



carrollton

COMPREHENSIVE PLAN

ALTOGETHER ADVANCING > 2023 – 2028



ALTOGETHER ADVANCING

STEERING COMMITTEE

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

Christina DeMaioribus • Richard Diment • Vincent Dortch • Nichole Fannin • LaDonna Fryar • Martyna Griffin • Mike Horton • Montrell McClendon • Bradley McLester • Joel Morris • Brian Mosier • Marissa Ramos-Santana • Rodney Smith • Jean Waldrop • Mayor and City Council: Ex Officio

Staff: David Brooks • Hayley Beaver • Laci Cowart • Erica Studdard



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COMMUNITY ASSESSMENT



altogether
advancing...



CARROLLTON. ALTOGETHER ORIGINAL

The City of Carrollton is located approximately 53 miles west of Atlanta, Georgia. Carrollton is a unique, forward- thinking town that balances a rich history and strong local pride with attractive and extremely varied amenities rarely found in a city its size. With a strong arts and entertainment culture, Carrollton's downtown has thrived over the past decade with almost weekly events at the city's downtown amphitheater (commonly referred to by locals as the Amp), the Center for the Arts and the many arts festivals and markets that occur throughout the year.

It's also a town with two colleges - yet, not a college town. Carrollton is strong in contradictions: sports and the arts, historical architecture and modern flavors and respect for tradition and embracing movement. This is a community in motion, embracing transition or movement as a defining part of Carrollton's identity: a city advancing.

PLANNING AHEAD

The 2023 Carrollton Comprehensive Plan meets the guidelines of the Georgia Department of Community Affairs (DCA) "Minimum Standards and Procedures for Local Comprehensive Planning." Preparation of the plan in accordance with these standards is an essential requirement in maintaining the city's status as a Qualified Local Government (QLG). QLG status makes communities eligible for state funding and permitting programs.

While we develop strategic plans for specific areas or projects within our local government, the Comprehensive Plan combines these planning efforts into a single planning document that will help guide growth in Carrollton over the next 20 years. This allows more certainty about where development will occur, what it will be like, when it may happen and how development costs might be met.

The components of the plan are based on community engagement. Input received from stakeholders - citizens, visitors, tourists and employees alike - serve as the backbone for a successful comprehensive plan.

Benefits of the Comprehensive Planning Process

=

**Clear, shared vision
for the future**

+

=

**Encourage and support
economic development**

+

=

Improved quality of life

+

=

**Provide certainty
around development**

+

=

**Protection of private
property rights**

EXISTING PLANS

Strategic plans or studies are dynamic long-term planning documents that provide guidance for future growth in a specific area. These plans are based on public input, surveys and planning initiatives that address issues and opportunities within the confines of the study area. Several planning studies have been conducted in the City of Carrollton that address specific areas or issues within the city. The following are summaries of these plans that are meant to strengthen the foundation for the 2023 Comprehensive Plan.

HOUSING STUDY AND NEEDS ANALYSIS

In 2021, the City of Carrollton engaged with KB Advisory Group, Inc. (KB) to conduct a Comprehensive Citywide Housing Market Study, Needs Analysis and Strategy Development. The assessment provides city leaders with perspective on how current and future residential market trends will impact the city over the coming years. The research, analysis and conclusions provide vital input for future land use, planning and real estate development policy decisions — specifically, the city's future housing needs across various home types, orientations and target markets.

Key Findings:

- Carrollton's housing market has successfully produced moderately priced new single-family homes but lacks a new supply that meets the market's demand and changing housing preferences.
- Residential development patterns since 2000 have emphasized large-lot single-family homes outside of the city's core.
- The University of West Georgia continues to influence housing dynamics in Carrollton.

Policy Recommendations:

- Encourage housing production for a greater variety of housing types and price points.
- Continue to invest in and strengthen Downtown Carrollton.
- Embrace student-driven housing demand and plan accordingly.

PARKS AND RECREATION MASTER PLAN 2016-2036

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

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

- Expansion of the Carrollton Senior Center and affiliated programming.
- Renovation of Midtown Water Park.
- Development of additional athletic facilities.
- Expansion of Carrollton GreenBelt spurs, trailheads and other amenities.



DOWNTOWN MASTER PLAN – EXPECTED COMPLETION IN 2024

An update to the 2005 Downtown Master Plan will still be underway at the adoption of the 2023 Comprehensive Plan. Expected completion is February 2024. Carrollton's downtown central business district is a thriving in-demand destination. The goal of the 2024 update is to build on what is already great about downtown by providing a strategic outline for city leadership to make intentional decisions about vision, growth, development, preservation and redevelopment for the downtown area. **Key issues identified during public engagement for the Downtown Master Plan update include:**

- Traffic issues at the square relating to speeding, traffic lights and congestion.
- Parking accessibility and wayfinding.
- Lack of available greenspace in downtown.
- Pedestrian and streetscape improvements to create a more walkable downtown.
- Creating mixed-use infill opportunities.

TAD #1 REDEVELOPMENT PLAN

The goal of the Tax Allocation District #1 Redevelopment Plan is to upgrade and enhance the downtown area and its connecting commercial corridors and to encourage private redevelopment of outmoded and highway-oriented commercial land uses into modern development patterns to achieve the city's vision set forth in this Comprehensive Plan.

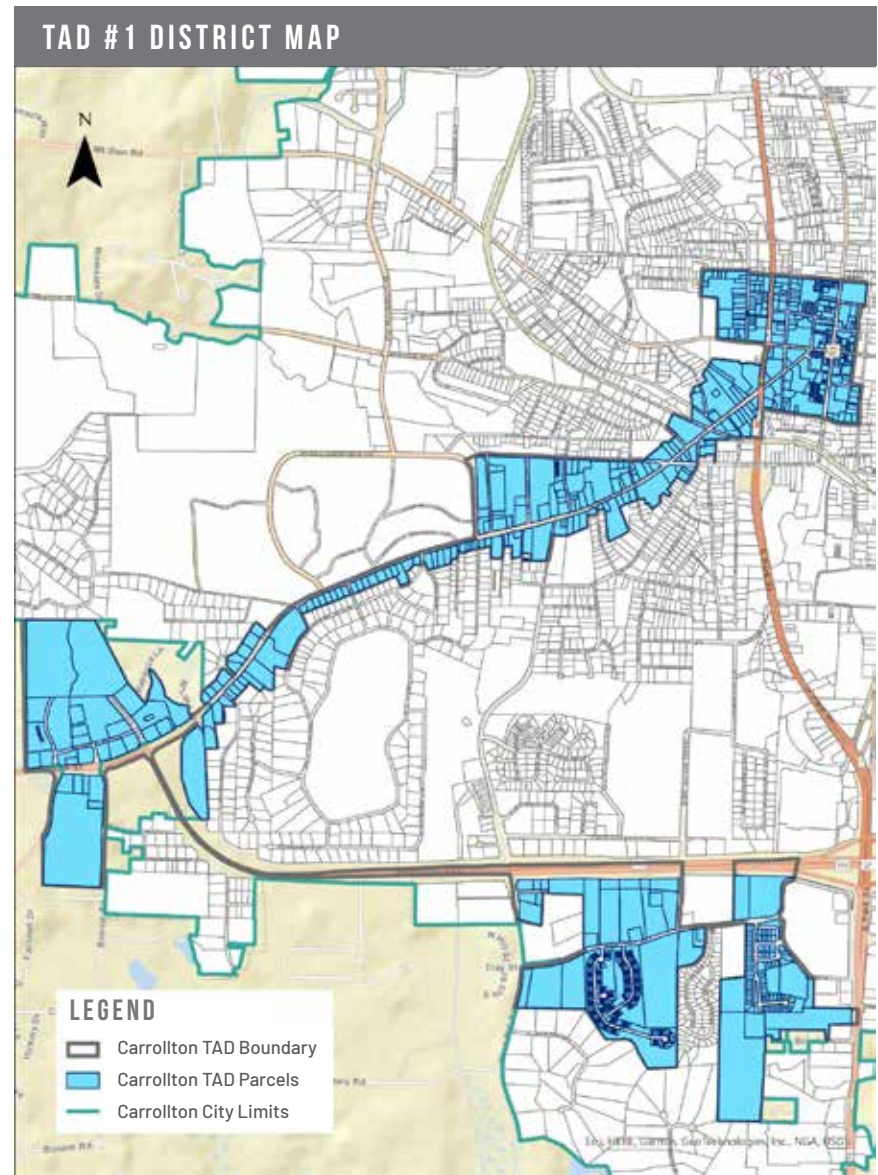
The district includes 837 parcels totaling 540 acres and includes downtown Carrollton, Maple Street and the recently acquired city schools property. Based on anticipated projects that could be developed within the district, potential revenue could exceed \$30 million over fifteen years. These funds can be used for public infrastructure investments and to incentivize private redevelopment within the TAD#1 boundaries.

The proposed infrastructure improvements funded by the TAD would be:

- Transportation and mobility enhancements
- Site-specific development programs
- Area-wide infrastructure improvements
- Public space, landscaping, lighting and other improvements
- Parks and recreation facilities
- Land acquisition

CARROLLTON HOUSING AUTHORITY (CHA) AGENCY PLAN

The Carrollton Housing Authority updates its agency plan every five years. The Authority operates three main housing programs: Project Based Vouchers (PBV), Housing Choice Vouchers (HCV) and a non-subsidized housing program. In addition, the authority operates several special purpose voucher programs, including Veteran Affairs Supportive Housing (VASH), Family Unification (FUP), Mainstream Vouchers (MVP) and a Georgia Housing Finance Agency (GHFA) Permanent Supportive Housing Program (formerly known as Shelter Plus Care). The Housing Authority also offers many resident service programs to help residents become self-sufficient. The CHA agency plan provides additional information on these programs and is available for review at the CHA's central office located at 1 Roop Street in Carrollton, Georgia.





CENTER FOR THE ARTS STRATEGIC PLAN UPDATE - 2023

The City of Carrollton Center for the Arts(CCA) is the creative hub in downtown Carrollton devoted to nurturing and showcasing artistic excellence in our diverse community while providing better quality of life for the citizens. It provides a home for the high-quality arts program through education, cultural enrichment and arts advocacy for Carrollton and the surrounding region. The Arts Commission initially developed a strategic plan for the center in 2018 to ensure the vision for the center is fulfilled. The strategic plan was updated in 2023. **Notable action items for the updated plan include:**

- Increase access to public art by encouraging projects that embrace and tell the story of the community.
- Maximize facility usage and explore community partnerships to increase access to quality arts and cultural programming.
- Increase CCA staff capacity and capabilities.
- Develop ongoing evaluation programs to measure reach, impact and mission.



COMPLETE STREETS POLICY

The City of Carrollton initially adopted a Complete Streets Policy in 2015. This policy states that every public right-of-way will be planned, designed, constructed and maintained such that all residents within the City of Carrollton have multi-modal transportation options to safely and conveniently travel to and from their destinations. This includes making recommendations for pedestrians and bicycles in new roadway construction and reconstruction projects in a manner that is appropriate to the context of the planned roadway features, surrounding land use and desires of the community. The Complete Street Policy is an ongoing policy for public projects. Most notably, Phase 1 of the Bankhead Highway Corridor Improvement project – completed in 2021 – utilized the guidelines within this document.



COMMUNITY BRANDING IMPLEMENTATION PLAN

The City of Carrollton underwent a community branding campaign in the Fall of 2017, where the city's new brand Altogether Original, was unveiled. The brand, which includes a set of logos, fonts, colors and core messages, unified by an overarching look and feel, is built around Carrollton's key strengths. These include a progressive mindset blended with a respect for tradition and an array of amenities not often found in a town Carrollton's size. Altogether Original conveys a message that Carrollton is different from other towns in size and different from what people may think, but also the message that residents are highly individualistic yet united. The city logo projects a modern aesthetic but also incorporates the year the city was established. It clearly identifies Georgia so as to immediately differentiate this community from other Carrolltons across the country. The brand is intended to serve as a rallying point for locals and a way to communicate the city's benefits to visitors and new residents. Using research and public engagement, an implementation plan for the new brand was developed. The four key goals – consistency, communication, education and engagement – are being accomplished by prioritizing the branding strategies identified in the plan.



MAPLE STREET CORRIDOR (RE)VISIONED – 2022

In 2021-2022, the University of West Georgia and the City of Carrollton partnered in a planning effort to (re)vision the Maple Street corridor into a place where thriving commerce and community amenities merge to create a unique destination reminiscent of great college towns. **Projects were developed for the following key areas of the Maple Street corridor:**

- The Mills District – Maple Street at the railroad
- The Mills District – Maple Street and South Street intersection
- The Mills District – North of Matthews Avenue
- The Parks District – Oil Park and Longview Park



LAKE CARROLL VILLAGE CORRIDOR OVERLAY PLAN

The mayor and city council appointed a committee in fall 2016 to develop a revitalization plan for the Bankhead Highway corridor. In March 2018, the mayor and council adopted an overlay plan for the Bankhead Highway corridor – the Lake Carroll Village Corridor Overlay Plan – highlighting the significance of Lake Carroll as an asset to the area. The plan includes an overlay district that encourages pedestrian scale site design and streetscape improvements similar to Carrollton's downtown district. These improvements include the introduction of sidewalks and bicycle lanes. Economic development incentives were also approved, including a grant program that assists property owners with redevelopment and beautification of their properties in an effort to foster economic development in the overlay. In 2021, the city completed Phase 1 of the streetscape project. Between 2018 and 2023, five properties received grants.



EXISTING CONDITIONS

POPULATION

The population for the City of Carrollton in the 2020 U.S. Census was 26,738. Carrollton has had an historically steady growth rate of approximately 1.28 percent annually. Because Carrollton is relatively autonomous from the economic and development dynamics of the metro Atlanta area, this growth rate is more closely tied to Carrollton's own economy, which is diversified and stable. Carrollton's slow, steady growth rate has benefited the city by allowing jobs, services to grow simultaneously with the population.

MEDIAN AGE

Carrollton has a median age of 27.4 years, which is almost a decade younger than the average in the state of Georgia. This is due in part to the substantial college student population and growing popularity with young professionals.

RACE

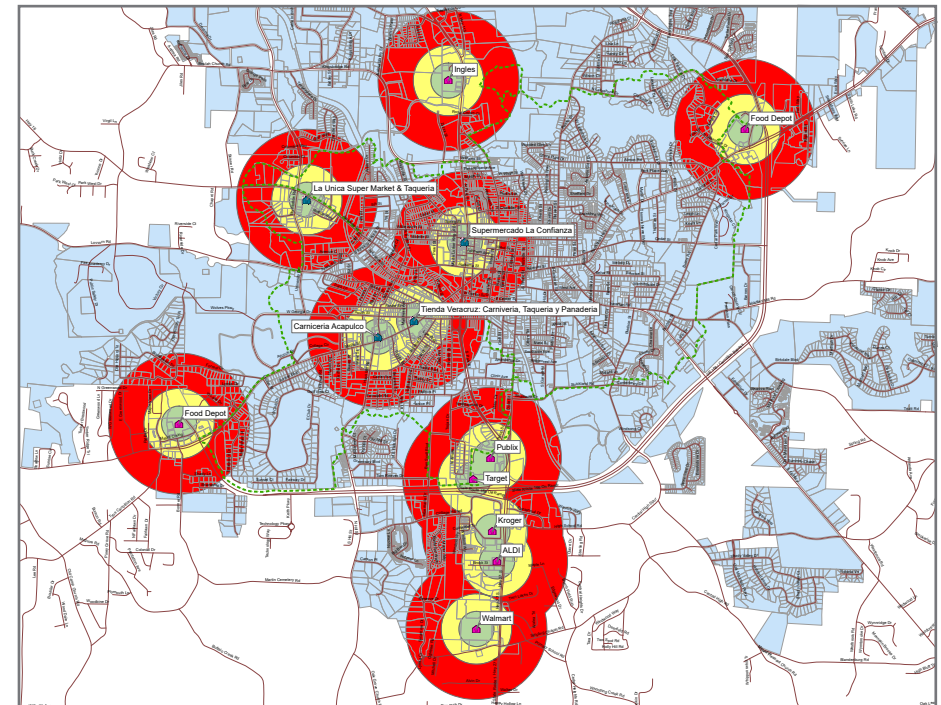
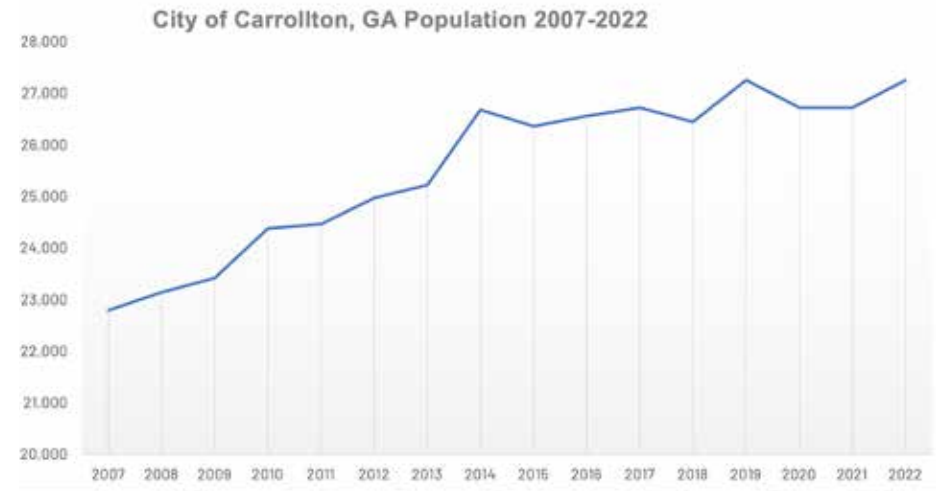
Carrollton's population is approximately 51 percent white or Caucasian, 32 percent Black or African American and 15 percent Hispanic or Latino.

INCOME AND POVERTY

Median household income for individuals is \$44,049 and \$95,014 for married families. Both individual and family median income has increased by more than \$10,000 since 2018. The U.S. Census Bureau estimates Carrollton's poverty rate at 32.9 percent, which is more than double that of the state of Georgia (14 percent). Poverty is defined as less than 25 percent of the median income. Children make up the largest percentage of this poverty rate (46 percent).

FOOD DESERTS

Food deserts are areas where access to affordable, quality food is limited or not available. A significant portion of Carrollton is well outside of a half mile radius from an establishment that sells produce and accepts EBT and/or WIC programs. Citizens who do not have access to vehicle transportation, who do not have a driver's license or are not able to drive a vehicle, will depend on food from stores that are in close proximity to where they live. Helping to alleviate food deserts will provide feasible opportunities for citizens to feed themselves and their families with healthy food.



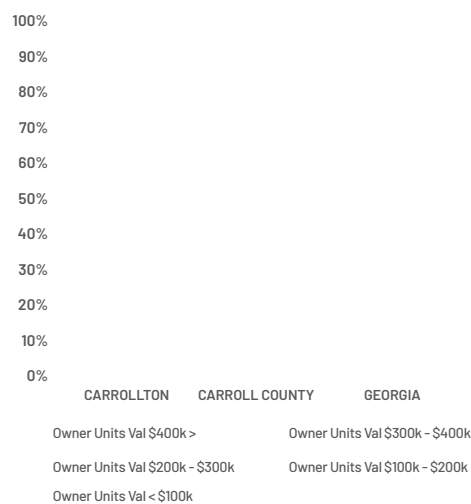
HOUSING

Supply:

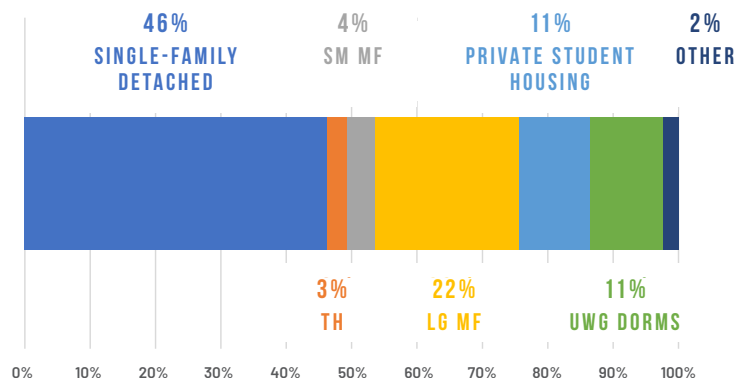
Single-family detached housing has the most significant physical footprint and most extensive distribution of all housing types in Carrollton. It occurs primarily in the northeast, southwest and near the edges of the municipal boundary. Traditional multi-family units represent 30 percent of housing units in Carrollton. Student housing units represent 12 percent of the total housing units, but in practice, they hold a higher share of population because of the unique rental structure of student housing. The housing composition of Carrollton is complex because of the student housing dynamics. Student housing is rented by bedroom instead of an entire unit, like most traditional multi-family developments. Student housing would make up the second-largest group of housing units if counted by bedroom instead of unit.

Carrollton's median home value is \$173,000 and is approximately \$10,000 higher than the median home value in Carroll County. From 2015 to 2020, newly constructed homes under \$300,000 continued to represent the vast majority of the new home market. Although multi-family inventory is primarily traditional multi-family, the student units have increased significantly over the previous two decades. The price of multi-family housing in Carrollton has also increased in the last ten years.

HOME VALUE DISTRIBUTION



UNIT DISTRIBUTION BY HOUSING TYPE



SF = SINGLE FAMILY
 TH = TOWNHOME
 SM MF = SMALL MULTI-FAMILY
 LG MF = LARGE MULTI-FAMILY

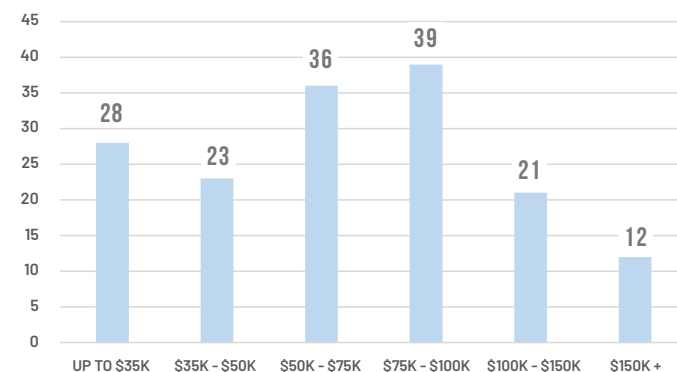
Demand:

Based on the city-wide housing study conducted in 2021, there is housing demand for approximately 159 units annually over the next five years. From this total, there is annual demand for approximately 76 single-family detached units, 34 townhome units and 49 multi-family units. In 2020 and 2021, Carrollton exceeded demand in single-family detached building permits with approximately 152 permits issued each year.

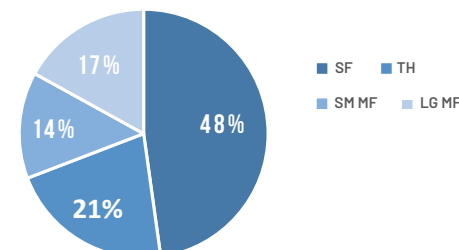
One-third of all demand in Carrollton is for multi-family housing types – split evenly between large multi-family and small multi-family developments. The remaining two-thirds of demand is dispersed between single-family detached units and townhomes. Despite the high representation of college-aged students in Carrollton, demand is heavily skewed towards seniors (65+) and millennials (35-44). Seniors are a quickly growing segment of Carrollton's population and their demand for housing shows their presence in the housing market.

Demand for new housing is concentrated in Carrollton's robust middle class. These households earn between \$50,000 and \$100,000 annually. Roughly one-third of housing demand is concentrated in low to moderate-income households. 20 percent of housing demand is for upper-income households.

TOTAL DEMAND BY INCOME



TOTAL DEMAND BY UNIT TYPE





EMPLOYMENT

Education, healthcare and manufacturing represent approximately 42 percent of all jobs within the City of Carrollton. Carrollton's three largest employers are an electrical wire manufacturer, the regional hospital and the University of West Georgia. Combined, they represent more than 9,000 jobs in the city. 6.1 percent of the population worked remotely in 2020, however, this number is likely much higher as companies transition to hybrid work models after the pandemic.

Much of Carrollton's unique character can be attributed to its independence from the Atlanta job market. The average commute time for a resident in the city is 18.2 minutes – proof that Carrollton's citizens are also local employees.

ECONOMIC DEVELOPMENT

In 2022, Carrollton's primary retail trade area reached far beyond the city limits, serving more than 125,000 people. This trade area is almost five times the population of the City of Carrollton and is greater than 2010 by approximately 13,000 people. The average household income of buyers in Carrollton is \$82,316 and approximately half have "some" higher education.

WATER AND WASTEWATER

The City of Carrollton continues to provide water and wastewater service at the highest level to its customers. In 2020 and 2021, the water filtration plant earned the GAWWA/ GAWWP District 3 Taste Test Award and the Platinum Award at the wastewater plant for 15 years of perfect performance. Most notably, the City of Carrollton was designated a WaterFirst Community in November 2020 by the Georgia Department of Community Affairs.

Carrollton draws its water from the Little Tallapoosa River, which is fed by three reservoirs: Lake Buckhorn, Sharpe Creek Reservoir and Lake Carroll. The city owns and operates a 12 million gallon per day municipal water treatment plant serving the citizens of Carrollton and portions of unincorporated Carroll County. The plant currently only utilizes approximately 50 percent of its capacity per day, positioning Carrollton for anticipated growth.

The City of Carrollton Wastewater Treatment Plan is a conventional sedimentation / filtration facility for the surface treatment of water. Its current capacity will allow for 50+ years of growth, based on population projections.



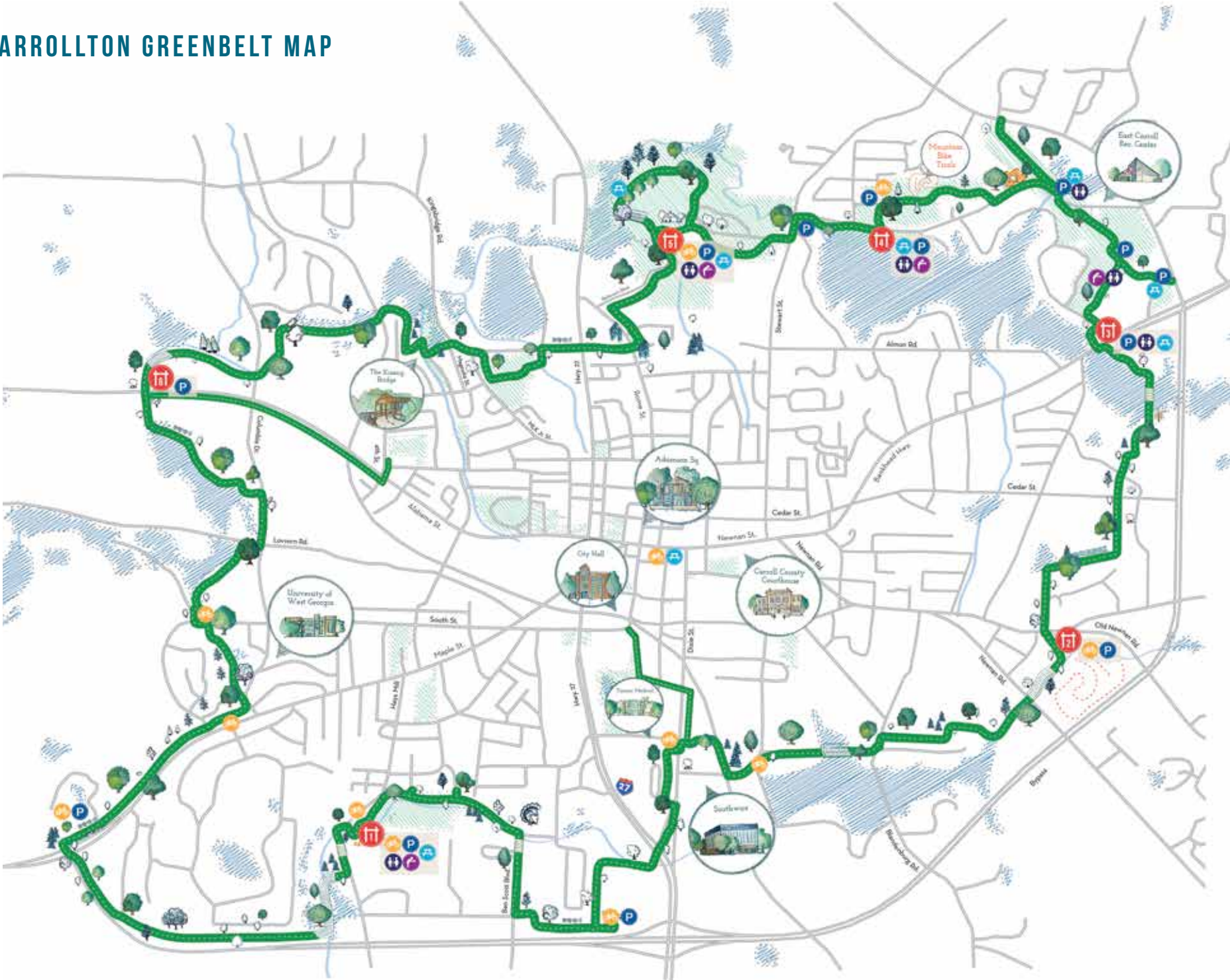
TRANSPORTATION

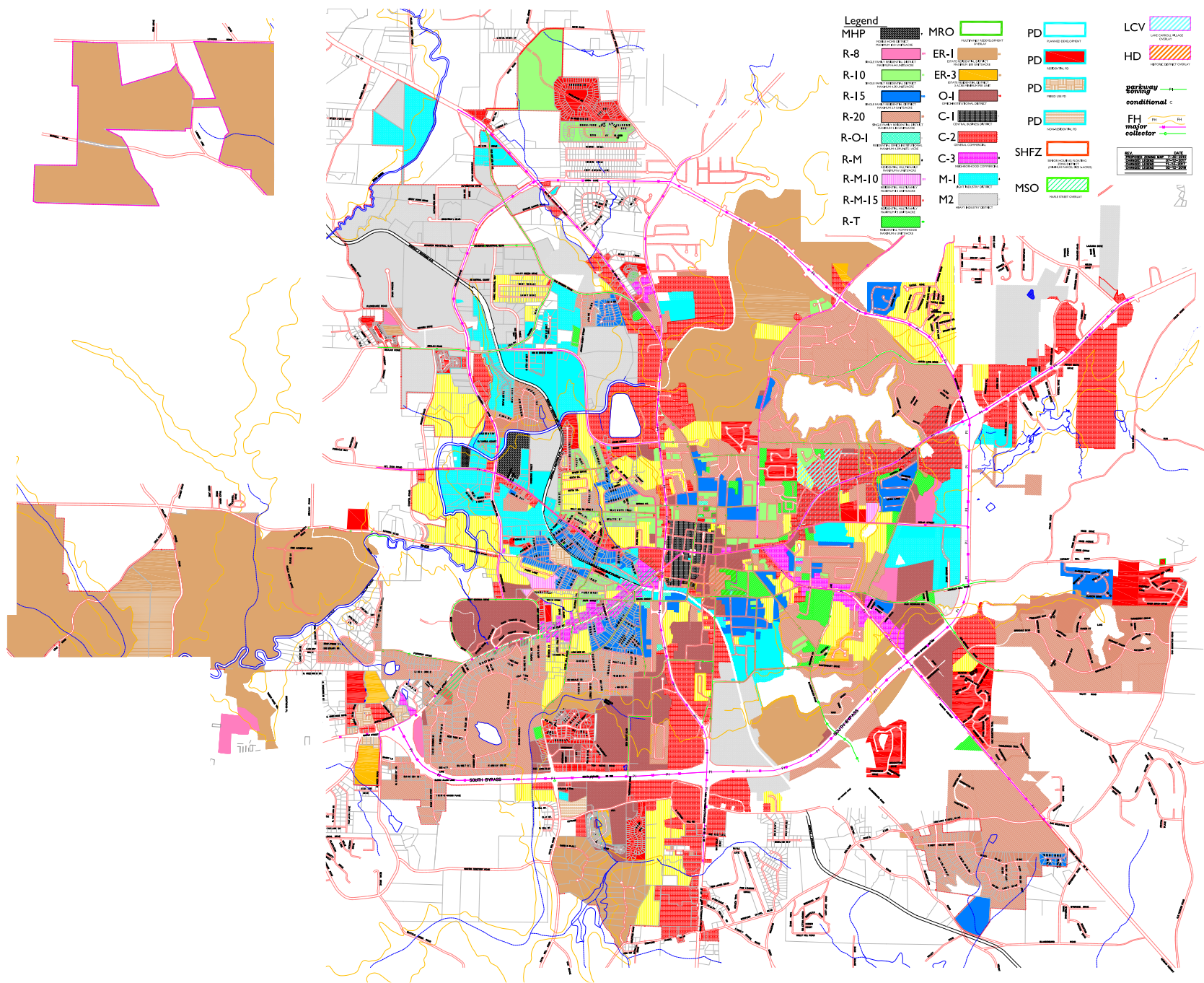
Carrollton does not currently have public transit. The University of West Georgia provides bus service exclusively to its students and provides service from the campus to several of the commercial shopping areas and downtown. Carroll County serves Carrollton residents with the Rural Transportation Initiative Program, providing public transportation on a per call basis.

ALTERNATIVE TRANSPORTATION – CARROLLTON GREENBELT

The Carrollton GreenBelt is a 20+ mile bicycle and pedestrian trail system that encircles the community and connects schools, parks and shopping areas with city neighborhoods. The primary "loop" was completed in 2017 and was built through a combination of public and private funds. The plan was developed by the Friends of the Carrollton GreenBelt in coordination with the City of Carrollton. Several spokes, or trail spurs, have been constructed off of the primary loop, providing better access to the city's amenities. These spurs provide a safe alternative mode of travel for community residents. Two additional spurs are currently identified as capital improvement projects within the next five years – Oak Mountain and Rome Street.

CARROLLTON GREENBELT MAP





EXISTING CONDITIONS

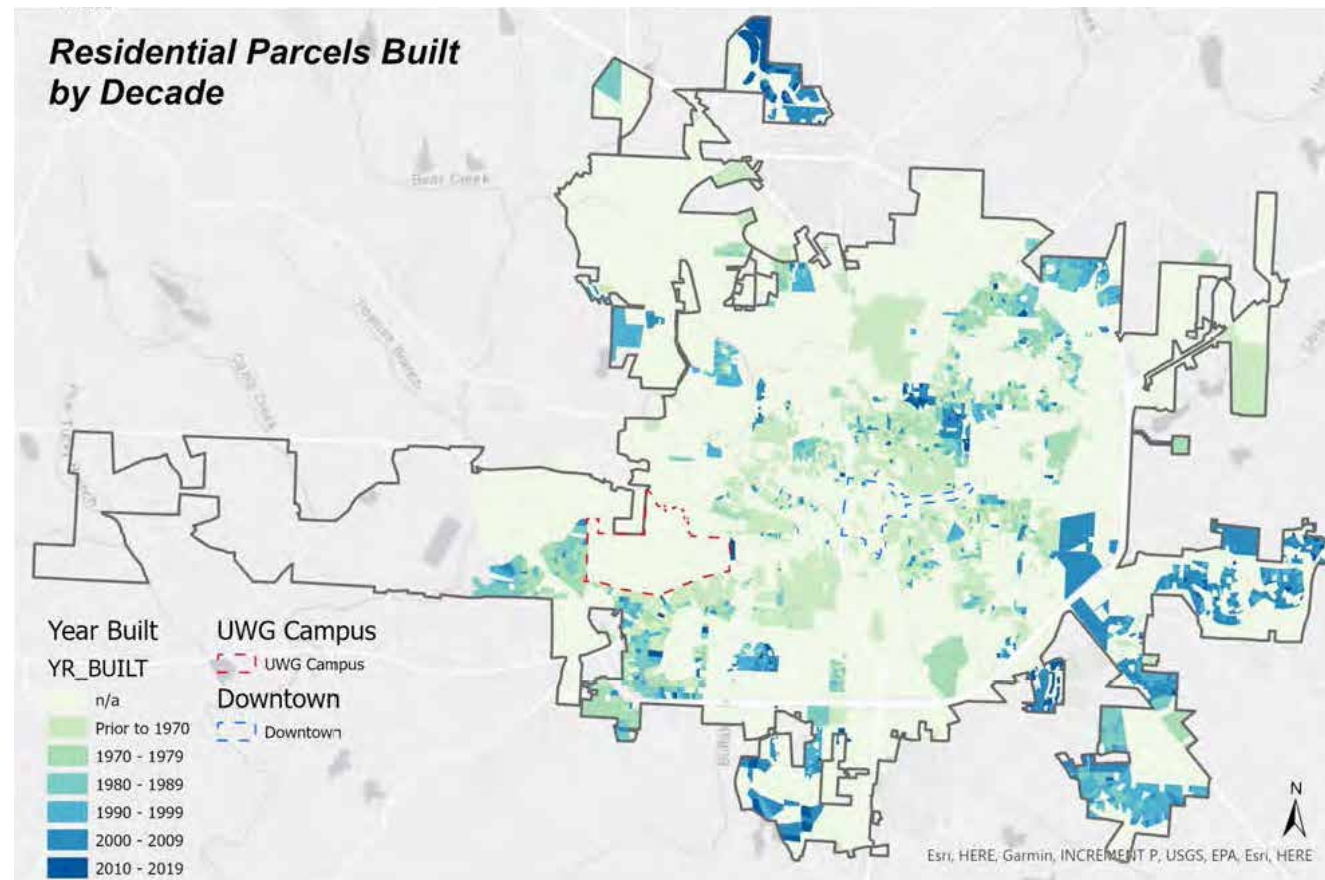
Land use and zoning ordinances are designed to protect, preserve and enhance existing development, while encouraging quality new development that is compatible with the character of Carrollton. The current Unified Development Ordinance was adopted in 2007. **The following notable periodic updates have occurred over the previous five years:**

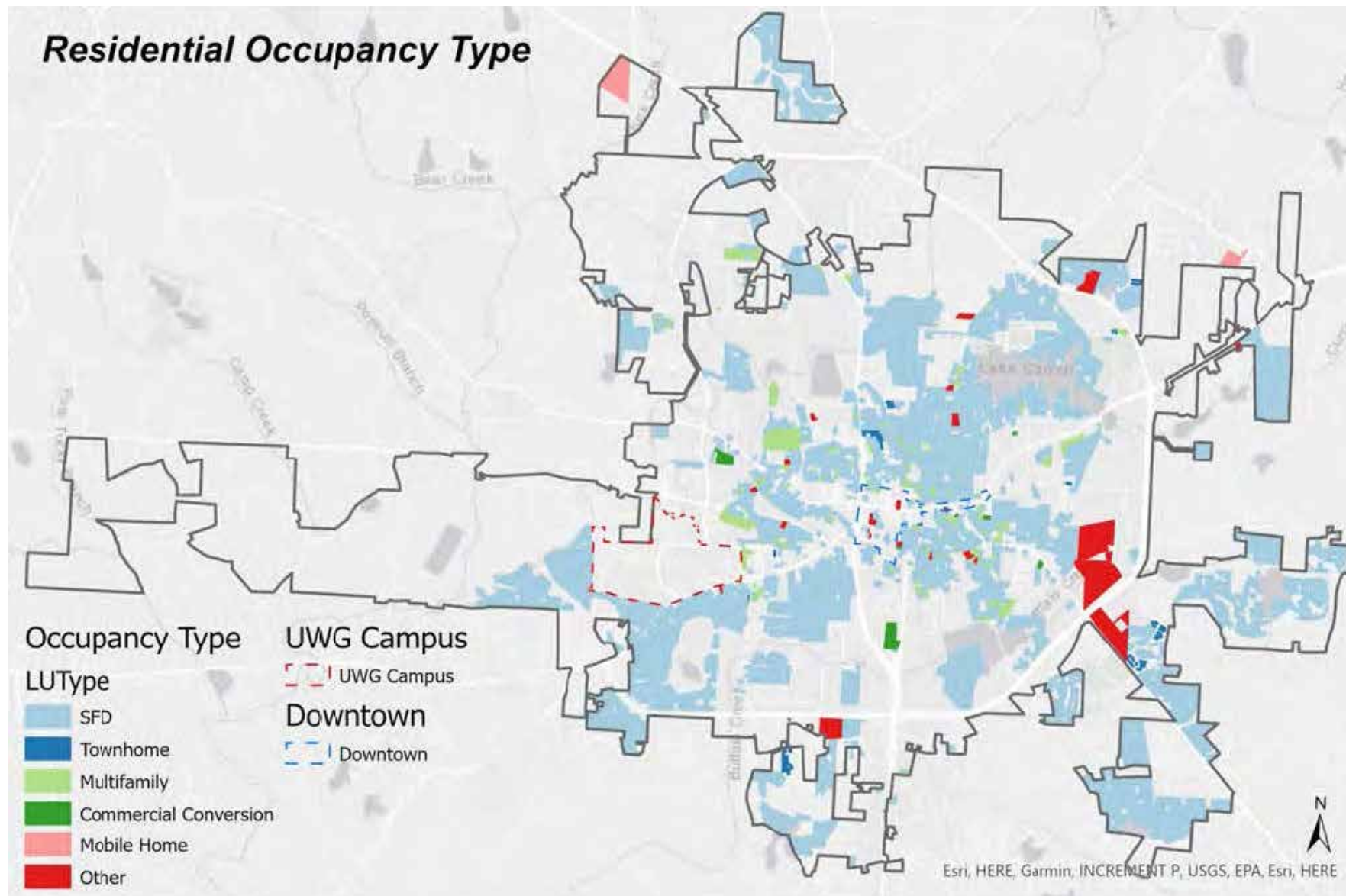
- Inclusion of design standards for accessory structures over 400 square feet.
- Establishment of microbreweries as Special Uses within the commercial zoning districts.
- Created a waiver procedure for sidewalk requirements within the industrial zoning districts.
- Design guidelines and procedures for murals within the sign ordinance.
- Introduction of farm wineries and distilleries as land uses within the city.
- Establishment of light industry as a Special Use within the General Commercial Zoning District.

RESIDENTIAL

Residential development is concentrated primarily near the city's core, the northeast, the southeast and the southwest. Student housing is located in close proximity to the University of West Georgia. Single-family detached residential developments make up almost 50 percent of all residential developments. Townhomes make up 3 percent and multi-family – both student housing and traditional multi-family – comprises 37 percent of residential land uses. There are also 1,200 dormitory units located on the University of West Georgia's campus.

Most of the residential land uses near Carrollton's downtown core and major commercial corridors was built before 1980. The newest residential developments in Carrollton are located around the periphery of Carrollton's boundary or as continuations along the major corridors. These residential land uses are not located within walking distance to any of the city's parks or other amenities.





COMMERCIAL

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

The city has two development overlay districts on Maple Street and Bankhead Highway. The purpose of these districts is to encourage pedestrian scale commercial development or redevelopment and incentivize existing businesses to renovate with local grants and technical assistance.



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

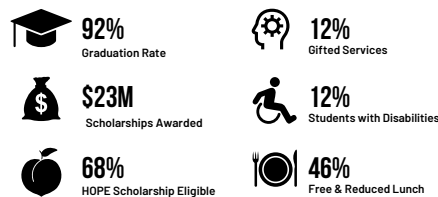


INDUSTRIAL

Most industrially zoned land is located in the northwest quadrant of the city. Established in 1979, the Carrollton Industrial Park includes approximately 150 acres. The park is nearing capacity for growth. Since 2018, efforts to create a "second" industrial park on Bankhead Highway near the city limits have been made. Several large 50-100 acre tracts have been rezoned to industrial zoning districts and the Chamber of Commerce is actively marketing these properties to industrial users.

EDUCATIONAL

The Carrollton City School System is one of 21 independent city schools systems in the state of Georgia. The campus is comprised of four schools – the elementary, upper elementary, middle and high school – with a total of 5,669 students in 2021. In 2022/23, the city schools purchased more than 100 acres across the bypass for a planned expansion of recreational and athletic assets.



The City of Carrollton is also home to two of the state's largest public institutions of higher learning – the University of West Georgia and West Georgia Technical College. The University of West Georgia boasts an enrollment of almost 12,000 students, approximately 1,700 less students than 2018. Approximately 42 percent of the students are online only. In 2019, Governor Brian Kemp approved a \$50 million new campus for West Georgia Technical College. The 40-acre project, located off of the Highway 166 Bypass in the Buffalo Creek Technology Park, will continue to strengthen the cooperative relationship between WGTC and its many workforce and corporate partners. The new campus opened in 2022 and consists of 150,000 square feet across four buildings.

HEALTH

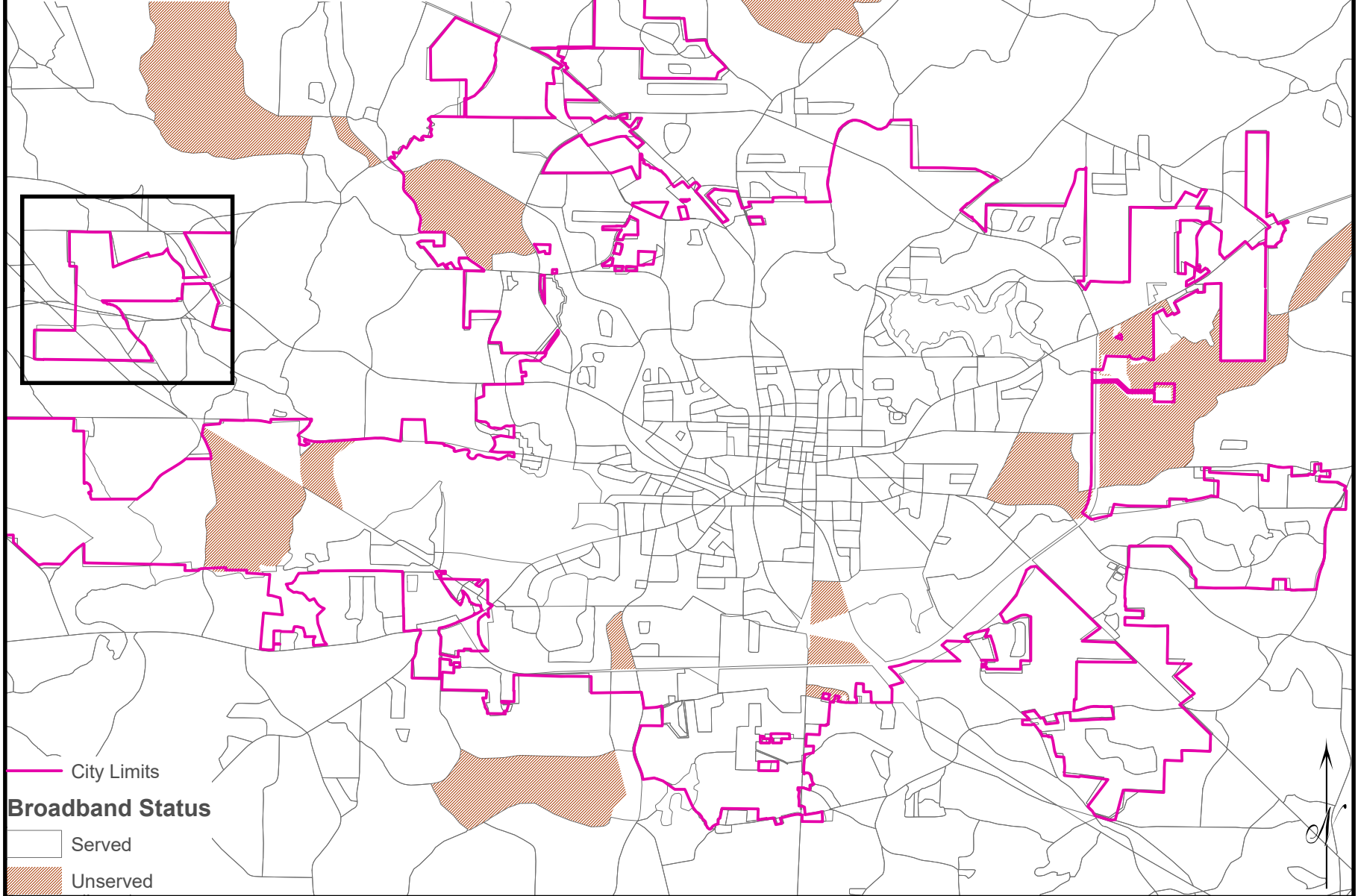
With more than 4,000 employees and medical staff in Carroll County, the regional nonprofit healthcare provider Tanner Health Systems maintains its flagship facility – Tanner Medical Center – within the city. The hospital campus is directly connected to downtown Carrollton and includes an array of services, including a cancer and radiation center, a heart center with a full cardiac intervention program and accredited chest pain center, a state-of-the-art surgical center featuring robot assisted surgery, outpatient behavioral health programs for children and adults and advanced diagnostic imaging.



Tanner Health System is the city's largest employer, making it a cornerstone of the local economy. The hospital continues to re-invest in the community. Most recently, a 130,000 square foot health pavilion was built across from the main campus. This facility ties directly in with the Carrollton GreenBelt. A complete rebuild of the Roy Richards Cancer Center occurred in 2023.

Tanner's focus on community health is evident through their Get Healthy, Live Well initiative, where they continue to work to design and build healthier communities. Their commitment to improving and increasing the community greenspace was recognized in 2020 when the Carrollton hospital campus was designated a Tree Campus Healthcare facility by the Arbor Day Foundation. Tanner was the only facility in the state of Georgia to be bestowed this honor. Additionally, a large community park with walking trails and a pond, owned and maintained by Tanner Health Systems, provides a connection from the campus to downtown Carrollton. This greenspace is the largest greenspace in downtown.

2023 City of Carrollton Broadband Coverage Map



BROADBAND

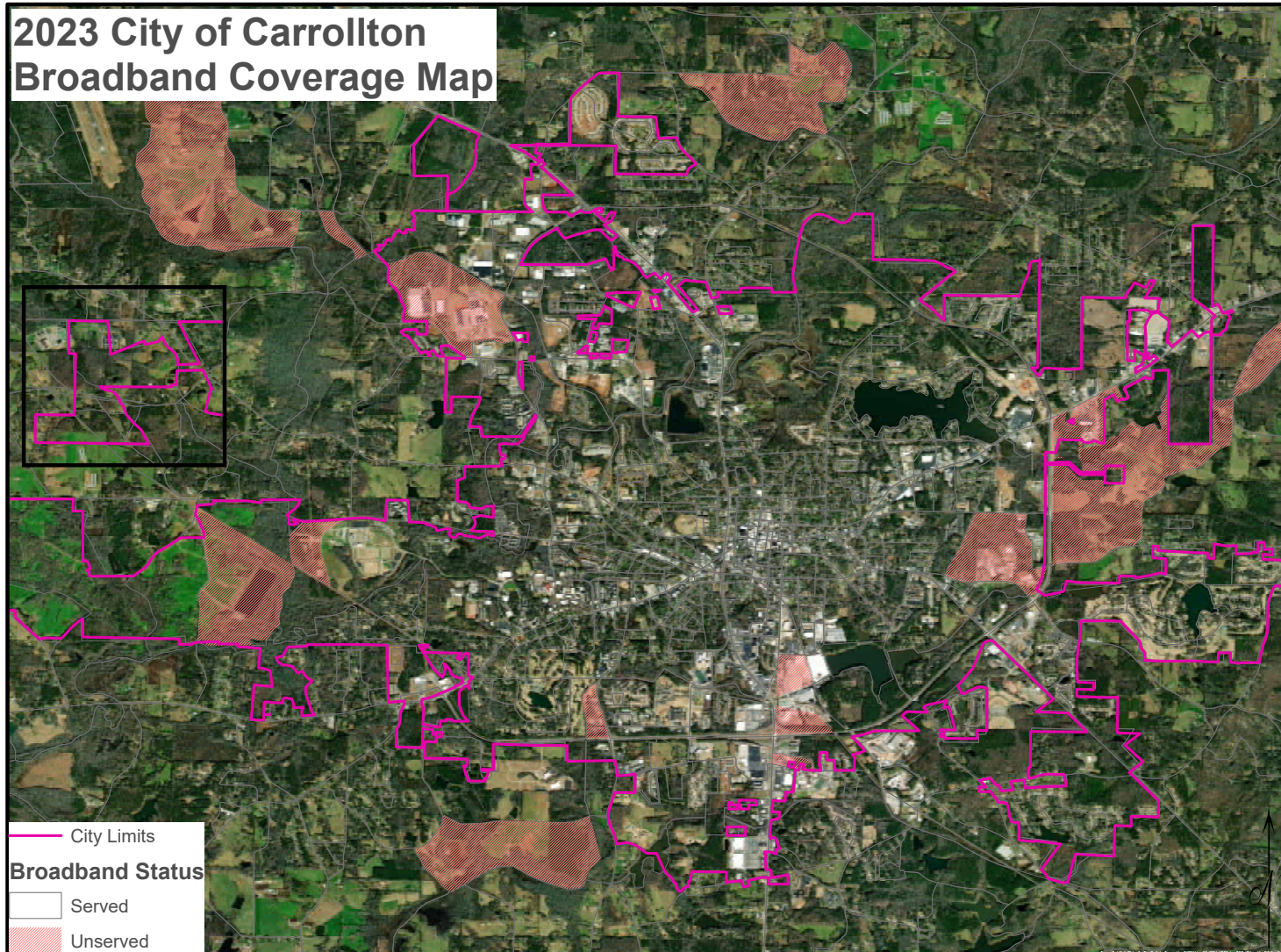
The City of Carrollton is located in an area well served by broadband internet access. According to the 2021 American Community Survey, 88-percent of the population has a broadband internet subscription.

Total with Broadband Internet Subscription: 88%

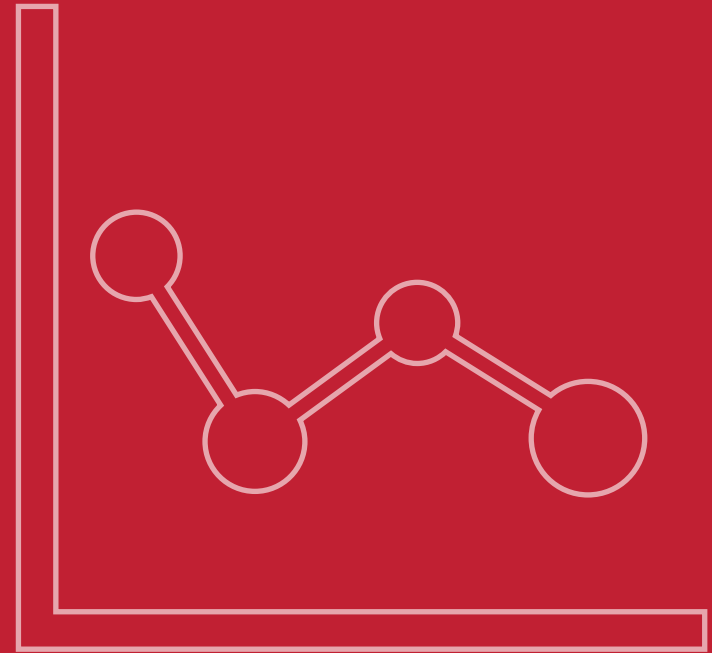
Total without Internet Subscription: 4.5%

Without a computer in the home: 6.1%

According to the DCA Georgia Broadband Deployment Initiative (GBDI) data, the vast majority of the City of Carrollton is considered served. The unserved areas are located in areas that will not develop, like the city's sewer spray application site. Two sites shown on the map – the Carroll County government Public Works facility and a manufacturing facility – are both currently utilizing high speed internet.



COMMUNITY PARTICIPATION



planning together



ALTOGETHER INVOLVED

Gathering public input was an integral part of creating the vision for the 2023 Comprehensive Plan. City of Carrollton residents, property owners, business owners, city staff, elected officials, appointed officials and stakeholders contributed to the production of this planning document. While the city develops strategic plans for specific areas of local government – like the arts, downtown, or housing – the Comprehensive Plan marries these shared agendas into a single document that helps guide growth in Carrollton. Community participation is the backbone of a successful plan.

The community participation program was crafted to ensure the city residents were included in the planning process and had opportunities to engage in discussions that provided insight into a variety of needs and issues. Many of the techniques recommended by the Georgia Department of Community Affairs were utilized, including a steering committee, community-wide meetings and a community survey. Information regarding these engagement efforts was housed on the city's website. Staff launched a social media campaign to promote community meetings and the survey. Advertisements were also run in the local newspaper for those that may not have access to the internet.

STEERING COMMITTEE

The City of Carrollton identified 14 members to serve on the Steering Committee. The Steering Committee reviewed the public input received from community meetings and the city-wide survey and assisted staff in filtering this information into workable visions and goals for the Comprehensive Plan. The Steering Committee met on May 23, 2023, to discuss public input received from the community meetings and the survey and review the draft of the Future Land Use Map and Priority Development Areas. On June 20, 2023, the Steering Committee met to review the draft of the visions and goals for each of the study areas.

STEERING COMMITTEE

Christina DeMaioribus: Affordable Housing Professional

Richard Diment: Developer

Vincent Dortch: Pastor

Nichole Fannin: Tanner Foundation

LaDonna Fryar: Board of Development Appeals

Martyna Griffin: GreenBelt and Keep Carroll Beautiful

Mike Horton: Developer

Montrell McClendon: County Commission and Carrollton City Schools

Bradley McLester: Program and Athletics Coordinator

Joel Morris: Developer and Broker

Brian Mosier: University of West Georgia

Marissa Ramos-Santana: Carrollton City Schools

Rodney Smith: Planning Commission

Jean Waldrop: Planning Commission and Real Estate

Mayor and City Council: Ex Officio

CITY STAFF

David Brooks: City Manager

Hayley Beaver: Grants, GIS Manager/Deputy City Clerk

Laci Cowart: Community Development Administrative Assistant

Erica Studdard: Community Development Director

COMMUNITY MEETINGS

KICK-OFF PUBLIC HEARING

The City of Carrollton initiated the planning process to begin the 2023 Comprehensive Plan by holding a public hearing in the Municipal Courtroom / Council Chambers located at 115 West Center Street, Carrollton, Georgia on March 14, 2023, at 6pm. The meeting was advertised and the public was invited to attend. During this meeting, staff presented and announced the kick-off to the Carrollton Comprehensive Plan: Altogether Advancing. This presentation included an overview of the planning process, public participation plan and the project schedule.

VISIONING WORKSHOP

The purpose of the first community wide meeting was to talk about the general vision for Carrollton. It was held on March 16, 2023, at 6pm at the Center for the Arts in downtown Carrollton. City staff gave an overview of the 2020 Census data for the City of Carrollton and discussed expected population growth projections for Carroll County over the next 20 years and how the city may plan for increased housing demand.

Several hands-on activities occurred at the visioning workshop. Stakeholders had an opportunity to create a "Good, Bad and Ugly" wall with post-it notes. The goal behind this exercise was to celebrate the successes, define what Carrollton is missing and identify what could be better.



THE GOOD

Arts Festival
Arts Center
Downtown / Square
Safe Place to Live
Bankhead is Looking Better
Small / Hometown Feel
The Amp / Music
Parks & Athletic Fields
GreenBelt
Historic Structures



THE BAD

Lack of Diverse Businesses
Traffic Downtown
More Housing for Middle Class
Corridors into the City
Oil Park
Maple Street
More Activity Downtown
More Retail Downtown
Sidewalk / Crossings - Hwy 27
Lack of Things for Teens
Bankhead Hwy
Traffic on Hwy 27
Parking Downtown



THE UGLY

Revitalization of West Side
Infill - Better Design & More
Downtown Sidewalks /
Crosswalks
Housing Near Downtown
Maple Street
Alabama Street
Traffic
More Local Music
More Indoor Family Fun
Vacant Retail
Secluded Spots on GreenBelt
Castle Playground
Recycling
Longview Park

PUBLIC HEARINGS

March 14	6:00 pm	Kick Off: Public Hearing Municipal Court Room of the Public Safety Annex 115 West Center St, Carrollton, GA
July 10	5:40 PM	Planning Commission Municipal Court Room of the Public Safety Annex 115 West Center St, Carrollton, GA
August 7	6:00 pm	Transmittal Public Hearing Municipal Court Room of the Public Safety Annex 115 West Center St, Carrollton, GA

COMMUNITY-WIDE WORKSHOPS

March 16	6:00 pm	Visioning Workshop Carrollton Center for The Arts 251 Alabama St, Carrollton, GA
April 13	6:00 pm	Development Quality, Neighborhoods & Housing, Land Use WPA Center 590 North Cliff St, Carrollton, GA
April 18	6:00 pm	Parks & Recreation, Beautification, Arts, Tourism & Health Lakeshore Park Gym 116 Lumpkin Dr, Carrollton, GA
April 27	6:00 pm	Transportation, Community Infrastructure, Services & Safety Fire Station #23 203 Central High Rd, Carrollton, GA

TOWN HALL MEETINGS

June 15	6:00 pm	Comprehensive Plan Update – Town Hall The Depot on Bradley 455 Bradley St, Carrollton, GA
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WORKSHOP #1 – HOUSING, NEIGHBORHOODS, QUALITY DEVELOPMENT AND LAND USE

The purpose of this workshop was to solicit focused input on housing, neighborhoods and land use in the city. It was held at the WPA Center on April 13, 2023, at 6pm. After a brief introduction, staff gave an overview of the city's blighted housing program. Staff then led a group discussion with stakeholders on the components of what makes a neighborhood inviting and where the city could make improvements. Stakeholders were then asked to work together or independently to identify on a map the areas best suited for housing. Staff then gave an overview of "missing middle housing" and why the city's zoning ordinance prevents this type of development style.



WORKSHOP #2 – PARKS & RECREATION, BEAUTIFICATION, ARTS, TOURISM & HEALTH

This workshop focused primarily on the community's amenities like parks, events, programs and tourism. It was held on April 18, 2023, at 6pm at Lakeshore Park. City staff presented an overview and review of the current state of the city's events, parks, recreation, arts programming and tourism. Participants were asked to identify which parks they visited most and the reasons for doing so while also giving examples of parks they did not visit. There was a group discussion and a follow up questionnaire completed by participants about community arts programming. The meeting concluded with a question and answer session with the panel of staff.

WORKSHOP #3 – TRANSPORTATION, INFRASTRUCTURE, SERVICES & SAFETY

This workshop was held on April 27, 2023, at 6pm. It was the first public event held in the newly constructed Fire Station #23. The participants gathered in the fire truck bay where the fire chief and police chief presented an overview of each of their departments. The city engineer also led a discussion on transportation and participants were given the opportunity to complete a hands-on exercise where they colored up a map of areas of concern as it related to transportation or road infrastructure.

COMMUNITY-WIDE TOWN HALL

The Town Hall meeting was held on June 15, 2023, at 6pm at the Bradley Street Train Depot and focused on the presentation of findings from the public engagement process. Staff presented survey results and input received from the other workshops and meetings. Staff also introduced the revised Future Land Use Map with focus on Priority Development Areas. Characteristics of these areas, as well as the issues and opportunities specific to each priority area, were reviewed.

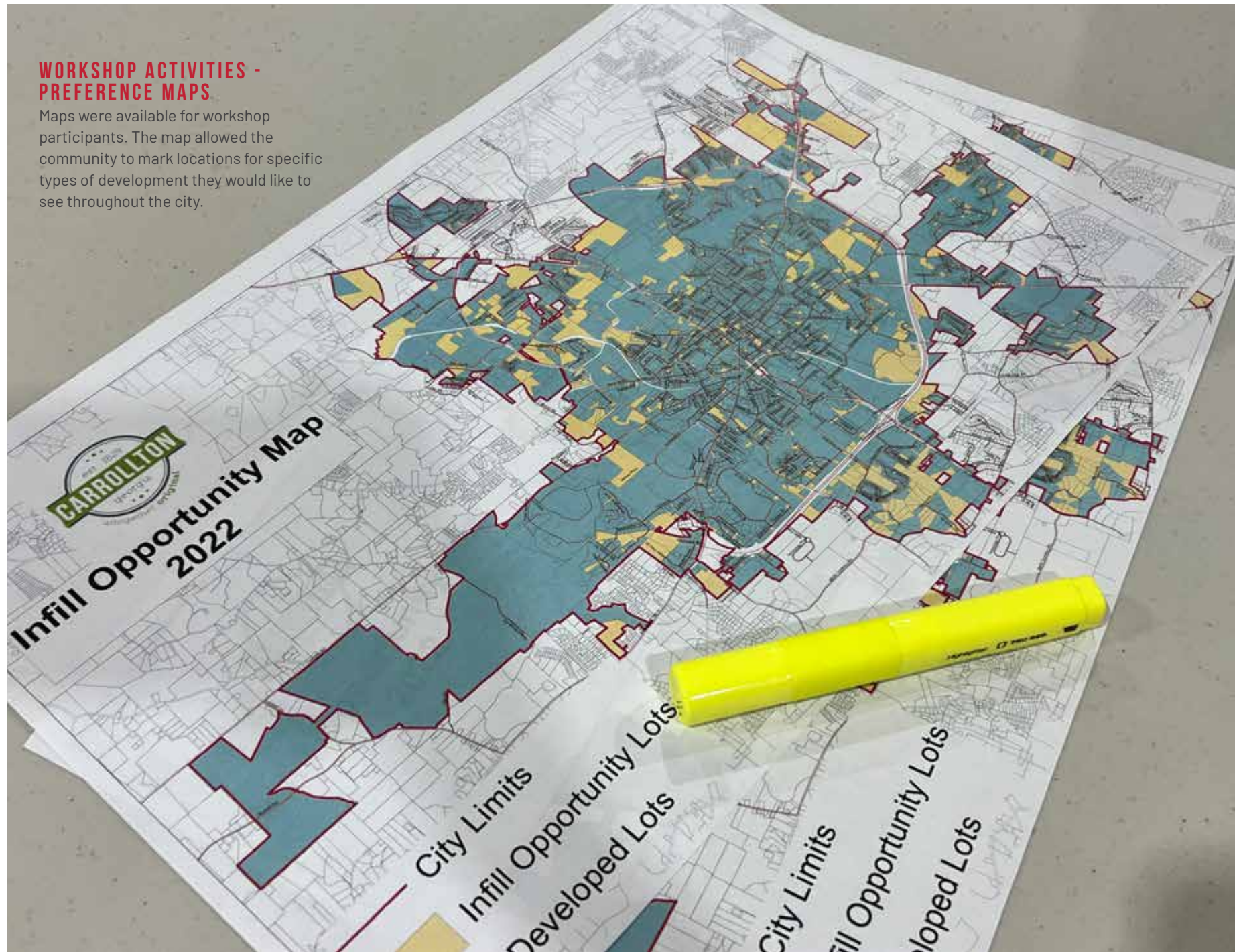
SECOND PUBLIC HEARING

Scheduled for August 7, 2023, at 6pm, the second required public hearing is a formal meeting where the public may comment or provide testimony on the draft Comprehensive Plan. This hearing includes a vote by the mayor and city council to transmit the draft Comprehensive Plan to the Regional Commission for review.



WORKSHOP ACTIVITIES - PREFERENCE MAPS

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



COMMUNITY SURVEY

The City of Carrollton, with the assistance from the Carl Vinson Institute of Government, conducted a survey for the Comprehensive Plan in conjunction with a survey for the Downtown Master Plan through the months of February and March of 2023, during which time over 3600 people completed the survey. This represents a drastic increase in survey participation as compared to the 2018 Comprehensive Plan Survey (883 respondents). The survey was promoted on the city’s social media accounts, the city’s website, during community engagement events and during focus group meetings.

Female respondents made up 71 percent of the surveys completed while male participants only made up 29 percent. Most of the responses came from people who lived in Carrollton (57 percent) with the most responses coming from those ages 35-44. The lowest percentage of responses came from those over 75 years in age (2 percent). Very few survey respondents were college students at the University of West Georgia or West Georgia Technical College (6 percent combined). 64 percent of the respondents also worked locally within Carroll County.

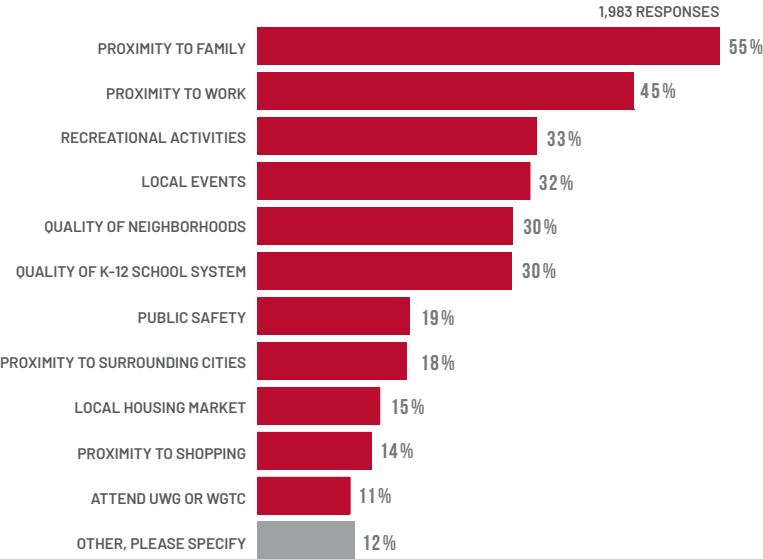
QUALITY OF LIFE

Survey respondents were asked to rank the top reasons for living in Carrollton. This question was asked only to current city residents. While proximity to family ranked the highest, work, recreational activities, local events, neighborhood quality and the K-12 school system all ranked very high.

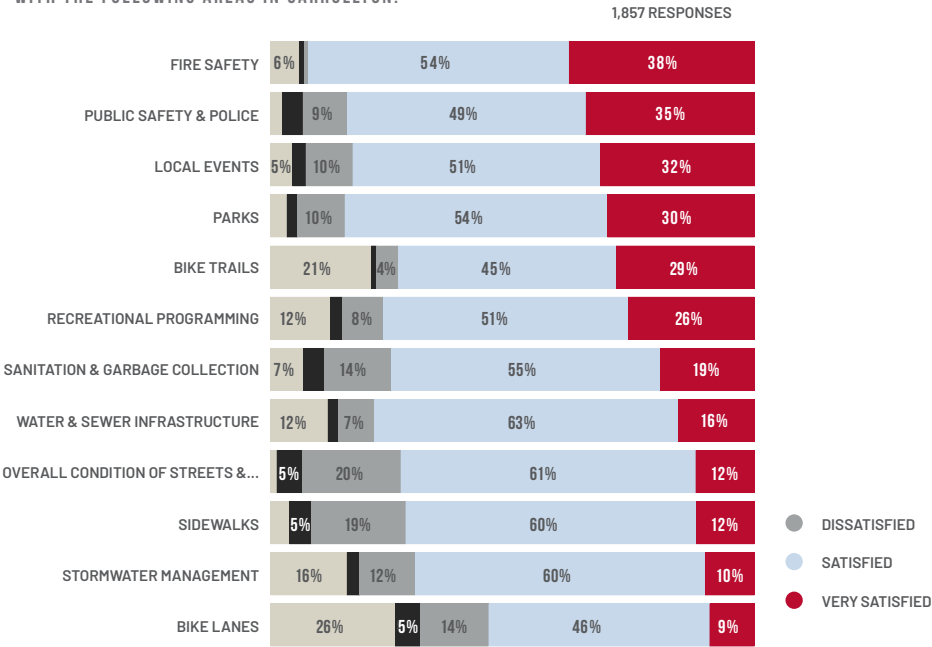
Survey respondents were mostly satisfied with the range of services, programming and activities the city provides. Respondents were most satisfied with public safety, with both fire and police ranking the highest. Only 2 percent of total respondents do not feel safe in the City of Carrollton.



WHAT ARE THE TOP REASONS YOU CHOSE TO LIVE IN CARROLLTON? (SELECT UP TO 5)



PLEASE INDICATE YOUR LEVEL OF SATISFACTION OR DISSATISFACTION WITH THE FOLLOWING AREAS IN CARROLLTON:

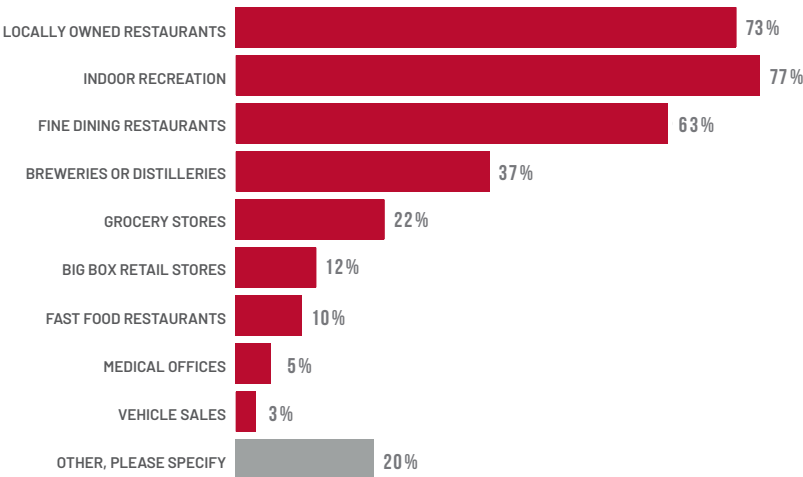


ECONOMIC DEVELOPMENT

Survey respondents were asked to rank which types of businesses that were needed in Carrollton. The highest ranking business was indoor recreation. The need for indoor recreation, such as bowling alleys, was also a common theme in the community-wide meetings and in the comments section of the survey. Respondents also value locally owned restaurants and breweries. Vehicle sales and medical offices ranked among the lowest with survey respondents.

WHICH OF THE FOLLOWING TYPES OF BUSINESS WOULD YOU LIKE TO SEE MORE OF IN CARROLLTON?
(SELECT ALL THEY APPLY)

1,785 RESPONSES

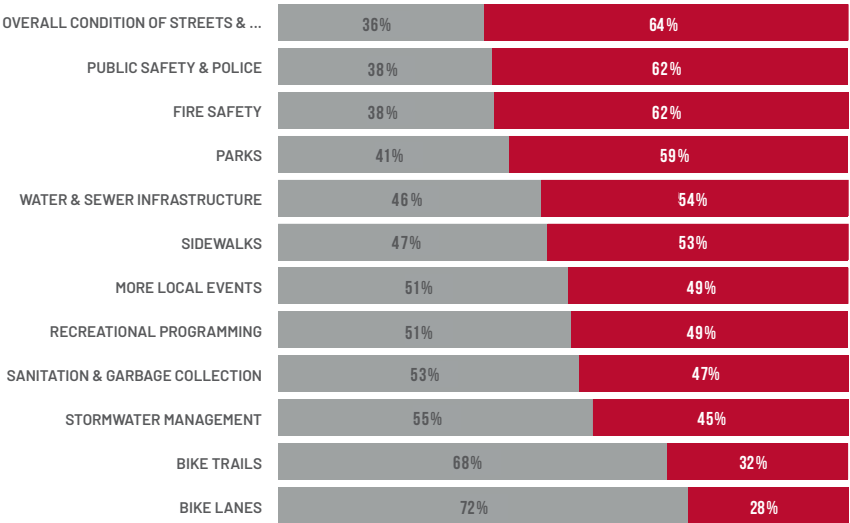


TAX INCREASES

The majority of survey respondents would support a tax increase to make improvements to streets, public safety, fire safety, parks, water and sewer infrastructure and sidewalks.

WOULD YOU SUPPORT A TAX INCREASE TO MAKE IMPROVEMENTS IN THE FOLLOWING AREAS?

1,622 RESPONSES



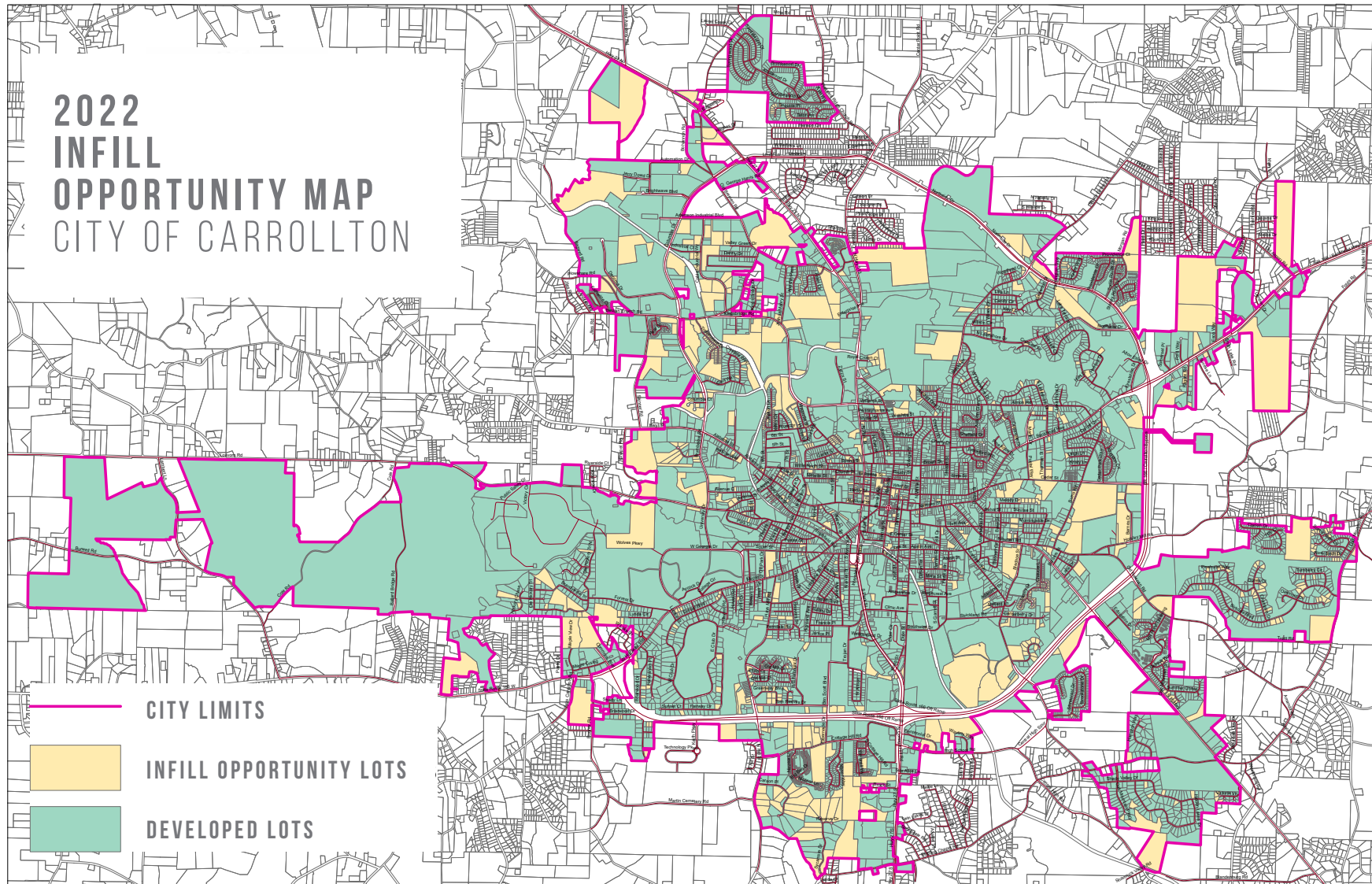
● NO ● YES

WHICH TYPES OF
BUSINESSES WOULD
YOU LIKE TO SEE MORE
OF IN CARROLLTON?



HOUSING

77 percent of the citizens that responded to the survey were homeowners. Of the respondents who were not city residents, 82 percent said they desired to purchase a home in the city. More than half of all respondents desired to see single-family homes be built on the edge of town or larger lot subdivisions. 35 percent of respondents desired to see small lot subdivisions decrease in the city while only 23 percent wanted to see an increase. Survey respondents did not want to see an increase in townhomes except near the downtown area. More survey respondents wanted to see a decrease in multi-family, or apartments, except as mixed-use developments in and near downtown. Two-thirds of respondents would like to see infill construction occur to meet housing needs.



COMMUNITY VISION



**moving
forward**



VISION FOR CARROLLTON

Carrollton is a unique, forward-thinking town that embraces a sense of local pride and history with attractive and varied amenities and programs that improve quality of life for its citizens.

Building on the public comments gathered through the four community workshops, the 3,756 completed surveys and input from the stakeholder interviews, city staff prepared a summary of the issues and ideas to be used by the Steering Committee to craft the Community Agenda. The agenda consists of a list of the needs and opportunities facing our city and a corresponding set of visions and policies that will serve as a guide for the city's management in addressing those issues in the next 10 years. While specific city departments may supplement the broad visions of the Comprehensive Plan with their own strategic planning, this agenda steers Carrollton in the general direction our community would like to see the city go.

NEIGHBORHOODS, HOUSING, DEVELOPMENT QUALITY & LAND USE

ISSUES AND OPPORTUNITIES

Housing availability – Over the next 10 years, demand for housing will increase by approximately 1,600 housing units, including renter and owner occupied demand.

Housing affordability – The price of a single-family home has increased by more than \$50,000 since 2015.

Cost of development – Rising construction costs, increased construction requirements and fees and high land value has caused an increase in construction costs.

Most new construction is occurring on the periphery of the city's boundaries despite infill opportunities located central to amenities, jobs and downtown.

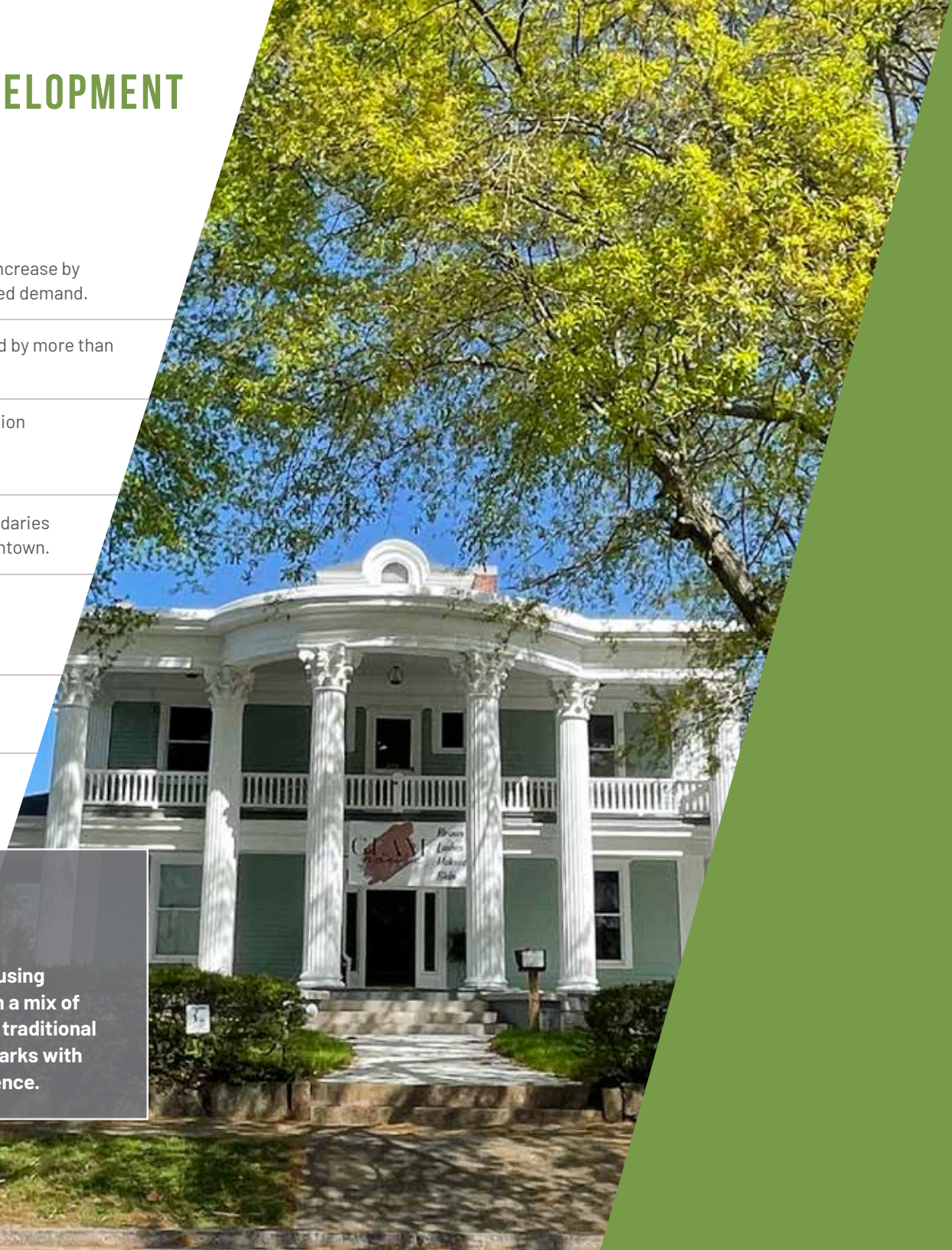
TAD District #1 was approved in December 2022 to incentivize redevelopment and development along several of the city's aging commercial corridors.

Lack of housing density within priority areas to support commercial growth.

The city's blighted structure program creates opportunities for infill new construction.



To promote well planned, strategically located housing developments that cater to community needs through a mix of single-family, multi-family, mixed-use, commercial and traditional neighborhoods, located in proximity to services and parks with emphasis on walkability and architectural excellence.



GOALS / POLICY STATEMENTS

1. Promote redevelopment of vacant infill lots created by the blighted housing program.
2. Identify target areas for residential infill development near city assets, such as parks, downtowns and schools.
3. Review and revise architectural standards for residential developments to discourage “cookie cutter” subdivisions.
4. Preserve and encourage renovation of residential neighborhoods in downtown.
5. Encourage housing production for a greater variety of housing types and price points.
6. Continue to invest in and strengthen downtown Carrollton through revitalization and redevelopment for culture, dining, residential, government and retail.
7. Encourage residential density near amenities, jobs and parks.
8. Avoid annexation, sprawl and unplanned development to conserve rural farmland in the county.
9. Strive to maintain a balance between owner occupied and rental housing units.
10. Promote the rehabilitation of aging and existing apartment complexes.
11. Promote “missing middle” housing that consists of duplexes, quads, townhomes, bungalow courts, accessory dwelling units and other types of housing that are not single family or traditional apartment complexes.
12. Preserve and protect the quality of existing neighborhoods proactively through code enforcement and land use decisions that protect neighborhood integrity.
13. Ensure that land use and development decisions are consistent with the goals in the Comprehensive Plan.
14. Partner with local non-profit organizations to construct attainable housing.
15. Continue to encourage the renovation or removal of substandard housing throughout the city.
16. Incentivize commercial and mixed-use redevelopment on aging and blighted corridors.
17. Identify large tracts of undeveloped land suitable for industrial development.
18. Partner with University of West Georgia to assess student housing surplus.
19. Partner with the Carrollton Housing Authority or other affordable housing entity to expand affordable housing on vacant land currently owned by the authority.
20. Identify and maintain state and federal resources to assist the Carrollton Housing Authority with homeless population.



TRANSPORTATION & INFRASTRUCTURE

ISSUES AND OPPORTUNITIES

Lack of consistent sidewalks along arterial streets and major corridors like Highway 27, Bankhead Highway, Maple Street and Alabama Street.

Highway 27 serves as a physical barrier for pedestrians between east and west Carrollton.

Poor road design, like wide travel lanes and lack of sidewalks, encourage higher vehicle speeds.

Lack of public transit.

Lack of bicycle infrastructure to connect to the Carrollton GreenBelt.

Increased use of electric vehicles and golf carts is occurring throughout the city.



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

GOALS / POLICY STATEMENTS

1. Create a comprehensive pedestrian safety plan that addresses unsafe roadways, crosswalks and intersections.
2. Provide interparcel connectivity within commercial areas that reduces traffic congestion on roadways.
3. Promote beautification of the city's gateways with streetscape improvements, gateway signage and art installations.
4. Minimize cut-through traffic of local roads and reduce traffic speed limits where appropriate.
5. Evaluate pedestrian crossings and improve safety by installing adequate signage, crossing lights, buffered medians and ADA compliant warning systems.
6. Promote safe bicycle practices by partnering with University of West Georgia to offer safety classes.
7. Create streetscapes using inviting landscaping, canopy trees, pedestrian-scale lighting and site furnishings and public art that encourage pedestrians to walk further distances.
8. Promote local ride-on-demand services.
9. Coordinate with Carroll County's Rural Transportation Initiative Program to facilitate greater access for city residents.
10. Partner with Tanner Health Systems to explore healthcare transportation for the elderly.
11. Evaluate stormwater management needs.

GOALS / POLICY STATEMENTS

1. Promote downtown Carrollton as a destination.
2. Encourage and incentivize new businesses to locate in one of the city's priority development areas.
3. Promote the city's branding and placemaking as a means of marketing to larger corporations.
4. Collaborate and assist the city's core employers with employee recruitment.
5. Build on the success of sports-related events and attract new conferences to downtown.
6. Implement a "locals first" approach by making Carrollton livable and attractive for existing residents and visitors will follow.
7. Collaborate with Carroll Tomorrow and the Carroll County Chamber of Commerce to study retail "gaps" in the community and develop a marketing plan to attract these businesses.
8. Provide Wi-Fi accessibility in public spaces like parks and downtown.



ECONOMIC DEVELOPMENT

ISSUES AND OPPORTUNITIES

Downtown Carrollton continues to thrive with locally-owned businesses, offices and restaurants.

Capitalize on the "remote work" trend to attract highly skilled and professional-level employees as citizens.

The city serves as a regional healthcare destination.

The city has a dedicated marketing department to implement the city's brand and promote tourism as economic development.

Collaborate and assist the city's core employers with employee recruitment.

Retail in the city of Carrollton serves a population of 125,000+ individuals.

Carrollton is part of DCA's Georgia Main Street Program.



The city will promote the expansion of existing economic activity while attracting a diverse mix of large and small-scale local businesses and national brands.

WATER, WASTEWATER & GARBAGE

ISSUES AND OPPORTUNITIES

The city faces issues with recycling affordability and certainty relating to the waste stream once the materials are collected.

Capacity for the water treatment facility operates at approximately 50 percent of available capacity, positioning the city for intentional, controlled growth.

Capacity for the wastewater treatment facility also operates at approximately 50 percent capacity.

The city's efficient use of resources allows staff to continually make sanitary sewer inflow / Infiltration upgrades (I/I).

Lack of stormwater management infrastructure near downtown and along Maple Street and Alabama Street.



The city will provide award-winning sanitation, water and wastewater service to the customers of the city, including periodic upgrades to both the water filtration and wastewater system.

GOALS / POLICY STATEMENTS

1. Continue phased upgrades of water distribution lines.
2. Establish a plan to protect the Little Tallapoosa Watershed as a potential wildlife corridor.
3. Perform sanitary sewer Inflow / Infiltration upgrades.
4. Continue backflow / cross connection program to prevent contamination of water system.
5. Continue meter replacement program.
6. Reduce waste stream generation by providing water billing options, including paperless billing and off-site kiosk payments.
7. Evaluate city's recycling program to determine viability of limited recycling opportunities and promote Carroll County's convenience centers for recycling.
8. Explore partnerships with the private sector to assist with recycling of limited products like cardboard and metal.
9. Reduce waste in water billing by providing customers billing options.
10. Partner with the private sector for low income billing assistance.

GOALS / POLICY STATEMENTS

1. Host youth police and fire camps centered around public safety.
2. Continue to secure EMT certification for all firefighters.
3. Study existing fire departments to determine the need for turnout gear storage areas with adequate ventilation.
4. Conduct Community Fire Safety Programs for local residents.
5. Evaluate and renovate fire training facility to include storage for burn debris.
6. Continue replacement of rescue tools.
7. Create pre-fire plans for industrial and commercial uses.
8. Collaborate with local non-profits to conduct drug summits to raise awareness.
9. Continue to host the Citizen's Police Academy to educate the public on law enforcement and programs available to the community.
10. Continue to provide officers with vehicles and equipment needed to provide services to the community.
11. Collaborate with the Carroll County Sheriff's office, University of West Georgia and the City Schools.
12. Prioritize employee retention.
13. Partner with private development in public safety efforts.



PUBLIC SAFETY

ISSUES AND OPPORTUNITIES

The city currently has an ISO rating of 1, the highest level of excellence awarded by the Insurance Services Office. An ISO fire rating is a score from one to ten that indicates how well-protected your community is by the fire department. In the rating scale, the lower number is better. This rating impacts property insurance premiums.

Prioritize employee retention.

Community oriented police initiatives provide a positive interaction with law enforcement.

The city's partnership with the Carroll County Mental Health Advocates reduces the number of mental-health related arrests.

Public safety ranked highest in satisfaction on the community survey.

Enforcement of the noise ordinance as it relates to mufflers is needed to provide quality experiences for visitors.



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

CULTURAL RESOURCES

ISSUES AND OPPORTUNITIES

Carrollton lacks activities for teens and children outside of formal recreational programming.

The Carrollton Amphitheater is an asset in downtown Carrollton.

The Carrollton Center for the Arts is a home for high-quality arts programming for residents and visitors through education, cultural enrichment and art advocacy.

The West Georgia Regional Library System is located in downtown Carrollton.

Participation in Carrollton's cultural events does not reflect the population demographic.

Private investment in cultural resources is limited in Carrollton.



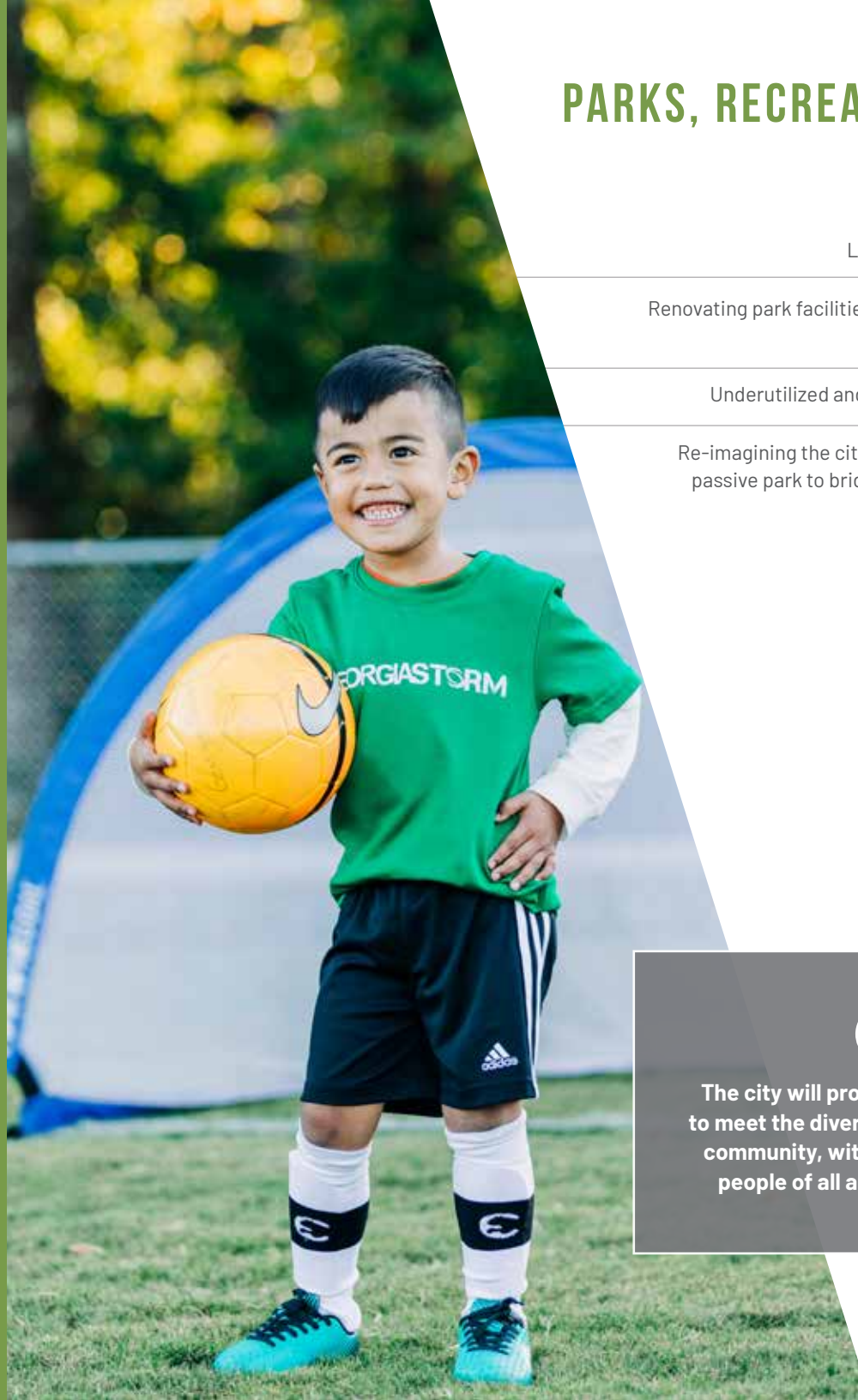
Carrollton is a creative hub devoted to nurturing and showcasing excellence and diversity in the arts, cultural events, entertainment and community programs.

GOALS / POLICY STATEMENTS

1. Create a public art master plan to increase access to art and to tell the stories of the community.
2. Create a facility management plan to maximize usage in the Center for the Arts.
3. Create a gateway signage plan that reflects the community's cultural vibrancy.
4. Increase family-friendly and family-service activities in downtown event and parks programming.
5. Promote downtown as an entertainment district.
6. Promote and set long-term tourism goals.
7. Evaluate the benefit of establishing an Arts District on Maple Street.
8. Recruit private businesses who provide entertainment and activities, like bowling alleys and music halls.
9. Utilize financial resources to support local and regional creative programs that will attract tourism while also serving the artistic and cultural needs of the community.

GOALS / POLICY STATEMENTS

1. Support community health by enabling active living and access to nature and trails.
2. Maintain welcoming and high-quality park facilities.
3. Collaborate with the Center for the Arts to promote local tourism.
4. Create a cemetery landscape and pedestrian plan to promote it as a neighborhood greenspace.
5. Connect parks to neighborhoods with trails and sidewalks.
6. Create a master plan for Knox Park.
7. Provide more amenities along the Carrollton GreenBelt, like water fountains and restrooms.
8. Protect the Little Tallapoosa River.
9. Expand the "GreenBelt Off-road" mountain bike trail system.
10. Evaluate deficiencies in existing park facilities like multi-purpose fields, lighting, playgrounds.
11. Update the Parks and Recreation Master Plan.
12. Renovate and expand Midtown Water Park and promote it as a regional recreational destination.



PARKS, RECREATION AND HEALTH

ISSUES AND OPPORTUNITIES

Lack of adult recreational programming.

Renovating park facilities to meet current recreational demand (pickleball vs. tennis).

Underutilized and dilapidated parks contribute to blight.

Re-imagining the city cemetery as a usable greenspace and passive park to bridge the gap between downtown and the west Carrollton neighborhoods



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

FUTURE LAND USE &
DEVELOPMENT PRIORITY
AREAS



**moving
forward**



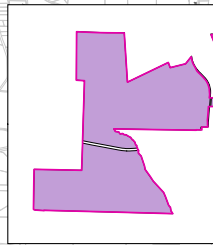
FUTURE LAND USE

The future land use map shows recommended parcel by parcel future land use recommendations. This, along with specific desired characteristics in the Development Priority Areas, assists decision makers on different land use and zoning changes that are envisioned for each part of the city. The city anticipates annexations within the next five years. As such, some of the Carroll County parcels are also noted on the future land use map with land use recommendations.

DEVELOPMENT PRIORITY AREAS

Development Priority Areas are areas within the city with unique, existing or desired characteristics. While each parcel in these areas is assigned a future land use designation, a more detailed description of desired characteristics is included in this plan.

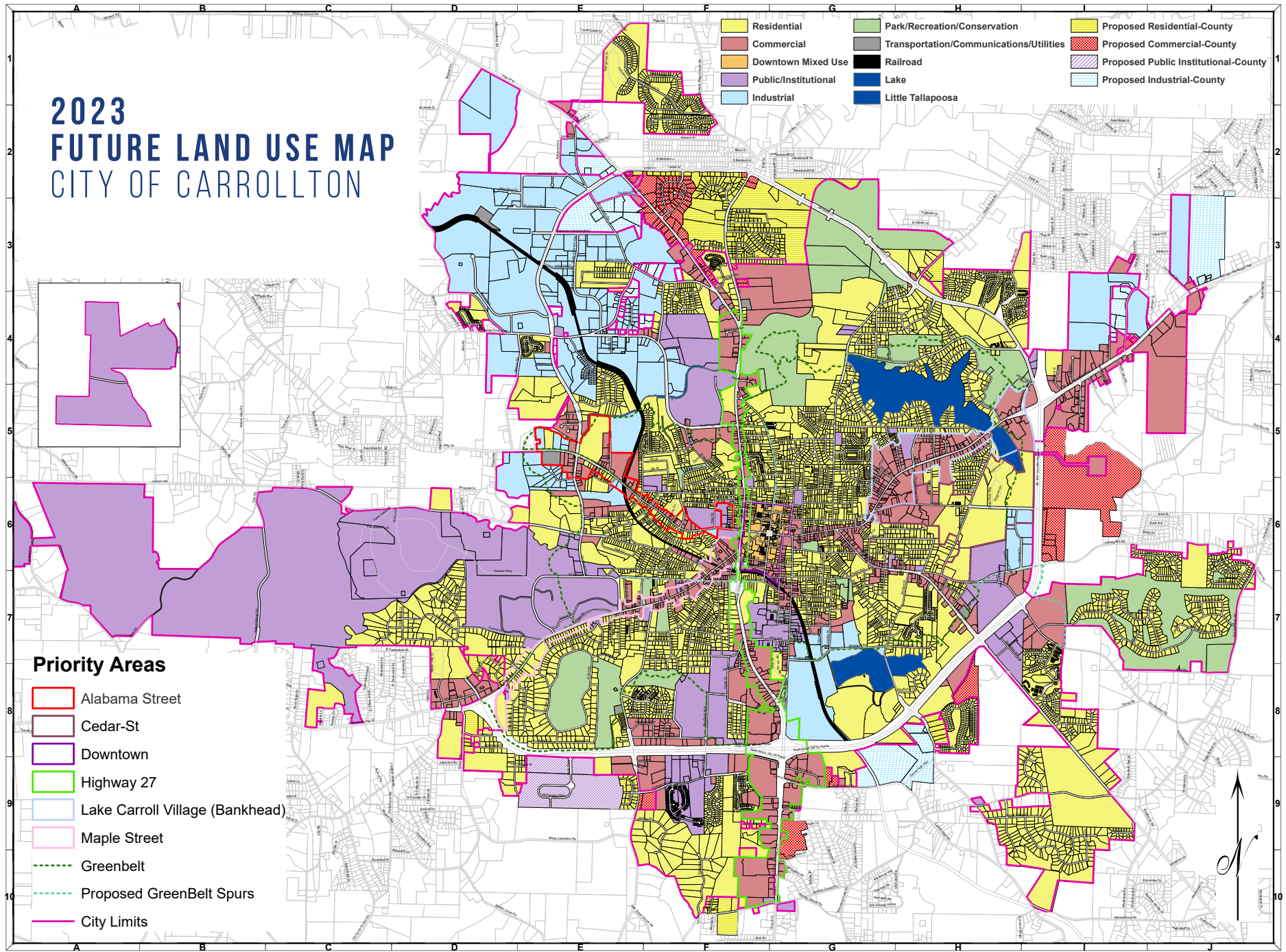
2023 FUTURE LAND USE MAP CITY OF CARROLLTON



Priority Areas

- Alabama Street
- Cedar-St
- Downtown
- Highway 27
- Lake Carroll Village (Bankhead)
- Maple Street
- Greenbelt
- Proposed GreenBelt Spurs
- City Limits

- | | | |
|--|---|--|
| Residential | Park/Recreation/Conservation | Proposed Residential-County |
| Commercial | Transportation/Communications/Utilities | Proposed Commercial-County |
| Downtown Mixed Use | Railroad | Proposed Public Institutional-County |
| Public/Institutional | Lake | Proposed Industrial-County |
| Industrial | Little Tallapoosa | |



FUTURE LAND USE DESCRIPTIONS

Residential:

Residential land uses including detached single family homes, townhomes, cottages, and multi-unit buildings.

Commercial:

Commercial land uses including restaurants, shopping, office, event and indoor recreation uses, medical offices, and hotels.

Downtown Mixed Use:

Mixed use developments combining residential land uses with commercial or office uses. Located near the city center within walking distance to Adamson Square.

Public/Institutional:

Land uses including schools, civic buildings, libraries, hospitals, churches, and other tax exempt properties, excluding parks and greenspace.

Industrial:

Light and heavy industrial uses, such as warehousing, assembly, storage, distribution, and manufacturing.

Parks/Recreation/Conservation:

Land uses that include parks, playgrounds, recreation centers, athletic complexes, open space, greenspace, and trails.

Transportation/Communication/Utilities:

Land uses include transportation facilities, water treatment facilities, power lines, cell phone/communication towers, and substations.

Residential – County:

Property in Carroll County jurisdiction desirable for annexation with residential land uses.

Commercial – County:

Property in Carroll County jurisdiction desirable for annexation with commercial land uses.

Public/Institutional – County:

Property in Carroll County jurisdiction desirable for annexation with public or institutional land uses.

DOWNTOWN

Preserve the central business district as a regional destination for dining, entertainment, shopping and civic uses and enhance the area with improvements and redevelopment that supports a walkable and vibrant mixed-use community destination. Downtown should include a relatively high density mix of residential, retail, office, services and employment to serve the regional market. Emphasis should be given on inviting streetscapes, public gathering spaces like the Amp or town greens, public art and pedestrian-oriented design. Buildings should be designed to front public sidewalks or gathering spaces with minimum or zero setbacks. New surface parking lots are not suitable in downtown.

ISSUES AND OPPORTUNITIES

Address confusing traffic signalization

Address lack of housing supply with higher density and mixed-use housing solutions

Utilize incentives in the TAD #1 to promote appropriate redevelopment

Improve pedestrian safety and accessibility on secondary streets near Adamson Square

Redevelopment of underutilized properties and surface parking lots

Provide additional public gathering spaces or town greens

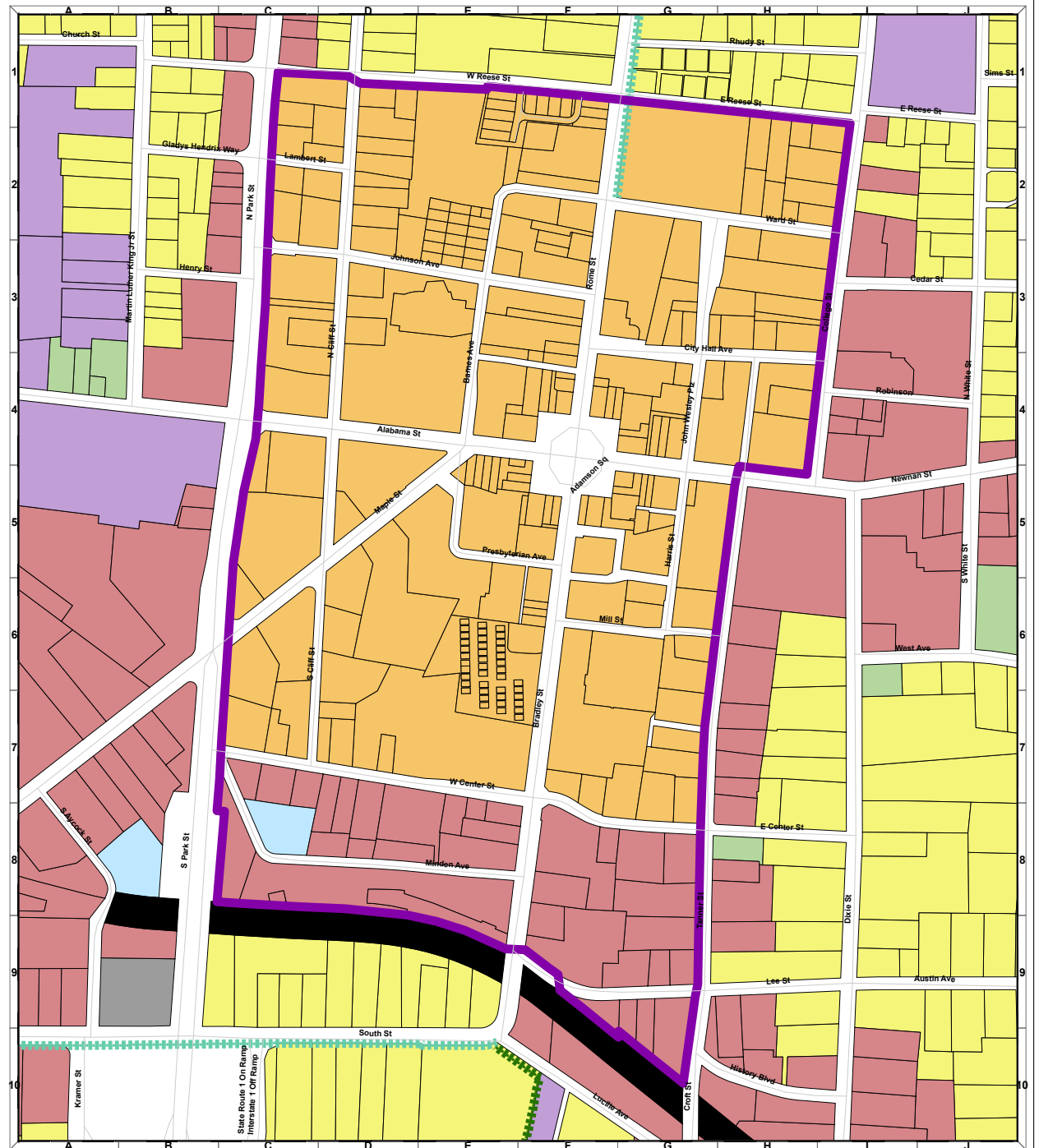


2023 FUTURE LAND USE MAP

PRIORITY AREA DOWNTOWN

- Downtown
- Greenbelt
- Proposed GreenBelt Spur
- City Limits

- | | |
|---|--------------------------------------|
| Residential | Railroad |
| Commercial | Lake |
| Downtown Mixed Use | Little Tallapoosa |
| Public/Institutional | Proposed Residential-County |
| Industrial | Proposed Commercial-County |
| Park/Recreation/Conservation | Proposed Public Institutional-County |
| Transportation/Communications/Utilities | Proposed Industrial-County |



PRIORITY AREAS

MAPLE STREET

Enhance established commercial uses along Maple Street with streetscape and property improvements, as well as vehicular, pedestrian and bicycle connectivity between downtown and the University of West Georgia. Create new shopping and business opportunities that support existing neighborhoods with less emphasis on auto-oriented uses such as gas stations and vehicle repair operations. Future development should emphasize walkability and connectivity to neighborhoods, neighborhood-scale commercial and medium density mixed use residential developments that support and compliment adjacent single family uses and the University of West Georgia.

ISSUES AND OPPORTUNITIES

Vacant and blighted commercial buildings

Utilize incentives in the TAD #1 to promote appropriate redevelopment

Disjointed pedestrian connections and lack of sidewalk infrastructure

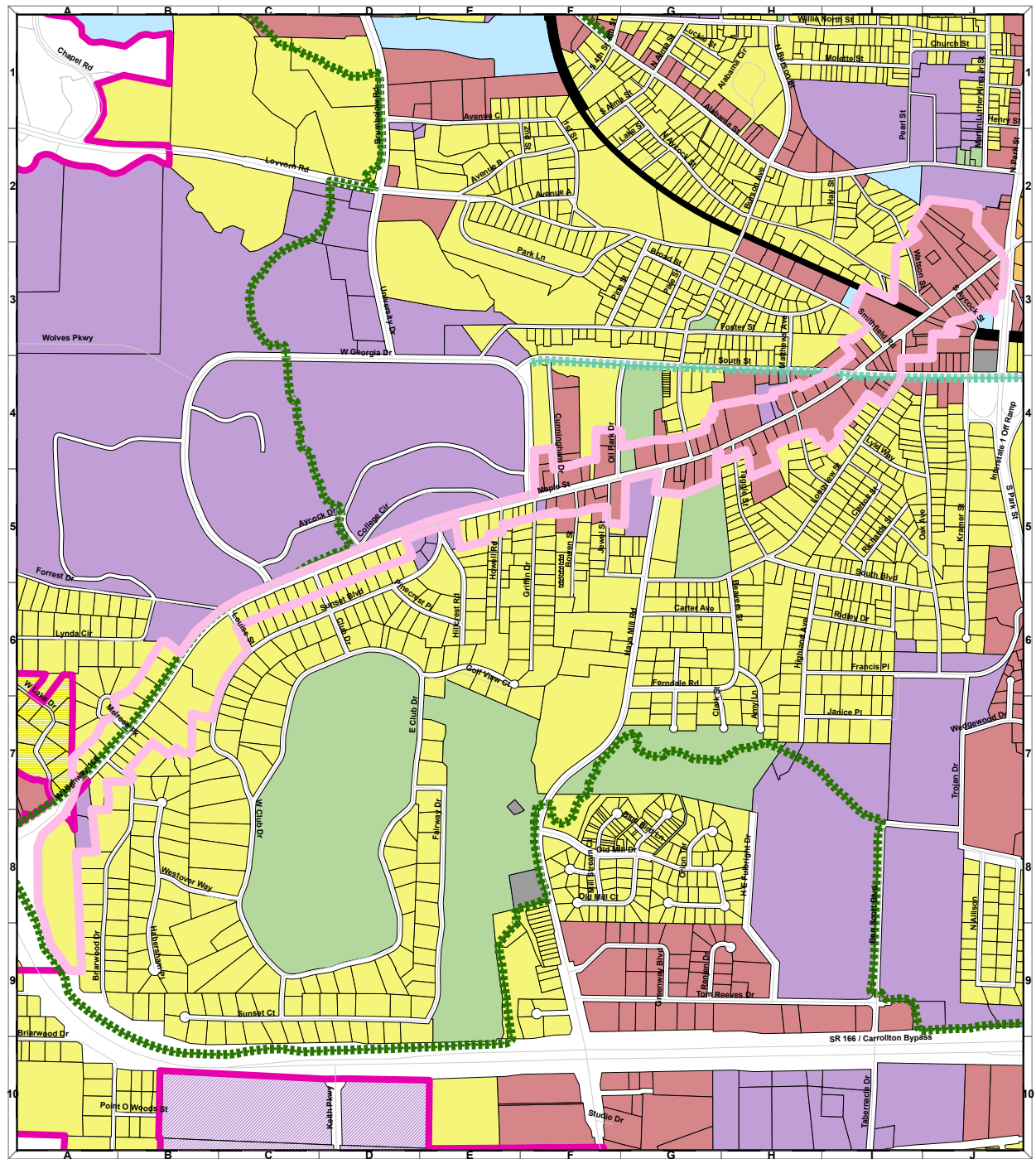
Lack of bicycle infrastructure

Density to support neighborhood-scale commercial

Blight relating to signage and aging streetscape

Accommodation for electric vehicles or golf carts

PRIORITY AREA
MAPLE STREET



LAKE CARROLL VILLAGE

Promote redevelopment of large, underutilized shopping centers. Lake Carroll Village (Bankhead Highway) is revered as Carrollton's "front door." Create a cohesive landscape and streetscape plan for the corridor. Encourage the development of outparcels in large, vacant parking lots. Continue additional improvements that include sidewalk and bicycle infrastructure. Emphasis should be given to inviting streetscapes and commercial along Bankhead Highway that supports existing and future residential uses in the Lake Carroll Village area. Promote additional medium density residential growth near the Bankhead Highway corridor to support redevelopment of commercial properties.

ISSUES AND OPPORTUNITIES

Underutilized or vacant shopping centers

Large, unused parking areas

Blight relating to signage and aging buildings

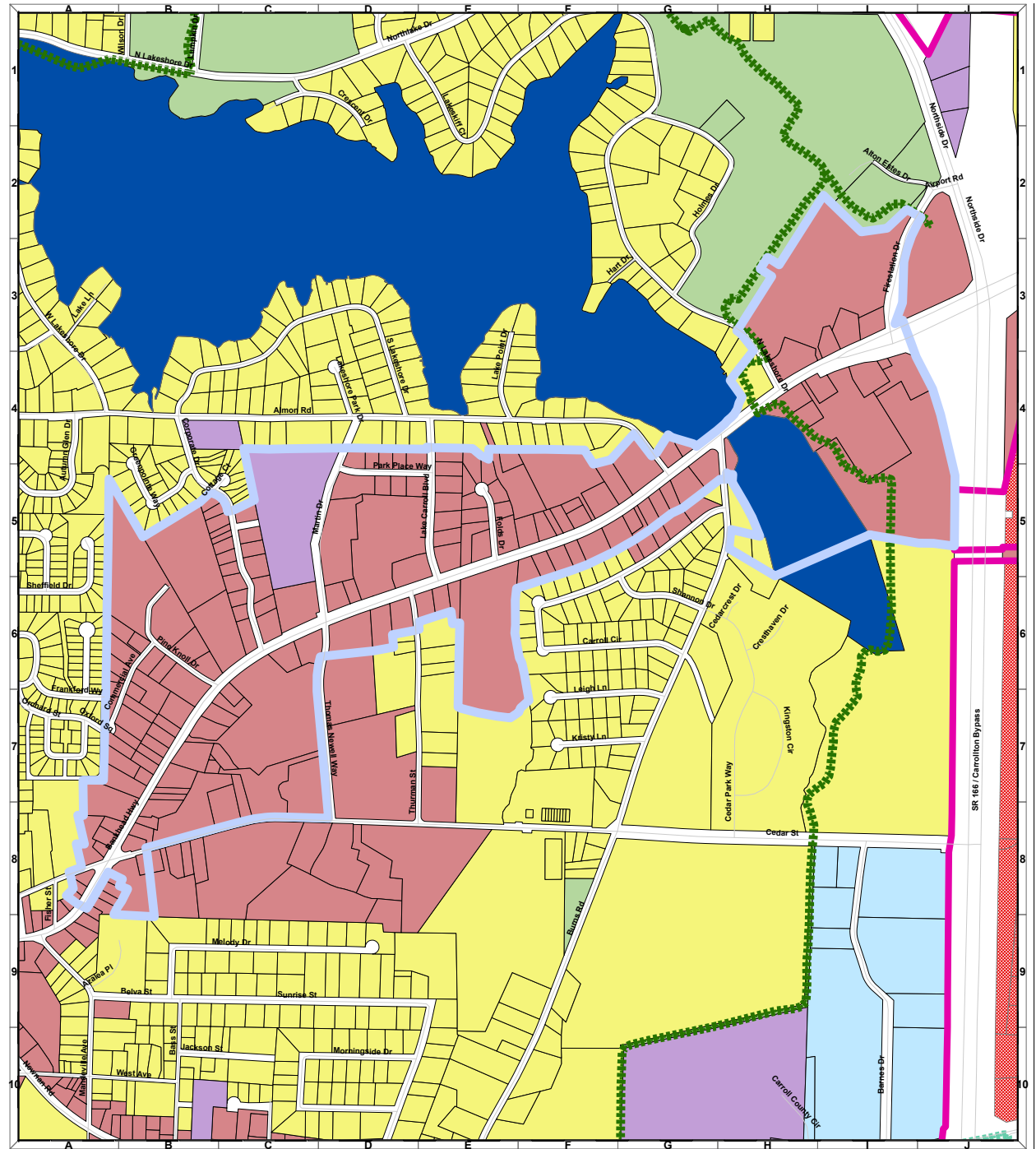
Lack of pedestrian or bicycle accessibility

Opportunities for redevelopment of commercial property with unique, local businesses

Lack of interparcel connectivity

Lake Carroll presents a unique gateway opportunity

PRIORITY AREA LAKE CARROLL VILLAGE



COMPREHENSIVE PLAN 2023 - 2028 | 47

HIGHWAY 27

Preserve Highway 27 corridor as a regional destination for shopping and jobs and enhance the area with streetscape improvements including gateway signage and landscaping. Improve intersections to allow for pedestrian crossings and promote and encourage connectivity between east Carrollton and west Carrollton. Auto-oriented commercial uses, such as gas stations, car dealerships and vehicle service are encouraged for this corridor. Larger scale multi-tenant commercial developments with outparcels are suitable for Highway 27. Garden style multi-family may be appropriate if part of a larger master planned development. Emphasis should be placed on landscaped islands and tree canopy in large, contiguous parking areas. The roadway is suitable for landscaped medians and defined pedestrian crossings.

ISSUES AND OPPORTUNITIES

Lack of interparcel pedestrian connectivity

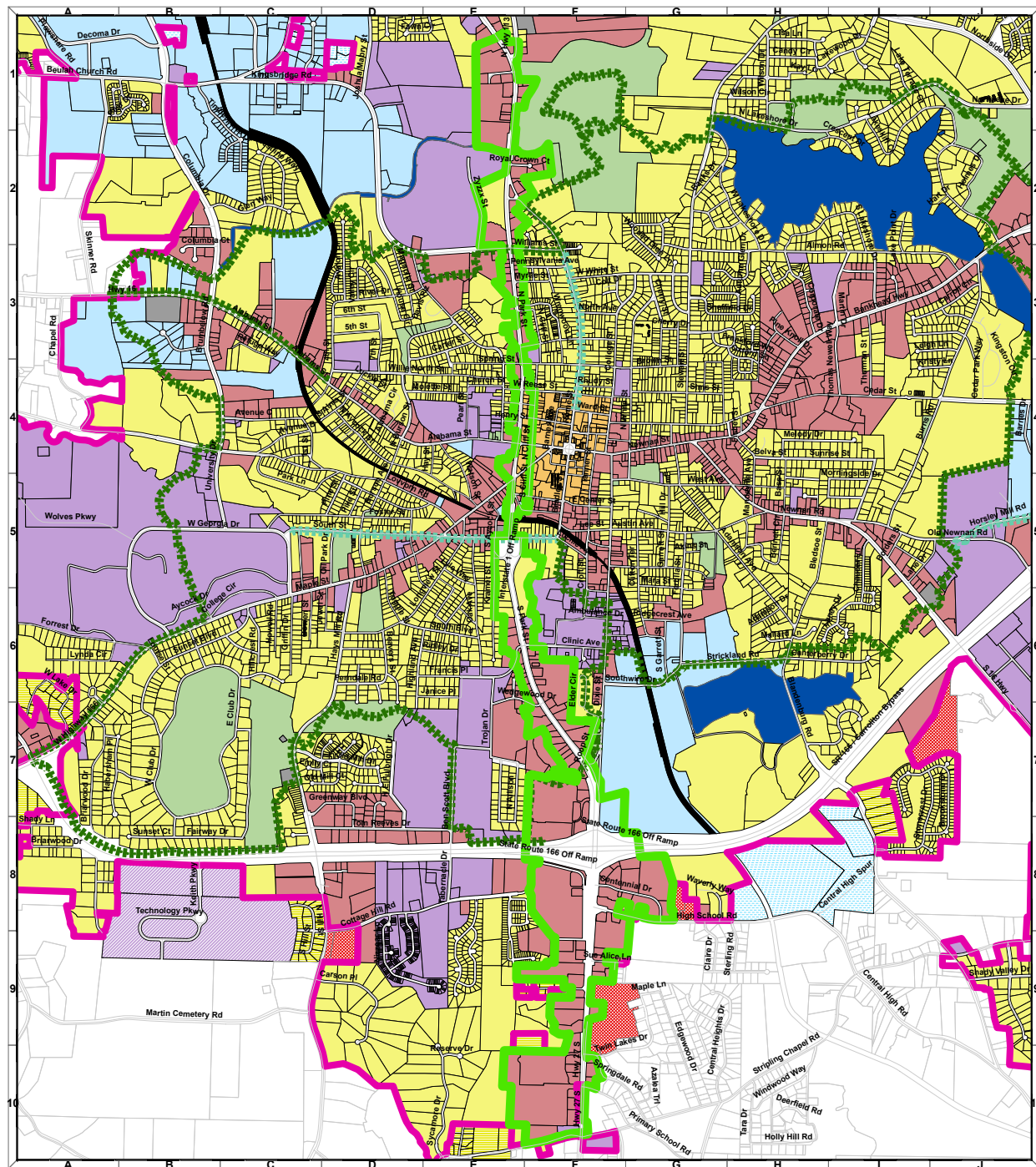
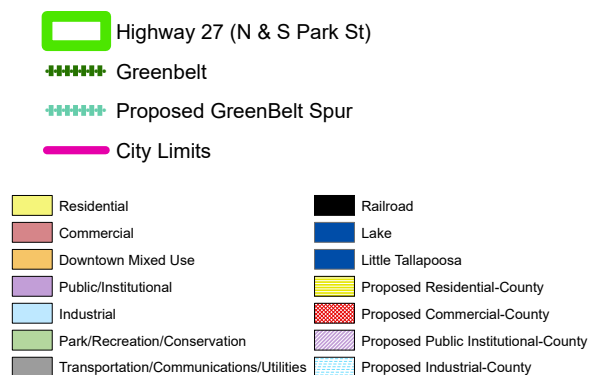
Roadway serves as a physical barrier for pedestrians between east and west Carrollton

Lack of appropriate tree canopy in parking areas to provide shade

Potential for redevelopment of assemblage of small commercial parcels near downtown

Lack of gateway signage

PRIORITY AREA
HIGHWAY 27
NORTH PARK STREET &
SOUTH PARK STREET



PRIORITY AREAS

ALABAMA STREET

Enhance established commercial uses along Alabama Street with streetscape and property improvements. Create a park-like gateway on Alabama Street along cemetery right-of-way west of Highway 27 to encourage pedestrian use. Improve and expand Midtown Water Park to re-orient the entrances to Alabama Street and MLK, Jr. Street. Encourage redevelopment of aging and blighted structures that support surrounding neighborhood. Emphasis should be given on medium-scale commercial that supports existing residential and promotes walkability that will be compatible with existing single family uses. Address lack of healthy food options for residents near corridor. Continue the Carrollton GreenBelt spur to accommodate non-motorized transportation and pedestrians. Connect the west Carrollton neighborhoods with downtown by creating enhanced pedestrian crossings along Highway 27. Discourage industrial uses near residential neighborhoods.

ISSUES AND OPPORTUNITIES

Wide roadbed that encourages high travel speeds

Inadequate and disjointed sidewalks

Continue GreenBelt spur into downtown

Industrial developments adjacent to residential development

Cemetery serves as a barrier to downtown

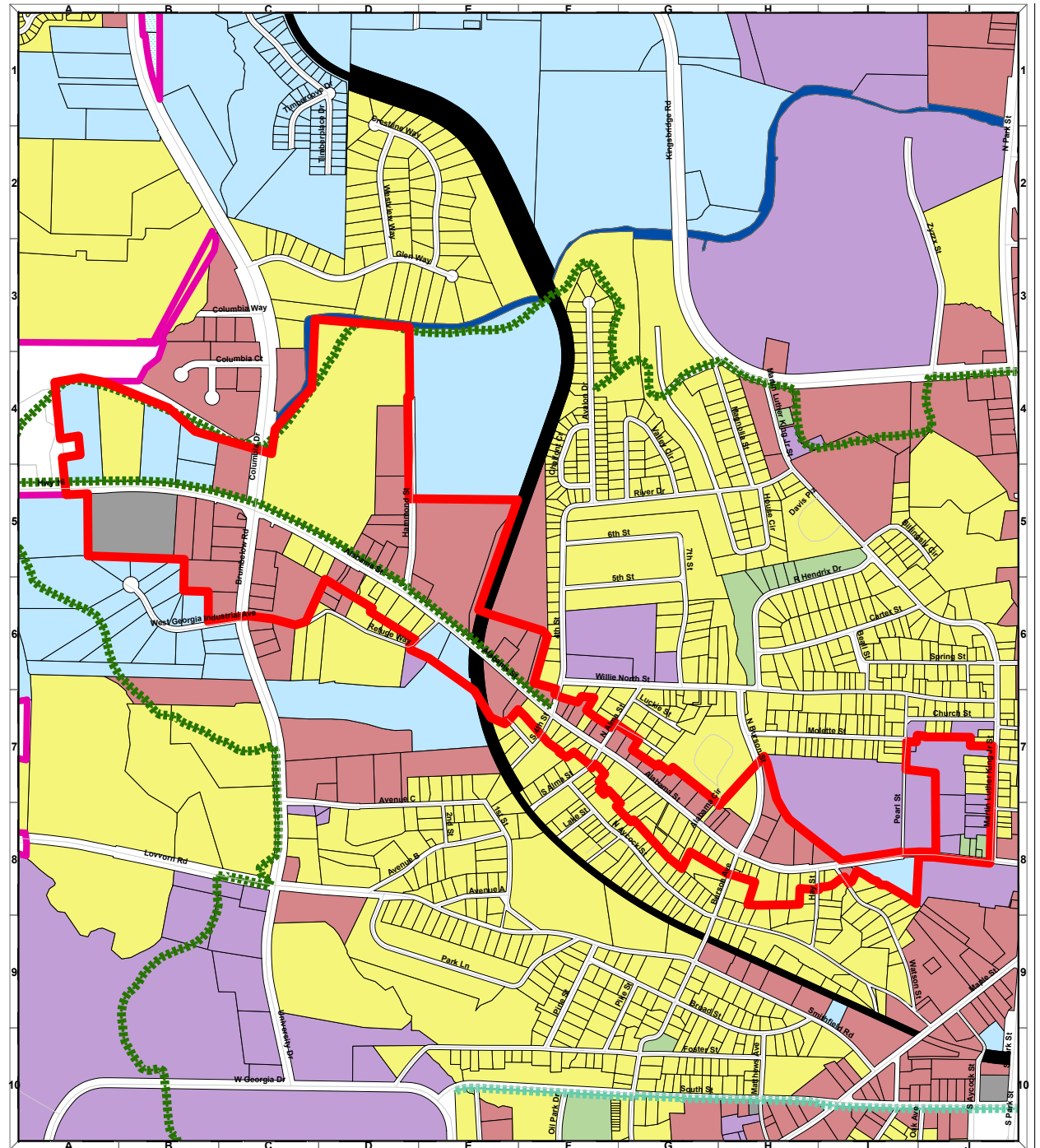


2023 FUTURE LAND USE MAP

PRIORITY AREA ALABAMA STREET

- Alabama Street
- Greenbelt
- Proposed GreenBelt Spur
- City Limits

- | | |
|---|--------------------------------------|
| Residential | Railroad |
| Commercial | Lake |
| Downtown Mixed Use | Little Tallapoosa |
| Public/Institutional | Proposed Residential-County |
| Industrial | Proposed Commercial-County |
| Park/Recreation/Conservation | Proposed Public Institutional-County |
| Transportation/Communications/Utilities | Proposed Industrial-County |



PRIORITY AREAS

CEDAR STREET

Encourage medium density residential development in planned communities on large, undeveloped tracts of land along Cedar Street to support adjacent commercial on Bankhead Highway (Lake Carroll Village). Emphasis should be given to walkable neighborhoods and pedestrian friendly streetscapes. Cedar Street streetscape improvements may include traffic calming measures such as small residential-scale traffic circle or chicanes, sidewalks, on street parking, or bike lanes to connect to the Carrollton GreenBelt.

ISSUES AND OPPORTUNITIES

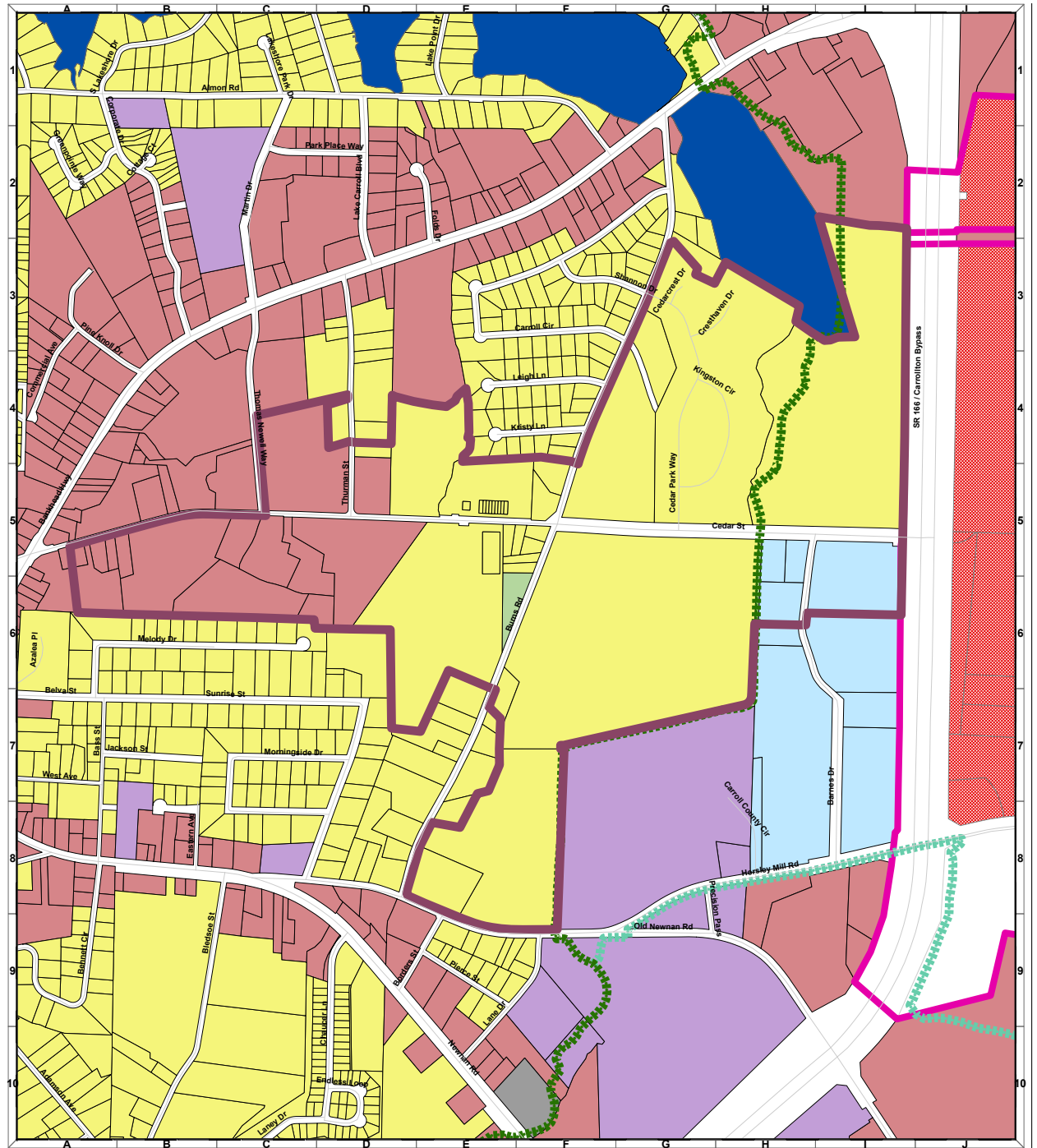
Large tracts of undeveloped or underdeveloped land near downtown and Lake Carroll Village

Location adjacent to the Carrollton GreenBelt

Vehicle speeds along Cedar Street

Lack of sidewalks or bicycle lanes along Cedar Street

PRIORITY AREA
CEDAR STREET



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COMMUNITY WORK PROGRAM 2023 - 2028

taking action



COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Water Wastewater	Production of an Annual Water Report	2	34							\$1,000	City, Marketing	General Fund
Water Wastewater	Construct Raw Water Holding Pond	1	34							\$15 Million	City	GEFA loan
Water Wastewater	Construct Additional Water Storage Tank	1	34							\$4 Million	City, Water Fund	Water Fund, GEFA
Water Wastewater	Renovate Water Tank on Bankhead Highway	1	34							\$300,000	City, Water Fund	Local Appropriations
Water Wastewater	Renovate UWG Tank	1	34							\$300,000	City, Water Fund	City, UWG, Board of Regents
Water Wastewater	Purchase Spray Site Tractors	3	34							\$150,000	Water Fund	Local Appropriations
Water Wastewater	Perform Sanitary Sewer I / I	3	34							\$2 Million	Water Fund	Water Fund
Water / Sewer	Continue Backflow / Cross Connection Program	5	34							\$50,000	City Engineer	Local Appropriations
Water / Sewer	Continue Meter Replacement Program	5	34							\$15,000	City Engineer	Local Appropriations
Water / Sewer	Install Radio Read on Large meters	5	34							\$20,000	City Engineer	Local Appropriations
Water / Sewer	Install 24/7 Payment Kiosks at City Hall	9	34							\$50,000	City	Local Appropriations
Water / Sewer	Partner with CAFI for Low Income Utility Bill Assistance	10	34							\$300,000	City, CAFI	CAFI
Water / Sewer	Partner with City Schools' Foundation to Round-up Utility Bills	10	34							\$42,000	City, Carrollton City Schools Foundation	Water Account Holders
Water / Sewer	Discount Utility Rates for Senior Citizens	10	34							\$180,000	City	Local Appropriations
Public Safety	Purchase Ballistic Vests for PD	10	35							\$45,000	City, Department of Justice	DOJ Grants

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Public Safety	Establish NIBIN Entry Point	10	35							\$500,000	City	CJCC Grant, State of Georgia
Public Safety	Establish Real Time Crime Center	10	35							\$550,000	City	CJCC Grant, State of Georgia
Public Safety	Renovate Firing Range Building	10	35							\$5,000	City	Local Appropriations, Inmate labor
Public Safety	Replace One Canine	10	35							\$16,000	City	Local Civic Organizations Grants
Public Safety	Host Annual Citizen's Police Academy	1	35							\$5,000	City	PD Budget
Public Safety	Coordinate with Private Development to Install FLOCK Cameras	13	35							\$10,000	Developers	Private Enterprise
Public Safety	Renovate Court Services Office	10	35							\$10,000	City	Local Appropriations, Inmate Labor
Public Safety	Host Monthly Pastor's Luncheons	9	35							\$1,000	City	Inmate Labor
Public Safety	Conduct Outreach through Community Outreach Police Services Unit (COPS)	9	35							\$5,000	City	PD Budget
Public Safety	Renovate CID Unit Facility	10	35							\$20,000	City	Local Appropriations
Public Safety	Construct Storage Building for Four-wheelers, Motorcycles and SRT Truck	10	35							\$100,000	City	SPLOST
Public Safety	Add One SRO Officer to City Schools	10, 12	35							\$80,000	City, City Schools	General Fund, City Schools
Public Safety	Add One Domestic Violence Investigator	10	35							\$80,000	City	General Fund
Public Safety	Pave Firing Range Driveway	10	35							\$150,000	City	SPLOST

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Public Safety	Construct Driving Training Track	12	35							\$500,000	City	Local Appropriations
Public Safety	Replace two GreenBelt ATVs	10	35							\$25,000	City	PD Budget
Public Safety	Host Youth Camps for Fire and Police	1	35							\$30,000	City	PD and Fire Budget
Public Safety	Purchase 2 Battalion Vehicles	10	35							\$120,000	City	Local Appropriations
Public Safety	Continue Community Fire Safety Programs	4	35							\$10,000	City	Fire Budget
Public Safety	Build Turnout Gear Storage Area with adequate ventilation	3	35							\$200,000	City	Local Appropriations
Public Safety	Construct Storage Building for Burn Material at Fire Training Center	5	35							\$100,000	City	SPLOST, Public Safety Grants
Public Safety	Utilize Fire Reporting and Flow Testing Software	7	35							In House	City	Fire Budget
Public Safety	Create Pre-Fire Plans for Commercial and Industrial Sites	7	35							In House	City	Existing Human Resources
Arts	Develop a Public Arts Master Plan and Coordinate Installations	1	36							\$50,000	City	Local Appropriations, Grants
Arts	Create Facility Management Plan	2	36							In House	City	Existing Human Resources
Arts	Establish Maple Street as an Arts District	7	36							In House	City	Existing Human Resources
Arts	Host Youth Summer Camps at Arts Center	4	36							\$200,000	City	Arts Budget
Arts	Continue Arts Patron Program to support Arts Center	2	36							In House	City	Existing Human Resources
Arts	Continue and Grow Volunteer Program at Arts Center	2	36							In House	City	Existing Human Resources

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Arts	Collaborate with the Historic Preservation Commission to establish a Program at the City Cemetery	6	36							In House	City	Historic Preservation Commission, Arts Commission
Cultural Resources	Create Gateway Signage at Bankhead Highway and Highway 27	3	36							\$100,000	City	Hotel Motel Tax, grants
Cultural Resources	Recruit Private Businesses to Provide Entertainment	8, 9	36							\$1,000	City	Local Appropriations
Cultural Resources	Create a Tourism Strategic Plan	6	36							In House	City	Existing Human Resources
Cultural Resources	Complete Downtown Master Plan	4, 5, 6	36							\$70,000	City; CVIOG	Hotel Motel Tax, Grants from Georgia Cities
Economic Development	Continue Downtown Beautification Grants through Main Street	2	33							\$100,000	City	Local Appropriations
Economic Development	Support Business and Industry Retention and Expansion	2, 4, 7	33							\$200,000	Carroll Tomorrow; Chamber of Commerce	Local Appropriations
Economic Development	Continue Beautification Grants for Bankhead Highway	2	33							\$150,000	City	Local Appropriations
Economic Development	Continue Beautification Grants for Maple Street	2	33							\$150,000	City	Local Appropriations
Economic Development	Establish Beautification Grant program on Alabama Street	2	33							\$150,000	City	Local Appropriations
Economic Development	Establish Policies and Procedures for TAD program	2	33							In House	City, Redevelopment Authority	Existing Human Resources
Economic Development	Issue RFP for 2.4 Acre Tract Downtown for Redevelopment	1, 6	33							In House	City, Redevelopment Authority	Existing Human Resources
Economic Development	Establish Publicly Accessible Wi-Fi Downtown	8	36							\$10,000	City	Local Appropriations

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Economic Development	Identify, Prioritize and market Potential development or Redevelopment Sites	4, 7	33							In house	City, Chamber of Commerce, Redevelopment Authority	Existing Human Resources
Economic Development	Continue Replacement of City Park and Building Signage to Conform with Brand	3	33							\$100,000	City, Marketing	Hotel Motel Tax Revenue
Economic Development	Incentivize Private Redevelopment with TAD Funds in Priority Development Areas	2	33							\$10 Million	City, Redevelopment Authority	TAD Revenue
Housing	Market Infill Lots Created by the Blighted Housing Program	1, 2	31							\$1,000	City	General Fund
Housing	Partner with Non-Profit to Construct Attainable Housing	14, 19	31							Existing Human Resources	City, Community Foundation of West Georgia	City, CFWG
Housing	Increase Supply of Affordable Housing that is Sensitive to Surrounding Neighborhoods through Incentives	5	31							\$5,000	City	General Fund
Housing	Continue Multi-family Housing Inspection Program	10, 15	31							Existing Human Resources	City	General Fund
Housing	Identify Local, State, Federal and Private/Non-Profit Housing Programs and Incentives to Upgrade Existing Housing Units	8	31							\$300,000	Housing Authority	Housing Authority, DCA, Private Investment
Housing	Renovate Project Based Voucher Units as HUD Funding Becomes Available	10, 19	31							\$500,000	Housing Authority	Housing Authority, DCA, Private Investment
Housing	Provide After-School Education and Activities at Housing Authority sites	19	31							\$500,000	Housing Authority	Georgia Department of Human Services

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Housing	Administer HUD-Veteran Affairs Supportive Housing (HUD-VASH) Program	20	31							\$1.25 Million	Housing Authority	U.S. Housing and Urban Development (HUD)
Housing	Support Carrollton Housing Authority with Seeking Funding to Address City's Homeless Population	20	31							\$5 Million	Housing Authority, City	DCA, U.S. Housing and Urban Development (HUD)
Housing	Provide Rental Assistance for Homeless Documented Mentally Ill	20	31							\$3 Million	Housing Authority	DCA, U.S. Housing and Urban Development (HUD)
Housing	Hold Community Home Buying and Credit Counseling Seminars	9	31							\$30,000	Housing Authority	U.S. Housing and Urban Development (HUD)
Housing	Support Construction of Affordable Housing on Vacant Land Currently Owned by the Carrollton Housing Authority	19	31							\$10 Million	Housing Authority	Housing Authority, DCA, LIHTC, Bonds, Private Investment
Housing	Purchase and Renovate Dilapidated Residential Properties and Convert to Affordable Housing	1, 2	31							\$200,000	City, Housing Authority	General Fund
Housing	Support Choice Mobility for Qualified Residents of the Carrollton Housing Authority	19	31							Existing Human Resources	Housing Authority	DCA
Housing	Participate in Georgia Department of Community Affairs' Georgia Initiative for Community Housing ("GICH") Program	19	31							\$5,000	Housing Authority, City	DCA

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Housing	Create Revitalization/ Redevelopment Plans that Outline a Set of Actions, Strategies and Initiatives Aimed at Rejuvenating and Improving a Particular Area, Community or Neighborhood	2, 13	31							\$30,000	City, Housing Authority	Local Appropriations
Housing	Support the Carrollton Housing Authority's Efforts to Preserve Existing Subsidized Housing Developments with the Use of Housing Bonds and Private Enterprise Agreements	19	31							Existing Human Resources	City, Housing Authority	Housing Authority
Land Use	Identify New Industrial Park Along Highway 61	17	31							Existing Human Resources	City, Chamber of Commerce, Payroll Development Authority	Private Enterprise, Chamber of Commerce
Land Use	Update City's Unified Development Ordinance	3	31							Existing Human Resources	City	General Fund
Land Use	Continue Outstanding Rehab Awards in Historic District	12	31							\$5,000	Historic Preservation Commission	General Fund
Land Use	Coordinate with County on Preserving Rural Carroll County and Located Housing Near City Center	8	31							Existing Human Resources	City, Carroll County	General Fund
Land Use	Implement Recommendations in the Downtown Master Plan	6	31							Pending	Pending	Pending TAD Revenue
Parks and Rec	Expand / Renovate Senior Center	2	37							\$5 Million	City	Local Appropriations, CDBG Grants
Parks and Rec	Complete Phase II of Lakeshore Park	1, 2	37							\$3.7 Million	City	SPLOST

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Parks and Rec	Midtown Water Park Renovation	12	37							\$3.7 Million	City	City, LWCF and State of Georgia OBP Grants
Parks and Rec	Carrollton GreenBelt Rome Street Spur	5	37							\$2 Million	City	SPLOST
Parks and Rec	Carrollton GreenBelt Oak Mountain Spur	5	37							\$3 Million	City	SPLOST
Parks and Rec	Carrollton GreenBelt - Alabama Street Trailhead Restroom	1, 2	37							\$125,000	City	Community Foundation of West Georgia
Parks and Rec	East Carrollton Practice Field Lighting	10	37							\$440,000	City	Local Appropriations
Parks and Rec	Construct Multi-Purpose Field	10	37							\$1 Million	City	Local Appropriations
Parks and Rec	Construct Pickleball Courts at Longview Park	10	37							\$900,000	City	SPLOST
Parks and Rec	Construct Optimist Park Pavilion	10	37							\$150,000	City	SPLOST
Parks and Rec	Construct MTB Trails on Hobbs Park Extension	9	37							\$300,000	City	SPLOST, Grants
Infrastructure	Adamson Square Intersection and Crosswalk Improvements	1, 5, 7	37							\$600,000	City	SPLOST
Infrastructure	Stormwater Improvements at Barnes Street and Johnson Avenue	11	37							\$750,000	City	SPLOST
Infrastructure	Stormwater Improvements at Rome Street and City Hall Avenue	11	37							\$700,000	City	SPLOST
Infrastructure	Downtown Parking Deck	5	36							\$6 Million	City	Local Appropriations
Infrastructure	Cedar Street Sidewalk Expansion	5	37							\$1 Million	City	Local Appropriations
Infrastructure	N. Park Street Bridge Replacement	3	37							\$150,000*	GDOT, City	*City's Portion GDOT

COMMUNITY WORK PROGRAM 2023 – 2028

Objectives	Description	Policy #	Page #	Scheduled Time Frame						Estimated Cost	Responsibly Party	Possible Funding Sources
				2023	2024	2025	2026	2027	2028			
Infrastructure	Continue Phased Annual street / Road Resurfacing Program	7	37							\$800,000/yr	City	LMIG, Local Appropriations
Infrastructure	Continue Phased Annual Sidewalk Repair	7	37							\$500,000	City	SPLOST
Infrastructure	Develop Maple Street Streetscape Improvement Master Plan	3, 7	37							\$100,000	City, UWG	Local Appropriations
Infrastructure	Brown Street Sidewalk Phase II	5	37							\$200,000	City	SPLOST
Infrastructure	Maple Street Streetscape Phase I	3, 7	37							\$5 Million	City	SPLOST, Grants

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Arts	Create A Volunteer Program to Support the Center With Human Resources	2019 - 2023	\$5,000	Center for the Arts	City	Complete
Arts	Create a Comprehensive Arts After School Program	2020 - 2023	50,000	Center for the Arts	City	Canceled - City Schools Provides After School Arts Programming
Arts	Develop a Comprehensive Strings Program Through Collaboration With Local Schools and the Carroll Symphony Orchestra	2019 - 2023	\$100,000	Center for the Arts	City, Carroll Symphony Orchestra	Complete
Arts	Develop Public Arts Plan to Produce Creative Environments and Installations	2019 - 2023	\$50,000	Center for the Arts	City, Grants	Underway
Arts	Develop a Sustainable Arts Patron Program	2019 - 2023	\$5,000	Center for the Arts	City	Complete
Cultural Resources	Nominate Railroad Depot to National Register of Historic Places	2018 - 2023	\$5,000	Main Street	City, Depot Committee, Main Street	Canceled - Railroad is Part of An Existing National Register of Historic Places District
Cultural Resources	Install Lighting, Equipment at City's New Amphitheater	2020 - 2021	\$10,000/yr	Main Street	City, Main Street	Complete
Cultural Resources	Reevaluate Main Street Boundaries	2019 - 2023	N/A	Main Street	City, Main Street	Complete
Cultural Resources	Active Amphitheater Park by Installing Interactive Games	2018	\$15,000	Main Street	City, Main Street	Complete
Cultural Resources	Establish New Downtown Beautification Matching Grants, Public Events at City's Amphitheater, Promoting The 5,000 sf Rail Depot for Event Rentals, Taste of Carrollton Festival and Mayfest	2018 - 2023	\$10,000	Main Street, Carroll CVB, Marketing Department	Local Appropriations	Complete
Economic Development	Enhance Burson Center Incubator with Prototyping Lab Supporting Existing	2018 - 2023	\$500,000	Carroll Tomorrow, Burson Center	Carroll County Development Authority, Appalachian Regional Comm	Canceled - Burson Center Closed

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Economic Development	Accelerate Workforce Readiness to Enroll, Enlist and Employ Prepared Students through Apprenticeship and Dual Enrollment Programs	2018 - 2023	Existing Human Resources	Carroll Tomorrow, Carrollton, Carroll Education Collaborative	Advantage Carroll Strategic Plan (County-Wide \$3.8 Million Program)	Underway
Economic Development	Enhance Mentoring Programs in Area P-16 Schools & Businesses	2018 - 2023	Existing Human Resources	Carroll Mentoring Village, Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan	Underway
Economic Development	Recruit Targeted Strategic Businesses and Industry Sectors	2018 - 2023	200,000	Carroll Tomorrow, Carroll County Chamber of Commerce	Advantage Carroll Strategic Plan	Underway
Economic Development	Identify, Prioritize and Market Potential New Sites and Buildings	2018 - 2023	Existing Human Resources	Carroll Tomorrow, Development Authorities	Advantage Carroll Strategic Plan, County Development Authority	Underway
Economic Development	Partner with Existing Business to Expand their Operation	2018 - 2023	Existing Human Resources	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Program	Underway
Economic Development	Support Business and Industry Retention and Expansion	2018 - 2023	\$200,000	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan	Underway
Economic Development	Explore Financial Partnership or Sponsorship to Access Federal or State Funds as Appropriate for Business Expansion or Retention	2018 - 2023	Existing Human Resources	Carroll Tomorrow, Carroll Chamber of Commerce	Advantage Carroll Strategic Plan	Underway
Housing	Identify And Publicize Local, State, Federal And Private/Nonprofit Housing Programs and Incentives to Upgrade Existing Housing Units	2018 - 2023	\$200,000	Housing Authority	Housing Authority, GA DCA CHIP Program	Underway
Housing	Renovate Public Housing Units as Hud Funding Becomes Available	2018 - 2023	\$2,000,000	Housing Authority	HUD Funding, Housing Authority Funds	Complete
Housing	Provide After-School Education and Activities at Housing Authority Sites	2018 - 2023	\$100,000 yr	Housing Authority	Gov's Office of Children & Family Services - Abstinence Education Program	Complete

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Housing	Administer Hud -Veteran Affairs Supportive Housing (HUD-VASH) Program	2018 - 2023	\$200,000 yr	Housing Authority	US Department HUD	Complete
Housing	Support Carrollton Housing Authority with Seeking Funding to Address City's Homeless Population	2018 - 2023	\$80,000	City, Housing Authority	GA DCA's Emergency Solutions Grant Program (ESG)	Underway
Housing	Provide Rental Assistance For Homeless Documented Mentally Ill	2018 - 2023	\$300,000	Housing Authority, Tanner Behavioral Health, Pathways	HUD Shelter + Care	Underway
Housing	Hold Community Home Buying and Credit Counseling Seminars	2018 - 2023	\$5,000 yr	Housing Authority	HUD Funding	Underway
Housing	Promote the Rehabilitation of Aging and Existing Apartment Complexes	2018 - 2023	\$5,000 yr	City	City	Complete
Housing	Support Construction of Affordable Housing on Vacant Land Currently Owned by the Carrollton Housing Authority	2018 - 2023	\$12 Million	Housing Authority	LIHTCs, Bonds, Local	Postponed - Moved to STWP 23-28
Housing	Continue to Encourage the Rehabilitation or Removal of Substandard Housing through the City's Blighted Housing Program	2018 - 2023	\$50,000 / yr	City, Housing Authority	NSP, General Fund	Complete
Housing	Purchase and Renovate Dilapidated Residential Properties and Convert to Affordable Housing	2018 - 2023	\$800,000	City, Housing Authority	NSP, General Fund	Complete
Housing	Support Choice Mobility for Qualified Residents for the Carrollton Housing Authority	2018 - 2023	Existing Human Resources	Housing Authority	HUD	Complete
Housing	Participate in Georgia Department of Community Affairs', Georgia Initiative for Community Housing (GICH) Program	2018 - 2023	\$5,000	Housing Authority	Local	Postponed - Moved to STWP 23-28
Housing	Modify UDO to Support a Sufficient Quantity and Variety of Housing Types and Densities to Accommodate Projected Growth	2018 - 2023	Existing Human Resources	City	City	Complete
Housing	Encourage Well-Designed Infill Development of Underutilized Properties by Conducting and Infill Housing Study	2019 - 2023	\$40,000	City	General Fund	Canceled - Re-envisioned by Identifying Specific Properties for Infill Near and Within the Overlay Districts

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Housing	Increase The Supply of Affordable Market Rate Housing that is Sensitive to Existing Character Areas through Incentives and UDO Changes	2019 - 2023	\$5,000	City	General Fund	Complete
Infrastructure	Continue Phased Annual Street/Road Resurfacing Program	2018 - 2023	\$760,000 / yr	City	SPLIST	Complete
Infrastructure	Improve SR 166 Access to University of West Georgia Campus	2021 - 2023	\$150,000	City	Georgia DOT	Postponed - Moved by GDOT to 2032 construction
Infrastructure	Continue Phase Transportation and Pedestrian Safety Improvements	2018 - 2023	\$300,000	City	SPLIST	Complete
Infrastructure	Continue Phased Annual Sidewalk Repair Program	2018 - 2023	\$500,000	City Engineering and DPW, GDOT	SPLIST	Underway
Infrastructure	Develop Highway Corridor Streetscapes - Bankhead Hwy, Maple Street, Alabama Street and Newnan Road	2019 - 2023	\$10 - \$12 Million	City	SPLIST, Local Appropriations, Grants	Underway
Infrastructure	Greenbelt - Alabama Street GDOT	2018 - 2023	\$1.4 Million	City	City, GDOT	Complete
Infrastructure	Greenbelt Spurs	2018 - 2023	\$2 Million	City	City	Complete
Infrastructure	Downtown Adamson Square - Transportation and Pedestrian Streetscape Improvements	2020 - 2023	\$2 Million	City	City	Underway
Infrastructure	Relocate Fire Training Tower	2018 - 2023	\$800,000	City	City	Canceled - Change in Leadership at UWG Resulted in Project Cancellation
Land Use	Incentivize the Preservation of Historic Property to Preserve Character	2018 - 2023	\$12,000 / yr	City, Main Street	City	Complete
Land Use	Aggressively Market Industrial Park Acreage Through Statewide Development Agencies	2018 - 2023	\$20,000	City Staff, Carrollton Payroll Development Authority, Chamber of Commerce Tomorrow	Local Appropriations	Underway
Land Use	Update City's Unified Development Ordinance	2018 - 2023	\$10,000	City Staff, Consultant	Local Appropriations	Complete

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Land Use	Coordinate With Carroll County to Locate Housing in a Manner that Preserves Rural Character of Surrounding Land	2018 - 2023	N/A	City Staff	City	Underway
Land Use	Market City/County, 155-Acre Buffalo Creek Industrial Park on N Part of City, Targeting this Park for IT, R&D, Life Sciences, Tele-Medicine, Corporate Transaction Service, Etc.	2018 - 2020	\$50,000	City/County, Carrollton Payroll Dev. Authority, Chamber of Commerce, Carroll Tomorrow	City/County, Payroll Development Authority, Chamber of Commerce, Carroll Tomorrow	Undeway
Land Use	Evaluate Alternative Forms of Redevelopment Financing, Such as Tax Allocation Districts	2019	N/A	Mayor, City Council, Staff, Carroll Tomorrow	N/A	Complete
Marketing	Implement the New Carrollton Brand, Promote and Engage The Carrollton Community through Strategic Marketing and Communications Strategies Across a Variety of Platforms. This includes Sharing the Successes of the City, Promoting the Diverse Offerings and Amenities and Increasing Engagement through Events and Programming	2018 - 2019	\$100,000 /yr	Marketing Dept	Partially Funded through Hotel/Motel Tax + Grant Funding	Complete
Marketing	Plan and Execute a New Website for Carrollton that will Focus on Visitors and Events and all the Offerings of City Departments and Govt. Business	2019 - 2023	\$50,000	Marketing Dept	Partially Funded through Hotel/Motel Tax + Grant Funding	Complete
Marketing	Create A Plan/Strategy to Attract Conventions and Increase Tourism to Carrollton	2018 - 2019	Existing Human Resources	Marketing Dept, CVB	Partially Funded through Hotel/Motel Tax + Grant Funding	Complete
Parks and Rec	Senior Center Renovations	2021	\$750,000	Parks and Rec	SPLOST	Postponed - Due to Budgeting Constraints
Parks and Rec	Continue Park Beautification throughout City	2018	\$40,000 / yr	Parks and Rec	Local Appropriations	Underway
Parks and Rec	Provide Upgrades at East Carrollton, Including Paving and the Pavilion	2022-2023	\$300,000	Parks and Rec	SPLOST	Canceled - Removed from Capital Projects Due to Budget Constraints

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Parks and Rec	Create 8-10 Parking Area Kramer Park	2020	\$45,000	Parks and Rec	Local Appropriations	Canceled - Removed from Capital Projects Due to Budget Constraints
Parks and Rec	Renovate Facility and Replace Play Structures at Midtown Water Park	2019	\$450,000	Parks and Rec	SPLOST	Underway
Parks and Rec	Perform Upgrades to Stallings Community Center including HVAC and Elevator	2019	\$400,000	Parks and Rec	SPLOST	Complete
Parks and Rec	Renovate Oil Park into Field Of Dreams for Special Needs and Redo the Park with Grills, Pavilion, Basketball Court and Exercise Equipment	2021	\$750,000	Parks and Rec	Grants, Donations	Canceled - Removed from Capital Projects Due to Budget Restraints
Parks and Rec	Paved Walking Track at Knox, Presbyterian and Optimist Park	2022 - 2023	\$300,000	Parks and Rec	SPLOST	Complete
Public Safety	Provide Fire Safety Training for all Firefighters	2018 - 2023	In-House	Fire Department	Local Appropriations	Complete
Public Safety	Continue to Secure EMT Certification for all Fighters	2018 - 2023	\$15,000 / yr	Fire Department	Local Appropriations	Complete
Public Safety	Participate/Manage Yearly Youth Sports Camp	2018 - 2023	N/A	Police Department	Local Appropriations	Complete
Public Safety	Conduct Outreach Programs Aimed at Public Safety Awareness	2018 - 2023	None	Police Department	Local Appropriations	Complete
Public Safety	Provide 4-Day Threat Assessment Training to Area Schools, Industries, Hospital	2018 - 2023	Existing Human Resources	Police Dept. in Collaboration with Schools, Hospital & Industries	PD Budget	Complete
Public Safety	Purchase Power Details for Off Duty Security	2018	\$3,500	Police Department	PD Budget	Complete
Public Safety	Host Annual Citizen's Police Academy	2018 - 2023	\$5,000	Police Department	PD Budget	Complete
Public Safety	Continue to Equip Patrol Cars with Watch Guard DVD	2018 - 2023	\$5,000 each, 2 per year	Police Department	PD Budget	Complete
Public Safety	Purchase a Drone to be Used in Investigations	2018	\$5,000	Police Department	PD Budget	Complete

REPORT OF ACCOMPLISHMENTS 2018 – 2023

Objectives	Description	Time Frame	Estimated Cost	Responsible Party	Possible Funding Source	Status
Public Safety	Equip each Officer with a Body Cam	2018 - 2023	\$1,000, 10 per year	Police Department	PD Budget	Complete
Public Safety	Purchase AFIX Tracker for Identifying Latent Fingerprints	2019	\$9,000	Police Department	PD Budget	Complete
Public Safety	Purchase 4 FLIR Thermal Monoculars	2019	\$1,200	Police Department	PD Budget	Complete
Public Safety	Purchase 2 ATVs For Greenbelt Patrol	2020	\$25,000	Police Department	PD Budget	Complete
Public Safety	Upgrade Electronics In Training Room	2019	\$20,000	Police Department	PD Budget	Complete
Public Safety	Upgrade Inter Room Camera System	2019	\$10,000	Police Department	PD Budget	Complete
Public Safety	Purchase Alternate Light Source	2019	\$12,000	Police Department	PD Budget	Complete
Public Safety	Purchase Moto Shot For Firing Range	2019	\$15,000	Police Department	PD Budget	Complete
Wastewater Treatment	Perform Sanitary Sewer I/I Upgrades	2018 - 2023	\$2 Million	City	Water Fund	Complete
Wastewater Treatment	Construct Raw Water Holding Pond	2018 - 2023	\$3 Million	City	SPLOST	Underway - Completion date 2024
Wastewater Treatment	Add Water Storage Tanks	2021	\$4 Million	Operations	GEFA	Postponed - Due to Budgeting Constraints
Wastewater Treatment	Continue Phased Upgrade of Water Distribution Lines	2018 - 2023	\$4 Million	Operations	GEFA, GDOT, Local	Complete
Wastewater Treatment	Improve Lake Carroll Dam/Spillway Based on Assessment	2020	\$500,000	Operations	Water Fund	Canceled - Dam Reclassified No Longer Needed
Wastewater Treatment	Grit Removal Equipment Replacement	2018	\$1,435,000	Operations	Water Fund	Complete
Wastewater Treatment	Bar Screen Replacement	2019	\$1,352,000	Operations	Water Fund	Complete
Water/Sewer	Continue Backflow/Cross Connection Program	2018 - 2023	\$50,000	City Engineer	Local Appropriations	Complete
Water/Sewer	Continue Meter Replacement Program	2018 - 2023	\$15,000	City Engineer	Local Appropriations	Complete
Water/Sewer	Install Radio Read on Large Meters	2018 - 2023	\$20,000	City Engineer	Local Appropriations	Complete



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