



PAULDING COUNTY, GEORGIA

2017 Comprehensive Plan

“Charting a Course”

Revised 5/25/21

Cover photograph of the Silver Comet Trail

RESOLUTION NO: 21-11

A RESOLUTION OF PAULDING COUNTY, GEORGIA TO ADOPT THE 2021 AMENDMENT TO THE JOINT COMPREHENSIVE PLAN FOR PAULDING COUNTY

STATE OF GEORGIA

COUNTY OF PAULDING

Whereas, the Georgia Planning Act of 1989 requires local governments to develop and maintain a comprehensive plan to retain their Qualified Local Government status and eligibility for State permits, grants, and loans; and

Whereas, the 2021 Amendment to the Paulding County Joint Comprehensive Plan is now complete; and

Whereas, such 2021 Amendment to the Paulding County Joint Comprehensive Plan to add a Broadband Element is approved by the Georgia Department of Community Affairs as meeting Georgia's Minimum Planning Standards and Procedures (effective October 1, 2018); and

Whereas, the public hearing on the draft plan was held on Thursday April 29th, 2021 at the Watson Government Complex, 240 Constitution Boulevard, Dallas, Georgia.

Now Therefore Be It Resolved, that the Board of Commissioners of Paulding County, Georgia hereby officially adopts the 2021 Amendment to the Paulding County Joint Comprehensive Plan.

SO RESOLVED THIS 25th DAY OF May, 2021.

VOTE ON RESOLUTION

	<u>Yes</u>	<u>No</u>	<u>Abstain/Absent</u>
Chairman David L. Carmichael	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post 1 Keith Dunn	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post 2 Sandy Kaecher	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post 3 Chuck Hart	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post 4 Brian Stover	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ATTEST:



Clerk, Paulding County Board of Commissioners



PAULDING COUNTY, GEORGIA

2017 Comprehensive Plan

“Charting a Course”

BOOK ONE

THE PLAN



Kay B. Lee,
Church Street Services, LLC.

ACKNOWLEDGMENTS

STEERING COMMITTEE

MULTI-JURISDICTIONAL WORKGROUP

Ann Lippmann, AICP, Paulding County
Chris Robinson, Paulding County
Kendall Smith, City of Dallas
Michael Cash, City of Dallas
Jody Palmer, City of Hiram
Richard Fennell, City of Braswell
Brian Otott, School District
Ken Elsberry, School District
Robert Reynolds, Paulding County Economic Development
Jody Martin, Paulding County Mark Long, Paulding County
Julianne Meadows, Northwest Georgia Regional Commission
Ethan Calhoun, Northwest Georgia Regional Commission
Brice Wood, Northwest Georgia Regional Commission

CONSULTANT TEAM

Kay B. Lee, Church Street Services, LLC.
Jonathan Franklin, Georgia Conservancy, Land Use Study, Plan design and layout
Katherine Moore, AICP, Georgia Conservancy, Land Use Study
Johanna McCrehan, AICP, Georgia Conservancy, Land Use Study, Plan design and layout
Richard Dagenhart, R.A., Georgia Institute of Technology, Land Use Study

SPECIAL THANKS

Cherry Waddell, Librarians, Friends of the Library
Public workshops and student art contest
Paulding County Information Technology, GIS Division
Paulding County Board of Assessors / Senior Cartographer
Members of the Stakeholder Committee
(Full list found in BOOK THREE: Community Involvement Plan)

ACKNOWLEDGMENTS

ELECTED OFFICIALS

David L. Carmichael, Commission Chairman
Ron Davis, Post I Commissioner
Todd Pownall, Post II Commissioner
Vernon Collett, Post III Commissioner
Tony Crowe, Post IV Commissioner
David Austin, Past Commission Chairman

CITY OF DALLAS

Mayor Boyd Austin
Nancy Arnold
Chris Carter
Michael Cason
James Henson
James Kelly
Griffin White

CITY OF HIRAM

Mayor Teresa Philyaw
Derrick Battle
Kathy Bookout
Kathy Carter
Jeff Cole
Frank Moran

CITY OF BRASWELL

Mayor Richard Fennell
Leslie Hawkins
Jesse Hert
Amanda Nicki Humphries

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THE PLAN

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BOOK TWO

REFERENCE DOCUMENTS

Paulding County Land Use Study
Paulding County Comprehensive Transportation Plan (CTP)

BOOK THREE

REQUIRED COMPONENTS

Public Participation
Procedural

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OVERVIEW

This plan is an update of the 2007 - 2027 Comprehensive Plan for Paulding County. The Georgia Department of Community Affairs requires an update of the Comprehensive Plan every 10 years, and an update of the Work Programs every 5 years. It is also an appropriate time because of anticipated growth and future changes in Paulding County. This plan will guide future decision-making by the County and municipalities.

The 2017 Comprehensive Plan contains five required elements: Community Goals, Needs and Opportunities, Community Work Program, a Land Use Element and a Transportation Element.



PART ONE : EXECUTIVE SUMMARY

INTRODUCTION
PLANNING APPROACH
COMMUNITY GOALS
NEEDS AND OPPORTUNITIES
FINDINGS



INTRODUCTION

Paulding County embarked on the creation of the 2017 Comprehensive Plan in the fall of 2014. The Paulding County Board of Commissioners gave the responsibility for developing the plan to the Community Development Department. Staff members, Ann Lippmann and Chris Robinson, chose to proceed using a collaborative, fact based planning process, believing that the approach was most suited to delivering an inclusive, community-driven and implementable plan.

Decisions made and actions taken in the next five years will ensure or endanger the future of the county.

A Steering Committee, referred to as the Multi-Jurisdictional Workgroup (MJW), was set up in Spring 2015. The workgroup is comprised of representatives from the cities of Dallas, Hiram and Braswell, Paulding County School District, Chamber of Commerce, Economic Development Office, Northwest Georgia Regional Commission, and targeted outside experts. The workgroup's charge was to guide and complete the planning process in partnership with the community development staff. Workgroup members were responsible for research, assessment, analysis and development and agreed to maintain a collaborative environment as a process principle.

To collect citizen input the MJW, 1) created a Stakeholder Committee of more than 100 elected and appointed officials and leaders from local agencies and businesses to provide early and ongoing feedback, and 2) conducted four Community Workshops to which the public was invited.

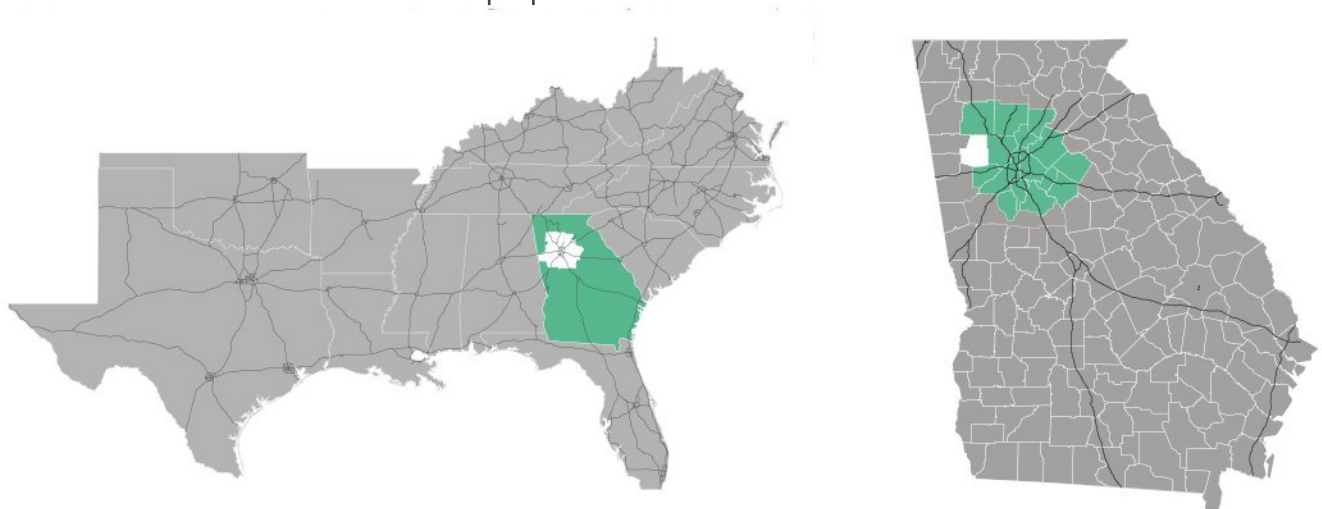
On key elements, outside experts were engaged to bring their analytical and objective findings and recommendations to the workgroup.

At the end of two years and armed with research, analysis and input from the public and from outside experts, the workgroup developed a list of Needs and Opportunities from which Community Goals and corresponding Work Programs were composed.

Responsibility for implementing the 2017 Paulding County Comprehensive Plan is for those who best understand it - driven by community decisions, desires and inevitable changes. The plan was constructed using new guidelines issued in 2014 by the Georgia Department of Community Affairs. Because the plan was developed to be both a reference and working document and is to be updated regularly, the County is positioning itself to minimize the cost of comprehensive planning in the future.

Full text of the Needs and Opportunities, Community Goals and Work Programs can be found in BOOK ONE. Studies associated with the plan are found in BOOK TWO. BOOK THREE contains details from each Steering Committee (MJW) work session, Stakeholder Meeting and Community Workshop along with pertinent procedural documentation.

Because decisions made and actions taken (or not) in the next five years will ensure or endanger the future of Paulding County, it is imperative leaders take ownership and act. The 2017 Comprehensive Plan was developed to serve as a resource for that purpose.



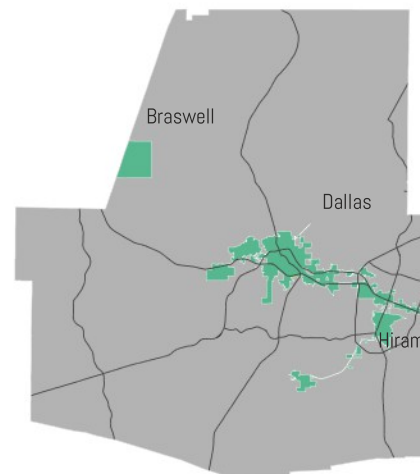
CONTEXT AND HISTORY

Paulding County is located in the northwestern part of the State of Georgia near rapidly growing metro Atlanta. The County seat is in the historic City of Dallas, one of three incorporated cities along with Hiram and Braswell. There are eight small unincorporated communities.

Paulding was created from Cherokee County by an act of the Georgia General Assembly on December 3, 1832, and named after John Paulding, famous for capturing the British spy Major John André as he carried secret papers for Benedict Arnold during the American Revolution.

According to the U. S. Census Bureau, the county has a 2016 population of 155,825 and ranks as the 14th largest Georgia county by population and 2nd fastest growing from 2000-2014. Paulding's land mass is 201,179 acres of which 199,867 is in land and 1,312 in water. Over 40,000 acres of Paulding's land mass is open greenspace with vast, pristine vistas and wildlife areas.

Paulding is known as a bedroom community, with over 86% of its workers commuting out each day. A significant number of visitors are drawn annually to Pickett's Mill Civil War Battlefield (11,371- FY2017 projected) and the Silver Comet Trail (665,000).





PLANNING APPROACH

WHAT IS A COMPREHENSIVE PLAN?

“THE COMPREHENSIVE PLAN, ALSO CALLED THE GENERAL PLAN OR COMMUNITY MASTER PLAN, IS THE OFFICIAL STATEMENT OF A LOCAL GOVERNMENT ESTABLISHING POLICIES FOR ITS FUTURE LONG-RANGE DEVELOPMENT.” - AMERICAN PLANNING ASSOCIATION, 2015

Planning, one of the vital roles of local governments, is the term used to describe how a community shapes and guides growth and development. The results of planning are contained in documents known as Comprehensive Plans. Comprehensive Plans are used by local governments to guide quality growth, devise effective strategies, and develop implementation decisions.

STATE OF GEORGIA

A Comprehensive Plan is a long-range policy document that makes planning recommendations for the next 20 years. The Comprehensive Plan is a tool used by local governments to guide the decision-making process.

In addition, the plan helps local governments to recognize and then implement important economic development and revitalization initiatives. For these reasons the state finds that well-planned communities are better prepared to attract new growth in a highly competitive global market.

**ASSETS THAT CAN BE
ACCENTUATED AND
IMPROVED**

Large, pristine
landscapes - hills, far-
away vistas, waterfalls,
and greenspace

Parks, Silver Comet
Trail, Small Town Charm,
Secondary Education

Medical Industry

**LIABILITIES THAT CAN BE
MITIGATED, CHANGED OR
EVOLVED**

No interstate highway

A limited long-term
water supply

A zoning ordinance that
allows for 900k+ people
vs. a "yet built" reservoir
with water for 350k
people

**POTENTIAL THAT CAN BE
ENHANCED AND
DEVELOPED**

Rapid growth - 284%
since 1990, 74% 2000 -
2015, 50% by 2025

Distinctive economic
assets - open land, Silver
Comet Trail and historic
towns

Reservoir under
construction to provide
drinking water

IN SHORT, LOCAL PLANNING SHOULD RECOGNIZE THAT:

Assets can be **ACCENTUATED** and **IMPROVED**

Liabilities can be **MITIGATED** and **CHANGED** over time

Potential can be **SOUGHT AFTER** and **DEVELOPED**

WHY DOES A COUNTY WRITE A COMPREHENSIVE PLAN?

Paulding County is positioned to become one of the most livable places in metro Atlanta. Potential is greatest when necessary conditions for success exist and there is a plan designed to realize that potential.

The most effective process for creating a quality plan requires intergovernmental and community cooperation, working together to discover and name their community's strengths, weaknesses, opportunities and threats and ultimately creating realistic and implementable community goals and corresponding work programs to guide decision-making and government investment.

WHY DOES A COUNTY WRITE A COMPREHENSIVE PLAN?

#1

PAULDING NEEDS A PLAN TO ENSURE STATE FUNDING CONTINUES

QUALIFIED LOCAL GOVERNMENT

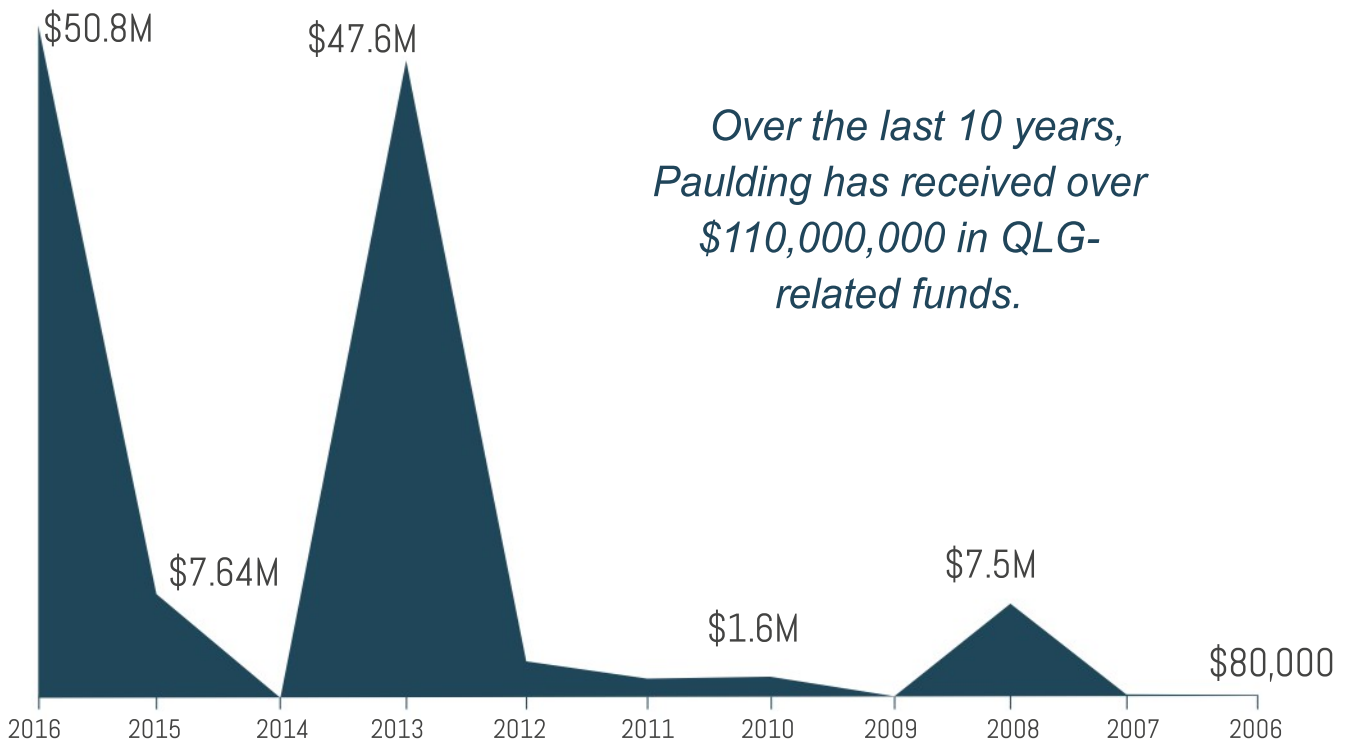
“Qualified Local Government” (QLG) status provides eligibility for a package of financial incentives from the Georgia Department of Community Affairs (DCA), the Department of Natural Resources (DNR), the Georgia Environmental Finance Authority (GEFA), and the OneGeorgia Authority.

Comprehensive Planning for local governments in Georgia - cities and counties - is facilitated by the Georgia DCA. In 2014, the DCA developed a simplified and more flexible process for local planning. The new process encourages alignment of community needs, opportunities, goals and work programs. In addition, it stresses intergovernmental and community cooperation, recognizing that a collaborative approach to comprehensive planning enhances coordination at many levels.

In Georgia, communities completing a Comprehensive Plan that meets DCA requirements are awarded QLG status - a prerequisite to receiving state funding.

At the end of each 5-year work program cycle, a Report of Accomplishments (ROA) must be filed with DCA detailing the status of each activity or project listed in the previous Community Work Program. The elements required by DCA can be found in the example below which also includes a sample list of projects that received QPG-related funding. The full text of each agency's ROA is found in BOOK ONE - Part Four.

REPORT OF ACCOMPLISHMENTS, 2012-2016						
Example: Projects receiving QLG-related funding						
WORK PROGRAM ACTIVITY	YEAR	STATUS				Explanation If postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
CITY OF DALLAS Implement Livable Centers Initiative (LCI) Projects in historic downtown	2012-2016	X				
CITY OF HIRAM Attract Livable Centers Initiative (LCI) funding	2013-2015	X				
PAULDING COUNTY Permit, Design and Begin Construction of Richalnd Creek Reservoir	2012-2016	X				



WHY DOES A COUNTY WRITE A COMPREHENSIVE PLAN?

#2

PAULDING NEEDS A PLAN TO PREPARE FOR THE FUTURE

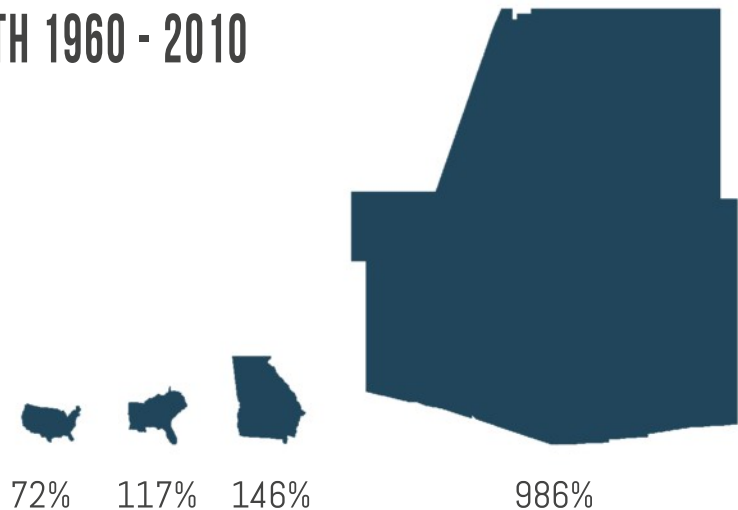
*Paulding County
has experienced
significant growth,
and will continue
to grow more
rapidly among
other counties in
the metro Atlanta
region*

Paulding has assets that are unappreciated, unrealized and under-developed. As potential economic development engines, what must be done to develop these assets in order to realize the greatest contribution to an enriched quality of life and economy?

Paulding has liabilities that are continuously perceived as barriers to success. Liabilities, especially those with little to no chance of changing in a generation, are realities. What can be done to separate liabilities from realities - mitigating, changing and evolving actual liabilities and shifting the time and attention absorbed by realities to more productive scenarios?

Potential is greatest when necessary conditions for success exist, and there are a number of Paulding assets in that position. What assets have the greatest potential to return value to the county and its citizens? What enhancements and development are required? In the short term? In the long term?

GROWTH 1960 - 2010



#3

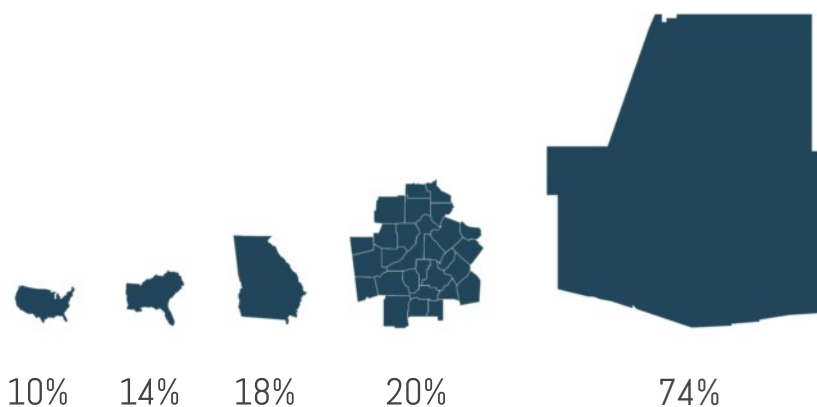
PAULDING NEEDS A PLAN TO COMPETE IN A GLOBAL MARKET

Communities with a quality comprehensive plan, inclusive of related stakeholders and integrated at all levels within those governments, can compete at the global level. Those communities also have an edge when competing for state and federal funding.

Recognizing this reality and their responsibility for developing the plan, Paulding County's Community Development Department developed a 3-year approach for completing the 2017 Comprehensive Plan. To prepare for a future within the global marketplace, a community must acknowledge, understand and honestly assess its own imperatives.

Well-planned communities are better prepared to attract new growth in a highly competitive global market

GROWTH 2000 - 2010



2014

BOC approves funding
Leadership Retreat for county
government, decision makers
and key staff

2015

Steering Committee of repre-
sentatives from government
and business assembled
Public Input begins
External Expertise Engaged –
Collaborative and fact-based
planning
Research Begins

2016

External Expertise Engaged –
Land Use and Economic
Development
Public Input Program Begins

2017

Public Input Program Complete
Plan Submitted, Reviewed,
Adopted

2021

Plan Amended to include
Broadband Element

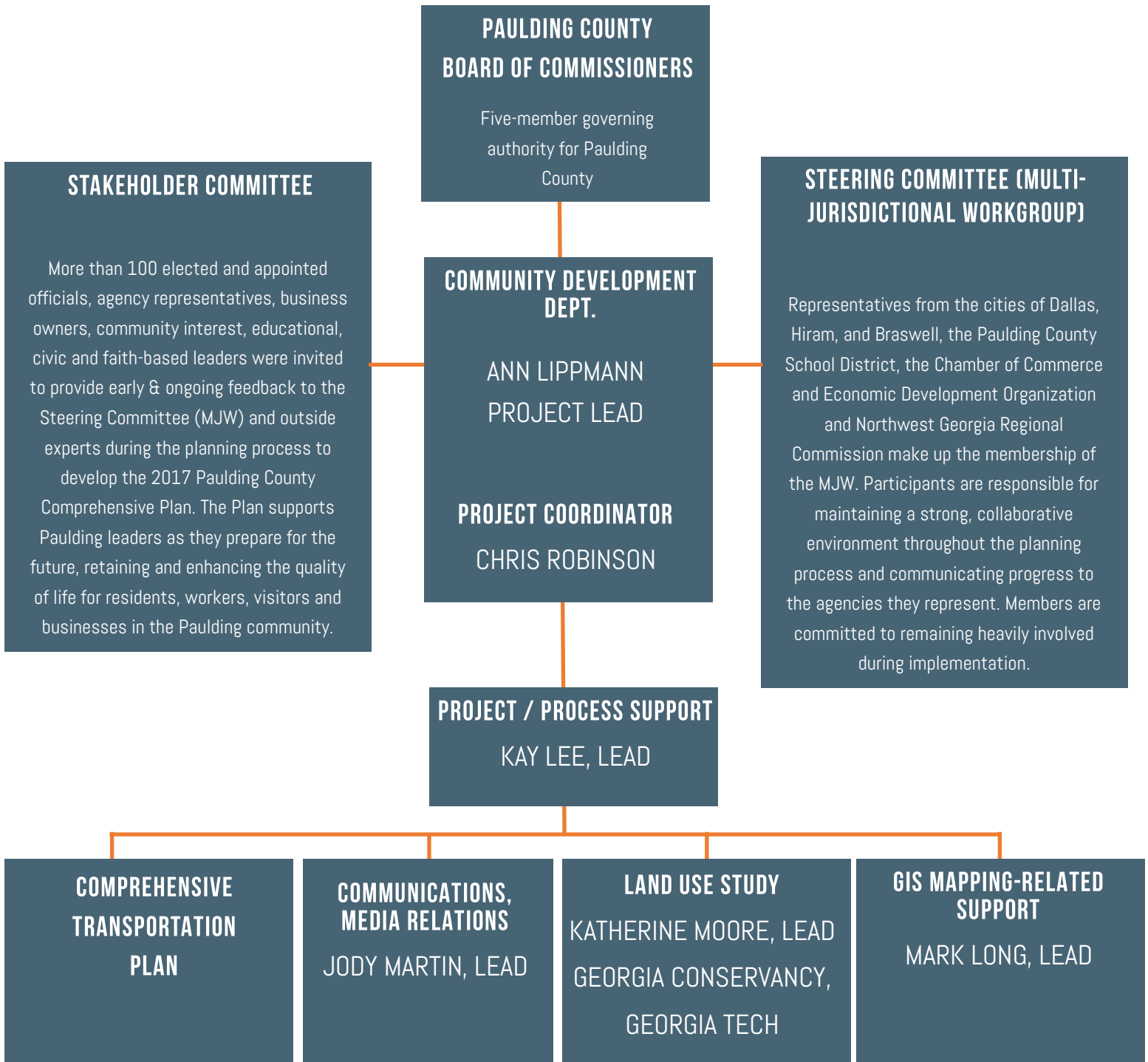
A COLLABORATIVE APPROACH

To develop an inclusive, fact based, community-driven and implementable comprehensive plan required strong collaboration throughout the 2-year planning period. A Steering Committee, known as the Multi-Jurisdictional Workgroup (MJW) was named in 2015 and met each month to research, analyze and assess process and strategies alongside the Community Development Department. A Stakeholder Committee, organized in 2016, provided regular feedback to the project team. See Page 35 and BOOK THREE for further details on both committees.

EXTERNAL EXPERTISE

In early 2016, an external expert was engaged to study and offer recommendations on a key element of the Comprehensive Plan -- Land Use. The Georgia Conservancy was engaged to conduct the Land Use Study. In August, the Georgia Conservancy shared their preliminary findings with the Steering Committee, Stakeholder Committee and with the business community at the Chamber of Commerce's Georgia Power Luncheon.

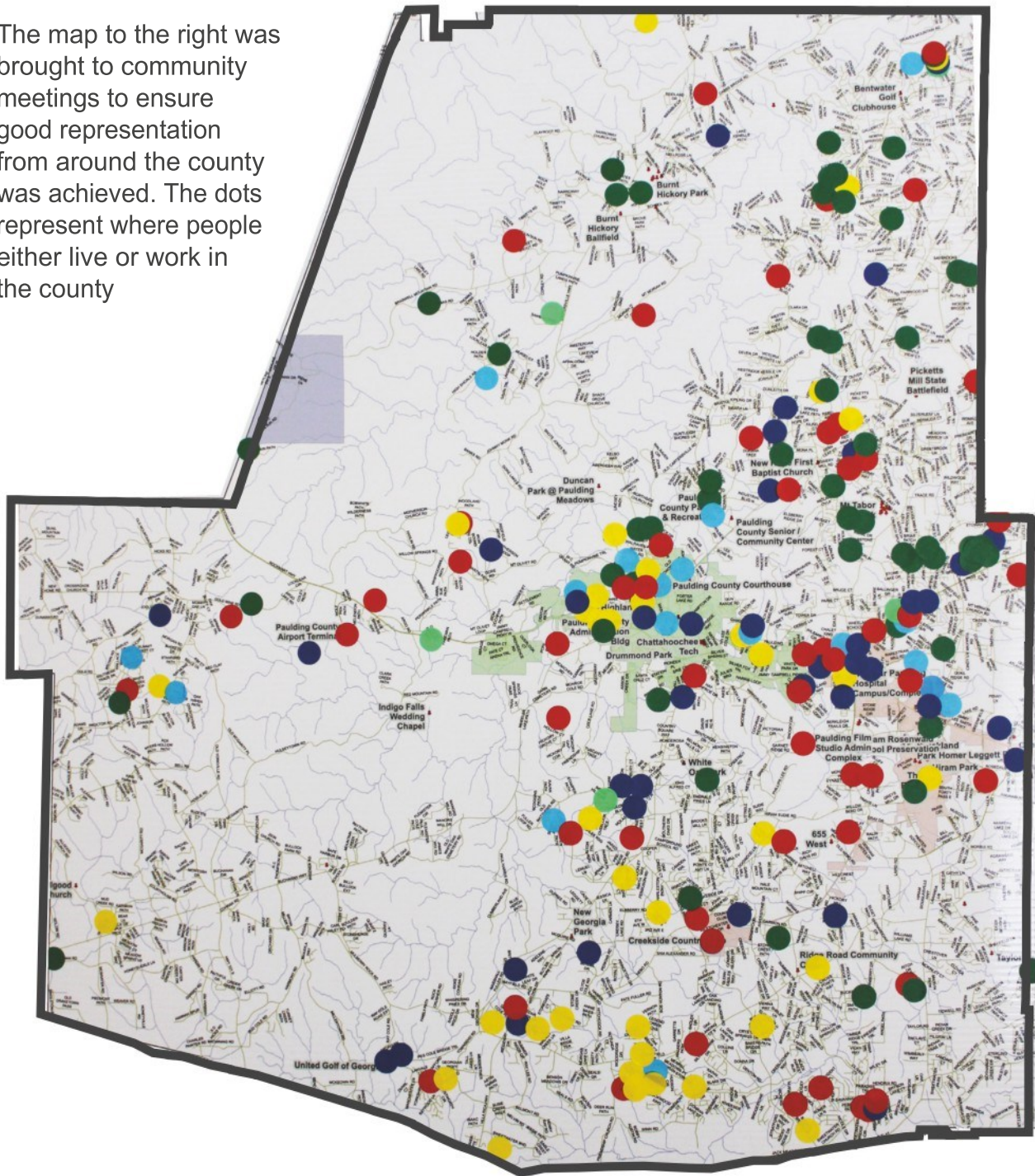
COMPREHENSIVE PLAN PROJECT STRUCTURE



PUBLIC PARTICIPATION AND INPUT

- 250 People* People in the Paulding community provide the wisdom to create a great community. Who are these people? The everyday citizens who live, work, and engage in leisure pursuits are the people most affected by the plan. The elected officials, appointed officials or volunteers on boards and committees are the people who maintain and implement the plan. People own property, own businesses, and participate in the process of developing and building projects in the community. When the people affected by the plan participate in creating the plan, you have a community-based plan.
- 20 Steering Committee meetings*
- 3 Stakeholder Meetings*
- 2 Public Hearings* Over 250 Paulding County residents from neighborhoods across the demographic and geographic spectrum offered input during the Comprehensive Planning Process in work sessions, committee meetings, and community workshops.
- 4 Community Workshops* Participants freely offered their perspectives and personal knowledge when asked to list Paulding's strengths, weaknesses, opportunities and threats. Citizens, young and old, took time to list community assets they "love the most" in their home county. The Silver Comet Trail, the County's Park System and the post-secondary educational institutions ranked highest.
- 93,000 Invitations to Participate*

The map to the right was brought to community meetings to ensure good representation from around the county was achieved. The dots represent where people either live or work in the county





Photos from Community Workshops
Above: August 18 Workshop at The Events Place in Hiram
Below: September 15 Workshop at Crossroads Library



SWOT ANALYSIS

STRENGTHS

- People / Workforce
- Proximity to Market (Atlanta)
- Schools
- Available Land
- Pro Growth
- Recreation + Silver Comet Trail
- Affordable Housing
- Hospital
- Airport
- Secondary Education & Vocational Training
- Revitalized Small Towns

WEAKNESSES / LIABILITIES

- Infrastructure
- Lack of interstate / highways
- Nothing to sell
- Traffic congestion
- Cost of scattered development
- Zoning and plan do not match
- No zoning in place to protect natural resources

OPPORTUNITIES

- Upscale Planned Unit Developments
- 3rd Army Road / Outer Perimeter
- Hospital / Health Care
- Airport
- Reservoir
- Recreation
- Film
- Acquire land / speculative building
- Protect rural character
- Commercial potential at crossroads
- Small town revitalization
- Coordinated planning

THREATS

- Infrastructure
- Airport issues
- Continued sprawl
- No sense of community



RANKED HIGHEST IN STRENGTHS

- Greenspace and Recreation
- Proximity to Atlanta
- Quality Workforce

RANKED HIGHEST IN WEAKNESSES

- Disconnected residential road network
- No plan to protect natural resources

RANKED HIGHEST IN OPPORTUNITIES

- Greenspace and Recreation
- Water supply imminent



COMMUNITY GOALS

The purpose of Community Goals is to chart a course for the future. Goals are developed through a public process involving community leaders and stakeholders. Community Goals are the most important part of the plan, for they identify the community's direction for the future, generating local pride and enthusiasm and motivating citizens and leaders to act to ensure that the plan is implemented.

PROTECT AND PRESERVE NATURAL RESOURCES

Recognize the economic importance of natural resources, preserve and protect them. Ensure land use development policies protect drinking water resources and provide tools to conserve Paulding's distinct and extensive un-spoiled land.

TARGET GROWTH

Align land use with infrastructure investments. Redevelop existing communities and undeveloped lots already linked to services. Design new development to minimize the impact on water resources.

LEVERAGE AND PROMOTE EXISTING AND NEW ASSETS

Leverage and promote existing natural, historic, cultural, recreational, educational and economic assets that influence quality of life and offer a distinctive mix of economic development opportunities compared to neighboring counties.

CREATE CONNECTIONS

Develop multimodal mobility throughout the county in a manner that promotes safety, connection, economic vitality and healthy living choices.

MAINTAIN FISCAL VIABILITY

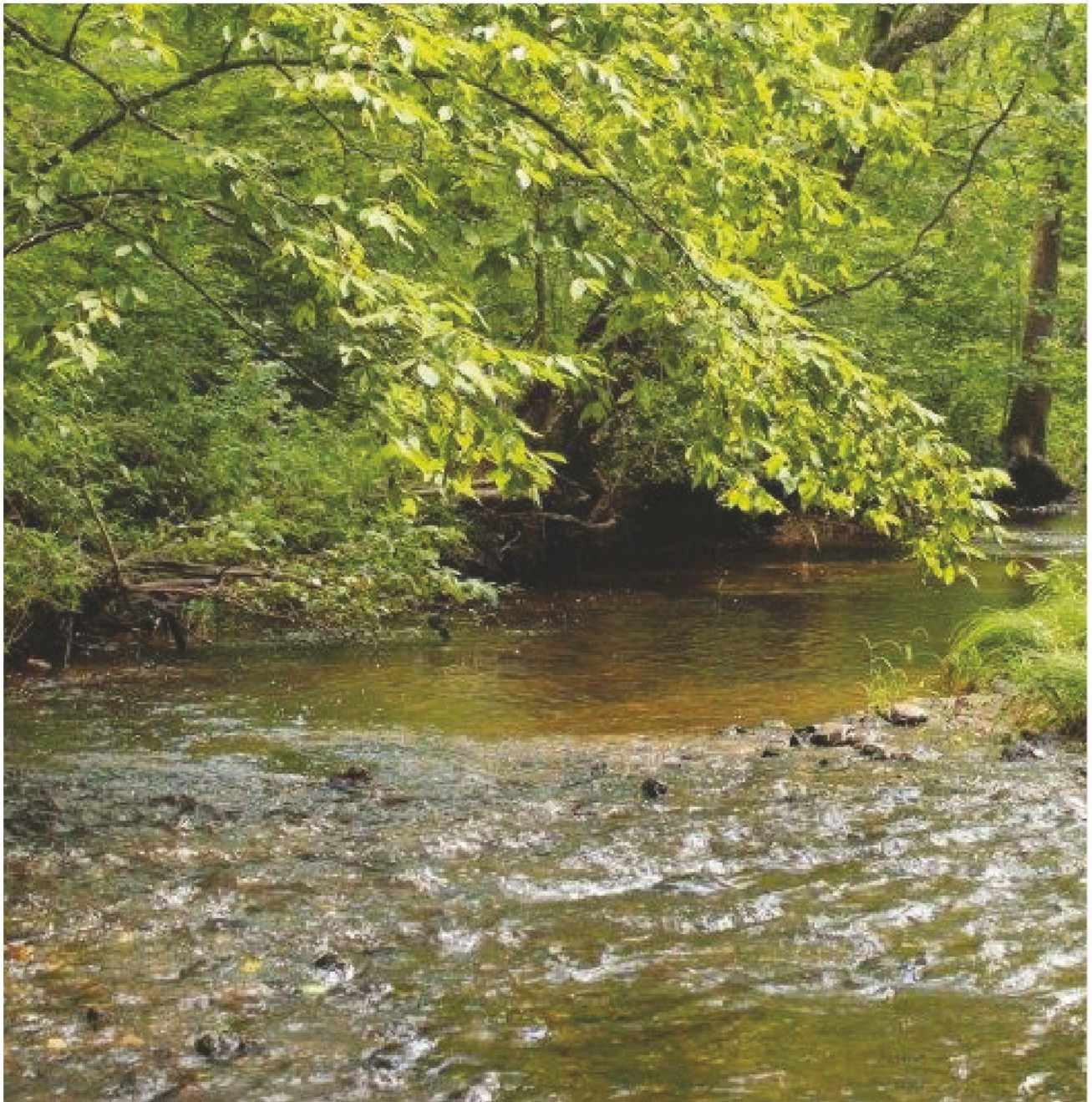
Structure a process of government agency coordination to implement the 2017 Comprehensive Plan and maintain fiscal viability by aligning infrastructure investments with land use, ensuring service obligations do not out-strip resources.

BROADBAND AND TELECOMMUNICATIONS

Make broadband services available throughout Paulding County to meet residential, business and industry, education, public safety, and governmental needs.



PAULDING COUNTY HAS A BEAUTIFUL, VAST AND PRISTINE LANDSCAPE



NEEDS AND OPPORTUNITIES

PROTECT AND PRESERVE NATURAL RESOURCES

01. An estimated 23% of land in Paulding County is considered pristine and undeveloped. The land is in the hands of fewer than 15 owners
02. The land within the Richland Creek Reservoir watershed should be planned ahead of future growth influences which could minimize recreation potential and threaten water quality
03. Because of its proximity to Atlanta, Paulding County is expected to continue its vigorous growth rate. The county must protect, enhance and promote its most important assets: greenspace (Wildlife Management Areas and others), historic, environmental and cultural resources, the hospital area and recreational resources
04. Rural character is protected through conservation lands, while also providing for new economic opportunities within the Conservation Character Area

“Among material resources, the greatest, unquestionably, is the land. Study how a society uses its land, and you can come to as to what its future will be.”

PAULDING COUNTY HAS GROWN RAPIDLY AND CONTINUES TO DO SO



NEEDS AND OPPORTUNITIES

TARGET GROWTH

05. Atlanta Regional Commission population projections show significant growth for Paulding County, adding 84,629 new citizens over the next 15 years—a growth rate of 56%
06. Paulding’s land use plan is dated. The existing approach to land subdivision enables scattered development and disconnection, creating traffic, long commutes, increased service costs and a financial burden on households and local government
07. Richland Creek Reservoir, currently under development in Paulding County, will supply drinking water to 350,000—400,000 residents. The current zoning ordinance allows for 900,000 residents to live in the County
08. The historic cities of Dallas, Hiram and Braswell can preserve their highly regarded “small town feel” and accommodate growth through infill development and infrastructure upgrades
09. By focusing commercial development at crossroads in clusters / nodes in appropriate corridors, the county will become a more livable place

Focus commercial development where appropriate, and the county will become a more livable place.

PAULDING COUNTY HAS A UNIQUE MIX OF ECONOMIC ASSETS




NEEDS AND OPPORTUNITIES

LEVERAGE AND PROMOTE EXISTING AND NEW ASSETS

10. The airport area presents unique opportunities to create and employment center while balancing the quality-of-life and recreation benefits of the larger Wildlife Management Areas, if a cohesive plan is agree upon and implemented
11. The historic cities of Dallas, Hiram and Braswell can growth their economic base through downtown revitalization and direct connection to the Silver Comet Trail
12. Approximately 1.9 million users travel along the Silver Comet Trail each year, expending \$100,000,000 on food, beverage, merchandise and supplies. More than 650,000 of the 1.9 million enjoy the 22-mile portion that passes through Paulding County
13. Silver Comet Trailheads are the entry and exit points for users who seek rest and goods and services, offering strategic locations for merchants. Trailheads should be designed and invested in to attract both residents and visitors
14. Paulding has housing choices at all levels and will continue to as interest rates rise
15. Many of the events and physical assets in Paulding County are unknown to its residents
16. Heritage tourists tend to spend more money than other types of tourists
17. Paulding County has a skilled workforce and enviable median household income

The historic cities of Dallas, Hiram and Braswell can grow their economic base through downtown revitalization.



PAULDING COUNTY HAS AN EXISTING AND GROWING MULTIMODAL TRANSPORTATION SYSTEM



NEEDS AND OPPORTUNITIES

CREATE CONNECTION

18. There is no interstate highway in Paulding County. There is potential for connection to two interstate highways
19. The major improvements to Highway 92 and the planned addition of an interchange at 3rd Army Road and I-75 links Paulding County corridors to interstates I-75 and I-20, increasing access to: Job centers like around the WellStar Hospital, Paulding County assets such as Parks, Silver Comet Trail, Secondary and Vocational Education institutions, events, historic small towns and residential neighborhoods
20. The cities of Dallas, Hiram and Braswell can best take advantage of the economic potential of the Silver Comet Trail if they are physically connected to the Trail and if there is directional signage from the trail to the community
21. The vision of the 2015 Comprehensive Transportation Plan (CTP) is to enhance multimodal mobility (a variety of ways to get around) throughout Paulding County in a manner that promotes safety, economic vitality and cost-effectiveness. Multimodal mobility aids in keeping Paulding County affordable with a high quality of life
22. Paulding County continues to emphasize pedestrian connectivity around major destinations like parks, schools, libraries and other community facilities and a diverse range of bicycle and pedestrian enhancements in the CTP
23. Schools are community assets and, fundamentally, part of the public infrastructure that impacts land and neighborhoods around them for decades. To create the desired transportation and civic connectivity, schools should be walkable from the communities they serve. This should be achieved through both careful selection of new school property and campus design, and through creative retrofit of connection opportunities for pedestrians and bicycles at existing school locations
24. According to the 2014 Census, 86% of Paulding County residents are employed outside the county

Schools are community assets... and public infrastructure that impacts land and neighborhoods around them for decades.



PAULDING COUNTY CAN CONTINUE A COLLABORATIVE APPROACH IN PLANNING FOR THE FUTURE



NEEDS AND OPPORTUNITIES

MAINTAIN FISCAL VIABILITY

25. There are currently disparate long-term visions for Paulding County
26. Because of fiscal constraints due to economic downturn, a limited amount of action was taken to implement the Land Use portion of the 2007 Comprehensive Plan
27. Paulding County Governments - County staff, Dallas, Hiram, Braswell, School District - along with the Chamber, Economic Development and NWGRC spent 2 years working together on a monthly basis to develop the 2017 Comprehensive Plan. The same approach offers the best chance to implement the 2017 Comp Plan
28. The 2017 Comprehensive Plan can be implemented successfully with the political will and support for a structure to do so
29. Leveraging opportunities that attract visitors is key, as visitors generate tax revenue with low demand for services
30. Coordinated development and infrastructure decisions will maintain the fiscal capabilities of the county
31. Past annexation practices led to disconnected areas and difficult servicing issues. An annexation strategy to “clean-up” disconnected areas and make cities more cohesive should be considered
32. Cost of maintaining capital assets is often overlooked and under-budgeted
33. Currently, the City of Hiram does not levy ad valorem taxes, limiting their ability to revitalize, redevelopment and provide quality of life amenities

Inconsistent annexation practices could...lead to disconnected areas and difficult servicing issues.



PAULDING COUNTY CAN FACILITATE THE EXPANSION OF BROADBAND SERVICES IN UNSERVED AREAS



NEEDS AND OPPORTUNITIES

BROADBAND AND TELECOMMUNICATIONS

- 34. Improve broadband availability, reliability, and access throughout Paulding County to meet residential work-from-home and educational needs.
- 35. Improve broadband availability, capacity, and reliability to serve business, industry, healthcare, and education needs, in downtown core areas, to industrial parks and sites, and throughout Paulding County.
- 36. Improve public access to Wi-Fi connectivity through adding hotspots at parks in unincorporated Paulding County and City of Hiram

According to the current data from the Georgia Broadband Initiative, 3% of Paulding County residential and business locations, or 1,738 locations, are unserved.

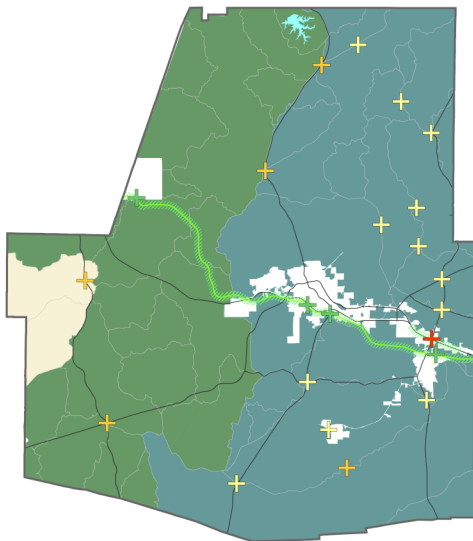
FINDINGS



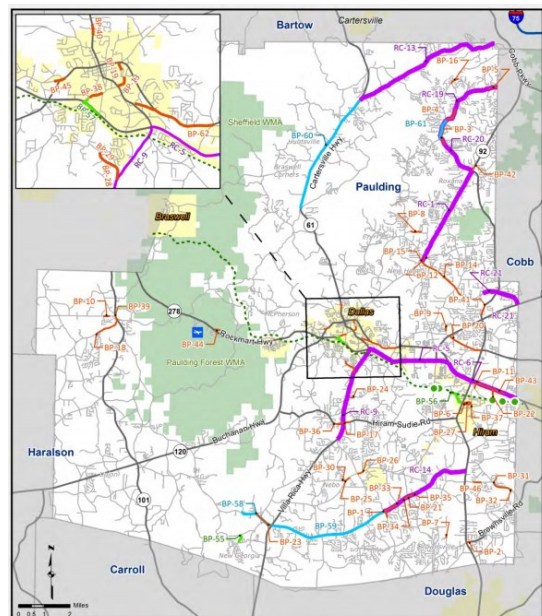
One of the most critical elements to delivering an implementable comprehensive plan is alignment between the critical pieces of evidence and input gained during the planning process.

In the 2017 Comprehensive Plan planning process, alignment on key issues began early with data gathered and analyzed by the project team. It continued with input resulting from the public participation process. At the completion of the Land Use Study (which took the Comprehensive Transportation Plan into account as part of the analysis) key issues were further confirmed.

Aligning a community's Needs and Opportunities with a set of Community Goals is done with confidence when validated by community input, internal research and analysis and independent expertise.



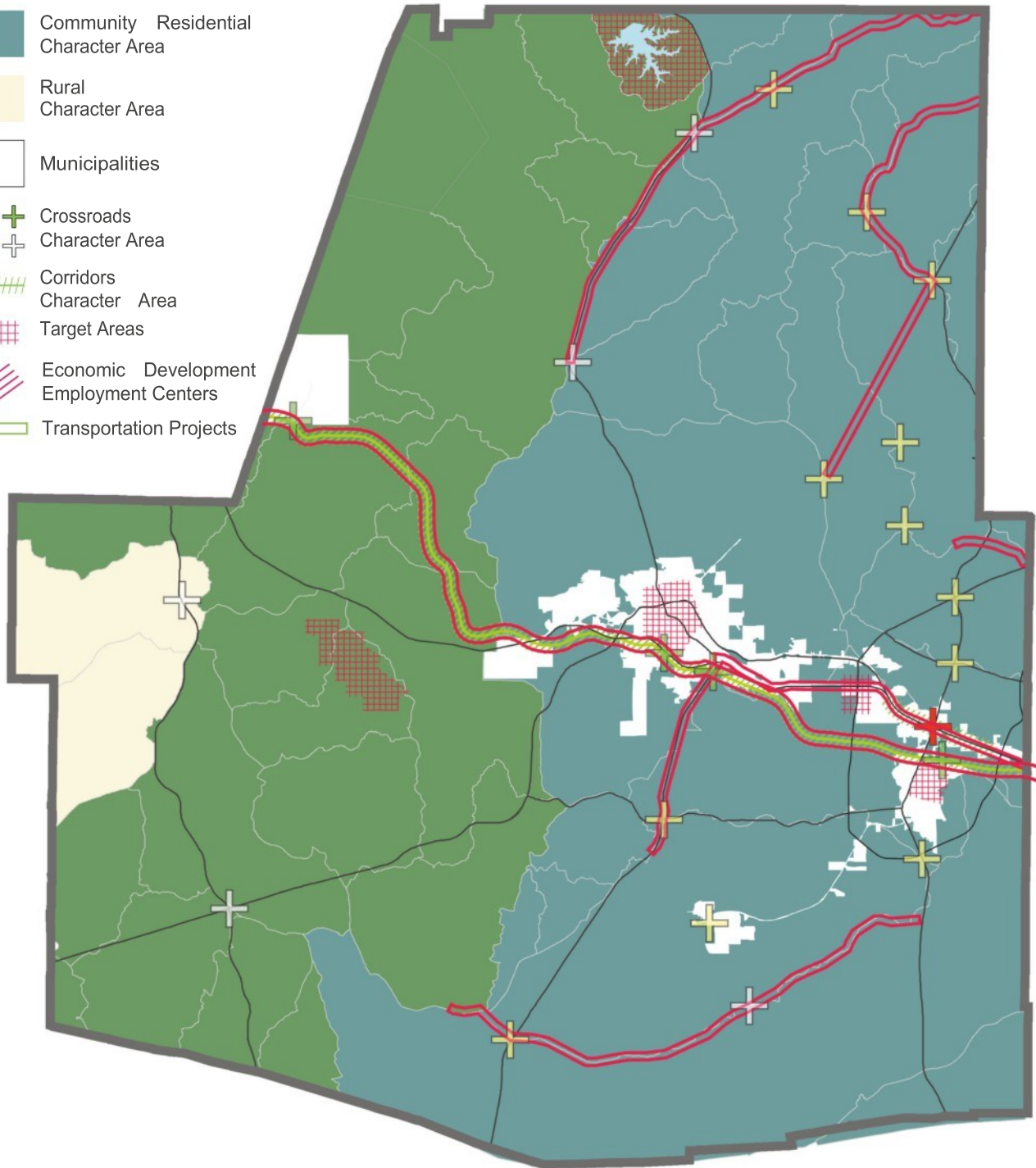
LAND USE



TRANSPORTATION

FUTURE DEVELOPMENT

- Conservation Character Area
- Community Residential Character Area
- Rural Character Area
- Municipalities
- Crossroads Character Area
- Corridors Character Area
- Target Areas
- Economic Development Employment Centers
- Transportation Projects



PART TWO : COMMUNITY ASSESSMENT



PLAN ELEMENTS
ANALYSIS
CHARACTER AREAS
FUTURE DEVELOPMENT MAP
SUMMARY



PLAN ELEMENTS

LAND USE PLAN

COMPREHENSIVE PLAN ELEMENTS INCLUDE LAND USE AND TRANSPORTATION.

Pressures on Paulding County's natural resources, communities, infrastructure and quality of life are continual as the county's population continues growing, markets and lifestyles naturally evolve, and infrastructure ages daily. Planning for Paulding County's future is not only required through the Georgia Department of Community Affairs but is also a pragmatic exercise in good governance, as the county looks to maintain its assets, competitiveness as an affordable community, and quality character as one the Metro Atlanta area's green counties.

Planning for a county's future necessitates an initial step of evaluating current conditions and then considering the future pressures anticipated by best data on population growth, economic development, and water impacts, among other factors. By understanding the fundamental position of the county in providing basic services to its current residents, it can then be better understood how population change impacts those service demands. Layered onto these considerations are responsibilities of maintaining aspects of the county which are valued by current residents and will be in demand by future residents. A way forward in managing resources, both natural and man-made, to accommodate change while investing in treasured community characteristics becomes evident.

This land use study, while complex in its detail and scope, followed a simple, logical process of identifying



natural and man made features, understanding why the county has developed in the manner that it has, and then considering how county leadership might best address future development and economic demands with an eye towards good natural resource stewardship. Good natural resource stewardship is both a pragmatic, cost-conscious consideration - access to quality drinking water can become a cost burden of immense proportion and an economic development killer, for example - but is also a leadership commitment the county has clearly established through its role in preserving the Sheffield and Paulding Forest Wildlife Management Areas, among other investments in quality of life assets.

Thus, this land use study relied heavily on GIS to identify and map current conditions, with a base map of the county's watersheds. It was critical to not only understand current conditions in order to evaluate accommodation of future change, but to also understand where current conditions existed within a drainage basin context. Development of land and provision of services via infrastructure are heavily influenced by the contour of the land. Wastewater and drinking water systems optimize downslope flow; land development is less expensive on flat land; and central travel corridors often follow ridge lines. Arguably,



the most significant challenge for Paulding County's future - not unlike state and global challenges - is the management of water. As previously stated, access to drinking water will be a limiting factor on the county's growth while obligations to manage wastewater and stormwater can easily become crippling government costs, passed along to businesses, residents, and tourists therefore making the county an expensive place to live and conduct business.

The methodology undertaken to perform this land use study is discussed in greater detail in the following Analysis section. However, it is important to note that the process involved consideration of existing natural and built environment/ infrastructure conditions; involved the review of previous, relevant plans and studies; and included interviews with representatives of authorities and entities having various responsibilities related to Paulding County's natural and built environment, environmental compliance, and service provision to the county's citizens and businesses. This approach was undertaken in order to identify common goals and opportunities, to arrive at multi-benefit investments of time and effort through land use recommendations, and to uncover any conflicts among the previous plans and responsibilities in order to address

those conflicts within the land use plan. The study team found common goals and critical leverage opportunities among the various plans and relevant authorities, adding further merit and importance to the recommendations documented in this report.

This land use study revealed the value in continuing to direct future growth in areas already supplied with water and wastewater services, while encouraging future development to be impact-conscious in its footprint and connections. In prioritizing new development on vacant lots already served by water and sewer and prioritizing redevelopment in both established residential and commercial centers, both county government and future residents benefit from cost savings while natural resource impacts are minimized. This study also uncovered the challenges in development patterns that would worsen traffic and erode natural amenities highly valued among residents. As a result, the recommendations contained in this report reflect strategies which leverage existing infrastructure and established neighborhoods while accommodating growth in more natural or rural expanses through moderation and character-sensitive approaches.

This Land Use Plan supports the Community Goals identified:

1. PROTECT AND PRESERVE NATURAL RESOURCES
2. TARGET GROWTH
3. LEVERAGE AND PROMOTE EXISTING AND NEW ASSETS
4. CREATE CONNECTIONS
5. MAINTAIN FISCAL VIABILITY
6. BROADBAND AND TELECOMMUNICATIONS

ANALYSIS

Paulding County is at a critical point in deciding its future -- growth is inevitable, but the county has also retained natural and rural character elements that are recognized as invaluable. New growth cannot occur at the expense of the natural environment, and in truth, these elements can coexist through thoughtful planning.

Analysis of the environmental and infrastructural conditions informs where growth and development should occur.

To understand the conditions currently existing in the county and to work toward its future vision, the land use team studied both the existing environmental and infrastructure elements. This analysis informed the plan on where growth and development should occur, areas that need special consideration, and where new growth is not appropriate.

First, we must understand the facts of the land - where has infrastructure been provided by the county for growth expansion and investment; where are key assets to the county; and what areas could be capitalized on for future growth? The predicted growth is far above the current capacity the county can provide water service. This challenge can begin to be addressed through this land use plan. By clearly understanding from an ecological and investment perspective where growth can and should occur, we establish a future land use plan. Only then can future projects around economic development and transportation plans can be identified.

LAND AND WATER ECOLOGY

Water affects everyone by aspects of both quality and quantity. This land use study utilized the framework of the larger watersheds within Paulding County, and the smaller sub-drainage basins within the county.

Watershed boundaries tend to be designated by topography and ridge lines, meaning that the water which falls in a specific area will stay within that defined area. Development patterns within these areas affect the water quality, adding to impervious surface area and causing water to run more quickly off surfaces and into creeks and rivers. This can cause erosion, sediment issues, and pollution. Paulding has experienced significant flooding issues in the past and continued growth could intensify these events into the future. Understanding how to live and work with water is critical to understanding how to manage the land.

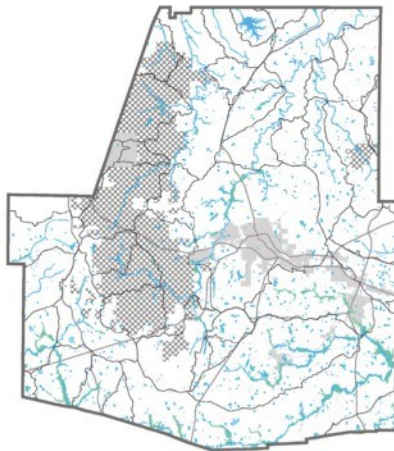
There are 46 sub-drainage basins in Paulding County that feed the larger watershed and are impacted by human development. Paulding County is included in the Metro North Georgia Water Planning District (Metro Water District) and required to adhere to the District's plans and policies. The District was created by the Georgia General Assembly in 2001 as a planning agency focusing on regional water resources. Analyzing current land use conditions and potential future land use impacts through the perspective of drainage basins, watersheds and risk of flooding, the land use team ensures that Paulding County is meeting its management responsibilities towards water supply and conservation, wastewater, stormwater and flood risk management. Currently, in addition to unincorporated Paulding County, the cities of Dallas and Hiram participate in the National Flood Insurance Program (NFIP) administered by the Federal Emergency Management Agency (FEMA). These communities regulate development in the floodplain to meet or exceed the minimum NFIP standards, and in exchange, flood insurance is available for residents and businesses. There are no Special Flood Hazard Areas (sometimes referred to as FEMA Floodplains) currently mapped in the city of Braswell which does not participate in the NFIP at this time.

WATERSHEDS AND DRAINAGE BASINS



ENVIRONMENTAL ANALYSIS

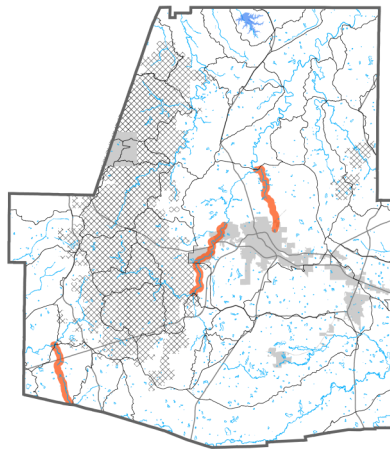
The ecological components of the county are more permanent components, unchanging without human intervention. Over 40 years ago the county entered into agreements with the State of Georgia Department of Natural Resources (DNR) to manage wildlife on a certain property in the county, and then leased an additional 15,000 acres to create a 25,000 acre Wildlife Management Area



MAP 2.1

HYDROLOGY & WETLANDS

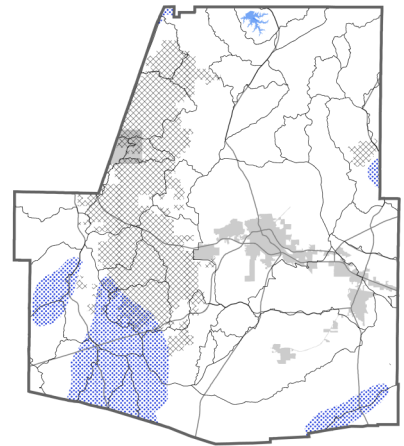
This highlights the County's water features and low lying land areas.



MAP 2.2

IMPAIRED STREAMS

There are three impaired streams listed on the Environmental Protection Division website; these impairments are due to water quality issues related to runoff.

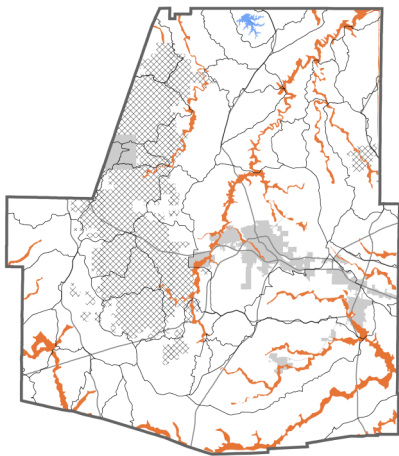


MAP 2.3

GROUNDWATER RECHARGE AREAS

Groundwater recharge areas are important for replenishing the aquifer.

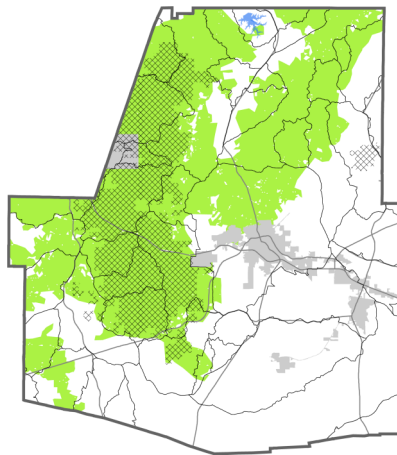
(WMA). These protections, while not permanent, have significantly limited development on the western portion of the county, and should remain an ecological boundary. The impact of these WMAs combined with limited infrastructure, have protected Paulding County from rapid growth to this point and should remain an important contributor to the character of the county.



MAP 2.4

FEMA FLOODPLAINS

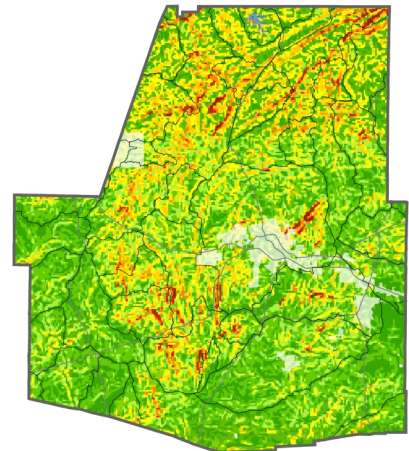
The national designation of floodplains highlights areas which are inappropriate or difficult to build on because of susceptibility to flooding.



MAP 2.5

SEF'S PRIORITY ECOLOGICAL AREAS

The Southeastern Ecological Framework (SEF) determined by the EPA signals these areas of significant importance for maintaining ecological diversity.



MAP 2.6

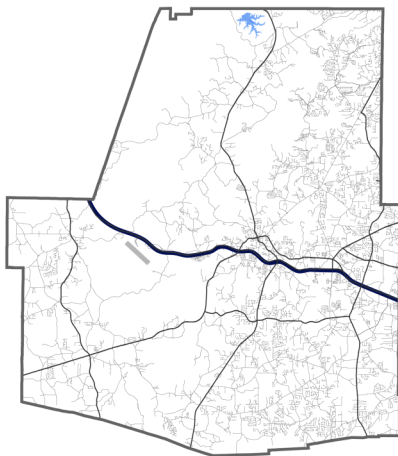
SLOPE ANALYSIS

Darker red and yellow areas show where future development would be difficult because of significant slopes.

INFRASTRUCTURE ANALYSIS

Following an analysis of the environmental conditions, the team studied the infrastructure system in the county to determine where future development is appropriate, and where it may be less desirable in terms of provision of service and infrastructure capacity. Infrastructure includes all the framework elements for development to occur - a road network, sewer and water pipes, schools - as well as a history of development to see existing development patterns that have resulted from past county decisions.

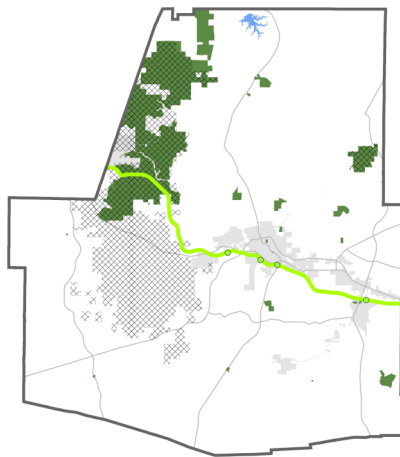
Growth influences are from the southern edge of the county closer to Interstate 20, as well as from the east, closer to



MAP 2.7

ROAD NETWORK

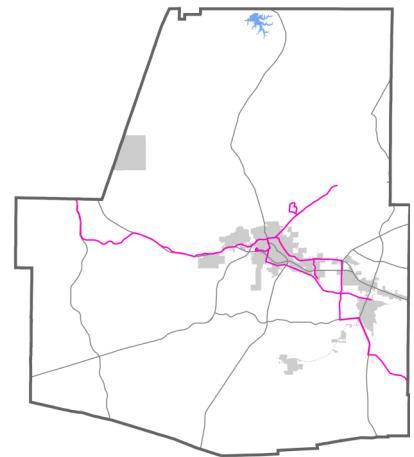
The road network includes all state and county roads, and all the local roads and paths that lead to subdivisions and within subdivisions. The road network is not extensive or well-connected, which is a concern because the roads should be linking things together - creating ways to get from place to place.



MAP 2.8

SILVER COMET TRAIL GREENSPACE & RECREATION

The Silver Comet Trail is a major resource for the county because it is a protected public area and the amount of travelers using it annually make it important for both economic development and tourism.



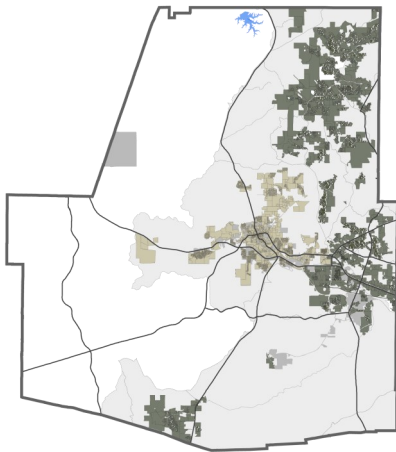
MAP 2.9

FIBER NETWORK

The fiber network begins to tell us where development is likely to occur in the future, as the new technology expands and is in higher demand. Major developments dependent on information technology will begin to cluster along those areas.

metropolitan Atlanta. Regionally, Paulding County is still relatively rural as compared to other counties surrounding metro Atlanta.

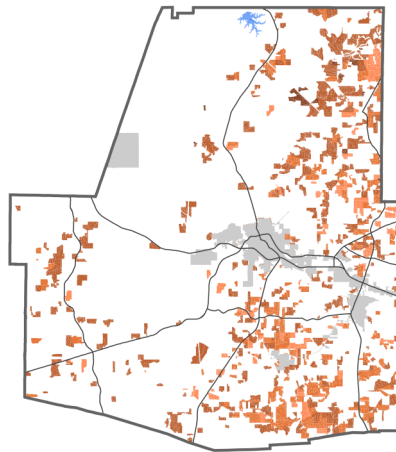
However, the location of sewer in the county has been the primary driver of both residential and commercial development over the past 30-40 years. Sewer line locations are scattered across the eastern and southern portions of the county - through vacant lots, and sometimes not connected to a larger network. This appears to have been “on-demand” by developers rather than a planned approach to growth that is both logical and cost-effective.



MAP 2.10

PARCELS SERVED BY SEWER

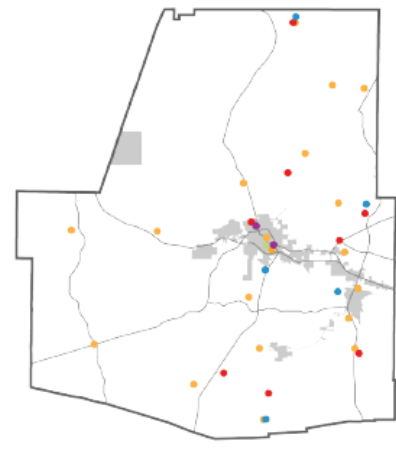
The distribution of these locations is a problem because sewer locations appear to be responding to developer demand rather than intention by the county. Many of the sewer lines go through vacant parcels and are detached from one another. The entire drainage basin in gray is effected by any parcel served by sewer.



MAP 2.11

SUBDIVISION HISTORY

The suburban development map does not show a strong trend of development in a particular area, but is scattered across the county. When this information is combined with the sewer data, it is revealed that there is a significant reliance on septic tanks or slow connection to the sewer system.



MAP 2.12

SCHOOL LOCATIONS

Schools are a part of public infrastructure because their locations influence development and traffic.

BROADBAND ELEMENT

Improved broadband availability and service is an identified need throughout Paulding County and each municipality. In 2015, the Federal Communications Commission defined High-Speed Internet as 25 megabits per second (MBPS) download speed and 3 MBPS upload speed via fixed, terrestrial broadband. Georgia's 2018 Achieving Connectivity Everywhere (ACE) act for promotion and deployment of broadband service codified the statewide effort to bring this standard of internet availability to its residents. As part of these efforts, the Georgia Broadband Deployment Initiative, a five-agency collaborative team, developed the Broadband Ready Community program in which communities making a commitment to improve broadband deployment would adopt the state's model broadband ordinance and formalize this commitment in their comprehensive plan. The Broadband Deployment Initiative also worked with providers to map unserved areas that do not receive broadband at these speeds. Paulding County, Braswell, Dallas, and Hiram have assessed these needs and have developed a plan of action to facilitate the expansion of broadband services in unserved areas, by working with EMCs, providers, utilities, and state and federal agencies, to identify potential funding sources, to prepare service plans and cost estimates, and to implement the range of activities and projects needed to improve broadband access to unserved areas.

Recent COVID-19 challenges have underscored these needs, as residents with school-aged children suffered lack of access or insufficient bandwidth to meet the needs of virtual learning. Because Paulding County is a largely residential county, the vast majority of its citizens were shifted almost overnight from a daily commute into the metro Atlanta area to a virtual office environment, creating a steep upward demand for capacity and bandwidth from providers and a call for additional service areas.

Broadband is a vital service necessary to provide information and serves as a link between the residents of Paulding County, their current needs, and future opportunities

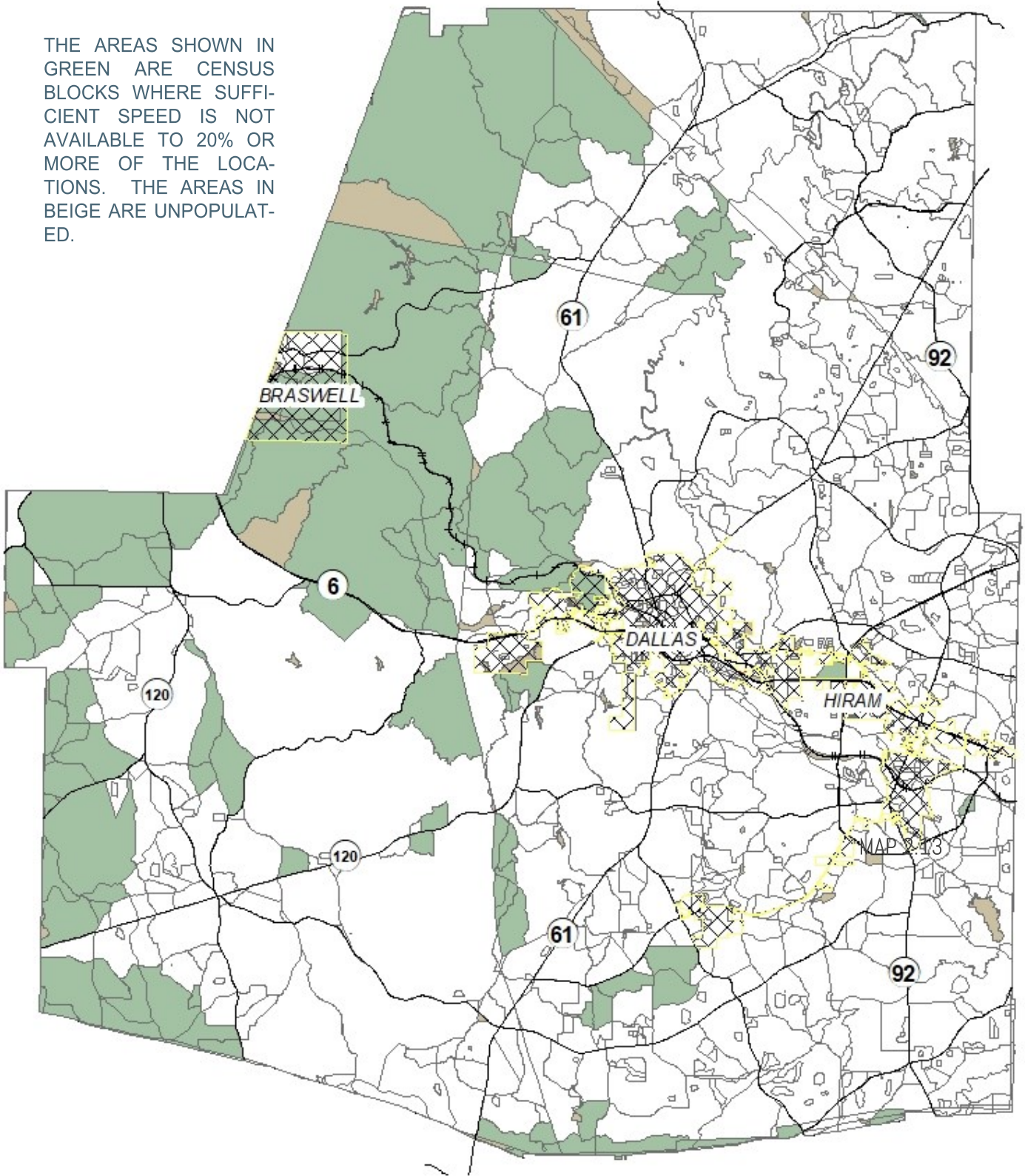
Downtown businesses and industries saw increased demand for bandwidth and capacity as customer orders, hiring, supply and logistics chains shifted online. Local governments, educators and public safety and health providers were challenged to operate both virtually and in hybrid mode to provide services, meet requirements, follow public procedures, and ensure safety for citizens and employees.

According to the current data from the Georgia Broadband Initiative, 3% of Paulding County residential and business locations, or 1,738 locations, are unserved, primarily in southwest Paulding County and western Paulding County. County statistics are based on a fixed, terrestrial broadband definition of 25 Mbps down and 3 Mbps up, and where the broadband service is available to more than 80% of locations in a Census block. Census blocks not meeting this definition, in which this speed is not available to 20% or more of the locations, are shown as Unserved (green). The map depicts access to broadband, not subscription to broadband. Broadband data is provided by the various Internet Service Providers of Georgia. Location data are from commercially available sources.

The county and municipalities have also identified parks and industrial sites as areas where broadband deployment or improvement of service is necessary to support economic vitality. The local governments may identify other areas where access, technology, speeds, or other factors should be improved

BROADBAND AVAILABILITY

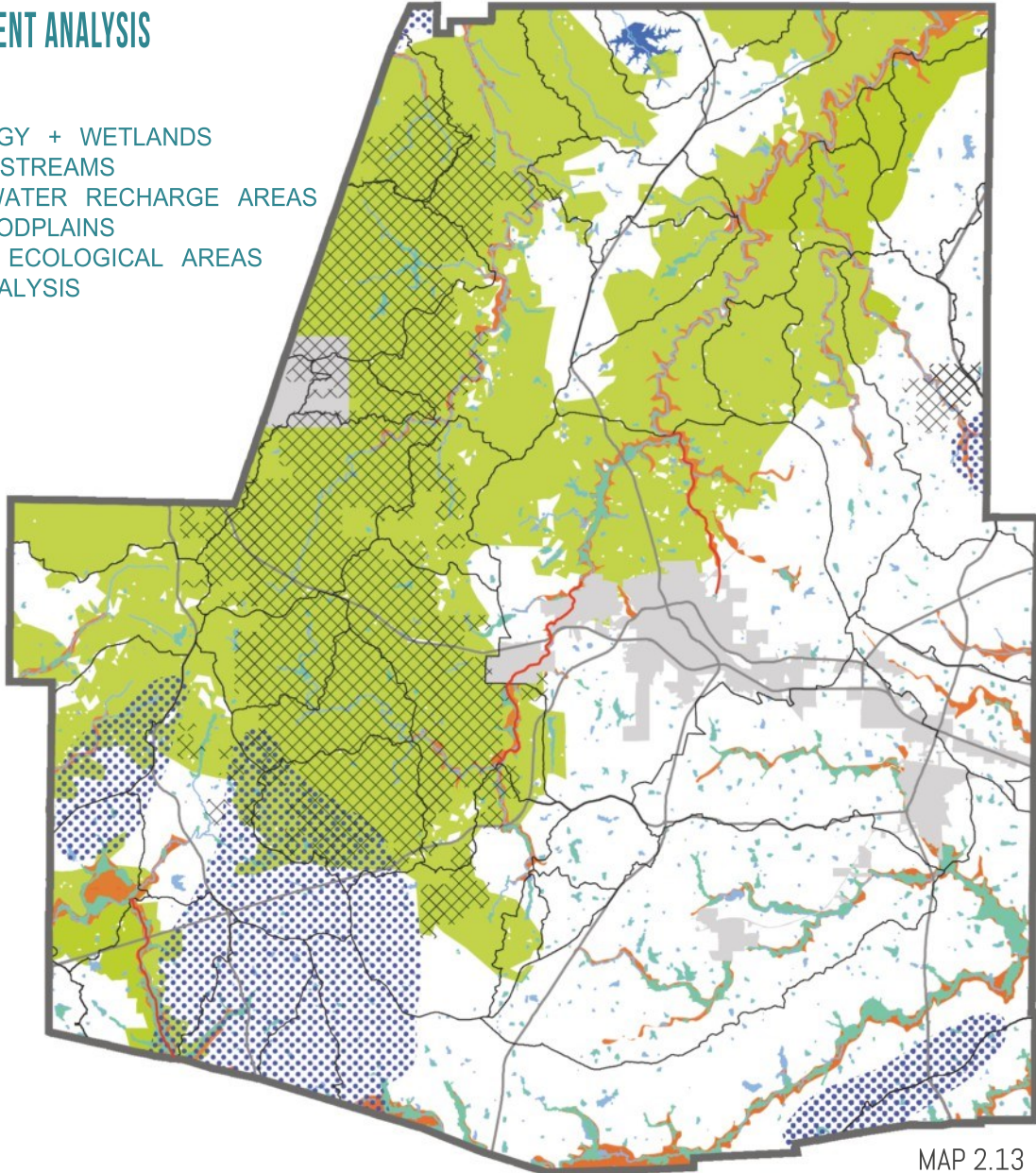
THE AREAS SHOWN IN GREEN ARE CENSUS BLOCKS WHERE SUFFICIENT SPEED IS NOT AVAILABLE TO 20% OR MORE OF THE LOCATIONS. THE AREAS IN BEIGE ARE UNPOPULATED.



MAP 2.12a

ENVIRONMENT ANALYSIS

HYDROLOGY + WETLANDS
IMPAIRED STREAMS
GROUNDWATER RECHARGE AREAS
FEMA FLOODPLAINS
PRIORITY ECOLOGICAL AREAS
SLOPE ANALYSIS

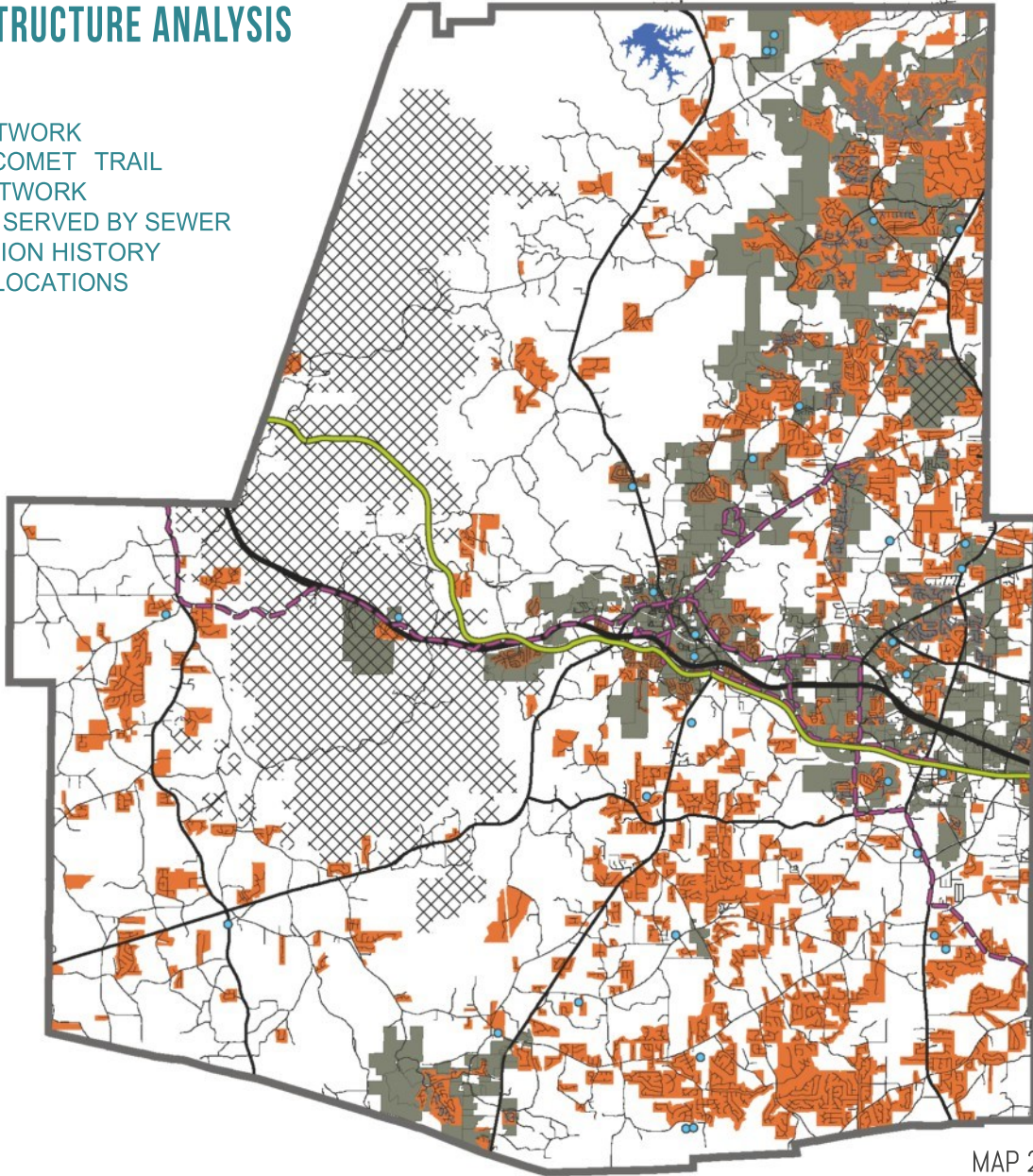


When the infrastructure data is layered, concentration of these systems within the eastern portion of the county is revealed. This suggests that about a quarter of the county is already served by sewer, and the southern half of that is an area that is primarily on septic.

The development in these areas should be appropriately controlled so that sewer system expansion is planned in a logical and effective way, and new septic opportunities are carefully considered in light of their location.

INFRASTRUCTURE ANALYSIS

ROAD NETWORK
SILVER COMET TRAIL
FIBER NETWORK
PARCELS SERVED BY SEWER
SUBDIVISION HISTORY
SCHOOL LOCATIONS



MAP 2.14

The environmental and infrastructure analysis suggest that the western half the county should remain in a conservation area with limited development, and the other eastern half of the county is the more logical location for future development, as services, most significantly sewer, have already been invested in here and the capacity to absorb development still exists in those systems.

CHARACTER AREAS

FUTURE DEVELOPMENT

Analysis of the environmental and infrastructural conditions informs where growth and development should occur.

The vision for the future of Paulding County creates a pattern of development and growth that builds upon existing services and infrastructure. This focus will allow for the County's other goals to be achieved as well: greater protection of natural resources, better connectivity for all transportation modes, and maintaining fiscal viability. The vision is based on the needs demonstrated in the residential population forecasts and economic development potentials. The Comprehensive Plan's Character Areas create a framework for the future for Paulding County to be a vibrant live, work, and play community - highlighting its existing assets and improving the quality of future developments.

The Paulding County Character Areas are based on three critical concerns. First is existing infrastructure - roads, sewer and water - and the need to infill new development where infrastructure now exists and the necessity to wisely manage any future extensions. Second are environmental and ecological issues which help to define where future development should or should not occur. Third is to provide for economic development in ways that are fiscally and environmentally appropriate for Paulding County.



The Character Areas are as follows:

- Conservation
- Rural
- Community Residential
- Corridors
- Crossroad Communities

In addition, Target Areas identify developments/projects that need attention because of their potential to catalyze growth in sustainable ways.



This emphasis on fiscal and environmental stewardship for Paulding County’s future must be accompanied by sound regulations for subdivisions of land, land-uses, and infrastructure planning. Of particular importance is subdivision regulations because of its role in binding land use regulations and provisions of infrastructure. The Character Areas are defined in such a way that enable subdivision regulations to take a primary role in the future planning and development. This means that each Character Area would have one “district” within the overall County subdivision regulations. This is an innovation in the County’s land use controls, but will be essential for a fiscally and environmentally sustainable future.

Implementation measures to achieve the quality growth in the Future Development Map are elaborated on in Part Three beginning on page 94.

**SPECIFIC LAND USES
ALLOWED IN THE
CONSERVATION CHARACTER
AREA:**

Agriculture;
Conservation;
Municipal or public use;
Bicycles / Pedestrian
trails; Passive recreation;
Wildlife and fisheries
management

**COMPATIBLE
ACTIVE ZONING
CLASSIFICATIONS:**

A-1: Agricultural

CHARACTER AREAS

CONSERVATION

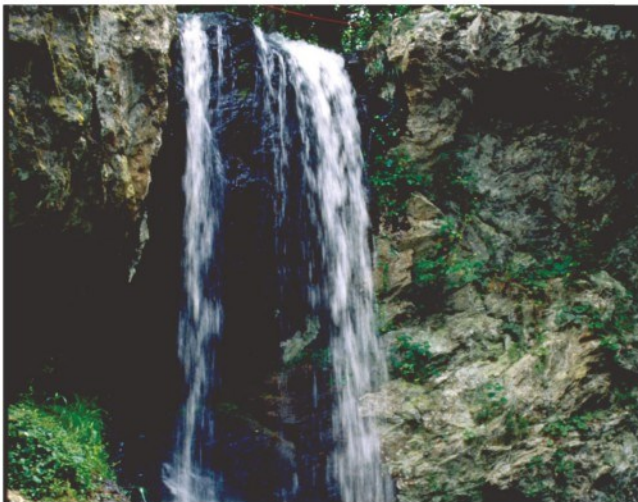
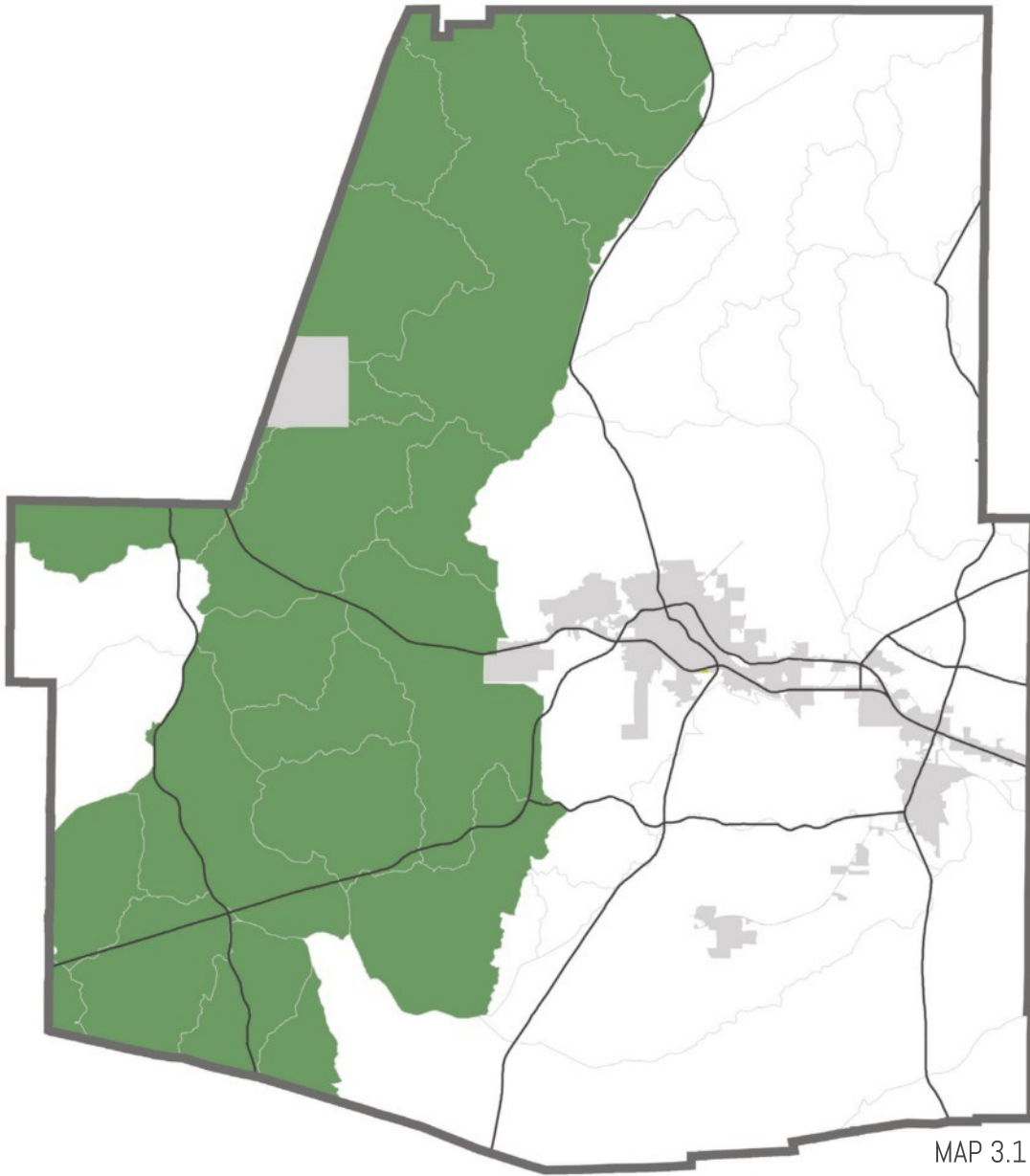
CONSERVATION VISION STATEMENT:

Maintain natural, rural character and protect and enhance environmentally sensitive areas.

The Conservation Character Area is defined by the specific boundaries of hydrologic drainage basins that have significant environmental or hydraulic importance and are not currently served by sewer. Driven by the environmental analysis described in the previous section, the Conservation Character Area covers the majority of the western portion of Paulding County and includes groundwater recharge areas, existing WMA and preserved lands, priority ecological areas, and the future reservoir. Environmental Planning Criteria developed by the Department of Natural Resources and enforced by DCA require local governments to protect groundwater recharge areas within their jurisdictions. If followed, the proposed subdivision regulations for this Character Area would ensure the County is complying with this aspect of the criteria.

SUBDIVISION REGULATIONS / KEY DEVELOPMENT PATTERNS

- Prepare and adopt a district-based subdivision ordinance for this specific Character Area.
- Very large minimum lot size requirements (10+ acres) to limit development density and protect, environmental resources, farmland and rural character.
- Preservation of environmentally sensitive areas by setting them aside as public parks, trails, or greenbelts or various means of land conservation and protection.
- Establish a policy to prohibit sewer and water extensions “on demand” by developers and coordinate with new subdivision district regulations and zoning amendments.



CHARACTER AREAS

RURAL

SPECIFIC LAND USES ALLOWED IN THE RURAL CHARACTER AREA:

Agricultural
Conservation
Residential
1 Unit or Less per 2
acres
Bicycles / Pedestrian
trails; Passive recreation;
Wildlife and fisheries
management

COMPATIBLE ACTIVE ZONING CLASSIFICATIONS:

A-1: Agricultural
R-2: Suburban
Residential District
NB: Neighborhood
Business

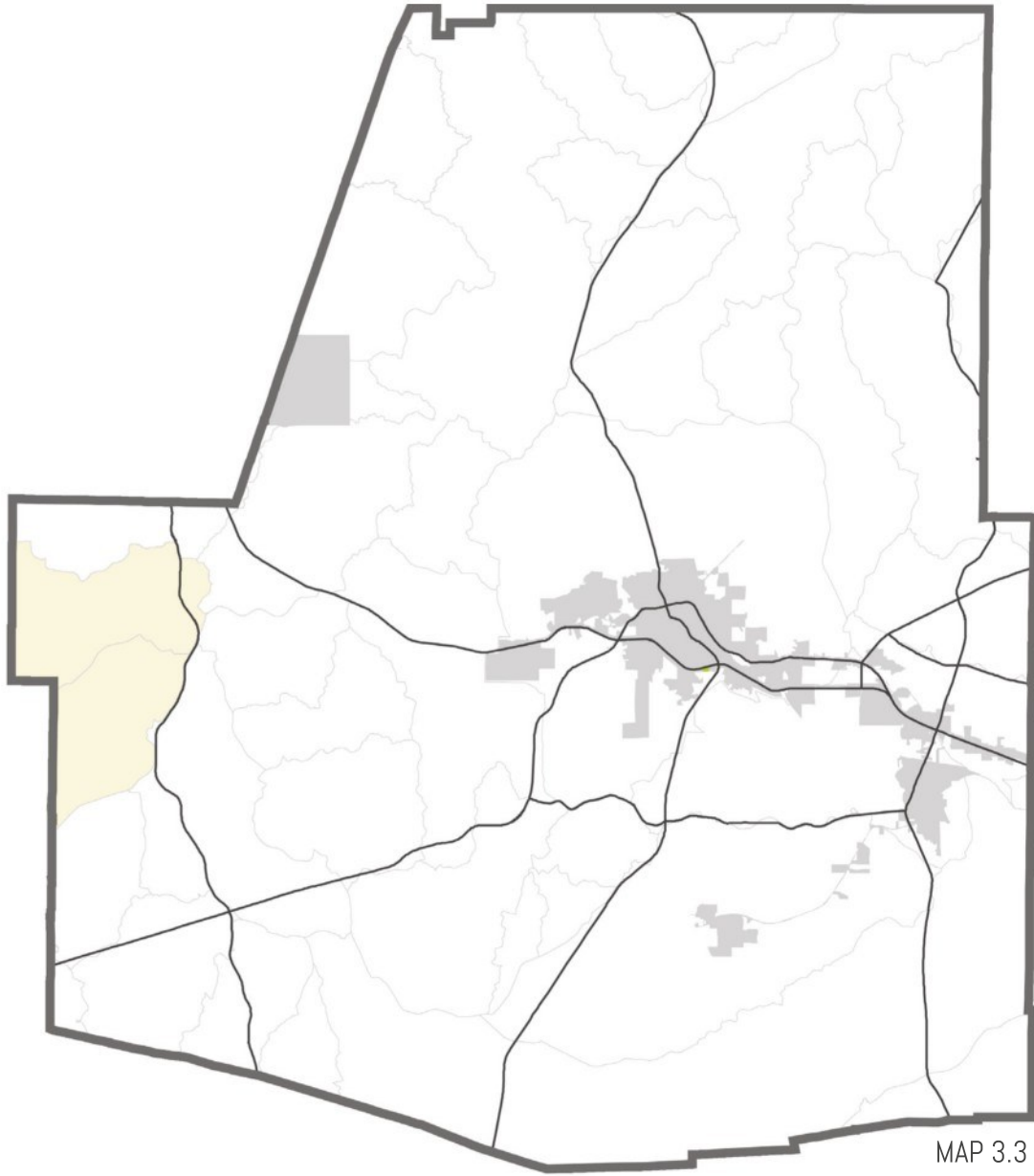
RURAL VISION STATEMENT:

Maintain rural character while allowing for residential development on septic tank.

The Rural Character Area is defined by drainage basins that have neither significant environmental nor hydraulic importance and are not currently served by sewer. However, the location is disconnected from major infrastructure networks. Any future development must limit demand on county resources, specifically avoiding the need for sewer or water extensions.

SUBDIVISION REGULATIONS / KEY DEVELOPMENT PATTERNS

- Prepare and adopt a district-based subdivision ordinance for this specific Character Area.
- Large minimum lot size requirements (2+ acres) or cluster development specifically designed for septic tank development. The aim is to limit development density and protect farmland and rural character, while prohibiting sewer and water extensions.
- Enlisting significant site features (view corridors, water features, farmland, wetlands, etc.) as amenities that shape the identity and character of new development.
- Septic use should be carefully monitored based on State regulations and annual inspections.
- Hamlet type developments with buildings clustered at center, clearly defined edges surrounded by open space, as defined in a new district in the Paulding County Subdivision Regulations.



CHARACTER AREAS

SPECIFIC LAND USES ALLOWED IN THE COMMUNITY RESIDENTIAL CHARACTER AREA:

Residential,
Public, Semi-Public,
Institutional

COMPATIBLE ACTIVE ZONING CLASSIFICATIONS:

R-4: Multi-Family
R-6: Manufactured
Homes
R-7: Multi-Family
PRD: Planned
Residential Development
NB: Neighborhood
Business
PSC: Planned Shopping
Center
R-55: Active Adult
Residential
MPR: Master Planned
Residential

COMMUNITY RESIDENTIAL

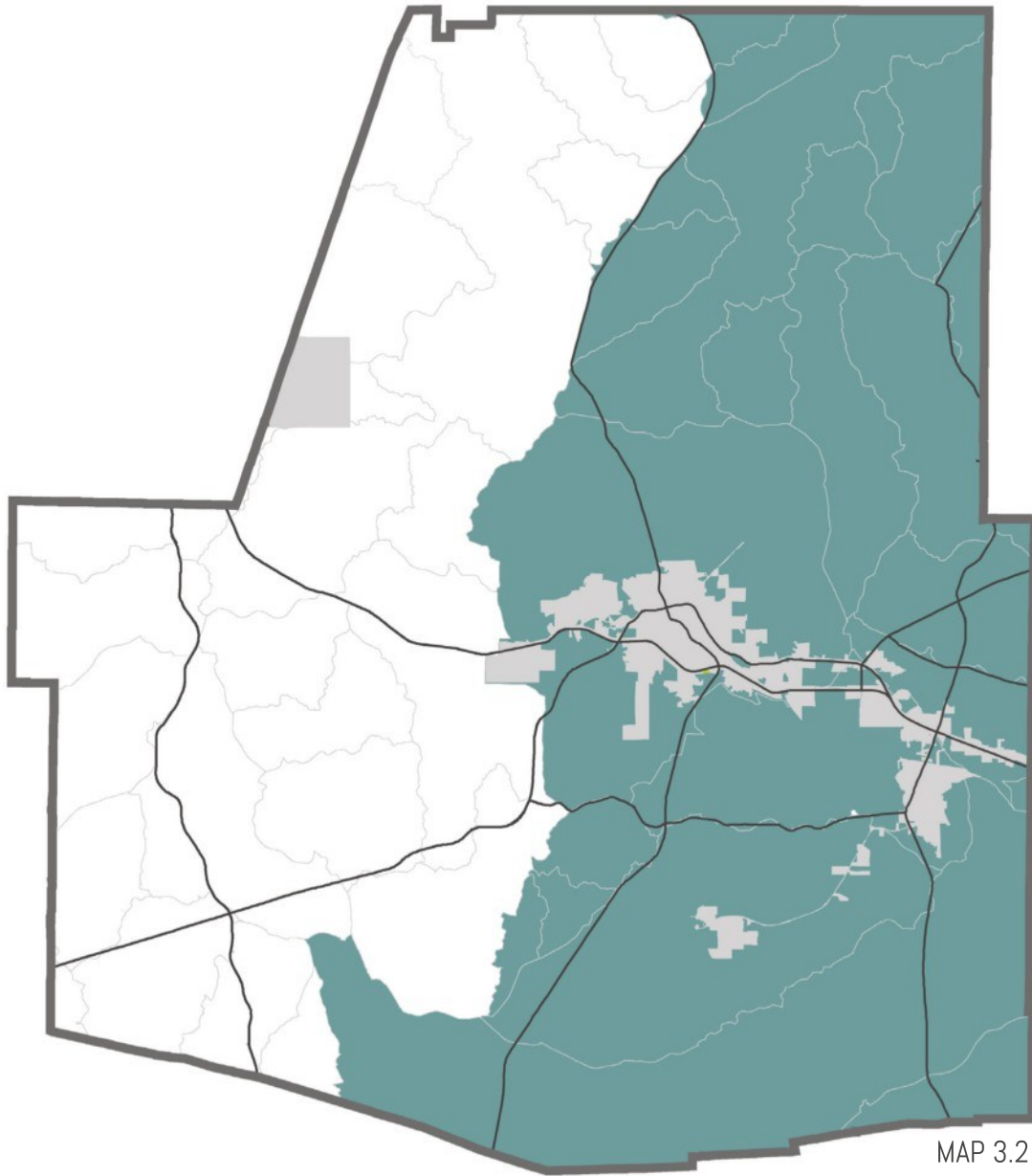
COMMUNITY RESIDENTIAL VISION STATEMENT:

Encourage walkable and interconnected residential developments that highlight the natural environment.

The Community Residential Character Area is defined by specific hydrologic drainage basins that are currently served or expected to be served by sewer. Driven by the existing infrastructure and development mapped in the previous section, the Community Residential Character Area includes the majority of eastern Paulding County. Development should be concentrated around sewer access and the existing undeveloped subdivisions. Any future developments must protect floodplains, stream buffers and any other environmental concerns. This Character Area currently includes two impaired streams, resulting from nonpoint source pollution impacts. Following recommended subdivision regulations/key development patterns for this Character Area is consistent with efforts to manage the Total Maximum Daily Loads (TMDLs) in these streams and, ultimately, remove them from impaired status. The recommendations also contemplate future nonpoint source pressures from additional development and the need to keep other streams from being listed as impaired.

SUBDIVISION REGULATIONS / KEY DEVELOPMENT PATTERNS

- Prepare and adopt a district-based subdivision ordinance for this specific Character Area.
- Encourage clustered developments where appropriate.
- Support infill development by creating new subdivision regulation.
- New developments should contain a mix of residential, commercial uses and community facilities at a small enough scale and proximity to encourage walking between destinations.
- New developments should have smaller lots, orientation to the street, a mix of housing types, and pedestrian access to neighborhood amenities.
- New developments should contemplate every opportunity for green infrastructure and/or low impact design (LID) elements aspects of stormwater management to reduce the potential for Character Area streams to become impaired.



MAP 3.2



CHARACTER AREAS

SPECIFIC LAND USES ALLOWED IN THE CORRIDORS CHARACTER AREA:

Bicycles / Pedestrian trails; Passive recreation; Public, Semi-Public, & Institutional, Commercial

COMPATIBLE ACTIVE ZONING CLASSIFICATIONS:

PRD: Planned Residential Development
NB: Neighborhood Business
PSC: Planned Shopping Center
B-1: General Business
B-2: Highway Business

CORRIDORS

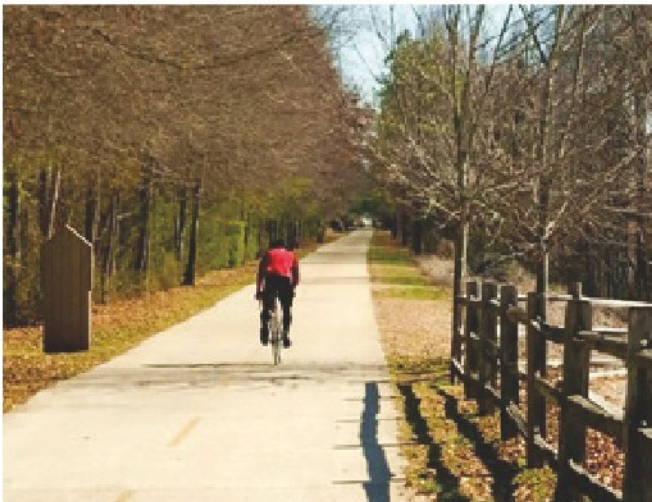
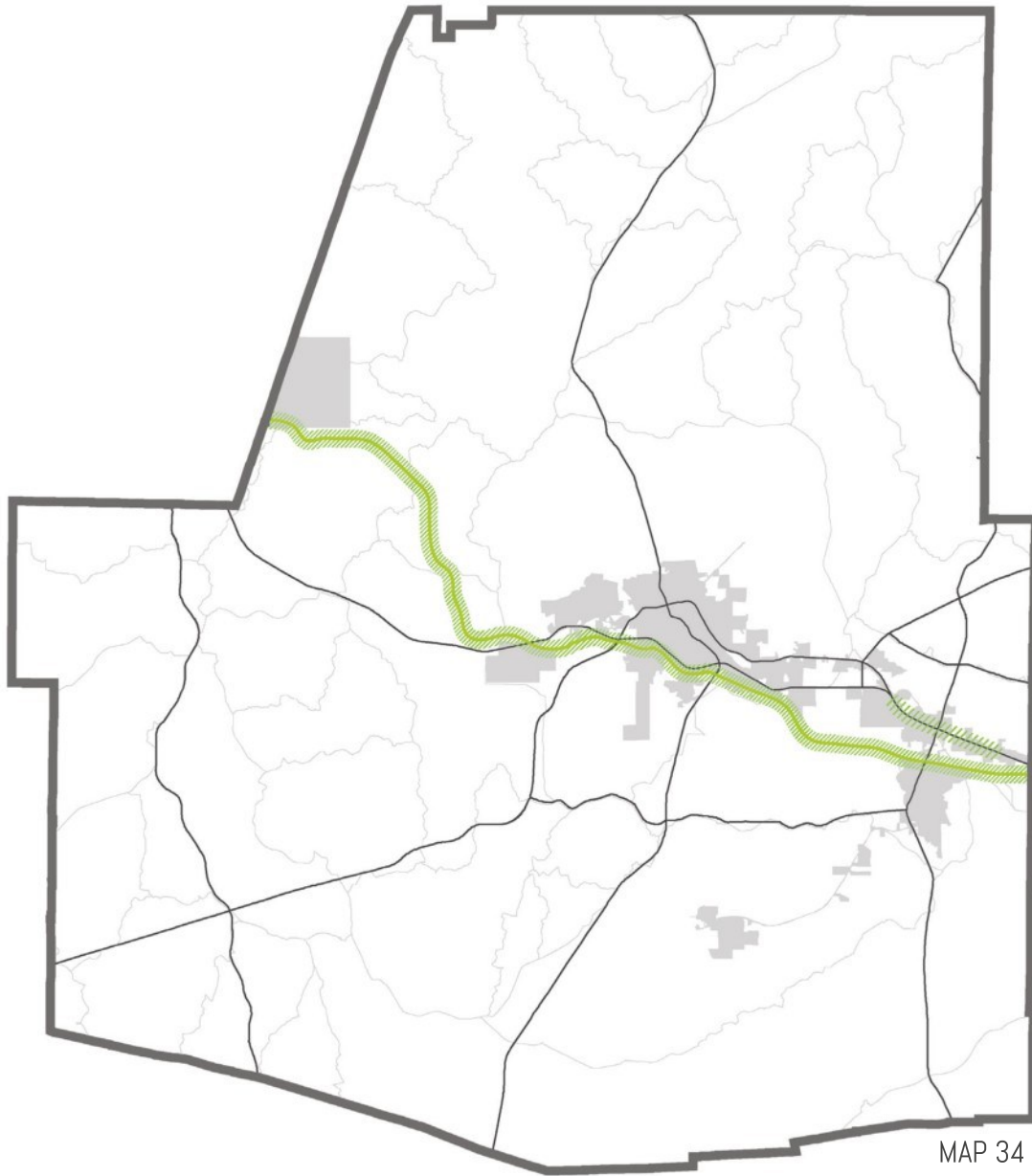
CORRIDORS VISION STATEMENT:

Maintain natural, rural character and protect and enhance environmentally sensitive areas.

The Corridors Character Area is defined by both the Silver Comet Trail as well as a section of Highway 278 from the eastern county to Atlanta Highway (SR 6). Though these corridors are significantly different, both should be treated as arteries of the county where new development can have significant impacts. Given the significant amount of impervious area in the Highway 278 corridor, stormwater management, with an emphasis on green infrastructure and/or low impact design (LID) should be a priority.

SUBDIVISION REGULATIONS / KEY DEVELOPMENT PATTERNS

- Prepare and adopt a district-based subdivision ordinance for this specific Character Area.
- Commercial structures (shopping, offices, etc.) located near street front, with parking in rear of buildings, making community more attractive and more pedestrian friendly.
- Co-joining of all parking lots to encourage park-once operations of commercial businesses to reduce or eliminate mid-block curb cuts.
- Tree lawns or tree wells, with trees required on 25' centers between sidewalks and roadway for pedestrian safety.
- Redevelopment of older strip commercial centers in lieu of new construction further down the strip.
- Improvement of sidewalk and street appearance and amenities of commercial centers.
- Facilities for bicycles, including bikeways or bike lanes, frequent storage racks, etc.
- Developments have easy access to nearby transit, shopping, schools and other areas where residents travel daily.
- Street layouts that match those in older parts of the community and connect to the existing street network at many points.
- Urban design considerations of nodal development, shared parking, and integrating green infrastructure and/or LID should be employed to combat potential for large areas of impervious surface in these Character Areas.



CHARACTER AREAS

SPECIFIC LAND USES ALLOWED IN THE CROSSROADS CHARACTER AREA:

Commercial
Multi-Family
Bicycles / Pedestrian
trails; Passive recreation;

COMPATIBLE ACTIVE ZONING CLASSIFICATIONS:

R-7: Multi-Family
PRD: Planned
Residential Development
NB: Neighborhood
Business
PSC: Planned Shopping
Center
B-1: General Business

CROSSROAD COMMUNITIES

CROSSROADS VISION STATEMENT:

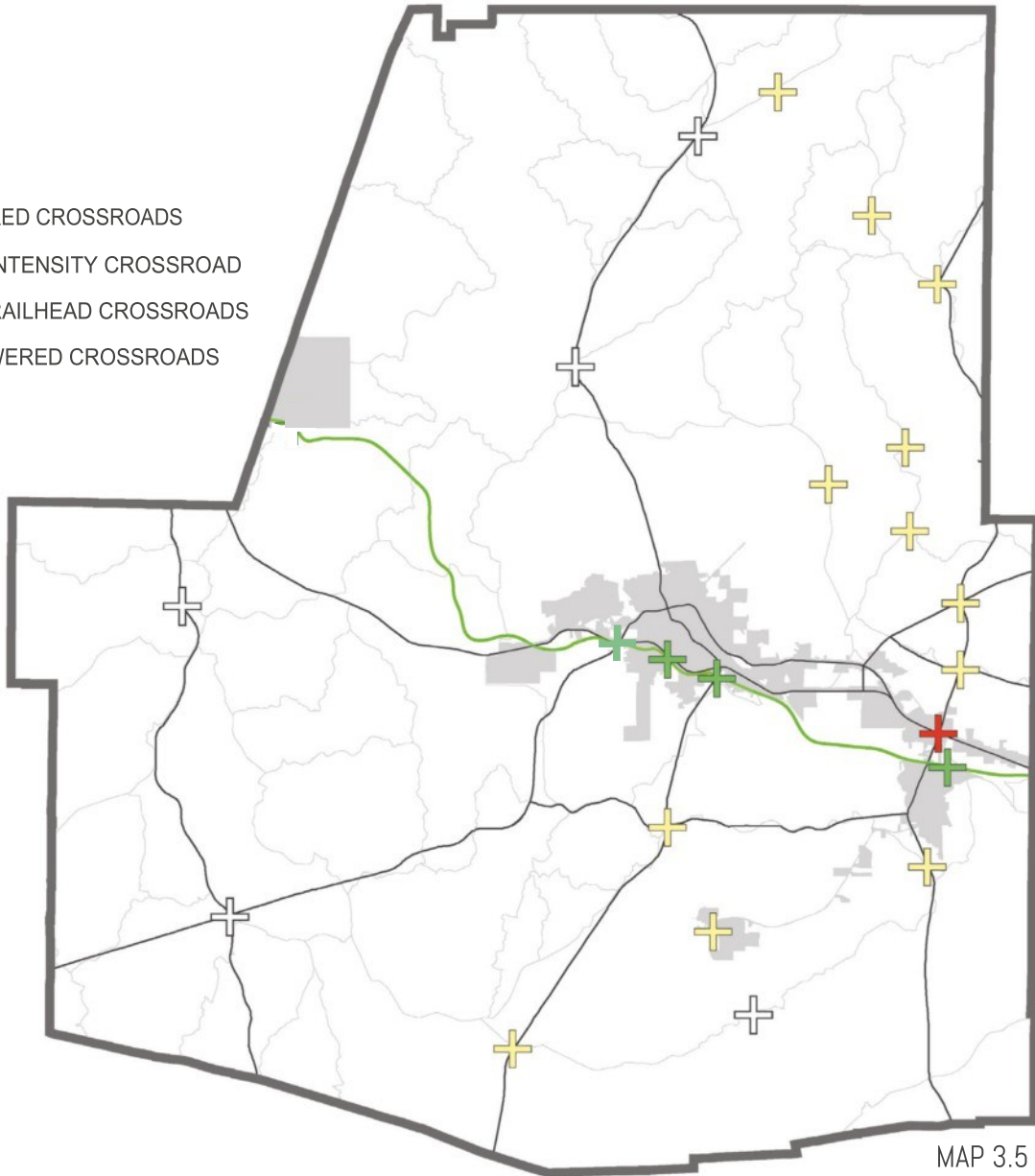
Needed amenities will be within close proximity to populations and reflect the scale and character appropriate to surrounding neighborhoods.

The Crossroads Character Area is defined by the appropriate locations of current or future nodal-based development for surrounding residential communities. Some of these locations already have small commercial areas that currently exist and have developed to serve local needs. By adding more Crossroad locations, and clustering slightly higher-density development at these nodes and major corridor intersections, citizens can drive less and meet their needs closer to home. Development types will depend on the Character Area surrounding the Crossroad location, but should adhere to the key patterns below. Given the potential for significant amounts of impervious area in heavily-developed Crossroads, stormwater management, with an emphasis on green infrastructure and/or low impact design (LID) should be a priority.

SUBDIVISION REGULATIONS / KEY DEVELOPMENT PATTERNS

- Prepare and adopt a district-based floating subdivision ordinance for this specific Character Area.
- Develop village-like crossroads shopping and commercial service nodes. Although automobile related, parking should be clustered for joint use among tenants following a park-once means of parking requirements and regulations.
- Examine required parking in related zoning districts to allow parking reductions for mixed use projects where business intensity varies across the day and week.
- Redevelopment of older strip commercial centers at these locations in lieu of new construction further along the corridor.
- Well-designed development that blends into existing neighborhoods by disguising its density.
- Tree lawns or tree wells, with trees required on 25' centers between sidewalks and roadway for pedestrian safety.
- Urban design considerations of nodal development, shared parking, and integrating green infrastructure and/or LID should be employed to combat potential for large areas of impervious surface in these Character Areas.

- ✚ SEWERED CROSSROADS
- ✚ HIGH-INTENSITY CROSSROAD
- ✚ SCT TRAILHEAD CROSSROADS
- ✚ UNSEWERED CROSSROADS





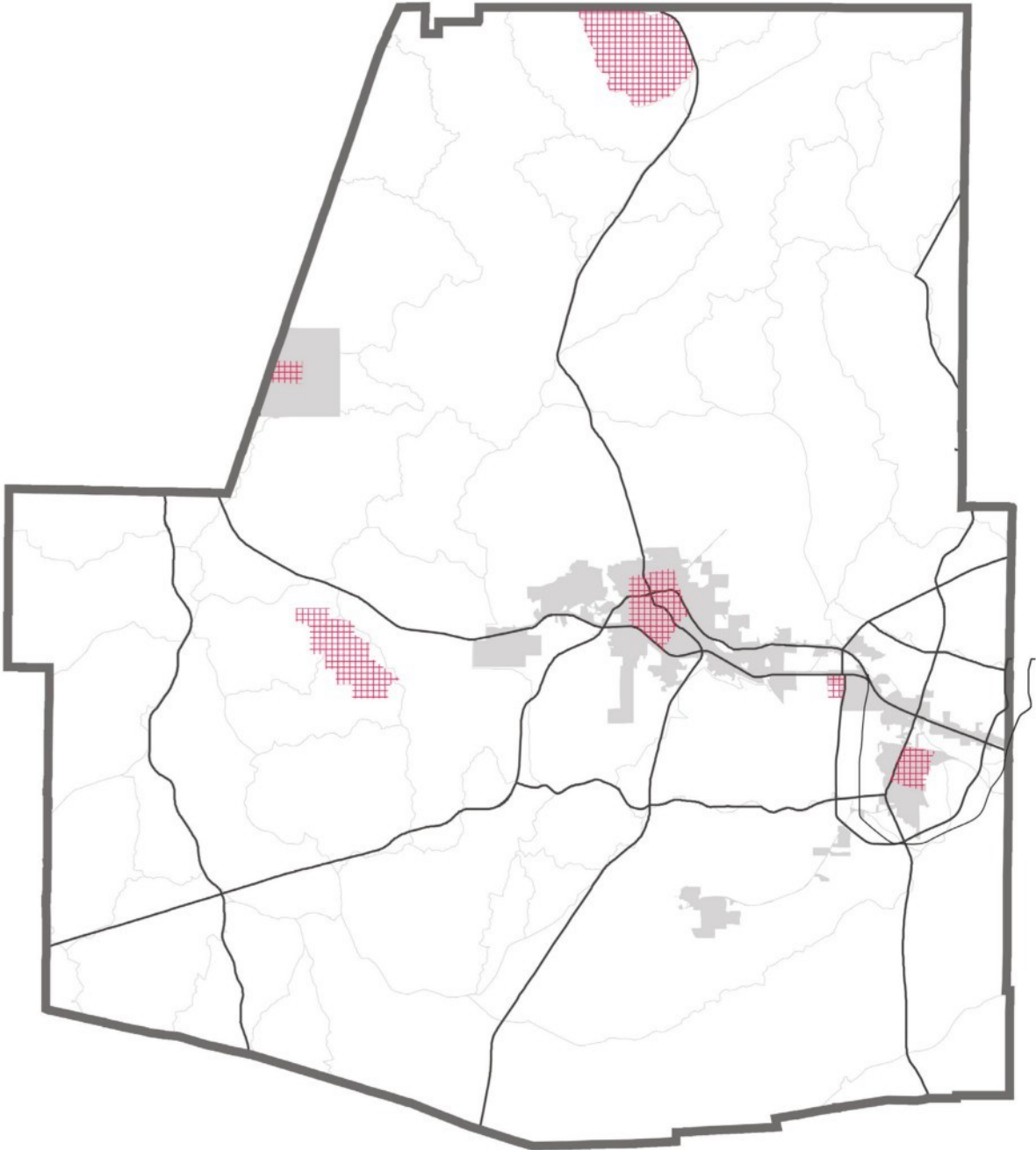
CHARACTER AREAS

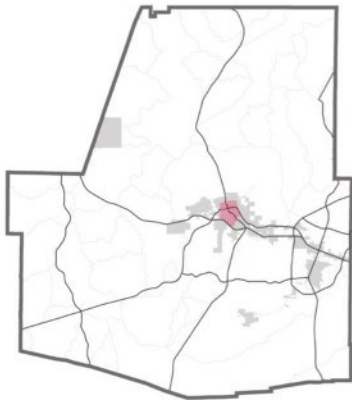
TARGET AREAS

As stated, Target Areas identify developments and/or projects that need attention because of their potential to catalyze growth in the County. Target Areas descriptions outline clear paths toward a more sustainable Paulding County and take into account their locations within the drainage basins. Details on how the County can be proactive about potential future development patterns and growth in these areas are outlined in this section.

THESE AREAS INCLUDE:

- The Cities of Dallas, Hiram, and Braswell
- Richland Creek Reservoir
- Silver Comet Trailheads
- Wellness District and WellStar Hospital
- Paulding County Airport





THE CITY OF DALLAS

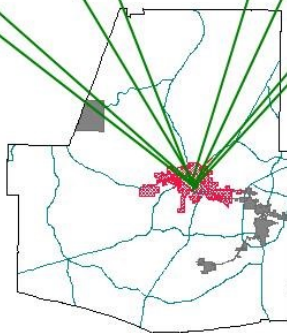
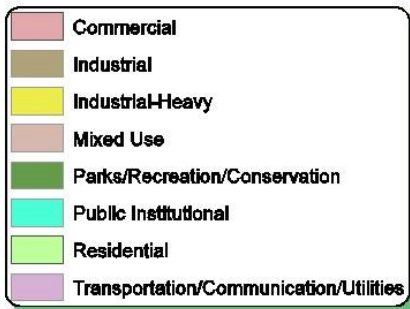
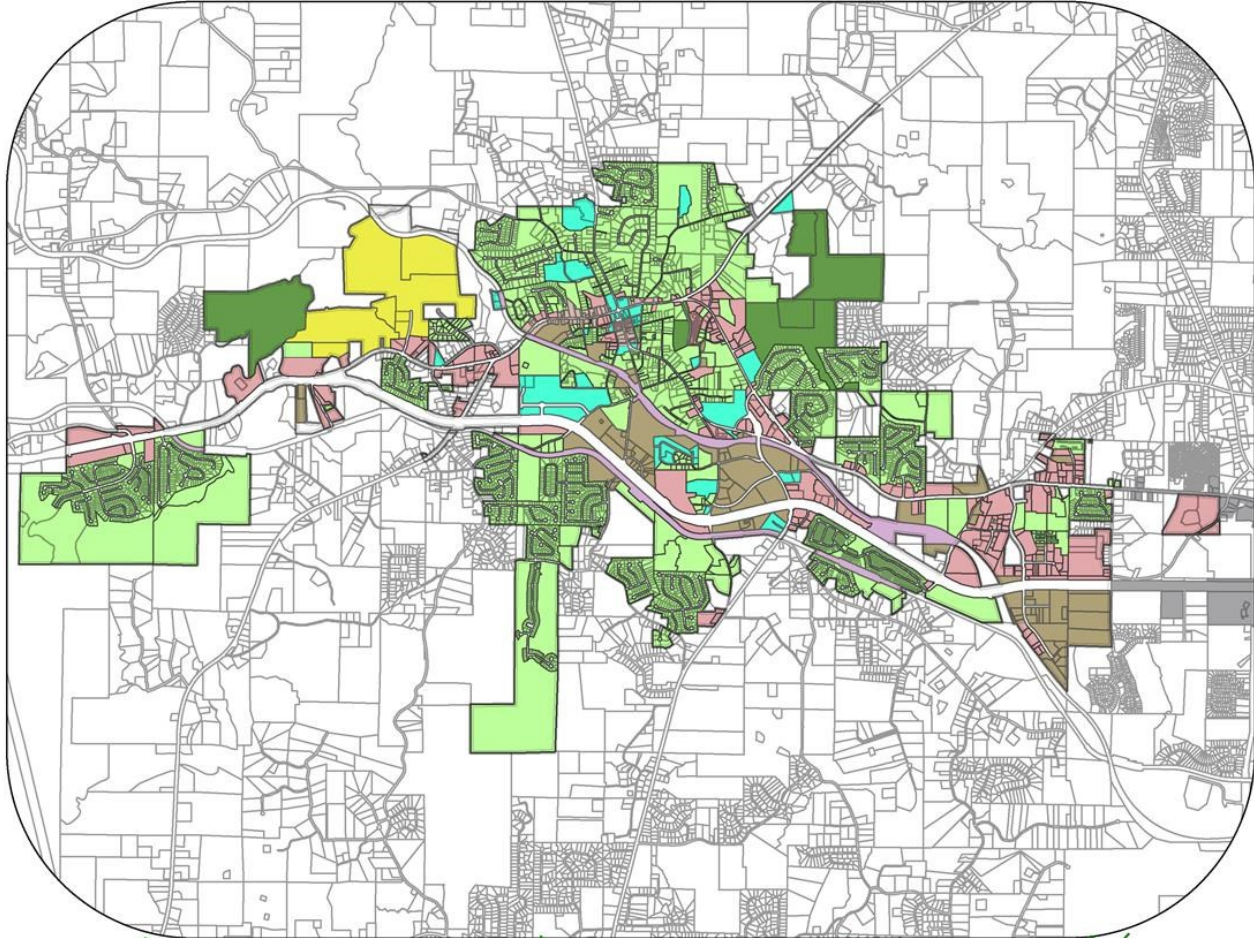
These historic municipalities are character-defining amenities within the county and should be considered as key assets to highlight and enhance. The Land Use Narrative for Dallas, Hiram, and Braswell can be found in the Appendix on page 113. In addition to the Key Development Patterns listed for the Community Residential Character Area, these downtown areas should also consider:

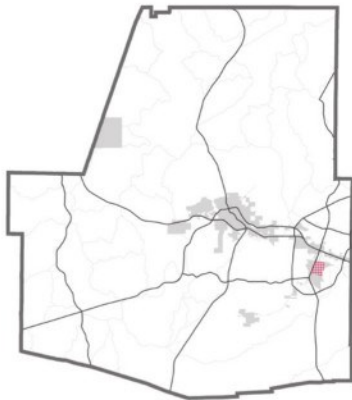
KEY DEVELOPMENT PATTERNS

- Enhance pedestrian-friendly environment by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, schools, etc.
- Prioritize development in size, scale, and character of existing historic buildings.
- Parking lots should not be visible from the street and shared parking opportunities should be available and encouraged.
- Street furniture should be implemented at appropriate locations downtown as well as nearing the Silver Comet Trail trailheads.
- Design features that encourage safe, accessible streets should be employed - such as narrower streets, on-street parking, sidewalks, street trees, and landscaped medians for minor collectors and wider streets.
- The downtown areas should include a mix of retail, services, offices, and housing as appropriate to serve neighborhood residents' daily needs.



City of Dallas Future Land Use Map





THE CITY OF HIRAM

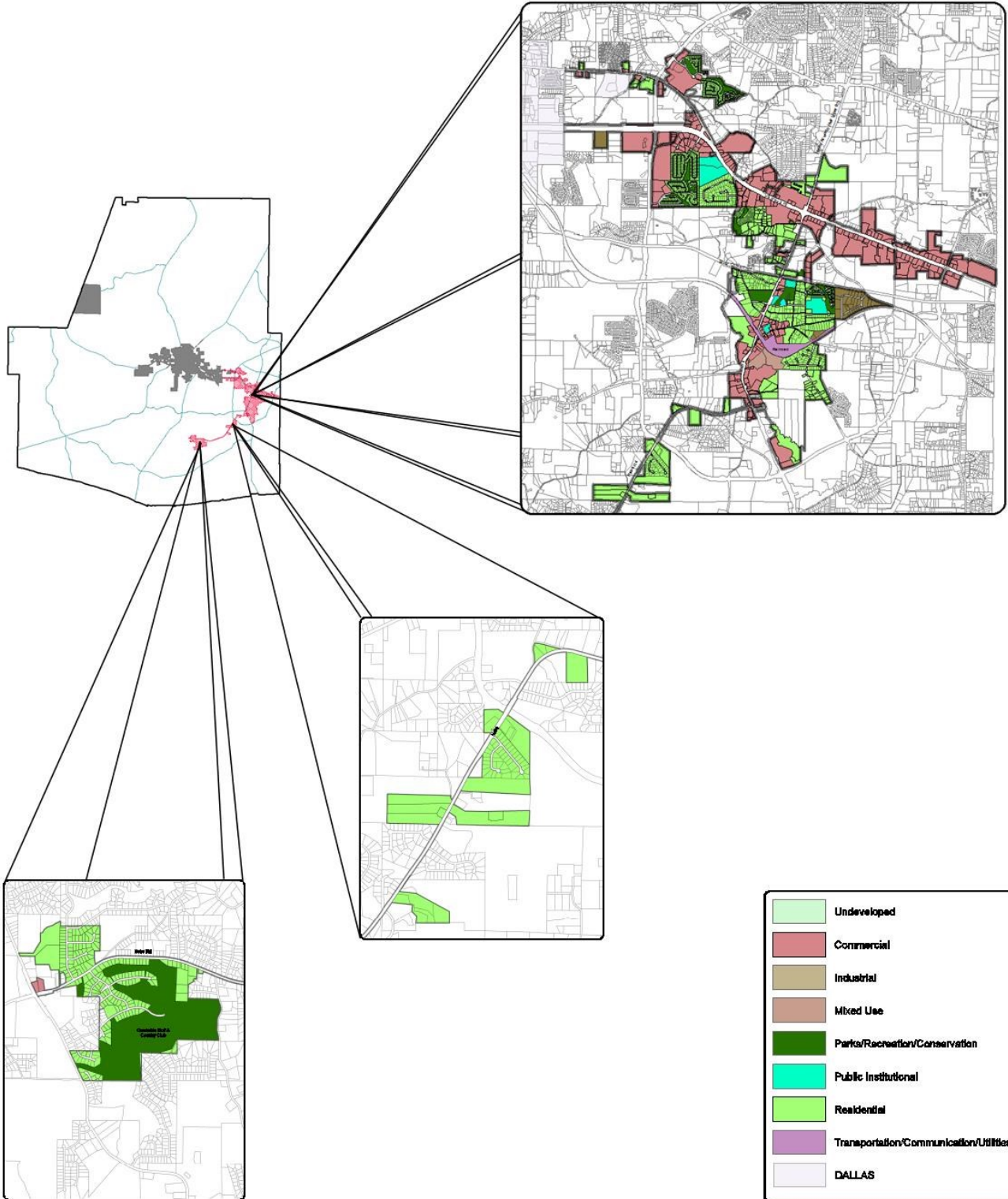
These historic municipalities are character-defining amenities within the county and should be considered as key assets to highlight and enhance. The Land Use Narrative for Dallas, Hiram, and Braswell can be found in the Appendix on page 113. In addition to the Key Development Patterns listed for the Community Residential Character Area, these downtown areas should also consider:

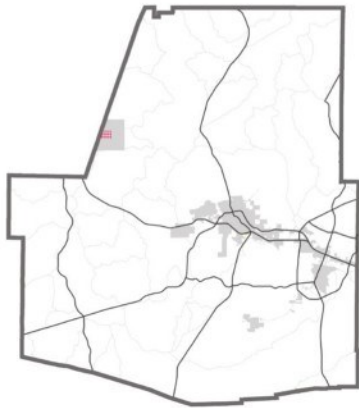
KEY DEVELOPMENT PATTERNS

- Enhance pedestrian-friendly environment by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, schools, etc.
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- The downtown areas should include a mix of retail, services, offices, and housing as appropriate to serve neighborhood residents' daily needs.



City of Hiram Future Land Use Map





THE CITY OF BRASWELL

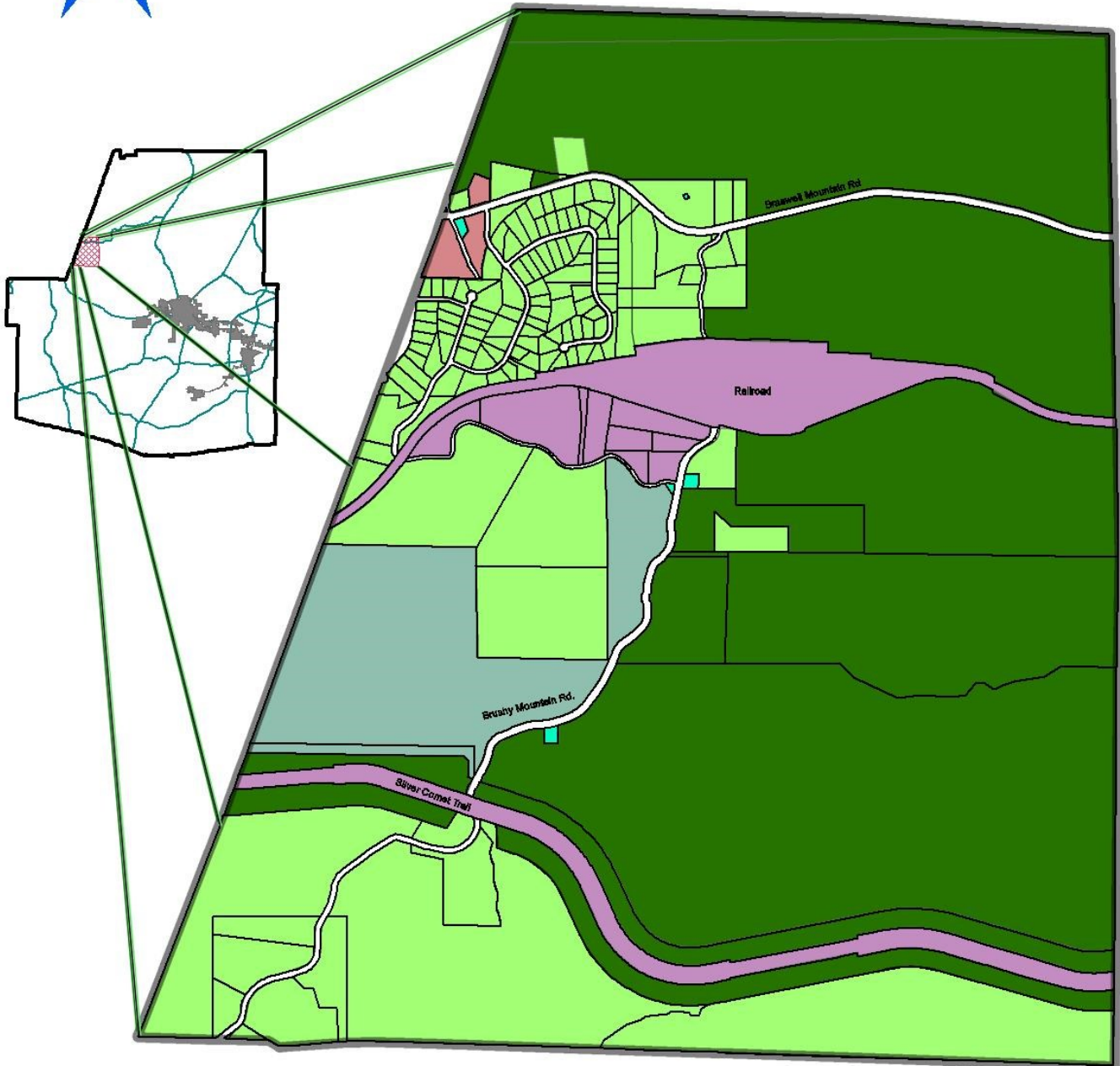
These historic municipalities are character-defining amenities within the county and should be addressed as key assets to highlight and enhance. The Land Use Narrative for Dallas, Hiram, and Braswell can be found in the Appendix on page 113. In addition to the Key Development Patterns listed for the Community Residential Character Area, these downtown areas should also consider:

KEY DEVELOPMENT PATTERNS

- Enhance pedestrian-friendly environment by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, schools, etc.
- Prioritize development in size, scale, and character of existing historic buildings.
- Parking lots should not be visible from the street and shared parking opportunities should be available and encouraged.
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- The downtown areas should include a mix of retail, services, offices, and housing as appropriate to serve neighborhood residents' daily needs.



City of Braswell Future Land Use Map



	ParoleBraswell_clip
	Undeveloped
	Commercial
	Industrial
	Mixed Use
	Parks/Recreation/Conservation
	Public Institutional
	Residential
	Transportation/Communications/Utilities

LAND USE NARRATIVE

For each identified character area, carefully define a specific vision or plan that includes the following information:

- Written description and pictures or illustrations that make it clear what types, forms, styles, and patterns of development are to be encouraged in the area. Refer to recommended development patterns listed in the Supplemental Planning Recommendations for suggestions.
- Listing of specific land uses and/or (if appropriate for the jurisdiction) zoning categories to be allowed in the area.
- Identification of implementation measures to achieve the desired development patterns for the area, including more detailed sub-area planning, new or revised local development regulations, incentives, public investments, and infrastructure improvements. Refer to recommended plan implementation measures listed in the Supplemental Planning Recommendations for suggestions.

Dallas, Braswell and Hiram Future Land Use Map (FLUM)

Narrative and Land Use Designations



Commercial

This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.



Industrial

This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.



Industrial-Heavy

This category is for land dedicated to major manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses. Land in this category should have access to major streets, utilities, discourage uses that are incompatible and all “special provisions” require prior approval of the governing authority as referenced in Section 44-171(2) of the City of Dallas Zoning Ordinance.



Mixed Use

For a detailed, fine-grained mixed land use, or one in which land uses are more evenly balanced, mixed land use categories may be created and applied at the discretion of the community. If used, mixed land use categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of each use.



Parks/Recreation/Conservation

This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.



Public Institutional

This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities in the park/recreation/conservation category; include landfills in the industrial category; and include general office buildings containing government offices in the commercial category.



Residential

The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities.



Transportation/Communication/Utilities

This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.



Undeveloped

This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.



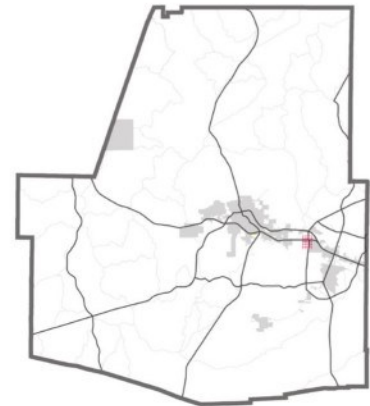
Unincorporated

This category denotes land that is regulated by the Paulding County zoning ordinance.



WELLSTAR HOSPITAL and WELLNESS DISTRICT

The WellStar Hospital is a key amenity within Paulding County, providing jobs as well as hospital services for a wide-ranging area. The Atlanta Regional Commission lists this area as one of several Wellness Districts in metro Atlanta. Growth has already been seen around the hospital, and the county should be proactive about this growth to maintain a quality district that is accessible and attractive for all users and creates a resilient employment center.



KEY DEVELOPMENT PATTERNS

- Design should be very pedestrian oriented, with clear, walkable connections between different uses.
- Design features that encourage safe, accessible streets should be employed - such as narrower streets, on-street parking, sidewalks, street trees, and landscaped medians for minor collectors and wider streets.
- Include a diverse mix of higher-density housing types, such as multi-family town homes, apartments, lofts, condominiums, including affordable and workforce housing.
- Particular attention should be paid to signage to prevent visual clutter. Encourage way-finding signage at an appropriate scale.
- Parking should be handled on a district basis and parking structures should be faced with retail at ground level when possible.



SILVER COMET TRAILHEADS

Silver Comet Trailheads are the key locations for a user to access the trail and travel along it. These trailheads should accommodate the needs of residents and visitors with water, restrooms, and other amenities. The development surrounding a trailhead should respond to the more pedestrian- and bike-friendly environment.

There are four trailheads located within Paulding County. These are:

- Hiram at Homer Leggett Park
(includes nearby restrooms (as park), a dog park, but there is an at-grade crossing with a road)
Seaboard Ave, Hiram, GA 30141
- Paulding Chamber of Commerce
(includes portable toilets, parking)
455 Jimmy Campbell Pkwy, Dallas, GA 30131
- Tara Drummond Park
(includes restrooms, parking, benches, rose garden and fountains)
820 Seaboard Ave, Dallas, GA 30157
- Rambo Nursery
(includes parking, portable toilets, benches)
25 Tucker Blvd, Dallas, GA 30157

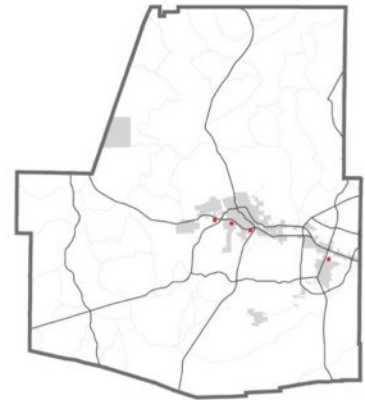
Because of their proximity to the historic cities of Dallas and Hiram, the key development patterns for the Hiram and Tara Drummond Trailheads will be addressed differently.



EXISTING TRAILHEADS

KEY DEVELOPMENT PATTERNS

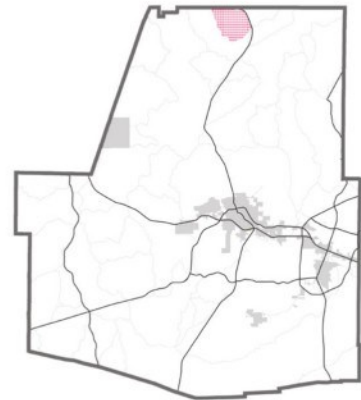
- Design should be very pedestrian-oriented, with clear, walkable connections between different uses.
- Provide bike lanes or wide curb lanes to encourage bicycling and provide additional safety, provide conveniently located, preferably sheltered bicycle parking at retail and office destinations and in multi-family dwellings.
- Design features that encourage safe, accessible streets should be employed - such as narrower streets, on-street parking, sidewalks, street trees, and landscaped medians for minor collectors and wider streets.
- Particular attention should be paid to signage to prevent visual clutter. Encourage way-finding signage at an appropriate scale.
- Road edges should be clearly defined by locating buildings at roadside with parking in the rear. Shared parking and maximum parking limits should be encouraged.





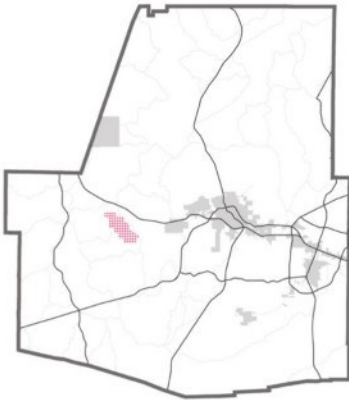
RICHLAND CREEK RESERVOIR

The Richland Creek Reservoir project is a new 305-acre reservoir that once completed, will store over three billion gallons of drinking water to supply existing and future populations in Paulding County. It is anticipated to be completed by 2019. Because this water source is vital to future populations in the county, the water quality and quantity must be protected through careful surrounding development. A master plan for this drainage basin should be pursued to protect the water source. Environmental Planning Criteria developed by the Department of Natural Resources and enforced by DCA require local governments to protect water supply watersheds within their jurisdictions. If the recommendation to create a master plan for this drainage basin is followed, the County would ensure compliance with this aspect of the Criteria.



KEY DEVELOPMENT PATTERNS

- Promote use of conservation easements by landowners.
- Residential subdivisions should be severely limited, but if minor exceptions are made, they should be required to follow a rural cluster zoning or conservation subdivision design.
- Promote this area for passive-use tourism and recreation destination.
- Protect land and open land by maintaining large lot sizes (at least 5 acres).
- Ensure adoption of drinking water supply watershed buffers in applicable ordinances (Environmental Planning Criteria, Part V).
- Ensure regular coordination throughout the year of the County's community development, zoning, and stormwater management personnel in relation to the Reservoir Target Area on priorities for supply watershed protection and any challenges to protection (recommendation of the Metro Water District).



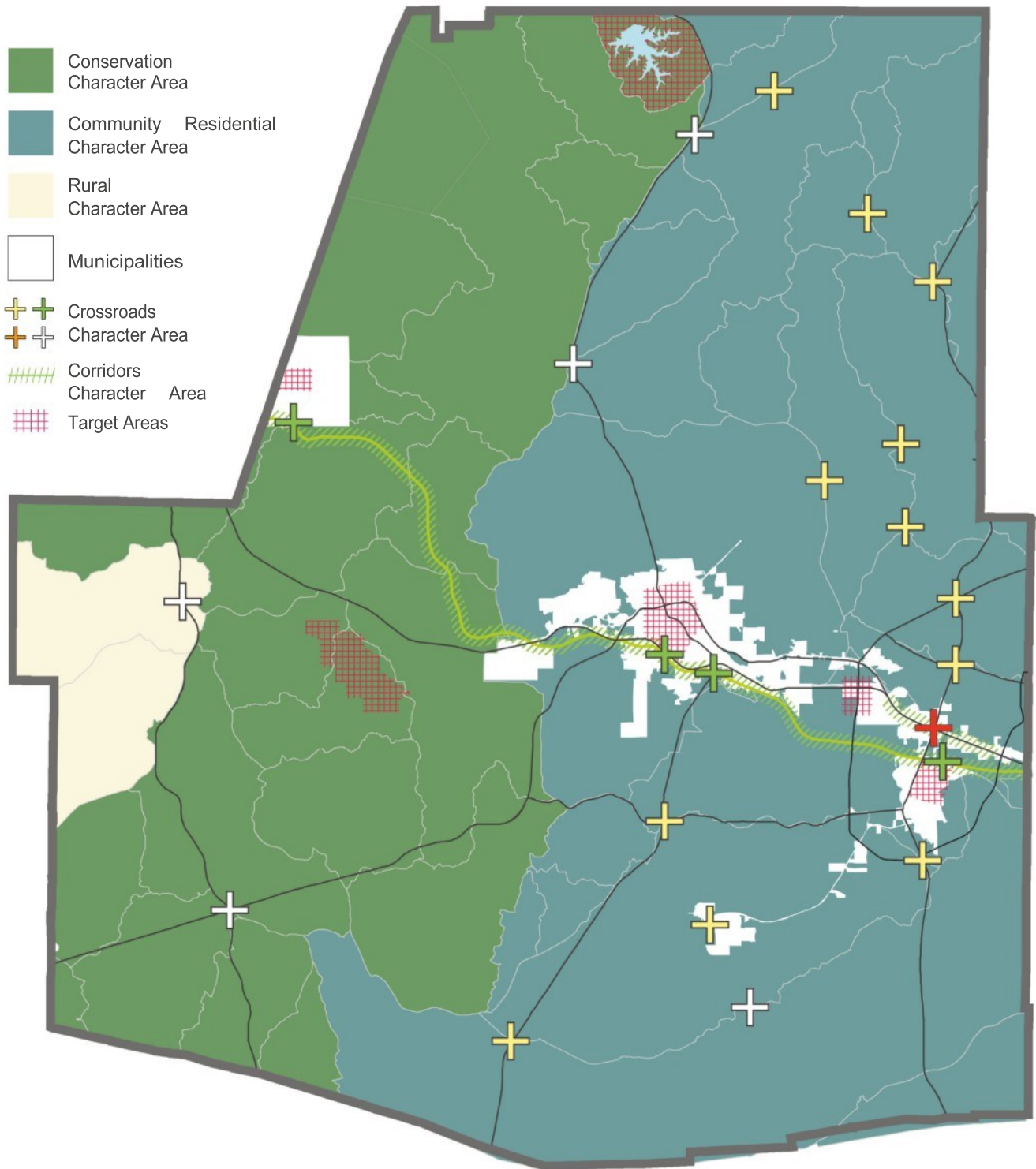
PAULDING COUNTY AIRPORT

The Paulding Airport is located in the western-middle portion of the county, surrounded primarily by greenspace and lands that are not currently served by sewer (though the City of Dallas has extended sewer to the airport). In advance of development in this Target Area, a growth plan should be created to consolidate infrastructure and influence the type of development the county desires in this environmentally sensitive location.

KEY DEVELOPMENT PATTERNS

- Continue county investment in the special environment of this larger Conservation Character Area through mindfulness of slopes, priority ecological areas, and habitat and watershed impacts of any new development.
- New developments should be clustered or otherwise sited thoughtfully so as to minimize disturbed areas and resulting impervious surfaces.
- New developments should be considered in light of the limited infrastructure services in this area of the county. Service demands related to unplanned growth could unduly burden county services.
- Prioritize green infrastructure and/or low impact design (LID) for any new development in this area.
- Prepare and adopt a growth plan for this Target Area.

FUTURE DEVELOPMENT MAP



SUMMARY

The plan alignment shows overlaps in recommendation areas, meaning that project implementation can satisfy several of the plans and coordination of these efforts will be more efficient with both time and cost factors. In a quality planning process, the land use pieces defines future growth, and this drives transportation and economic development projects.

LAND USE



Conservation Character Area



Community Residential Character Area



Rural Character Area



Municipalities



Crossroads Character Area



Corridors Character Area



Target Areas

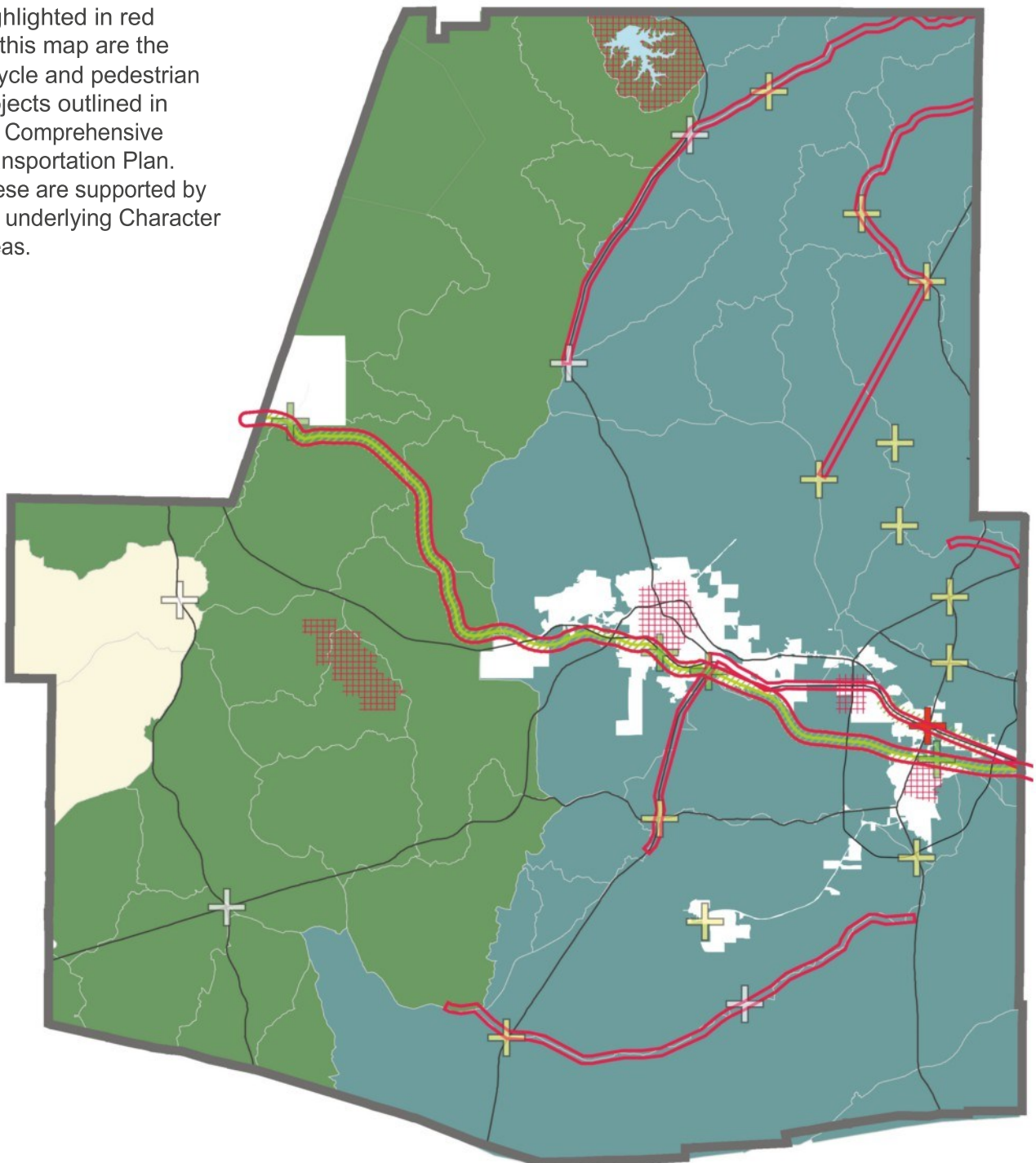
TRANSPORTATION



Transportation Projects

LAND USE + TRANSPORTATION

Highlighted in red on this map are the bicycle and pedestrian projects outlined in the Comprehensive Transportation Plan. These are supported by the underlying Character Areas.



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PART THREE : IMPLEMENTATION



**IMPLEMENTING THE PLAN
WORK PROGRAM
SUMMARY**



IMPLEMENTING THE PLAN

Implementation is not a given.

Plans are made every day that are never carried out. As individuals, we plan to lose weight, beautify our yard or listen more than we talk, yet take little action to do so. Communities are no different. Comprehensive plans are routinely completed and placed on a shelf, never to see the light of day and certainly not used to guide decisions related to growth and change.

*“A goal without a plan
is just a wish”*

There is much at stake in Paulding County - it is at a crossroads. Growth is inevitable, but the way of growth is not. Decisions made and actions taken by Paulding County in the next five years will shape the community for generations to come.

Make implementation of the 2017 Comprehensive Plan a given in Paulding County.

The 2017 Comprehensive Plan was completed with the project team and experts recognizing that what was a recommendation in 2007 has become an imperative today.

On July 1, 2017 implementation can begin - but won't unless there is a structure and implementation strategy for doing so.

WHAT YOU CAN DO

Quality Community Plans are not only recommendations but reference documents, created from facts, assessments, analysis and expertise. If done well, community plans address needs and opportunities with community goals and corresponding work plans. The results are predictable - needs are met and opportunities realized.

To implement the 2017 Comprehensive Plan will require development of a process that is considered an authoritative backbone for implementation. It will require structure, financial resources and commitment to collaboration. Vigorous support and acknowledgment of the process by decision-makers will motivate people on the implementation team and convey commitment to the public.

Develop a process that is considered an authoritative backbone for implementation with structure, financial resources and commitment to collaboration.

STRUCTURE FOR IMPLEMENTATION

A group of people from local and regional government agencies, along with representatives from the business community, convened to consider how best to work together to develop a comprehensive plan that was representative of each of their communities and the citizens living there. They worked as a cohesive study team, seeking, learning and infusing knowledge into their decision making, growing a strong commitment to producing an implementable, integrated community plan. A Multi-Jurisdictional Workgroup, with the knowledge of and commitment to what must be done, emerged. Their understanding of what makes a quality community plan is clear in the alignments that are present between the Needs and Opportunities, Community Goals and individual, yet coordinated, government Community Work Programs they developed.

RECOMMENDATION

A Multi-Jurisdictional Workgroup, with the Board of Commissioners, convened by the Paulding County Community Development Department in 2015, as the authoritative backbone for implementing the 2017 Comprehensive Plan with the Community Development Department staff serving as the facilitating body.

The Multi-Jurisdictional Workgroup adds other county staff members, responsible for transportation and water resources, to the team.

Agencies in the Multi-Jurisdictional Workgroup, including the Board of Commissioners, commit resources to the process in the upcoming fiscal year budget.

The Board of Commissioners sets up a schedule for regular updates from the implementation workgroup on priority projects.

Structure, resources, commitment to collaboration, support and acknowledgment.

These, along with achievable goals and work programs, aligned and agreed to by participating agencies will achieve a quick start to implementation, gaining traction for continued success that leads to Paulding County being one of the most livable communities in the metropolitan Atlanta region.

Commit resources in the process in the upcoming budget to the implementation process and set a schedule for regular updates.



WORK PROGRAMS

WORK PROGRAMS

Each government agency work program contains: Paulding has assets that are key components to quality of life and have potential as economic development engines. What must be done to develop these assets in order to realize the greatest contribution to an enriched quality of life and economy?

1) *projects / actions specific to them, and* Potential is greatest when necessary conditions for success exist and there are a number of Paulding assets in that position.

2) *2) projects / actions requiring coordination between agencies.* What assets have the greatest potential to return value to the county and its citizens? What enhancements and investment will yield the desired outcome? Short term? Long term?

Answers to these questions can be found in Work Programs, developed by each agency, aligned with other agencies and submitted as the strategy for implementation.

Work Programs are developed to meet community Needs and Opportunities. They are designed to be easily understood, thus offering transparency. And, they are aligned between government agencies, ensuring increased government efficiency.

PAULDING COUNTY SHORT TERM WORK PROGRAM 2017 - 2021											
CG-1: PROTECT and PRESERVE NATURAL RESOURCES											
CG-2: TARGET GROWTH											
CG-3: LEVERAGE AND PROMOTE EXISTING AND NEW ASSETS											
CG-4: CREATE CONNECTION											
CG-5: MAINTAIN FISCAL VIABILITY											
Project / Activity Description	Timeframe					Responsible Agency/ Dept.	Cost Estimate	Funding Source	Status	Needs / Opp Reference #	Notes
	2017	2018	2019	2020	2021						
EXAMPLE ONE	x	x				Dept. Name	\$\$	Local	under-way	NO#	

QUICK START

Once an organizational structure for implementation is in place, it is advantageous to begin work immediately - especially if there are clear mandates.

The first step in the Quick Start Approach is choosing projects. Some projects may be chosen because they require attention - such as the land use regulations. Some invite action because of their rapid return on investment and strong public support - such as Silver Comet Trail - related projects. Some are long term, such as the 3rd Army Interchange and corresponding Highway 92 upgrades. And some require completion in several phases, such as Downtown Revitalization and Redevelopment. What they have in common is that they are all projects with potential that relate one to the other and, once selected, will be tracked and monitored.

For example, Silver Comet Trail (SCT) related projects are included in all Paulding County government agency work programs and, in community workshops, ranked as one of Paulding's greatest strengths and most loved assets. Numbers below confirm the project's feasibility and developing a strategy would begin by reviewing the various SCT-related items in each agency's work program.

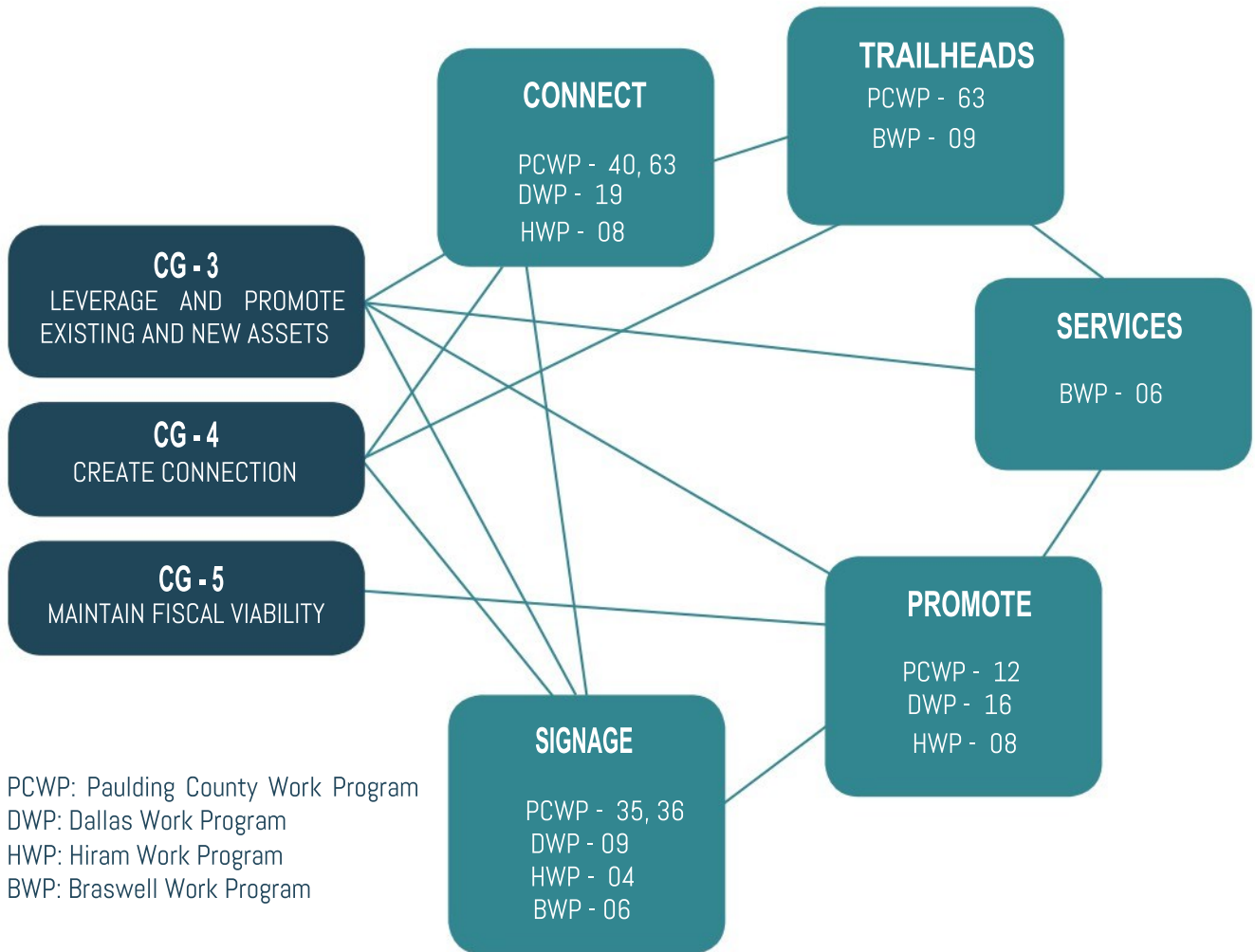
STEPS

1. Select Project(s)
2. Confirm feasibility
3. Develop Strategy
4. Secure Approval & Funding
5. Begin Implementation
6. Track and Monitor



EXAMPLE QUICK START PROJECT : Silver Comet Trail

Needs & Opportunities
N/O- 11, 13, 15, 16, 20, 25, 30



QUICK START

Select a Project, Confirm Feasibility, Develop Strategy

Given its potential, prevalence in the Needs and Opportunities list and presence in all government agency Work Programs, the Silver Comet Trail is used in the diagram above to convey how projects with great potential can be recognized. The diagram directly confirms the project's feasibility by linking a list of work program actions (the strategy) to the community's list of Needs and Opportunities.

EXAMPLE QUICK START PROJECT : Silver Comet Trail

PAULDING COUNTY SHORT TERM WORK PROGRAM 2017 - 2021											
CG-3: LEVERAGE AND PROMOTE EXISTING AND NEW ASSETS											
CG-4: CREATE CONNECTION											
CG-5: MAINTAIN FISCAL VIABILITY											
Project / Activity Description	Timeframe					Responsible Agency/ Dept.	Cost Estimate	Funding Source	Status	Needs / Opp Reference #	Notes
	2017	2018	2019	2020	2021						
PCWP-63 Trails and Greenways, Silver Comet Trail connections, Sidewalks	×	×	×	×	×	Paulding County	\$1,100,000	SPLOST	CONCEPT	05, 13, 15, 22	SCT New Trailhead Site, Design, Signage
DWP-19 Seek alternative funding to connect Dallas to the Silver Comet Trail	×	×				City of Dallas	\$0	Fixed Labor		N/O - 20	
HWP-04 In partnership with MJW agencies, design and install directional signage from the Silver Comet Trail to downtown Dallas, Hiram, Braswell + other PC locations (in partnership with PC, Hiram, Braswell, PC DOT)	×	×				City of Hiram	\$5,000	Local		N/O - 11, 13, 15, 20	
BWP-06 Construct a bicycle service station			×			City of Braswell	\$5,000	Local		N/O - 11, 12, 20	



2017-2021

WORK PROGRAMS

Community Work Programs are required for all local governments, updates required every five years. This element of the comprehensive plan lays out the specific activities the community plans to undertake during the next five years to address the priority Needs and Opportunities, identified Target Areas (if applicable), or to achieve portions of the Community Goals. This includes any activities, initiatives, programs, ordinances, administrative systems (such as site plan review, design review, etc.) to be put in place to implement the plan. (Note that general policy statements should not be included in the Community Work Program, but instead should be included in the Policies section of the Community Goals.) The Community Work Program must include the following information for each listed activity:

- Brief description of the activity;
- Legal authorization for the activity, if applicable;
- Timeframe for initiating and completing the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding source(s), if applicable.

SHORT TERM WORK PROGRAM, 2017—2021 PAULDING COUNTY

	PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
		2017	2018	2019	2020	2021						
CG-1: PROTECT AND PRESERVE NATURAL RESOURCES												
PCWP-01	<p>Create clear and user-friendly Zoning Ordinance and Development Regulations for Character Areas consistent with the 2017 Comprehensive Plan land use recommendations including:</p> <ol style="list-style-type: none"> 1) Large lot zoning in areas with sensitive soils, steep slopes and no public sewer 2) Incentives for use of green infrastructure in stormwater management 3) Land use plan for the reservoir watershed area in advance of growth influences 4) District planning where growth in different areas of the county matches the character area and does not overcommit sewer capacity 5) More mixed use housing types - including work force and missing middle 6) Multi-family housing standards 7) Broadly communicate changes 8) Cluster commercial development at targeted crossroads 	x	x	x	x	x	Community Development	\$200,000	General Fund		N/O - 01, 02, 04, 05, 06, 07, 09, 14, 15, 26, 29	
PCWP-02	<p>In partnership with the DNR, develop a process to:</p> <ol style="list-style-type: none"> 1) Identify WMA encroachment issues 2) Minimize the impact of growth on the WMA 3) Evaluate potential of WMA (educational and economic) 4) Monitor land use along WMA border 5) Collaborate on WMA-related issues long term 	x	x	x	x	x	Paulding County + Georgia DNR	\$0.00	Fixed Labor		N/O - 03, 04, 10, 12, 13, 15, 16, 22, 24, 30	
PCWP-03	<p>Develop a Parks and Recreation Master Plan to include:</p> <ol style="list-style-type: none"> 1) Utilization of greenspace opportunities 	x	x				Parks & Recreation	\$100,000	General Fund		N/O - 03, 13, 15, 30, 32	

SHORT TERM WORK PROGRAM, 2017—2021
PAULDING COUNTY

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES	
	2017	2018	2019	2020	2021							
CG-1: PROTECT AND PRESERVE NATURAL RESOURCES												
PCWP -04	Work with Property Owners, Trust for Public Land, and conservancy groups to preserve greenspace and rural open space/ agricultural lands, while improving access to Wildlife Management Areas and Silver Comet Trail.	x	x	x	x	x	Paulding County, Trust for Public Land	\$5,000/staff time	General Fund		N/O -01	
PCWP -05	Assess water interconnections to ensure Northeastern Paulding County has necessary redundancy and emergency interconnectivity infrastructure	x	x	x	x	x	Paulding County, Cities of Dallas and Hiram	\$500,000+	Water and Sewer/ SPLOST		N/O -02, 05	
PCWP - 06	Contact the Coosa River Soil & Water Conservation District when future projects impinging on or upstream of 11 identified PL 566 dam structures	x	x	x	x	x	Paulding County	Staff Time	General Fund		N/O - 03, 04	

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		2017	2018	2019	2020	2021						
CG-2: TARGET GROWTH												
PCWP -07	Create clear and user-friendly Character Area Zoning Ordinance and Development Regulations consistent with the updated Comprehensive Plan land use recommendations to include: 1) District planning where growth in different areas of the county matches the character area and does not overcommit sewer capacity 2) More mixed use housing types - including work force and missing middle 3) Multi-family housing standards 4) Promotion of quality growth 5) Subdivision road connectivity 6) Broadly communicate the changes 7) Cluster commercial development at targeted crossroads	x	x				Community Development	\$200,000	General Fund		N/O - 01, 02, 04, 05, 06, 07, 09, 10, 14, 15, 26, 29	
PCWP -08	Conduct a Sewer System Master Plan as part of the Water System Master Plan	x	x	x	x	x	Water & Sewer System	\$6,000,000	Water Enterprise Fund		N/O - 09, 29	
PCWP -09	Prepare analysis of workforce skills and assets; develop and implement training and recruitment plan for targeted business, office, and industrial sectors	x	x	x			Paulding County, Educational Institutions	\$30,000- \$50,000	General Fund		N/O - 24	
PCWP -10	Ensure development of additional neighborhood scale retail, grocery, and restaurants is compatible with septic systems if not in sewer areas, and existing water systems. Develop design guidelines or overlay districts for crossroad retail nodes to keep scale and appearance compatible with neighborhood or rural character.	x	x	x	x	x	Paulding County	Staff Time	General Fund		N/O - 04, 09	

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	2017	2018	2019	2020	2021						
CG-2: TARGET GROWTH											
PCWP -11 Participate in the Northwest Georgia Floor360 Advanced Manufacturing Consortium, a regional multi-party partnership comprised of floorcovering manufacturers and suppliers, local and state government organizations, institutions of higher education, industry associations, and utilities, administered by the Northwest Georgia Regional Commission (NWGRC).	×	×	×	×	×	Paulding County, Cities of Dallas and Hiram, IBA, Chamber of Commerce, NWGRC	Staff and Manufacturer's Time	General Fund		N/O - 17, 24	
PCWP -12 Prepare assessment of need/ inventory for walkable neighborhood scale parks, retail, and restaurants to serve existing crossroad communities, neighborhoods, subdivision developments, and in-town neighborhoods to supply demand that may currently be met outside Paulding County.	×	×	×	×	×	Paulding County, Cities of Dallas and Hiram, Chamber of Commerce	General Funds, Hotel/Motel Tax			N/O - 20, 22	

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		2017	2018	2019	2020	2021						
PCWP -13	Promote Silver Comet Trail in county printed and on-line material	x	x	x	x	x	Paulding County All Departments	\$0	Fixed Labor		N/0 - 11, 12, 13, 15, 16	
PCWP -14	Develop an assessment process to identify, prioritize and fund infrastructure maintenance and improvement projects key to economic growth and development	x	x	x	x	x	Board of Commissioners	\$0	SPL0ST		N/0 - 29, 32	
PCWP -15	Review and update if necessary the airport area master development plan to encourage development of a business/technology park and continue to promote the airport's new, clean and safe facilities	x	x	x	x	x	Community Development + Economic Development Office + Airport Authority	\$1,500,000	General Fund		N/0 - 09, 10, 15, 16, 17, 24, 29, 32	
PCWP -16	Complete National Stabilization Program (NSP 3)	x					Community Development	\$0			N/0 - 14	
PCWP -17	Assess condition and use of existing industrial parks. Identify necessary upgrades to infrastructure and purchase or option additional land where necessary to create marketable tracts and sites.	x	x				IBA, PCED, Paulding County Community Development, Cities of Dallas and Hiram	Staff Time	Fixed Labor		N/0 - 05, 19	
PCWP -18	Identify infrastructure needed within Cities and County to support infill commercial and industrial development within existing infrastructure boundaries	x	x				IBA, PCED, Paulding County Community Development, Cities of Dallas and Hiram	Staff Time	Fixed Labor		N/0 -08, 09, 24	
PCWP -19	Inventory available buildings, sites, and parcels where infrastructure currently exists, and develop marketing strategy for these sites in conjunction with economic development partners (state agencies and utilities, Chamber of Commerce, PCED).	x	x				IBA, PCED, Paulding County Community Development, Cities of Dallas and Hiram	Staff Time	Fixed Labor		N/0 -05, 15	

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	2017	2018	2019	2020	2021						
PCWP -20 Identify neighborhoods and residential developments where neighborhood scale retail, grocery, restaurant and services are needed and work with Chamber of Commerce to attract these services.	×	×	×	×	×	Paulding County, Cities of Dallas, Hiram, Braswell, Chamber of Com-	Staff Time	General Fund, Hotel/Motel Tax		N/0 - 08, 09, 14	
PCWP -21 Hold unified economic development strategic planning sessions with PCED, Chamber of Commerce, Industrial Development Authority, Utilities, and County and Cities, and include State Economic Development, Workforce Development, and DCA partners and NWGRC.	×	×	×	×	×	IBA, PCED, Paulding County, Cities of Dallas and Hiram	Staff Time	Fixed Labor		N/0 - 10,11, 17, 19, 23, 24, 25, 27,28	
PCWP -22 Meet with NWGRC staff to identify funding opportunities for short and long term economic development investments including infrastructure, advanced manufacturing training and workforce development, fiber/broadband connections, Silver Comet/trails/recreation connections for downtown and retail support.	×	×	×	×	×	Paulding County, Cities of Dallas, Hiram and Braswell, Chamber and NWGRC	Staff Time	Fixed Labor		N/0 - 08, 11, 12, 13, 17, 19, 33	
PCWP -23 With broad and comprehensive participation from business, economic development, workforce development, education, government, and regional and state agencies, prepare economic development plan including assessment of existing conditions, inventory of product, comparison with region and state opportunities, and long and short term work program to address identified needs.	×	×				IBA, PCED, Paulding County Community Development, Cities of Dallas and Hiram and Braswell, NWGRC and state agencies	\$70,000	General Fund		N/0 - 10,11, 17, 19, 23, 24, 25, 27, 28	

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		2017	2018	2019	2020	2021						
PCWP -24	Incentivize and recruit technology-oriented, energy –efficient, and sustainable businesses in areas where infrastructure is not available for industries that are heavy water and sewer users.	×	×	×	×	×	IBA, PCED, Paulding County Community Development, Cities of Dallas, Hiram and Braswell	Staff Time	Fixed Labor		N/0 - 01, 05, 10, 11, 29, 32	
PCWP -25	Identify local incentives (tax breaks, roll-backs, permitting fee waivers, assistance with suppliers and inventory) to retain existing business and industry.	×	×	×	×	×	Paulding County Community Development, Cities of Dallas, Hiram and Braswell	Staff Time	Fixed Labor		N/0 - 9	
PCWP -26	Identify infrastructure needed to make surrounding sites marketable for medical/offices, and/or supporting needs such as restaurants, lodging, and retail/services.	×	×	×	×	×	Paulding County Community Development, Cities of Dallas, Hiram	Staff Time	Fixed Labor		N/0 - 9	
PCWP -27	Assess needs of existing business and industry regarding supplier shipments, freight costs, other logistics needs, marketing needs, hiring incentives, workforce training needs, connections to resources to assist with identifying competitive advantages, new product innovations, emerging technologies, and new markets/ product uses.	×	×	×	×	×	IBA, PCED, Paulding County Community Development, Cities of Dallas, Hiram and Braswell	Staff Time	Fixed Labor		N/0 - 9	
PCWP -28	Identify workforce training needs in the areas of Tourism/ Sport Tourism: (Soccer / Lacrosse) / Recreation Tourism: (Silver Comet Trail); Energy; Geothermal; Education; Post- Secondary Education and Vocational Training; Work with training providers	×	×				Paulding County, Chamber, NWGRC, Chattahoochee Tech, KSU	Staff Time or consultant (\$30,000)	Fixed Labor		N/0 - 9	
PCWP -29	Assist Chamber to develop and market incentives for these businesses to locate in Paulding County	×	×				Paulding County, PCED, IBA, Chamber of Commerce	Staff Time	Fixed Labor		N/0 - 9	

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		2017	2018	2019	2020	2021						
PCWP -30	Request that technical schools locate aviation training campus or satellite at Airport. Identify costs.	×	×	×			Paulding County, Chattahoochee Tech, GNTC	Staff Time	Fixed Labor		N/O - 13	
PCWP -31	Identify opportunities to expand on airport infrastructure to provide a regional hub for business-class flights, small-scale deliveries, and emergency connectivity and flight support.	×	×	×			Paulding County, FAA, Chamber of Commerce	Staff Time	Fixed Labor		N/O - 10	
PCWP -32	Prepare joint assessment of existing trail-heads and identify best connections between downtown Dallas, Hiram, and Braswell to the Silver Comet Trail. Develop joint design/build infrastructure plan for each downtown connection, to be funded through hotel/motel tax and assessment of businesses.	×	×	×	×	×	Paulding County, Cities of Dallas, Hiram and Braswell, Chamber of Commerce	\$25,000	Hotel/Motel Tax, Chamber Funds		N/O - 11, 12, 13, 20, 30	
PCWP -33	Implement Community Improvement Districts/ Tax Allocation Districts structures where applicable to promote reinvestment and redevelopment	×	×	×	×	×	Paulding County, Cities of Dallas and Hiram	Staff Time	Fixed Labor		N/O - 08	
PCWP -34	Provide permitting, incentives, and infrastructure to support expansion and redevelopment of existing commercial and retail areas along commercial corridors (Highway 92, Highway 120).	×	×	×	×	×	Paulding County, PECD, Chamber of Commerce, Developers	Staff Time	SPLIST, Tax Revenues		N/O - 9	
PCWP -35	Provide unique and pleasant gateway entrances and design overlays along SR 92, SR 120 corridors to welcome residents and visitors to Hiram, Dallas, Braswell and Paulding County that are compatible with existing retail and commercial sites, and with redevelopment, infill, and expansion of commercial and retail areas.	×	×	×	×	×	Paulding County, Cities of Dallas and Hiram, Chamber of Commerce				N/O -19, 29	
PCWP -36	Install Gateway signage along SR 120 and SR 92 with logos and theme- Chamber of Commerce and PCED, as well as schools.	×	×	×	×	×	Paulding County, Cities of Dallas, Hiram and Braswell, Chamber	Staff Time	SPLIST, grant funds		N/O - 19, 29	

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		2017	2018	2019	2020	2021						
CG-3: LEVERAGE ASSETS												
PCWP -37	Develop recreation and natural resources marketing campaign, to promote high quality of life to potential business and desired industry, as well as increased use by residents and neighboring communities.	×	×	×	×	×	Paulding County, Chamber	\$30,000	Local Funds		N/O - 03	
PCWP -38	LakePoint Sports has created market for youth tournament sports: Promote Paulding County's available satellite/spur locations for additional or overflow events, i.e. tennis, golf, soccer, etc.	×	×	×			Paulding County, Cities of Dallas and Hiram, Chamber	Staff Time	Fixed Labor		N/O - 03	
PCWP -39	Develop and implement Economic Development Strategic Plan with short and long term work program through cooperative efforts of PCED, Chamber of Commerce, Industrial Development Authority, and local governments.	×	×	×	×	×	PCED, IBA, Chamber, Paulding County, Cities of Dallas and Hiram, School District	\$70,000	General Fund		N/O - 27	

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	2017	2018	2019	2020	2021							
CG-4: CREATE CONNECTION												
PCWP -40	In partnership with MJW agencies, build upon the CTP recommendations to develop and implement a comprehensive bike and pedestrian master plan	x	x				Cities of Dallas and Hiram, Community Development, PC DOT, Other	\$150,000	SPLOST		N/0 - 20, 21, 22, 23	
PCWP -41	Create centers of density for future GRTA or other transit service pick-up points	x	x	x	x	x	Cities of Dallas and Hiram, Community Development, PC DOT, Other	\$0	Fixed Cost		N/0 - 21, 24	
PCWP -42	Develop an implement a plan that has the Comprehensive Plan and County Transportation Plan occurring simultaneously	x	x				Community Development, Cities and PC DOT	\$0	Fixed Cost		N/0 - 25	
SCHEDULED MULTIMODAL PROJECTS												
PCWP -43	SR 360 (Macland Road) widening Project ID: 0-32			x	x	x	GDOT	\$44,238,000	State/Fed	UTL, CST	N/0 - 05, 09, 18, 19, 24	Plans on Shelf Currently
PCWP -44	SR 61 (Villa Rica Hwy) Segment 3 Widening Project ID: PA-061C1			x	x	x	GDOT	\$13,614,000	State/Fed	ROW	N/0 - 05	
PCWP -45	Transit - FTA Section 5307/5340 Formula Funds Project ID: AR-5307-PA	x	x	x	x	x	County Transit	\$2,438,000	State/Fed	CST	N/0 - 05	Multimodal Project
PCWP -46	SR 92 (Hiram Douglasville Hwy) Widening FM Malone Rd to Nebo Rd Project ID: 092A	x	x	x			GDOT	\$47,543,000	State/Fed	UTL, CST	N/0 - 05, 09, 18, 19, 24	
PCWP -47	SR92 (Hiram Douglasville Hwy) Widening FM Nebo to SR 120 Project ID: PA-092B1			x	x	x	GDOT	\$19,867,000	State/Fed	UTL, CST	N/0 - 05, 09, 18, 19, 24	
PCWP -48	SR 92 (Hiram Acworth Hwy) Widening FM SR 120 to Cedarcrest Project ID: PA-092C					x	GDOT	\$45,856,018	State/Fed	PE, ROW	N/0 - 05, 09, 23, 24, 29	
PCWP -49	SR 92 (Dallas Acworth Hwy) Widening FM Cedarcrest to Cobb County Line Project ID: 092E			x	x	x	GDOT	\$17,936,850	State/Fed	PE, ROW	N/0 - 05, 09, 18, 19, 24,	
PCWP -50	Johnston St, Griffin St, Spring St, and Park St Ped Facility Project ID: PA-095	x	x	x			City of Dallas	\$2,621,000	State/Fed	ROW, UTL, CST	N/0 - 05, 22	
PCWP -51	Paulding County ATMS System Expansion (PH1) Project ID: 101A	x	x	x			Paulding County	\$2,144,319	State/Fed	PE, CST	N/0 - 05	

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		2017	2018	2019	2020	2021						
CG-4: CREATE CONNECTION												
SCHEDULED MULTIMODAL PROJECTS												
PCWP -52	Paulding County ATMS System Expansion (PH 2) Project ID: 101B	×	×	×			Paulding County	\$1,633,922	State/Fed	PE, CST	N/O - 05	
PCWP -53	Picketts Mill Creek Bridge Replacement at Dallas Acworth Hwy Project ID: SP-1	×	×				Paulding County	\$6,100,000	SPLIST	CST	N/O - 05	
PCWP -54	Possum Creek Bridge Replacement at Dallas Acworth Hwy Project ID: SP-2	×	×				Paulding County	\$3,000,000	SPLIST	CST	N/O - 05	
PCWP -55	Bobo Rd and Mt. Tabor Church Rd at SR 360 (Macland Rd) Project ID: SP-4		×	×			Paulding County	\$1,800,000	SPLIST	PE, ROW, CST	N/O - 05	
PCWP -56	Dallas Acworth Highway at Frey Rd/Mt Tabor Rd Project ID: SP-5	×	×	×			Paulding County	\$2,000,000	SPLIST	PE, ROW, CST	N/O - 05	
PCWP -57	Bakers Bridge Road at Sweetwater Church Road KEY: O-41P	×	×				Paulding and Douglas County	\$675,000	SPLIST	PE, ROW, CST	N/O - 05	
PCWP -58	Mt. Moriah Road, from Mt Moriah Baptist Church to SR 61 KEY: SH-1			×			Paulding County	\$575,000	SPLIST & Developer Contributions		N/O - 05	
PCWP -59	Ridge Road at Cohran Store Road/Bob Hunton Road KEY O-40P	×	×				Paulding County	\$2,000,000	SPLIST		N/O - 05, 09	
PCWP -60	Seven Hills Blvd Widening, Cedarcrest Road to Little Pumkinvine Creek KEY: RC-23P	×	×				Paulding County	\$1,140,000	SPLIST & Developer Contributions	PE	N/O - 05, 18, 19, 24	
PCWP -61	Dabbs Bridge Road, from SR 61 to US 41 KEY: RC-13			×	×	×	Paulding County	\$4,200,000	SPLIST, State/Fed	PE	N/O - 05, 18, 19, 24,	
PCWP -62	Cedarcrest Road, from Harmony Grove Church Road to Cobb County KEY: RC-20		×	×	×	×	Paulding County	\$29,200,000	SPLIST, State/Fed	DESIGN PHASE	N/O - 05, 18, 19, 24,	
PCWP -63	Trails and Greenways, Silver Comet Trail connections, Sidewalk's	×	×	×	×	×	Paulding County	\$1,100,000	SPLIST	CONCEPT	N/O - 05, 13, 15, 22	
PCWP -64	Third Army Rd Interchange, regional project (SR 92, Cedarcrest Road and Dabbs Bridge Road)	×	×	×	×	×	GDOT, Cobb, Paulding & Bartow	\$1,000,000	SPLIST & State/Fed TBD	PE	N/O - 05	
PCWP -65	LAP/Partner Projects, Safety, Routes to Schools, Operations, etc.	×	×	×	×	×	Paulding County	\$7,000,000	SPLIST		N/O - 05, 23	
PCWP -66	Construction of sidewalks in the vicinity of schools, parks, and other activity centers	×	×	×	×	×	Paulding County	\$1,109,000	SPLIST		N/O - 05, 22, 23	

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		2017	2018	2019	2020	2021						
CG-4: CREATE CONNECTION												
SCHEDULED MULTIMODAL PROJECTS												
PCWP -67	Paving - Subdivisions (SPLOST)	×	×	×	×	×	Paulding County	\$12,000,000	SPLOST		N/0 - 05	
PCWP -68	Paving -Arterials and Collectors, State Grant (LMIG & 30% SPLOST)	×	×	×	×	×	Paulding County	\$13,860,000	GDOT LMIG & SPLOST		N/0 - 05	
PCWP -69	Paving - Collectors, local streets, and subdivisions	×	×	×	×	×	Paulding County	\$24,000,000	General Fund		N/0 - 05	
PCWP -70	Traffic Signals (as warranted throughout the County)	×	×	×	×	×	Paulding County	\$875,000	SPLOST		N/0 - 05	
PCWP -71	Harmony Grove Church Road, Cedarcrest Road to SR 61 KEY: SH-2	×	×	×	×	×	Paulding County	\$1,200,000	SPLOST		N/0 - 05	
PCWP -72	Ivey, Gulledge Road, Old Cartersville Road to Frey Road KEY: SH-3		×			×	Paulding County	\$1,000,000	SPLOST		N/0 - 05	
PCWP -73	SR 360 (Macland Road) at SR Business 6 Project ID: 0-32	×	×	×			Paulding County	\$576,000	State/Fed	CONCEPT	N/0 - 05, 09	Roundabout
PCWP -74	SR Bus 6 at Legion Rd, & E. Memorial Drive at SR Bus 6 Project ID: 0-24/25		×	×			DALLAS & GDOT	\$3,521,000	State/Fed	CONCEPT	N/0 - 05, 09	
PCWP -75	SR 61 Confederate Avenue at SR Business 6 Project ID: 0-26	×					Paulding County	\$400,000	SPLOST	PE, ROW, CST	N/0 - 05, 09	
PCWP -76	SR 101 at Gold Mine Road/Holly Springs Rd Project ID: 0-33	×	×	×			Paulding County	\$4,000,000	SPLOST & State TBD	PE	N/0 - 05, 09	Roundabout
PCWP -77	US 278/SR 6 (Jimmy Campbell Pkwy @ SR 120 Buchanan Hwy) Project ID: 0-21		×	×			GDOT, Paulding, Dallas TBD	\$749,000	State & SPLOST		N/0 - 05, 09	
PCWP -78	Corridor and feasibility studies for east to west connectivity within the county	×	×	×	×	×	Paulding County	\$300,000	SPLOST		N/0 - 05	High Priority
PCWP -79	SR120 at SR 101 KEY: 0-3	×	×				Paulding County	\$1,500,000	SPLOST	PE	N/0 - 05, 09	Roundabout
PCWP -80	SR 120 Conn (Hiram Sudie Road) at Davis	×	×				Paulding County	\$1,500,000	SPLOST	CONCEPT	N/0 - 05, 09	Roundabout
PCWP -81	SR 120 at SR 6 Business Atlanta Highway Hiram KEY: 0-1					×	Paulding County	\$300,000	State & SPLOST		N/0 - 05, 09	
PCWP -82	Hiram SR6 Intersection and Access Improvements KEY: RC-6-ASP					×	TBD	\$4,300,000	SPLOST & State TBD		N/0 - 05	Hybrid w/ Streetscape
PCWP -83	East Paulding Drive, from Reece Road to SR 92 KEY: RC-21ASP				×	×	Paulding County	\$1,200,000	SPLOST		N/0 - 05	

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	2017	2018	2019	2020	2021						

CG-4: CREATE CONNECTION

SCHEDULED MULTIMODAL PROJECTS

PCWP -84	In anticipation of additional warehousing and distribution opportunities, and freight and logistics connections with airport and I-20, and I-75, develop sites where such opportunities could be feasible and practical, such as around the airport or along the planned 3 rd Army Interchange.	×	×	×	×	×	Paulding County, IBA, PCED, Cities of Dallas and Hiram	Cost determined per site	IBA, General Fund, Grants		N/O - 18, 19	
PCWP -85	Coordinate with Douglas, Cobb, and Bartow transit planning to create regional transit and multimodal connections to Paulding WellStar Hospital and other community services.	×	×	×			Paulding DOT, Cities of Dallas and Hiram, NWGRC	Staff Time	Fixed Labor, Grant Funds		N/O - 19, 21	
PCWP -86	Prepare Bike and Pedestrian plan and integrate with Transportation Plan.				×	×	Paulding DOT, Cities of Dallas and Hiram, NWGRC	Staff Time	Fixed Labor, Grant Funds		N/O - 19, 22	

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	2017	2018	2019	2020	2021						
CG-5: FISCAL VIABILITY / IMPLEMENTATION											
INTERGOVERNMENTAL COORDINATION											
PCWP -87	Design and fund, along with other MJW agencies, a process to implement the 2017 Comprehensive Plan and add transportation and water resources staff the process	×				Paulding County + MJW Partners	\$25,000	Local		N/O - 25, 26, 27, 28, 29	
PCWP -88	Execute, with other MJW agencies, an MOU committing agencies to utilize the same population projections and permitting data across all governments	×				Paulding County + MJW Partners	\$0	Fixed Labor		N/O - 25, 26, 27, 28, 29, 31	
PCWP -89	Execute, with other MJW agencies, an MOU committing agencies to enhance, improve and jointly create strategies for utility expansion and improvement and annexation protocol	×				Paulding County + MJW Partners	\$0	Fixed Labor		N/O - 25, 26, 27, 28, 29, 31	
PCWP -90	In partnership with the Paulding County School System, develop a formal process for joint consideration of school siting. issues to include including infrastructure availability, capacity and investment, alignment of priorities and project schedules Process Examples: 1) School system requests insight, data and assessment from County on issues such as site locations, campus designs, infrastructure - water, sewer, multimodal access options and building permits 2) School system includes county in regular long-range facility planning process, acknowledging inter-related issues and potential for increasing efficiencies while decreasing cost	×	×	×	×	×	\$0	Fixed Labor		N/O - 09, 21, 22, 23, 29, 32	
PCWP -91	Study the feasibility of expansion construction and demolition landfill facilities					×	\$0	Fixed Labor		N/O - 05, 32	Carryover

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	2017	2018	2019	2020	2021						
CG-5: FISCAL VIABILITY / IMPLEMENTATION											
INTERGOVERNMENTAL COORDINATION											
PCWP -92	When land use, economic development, transportation, and education/workforce decisions are made, prepare public statement of how this relates to the Community Goals. Continually refer to the Goals, Needs and Opportunities, Future Development Map, as these steps are taken and projects are implemented. Steering Committee and Stakeholders involvement in implementation should be publicized on regular basis, perhaps at Chamber banquets or other	×	×	×	×	×	Chamber of Commerce	Staff Time	Fixed Labor		N/O - 25, 27, 28, 29
PCWP -93	Coordinate with Georgia Department of Economic Development/ Tourism, Georgia DNR, Chamber of Commerce, Parks and Recreation, WMA, and Cities and County to provide cohesive marketing efforts for visitors to Paulding County including development of logos, wayfinding and gateway signage, integration with websites, social media, school systems field trips, and technology/ industrial recruitment maga-	×	×				Chamber, DCA and GA Department of Economic Development, WMS, Paulding County, Cities of Dallas and Hiram	\$50,000	Hotel/Motel Tax		N/O - 25, 27, 28, 29, 33

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		2017	2018	2019	2020	2021						

CG-6: BROADBAND AND TELECOMMUNICATIONS

PCWP -94	Pass a Broadband Ordinance					×	Paulding County	\$1,000/ Staff Time	General Fund		N/O-34, 35	
PCWP -95	Become designated as Broadband Ready Community; reapply to keep designation current.					×	Paulding County	\$1,000/ Staff Time	General Fund		N/O-34, 35	
PCWP -96	Apply for funding under the Georgia Broadband Deployment Initiative to improve broadband service in identified unserved areas					×	Paulding County, providers	\$5,000/ Staff Time	Local, SPLOST, state and federal grants, loans		N/O-34, 35	
PCWP -97	Paulding will partner with EMC's and other providers to extend broadband service to unserved areas in qualified Census tracts in Southwest Paulding County to increase available speeds to at least 25 Mbps down and 3 Mbps up.					×	Paulding County, Carroll EMC, SyncGlobal		OneGeorgia and other state and federal grants & loans, local, SPLOST		N/O- 35	
PCWP -98	Work to install public Wi-Fi in each County Park					×	Paulding County, providers	\$100,000- \$150,000	Local, SPLOST		N/O - 35	

SHORT TERM WORK PROGRAM, 2017—2021

CITY OF DALLAS

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
	2017	2018	2019	2020	2021						
CG-1: PROTECT NATURAL RESOURCES											
CG-2: TARGET GROWTH											
ALIGN DEVELOPMENT MAPS											
DWP-01	Develop a Character Area Map and Defining Narrative (based on DCA requirements and to align with the PC 2017 Comprehensive Plan)	x	x				City of Dallas	\$15,000	Local	On-Going	N/O - 06, 08, 20
ENHANCE DOWNTOWN DALLAS											
DWP-02	Inventory demand for downtown housing (in partnership with Georgia Highlands)	x	x				City of Dallas	\$1,000	Local		N/O - 08
DWP-03	Create a Mixed-Use Zoning category. Evaluate and assess the current rate of density in downtown Dallas explore the value of increasing density in the city center	x	x				City of Dallas	\$5,000	Local		N/O - 08
DWP-04	Develop Proposed Ordinance Amendment Language to Update C – 1 and C – 2 Zoning Classifications to Incorporate Downtown Residential Types			x			City of Dallas	\$20,000	LCI Supplemental Funding		N/O - 08,09, 14, 27
DWP-05	Identify Range of Potential Development Incentives for New Mixed Income Housing Redevelopment in Identified Redevelopment Area			x			City of Dallas	\$25,000	LCI Supplemental Funding		N/O - 08, 14, 29
DWP-06	Create and implement a parking plan. Explore the interest in shared use parking between the city, county and institutions located in downtown Dallas.	x	x				City of Dallas	\$5,000	Local		N/O - 08
DWP-07	Develop and offer incentives to institutions who work closely with the city as they consider locating in downtown (example: fast track approval for permitting)	x					City of Dallas	\$0	Fixed Labor		N/O - 08
DWP-08	Evaluate city facilities, offering an inventory of potential sites as a means of encouraging expansion in downtown Dallas	x					City of Dallas	\$1,000	Local		N/O - 08

SHORT TERM WORK PROGRAM, 2017—2021

CITY OF DALLAS

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
	2017	2018	2019	2020	2021						
CG-3: LEVERAGE ASSETS											
INSTALL DIRECTIONAL SIGNAGE											
DWP-09	In partnership with MJW agencies, design and install directional signage from the Silver Comet Trail to downtown Dallas + other PC locations (in partnership with PC, Hiram, Braswell, PC DOT)	×	×				City of Dallas	\$5,000	Local		N/O - 11, 13, 15
DWP-10	Install directional signage in Downtown Dallas						City of Dallas/ LCI Project	\$51,477	LCI		N/O - 15 Funding Secured
DWP-11	Design and Install Dallas Gateway Signage						City of Dallas/ LCI Project	\$291,800	LCI		N/O - 15 Funding Secured
DWP-12	Install directional signage at key intersections along Highway 278 and at connecting intersections from 278 to Downtown		×				City of Dallas	\$3,000	Local		N/O - 15
MARKET DALLAS											
DWP-13	Add a Mainstreet Director to the City Staff				×		City of Dallas	\$40,000 +	Local		N/O - 11, 16
DWP-14	Develop and submit, along with other MJW agencies, a joint recommendation for organizing countywide Economic Development (ID highly effective organizational structures and use them as precedence to identify roles, responsibilities and expectations for an approach to business retention and development that results in a healthy economy and consistent local funding)	×	×				City of Dallas + MJW Partners	\$0	Fixed Labor		N/O - 29
DWP-15	Create, along with other MJW agencies, a Countywide Marketing Plan including specific City of Dallas recommendations such as: 1) Expansion of existing post-secondary education facilities 2) Formal partnership with post-secondary educational organizations to explore potential public private partnerships involving infrastructure, promotions and other "town to gown" projects 3) Examine gaps in amenities such as theaters, evening activity, art and cultural events and retail		×				City of Dallas + MJW Partners	TBD	Local		N/O - 8, 27
DCP-16	Promote Silver Comet Trail in all city printed and on-line material	×					City of Dallas	\$0	Fixed Labor		N/O - 11
DWP-17	Create an "empty storefront activity" policy (eventually folding into the LCI)	×					DDA / Downtown Merchants Assoc.	\$1,000	Local		N/O - 11

SHORT TERM WORK PROGRAM, 2017—2021

CITY OF DALLAS

	PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
		2017	2018	2019	2020	2021						
CG-4: CREATE CONNECTION												
DEVELOP BIKE / PED MASTER PLAN												
DWP-18	In partnership with MJW agencies, build upon the CTP recommendations to develop and implement a comprehensive bike and pedestrian master plan	x	x				City of Dallas + MJW Partners	TBD	Various		N/O - 8, 20, 21, 22, 23	
CONNECT DALLAS TO SILVER COMET TRAIL												
DWP-19	Seek alternative funding to connect Dallas to the Silver Comet Trail	x	x				City of Dallas	\$0	Fixed Labor		N/O - 20	
COMPLETE LCI PROJECTS												
DWP-20	Connector Road from Memorial Drive to Paulding County Government Center	x	x				PC DOT	\$793,470	Paulding County		N/O - 21, 22, 23	Funding Secured
DWP-21	Dallas Downtown Pedestrian Improvement Extensions (Johnston, Griffin, Spring Streets)	x	x	x			City of Dallas	\$2,200,000	GDOT/Feds/ City (SPLOST)	On-Going	N/O - 21	22
DWP-22	Downtown Dallas Wayfinding and Signage	x	x	x			City of Dallas	\$51,500	GDOT/Feds/ City (SPLOST)	On-Going	N/O - 15, 20, 25	Funding Secured
DWP-23	Downtown Dallas Gateways	x	x	x			City of Dallas	\$292,000	GDOT/Feds/ City (SPLOST)	On-Going	N/O - 15, 20, 25	Funding Secured
DWP-24	Redevelopment Area Complete Street Upgrades and Connections: W. Cooper Street & W. Spring Street Extension, Hood, South & West Griffin		x	x	x		City of Dallas	\$1,743,200	LCI City of Dallas		N/O - 21, 22, 23	
DWP-25	West Memorial and Buchanan Realignment (Urban Minor Arterials)	x	x	x			City of Dallas	\$717,100	GDOT/ Paulding County		N/O - 21, 22, 23	
DWP-26	North Confederate Avenue Pedestrian Improvements (Phase 2 Cooper to Kirk) (Bid Awarded NTP Issued)	x					City of Dallas	\$499,000	SPLOST		N/O - 21, 22, 23	
DWP-27	North Confederate Avenue Pedestrian Improvements (Phase 3 Memorial to Cooper)		x		x		City of Dallas	\$2,044,000	Feds / ARC		N/O - 21, 22, 23	
DWP-28	Memorial Drive Pedestrian Improvements (N. Griffin Street to Merchants Drive) (Urban Minor Arterial)			x	x		City of Dallas	\$3,152,800	LCI		N/O - 21, 22, 23	
DWP-29	Butler Place Extension to Herschel Jones Middle School		x	x	x		City of Dallas	\$1,801,000	LCI / City of Dallas		N/O - 21, 22, 23	
DWP-30	Confederate Avenue at East Memorial Drive Intersection Improvement			x			PC DOT	\$450,000	SPLOST		N/O - 21, 22, 23	

SHORT TERM WORK PROGRAM, 2017—2021
CITY OF DALLAS

	PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
		2017	2018	2019	2020	2021						
CG-4: CREATE CONNECTION												
COMPLETE LCI PROJECTS												
DWP-31	Macland Road at SR 6 Business (Merchants Drive) Intersection Improvements			×			PC DOT	\$650,000	SPL0ST		N/O - 21, 22, 23	
DWP-32	SR 120 at SR 6 Business Intersection Improvements			×			PC DOT	\$300,000	SPL0ST		N/O - 21, 22, 23	
DWP-33	Legion Rd and Merchants Drive Roundabout Intersection Improvement				×		GDOT	Unknown	Unknown		N/O - 21, 22, 23	
CG-5: FISCAL VIABILITY / IMPLEMENTATION												
INTER-GOVERNMENTAL COORDINATION												
DWP-34	Design and fund, along with other MJW agencies, a process to implement the 2017 Comprehensive Plan	×					City of Dallas + MJW Partners	\$25,000	Local		N/O - 26, 27, 28	Shared Cost
DWP-35	Add transportation and water resources staff to the MJW as they begin implementation of the 2017 Comprehensive Plan	×					City of Dallas + MJW Partners	\$0	Fixed Labor		N/O - 27	
DWP-36	Execute, with other MJW agencies, an MOU committing agencies to utilize the same population projections and permitting data across all governments	×					City of Dallas + MJW Partners	\$0	Fixed Labor		N/O - 29	
DWP-37	Execute, with other MJW agencies, an MOU committing agencies to enhance, improve, and jointly create strategies for utility expansion and improvement	×					City of Dallas + MJW Partners	\$0	Fixed Labor		N/O - 29	
INFRASTRUCTURE MAINTENANCE												
DWP-38	Maintain City-Owned Roadways	×	×	×	×	×	City of Dallas	\$500,000	St(LMIG) + City		N/O - 32	

SHORT TERM WORK PROGRAM, 2017—2021
CITY OF DALLAS

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES	
	2017	2018	2019	2020	2021							
CG-6: BROADBAND AND TELECOMMUNICATIONS												
DWP-39	Pass a Broadband Ordinance					×	City of Dallas	\$1,000/Staff Time	General Fund		N/O - 34, 35	
DWP-40	Become designated as Broadband Ready Community; reapply to keep designation					×	City of Dallas	\$1,000/Staff Time	General Fund		N/O - 34, 35	
DWP-41	Apply for funding under the Georgia Broadband Deployment Initiative to improve broadband service in identified unserved areas.					×	City of Dallas, providers	\$5,000/Staff Time	Local, SPLOST, state and federal grants		N/O - 34, 35	

SHORT TERM WORK PROGRAM, 2017—2021

CITY OF HIRAM

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
	2017	2018	2019	2020	2021						
CG-1: PROTECT NATURAL RESOURCES											
CG-2: TARGET GROWTH											
ALIGN DEVELOPMENT MAPS											
HWP-01	Develop a Character Area Map and Defining Narrative (based on DCA requirements and to align with the PC 2017 Comprehensive Plan)	×	×				City of Hiram	\$15,000	Local	On-Going	N/O - 06,08, 20
ENAHNCE DOWNTOWN HIRAM											
HWP-02	Create a Mixed -Use Zoning category. Evaluate and assess the current rate of density in downtown Hiram and explore the value of increasing density in the city center	×	×				City of Hiram	\$5,000	Local		N/O - 08,20
HWP-03	Evaluate city facilities, offering an inventory of potential sites as a means of encouraging expansion in downtown Hiram	×					City of Hiram	\$1,000	Local		N/O - 08
CG-3: LEVERAGE ASSETS											
HWP-04	In partnership with MJW agencies, design and install directional signage from the Silver Comet Trail to downtown Dallas, Hiram, Braswell + other PC locations (in partnership with PC, Hiram, Braswell, PC DOT)	×	×				City of Hiram	\$5,000	Local		N/O - 11, 13, 15, 20
HWP-05	Install directional signage in Downtown Hiram						City of Hiram/ LCI Project				N/O - 15
HWP-06	Design and install additional Hiram Gateway Signage						City of Hiram/ LCI Project				N/O - 15
HWP-07	Install directional signage at key intersections along Highway 278 and at connecting intersections from 278 to Downtown		×				City of Hiram	\$3,000	Local		N/O - 15
HWP-08	Promote Silver Trail Comet in all city printed and on-line material	×					City of Hiram + MJW Partners	\$0	Fixed Labor		N/O - 11

SHORT TERM WORK PROGRAM, 2017—2021

CITY OF HIRAM

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES	
	2017	2018	2019	2020	2021							
CG-4: CREATE CONNECTION												
DEVELOP BIKE / PED MASTER PLAN												
HWP-09	In partnership with MJW agencies, build upon the CTP recommendations to develop and implement a comprehensive bike and pedestrian master plan	×	×				City of Hiram + MJW Partners	TBD	Various		N/O - 08, 20, 21, 22, 23	
CONNECT HIRAM TO SILVER COMET TRAIL												
HWP-10	Seek alternative funding to connect Hiram to the Silver Comet Trail	×	×				City of Hiram + MJW Partners	\$0	Fixed Labor		N/O - 11	
COMPLETE LCI PROJECTS												
HWP-11	Implement the historic downtown parking plan		×	×			City of Hiram	\$200,000	SPLOST/ LCI	On-Going	N/P - 08	
HWP-12	Implement traffic calming devices (Main Street, Beatty Street, Church Street, Segment of Highway 92, Center street, Oak Street, Alexander Street, Seaboard Avenue)			×	×	×	City of Hiram	\$150,000	SPLOST/ LCI		N/O - 22	
HWP-13	Extend Sidewalk Network down Church Street and Main Street				×	×	City of Hiram	\$200,000	SPLOST/ LCI/ LMIG		N/O - 22	
HWP-14	Hiram Downtown Pedestrian Improvement Extensions (Beatty Street, Church Street, Segment of Highway 92)			×	×	×	City of Hiram	\$200,000	SPLOST/ LCI/ LMIG		N/O - 22	
HWP-15	Downtown Hiram Wayfinding Signage	×	×	×	×	×	City of Hiram	\$50,000	SPLOST/ LCI		N/O - 15	See 5/6
HWP-16	Downtown Hiram Gateways				×		City of Hiram	\$100,000	SPLOST/ Grant		N/O - 15	See 5/6

SHORT TERM WORK PROGRAM, 2017—2021

CITY OF HIRAM

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES	
	2017	2018	2019	2020	2021							
CG-5: FISCAL VIABILITY / IMPLEMENTATION												
INTERGOVERNMENTAL COORDINATION												
HWP-17	Design and fund, along with other MJW agencies, a process to implement the 2017 Comprehensive Plan	×					City of Hiram + MJW Partners	\$25,000	Local		N/O - 26, 27, 28	
HWP-18	Execute, with other MJW agencies, an MOU committing agencies to utilize the same population projections and permitting data across all governments	×					City of Hiram + MJW Partners	\$0	Fixed Labor		N/O - 29	
HWP-19	Execute, with other MJW agencies, an MOU committing agencies to enhance, improve, and jointly create strategies for utility expansion and improvement	×					City of Hiram + MJW Partners	\$0	Fixed Labor		N/O - 29	
HWP-21	Add transportation and water resources staff to the MJW as they begin implementation of the 2017 Comprehensive Plan	×					City of Hiram + MJW Partners	\$0	Fixed Labor		N/O - 29	
HWP-22	Complete the process for adoption of a Homestead Exemption for the purpose of considering potential implementation of an ad valorem tax	×					City of Hiram	\$0	Fixed Labor		N/O - 33	
INFRASTRUCTURE MAINTENANCE												
HWP-23	Corridor Improvement - Hiram SR 6 Intersection and Access Improvements/ Match Funds					×	PC DOT	\$4,300,000	SPLST		N/O - 05, 24	
HWP-24	Maintain City-Owned Roadways	×	×	×	×	×	City of Hiram + MJW Partners	\$200,000	State (LMIG) + City		N/O - 32	

SHORT TERM WORK PROGRAM, 2017—2021
CITY OF HIRAM

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES	
	2017	2018	2019	2020	2021							
CG-6: BROADBAND AND TELECOMMUNICATIONS												
HWP-25	Pass a Broadband Ordinance					×	City of Hiram	\$1,000/ Staff Time	General Fund		N/O - 34, 35	
HWP-26	Become designated as Broadband Ready Community; reapply to keep designation current					×	City of Hiram	\$1,000/ Staff Time	General Fund		N/O - 34, 35	
HWP-27	Apply for funding under the Georgia Broadband Deployment Initiative to improve broadband service in identified unserved areas.					×	City of Hiram, providers	\$5,000/ Staff Time	Local, SPLOST, state and federal grants &		N/O - 34, 35	
HWP-28	Work to install public Wi-Fi in each City Park					×	City of Hiram, providers	\$15,000- \$30,000	Local, SPLOST		N/O - 35	

SHORT TERM WORK PROGRAM, 2017—2021
CITY OF BRASWELL

PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES	
	2017	2018	2019	2020	2021							
CG-1: PROTECT NATURAL RESOURCES												
CG-2: TARGET GROWTH												
BWP-01	Upgrade city water system and maintenance practices for economic development and housing development purposes			x	x		City of Braswell	\$420,000	SPLOST/ Grants		N/O - 08	
BWP-02	Partner with Paulding County to site a Fire Facility in Braswell				x		City of Braswell	\$0	Fixed Cost		N/O - 08	
BWP-03	Integrate Braswell into the Paulding County Parks and Recreation Plan		x				City of Braswell	\$0	Fixed Cost		N/O - 04	
BWP-04	Renovate existing city owned historic church for use as a senior/community center			x			City of Braswell	\$70,000	Local/ State		N/O - 08	
BWP-05	Investigate feasibility of listing the city owned historic church on National Register of Historic Places		x				City of Braswell	\$2,500	Local/ State Grant		N/O - 08	
CG-3: LEVERAGE / PROMOTE ASSETS												
BWP-06	Construct a Bicycle Service Station			x			City of Braswell	\$5,000	Local		N/O - 11,, 12, 20	
BWP-07	Open up and maintain old Braswell cemetery			x			City of Braswell	\$5,000	Local		N/O - 151,, 16	
ATTRACT TOURISTS												
BWP-08	Develop a Tourism Master Plan		x				City of Braswell	\$2,000	Local		N/O - 11	
BWP-09	Achieve "Film Ready" Designation Status from State			x			City of Braswell	Fixed Labor	Local		N/O - 11	

SHORT TERM WORK PROGRAM, 2017—2021
CITY OF BRASWELL

	PROJECT / ACTIVITY DESCRIPTION	TIMEFRAME					RESPONSIBLE AGENCY / DEPT.	COST ESTIMATE	FUNDING SOURCE	STATUS	NEED/OPP REF. #	NOTES
		2017	2018	2019	2020	2021						
CG-4: CREATE CONNECTION												
BWP-10	Develop a Trailhead Plan to Connect with the Silver Comet Trail (SCT)		×				City of Braswell	\$30,000	Local/State		N/O 11, 13, 20	
MAINTAIN INFRASTRUCTURE												
BWP-11	Repave West Amber Street			×	×	×	City of Braswell	\$18,700	Local/State		N/O - 08, 33	
BWP-12	Repave Eastern Street			×	×	×	City of Braswell	\$37,400	Local/State		N/O - 08, 33	
BWP-13	Repave Jacob Trail			×	×	×	City of Braswell	\$44,200	Local/State		N/O - 08, 33	
CG-5: FISCAL VIABILITY / IMPLEMENTATION												
BWP-14	Design and fund, along with other MJW agencies, a process to implement the 2017 Comprehensive Plan	×					MJW Partners	\$25,000	Local		N/O - 27, 28	
CG-6: BROADBAND AND TELECOMMUNICATIONS												
BWP-15	Pass a Broadband Ordinance					×	City of Braswell	\$1,000/ Staff Time	General Fund		N/O - 34, 35	
BWP-16	Become designated as Broadband Ready Community; reapply to keep designation current					×	City of Braswell	\$1,000/ Staff Time	General Fund		N/O - 34, 35	
BWP-17	Apply for funding under the Georgia Broadband Deployment Initiative to improve broadband service in identified unserved areas.					×	City of Braswell	\$5,000/ Staff Time	Local, SPLOST, state and federal grants &		N/O - 34, 35	

SUMMARY

A quality plan, judiciously assembled, contains what is needed to make decisions.

A quality plan contains:

- 1) Rationale (Realistic Needs and Opportunities)
- 2) Road maps (Community Goals)
- 3) Reactions (Implementable Work Programs)

A successful outcome is the product of structural integrity and alignment between:

- 1) Realistic Needs and Opportunities
- 2) Long and short term goals for addressing today's needs and tomorrow's opportunities
- 3) Action and investment

The 2017 Paulding County Comprehensive Plan is implementable if the political will exists to do so. The plan includes quality of life, infrastructure and economic development issues and opportunities. It offers resources, rationale, recommendations and defined strategies for leaders to utilize as they make decision.

Paulding County has the potential to become one of the most livable communities in the Atlanta Region and the 2017 Paulding County Comprehensive Plan has charted a course to realize that potential.

Growth in Paulding County is inevitable, and the way of growth is in the hands of its leaders and citizens.

A photograph of a dog, possibly a Shiba Inu, standing on a green-painted tire arch. The dog is looking to the right with its mouth open. In the background, there are other colorful tire arches (red and yellow) and a grassy area with trees. A dark grey banner is overlaid at the top of the image.

PART FOUR : REPORT OF ACCOMPLISHMENTS

Paulding County and Cities

REPORT OF ACCOMPLISHMENTS

The elements of the comprehensive plan identified in Chapter 110-12-1-.03 as requiring 5 year updates must be updated every five years in accordance with the recertification schedule maintained by the Department. If significant changes have occurred in community conditions (e.g., if the data upon which the plan is based has become significantly outdated, or the community's goals have changed), a more extensive update of other elements of the plan may be called for. The five-year update of the comprehensive plan shall include update of all elements specified for five-year update in Chapter 110-12-1-.03 plus:

- A new Community Work Program covering the subsequent five-year period.
- Unless the annual update options is exercised, a report of plan accomplishments that must identify the current status of each activity in the previous Community Work Program (which includes the Capital Improvements Program).

At a minimum, local governments must indicate activities that:

- Have been completed;
- Are currently underway (including a projected completion date);
- Have been postponed (explaining why and when it will be resumed); or
- Have not been accomplished and are no longer activities the local government intends to undertake (explaining why).

REPORT OF ACCOMPLISHMENTS, 2012—2016

PAULDING COUNTY

	WORK PROGRAM ACTIVITY <i>(parenthesis and italics indicate additional info for clarification purposes)</i>	YEAR	STATUS				EXPLANATION <i>If postponed or dropped</i>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	

LAND USE

1	Update Future Development Map	2013-2014			✓		The Future Development Map is part of the 2017 Comp Plan Update
2	Review and update zoning ordinance	2013-2014			✓		Postponed until after the 2017 Comp Plan (2017 PCWP—01)
3	Update zoning map	2012-2016		✓ 2017			To be completed in 2017.
4	Review and update development regulations <i>(as needed)</i>	2012-2014	✓				
5	Continue to coordinate with the cities regarding rezoning of properties adjacent to the city	2012-2016	✓				
6	Continue to assess impacts and needs for in-complete or abandoned residential subdivision developments	2012-2014	✓				
7	Continue to participate in LUCC meetings at ARC	2012-2016	✓				
8	Continue to coordinate and participate with NWGRC	2012-2016	✓				
9	Comprehensive Plan major update	2016		✓ 2017			The PC Comp Plan update, due in June 2017 is in progress

REPORT OF ACCOMPLISHMENTS, 2012—2016

PAULDING COUNTY

	WORK PROGRAM ACTIVITY <small>(parenthesis and italics indicate additional info for clarification purposes)</small>	YEAR	STATUS				EXPLANATION <small>If postponed or dropped</small>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT							
10	Continued support of Economic Development Organization	2012-2016	✓				
11	Continued support of Chamber of Commerce	2012-2016	✓				
12	Continued support of Industrial Building Authority	2012-2016	✓				
13	Target industries which match skill levels of workforce	2012-2016	✓				
14	Continue existing support of fiber network within the County	2012-2016	✓				
15	Continue to work with existing businesses and industry for retention and expansion	2012-2016	✓				
16	Continue to promote tourism (Civil War history and Silver Comet Trail)	2012-2016	✓				
17	Continue development of the business / technology park at the airport	2012-2014			✓		Any development at the airport is postponed due to pending litigation
18	Continue the market development within the wellness corridor	2012-2016			✓		Included in 2017 Comp Plan as Target Area (PCWP—26)
19	Develop industrial site on Bill Carruth Parkway	2012-2016	✓				
20	Market medical service businesses in support of the new WellStar Hospital	2012-2016			✓		Included in 2017 Comp Plan as Target Area (PCWP-26)
21	Continue to coordinate with area technical schools and universities to promote skilled labor force	2012-2016	✓				
22	Market airport technology park and other business / industrial areas to economic development organizations, businesses, and industries national and internationally in an effort for them to locate in Paulding County	2012-2016	✓				
23	Focus industrial marketing efforts to target quality, high tech clean industries	2012-2013	✓				
24	Infrastructure to airport area, technology park and other areas associated with the overall airport master plan and continue to improve public water, sewer, and roads to enhance commercial and industrial development	2012-2014	✓				
25	Encourage and support the development / construction of private and /or public technology / business parks	2012-2014	✓				

REPORT OF ACCOMPLISHMENTS, 2012—2016

PAULDING COUNTY

	WORK PROGRAM ACTIVITY <i>(parenthesis and italics indicate additional info for clarification purposes)</i>	YEAR	STATUS				EXPLANATION <i>If postponed or dropped</i>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
HOUSING							
26	National Stabilization Program (One)	2012-2015	✓				
27	National Stabilization Program (Three)	2013-2016		✓ 2017			Program: final phase, carried over to 2017 PC Comp Plan Work Program (2017 PCWP—15)
28	Review current and future housing needs to adjust to economic slowdown and citizen income levels	2012-2014	✓				
29	Develop mixed-use opportunities for land use to promote live-work possibilities	2015-2016				✓	Awaiting update of 2017 PC Comp Plan (2017 PCWP—04)
30	Address housing needs for an aging population	2013-2014	✓				
31	Review multi-family housing zoning ordinance standards	2014			✓		Review zoning ordinance after 2017 Comp Plan Update is complete (2017 PCWP—01)
32	Continue to address abandoned housing issues	2012-2016	✓				

REPORT OF ACCOMPLISHMENTS, 2012—2016

PAULDING COUNTY

	WORK PROGRAM ACTIVITY <small>(parenthesis and italics indicate additional info for clarification purposes)</small>	YEAR	STATUS				EXPLANATION <small>If postponed or dropped</small>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
TRANSPORTATION							
33	Revise development regulations to address bike and pedestrian access	2012-2014			✓		Bike and Ped Master Plan is in 2017 Comp Plan (2017 PCWP –18)
34	Examine the possibility of creating park & ride lots and other public transportation facilities in cooperation with GDOT	2012-2016	✓				
35	Continue annual road & parking lot resurfacing projects	2012-2016	✓				
36	Continue to require inter-connectivity between all types of developments on a case-by-case basis	2012-2016	✓				
37	Continue to participate in TCC meetings at ARC	2012-2016	✓				
38	East Hiram Parkway Construction	2012-2013	✓				
39	SR 92 at Old Statesboro Road / Acworth Rd	2012	✓				
40	Seven Hill Boulevard extension	2012-2014	✓				
41	Ivey Gulledge Road realignment	2012	✓				
42	Continue road maintenance / operations program	2012-2016	✓				
43	Promote Adopt-A-Road program	2012-2016	✓				
44	Willow Springs Bridge over Silver Comet Trail	2012-2013	✓				
45	Bill Carruth Parkway –Norfolk Southern Railroad bridge to SR 92 (Phases 2 and 3)	2012-2016	✓				
46	East Paulding Drive at SR 120 intersection improvements	2016		✓ 2019			Considered as part of 2017 Comp Plan Update (2017 PCWP—83)
47	Dallas-Acworth Highway at Mt. Tabor and Frey Roads (alignment)	2016		✓ 2017			Concept complete, under design, construction begins late 2017
48	Bobo Road at Mt. Tabor and Macland Road (intersection improvements)	2016		✓ 2018			Considered as part of 2017 Comp Plan Update (2017 PCWP—55)
49	Friendship Church Road at Ridge Road	2016	✓				
50	Cedarcrest Road widening (four-lane)	2013-2015		✓ 2017			Considered as part of 2017 Comp Plan Update (2017 PCWP—62)
51	Industrial park access road and technology park	2015-2016		✓ 2019			Considered as part of 2017 Comp Plan Update (2017 PCWP—65)
52	East Paulding Drive widening (four-lane)	2016			✓ 2022		Project possible if funding is available state/federal (PCWP-83)

REPORT OF ACCOMPLISHMENTS, 2012—2016

PAULDING COUNTY

	WORK PROGRAM ACTIVITY <small>(parenthesis and italics indicate additional info for clarification purposes)</small>	YEAR	STATUS				EXPLANATION <small>If postponed or dropped</small>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES							
53	Maintenance of greenspace	2012-2016	✓ 2014				Timber thinning of the Paulding Forest WMA
54	Development greenspace utilization opportunities.	2014-2015			✓		To be considered as part of the 2017 Comp Plan Update (PCWP-2,4)
55	Preserve areas of plant and animal habitat not protected by State, Federal laws through zoning ordinance and development regulations.	2012-2014			✓		Considered as part of the 2017 Comp Plan (2017 PCWP—02, 04)
56	Adopt ordinances in compliance with Georgia Natural Resources guidelines and Metropolitan North Georgia Water Planning District concerning groundwater recharge areas, water supply watersheds/reservoirs, and wetlands	2012-2015	✓				
57	Asses the need for a large lot zoning district for areas with sensitive soils, steep slopes, and no public sewer. Set standards through zoning ordinance and development regulations.	2012-2014			✓		The assessment is being completed in a Land Use Study under development as part of the 2017 Comp Plan Update (PCWP—01)
58	Promote historic resources through civic clubs and schools.	2012-2016	✓				
59	Review and update standards to limit mass grading for residential development.	2014-2015			✓		Review and update of standards are to be included in the 2017 Comp Plan Update (2017 PCWP—06)

REPORT OF ACCOMPLISHMENTS, 2012—2016

PAULDING COUNTY

	WORK PROGRAM ACTIVITY (parenthesis and italics indicate additional info for clarification purposes)	YEAR	STATUS				EXPLANATION If postponed or dropped
			Complete	Underway; Projected Completion Date	Postponed	Dropped	

COMMUNITY FACILITIES AND SERVICES

60	Consider the expansion of construction and demolition landfill facilities	2013-2015			✓		Due to a decrease in demand brought about by the economic downturn (2017 PCWP—91)
61	Permit and design of Richland Creek Reservoir and water treatment plan	2012-2014	✓				
62	Begin construction of Richland Creek Reservoir and water treatment plan	2014-2016	✓				
63	Continue to implement solid waste reduction plans	2012-2016	✓				
64	Assess the need for additional fire stations	2012, 2014, 2016	✓				
65	Assess the need for additional personnel at current fire stations	2012-2016	✓				
66	Assess the need for additional Sheriff Office personnel	2012-2016	✓				
67	Assess the public safety needs for recreation areas and Silver Comet Trail and seek grant funds	2012-2016	✓				
68	Relocation and expansion of Public Safety training facilities and programs	2013-2015	✓				
69	Establish more recreation facilities and programs	2013-2016	✓				
70	Continue to provide senior citizen facilities and programs	2012-2016	✓				
71	Construct expansion and update to Hiram Elementary School	2012-2013	✓				
72	Complete construction of new middle school (Abney Middle School)	2012	✓				
73	Update and adopt Service Delivery Strategies	2012		✓ 2017			Paulding County aligned with State of Georgia's required 10-year cycle—2017
74	Continue to update the County's website and GIS mapping to facilitate increased communication to citizens, businesses, business prospects, and developers	2012-2016	✓				

REPORT OF ACCOMPLISHMENTS, 2012—2016

CITY OF DALLAS

	WORK PROGRAM ACTIVITY (parenthesis and italics indicate additional info for clarification purposes)	YEAR	STATUS				EXPLANATION If postponed or dropped
			Complete	Underway; Projected Completion Date	Postponed	Dropped	

LAND USE

1	Update Future Development Map	2013-2014	✓				
2	Continue to work with Planning Commission to promote Smart Growth.	2012-2016	✓ 2016				
3	Continue to accept wetlands as greenspace within proposed developments.	2012-2016	✓				
4	Continue to enforce zoning ordinance/codes through City Marshal	2012-2016	✓				
5	Monitor compliance with ADA regulations within proposed developments.	2012-2016	✓				
6	Continue to work with Paulding County regarding the city annexations.	2012-2016	✓				
7	Continue to review city ordinances for updates and amendments.	2012-2016	✓				
8	Update Comprehensive Plan Short Term Work Program.	2012	✓ 2016				
9	Update Comprehensive Plan	2015-2016			✓		The PC Comp Plan update, due in June 2017, is in progress

ECONOMIC DEVELOPMENT

10	Continue to support and participate with the Paulding Economic Development Organization.	2012-2016	✓				
11	Continue to support the Downtown Development Authority.	2012-2016	✓ 2016				
12	Continue to support the Paulding County Chamber of Commerce.	2012-2016	✓				
13	Continued support of local businesses and industries.	2012-2016	✓				
14	Downtown enhancement through ARC's LCI program	2012-2016	✓				A variety of LCI projects were completed 2012-16. Additional LCI projects, scheduled to be completed between 2017-21, are listed in the 2012 Comp Plan: DWP 20-30

REPORT OF ACCOMPLISHMENTS, 2012—2016

CITY OF DALLAS

	WORK PROGRAM ACTIVITY (parenthesis and italics indicate additional info for clarification purposes)	YEAR	STATUS				EXPLANATION If postponed or dropped
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
HOUSING							
15	Support affordable housing	2012-2016	✓				
16	Encourage housing for senior citizens	2012-2016	✓				
17	(Provide) Adequate water/sewer for quality housing development.	2012-2016	✓				
TRANSPORTATION							
18	Continue city street maintenance program.	2012-2016	✓				
19	Continue city street paving program	2012-2016	✓				
20	Continue to work with GDOT, ARC, and Paulding County regarding Transportation Planning and project funding.	2012-2016	✓	✓			
NATURAL AND CULTURAL RESOURCES							
21	Continue Flood Control Program	2012-2016	✓				
22	(Improve) Inspection for erosion and sedimentation control and post development stormwater.	2012-2016	✓				
23	Assist Dallas Historic Preservation Commission with establishing a Historic District in downtown, and adopt design guidelines.	2012-2016	✓				
COMMUNITY FACILITIES AND SERVICES							
24	Continue sidewalk expansion program	2012-2016	✓				
25	Expand city sewer collection system	2012-2015	✓				
26	Continue water line (cast iron) replacement program.	2012-2016	✓ 2012				
27	Continue joint city/county recycling program.	2012-2016	✓				
28	City/county Solid Waste Management Plan	2015	✓				
29	Continue to develop Coleman Camp Memorial Park	2012-2013	✓				
30	Continue to develop Sara Babb Park	2012-2014	X				

REPORT OF ACCOMPLISHMENTS, 2012—2016

CITY OF HIRAM

	WORK PROGRAM ACTIVITY <i>(parenthesis and italics indicate additional info for clarification purposes)</i>	YEAR	STATUS				EXPLANATION <i>If postponed or dropped</i>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	

LAND USE

1	Continue to participate in Paulding County's Plan Review Process for projects and developments within Hiram.	2012-2016	✓				
2	Adopt updated Hiram Zoning Ordinance	2012	✓ 2013				Article 12 of the Zoning Ordinance
3	Update Future Development map	2013-2016			✓		The Future Development Map being reconsidered as part of the 2017 Comp Plan Update process
4	Update Comprehensive Plan	2015-2016	✓				The PC Comp Plan update, due in June 2017, is In progress
5	Continue working with Paulding County regarding city annexations.	2012-2016	✓ 2015				

ECONOMIC DEVELOPMENT

6	Continue to support and participate with the Paulding Economic Development Organization, Airport Authority, and Industrial Building Authority for economic development.	2012-2016	✓				
7	Continued support of local businesses and industries.	2012-2016	✓				
8	Continue to promote Hiram through the Chamber of Commerce for economic development.	2012-2016	✓				
9	Continue to plan and facilitate downtown Hiram events and activities to support local businesses.	2012-2016	✓				
10	Continue to improve infrastructure (water/sewer) in downtown area to support current and future service/retail development.	2014-2016	✓2013, 2015, 2016				

HOUSING

11	Support affordable housing	2012-2016				✓	Not a necessary priority
12	Encourage housing for senior citizens	2012-2016	✓ 2014				

REPORT OF ACCOMPLISHMENTS, 2012—2016

CITY OF HIRAM

	WORK PROGRAM ACTIVITY <small>(parenthesis and italics indicate additional info for clarification purposes)</small>	YEAR	STATUS				EXPLANATION <small>If postponed or dropped</small>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
TRANSPORTATION							
13	Continue city street maintenance program	2012-2016	✓				Dallas St Spur and Harris St + those above
14	Continue city street paving program	2012-2016	✓				Nebo Road
15	Ensure adequate roadways and traffic lights to meet population growth.	2012-2016	✓				
NATURAL AND CULTURAL RESOURCES							
16	(Improve) Inspection for erosion and sedimentation control and post development stormwater	2012-2016	✓				
17	Continue to enhance Ben Hill Strickland Park.	2012-2014	✓				
18	Continue to promote historic downtown.	2012-2016	✓				
COMMUNITY FACILITIES AND SERVICES							
19	Continue planning and construction of connecting trails to the Silver Comet trail (downtown and Ben Hill Strickland Park)	2012-2015	✓				
20	Construct bike/pedestrian connector from downtown to Ben Hill Strickland Park.	2013-2014			✓		Identified in the LCI Plan. To be reconsidered in 2017 Comp Plan Process (2017 HWP—09)
21	Continue to plan and construct infrastructure (water/sewer) in downtown area.	2013-2014	✓2015-2016				
22	City/County Solid Waste Management Plan	2015	✓				
23	Comprehensive Plan Short Term Work Program update.	2012	✓2012				
24	Continue annual training for police officers	2012-2016	✓				
25	Continue to use inmate labor for general trash pick-up.	2012-2016	✓				
26	Continue sidewalk expansion	2012-2016	✓2013, 2015, 2016				
27	Livable communities funding through ARC	2013-2015	✓				
28	Continue to update and replace city water lines and infrastructure.	2012-2016	✓				

REPORT OF ACCOMPLISHMENTS, 2012—2016

CITY OF BRASWELL

	WORK PROGRAM ACTIVITY (parenthesis and italics indicate additional info for clarification purposes)	YEAR	STATUS				EXPLANATION If postponed or dropped
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
LAND USE							
1	Complete major revision to the Paulding County (Cities of Dallas, Hiram, and Braswell) Comprehensive Plan (2007—2017)	2016	✓				
ECONOMIC DEVELOPMENT							
2	Continue to support and participate with the Paulding County Industrial Building Authority (IBA) for economic development.	2012-2016	✓				
TRANSPORTATION							
3	Coordinate with the Georgia Dept. of Transportation for local paving projects	2012-2016	✓				
4	Coordinate with the Paulding County Dept. of Transportation	2012-2016	✓				
5	Consider purchase of tractor and backhoe to maintain the right of way for Braswell Mountain Road	2012-2016	✓				
NATURAL AND CULTURAL RESOURCES							
6	Renovate existing city owned historic church for use as a senior/community center	2012-2016			✓		Postponed for lack of funding. New estimated date is 2019.
7	Investigate feasibility of listing the city owned historic church on National Register of Historic Places	2012-2016			✓		Postponed for lack of funding. New estimated date is 2018.
COMMUNITY FACILITIES AND SERVICES							
8	Upgrade city water system for economic development and housing development purposes	2012-2016			✓		Postponed for lack of funding. New estimated date is 2019.
9	Evaluate the need for a fire department	2012-2016	✓				
10	Purchase police car	2012-2016	✓ 2012				
11	Examine possible city park development	2012-2016	✓				
12	Examine need for additional police officers	2012-2016	✓				

REPORT OF ACCOMPLISHMENTS, 2012—2016

City of Braswell

	WORK PROGRAM ACTIVITY <small>(parenthesis and italics indicate additional info for clarification purposes)</small>	YEAR	STATUS				EXPLANATION <small>If postponed or dropped</small>
			Complete	Underway; Projected Completion Date	Postponed	Dropped	
INTERGOVERNMENTAL COORDINATION							
13	Participate in the Service Delivery Strategy updates for Paulding and Polk County	2012-2016	✓				

Back cover photograph of downtown Dallas

