

Downtown Dallas

LIVABLE CENTERS INITIATIVE STUDY



PREPARED BY TSW
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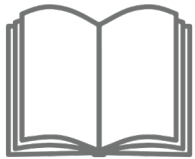
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Table of Contents

EXECUTIVE SUMMARY	4	CHAPTER 4 // THE VISION	84
CHAPTER 1 // PLANNING CONTEXT	8	KEYS TO A SUCCESSFUL DOWNTOWN	86
PROJECT OVERVIEW	10	TARGETED USER GROUPS	88
PREVIOUS PLANS SUMMARY	12	VISION & FRAMEWORK PLAN	90
CHAPTER 2 // EXISTING CONDITIONS	18	GOALS & OBJECTIVES	102
ANALYSIS AREAS	20	RECOMMENDATIONS	118
DEMOGRAPHICS & EMPLOYMENT	22	CHAPTER 5 // IMPLEMENTATION	134
LAND USE	32	IMPLEMENTATION STRATEGY	136
TRANSPORTATION	38	ACTION MATRIX	146
REAL ESTATE MARKET	40	LCI CONSISTENCY	156
SUMMARY CONCLUSIONS	56	APPENDIX	160
CHAPTER 3 // PUBLIC OUTREACH	60	REPORT OF ACCOMPLISHMENTS	162
OUTREACH PROCESS	62	COMMUNITY INPUT SURVEY	166
SURVEY RESULTS	64	BUSINESS OWNER SURVEY	170
MEETINGS & EVENTS	72	MEETING SIGN-IN SHEETS	176

Executive Summary



The Executive Summary describes the project purpose, process, overall recommendations, and priority projects.

VISION & GOALS

The Vision for Downtown Dallas is to create a vibrant and prosperous downtown district that is suitable for residents, employees, and visitors, promotes a positive business environment, and creates connections to the region via the Silver Comet Trail.

The plan has four goals:

- » Recruit new commercial businesses;
- » Encourage residential growth downtown;
- » Develop Downtown Dallas into a vibrant live/work/play district; and
- » Improve multi-modal connectivity.

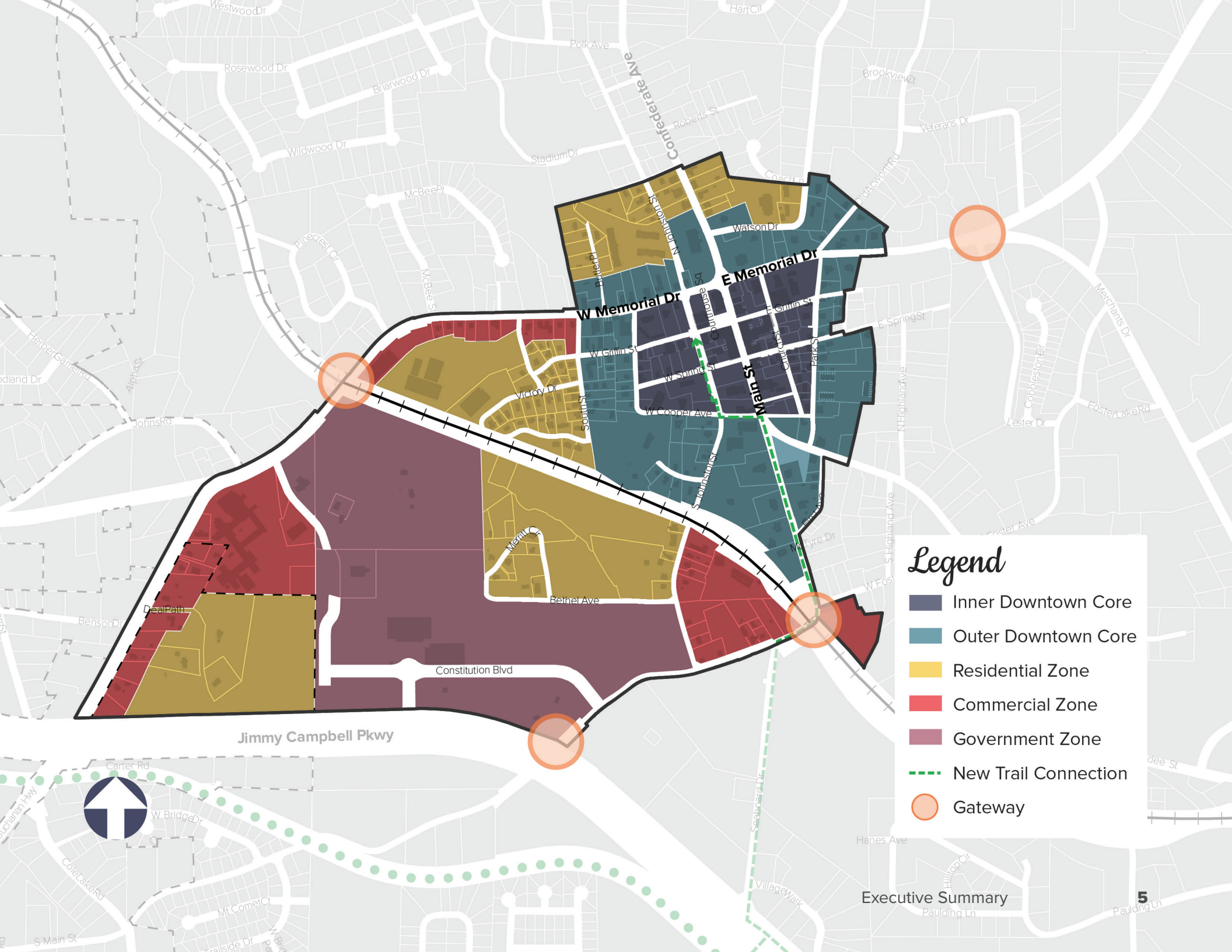
FRAMEWORK PLAN

The Framework Plan (shown to the right) describes key redevelopment recommendations for Downtown Dallas. The study area is divided into 5 zones: Inner Downtown Core, Outer Downtown Core, Residential Zone, Commercial Zone, and Government Zone. Each zone has land use, housing, and transportation recommendations.

RECOMMENDATIONS

Recommendations were taken from the action items listed for each objective and were divided into policy recommendations, project recommendations, and design recommendations:

- » **Policy recommendations** are guidelines that the City can adopt that would provide direction for the implementation of the vision.
- » **Project recommendations** are specific tasks with a defined cost and time frame that would implement the vision.
- » **Design recommendations** show how new development and redevelopment could occur; this plan focuses on the downtown core and the Cooper site.



Legend

- Inner Downtown Core
- Outer Downtown Core
- Residential Zone
- Commercial Zone
- Government Zone
- New Trail Connection
- Gateway

POLICY RECOMMENDATIONS

The plan recommends 7 policies to help advance the four goals:

- ☑ Focus business recruitment efforts on restaurants, bars/nightlife, and daily needs shopping and services
- ☑ Work with developers to create mixed use buildings that can accommodate new businesses
- ☑ Promote the creation of low-cost, low-effort commercial space (pop-ups, open air markets, co-working spaces, etc.)
- ☑ Increase code enforcement of residential properties
- ☑ Incentivize the renovation of existing building upper-stories where possible
- ☑ Promote and prioritize the creation of missing middle housing types
- ☑ Utilize ARC for funding and technical assistance when possible

PROJECT RECOMMENDATIONS

The plan recommends 28 projects to be implemented over the next five years, as well as three additional long-term projects (10+ years) that can be implemented once redevelopment has started.

Chapter 4 explains these recommendations and how they connect to the vision and goals, while Chapter 5 explains them in more detail the Action Matrix on page 146 outlines their timeframe, estimated costs (if known), and who is responsible for implementing them.

DESIGN RECOMMENDATIONS

The illustrations and renderings shown in Chapter 4 show one way the framework plan and projects can be realized. It should be noted that these concept plans are ideas for the future; they show the potential but do not guarantee that development will occur or that the site designs will be exactly as shown. The planning process revealed that developing/ redeveloping the Inner Downtown Core should be prioritized by the City of Dallas over the next ten years. By creating new catalysts for development and adding more commercial space, new development throughout the rest of downtown will be sure to follow. (An image of a redeveloped Inner Downtown Core is shown to the right). Another area of downtown to be developed is south of the core. Because the City already owns the site of the “Cooper Building” as it is known, it was deemed another priority location for redevelopment. This location provides an anchor to the southern end of Main Street and a “halfway point” between the Silver Comet Trail and the Inner Downtown Core that can be utilized by Silver Comet Trail patrons.





A stylized, light blue graphic of a tower or clock tower. It features a pointed top with a weather vane, a large circular window with a right-pointing chevron, and three vertical rectangular windows at the base. The tower is set against a dark teal background.

Planning Context

This chapter briefly describes the purposes of this plan, the study area, and what previous plans have concluded about Downtown Dallas and their recommendations pertaining to the area.

Project Overview



Understanding the study area and all its components helps us determine the needs and opportunities at play.

ABOUT DALLAS

The City of Dallas, Georgia, first established in 1854, is the largest city in Paulding County. Dallas serves as the county seat with a downtown area that includes a number of government offices, a hospital, two higher education institutes, several churches, and multiple commercial businesses including professional/service businesses. The City is a central point for medical services, educational facilities, cultural activities and commercial business in Paulding County.

PURPOSE OF THIS PLAN

This plan is an opportunity to prepare a major update to their 2006 Downtown Dallas Livable Centers Initiative (LCI) plan. These plans, sponsored by the Atlanta Regional Commission focus on creating vibrant, walkable communities. The City of Dallas successfully implemented most of their previous study, leaving a demand for an update and new recommendations that would continue to fulfill the original study's overall vision.

STUDY AREA

The LCI study area includes historic Downtown Dallas, the Paulding County Government Center site on Highway 278 southwest of downtown, and the residential and industrial areas between Downtown Dallas and Highway 278. This area is roughly bordered by Buchanan Street/Memorial Drive on the West, one block beyond Memorial Drive on the North, one block beyond Park Street, Main Street and West Avenue on the East and Highway 278 on the South. The study area is bisected by a Norfolk Southern railroad line, paralleled by a floodplain/creek area immediately to the south. Major landmarks within and near the LCI study area include:

- » Dallas City Hall
- » Dallas Theatre
- » Paulding County Courthouse
- » Wellstar Nursing Center

A map of the study area can be found on the following page.



DALLAS CITY HALL

E Memorial Dr

DALLAS THEATRE





WELLSTAR
NURSING
CENTER

DealPath

PAULDING COUNTY
COURTHOUSE

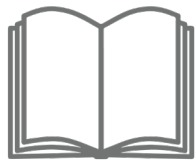
Jimmy Campbell Pkwy

Legend

-  LCI Study Area
-  City Limits
-  Railroad
-  Silver Comet Trail

Planning Context
Paulding Ln

Previous Plans Summary



Previous and ongoing planning efforts will have an effect on this study's recommendations.

DALLAS LCI STUDY // 2006

Dallas's first LCI study was adopted in December 2006. The study proposed both short- and long-term redevelopment plans for Downtown Dallas, along with a project list that proposed over \$66 million in capital improvements.

ISSUES & OPPORTUNITIES

The previous plan identified the following as potential issues and challenges for the LCI study area:

- » Relocation of Paulding County government offices from downtown
- » No destination uses in downtown area
- » Low income levels in the study area
- » Vacant buildings
- » Few restaurants or dining options downtown
- » Lack of quality housing options
- » Little-known identity for downtown
- » Relocation of Paulding WellStar Hospital

- » Underutilized building footprints
- » Lack of connectivity to Highway 278
- » Many businesses not open at night in downtown
- » Shortage of parks/greenspace

The following were identified as opportunities and assets for the study area:

- » Sense of community
- » Recently-Implemented Streetscape and Downtown Plaza
- » Proximity to Silver Comet Trail
- » Historic buildings in Central Business District
- » Dallas Theatre (recently renovated)
- » Pedestrian scale on portions of Main Street
- » Small town character
- » Civic uses – city hall, county courthouse, churches

KEY RECOMMENDATIONS

- » **Main Street Improvements.** It was recommended that Main Street be utilized in the short-term as the primary, multi-use connection from the downtown area directly to the new Paulding County Government Center. Improvements would include:
 - » Two 12-foot wide vehicular travel lanes;
 - » A pedestrian sidewalk (minimum 5 feet wide) along the west side of Main Street and West Avenue from Highway 278 to the recently completed streetscapes on Main Street near Cooper Avenue;
 - » Landscape buffers (minimum five feet wide); and
 - » A multi-use trail (minimum 12 feet wide) along the east side of Main Street and West Avenue (since renamed South Main Street) from Highway 278 to the Silver Comet Trailhead project between Seaboard Drive and Hardee Street.
- » **Confederate at Memorial Redevelopment Opportunities.** Upon completion of the Paulding County Government Center Administrative Buildings, Paulding County was expected to vacate the two parcels at the northwest corner and northeast corner of Confederate Avenue

Project Checklist

- Main Street Sidewalk and Pedestrian Improvements
- Connector Road from Memorial Drive to Paulding County Government Center
- Dallas Downtown Pedestrian Improvement Extensions (Johnston, Griffin, and Spring Streets)
- Downtown Dallas Wayfinding and Signage
- Downtown Dallas Gateways on Main Street and Memorial Drive Signage
- Confederate Avenue Pedestrian Improvements
- Renaming of West Avenue from Railroad to Highway 278 to South Main Street





and Memorial Drive. The two properties make up the northern end of Dallas' historic Main Street and as such were priority redevelopment projects for the character and vitality of Downtown Dallas. Ideally, these sites would redevelop to form a new northern anchor to downtown via mixed use development. Infill mixed use development with retail space, housing, and open space would be a substantial catalyst to re-ignite the Central Business District.

- » **Urban Redevelopment Area.** At the time the previous LCI plan was written, residential living near the downtown area was not popular due to perceived and real public safety and code enforcement issues in the area bounded by Johnston Street, Memorial Drive and the Norfolk Southern Railway. The concentration of residential properties bounded by Memorial Drive to the west and north, Johnston Street to the east and the Norfolk Southern railway to the south include a mixture of small, single-family homes, duplexes, and apartments. Generally, the structures are older, ill-maintained, and in various states of disrepair. For successful downtown redevelopment, this blighted residential neighborhood must be redeveloped. It was recommended that the City step in to take a leadership role in redeveloping this area.

PAULDING COUNTY COMPREHENSIVE PLAN // 2017

Paulding County, along with the Cities of Dallas, Hiram, and Braswell, adopted its latest comprehensive plan in 2017.

COMMUNITY GOALS

The goals below were developed by the community during the planning process:

- » **Protect and Preserve Natural Resources.** Recognize the economic importance of natural resources, preserve and protect them. Ensure land use development policies protect drinking water resources and provide tools to conserve Paulding's distinct and extensive unspoiled land.
- » **Target Growth.** Align land use with infrastructure investments. Redevelop existing communities and undeveloped lots already linked to services. Design new development to minimize the impact on water resources.
- » **Leverage and Promote Existing and New Assets.** Leverage and promote existing natural, historic, cultural, recreational, educational and economic assets that influence quality of the life and offer a distinctive mix of economic development opportunities compared to neighboring counties.

- » **Create Connections.** Develop multimodal mobility throughout the county in a manner that promotes safety, connection, economic vitality and healthy living choices.
- » **Maintain Fiscal Viability.** Structure a process of government agency coordination to implement the 2017 Comprehensive Plan and maintain fiscal viability by aligning infrastructure investments with land use, ensuring service obligations do not outstrip resources.

RECOMMENDATIONS PERTAINING TO DOWNTOWN DALLAS

- » Expansion of existing post-secondary education facilities.
- » Formal partnership with post-secondary educational organizations to explore potential public-private partnerships involving infrastructure, promotions and other "town to gown" projects.
- » Seek alternative funding to connect Dallas to the Silver Comet Trail.
- » Enhance pedestrian-friendly environment by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, schools, etc.

- » Prioritize development in size, scale, and character of existing historic buildings.
- » Parking lots should not be visible from the street and shared parking opportunities should be available and encouraged.
- » Street furniture should be implemented at appropriate locations downtown as well as nearing the Silver Comet Trail trailheads.
- » Design features that encourage safe, accessible streets should be employed — such as narrower streets, on-street parking, sidewalks, street trees, and landscaped medians for minor collectors and wider streets.
- » The downtown areas should include a mix of retail, services, offices, and housing as appropriate to serve neighborhood residents’ daily needs.
- » Dallas’s Short Term Work Program outlined the following efforts that pertain to Downtown Dallas:
 - » Inventory demand for downtown housing.
 - » Creation of a mixed-use zoning category.
 - » Develop amendment to update C-1 and C-2 zoning classifications to incorporate downtown housing.
 - » Identify range of potential development incentives for new mixed income housing redevelopment.
- » Create and implement a parking plan that looks at shared use parking arrangements.
- » Develop and offer incentives to institutions who work closely with the City as they consider locating in downtown.
- » Evaluate City facilities, offering an inventory of potential sites as a means of encouraging expansion in downtown.
- » In partnership with the County and other Cities, design and install directional signage from the Silver Comet Trail to downtown Dallas.
- » Install directional signage in Downtown Dallas.
- » Design and install Dallas gateway signage.
- » Install directional signage at key intersections along Highway 278 and at connecting intersections from 278 to Downtown Dallas.
- » Add a Main Street Director to the City staff.
- » Create an “empty storefront activity” policy.
- » Complete remainder of 2006 LCI projects.

PAULDING COUNTY COMPREHENSIVE TRANSPORTATION PLAN // 2017

In 2017, Paulding County adopted an update to the 2007-2027 Comprehensive Plan for Paulding County.

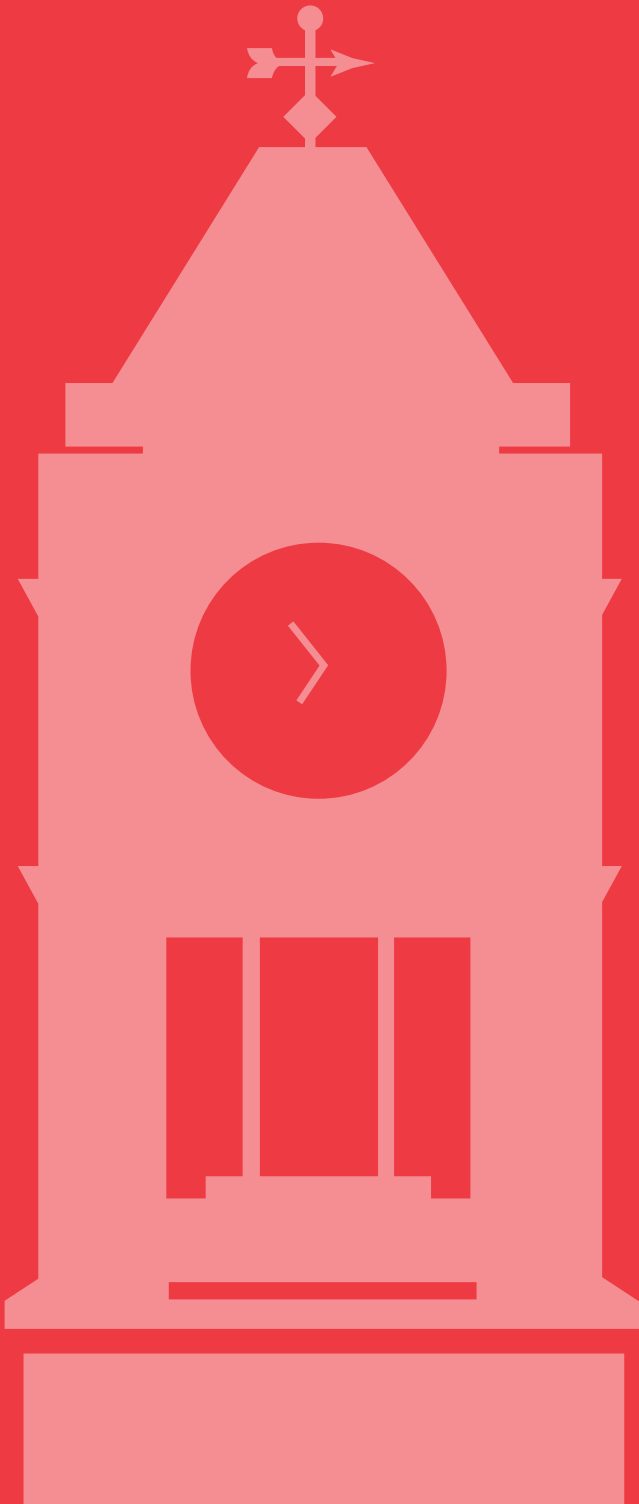
KEY RECOMMENDATIONS

- » Create centers of density for future GRTA or other transit service pick-up points.
- » Promote Silver Comet Trail in county printed and online materials.
- » Implement Community Improvement Districts/ Tax Allocation Districts structures where applicable to promote reinvestment.
- » Create and implement a parking plan, and explore the interest in shared use parking between the City, County, and other institutions located in Downtown Dallas.
- » Develop and offer incentives to institutions who work closely with the City as they consider locating in downtown.
- » Evaluate and assess the current rate of density in Downtown Dallas to explore the value of increasing density in the city center.

RECOMMENDATIONS PERTAINING TO DOWNTOWN DALLAS

- » Confederate Avenue Pedestrian Improvements (Phase 2 from Cooper Place to Kirk Drive).
- » Confederate Avenue Pedestrian Improvements (Phase 3 from Memorial Drive to Cooper Place).
- » Memorial Dr. Pedestrian Improvements (from N. Griffin Street to Merchants Drive).
- » Intersection improvement at Confederate Avenue at E. Memorial Drive.
- » Butler Place Extension to Herschel Jones Middle School.
- » Connector road from Memorial Drive to Paulding County Government Center (WellStar Hospital Area).
- » Intersection realignment at W. Memorial Drive and Buchanan Highway.





Existing Conditions

This chapter examines the on-the-ground conditions, regulations, and market trends pertaining to Downtown Dallas, and summarizes these conclusions

Analysis Areas



There are four layers of analysis areas in this chapter that serve to make comparisons between the study area and the surrounding areas.

CONTEXT

This entire study includes four layers of analysis areas:

- » The Downtown Dallas LCI study area including the government center;
- » A one-mile radius around the intersection of Confederate and Main Streets,;
- » A three-mile radius around the intersection of Confederate and Main Street, roughly equivalent to the City of Dallas as a whole; and
- » Paulding County.

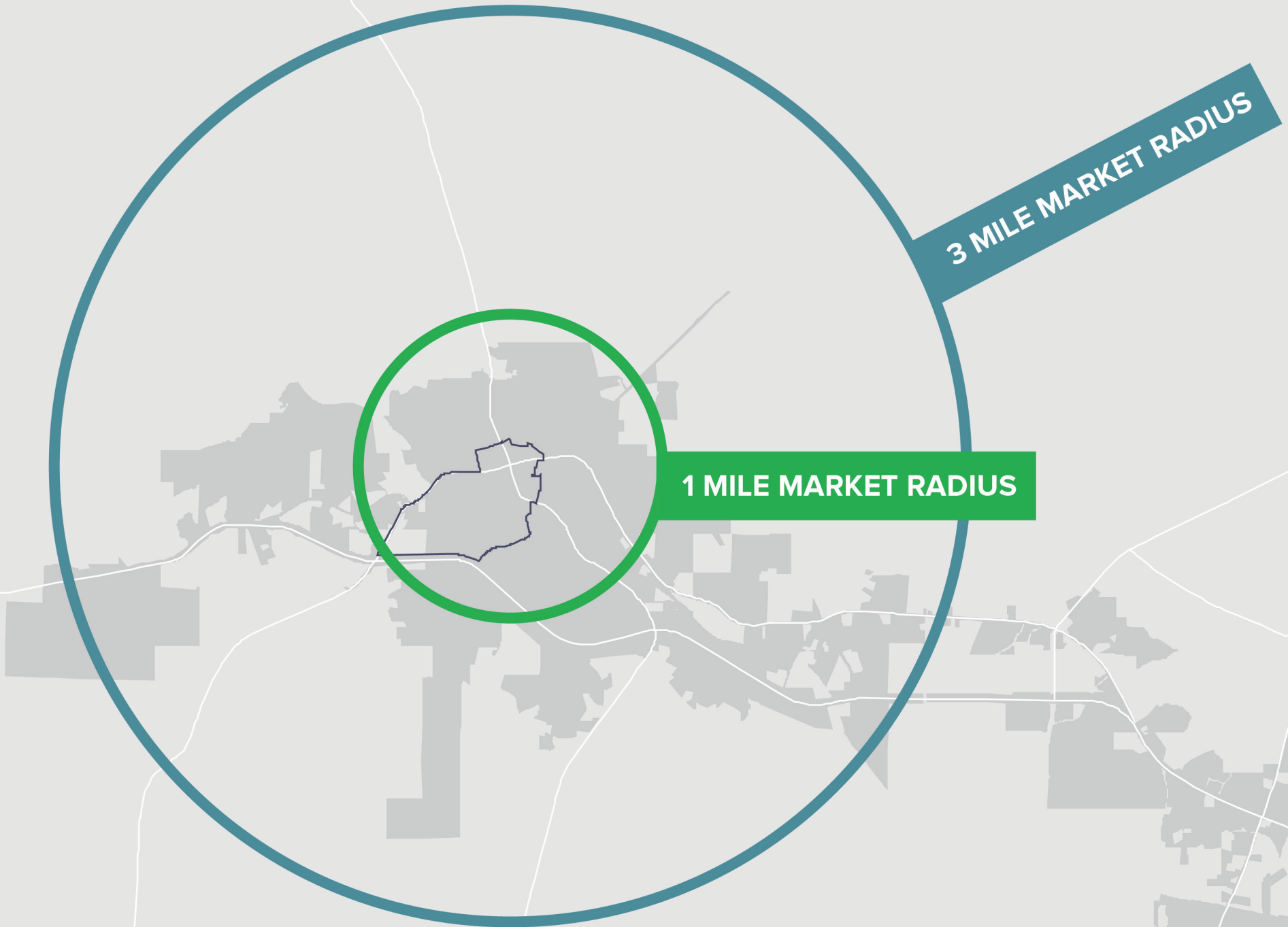
The study area represents the business core of Downtown Dallas, Georgia.

MAJOR EMPLOYERS

- » Paulding County Government Center
- » WellStar Paulding Nursing and Rehab Center
- » Paulding County Sheriff's Office (opening 2020)

DISTANCE FROM KEY LOCATIONS

- » Shortest distance to Interstate 20: 14 miles
- » Marietta Square: 17 miles
- » Downtown Atlanta: 28 miles
- » Hartsfield-Jackson Atlanta International Airport (ATL): 29 miles



3 MILE MARKET RADIUS

1 MILE MARKET RADIUS

Demographics & Employment



Studying the demographics of the study area and beyond helps us understand its market potential.

POPULATION & HOUSEHOLDS

As of 2020, the study area has an estimated population of 890 residents. Over the last two decades, the study area has added 606 residents, roughly a 6% increase in growth. This is outpacing the overall growth for Paulding County and is forecasted to continue in the coming years.

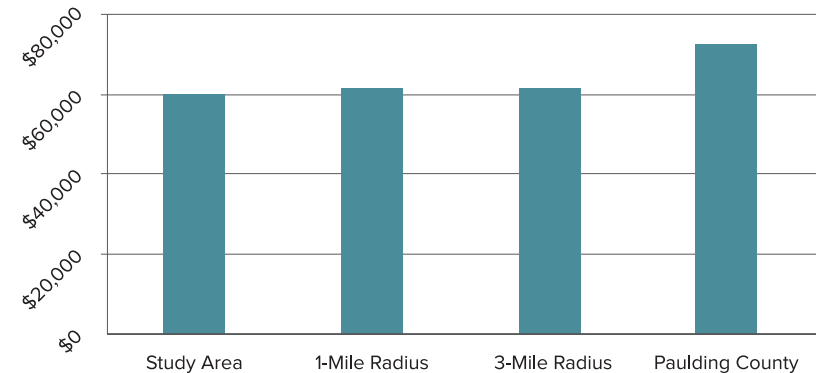
The one-mile radius area immediately around Downtown Dallas gained more households in the last two decades than the surrounding areas. The average household size of the study area is slightly smaller than Paulding County as a whole.

HOUSEHOLD INCOME

The median household income of residents in a one-mile radius of downtown is \$60,686, nearly identical to the surrounding area, but significantly lower than that of Paulding County (19%). The greatest portion of household incomes within a one-mile radius of downtown fall into the \$50,000 to \$100,000 range (37%). Almost two thirds of all households in a three-mile radius of downtown earn at least \$50,000 annually.



MEDIAN HOUSEHOLD INCOME



POPULATION & HOUSEHOLD GROWTH (2000-2025)

POPULATION	STUDY AREA	1-MILE RADIUS	3-MILE RADIUS	PAULDING COUNTY
2000 Census	284	1,714	10,447	81,241
2010 Census	733	3,718	18,393	142,324
2020 Estimate	890	4,534	21,942	169,450
2025 Projection	967	4,930	23,685	182,545
Population Gain (2000-2020)	606	2,820	11,495	88,209
Annual Growth (2000-2020)	5.88%	4.98%	3.78%	3.74%
Forecasted Annual Growth (2020-2025)	1.67%	1.69%	1.54%	1.50%
HOUSEHOLDS	STUDY AREA	1-MILE RADIUS	3-MILE RADIUS	PAULDING COUNTY
2000 Census	103	673	3,917	27,946
2010 Census	244	1,397	6,813	48,105
2020 Estimate	284	1,650	8,057	56,674
2025 Projection	305	1,776	8,658	60,856
Households Gain (2000-2020)	5.2%	4.6%	3.7%	3.6%
New Households (2020-2025)	21	126	601	4,182
Forecasted Annual Growth (2020-2025)	1.4%	1.5%	1.4%	1.4%
Average Household Size	2.67	2.72	2.73	2.93

ESTIMATED HOUSEHOLD INCOME (2020)

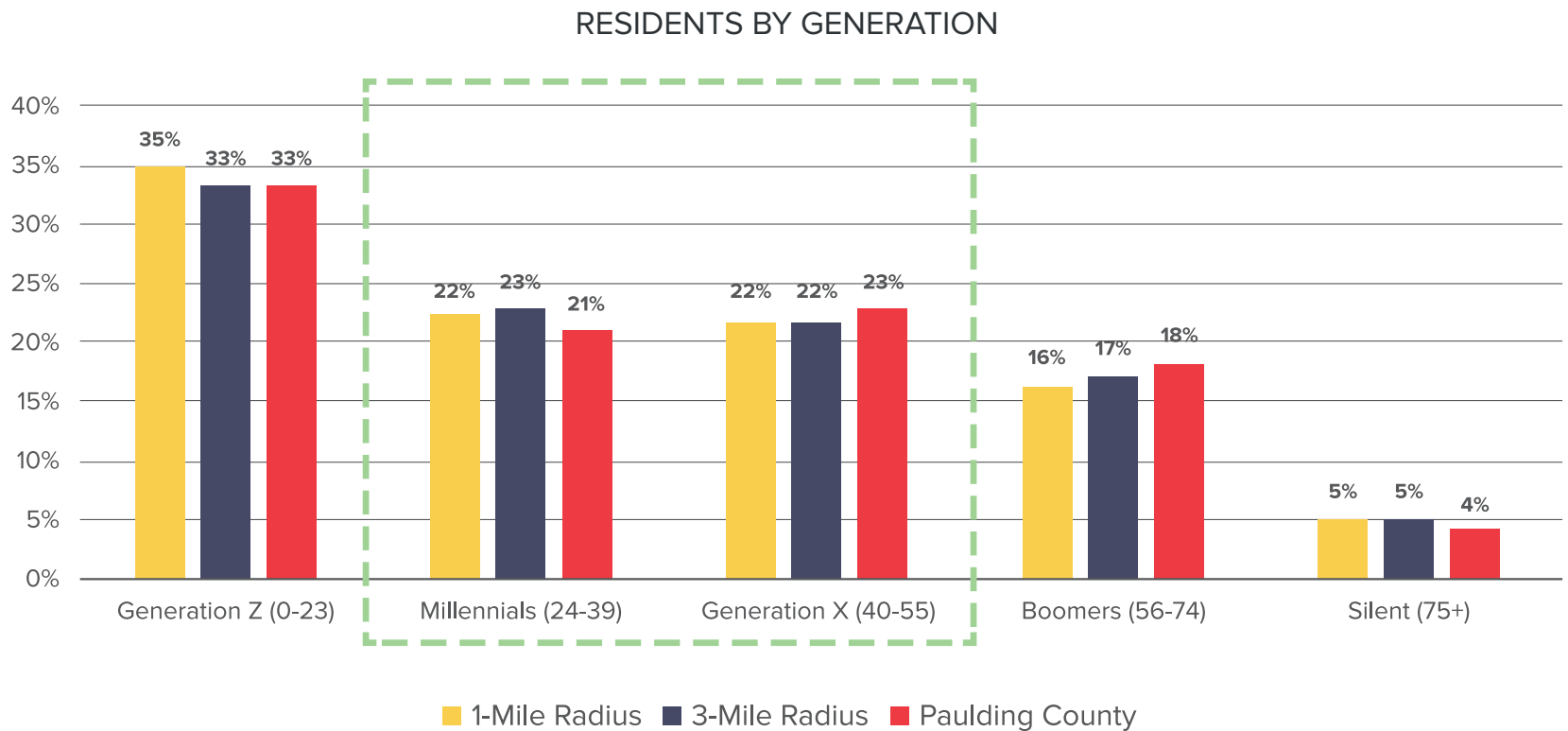
INCOME RANGE	STUDY AREA		1-MILE RADIUS		3-MILE RADIUS		PAULDING COUNTY	
Less than \$15,000	24	8%	134	8%	641	8%	3,574	6%
\$15,000 to \$34,999	46	16%	271	16%	1,299	16%	6,593	12%
\$35,000 to \$49,999	45	16%	245	15%	1,168	14%	7,488	13%
\$50,000 to \$99,999	113	40%	618	37%	3,105	39%	20,889	37%
\$100,000 or more	57	20%	385	23%	1,843	23%	18,130	32%

AGE

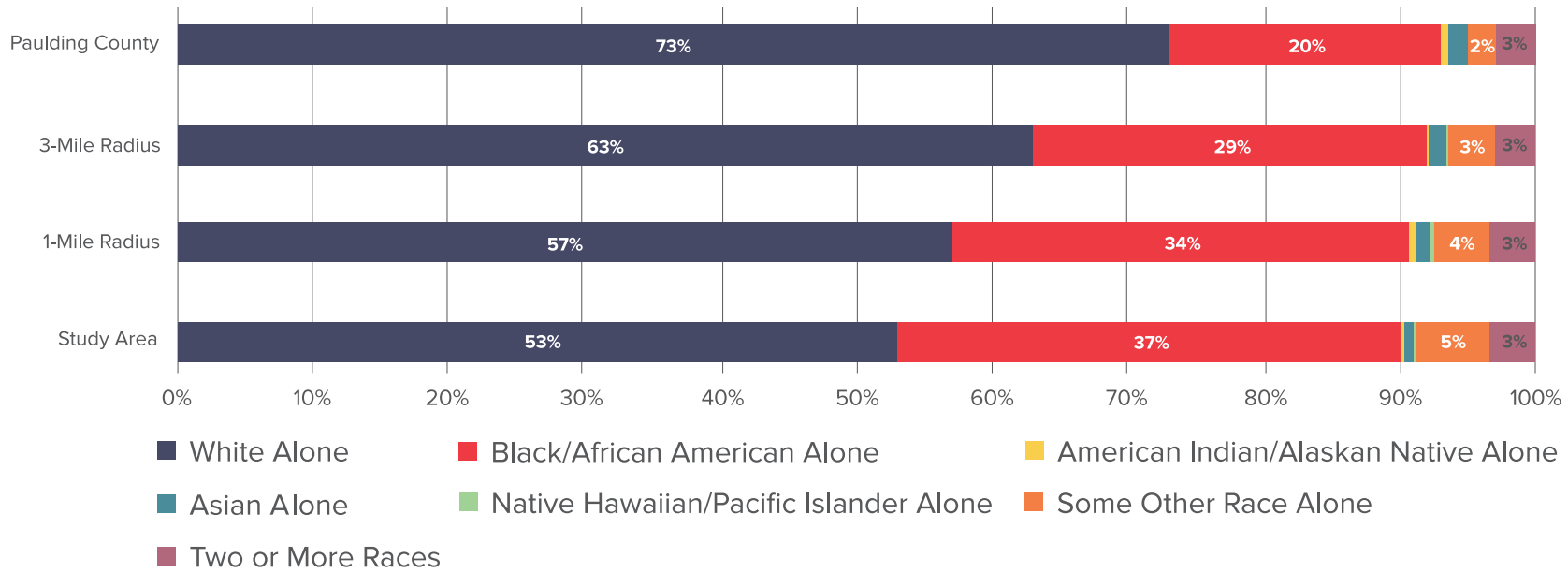
The one-mile radius area's generational breakdown is very similar to that of the surrounding area and the entire county. This indicates that the in-town population's age profile is similar to those who live in all parts of the county. Typically, more urbanized areas will have a higher concentration of residents in the Millennial and Generation X age cohorts than suburban or rural areas.

RACE & ETHNICITY

Downtown Dallas and the study area is more racially diverse than the surrounding areas. The neighborhoods around downtown Dallas become steadily less diverse with greater distance. A tenth of the study area residents identify as Hispanic or Latino compared to less than a tenth of Paulding County residents.



POPULATION BY RACE (2020)



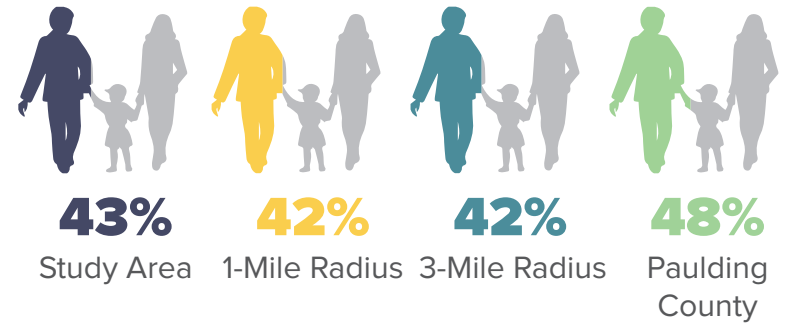
HISPANIC AND LATINO POPULATION (2020)



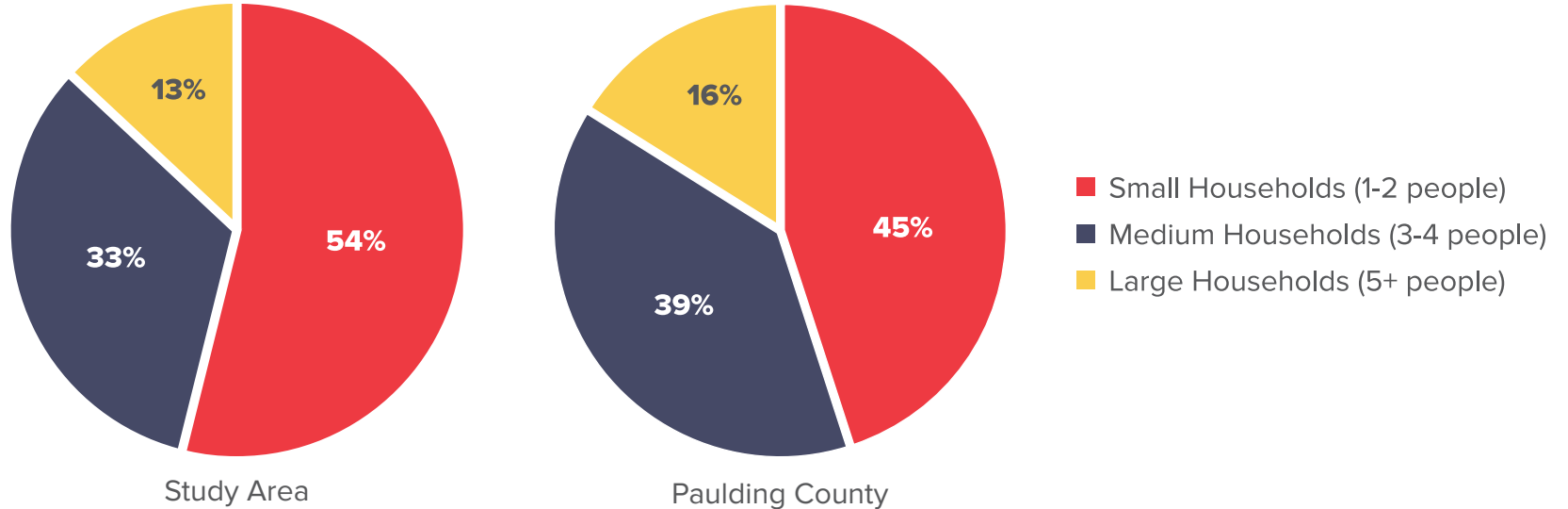
HOUSEHOLD CHARACTERISTICS

Households in downtown Dallas and the immediate surroundings are slightly less likely to have children present than in Paulding County. 54% of downtown Dallas households have just one or two residents, compared to 45% in the county overall.

HOUSEHOLDS WITH CHILDREN (2020)



HOUSEHOLD SIZE (2020)



HOUSEHOLD TYPES (2020)



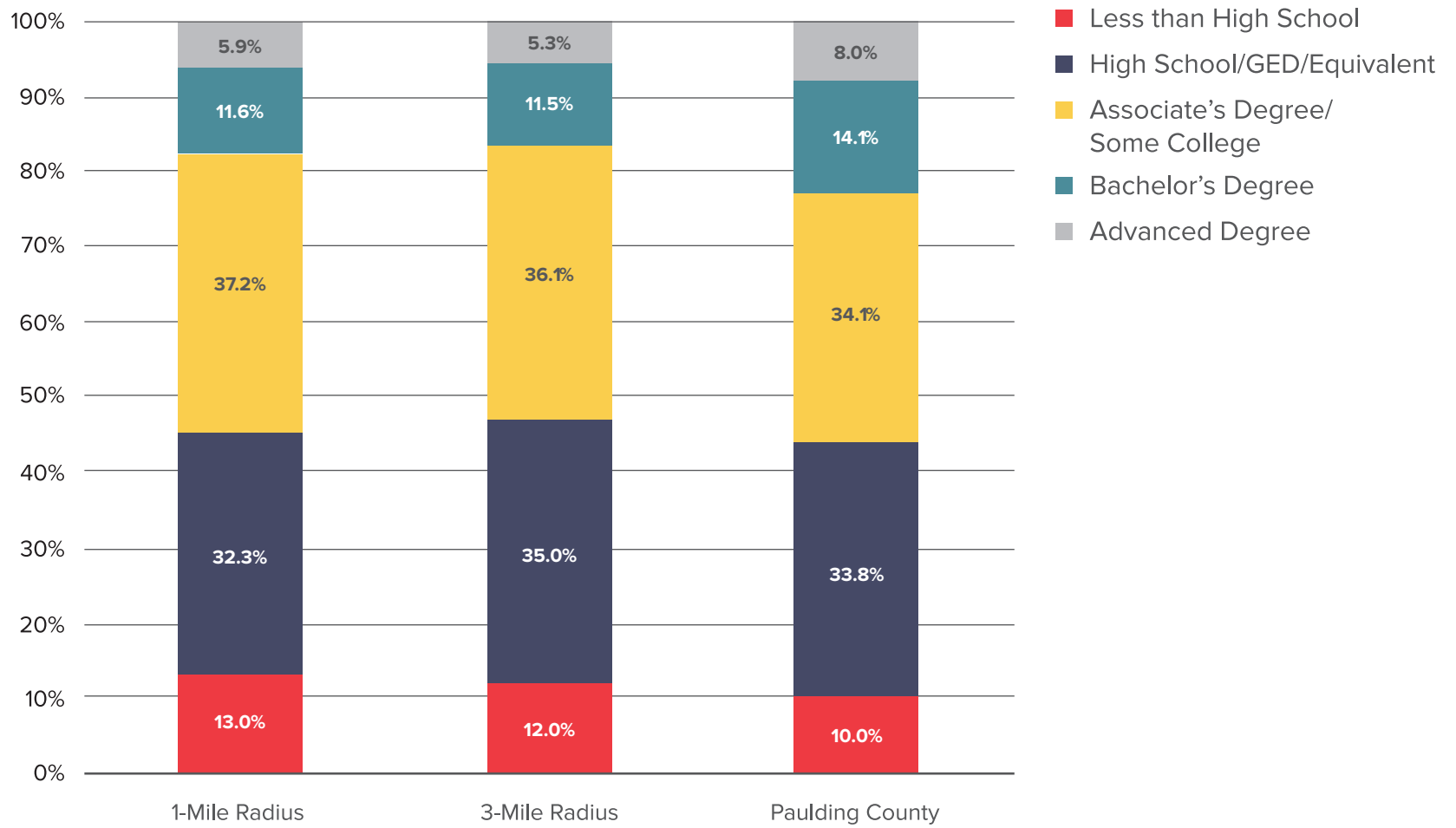
■ Study Area ■ 1 Mile Radius ■ 3 Mile Radius ■ Paulding County

= 10%

EDUCATIONAL ATTAINMENT

Residents in and around downtown have similar overall educational attainment levels to Paulding County. Residents in a three-mile radius around downtown are almost as likely to have at least a high school diploma as in Paulding County. Overall, the county has a slight lead on downtown Dallas in terms of Bachelor's degree and advanced degree holders (22.1% versus 16.8%).

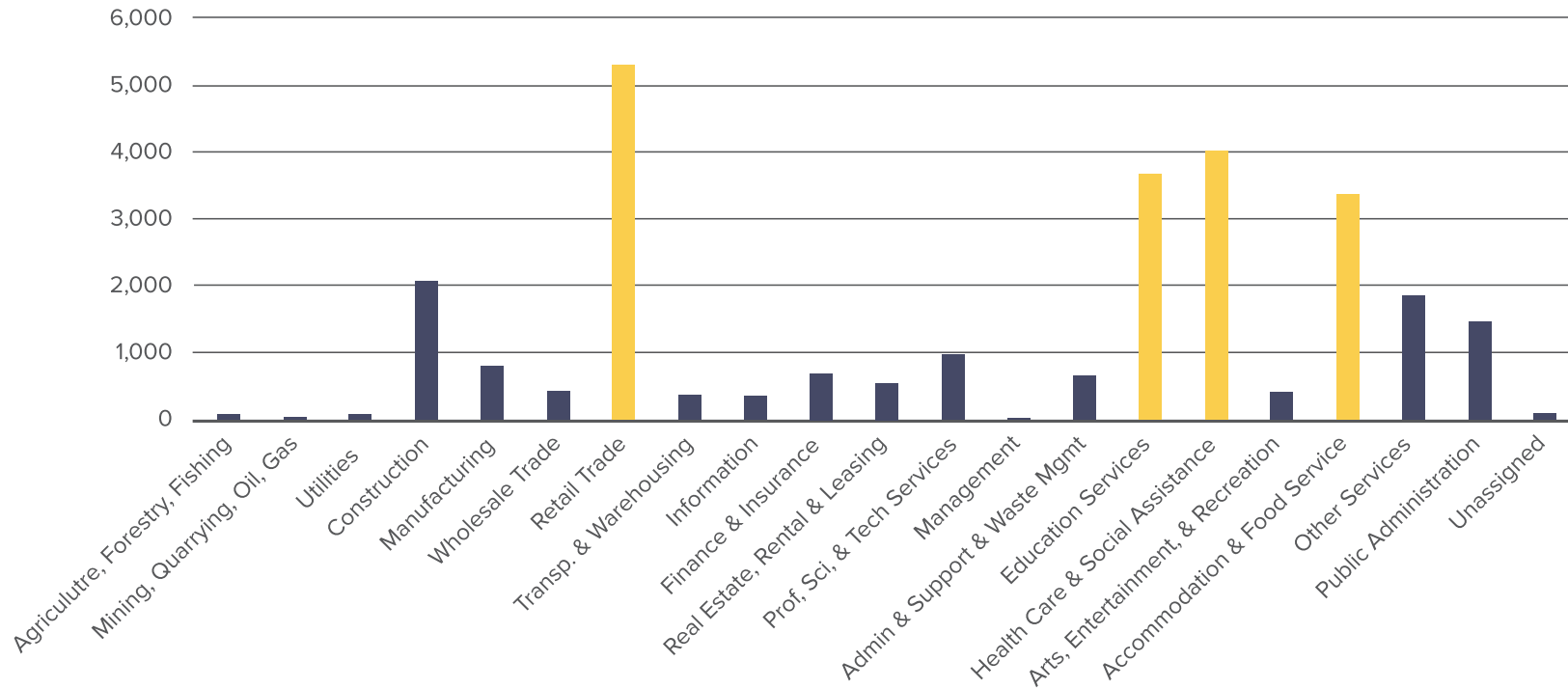
EDUCATIONAL ATTAINMENT (2020)



EMPLOYMENT BY SECTOR

Approximately 6,000 people work within three miles of downtown Dallas, which represents 23% of all jobs in Paulding County. Within that area, 20% of all jobs are government or public administration. Within the study area, approximately 700 jobs (11%) are in professional sectors (NAICL 51-55) and are most likely to use traditional office space. Downtown Dallas has 81% of Paulding County’s public administration jobs. Throughout Paulding County, 60% of all jobs are concentrated in just four sectors: retail, health care, education, and accommodations and food service. These sectors typically are dominated by lower-wage jobs.

EMPLOYMENT IN 3-MILE RADIUS (2020)



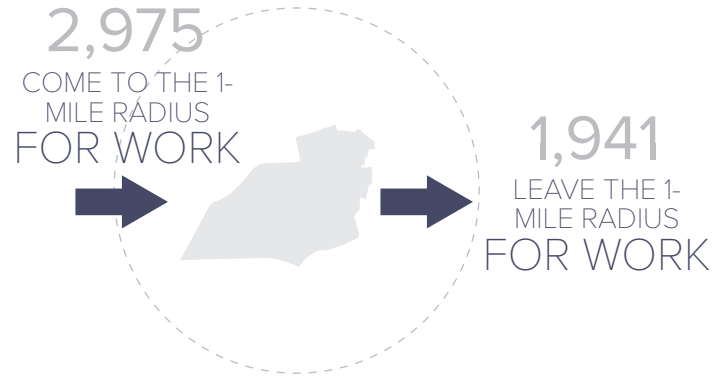
EMPLOYMENT BY SECTOR

SECTOR	3-MILE RADIUS			PAULDING COUNTY	
	Employees	% Total Employment	% of County Jobs	Employees	% of Total Employment
Agriculture, Forestry, Fishing	11	0.2%	19.6%	56	0.2%
Mining, Quarrying, Oil, Gas	-	0.0%	0.0%	9	0.0%
Utilities	28	0.5%	43.8%	64	0.2%
Construction	715	11.5%	34.7%	2,059	7.6%
Manufacturing	362	5.8%	45.5%	795	3.0%
Wholesale Trade	204	3.3%	49.0%	416	1.5%
Retail Trade	693	11.2%	13.1%	5,277	19.6%
Transp. & Warehousing	113	1.8%	31.7%	357	1.3%
Information	26	0.4%	7.6^	341	1.3%
Finance & Insurance	203	3.3%	30.5%	666	2.5%
Real Estate, Rental & Leasing	208	3.3%	38.3%	543	2.0%
Prof, Sci, & Tech Services	236	3.8%	24.6%	958	3.6%
Management	9	0.1%	52.9%	17	0.1%
Admin & Support & Waste Management	208	3.3%	31.7%	657	2.4%
Education Services	506	8.1%	13.9%	3,642	13.5%
Health Care & Social Assistance	570	9.2%	14.4%	3,969	14.7%
Arts, Entertainment, & Recreation	83	1.3%	20.8%	400	1.5%
Accommodation & Food Service	472	7.6%	14.2%	3,334	12.4%
Other Services (except Public Administration)	372	6.0%	20.2%	1,838	6.8%
Public Administration	1,180	19.0%	81.4%	1,449	5.4%
Unassigned	11	0.2%	12.2%	90	0.3%
Total	6,210	100.0%	23.1%	26,937	100.0%

COMMUTING PATTERNS

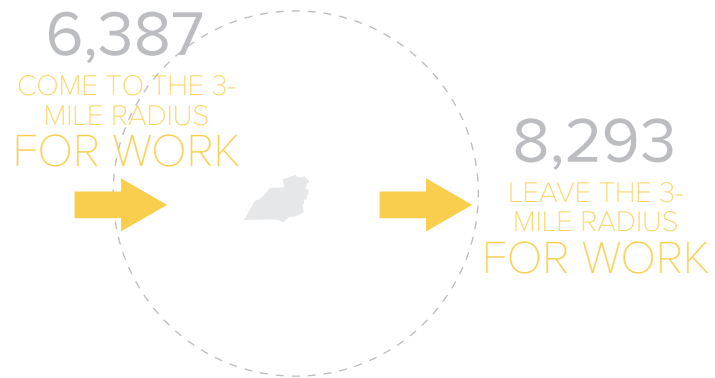
ONE-MILE RADIUS

There are 3,037 people employed in the one-mile radius around Downtown Dallas. In that same area, there are 2,003 working age residents. 2,975 people (98% of the workforce) commute into the one-mile radius each day for work. Only 62 workers already reside in the area. An estimated 1,941 working residents (97%) commute out of the area to jobs elsewhere in the region.



THREE-MILE RADIUS

There are 6,948 people employed in the three-mile radius of the study area. The same area also includes 8,854 working age residents. 6,387 people (92% of the workforce) commute into the three-mile radius each day for work. 561 workers already reside in the three-mile radius. An estimated 8,293 working residents (94%) commute out of the area to jobs elsewhere in the region.



PAULDING COUNTY

There are 25,228 people employed in Paulding County, and 73,355 working age residents living there. 15,342 people (61% of the workforce) commute into Paulding County each day for work. 9,886 workers already reside in the county. An estimated 63,469 working residents (87%) commute out of the county to jobs elsewhere in the region.



Land Use



Understanding what the various land uses are in Downtown Dallas and how they are regulated will highlight what is needed to revitalize the area.

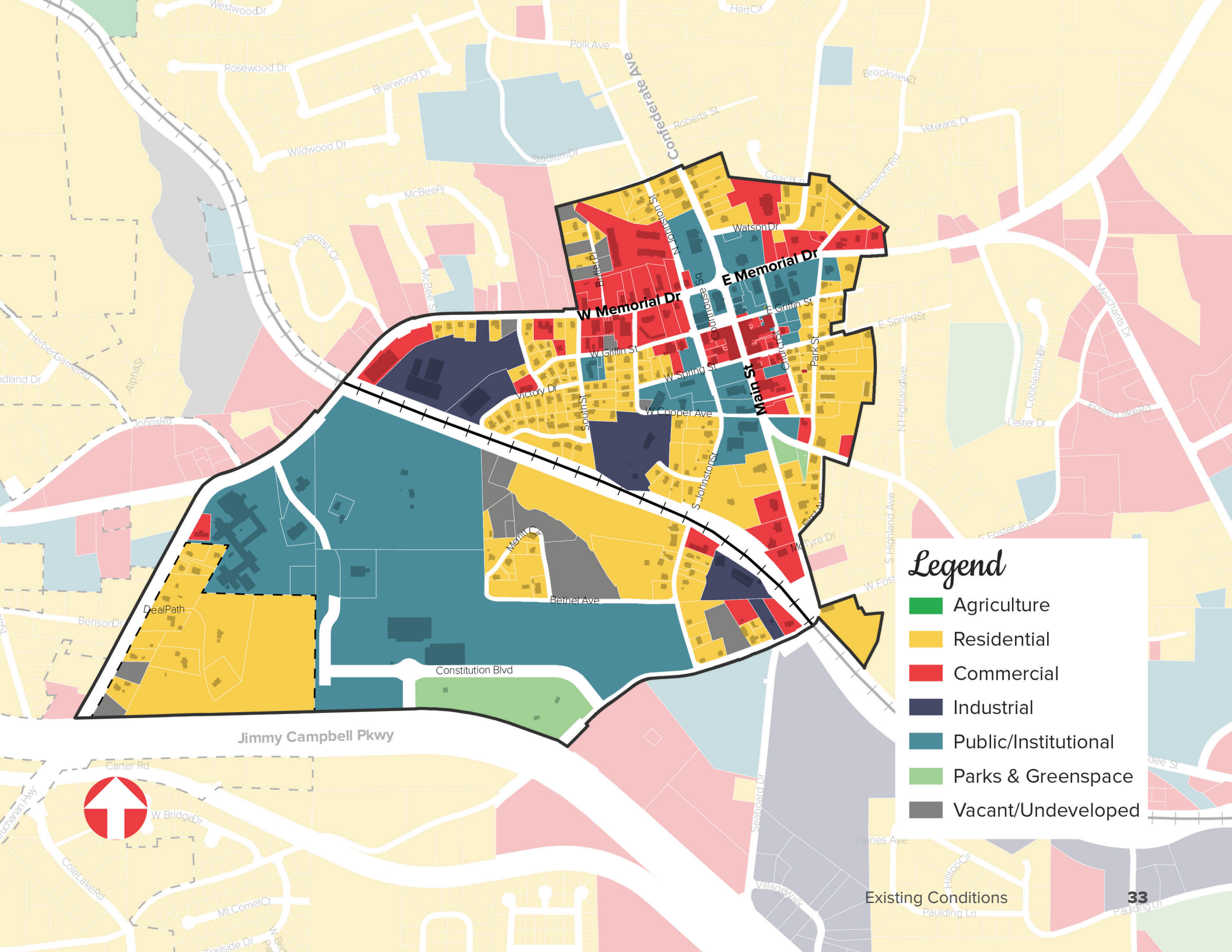
LAND USE MIX

The two land uses that dominate the study area are residential (39.1%) and public/institutional (37.4%). Public/institutional lands consist of City and County government offices and facilities, higher education facilities, and places of worship. Most of this land includes the County government center on the southern end of the study area. The next most dominant land use is commercial (11.4%), which includes office and retail stores. These are more concentrated in the downtown core and along W. and E. Memorial Drive. Vacant land that isn't already programmed for a future development is only less than 2% of the total land in the study area.

ANALYSIS

This land use mix is not ideal for a vibrant downtown. Ideally, there would be more commercial development and other revenue-generating uses. Heavier industrial uses like what is seen in the study area are not ideal because they can be perceived as a nuisance to residents and businesses. While the large presence of public and institutional land uses

provides reasons for people to patron downtown (business at city hall or the government center, visiting loved ones at the hospital, attending worship services on Sundays, etc.), these lands are often tax-exempt and do not generate the revenue that is necessary to fund capital improvements. There could be more land devoted to residential development in order to create more tax revenue and a critical mass for businesses. (Re)development in Downtown Dallas should focus on building more revenue-generating commercial space, increasing both the quality and quantity of residential units through increased density, and minimizing the addition of new tax-exempt public uses.



Legend

- Agriculture
- Residential
- Commercial
- Industrial
- Public/Institutional
- Parks & Greenspace
- Vacant/Undeveloped

Existing Conditions

ZONING

Development in Dallas is regulated through a city zoning ordinance. Understanding the current zoning and what it allows/doesn't allow illustrates what is possible today but also what needs to change in order to fulfill the vision set forth in this plan.

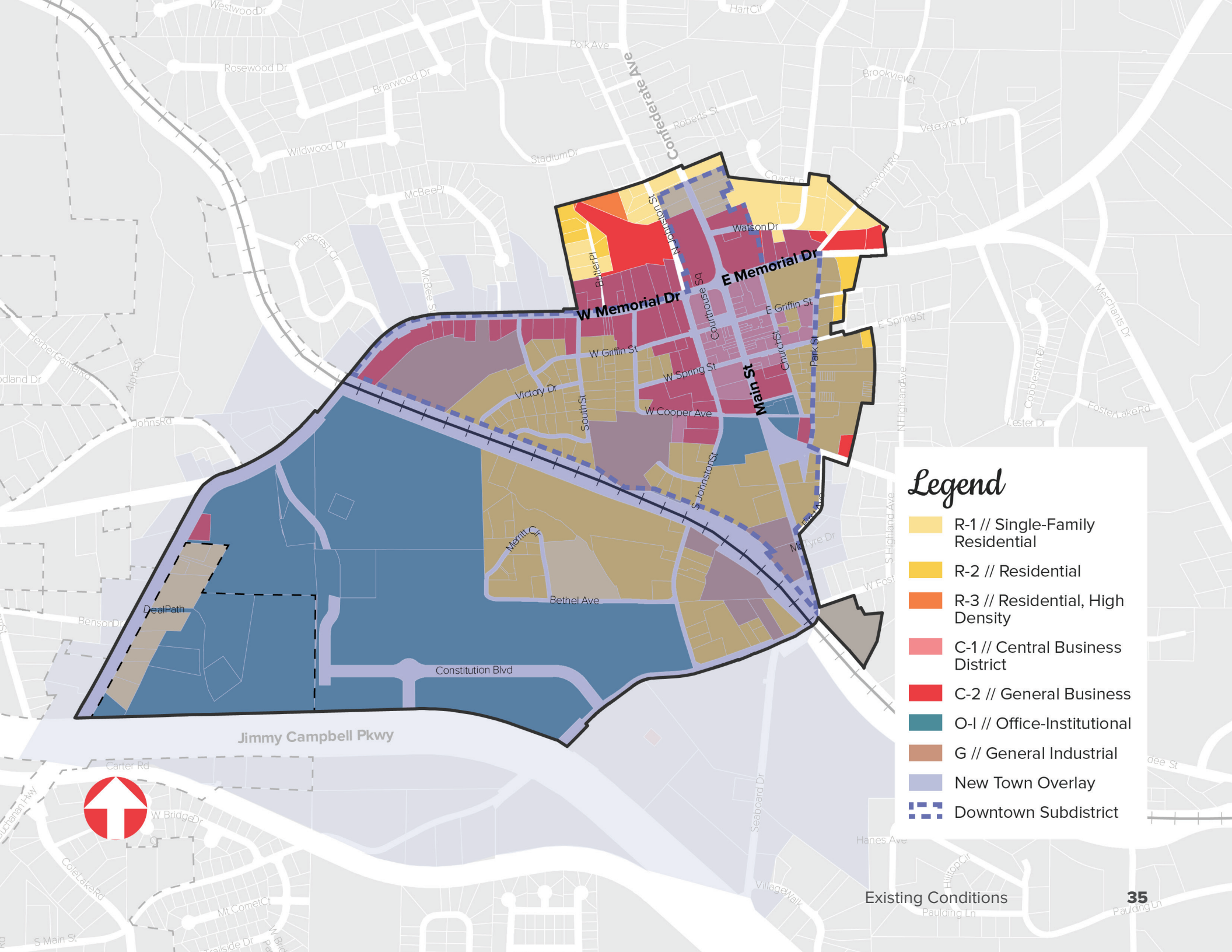
ZONING DISTRICTS

The study area has regulated by six zoning districts: three residential, two commercial, and one industrial. The residential districts allow a spectrum of housing types and densities, ranging from single-family detached dwellings to quadplexes up to three units per acre in density. The three main commercial districts (C-1 Central Business District, C-2 General Business, and O-I Office Institutional) allow a wide variety of business types. Most of the study area is part of the New Town Overlay District that establishes standards for the design of sites, buildings, structures, plantings, signs, street hardware and other improvements that are in keeping with the City's LCI plan and comprehensive plan. There is a downtown subdistrict that is subject to more stringent standards.

ANALYSIS

Overall, there are a few things in the zoning ordinance that could be addressed to better implement any new development or redevelopment:

- » The maximum residential densities are not conducive to downtown residential development. The R-2 district permits density of up to three units per acre for single-family detached, duplexes, triplexes, and quadplexes. The R-3 High Density district allows density up to nine units per acre for multi-family development (5+ units). Downtown Dallas will need higher residential densities than those permitted in order to get the critical residential mass required for a vibrant downtown.
- » It appears that the R-3 High Density District doesn't permit by-right the creation of studio or 1-bedroom multi-family units. Adding language for their inclusion will allow for an even greater variety of housing types.
- » The C-1 Central Business District does not allow residential uses permitted in R-3 High Density, but only those permitted in R-2.
- » Nothing in the zoning ordinance explicitly promotes vertical mixed use development. The C-1 Central Business District could be rewritten to include language permitting mixed-use developments, or a new zoning district specific to mixed use development could be written.



Legend

- R-1 // Single-Family Residential
- R-2 // Residential
- R-3 // Residential, High Density
- C-1 // Central Business District
- C-2 // General Business
- O-I // Office-Institutional
- G // General Industrial
- New Town Overlay
- Downtown Subdistrict



Existing Conditions

SUSCEPTIBILITY TO CHANGE

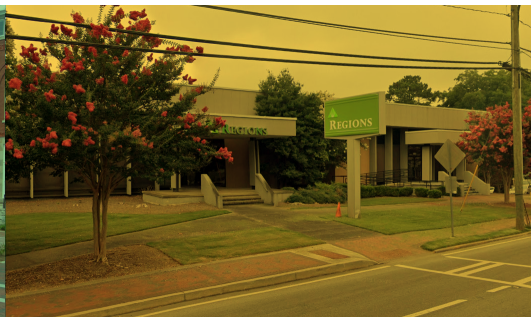
The map on the right shows which parcels are most susceptible for either new development or redevelopment. Parcels that have low susceptibility to change include structures not in need of rehabilitation, newly constructed or renovated buildings, high quality single-family housing, and civic uses like the churches, the County government center, and historic buildings. Underutilized structures in this category could represent opportunities for adaptive reuse. Medium susceptibility in this case indicates buildings

that are incompatible in their use or appearance in relation to its surroundings, land uses that can relocate or change, or buildings starting to show signs of deterioration or in need of cosmetic changes. Parcels that are highly susceptible to change include parcels where the land value exceeds the building's value, vacant land or building, structures that are distressed or failing, surface parking lots, incompatible or unwanted land uses, or any development that is not likely to remain for the foreseeable future.



LOW SUSCEPTIBILITY

- Good appearance
- Relatively newer
- Important community resource
- No signs of decay
- Unique character



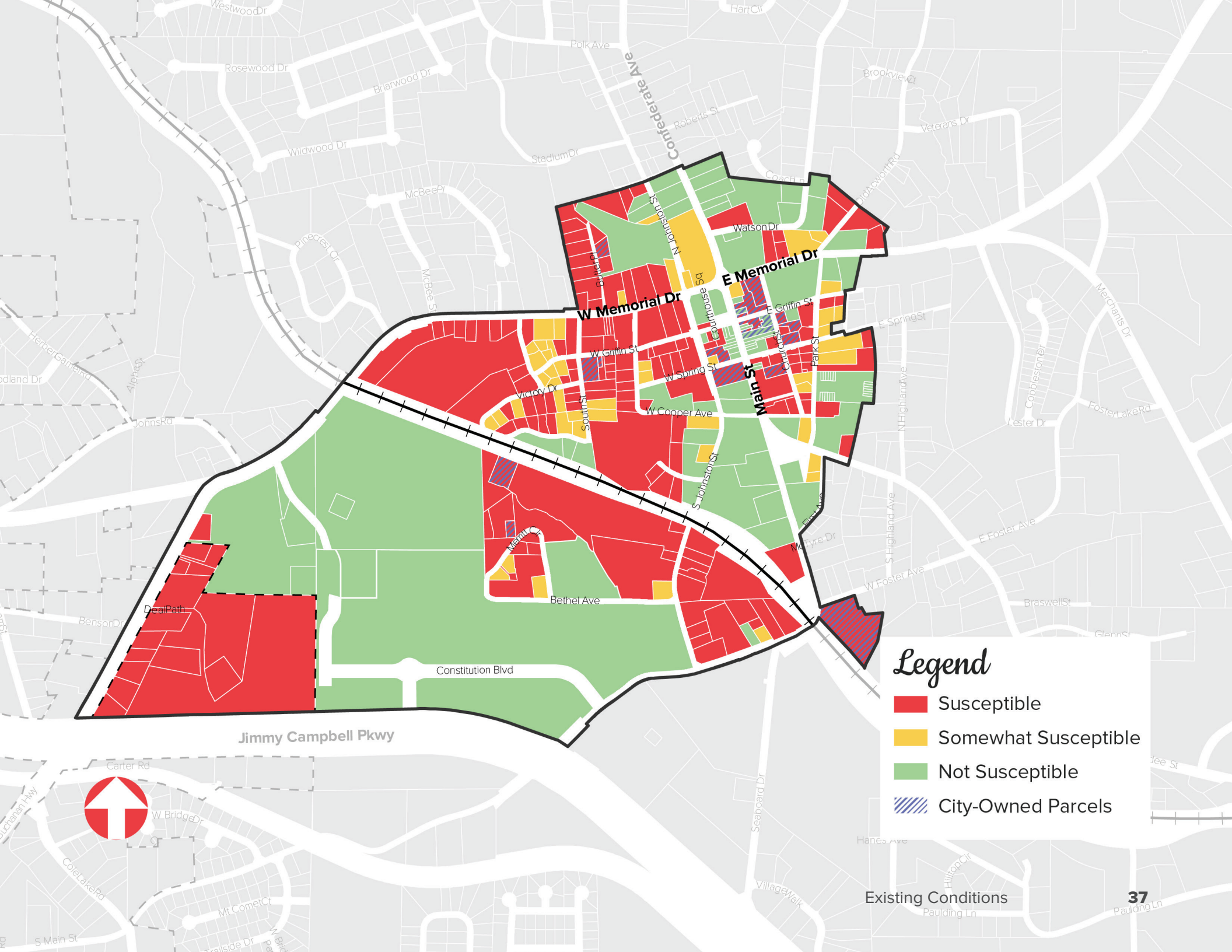
MEDIUM SUSCEPTIBILITY

- Average to fair condition
- Cosmetic decline or signs of deterioration
- Potential change in use of structure/land



HIGH SUSCEPTIBILITY

- Distressed or failing
- Highly visible decay
- Land value exceeds building value
- Vacant land or building



Legend

- Susceptible
- Somewhat Susceptible
- Not Susceptible
- City-Owned Parcels

Existing Conditions

Transportation



The City of Dallas has invested a lot into its transportation infrastructure to improve alternative modes.

VEHICULAR TRANSPORTATION

The street network in the central part of Downtown Dallas is a well connected grid with relatively small block sizes. Currently, the streets experience a low average annual daily traffic count (AADT), with the most traveled street being Main Street at 12,700 vehicles daily. All of the streets downtown have two travel lanes, and some have a turning median (Memorial Drive).

SIDEWALKS

The study area doesn't have a widespread network of sidewalks. The only streets that currently have sidewalks are Main Street, Confederate Avenue, N. Johnston Street, Memorial Drive, Cooper Avenue, E. Spring Street, and E. Griffin Street. Main Street has wide, brick-paved sidewalks that add character. WalkScore, a metric that measures the walkability of neighborhoods based on the distance of nearby places and quality of pedestrian facilities, scored Downtown Dallas at 38. A score of 38 means that the area is largely car-dependent — most errands will require a car. The map to the right shows that from the center of Downtown (Main Street and Memorial Drive),

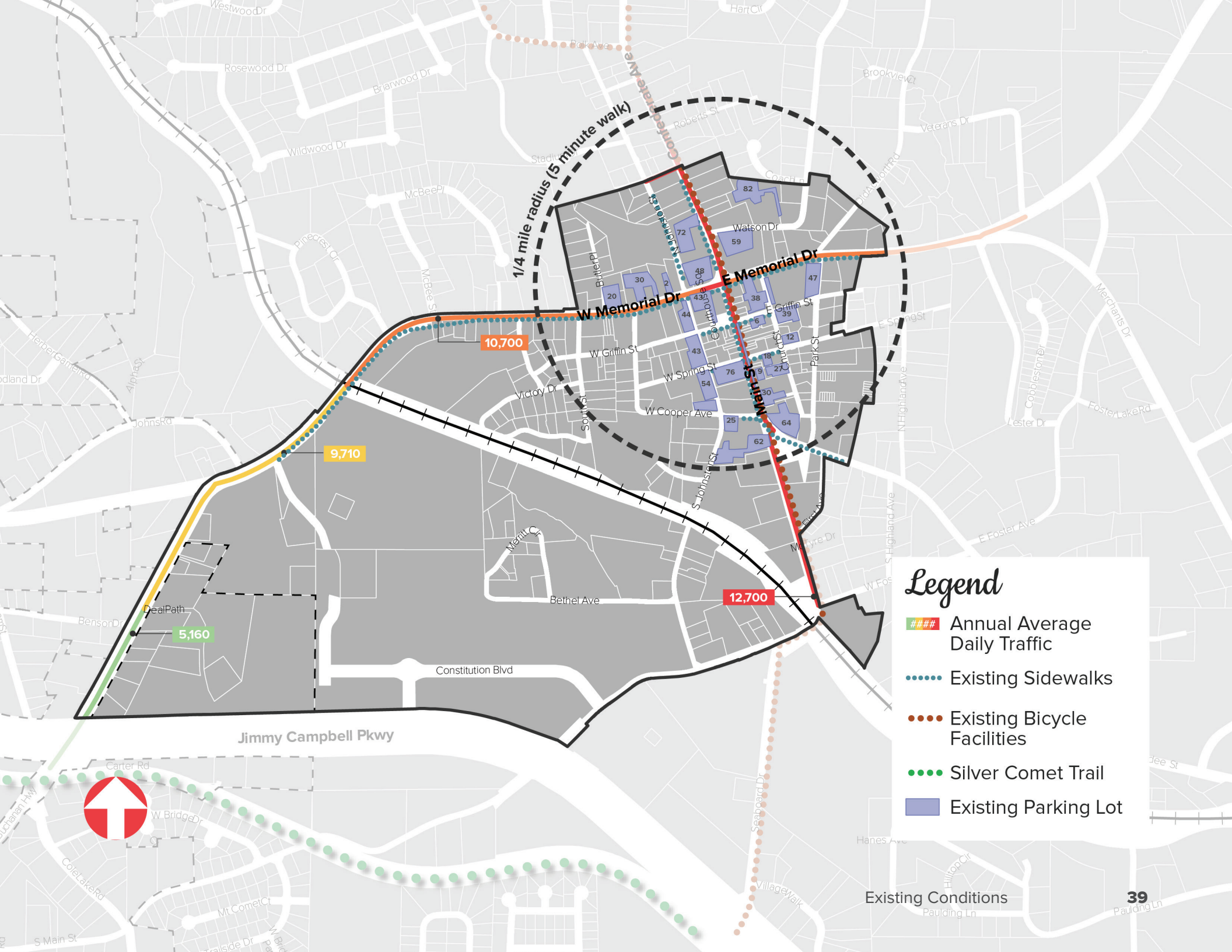
nearly the entire central core of the downtown is within a quarter mile, or approximately a 5-minute walk (as the crow flies).

BICYCLE FACILITIES

WalkScore gives downtown a BikeScore of 30. A score of 30 means the area is somewhat bikeable because of minimal infrastructure. What infrastructure that does exist in the study area is in the form of shared travel lanes. The presence of the Silver Comet Trail south of the study area should prompt the demand for more bicycle facilities, but cyclists are not able to connect to Downtown Dallas from the Silver Comet Trail and vice versa due to barriers like the railroad corridor.

PARKING

Within the central core, there are 950 known parking spaces in 24 lots, most of them privately owned. The utilization rate of these lots is unknown, however, the high number of available parking spaces indicates that there may not be a problem with quantity of spaces, but how parking overall is managed and advertised in Downtown Dallas.



1/4 mile radius (5 minute walk)

10,700

9,710

5,160

12,700

Legend

- Annual Average Daily Traffic
- Existing Sidewalks
- Existing Bicycle Facilities
- Silver Comet Trail
- Existing Parking Lot

Existing Conditions

39



Real Estate Market

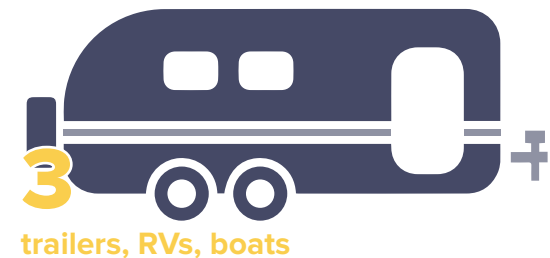
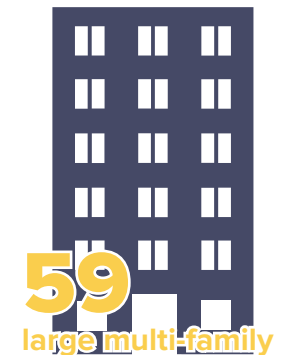


Analyzing the market and current trends informs what is possible in Downtown Dallas.

HOUSING TYPE

The percentage of large multi-family households in the study area (19%) and in the three -mile radius around Downtown Dallas (13%) far exceeds that of Paulding County as a whole (3%). The study area also has a smaller percentage of single unit detached housing than in the county. Townhomes are a very rare type of housing throughout Paulding County, including Downtown Dallas.

TYPE OF HOUSING	STUDY AREA	3-MILE RADIUS	PAULDING COUNTY
Single-Family Detached	65%	78%	91%
Townhomes	2%	1%	1%
Small Multi-Family (2-4 units)	14%	4%	2%
Large Multi-Family (5+ units)	19%	13%	3%
Trailer, RV, Boat	1%	4%	3%



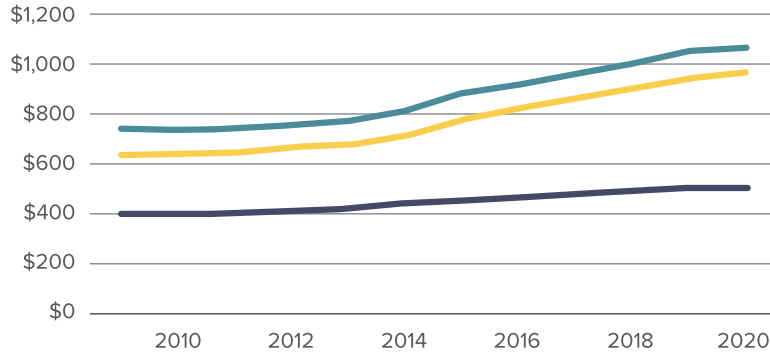
RESIDENTIAL REAL ESTATE

The percentage of renter- versus owner-occupied units in the study area is almost perfectly half and half, which is a higher percentage of renters than in the immediate surrounding area and the county. The vast majority of owner-occupied homes in the study area are valued between \$100,000 and \$500,000 with a higher median value than in the broader area outside of a one-mile radius around downtown. The percentage of pre-1980 vintage homes in the study area is double that of Paulding County; the percentage of homes that are less than a decade old is also lower than in the county. Almost two-thirds of the study area's housing stock was built between 1980 and 2009.

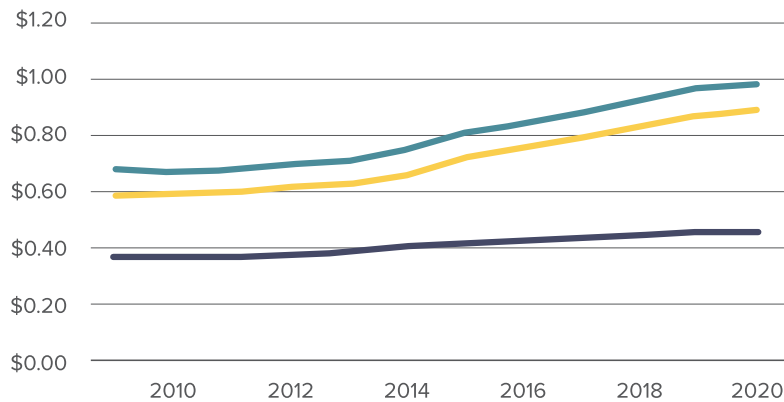
HOUSING CHARACTERISTICS (2020)

OCUPIED HOUSING UNITS	STUDY AREA		3-MILE RADIUS		PAULDING COUNTY	
Renter-Occupied Units	141	50%	2,848	35%	10,015	18%
Owner-Occupied Units	143	50%	5,210	65%	46,659	82%
Total Occupied Units	284		8,058		56,674	
OWNER-REPORTED HOME VALUES	STUDY AREA		3-MILE RADIUS		PAULDING COUNTY	
Units Valued Under \$100,000	10	7%	449	9%	3,739	8%
Units Valued \$100,000 and \$199,999	68	48%	2,434	47%	19,708	42%
Units Valued \$200,000 and \$499,999	56	39%	2,166	42%	21,419	46%
Units Valued \$500,000 and Over	10	7%	160	3%	1,793	4%
Median Value	\$192,606		\$190,592		\$199,489	
AGE OF HOUSING	STUDY AREA		3-MILE RADIUS		PAULDING COUNTY	
Units Built Since 2010	36	11%	1,201	14%	8,397	14%
Units Built 2000-2009	98	31%	3,133	36%	22,980	38%
Units Built 1980-1999	104	33%	2,840	32%	22,272	37%
Units Built pre-1980	78	25%	1,635	19%	7,125	12%
Median Age of Housing Units (Years)	20		17		17	

AVERAGE RENT PER UNIT



AVERAGE RENT PER SQUARE FOOT



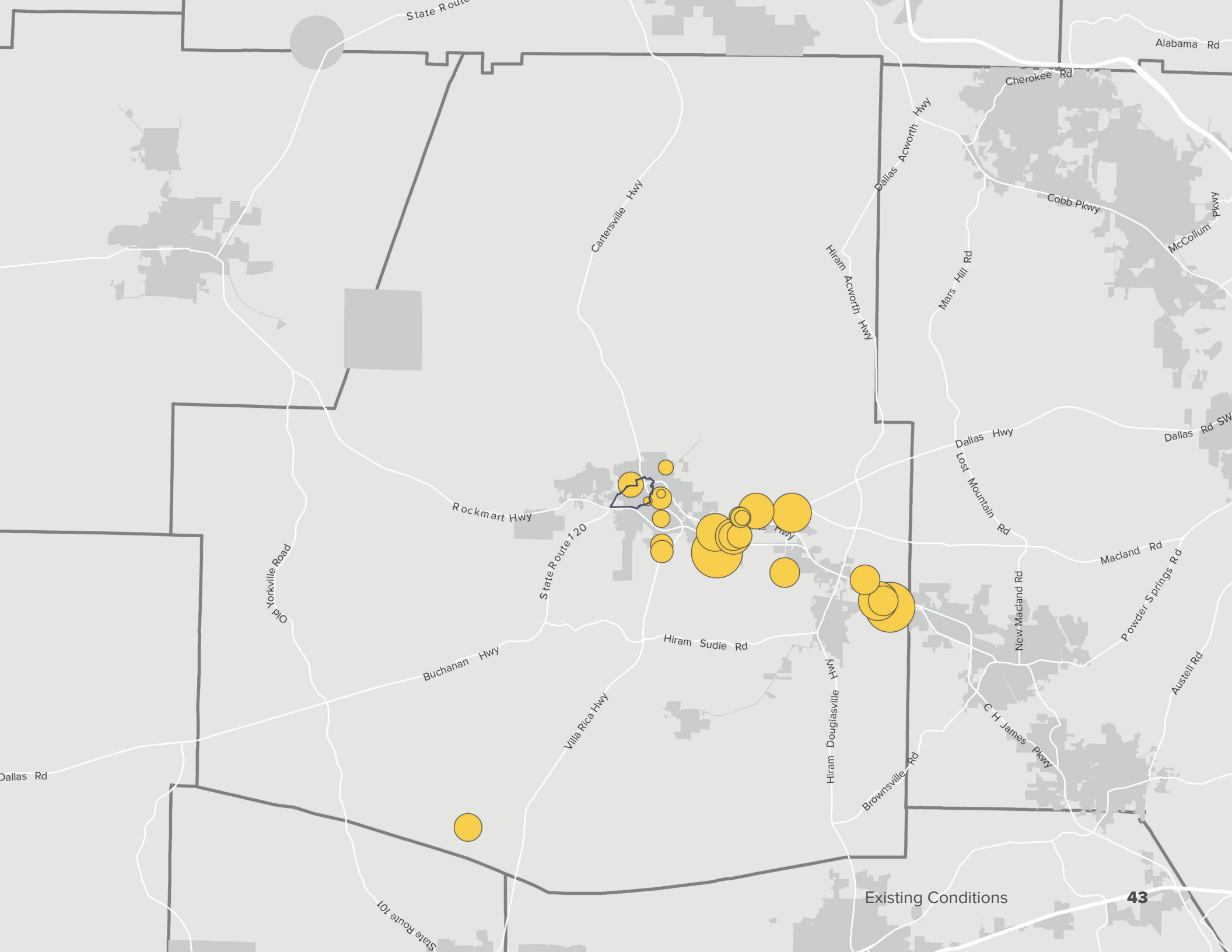
- 1-Mile Radius
- 3-Mile Radius
- Paulding County

APARTMENT INVENTORY

Historically, multi-family housing growth in Paulding County has been modest. The three-mile radius area around Downtown Dallas has added only five apartment communities since 2000. Vacancy rates of apartment communities in and near Downtown Dallas have been similar to similar to or slightly lower than the county overall since 2010.

APARTMENT MARKET PRICING & VACANCY TRENDS

Real estate in the multi-family sector immediately within Downtown Dallas has witnessed relatively modest per-unit rent growth during this economic period, while the area in a three-mile radius around downtown has seen a slight uptick that tracks with Paulding County. For the area within a one-mile radius of downtown, per-unit asking rents grow from \$600 per month in 2010 to \$1,064 a month in 2020, which equals a jump from roughly 60 cents per square foot to almost 90 cents. As of 2020, Paulding County has per-unit asking rents of over \$1,000 a month, equaling to \$1 per square foot.



State Route

Alabama Rd

Cherokee Rd

Cartersville Hwy

Dallas Acworth Hwy

Cobb Pkwy

McCollum Pkwy

Hiram Acworth Hwy

Mars Hill Rd

Rockmart Hwy

State Route 720

Dallas Hwy

Dallas Rd SW

Lost Mountain Rd

Old Yorkville Road

Macland Rd

Hiram Sudie Rd

Powder Springs Rd

Buchanan Hwy

New Macland Rd

Villa Rica Hwy

Hiram Douglasville Hwy

Austell Rd

C H James Pkwy

Dallas Rd

Brownsville Rd

State Route 701

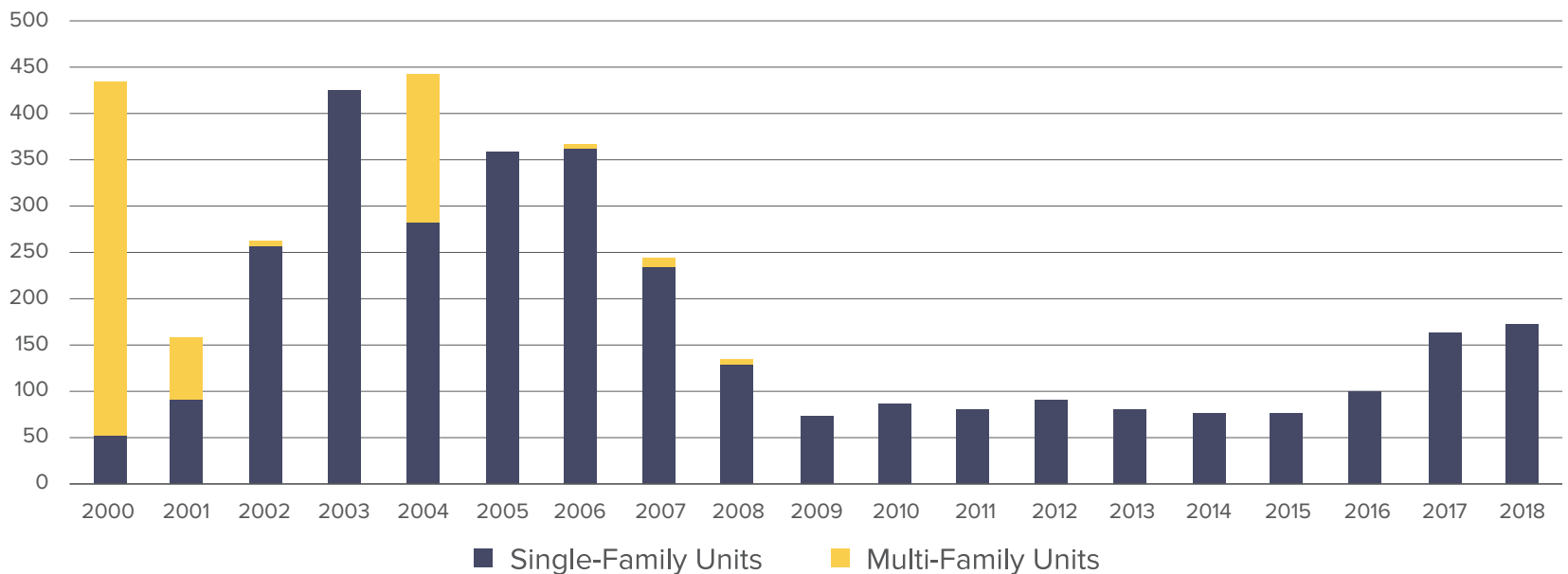
Existing Conditions

43

RESIDENTIAL BUILDING PERMITS

The City of Dallas has witnessed comparatively little residential construction since the Great Recession. At its peak in 2004, permits in Dallas reached 442 units; since 2008, the most units permitted in one year was in 2018. Dallas has seen a moderate upswing in single-family construction in the past three years of available data, though activity is still well below pre-recession levels. No multi-family structures have been built in Dallas in the past decade, despite relatively strong numbers of units constructed prior to 2005 (36% all unit in of units constructed prior to 2005 (36% of all units in 2004 and 88% in 2000)).

RESIDENTIAL BUILDING PERMITS IN DALLAS (2000-2018)



COMMERCIAL REAL ESTATE

Average commercial rental rates within a one-mile radius of Downtown Dallas trail the county by a substantial margin:

- » Retail – 28% lower than average rents in Paulding County.
- » Office – 30% lower than average rents in Paulding County.

Similarly, vacancy rates in those two sectors are higher in Downtown Dallas:

- » Retail – 3.2% higher than in Paulding County.
- » Office – 1.2% higher than in Paulding County.

Industrial and flex space is fairly minimal within a one-mile radius of downtown Dallas, accounting for only 14% of the county total.

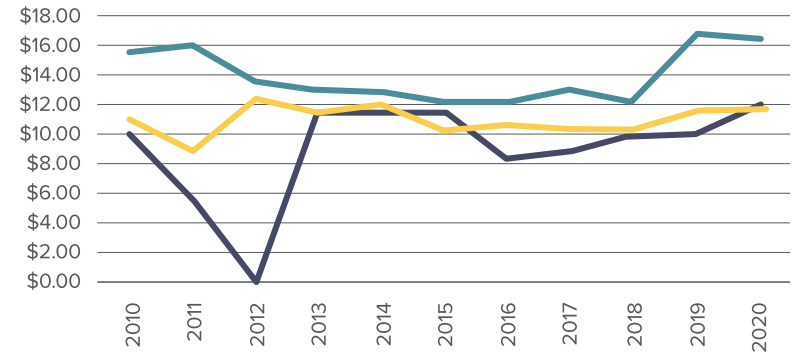
RETAIL	STUDY AREA	1-MILE RADIUS	PAULDING COUNTY
Existing Buildings	17	39	399
Existing Square Footage	61,476 SF	215,211 SF	5,362,614 SF
Vacancy Rate	7.3%	3.7%	4.1%
Average Rent (\$/SF)	N/A	\$12.00	\$16.74
OFFICE	STUDY AREA	1-MILE RADIUS	PAULDING COUNTY
Existing Buildings	13	21	130
Existing Square Footage	72,747 SF	100,185 SF	1,285,049 SF
Vacancy Rate	8.7%	11.4%	7.5%
Average Rent (\$/SF)	\$9.29	\$9.29	\$13.31
INDUSTRIAL/ FLEX	STUDY AREA	1-MILE RADIUS	PAULDING COUNTY
Existing Buildings	4	21	154
Existing Square Footage	192,000 SF	316,666 SF	2,313,678 SF
Vacancy Rate	0.0%	0.0%	1.2%
Average Rent (\$/SF)	N/A	N/A	\$9.50

RETAIL INVENTORY

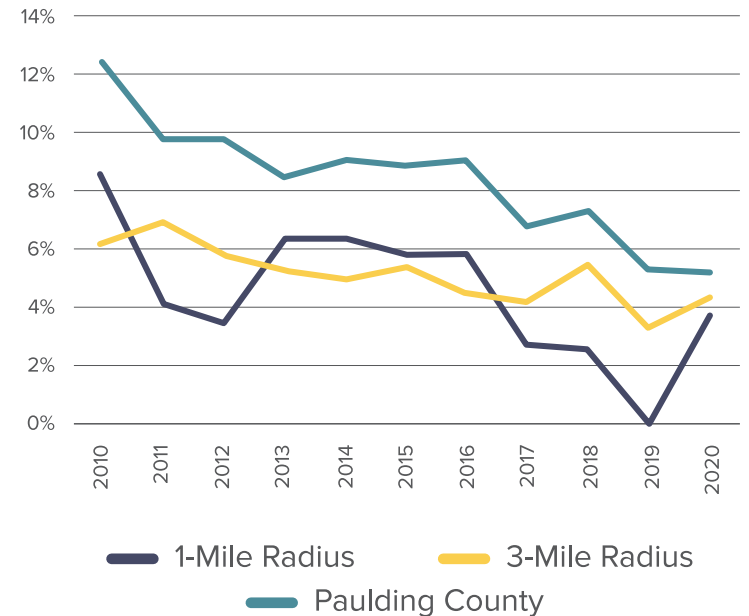
Retail spaces within a one-mile radius of Downtown Dallas accounts for only 4% of the total square footage in Paulding County. Retail rents in and around Downtown Dallas have remained even during this economic cycle, while Paulding County has witnessed recent growth in retail rents. Vacancy rates are less than in the surrounding area and county as a whole. No new inventory is currently under construction.

RETAIL	1-MILE RADIUS	3MILE RADIUS	PAULDING COUNTY
Existing Buildings	39	106	399
Existing Square Footage	215,211 SF	890,148 SF	5,362,614 SF
Vacancy Rate	3.7%	4.0%	4.1%
Average Rent (\$/SF)	\$12.00	\$11.91	\$16.74

AVERAGE RETAIL RENT PER SQUARE FOOT



RETAIL VACANCY RATE

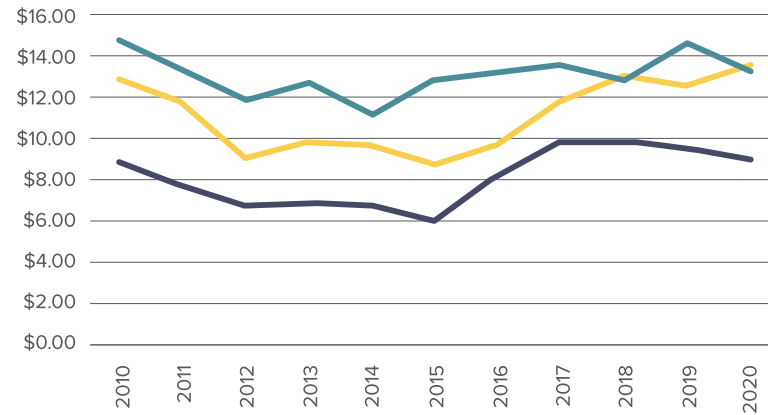


OFFICE INVENTORY

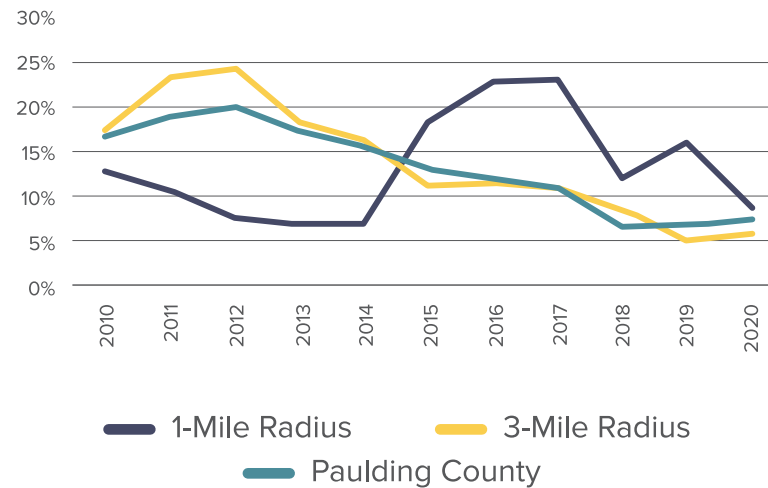
Half of all office structures within a three-mile of downtown are within a one-mile of the intersection of Confederate Avenue, Main Street, and Memorial Avenue, but less than a quarter of the square footage is located in that same footprint. Office vacancies in Downtown Dallas drastically increased from 2014 to 2017, but have since recovered somewhat. Office rents in Downtown Dallas remain substantially lower than in the surrounding area. There is no new office inventory under construction in the one-mile radius.

OFFICE	1-MILE RADIUS	3-MILE RADIUS	PAULDING COUNTY
Existing Buildings	21	44	130
Existing Square Footage	100,185 SF	430,733 SF	1,285,049 SF
Vacancy Rate	11.4%	5.5%	7.5%
Average Rent (\$/SF)	\$9.29	\$14.17	\$13.31

AVERAGE OFFICE RENT PER SQUARE FOOT



OFFICE VACANCY RATE

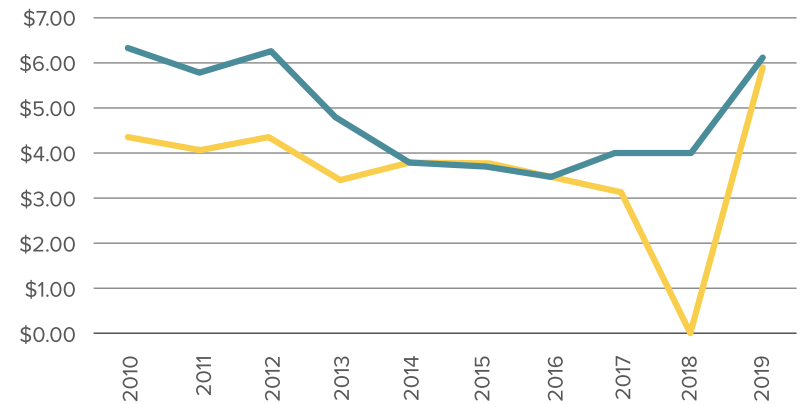


INDUSTRIAL & FLEX SPACE INVENTORY

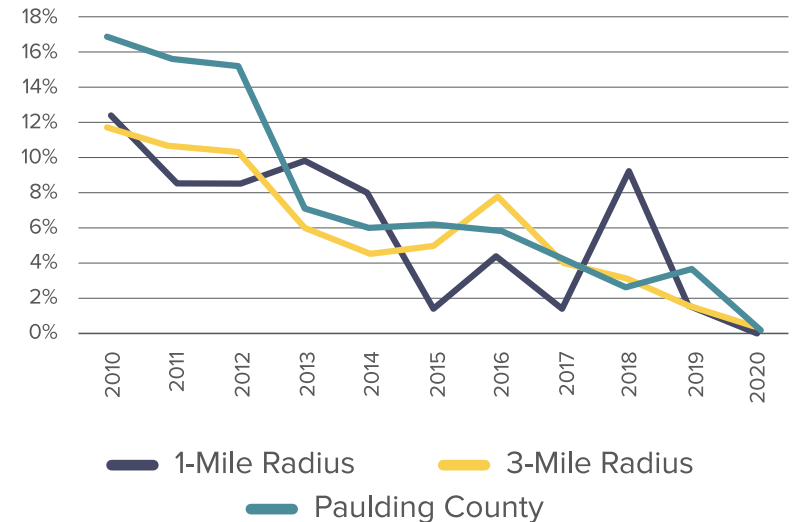
Vacancy rates for industrial properties in Paulding County are currently very low. Rents for industrial properties within a three-mile radius of downtown are competitive with Paulding County. Despite accounting for only 1% of the total land area of the county, the area within a one-mile radius of Downtown Dallas contains 14% of the total industrial property inventory. Currently, there isn't any new industrial inventory under construction in the three-mile radius.

INDUSTRIAL/ FLEX	1-MILE RADIUS	3-MILE RADIUS	PAULDING COUNTY
Existing Buildings	21	81	154
Existing Square Footage	316,666 SF	1,293,342 SF	2,313,678 SF
Vacancy Rate	0.0%	1.2%	1.2%
Average Rent (\$/SF)	N/A	\$5.94	\$5.90

AVERAGE INDUSTRIAL & FLEX SPACE RENT PER SQUARE FOOT

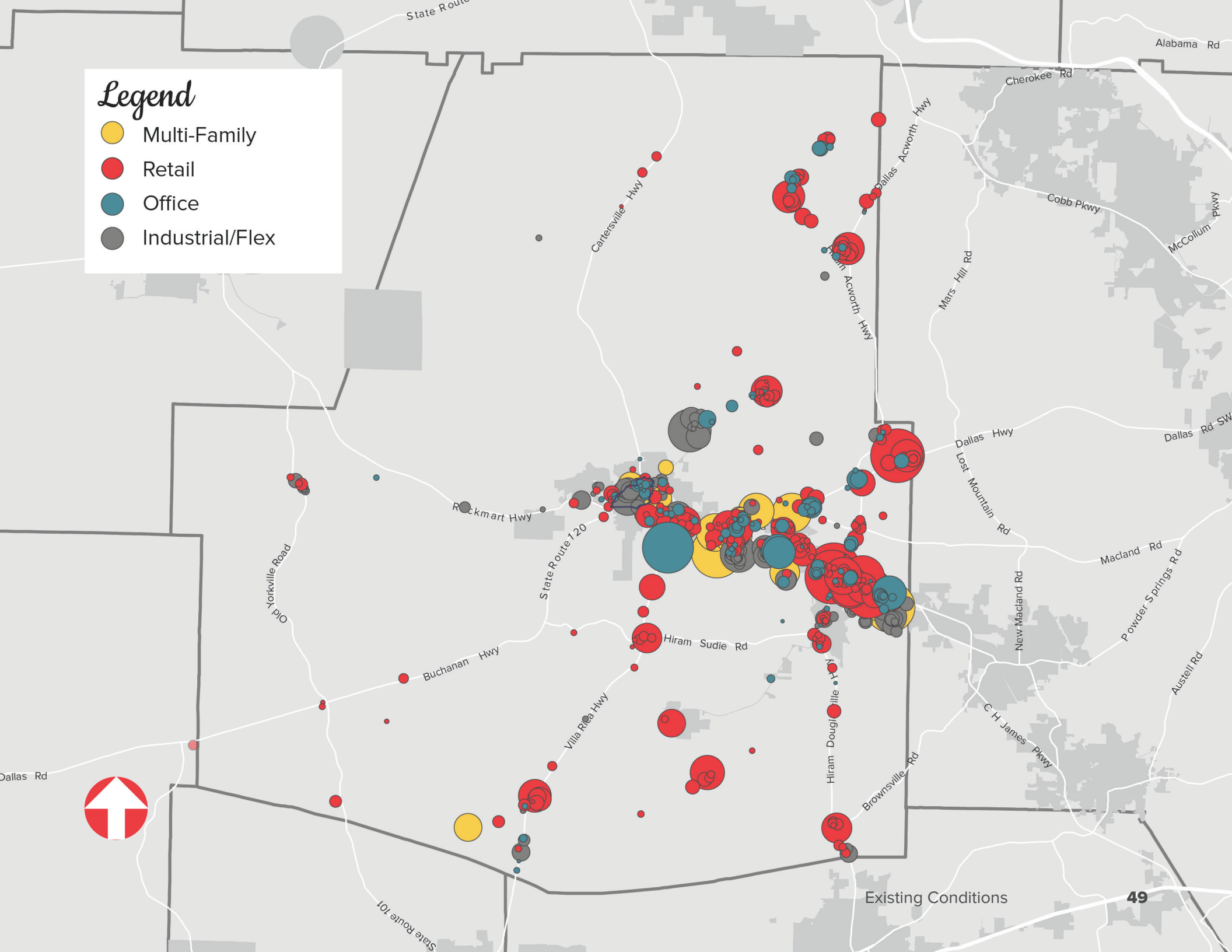


INDUSTRIAL & FLEX SPACE VACANCY RATE



Legend

- Multi-Family
- Retail
- Office
- Industrial/Flex

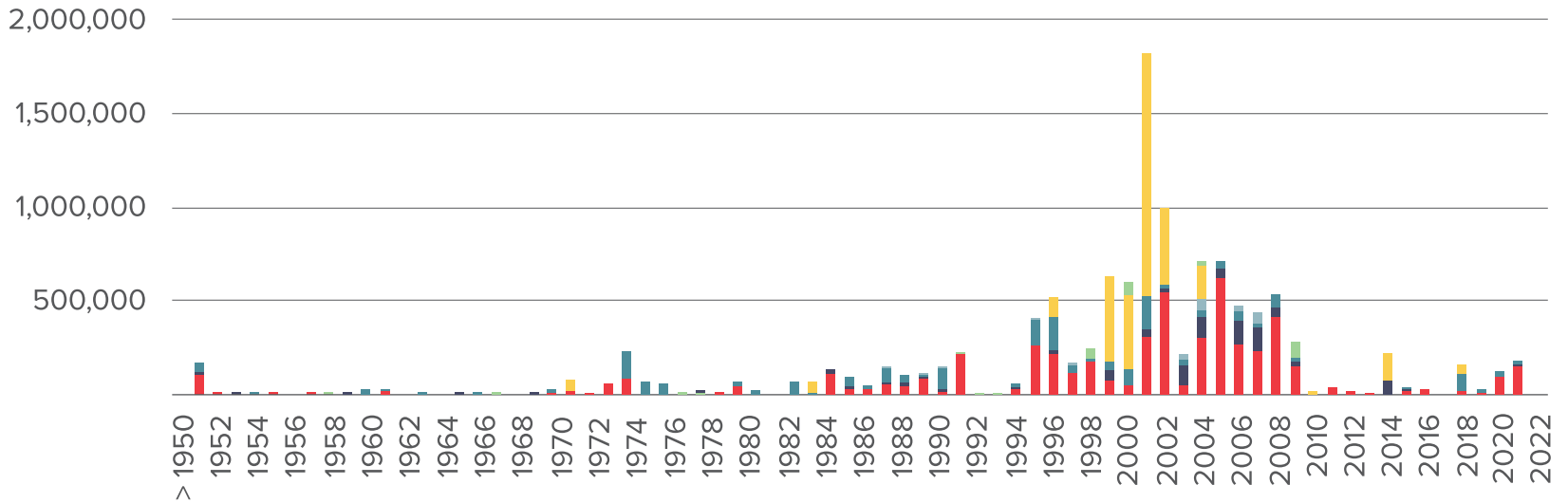


Existing Conditions

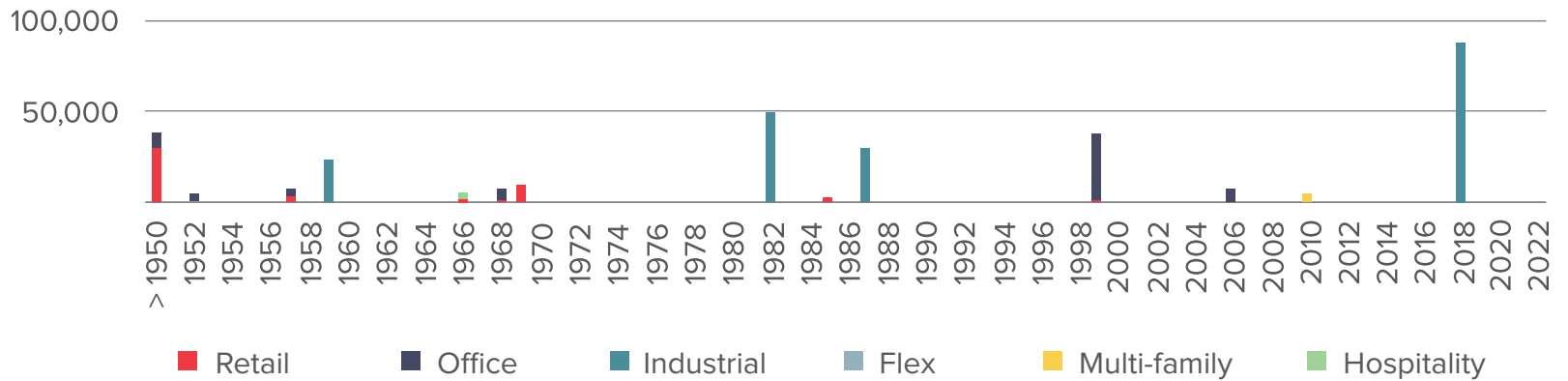
COMMERCIAL REAL ESTATE DEVELOPMENT

These timelines show development patterns over time for Paulding County and the study area since 1950. While the vast majority of Paulding County's commercial development is clustered from 1998-2008, downtown development has been sporadic.

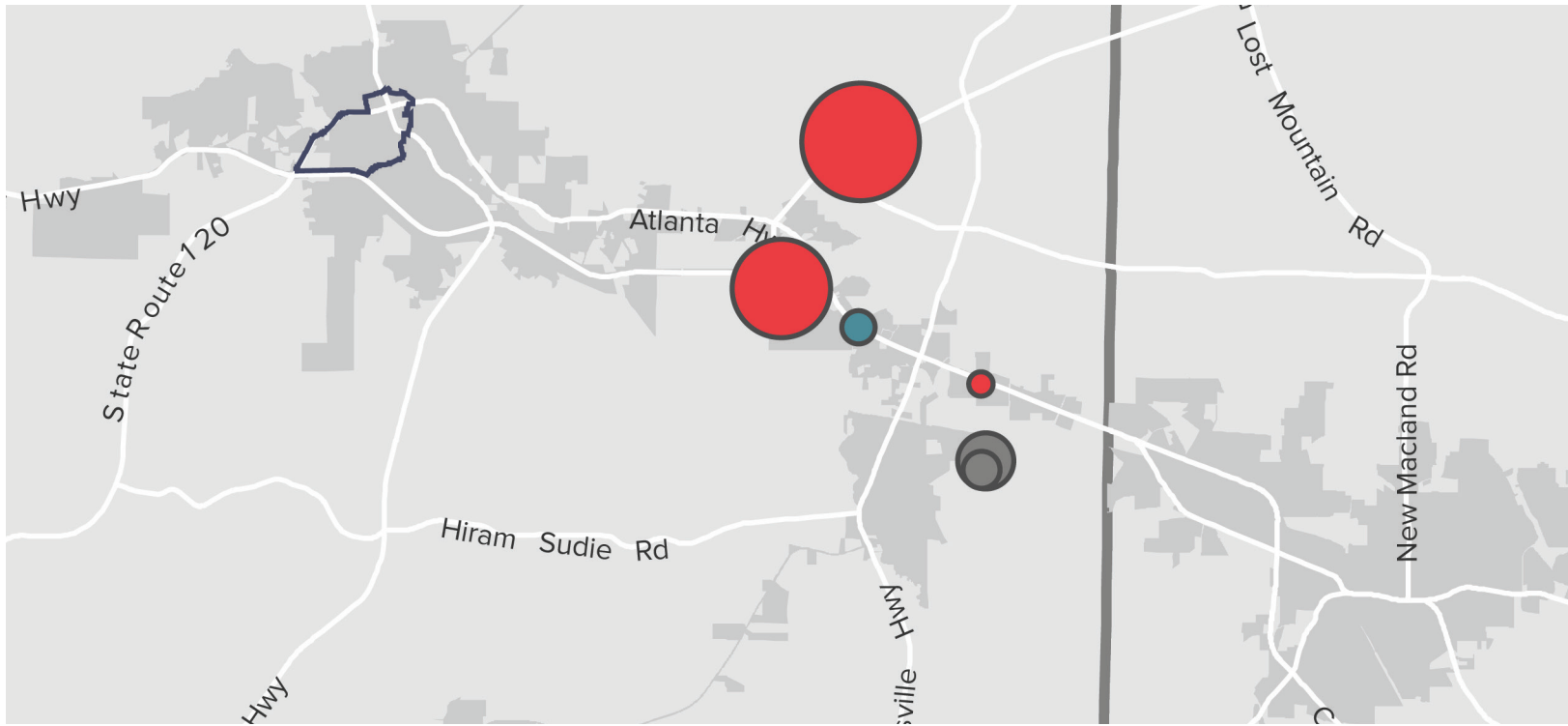
PAULDING COUNTY



STUDY AREA



■ Retail
 ■ Office
 ■ Industrial
 ■ Flex
 ■ Multi-family
 ■ Hospitality



REAL ESTATE PIPELINE

The map above shows all buildings that have been proposed but not yet built in Paulding County. All currently proposed real estate is outside of the three-mile radius around Downtown Dallas. The majority of proposed real estate product by square footage is retail.

PROPERTY TYPE	ADDRESS	BUILDING NAME	BUILDING AREA	YEAR
Office	3827 Jimmy Lee Smith Parkway	Building B	12,000 SF	2021
Industrial	805 Metromont Road	Building B - BTS	15,000 SF	2021
Retail	5149 Jimmy Lee Smith Parkway	-	7,855 SF	2020
Retail	Jimmy Lee Smith Parkway	Hiram Grocery Anchored Center	90,000 SF	2020
Industrial	Metromont Road	Lot 1A	27,000 SF	2020
Retail	1577 Charles Hardy Parkway	Costco	152,904 SF	2021



REAL ESTATE DEMAND FORECAST

ANNUAL DEMAND FOR OWNER AND RENTER HOUSING IN DOWNTOWN DALLAS

Future demand for housing in Downtown Dallas can be estimated by looking at past trends and forecasts and making some adjustments and assumptions.

Assumptions

- » Dallas will continue to add households every year at a rate similar to the recent past.
- » Downtown Dallas will continue to capture at least the same share of total county growth of owner and rental units.
- » Existing Dallas residents will continue to move at the same rate, and 10% of moving households will seek new housing units
- » Downtown Dallas becomes a more attractive option based on changing trends and improvements downtown.

These assumptions will produce demand for an estimated 19 new units in Downtown Dallas annually over the next 5 to 10 years. These units will be roughly split between owner-occupied units (single-family homes, townhomes, lofts, and condos), and renter-occupied homes (apartments, lofts, and rental townhomes).

ANNUAL DEMAND FROM PAULDING COUNTY HOUSEHOLD GROWTH

NEW OWNER HOUSEHOLDS 343 HOUSEHOLDS	NEW RENTER HOUSEHOLDS 75 HOUSEHOLDS
---	---

ANNUAL DEMAND FROM EXISTING COUNTY RESIDENTS WHO MOVE

MOVING INTO OWNER-OCCUPIED 207 HOUSEHOLDS	MOVING INTO RENTER-OCCUPIED 318 HOUSEHOLDS
---	--

NET PAULDING COUNTY DEMAND FROM GROWTH & TURNOVER

NEW OWNER HOUSEHOLDS 364 HOUSEHOLDS	NEW RENTER HOUSEHOLDS 107 HOUSEHOLDS
---	--

ASSUME 10% OF TURNOVER HOUSING STOCK IS NEW UNITS

TURNOVER INTO NEW OWNER UNITS 21 HOUSEHOLDS	TURNOVER INTO NEW RENTER UNITS 32 HOUSEHOLDS
---	--

IF DOWNTOWN DALLAS CONTINUES TO CAPTURE ITS CURRENT SHARE OF COUNTY HOUSING GROWTH

Owner capture at current rate (2%) = 7 units Renter capture at current rate (7%) = 8 units
Total unit capture: 15 units

IF DOWNTOWN DALLAS ATTRACTS A 20% LARGER SHARE OF COUNTY AND REGIONAL DEMAND

Induced owner capture = 2 units Induced renter capture = 2 units
Total unit capture: 4 units

TOTAL ANNUAL DEMAND FOR NEW HOUSING UNITS IN DOWNTOWN DALLAS WITH 20% INDUCED DEMAND:

Total annual owner capture = 9 units Total annual renter capture = 10 units
Total annual unit capture: 19 units

ANNUAL DEMAND FOR RETAIL AND OFFICE USES IN DOWNTOWN DALLAS

Paulding County's retail economy demonstrates the potential for additional retail space in the county. Households in the county will generate an estimated \$2.9 billion in retail demand in 2020, whereas stores will supply an estimated \$1.8 billion in retail sales in 2020. This means that an estimated \$1.1 billion of retail sales is "leaking" out of Paulding County, either to retailers in neighboring counties or to online retailers.

If that \$1.1 billion of retail demand leakage were to be 100% captured within Paulding County, that would support the addition of over 3.5 million square feet of new retail space in the county, on top of the existing 5.4 million square feet of retail space in the county.

While 100% capture is unlikely, this figure does demonstrate that there is unmet demand for additional space in Paulding County.

The county's existing retail space is strongly concentrated along Highway 278, from 2 to 8 miles east of Dallas. This single retail corridor contains 3 million square feet of space, more than half of the county's total retail space. With this vast inventory of retail space so close to Downtown Dallas, new, expanded or additional retail options in the city center will depend upon the result of increasing the competitiveness of Downtown Dallas by offering retail and dining experiences that are unique from those offered along the Highway 278 corridor, rather than directly competing for the same products and services.



Office and retail growth in the downtown core would likely be independent, consumer-facing stores, restaurants, coffee shops, pubs, boutiques, or small stores (florists, services, bridal, art galleries) rather than national chains or large stores such as grocery stores. These would be businesses who want to be downtown because of its unique environment, and not in a typical suburban strip retailers driven by traffic, visibility, and parking.

With affirmative success in placemaking strategies, combined with active marketing and programming, Downtown Dallas could support 30,000 to 50,000 square feet per year of new or redeveloped retail or consumer-facing space. Much of that demand would be the result of “weeding and seeding” out of older, under-performing, or unwanted businesses.

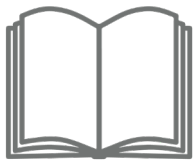


**30,000 -
50,000 SF per
year of new
retail**

COVID-19 Disclaimer

The conclusions developed in this assignment reflect the research and analysis conducted Q1 2020. Generally, this data reflects the local and national economic conditions prior to the widespread external economic shock caused by the COVID-19 pandemic. The assumptions reported herein do not account for a drawn-out economic downturn. These assumptions should be considered valid under a reasonably-likely scenario in which the general economy and real estate markets will stabilize and largely return to a normalized state within the 2020 calendar year. The data and the corresponding conclusions and recommendations herein should be reviewed and adjusted should any major changes in the above occur.

Summary Conclusions



These are the conclusions drawn from the analyses conducted in this chapter.

DEMOGRAPHICS & EMPLOYMENT

- » Since 2000, the study area has grown faster than Paulding County as a whole. The study area is also predicted to continue to grow faster than its surroundings
- » The average household size of the study area is slightly smaller than that of Paulding County.
- » The median household income of residents in a one-mile radius of downtown is \$60,686, nearly identical to the surrounding area, but significantly lower than the county's.
- » Almost two-thirds of all households in a three-mile radius of downtown earn at least \$50,000 annually.
- » The one-mile radius area has a higher presence of Millennials (ages 23-38) at 22% and Silent Generation (age 75+) residents than the county. Less than 20% of one-mile radius area's residents are considered Baby Boomers (ages 56-74).
- » The neighborhoods around Downtown Dallas become steadily less diverse as one moves away from the study area.
- » Households in Downtown Dallas and the immediate surrounding areas are slightly less likely to have children present than in the rest of Paulding County.
- » Residents living in a three-mile radius around downtown are almost as likely to have at least a high school diploma as the rest of the county.
- » Paulding County residents overall has a slight lead on Downtown Dallas residents in terms of bachelor's and advanced degree holders (22.1% vs. 16.8%).
- » 60% of all jobs in Paulding County are concentrated in health care, education, and accommodations & food service, which typically are dominated by lower wage jobs.
- » Within a three-mile radius of downtown, 20% of all jobs are government or public administration

- » The 6,000 people who work within three miles of Downtown Dallas represent 23% of all jobs in Paulding County.
- » Downtown Dallas is a fairly large employment center, but a vast majority of employees do not live downtown. Even within a three-mile radius of downtown, only 8% of residents are employed in that same area.
- » 87% of Paulding County residents of working age commute to jobs outside of the county.

LAND USE

- » Almost three-quarters of land area in the study area is either residential or public/institutional.
- » The land use mix in Downtown Dallas is not ideal for a vibrant downtown and doesn't appear to be generating either activity or economic development.
- » New development and redevelopment should focus on creating more revenue-generating space and minimizing the creation of new tax-exempt public uses.
- » There are a few things in the zoning ordinance that could be addressed to better implement any new development or redevelopment. Mixed use development needs to be included in the zoning ordinance and downtown residential densities need to be increased.

- » Large expanses of land in the study area are highly susceptible to change. This is due to a combination of factors including land values exceeding the buildings' values, vacant lands or buildings, structures that are distressed or failing, surface parking lots, incompatible or unwanted land uses, or developments that are not likely to remain for the foreseeable future.

TRANSPORTATION

- » Traffic volumes downtown are quite low — Main Street sees the most amount of vehicles daily.
- » The City has invested a lot into improving its streetscapes in the central core of downtown, however, most of the area beyond that core do not have sidewalks.
- » Downtown Dallas has bicycle facilities in the form of shared travel lanes. The Silver Comet Trail, south of the study area, is not physically connected to downtown. The lack of connection causes downtown to lose potential patrons and visitors.
- » There is a lot of parking located in the central core of downtown. Most of the parking is likely privately-owned and not available to all downtown patrons and visitors. This indicates that there isn't a problem with the amount of existing parking, but with how it is managed and advertised.

REAL ESTATE MARKET

REAL ESTATE MARKET SUPPLY

- » The percentage of large multi-family households in the study area (19%) and in the three-mile radius around downtown (13%) far exceeds that of Paulding County (16%) as a whole.
- » The three-mile radius area around Downtown Dallas has added only five apartment communities since 2000.
- » Average commercial rental rates within a one-mile radius of downtown Dallas trail the county by a substantial margin. Similarly, vacancy rates are higher in downtown.
- » Industrial and flex space is fairly minimal within a one-mile radius of Downtown Dallas, accounting for only 14% of the county total

REAL ESTATE MARKET DEMAND

- » Downtown Dallas received a major setback when the Paulding County Courthouse and service buildings moved from downtown to a new facility one mile south, taking along with it many of downtown's workers, daytime business, and associated businesses..
- » The viability of downtown Dallas as a shopping, dining, and entertainment destination is undermined by the proximity of the extremely

strong retail corridor along Highway 278 stretching two to eight miles east of town.

- » Downtown Dallas is primed to attract modest demand for residential, retail, and limited office but that demand will be contingent upon continuing efforts to redefine downtown as a place for gathering, dining, entertainment and social interaction.
- » Downtown Dallas can not and should not compete with suburban retailers along Highway 278. Instead, the study area has the opportunity to recapture a small portion of the existing demand by defining a place or experience that is based on the experience of Downtown Dallas.
- » Regionally, many similar historic town centers have begun to concentrate redevelopment, aggressive programming, and public investment into their historic cores to drive a renaissance which has significantly reinvented these small town cores. A similar placemaking effort in Dallas has the potential to drive business back into downtown, but the transition will take time.





A stylized, light yellow graphic of a tower or clock tower. It features a pointed top with a cross-like finial, a large circular window with a right-pointing chevron, and three vertical rectangular openings near the base. The graphic is positioned on the left side of the page.

Public Outreach

The Planning Team conducted extensive outreach, both in-person and virtual, to collect feedback on wants, needs, and ideas for Downtown Dallas.

Outreach Process



A coordinated and participatory public engagement process enhances a study's success and timely implementation.

The diagram on the facing page summarizes the public outreach through each state of the planning process. Throughout the process, marketing materials for each meeting were distributed, including flyers, business cards, and continuously updating information for the City's project website.



1 Discovery

NOVEMBER TO FEBRUARY

- Study previous plans
- Analyze data & physical conditions
- Launch surveys & project website
- Meetings:
 - » Stakeholder Interviews
 - » Focus Group Meetings #1 and #2
 - » Project Kick-Off Meeting

2 Visioning

MARCH TO MAY

- Create goals and objectives
- Put together a preliminary Framework Plan
- Create preliminary redevelopment ideas
- Meetings:
 - » Virtual Visioning Workshop
 - » Focus Group Meeting #3

3 Draft Plan

JUNE TO SEPTEMBER

- Close surveys and interpret results
- Review information from engagement meetings and activities
- Refine draft recommendations
- Draft the document
- Meetings:
 - » Draft Plan Open House
 - » Focus Group Meetings #4, #5, and #6

4 Finalize

OCTOBER TO DECEMBER

- Finalize recommendations
- Coordinate final recommendations with ARC
- Meetings:
 - » Final Focus Group Meeting
 - » Adoption by City Council

5 Implement

(YEARS 2021 AND BEYOND!)

- Begin implementation on projects!

Survey Results

WHO TOOK THE SURVEY?



The online Community Input Survey gave members of the community an opportunity early on in the process to share their thoughts about Downtown Dallas.



466 survey responses



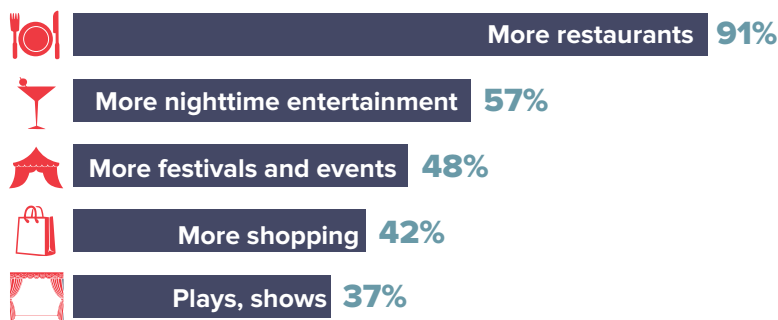
2 indicated "other"

OVERVIEW

An online survey was available from January 29th through April 29th, 2020. Paper surveys and tablets were offered at the Kick-Off Meeting, a link was provided on the Virtual Visioning Workshop page, and they were available at City Hall for people to complete.

A total of 466 surveys (paper and online responses) were received. The survey included questions about how people use Downtown Dallas, what people want to see more of Downtown, and the extent of improvements needed. An optional section asked respondents demographic questions about themselves. Approximately 98% of respondents answered those questions. Based on the data received, the city's population composition is not well represented by those who responded to the survey. The infographics on the next pages illustrate the survey results.

WHAT BRINGS PEOPLE DOWNTOWN?



WHY ARE PEOPLE COMING DOWNTOWN?

Among residents, workers, and visitors, 40% report passing through as a reason they come downtown. Out of those respondents, less than half indicated that they are only passing through downtown and not coming for other reasons. 30% report coming to Downtown Dallas for special events, 23% are shopping, and 19% are coming to work (whether these are business owners or employees was not clear). Broken out between Paulding County residents, workers, and visitors, residents report coming to Downtown Dallas for errands, workers come to run errands and conduct business at the courthouse, and visitors are predominately passing through.

HOW OFTEN ARE THEY COMING?

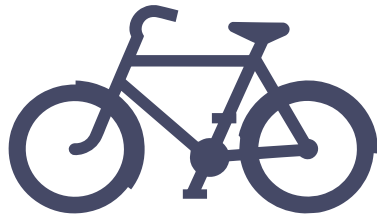
Separating out those who indicated they live or work in the study area, about half are coming to Downtown Dallas less than once a month, 10% of all respondents saying they never visit the downtown area. 6% are coming daily, regardless of if they work or live in the study area.

WHAT WOULD ENHANCE DOWNTOWN?

Across the board, nearly every respondent indicated that more restaurants would enhance their experience when they visit downtown. Over half want to see businesses that are open at nighttime (i.e. past 5pm). The top 5 responses indicate that people want to see more attractions that will draw them in, like festivals and events, shopping, and performances.



40% would like to **drive**

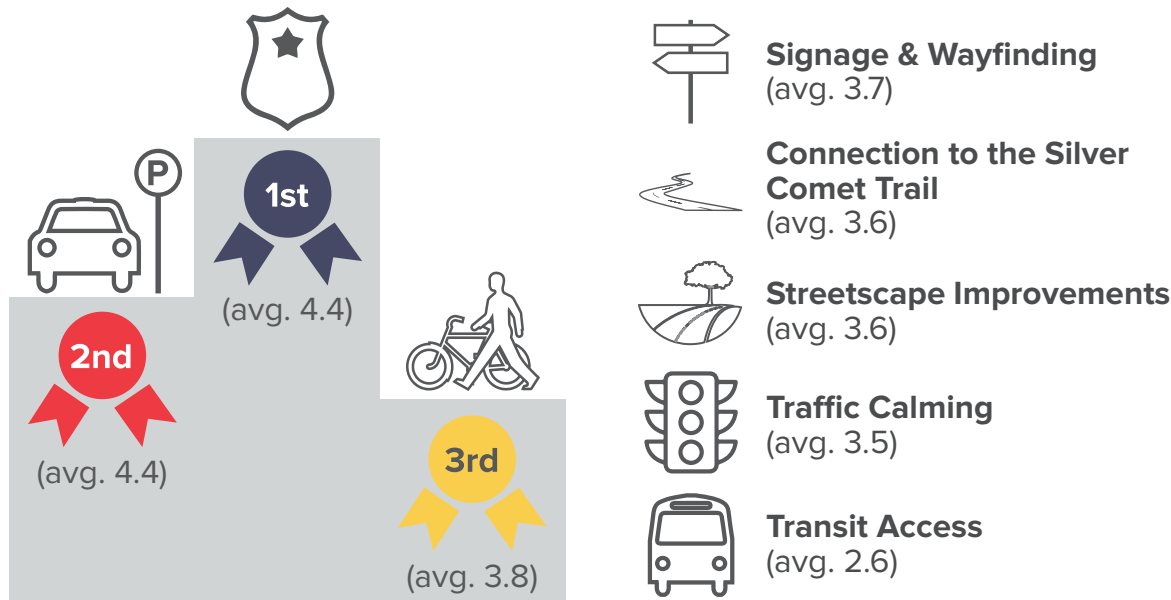


34% would like to **bike**

WHAT ABOUT TRANSPORTATION?

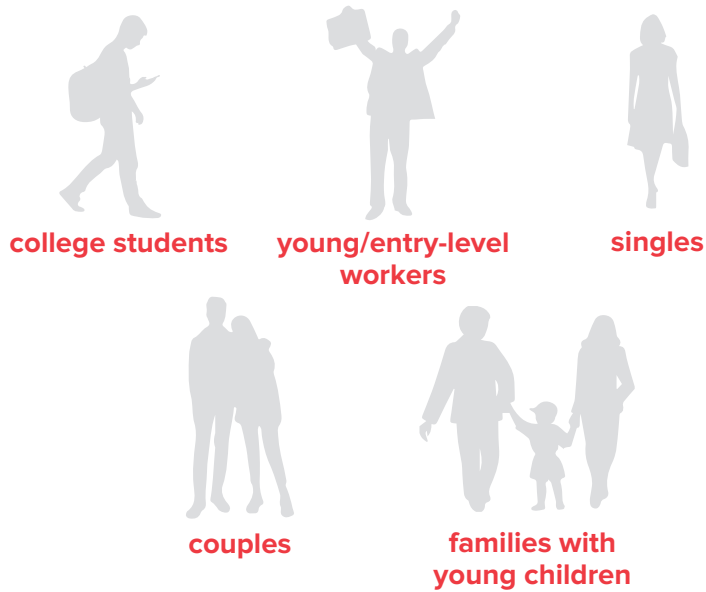
Survey takers were asked to share their primary mode of transportation while they are traveling or moving around downtown. Not surprisingly, an overwhelming majority of people said that they drive. When asked what mode(s) (other than the one they already use) they would like to use while traveling or moving around downtown, 40% said they would still like to drive, but over half said they would like to be able to walk and a third said they would like to bike. Other options include transit and using ride-sharing services, each received 13% of responses.

Respondents were asked to rate transportation improvements from 1 to 5 based on how important they thought they were. The results are below:

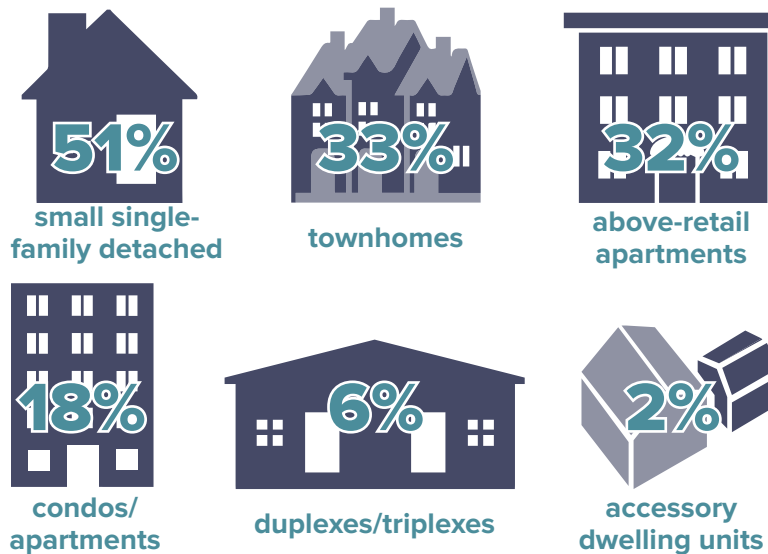


Respondents think that parking availability, safety and security, and pedestrian and bicycle connections are the most important improvements for Downtown Dallas. The improvement desired least is transit access, likely because transit in Dallas is already limited and not widely used.

WHO IS LIKELY TO MOVE DOWNTOWN?



WHAT KIND OF HOUSING IS DESIRED?



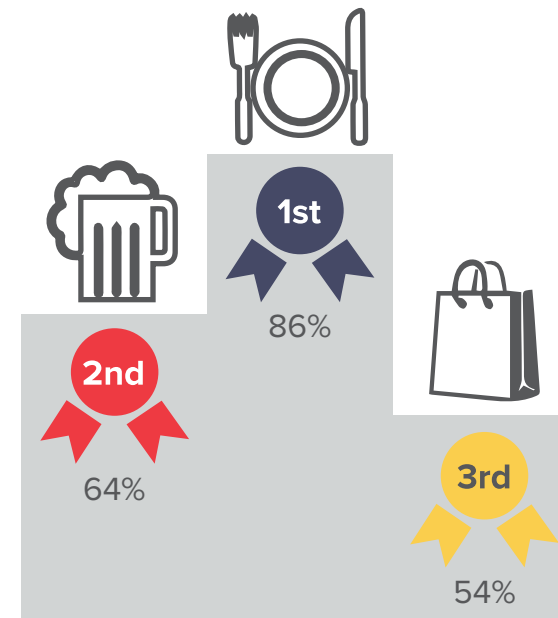
WHAT ABOUT HOUSING?

Survey takers were asked if they would live in Downtown Dallas. The answers were split: 46% said no, 42% yes, and the remainder said that they were not sure. A demographic analysis was ran on the responses, and it appears that those who would like to live downtown are more likely to be between the ages of 18 and 49 years old, make under \$40,000, and have lower educational attainment. People who fall into this category may include college students, singles, younger couples (married or unmarried), young/entry-level workers, and families with young children. Those not likely to move downtown include older, more affluent, and more educated residents, which may include senior citizens, empty-nesters, and families with older children.

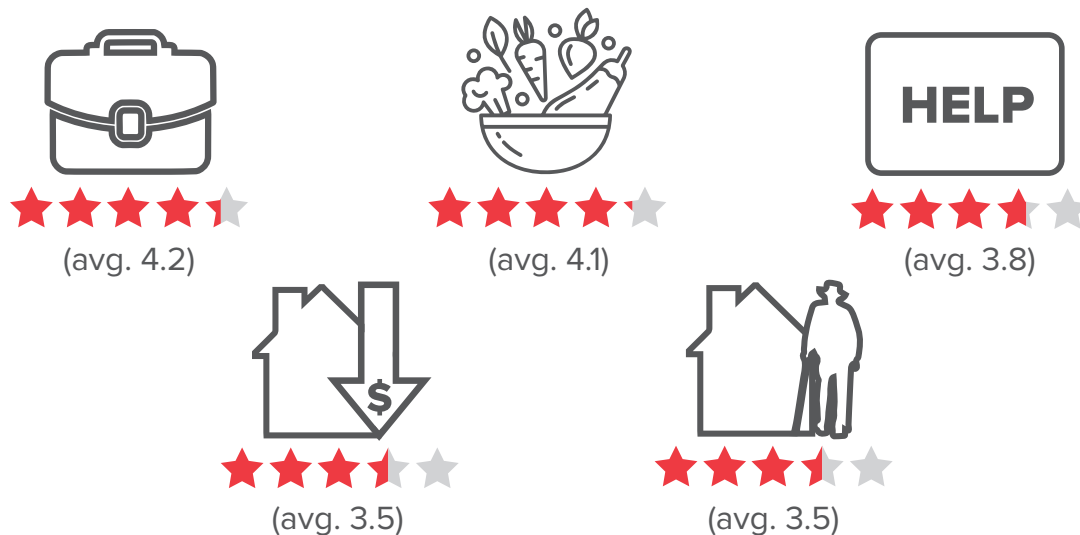
When asked about what kinds of housing they felt were most appropriate for downtown residential development, over half of respondents indicated they would like to see small single-family detached housing. A quarter of all respondents selected this type of housing as the only type of housing they would want to see downtown. Townhomes and above-retail apartments in mixed-use developments also ranked high. Condos/apartments, duplexes/triplexes, and accessory dwelling units (ADUs) did not get many responses. Nearly 20% of respondents said that they would not want any of these types of housing in Downtown Dallas. Nine respondents selected “other,” stating they would want senior housing, owner-occupied housing, and upscale homes.

WHAT NEW DEVELOPMENTS ARE NEEDED?

People were asked to choose as many options as desired for what types of new development should be prioritized in Downtown Dallas. The top three responses are restaurants, bars/breweries/distilleries, and retail. The results to this question are similar to those of how to enhance the experience of going to Downtown Dallas. Respondents want to create a variety of attractions that will draw people in and keep them there for a longer time. Also ranking high are parks/greenspace and building rehabilitation/adaptive re-use. People value the historic character of Downtown Dallas and want to keep as much of it as possible. Residential development was only selected by 17% of respondents, which is surprising considering how much people expressed the need for more housing throughout the public input process.



Respondents were asked to rate social issues from 1 to 5 based on how important they thought they were and how much the downtown plan needs to address them. The results are below:

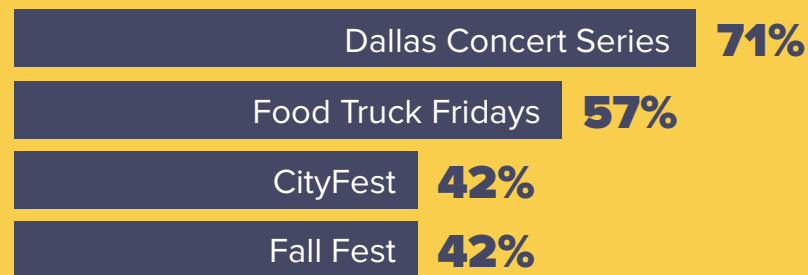


Respondents think that job creation, access to healthy food, and homelessness are the top three social issues facing downtown and need to be addressed in the plan. Housing affordability and aging-in-place were rated lowest. However, since all five issues were rated close together, it can be assumed that the community feels that all five of these issues are important to Downtown Dallas.

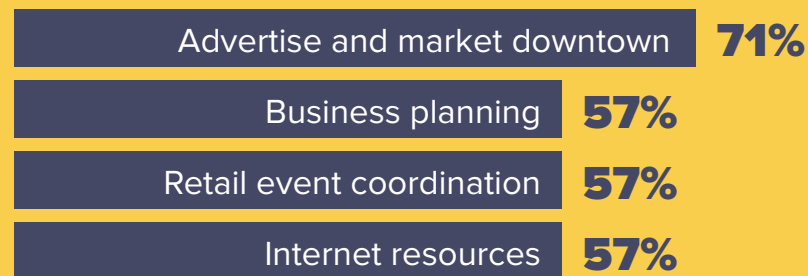
Business Owner Survey

A survey was circulated to all business owners in Downtown Dallas to gauge what, if any, improvements would benefit the downtown business community. Only eight responses were received. Some of the most telling results are shown below, but because of the low response rate, these results may be neither statistically significant nor reliable.

TOP EVENTS THAT AFFECT FOOT TRAFFIC AND/OR SALES VOLUMES



WHAT WOULD BE MOST USEFUL TO THE BUSINESS COMMUNITY?



TOP CHALLENGES: LACK OF CITY SUPPORT (REAL OR PERCEIVED), OUT-OF-TOWN COMPETITION, AND ONLINE COMPETITION.

KEY SURVEY FINDINGS

The following overarching points were gathered from the survey response data and were supported by comments at public meetings:

- » There is a lot of positivity and optimism about Downtown Dallas's future.
- » Currently, people are passing through downtown without stopping. There are not enough quality attractions to bring them there and keep them there. People also report that special events and shopping are the top things that draw them there.
- » More restaurants, nighttime entertainment, festivals and events, and shopping are things that people say would enhance their experience while visiting Downtown Dallas.
- » Not only are people passing through downtown, they are not visiting often. About half of respondents reported visiting less than once a month. Only a small percentage are coming weekly. This supports anecdotal evidence that there isn't a lot of foot traffic in Downtown Dallas to support existing businesses.
- » Increased walkability and more bicycle facilities are desired.

- » Safety and parking are big concerns. People want to feel safer while walking around downtown, and feel like there is not enough parking available (likely due to its current management and advertising). Considering how there is a lot of parking spaces downtown, it isn't well managed, leading to a perceived parking problem.
- » While more quality housing is needed in Downtown Dallas, residential development wasn't ranked high amongst development priorities. The respondents who said they would like to move downtown (42%), they are more likely to be younger, less affluent, or have a lower level of educational attainment. 96% said they would like to see single-family homes (detached or attached) and 49% said they would like to see multi-family development.
- » Total, the housing types most supported by the community include small-lot single-family detached units, townhomes, and above-retail apartments.
- » Overall, respondents want to prioritize the development of restaurants; bars, breweries, and distilleries; and retail options to revitalize downtown. Parks, greenspaces, and building rehabilitation were also well supported.
- » Job creation and access to healthy food are the top two issues that respondents felt were important to address.
- » Downtown events benefit the business community by boosting foot traffic and sales for retail businesses. Non-retail businesses benefit from having more exposure and eyes on their businesses.
- » Business owners want to see more resources available to boost existing and prospective businesses. The most desired improvement they want is more advertising and marketing directed at Downtown Dallas as a destination.
- » Top challenges for the business community include the need for more city support and competition, both outside of Dallas and online.
- » Customers do not come from Dallas, but come from elsewhere in the county or online.
- » While downtown business owners are happy with their location, they do not feel that Downtown Dallas is a good place to have a business.
- » **Overall, the survey results indicate that Downtown Dallas will benefit from more attractions (both brick-and-mortar and events), housing for younger and less affluent residents, increased safety, more walkability and bikeability, and support for local businesses.**

Meetings & Events

STAKEHOLDER INTERVIEWS



The Planning Team had the challenge of conducting most of the meetings and outreach events virtually due to the COVID-19 pandemic.

Stakeholder interviews were conducted during a two day period in December 2019 at the Dallas Theatre and Civic Center. Stakeholders were identified by the City based on community roles and included a diverse group of people, ranging from residents to business owners to elected officials. During the one-on-one interviews, the consultants asked specific questions regarding stakeholders' thoughts on existing policies, new development, housing, experiences, etc. Some of the key takeaways from those conversations are on the left.

Key Points from Stakeholder Interviews

- » Residents would much rather spend their time and money in Dallas than go elsewhere, but there's nothing that draws them in.
- » Downtown is very walkable and beautiful; the City has done a great job with streetscapes and beautification efforts.
- » Night time entertainment is needed, particularly businesses that stay open past dinner.
- » Connecting downtown to the Silver Comet Trail will be a game changer.
- » New housing, specifically multi-family housing, can bring opportunities for needed density, but it needs to be done strategically.
- » Parking is an issue, usually during events.

FOCUS GROUPS

In lieu of a core steering committee, it was decided that a more effective way to gain feedback from the community would be to take an expanded list of stakeholders (some already interviewed), and divide them up into six groups:

- » **Community leadership.** This group consisted of elected officials, city and county employees, and the Downtown Development Authority.
- » **Business community.** This group consisted of downtown business owners, employees, and the Downtown Merchants Association.
- » **Higher education.** This group consisted of representatives from Georgia Highlands College, Kennesaw State University, and Chattahoochee Technical College.
- » **Religious community.** This group consisted of leadership from the downtown churches.
- » **Property owners.** This group consisted of both residential and commercial downtown property owners.
- » **Involved residents.** Stakeholders not already involved in another focus group were asked to participate in this group.

During each focus group meeting, the same questions were asked:

- » Are there any big ideas for Downtown Dallas?
- » What are the most important goals for Downtown Dallas's future?

The consultants facilitated activities aimed at answering these questions and creating consensus. Following are the goals that the focus groups collectively created:

- » More and better quality housing options;
- » Programming and activating downtown, and keeping people here once they arrive;
- » A parking strategy;
- » A business recruitment;
- » A dedicated Economic Development Director/ Main Street Manager for Dallas;
- » Inter-governmental coordination with business owners;
- » Celebrate the history of Dallas; and
- » Attracting more restaurants.

A final focus group meeting was held virtually after the Draft Plan Open House to get feedback on final details of the plan.

KICK-OFF MEETING

The Kick-Off Meeting marked the first time the general public was able to give their input for Downtown Dallas's future. The City and consultants hosted this meeting on February 11, 2020 at the Dallas Theatre & Civic Center. 45 people attended and participated in the meeting.

The meeting opened with a brief presentation that explained the LCI program, the scope and planning process, the improvements made to Downtown Dallas to-date, and the activities. After the presentation, participants gave their input through a series of activities.

PERSONAS

The Kick-Off Meeting was the first time the public was introduced to the 8 personas that represent the user groups that the plan is geared toward. The personas' bios were displayed along with the needs that were identified for that group. Participants were encouraged to give input if they felt that any of the user groups were incorrectly personified or had ideas to improve them.

MAPPING ACTIVITY

A large map of the study area was laid on tables, and participants placed flags on areas of downtown where they had a comment. The flags had five prompts: personal memory or event, favorite place, potential safety concern, enjoyable social event, or idea. Some of the top ideas and comments received can be found on the next page.

GOTTA HAVE / NICE TO HAVE / NEVER GONNA HAVE

This activity asked participants to think about their personal wish list for Downtown Dallas, and to sort these ideas into three categories:



The “Gotta Haves” are things that **absolutely must be implemented** downtown, and the City should make every effort to encourage its implementation.



The “Nice to Haves” are the things that would be great to have in Downtown Dallas, but could **easily be removed or changed** in favor of higher priority items.



The “Never Gonna Haves” are Things the community would not support, and are considered to be **“non-starters.”**

The community did not list any “never gonna haves,” but gave plenty of ideas of things they absolutely want to have in Downtown Dallas and the things they want but felt were less of a priority. The results can be found on the next page.

Favorite Places

- » Silver Comet Trail
- » Eastbound and Grounds Coffee Shop
- » The Theatre
- » Homestead Marketplace
- » The fountains by the Courthouse
- » Tin Bucket
- » 213 on Main

Potential Safety Concerns

- » Abandoned and unkempt properties
- » Speeding along Confederate Avenue and Main Street
- » Pedestrian walkways are not clearly marked
- » Dallas Motel
- » Homelessness

Key Ideas

- » More restaurants
- » Mixed use buildings with ground floor retail
- » Restaurants open after 5pm
- » Clean up streets on outskirts
- » Change downtown speed limit to 15mph.
- » Purchase old homes along Church Street and Park Street
- » Racing events (5Ks, 10Ks, etc)
- » Gateways
- » Dog park

Higher Priority Wants

- Restaurants
- City codes/beautification efforts for buildings that appear run down
- Nightlife
- Bars/brewery/microbrewery
- Live entertainment
- Communicate business incentives
- More parks
- Multi-use trails/bike trails/access
- Annexation of all property inside the LCI area
- Traffic calming
- Redevelop rundown properties and offer for development
- Welcoming business environment

Lower Priority Wants

- High-end loft apartments/condos
- Mixed use with retail
- Shuttle for events from new courthouse parking lot
- More parking
- City entrance marquee on Hardee Street
- Assist new businesses with following local codes and ordinances.

VISIONING WORKSHOP

The timing of the COVID-19 pandemic forced the workshop planned for the end of April 2020 to go virtual.

The Visioning Workshop was hosted through Konveio, an online content engagement platform. The virtual workshop was set up to closely mimic an in-person meeting. The following were implemented:

- » A sign-in form to capture the name and contact info of participants;
- » An instructional video that walks the user through the workshop and explains the various components (much like an in-person presentation);
- » Activity boards with “pins” that either provide further information about an idea or prompt an opportunity for feedback;
- » Participants could place a virtual post-it note on the boards to convey a question, suggestion, or overall comment; and
- » A virtual comment card to capture additional information from participants not already offered in the other activities.

The workshop was open from April 15th through May 28th (6 weeks). The City used social media to advertise the workshop, and stakeholders were contacted directly. To boost participation, those who signed in to the workshop were entered in a gift card giveaway.

ACTIVITIES

Four activities were virtually facilitated through Konveio.

Activity 1: Goals & Objectives

Participants reviewed four draft goals and 15 draft objectives for comment. Comments were placed virtually onto the board for consideration.

Activity 1: Goals & Objectives

A good plan is like a road map - you can't get to your final destination unless you know how you are going to get there! So far, we have developed 4 core goals and 15 objectives that will guide policy for downtown development.

The screenshot shows a digital activity board interface. At the top, there are navigation tabs: View, Edit, Pins, Comments, Report, and Embed. Below these are search and interaction tools like a magnifying glass, a minus sign, a page indicator (Page 1 of 1), a download icon, a search bar, a comment icon, and an add pins icon. The main content area is titled "Goals & Objectives" and is divided into four columns, each representing a goal:

- Goal 1:** Attract new commercial businesses to bring more activity, jobs, and tax dollars to Downtown Dallas. Objectives include: attract new bars and restaurants, attract businesses that stay open during evening hours, attract a stronger residential presence, communicate new business incentives, and construct a variety of new retail and office spaces.
- Goal 2:** Encourage residential growth downtown and ensure a variety of housing options to accommodate all types of residents. Objectives include: preserve existing higher quality housing, encourage the generation of lower to moderate quality housing, encourage the redevelopment of blighted neighborhoods, encourage the development of above-retail housing units, and consider the development of housing types that attract and accommodate seniors/older residents, entry-level workers, and local college students.
- Goal 3:** Develop Downtown Dallas into a vibrant live/work/play district for residents, employees, and visitors. Objectives include: improve the City's zoning code, include usable green space and parks, encourage the redevelopment of a central town green, consider parking management strategies, and find space to consolidate the City of Dallas's downtown offices.
- Goal 4:** Improve multi-modal connectivity throughout Downtown Dallas. Objectives include: continue to improve streetscapes, connect Downtown Dallas to the Silver Comet Trail, and explore additional opportunities to connect Downtown Dallas to other local and regional destinations.

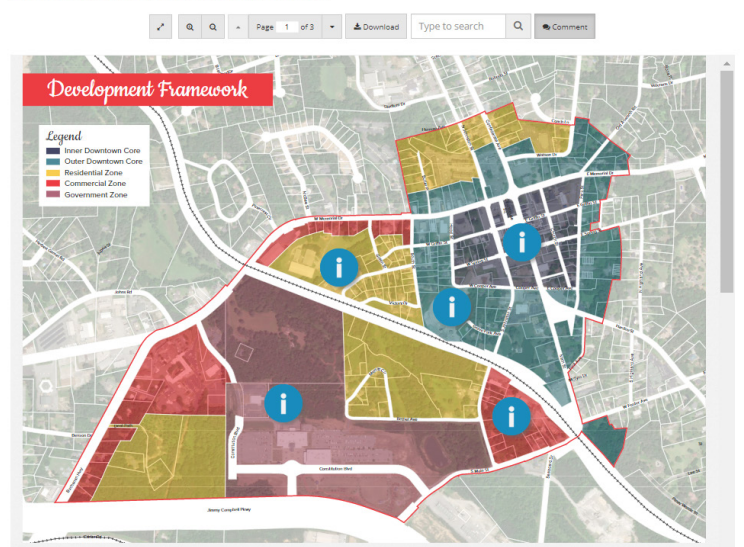
At the bottom of the board, there are two explanatory sections: "What is a goal?" (general, aspirational statements) and "What is an objective?" (based on needs and opportunities, guidelines that provide direction). To the right of these sections is a diagram showing a central "VISION" circle connected to four "GOAL" circles, which are in turn connected to multiple "OBJECTIVE" circles.

Activity 2: Development Framework Plan

Participants reviewed an overall development framework for downtown that identifies development schemes for different areas. The “pins” were clicked to read and review narratives for each area. Next, two draft small area plans were displayed with “pins” that described the general ideas behind them. Participants had the opportunity to place comments virtually onto the board.

Activity 2: Development Framework Maps

To guide physical development, we have created a Development Framework Map that divides the study area into “zones.” Each zone will feature different development types and will prioritize some objectives over others. We have also created two draft redevelopment plans for you to review and give comment.

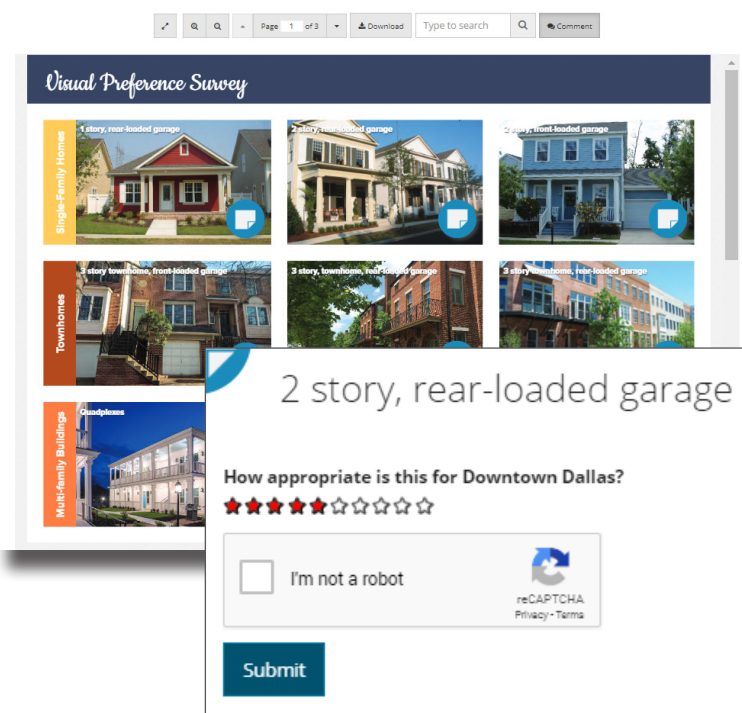


Activity 3: Visual Preference Survey

A Visual Preference Survey was presented to get input on different types for Downtown Dallas. “Pins” were placed on each image to prompt participants to rate the image based on its appropriateness for Downtown Dallas. If participants had a comment about any of the images (i.e. why they felt the image was appropriate or inappropriate), they were encouraged to place a virtual comment on the image.

Activity 3: Visual Preference Survey

To guide design in the study area, we have created this Visual Preference Survey. For each image, you will rate it's appropriateness for downtown's future development.



Activity 4: Personas

The Personas activity featured a page for each user group identified so far in the process, personifying these groups. Participants read each persona's bio and needs to decide if the recommendations for Downtown Dallas help or hurt them. "Pins" were placed on each board that prompted the participants to indicate their thoughts. Participants could also place a comment if they had additional ideas or concerns.

Activity 4: Personas

Part of this process is identifying user groups and planning a downtown that meets their needs. We have identified 8 "personas" that embody the identified user groups. For this activity, you will read each persona's bio and needs, and decide if the recommendations for Downtown Dallas help or hurt them.

#	RECOMMENDATION	HELPS, HURTS, OR DOES NOT APPLY?
1	More businesses, including dining and nightlife establishments, and daily shopping and services	
2	Communicate new business incentives and advertise available commercial spaces to prospective business owners	
3	Variety of new retail and office spaces	
4	Redevelopment of blighted neighborhoods, preservation of quality housing, and renovation of lower quality housing	
5	Housing types to accommodate seniors, college students, and college students	

RESULTS

The virtual Visioning Workshop saw participation from 33 members of the community. The overall results are as follows:

- » The goals and objectives were well received. Suggestions were made regarding verbiage and additional ideas. These suggestions were taken under advisement, and some were incorporated in conjunction with other comments made elsewhere during the workshop.
- » Most of the comments for the development framework were limited to the Cooper Site redevelopment plan. Comments include support for connecting to the Silver Comet Trail and disagreement with placing housing very close to the railroad corridor.
- » None of the recommendations will negatively affect any user group. The one recommendation that participants ruled as the most inapplicable to the personas was the construction of a new city hall. This is likely because our identified user groups do not include City employees or anyone who benefits from regular access to city offices. See the next page for results on the most helpful recommendations to each persona.
- » Results from the Visual Preference Survey are shown on the next page.

Persona Activity Results



SAM THE STUDENT

Most helpful: **Housing types geared toward students** and **parking management strategies**



SHANNON THE SENIOR

Most helpful: **Housing types geared toward seniors** and **a variety of new businesses**



PARKER THE YOUNG PROFESSIONAL

Most helpful: **A variety of new businesses** and **parking management strategies**



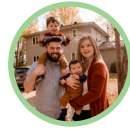
BAILEY THE BUSINESS OWNER

Most helpful: **A variety of new businesses** and **communication of business incentives**



ROBIN THE RESTAURATEUR

Most helpful: **Communication of business incentives** and **new retail space**



THE FORD FAMILY

Most helpful: **A variety of new businesses** and the **redevelopment of blighted neighborhoods.**



RAY THE PROSPECTIVE RESIDENT

Most helpful: The **redevelopment of blighted neighborhoods** and **more greenspace**



VAL THE VISITOR

Most helpful: **More programming and events** and **connections to the Silver Comet Trail**

Visual Preference Survey Results

Below are the top rated images overall from the survey. These images show that 2-story, medium density development types are preferred. The highest rated images overall were related to retail, greenspace, and streetscape improvements. However, some of these development types may not be feasible in Downtown Dallas due to market conditions or physical impediments.



DRAFT PLAN OPEN HOUSE

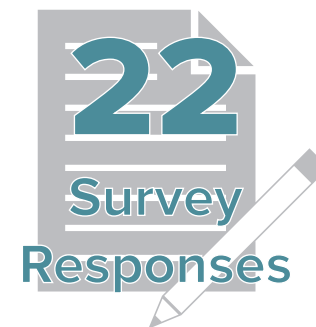
The continuation of the COVID-19 pandemic also forced the planned Draft Plan Open House to go virtual. The Draft Plan Open House was hosted through Social Pinpoint, an online content engagement platform. The virtual workshop was set up to closely mimic a typical open house style meeting with opportunities to give comments. The following were implemented:

- » Participants had to provide, at minimum, an email address to submit comments in order to track participation;
- » An interactive map that showed the draft concept plans, with projects and renderings called out. Participants could place a virtual stickers on the map to show what they liked, disliked, or to make a general comment.

Other users could view the stickers and the comments associated with them and could like or comment on other people's thoughts;

- » A survey attached to the map asked participants about their overall thoughts about the concept plans and projects;
- » A priority project survey asked participants to pick three projects out of nine they wanted to see the City prioritize; and
- » A forum provided a place for participants to drop additional comments and ideas that they didn't on the interactive map.

The Open House was open from August 14th through September 4th (3 weeks). The City used social media, flyers, and yard signs to advertise the open house, and stakeholders were contacted directly.

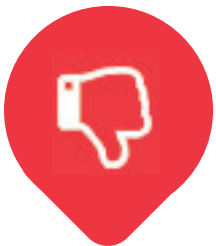
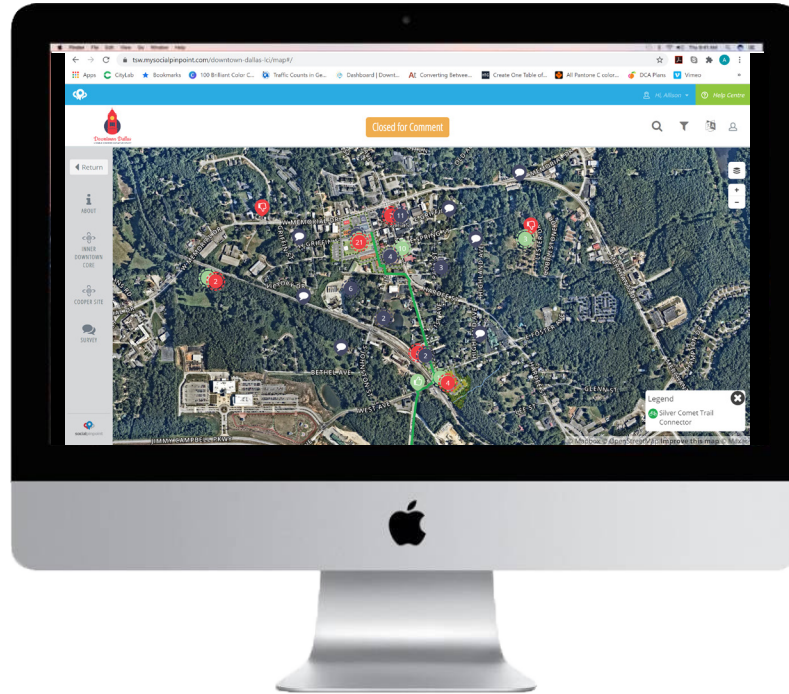


MAPPING ACTIVITY RESULTS



What People Liked

- » The Silver Comet Trail connection because of its potential to bring in patrons;
- » Mixed-use buildings;
- » New city hall building and police station building;
- » New and renovated retail buildings because of their potential to bring in new businesses;
- » The restroom building by the park;
- » Renovation of the Cooper Building; and
- » The trailhead near the Cooper Building.



What People Disliked

- » The concept plan did not reach some of the areas that people thought also needed attention;
- » The concept plan also did not show either as much housing as people expected, or they preferred to see more commercial spaces instead; and
- » Removal of some existing parking to make way for new development.

What Got Mixed Reviews

- » The town green concept got both positive and negative reactions, skewing towards positive. Some people felt that the park would be a great addition to Downtown Dallas and would be a catalyst for more activity, but others felt that the land used to create the park could be used for more commercial space, specifically restaurants. Others felt that the proposed location was too far from Main Street, which already has activity, or that it was unnecessary since there is a similar space by the government center.
- » The proposed townhomes shown on the draft concept plan got mixed reviews. Again, some felt that space could be better utilized for commercial space.
- » The proposed single-family lots behind the renovated Cooper Building got both positive and negative comments. Some liked that they could help increase downtown's attractiveness to new businesses, but others felt that the site would be better suited for multi-family housing or mixed use.
- » The issue around parking got some mixed reviews, too. Some felt that there was too much surface parking, others felt that there wasn't enough parking. The temporary lot on Hood Street got both positive and negative reactions.



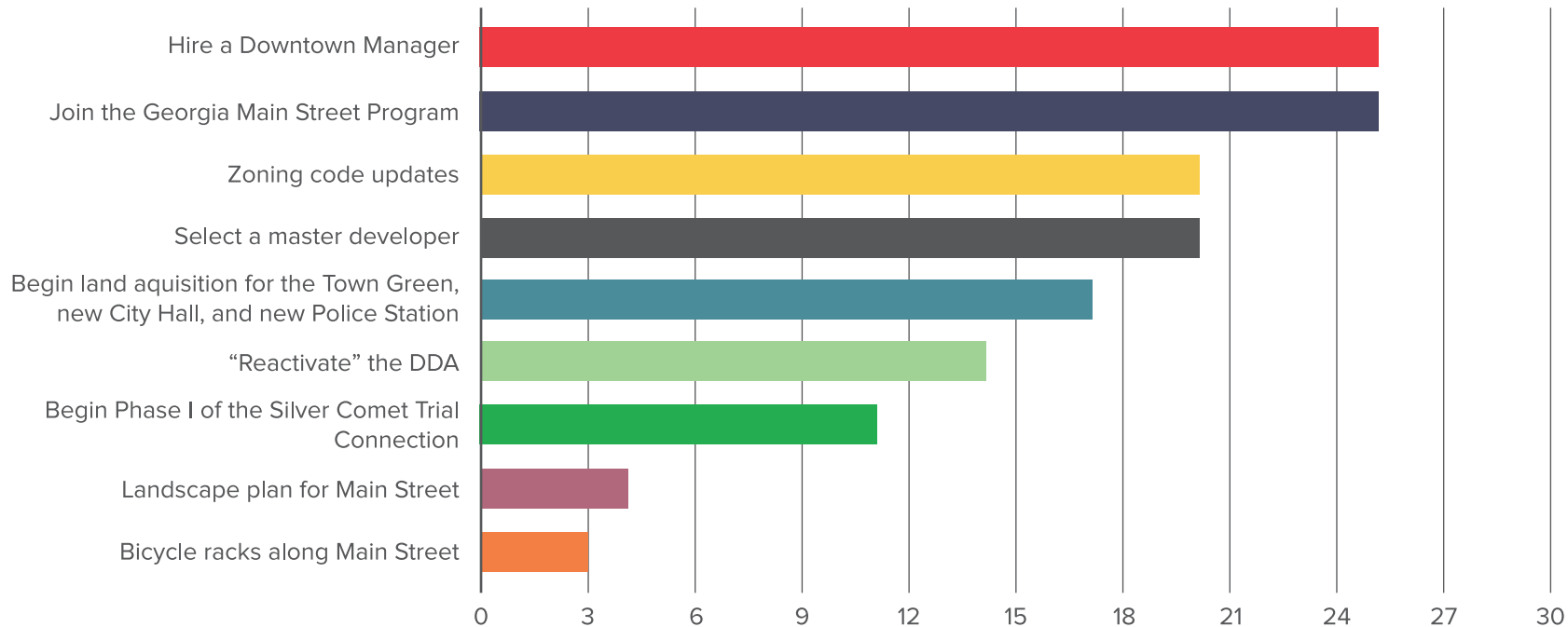
Comments

Participants dropped comments onto the map with the following ideas, suggestions, or concerns.

- » The draft concept plan shows new development where Helping Hands, a local non-profit that provides a food pantry to people in need, is located.
- » The draft concept plan also shows new retail where the existing liquor store is. There were concerns about what would happen to the business, and if it could be incorporated into the plan.
- » People suggested that the property next to the proposed trailhead be utilized for new development.
- » There were suggestions to place new development at the Dallas Womens' Club property.
- » There were suggestions for what to do with the concrete plan near the railroad, including moving the city hall and police station there or relocating the library near that location.
- » Some felt that there needs to be a parking deck built downtown to accommodate new development.

PRIORITY PROJECT RESULTS

The Planning Team identified nine projects that could be potential “priority projects:” projects that the City should focus on implementing during the next five to ten years. Participants could choose up to three projects. The results are shown below.

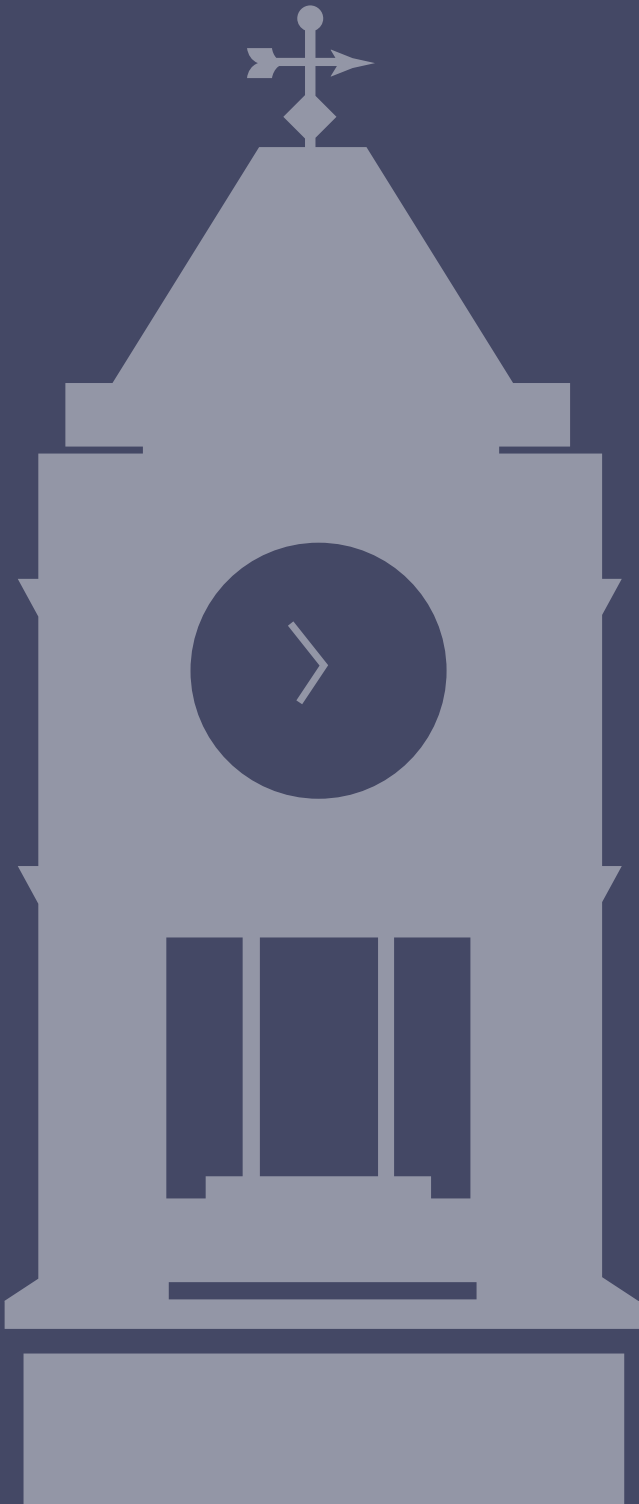


OVERALL THOUGHTS

The map featured a survey that asked participants their overall thoughts about the concept plans. **Out of 22 people that took this survey, 16 people indicated that they either liked it somewhat or liked it a lot.** Only 3 indicated dislike, and 3 were neutral. Participants were asked if there was anything about the plan they would change. Most comments indicated concern about logistics of implementation, parking, or the cost of land acquisition for the town green and municipal buildings. Other comments included facade improvements for the existing buildings (both commercial and residential), and general support for more retail and the town green.

73%
in favor of the
concept plan






The Vision

The Vision for Downtown Dallas is to create a vibrant and prosperous district that is suitable for residents, employees, and visitors; promote a positive business environment; and create connections to the region via the Silver Comet Trail.

Keys to a Successful Downtown



Before recommendations can be made, it's important to understand what makes downtown districts successful.

WHAT MAKES A SUCCESSFUL DOWNTOWN?

Along with having a connected street grid, the City of Dallas has invested in its pedestrian infrastructure, creating a walkable environment downtown. Downtown Dallas also hosts a lot of events that brings people to the area. For Downtown Dallas to be successful, it needs to continue to reinforce the elements they already have. However, downtown is missing six of the eight important elements that makes a successful downtown: feeling of safety, residential density, day and night activity, retail clusters, anchoring attractions, and parks and open space. These are the basis of the recommendations outlined in this chapter.



Walkability



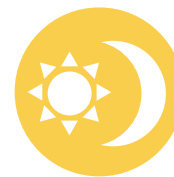
Programming & Events



Feeling of Safety



Residential Density



Day & Night Activity



Commercial Clusters



Anchoring Attractions



Parks & Open Space

What Downtown Dallas needs

HOW DO THESE ELEMENTS COME TOGETHER?

Three of the eight elements that naturally come hand-in-hand are day and night activity, commercial clusters, and anchoring attractions. A successful downtown has plenty of retail and attractions that bring in patrons and visitors on weekdays and weekends, mornings, afternoons, and evenings. The list below shows the activities and uses that could bring these three important elements together.

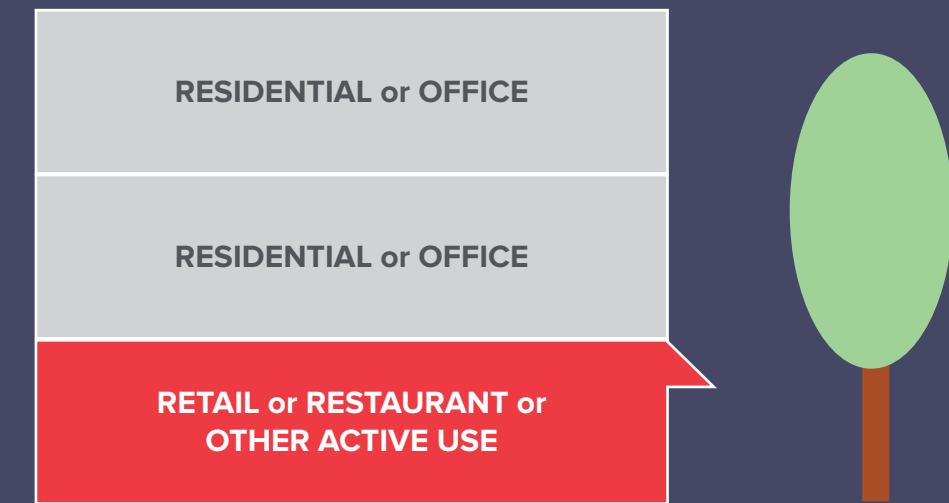
Use	Activity Time			
	Weekday Morning	Weekday Afternoon	Weekday Night	Weekend Activity
Daily needs shopping	✓	✓	✓	✓
Leisure shopping		✓	✓	✓
Apparel stores		✓	✓	✓
Gym / exercise facilities	✓	✓	✓	✓
Neighborhood-serving offices	✓	✓		
Professional services	✓	✓		
Medical services	✓	✓		
Salons and barbershops		✓	✓	✓
Art galleries			✓	✓
Cultural facilities and event venues			✓	✓
Restaurants	✓	✓	✓	✓
Bars and breweries			✓	✓
Cafes	✓	✓		✓
Banks	✓	✓		

What do the streets look like?

- » Wide sidewalks (10' or more)
- » Street trees & street furniture (bike racks, benches, trash receptacles)
- » Lighting
- » Buildings right next to the sidewalk
- » Slower traffic
- » Safe crossings

What about the buildings?

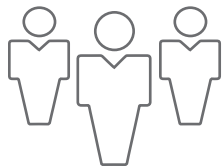
- » Continuous ground-floor spaces with few or no commercial interruptions from vacancy or other uses.
- » High ceiling heights of 12 to 14 feet.
- » Transparent storefronts.



Targeted User Groups

OVERVIEW

One topic that came up throughout the stakeholder interviews was the need to define Downtown Dallas's existing and future users. Both these interviews and the results of analyses yielded eight groups. Each user group has its own specific motivations and needs that will need to be met through downtown's redevelopment. Personas that fictionally represent each user group were created to guide the creation of recommendations for Downtown Dallas.



Knowing the end users for a place helps create better recommendations that in turn create a better place for everyone.



SAM THE STUDENT

AGE: 21
OCCUPATION: STUDENT
MOTIVATION: GETTING AN EDUCATION AND MOVING OUT
TOP NEEDS:

1. HOUSING OPTIONS
2. MORE PARKING
3. HANG OUT SPOTS



ROBIN THE RESTAURATEUR

AGE: 48
OCCUPATION: RESTAURANT OWNER
MOTIVATION: OPENING HER NEW RESTAURANT
TOP NEEDS:

1. HELP NAVIGATING REQUIREMENTS
2. MORE ACTIVITY DOWNTOWN
3. BUSINESS INCENTIVES



SHANNON THE ACTIVE SENIOR

AGE: 70
OCCUPATION: RETIRED
MOTIVATION: AGING IN PLACE
TOP NEEDS:

1. SENIOR-FRIENDLY HOUSING OPTIONS
2. WALKABILITY
3. DAILY SHOPPING



THE FORD FAMILY

PARENTS: CHARLIE (31) AND TAYLOR (30)
CHILDREN: LEE (2), JAMIE (5 MONTHS)
MOTIVATION: RAISING A FAMILY
TOP NEEDS:

1. HOUSING OPTIONS
2. DATE NIGHT SPOTS
3. SAFETY



PARKER THE YOUNG PROFESSIONAL

AGE: 26
OCCUPATION: PARALEGAL
MOTIVATION: MORE AFTER HOURS FUN
TOP NEEDS:

1. DINING OPTIONS
2. PLACES THAT STAY OPEN AFTER 5PM
3. BETTER PARKING



RAY THE PROSPECTIVE RESIDENT

AGE: 39
OCCUPATION: ENGINEER
MOTIVATION: FINDING DECENT HOUSING AND CO-WORKING SPACES
TOP NEEDS:

1. LOW-MAINTENANCE HOUSING
2. HIGHER-QUALITY RENTAL OR OWNERSHIP OPTIONS
3. CO-WORKING SPACE



BAILEY THE BUSINESS OWNER

AGE: 42
OCCUPATION: OWNER OF BAILEY'S BIKES
MOTIVATION: KEEPING HIS BUSINESS AFLOAT
TOP NEEDS:

1. MORE FOOT TRAFFIC
2. MORE VEHICLE AND BIKE PARKING
3. AN EDGE OVER HIS COMPETITORS



VAL THE VISITOR

AGE: 33
OCCUPATION: NURSE
MOTIVATION: FINDING MORE PLACES TO HANG OUT AND THINGS TO DO
TOP NEEDS:

1. SOMETHING FOR YOUNG SINGLES
2. HANG OUT SPOTS
3. BETTER PARKING

I commute to Dallas from Hiram daily to attend KSU's Paulding site. When I graduate, I want to be a middle school teacher. I'm desperate to move out of my parents' house (for obvious reasons, of course) and live with one of my friends who goes to Chattahoochee Tech, but there aren't any decent housing options for us. Parking is also a huge issue for me - there aren't many available spaces.

I live in Dallas with my husband and two teenage sons. After opening two successful restaurants in Acworth and Marietta, my goal is to open a farm-to-table restaurant in Downtown Dallas that will hopefully jumpstart a more vibrant restaurant community for the area.

You could call me a small town kind of guy. I love the idea of living in a small downtown, away from the hustle and bustle of larger cities. I'm looking for a home that's low-maintenance; has space for my black lab, Chloe, to play; and reasonable walking distance to restaurants and stores. I work remotely 2-3 times a week and would either like a home that would allow me to have a home office or a co-working space downtown.

I work as a paralegal at a law firm downtown. I really enjoy my job and the people I work with! But, Downtown Dallas is kind of dead, you know? Lately, I've been exploring new job opportunities in a more exciting downtown setting, like Woodstock or Marietta, just so I can be closer to places where I would want to hang out.

I live close to Hiram, and I work at the Wellstar Nursing Center. Many of my good friends and coworkers live in Dallas. In my spare time, I run on the Silver Comet Trail, go to events in Downtown Dallas, and eat at local restaurants. I would like to see more places downtown where I can unwind with a glass of wine with friends on my days off.

Last year, I opened a small bicycle store off Main Street. I am a bike enthusiast and I wanted to capitalize on Downtown Dallas' proximity to the Silver Comet Trail. So far, business hasn't been great. I would be very supportive of any and all efforts to get more people to patron downtown businesses.

We live in Paulding County with our two young children. We are avid bike riders and love riding the Silver Comet Trail! We hope to include our children on bike rides when they become old enough. We love the idea of moving close to downtown to take advantage all what it can offer for us now and in the future.

I have lived in Dallas all my life and I recently became retired! My husband and I are active in the community and want to keep it that way. Living downtown would allow me to continue to volunteer at our church and we could walk to shows at the Theatre.



Vision & Framework Plan



This plan outlines a vision for Downtown Dallas that is achieved with a framework plan.

The Vision for Downtown Dallas is to create a vibrant and prosperous district that is suitable for residents, employees, and visitors; promote a positive business environment, and create connections to the region via the Silver Comet Trail.

This plan is anchored by the Paulding County Comprehensive Plan and ARC's Livable Centers Initiative guidelines, and builds upon the vision of the previous LCI plan. It represents the collective vision of the community, City staff, business owners, and the recommendations set forth by the Planning Team.

How is this going to be achieved?

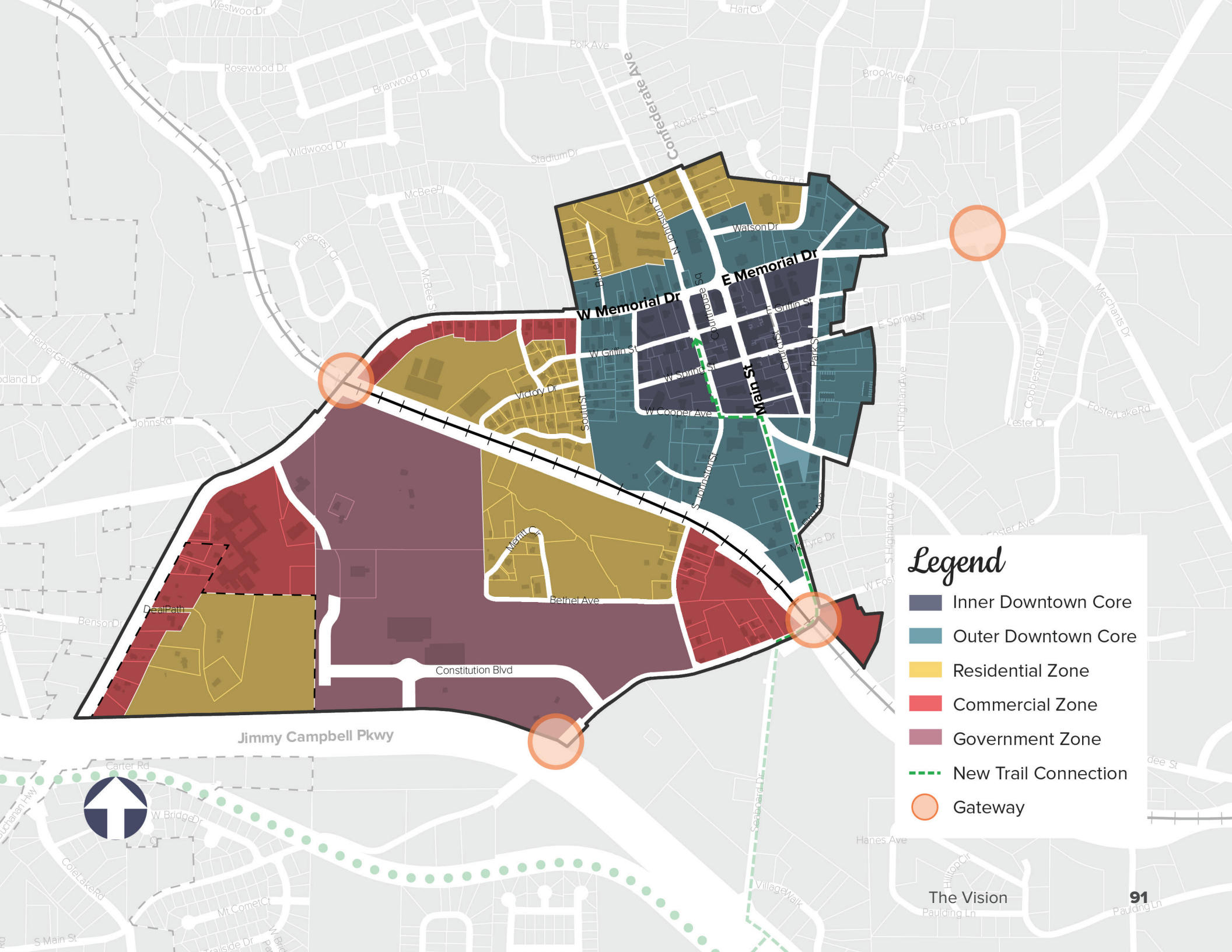
By following the Framework Plan and the four goals (as explained later in this chapter):

- » Recruit new commercial businesses
- » Encourage residential growth downtown
- » Develop Downtown Dallas into a vibrant live/work/play district
- » Improve multi-modal connectivity

FRAMEWORK PLAN

OVERVIEW

The Framework Plan on the right visualizes key redevelopment recommendations for Downtown Dallas. The study area is divided into 5 zones: Inner Downtown Core, Outer Downtown Core, Residential Zone, Commercial Zone, and Government Zone. Primary transportation and gateway recommendations are shown on the plan, and are explained further on in this chapter.



Legend

- Inner Downtown Core
- Outer Downtown Core
- Residential Zone
- Commercial Zone
- Government Zone
- New Trail Connection
- Gateway

INNER DOWNTOWN CORE

The Inner Downtown Core will continue to be Downtown Dallas's heart and soul. The vision of this area is to build upon its assets by redeveloping older buildings to accommodate new uses, creating new development to help “fill in the blanks,” creating housing opportunities to draw in residents, and attracting businesses that will complement existing businesses and attractions.



Best Development Types

- » Civic buildings;
- » 3+ story mixed use with ground floor commercial and upper-story office or residential lofts;
- » Addition of office and loft residential to existing multi-story buildings with ground floor commercial uses;
- » Medium-sized multi-family buildings (10-50 units); and
- » A large green space for community activities.



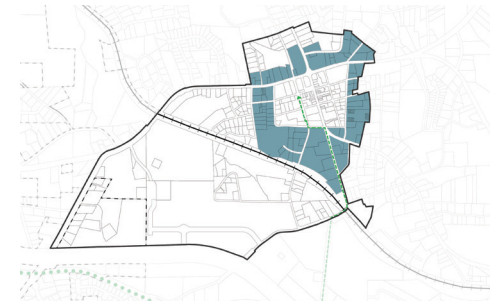
Transportation Recommendations

The value of the existing street grid will be reinforced with this plan. The transportation network will continue to be enhanced with activated alleys, pedestrian ways, and the sidewalks, bicycle facilities, and multi-use trails necessary to complete the connection to the Silver Comet Trail.



OUTER DOWNTOWN CORE

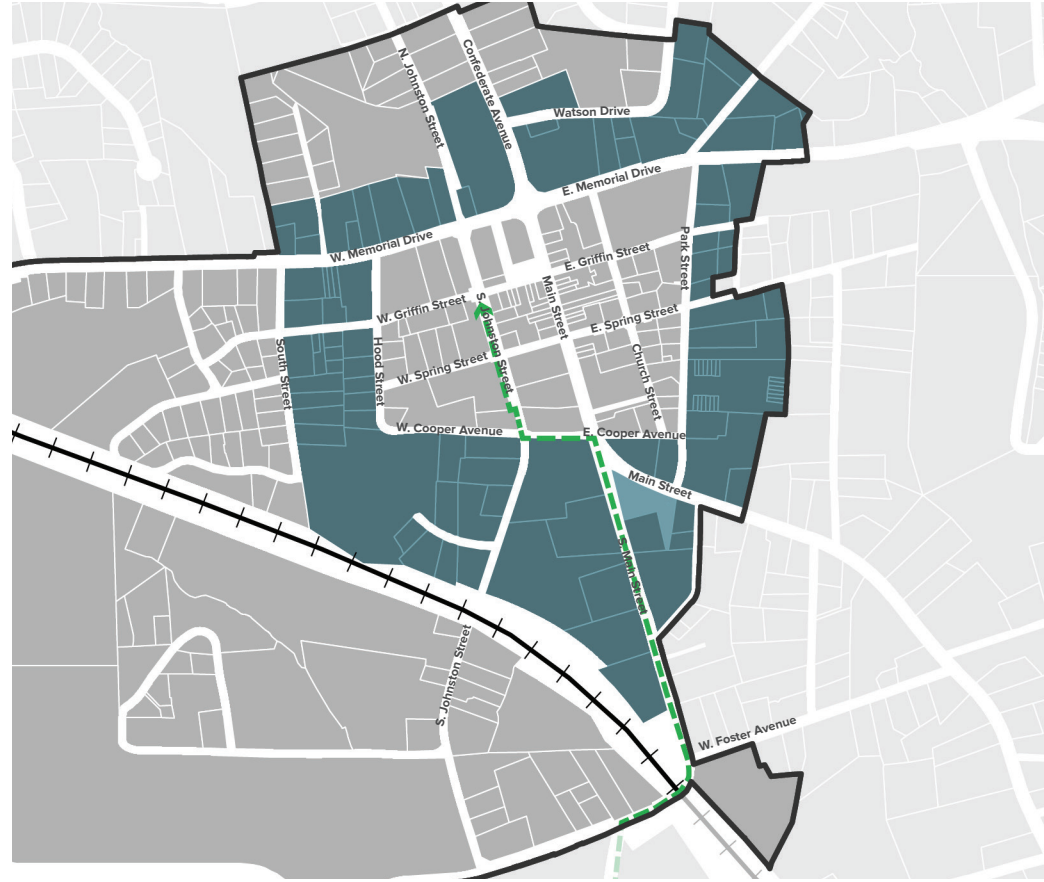
The Outer Downtown Core seeks to expand Downtown Dallas's traditional center. While the Inner Downtown Core is denser in its development, the Outer Downtown Core's development density will "step down" and provide a transition between the urban core and residential areas. Redevelopment of dilapidated and blighted properties is encouraged, as is the renovation of fair to poor quality homes to attract new tenants.



Best Development Types

- » 2-story mixed-use buildings;
- » Neighborhood-scale commercial (shops and restaurants);
- » Small multi-family buildings (duplexes/triplexes/quadplexes)
- » Townhomes;
- » Small-lot single-family homes;
- » Cottages; and
- » Neighborhood parks and green spaces.





Transportation Recommendations

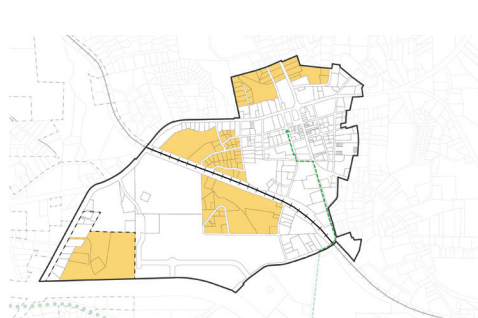
It is recommended that the Inner Downtown Core’s street grid be expanded as necessary into the Outer Downtown Core to connect to other areas, reinforce walkability, and create frontage for new businesses. Multi-use paths and on-street parking should be incorporated into new streets. It’s also recommended that bike facilities along Main Street/S. Main Street be constructed along with a trailhead that serves the Silver Comet Trail.

RESIDENTIAL ZONE

One of the key things needed for Downtown Dallas to succeed is residential development. The Residential Zones are intended to provide designated areas for residential development to occur. The goal for these areas is to create a variety of housing types to accommodate a wide range of tenants (students, workers, seniors, etc) and household types (roommates, families, empty-nesters, singles, etc). In order for this to occur, dilapidated and blighted properties will need to be removed in some areas.

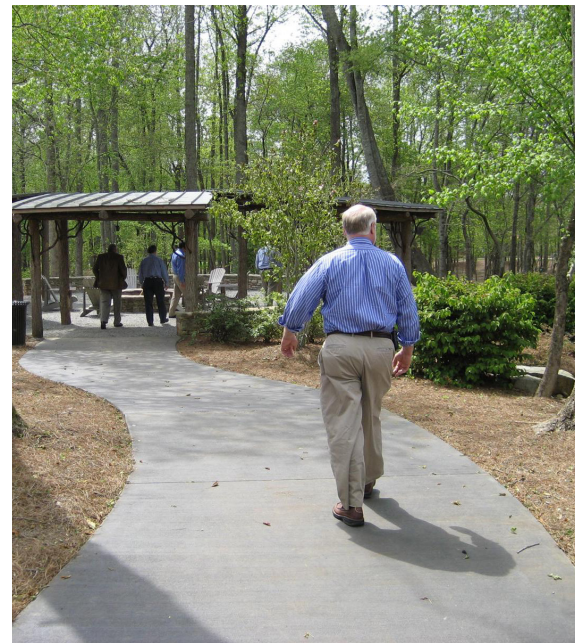
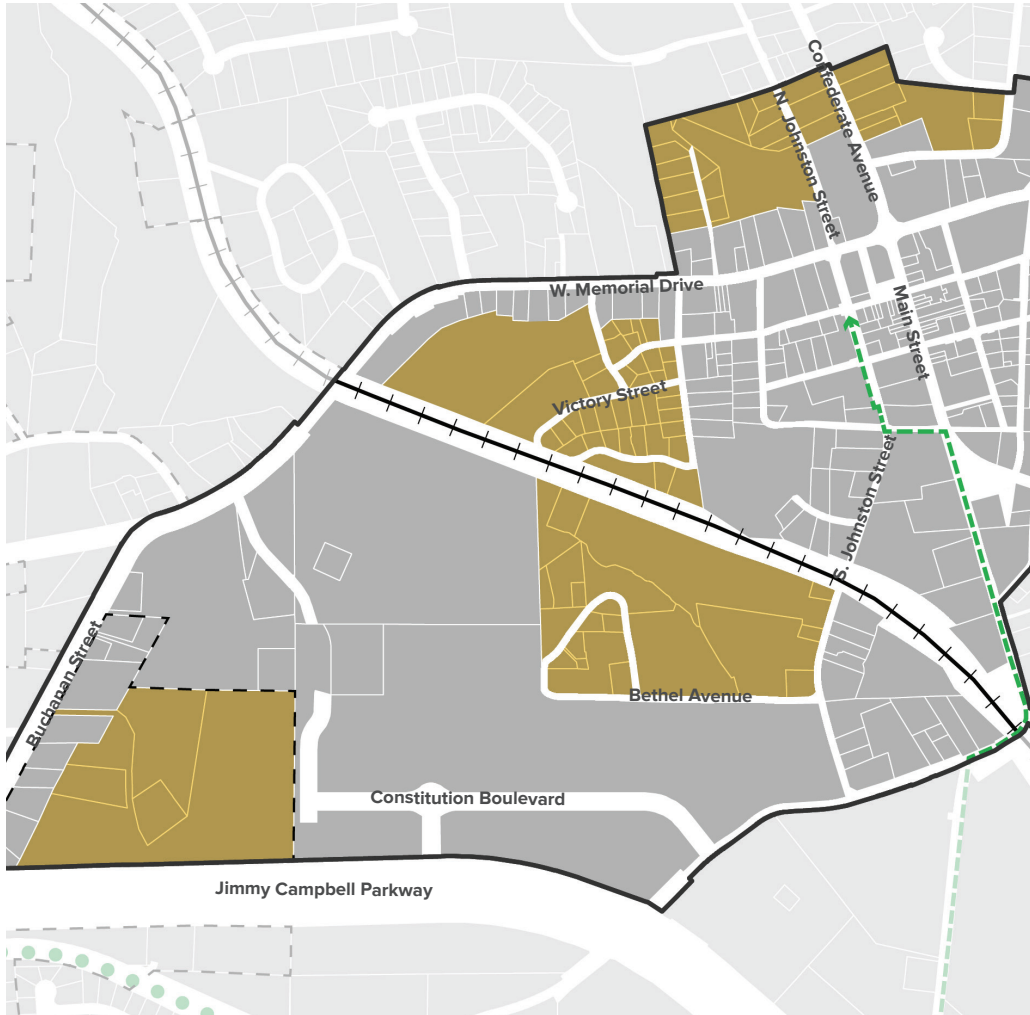
Best Development Types

- » Small multi-family buildings (duplexes/triplexes/quadplexes);
- » Townhomes;
- » Small-lot single-family homes;
- » Cottages;
- » Neighborhood-scale commercial; and
- » Neighborhood parks and green spaces.



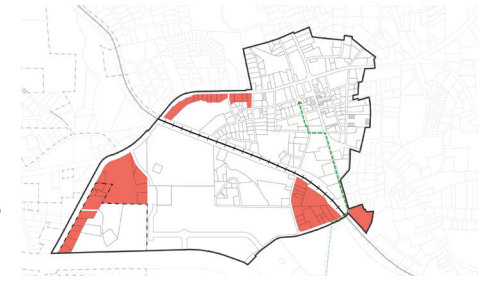
Transportation Recommendations

Connectivity to the center of downtown will be very important for these residential areas to be successful and attractive to new tenants. Existing streets should be extended to these areas to the extent possible. It is also recommended that new streets, at minimum, include wide sidewalks, multi-use paths, and on-street parking where necessary.



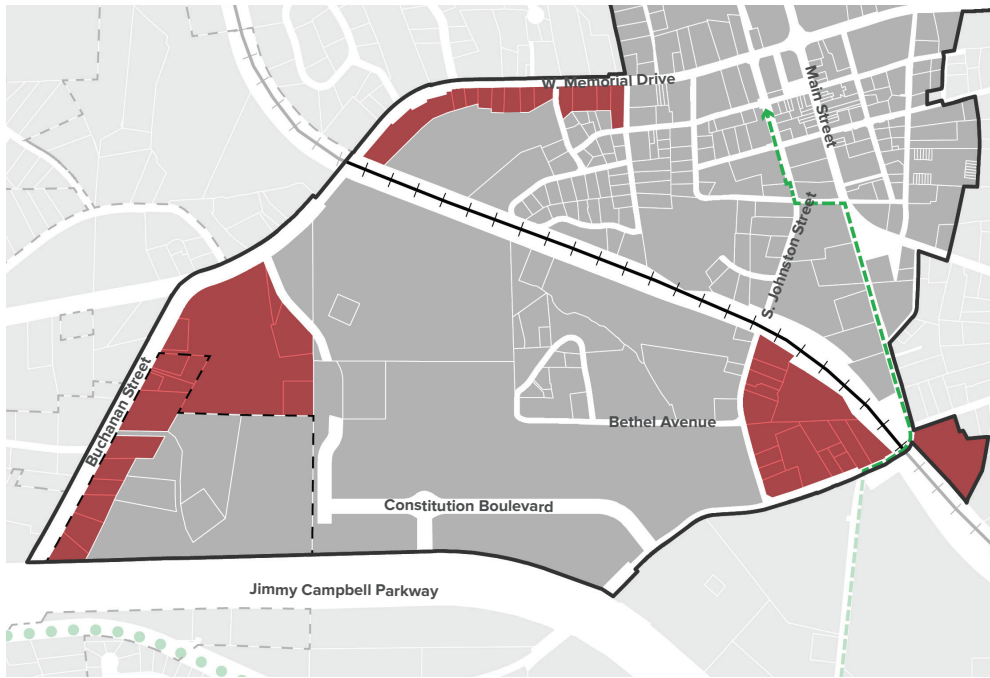
COMMERCIAL ZONE

The Commercial Zones are intended to provide designated areas for commercial development to occur. The goal for these areas is to create opportunities for a variety of commercial spaces that can accommodate co-working spaces, pop-up businesses, and shared storefronts along with restaurants, leisure and daily needs shopping, and offices, preferably in a walkable environment.



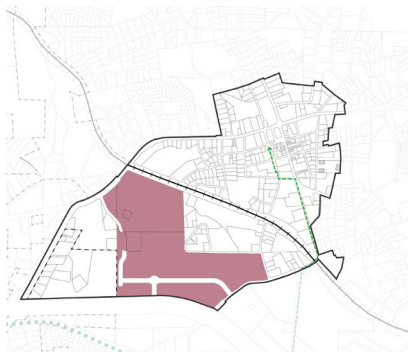
Best Development Types

- » Single-story, sidewalk-oriented commercial;
- » Offices;
- » Retail (shops and restaurants); and
- » Flex spaces.



Transportation Recommendations

Commercial development in these areas should seek to be pedestrian-oriented over automobile-oriented, much like the Downtown Core. Storefronts should face the street and be accessible via sidewalks and multi-use paths. Connecting to the Silver Comet Trail will be important, as some of the businesses in these areas may be patroned by trail users. Parking should be located either in the rear of commercial buildings and/or on-street.



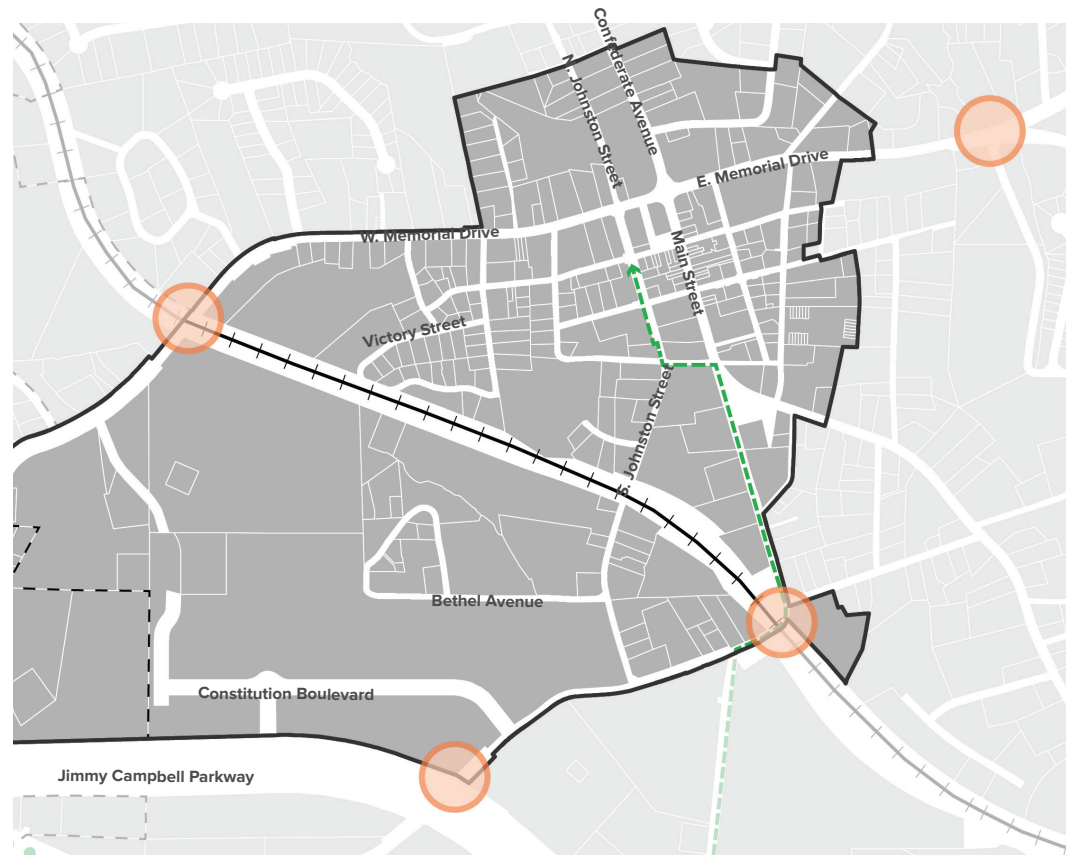
GOVERNMENT ZONE

The Government Zone will remain largely unchanged. However, as development occurs in other parts of the study area, connectivity from the Government Zone to these areas will be important. Those who are employed at the Paulding County Government Center will be patrons of new businesses (particularly dining establishments), and will want to be able to access them easily, whether it's by car or on foot. It is recommended that the parking lot at the County Government Center be utilized by downtown visitors after-hours or during major events to offset parking needs in the Downtown Core.

GATEWAYS

Gateways do more than signal that one has entered a new space - they evoke a feeling that one “has arrived.” A gateway can be as subtle as a small welcome sign or as grand as an arch or a piece of art.

Downtown Dallas has several key points of entry that should be given the gateway treatment: E. Memorial Drive near Lester Drive, S. Main Street at Jimmy Campbell Parkway, S. Main Street at the railroad tracks, and W. Memorial Drive at the elevated railroad tracks. The images on this page and the following page show the types of gateway designs that would be suitable for Downtown Dallas.





Goals & Objectives



Knowing the end users for a place helps create better recommendations that in turn create a better place for everyone.

OVERVIEW

The goals and objectives outlined in this plan serve as this study's primary recommendations. Each goal includes numerous objectives that are intended to fulfill it. Each objective contains key ideas and action items that translate into policy or project recommendations.

GOAL 1 // RECRUIT NEW COMMERCIAL BUSINESSES TO BRING MORE ACTIVITY, JOBS, AND TAX DOLLARS TO DOWNTOWN DALLAS.



OBJECTIVE 1.1 // CONTINUE TO SUPPORT EXISTING BUSINESSES.

Background. Downtown Dallas has a number of existing businesses. While they will undoubtedly benefit from the recommendations outlined in this report, it is important that the City continues to support them and their various needs so that they can remain successful amidst all the new improvements.

Key Ideas. Collaborate with the Downtown Merchants Association (DMA)

Actions. The City could do one of two things: hire a **Downtown Manager or City Economic Development Director** to serve as a liaison to the DMA and other downtown business owners, or should **regularly meet with the DMA** to hear their concerns.

OBJECTIVE 1.2 // WORK TO RECRUIT NEW BARS AND RESTAURANTS AND OTHER BUSINESSES THAT WILL STAY OPEN DURING THE EVENING HOURS.

Background. Currently, there are few (if any) places in Downtown Dallas that stay open after 5pm. The top things stakeholders said they wanted to see downtown are more dining/entertainment options. Between the Dallas Theatre and other downtown programming and events, restaurants and bars would get plenty of business. Also, if these new businesses are successful, the increase in foot traffic help existing businesses and perhaps encourage some to expand their hours to capture more local spending.

Key Ideas. Business recruitment strategy

Actions. This is another example of where a **Downtown Manager** would be beneficial to Downtown Dallas. A Downtown Manager could spearhead business recruitment initiatives and work with the City to create even more incentives to attract new businesses.

OBJECTIVE 1.3 // ONCE A STRONGER RESIDENTIAL PRESENCE IS ESTABLISHED DOWNTOWN, WORK TO RECRUIT BUSINESSES THAT CAN PROVIDE DAILY SHOPPING AND SERVICES IN A WALKABLE SETTING.

Background. Aside from new businesses, Downtown Dallas will also benefit greatly from establishing a stronger residential base. People who live downtown or adjacent to downtown will not only want access to dining, shopping, and entertainment, but will want easy access to daily shopping and services (grocery stores, pharmacies, salons, etc.).

Key Ideas. Business recruitment strategy; collaborate with developers.

Actions. It will likely be a while before Downtown Dallas sees a stronger residential presence. However, in the meantime, the City should do two things: **expand business recruitment** beyond new restaurants, bars, and boutiques, and **work with developers to create mixed-use buildings with ground-level retail** that can be dedicated to these types of businesses. However, many of these types of businesses are not likely to want to establish a new or primary location in small downtown settings unless enough demand for these types of businesses is established.



OBJECTIVE 1.4 // COMMUNICATE NEW BUSINESS INCENTIVES TO PROSPECTIVE BUSINESS OWNERS AND ADVERTISE COMMERCIAL SPACES THAT ARE AVAILABLE TO RENT OR PURCHASE.

Background. During conversations with downtown business owners, City officials, and other stakeholders, two things were apparent: business owners felt that the City did not support new businesses that wanted to come to downtown and were more likely to promote business development elsewhere in the city, and that the City actually has a lot of incentives that both existing and prospective business owners are not aware of.

Key Ideas. Increased communications; developer days.

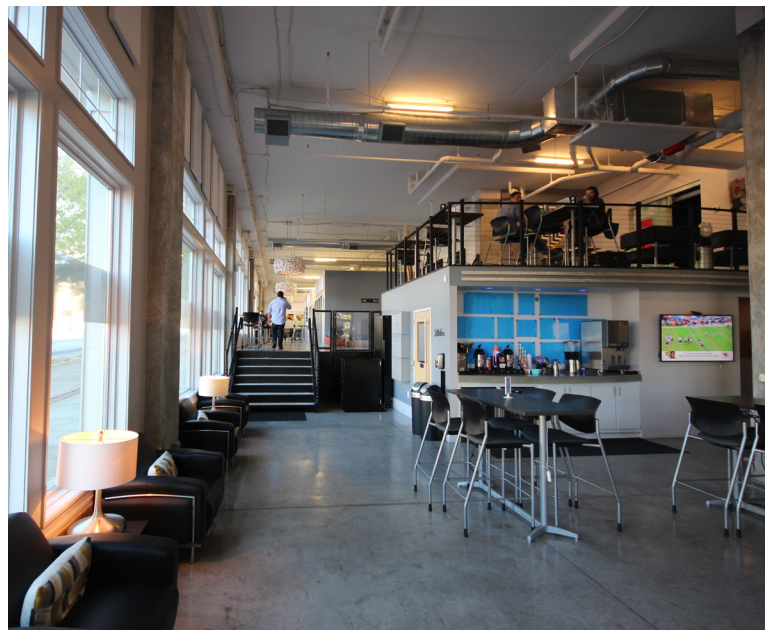
Actions. Along with the hiring of a Downtown Manager and more business recruitment, the City needs to increase communications between not only themselves and existing downtown business owners, but need to find ways to reach prospective business owners and developers. One way to increase communications would be the **establishment of a Downtown Dallas website**, which would have information and resources for prospective business owners, along with listings of commercial buildings and vacant property that is available for rent or purchase. **Annual Developer Days** would allow the City to market Downtown Dallas and create relationships with local commercial developers.

OBJECTIVE 1.5 // ATTRACT A VARIETY OF NEW RETAIL AND OFFICE SPACES TO ACCOMMODATE DIFFERENT NEEDS AND RENT COSTS (MONTH-TO-MONTH LEASES, POP-UP SPACES, CO-WORKING SPACES, OPEN AIR MARKETS ETC).

Background. One problem many new businesses face is high start-up costs. A problem prospective business owners face in Downtown Dallas is the limited amount of existing real estate. But, it will be a while before new retail and office is built to increase downtown's commercial real estate offerings.

Key Ideas. Zoning code updates; programming; business recruitment

Actions. One way Downtown Dallas can solve both problems right now is to **promote the creation of low-cost pop-up spaces and open air markets** (in addition to the existing farmer's market) to give prospective business owners a chance to market their products or services to the community. This can be done via programming, incentives, and as part of a business recruitment strategy. Before any new real estate is built, the City should update the zoning code to **allow by-right shared storefronts and co-working spaces**. These types of spaces, along with existing new business incentives, would help mitigate the high costs of starting a business for small business owners.



GOAL 2 // ENCOURAGE RESIDENTIAL GROWTH DOWNTOWN AND ENSURE A VARIETY OF HOUSING OPTIONS TO ACCOMMODATE ALL TYPES OF RESIDENTS.



OBJECTIVE 2.1 // PRESERVE EXISTING, HIGHER QUALITY HOUSING UNITS IN THE STUDY AREA, AND ENCOURAGE THE RENOVATION OF MEDIUM QUALITY HOUSING UNITS TO ATTRACT NEW RESIDENTS.

Background. The study area has approximately 170 housing units, all of which are in various shades of quality and upkeep. Some of the houses in the study area are of medium to high quality, either due to the fact that they are newer or are historic homes that have been well preserved. As development and redevelopment occurs, it will be important to preserve the homes that are in good shape and renovate those that are not in the greatest shape but are otherwise livable.

Key Ideas. Housing inventory; increased code enforcement; grant programs

Actions. First, the City should **conduct a housing inventory** that would determine which units should be preserved/renovated. One way to encourage owners of medium quality homes to fix up their units is to **increase code enforcement** and cite owners that are in violation. The City could create a grant program to help property owners or tap into existing financial sources.



OBJECTIVE 2.2 // CONNECT RESIDENTIAL AREAS TO DOWNTOWN ATTRACTIONS THROUGH SIDEWALKS, PATHS, AND TRAILS.

Background. People who move to a downtown do so to take advantage of walkability and increased access to amenities and attractions. As Downtown Dallas redevelops, connectivity and walkability will need to be at the forefront to ensure that future downtown residents get the access that they will want.

Key Ideas. New trails; streetscape improvements; complete streets policy

Actions. Downtown Dallas has already done a lot of work to increase walkability throughout downtown in the form of new sidewalks and streetscape improvements. As residential development increases, and as new development occurs, new streets and new connections will need to be built (either by the City or private developers) and those new streets and connections will need to allow plenty of room for pedestrians and cyclists. **Existing streets that currently don't have facilities for pedestrians and/or cyclists will need to undergo streetscape improvements** to further increase connectivity.





OBJECTIVE 2.3 // ENCOURAGE THE REDEVELOPMENT OF BLIGHTED NEIGHBORHOODS WITH VACANT AND DILAPIDATED HOMES.

Background. A large proportion of the housing units in the study area are older, are in poor shape, and do not benefit downtown in any way. Those who would want to live downtown would not want to live in these homes, making a housing strategy imperative to downtown's success.

Key Ideas. Housing inventory; public-private partnership

Actions. Like in Objective 2.1, a housing inventory would determine which units should be removed due to blight or prolonged vacancy (i.e. abandonment). The City could act as developer and purchase these lots at fair market value and absorb the financial responsibility of clearing them for resale. A better way for this to occur would be for the City to **enter into a public-private partnership** (also known as a "P3") with a master developer who could help purchase/clear blighted properties while jumpstarting new residential development at the same time.



OBJECTIVE 2.4 // ENCOURAGE THE DEVELOPMENT OF ABOVE-RETAIL HOUSING UNITS IN BOTH EXISTING BUILDINGS AND IN NEWLY CONSTRUCTED MIXED USE BUILDINGS.

Background. Downtown Dallas has a small inventory of multi-story buildings in which the ground floor acts as a storefront. It's unknown what the upper stories are used for each building, but it can be inferred that many are used as auxiliary space for businesses (i.e. storage and office). The upper stories of these buildings could easily be renovated and converted to multi-family units, which would create more residential opportunities in Downtown Dallas. Additionally, new mixed use buildings with ground floor storefronts and upper story residential/office should be built where appropriate.

Key Ideas. Developer incentives; grants; zoning code updates

Actions. The City should **incentivize the creation of mixed use buildings** financially through either tax incentives, **grants** (either through the City or through an external source), or waiving permitting fees in order to encourage this type of redevelopment. Currently, the City's zoning code does not permit mixed-use buildings by-right, but does not prohibit them. It is recommended that the City **update the zoning code** to either include a mixed use zoning district or include mixed use as a permitted use in the C-1 Central Business District.

OBJECTIVE 2.5 // CONSIDER THE DEVELOPMENT OF HOUSING TYPES THAT CAN ATTRACT AND ACCOMMODATE SENIORS/OLDER RESIDENTS, YOUNG PROFESSIONALS, AND LOCAL COLLEGE STUDENTS.

Background. Analyses and the public engagement process uncovered that the demographics most likely to live downtown are college students, young professionals/entry-level workers, singles and couples, and families with young children, which covers many of the established user groups on page 68. Seniors were less likely to move to Downtown Dallas, however, many of the housing types that these other groups would seek out would suit the needs of seniors.

Key Ideas. Promotion of missing middle housing; zoning code updates

Actions. The public engagement process also uncovered that the majority of people do not want to see multi-family housing types, however, it will be important that a variety of housing types exist in Downtown Dallas to accommodate the aforementioned demographic groups. While single-family housing will definitely be part of the housing mix in Downtown Dallas, creating **missing middle housing opportunities** (see next page) will be key in attracting a diverse population. The housing types that would work best in Downtown Dallas include small-lot single-family detached housing, cottage court housing,



What is Missing Middle Housing?

An initiative gaining significant traction nationwide is the provision of “missing middle housing.” In many cities and towns, most of the housing stock is comprised of single-family houses and/or large multi-family buildings, which do not fit everyone’s needs as they relate to size, accessibility, and cost. This initiative promotes more varied housing options that exist along a spectrum of size and density.

There are many types of housing that fall under this idea:

- » Cottage courts
- » Townhomes
- » Duplexes (2 units) and triplexes (3 units), with units either stacked or placed side-by-side
- » Multiplexes (4+ units), with units either stacked or placed side-by-side
- » Courtyard apartments
- » Live/work units
- » Accessory dwelling units (ADUs)

These units can either be rented or owner-occupied, which make them flexible to changing markets.

townhomes, above-retail apartments; and smaller multi-family buildings (apartment and condominium buildings with under 20 units). The City should promote and prioritize these kinds of housing, with the caveat that the market will ultimately determine which housing types will get built. With these types of housing, residential density will increase; however, the zoning code limits residential density of single-family, duplexes, triplexes, and quadplexes to three units per acre and multi-family is limited to nine units per acre. In order to build the types of housing this plan recommends, **the zoning code should permit higher residential densities.**



GOAL 3 // DEVELOP DOWNTOWN DALLAS INTO A VIBRANT LIVE/WORK/PLAY DISTRICT FOR RESIDENTS, EMPLOYEES, AND VISITORS.

OBJECTIVE 3.1 // IMPROVE THE CITY'S ZONING CODE TO ACCOMMODATE DOWNTOWN DALLAS'S VISION.

Background. Other objectives outlined in this plan recommend zoning code updates as a means to achieve them. As time passes and as a city's needs and wants change, zoning codes need to be updated to match those changes.

Key Ideas. Zoning code updates

Actions. The key items that need to be updated to accommodate this plan's vision include the following:

- » Creating a mixed use zoning district or including (vertical) mixed use as a use by-right in applicable zoning districts;
- » Increasing maximum residential densities;
- » Permitting studio and 1-bedroom multi-family units for R-3 High Density District to allow for a greater variety of housing types;
- » Adjusting required parking ratios; and
- » Allowing residential uses permitted by R-3 High Density District in C-1 Central Business District.

OBJECTIVE 3.2 // CONSIDER PARKING MANAGEMENT STRATEGIES THAT BALANCE ADEQUATE PARKING TO MEET DEMAND FROM ALL TYPES OF USERS.

Background. Stakeholders were concerned about the perceived lack of parking. The City has a large number of parking spaces, but it isn't always clear which spaces are available for public use. GHC and KSU doesn't have enough of their own parking and students end up taking spots that are needed for downtown patrons. Additionally, as new development comes to Downtown Dallas, there will be a need to replace and build more parking.

Key Ideas. On-street parking; shared parking agreements; wayfinding for parking; temporary parking lot; bike parking

Actions. One way that the City could solve the inventory problem is to include **on-street parking as part of future streetscape improvements and new streets**. Additionally, **shared parking agreements** should be made where possible in order to cut down the number of parking spaces that would need to be built while improving the management of private parking. **Signage and wayfinding** should be established to help visitors identify public parking spaces. The City should acquire properties at the corner of Hood Street and W. Griffin to house **a temporary parking lot** for students during the weekdays and overflow parking during weekend events. In the coming years, this lot will be replaced by new development. Lastly, bike racks should be placed along Main Street for cyclists to use.



OBJECTIVE 3.3 // INCLUDE USABLE GREEN SPACE AND PARKS INTO NEW DEVELOPMENTS AND CONSIDER THE DEVELOPMENT OF A CENTRAL TOWN GREEN.

Background. The study area does not have a lot of usable green space that could be used for recreation or as a space for events and passive recreation.

Actions. The best location for a **town green** would be the block bounded by Johnston Street, Hood Street, W. Spring Street, and W. Griffin Street (~1.75 acres). Additionally, the City needs to ensure that new developments are incorporating green space in the form of courtyards, pocket parks, open space, etc.



OBJECTIVE 3.4 // CONSOLIDATE THE CITY OF DALLAS'S DOWNTOWN OFFICES INTO ONE BUILDING.

Background. The heart of most downtowns is the City Hall - it gives people a reason to come downtown and it provides important daytime foot traffic. While the City of Dallas has a presence downtown, they are spread out; the Community Development office is housed in a storefront that could be used for a retail business.

Actions. Building a **new city hall** near the center of downtown will create a more civic presence and would provide an opportunity to create space for community programming and events. There is also opportunity to incorporate city offices into a mixed use building where it would share a building with other offices and ground-floor retail.

OBJECTIVE 3.5 // CONTINUE REGULAR PROGRAMMING AND EVENTS TO KEEP BRINGING VISITORS TO DOWNTOWN DALLAS AND CREATE AMENITIES TO SUPPORT EVENTS.

Background. The City of Dallas hosts a lot of regular events located downtown: the farmer’s market, Food Truck Fridays, and yearly festivals bring a lot of foot traffic to downtown which benefits a lot of the retail businesses. One suggestion that was made to improve downtown events was to build amenities (such as a restroom building) to increase the City’s ability to host more events and expand the types of events it can host. Ideas for new/additional programming include food/beer/wine festivals, music festivals, 5K/10K race events, outdoor movie events, a holiday ice rink, Small Business Saturdays, and sip-and-strolls.

Key Ideas. Create more programming; business promotions; build a public restroom building

Actions. Creating more downtown-specific programming could fall under the umbrella of tasks for a **Downtown Manager or City Economic Development Director**. The Downtown Manager could also coordinate with downtown businesses to create promotions that tie into events, such as discounted food/drink and one-day sales, to promote foot traffic into Downtown Dallas’s retail stores and restaurants. Lastly, **the construction of a public restroom building** could be built as part of the town green or could be built elsewhere as a standalone structure.





OBJECTIVE 3.6 // BEAUTIFY DOWNTOWN DALLAS WITH IMPROVED STREETSCAPES, LANDSCAPING, AND PUBLIC ART.

Background. Downtown Dallas, as it is today, has a lot of charm and that charm should be preserved as much as possible. As previously mentioned, The City of Dallas built a lot of new streetscapes, but there are still a lot of streets that will need improvements as time passes. Many of the streets do not have landscaping, with the exception of Main Street, but many business owners on Main Street have expressed that the existing landscaping hides their storefronts. Lastly, Downtown Dallas already has public art in the form of murals, but could benefit from additional public art of other mediums.

Key Ideas. Streetscape improvements; fix Main Street landscaping; public art program

Actions. As previously mentioned, the downtown area will begin to see **more streetscape improvements** as redevelopment continues. While those improvements will include pedestrian and bicycle facilities, landscaping will be a large part of that too. Main Street should be re-landscaped with low-lying shrubs in order to increase visibility of businesses located on that street. A **public art program**, another item for a **Downtown Manager or City Economic Development Director**, would identify places within the downtown to locate new art, identify appropriate art mediums, and would have a fund that would commission pieces from local artists.



GOAL 4 // IMPROVE MULTI-MODAL CONNECTIVITY THROUGHOUT DOWNTOWN DALLAS.

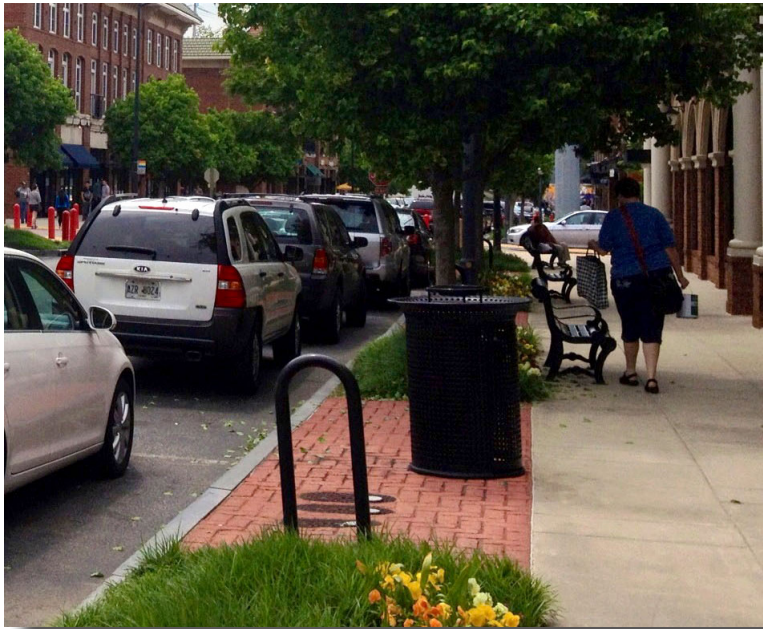
OBJECTIVE 4.1 // CONNECT DOWNTOWN DALLAS TO THE SILVER COMET TRAIL, AND EXPLORE ADDITIONAL OPPORTUNITIES TO CONNECT DOWNTOWN DALLAS TO OTHER LOCAL AND REGIONAL DESTINATIONS.

Background. The Silver Comet Trail, which connects Smyrna to the Chief Ladiga Trail in Alabama, is located over a mile away from the center of Downtown Dallas and sees nearly two million riders each year and generates millions in economic impact to the communities it touches. There is a trailhead south of the study area along Seaboard Street that is used by Dallas residents, but there are no bicycle connections that lead to Downtown Dallas. Connecting downtown to the Silver Comet Trail can help bring new patrons to the area and boost the economy.

Key Ideas. Construct permanent connection(s) to the Silver Comet Trail; streetscape improvements; construct new trailhead

Actions. S. Main Street should be the main connector to the Silver Comet Trail. Visitors can take the pathway along Jimmy Campbell Parkway to Seaboard Drive and connect there. Facilities, such as an on-street bicycle lane or multi-use trail, would need to be constructed along Seaboard Drive to complete this connection. Where the railroad tracks meet S. Main Street would make an ideal trailhead with restroom building and parking.





OBJECTIVE 4.1 // IMPLEMENT TRAFFIC CALMING ON HIGH-SPEED STREETS TO INCREASE CYCLIST AND PEDESTRIAN SAFETY.

Background. The public engagement process exposed that some streets in the study area (particularly Confederate Avenue) see a lot of speeding, leading to concerns of safety for pedestrians and cyclists. There is a speed table along Main Street that appears to do a good job of slowing down some of the traffic.

Key Ideas. Traffic calming measures

Actions. Confederate Avenue was cited as being the road of most concern to the community. It is recommended that a **landscaped curb extension** be constructed along the southern portion of Confederate Avenue, which would involve shortening the left-turn lane onto E. Memorial Drive and possibly reducing the lane widths. Starting north of where the former Regions Bank is and residences begin, **speed bumps** should be installed to help slow down traffic heading north.



OBJECTIVE 4.3 // CONTINUE TO IMPROVE DOWNTOWN DALLAS'S STREETSCAPES WITH ENHANCED SIDEWALKS AND BICYCLE FACILITIES.

Background. As Downtown Dallas develops and redevelops, connectivity will need to be at the forefront to ensure that future downtown patrons are able to access downtown on foot or with a bicycle. This will be especially important once a connection is built between downtown and the Silver Comet Trail.

Key Ideas. Streetscape improvements; bicycle racks

Actions. Downtown Dallas has already done a lot of work to increase walkability throughout downtown in the form of new sidewalks and streetscape improvements. As time passes, new streets and new connections will need to be built (either by the City or private developers) and those new streets and connections will need to allow plenty of room for pedestrians and cyclists. **Existing streets that currently don't have facilities for pedestrians and/or cyclists will need to undergo streetscape improvements to further increase connectivity** Adding bicycle racks along Main Street and in other key locations will encourage cyclists to come downtown since there will be secure places to lock their bikes while they patron downtown businesses.



Recommendations



Goals and policies are translated into concrete policy, project, and design recommendations that guide implementation.

OVERVIEW

Recommendations were taken from the action items listed for each objective and were divided into policy recommendations, project recommendations, and design recommendations:

- » **Policy recommendations** are guidelines that the City can adopt that would provide direction for the implementation of the vision.
- » **Project recommendations** are specific tasks with a defined cost and time frame that would implement the vision.
- » **Design recommendations** show how new development and redevelopment could occur; this plan focuses on the downtown core and the Cooper site (see pages 126-131).

Pages 120-123 show how the policy and project recommendations satisfy the keys that make successful downtowns (pages 86-87), and pages 124-125 explains the assumptions used to create design recommendations.

POLICY RECOMMENDATIONS

- ✓ Focus business recruitment efforts on restaurants, bars/nightlife, and daily needs shopping and services
- ✓ Work with developers to create mixed use buildings that can accommodate new businesses downtown
- ✓ Promote the creation of low-cost, flexible commercial space (pop-ups, open air markets, co-working spaces, etc.)
- ✓ Increase code enforcement of residential properties
- ✓ Incentivize the renovation of existing building and their upper-stories where possible
- ✓ Promote and prioritize the creation of missing middle housing types
- ✓ Utilize ARC for funding and technical assistance when possible

PROJECT RECOMMENDATIONS

- ✓ Join the Georgia Main Street Program
- ✓ Hire a Downtown Manager or City Economic Development Director
 - » Serve as the Georgia Main Street representative for Dallas
 - » Lead business recruitment efforts in Downtown Dallas
 - » Communicate business incentives with existing and prospective business owners
 - » Work with the Downtown Development Authority (DDA)
 - » Serve as a liaison to the Downtown Merchants Association and coordinate business promotion efforts
 - » Lead downtown programming
 - » Lead public art program
- ✓ Establish a Downtown Dallas website that serves as a “one stop shop” for prospective business owners
- ✓ Host annual Developer Days to establish relationships with developers and future business owners
- ✓ Zoning code updates
 - » Create a mixed use zoning district or include (vertical) mixed use as a use by-right in applicable zoning districts;
 - » Increase maximum residential densities;
 - » Permit studio and 1-bedroom multi-family units for R-3 High Density District to allow for a greater variety of housing types;
 - » Adjust required parking ratios; and
 - » Allow residential uses permitted by R-3 High Density District in C-1 Central Business District.
- ✓ Downtown housing inventory
- ✓ Streetscape improvements on S. Johnston Street, W. Griffin Street, and W. Spring Street
- ✓ Create a landscape plan for Main Street for beautification
- ✓ Enter into a public-private partnership with a master residential developer
- ✓ Install parking signage and wayfinding to help visitors identify public parking spaces
- ✓ Temporary parking lot
- ✓ Construct a town green that includes a public restroom building to be used for downtown events
- ✓ Construct a new city hall building and police station
- ✓ Install traffic calming on Confederate Avenue
- ✓ Connect the Silver Comet Trail connector through S. Main Street and Seaboard Drive
- ✓ Construct new trailheads where indicated on concept plans
- ✓ Install bicycle racks

HOW DOES THIS TIE INTO CREATING A SUCCESSFUL DOWNTOWN?

RECOMMENDATION								
Focus business recruitment efforts on restaurants, bars/nightlife, and daily needs shopping and services.					✓	✓	✓	
Work with developers to create mixed use buildings that can accommodate new businesses.				✓		✓		
Promote the creation of low-cost, flexible commercial space						✓		
Increase code enforcement of residential properties			✓					
Incentivize the renovation of existing building and their upper-stories where possible				✓				
Promote and prioritize the creation of missing middle housing types				✓				



Walkability



Programming & Events



Feeling of Safety



Residential Density



Day & Night Activity



Commercial Clusters












Anchoring Attractions



Parks & Open Space

RECOMMENDATION								
Utilize ARC for funding and technical assistance where possible	✓			✓		✓		✓
Join the Georgia Main Street Program		✓						
Hire a Downtown Manager or City Economic Development Director		✓			✓	✓	✓	
Establish a Downtown Dallas website that serves as a “one stop shop” for prospective business owners						✓		
Host annual Developer Days to establish relationships with developers and future business owners				✓	✓	✓	✓	
Zoning code updates				✓	✓	✓	✓	
Downtown housing inventory			✓	✓				

RECOMMENDATION								
Streetscape improvements on S. Johnston Street, W. Griffin Street, and W. Spring Street	✓							
Replace landscaping along Main Street with low-lying shrubbery						✓		✓
Enter into a public-private partnership with a master residential developer				✓				
Install parking signage and wayfinding to help visitors identify public parking spaces			✓		✓			
Temporary parking lot			✓		✓			
Construct a town green that includes a restroom building to be used for downtown events								✓
Construct a new city hall building and police station		✓					✓	
Install traffic calming on Confederate Avenue	✓		✓					

RECOMMENDATION								
Connect the Silver Comet Trail connector through S. Main Street and Seaboard Drive	✓							✓
Construct new trailheads where indicated on concept plans	✓		✓					✓
Install bicycle racks	✓							✓

DESIGN & DEVELOPMENT PROCESS & ASSUMPTIONS

In order to create the design and development recommendations on pages 126-131, the following needed to be addressed:

INCREMENTAL DEVELOPMENT

The Planning Team received a lot of feedback from the community on what kinds of (re)development they wanted to see prioritized downtown and where they thought these (re)developments should occur. While the ideas received were sound, it should be noted that great places don't appear overnight. They take a lot of planning, thought, and have to be phased in over time. Downtown Dallas is no exception. The study area is quite large, and it wouldn't be feasible to create a redevelopment plan for the entire downtown area. Instead, attention was paid to what would catalyze downtown development, primarily in the Inner Downtown Core.

As seen in other communities in Metro Atlanta, parks and central town greens have the power to generate new visitors, which then create demand for new residential and commercial spaces. These spaces not only create opportunities for passive recreation, but they can become places where events can be hosted. If the City prioritizes the development of a town green (along with other catalytic improvements), then it will create a central public amenity that is desirable to new businesses while satisfying the demand for a central community gathering space.

Once a town green is established and a healthy mix of development is given time to mature around it, the City can identify next steps outside the downtown core.

COMMERCIAL VERSUS RESIDENTIAL DEVELOPMENT

The question of whether or not this plan should focus on commercial or residential development is much like whether or not the chicken came before the egg. Residential and commercial development rely on each other: businesses need a critical mass of households that can support them during off-peak times, and people living downtown will want businesses that can support their daily needs and give them places to spend disposable income. Currently, there is limited demand for new residential development. While residential development is needed to make Downtown Dallas a true 24/7 district and support new businesses, Downtown Dallas, as it stands today, isn't desirable enough to attract those that would be most likely to move into the area. In order to generate that kind of demand, commercial development (primarily shops and restaurants) needs to be prioritized. The redevelopment plans shown on page 126-131 show an amount of residential development that can currently be supported by the market. As new commercial buildings are built and as new businesses come to Dallas, there will be opportunities to plan for both new residential units and redevelopment of the W. Memorial area.

RELOCATION OF COMMUNITY FACILITIES

The City has the following offices in Downtown Dallas: the City Hall, the Community Development office located in a storefront on Main Street, and the police station. City officials have expressed a desire to consolidate their spaces into one building. The City's police department also needs a larger space. This will free up two buildings, as well as one storefront space, that can be renovated to accommodate new commercial development (shops, restaurants, or offices).



STOREFRONTS USED FOR FILMING

One issue that has impacted Downtown Dallas' success is the use of four storefront properties along Main Street as sets for a television show. This plan relies on those buildings housing new, valuable businesses that can bolster economic development for downtown, fill demand for new retail, and create demand for other new developments.

PARKING

In order to accommodate new development while accommodating existing parking needs, new demand will have to be met as the city grows. A potential solution is a parking deck, but the economic realities make this strategy cost prohibitive for both the City and potential developers in the near term. On average, it costs \$20,000 per parking space to build a structured deck, equating to approximately \$4 million dollars for 200 spaces. If the City were to take on the financial responsibility of paying for a structured parking deck, it would take away funds that could be used for other projects. If a private developer were to build one as part of a larger developer, those increased costs of development would be passed on to the tenants in the form of increased housing costs and commercial rents. Until the City or developer can make a parking deck work financially, surface parking lots and on-street spaces will have to be built to accommodate new development.



~ \$20,000/space



~ \$400/space

DESIGN & DEVELOPMENT RECOMMENDATIONS

The illustrations and renderings shown on the following pages show a concept for the implementation of the framework plan and associated projects. It should be noted that these concept plans are ideas for the future; they show the potential but do not guarantee that development will occur or that the site designs will be exactly as shown.

INNER DOWNTOWN CORE

The planning process revealed that developing/redeveloping the Inner Downtown Core should be prioritized by the City of Dallas over the next ten years. By creating new catalysts for development and adding more commercial space, new development throughout the rest of downtown will be highly attractive.

This redevelopment plan proposes the following:

- » **A town green.** The town green would provide a space for leisure, active or passive recreation, and community events including farmers markets, concerts, and holiday celebrations. The green would feature a stage for performances, a playground, and a restroom building to be utilized during events.
- » **New development.** Placing development around the town green reinforces a vibrant, safe, small town environment and increases safety by placing more eyes on the park.

- » **Residential development.** The addition of upper-story apartments and townhomes will help bring more daily patrons to downtown businesses. Since demand is not high at this time, not very many units will be supported but an incremental approach to housing will create an authentic, contextual development.
- » **New municipal buildings.** At this time, the City's offices are not in one centralized location. The Community Development department is located in a storefront that could be occupied by a new business. There was interest in creating a mixed-use office building that could house commercial on the ground floor, and on the upper stories contain City Hall functions. Unused upper spaces in this building could also be rented out to other office tenants. Placing a new police station adjacent to the City Hall and aids with administrative cohesion.
- » **New and renovated commercial space.** The redevelopment plan identifies properties that are vacant or could become vacant (like the existing police station and city hall building) that could be adapted to accommodate new commercial space. Locations for new infill commercial spaces are identified along Main Street.



Proposed Police Station

Existing City Hall

Existing Building

Existing Police Station

Proposed City Hall

Restrooms

Existing Historic Structure

Future Development

Legend

- New Commercial
- Renovated Commercial
- Civic
- City Hall Mixed Use
- Townhomes
- Upper Story Residential
- Silver Comet Connector

- » **On-street parking.** The plan adds 83 on-street parallel parking spaces along S. Johnston Street, W. Spring Street, and W. Griffin Street.
- » **Temporary parking lot.** Since the redevelopment plan will take out parking that is primarily used during the week by Georgia Highlands College and KSU Paulding, and because a parking garage is not a financially feasible way to address the need for more parking, a temporary solution is needed until other long-term solutions are created. Three parcels would be acquired by the City as a means to not only create space for parking but to also reserve space for new development when the time comes.
- » **New street.** A potential land swap with First Baptist Church could move the existing Cooper Avenue right of way to the north of the church's Fellowship Hall building. In exchange, the church would acquire the existing right of way to create a green space between the main building and the Fellowship Hall. This strip of land could also be used to complete the connection between the Silver Comet Trail and the town green.





COOPER SITE

The City of Dallas owns the parcel that houses the historic Cooper Building. This site is a priority for both preservation and new development. This location provides an anchor to the southern end of Main Street and a “halfway point” between the Silver Comet Trail and the Inner Downtown Core that can be utilized by cyclists.

This redevelopment plan proposes the following:

- » **Adaptive re-use of the Cooper Building.** The Cooper Building is reimagined as a general commercial space, but could house other functions such as live/work and loft apartment living. The building will require extensive renovation but will be designed for maximum use flexibility.
- » **Trailhead.** Since this will be a halfway point between the Silver Comet right-of-way and the downtown core, this is an ideal location for a trailhead with parking, a restroom building, and public art.
- » **Residential development.** This redevelopment plan places 14 small-lot single-family homes that match the scale of the existing neighborhood and is within a comfortable walking distance of the Inner Downtown Core (about 10 minutes). The successes that are generated from this development could spur more residential development throughout the study area.





Future Development

Restrooms

W Foster Ave





S Main Street

Seaboard Drive

Main Street

Existing Stream

Legend

-  Renovated Commercial
-  Civic
-  Single-Family Lots
-  Silver Comet Connector

DEVELOPMENT SUMMARY

Total, the concept plans propose the following over the next five to ten years:

- » **34,500 SF civic space***
 - » 18,000 SF upper-story city hall
 - » 16,500 SF police station
- » **60,000 SF ground floor commercial**
 - » 27,600 SF new commercial space
 - » 32,400 SF renovated commercial space
- » **44 residential units**
 - » 16 townhomes
 - » 14 multi-family units
 - » 14 single-family units
- » **Net increase of 133 parking spaces**

When compared to existing real estate demand as described in Chapter 2, this is a realistic, yet conservative, development scheme for the coming decade. Currently, Downtown Dallas can support a net increase of 30,000 to 50,000 square feet of new commercial retail space, although some of that would be result of “weeding and seeding” of under-performing businesses. Just over half of the 60,000 square feet of new commercial space would be existing space that is adapted to accommodate it. As for residential demand, downtown could support 15 units of new dwelling units each year under current conditions.

*pending a space analysis study

HOW DO THESE RECOMMENDATIONS IMPACT THE TARGETED USER GROUPS?

The image to the right shows how the different user groups identified on page 88 would interact with each of the recommendations outlined in this plan if fully implemented. Below is a list of the recommendations that would most benefit each group:



SAM THE STUDENT

TOP RECOMMENDATIONS:

1. ADDITIONAL PARKING
2. MORE PLACES TO HANG OUT



ROBIN THE RESTAURATEUR

TOP RECOMMENDATIONS:

1. MORE THINGS TO BRING PEOPLE DOWNTOWN (THE TOWN GREEN)
2. HELP FROM NEW ECONOMIC DEVELOPMENT DIRECTOR



SHANNON THE ACTIVE SENIOR

TOP RECOMMENDATIONS:

1. PLACES TO WALK TO
2. SENIOR-FRIENDLY HOUSING OPTIONS
3. INCREASED WALKABILITY



THE FORD FAMILY

TOP RECOMMENDATIONS:

1. SILVER COMET TRAIL CONNECTION
2. FAMILY-FRIENDLY HOUSING OPTIONS
3. PLAYGROUND AT TOWN GREEN



PARKER THE YOUNG PROFESSIONAL

TOP RECOMMENDATIONS:

1. PLACES THAT ARE OPEN AFTER WORK
2. MORE SURFACE AND ON-STREET PARKING



RAY THE PROSPECTIVE RESIDENT

TOP RECOMMENDATIONS:

1. TOWNHOMES
2. TOWN GREEN TO PLAY WITH DOG
3. PLACES TO WALK TO



BAILEY THE BUSINESS OWNER

TOP RECOMMENDATIONS:

1. SILVER COMET TRAIL CONNECTION
2. MORE BUSINESSES TO BOOST FOOT TRAFFIC
3. BIKE RACKS



VAL THE VISITOR

TOP RECOMMENDATIONS:

1. TOWN GREEN THAT CAN HOST MORE EVENTS
2. NEW LOCAL RESTAURANTS
3. MORE SURFACE AND ON-STREET PARKING

My husband and I just purchased one of these condo units to live out our retirement years. We originally planned to live in one of the new homes over by the Cooper Building, but we fell in love with this location. My husband can run most errands on foot and likes spending afternoons at the park, and I can walk to church and the theatre. We've also become regulars at Robin's new restaurant.



The new park is incredible! I have been loving all the events the City has been able to have here: the Farmers Market and the summer concerts have been fun. I also love all the new restaurants that are here now - so many places to hang out!

Business at my new restaurant is BOOMING! Since we opened, three other successful restaurants have come to Downtown Dallas.



I'm about to graduate from KSU, but my younger sister is about to start her first semester at Georgia Highlands College. She is excited to have places to go to lunch and study after classes. I'm happy that the City placed a temporary parking lot that students can use until they can figure out a more permanent solution. I know first hand how hard it was to find parking some days!



This townhome is perfect for me. I've set up a pretty sweet work-from-home space in one of the spare rooms. Chloe likes being close to a large greenspace for ball time, and I like that there are places to visit during my downtime.

This growler store is my new favorite place to hang out after work. I like to come here for a pint after work with my coworkers and friends. On Fridays, I pick up a growler of beer for my roommate and I to enjoy over the weekend. I can't believe that this place was once an empty storefront!



Wow, I can't believe how much business at the bicycle shop has improved since the City finished constructing the new connection to the Silver Comet! The extra foot traffic generated from other businesses has been nice, and my customers have been very pleased with the installation of bike racks.

We love living here! It's just enough space for our little family (for now, at least) and we like having a connection to the trail nearby for our family bike rides.



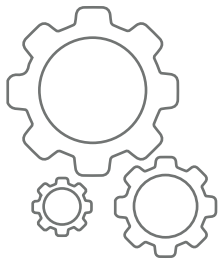




Implementation

This section explains how the recommendations from Chapter 4 can be implemented, from actors, to funding sources, to how the plan meets the LCI program's objectives.

Implementation Strategy



Implementation of this plan will require the cooperation of actors, securing funding, and prioritizing projects that will catalyze downtown development.

OVERVIEW

In order for the City of Dallas to successfully implement this plan, a synergy must be developed between many different actors, organizations and tools. The image on the facing page shows how these work together.

ACTORS

ACTION MATRIX

The Action Matrix, starting on page 146, lists the projects to be completed between 2021 and 2025 to implement the first phases of this plan's vision. The matrix also identifies the timeframe of each project, as well as the estimated costs, funding sources, and the actors responsible for implementation. Projects related to transportation outline further costs and timeframe needed for right-of-way acquisition and engineering.

REGULATIONS

The regulations that are most likely to be instrumental in implementing the plan are zoning and other development regulations. In cases where projects do not meet the requirements set forth in the City's regulations, policy recommendations suggest where changes may be made.

ELECTED OFFICIALS

Not only do elected officials vote to adopt local plans, they are important in the timeline and implementation of individual projects, whether they are publicly or privately funded.

CITY STAFF & AGENCIES

Most public projects will be managed by the City of Dallas's staff in various departments:

- » Administration;
- » Community Development;
- » Newly-formed Economic Development; and
- » Public Works

>> How does this plan get implemented?

>> Implementing this plan will involve many actors working both independently and together to fulfill Downtown Dallas's vision and goals.



COMMUNITY PARTNERS

Community partners may include non-profits, local agencies, county and regional agencies, special interest groups, and advocacy groups. While not every project may warrant their participation, care should be taken to involve the appropriate groups when necessary to ensure a project's success.

These community partners may include the following organizations:

- » Atlanta Regional Commission (ARC);
- » Georgia Department of Transportation (GDOT);
- » Northwest Georgia Regional Commission;
- » Paulding County;
- » Paulding Chamber of Commerce;
- » Downtown Development Authority;
- » Downtown Merchants Association; and
- » Neighborhood associations.

PRIVATE SECTOR

Some of the ideas set forth in this plan will require the participation from the private sector, including real estate developers.

FUNDING SOURCES

Some of the projects in this plan do not have a known cost yet, as they will depend on the funding sources and the size and magnitude of the project itself. The Action Matrix currently accounts for over **\$5.1 million** of projects to be implemented over a five-year period, although the final cost is likely to increase taking into account unknown costs. Over half of this total is made up of transportation projects alone. The following text explains the different funding sources that may be utilized to pay for the recommendations outlined in this plan:

General Fund. The City of Dallas's General Fund takes in money from property taxes, sales tax, business taxes, business licenses, permits fees, and other sources. This fund pays for the City's staff, park maintenance, the theatre and civic center, and street maintenance among others.

LCI Funds. Eligible transportation projects will receive funding through the ARC's LCI funds to cover 80% of the project's total costs with 20% coming from the City via whatever funding sources are available at that time. The ARC has various programs, including the Livable Centers Initiative, that can provide technical assistance and funding for other studies (i.e. LCI Supplemental Studies).

SPLOST. Special Purpose Local Option Sales Taxes are used in Georgia to pay for a variety of capital projects within a county or municipality. When voters approve the one percent sales tax for a particular project or projects, the revenues created from that tax can be used to pay back bonds issued to complete various capital projects in the near term. The City of Dallas is currently participating in the County's SPLOST which runs through 2023. Under this SPLOST, the City receives 7.3% (around \$8 million) of the total funds. Out of that \$8 million, \$2 million of these funds are allocated towards municipal buildings. On the next SPLOST renewal referendum to be voted on in 2023, the City plans to include a new city hall building and town green. A future SPLOST may also include a new police station, as well as other projects identified beyond the Action Matrix's five-year period.

Transportation Improvement Program (TIP). The TIP allocates funds for use in the construction of the highest priority projects in the Regional Transportation Plan (RTP), the long-term transportation vision for the ARC's 20-county region. Projects in the TIP must be fully funded to be included.

Bonds. The City will likely have to secure loans to fund some of the high-ticket items in this plan, such as the city hall and police station. In order to secure these loans, the City may have to utilize funds from its General Fund and other revenue sources as a "down payment."

Private Funds. Private developments will largely be financed by the developers, while public projects will largely be financed by the City and its various partners. However, there is a possibility that some public projects will require funding from private sources, such as real estate developers. Public projects that are happening concurrently with private development may require a P3 in order to be completed in a coordinated manner (think multi-use trails located along a new commercial or residential development).

KEY PROJECT HIGHLIGHTS

Page 119 describes project recommendations that resulted from the goals and objectives. Throughout the planning process, as recommendations were formed, the City of Dallas was able to implement the following:

- » Hire an Economic Development Director for the City who could manage downtown development;
- » “Reactivate” the Downtown Development Authority to start regular meetings; and
- » Obtain funds from the ARC to do a scoping study for the Silver Comet Trail connection.

The map on the right shows all the geographically-based projects from the Action Matrix. Below are descriptions of key projects.

PARKING MANAGEMENT

There are three projects that will either add vehicle parking (T.2 and T.3) or add bicycle parking (T.1) to Downtown Dallas. T.1 will add bicycle racks along Main Street where there is space to do so (likely around 30 spaces). T.2 will add 83 on-street parking spaces on W. Griffin Street, S. Johnston Street, and W. Spring Street as the properties around them begin to undergo redevelopment. T.3 is a temporary parking lot off of Hood Street that will add 72 spaces in addition to 11 on-street spaces along Hood Street that

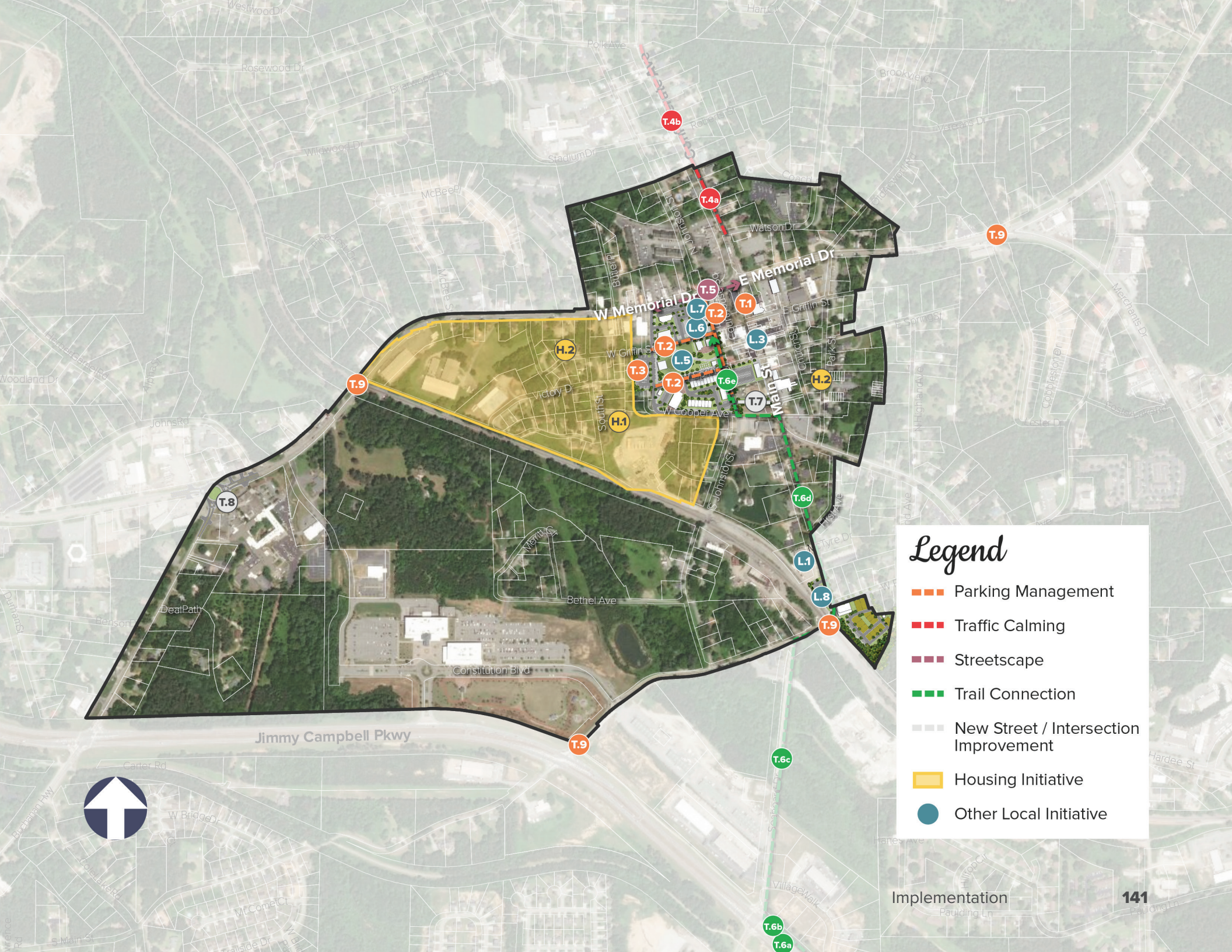
will be built into new development. This is intended to serve as “overflow” parking for college students and faculty members to use during the week, and for the general public to use on nights and weekends. As more permanent solutions for parking are developed, this lot will then become land available for new development.

TRAFFIC CALMING

Confederate Avenue was cited as being the road of most concern to the community. It is recommended that a landscaped curb extension (T.4b) be constructed along the southern portion of Confederate Avenue, which would involve shortening the left-turn lane onto E. Memorial Drive and possibly reducing the lane widths. Starting north of where the former Regions Bank is and residences begin, speed bumps (T.4a) should be installed to help slow down traffic heading north.

STREETSCAPE IMPROVEMENTS

Considering all the improvements occurring in Downtown Dallas, additional streetscape improvements should be concentrated along W. Memorial Drive between Hood Street and Main Street (T.5). This project would add a 10-foot multi-use trail and 5-foot landscape buffer along the south side of the street to serve new development, and would improve sidewalks as needed on the north side of the street.



Legend

- ▬▬▬ Parking Management
- ▬▬▬ Traffic Calming
- ▬▬▬ Streetscape
- ▬▬▬ Trail Connection
- ▬▬▬ New Street / Intersection Improvement
- Housing Initiative
- Other Local Initiative



Implementation
Paulding Ln

connection stemming from an existing bridge, but a tunnel connection under Jimmy Campbell near Nathan Dean Boulevard is also being considered. T.6b would be the construction of that connection plus a 10-foot trail along the Jimmy Campbell Parkway corridor between Seaboard Drive and Nathan Dean Boulevard. The next step (T.6c) is to start construction of a multi-use trail along Seaboard Drive between Jimmy Campbell Parkway and S. Main Street. Once that connection is established, construction can begin on S. Main Street from Seaboard Street to First Baptist Church (T.6d). Once development of the new town green and private development in that area begins, the final piece that connects to the town green via S. Johnston Street can be completed. Most of the design, engineering, and right-of-way acquisitions can happen concurrently, but the construction will need to be piecemeal in order to give time for development to occur and for funding to be secured.

NEW STREET AND INTERSECTION IMPROVEMENT

The plan identifies a new public street connection between Main Street and S. Johnston Street (T.7). This will be achieved via a land swap with First Baptist Church that could move the existing Cooper Avenue right of way to the north of the church's Fellowship Hall building while the church acquires the existing right of way to create a safer connection between the main building and the Fellowship Hall. This strip of

land could also be used to complete the connection between the Silver Comet Trail and the town green.

Carried over from the previous LCI plan is an intersection improvement project at W. Memorial Drive and Buchanan Street (T.8). Buchanan Street can experience traffic delays. Future traffic projections and analysis support the installation of a roundabout at this location. Based on the analysis and assumptions made, a single lane roundabout can be utilized at the intersection of W. Memorial Drive at Buchanan Street.



SIGNAGE / WAYFINDING

Downtown Dallas needs improved signage and wayfinding to help guide pedestrians, cyclists, and drivers to destinations, such as the Dallas Theatre and Civic Center, the future town green, city offices, and, most importantly, public parking areas.

There are two projects in the Action Matrix that describe efforts to create gateways and signage / wayfinding in Downtown Dallas. Project L.4 (not shown on the map on page 141) would require hiring a consultant to put together a master plan for signage and wayfinding that would include recommendations for design, signage types, and locations. Also included in this plan would be gateway designs for several key points of entry into downtown: E. Memorial Drive near Lester Drive, S. Main Street at Jimmy Campbell Parkway, S. Main Street at the railroad tracks, and W. Memorial Drive at the elevated railroad tracks. Project T.9 will involve implementing this plan and constructing the gateways.

ECONOMIC DEVELOPMENT INITIATIVES

The purpose of all the economic development projects listed in the Action Matrix is to enhance existing assets, create funding opportunities, boost overall economic development, and help with implementation. Many of these projects have been described in Chapter 4, but the following are other projects to advance economic development in Dallas.

Project E.4 involves assessing municipal building usage and space needs to determine whether new or relocated municipal facilities may lead to more efficient operations for the City. The existing facilities are aging and present a disjointed and inefficient use of a key civic space. Constructing attractive and well-planned municipal facilities can be used as an anchor use to revitalize activity in the downtown area for City employees, as well as for those doing business in the City. Project E.6 involves the creation of a Tax Allocation District (TAD) to help finance new projects beyond the five-year period. Commonly known as Tax Increment Financing outside of Georgia, TADs are a popular tool for capturing additional value of property taxes in areas that are seeing a rise in value. As downtown Dallas redevelops, the increase in property tax value is diverted into the TAD fund, which is then used to finance further incentives and infrastructure within the area, creating a virtuous cycle of revitalization.

HOUSING INITIATIVES

Although residential development in Downtown Dallas will be controlled largely by the market and will be implemented by private developers, the City can plan ahead for development. It is recommended that the City create incentive packages for mixed income housing in targeted areas (H.3) and undertake a housing inventory (H.2) to determine which units should be removed due to blight or

prolonged vacancy (i.e. abandonment) to help shape a plan for new residential development. Lastly, once redevelopment starts to take off in the Inner Downtown Core, the City should develop an Urban Redevelopment Plan for the W. Memorial Drive area (H.1) that uses results from the housing inventory to inform a strategy that includes transportation, urban design, and more fine-grained development recommendations for that specific area in Downtown Dallas.

OTHER LOCAL INITIATIVES

These projects include many of the top ticket items mentioned throughout this report: a landscape plan for Main Street (L.3), construction of the Town Green (L.5), construction of a new city hall building (L.6), and the new police station (L.7). Also included is the new trailhead by the Cooper Building (L.8) and acquisition of the property adjacent to it (L.1).

LONG-TERM PROJECTS

The following are projects that were considered for Downtown Dallas's long-term future:

- » Extension of the W. Memorial Drive Streetscape Project to the elevated railroad tracks to the west, and Park Street to the east.
- » Construction of a trail that connects Downtown Dallas to Dallas City Park, Dallas Elementary School, and Chattahoochee Technical College.
- » Construction of a multi-use trail adjacent to the railroad tracks that creates an east-west connection between the Silver Comet Trail Connection and W. Memorial Drive, near the elevated railroad tracks.

PRIORITY PROJECTS

“Priority projects” are those projects that are considered low-hanging fruit to be completed, already has the funding to be implemented, and/or is catalytic to development of the entire study area. The recommended projects are based off of those requested by the community during the Draft Plan Open House and those the City determined could be most easily implemented:

- » Joining the Georgia Main Street Program;
- » Develop RFQ for a master developer; and
- » Begin land acquisition for town green and new municipal buildings.

Action Matrix

#	PROJECT	PRIORITY	START YEAR	EST. COST	RESPONSIBLE PARTIES	FUNDING SOURCES
Economic Development Projects/Initiatives						
E.1	Continue to ensure that the Downtown Development Authority (DDA) is fully staffed and legally empowered to act, especially regarding bond issuance and land transactions ¹		2021	\$50,000	Administration; Community Development; Economic Development	N/A
E.2	Develop an RFQ to select a master developer for the purposes of a public-private partnership	★	2021	N/A	Community Development; Economic Development	N/A
E.3	Land acquisition for new town green, city hall, and police station facilities ²	★	2021	\$2,000,000	Community Development	SPLOST
E.4	Municipal building space utilization study		2021	\$10,000	Administration; Community Development	General Fund

1. Led by Downtown/Main Street Manager or City Economic Development Director; DDA to serve as implementation arm for the Main Street program and future downtown projects; estimated costs reflect potential yearly administrative budget and discretionary funds for projects
2. \$1.3 million will go towards land acquisition and to secure bonds and the remainder towards securing bonds

#	PROJECT	PRIORITY	START YEAR	EST. COST	RESPONSIBLE PARTIES	FUNDING SOURCES
Economic Development Projects/Initiatives (con't)						
E.5	Join the Georgia Main Street Program	★	2021	\$1,000	Community Development; Economic Development	General Fund
E.6	Establish a Tax Allocation District in the downtown area to help pay for improvements to facilitate development		2022	N/A	Administration; Community Development; Economic Development	N/A
E.7	Establish a Downtown Dallas portion of the existing City website that serves as a “one stop shop” for prospective business owners		2022	N/A	Administration; Community Development; Economic Development	General Fund
E.8	Host annual Developer Days to establish relationships with developers		2022	\$8,000	Administration; Community Development; Economic Development	General Fund

#	PROJECT	PRIORITY	START YEAR	EST. COST	RESPONSIBLE PARTIES	FUNDING SOURCES
Housing Projects/Initiatives						
H.1	Develop Urban Redevelopment Plan for W. Memorial Drive area via LCI Supplemental Study ³		2025	\$40,000	Community Development; Economic Development	General Fund; LCI Funds
H.2	Downtown Housing Inventory		2021	Staff Time	Economic Development	Staff Time
H.3	Develop incentive package for new mixed income housing redevelopment in identified redevelopment areas		2021	\$25,000	Economic Development	General Fund
Other Local Projects/Initiatives						
L.1	Acquire warehouse/storage facility by trailhead for future use		2023	\$90,000	Community Development	General Fund
L.2	Zoning Code Updates ⁴		2021	N/A	Community Development	N/A
L.3	Create a landscape plan for Main Street for beautification		2022	TBD	Community Development	General Fund
L.4	Gateway, Signage and Wayfinding Master Plan (Phase 2) ⁵		2022	\$50,000	Community Development	General Funds

3. Combines two carried over projects from previous plan: “Develop Urban Redevelopment Plan for W. Memorial Drive Area” and “Consider ARC Community choices workshop to focus on W. Memorial Drive residential area.” Estimated cost reflects local match for LCI Supplemental Study.
4. May serve as a “Phase 1” of further city-wide zoning code updates.
5. A consultant should be hired to put together the plan; costs reflect consultant fee.

#	PROJECT	PRIORITY	START YEAR	EST. COST	RESPONSIBLE PARTIES	FUNDING SOURCES
Other Local Projects/Initiatives (con't)						
L.5	Construct a town green that includes a trailhead, restroom building, and stage to be used for downtown events		2022	TBD	Community Development	General Fund; SPLOST
L.6	Construct a new city hall building		2023	TBD	Community Development; Administration	General Fund; SPLOST; Bonds
L.7	Construct a new police station		2025	TBD	Community Development; Administration	General Fund; SPLOST; Bonds
L.8	Construct a new trailhead with restroom building at the Cooper site ⁶		2023	TBD	Community Development	General Fund
				Total	\$2,274,000	

6. This will require some coordination with Norfolk Southern.

#	PROJECT	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COST	ROW YEAR
T.1	Add bicycle racks along Main Street	Parking Management	2021	\$500	N/A
T.2	Add on-street parallel parking along W. Griffin Street, S. Johnston Street, and W. Spring Street	Parking Management	2022	\$18,200	2022
T.3	Temporary parking lot along Hood Street	Parking Management	2022	\$10,000	N/A
T.4	Confederate Avenue Traffic Calming	Traffic Calming	-	\$19,000	-
T.4a	<i>Add speed tables when entering the residential zoned parts of Confederate Avenue.</i>	<i>Traffic Calming</i>	<i>2025</i>	<i>\$1,000</i>	<i>N/A</i>
T.4b	<i>Confederate Avenue Pedestrian Improvements including street trees and sidewalk improvements (from Watson Drive to W. Polk Avenue)</i>	<i>Traffic Calming</i>	<i>2025</i>	<i>\$18,000</i>	<i>N/A</i>
T.5	Memorial Drive Streetscape Phase 1 (from Hood Street to Main Street) - includes 10' wide sidewalk and landscaping on south side of street, and sidewalk improvements on the north side of the street	Streetscape Improvements	2023	\$12,000	2024

ROW COST	CONSTRUCTION YEAR	CONSTRUCTION COST	TOTAL PROJECT COST	RESPONSIBLE PARTIES	FUNDING SOURCES	LOCAL SOURCE	MATCH AMOUNT
N/A	2021	\$5,000	\$5,500	City of Dallas	General Fund	N/A	N/A
\$30,000	2022	\$182,000	\$200,200	City of Dallas; Developer	General Fund; Private	N/A	N/A
N/A	2022	\$100,000	\$110,000	City of Dallas	General Fund	N/A	N/A
N/A	-	\$190,000	\$209,000	-	-	General Fund	20%
N/A	2025	\$10,000	\$11,000	<i>City of Dallas; GDOT</i>	<i>LCI Funds</i>	<i>General Fund</i>	20%
N/A	2025	\$180,000	\$198,000	<i>City of Dallas</i>	<i>LCI Funds</i>	<i>General Fund</i>	20%
\$50,000	2024	\$120,000	\$182,000	City of Dallas; GDOT	LCI Funds	General Fund	20%

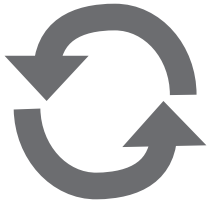
#	PROJECT	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COST	ROW YEAR
T.6	Silver Comet Trail Connection	Trail	-	\$130,000	-
T.6a	<i>Scoping study for Silver Comet Trail Connection over Jimmy Campbell Parkway</i>	Trail	2021	\$100,000	N/A
T.6b	<i>Construct connection to Silver Comet Trail along Jimmy Campbell Parkway between Seaboard Drive and Nathan Dean Boulevard</i>	Trail	TBD	TBD	TBD
T.6c	<i>Construct a designated multi-use trail along Seaboard Drive</i>	Trail	2021	\$25,000	2021
T.6d	<i>Construct connection to Silver Comet Trail via S. Main Street from Seaboard Drive to First Baptist Church</i>	Trail	2021	\$5,000	N/A
T.6e	<i>Construct multi-use trail along S. Johnston Street from First Baptist Church to the new town green</i>	Trail	2022	TBD	N/A

ROW COST	CONSTRUCTION YEAR	CONSTRUCTION COST	TOTAL PROJECT COST	RESPONSIBLE PARTIES	FUNDING SOURCES	LOCAL SOURCE	MATCH AMOUNT
\$97,500	-	\$300,000	\$527,500	-	-	General Fund	20%
N/A	N/A	N/A	\$100,000	City of Dallas	ARC	General Fund	20%
TBD	TBD	TBD	TBD	City of Dallas	TIP; LCI Funds	General Fund	20%
\$97,500	2022	\$250,000	\$372,500	City of Dallas	LCI Funds	General Fund	20%
N/A	2022	\$50,000	\$55,000	City of Dallas; GDOT	LCI Funds	General Fund	20%
N/A	2023	TBD	TBD	City of Dallas; Private	LCI Funds; Private	General Fund	20%

#	PROJECT	TYPE OF IMPROVEMENT	ENGINEERING YEAR	ENGINEERING COST	ROW YEAR
T.7	First Baptist Church Land Swap and New Street	New Street	2022	TBD	N/A
T.8	Roundabout at W. Memorial Drive and Buchanan Street	Intersection	TBD	\$200,000	TBD
T.9	Gateway, Signage and Wayfinding Design and Installation. Installation of Gateways at: E. Memorial Drive near Lester Drive, S. Main Street at Jimmy Campbell Parkway, S. Main Street at the railroad tracks, and W. Memorial Drive at the elevated railroad tracks	Signage, Parking Management	2022	\$20,000	N/A

ROW COST	CONSTRUCTION YEAR	CONSTRUCTION COST	TOTAL PROJECT COST	RESPONSIBLE PARTIES	FUNDING SOURCES	LOCAL SOURCE	MATCH AMOUNT
N/A	2022	TBD	TBD	City of Dallas	LCI Funds	General Fund	20%
\$20,000	TBD	\$1,250,000	\$1,470,000	City of Dallas	LCI Funds; Paulding County	General Fund	20%
N/A	2023	\$200,000	\$220,000	City of Dallas	LCI Funds	General Fund	20%
Total			\$2,924,200				

LCI Consistency



This plan is consistent with the Atlanta Regional Commission's objectives for LCI studies.

The Downtown Dallas LCI Study is consistent with the components of the Livable Centers Initiative as described below.

EFFICIENCY/FEASIBILITY OF LAND USES AND MIX APPROPRIATE FOR FUTURE GROWTH INCLUDING NEW AND/OR REVISED LAND USE REGULATIONS NEEDED TO COMPLETE THE DEVELOPMENT PROGRAM

The plan sets forth a vision for more defined mix of land uses that will provide greenspace for passive and active recreation, residences, more space for commercial retail, and space for a new city hall and police station. A framework plan describes the appropriate mix of land uses and densities for each part of Downtown Dallas. These changes in land use patterns are feasible given the current market demand, local conditions, and induced demand that will result from this plan's recommendations.

TRANSPORTATION DEMAND REDUCTION MEASURES

A reduction in the demand for vehicular trips is proposed via a designated connection to the Silver Comet Trail, prompting more cyclists and pedestrians visiting downtown; design of compact development in the Inner Downtown Core; and improved streetscapes, some of which feature on-street parking.

INTERNAL MOBILITY REQUIREMENTS – TRAFFIC CALMING, PEDESTRIAN CIRCULATION, TRANSIT CIRCULATION, BICYCLE CIRCULATION – INCLUDING SAFETY AND SECURITY OF PEDESTRIANS.

The previous 2006 study resulted in more sidewalks around the downtown core and did a lot to promote walkability. This plan recommends continuing streetscape improvements designed to accommodate pedestrians and cyclists going to and from the Silver Comet Trail. Traffic calming measures, such as a curb extension and speed bumps, are proposed for Confederate Avenue to slow high-speed vehicular traffic coming to and from Memorial Drive.

MIXED-INCOME HOUSING, JOB/HOUSING MATCH, AND SOCIAL ISSUES

The plan sets up a framework plan locating where housing is most appropriate and describes the types of housing that are most suitable for each area. The proposed redevelopment plans show 28 new single-family homes (attached and detached) and 16 new above-retail multi-family units. Ideally, these units would accommodate younger professionals and families, as well as downsizing seniors. Since housing and jobs are few in the study area, the jobs/housing balance will mostly be improved by the new housing opportunities described by the framework plan as shown in the redevelopment plan, as well as by new jobs created by new commercial retail and office space.

CONTINUITY OF LOCAL STREETS IN THE STUDY AREA AND THE DEVELOPMENT OF A NETWORK OF MINOR ROADS.

Downtown Dallas' street grid serves as a great asset and foundation on which to build complimentary transportation recommendations. Transportation improvements focus on creating a much-needed connection from the Silver Comet Trail to downtown, improving parking management, and increasing pedestrian connectivity through trails and streetscape improvements. The area between W. Memorial Drive and the railroad tracks provides the best opportunity to extend the grid and create new streets, however, a future study has been recommended to look at

redevelopment options for the area, including transportation improvements.

NEED/IDENTIFICATION OF FUTURE TRANSIT CIRCULATION SYSTEMS

Paulding County has a limited transit system, only available to certain members of the community. When asked about transit, the community ranked it as a lower priority. However, as time progresses, this may change.

CONNECTIVITY OF TRANSPORTATION SYSTEM TO OTHER CENTERS

There are no regional centers within the LCI study area. However, this plan makes a recommendation to connect Downtown Dallas to the Silver Comet Trail. The Silver Comet Trail is about 62 miles long and connects many communities and regional destinations in Cobb, Paulding, and Polk Counties.

CENTER DEVELOPMENT ORGANIZATION, MANAGEMENT, PROMOTION, AND ECONOMIC RESTRUCTURING

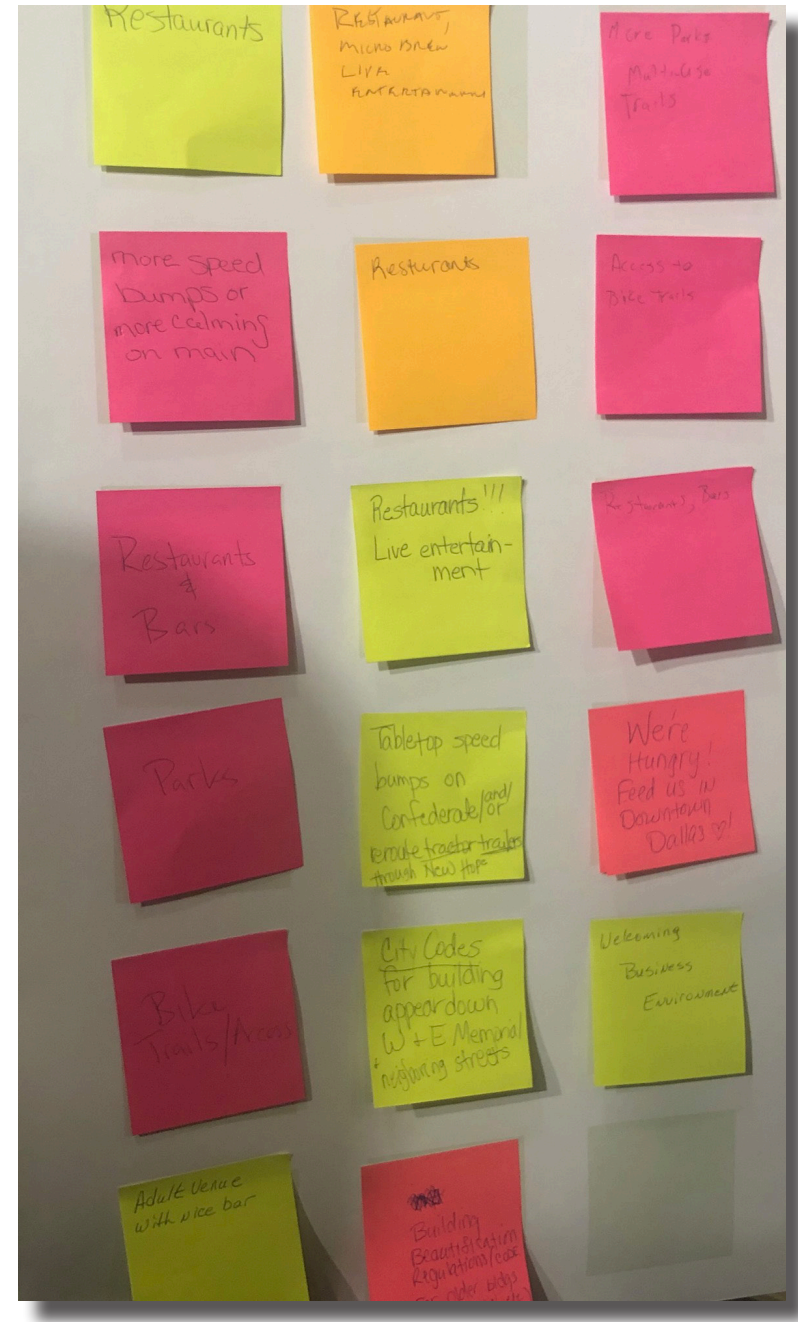
More effective organization, management, and promotion of existing and proposed assets in Downtown Dallas are needed. Recommendations pertaining to administration, housing, business and job creation, and other forms of economic development begin to address these needs and move toward a more vibrant future.

STAKEHOLDER PARTICIPATION AND SUPPORT

Public participation was solicited throughout the planning process through a combination of interviews, focus groups, creative outreach, and community meetings (both in person and virtual). More information about outreach can be found in Chapter 3.

PUBLIC AND PRIVATE INVESTMENT POLICY

Successful implementation of this plan will rely on public and private investments and, in some cases, public-private partnerships. Proposed projects draw from a variety of funding sources, including City, State, and federal dollars, as well as private sources.





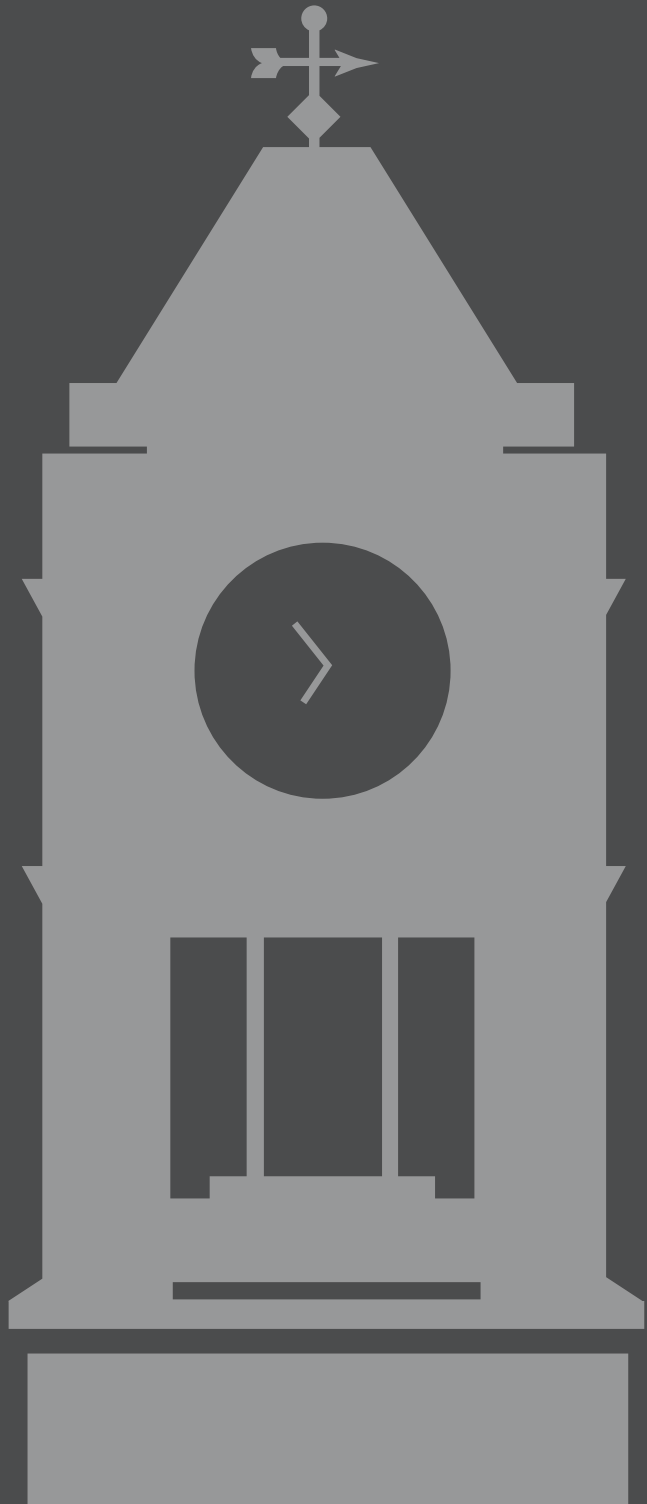
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Appendix

Report of Accomplishments

PROJECT	DESCRIPTION	YEARS	STATUS	NOTES
TRANSPORTATION				
Downtown Parking Structure	Parking	2007-2009	N/A	Not financially viable.
Main Street Sidewalk and Pedestrian Improvements	Pedestrian and Bicycle	2008-2010	C	
Connector Road from Memorial Drive to Paulding County Government Center (through Paulding WellStar Hospital area)	Roadway	2008-2010	C	
Dallas Downtown Pedestrian Improvement Extensions (Johnston, Griffin and Spring Streets)	Sidewalks/ Pedestrian	2009-2011	C	
Downtown Dallas Wayfinding and Signage	Wayfinding/ Signage	2009-2011	U	
Downtown Dallas Gateways on Main Street and Memorial Drive	Signage	2009-2011	U	
Memorial Drive to Main Street Loop Road	Roadway and Pedestrian	2009-2011	N/A	Lack of funding.
Johnston Street Connector Road and Bridge	Roadway, Bridge, Pedestrian and Bicycle	2010-2012	N/A	Not financially viable. Lost County cooperation.

PROJECT	DESCRIPTION	YEARS	STATUS	NOTES
West Memorial and Buchanan Realignment	Intersection	2010-2012	U	
Main Street and South Hardee Street Realignment	Intersection	2010-2012	C	
Confederate Pedestrian Improvements (Watson Drive to W. Polk Ave.)	Sidewalks/ Pedestrian	2011-2013	U	Looking for funding.
Memorial Drive Pedestrian Improvements (N. Griffin Street to Merchants Drive)	Sidewalks/ Pedestrian	2011-2013	X	Lack of funding.
SR 6 Business (Memorial Drive) Widening	Roadway Widening	2030	X	Lack of funding.
Dallas Connecting Sidewalks	Sidewalks/ Pedestrian	2007	C	
Dallas Trailhead	Bicycle/ Pedestrian	2010	C	
SR 120 Bridge at Silver Comet Trail	Bridge Upgrade	2007	N/A	Lack of funding.
HOUSING				
Develop Urban Redevelopment Plan for West Memorial Drive Area	-	2007	X	Budgeting staff to complete
Update C-1 and C-2 zoning classifications to incorporate downtown residential types	-	2007	U	
Develop Incentive Package for New Mixed-Income housing redevelopment in identified redevelopment areas	-	2007	X	Budgeting staff to complete

C = Complete

U = Underway

X= Not Yet Started/Postponed

N/A = Not Relevant

PROJECT	DESCRIPTION	YEARS	STATUS	NOTES
OTHER INITIATIVES				
Rename West Avenue from Railroad to Highway 278 to South Main Street	-	2006	C	
Incorporate LCI Plan into Comprehensive Development Plan	-	2007	C	
Negotiate with Paulding County to relocate detention facility and sheriff's office on Government Center Master Plan	-	2007	N/A	Negotiations failed
Develop Central Business District Business Recruitment Strategy	-	2007	X	Budgeting staff to complete
Consider ARC Community Choices workshop to focus on West Memorial Drive residential area	-	2007	X	Budgeting staff to complete
Johnston Road Connector Feasibility Study	-	2008	N/A	Project not financially viable
Negotiate with Norfolk Southern Railroad to improve grade crossing at Main Street	-	2008	N/A	Project not financially viable
Negotiate with Norfolk Southern Railroad plan future Johnston Street bridge over railroad.	-	2008	N/A	Project not financially viable

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Community Input Survey

The City of Dallas has hired a team of consultants to lead the effort to update the Downtown Dallas LCI Study. This plan is about creating a vision and feasible goals for the future of Downtown Dallas.

Thank you for taking the time to share what is important to you about the future of Downtown Dallas. This survey will help ensure that the planning team understands local issues and opportunities, and make sure the plan best reflects your interests. Your input is important to ensure a successful plan. Please note that all answers are anonymous and confidential.

1. Which of the following best describes you?
 - I live in Paulding County
 - I work in Paulding County
 - I neither live nor work in Paulding County, but I visit occasionally
 - None of these apply to me

2. Based on your response to Question 1, where do you live, work, or typically visit?
 - Within the study area
 - Outside the study area, but within Dallas city limits
 - Outside the city limits, but with a Dallas address
 - Elsewhere in Paulding County
 - None of these apply to me
3. What **one** word would you use to describe Downtown Dallas today?
4. What **one** word would you use to describe what Downtown Dallas could be in the future?

5. How often do you visit Downtown Dallas?

- Never
- Less than once per month
- Once a month
- 2-3 times a month
- Once a week
- 2-3 times a week
- Daily

6. What brings you to Downtown Dallas? (select all that apply)

- I work downtown
- I live downtown
- School/college
- Restaurants
- Shopping
- Errands
- Parks
- Church
- Shows at the theatre
- Business at government offices
- Special events
- Just passing through
- None of these
- Other (please specify): _____

7. What would enhance your experience when you visit Downtown Dallas? (select all that apply)

- More restaurants
- More boutique/leisure shopping
- Daily needs shopping
- More parks and greenspace
- A large town green
- Active outdoor recreation
- Places for children to play
- Downtown housing options
- More festivals and events
- Night time entertainment
- Public art
- More landscaping
- Plays, shows, performances
- None of these
- Other (please specify): _____

8. What kinds of development(s) do you think should be prioritized to continue Downtown Dallas' revitalization? (select all that apply)

- Residential
- Retail options
- Restaurants
- Offices
- Mixed-use buildings
- Civic buildings
- Bars/brewery/distillery
- Art studios or galleries
- Parks and greenspace
- A large town green
- Light industrial uses
- Building rehabilitation (i.e. adaptive re-use)
- Infill development
- None of these
- Other (please specify): _____

9. Would you live in Downtown Dallas?

- Yes
- No, not at this time
- Not sure

10. Which types of housing would you like to see downtown? (select all that apply)

- Small single-family homes
- Townhomes
- Duplexes/triplexes
- Condos/apartments
- Above-retail multi-family units
- Accessory Dwelling Units (ADUs)
- None of these
- Other (please specify): _____

11. What mode of transportation do you typically use to go to Downtown Dallas and/or get around downtown?

- I drive
- I walk
- I ride a bike
- I take transit
- I use taxis and/or ride-sharing services
- None of these
- Other (please specify): _____

12. What mode(s) of transportation would you like to utilize to go to Downtown Dallas and/or get around? (select all that apply)

- I'd like to drive
- I'd like to walk
- I'd like to ride a bike

- I'd like to take transit
- I'd like to use taxis and/or ride-sharing services
- None of these
- Other (please specify): _____

13. What do you think is the biggest transportation issue in Downtown Dallas?

14. Rate the following transportation improvements based on how important you believe they are for Downtown Dallas' success?

Transportation Improvement	Very unimportant	Unimportant	Neutral	Important	Very important
Traffic calming					
Pedestrian and bicycle circulation					
Transit access					
Safety and security					
Street connectivity					
Streetscape improvements					
Signage and wayfinding					
Availability of parking					
Connections to the Silver Comet Trail					

15. Rate the following social issues based on how important you believe they are for Downtown Dallas' future?

Social Issue	Very unimportant	Unimportant	Neutral	Important	Very important
Housing affordability					
Access to healthy food					
Aging in place					
Homelessness					
Job creation					

16. Do you have any other thoughts that should be considered during this planning effort?

Business Owner Survey

The City of Dallas has hired a team of consultants to lead the effort to update the Downtown Dallas LCI Study. This plan is about creating a vision and feasible goals for the future of Downtown Dallas.

Local businesses are vital to vibrant downtown districts. This survey will help ensure that the planning team understands the issues and opportunities that exist for business owners in Downtown Dallas and make sure the plan best reflects your interests. Your input is important to ensure a successful plan. The map on the next page shows the area that is being planned for. Please note that all answers are anonymous and confidential.

1. Please provide the following information about your business:

Business name: _____

Business owner(s): _____

Business address: _____

Email: _____

Website (if applicable): _____

2. What are the hours of operation for your business?
3. Approximately how many hours per week are you working in your Downtown Dallas location?
4. What are your thoughts on store/business hours?
 - I am open all the hours I need to be
 - I can't be open more hours for personal reasons
 - I should be open more hours, but I can't afford the staff
 - I should be open more hours, but can't find good or qualified staff
 - I would be open more hours if I were sure of sales
 - I would be open more hours if everyone else were
 - I would be open more hours if my business was in a different location

5. How many people, including owner(s), does your business employ in each of the following categories? (Full time = 32+ hours per week)

Full-time, year-round: _____

Part-time, year-round: _____

Seasonal: _____

6. Approximately what percentage of your employees (including yourself) live in Dallas?

7. During a typical week, what are the three (3) busiest times for your business?

- Weekday mornings
- Weekday afternoons
- Weekday evenings
- Weekend mornings
- Weekend afternoons
- Weekend evenings

8. During a typical week, what are the three (3) slowest times for your business?

- Weekday mornings
- Weekday afternoons
- Weekday evenings
- Weekend mornings
- Weekend afternoons
- Weekend evenings

9. What are the busiest months of the year for your business (select all that apply)?

- | | |
|-----------------------------------|------------------------------------|
| <input type="checkbox"/> January | <input type="checkbox"/> July |
| <input type="checkbox"/> February | <input type="checkbox"/> August |
| <input type="checkbox"/> March | <input type="checkbox"/> September |
| <input type="checkbox"/> April | <input type="checkbox"/> October |
| <input type="checkbox"/> May | <input type="checkbox"/> November |
| <input type="checkbox"/> June | <input type="checkbox"/> December |

10. Based on your experience, do the following events affect traffic or sales volume for your business (select all that apply)?

- Events at the Dallas Theatre
- Dallas Farmer's Market
- Food Truck Fridays
- Dallas Concert Series
- Race/Running Events
- CityFest
- Fall Fest
- Merchants' Christmas Open House
- Dallas Christmas Parade
- Other (please specify): _____

11. How satisfied are you with the present location of your business?
 - Very satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
12. What is the 6-digit business or professional activity code for your business?
13. What are your annual revenues (individual or identifying information will not be disclosed publicly?)
14. How long has your business been:

In operation (include time at this and any previous locations): _____

Owned by you: _____

At its current location: _____

At a different location that is not downtown: _____
15. Do you have plans to expand or reduce operations for your business in the foreseeable future?
 - I plan to expand products/services or square footage downtown
 - I plan to expand products/services or square footage at a location outside the downtown
 - I plan to reduce products/services or square footage downtown
 - I don't have any plans for changes
16. What would enhance your experience when you visit Downtown Dallas? (select all that apply)
 - Yes
 - No, not at this time
 - Not sure
17. Does your business own or lease the space in which it is located?
 - Own
 - Lease
 - Lease, and would like to purchase
 - Other (please specify): _____
18. Where do your customers typically park?
 - On the street
 - In a private parking lot
 - In a public parking lot
 - Other (please specify): _____

19. Where do your employees typically park?

- On the street
- In a private parking lot
- In a public parking lot
- Other (please specify): _____

20. How far do customers typically have to park from your business?

- Near entry
- Not near the entry, but less than a block away
- 1 block away
- 2 blocks away
- 3 blocks away
- 4 blocks or more

21. How far do employees typically have to park from your business?

- Near entry
- Not near the entry, but less than a block away
- 1 block away
- 2 blocks away
- 3 blocks away
- 4 blocks or more

22. If you own (or lease with your building) a parking lot, how many parking spaces are available or reserved for customers and employees?

Customers: _____

Employees: _____

23. Where do most of your customers typically come from (rank first and second)?

Dallas: _____

Paulding County: _____

Elsewhere in Metro Atlanta: _____

Outside of Metro Atlanta/Elsewhere in Georgia: ____

Internet: _____

24. Where do most of your employees (including you) live (rank first and second)?

Dallas: _____

Paulding County: _____

Elsewhere in Metro Atlanta: _____

Outside of Metro Atlanta/Elsewhere in Georgia: ____

25. Which types of services would be useful to your business? (Note: some on this list are available, while others are aspirational)

(Select all that apply)

- Business planning
- Financial management
- Inventory management
- Business market analysis for my business
- Analysis and reporting of the downtown economy
- Group business training (i.e. workshops, speakers, etc)
- Networking events (i.e. breakfast/luncheon meetings, business after hours)
- Legal technical assistance (leases, contracts, etc)
- Transfer of ownership or selling a business
- Advertising or marketing
- Cooperative advertising options
- Opportunity to attend business expos or trade shows with other Dallas businesses
- Advertise and market Downtown Dallas as a destination
- Downtown business directories, brochures, maps
- Planning for business improvements
- Window displays or interior store design
- Building façade grant (exterior)
- Building redevelopment grant (interior)
- Greater information sharing (i.e. newsletters, flyers, business fact sheets)
- Social media, website, internet resources
- Retail event coordination
- Special event coordination

26. Please rate the degree to which you are experiencing or have experienced the following business challenges:

Business Challenge	Major Challenge	Minor Challenge	Not a Challenge/ Not Applicable	Not Sure
Conflict with building owner or tenant				
Difficulty recruiting or retaining employees				
Expensive or unavailable products				
Expensive or unavailable utilities				
Expensive employee wages or benefits				
Expensive rent / building costs				
Insufficient financing				
Insufficient parking				
In-town competition				
Lack of City support				
Out-of-town competition				
Online competition				
Poor building condition				
Restrictive business regulations				
Shoplifting or theft				
Vandalism				

27. How strongly do you agree with the following statements? If a statement doesn't apply to you, leave it blank.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Local police protection downtown is good.					
Local fire protection downtown is good.					
Local waste management service is good.					
I always direct customers to other downtown businesses.					
The look and feel of downtown helps my business.					
My building façade draws customers into my business.					
My window and store displays help my business.					
My advertising helps my business.					
My business is open when customers want to shop, eat, or need services.					
Employees of my business provide great customer service.					
My employees have decent housing options in or near Downtown Dallas.					
Downtown Dallas is an excellent place to have a business.					

Downtown Dallas LCI - Virtual Visioning Workshop

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Downtown Dallas LCI - Virtual Draft Plan Open House

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