

**CITY OF DULUTH, GEORGIA**

**RESOLUTION NO. \_\_\_\_**

**A RESOLUTION ADOPTING THE 2035 COMMUNITY AGENDA (COMPREHENSIVE PLAN) AND ALL CORRESPONDING DOCUMENTS (AS SHOWN ON ATTACHED EXHIBIT “A”) AS REQUIRED BY THE STATE OF GEORGIA LOCAL PLANNING REQUIREMENTS CHAPTER 110-12-1-.02. THE AMENDMENT SPECIFICALLY INCLUDES: PLAN ELEMENTS, COMMUNITY GOALS, NEEDS AND OPPORTUNITIES, A NEW FIVE-YEAR COMMUNITY WORK PROGRAM, AND A LAND USE ELEMENT AS REQUIRED BY GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS – *PLAN ELEMENTS FOR LOCAL COMPREHENSIVE PLANNING* CHAPTER 110-12-1.03. THE UPDATE ALSO PROVIDES AN EVALUATION AND REPORT OF ACCOMPLISHMENTS OF THE PREVIOUSLY ADOPTED COMMUNITY WORK PROGRAM.**

**WHEREAS**, the City of Duluth, Georgia, has prepared a Community Agenda (Comprehensive Plan); and

**WHEREAS**, the City held an advertised public hearing on September 16, 2013, the purpose of which was to brief the community on the process to be used to develop the Community Agenda (Comprehensive Plan) and corresponding documents, opportunities for public participation in development of the plan, and to obtain input on the proposed planning process, as set forth in the minutes of said meeting; and

**WHEREAS**, the City held an advertised public information open house for the general public on January 21, 2014, the purpose of which was to receive suggestions and comments on the proposed Community Agenda (Comprehensive Plan) and corresponding documents; and

**WHEREAS**, the City held three additional advertised public hearings on February 17, 2014, March 17, 2014, and May 12, 2014 the purpose of which was to receive suggestions and comments on the proposed Community Agenda (Comprehensive Plan) and corresponding documents, as set forth in the minutes of said meetings; and

**WHEREAS**, The City submitted the 2035 Community Agenda to the Atlanta Regional Commission (ARC) and the Department of Community Affairs (DCA) on May 13, 2014 for review as required by the Georgia Local Planning Requirements Chapter 110-12-1-.04 (f) and (g); and

**WHEREAS**, The City received notice of approval from the Atlanta Regional Commission (ARC) and the Department of Community Affairs (DCA) on June 27, 2014 to adopt the 2035 Community Agenda.

**NOW THEREFORE BE IT RESOLVED** by the governing authority of the City of Duluth, Georgia, to adopt the 2035 Community Agenda (Comprehensive Plan) and all corresponding documents (as shown on attached Exhibit "A").

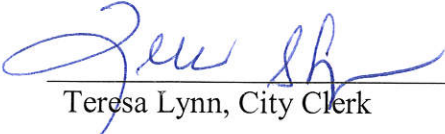
**Adopted and approved by the City Council of the City of Duluth, Georgia this 14th day of July 2014.**

Approved:

BY: \_\_\_\_\_

  
Mayor Nancy Harris

ATTEST:

  
\_\_\_\_\_  
Teresa Lynn, City Clerk



# DULUTH

## COMMUNITY AGENDA

2035



This document was prepared in part by the Atlanta Regional Commission using funds provided by the State of Georgia



# Acknowledgements

## City Council:

Nancy Harris - Mayor  
Marsha Anderson Bomar - Post 1  
Jim Dugan - Post 2  
Billy Jones - Post 3  
Kelly Kelkenberg - Post 4, Mayor Pro Tempore  
Greg Whitlock - Post 5

## Stakeholders & Planning Commission:

Greg Lock - Chairman  
Alana Moss  
Gary Canter  
Ray Williams  
Miguel Figueroa  
David Marshall

## Duluth Planning Staff:

James Riker - Director of Planning and Development  
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William Aiken – Planner

## Atlanta Regional Commission Staff:

Dan Reuter - Division Manager  
Jared Lombard - Principal Planner  
Andrew Smith - Planner  
Allison Duncan - Senior Planner  
Jon Tuley - Principal Planner  
Allison Bustin - Planning Intern



*“Ascension”*: Roundabout public artwork sponsored by AGCO in 2014

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# Duluth Community Agenda Introduction and Overview







## Introduction and Overview

The City of Duluth has completed a state-mandated update of its Community Agenda, also known as the Comprehensive Plan. This process was managed with the guidance and involvement of a Stakeholder Committee, City Staff, the Atlanta Regional Commission and the residents of the City of Duluth via a community Open House held in January 2014.

The Community Agenda contains three components required by the State of Georgia: a Community Vision, a summary of Community Issues and Opportunities, and a Community Work Program. State guidelines also mandate the development of a Future Land Use Plan and require the City to maintain a Transportation Plan and Housing Element.

The Stakeholder Committee members and Open House participants focused on defining Duluth's key assets to build upon for the future, as well as the major challenges facing the City in the near- and long-term future. These assets and challenges are discussed in detail throughout this document.

### The Assets Identified Are:

- Location
- Diversity
- Downtown
- Medical Services
- Economic Base
- Tourism
- Infrastructure
- Safety

### The Challenges Identified Are:

- Land Availability and Redevelopment
- Entertainment and Restaurant Recruitment
- Attracting Millennials
- Transportation
- Community Boundaries

## Vision Statements

The City of Duluth has identified a series of vision statements to clearly and concisely convey the direction of the City. The vision statements, listed below, help to define the City's purpose and values.

### **Attractive Destination**

Foster a uniquely creative, fun and inviting destination for residents, visitors and businesses.

### **Quality Community**

Embrace our diversity to enhance and create a welcoming, safe, healthy, and sustainable community.

### **World Class Government**

Provide exceptional service through innovative thinking, balanced growth and ethical effective processes.

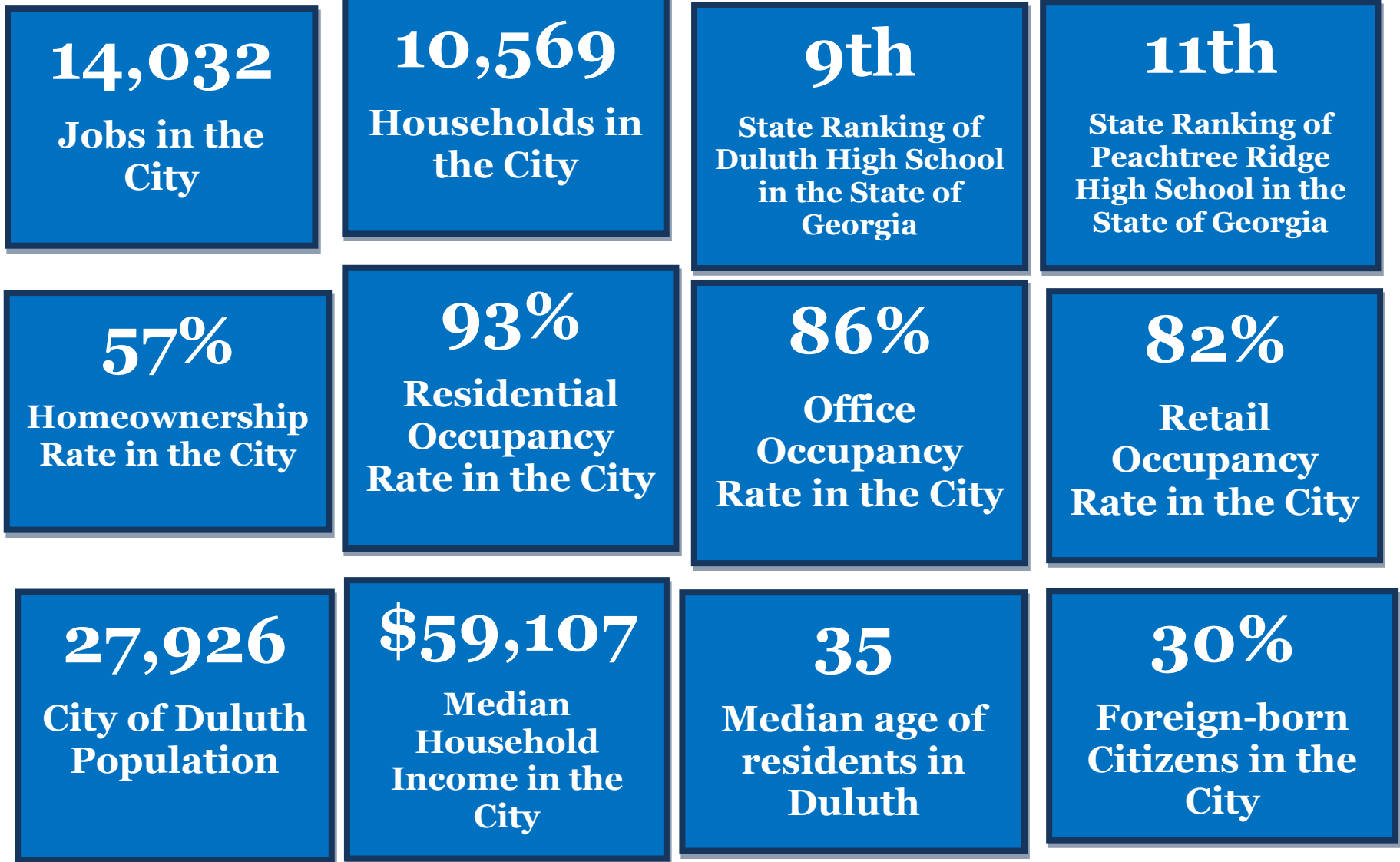
### **Sustainable Economic Environment**

Create a vibrant, inviting and regionally recognized community with policies and procedures that fosters economic growth and investment.





# Duluth by the Numbers



Sources: US Census Duluth QuickFacts, US Census OnTheMap, CoStar, US News and World Report

# The City of Duluth Yesterday & Today



*Main Street in Downtown Duluth circa 1950*



*Main Street in Downtown Duluth in 2014.*



*Main Street in Downtown Duluth Circa 1930*

## A Brief History of the City of Duluth

In the early eighteenth century, in the area of the present-day City of Duluth, there were no known white settlers. The Duluth area was then a part of the Cherokee Indian territory and was an important crossroads used by the Native Americans. In 1818, Gwinnett County was created by an act of the General Assembly of Georgia, and the area was opened to white settlers.

In 1821, Evan Howell, the City of Duluth's forefather, developed the town of Howell Crossing that later evolved into a major artery for the railroad.

At the time that Evan Howell came to the area, there was only one road opened in the section. This was the Peachtree Road, an offshoot of an old Native American trail that ran along the ridge south of the Chattahoochee River. The road had been surveyed and constructed during the War of 1812 and connected Fort Daniel with the Fort at Standing Peachtree, 30 miles downriver.

Howell realized that more roads were needed in order for the area to develop, so he obtained permission in February 1833 to construct a road from the Chattahoochee River across his land to intersect Peachtree Road. This intersection became known as Howell's Cross Roads and was known by this name for forty years. Howell ran his own plantation and cotton gin by ferry, and he became the town's first merchant.



*Howell's Ferry crossing the Chattahoochee River Circa 1900*





*Train Depot in Downtown Duluth circa 1900*

With the visionary acumen of Evan Howell's grandson, Evan P. Howell, changes were on the horizon in the 1870's. The opportunity to build and link a multi-state railway system from North to South was about to unfold. Representative J. Proctor Knott delivered a speech to the United States House of Representatives entitled, "The Glory of Duluth." The pitch of his presentation weighed heavily with Congress, and consequently a bill to finance the building of the railroad from Howell Crossing to the better-known Duluth, Minnesota was enacted. Grateful for the opportunity to build on a vision, Howell deemed it appropriate to rename the town of Howell Crossing to "Duluth."

The railroad was an enormous boost to the Duluth economy. A school house was built in 1871 on the site of what is now The Monarch School (formerly Duluth Middle School). The first Methodist church was organized in 1871, and the first Baptist congregation formed in 1886. Both churches continue today at new locations along State Route 120. The Bank of Duluth was chartered in 1904, followed by the Farmers and Merchants Bank in 1911. Neither bank survived the Depression. In 1922, Duluth elected Georgia's first female mayor, Alice Harrell Strickland. She donated one acre of land for a "community forest" and began efforts to conserve land for public recreation.

In much of the 20th century, when Gwinnett County was still rural, Duluth was known in the area as being one of the few small towns with its own hospital, Joan Glancy Memorial Hospital. Consequently, many older residents in the area who call other cities home were actually born in Duluth.



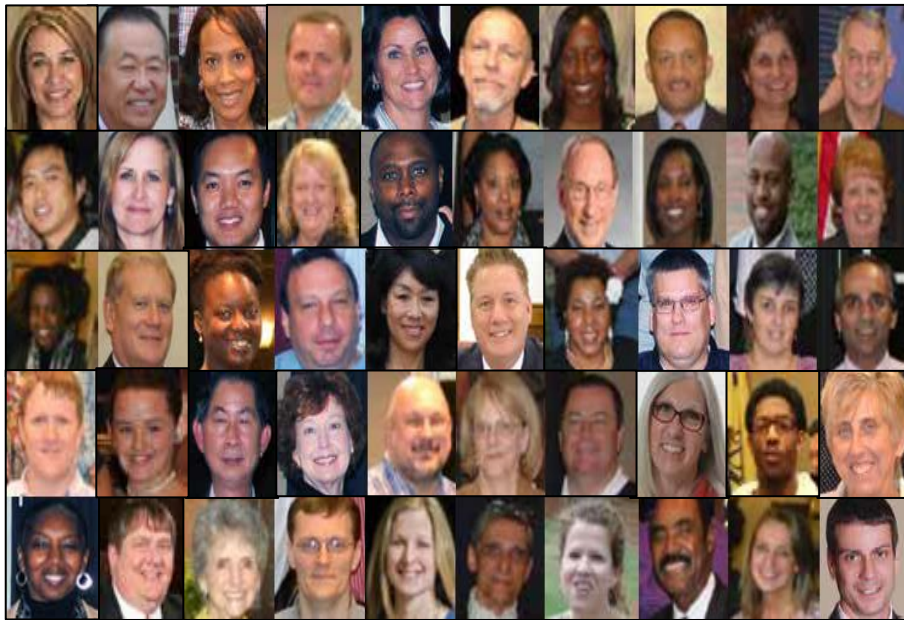
*Duluth's first school house circa 1900*

# General Trends

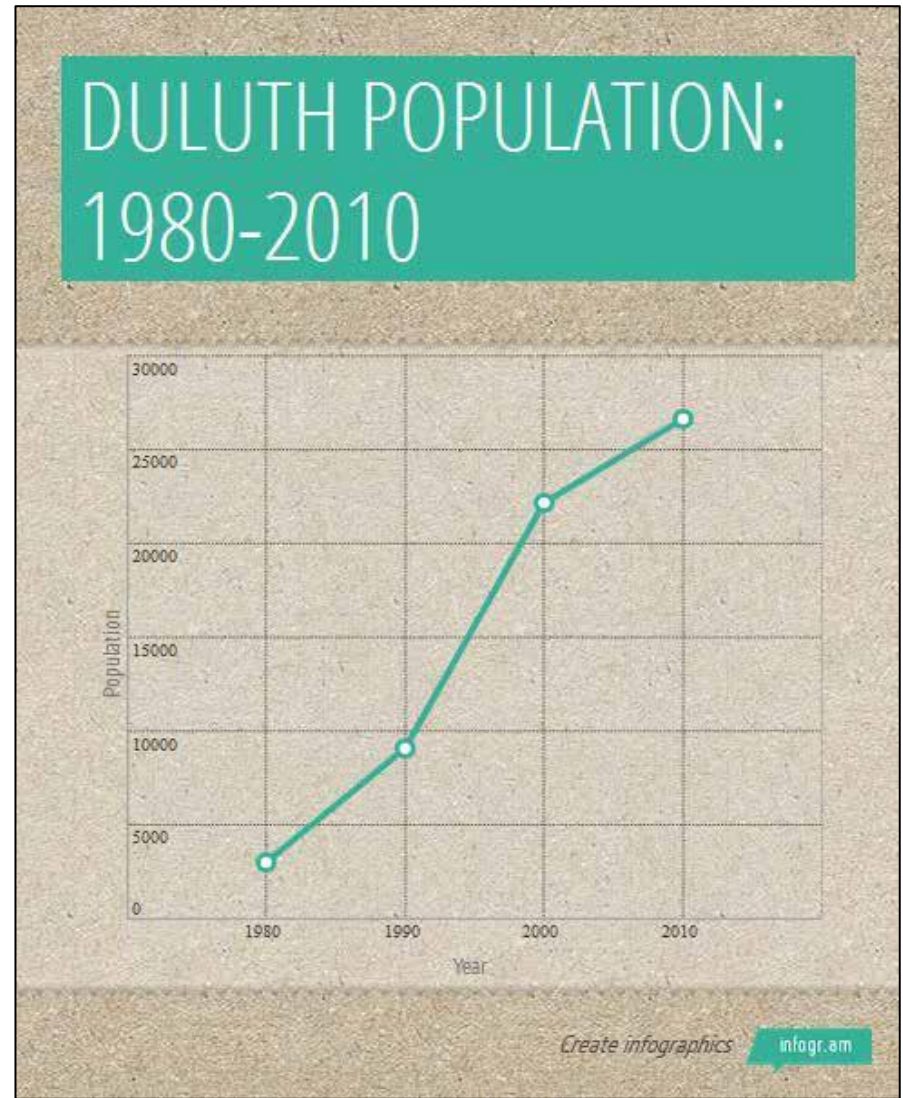
## People: Growth

The City of Duluth grew rapidly throughout the 1990's, but as land availability decreased, population growth flattened. Between 1990 and 2000, the City of Duluth's population grew 60%; between 2000 and 2010, growth was 16%. As of the 2010 U.S. Census, the City's population was 26,600. Over the last decade, Duluth experienced almost a 20% increase in its population under the age of 18, which now makes up about 25% of the City's population.

In 2010, the City of Duluth became a majority-minority city with the White population making up 42% of the total population. Throughout the last decade the City has seen rapid increases in its Asian, African-American and Hispanic populations.



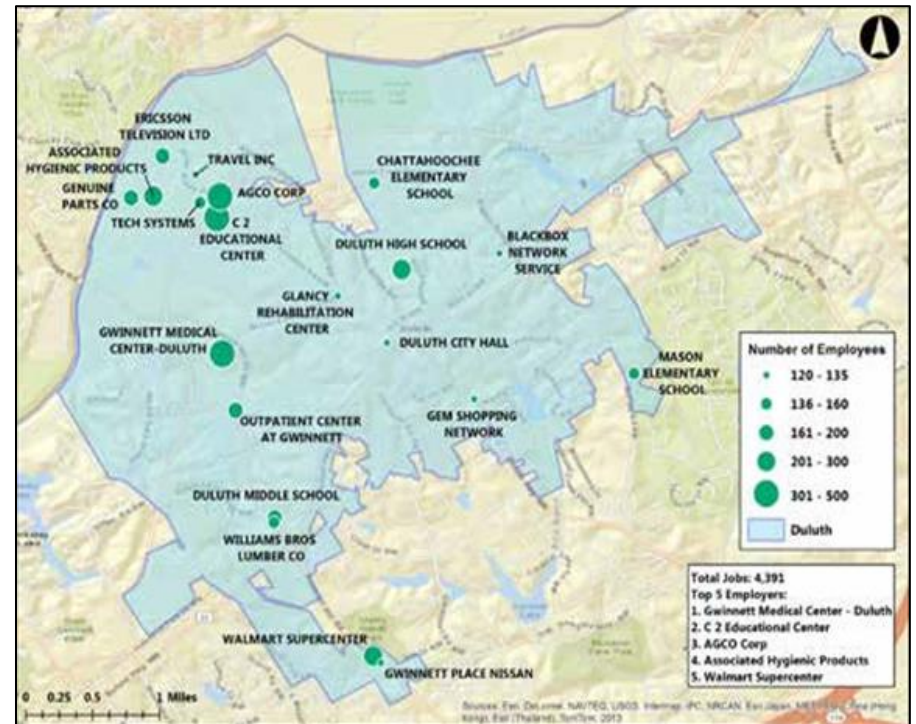
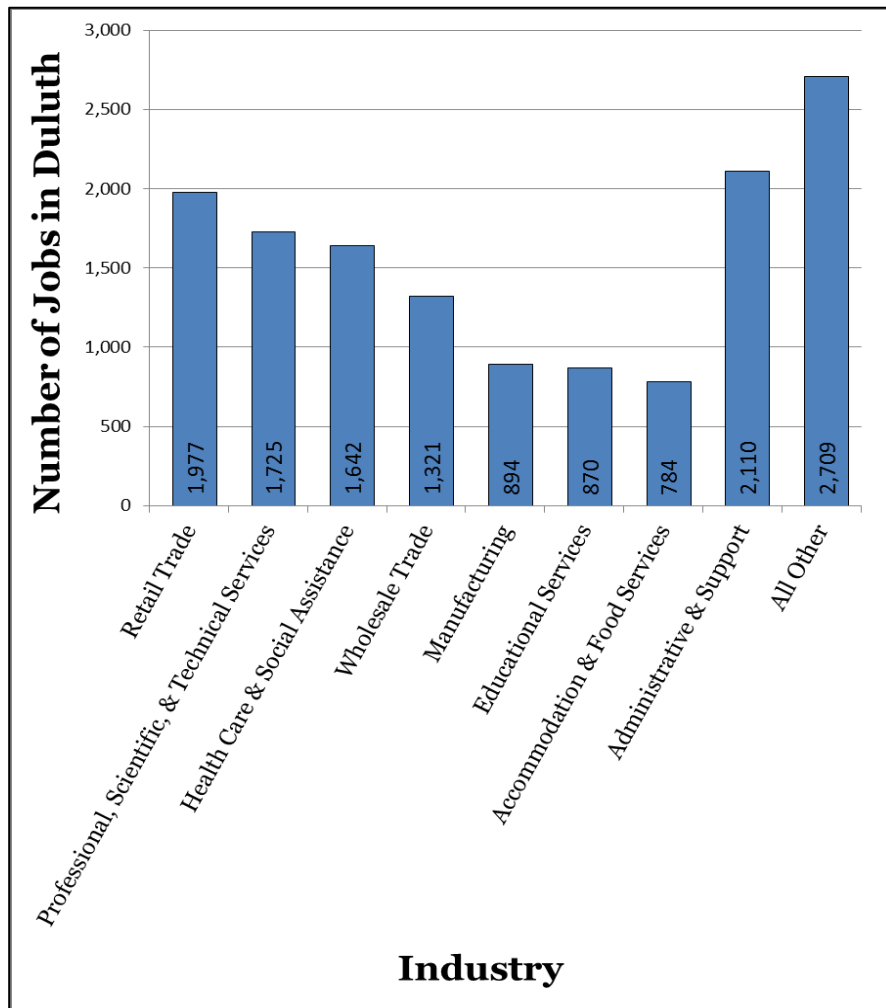
Between 2000 and 2010, the City added 2,252 new housing units. This is strong growth, considering that between 2008 and 2010 the region saw almost no new housing unit construction. Currently, almost 60% of Duluth's housing units are owner-occupied and the average household size in the City is approximately 2.5 people per household.





## Jobs-Business Support Leads

The largest employment sector in the City of Duluth is Administration and Support, followed by Retail Trade, Professional and Scientific Services and Health Care. Duluth possesses a range of employers and sectors, which is why its unemployment rate has been lower than the State's. As of August 2013, the City's unemployment rate stood at 7.5% compared to 8.8% unemployment rate for the State of Georgia.



The map above shows the location of some of Duluth's largest employers, including: Gwinnett Medical Center, AGCO, Gem Shopping Network, Genuine Parts Co., Associated Hygienic Products, Ericsson Television LTD, and the Gwinnett County School System. Many of these top employers are located in the River Green Parkway corridor.

## Jobs-Commuting

Currently, over 13,000 people commute into the City of Duluth each day, while over 10,000 residents commute out of Duluth for work. Residents who commute from the City to work outside the City limits are primarily employed in the State Route 400 Corridor and in the areas of Perimeter Center, Cumberland, Downtown/Midtown Atlanta, and Buckhead.

## Education

The City of Duluth is served by Gwinnett County Public Schools. Residents belong to either the Duluth High School Cluster or the Peachtree Ridge High School Cluster. During the planning process, stakeholders expressed a desire to highlight the perennial success of these two great clusters.

Based on information provided by the Gwinnett County School System, both Duluth High School and Peachtree Ridge High School are top performing schools within the county. U.S. News and World Report ranked both schools among the top high schools in the State. Duluth was ranked as the 9<sup>th</sup> best high school in the State of Georgia and Peachtree Ridge was ranked 11<sup>th</sup>.

Currently, Duluth High School's composite SAT score is 1531 out of a possible 2400, which is higher than the Gwinnett County School System's average of 1513. In 2012, 26% of Duluth High School's graduating class graduated with honors, with 538 Advanced Placement classes taken by seniors. 78% of all AP exams taken were scored 3 or better on a 5 point scale.

Peachtree Ridge has had similar academic success. During the 2012-13 academic year, over 95% of students graduating from Peachtree Ridge High School were rated as proficient in both math and science based on the State mandated exit exam. This ranks among the top in the State of Georgia.

There are five elementary schools (Berkeley Lake, Chattahoochee, Harris, Mason and Parsons) and two middle schools (Duluth and Hull) that residents in the City of Duluth are members of. All of these schools have exceeded the Gwinnett County School System average on the Georgia College and Career Ready Performance Index and similar standardized tests.



*Duluth High School Wildcat Logo*



*Peachtree Ridge High School Lion Logo*

## Nature and Recreation

Duluth boasts six City parks, in addition to the Town Green and the Chattahoochee National Recreational Area. Park sizes vary from as large as 47 acres to small neighborhood parks of 1.7 acres. The largest park in the City of Duluth is Scott Hudgens Park, which is heavily used on weekends by the Atlanta Fire United youth soccer association. Rogers Bridge Park has direct access to the Chattahoochee River via a paved canoe launch and contains the City's popular dog park, Chattahoochee Park.

The Chattahoochee River is the main natural resource associated with the City of Duluth. In 1978, Congress established the Chattahoochee River National Recreational Area an effort to protect the Chattahoochee River and provide for recreation. This area serves as a series of parks that dot the river and provide recreation opportunities for metropolitan Atlanta residents.

The Metropolitan River Protection Act (MRPA), adopted in 1973 and amended in 1998, designates a corridor of land that extends 2,000 feet from both banks of the Chattahoochee River, from Buford Dam to the downstream limits of Fulton and Douglas counties, as an area requiring special protection. Development in the 2000-foot Chattahoochee River Corridor is regulated by MRPA requirements and the Chattahoochee Corridor Plan, which was adopted by the Atlanta Regional Commission in 1973.

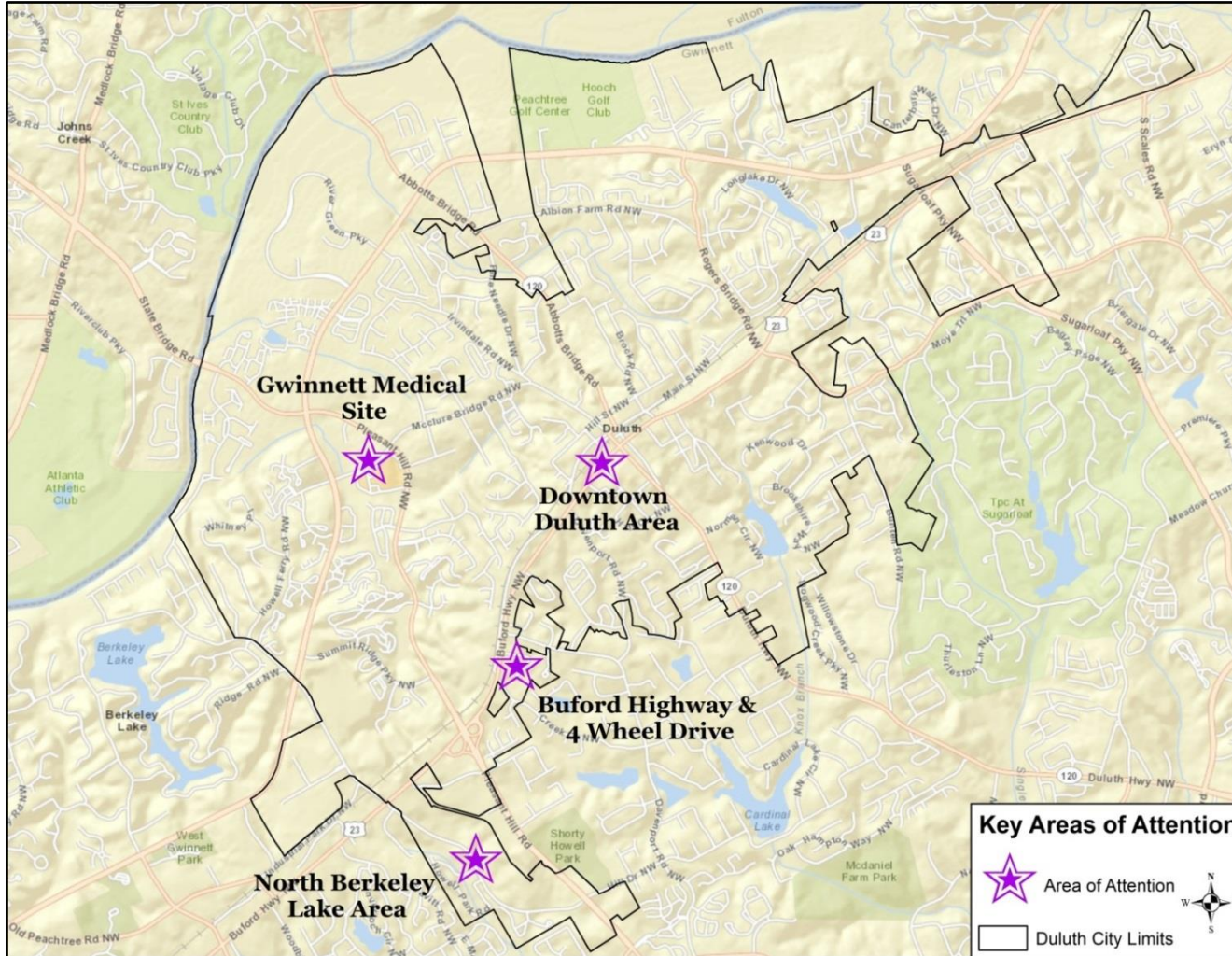
In addition to the Chattahoochee River, there are several wetlands inside the City limits. Most of the wetlands are associated with the Chattahoochee River and its tributaries, while others are associated with Lake Norman. The environmental consequences of draining or filling wetlands can be detrimental to both the City and County.



*Rogers Bridge crossing the Chattahoochee River*



# The City of Duluth Key Areas Needing Attention



## Key Areas Needing Attention

The map on page 12 represents the key areas needing attention.

The top area needing attention, as identified by Stakeholders and the Community, is the Buford Highway Corridor. The City has a corridor plan for this area that addresses land uses and assets, but it needs to be revisited to reflect the current economy and infrastructure capabilities. This corridor is a key gateway to Duluth, and the City needs to continue its work on beautification and other improvements to attract private investment. A key area of the corridor is its intersection with State Route 120. This area represents the corridor's connection to the Town Green and the substantial investments that the City has put in place to improve its Downtown area. Another key area is the interchange at Buford Highway and Pleasant Hill Road. This area serves as a key gateway into the City.

As one of the first Livable Centers Initiative (LCI) communities in 1999, the City began to focus on improving its Downtown area. Since 2000, Downtown has seen the addition of 159 new residential units, 286,000 square feet of new commercial space, and over 73,000 square feet of new office space. This excludes redevelopment of existing buildings in Downtown. Over the past ten years, the City also created a Town Green with a Festival Center and built the City Hall to anchor the area.

The intersection of Buford Highway and 4 Wheel Drive is another concern for the corridor. This area has a thriving cluster of auto service uses, but code compliance issues detract from its positive contributions to the City's tax base. The City should consider amending zoning regulations to allow automobile uses in this area while at the same time increasing Code Enforcement presence to keep the area and its auto related uses in compliance.

The North Berkeley Lake Road corridor was becoming a large employment center for Duluth, but due to the economic decline in the late 2000's this area now houses a multitude of vacancies. In

particular, a large seven story office building and supporting shopping center have not achieved the anticipated success, but are now under new ownership.

Duluth is fortunate to have Gwinnett Medical Center-Duluth. Completed in 2006, this hospital has 81 beds and emergency care service. In addition to traditional hospital services, Gwinnett Medical Center-Duluth has outpatient services, including sports medicine. Gwinnett Medical recently purchased the vacant Ingles shopping center in Duluth for the future home of the Hospital's Concussion Center. When developed, this site should allow for increased intensities and building heights as described in the Character Area section of this document.

Near the Gwinnett Medical Center-Duluth is the "Hudgens Property," which is currently the largest undeveloped property in Duluth at approximately 110 acres. This property has the potential to cement this area as an employment center for Gwinnett County. This site, when developed, should allow for high densities and building heights.



*The North Berkeley Lake Rd. corridor has a high number of vacant properties.*



# The City of Duluth Community Input



## Community Open House

Duluth's Open House was held on January 21, 2014 and hosted over 20 residents and stakeholders who shared feedback on what they imagine for the future of their City. Having already collected feedback from stakeholders and City Council members during previous meetings, the Open House provided an opportunity for the public-at-large to participate in interactive planning activities.

Meeting participants began by locating their homes on a map of the City to better understand which areas of Duluth were best represented at the Open House. Representation was concentrated in the City's Downtown area and residential neighborhoods north of Downtown. The northeastern portion of the City near Peachtree Industrial Boulevard and neighborhoods south of Buford Highway were also represented.



*Participants involved in an activity at the Public Open House*



*Participants involved in an activity at the Public Open House*

## Approach to Community Engagement

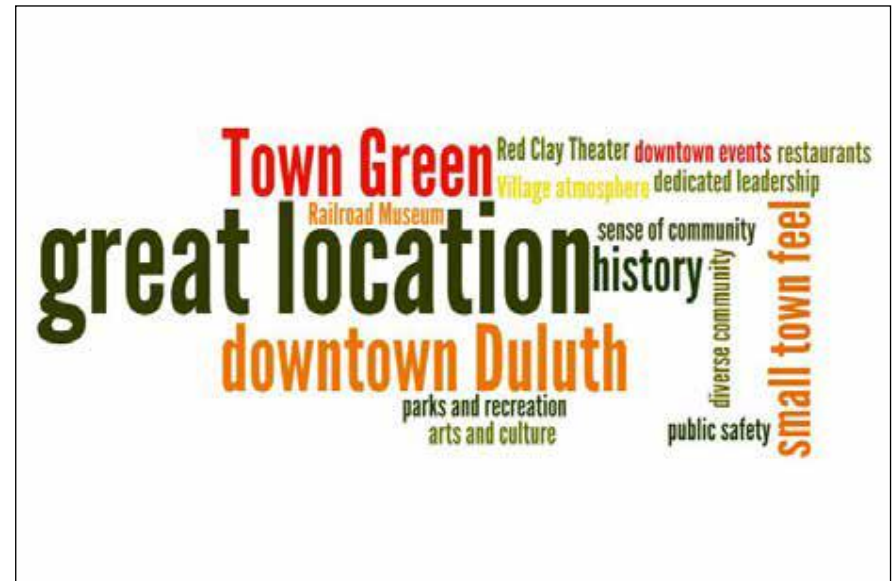
A number of communication tools and activities were designed to ensure that meaningful community input would form the backbone of this plan. A Stakeholder Committee, convened to oversee the process, acted as the main instrument for guiding the development of the plan. The Stakeholder Committee played an essential role in providing input to the comprehensive planning process and represented a diverse cross-section of the City. The members' roles were to provide input ensuring the plan was in line with the City of Duluth's community values and vision.

At each phase of the planning process, the Committee provided a valuable perspective that helped refine the comprehensive planning process.

The Stakeholder Committee met three times during the process beginning with a kick-off gathering in September 2013. Subsequent meetings were held in November 2013 to identify the City's assets and challenges and to discuss the land use vision, in February 2014 to review the draft plan, and in March 2014 to review the final plan and make a recommendation for City Council to approve the updated plan.

The images to the right represent the results of an activity in which participants of the Open House were asked to identify Duluth's assets and challenges. The words shown in the images are sized proportionately to their significance as determined by the number of participants who identified them as assets or challenges. The words that were identified the most are shown in the largest font.

## Assets



*Duluth's assets to build upon as identified at the Open House*

## Challenges



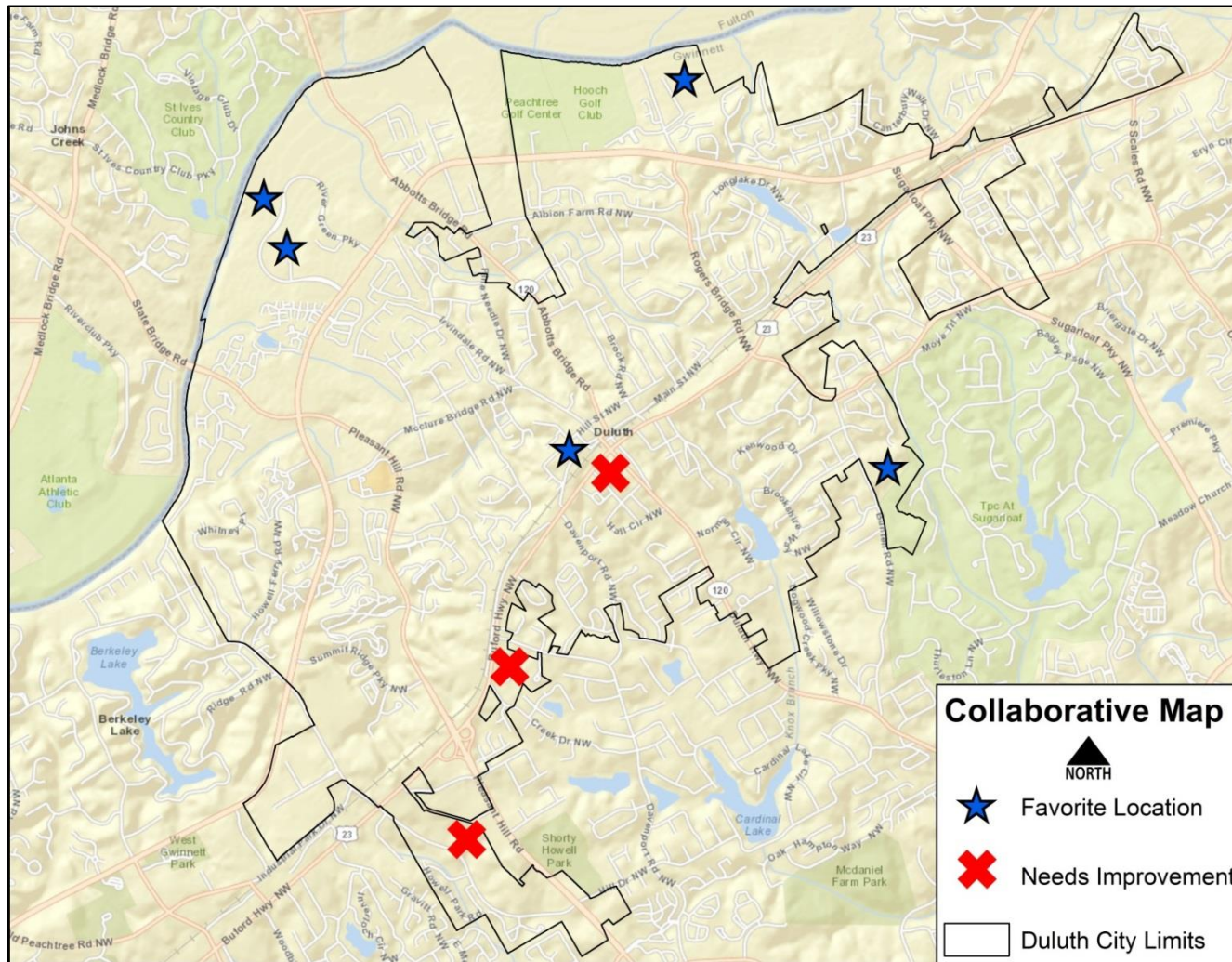
*Challenges for the future as identified at the Open House*



## Collaborative Map

A large-format map of the City and surrounding areas was used to gather responses to two questions from the Stakeholder Committee: (1) What is your favorite location in Duluth? (2) If you had money to spend to improve one location in the City, where and on what would you spend it?

The stickers used for responses were color-coded by question. Blue stars on the map below illustrate areas that the Stakeholder Committee liked, while red X's illustrate areas that were identified as needing improvement.





## Favorite Places

A high number of participants noted Downtown and the Town Green as their favorite places in the City. Other favorite places included Rogers Bridge Park, Scott Hudgens Park, and Bunten Road Park. The Gwinnett Medical Center-Duluth Campus also received positive feedback, as did the River Green Parkway office corridor. Both sites were identified as stable, positive contributors to the City's tax base and economic significance.

Attendees' location of these key favorite places reflect the concept that residents and stakeholders value Duluth's unique combination of small-town charm, historic preservation, sense of community, recreational offerings, and economic vitality.



*Recreational tubing on the Chattahoochee River*



*Town Green in Downtown Duluth.*



*Chattapoochee Dog Park located at Rogers Bridge Park.*



*Gwinnett Medical Center – Duluth Campus*



## Areas Needing Improvement

Attendees communicated that Downtown is an area requiring significant attention and improvement. Those who placed stickers on the Downtown area of the map primarily focused on the need for further economic development (such as additional restaurants and services) and a desire to maintain the historic look of Downtown. Many stickers and comments also highlighted the goal of redeveloping the Proctor Square shopping center and the surrounding area, which have experienced increasing vacancy and disinvestment for many years.

Other stickers placed outside of Downtown showed the need to alleviate congestion on certain major roadways, notably McClure Bridge Road and the section of Pleasant Hill Road north of Gwinnett Medical Center-Duluth. Stickers also illustrated a desire to beautify and improve safety conditions on Buford Highway and GA 120. A concern was what to do about the intersection of Main Street, Davenport Road and Buford Highway. This intersection is considered very dangerous by residents especially because of the conflict between northbound Buford Highway traffic attempting left turns onto Main Street and southbound Buford Highway traffic attempting left turns onto Davenport Road.



*4-Wheel Drive area located along Buford Highway*

Other sticker locations highlighted a desire for mixed-use development with a future commuter rail stop on the south side of the City, along Buford Highway and Pleasant Hill Road.



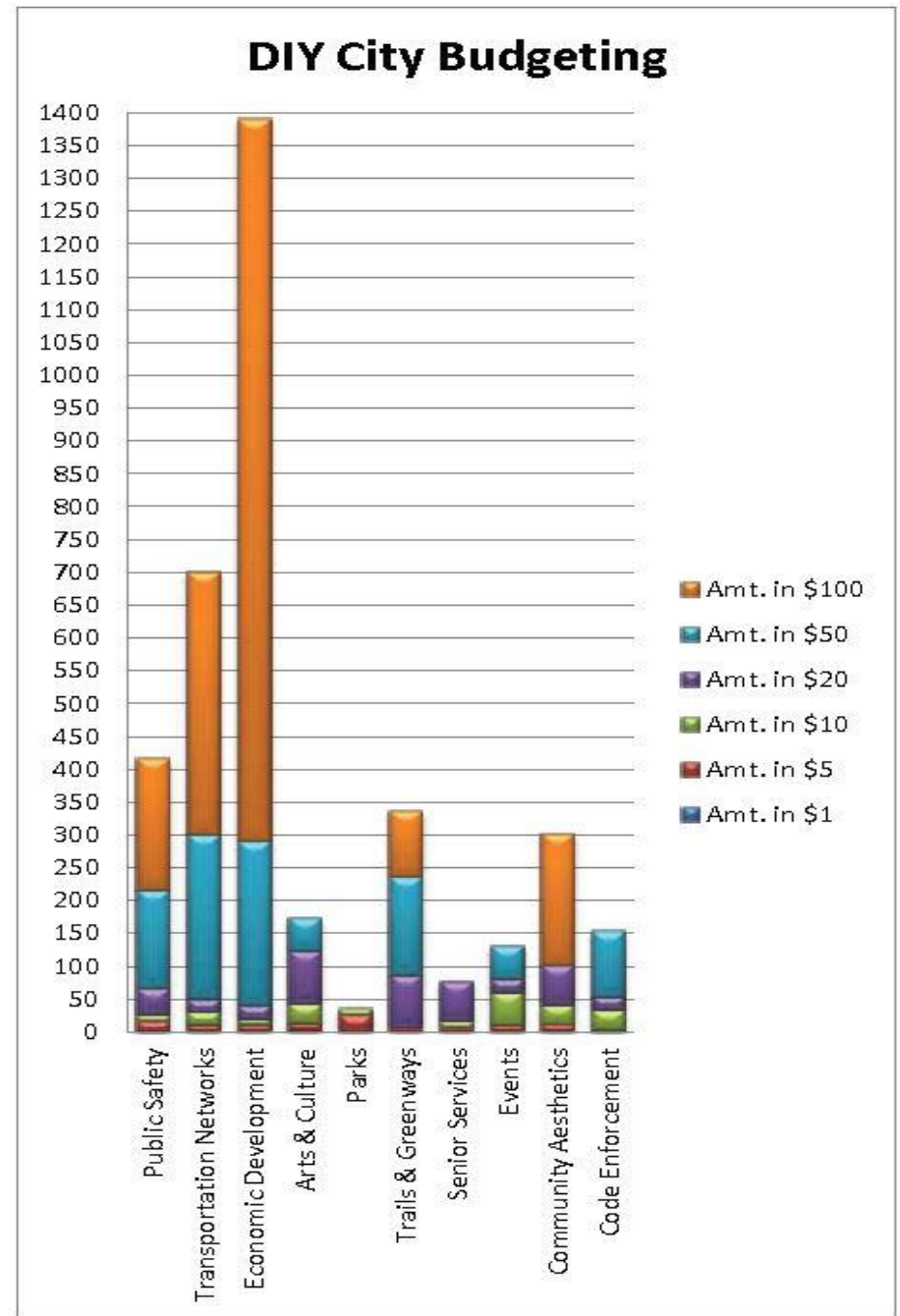
*Proctor Square Shopping Center monument Sign*

## DIY (Do-It-Yourself) City Budgeting

Residents prioritized where they would like to see Duluth make investments in the future. Each resident was given a pack of “planning money” to spend on 10 different priorities, ranging from public safety to senior services to community aesthetics. Each money packet included one bill each in six different denominations: \$1, \$5, \$10, \$20, \$50 and \$100, which totals to \$186. All priorities are listed on the graphs to the right.

Three planning areas emerged as attendees’ favorites: economic development, transportation networks, and public safety. These three areas received the most total “funding.” Economic development received the largest share of \$100 bill allocations from 55% of attendees, followed by transportation networks, which received \$100 bills from 20% of attendees. Economic development and transportation networks also equally received the largest percentages of \$50 bill allocations, and when combined, these categories received 50% of attendees’ \$50 bills. Parks received the least amount of funding.

Since attendees had fewer bills (6) than the number of priorities available (10), they had to grapple with trade-offs and make tough choices about where to allocate their money, much like the real world of community finance. This exercise was a fun and interactive way for residents to make decisions about where they would spend a finite amount of funds while also ranking their priorities for the future. The results from this exercise reinforce the priorities that attendees said they wanted to change most about their City: cleaning up Buford Highway, realigning intersections to make them less dangerous, redeveloping unproductive and dilapidated areas, and recruiting more businesses and services to the Downtown area and the City as a whole.





## Commuting: Now and Later

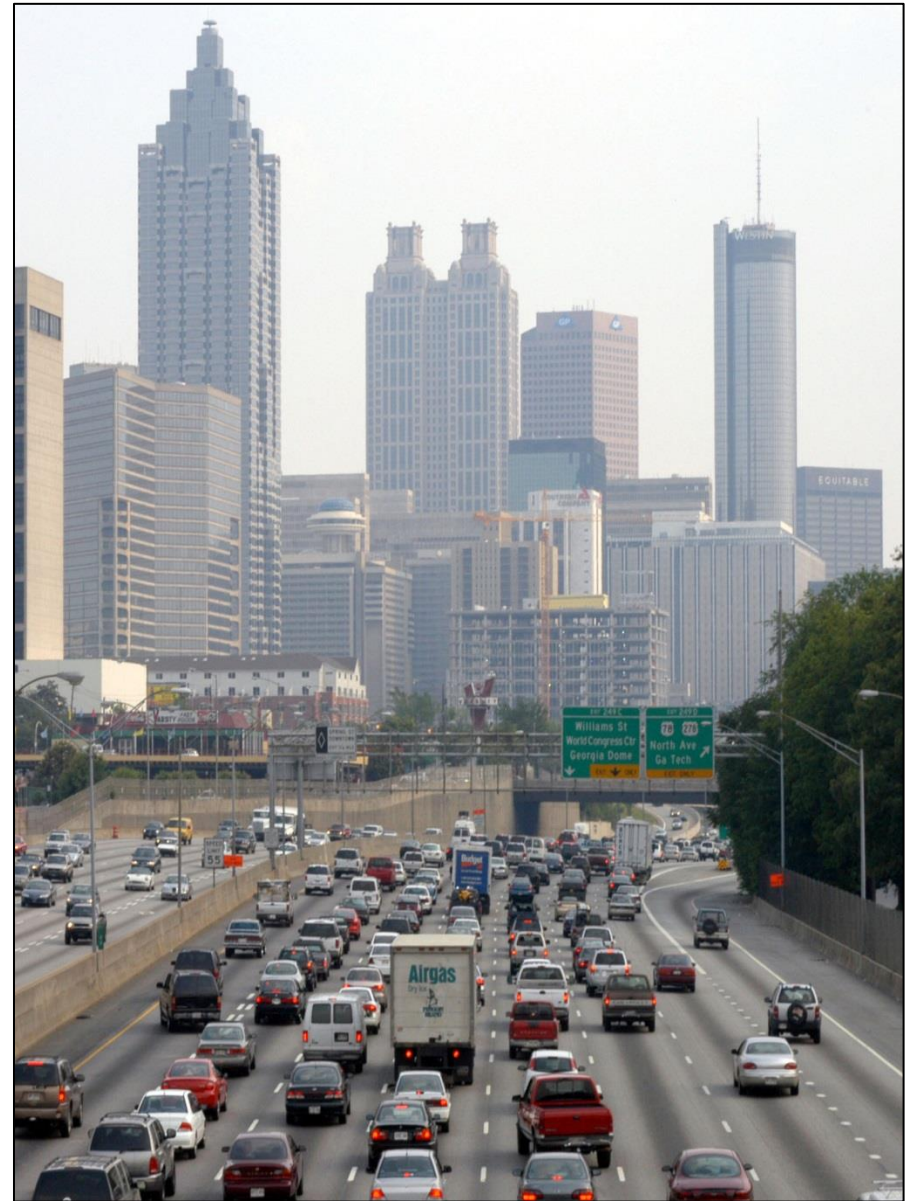
Many residents in the Duluth area are used to driving to get where they need to go. Some attendees commented that they like how car-friendly the City is while also providing pedestrian-friendly amenities in certain areas, including Downtown.

Most participants at the Open House reside near the Downtown area, but reported a need to improve the level of transportation services and infrastructure in their immediate area. Many residents seemed satisfied with their current commute times, and most were within 10 minutes of basic amenities such as recreation and grocery stores. Residents living in the northeastern part of the City reported the longest travel times to amenities. The commute to work was reported as the longest driving time, followed by drive times to entertainment offerings.

When residents were asked to complete an exercise to determine how long they would like their drive times to certain destinations to be in the future, almost all participants placed all of their stickers within 30 minutes, and most stickers were within the 0-5 minute ring. The largest changes occurred in the segments of the circle for work and entertainment, indicating that residents would highly value decreased trip times to their jobs and to entertainment locations.



*Georgia Commute Options Logo. Stakeholders identified wanting the City to offer more commute options in Duluth during this update process.*



*Commuters on Interstate 85 in Metro Atlanta*



# The City of Duluth Future Assets and Challenges



*Duluth*  
Capture the *Spirit*  
of Good Living

# Assets for the Future



These assets of the City of Duluth are items to be accentuated and improved on over time, to ensure the continued long-term success of the City.

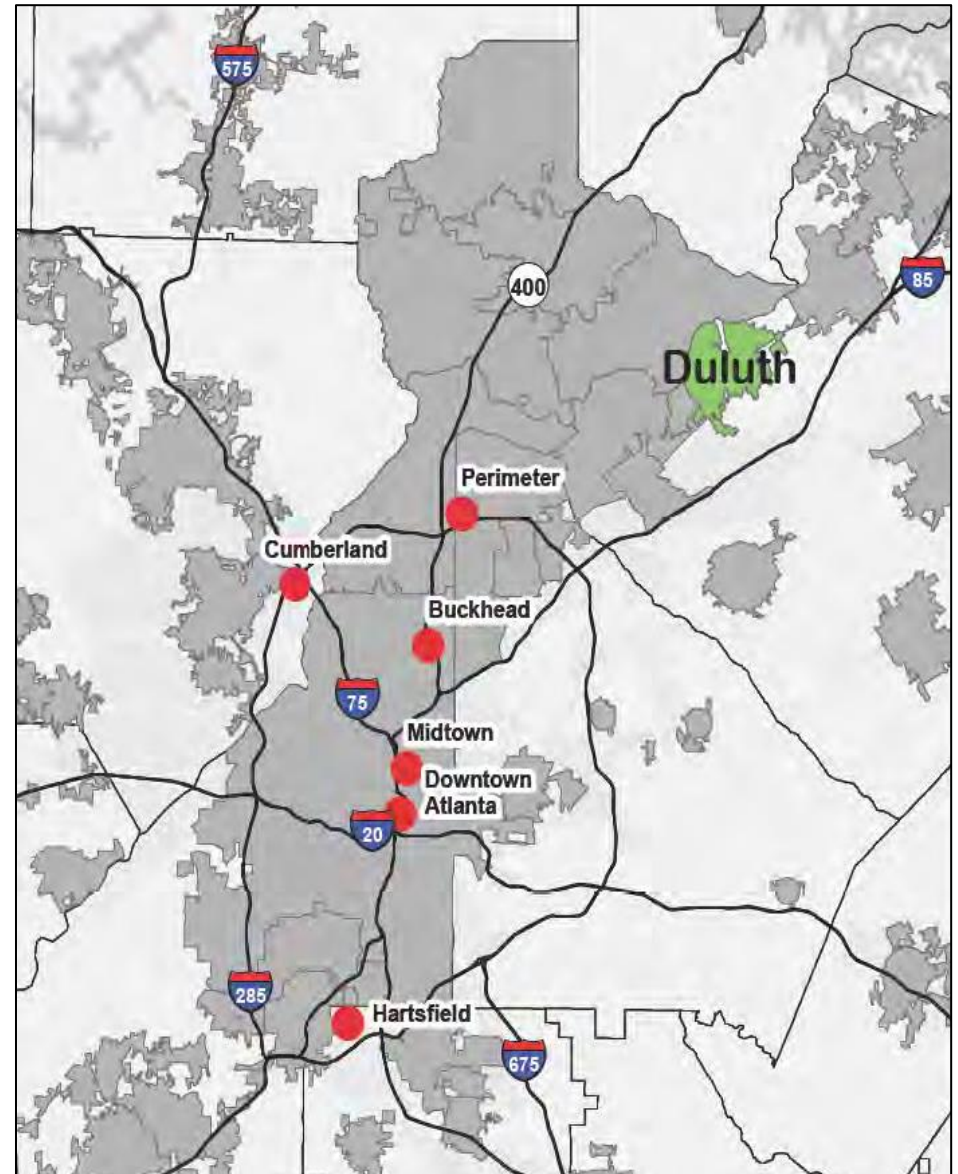
## Location

20 miles north of Atlanta, the City of Duluth is conveniently located to several regional employment centers. Access to a transportation network containing many county, state and federal roadways including: Interstate 85, Buford Highway (US 23/SR 13), State Route 120, Peachtree Industrial Boulevard and Pleasant Hill Road connect Duluth to the Atlanta region and beyond. These transportation connections, as well as convenient access to the rail line, provide the City of Duluth with a competitive advantage over surrounding communities.

The City of Duluth is bisected by a Norfolk Southern rail line that connects Duluth to over 50 major cities, including Atlanta, New Orleans, Philadelphia, Chicago, Jacksonville, Detroit, Savannah and New York. It is a heavily used rail route, carrying 25-29 freight and passenger trains per day.



*Norfolk Southern train traveling through Duluth*

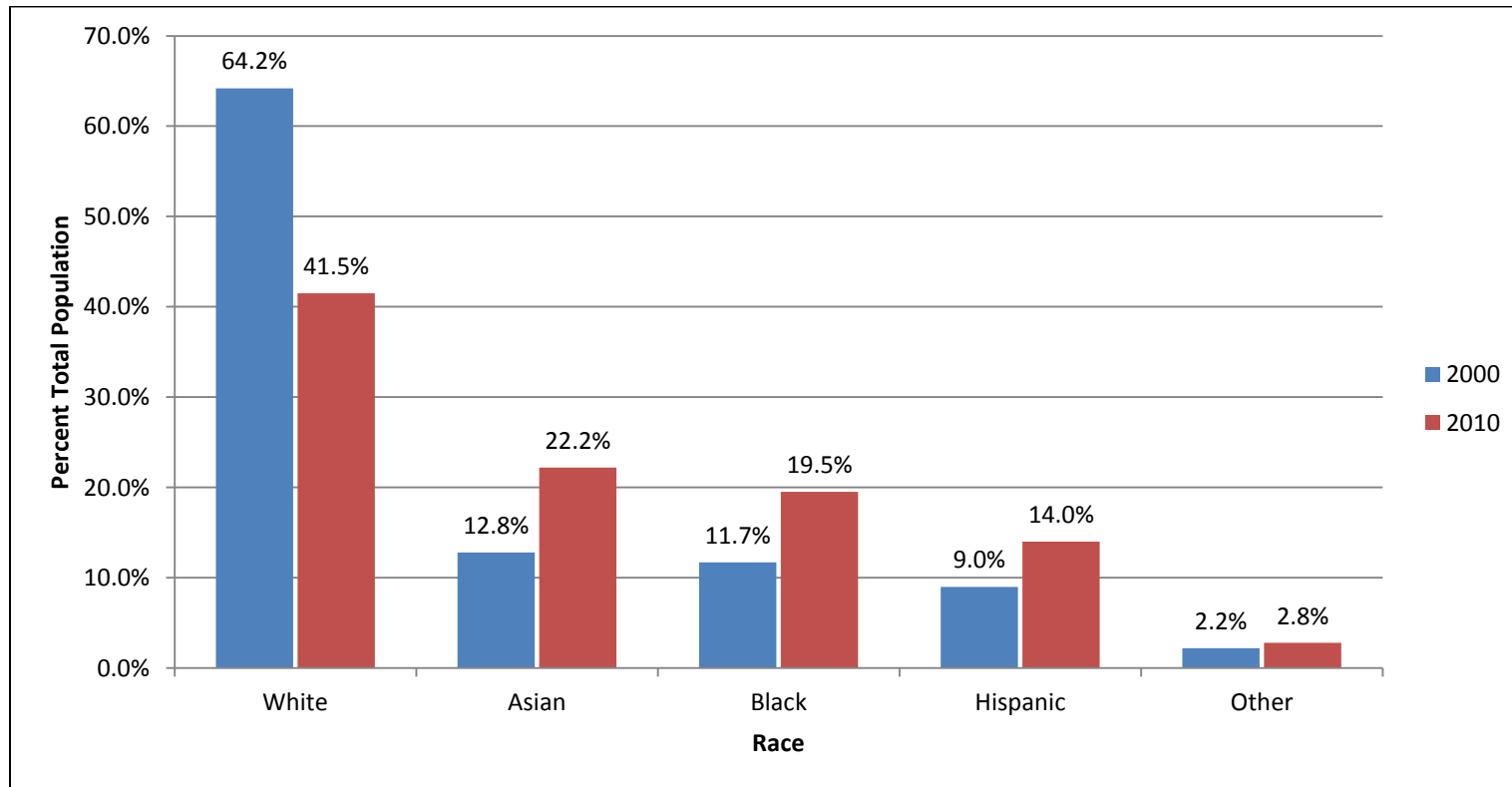


*Duluth's location in relation to the Atlanta Region*



## Diversity

The City of Duluth has an increasingly diverse population. The chart below illustrates the changes in the City of Duluth between the years 2000 and 2010. The chart shows that in 2000, Duluth's White population made up 64.2% of the City's total population. In 2010, the City of Duluth became a majority-minority city with the White population making up only 41.5% of the total population. Throughout the last decade the City has seen rapid increases in its Asian, African-American and Hispanic populations.



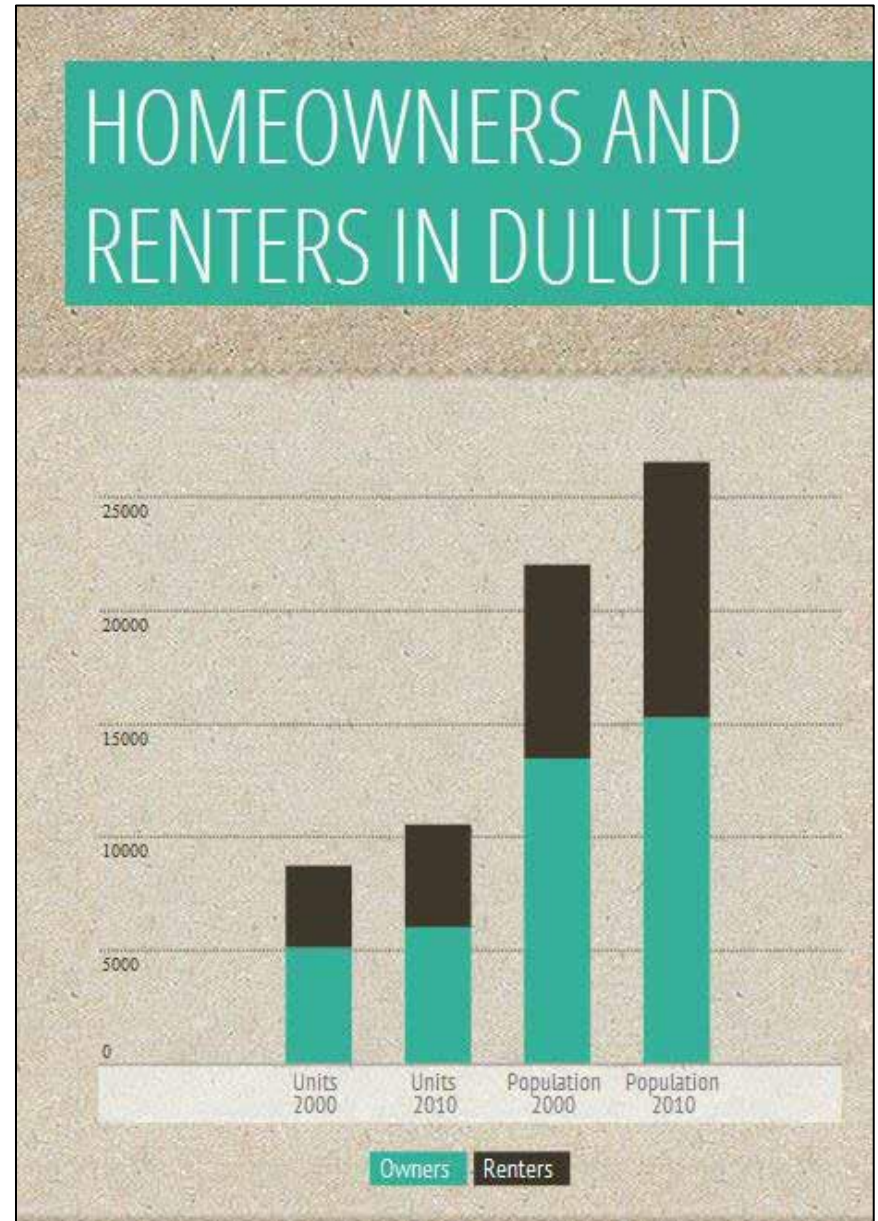
## Housing

The City of Duluth has a mixture of owner and renter occupied housing, including townhomes, single family housing, condominiums and apartments. A heavily developed City, Duluth will rely on redevelopment as a key to future success. A key area of this has been, and will continue to be, within the Downtown and surrounding area.

A need has been expressed for more executive level housing within the City. This need can be addressed by the City working in cooperation with real estate developers on key parcels within or near the City. Increased density in the downtown is also desirable.



*Towne Park Place townhomes located in Downtown Duluth*





## Downtown

As one of the first Livable Centers Initiative (LCI) Communities in 1999, the City of Duluth has focused on improving the Downtown area. Since 2000, in addition to several redevelopment projects, the Downtown area has seen the addition of 159 new residential units, 286,000 square feet of new commercial space, and 73,000 square feet of new office space. This does not include redevelopment of the existing buildings within Downtown. This area can attract and support residential densities up to 18 units per acre.



*Fireworks at the annual New Year's Event in Downtown Duluth*



*Food Truck Friday event in Downtown Duluth*



*Duluth Fall Festival Crowd in Downtown Duluth*



## Medical Services

Located within the City of Duluth is the Gwinnett Medical Center-Duluth. Completed in 2006, this hospital has 81 beds and emergency care service. In addition to traditional hospital services, the Gwinnett Medical Center-Duluth has outpatient services including sports medicine.

Formerly the site of Joan Glancy Memorial Hospital, which served the Gwinnett and Fulton communities for more than 60 years, the Glancy Campus is a major piece of Duluth history. In 2006, after the completion of Gwinnett Medical Center–Duluth, the Glancy Campus became a 30-bed inpatient physical rehabilitation program with additional services that include diabetes and nutrition education and a sleep lab.

By 2040, ARC projects that the second largest job sector within Gwinnett County will be Medical Services just below Professional Services. By having the largest concentration of Medical Service jobs within the County, the City of Duluth is positioned to attract future medical growth.



*Entrance sign for Gwinnett Medical Center - Duluth*

## Economic Base

The City of Duluth has a diverse economic base of companies within its City limits. Among the most prominent is AGCO. AGCO offers a full line of tractors, combines, hay tools, sprayers, forage and tillage equipment, which are distributed through more than 3,100 independent dealers and distributors in more than 140 countries worldwide. AGCO ranks 292 on the Fortune 500 list.

A large number of employers in the City of Duluth are located on the River Green Parkway corridor. The City needs to examine the mixture of certain land uses along this economic office corridor. Over the past decade, places of public assembly have become prevalent along the River Green Parkway corridor. These uses should be limited to the existing legal non-conforming uses. Future expansion of existing places of public assembly and/or the creation of new places of public assembly along the River Green Parkway corridor and other corridors that are intended to contribute to the City's economic base should be strictly prohibited.

The City of Duluth has an active merchants group known as the Duluth Business Association (DBA). The DBA was created with the goal of "accomplishing together what no one could do alone". It is an association for members to participate in and improve the Duluth Community by working with the City of Duluth to advance business interests and economic development. The DBA provides members with an excellent opportunity to provide input regarding the growth and development of Duluth.



*Duluth Business Association logo*



## Infrastructure

**Telecommunications:** According to the Federal Communications Commission, the City of Duluth has three providers of broadband access with speeds over 50Mbps. This includes both Cable-DOCSIS 3.0 and Fiber to the end user. These speeds allow the City to be competitive for high-tech companies.

**Water System:** A Water System Purchase Agreement was entered into between Gwinnett County and the City of Duluth on December 30, 1991. As part of the agreement, Gwinnett County purchased Duluth's water system. System assets included approximately 56 linear miles of water mains, a booster station, and approximately 3,200 water meters.

**Stormwater Management:** The City of Duluth established a Stormwater Utility Fund in 2011 to provide funding for improvement of the City's overall public stormwater system.

**Sewer:** Much of Duluth is connected to the Gwinnett County Sewer System. The City is working to expand these connections by implementing the Sanitary Sewer Master Plan.



## Tourism

The City of Duluth is home to the Southeastern Railway Museum, which occupies a 35-acre site along Buford Highway. In operation since 1970, The Southeastern Railway Museum features about 90 items of rolling stock including historic Pullman cars and classic steam locomotives. Downtown Duluth is home to the Red Clay Theatre, which hosts emerging and established musicals acts in a 260 seat theater. These location destinations give the City of Duluth opportunities to attract new residents and visitors.



*Red Clay Theatre, home of Eddie Owen Presents*



*Restored Duluth Train Depot located at the Southeastern Railway Museum*



*City of Duluth Public Safety Building*

## Safety

The City of Duluth ranked #17 in SafeWise's 2014 edition of the 50 Safest Cities in Georgia. Rankings were based on a combination of crime statistics and crime prevention measures.

To maintain the City's low crime rates, or even improve them, Duluth has developed a Citizen Police Academy, which is designed to introduce Duluth residents to various aspects of police work. This in turn improves safety in the community with more citizens on the lookout for suspicious activity in their otherwise fantastic neighborhoods.

SafeWise cited that the City takes care to provide its citizens with fun activities throughout the year, which promote the arts and, community partnerships and relationships, and local restaurant and catering businesses, to name a few. Duluth also offers a number of parks and a dog park in addition to athletics, senior adult programs, and a community fitness room.



# Challenges for the Future



These challenges for the City of Duluth are items to be addressed and monitored over time, to ensure the continued long-term success of the City.

## Land Availability and Redevelopment

Currently, the largest property positioned for development in the City is the 110 acre tract known as Hudgens Property located at the intersection of Pleasant Hill Road and Peachtree Industrial Boulevard. However, there are numerous opportunities for large parcel redevelopment of shopping centers across the City. Two major redevelopment opportunities include: the new Gwinnett Medical Center-Duluth Campus and the Proctor Square Shopping Center in Downtown Duluth. The City should continue to invest in planning to make these areas attractive for reinvestment.



*Abandoned Ingles Site, home to the future expansion of Gwinnett Medical Center*



*Advertisement for Eddie Owen Presents in Downtown Duluth*

## Entertainment and Restaurant Recruitment

The opening of Eddie Owen Presents at the Red Clay Theatre, as well as other investments in Downtown including new shops, restaurants and offices, has helped to improve the entertainment value of Downtown Duluth. However, the City must continue to invest in new restaurant and entertainment opportunities to remain competitive in the region.

## Transportation

Transportation is a challenge that many communities face. While congestion is not a serious problem in Duluth, the City needs to make investments in wayfinding, beautification, gateways and alternative modes of transportation.

Gwinnett County has prepared a countywide Master Transportation Plan in coordination with its comprehensive plan. The countywide plan fully addresses the road network serving Duluth, and improvements recommended over the short-term and long-term are articulated in that plan.

Sidewalks and bicycle lanes are critical transportation infrastructure elements necessary for providing alternative travel options. Providing connectivity to existing community facilities (such as schools, libraries, and parks) is an important use of the pedestrian and bicycle network. Providing additional connectivity to planned transit facilities/routes and activity centers are another critical area to reduce the need for automobile travel. Improved networks of sidewalks and bikeways can reduce the reliance on automobile travel, such improvements can expand capacity of the road network inexpensively and also improve the quality of life for the City's residents.

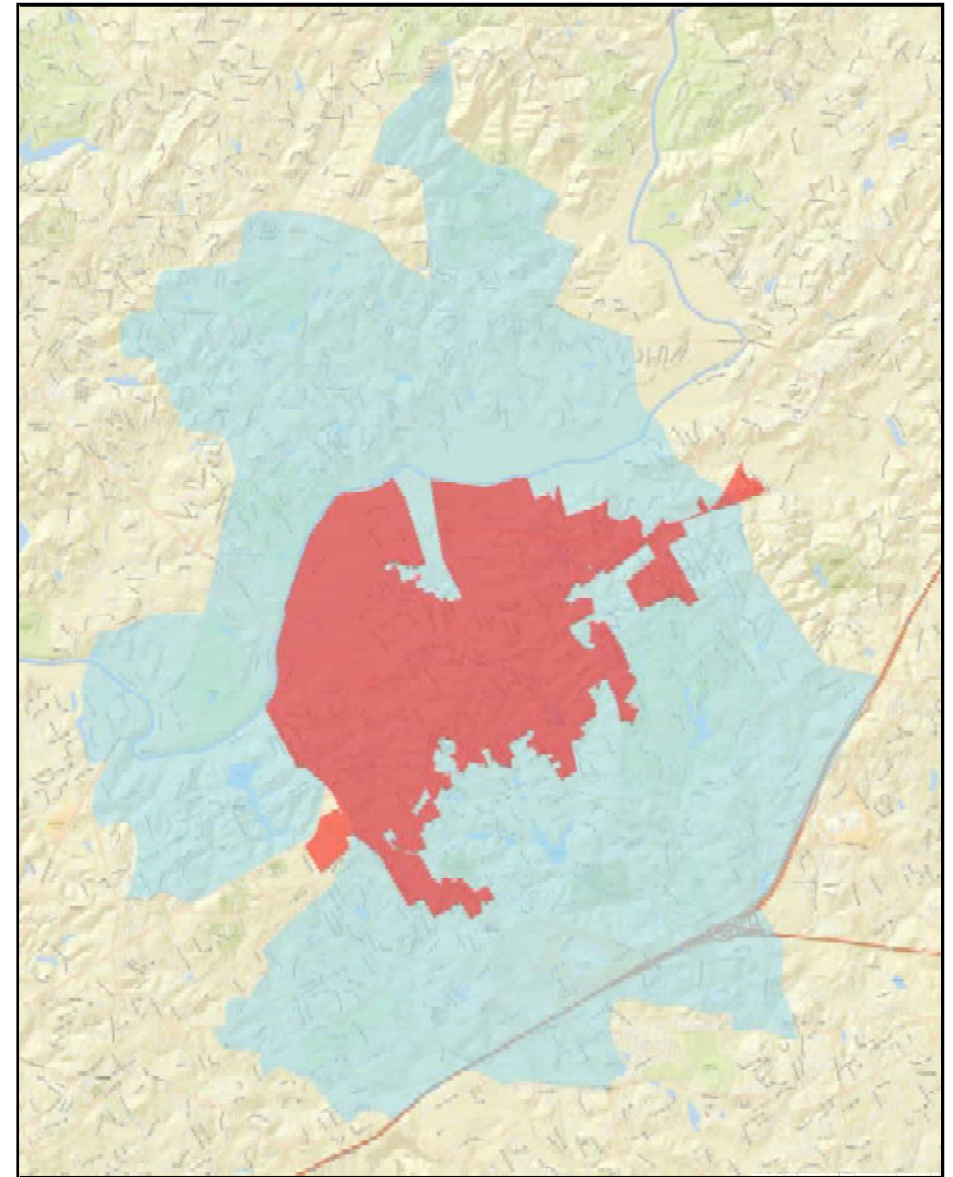
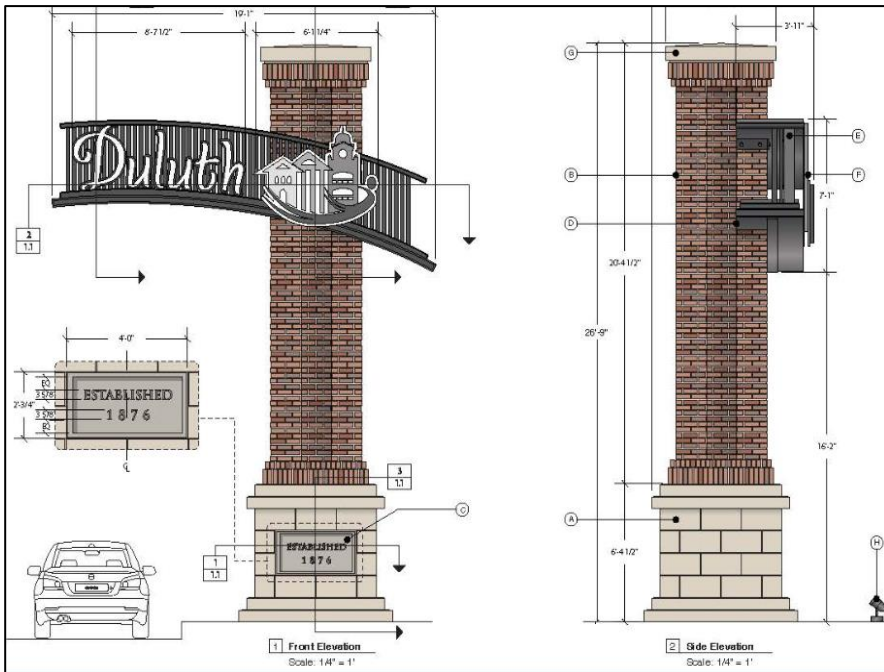


*Map showing the evening traffic congestion in the Duluth area.*



## Community Boundaries

The postal area for Duluth is much larger than the actual City limits, which makes it difficult to disassociate the City from some negative externalities in the surrounding area. To help foster the sense of place and a stronger community identity, stakeholders suggested that public art and wayfinding specific to the City of Duluth be created and installed. As part of the Community Agenda's Community Work Program, the City has established identifiable goals to utilize public art and wayfinding to create attractive gateways and community boundaries. Specifically, this includes the preparation of a Public Art Master Plan and implementation of the citywide wayfinding program.



Rendering of the proposed wayfinding signage to be installed in the City as part of this Community Agenda's Community Work Program.

The area in red represents the City limits of Duluth, while the area in Blue represents the US Postal Zip Codes for Duluth, which stretch into Fulton County.

# City of Duluth Community Goals

## Community Goals

The Community Work Program lists all proposed projects, along with timelines, the parties responsible for implementation, and cost estimates. The matrix is intended to serve as a blueprint for achieving the community's vision for the future. The Community Work Program is updated every five years.

As the City of Duluth moves forward in implementing this Community Agenda, the Goals should continue to be monitored to ensure that they are still relevant to the community.



The Community Goals identified in this Community Agenda are as follows:

- **Work to ensure existing business and retail vitality while expanding the economy:** Duluth has the opportunity to grow and redevelop key properties in the City while maintaining its current employment.
- **Create great public spaces and thoroughfares with well balanced, fiscally sound, infrastructure investments:** Duluth has already invested in creating quality places with its Downtown and other areas, but new opportunities are emerging at key entrances to the City.
- **Preserve the City's small-town atmosphere while growing the economy and population:** Duluth has a great small town feel, but needs to capitalize on that feeling in key areas to encourage appropriate growth.

# City of Duluth

## Future Land Use & Development

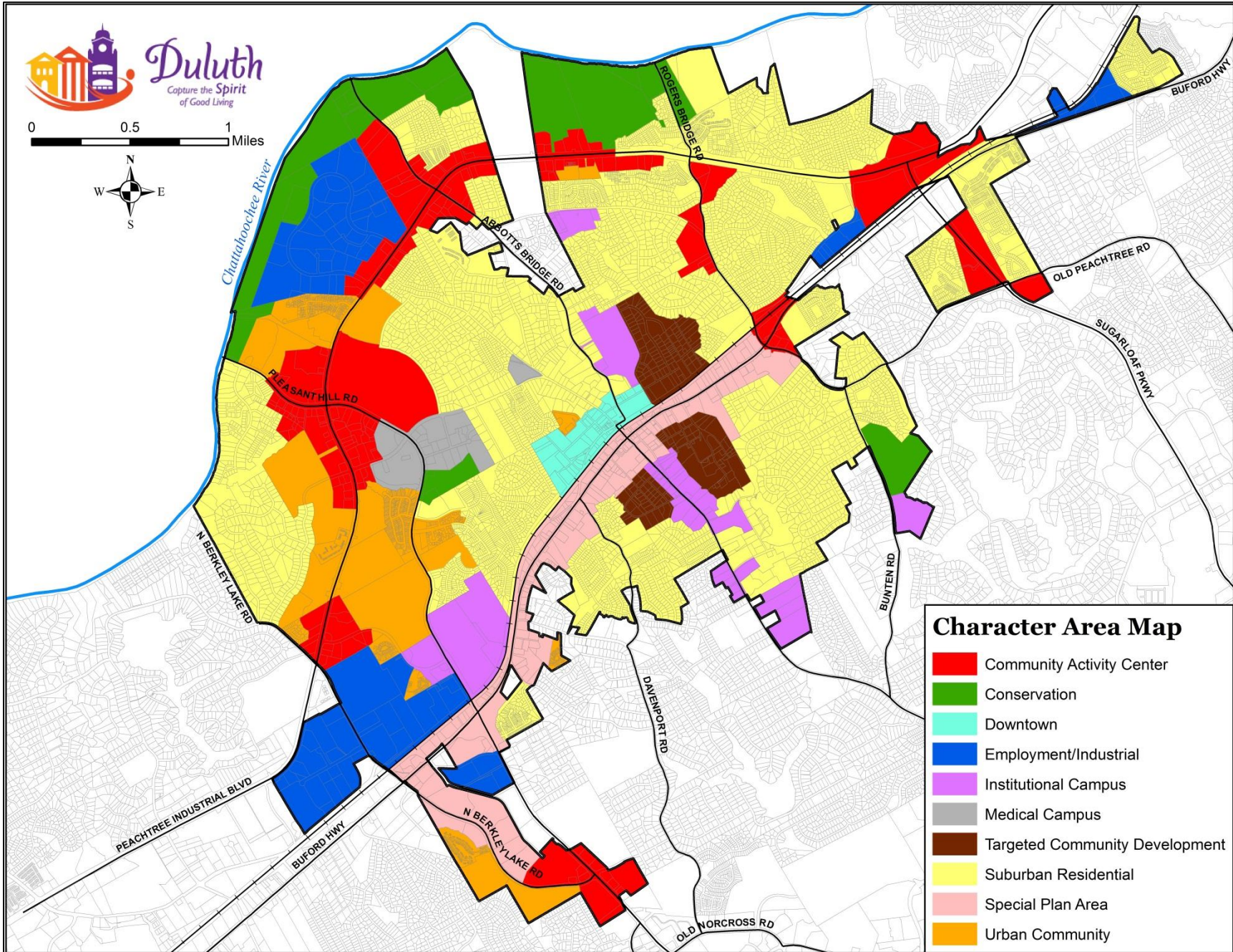
### Future Land-use and Development

While every component of the Community Agenda is central to implementation of the City's vision and policies, it is this section that is most influential in terms of everyday decision-making. The land use element is most often (and properly) cited in support or denial of zoning and other land use changes. The most important graphic of the Community Agenda is the Character Area Map, which is presented on the next page.

Each Character Area includes a section for Vision, Uses and Intensities, Major Features, Implementation Measures and Policies. Residential intensities are described as densities with dwelling units per acre (DU/acre). Building intensity is measured in floor area ratio (FAR), the ratio of a building or project's floor area to its land area. While FAR and DU/acre are standard ways to measure building intensity or residential density, form and character statements in the broad land use categories in this section guide how buildings are best integrated into their surroundings.









## Conservation

### Vision:

A system of parks, environmentally sensitive lands and riparian corridors that protect the environment, enhance water quality, and provide active and passive recreational opportunities.

### Uses and Intensities:

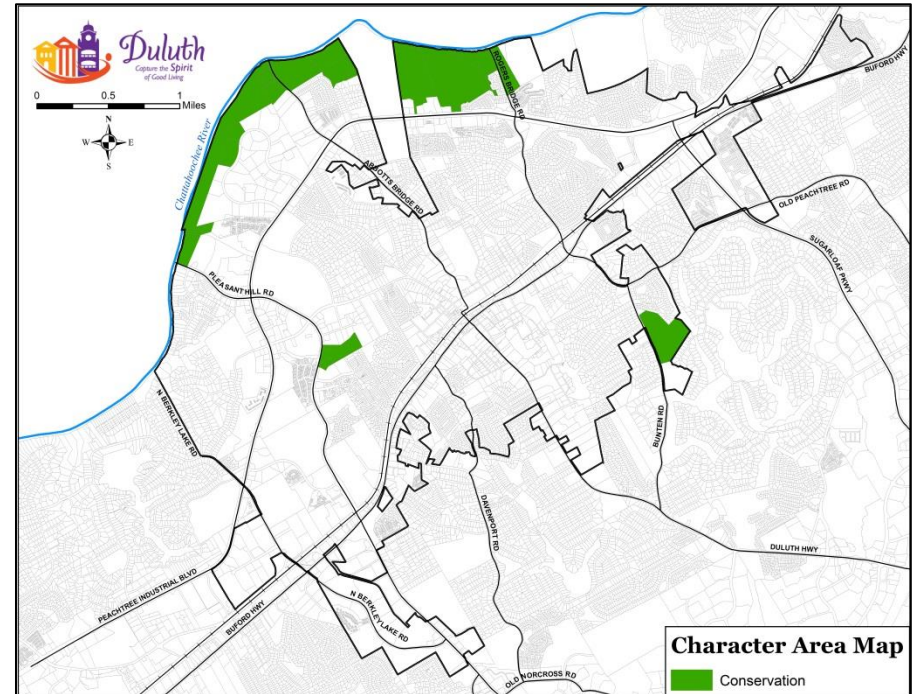
Since these are lands that are or should be set aside for open space, uses are limited to preserve natural features such as parks, recreation, and conservation uses. Impervious surface limitations apply within the Chattahoochee River corridor. Access and development are limited to conservation-compatible activities and may include trails and greenways in natural areas. Intensity should not exceed 0.10 FAR.

### Major Features:

City parks and open spaces, environmentally sensitive areas such as wetlands or riparian corridors, connected to facilitate habitat movement and providing for maximum water quality enhancement. Access is limited to conservation-compatible activities and may include trails, 8-12' wide, in natural areas.

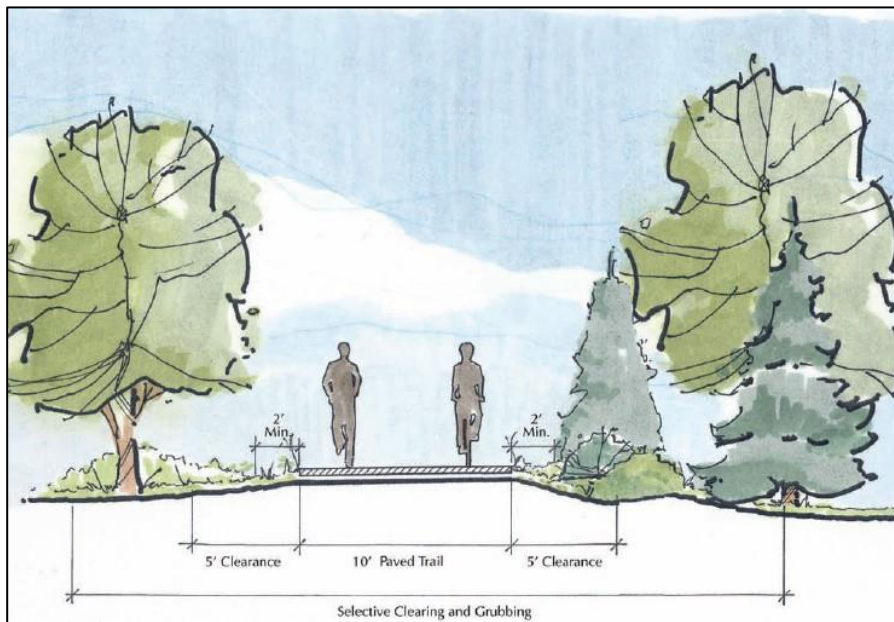
### Implementation Measures:

Stormwater management ordinance, relevant portions of zoning ordinance, Chattahoochee River Corridor overlay regulations and Regional river corridor reviews, flood plain management regulations, acquisition of land; stream bank stabilization and repair programs; green infrastructure programs.



## Conservation Character Area Policies

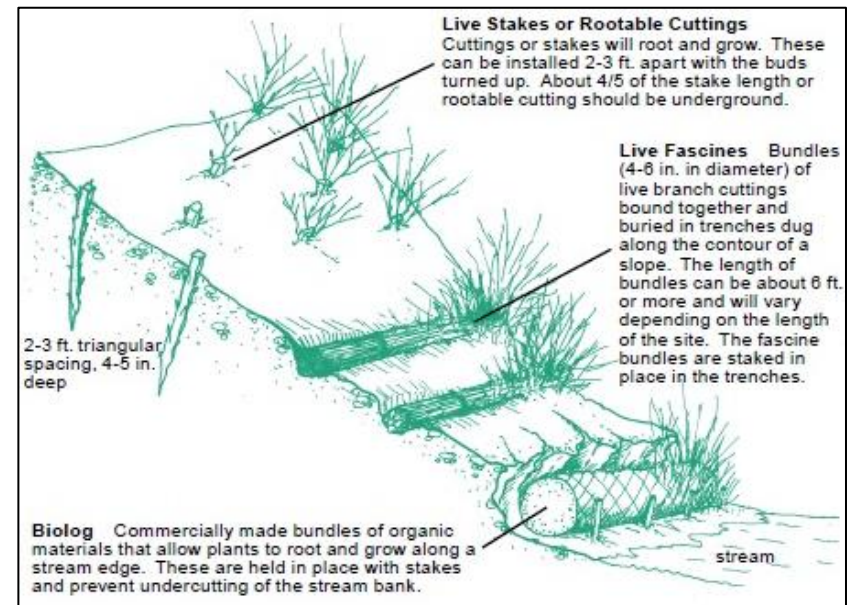
1. Lands are set aside for open space and recreation.
2. Uses are limited to those that preserve natural features.
3. All development and/or land disturbing activity within the 2000 foot Chattahoochee Corridor must be reviewed by the City of Duluth's Planning and Development staff for compliance with MRPA regulations.



*Well-designed cross section trail*



*Chattahoochee River*



*Streambank Stabilization Technique*





## Suburban Residential Character Area Policies

1. Maintain and preserve stable neighborhoods.
2. Applications for Conditional Use Permits and Occupational Tax Certificates for home occupations should be carefully considered and monitored to ensure compatibility with the neighborhood's residential character.
3. New residential developments should provide for recreational opportunities such as green space or open spaces.
4. Developments should limit cul-de-sac and dead end drives. Improved pedestrian connectivity is a goal.
5. Developments should include a variety of vehicular and pedestrian connections within neighborhoods.
6. Traditional Neighborhood Developments should be designed in a grid-like pattern of blocks and interconnecting streets.
7. If access from Traditional Neighborhood Development streets to off-street parking must be provided, the garage should be located to the rear or at least to the side where visibility of the garage is reduced. If off-street parking must be directly accessed from the street and directly facing the street, the garage should at minimum be recessed back behind the front wall of the dwelling so that it is subordinate rather than dominant. In no event should dwellings be designed so that garages dominate the street scene.

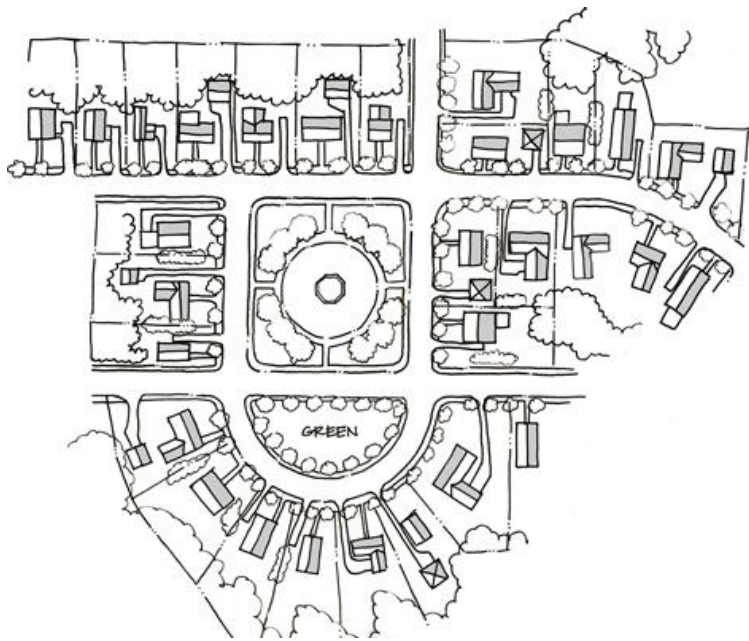


*Existing Character*



*Existing Character*

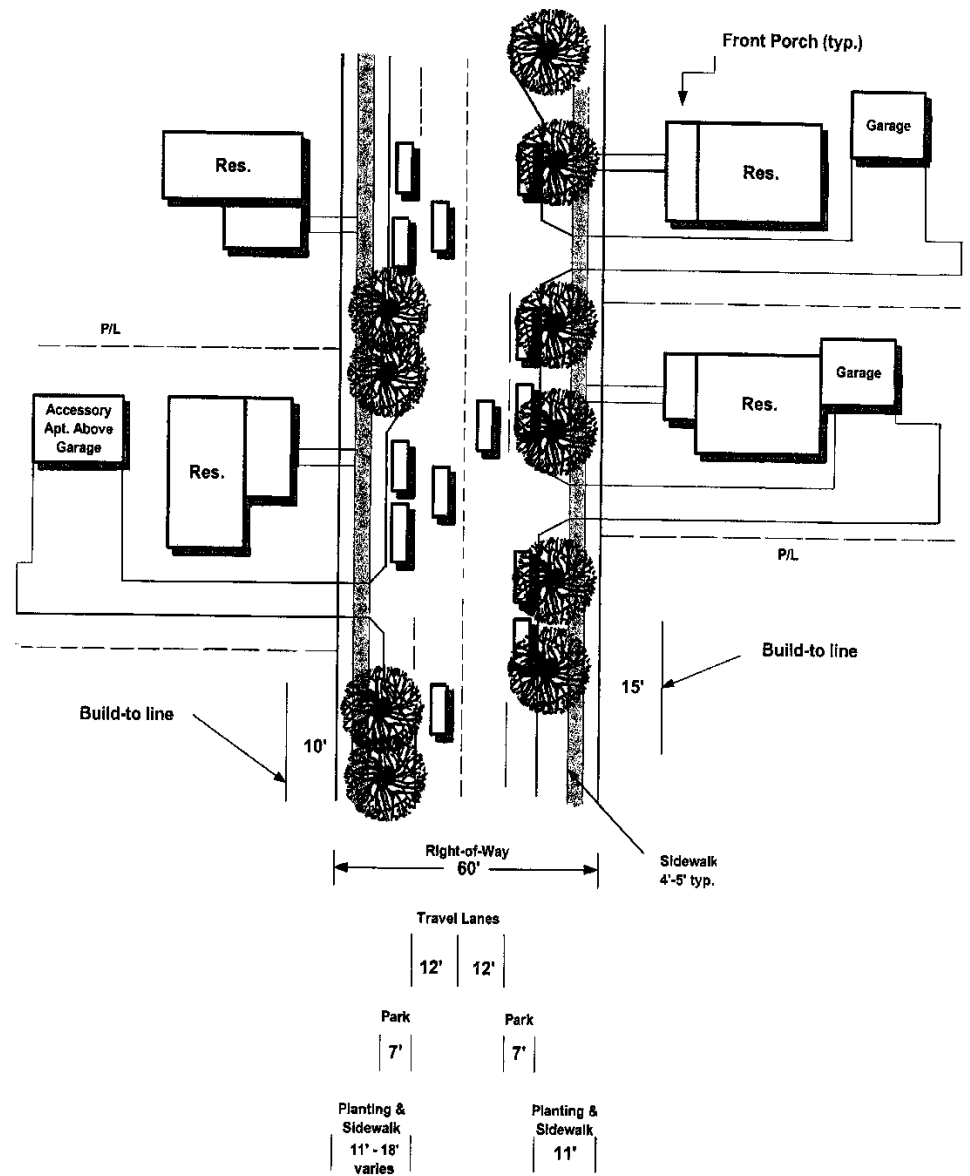




*Traditional Neighborhood Design*



*Desirable Traditional Neighborhood Conditions*



*Typical layout of Traditional Neighborhood Design*





*Typical layout of Conventional Suburban Residential developments*



*Cars and garages often dominate the scene in Conventional Suburban Residential*



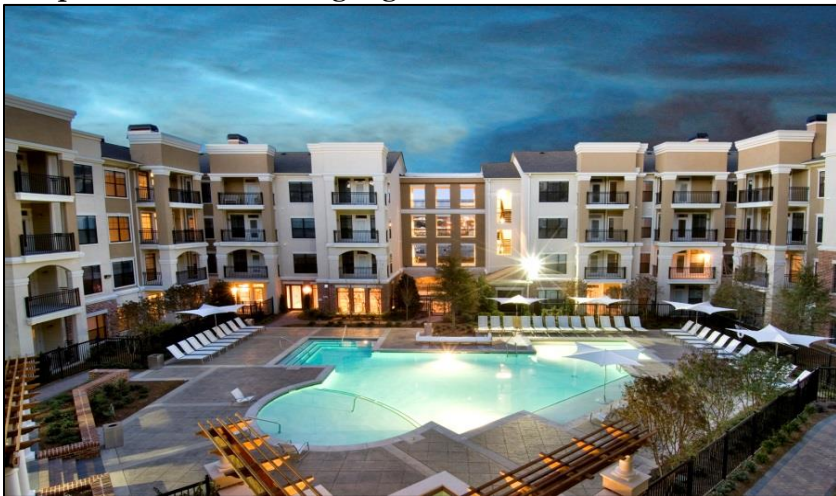
*Typical street scene of Conventional Suburban Residential developments*





## Urban Community Character Area Policies

1. Homeownership shall remain a primary goal when considering any Urban Community land use decisions.
2. Conversion of apartment complexes to condominiums may be desirable as a means of encouraging homeownership and maintaining stability of urban communities.
3. High dense land uses should be aligned with multiple transportation options such as automobile, walking, biking, and public transit.
4. Urban communities should have high and clear design standards to maximize and protect the value of public and private investments.
5. Amenities should support public life, and the denser it gets, the more such amenities should be provided.
6. Good policy for Urban Communities can include a tradeoff between requiring attractive, long lasting urban design components and allowing higher residential densities.



*Heights Armour Apartment in Atlanta, Georgia*



*Towne Park Place in Downtown Duluth, Georgia*



*Pittard Hill Point in Duluth, Georgia*



## Medical Campus

### Vision:

Anchored by Gwinnett Medical Center Duluth Campus and supported by the Joan Glancy Campus, this area is defined by medical uses and their supporting functions.

### Uses and Intensities:

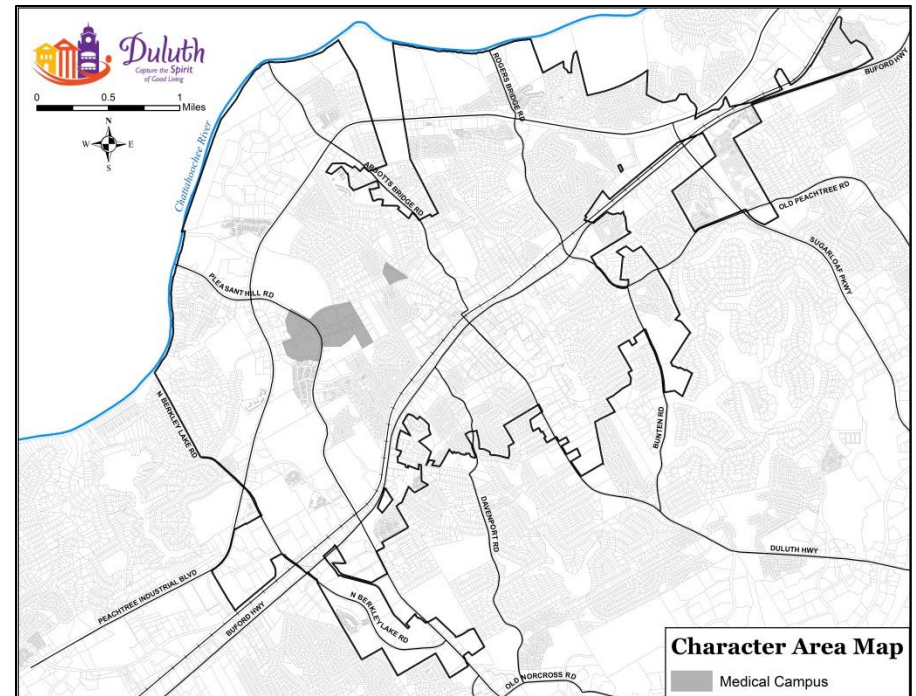
Medical uses and their supporting functions including: hospitals, doctors' offices, labs and other medical uses. Places of public assembly are not compatible in this area and should be prohibited. Medical uses fronting a major road and containing at least eight acres of land may have intensities up to 1.25 FAR, not to exceed a height limit of seven stories or 105 feet. All other medical offices may have intensities up to 0.35 FAR, not to exceed a height limit of two stories or 30 feet.

### Major Features

The Medical Campus is a key employment center and should be developed pedestrian-friendly.

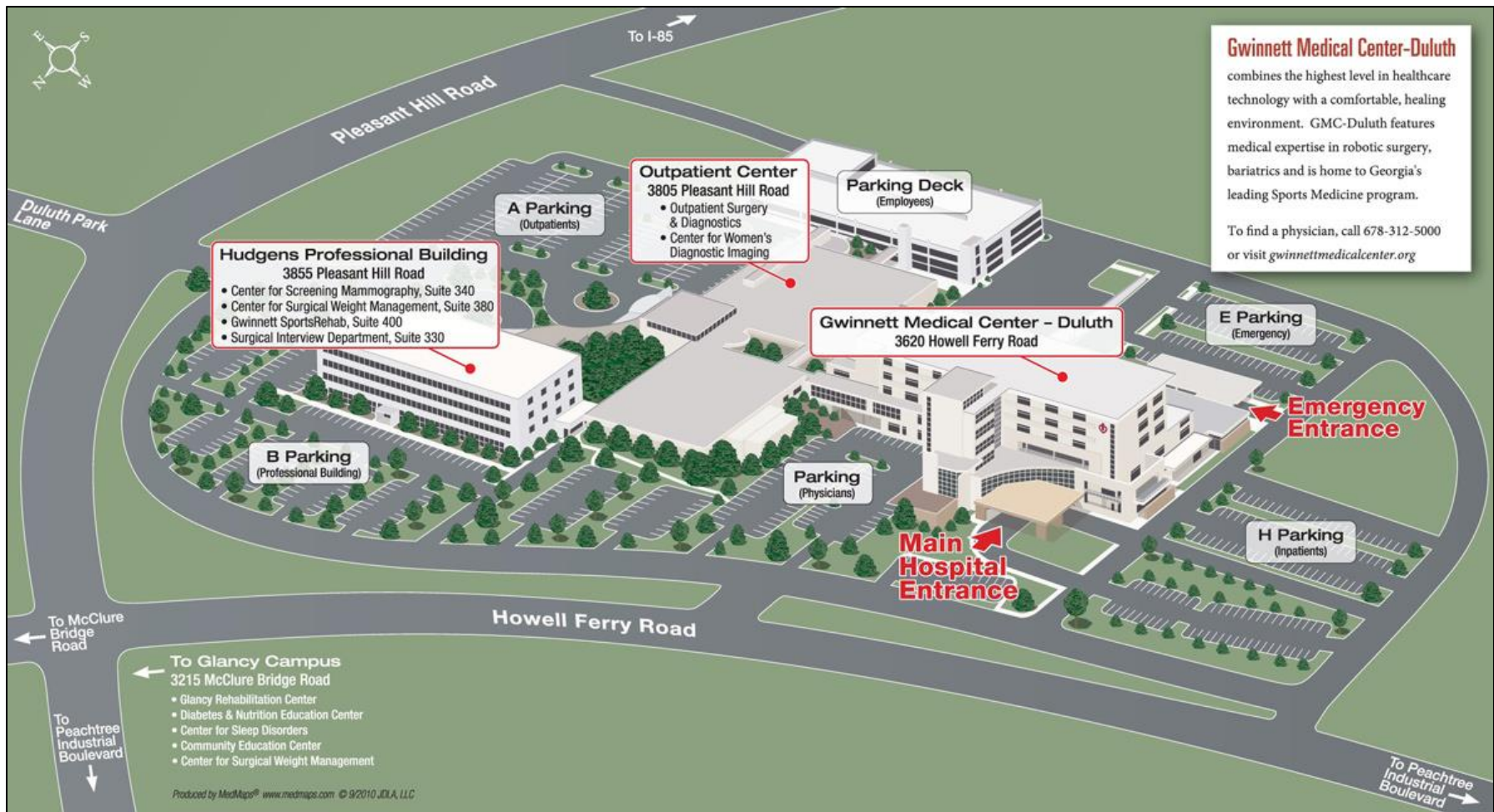
### Implementation:

Planned Developments are the most appropriate zoning district to achieve the desired density and building heights for the Medical Campus.



## Medical Campus Character Area Policies

1. This area should be reserved exclusively for medical uses and their supporting functions. Places of public assembly are not compatible in this area and should be prohibited.



Gwinnett Medical Center – Duluth Campus – Site Map





## Institutional Campus Character Area Policies

1. The City should coordinate with the Gwinnett County School System and various other public and private schools in the City to promote and foster their continued success.
2. This area is compatible for places of public assembly and their supporting uses.



*Duluth High School*



*Duluth United Methodist*



*Duluth First Baptist*



*Duluth Middle School*

## Community Activity Center

### Vision:

Accessible centers of businesses, services, and complementary uses. This may include mixed-use developments (with residential as a secondary or supporting use) in an activity center pattern concentrated at major road intersections, and contributing extensively to the economic base of the City. Exclusively residential developments may be considered in the Character Areas on a case by case basis and may be approved if it is determined that the residential use complements a larger commercial center as a secondary or supporting use. Exclusively commercial shopping centers that already exist may be redeveloped as mixed-use activity centers during the planning horizon. Such areas will eventually be transformed into less automobile reliant and more pedestrian-friendly places, with better connections to neighborhoods.

### Uses and Intensities:

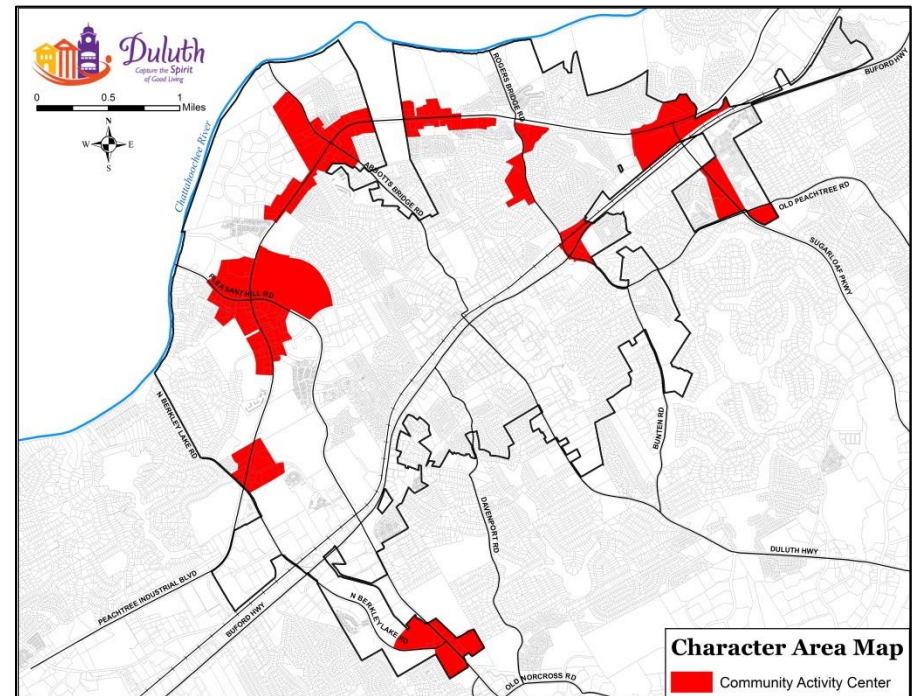
Dominated by commercial uses but also intended to accommodate business parks, office parks, and mixed-use developments. A wide range of uses is contemplated in this Character Area, except for heavy industry and places of public assembly. Commercial intensities are within a range 0.34 to 0.85 FAR, not to exceed a height limit of three stories. Residential densities up to 18 units per acre, not to exceed a height limit of four stories.

### Major Features:

Developments are served by network of collector and arterial roads. Pedestrian accessibility is promoted, although most activity is via the automobile for access. Entrances, frontages, and building façades are softened with landscaping and low-lying monument signs. Open space for large developments is provided via plazas and greens.

### Implementation:

The following zoning districts: HC Highway Commercial; C-1 Neighborhood Business; C-2 General Business; PCD Planned Commercial Development; PUD Planned Unit Development, PRD Planned Residential Development, O-I Office Institutional; O-N Office-Neighborhood; POD Planned Office Development; RD, Research and Development. Design guidelines will be provided, and activity center projects will be required to complete design review.

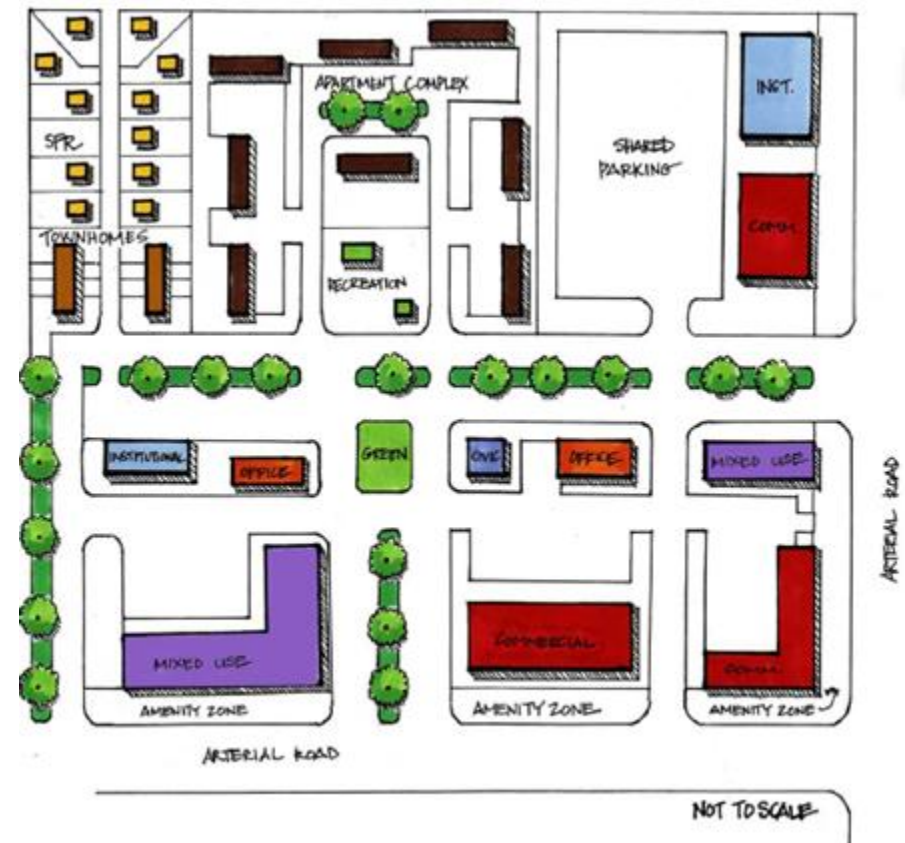




## Community Activity Center Character Area Policies

1. Within an activity center, a logical hierarchy of building forms should be created. Building heights and masses should be greatest in the focus area and inner portion of the support area (the part closest to the focus area), and should transition to lower heights and less mass outward from the focus area to the outer edge of the support area. Building massing should be varied to create a logical hierarchy of building forms, to break up long expanses of façade, and to create shade and shadow. Buildings at the outer edge of an activity center's support area should be comparable in height and mass with the surrounding neighborhood beyond the support area.
2. As far as practicable, buildings in activity centers should not be separated from fronting streets by large parking lots. At a minimum, placement of outparcel buildings between a large parking lot and the street should be used to help define the streetscape, and lessen the visual impact of the parking lot from the street.
3. Auto service facilities should not have their service bays facing the street, and parking for all uses should be located to the side or rear of the building rather than in the front yard. Regardless, service areas and/or service bays should be screened or sited so they are not visible from the street.
4. Perimeter and security fencing, when needed, should be constructed of attractive materials which are compatible with the design and materials used throughout the project. Razor wire or electric fencing should not be used, and chain link fencing is discouraged but if used should be vinyl coated. Separate structures (canopy, car wash, cashier's booth, etc.) on the site should have consistent architectural detail and design elements to provide a cohesive project site.

5. If a car wash is incorporated into the project, it should be well integrated into the design. The car wash opening should be sited so that it is not directly visible as the primary view from the street into the project site.
6. All areas devoted to the outside storage of vehicles, merchandise, and/or equipment not intended for display for public rent, lease, or sale, should be screened from view from the right-of-way of the highway or public road along the entire property frontage, except in areas where access crossings have been approved.



*Mixed-use development with residential component*



Well-articulated buildings with pitched roofs and canopies or awnings.



Non-residential mixed-use development



Illustrative example of mixed-use with focus on commercial/residential design



## Downtown

### Vision:

Compact, pedestrian-friendly, mixed-use area corresponding with the City's historic and revitalized Downtown. The design and land use of this area should be generally consistent with the spirit and intent of The Implementation Plan for the Revitalization of Downtown Duluth (2013).

### Uses and Intensities:

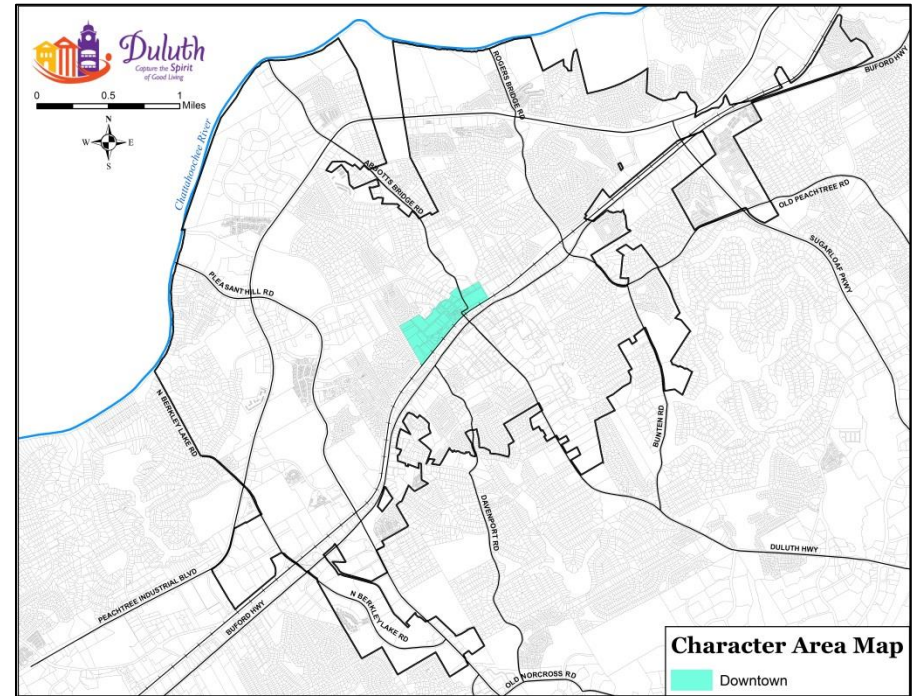
Acceptable uses include residential uses vertically or horizontally mixed with other uses in the same building, offices, retail and services, restaurants, civic/institutional, and open space or recreation areas. Residential densities up to 18 units per acre, not to exceed height limits of four stories. Additional uses, intensities and densities as described in the Implementation Plan for the Revitalization of Downtown Duluth (2013).

### Major Features:

Grid block pattern, narrow streets with inter-parcel access where possible, sidewalks and street trees, distinctive materials (e.g., stamped concrete) with variable widths. Developments are at a pedestrian-friendly scale and include open space. Open space is typically provided in the form of landscaping.

### Implementation:

The following districts: CBD Central Business District; HSO Historic Structure Overlay; CPD-C Main Street Commercial Subarea; CPD-R West Lawrenceville Street Sub-area. Development review and improvements are also subject to multi-agency review and participation, including planning commission, core preservation district review boards, and downtown development authority. Revitalization is promoted through recently approved Tax Allocation district.



## Downtown Character Area Policies

1. Land use and zoning decisions within the Downtown Character Area should be generally consistent with the spirit and intent of The Implementation Plan for the Revitalization of Downtown Duluth (2013). A guide to the referenced land use plan can be found below.

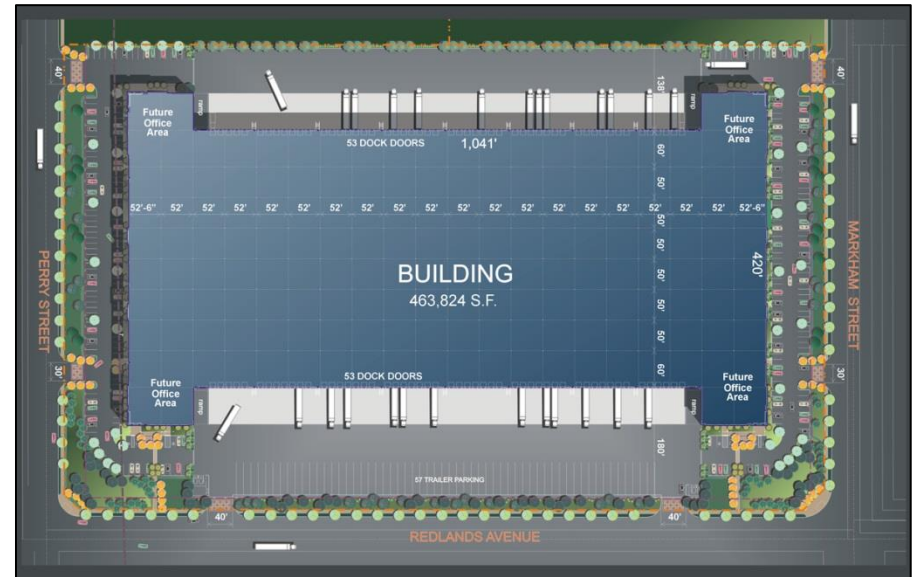






## Employment/Industrial Character Area Policies

1. Industrial land uses should be limited to areas with relatively level topography, adequate water and sewerage facilities, and access to arterial roads.
2. New industrial operations should be limited in light industrial areas to those that are not objectionable by reason of the emission of noise, vibration, smoke, dust, gas, fumes, odors or radiation and that do not create fire or explosion hazards or other objectionable conditions. In heavy industrial areas where such uses may be authorized, such objectionable effects should be mitigated through setbacks, buffers and other site development practices.



*Desirable site plan for Employment/Industrial property*



*Desirable conditions for Employment/Industrial property*



*Existing conditions on River Green Parkway in Duluth, Georgia*



## Special Plan Area: Buford Highway

### Vision:

Historically, from a planning perspective, the Buford Highway corridor in Duluth has been viewed as divided into “north” (Between Highway 120 and Old Peachtree Road) and “south” (between Highway 120 and North Berkeley Lake).

The “north” part of the corridor includes more recent development that is in much less need of attention from a revitalization standpoint.

The “south” part of this corridor is a growing concern of the City. It is the major southern gateway to the City and is occupied mostly by commercial auto repair and related uses. The City desires to revitalize Buford Highway “south” into a corridor that is transit-supportive, pedestrian-friendly, with significant public presence through institutions and streetscape improvements. Appropriate connections to the Historic Town Center should be made.

### Uses and Intensities:

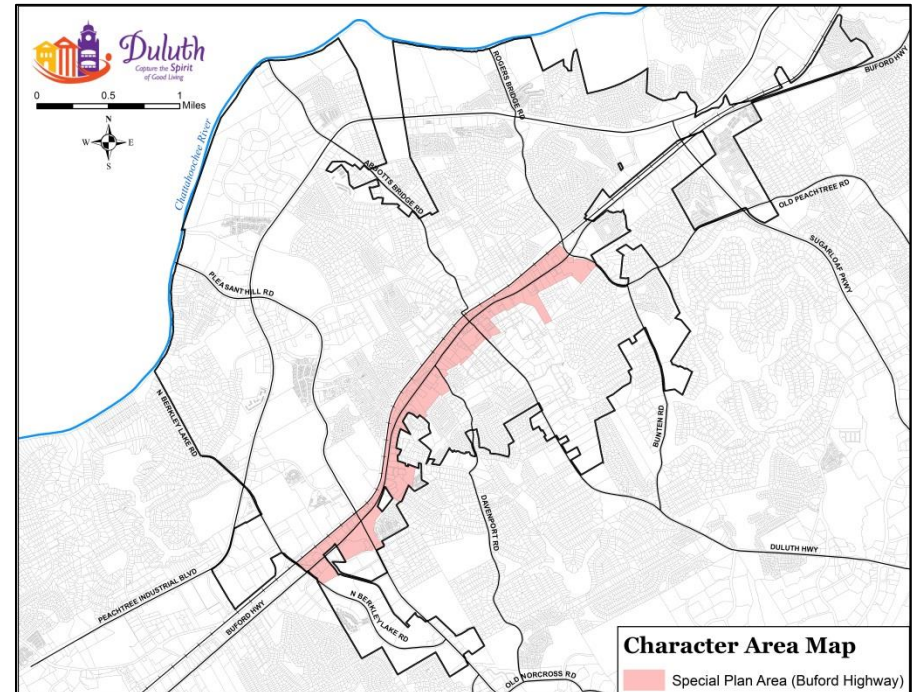
The “north” part of Buford Highway has established itself as a commercial corridor that includes a mixture of retail space, office space, and restaurants.

The “south” part of Buford Highway is positioned for redevelopment. Auto-related uses are appropriate in the “south” Buford Highway Corridor between Davenport Road and Pleasant Hill Road. The City should work to locate a well-designed light industrial development in the “south” corridor of Buford Highway. Residential and mixed-use developments are also appropriate and should be designed to connect pedestrians to existing commercial sites and the Downtown area. Additional uses, intensities and densities as described by the Buford Highway Corridor Plan prepared by Kimley-Horn and Associates in 2010 and amended in 2013.

### Major Features:

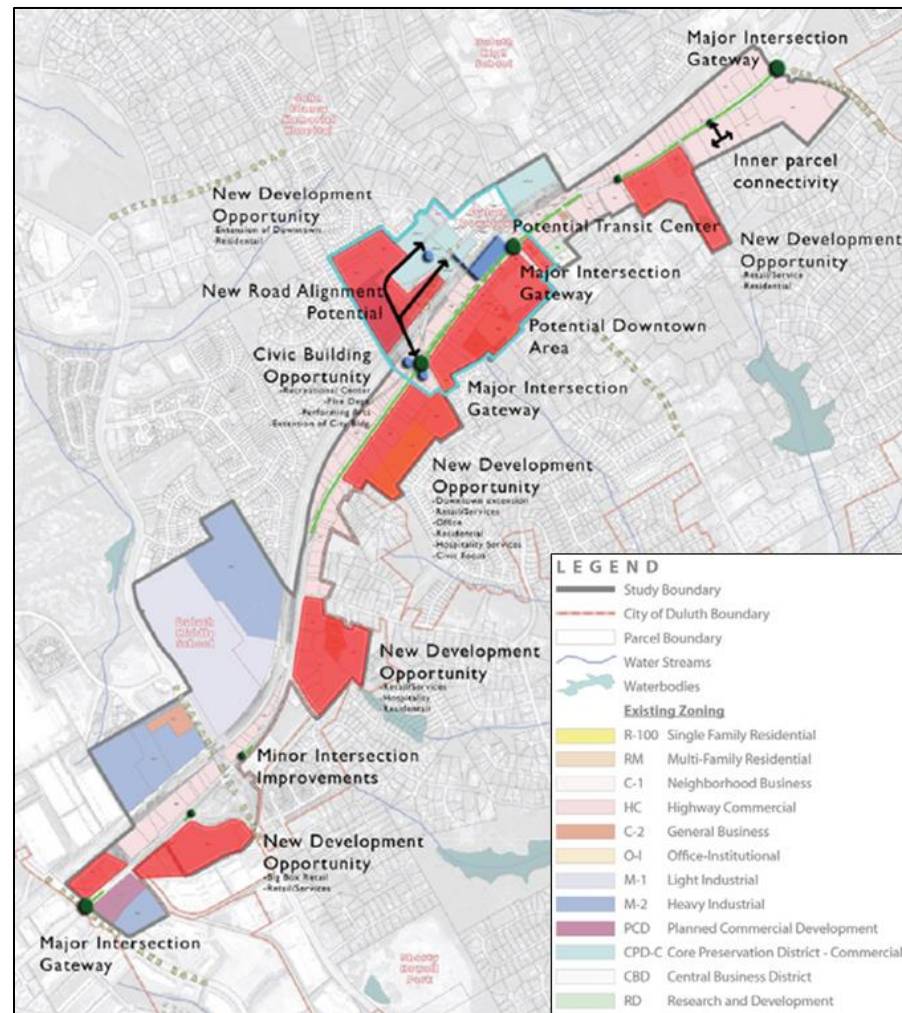
Attractive, pedestrian-friendly neighborhood businesses and services, with distinctive architectural features and a scale and intensity that support redevelopment, but which is compatible with and connected to adjacent residential neighborhoods.

**Implementation:** HC Highway Commercial; Buford Highway Corridor Plan, public and private partnerships for revitalization and redevelopment, code-enforcement.



## Buford Highway Corridor Character Area Policies

1. Land use and zoning decisions within the Buford Highway Corridor Character Area should be generally consistent with the spirit and intent of the *Buford Highway Corridor Plan* prepared by Kimley-Horn and Associates in 2010 and amended in 2013. A guide to the referenced plan can be found below.





## Special Plan Area: Point Berkeley International Village

### Vision:

Point Berkeley International Village (PBIV) is a Master Planned Mixed-Use Development on North Berkeley Lake Road. During the early phases of development and construction, the project was victim to the Great Recession. As a result, only a portion of the Master Planned Mixed-Use Development was complete. Upon completion, PBIV will be a \$350 million development consisting over 1.5 million square feet spread over 50 contiguous acres of land. PBIV will be a one of a kind, completely self-contained community to live, work, play, shop and stay.

### Uses and Intensities:

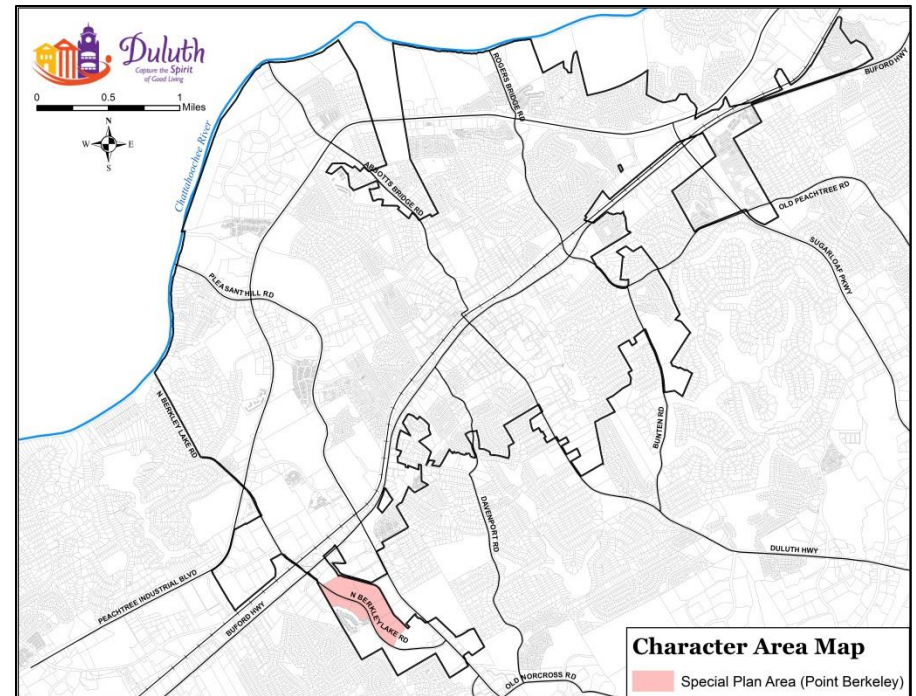
Predominantly mid-rise (up to eight stories) office buildings with supportive retail commercial uses, along with some institutions. Commercial intensities are within a range of 0.34 to 0.85 FAR, not to exceed a height limit of three stories. Mixed-use development may include mid-rise, owner-occupied residential units as a secondary or supporting use. The use of a hotel and/or convention center is appropriate in this Character Area.

### Major Features:

Pedestrian friendly, master planned mixed-use development. This Character Area contains the City's only public transportation stop, which is serviced by Gwinnett County Transit.

### Implementation:

The following zoning district: PUD Planned Unit Development



## Point Berkeley International Village Policies

1. Development within the Point Berkeley International Village Character Area should be creative and unique.
2. A Planned Unit Development in the area will allow for the flexibility in terms of use, densities, intensities and building heights that Point Berkeley International Village needs to be successful.



Concept Plan for Point Berkeley International Village



## Targeted Community Development Area

### Vision:

This Character Area corresponds with residential blocks within the originally settled area of Duluth. There is a need to reverse generally deteriorating conditions in these residential neighborhoods through targeted community development and concentrated neighborhood redevelopment guided by new urbanist planning and nontraditional development principles, including rectangular or square block, lot, and street patterns.

### Uses and Intensities:

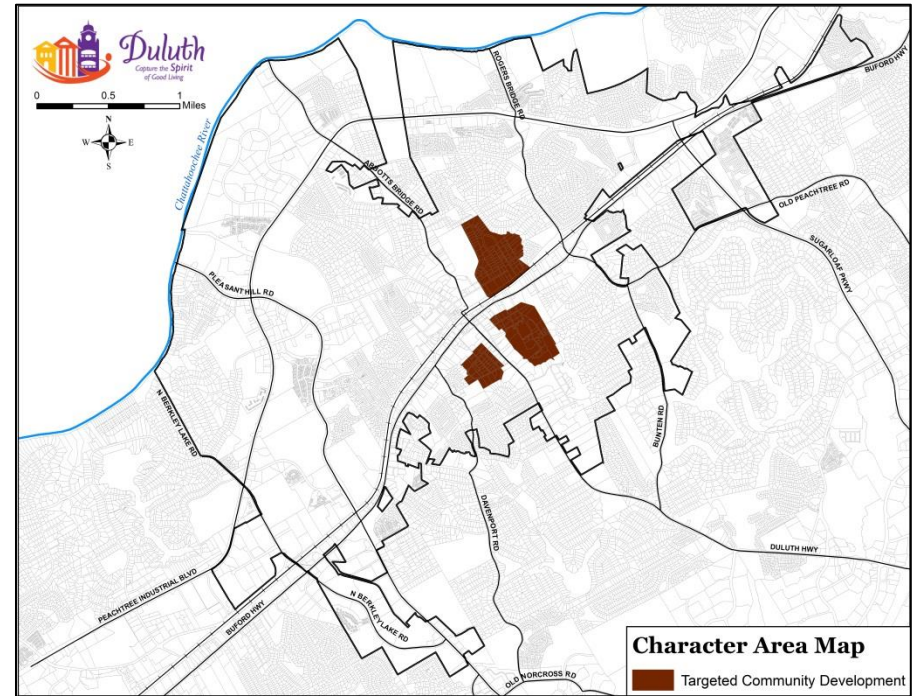
Predominantly detached single-family residences, with supporting neighborhood institutions and urban greens. Some other forms of housing such as duplexes and accessory apartments and townhouses may be permitted. Mixed-use developments may also be appropriate on transitional parcels between abutting commercial zones and residences.

### Major Features:

Neighborhoods are pedestrian-friendly and connected with the Buford Highway corridor and State Route 120.

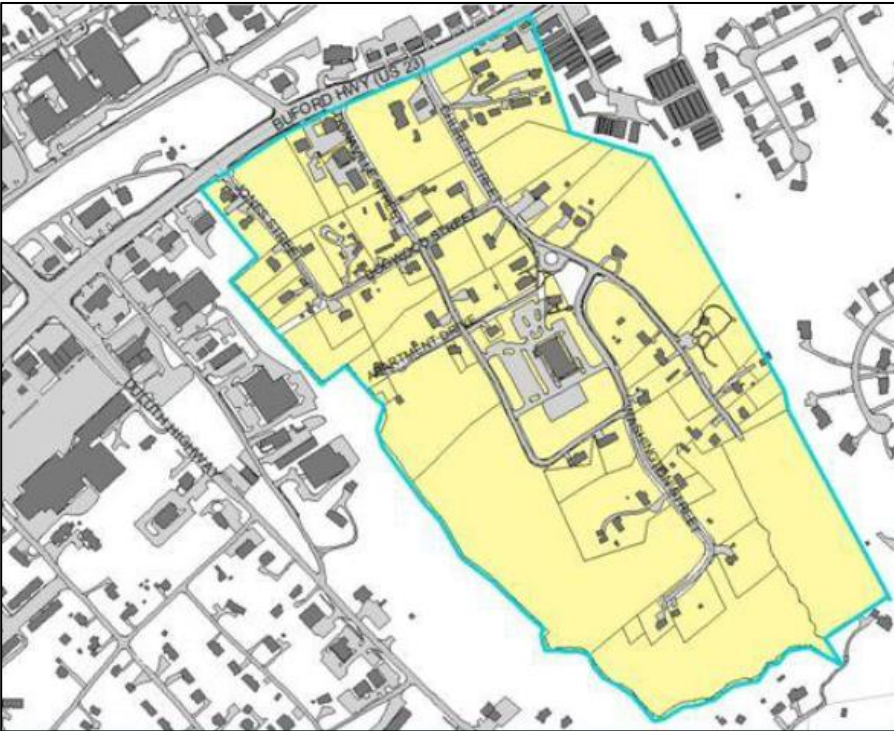
### Implementation:

R-75 Single-Family Residential Planned Residential Development, and Office-Neighborhood zoning districts; Extension of sanitary sewer through CDBG and other funds; public and private partnerships for revitalization and community development, neighborhood planning.

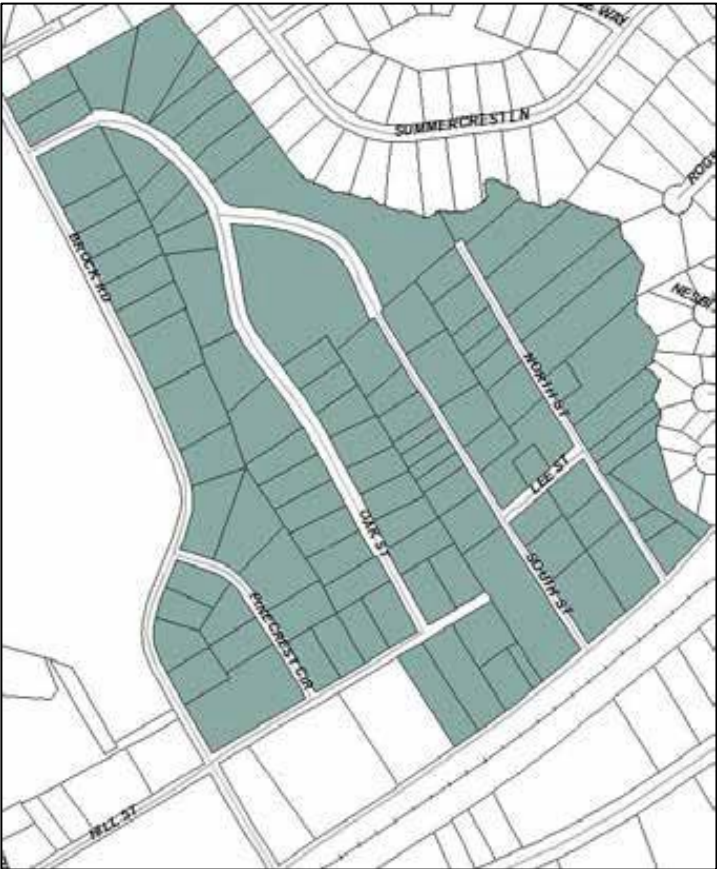


# Targeted Community Development Area Policies

- 1. The City should work to create, maintain and implement neighborhood plans in the identified areas.



*Hill Community Neighborhood Planning Area*



*Pinecrest Neighborhood Planning Area*



# City of Duluth Citywide Policies



## Natural Resources

1. **Preservation Generally.** The natural environment should be preserved as much as possible. Preserving natural features helps maintain air and water quality, as well as provides visual and recreational amenities for local citizens.
2. **Environmentally Sensitive Areas.** Prevent development from occurring in, or significantly encroaching upon environmentally sensitive areas, such as floodplains, wetlands, and groundwater recharge areas, by preparing and adopting additional regulations as necessary to protect environmentally sensitive areas. At minimum, this includes development regulations to meet or exceed Georgia Department of Natural Resources' Part V Environmental Planning Criteria.
3. **Innovative Land Practices that Preserve the Environment.** Encourage innovative land development practices that focus on preserving environmentally sensitive land areas and open space.
4. **Minimize Water Quality Impacts.** The location and intensity of development should be sited so as to minimize the negative effects of that development on water quality, both during and after construction. Major considerations concerning water quality should include: organic pollution from infiltration and surface runoff; erosion and sedimentation; water temperature elevation; nutrients such as nitrogen and phosphorous; and toxic materials.
5. **Wetlands.** Preserve wetlands where they exist, or as a last resort if they cannot be preserved on-site, mitigate wetland loss by increasing ecologically equivalent wetlands on other appropriate sites (i.e., wetland mitigation through wetland banking). Any proposal for development involving the alteration of, or an impact on, wetlands should be

evaluated according to the following (based on Ga. DNR Rule 391-3-16-.03):

- Whether impacts to an area would adversely affect the public health, safety, welfare, or the property of others.
- Whether the area is unique or significant in the conservation of flora and fauna including threatened, rare, or endangered species.
- Whether alteration or impacts to wetlands will adversely affect the function, including the flow or quality of water, cause erosion or shoaling, or impact navigation.
- Whether impacts or modification by a project would adversely affect fishing or recreational use of wetlands.
- Whether an alteration or impact would be temporary in nature.
- Whether the project contains significant State historical and archaeological resources, defined as "Properties On or Eligible for the National Register of Historic Places."
- Whether alteration of wetlands would have measurable adverse impacts on adjacent sensitive natural areas.
- Where wetlands have been created for mitigation purposes under Section 404 of the Clean Water Act, such wetlands shall be considered for protection.



6. **Floodways and Floodplains.** Prohibit development within floodways and restrict or prohibit development in flood plains. If development within flood plains is allowed, flood plain storage should not be decreased from its present state. In no event shall development be permitted that inhibits the flow of floodwaters.
7. **National Flood Insurance Program.** Continue to participate in the National Flood Insurance Program. Periodically amend the flood damage prevention/floodplain management ordinance to comply with changes to ordinances specified by the Federal Emergency Management Agency.
8. **Best Management Practices.** Implement best practices for water pollution control and stormwater management, including but not limited to: biofilters (vegetated swales/strips), wet ponds, and constructed wetlands.
9. **Municipal Practices.** Ensure that the City, in its own activities, follows the same environmental policies as required of private developers.
10. **Encourage Conservation Subdivisions.** Encourage conservation subdivision development, where opportunities exist. (Conservation developments cluster structures on developable land in order to conserve land and/or provide public open space).
11. **Acquire Conservation Lands.** Seek out opportunities to acquire conservation lands and park spaces.
12. **Connectivity of Open Spaces.** Creation of new open space and connection to existing or planned open spaces are priorities for Duluth and will be sought in the review of development proposals, as appropriate. The requirement of open spaces, and their designs, will be considered on a

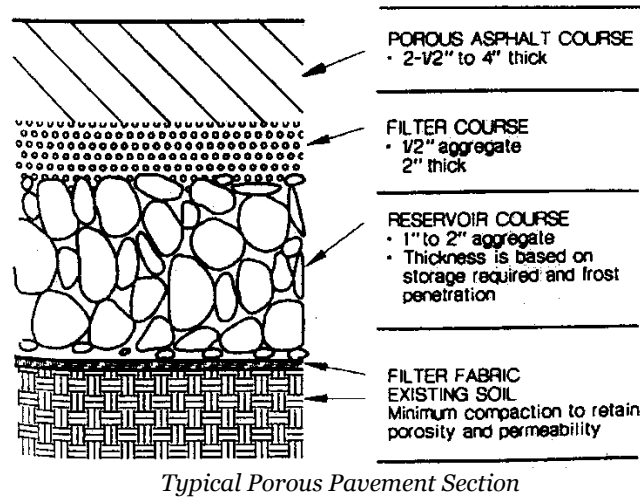
case-by-case basis, taking into account the City’s objectives of creating pedestrian-friendly, mixed-use places and destinations in the town center and accessible linkages to them. Improving accessibility to parks and creating pedestrian links between the open spaces and the public park(s) in the town center will greatly strengthen the urban core of the City and will therefore be a key guiding principle when reviewing open space proposals.



**CONTINUOUS CORRIDORS**

Source: American Planning Association.

13. **Permeable Surfaces.** Use permeable surfaces for parking lots in non-residential developments, if appropriate.

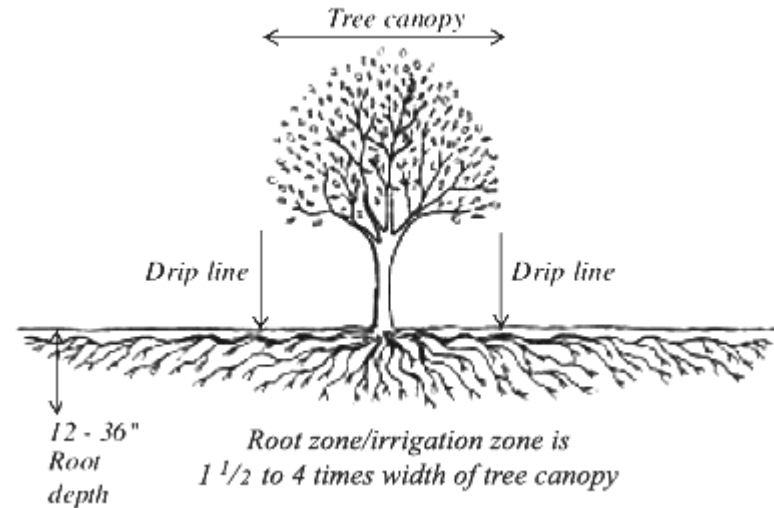


14. **Street Trees.** Encourage or require the planting of street trees in subdivisions and new land developments.

15. **Tree Protection and Preserve Tree Canopy.** Restrict the cutting of trees, require the replacement of trees with trees of like species and value, and preserve and enhance tree canopy.

16. **Tree Canopy Guidelines.** Unless more restrictive requirements are adopted by ordinance, use the following goals, recommended by American Forests (2002) for the preserving tree canopy, as a guide in development planning:

- 40% tree canopy overall.
- 50% tree canopy in suburban residential areas.
- 25% tree canopy in urban residential areas.
- 15% tree canopy in business districts.



17. **Water Conservation.** Promote the conservation of water by residents and businesses to meet regional and state objectives or directives. Participate in private and public educational efforts that are designed to assist in water conservation. Ensure that Duluth has its own municipal water conservation program.



## Energy

1. **Sustainability and Energy Efficiency.** Promote sustainable and energy-efficient development.
2. **Reduce Energy Consumption.** Reduce energy consumption through comprehensive planning and urban design that incorporates strategies for both mobile and non-mobile energy efficiency.
3. **Support Programs to Increase Energy Efficiency.** Support programs to increase energy efficiency and reduce life-cycle costs of all construction projects, including public and institutional projects.
4. **Utilize Programs.** Support the Low Income Home Energy Assistance Program (LIHEAP) and the Weatherization Assistance Program as means towards greater energy conservation.
5. **Encourage Renewable Energy Applications.** Develop and encourage appropriate applications of renewable energy.
6. **Recognize Relation of Energy Efficiency and Mobility.** Recognize that providing transportation options and good urban form design is the first step to changing pollution intensive choices for mobility. Actively promote alternative transportation modes through the planning and implementation of bicycle and pedestrian pathways and transit systems.
7. **Efficient Lighting Practices.** Develop community based lighting design guidelines that promote energy efficiency and safety while reducing light pollution or "sky-glow," light trespass on adjacent properties, and glare.

## Historic Resources

1. **Compatible Character.** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
2. **Protect Historic Resources.** Provide strategies to preserve and enhance historic resources. Retaining community character through the preservation, protection and retention of Duluth's historic resources is a primary goal of the local preservation program. The following historic preservation objectives and policies should be followed collectively in order to provide the optimum financial and redevelopment benefits to the City.
3. **Increase Community Support.** Strive to increase community support for historic preservation. Continue to expand upon programs and activities that will instill an appreciation and pride in Duluth's past.
4. **National Register Listings.** Add eligible properties to the National Register of Historic Places.
5. **Historic Districts and Landmarks.** Add to locally designated historic districts and landmarks or create new ones, as appropriate.
6. **Incentives.** Provide incentives to protect and preserve historic resources.
7. **Reuse of Historic Buildings.** The reuse of historic buildings is encouraged, provided the architectural character of the building is retained and the market allows for economic success.

## Population

1. **Annexation.** Consider municipal boundary expansion opportunities as appropriate, including properties identified as potential annexation areas and when unincorporated property owners petition for annexation.
2. **Diversity in City Employment.** As the City's ethnic population continues to increase, it should make efforts to attract culturally diverse and multi-lingual employees that reflect this growing diversity within the community.

## Housing

1. **Housing Opportunities.** Quality housing and a range of housing size, cost, and density should be provided in the City.
2. **Housing Variety.** Encourage a variety of home styles, densities and price ranges in locations that are accessible to jobs and services to ensure housing for individuals and families of all incomes and age groups.
3. **Executive Housing.** Work in cooperation with real estate developers on key parcels within or near the City to provide more executive level housing in the City.
4. **Housing Stabilization.** Adopt a comprehensive housing strategy that provides a plan for housing stabilization.
5. **Mixed Income Housing.** Encourage the development mixed income housing communities within mixed-use developments and within the Buford Highway corridor.
6. **Group Quarters Housing.** Attached housing for seniors and group quarters housing are encouraged to be located within mixed-use developments and along major arterial road corridors.
7. **Life Cycle and Mixed Generation Communities.** Encourage "life cycle" or "mixed generation" communities that provide for persons of different age groups (including seniors) to live in the same community as they age.
8. **Design and Location of Senior and Disabled Housing.** Houses should be made available for seniors and disabled persons that contain a single-level with no-step entrances and wide doorways. Senior housing should be located in close proximity to public transit, recreation, and health care facilities.
9. **Minimum House Sizes.** Minimum house sizes in the Zoning Ordinance should provide flexible alternatives, and the smallest minimum house sizes should be allowed within proposed planned unit developments.
10. **Housing and Property Standards Codes.** Allocate appropriate resources to expand the enforcement function of housing and property standards codes (housing maintenance, yards, etc.).
11. **State and Federal Housing Programs.** Pursue federal and state financial assistance programs to improve areas of substandard housing.



## Economic Development

- 1. Appropriate Businesses.** The businesses and industries encouraged to develop or expand in Duluth should be suitable for the City in terms of job skills required, linkages to other economic activities in the City or region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.
- 2. Range of Jobs Available.** A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- 3. Relation to Land Use Plan.** Avoid rezoning from commercial zoning categories to residential zoning districts, in order to prevent the reduction of land designated in the future land use plan for economic development; where such changes are justified, recognize that such changes may affect the future economic base of the City.
- 4. Emphasis on Redevelopment.** Future economic development strategies should place the highest priority on redevelopment over new development.
- 5. Expedite Redevelopment Projects.** Consider, and if appropriate implement, ways to expedite the process of reviewing and approving redevelopment projects that are consistent with adopted redevelopment policies, objectives, and plans.
- 6. Heritage Tourism.** Promote heritage tourism in Duluth as a way to educate citizens and visitors of Duluth's history and cultural identity and to enhance the local economic base.
- 7. Small Businesses.** Promote the development of small businesses and entrepreneurship in the City.
- 8. Home Occupations.** Home occupations, when compatible with the neighborhood, are recognized as part of the overall City economic development strategy and are encouraged, subject to compliance with applicable zoning laws. Consider distinguishing between "major" and "minor" home occupations and regulate appropriately.
- 9. Positive Business Climate.** Create and maintain a positive climate for business in the City.
- 10. Balanced Regulation.** Balance the need to regulate the design and appearance of commercial and other properties with a positive regulatory environment that is sensitive to the need for businesses to be competitive in the marketplace.
- 11. Education and Training.** Educational and training opportunities should be readily available in the City – to permit City residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.
- 12. Business Marketing and Retention.** The City should work with business owners to assist them with marketing and to ensure that business retention objectives are met.
- 13. Partnerships.** Partner with private industry and/or other agencies to promote economic development opportunities that will benefit the City of Duluth, Gwinnett County, the region, and the State of Georgia.
- 14. Promotion and Recruitment.** The City of Duluth should actively and deliberately promote the City to business interests' worldwide, recruiting industry and commerce.

## Land Use and Urban Design

1. **Plans.** Use the Future Development Map (Character Areas) as a guide to decision-making.
2. **Mixed Use Development.** Promote mixed-use developments in appropriate areas, especially the Town Center and Buford Highway Corridor.
3. **Protect Neighborhoods from Incompatible Land Uses.** Protect the City's established residential areas from encroachment by incompatible land uses.
4. **Neighborhood Input in the Decision-making Process.** Applicants for rezoning and special uses are strongly encouraged to meet with adjacent property owners or homeowners associations prior to public hearings on such petitions.
5. **Generally.** Enhance the City of Duluth's image as a unique community and retain that image in attractive and orderly development that preserves existing character of a historic railroad community. Cultivate distinctiveness so that the City of Duluth remains unique among Gwinnett County and Metro Atlanta communities. Encourage private preservation of buildings and associated landscapes that have historic significance and/or architectural merit. Promote the cultural value of historic buildings along the railroad corridor as significant for being part of Duluth's original urban structure.
6. **Architectural Requirements.** Promote the highest quality of development. Reevaluate and reconsider architectural and site design standards as appropriate to encourage increased quality of site development, architectural detailing and materials. Implement design controls through the large-scale buildings ordinance, requirements in the zoning ordinance, and through other appropriate means.
7. **Compatibility and Small Town Character.** Require new development to respect the scale and character of nearby structures and minimize or mitigate abrupt and excessive differences.
8. **Streetscape Improvements.** Aesthetically appealing transportation routes are desired and will be created throughout Duluth. Street trees should be installed, and will be required, to create shaded sidewalks for pedestrians and improve the visual quality of local streets and state routes. Street furniture zones and landscape strips will be established along sidewalks within appropriate character areas. All streetscape improvements will be coordinated with Georgia Department of Transportation when working along state routes or making use of Transportation Enhancement (TE) funds.
9. **Focusing of Efforts.** Continue to focus community improvement initiatives on the downtown area as well as along the Buford Highway corridor and Peachtree Industrial Boulevard.
10. **Town Center.** Development in the town center should include mixed uses, following the guidelines to insure appropriate scales, setbacks, materials, and signage are achieved.
11. **Buford Highway Corridor Redevelopment.** Encourage rehabilitation or upgrade of aging residential neighborhoods, commercial centers, and industrial areas, specifically targeting the redevelopment of oversized parking lots and underutilized large properties.

12. **Gateways.** Improve community identity. Create civic gateways to the City that produce a sense of arrival. These entryways may incorporate streetscape elements, signage, landscaping, architectural features, and combinations of land uses that enhance the image and function of the City. Encourage the provision of public green spaces in gateway areas as private development occurs.

13. **Signage and Wayfinding.** Continue to implement the community-wide signage system to contribute to the City's urban design and economic development objectives. Signage should be installed at gateway locations and along major corridors that directs visitors to key destinations, such as the town center and local attractions, as well as to public parking and municipal buildings.

14. **Public Art.** Increase the presence of public art in the community and encourage new developments to display public art and/or contribute financially to a public art fund.

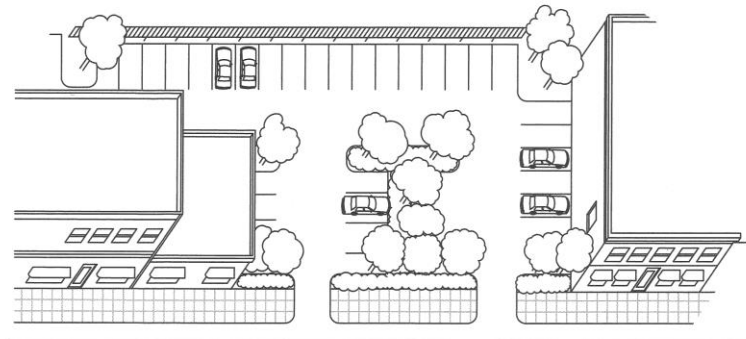
15. **Beautification.** Support ongoing community-based streetscape beautification partnerships.

16. **Landscaping.** Require the greening of Duluth's major corridors through the continued planting and maintenance of street yards, and the provision of street trees along major corridors.

17. **Screening.** Screen negative views through site planning, architectural, and landscape devices.

18. **Streetscape Improvement Standards.** Pedestrian lighting and street furniture shall be consistent throughout the City, unless varied to be consistent with character. Street furnishings and landscape elements should possess long-lasting quality and be well-maintained.

19. **Parking.** Adequate parking will be provided within the City. Parking should be situated so that the parking is located at the rear or side of the building. If circumstances require front parking areas, proper screening from the roadway will be provided.



**PARKING LOT**  
Source: URS Corporation.



**PARKING STRUCTURE**  
Source: URS Corporation.

20. **Crime Prevention through Environmental Design.** Encourage, where appropriate, developments that follow principles of crime prevention through environmental design.



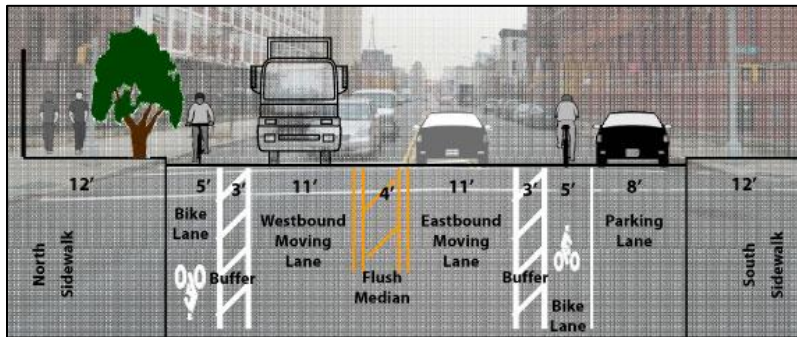
## Community Facilities and Services

1. **Level of Service Standards.** Establish and maintain level-of-service and/or performance standards for all community facilities and services provided by the City.
2. **Police Protection.** Ensure that the police department has adequate personnel, equipment, and training. Maintain a target officer to population ratio as may be established by national professional organizations.
3. **Sewerage.** Coordinate with Gwinnett County to expand sewerage services, promoting increased opportunities for all types of development.
4. **Municipal Parks and Recreation Department.** Maintain a park/recreation department to supplement countywide park and recreation facilities.
5. **Parkland Designation.** Designate lands for future parks, recreation, open space, and conservation.
6. **Solid Waste Management.** Implement the City's comprehensive solid waste management plan. Pursue waste diversion, composting, and recycling strategies.
7. **Location Policy.** While abiding by principles of efficiency in terms of optimal geographic locations for City facilities and services, the City should use its investment in civic buildings (e.g., new city hall) to strategically leverage and enhance private reinvestment in redevelopment areas.
8. **Public-Private Co-Delivery.** Identify, and capitalize on, opportunities for innovative public-private ventures in the arrangement, provision, and delivery of various City facilities and services.

## Transportation

1. **Local Street Improvements.** Improve geometrics of local street intersections where they pose traffic safety problems.
2. **Downtown Public Parking.** Ensure adequate off-street parking facilities downtown, including public parking.
3. **Context-Sensitive Design.** Provide for street designs that pay appropriate attention to concepts of compatibility, livability, sense of place, and urban design, in addition to conventional traffic engineering considerations. Utilize context-sensitive roadway design to promote streets that are built appropriately to fit the land uses surrounding them. For example, a downtown main street should be built with narrower lanes, wider sidewalks, and streetscape elements in its design, in order to encourage lower speeds and accommodate pedestrians.
4. **Pedestrian/Sidewalk System.** Improve the network of pedestrian facilities (sidewalks) in the City. Create a safe and accessible pedestrian network throughout the City of Duluth. Sidewalks of required widths, well-marked crosswalks and approved pedestrian-scaled lighting should be installed to create an inviting and well used pedestrian system. All new construction and redevelopment within the City should include a combination of these facilities. All new facilities must meet current American with Disabilities Act (ADA) standards. Additional funding will be sought to create and improve pedestrian facilities within existing areas of the City, but when development occurs it will be the responsibility of developers to improve facilities along their public street frontages and internal to the development. The City should identify ways to retrofit older suburban subdivisions with sidewalks.

5. **Bike Paths and Bikeways.** Provide bike paths and bikeways in appropriate locations in the City. Direct bicycle and pedestrian investments toward those corridors and areas best suited for foot and bicycle traffic and which have the greatest potential to provide convenient and safe mobility alternatives. Develop and adopt protocol for roadway re-stripping to better accommodate bicyclists on roadway segments where excess pavement width is available. Adopt guidelines or standards that recommend appropriate crossing facilities and treatments for pathways as they cross at uncontrolled locations.



6. **Multi-use Trails.** Continue pursuing opportunities to construct multi-use trails or greenways throughout the City.
7. **Traffic Calming.** Consider future needs for traffic calming (raised speed humps, raised tables, etc) to slow speeding and/or discourage cut-through traffic.
8. **No Truck Routes.** Designate routes for truck prohibition where needed.
9. **Public Transportation.** Efforts should be made to tie into county and regional public transportation programs, where and when they are available. Work with county and regional transportation agencies to designate locations for

public transit stops within the City. Support efforts to implement commuter rail if determined feasible and in the best interests of Duluth's residents and the state.

10. **Connectivity.** During site plan and development permit review, measures should be made to connect streets to provide a local street network that serves as an alternative to the arterial and collector street system. This includes consideration of a grid-street pattern in all places where such design is feasible and practical. It also means discouraging, limiting, or prohibiting cul-de-sacs in some cases, and providing for stub connections at property lines to tie into future compatible development on adjoining properties.
11. **Inter-parcel Access.** Encourage or require inter-parcel vehicle access points between contiguous and compatible commercial and office developments.
12. **Access Management.** Apply state and local standard for access management along arterial and collector streets, including but not limited to specifications for curb cut location and separation, traffic signal spacing, and deceleration lanes.
13. **Railroad and Road Grade Separation.** Maintain safe railroad crossings for drivers, bicyclists, and pedestrians, and consider opportunities and where feasible implement projects that separate at-grade road and railroad intersections.
14. **Traffic Impact Studies.** When a development proposal would be expected to generate 1,000 daily vehicle trips or more, or 100 or more vehicle trips during any a.m. or p.m. peak hour, a traffic study should be required. In other cases at the discretion of the City Engineer a traffic impact study may be required.

## Intergovernmental Coordination

1. **Regional Cooperation.** Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources (Quality Community Objective, Regional Cooperation).
2. **Regional Solutions.** Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer (Quality Community Objective, Regional Solutions).
3. **Support for Regional Policies.** Coordinate local policies and regulations to support regional policies. Ensure that goals and implementation programs of the City's Community Agenda are consistent with adopted coordination mechanisms and consistent with applicable regional and State programs.
4. **Regional Bicycle and Pedestrian Plan.** Strive for consistency with the Atlanta Regional Commission's Atlanta Region Bicycle Transportation and Pedestrian Walkways Plan, which includes recommended policies for local governments that, when implemented, can increase mobility, safety, accessibility, and connectivity region wide for bicyclists and pedestrians.
5. **Intergovernmental Agreements.** Periodically assess existing intergovernmental agreements and develop new agreements as appropriate.
6. **Information Sharing.** Share resources and information with all government entities.
7. **Cooperative Land Use Planning.** Participate in cooperative efforts between Gwinnett County and its cities to jointly plan land uses, which contributes to the overall future development and quality of life throughout the county, region, and state.
8. **Avoid Competition.** Avoid competition between Duluth and the nearby cities of Suwanee and Berkeley Lake, and turn competitive situations into opportunities for cooperation.
9. **Conflict Resolution.** Resolve conflicts with other local governments through established mediation processes or other informal or formal means.
10. **Interagency Economic Development.** Promote intergovernmental and interagency coordination in economic development activities.
11. **Water District.** Adopt, and amend as necessary, plans and regulations to be consistent with the mandates and requirements of the Metropolitan North Georgia Water Planning District.
12. **Water and Sewer.** Work with Gwinnett County to plan and implement extension of water service, and sanitary sewer service to areas that have failing septic tanks, where cost effective to do so.
13. **Water Conservation.** Participate in water conservation planning by the county and region.
14. **Emergency Preparedness.** Periodically review and revise the disaster preparedness and emergency management plans in conjunction with Gwinnett County.



# City of Duluth Community Work Program

## Community Work Program

### Implementation Responsibilities

The Duluth Department of Planning and Development is the primary administrative agency responsible for implementation of the Community Agenda. However, other municipal departments have important responsibilities in their respective service areas, and the City Manager must propose and recommend approval of funding levels appropriate to carry out the many programs suggested here.

The Duluth Planning Commission provides overall support for plan implementation and should periodically review the progress of plan implementation. Other agencies also have roles in plan implementation. Ad-hoc committees can be formed as needed to help guide the process of implementation. If at any time a particular program rises in its level of importance, City Council or a specified committee shall address the particulars directly.



<b>Community Work Program</b>				
<b>Description</b>	<b>Year(s) To Be Implemented</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Party</b>	<b>Possible Funding Sources</b>
<b>NATURAL RESOURCES</b>				
Review tree protection regulations and amend as part of the zoning ordinance to include tree canopy and tree removal requirements.	2014	Include in Unified Development Code	Planning Department	Operating Budget
<b>HISTORIC PRESERVATION</b>				
Provide more detailed mapping and historic information for historic resources in Duluth.	2014-2015	Staff function	Planning Department	Operating Budget
Revise the City's local historic preservation regulations, including expanded boundaries where appropriate.	2014-2015	\$40,000	Planning Department; Consultant	Operating Budget
Reconsider the boundaries of the existing local historic district.	2014	Staff function	Planning Department	Operating Budget
Create a citywide local landmark program.	2014-2015	Staff function	Planning Department	Operating Budget
Apply for Certified Local Government (CLG) status (historic preservation) and pursue grant funding opportunities.	2014-2016	Staff function	Planning Department	Operating Budget
<b>HOUSING</b>				
Apply for the Community Choices Award for assistance in creating a comprehensive housing strategy for the City.	2014-2015	Staff function	Planning Department	Operating Budget
Work with developers on key parcels within or near the City to provide more executive level housing in the City.	Ongoing	Staff function	Planning Department	Operating Budget
Review annexation, rezoning, and master plan proposals for consistency with housing policies.	2014-2015	Staff function	Planning Department	Operating Budget

<b>Description</b>	<b>Year(s) To Be Implemented</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Party</b>	<b>Possible Funding Sources</b>
Increase enforcement of housing and property appearance standards, including the hiring of one additional code enforcement officer.	2014	\$37,000 plus benefits	Planning Department; City Manager/ City Council	Operating budget – code enforcement division
Use Community Development Block Grant (CDBG) funds for sewer installation in the Hill Community.	2014-2017	Staff function	Planning Department	Operating Budget
Develop desired parameters for mixed-income housing in appropriate locations.	2014	Include in Unified Development Code	Planning Department	Operating Budget
Explore prospects with developers for converting aging apartment complexes to condominiums	2014-2016	Staff function	Planning Department	Operating Budget
<b>ECONOMIC DEVELOPMENT AND REDEVELOPMENT</b>				
Implement Phase I and II of the Downtown Master Plan.	2014-2018	Staff function	Economic Development	Operating Budget; LCI implementation
Implement the Tax Allocation District (TAD) plan.	Ongoing	Staff function	Planning Department	Operating Budget
Establish an Opportunity Zone in the City of Duluth.	2014-2015	Staff function	Economic Development	Operating Budget
Recruit commercial, industrial & retail property vacancy rates in the City of Duluth.	Ongoing	Staff function	Economic Development	Operating Budget
Recruit special interest groups into established business associations.	Ongoing	Staff function	Economic Development	Operating Budget
Unite property owners, business owners, and residents to create better business and living environment.	Ongoing	Staff function	Economic Development	Operating Budget
Work with Gwinnett County to extend sanitary sewer to “south” Buford Highway.	2014-2018	Staff function	Economic Development	Possible funding via CDBG, TAD



Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Encourage sustainability model for shopping centers utilizing techniques learned from downtown redevelopment activities to promote shopping centers as village centers.	Ongoing	Staff function	Economic Development	Operating Budget
Aggressively market opportunities for redevelopment of Proctor Square and Point Berkeley.	2014-2017	Staff function	Economic Development	Operating Budget
Work with Town Center merchants to identify and conduct promotional and branding activities that would market Duluth as a destination point.	2014	Staff function	Public Information and Marketing	Operating Budget
Adopt a formal Economic Development Plan that includes identifiable incentives to encourage development, redevelopment, and business relocation into the City.	2014-2015	Staff function	Economic Development	Operating Budget
Create/select a business plan for Red Clay Theatre	2014-2015	\$25,000	Consultant	Operating Budget
Engage the Korean community to coordinate investment objectives.	Ongoing	Staff function	Economic Development	Operating Budget
<b>LAND USE AND CHARACTER AREAS</b>				
Rewrite and adopt the City's ordinances and codes into a modernized Unified Development Code.	2014	\$80,000	Planning Department; Consultant	Operating Budget
Write and adopt a neighborhood plan for the Pinecrest Neighborhood.	2014-2015	Staff function	Planning Department	Operating Budget

Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Amend the Community Agenda as appropriate any time the City annexes an accumulated area of 100 acres or more.	Ongoing	Staff function	Planning Department	Operating Budget
Revise and resubmit for state and regional review this Community work program.	2017	Staff function	Planning Department	Operating Budget
Formalize homeowner group participation in zoning and special use permit review processes.	2015	Staff function	Planning Department	Operating Budget
<b>URBAN DESIGN</b>				
Duluth Streetscape for the improvement of Main Street.	2014	\$280,000	Planning Department; Consultant	Capital Budget
Plan and implement gateway enhancement activities.	2014-2016	\$200,000	Planning Department	Capital Budget
Implement the citywide wayfinding/signage program	2014-2016	\$800,000	Planning Department;	Operating Budget
Continue to explore development of a railroad theme tied to downtown with connections to the Railroad museum.	2014	Staff function	Planning Department;	Operating Budget
Select and hire a qualified consultant to prepare a Citywide Public Art Master Plan.	2014-2015	30,000	City Manager, Consultant	General Fund

Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
<b>COMMUNITY FACILITIES: SOLID WASTE MANAGEMENT</b>				
Continue to develop strategies for reducing solid waste in accordance with the Georgia Comprehensive Solid Waste Management Act.	2014-2018	Unknown	Public Works	Operating Budget
Complete renovations/updates to the Public Works Complex including the addition of a fleet maintenance building and reconfiguration of dumpster area to improve efficiency.	2014-2018	\$75,000 annually	Public Works	SDS; General Fund
<b>COMMUNITY FACILITIES: WATER AND SEWER</b>				
Develop City water conservation campaign, implementing objectives of the Metropolitan North Georgia Water Planning District.	2014-2018	Unknown	Planning Department; Parks; and Public Works	Operating Budget
Sanitary Sewer Master Plan.	2014	\$25,000	Consultant	Capital Budget
Installation of sanitary sewer in areas as determined from Sanitary Sewer Master Plan.	2015-2019	Unknown	Planning Department	Capital Budget
<b>STORMWATER MANAGEMENT</b>				
Continue supporting Gwinnett County's Storm Water Stenciling Program.	Ongoing	Staff function; volunteers	Planning Department	Operating Budget
Complete Downtown Master Detention Study.	2013-2014	\$30,000	Planning Department; Consultants	Operating Budget



Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Retrofit Downtown Stormwater Management Ponds (2).	2014-2016	\$500,000	Planning Department (Stormwater Division)	Capital Budget
Revise City's Stormwater Management Plan based on the Large Phase I MS4 Permit Revisions.	2014-2015	Staff function	Planning Department (Stormwater Division)	Operating Budget
Work with Gwinnett County to fulfill requirements of Georgia Environmental Protection Department's regulations in developing a plan for non-point source pollution.	Ongoing	Staff function	Planning Department	Operating Budget
Operate City's Stormwater Utility.	Ongoing	Staff function	Planning Department (Stormwater Division)	Operating Budget
<b>COMMUNITY FACILITIES – PARKS AND RECREATION</b>				
Acquire lands within designated greenways for recreation.	Ongoing	Unknown	Parks and Recreation; Mayor and City Council	Capital Budget
Review possibility of City-owned passive park along the Chattahoochee River made up of City-owned and CRNRA parcels owned by the National Park Service.	2014-2015	Unknown	Parks and Recreation	Capital Budget
Improve functionality of Scott Hudgens Park with pedestrian circulation system, spectator improvements, river overlooks, playground, picnic shelters, improved traffic flow, and improved parking.	2014-2018	Unknown	Parks and Recreation	Capital Budget
Look into possibility of acquiring land adjoining Scott Hudgens Park for park expansion.	2014-2016	Unknown	Parks and Recreation	Capital Budget

Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Determine erosion solutions for park areas in Bunten Road Park.	2014-2015	Unknown	Parks and Recreation	Operating Budget
Coordinate local, state and federal government agencies to fund and restore the park bridge at Rogers Bridge Park connecting Duluth to Johns Creek.	2014-2018	Staff function	Planning Department; Parks and Recreation; City of Johns Creek	Operating Budget
Improve neighborhood connectivity to W.P. Jones Park with clearly-defined trail connections	2018	\$2,136,449	Planning Department; Parks and Recreation; Consultants	Capital Budget
<b>COMMUNITY FACILITIES -- OTHER</b>				
Inventory existing facilities and services provided by nongovernmental organizations in social service delivery.	2014-2016	Staff function	Planning Department	Operating Budget
<b>TRANSPORTATION – ROADS</b>				
Improve the average Pavement Condition Index (PCI) for all streets in the City of Duluth from a score of 46 (2012 average rating) to 70.	2012-2022	\$930,000 annually	Public Works	SPLOST; Local Maintenance and Improvement Grant (LMIG)
Complete Pleasant Hill Road and Buford Highway intersection enhancement project including landscaping, lighting, safety and signage.	2014-2017	\$1,200,000	Planning Department	Transportation Improvement Program (ARC)
Complete gateway to State Route 120 at Buford Highway to improve pedestrian access and safety.	2014-2017	Unknown	Planning Department	Capital Budget

Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Implement transportation policies at the time of site plan and preliminary plat review.	Ongoing	Staff function	Planning Department	Development Review Process
Complete State Route 120 realignment from Norfolk Southern railroad tracks to Hill Street.	2014-2017	\$1,250,000	Planning Department; Public Works	Capital Budget
Complete George Rogers Avenue (also known as Hospital Connector).	2014-2017	\$3,500,000	Planning Department	Transportation Improvement Program (ARC)
Study the need for traffic calming measures and install traffic calming devices as appropriate throughout the City.	2014-2016	Unknown	Planning Department	Operating Budget
Install Buford Highway Medians from State Route 120 to Davenport Road.	2011-2016	\$600,000	Planning Department	Transportation Improvement Program (ARC)
Complete Davenport Road Extension connecting Buford Highway with Main Street and Hill Street and close the existing skewed railroad crossing.	2014-2017	\$3,000,000	Planning Department	Capital Budget
<b>TRANSPORTATION -- TRANSIT</b>				
Work with and encourage Gwinnett Transit to bring additional bus service to Duluth.	2014-2018	Staff function	Planning Department; Gwinnett Transit	Operating Budget
<b>SIDEWALKS AND BIKE WAY PROJECTS</b>				
Provide improved crossing of Buford Highway between Town Center and Proctor Square.	2014-2016	Unknown	Planning Department; Consultants	Georgia Department of Transportation; private funds



Description	Year(s) To Be Implemented	Estimated Cost (\$)	Responsible Party	Possible Funding Sources
Chattahoochee River recreation trail adjacent to Rogers Bridge Road connecting Scott Hudgens Park and Rogers Bridge Park.	2016-2020	Unknown	Planning Department; Consultants	Capital Budget
Install Abbotts Bridge Road Sidewalks from Main Street to Duluth High School.	2014-2017	\$2,200,000	Planning Department; Consultants	Capital Budget and County SPLOST
Complete Western Gwinnett Bikeway Phase III, from Rogers Bridge Road to the City of Duluth line.	2014-2017	\$4,400,000	Planning Department; Consultants	Capital Budget and County SPLOST
Investigate measures to retrofit existing neighborhoods with sidewalks.	Ongoing	Unknown	Planning Department; Consultants	Capital Budget
Central City Bikeway	2014-2018	Unknown	Planning Department	Capital Budget
<b>INTERGOVERNMENTAL COORDINATION</b>				
Monitor annexations in surrounding the City and comment on consistency of annexation proposals with City plans.	Ongoing	Staff function	Planning Department	Operating Budget
Seek to implement coordination strategies with the Gwinnett County Board of Education.	Ongoing	Staff function	City Manager	Operating Budget
Participate regularly in Land Use Coordinating Committee meetings of the Atlanta Regional Commission.	Ongoing	Staff function	Planning Department	Operating Budget

<b>Description</b>	<b>Year(s) To Be Implemented</b>	<b>Estimated Cost (\$)</b>	<b>Responsible Party</b>	<b>Possible Funding Sources</b>
Initiate dialogue with the U.S. National Park Service regarding joint-management and policing arrangements.	Ongoing	Staff function	City Manager	Operating Budget
Participate in efforts to update master plans of the Metropolitan North Georgia Water Planning District.	Ongoing	Staff function	Planning Department; Public Works	Operating Budget
Reconsider, and revise as appropriate, existing intergovernmental agreements.	Ongoing	Staff function	City Manager	Operating Budget
<b>OTHER</b>				
Obtain Green Communities Program certification offered by the Atlanta Regional Commission.	2015-2016	Staff function	Planning Department	Operating Budget
Each Department within the City of Duluth is to complete and present a report of accomplishment based on this Community Work Program to the City Council at the annual Strategic Conference.	Annually	Staff Function	All Department Heads	Operating Budget

# Appendix

## Appendix

The Atlanta Regional Commission and The Georgia Department of Community Affairs require specific elements within a Community Agenda. For ease of review these are called out in the Appendix.

### Housing Element

As a Municipality within a “HUD Entitlement Community”, The City of Duluth is required to have a housing element. The Gwinnett County Consolidated Plan fulfills this requirement, and the Community Work Program has housing elements to address future needs

### Transportation Element

The City of Duluth is a member of the Atlanta Regional Commission, the Metropolitan Planning Organization of metro Atlanta. The PLAN 2040 Regional Transportation Plan meets this requirement.

### Regional Important Resource Map

The City of Duluth is a member of the Atlanta Regional Commission, the Metropolitan Planning Organization of metro Atlanta. The ARC Regional Important Resource Map satisfies this requirement.

