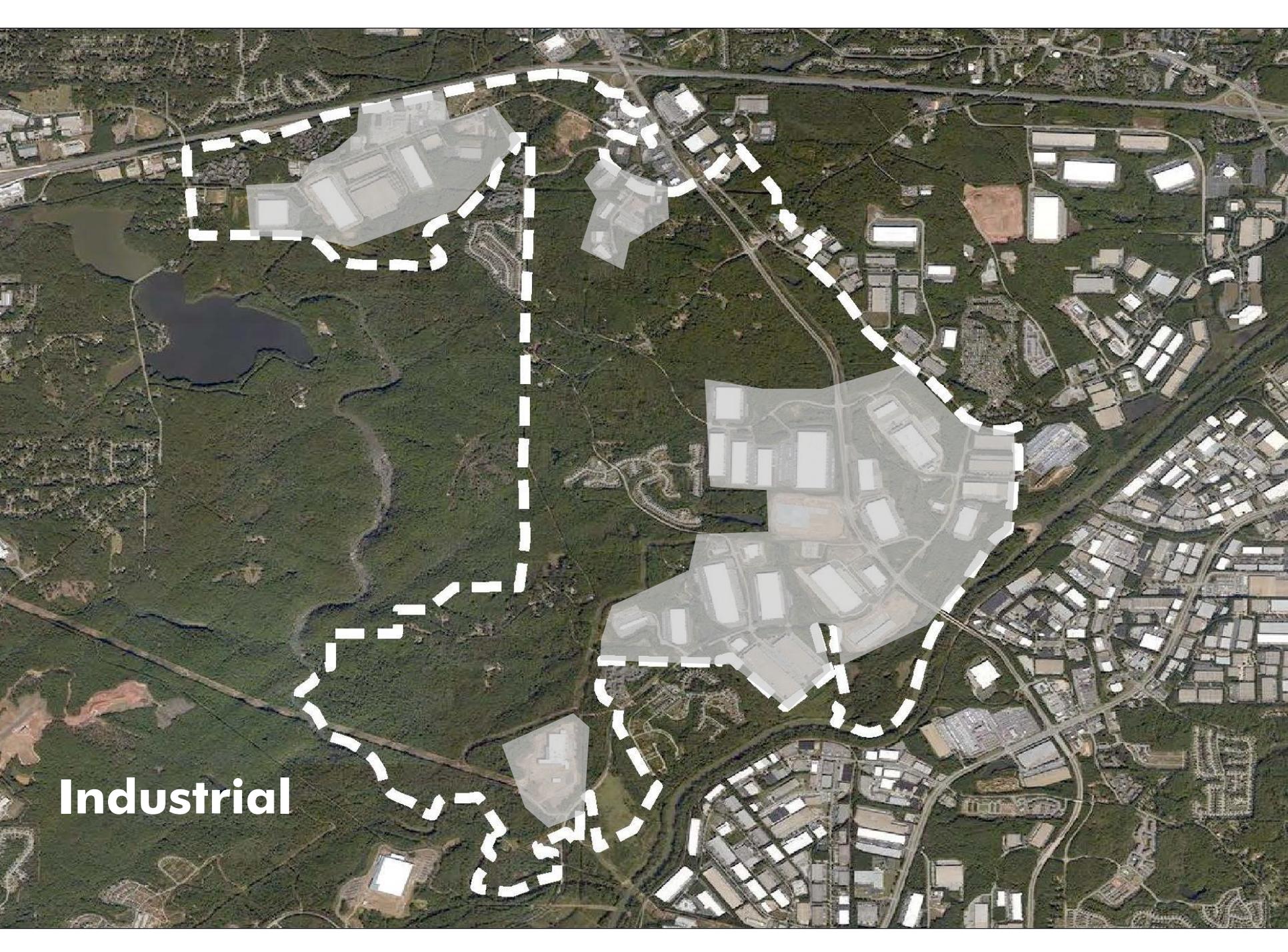
1. Existing Conditions Assessment
2. Community Vision
3. Market Analysis
4. Master Plan
- 5. Implementation**



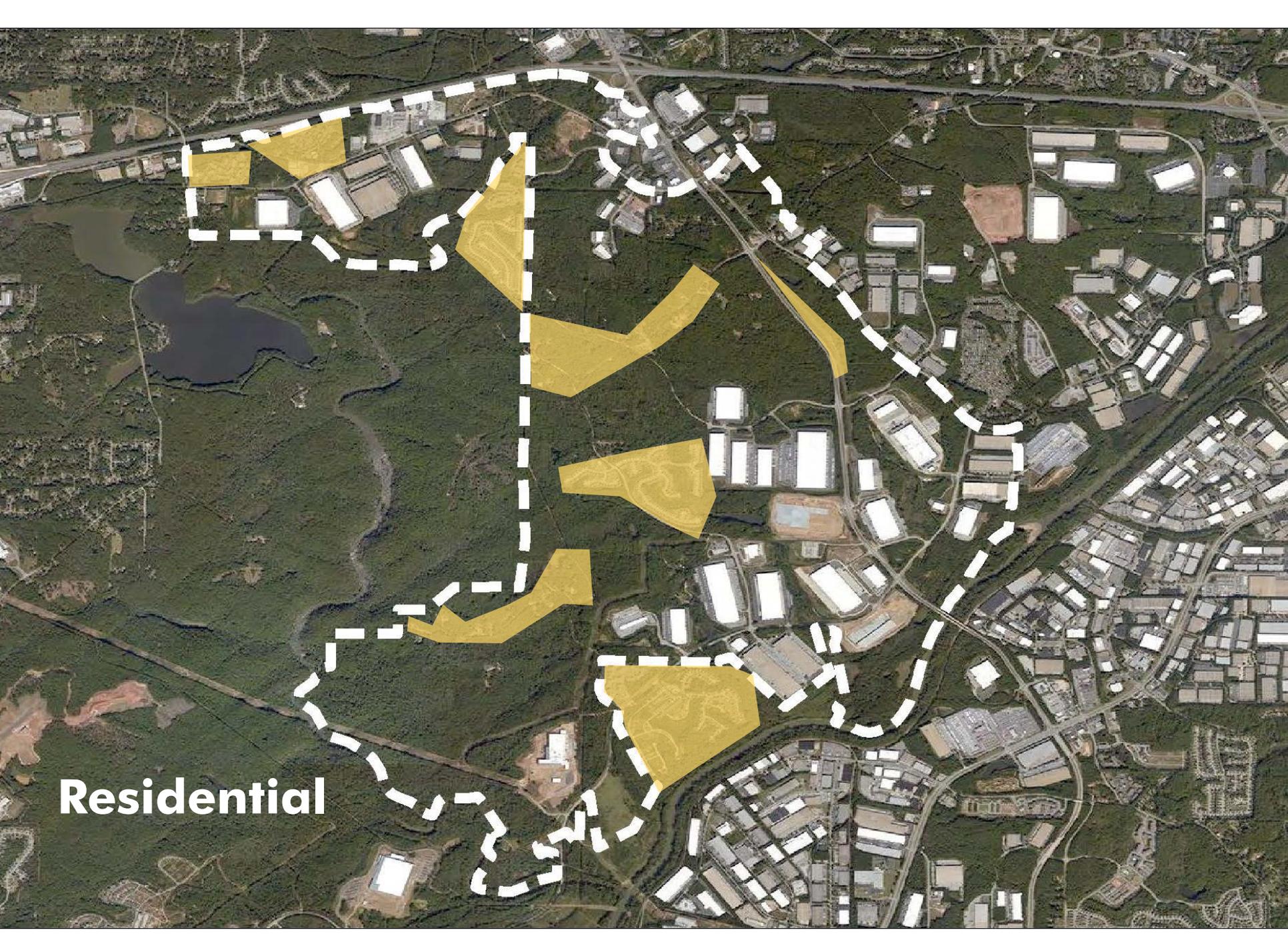
**Study Area**



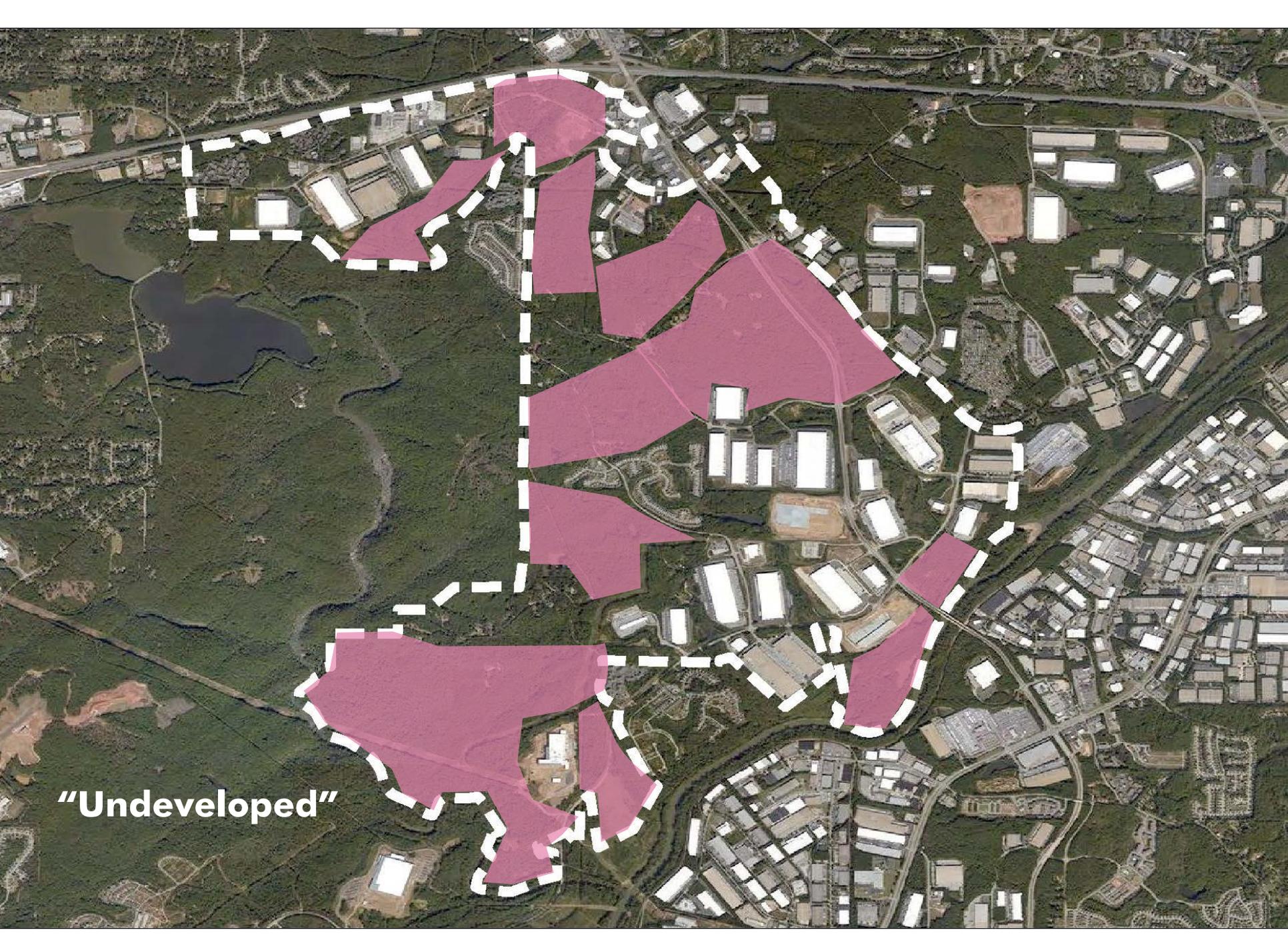
Roadways



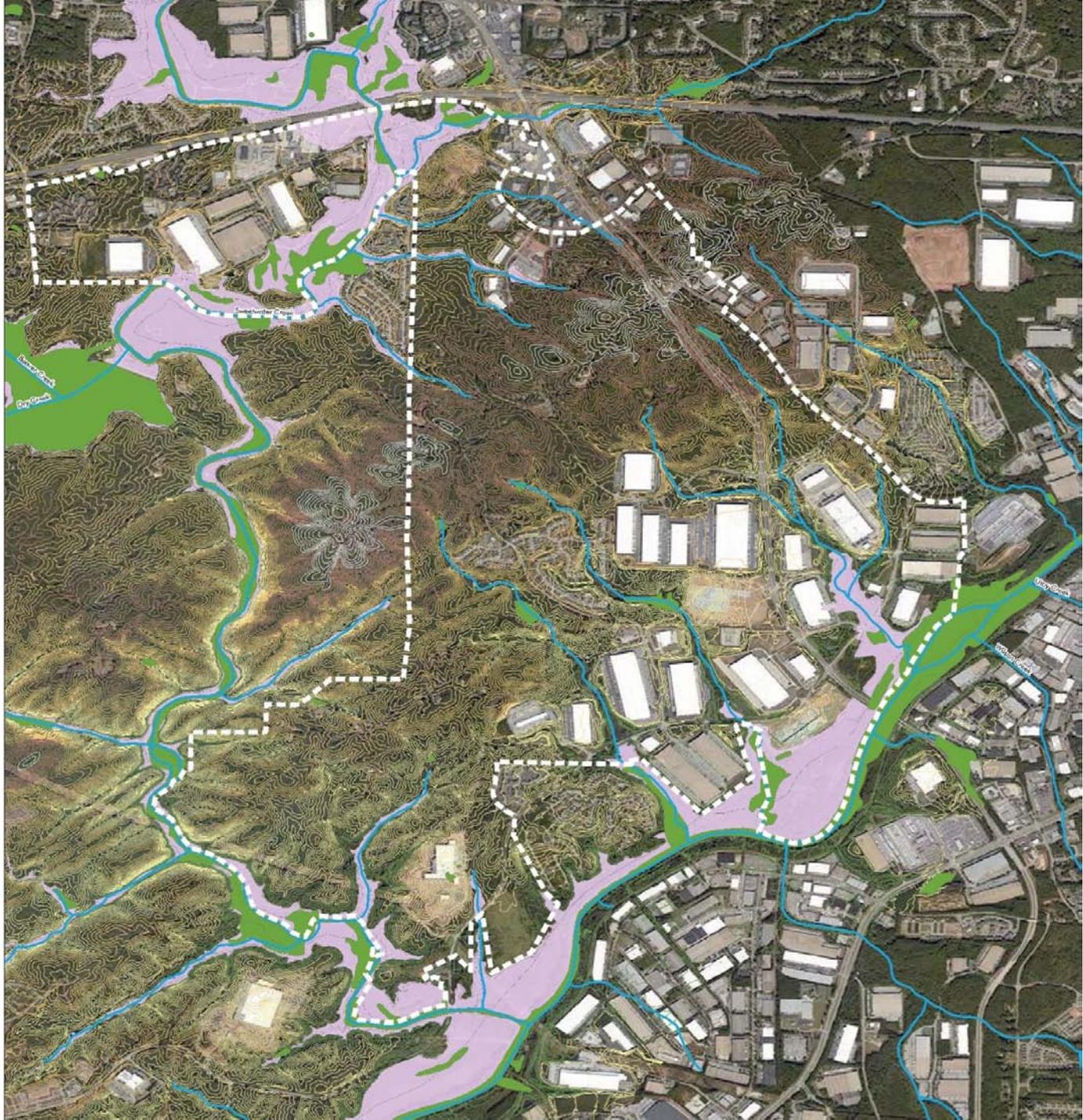
**Industrial**



**Residential**



**“Undeveloped”**

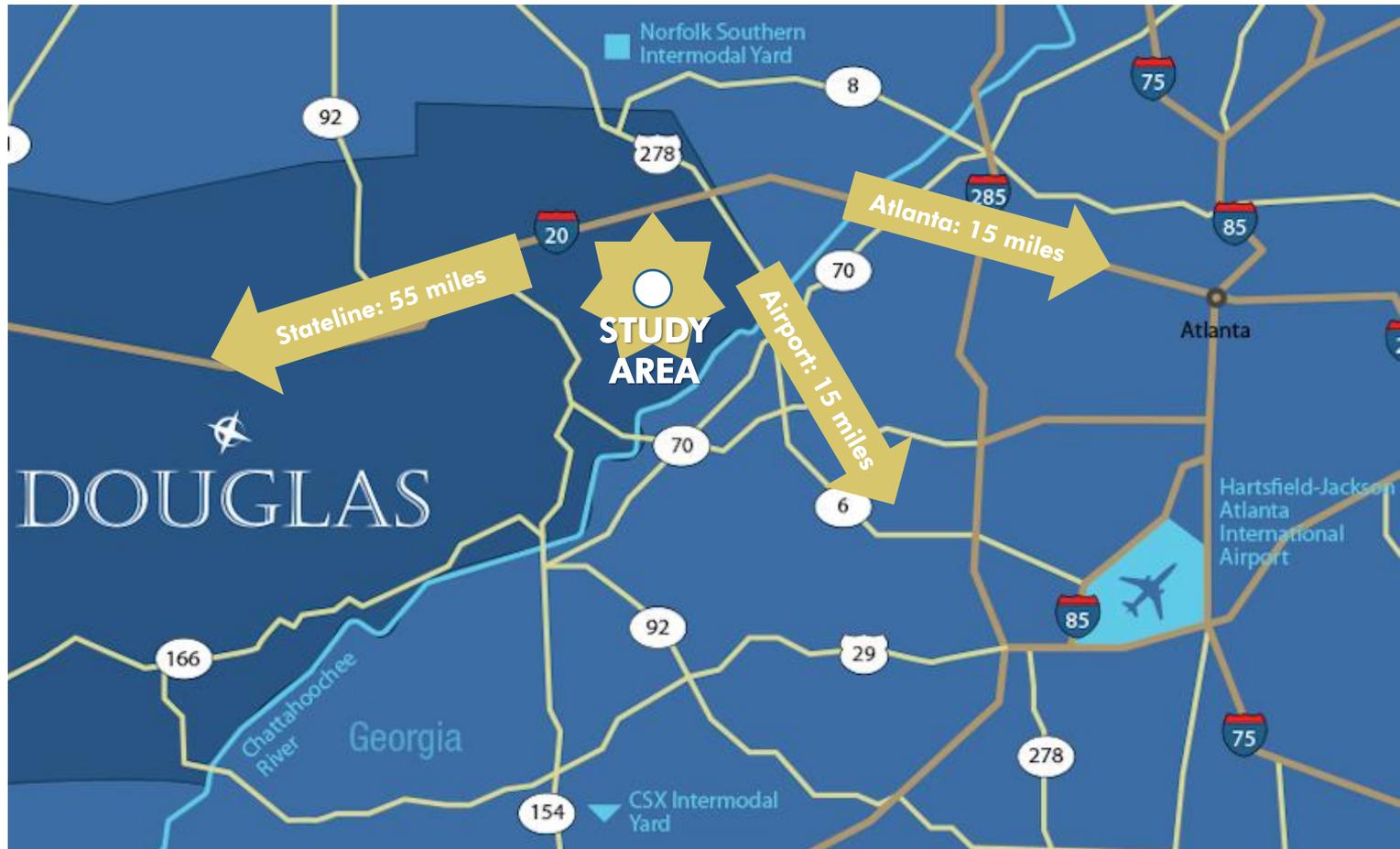


# PUBLIC MEETING #1: WHAT DID WE HEAR?

- Emphasis on greenspace: State Park is an asset, but need more community recreational space
- Transportation concerns, especially with conflicts between trucks and automobiles
- Residents are feeling pressure from the Industrial sector, and are currently pushing back
- Community has a desire for more amenities, particularly restaurants and retail

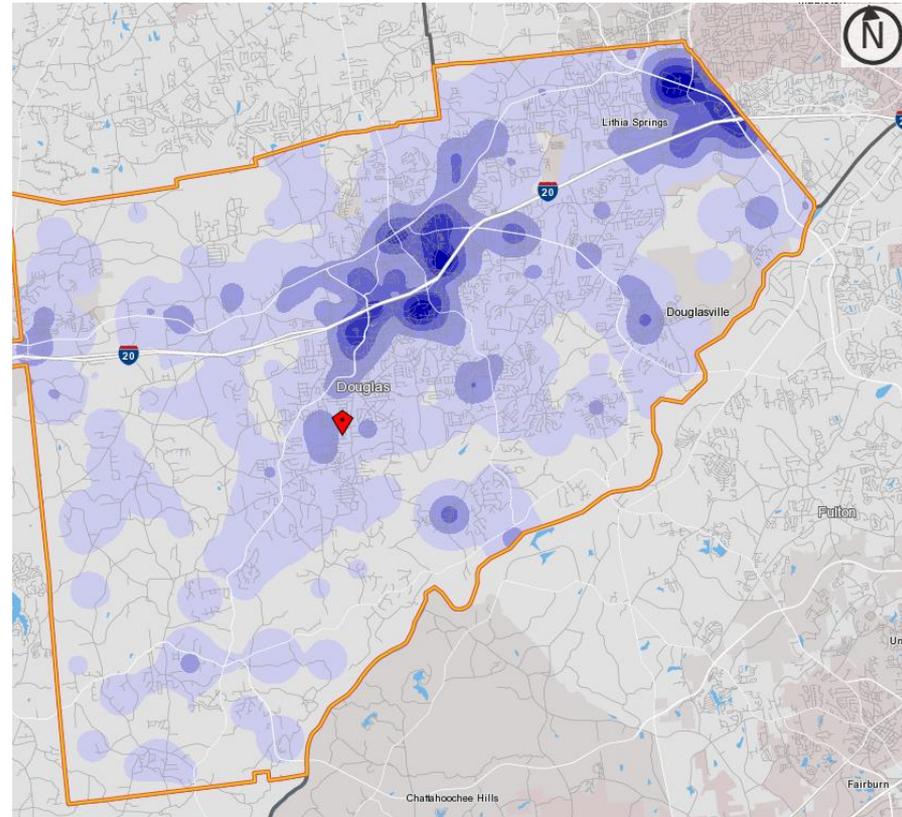
# REGIONAL POSITION

- Major thoroughfare: access and visibility
- GA 6: Direct to Airport
- 1-20: Connection to ATL and points west
- Proximity to:
  - Trained Labor
  - Key population centers (e-commerce & distribution)



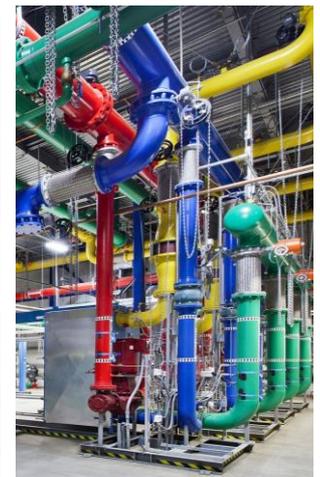
# JOBS AND WAGES

- The 1,300 jobs in the Study Area represent **5.9%** of County total
  - Transportation and Warehousing: 52.1%
  - Information: 24.1%
- Transportation access and utility/infrastructure proximity key players in concentration of Transportation and Warehousing and Information jobs
- Estimated total annual wages of **\$87 million** bolstered by large shares of higher-paying job sectors



# INDUSTRIAL POTENTIAL

- New industrial/warehousing space in Eastern Douglas County represented **~25%** of regional activity in last five years
- Increase in share of total inventory highlights the competitiveness of the area's location and attributes
- Lease rates and land prices remain competitive with other areas of the region



# RESIDENTIAL POTENTIAL

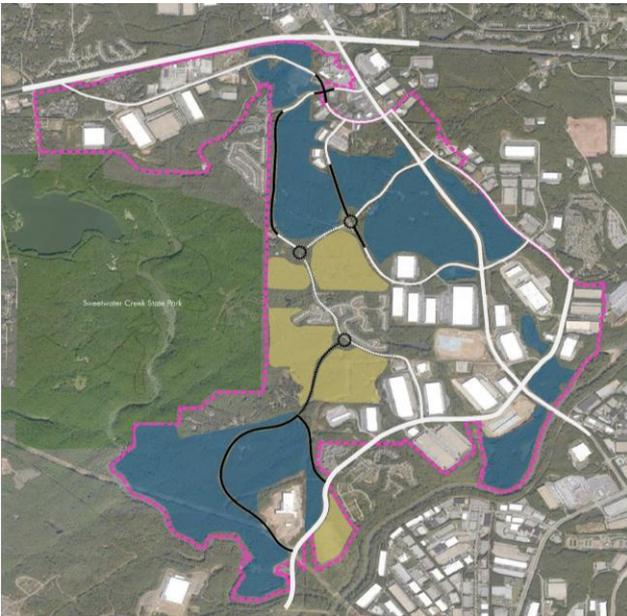
- Single-family detached product represents bulk of residential real estate activity
  - Resale price points typically range from \$100k-\$150k, with Tributary representing 'top-of-the-market' (\$250k +)
- Limited new apartment product has resulted in very low vacancy; rents have gradually increased
  - Given low vacancy rates, one to two apartment communities could be accommodated
- Based on population forecasts, 10-year demand for residential of 600-700 units
- Residential product will likely continue to be dominated by single-family detached, with new units targeting first-time buyers, families, and older empty nesters

# RETAIL & HOSPITALITY POTENTIAL

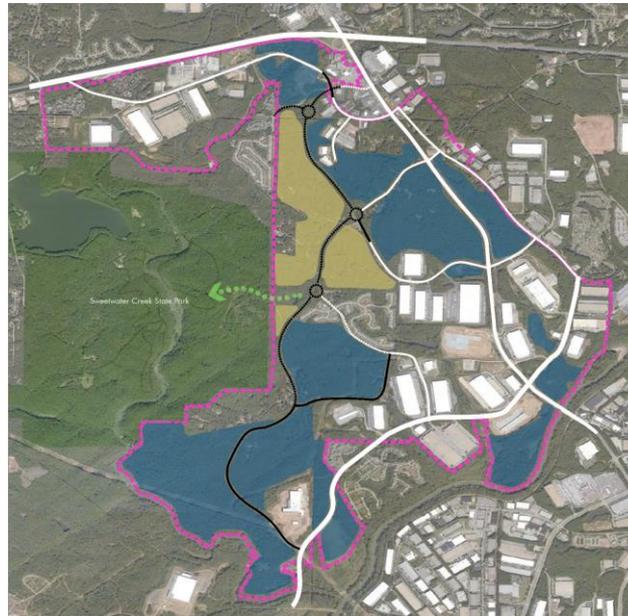
- Retail traditionally has gravitated to I-20
  - Continue to target retail development closer to the I-20/Thornton Road interchange; quality development patterns could offer a gateway to Douglas County
- Hospitality development is picking up, likely generated by highway demand and local employers
  - 10-year hospitality demand will likely be accommodated in current pipeline projects

# INITIAL CONCEPTS

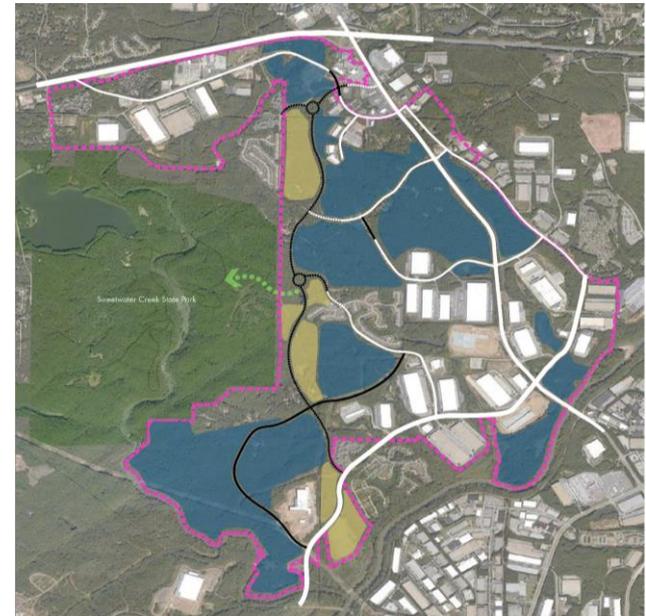
## Centralized Residential Hub



## Northern Residential Hub



## Residential Corridor



# PUBLIC MEETING #2: WHAT DID WE HEAR?

- The majority of participants were not necessarily against industry/industrial uses, as long as it is well-designed and does not take away from the area's desirability
  - Additionally, there is a strong push to attract more IT/healthcare/office uses
  - As was noted in the previous public meeting, there is a desire for more amenities in the area, particularly restaurants and retail
  - The State Park is viewed as an area asset, and the community would like an eastern access point to it as well as to buffer it from further development
- Transportation infrastructure improvements should be focused at Blairs Bridge, Riverside, and Factory Shoals

# PROPOSED TRANSPORTATION PROJECTS/IMPROVEMENTS

Proposed transportation projects are multimodal and are categorized by:

- **INTERSECTIONS**
- **ROAD IMPROVEMENTS**
- **NEW ROADS**
- **PATHS/TRAILS**
- **SIDEWALKS**



# CONCEPT A TIERED PROJECTS

## **TIER 1 and TIER 2**

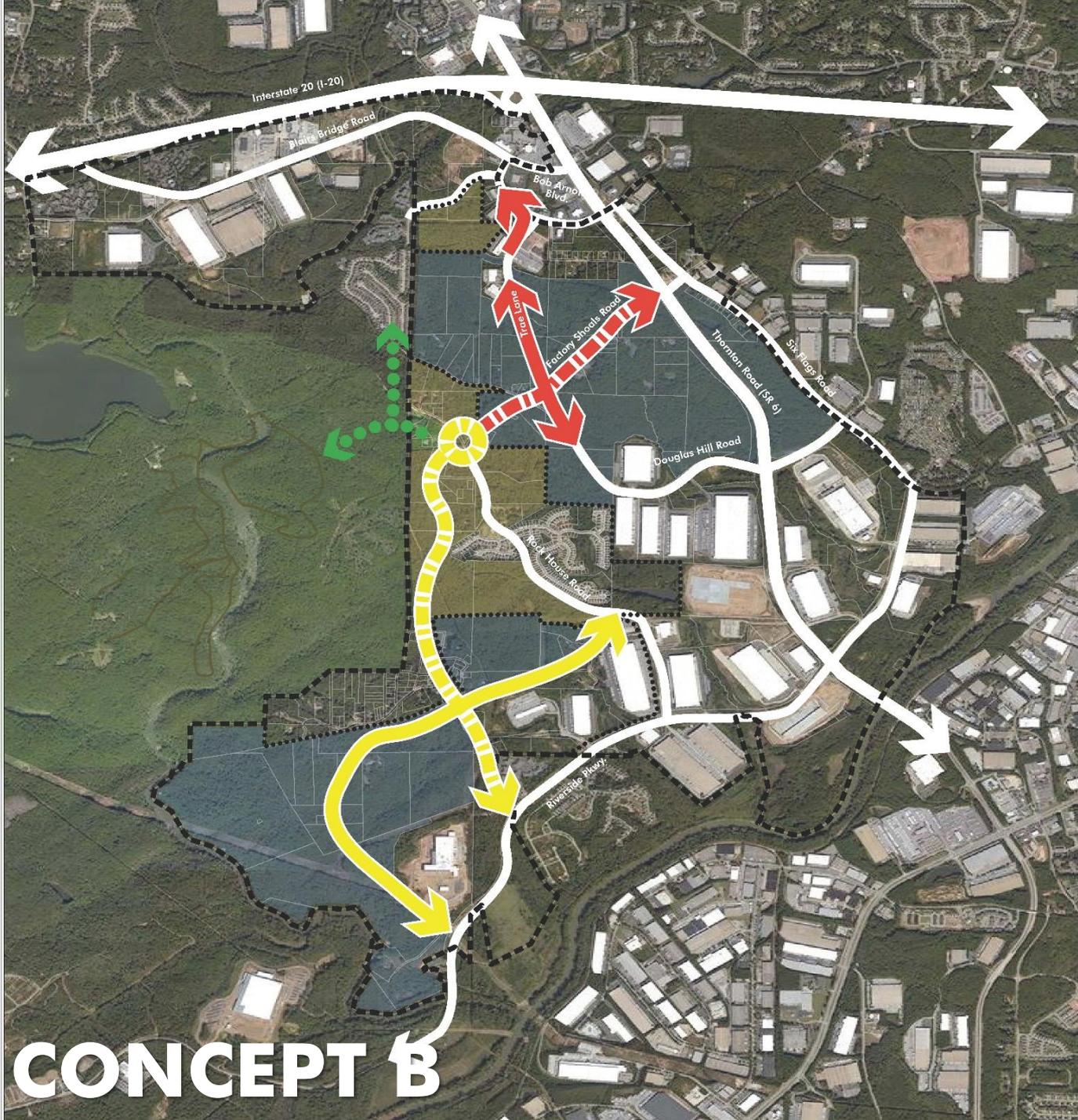
Est. \$13.5-18.5M

- New commercial-oriented "loop" to Thornton Road (SR 6) (Douglas Hill Road to Factory Shoals Road)
- Douglas Hill Road at Factory Shoals Road intersection improvements
- Thornton Road (SR 6) at Factory Shoals Road intersection improvements
- Bob Arnold Boulevard at Blairs Bridge Road/Preston Boulevard intersection improvements/realignment
- Thornton Road (SR 6) at Bob Arnold Boulevard intersection improvements

## **TIER 3**

Est. \$43-57M

- New residential-oriented north-south road connecting Preston Boulevard, Factory Shoals Road/Rock House Road, and Summer Lake Road
- New commercial-oriented road from Riverside Parkway to Rock House Road
- Trail connecting new north-south roadway into the Park



**CONCEPT B**

# CONCEPT B TIERED PROJECTS

## **TIER 1 (No TIER 2 projects)**

Est. \$16-23M

- Commercial-oriented extension of Trae Lane south to Douglas Hill Road; realignment of Bob Arnold Boulevard
- Douglas Hill Road/Trae Lane extension at Factory Shoals Road intersection improvements
- Improvements to Factory Shoals Road to enhance residential-oriented east-west connection
- Thornton Road (SR 6) at Factory Shoals Road intersection improvements

## **TIER 3**

Est. \$29-41M

- New residential-oriented north-south road connecting Factory Shoals Road, Rock House Road, and Summer Lake Road
- New commercial-oriented road from Riverside Parkway to Rock House Road
- Trail connecting new north-south roadway into the Park

# IMPLEMENTATION POLICIES

- Land Use Guiding Policies
- Zoning Recommendations
- Fiscal Impact

# LAND USE GUIDING POLICIES

Currently Residential-zoned properties in future business land use areas:

- Properties should be encouraged to rezone to business-oriented uses.
- Due to the likelihood of future business-oriented developments being adjacent to some existing residential areas, special attention should be paid to recommended buffers and landscaping elements in the plan review phase of a project's development.

# LAND USE GUIDING POLICIES

Currently Business-zoned properties in future residential land use areas:

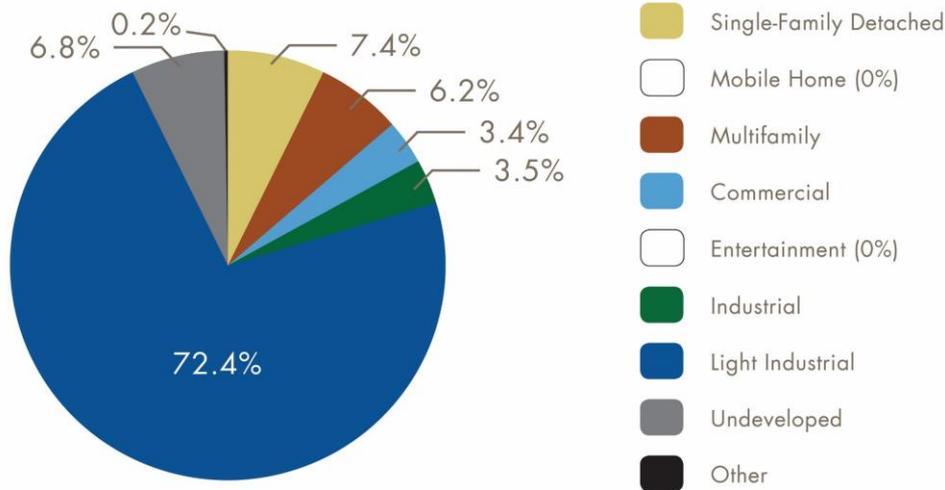
- Future vehicular connections should be established using the master plan's proposed freight priority street network; if the network does not yet exist where a business-oriented property is being developed, any roadway connections built should connect into the planned freight priority street network.
- Buildings should be oriented to avoid facing existing and future residential properties with undesirable or aesthetically displeasing fronts such as storage, truck loading and access areas, or large inactivated walls. The master plan includes design standards to address and mitigate such situations.

# ZONING RECOMMENDATIONS

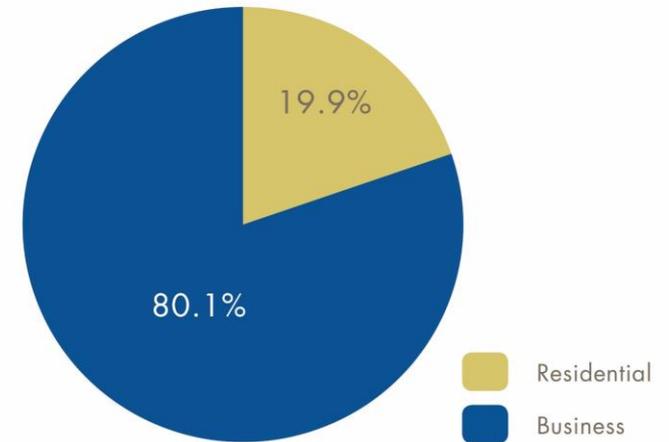
- Increased landscaping and buffer requirements
  - Screening
  - Shielding truck courts
- Use of high-quality materials for buildings and other structures
  - LEED and/or Earthcraft standards
  - Minimum glazing standards
- Adaptations to FAR standards
- Increased residential density
- No crossdocks abutting residential areas

# IMPACT TO COUNTY TAX DIGEST

EXISTING LAND USE BREAKDOWN BY TYPE

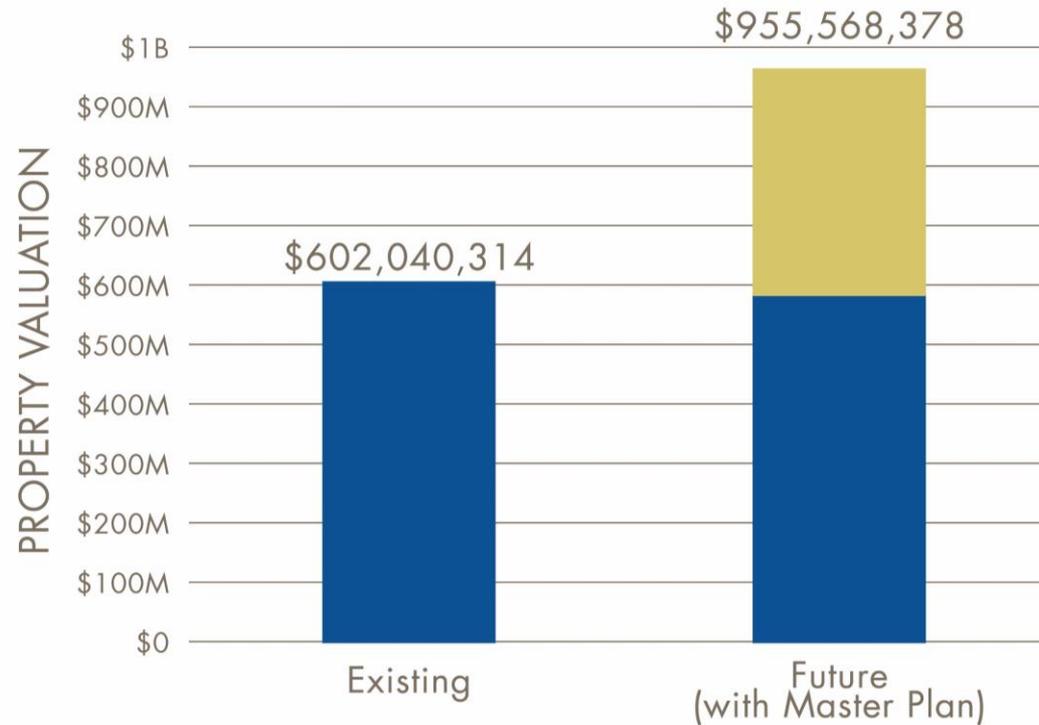


FUTURE LAND USE BREAKDOWN BY TYPE



*Note: this chart only includes the programed future land use for approximately 1540 acres of undeveloped land*

# INCREASE IN STUDY AREA'S VALUE



SOUTHWEST THORNTON ACTIVITY CENTER

**Sweetwater**  
**Master Plan and Zoning**