



BOOK 3: MAKING IT HAPPEN



A COMPREHENSIVE PLAN FOR THE CITY OF THOMASVILLE

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... AND HUNDREDS OF THOMASVILLE RESIDENTS

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INTRODUCTION

The Community Work Program lays out the specific activities the community plans to undertake during the coming years to address the communities concerns and priorities based on strategies to address the communities concerns. This includes activities, initiatives, programs, ordinances, and administrative systems to be put in place to implement the plan.

These action items are often covered within the goals and policies of the main chapters found Books 1 and 2 of this Comprehensive Plan.

- **Book 1: Building Place**
 - Land Use,
 - Community Design & Historic Preservation, and
 - Mobility.
- **Book 2: Building Community**
 - Housing,
 - Natural & Cultural Resources,
 - Community Facilities,
 - Economic Development, and
 - Health.

Each action is accompanied with additional information.

- **Activity**
Each activity is briefly described by re-listing the policy.
- **Authority**
The legal entity responsible for approving the activity listed. This is typically the City Council but occasionally other entities will be involved.
- **Time Frame**
The time for initiating and completing the activity. This could also be the regularity that an activity should occur such as reoccurring meetings.
- **Responsible Party**
Lists the responsible parties for implementing the activity. At least two entities are typically listed. "L" for the Lead Entity, "S" for the Supporting Entity.
- **Estimated (Est.) Cost**
The estimated cost for implementing an activity. A range of costs are listed with the following symbols:
\$\$\$ +\$250,000
\$\$ \$100,000 – 250,000
\$ < \$100,000
- **Funding Source**
Funding sources are noted as either public or private.
- **Reference**
The reference notes the goals and policies that the activity is intended to help implement. Some activities may help implement a single policy, an entire goal or numerous goals found throughout the plan.



COMMUNITY WORK PROGRAM MATRIX

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Land Use & Community Design						
Adopt the Future Character Areas Map found in Chapter 2 Land Use which defines six character areas that reflect the desired type and form of development in each part of the City to guide land use development and infrastructure decisions, urban design, preservation, mobility, housing, natural and cultural facilities, economic development, and community facilities.	City Council	Within 1 year	L - City Council S - Planning Department; Public Works; Utilities	\$	Public	Policies 2.1.1; 2.1.3; 2.1.5 and Goals 4.1; 4.5
Adopt the Investment Sector Map found in Chapter 2 Land Use to indicates and prioritizes where development should be encouraged, areas that should be conserved, and areas that are relatively stable within the City.	City Council	Within 1 year	L - City Council S - Planning Dept; Public Works; Utilities	\$	Public	Policies 2.1.2; 2.1.3 and Goals 2.8; 2.10
Create a city-wide Unified Development Ordinance using a form based approach based on the best precedents in Thomasville and from the Georgia Department of Community Affairs and the Georgia Conservancy's sustainable growth program. The regulations within this document should conform to the qualities and intent of the Future Character Areas as detailed in Chapter 2 Land Use of this Comprehensive Plan. Policies regarding development criteria found throughout this Comprehensive Plan shall be taken into account and incorporated into the new regulations whenever applicable.	City Council	Within 2 year	L - City Council S - Planning Department; Public Works; Utilities	\$\$ - \$\$\$	Public	Policies 2.1.4; 3.1.9; 3.3.2; 3.3.11; 3.3.12; 3.3.13; 3.3.16; 3.3.17; 3.3.22; 6.2.2; 6.2.4; 6.2.5; 6.4.2; 7.3.9; 7.7.6; 7.14.8; 8.10.1; 8.10.2; 8.10.3; and 8.13.6 All Policies within Goals 2.2; 2.3; 2.4; 2.5; 2.6; 2.7; 2.8; 2.9; 2.10; 2.11; 2.12; 3.2; 3.3; 3.5; 3.6; 3.7; 3.8; 3.9; 4.1; 4.2; 4.6; 4.7; 7.1; 7.4; 7.5; 7.6; 7.8; and 8.12
Provide design assistance as an option for new public and private development within the City to assist with future character area compliance and expedite approval processes. Services may include assistance with concept design, illustrative drawings, and preliminary site design, among others.	City Council	Within 1 year	L - Planning Department	\$	Public	Policy 2.2.4
Continue to implement the Creative District Vision Plan	City Council	Within 5 years	L - Planning Dept S - Building Dept	\$\$	Public / Private	Policies 2.3.7; 3.3.14; 3.3.15.2; 7.13.1; 10.3.3 and Goal 8.14
Identify and maintain a permanent green preserve of some form in and around the City with a focus on improving and protecting ecological areas using PDR Program, land trusts, rural and critical lands, etc.	City Council	Within 2 years	L - Planning Dept S - Engineering; Public Works	\$\$-\$	Public	Policy 2.5.2
Create a growth boundary through coordination with County and private landowners, while still encouraging clustered development such as hamlets, villages, etc. This can be accomplished through numerous methods such as zoning, PDR programs, land trusts, rural and critical land programs.	City Council	Within 5 years	L - City Manager S - Planning Dept; County; Private Land Owners	\$	Public/ Private	Goals 2.5 and 2.6
Create small area plans for the Infill areas, prioritizing Neighborhood Centers and Crossroads. These plans should strive to enhance the pedestrian environment including retrofitting streets with sidewalk installation, tree plantings and interesting building facades.	City Council	Within 5 years	L - Planning Department	\$\$	Public	Policy 2.9.2
Establish incentives for the private sector that encourage growth and infill development in identified Infill Areas with an emphasis on Neighborhood Centers and Crossroads This could include financial assistance in the form of public-private partnerships, incentives, or utility relief for projects within these areas.	City Council	Within 5 years	L - City Manager S - Planning Department	\$ - \$\$	Public	Goal 2.10

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Create small area plans for each of the New and Retrofit Development Investment Sector areas, prioritizing Neighborhood Centers.	City Council	Within 5 years	L - Planning Department	\$\$	Public	Policy 2.7.1
Establish incentives for the private sector that encourage growth and new development in New and Retrofit Development Investment Sector areas with an emphasis on Neighborhood Centers.	City Council	Within 3 years	L - Planning Department S - Building Department	\$	Public	Policy 2.7.2
Create corridor plans for major corridors that include beautification and mobility improvements within the Infill Areas and New & Retrofit sectors on Investment Sector Map.	City Council	Within 5 years	L - Planning Department	\$	Public	Policy 2.12.3
Develop a method of streamlining the process and guaranteeing approvals, such as permit administrative approvals, when development adheres to the community vision (area plans) and/or is located in Downtown Investment Sector, New and Retrofit Investment Sector, or Infill Investment Sector.	City Council	Within 3 years	L - Planning Department	\$	Public	Policy 2.12.4
Adopt the outstanding sign ordinance and corresponding manual.	City Council	Within 1 year	L - Planning S - Engineering	\$	Public	Policy 3.9.6
Historic Preservation						
The planning department should oversee the majority of historic preservation related goals and policies on behalf of the city. This includes the Historic Preservation Committee Board as outlined in the historic preservation code audit.	City Council	Ongoing	L - Planning Department	\$	Public	Policy 3.1.1
Investigate adopting two new local historic districts including an extension of the Dawson Street Historic District that follows the National Historic District boundary and a new Paradise Park Historic District that contains Paradise Park itself along with the properties adjacent to the park up to Gordon Avenue and Loomis Street.	City Council	Within 2 years	L - Landmarks S - Planning	\$	Public Private	Policies 3.1.3 and 6.3.4
Investigate adopting two new conservation districts including a Dawson Street Conservation District, which would follow the National Historic District boundary and contain parcels between the existing local historic district and Hansel Street between Monroe and Calhoun, and a East End Conservation District containing the area bounded by Metcalf Avenue, Loomis Street, Grady Street, and Baybrook Street.	City Council	Within 2 years	L - Landmarks S - Planning	\$	Public Private	Policies 3.1.4 and 6.3.4
Update the 2002 Historic Preservation Guidelines to reflect current preservation practices and community goals and to provide more actionable recommendations.	City Council	Within 2 years	L - Landmarks S - Planning	\$\$	Public Private	Policies 3.1.6 and 3.1.7
Create a comprehensive inventory of all of Thomasville's historic assets including parks, trees, buildings, and monuments.	City Council	Within 2 years	L - Landmarks S - Planning	\$\$	Public Private	Policies 3.1.2; 3.1.5 and 3.1.8
Establish a communication plan to provide widespread cultural and educational resources and information programs on historic preservation techniques and benefits, inform the public of tax benefits and funding sources available for restoration, and provide workshops on how to care for a historic property in compliance with the Secretary of the Interior's Standards for Rehabilitation.	City Council	Within 2 years	L - Landmarks S - Marketing & Communication	\$	Public Private	Policies 3.1.11; 3.1.13; 3.1.14; 3.1.15; 7.14.1; 7.14.7; 7.14.9 and 7.15.2
Identify and publicize the use of State and Federal preservation incentive programs.	City Council	Within 2 years	L - Human Resources & Community Relations	\$	Public	Policy 7.14.2
Regularly update the contextual survey of the City's structures and residences over 50 years old.	City Council	Within 5 years	L - Planning S - Human Resources & Community Relations	\$ - \$\$	Public	Policy 7.14.3

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Identify and pursue funding and grants appropriate to all feasible economic opportunities available for capitalizing on historic preservation.	City Council	Within 2 years	L - Human Resources & Community Relations	\$	Public	Policies 3.1.9; 3.1.10; 7.14.4 and 7.14.6
Quantify the importance of historic preservation beyond quality of life and specifically in terms of heritage tourism.	City Council	Within 3 years	L - Human Resources & Community Relations	\$	Public	Policies 3.1.10; 7.14.5 and 7.15.1
Collaborate with Thomas County to protect the county's four designated scenic roads: New Hope Road, Twelve Mile Post Road, Mill Pond Road, and Glasgow Road. While these roads are located in the county, they are an essential component of the distinctive character and charm of Thomasville and are an important aspect of heritage tourism.	City Council, County	Ongoing	L - Planning Department S - Thomas County	\$	Public	Policy 7.16.4
Downtown						
Create and adopt a comprehensive list of policies related to financial incentives, regulatory standards, technical support, and the removal of impediments for the adaptive reuse of upper stories in downtown buildings for use as office, housing, service, retail, and entertainment.	City Council	Within 5 years	L - Downtown Thomasville Main Street S - Planning	\$\$\$	Public Private	Policies 3.3.1; 3.3.3 and 3.3.4
Adopt a rehabilitation code to facilitate the reuse of historic and non-historic buildings.	City Council	Within 2 years	L - Planning S - Zoning, Building	\$	Public	Policy 3.3.5
Create a Vacant Building Ordinance to encourage the use of existing structures instead of allowing them to sit vacant, detracting from a vibrant downtown environment.	City Council	Within 4 years	L - Planning S - Zoning, Building	\$\$	Public	Policy 3.3.6
Create a new downtown Area Plan that expands the walkable core of downtown to coincide with the Downtown Future Character Area. Include provisions that promote new street facing infill buildings, less visible surface parking, and pedestrian friendly design elements such as street trees, benches, and public art.	City Council	Ongoing	L - Downtown Thomasville Main Street S - Planning	\$\$\$	Public Private	Policy 3.3.8
Establish a Downtown residential parking program so ensure that prime commercial on-street parking spaces remain available to shoppers and ensures frequent turnover on major retail streets.	City Council	Within 2 years	L - Planning S - Zoning, Building	\$	Public	Policies 3.3.9 and 3.3.10
Create a program to encourage and facilitate the creation of "pop-ups" Downtown and in New and Retrofit Development Sectors (Neighborhood Centers and Crossroads), including temporary and mobile businesses and art installations. These help to program and activate empty storefronts and other underutilized spaces.	City Council	Within 5 years	L - Downtown Thomasville Main Street S - Planning	\$\$	Public Private	Policy 3.3.15
Establish a public art committee to assist in the regulation of public art, including murals, throughout the Downtown and city-wide.	City Council	Within 2 years	L - Planning S - Zoning, Building	\$	Public	Policies 3.3.15.1; 7.13.2 and 7.13.3
Develop a city-wide comprehensive wayfinding plan with phased implementation that directs residents and visitors to significant locations including Thomasville's historic landmarks, popular destinations, and available parking, most of which are within walking or biking distance from downtown. In order to address budgetary issues, consider implementing in phases over several years.	City Council	Within 5 years	L - Planning S - Public Works, Downtown Thomasville Main Street, Landmarks	\$\$\$	Public Private	Policies 3.3.18; 4.7.10 and 4.10.5
Develop a program to encourage more minority owned businesses in Downtown and in New and Retrofit Development Sectors (Neighborhood Centers and Crossroads).	City Council	Within 3 years	L - Downtown Thomasville Main Street S - Marketing & Communications	\$	Public Private	Policy 3.3.19

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Expand the commemorative plaques program to help celebrate Thomasville's history, particularly the historic African American businesses that once occupied West Jackson Street.	City Council	Within 3 years	L - Landmarks S - Downtown Thomasville Main Street	\$\$	Public Private	Policy 3.3.20
Adopt the Roses Site Development Guidelines and utilize them when considering development on the former Roses site.	City Council	Within 1 year	L - Payroll Development Authority S - Planning Dept	\$	Public	Policies 3.3.21 and 8.13.2
Explore the feasibility of a variety of potential use options for the former Roses site.	City Council	Within 1 year	L - Payroll Development Authority S - Planning Dept	\$\$	Public	Policies 3.3.21 and 8.13.2
Develop communication plan to educate stakeholders about the flexible building ordinances (IEBC) that can assist adaptive reuse of existing buildings.	City Council	Within 2 years	L - Building Dept S - Planning Dept; Zoning	\$	Public	Policies 6.2.1 and 6.4.5
Develop a downtown specific housing plan to identify opportunities and set a specific housing target for the next ten years.	City Council	Within 3 years	L - City Manager S - Planning Dept	\$	Public	Policy 6.2.6
Neighborhoods & Housing						
Regulate the conversion of single family units into boarding homes; policy could include the development of such uses but with adequate welfare and safety concerns addressed through proper building codes.	City Council	Within 5 years	L - Building Department	\$	Public	Policy 6.4.1
Create Neighborhood Gateway Signs. Archways, signs, and landscaping can be developed throughout Thomasville that dignify the existence of the city's great neighborhoods.	City Council	Within 5 years	L - Planning Department	\$	Public	Policy 6.4.3
Relax accessory dwelling units (ADU) standards to encourage more users of this housing type.	City Council	Within 2 years	L - Zoning S - Building Dept	\$	Public	Policy 6.4.4
Develop more assisted living as part of a larger Continuing Care Retire Communities Program, the city in partnership with local non-profits, can encourage the creation of various types of senior housing or help subsidize the cost of home improvements.	City Council	Within 2 years	L - City Manager	\$\$\$	Public	Policy 6.4.6
Pursue various funding sources for public housing. Funds can include state funds, Department of Housing & Urban Development (HUD) grants, or Community Reinvestment Act resources to develop exemplary public housing development.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.7
Develop Landlord Training and Tenant education to address substandard rental properties	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.9
Develop landlord incentives to motivate property repair and maintenance paired with targeted code enforcement.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.9
Develop process to adequately capture project data for rehabilitation projects.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.9
Develop a policy to encourage energy efficient homes as a way decrease housing costs by decreasing housing-related specific items such as utilities by retrofitting and constructing sustainable and environmental-friendly homes. These can include the Earthcraft Certification, Leadership in Energy and Environmental Design rating system, or a local policy that encourages green building standards.	City Council	Within 2 years	L - City Manager	\$	Public	Policies 6.4.10 and 7.3.14
Identify obstacles prohibiting people from getting into stable housing. Develop strategies to remove or mitigate these obstacles.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.8

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Develop policy to address services for homeless (including precariously housed) based on outcomes of a robust housing study.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.8
Target and pursue grants and funding to rehabilitate existing housing in neighborhoods targeted for revitalization.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.4.7
Develop and support an all-inclusive Housing and Neighborhood Development Collaborative comprised of various housing and economic development organizations. Can potentially be done through the GICH team already in place.	City Council	Within 3 years	L - Georgia Initiative for Community Housing (GICH)	\$	Public / Private	Policy 6.3.1
Create Neighborhood Associations. These can serve as catalysts to develop community pride and advocacy. Neighborhood Associations also provide residents an outlet for civic participation and thus increases social capital.	City Council	Within 2 years	L - City Manager	\$	Public	Policy 6.3.2
Create a Housing Plan and Market Study. These two components will further evaluate various housing policies as well as determine level of housing needs while providing site specific areas of where to develop various levels of housing.	City Council	Within 2 years	L - Planning Department S - City Manager	\$\$	Public	Policy 6.3.3
Vacant Parcels						
Develop a citywide program to repurpose vacant parcels and dilapidated structures into community and urban farm opportunities.	City Council	Within 3 years	L - Planning Department	\$\$	Public	Policy 10.4.1
Create a strategy to address vacant lots and abandoned homes and to provide affordable housing. This could include partnerships with the Thomasville-Thomas County Land Bank Authority among others.	City Council	Within 5 years	L - Planning Department S - Purchasing	\$\$	Public	Policy 6.1.1
Identify key areas of the city where large numbers of vacant, dilapidated, or underutilized land exists and start a multi-prong approach to revitalize these areas that includes incentives, allocating city resources, or having flexible zoning standards. The Georgia Initiative for Community Housing (GICH) team can begin process and outline likely tools for implementation. The neighborhood planner can work with local stakeholders to create vision and plan.	Georgia Initiative for Community Housing (GICH)	Within 5 years	L - Georgia Initiative for Community Housing (GICH) S - City Manager, Planning	\$\$ - \$\$\$	Public / Private	Policies 6.1.1 and 6.1.3
Work with the neighborhood to develop a vision and illustrative plan for target areas.	City Council	Within 5 years	L - Utilities S - Planning Dept	\$\$ - \$\$\$	Public	Policy 6.1.2
Land Use & Transportation Coordination Through Context-Based Design						
Use the Future Character Areas Map to establish the desired vision and context for streets in Thomasville and ensure that streets are compatible with adjacent land uses. In the Downtown and Traditional Neighborhood Character Areas multimodal transportation design will become the norm to enhance neighborhood character, safety, and walkability. Character and function will be more important than capacity, and the street network will be sized to yield smaller blocks with greater “people moving” capacity. The other Future Character Areas are likely to maintain a predominately automobile-dependent development pattern. Thoroughfares should still have sidewalks and bike lanes will be provided where travel speeds are higher.	City Council	Ongoing	L - Engineering S - Planning, Zoning	\$	Public	Goals 3.4; 4.1; 4.9 and Policy 4.16.1

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
New or modified thoroughfares should be considered for design as complete streets, Use the ideal street sections found in the Future Character Areas (Chapter 2) and Mobility Element (Chapter 4) to determine context, including which multimodal amenities are appropriate for the type of roadway.	City Council	Within 2 years	L - Engineering S - Planning	\$\$	Public	Goals 4.1; 4.4 and Policy 7.3.4
Adopt and design new streets where possible in consultation with the text: Designing Walkable Urban Thoroughfares: A Context Sensitive Approach: An ITE Recommended Practice (2010)	City Council	Within 3 years	L - Engineering S - Planning, Zoning	\$\$	Public	Policy 4.1.4
Continue to plan and implement corridor improvements such as through road diets or street beautification. Plans should be staged just before redevelopment occurs, not years before and should continue to take the overall context of the street into account. Gaines Street in Tallahassee is the model for successful staging via an economic catalyst.	City Council	Within 5 years	L - Engineering S - Planning, Zoning	\$\$\$	Public	Policies 4.12.1 and 4.16.5
Develop feasible solutions to lessen the impacts of major street improvements on local streets should be developed with neighborhoods on an individual project basis.	City Council	Ongoing	L - Engineering S - Planning	\$\$	Public	Policies 4.16.2 and 4.16.6
New roadway projects and major reconstruction projects should preserve desirable existing trees where possible, or plant new street trees where necessary. Multi-lane roads should be enhanced with landscaped medians when possible.	City Council	Ongoing	L - Engineering S - Planning	\$\$\$	Public	Policies 4.16.3 and 7.7.1
Investigate the possibility of a rubber tire trolley service in Thomasville. The service would ideally prioritize connections between Thomas University, Downtown, and residential areas, and connect periphery parking locations to downtown and special event locations. Service can be initiated for special events, festivals, weekends and First Fridays.	City Council	Within 3 years	L - Downtown Thomasville Main Street S - Planning, Engineering	\$\$\$	Public	Goal 4.15
Walkability & Complete Streets						
Plant regularly spaced canopy trees adjacent to sidewalks in order to provide continuous shade for both the street and the sidewalk where there are breaks in the street tree canopy.	City Council	Ongoing	L - Engineering S - Planning, Zoning	\$\$	Public/Private	Policy 4.2.4
Adopt the outstanding lighting ordinance.	City Council	Within 1 year	L - Planning S - Engineering	\$	Public	Policies 3.9.7 and 8.10.5
Provide streetlights that improve safety for drivers, cyclists, and pedestrians while maintaining a dark sky.	City Council	Ongoing	L - Electricity Utility S - Engineering	\$\$	Public	Policies 4.2.6 and 8.10.9
When reviewing traffic impact analyses for infill and redevelopment, level of service measurements should consider all modes of transportation, including bicycles, pedestrians, and transit, in addition to automobile level of service.	City Council	Ongoing	L - Planning S - Engineering	\$	Public	Policy 4.4.4
Based on the Future Character Areas and Neighborhood Centers along the arterial and collector corridors, context should replace simple functional classification as the foundation and function of the streets. Designs should include bicycle and pedestrian mobility updates, include three or more new cross sections where speed limits are set to match context and modal function and focus.	City Council	Within 5 years	L - Engineering S - Planning, Zoning	\$\$\$	Public	Policy 4.5.1

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
<p>Create a City-wide Sidewalk Master Plan of existing sidewalks and establish priority locations for sidewalks, sidewalk repairs, and sidewalk improvements in areas with high or potentially high levels of pedestrian activity such as near schools, parks, Neighborhood Centers and Crossroads, and within the Downtown and Traditional Neighborhood Future Character Areas.</p> <p>The Sidewalk Master Plan should identify where it is appropriate for pedestrian-scaled lighting to line the streets. This may be coordinated with Investment areas such as Neighborhood Centers and Crossroads.</p> <p>The plan should identify where sidewalks are blocked by utilities or signage and create priorities for relocating these utilities when possible.</p> <p>The City's Thomasville Community Trail network should be included and planned for accordingly.</p>	City Council	Within 2 years	L - Planning, Engineering	\$\$\$	Public	Goals 3.9; 4.3 and Policies 4.9.4; 10.1.1 and 10.1.3
Continually update the city-wide sidewalk master plan to monitor progress and reflect changing conditions and needs.	City Council	Ongoing	L - Planning, Engineering	\$	Public	Policy 4.3.2
Widen sidewalks where appropriate according to the Sidewalk Master Plan.	City Council	Ongoing	L - Planning, Engineering	\$\$	Public/Private	Policies 4.2.2 and 10.1.1
Install safe and convenient crosswalks at intersections, and at mid-block crossings where feasible and needed in accordance with the Sidewalk Master Plan.	City Council	Ongoing	L - Planning, Engineering	\$\$	Public	Policy 4.2.3
Complete and adopt a Bicycle Master Plan incorporating the Thomasville Community Trail and connecting to the Red Hills Canopy Roads. Enhance the safety and visibility of the bicycle network through the implementation of safety and wayfinding signage improvements along all current and future bikeways.	City Council	Within 2 years	L - Engineering, Planning	\$\$	Public	Policies 4.9.7; 4.10.1 and 4.11.2
Continue developing and maintaining the Thomasville Community Trail.	City Council	Ongoing	L - Engineering S - Public Works, Planning	\$\$\$	Public	Policies 4.10.2; 8.9.3 and 10.1.2
Install bike paths, bike lanes and infrastructure including bike racks and signage along key bicycle routes identified in the Bicycle Master Plan.	City Council	Within 5 years	L - Engineering S - Public Works, Planning	\$\$\$	Public	Policy 4.10.3
Train select City staff to design bikeways. Use best practices in physical design (i.e. bikeway width, type, signing, and advanced bicycle facility types) to create safer bikeways.	City Council	Ongoing	L - Planning S - Engineering, Public Works	\$	Public	Policy 4.10.4
Create and distribute printed and online versions of the Thomasville Bike Master Plan on an annually updated basis, to include wayfinding, safety, and facility type information.	City Council	Within 2 years	L - Engineering, Planning S - Marketing & Communications, Visitors Center	\$	Public	Policy 4.11.1
Traffic Calming & Neighborhood Traffic						
Traffic calming measures should be incorporated into the design of new or retrofitted streets in the Downtown and Traditional Neighborhood Future Character Areas, near schools and parks, and around Neighborhood Centers and Crossroads. Pedestrian and bicyclists should have safe, convenient, well-marked means to cross streets.	City Council	Within 5 years	L - Engineering S - Public Works, Planning	\$\$\$	Public	Goal 4.8 and Policy 4.9.5
As part of new area and corridor plans consider the use of roundabouts to calm traffic, increase safety, diminish the need for traffic lights, and create sites for public art and monuments.	City Council	Within 5 years	L - Engineering S - Planning	\$\$\$	Public	Policy 2.12.3
As part of new area and corridor plans consider making new or redesigned streets two-way and have on-street parking in order to increase access to properties while calming traffic.	City Council	Ongoing	L - Engineering S - Planning	\$\$\$	Public	Policy 2.12.3

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Parking Management						
Perform a city-wide review of existing parking requirements and update these in accordance with the desired outcomes for each Future Character Area.	City Council	Within 2 years	L - Planning Dept S - City Council, Public Works, Utilities	\$	Public	Policies 3.3.9; 3.3.10; 6.2.3; 8.10.4 and Goals 3.7 and 4.7
A parking committee should be established that looks at performance goals and advises on the management of downtown parking. Staff should gather data focused on committee goals and report periodically (quarterly at first) regarding parking operations informed by data surveys.	City Council	Within 1 year	L - Planning S - Engineering, Zoning	\$	Public	Policy 4.7.1
Develop a comprehensive parking analysis and strategy. Where parking supply needs to be increased on valuable land, parking garages may be constructed. As part of new zoning and development regulations ensure that these facilities must be lined with habitable or storefront space.	City Council	Within 5 years	L - Planning S - Engineering, Zoning	\$\$\$	Public Private	Goal 4.7
Freight & Airport						
Host a goods movement workshops on changing retail patterns with the intent to increase contact and discussions with stakeholders in shipping and retail so the City can continue to meet their needs. This includes the safe and efficient movement of truck traffic in, around, and through the City via designated truck routes should be properly managed in coordination with the Industrial Future Character Area. Public/Private coordination regarding distribution centers and operations will enhance efficiency and help minimize congestion.	City Council	Within 2 years	L - Economic Development Council S - Planning	\$	Public Private	Goal 4.13
Establish a task force to examine opportunities to preserve the ability and opportunity to transform any abandoned and underused railroad rights-of-way for other valuable uses.	City Council	Ongoing	L - Planning S - Engineering	\$	Public Private	Policy 4.13.3
Identify land adjacent to the airport facilities that present opportunities for expansion and complimentary commercial and industrial development.	City Council, Thomas County Board of Commissioners	Within 5 years	L - Thomasville Regional Airport S - Zoning, Planning	\$	Public	Policy 4.14.1
Coordinate with Thomas County to protect airport operations from land use encroachment that reduces the functionality and safety of long-term airport operations.	City Council, Thomas County Board of Commissioners	Within 5 years	L - Thomasville Regional Airport S - Zoning, Planning	\$	Public	Policy 4.14.2
Develop a coordinated land use, infrastructure, financing and airport facilities plan to increase airport related economic activity.	City Council, Thomas County Board of Commissioners	Within 5 years	L - Thomasville Regional Airport S - Zoning, Planning, Engineering, Utilities	\$	Public	Policy 4.14.3
Pursue Federal Aviation Administration and Department of Transportation funding to enhance airport safety and capacity.	City Council, Thomas County Board of Commissioners	Within 5 years	L - Thomasville Regional Airport	\$	Public	Policy 4.14.4

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Built Infrastructure						
Establish and appoint members to an environmental task force.	City Council	Within 1 year	L - City Council	\$	Public	Policy 7.2.1
Through the environmental task force and public engagement determine and approve economic, environmental, and social goals for the City.	City Council	Within 1 year	L - Environmental Task Force	\$	Public	Policy 7.2.2
Through the environmental task force and public engagement determine and approve specific steps toward achieving the Task Force goals.	City Council	Within 1 year	L - Environmental Task Force	\$	Public	Policy 7.2.3
The Environmental Task Force shall identify priority conservation zones, especially along waterways, and discourage development within these areas.	City Council	Within 1 year	L - Environmental Task Force S - Engineering	\$	Public	Policies 2.5.1 and 7.8.2
Utilize Environmental Task Force to coordinate citizen boards and authorities to plan for and advise on the protection of open space, corridors, and gateways.	City Council	Within 2 years	L - Environmental Task Force S - Planning Dept, Human Resources & Community Relations	\$	Public	Policy 7.9.2
Review requirements of solar energy installations and determine locations where more may be possible based on historic designations.	City Council	Within 1 year	L - Building Dept S - Human Resources & Community Relations	\$	Public	Policies 7.3.1 and 7.3.2
Identify possible energy-independent and energy efficient technologies that are compatible with historic districts and structures.	City Council	Within 1 year	L - Environmental Task Force S - Building Dept	\$	Public	Policies 7.3.1 and 7.3.3
Explore best practices and most cost effective systems to implement a city-wide recycling program keeping in mind that a private company may be best suited to provide this service. Implement a city-wide recycling system.	City Council	Within 5 years	L - Solid Waste S - Utilities	\$\$\$	Public	Policy 7.3.6 and Goal 8.18
Provide homeowner and builders guides for best practices to improve the energy efficiency of your home including weatherization techniques such as adding weather strips on doorways, caulking, sealing, insulating doorways as well as to reduce energy use in buildings with energy efficient appliances (EnergyStar), insulation, and HVAC system cleaning and maintenance. Consider implementing periodic homeowner, contractor training on best practices.	City Council	Within 1 year	L - Planning Department	\$	Public	Policies 7.3.9; 7.3.12 and 7.3.13
Promote education programs, especially in schools, which stress the responsibility of each person to conserve energy resources.	City Council	Within 2 years	L - Thomasville City School District	\$	Public	Policy 7.13.11
Design culverts, drainage areas, parking areas, and stormwater infrastructure in a context-sensitive and, where possible, artistic way.	City Council	Ongoing	L - Engineering S - Public Works, Planning	\$\$\$	Public	Policy 4.17.1

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Natural Environment						
Utilize the mapping as part of the development review process, and routinely update the City's Geographic Information Systems (GIS) inventory of wetlands and their buffers, floodways and floodplains, aquifer recharge areas, woodlands, productive farmland and significant wildlife habitats.	City Council	Within 5 years	L - Planning Department S - Engineering	\$ - \$\$	Public	Goals 2.5; 2.6; 8.16 and Policy 7.3.8
Use existing tools (PDR's, conservation easements, zoning) or potential tools (land trusts, rural & critical lands programs) to encourage the protection of sensitive or undisturbed lands identified on the investment sector map. Use these tools to encourage the retention of land that is in a natural, undisturbed condition. Plan new parks and open spaces to preserve ecologically sensitive areas. Permanently establish and main of wildlife and nature preserves, particularly in areas that are home to threatened or endangered species of plants and animals.	City Council	Within 2 years	L - Planning Department S - Public Works	\$ - \$\$	Public	Policy 7.6.2
Establish a tree planting and maintenance campaign throughout the city that uses native plant landscaping and diversifies the street tree canopy with more species, replace dead trees and fill in the gaps in the streetscape.	City Council	Within 3 years	L - Planning Department S - Public Works	\$\$	Public	Policies 7.7.1; 7.7.2; 7.7.3; 7.7.4; 7.10.5 and 7.11.6
Develop a program and incentives to protect the historic trees still remaining in the city and designate "tree save" areas.	City Council	Within 1 year	L - Planning Department	\$	Public	Policy 7.7.5
Through the Community Speaker Series, support the education of citizens, stakeholders, elected officials, and developers on the importance of resource conservation for Thomasville.	City Council	Within 3 years	L - City Manager	\$ - \$\$	Public	Policy 7.9.1
Water Management						
Incorporate recommendations from the Lower Flint Ochlockonee Regional Water Plan and continue to coordinate with regional water planning council to guide long-term use of water resources.	City Council	Within 2 years	L - Engineering	\$	Public	Policy 7.10.1
To support economy, protect public health and natural systems and to enhance the quality of life for citizens develop cost effective processes to re-use and reclaim water; use new technologies to expand capacity.	City Council	Within 5 years	L - Public Works S - Engineering	\$\$ - \$\$\$	Public / Private	Policy 7.10.2
Develop policies that promote the development of surface water treatment, conveyance, and reclamation.	City Council	Within 2 years	L - Engineering	\$	Public	Policy 7.10.3
Develop standard best practices to be incorporated into public projects to pursue active and passive water harvesting techniques, including small-scale techniques, such as rain barrels or cisterns.	City Council	Within 3 years	L - Public Works S - Engineering	\$ - \$\$\$	Public / Private	Policy 7.10.4
Develop standard best practices to design necessary flood control facilities to blend with and enhance surrounding areas.	City Council	Within 3 years	L - Engineering L - Planning Dept	\$\$	Public	Policies 7.10.7 and 7.10.8
Assess community watersheds and encourage practices to reduce erosion and sedimentation that may adversely affect local and regional watersheds.	City Council	Within 2 years	L - Building Dept S - Engineering	\$	Public	Policy 7.11.1
Review site planning practices and behavior by the City to reduce both point-source and non-point source pollution.	City Council	Within 2 years	L - Building Dept S - Zoning	\$	Public	Policy 7.11.2
Facilitate groundwater recharge through increased use of impervious surfaces, bioswales (natural low areas that are allowed to flood in storms), and other methods of sustainable design.	City Council	Within 5 years	L - Planning Department S - Public Works	\$\$ - \$\$\$	Public / Private	Policies 7.11.3 and 8.11.3
Through performance standards (such as Earthcraft, LEED) promote water conservation in private and public development and buildings operation.	City Council	Within 5 years	L - Building Department	\$	Public	Policies 7.3.5 and 7.11.4

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Enforce FEMA mitigation requirements on building in flood zones.	City Council	Ongoing	L - Building Dept S - Engineering	\$	Public	Policy 7.11.7
Mindful of Lower Flint Ochlockonee Watershed Regional Water Plan, maintain the quality of groundwater resources and improve as necessary to meet state and federal standards.	City Council	Within 2 years	L - Utilities S - Engineering	\$\$	Public	Policy 7.11.8
Establish a Developer Checklist that outlines goals and strategies for achieving stormwater runoff requirements and environmentally responsive design.	City Council	Within 1 year	L - Building Dept S - Engineering	\$	Public	Policy 7.11.9
County Coordination						
Review the Thomas County Comprehensive Plan, measure progress and designate remaining tasks to appropriate agencies.	City Council	Within 1 year	L - Planning	\$	Public	Policy 7.16.1
Establish regular coordination meetings with County government for services and efforts to develop land use and transportation policies that protect the ecological, historical, and cultural resources and economic contributions of Thomas County's quail hunting properties.	City Council	Within 2 years	L - Solid Waste L - Utilities	\$	Public	Policies 2.5.4; 2.6.1 and 7.16.5
Establish regular coordination with the county to address concerns and develop action plans to: Limit the type and degree of development in high recharge areas and soils with pollution susceptibility. Ensure adequate wastewater infrastructure in designated growth areas. Reuse "grey water" from both public and private treatment systems and adopt regulations, as needed, that promote the conservation of water, minimize any detrimental effects on wetlands from the extension of infrastructure. Protect those water-dependent habitats that are critical for the survival of fish and wildlife. Ensure that the discharge of treated water from public and private sewage treatment systems does not pose a health risk or harm the environment. Ensure that development and industrial and agricultural activities do not pose a public health risk or harm the environment. Site any new waste and wastewater disposal facilities such that their risk to ground and surface water is minimized. Explore participation in Water First, Adopt-A-Watershed, the Georgia Source Water Assessment Plan (SWAP), and other similar programs.	City Council	Within 3 years	L - Utilities S - Engineering	\$\$	Public	Policies 7.16.2; 7.16.3 and Goals 7.17 and 7.18
Continue cooperation with the county to conserve, appropriately use, or protect unique vegetative communities located outside of the City.	City Council	Within 1 year	L - City Manager	\$	Public	Policy 7.16.3
Administration & Outreach						
Create more internship opportunities within various City of Thomasville departments.	City Council	Within 2 years	L - Human Resources & Community Relations	\$	Public	Policy 7.12.1
Conduct outreach campaigns about City government through school, print and digital media, and special neighborhood events.	City Council	Within 2 years	L - Human Resources & Community Relations S - Marketing & Communications	\$	Public	Policy 7.12.2

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Conduct local neighborhood meetings that highlight opportunities for residents to participate in City government.	City Council	Within 2 years	L - Human Resources & Community Relations S - Marketing and Communications	\$	Public	Policy 7.12.3
Continue to promote and expand "Live Better" Initiative. Through partnerships with the local YMCA and the Archbold Hospital, the city should continue this initiative that promotes wellness. This could be coupled with the walk to school programs and the hike/bike trails project.	City Council	Within 2 years	L - Human Resources & Community Relations	\$	Public / Private	Policy 10.2.2
Develop a youth-led committee to provide input on how policies and programs affect the lives of young people. Through this committee changes can be implemented to positively improve the quality of life for Thomasville's young men and women.	City Council	Within 2 years	L - Human Resources & Community Relations	\$	Public	Policy 10.3.1
Based on recommendations from the youth-led committee every effort should be made to develop programs and activities that cater to the City's youth.	City Council	Within 3 years	L - Human Resources & Community Relations S - City Manager	\$	Public	Policy 10.3.2
Create an illustrative master plan and coinciding document for the City Government campus that includes opportunities to incubate investment and improve upon the design of the built environment. The plan should maintain and improve the exterior appearance and landscaping of all city and municipal facilities that are open to the public, place public and civic buildings in downtown a and neighborhood centers when possible, and locate government facilities within easy bicycle and walking distance of many residents and workers.	City Council	Within 5 years	L - Public Works	\$\$ - \$\$\$	Public / Private	Policies 8.1.1; 8.1.2; 8.1.3; 8.1.5 and Goal 8.12
Evaluate the use of existing "gaps" left by abandoned buildings and vacant parcels to house administrative facilities.	City Council	Within 5 years	L - Planning Department	\$\$\$	Public	Policy 8.1.4
The City should lead by example, set performance threshold such as LEED certification for new construction. Consider LEED certification for renovation projects.	City Council	Within 5 years	L - Building Department	\$\$\$	Public	Goals 8.2 and 8.3
Health, Education, and Welfare						
Coordinate with Thomas County to conduct an assessment to understand needs for the Thomas County Library System. As part of the strategic planning consider an increase space to meet the large service demand. Refer to the DCA's Quality Resource Team Report for suggestions on expansion design. Library capacity could be increased through branch locations. Support and promote library activities and programs focused on adult literacy, computer skills for adults and seniors, as well as special services and children's reading programs.	City Council	Within 5 years	L - Thomas County Public Library System S - City Manager	\$\$ - \$\$\$	Public	Goals 8.4 and 8.5
Determine whether transportation systems to and from schools are adequate, and conduct a study to determine whether pedestrian access and bicycle travel to schools and colleges should be enhanced.	City Council	Within 2 years	L - Planning	\$	Public	Policies 4.9.5 and 8.8.2
Continue to foster and implement Safe Routes to School programs.	City Council	Ongoing	L - City of Thomasville Schools	\$	Public	Policies 4.9.6 and 8.8.2

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Make walking to school a priority. There are many walkable schools in the city, however, it should be encouraged more. A strategy can include advocacy for walkable schools and ensuring that routes to and from school are safe and adequate.	City Council	Within 2 years	L - Planning S - Marketing and Communications	\$	Public	Policies 4.9.5; 4.9.6 and 10.1.3
Thomasville City School District should adopt a policy to renovate and expand existing schools within existing neighborhoods to encourage walkability, and to encourage healthier lifestyles for children.	City Council	Within 5 years	L - Thomasville City School District	\$\$ - \$\$\$	Public	Policies 8.8.1 and 8.8.3
Coordinate the Capital Improvements Program, development review and growth projections with the school district to improve the efficiency of capital planning and improvements.	City Council	Within 2 years	L - Planning Dept S - Thomasville City School District	\$	Public	Policies 8.7.1 and 8.8.4
Recreation						
Create a position for a parks planner, or director, to coordinate efforts for the visioning, implementation, and maintenance required to maintain an excellent park system. This position could be a joint position between the City and the County.	City Council	Within 2 years	L - Planning Department	\$ - \$\$	Public	Policy 8.9.1
Prepare a study and long-range master plan for parks and recreation facilities.	City Council	Within 3 years	L - Planning Department	\$ - \$\$	Public	Policy 8.9.2
Establish Level of Service standards for parks and recreation facilities.	City Council	Within 2 years	L - Public Works	\$	Public	Policy 8.9.4
Implement budgeted plans to enhance Paradise Park via public design workshop/charrette	City Council	Within 2 years	L - Planning Dept S - Public Works	\$\$ - \$\$\$	Public	Policies 8.10.6; 8.10.7; 8.11.1 and 8.13.4
Implement adopted plan for MacIntyre Park.	City Council	Within 2 years	L - Planning Dept S - Public Works	\$\$ - \$\$\$	Public	Policies 8.10.6 and 8.11.1
Complete and adopt plan for Francis Weston Park.	City Council	Within 2 years	L - Planning Dept S - Public Works	\$\$ - \$\$\$	Public	Policies 8.10.6 and 8.11.1
Implement adopted plan for Francis Weston Park.	City Council	Within 4 years	L - Planning Dept S - Public Works	\$\$ - \$\$\$	Public	Policies 8.10.6 and 8.11.1
Work with the community to master plan one to two city parks annually beginning with Balfour Park, Flipper Park, Northside Park, and Cassidy Pond.	City Council	Within 5 years	L - Planning Dept S - Public Works	\$\$ - \$\$\$	Public	Policies 8.10.7 and 8.11.1
As part of each park planning effort encourage the use of native trees and groundcover and maintain them to enhance transparency and natural surveillance at park edges.	City Council	Within 5 years	L - Planning Department	\$\$	Public	Policy 8.11.2
Pursue the development of new hotels in Downtown Thomasville.	City Council	Within 2 years	L - Downtown Development Authority, Payroll Development Authority S - Planning Dept	\$ - \$\$	Public	Policy 8.13.3
Pursue the development of additional outdoor events in Downtown Thomasville not already offered such as a Farmer's Market.	City Council	Within 2 years	L - Human Resources & Community Relations S - Planning Dept	\$ - \$\$	Public	Policy 8.13.5 and Goal 10.4

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Public Safety						
Identify and target areas of high crime activity that need improvement, utilizing crime mapping.	City Council	Within 1 year	L - Police Department	\$	Public	Policy 8.15.1
Establish coordination with Thomasville Police Department to assess need for new locations for police substations to reduce response times and build relationships in neighborhoods and to consider sites that will help to activate the space or adjoining spaces.	City Council	Within 3 years	L - Police Department S - Planning Department	\$	Public	Policy 8.15.5
Make Thomasville a safer City for bicycle riders through measures such as: Work with the Thomasville Police Department to address bicycle-vehicle safety measures through increased awareness of bicycle-related traffic laws and enforcement of existing and new laws. Provide on-going training for City of Thomasville police officers regarding bicycle safety laws and issues.	City Council	Within 2 years	L - Police S - Planning, Engineering, Public Works	\$	Public	Policy 4.11.2
Include representatives of all emergency service providers in the development review process.	City Council	Within 1 year	L - Building Dept S - Planning Dept	\$	Public	Policy 8.17.1
Continue to educate and work with fire safety officials concerning the benefits of good urban design when it comes to fire safety.	City Council	Ongoing	L - Planning Dept S - Fire Dept	\$	Public	Policy 8.17.3
Healthy Foods						
Look for opportunities to encourage gardens, orchards, and other edibles within the City's parks, along the Thomasville Community Trail, and rights-of-way. These locations can be mapped for use by urban foragers (such as fallingfruit.org, etc.)	City Council	Within 3 years	L - Planning Department	\$	Public	Policy 10.4.2
Create a comprehensive approach to offer incentives to transformative uses such as markets, grocery stores, and pharmacies. The City should strive to eliminate all food deserts in the City.	City Council	Within 3 years	L - Planning Department	\$\$	Public	Policies 7.3.7 and 10.4.3
Create neighborhood-based farmers markets; utilizing strategies in Policies 10.3.2, 10.3.3 and 10.4.1. Farmers markets can address various concerns related to the overall health of Thomasville residents.	City Council	Within 2 years	L - Human Resources & Community Relations	\$\$	Public	Policy 10.4.4
Economic Development - Pillar One: Building the Base						
Review and rationalize City structure for operations annually.	City Council	6 - 10 weeks	L - City Manager S - City Council	\$	Public	Policy 9.1.2
Create partnership councils for targeted areas of City operations.	City Council	Varies	L - City Manager S - Public Working Group	\$	Public Private	Policy 9.1.3
Create an internal complaints council to track process improvements.	City Council	2 weeks	L - City Council S - City Manager, Customer Service	\$	Public	Policy 9.2.1
Review and update policies in housing, investment and business licensing annually.	City Council	8 - 10 weeks	L - Planning Dept S - Building Dept	\$	Public	Policy 9.2.2
Establish and manage a Competitiveness Council, including associated tools, data and reporting outputs.	City Council	Year 1: Weekly Year 2+: Monthly	L - City Council S - Planning Department	\$	Public	Policy 9.3.1
Develop a regular process of translating competitiveness recommendations into policy.	City Council	2 - 4 weeks	L - Competitive-ness Council	\$	Public	Policy 9.3.2

Activity	Authority	Time Frame	Responsible Party	Est. Cost	Funding Source	Reference
Maintain and publish a list of partnership opportunities and potential partners.	City Council	Monthly meetings	L - City Manager S - Public Working Group	\$	Public	Policy 9.4.1
Create and regularly review guidelines and goals for public-private partnerships for service sharing.	City Council	Annually 1 week	L - City Manager	\$	Public Private	Policy 9.4.2
Maintain and publish service level agreement terms for public-private partnerships.	City Council	Varies	L - City Manager S - Various City Departments	\$\$	Public	Policy 9.4.3
Build a right-sized economic development function that has sufficient resources to execute its mission effectively.	City Council	6 - 18 months	L - City Council S - Competitive-ness Council	\$\$\$	Public	Policy 9.5.1
Create targets and outreach plans for both business and potential residents.	City Council	3 months	L - Marketing	\$	Public	Policy 9.5.2
Establish work groups for small business / entrepreneurs, industrial businesses and others (as needed) to bring together relevant stakeholders into the marketing functions.	City Council	3 months	L - Competitive-ness Council S - Marketing	\$	Public	Policy 9.5.3
Economic Development - Pillar Two: Enhancing Organic Strengths						
Establish working groups to facilitate trade and specialty training options.	City Council	4 weeks	L - Competitive-ness Council	\$	Public	Policy 9.6.1
Provide opportunities for tourism and business events that link to trade and specialty training programs.	City Council	Quarterly: 2 weeks	L - Tourism S - Competitive-ness Council	\$	Public Private	Policy 9.6.2
Maintain surveys of businesses that highlight skills gaps to be shared with schools and training organizations.	City Council	Quarterly: 4 weeks	L - Human Resources	\$	Public Private	Policy 9.6.3
Regularly review requirements for city employment to eliminate unnecessary hurdles.	City Council	Annually: 2 weeks	L - Human Resources	\$	Public	Policy 9.7.1
Create and maintain a local employment tool online where businesses and the city can post jobs and residents can apply (potentially as part of a structured program).	City Council	3 - 6 months	L - Human Resources	\$\$	Public Private	Policy 9.7.2
Facilitate internships among businesses and residents.	City Council	6 months	L - Human Resources	\$	Public Private	Policy 9.7.3
Current tourism events should be regularly reviewed for extension and the inclusion of new local businesses.	City Council	Annually: 4 weeks	L - Tourism S - Competitive-ness Council	\$	Public Private	Policy 9.8.1
Create a coordination plan for increased cultural programming.	City Council	Annually: 6 weeks	L - Tourism S - Competitive-ness Council	\$	Public Private	Policy 9.8.2
Evaluate opportunities to develop new municipal revenue streams from utility management functions that serve other communities.	City Council	6 - 9 months	L - City Manager S - Utilities Superintendent	\$\$	Public	Policy 9.9.1
Create and maintain City-facilitated cluster and linkage development strategies to build expertise and productivity in existing companies, while promoting the use of local suppliers and services.	City Council	9 - 12 months	L - Planning S - Competitive-ness Council	\$\$	Public Private	Policy 9.10.1
Promote and attract unique makers to the downtown to further build expertise in the handmade goods sector.	City Council	12 - 18 months	L - Planning S - Competitive-ness Council	\$\$\$	Public Private	Policy 9.10.2
Support the development of regional and national interest groups to promote Thomasville's clusters and opportunities.	City Council	3 - 6 months	L - Planning S - Competitive-ness Council	\$	Public Private	Policy 9.10.3

<i>Activity</i>	<i>Authority</i>	<i>Time Frame</i>	<i>Responsible Party</i>	<i>Est. Cost</i>	<i>Funding Source</i>	<i>Reference</i>
Economic Development - Pillar Three: Developing New Opportunities						
Identify emerging opportunities for City development through makers and craftspeople, locavores and green economy supporters.	City Council	3 months	L - Planning S - Competitive-ness Council	\$	Public Private	Policy 9.11.1
Create and publish feasibility studies on selected investment concepts to attract new investment into the area.	City Council	6 - 9 months	L - Financial Services	\$\$	Public Private	Policy 9.11.2
Hold periodic roundtables, conferences and events to generate investment interest in Thomasville.	City Council	Quarterly: 4 weeks	L - Marketing S - Competitive-ness Council	\$\$	Public Private	Policy 9.11.3
Directly market to data centers and high tech clients who may find Thomasville's location and cost basis as assets for their particular businesses.	City Council	9 - 12 months	L - Marketing	\$\$	Public Private	Policy 9.11.4
Develop and maintain a best practices manual for investment incentives.	City Council	6 months	L - Financial Services	\$\$	Public Private	Policy 9.12.1
Award incentives competitively, promote their availability and publish results to maintain accountability on their effectiveness.	City Council	Quarterly: 4 weeks	L - City Council S - Planning; Financial Services	\$\$\$	Public	Policy 9.12.2
Curate or support the development of local capital pools, particularly those for early stage equity investment.	City Council	6 months	L - City Council S - Chamber of Commerce	\$\$	Public Private	Policy 9.13.1
Create a Small Business Investment Company to leverage federal capital for local business growth.	City Council	9 - 12 months	L - Financial Services S - Private Sector Partners	\$\$\$	Public Private	Policy 9.13.2
Develop a City-backstopped line of credit (or similar) facility for business expansion that fits public policy goals.	City Council	3 months	L - Financial Services	\$\$\$	Public	Policy 9.13.3

CAPITAL IMPROVEMENTS 12

What is a Capital Improvement Plan

A Capital Improvement Plan (CIP) details the specific improvements to public facilities including parks, roads, streets, landscaping within the right-of-way, public safety facilities, water supply infrastructure, wastewater collection, and libraries. The purpose of this plan is to forecast and match projected revenues and major capital needs on a 5 year period (updated annually to address new and changing priorities in the City). Capital planning is an important management tool that strengthens the linkages between community infrastructure needs and the financial capacity of the City.

A CIP typically lays out the following information:

- **Projection of Need**
A brief description of the needed improvement.
- **Schedule of Improvement**
The schedule for initiating and completing the needed activity.
- **Funding Sources**
Source of revenue to implement the need. This typically is covered by the City's Annual Budget but grants and other sources of revenue should be sought whenever possible.
- **Service Areas**
Where the need is located.

How Would The CIP Be Developed

The CIP would be updated annually as part of the City's regular budget process. After departments submit their requests to budget in the fall, a "capital project selection committee" would review and evaluate the proposed projects based on Council priorities, infrastructure needs, the financial capacity of the City, and the impacts the projects could have on the City's operating budget. Once evaluated, the committee would recommend the selection and timing of capital projects through future fiscal years. First year projects are incorporated into the City Managers recommended annual operating budget.

Benefits of a CIP

The City has heard numerous calls from citizens in our community stating that the City would benefit tremendously in terms of fiscal transparency and clarity if we were to produce a CIP. This in combination with the Community Work Program would prioritize all community goals and expenditures allowing the City to stop producing a Strategic Plan (the process of which is not based on public input, and whose role is not well understood by both staff and the community). The call for a CIP and end to the Strategic Plan is recommended.

Thomasville is not required to have a Capital Improvement Plan (CIP) as the City does not collect impact fees. The City currently operates with a 5 year Strategic Plan to lay out the goals for City.



SAMPLE PROGRAM MATRIX

The following is an example of what the Capital Improvements Plan could look like and some of the types of projects that could be included.

<i>Projection of Need</i>	<i>Schedule of Improvement</i>	<i>Funding Sources</i>	<i>Service Areas</i>
Maintain and improve the exterior appearance and landscaping of all county and municipal facilities that are open to the public.	Ongoing	City	Citywide
Continue to Implement the Thomasville Community Trail.	Year 1 -5	City	Citywide
Implement plans to enhance Paradise Park.	Year 1	City	Paradise Park
Implement plans to enhance Francis Weston Park.	Year 1	City	Francis Weston Park
Implement plans to enhance MacIntyre Park.	Year 1	City	MacIntyre Park
Work with the community to continue to improve all of the City's parks.	Year 2 - 5	City	Citywide
Continue to support the various arts festivals, street parties, and holiday gatherings in the City as a means of promoting reinvestment and closer community ties.	Ongoing	City	Citywide
Develop daytime learning facilities for industry training and adult education opportunities, possibly in conjunction with a community center such as the Douglass Center of Excellence.	Year 1 - 5	City	Downtown or Traditional Neighborhood
Institute a street tree program to replace dead and missing trees within the street network.	Ongoing	City	Citywide
Implement Wayfinding for parking and important locations within the downtown.	Year 1 - 3	City	Downtown
Widen sidewalks within the downtown such as on Jefferson Street.	Year 3	City	Jefferson Street
Connect Sidewalks along Broad Street.	Year 2	City	Broad Street
Design and create an entrance to the amphitheater.	Year 1 - 3	City	Amphitheater
Implement West Jackson Street Improvements between the downtown and railroad tracks.	Year 1 - 2	City	West Jackson Street
Continue to explore making West Jackson Street a gateway by making it a Complete Street.	Year 3 - 5	City	West Jackson Street
Make Clay Street a priority bicycle street by installing a bike facility.	Year 3 - 5	City	Clay Street
Install Sidewalks on Lester Street.	Year 2	City	Lester Street
Install Sidewalks on major neighborhood streets.	Ongoing	City	Traditional Neighborhoods

ESTABLISHING A COMMON VISION

What is Thomasville: Blueprint 2028?

Thomasville is looking into the future to diversify its economy, celebrate its history and unique culture, improve the health of its residents, improve affordability, and upgrade the city's quality of life. *Thomasville Blueprint 2028* will describe public policy in terms of multiple elements that include: Land Use, Community Design, Mobility, Housing & Health, Natural & Cultural Resources, Community Facilities, and Economic Development. This Comprehensive Plan will encompass the entire city, study a broad range of topics, and cover both short- and long-term time horizons.

The City of Thomasville's previous comprehensive plan was a joint plan with the County and was adopted in 2005. This update to the plan responds to a changing economic climate and focuses on how to better capitalize on the city's inherent economic advantages.

Through a competitive Request for Proposals, the City decided to work with a diverse team of consultants led by town planning firm Dover, Kohl & Partners. The team includes Daedalus Capital, LLC (economic development); Hall, Planning & Engineering (mobility and transportation planning); Architect Bruce Tolar (architecture); Gallinar Planning & Development (housing and health); Linkscape360 (public process); Fontaine Maury (branding); and Urban Advantage (visualizations). Each firm brings an expertise that makes them uniquely qualified to address citywide concerns specific to Thomasville while also helping to draft the vision and policies.

Why Plan in Public?

A comprehensive plan plays a pivotal role in shaping the future of the City and as such, Thomasville seeks maximum public involvement in order to create the plan. Planning in public is a vital component to the long-term success of any plan, including an entire comprehensive plan for the city. Having the community help create the plan ensures support long after the planners are gone. An active group of people will also help to implement the plan's concepts and strategies that they themselves help to shape. By gathering a wide range of ideas and visions for the future, the plan becomes more nuanced and specific to the community.

What is a Comprehensive Plan?

A Comprehensive Plan is the guiding document that directs capital improvements, evaluates development projects, guides public policy, and ensures that Thomasville is the City its residents want it to be. A Comprehensive Plan sets the tone of a city's growth and development from now and into the future.



Previous Comprehensive Plan

Innovative Plan with Community Support

As the guiding document for the City of Thomasville, it was important that the comprehensive plan be created with the input and collaboration of the citizens of Thomasville, public officials, and staff members. To achieve this goal, *Thomasville Blueprint 2028* was created using an open planning process that includes numerous opportunities and ways for people to participate and add their ideas, concepts, and priorities to the development of the plan.

The first opportunity for people to participate, and for the planning team to get to know the City better, was through a series of Traveling Workshops held from May 9 through May 12. Each of the four days began with a tour of a focus area and was followed by an evening open house for the public.

The following is a summary of the events and information gathered during the Traveling Workshops. This is just the start of the public planning process and lays the groundwork for plan goals and plan development.

TRAVELING WORKSHOPS

Focus Areas

The City hosted a series of area tours and open houses from May 9 to 12, 2017 to begin gathering input from the community. These sessions allowed stakeholders and community members to come together to interactively plan for the future of Thomasville.

Recognizing the City’s distinct neighborhoods, four Focus Areas were selected to capture what makes each part of the city special and to engage a variety of people. The project team toured each of these Focus Areas by foot in the morning with an evening Open House in the area.

For each of the tours the team was joined by City staff, members of the steering committee and local citizens, to supplement the input received later during the during the Open Houses.

Focus Areas

1. Citywide/Downtown/Paradise Park
2. Theodore Heights/Normal Park
3. Flipper Park/Dawson St/MacIntyre Park
4. Dewey City/Carroll Hill



Touring Thomasville



Focus Area Tours

Day 1 Tour: Citywide/Downtown/Paradise Park

Public Spaces

The vibrant, walkable downtown sidewalks contrast with the auto-oriented style of development just outside of the downtown core.



Broad Street in Downtown

Commercial Architecture

Downtown Thomasville exhibits both urban, sidewalk fronting retail as well as auto-oriented development.



Broad Street in Downtown

Streets

Tree lined neighborhood streets contrast with commercial thoroughfares that prioritize cars over other modes of travel.



Broad Street by Paradise Park

Parks

The City's new Amphitheater and Paradise Park are well integrated into their surroundings.



Amphitheater



West Jackson Street



North Madison Street



West Jackson Street



Paradise Park

Day 2 Tour: Theodore Heights/Normal Park

Homes

Front porches show the community's strong social ties. However, there are many vacant properties detracting from the community.



Pleasant home with porch



Forced to walk with cars

A Mix of Uses

Small shops and businesses have long been community institutions fulfilling important roles beyond their commercial functions.



Neighborhood salon

Churches

Neighborhood churches play an important role in community life.



Bethany Congregational Church



Abandoned home



No sidewalk or shade



Neighborhood shops



Providence Missionary Baptist Church

Day 3 Tour: Flipper Park/Dawson Street/MacIntyre Park

Diversity of Housing Types

A mix of housing types can be seen throughout this area including single family residences of all sizes and attached multifamily buildings.



Modest single family home

Historic Preservation

The City of Thomasville prizes its cultural and historic character. This area contains designated historic districts, the Lapham-Patterson House, and the Thomas County Museum of History.



Lapham-Patterson House

Civic Buildings

The historic Thomas County Courthouse, built in 1858, is one of the finest examples of courthouse square in the South.



Thomas County Courthouse

Parks

Flipper Park and MacIntyre Park are located in this area. It has been noted that flooding and drainage issues can be problematic near these parks.



Flipper Park



Multifamily apartments



Thomas County Museum of History

Day 4 Tour: Dewey City/Carroll Hill

Neighborhood Centers

Neighborhood centers consist of small retail businesses in this area. However, many of the commercial buildings are now vacant.



Vacant commercial building

Recreational Facilities

Recreational facilities include the Francis Weston YMCA and Francis Weston Park, which has undergone a public process to improve the park.



Francis Weston YMCA

Civic Buildings

Douglass School has been a community institution for many years. It houses an active community center and the Jack Hadley Black History Museum.



Douglass School Complex and The Jack Hadley Black History Museum

Industry

Balfour Lumber employed people from Dewey City. This historic neighborhood has a rural feeling within the City even though it is one mile from the center of town.



Balfour Lumber



Neighborhood convenience store



Francis Weston Park

Open Houses

Each evening after the tour, an Open House was held within each Focus Area in order to bring the planning process to the community and encourage participation by a wide segment of the population. At each of the Open House events, community members were invited to participate in six different interactive exercises. Working with town planners, City officials, and other members of the community, this was a unique opportunity for residents and stakeholders to give their input, discuss initial concerns, learn about the process, and help develop plan goals.

A presentation was given each evening at 6:00 P.M. The presentations began with remarks by City representatives. On the first night, May 9th, Council member Jay Flowers introduced *Thomasville: Blueprint 2028* and the project team. The second night introductory remarks were made by Council member Terry Scott. Pastor Rich began the third night's presentation and former Council member Max Beverly began the presentation on the final night.

Jason King, principal from Dover, Kohl & Partners, spoke about what a Comprehensive Plan is and the public planning process that the City and project team used to create *Thomasville Blueprint 2028*. Mr. King then described what the team learned from that day's Focus Area tour and the next steps for the project.

Open House Locations

May 9 th -	Council Chambers
May 10 th -	Thomasville Community Resource Center
May 11 th -	First Missionary Baptist Church
May 12 th -	Douglass School Complex Cafeteria

Shaun Bourgeois, principal from Daedalus Advisory Services, discussed what economic development and some initial economics data for Thomasville might mean for the city. Richard Hall, principal of Hall Planning & Engineering, presented multi-modal transportation planning and the importance of designing streets to match their context. On some evenings Mr. Hall also discussed possible options for West Jackson Street. A question-and-answer session followed the presentation each night, after which attendees could complete the exercises described in the next pages.



Jason King presents what was discovered during the morning tour at the First Missionary Baptist Church.

Interactive Exercises

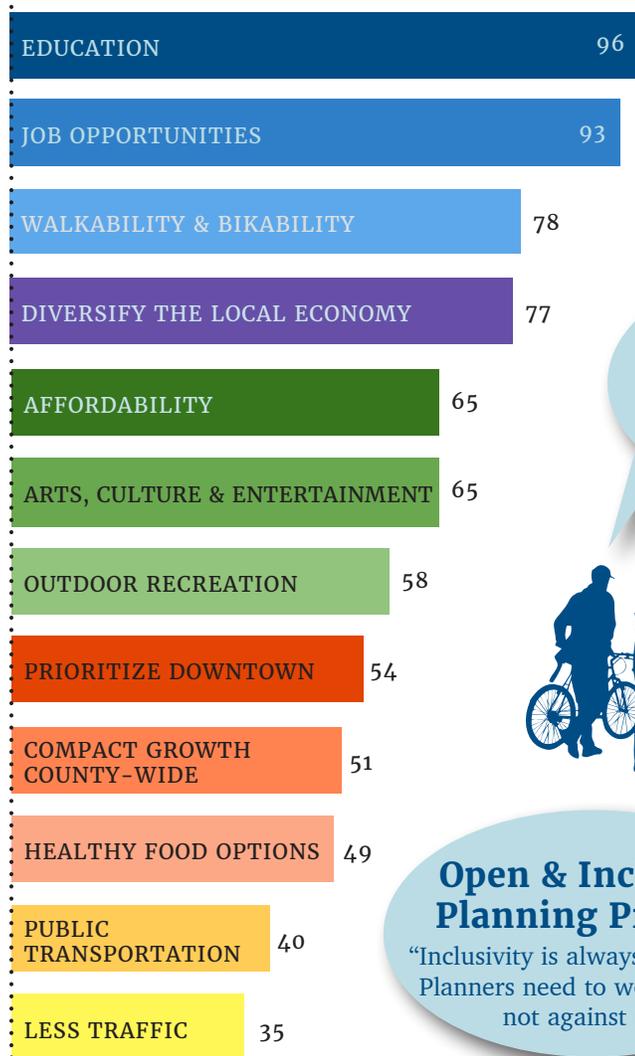
When members of the community arrived at each open house, they were asked to participate in five different types of exercises that provide feedback about their community and preferences for Thomasville in the future. The following are the brief descriptions of each exercise and the key results from each.

1. City Goals & Priorities Survey

As participants signed in they were given a survey to complete at their leisure throughout the evening and return to the design team before they left. The survey had two questions.

Participants were first asked to rank a list of 12 priorities from the most important to the least important.

What is Most Important to You?



Then they were asked:

“What is an issue important to you that the planners should keep in mind as the comprehensive planning process begins?”

The graphics below summarize some of the feedback into common themes and ideas in response to this question.

Vibrant Downtown with Local Shopping

“I moved to Thomasville for its vibrant downtown and for walkability...diversify downtown... keep downtown similar.”



Affordable Housing

“Houses around here cost too much for the upcoming generations to afford off a minimum wage job.”



Historic & Unique Small Town Character

“Help preserve the distinctive aspects of the community and enhance areas of the community that have lagged behind...fold in history appropriately...keep the historic, cultural, ‘natural’ setting intact.”



Open & Inclusive Planning Process

“Inclusivity is always a priority... Planners need to work with us not against us.”



2. Community Preference Survey

Community members were asked to participate in a visual Community Preference Survey. This survey helps to identify the types of development and urban design that are most appropriate for the City.

Seven categories were presented for input:

- Streets,
- Civic Buildings,
- Open Space,
- Residential - Single Family,
- Residential - Other than Single Family,
- Commercial Addresses, and
- Signage.

For each category, participants were asked to identify those images that they believed were most appropriate for Thomasville by placing up to four green stickers on the board, and one red sticker for the image that they believed was most inappropriate for Thomasville.

3. Mobility Improvements

Participants were then asked to provide their input on what mobility improvements they would like to see in the City. Stickers representing various pedestrian, bicycle, automobile and transit improvements were placed by the participants on maps of the City indicating where those improvements were needed. In addition, markers were available for people to note important connections and other concerns.

4. Right Tree, Right Place

Similar to the Community Preference Survey, the “Right Tree, Right Place” exercise involved community members identifying those trees and bushes they would like to see more of and those they would like to see less of by placing green and red dots. By categorizing the trees and bushes into three types, community members were also able to indicate what areas the trees and bushes are most appropriate for.



Community Preference Survey



Mobility Improvements



Right Tree, Right Place

5. Topic Areas

Community members and stakeholders had the opportunity to provide more specific input, ask questions, and address concerns related to four primary topic areas critical to the Comprehensive Plan:

- Downtown,
- Economic Development,
- Natural & Cultural Resources, and
- Housing & Health.

A map, flip chart, and member of the planning team were provided at each topic area table to record comments, answer questions and listen to concerns.

The following are summaries of information received concerning each topic area.



Downtown Topic Area

Downtown

- More & Better Signed Parking
- More Attractions & Activities
- More Food & Dining
- Facilitate Walking & Biking
- More Lighting & Buried Utilities
- Reduce Empty Storefronts
- Increase Aesthetics & Design

“Make Jackson Street Gateway more aesthetically improved”

—Thomasville Resident

Natural and Cultural Resources

- Better Park Facilities
- Address Stormwater and Creeks
- More Arts and Education
- More Historic Markers and Wayfinding

“The regulations for storm water management should be aimed at redevelopment and a reduction in runoff, not just greenfield sites”

—Thomasville Resident

Economic Development

- Enhance Small Businesses
- Recruit and Support Businesses and Jobs
- More Entertainment and Attractions
- More Food and Dining Options
- Concern for Vacant and Underutilized Buildings
- Improve and Grow Workforce

“We need an entity to encourage and support incremental and small business startups”

—Thomasville Resident

Housing and Health

- More Housing Options
- Concern About Abandoned Homes
- Maintain Properties
- More Affordability
- Concern About Homelessness / Group Homes
- Promote Commercial and Civic Redevelopment
- Better Connectivity and Transportation Options
- More Senior Living Options

“More walk to work housing.”

—Thomasville Resident

SUMMER PARTICIPATION

Let's Discuss Speaker Series

Between the traveling workshop and the September charrette the City hosted a set of lectures. Speakers and topics included:

- **Kevin Klinkenberg**, Executive Director of the Savannah Development and Renewal Authority, presented “A Different Paradigm for Economic Development”.
- **Chris Clark**, Georgia Chamber President & CEO gives a statewide and community overview, while sharing the direction that our state is headed by the year 2030.
- **Victor Dover**, Founding Principal of Dover, Kohl & Partners discussed what makes Great Streets and communities.



Victor Dover discusses Great Streets

Thomasville Blueprint Website

Blueprintthomasville.org was set up as a landing page for up-to-date information on the process. In addition to finding ways to participate in person, there were online resources and ways to participate online. These included an Economic Survey and mySidewalk.

Economic Development Survey

The economic development survey was a short, targeted citizens survey that lasted six weeks and included 76 respondents.

The results of the survey indicate that economic issues are not a high priority among the survey respondents relative to other issues such as the natural environment, the rural landscape, and a visually attractive community.

Respondents indicated a moderate level of concern regarding the stability of the economy.

There was a moderate level of agreement that key industrial sites should be identified and protected, but somewhat less agreement that public funds should be spent to develop those sites.

mySidewalk

MySidewalk allows a series of topics to be discussed online, in a town hall type manner. Questions to spark discussion are presented and then the community continues the conversation online. Discussion topics included:

- If you moved to Thomasville from another community, what is something that has impressed you that you were unaware of?
- Which neighborhood do you live in?
- What is your age?
- What transportation enhancements do you think are the most pressing? Pick your top two choices.
- What do you cherish most about Thomasville?
- What are your ideas for creating more vibrant neighborhoods in Thomasville?
- If you could make one change or improvement in Thomasville, what would it be?
- What is your favorite street in Thomasville? Why?

PUBLIC PARTICIPATION CHARRETTE

The entire planning team came to Thomasville to work with the community and community leaders for a focused week to draft the key community goals and vision for the future of Thomasville. This is called a Charrette. The week included numerous opportunities for the community to participate and to talk with the planners about their concerns and ideas. The draft concepts formulated during the charrette have been refined and make up *Thomasville Blueprint 2028*.

Kick-off Presentation

On Monday, September 18, 2017, a Kick-off Presentation marked the start of the week-long charrette. Over 150 Thomasville residents and local stakeholders gathered at the Thomasville Municipal Auditorium for an evening presentation. Council member Jay Flowers and City Planner Brian Herrmann provided an introduction and welcomed the crowd, and emphasized the importance of community participation in the planning process.

Jason King, Principal and Senior Project Director for Dover, Kohl & Partners, outlined the challenge for citizens during the charrette week. Jason then provided background information in a “food for thought” presentation. What the team learned from the traveling workshops was outlined including strengths and weaknesses found throughout the community.

Shaun Bourgeois, principal with Daedalus Advisory Services, spoke about Thomasville’s competitive advantage and what could be done to enhance it. He reminded participants that Thomasville can control the image they project, but they cannot control larger trends in the regional and national economy. Three main challenges in Thomasville are prevalent: business growth, population attraction, and city and business interactions.

Carlos Gallinar, principal of Gallinar Planning & Development and expert in housing and health spoke about opportunities and the connections between housing and health.

Opportunities for infill development like Victoria Park and adaptive reuse of the upper floors in the downtown provide some of the best opportunities to strengthen the downtown and the surrounding neighborhoods. Health is defined by the World Health Organization as, “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” Walkable and bikeable compact communities with a variety of housing options provide opportunities for more active and social lifestyles for all ages and socio-economic statuses.

Rick Hall, principal of Hall Planning & Engineering, also spoke to the community. He emphasized that land use should be determined first, then the transportation system can be



Jason King, Principal, Dover, Kohl & Partners



Speakers wait their turn to present.

designed to meet those land uses. Transportation design must be subordinate to urban design in livable communities; context is key. Context-oriented street design determines the right-of-way details based on defined areas like the walkable commercial core, surrounding residential neighborhoods, or suburban edges.

Elaine Armster, principal of Linkscape360, was the final speaker. She recalled her experience growing up in Thomasville and how important it is to have public involvement in the planning process. She emphasized the desire of the planning team to design and host a planning process inclusive of everyone in the community, which will help ensure that the Comprehensive plan represents all interests and viewpoints.

Keypad polling was used during the presentation to gather responses from the audience about their various roles in the community and preferences for the future of Thomasville. The keypad polling functioned both as an ice breaker and as a way to let participants know the value of their input.

The event continued with a short briefing by Jason King to explain the goals for the second half of the evening, the Hands-on Design Session. He introduced participants to maps of the city, and set ground rules for the evening. Participants then moved downstairs to work in small groups.

Hands-on Design Session

Working in small groups of approximately eight people, participants gathered around tables to draw and share their varied ideas for the future of Thomasville.

Each table was given a base map of the entire city as well as a detailed map of various areas within the City. In addition, each table was equipped with markers, scale bars, and aerial photos of the study area. A facilitator from the Dover-Kohl team or city staff was at each table to assist participants in the design exercises. During the table sessions, participants actively drew on the maps to illustrate how they might like to see Thomasville evolve in the future by describing the design and placement of buildings, preferred uses, the location of open spaces, street and streetscape improvements, and transportation concerns.

At the end of the workshop, a spokesperson from each table reported their table's five big ideas to the other tables. Due to the sizable turnout, tables were divided into two rooms which came back together at the end of the evening.

Working together the community essentially completed a SWOT analysis for Thomasville and identified strengths, weaknesses, opportunities, and threats that were used to create the best plan for the City.



Participants working at tables at the Hands-on Design Session



A group of teenagers from table 10 spoke about needing more in-town activities.

The Word Cloud

The Word Cloud creates guidance for the plan and was generated from the results of an exercise conducted at the Hands-on Session, involving over 150 people. Participants simply wrote down one word that came to mind about Thomasville in “Now” and “In the Future.” The more respondents used a word, the larger that word appeared.

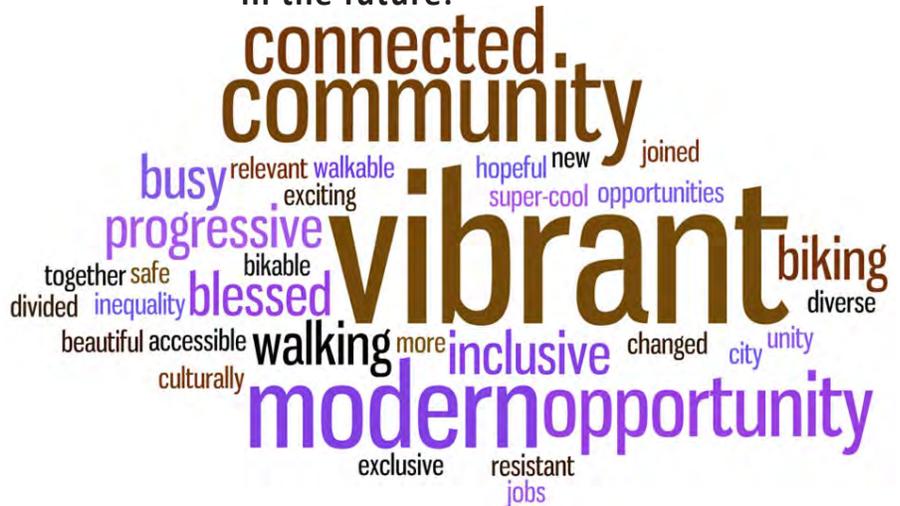
In one word, respondents described Thomasville “Now” as “disconnected,” “community,” and “historic.” In one word, respondents described Thomasville “In the Future” as “vibrant,” “modern,” “community,” “opportunity,” “inclusive,” and “connected.” Other words were used and they are all important, but one can imagine a mission statement being written based on the words used the most often.

If we put those words together, we can say: “Thomasville today is a historic place with a community that is committed to the town, and to each other, however, too many feel disconnected in a variety of ways, both socially and physically. In the future, the plan shall endeavor to create a Thomasville that is vibrant and modern, stately and historic. The plan shall help the town work to reconnect and provide even greater opportunity and inclusiveness, to all residents and stakeholders.”

now:

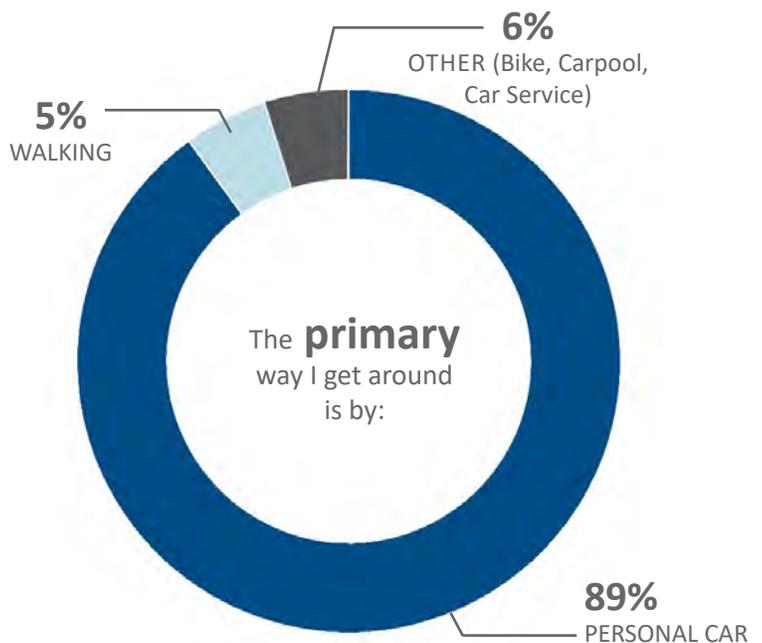


in the future:



Polling Results

During the Hands-on Session, a series of questions were asked and images assessed by the people attending.



Do you LIKE this?

Neighborhood Commercial Streets



Love it
No Opinion
Hate it



Love it
No Opinion
Hate it

Commercial Strip

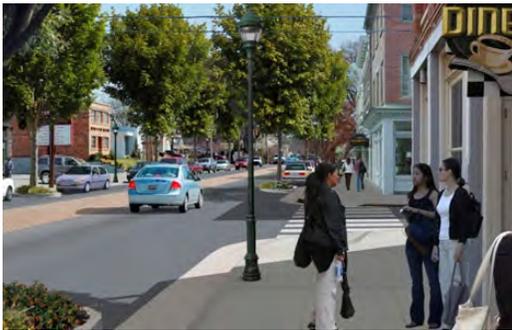


Love it
No Opinion
Hate it



Love it
No Opinion
Hate it

Neighborhood Commercial Street



Love it
No Opinion
Hate it



Love it
No Opinion
Hate it

Hotel



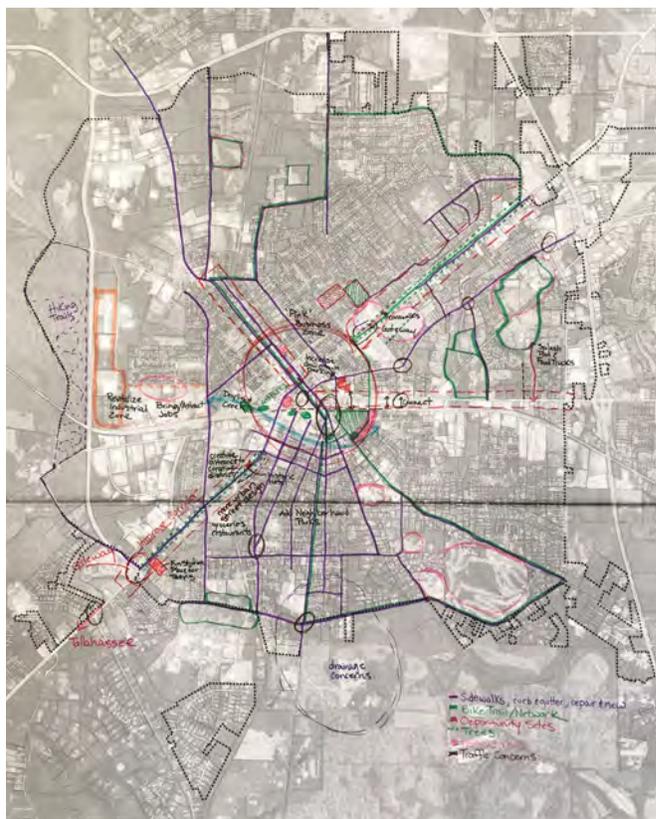
Love it
No Opinion
Hate it



Love it
No Opinion
Hate it

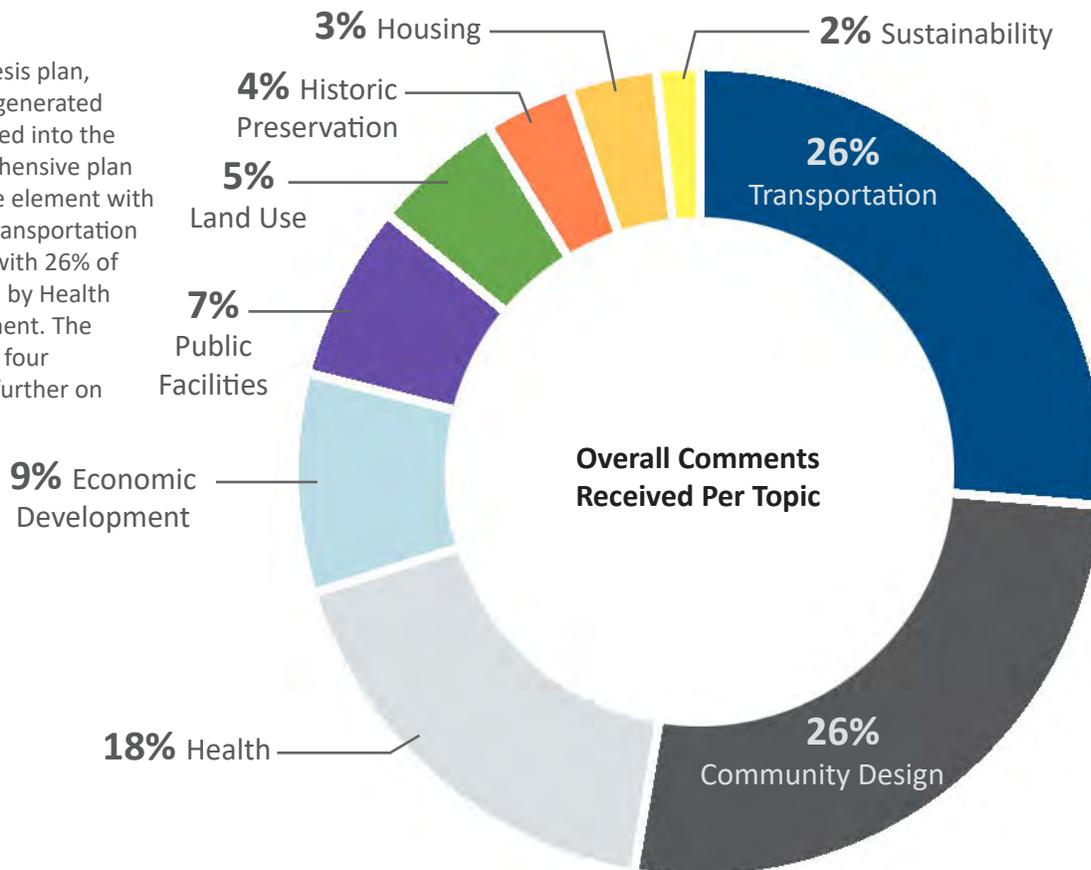
Synthesis Plan

All of the ideas generated on the table maps were compiled onto a single synthesis plan. The synthesis plan included physical design elements, such as adding sidewalks and identifying opportunities for infill development. The planners and designers created lists, diagrams, drawings, and plans, working to combine and refine the ideas provided by the community.



Big Ideas

In addition to the synthesis plan, the ideas and concerns generated were tabulated and sorted into the elements of the comprehensive plan that they dealt with. The element with the most concern was transportation and community design with 26% of the comments, followed by Health and Economic development. The comments for these top four areas are broken down further on the following page.



Transportation

Sidewalks & Walkability

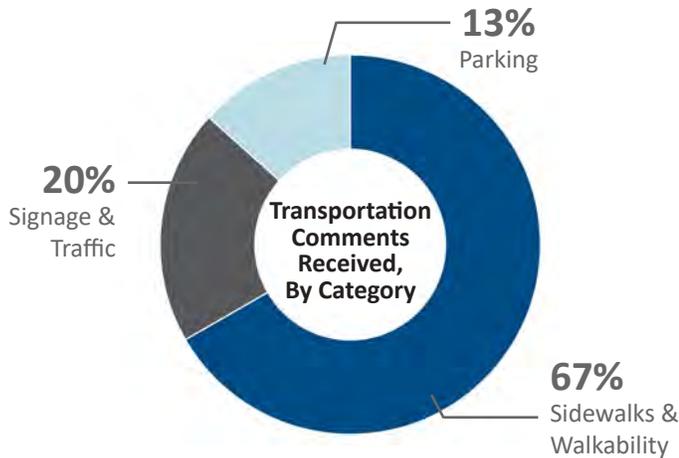
- Sidewalks
- Bike trails
- Streetscapes
- Pedestrian friendly areas

Signage & Traffic

- School zones
- Bus stops
- Trolleys

Parking

- Retail parking



Community Design

Green Spaces

- Community gardens, landscaping and city parks

Connectivity

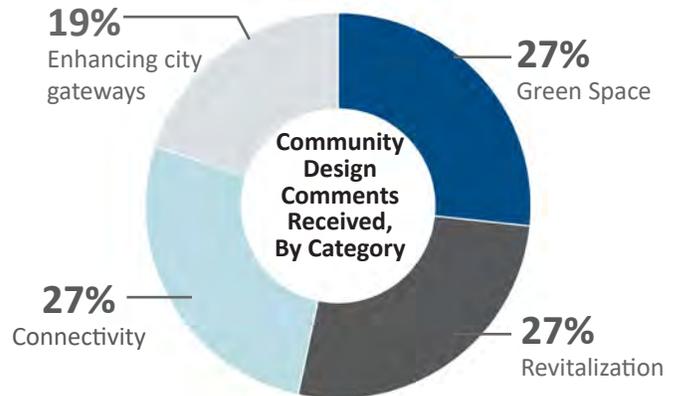
- Neighborhoods and parks
- Improve existing first

Enhancing City Gateways

- W/E Jackson street

Revitalizations

- Old city buildings
- The Old Food Lion
- The Imperial Hotel
- Dilapidated properties
- Government buildings
- Store fronts



Health

Cultural & Recreational Activities

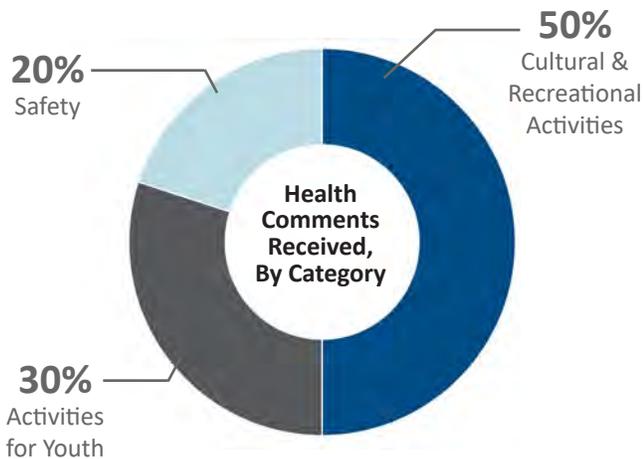
- Public gatherings
- Chalk the Block arts festival
- Outdoor movies

- Entertainment centers
- Reopen public pool

Safety

- Environmental lighting

Activities for Youth



Economic Development

Retail & Restaurants

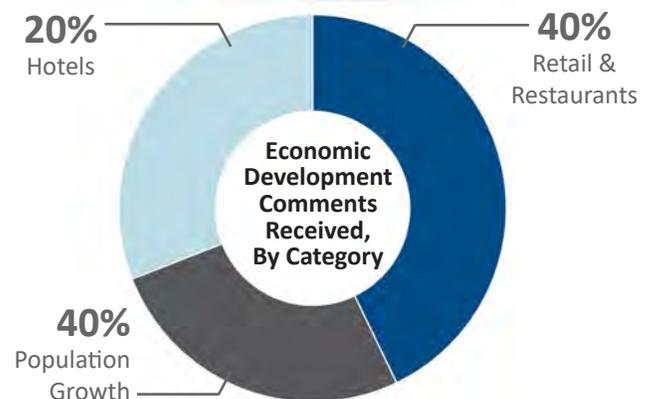
- Increased supply
- Longer business hours

Hotels

- Boutique and chain hotels

Population Growth

- Incentives for Millennials
- Entrepreneurial programs



Open Design Studio

From Tuesday, September 19 through Thursday, September 21 the design team continued to work with the community in an open design studio in a storefront at 227 West Jackson Street.

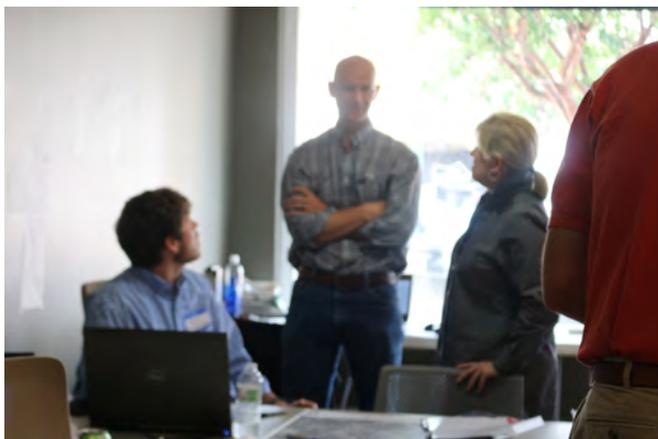
The Open Studio was busy with activity as the consultant team worked on solutions to the ideas from the Kickoff Meeting. Groups filtering in and out of the studio space included community members, business owners, and high school students. More ideas were gathered and discussed to help refine the plan, such as future land use planning, community design, bike lanes, business development, public housing solutions, housing and health, educational and vocational training opportunities, and redevelopment possibilities.

The table drawings and plans from the Monday night Hands-on Design Session were placed around the room for easy view as new people became involved. While community members visited the studio, the design team continued to analyze the information gathered at the Hand-on Design Session and site analysis in order to formulate the initial concepts for the plan.

The team was tasked with synthesizing the many ideas heard from the community throughout the week into a plan that addresses all ideas but also illustrates different options on how plans could be implemented. The planners and designers created diagrams, drawings, computer visualizations, and plans, working to combine and refine the ideas. Working in Thomasville allowed the community ready access to the design team during all hours and on different days of the week. The planners observed day-to-day traffic patterns, public uses, and other details of everyday life throughout Thomasville.



The studio was located at 227 West Jackson Street.



Residents and business owners talk with the planners as they work on developing the ideas and concepts for the comprehensive plan.

Elementary School Students

A group of students from Harper Elementary School visited the studio on Wednesday. They were told about the planning process underway and asked to provide information on their own. After all, a comprehensive plan lays out the path for the future that they will be growing up to inherit. Thomasville needs to meet their needs now and into the future as they grow up. Students discussed what activities were missing as well as what their ideal park in the City would offer.

High School Students

Pastor Rich brought a group of his students from Brookwood High School to the Studio on Thursday, September 21. Students met with Project Director Jason King to learn about the planning process and how they can affect their own community by being civically engaged. Jason also spoke about his job and those of the other consultants to help broaden the possibilities that they saw for their own futures. Students stayed and participated in the Economic Development meeting that was scheduled.



Students show their drawings for the ideal park in Thomasville.



Elementary students learn about the planning process.



Brookwood students participate in the Economic Development meeting.



Pastor Rich and his students pose with some of the planning team.

Stakeholder Meetings

In addition to the public design studio, members of the design team met with specific stakeholders, City officials, and experts in scheduled technical meetings. The meetings were used to answer design questions, discuss the draft plan, and further gain input in regards to details associated with the future of Thomasville. The scheduled technical meetings included sessions on economic development, historic preservation, resilient communities, civic and community facilities, civic services, the Roses site, housing, mobility and health, community design and character, and churches and pastors. The technical meetings helped to further shape the elements of the plan and to ensure that the ideas being processed were balanced by awareness of many viewpoints.

Two meetings in particular utilized keypad polling in addition to the back and forth conversations. The first was a meeting with a lot of interest concerning the former Roses property. There has been a lot of discussion and planning concerning the property, which is now owned by the City. There are numerous interests in the property and many ideas about the property’s best use to better the public good. Questions concerning Roses tried to find a balance between uses and how they interact with the adjacent historic neighborhood.

The final meeting was a focused on housing, and led by Carlos Gallinar. An impromptu housing survey helped define the community’s interests and perspectives on the residential market’s status and current needs.



Jason King leads one of the numerous technical meetings.

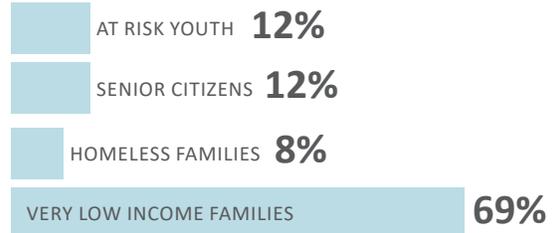
Housing Survey

The following is a sample of the questions and responses gathered from the housing keypad polling.

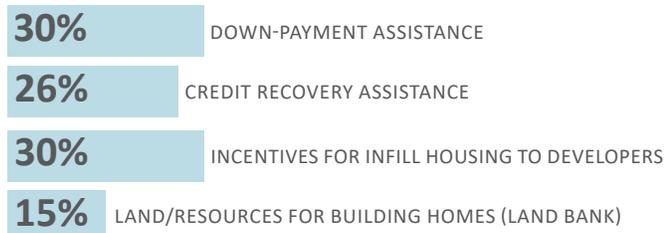
What are the general housing **CONCERNS** affecting Thomasville?



Which population do you think face an **AFFORDABLE** housing crisis?



What **STRATEGIES** can the City implement to create affordable housing?



If you work in the housing sector, what areas could you benefit **LEARNING** more about?



Should there be a concentrated effort to create **DOWNTOWN** housing?



What should Thomasville do with **LAND BANK** properties?



What is the biggest **OPPORTUNITY** for housing in Thomasville?



Do you agree: Where we live affects our physical and mental **HEALTH**?



Library Forum

On Tuesday the regular library forum met. A series of brief presentations were made. The first was by Brian Herrmann who spoke of recent planning initiatives and projects that the city has undertaken. The Comprehensive plan builds upon these larger efforts.

Victor Dover, principal of Dover, Kohl & Partners, presented strategies for creating great streets in cities and towns in the evening at the Library.

During the library forum Brian Herrmann announced that Thomasville was named a “PlanFirst Community” by the Georgia Department of Community Affairs. The PlanFirst program recognizes excellence in community planning and is given to communities with a proven track record of strong development and implementation of their comprehensive plan. PlanFirst communities have a leg up when applying to receive State aid such as Community Block Development Grant priority status, Redevelopment Funding, Employment Incentive Programs, and Downtown Revolving Loan Fund eligibility and priority.

Chamber Series

During the Wednesday Chamber Series, Dover, Kohl & Partners Principal Victor Dover spoke about the principals of good street design.



Library Forum



Chamber Series

Open House

On Thursday, September 21, the consultant team hung maps, surveys, conceptual sketches, and had multiple PowerPoint presentations at different stations to discuss the various ideas for the Comprehensive Plan. These stations covered Historic Preservation, the Synthesis Plan from the Kickoff Meeting, Transportation, Housing, Health, concepts for the Douglass School site, Economic Opportunity, Mobility, Commercial Revitalization, Sustainability, Public Housing, City Design, Neighborhood Character, and the Roses Site.

The consultant team gathered more information through discussions at the various stations.

This informal presentation made it possible for the consultant team to get feedback, learn more about concerns, and discuss these ideas with members of the community. Conversations identified even more thoughts and ideas to be incorporated into the vision for the future of Thomasville. The evening wrapped up with a quick poll of thoughts on the conceptual sketches of the Roses Site.



One-on-one and group conversations helped inform residents as well as the planning team concerning progress on the plan and next steps.



The room filled with interested residents at the open house.

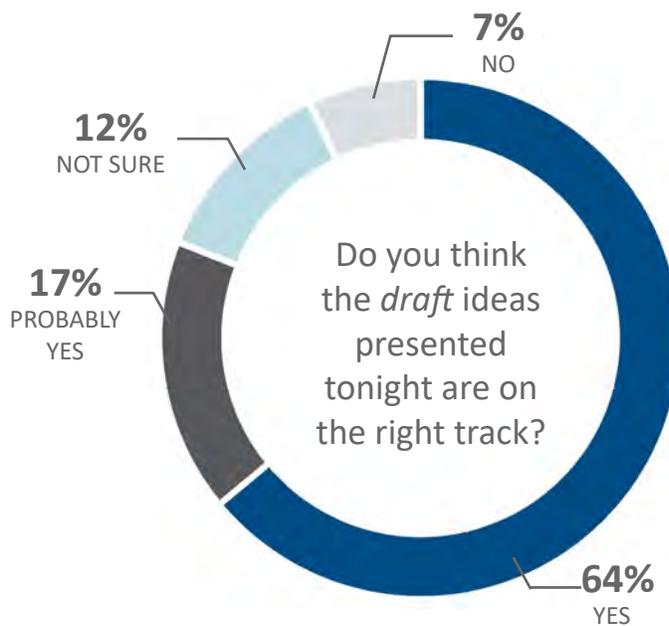
Work-in-Progress Presentation

The charrette week ended with an evening “Work-in-Progress” presentation on Friday, September 22 at the design studio. Brian Herrmann began the evening by welcoming the crowd.

After Brian’s address, Jason King, Shaun Bourgeois, Carlos Gallinar, and Rick Hall presented a summary of the week’s events, and then presented drawings, sketches and computer visualizations illustrating the key concepts within the plan. The audience was walked through a “future tour” of Thomasville, showing the possibility for both short and long-term changes. Renderings showed “before and after” illustrations of different redevelopment scenarios and streetscapes. Transportation and streetscape improvements were illustrated, demonstrating how a balance can be reached to support multi-modal transportation options – walking, driving, and cycling.

At the end of the presentation, attendants were surveyed using keypad polling to assess if the design team had properly translated their ideas into the vision for Thomasville. Survey results showed that 81% of the audience believed the plan was on, or probably on, the right track. Following the survey, participants discussed the plan with the team during a question and answer period.

At the conclusion of the charrette, the design team departed Thomasville and returned home to their offices. In the following few months the illustrative visualizations, community goals, and concepts begun during the charrette were refined and *Thomasville Blueprint 2028* was created.



Brian Herrmann welcomes attendees at the Work-in-Progress presentation.

SECOND PUBLIC HEARING

Public Workshop

The Comprehensive Plan team returned to Thomasville in March 2018 to present the plan to the public and meet with stakeholder groups to hear their concerns.

The draft plan was presented as part of a community workshop on March 20, 2018 at the Municipal Auditorium. Over one hundred people were in attendance and after an overview presentation the public was asked if the plan was on the right track and 72% responded “yes” using instantaneous keypad polling.

The plan became available online at blueprintthomasville.org after the meeting. The website included an interactive discussion platform which the team used to receive feedback on the plan.

Public Comments

The public was given two months to provide comments to the City and planning team. Those comments have been incorporated into the overall Comprehensive Plan.



2/24/18 Pat Donahue/Times-Enterprise
Joy Tedford and Mark Daniel go over the comprehensive plan draft with Brian Herrmann, center, the Thomasville city planner.

Comp plan draft meets the public



Comprehensive Planning Team

REPORT OF ACCOMPLISHMENTS 14

The report of plan accomplishments identifies the current status of each activity in the previous Community Work Program.

Project or Activity	Responsible Party	Status of Project or Activity	Explanation for Postponed or Not Accomplished Project or Activity
Gatlin Creek Road Extension to 84 (4.5 miles)	Water	Not Accomplished	Alternative Route has been determined.
Airport to Gatlin Creek Road (4.5 miles)	Water Dept	Not Accomplished	Alternative Route has been determined.
Replace Older Water Mains in the System (4 miles per yr)	Water Dept	Complete	
Sub-Station and Training Facility at Airport	Fire Dept.	Complete	
Emergency Generators Station 1 & 2	Fire Dept.	Not Accomplished	Not Deemed a high priority item.
Automated Meter Reading System	Technical Services/CNS	Complete	
Comprehensive paving plan (Pave all unpaved streets; Approx. 1.5 miles remaining)	Engineering	Complete	
Drainage mapping	Engineering	Complete	
Resurfacing	Engineering	Complete	
Walking/Bike Trail (Multiuse trail consisting of 14 miles to be implemented in 6 phases)	Planning	Ongoing	Inner Loop to be completed by 2019.
Sidewalk Master Plan (Inventory and assess sidewalks. Use report to create a plan to repair, replace or install sidewalks)	Planning	Ongoing	Plan to be completed in 2018.
Jackson St/Pinetree Blvd	Engineering	Complete	
Stormwater system repairs and improvements	Engineering	Complete	
2MGD Well and Chemical Feed Bldg.	Water	Complete	
Modifications to Pavo Rd. Well	Water	Complete	
New Elevated Tank	Water	Complete	
Water Main Connector Downtown	Water	Complete	
A-C Pipe Replacement	Water	Complete	
Water Mains Extensions	Water	Complete	
Complete AMR Meter Project	Water	Complete	

Project or Activity	Responsible Party	Status of Project or Activity	Explanation for Postponed or Not Accomplished Project or Activity
Data Mgmt. System (Meter Data Management System or MDMS provides an integration platform for AMI/AMR, Utility Billing, SCADA, OMS, GIS, demand response and distribution automation management systems. System provides a full analytical view of all metered services operational data with centralized management, analysis, customer portal and reporting.)	Water	Complete	
Water Leak Detection Equipment	Water	Complete	
High Efficiency Pump Replacement	Water	Complete	
System Evaluation/System Rehab.	Sewer	Complete	
Lift Station Refurbishment	Sewer	Complete	
Replacement for LS 5&6	Sewer	Complete	
Waste Water Treatment Upgrades	Sewer	Complete	
Continuation of high def. broadcasting services/CNS	Technical	Complete	
Telephony billing and work order services	Technical	Complete	
Video on demand services/CNS (The Video on Demand or VOD system is a locally hosted, controlled and managed video distribution system. The system is comprised of several data environments that allow subscribers of our cable system to select and stream several hundred hours of video content over their existing digital set-top platform.)	Technical	Complete	
Parking lot paving at Tech Services	Technical	Complete	
Telecom Fiber, outside plant upgrades	Technical	Complete	
Telephony switch T-7000 upgrades services/CNS	Technical	Complete	
Additional TDM cards for T-7000 switch services	Technical	Complete	
Digital Migration of all video services/CNS	Technical	Complete	
Municipal Network Improvements- migration technology to virtual and hosted applications	Information	Complete	
Replacement of service trucks, 4 over the next 2 years/services/CNS	Technical	Complete	
Replacement of services trucks, 2 over the next 2 years/services	Technical	Complete	
Meter Data Management System-Phase 2/Technology	Information	Complete	
Migration to DOCSIS 3.1 Services/CNS	Technical	Complete	

Project or Activity	Responsible Party	Status of Project or Activity	Explanation for Postponed or Not Accomplished Project or Activity
Test equipment upgrades, over 2 yrs. Services/CNS	Technical	Complete	
San and Disaster recovery improvements technology	Information	Complete	
Project or Activity	Responsible Party	Status of Project or Activity	Explanation for Postponed or Not Accomplished Project or Activity.
Municipal GIS work order/asset management system technology w/integration and implementation, i.e. City Works	Information	Complete	
Prepare and adopt a comprehensive revision of city's zoning ordinance and official zoning map. Specific components of the revisions included below in the event the city chooses to handle these incrementally rather than as a comprehensive rewrite		Not Accomplished	These issues will be addressed through a new Unified Development Ordinance.
1. Landscaping buffers and tree protection-add general landscaping provisions and tree protection requirements; increase buffer widths and articulate planting standards	Planning Department; Planning & Zoning Commission	Not Accomplished	These issues will be addressed through a new Unified Development Ordinance
2. Create new residential district to protect neighborhoods with larger lot sizes and greater lot widths than the R-1A standard; apply to zoning map	Planning Department; Planning & Zoning Commission	Not Accomplished	These issues will be addressed through a new Unified Development Ordinance.
Maintain and enhance Geographic Information Systems (GIS) capabilities and personnel for additional planning and regulatory functions	Planning department	Complete	
1. Priority 1: Unused rights-of-ways	Planning Department - GIS	Complete	
2. Priority 2: utilization of "wet" tracts for greenways and storm water management	Planning Department - GIS	Complete	
Housing Code Enforcement and Community Development	Planning; Community Development; building inspections	Complete	

This chapter provides definitions for terms in the Comprehensive Plan that are technical in nature, or that otherwise may not reflect a common usage of the term. If a term is not defined, then the City shall determine the correct definition.

A

- Accessory Dwelling Unit:** a subordinate living unit added to, created within, or detached from a single family dwelling that provides basic requirements for independent living, (i.e. sleeping, eating, cooking and sanitation).
- Albedo:** the fraction of solar energy reflected by an object. High albedo surfaces reflect solar energy and are lighter in color; low albedo surfaces absorb energy and are darker in color.
- Alley:** a vehicular way located the rear of lots providing a location for utility easements and access to service areas, parking, and outbuildings.
- Apartment:** a residential unit sharing a building and a lot with other units and/or uses; may be for rent, or for sale as a condominium.
- Arcade:** a private frontage conventional for retail use wherein the Façade is a colonnade supporting habitable space that overlaps the sidewalk, while the façade at sidewalk level remains at the frontage line.
- Arterial:** a thoroughfare that is intended to provide the highest level of service at suburban speeds for the longest uninterrupted distance with some degree of access control. Arterials, therefore, provide higher levels of vehicle mobility and lower levels of land access.
- Avenue:** a thoroughfare of high vehicular capacity and low to moderate speed, acting as a short distance connector between urban centers, and usually equipped with a landscaped median.

B

- Bicycle Boulevard:** a low-speed street that prioritizes bicycle travel over other modes, though also allows local vehicle traffic.
- Biodiversity:** the variety of living things; it includes the variety of living organisms and the communities and ecosystems in which they occur.
- Block:** the aggregate of private lots, passages, alleys and rear lanes, circumscribed by thoroughfares.
- Build-to-Line (BTL):** The distance from the front property line along which the principal vertical plane of the building's primary façades must be erected, which is either at the frontage line or parallel to it.
- Build-to-Zone (BTZ):** The range of allowable distances from the front property line along which the principal vertical plane of the building's primary façade shall be built in order to create a moderately uniform line of buildings along the street.
- Building Placement:** regulations that define the placement of buildings on a lot. Typical building placement regulations include the build-to-line, build-to-zone, and setbacks.
- Building Type:** specific development standards regulating the configurations, features, and functions of buildings. Common building types include "detached single-family house," "townhouse," "duplex," "apartment," and "mixed-use building."

C

- Charrette:** a planning session in which participants brainstorm and visualize solutions. Charrettes provide a forum for ideas and offer the unique advantage of giving immediate feedback to designers while giving mutual authorship of the plan by all those who participate. The term “charrette” comes from the French term for “little cart” and refers to the final intense work effort expended by architects to meet a project deadline. At the École de Beaux Arts in Paris during the 19th century, proctors circulated to collect final drawings in little carts; Students would jump on the charrette to put finishing touches on their presentations minutes before their deadlines.
- Civic Art:** monuments, statuary, sculpture, memorials, fountains, and other architectural elements sited in public spaces visible to all. A broader definition is the sum total of the architecture, public spaces, monuments, urban design, and landscape of a city. See also Public Art.
- Civic Building:** a building operated by not-for-profit organizations dedicated to arts, culture, education, recreation, government, transit, and municipal parking, or for use approved by the legislative body.
- Civic Space:** an outdoor area dedicated to public activities. Civic spaces may be parks, plazas, playgrounds, or civic building sites.
- Civic Type:** A use that is open to the public at least some of the time and provides a focal point for community interaction and fosters citizen participation in civic activities, including churches, temples, synagogues, mosques, and other religious facilities; lodges; college or university facilities; exhibition halls and art galleries; grade schools; library; meeting halls; museum or similar facilities; performance theaters; post office; fire house; public administration offices; trade or specialty school facilities; or similar uses.
- Collector Road:** a thoroughfare that provides a less highly developed level of service at a lower speed for shorter distances than an arterial, by collecting traffic from local roads and connecting them with arterials. Collectors specifically balance vehicle mobility and land access.
- Common Destination:** an area of focused community activity, usually defining the approximate center of a pedestrian shed. It may include without limitation one or more of the following: a civic space, a civic building, a commercial center, or a transit station, and may act as the social center of a neighborhood.
- Community Food Assessment (CFA):** a tool to locate and identify food deserts, which are districts that have little or no access to fresh and healthful food.
- Community Garden:** a community garden is a piece of land gardened by a group of people. Community gardens provide access to fresh produce and plants as well as neighborhood improvement, sense of community, and connection to the environment. They are publicly functioning in terms of ownership, access and management, as well as typically owned in trust by local governments or non-profits.
- Community Supported Agriculture (CSA):** a community of individuals who pledge support to a farming operation where the growers and consumers share the risks and benefits of food production. CSAs usually consist of a system of weekly delivery or pick-up of vegetables and fruit, in a vegetable box scheme, and sometimes includes dairy products and meat.
- Complete Streets:** a policy for the design and operation of thoroughfares enabling safe access for all users. By adopting a complete streets policy, communities direct their transportation planners and engineers to routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation.
- Condominium:** a for sale residential unit sharing a building and a lot with other units and/or uses.
- Connectivity:** the number of publicly accessible street intersections per square mile, including intersections of streets with dedicated alleys and transit rights-of-way, and intersections of streets with non-motorized rights-of-way. If one must both enter and exit an area through the same intersection, such an intersection and any intersections beyond that point are not counted; intersections leading only to culs-de-sac are also not counted.
- Corridor:** a lineal geographic system incorporating transportation and/or greenway trajectories. A transportation corridor may be a lineal transect zone.
- Cul-de-Sac:** a dead-end street with only one inlet/outlet.
- Cycle Track:** an exclusive bike facility that has elements of a separated path and on-road bike lane. A cycle track, while still within the roadway, is physically separated from motor traffic and is distinct from the sidewalk.

D

Dark Sky: a movement to reduce light pollution so people can see the stars, to reduce the effects of unnatural lighting on the environment, and to cut down on energy usage.

Discretionary Riders: riders who choose to ride transit though they have other travel options.

E

Ecosystem Services: benefits that humans freely gain from the natural environment and from properly-functioning ecosystems.

Edible Landscape: the replacement of plants that are strictly ornamental with plants that produce food. Edible landscaping allows the creation of a multi-functional landscape that provides returns (fruits, vegetables, etc.) on the investment of water, fertilizer, and time.

Exotic Species: a plant introduced from another geographic region to an area outside its natural range. For the purpose of this plan, this term shall be used primarily to describe conventionally cultivated and hybridized species of non-native plants that are non-invasive.

F

Façade: the exterior wall of a building that is set along a frontage line.

Federal Highway Administration (FHWA): the federal agency, part of the U.S. Department of Transportation, charged with funding and regulating the nation's roadways, freeways and highways.

Flat: see Apartment.

Flood Plain: the land adjacent to a water body such as a stream, river, lake or ocean that experiences occasional flooding.

Food Desert: a district that has little or no access to fresh and healthful food.

Footcandle (fc): a unit of measure of illuminance. A unit of illuminance on a surface that is one foot from a uniform point source of light of one candle and equal to one lumen per square foot. Footcandle values can be measured directly with handheld incident light meters. One footcandle is equal to 1 lumen cast per sq. ft. of surface.

Frontage Line: a lot line bordering a public frontage. Façades facing frontage Lines define the public realm and are therefore more regulated than the elevations facing other lot lines.

Frontage Type: the area between a building façade and the vehicular lanes, inclusive of its built and planted components, that addresses how the building engages the public realm. Form-based codes typically specify which types of frontages are permitted in each Transect Zone.

G

Gallery: a private frontage conventional for retail use wherein the façade is aligned close to the frontage line with an attached cantilevered shed or lightweight colonnade overlapping the sidewalk.

Gazebo: a pavilion structure, sometimes octagonal, that may be built, in Parks, gardens, and public areas. Gazebos are freestanding or attached to a garden wall, roofed, and open on all sides; they provide shade, shelter, ornamental features in a landscape, and a place to rest.

Green: a civic space for unstructured recreation, spatially defined by landscaping rather than building frontages.

Green Infrastructure Design (GID): a general term for managing stormwater through an interconnected network of parks, preserves, arroyos, wetlands, and native vegetation.

Greyfield: a shopping mall with a high vacancy rate or a low consumer traffic level, or that is dated or deteriorating in some manner.

H

I

Impervious Surface: any surface through which rainfall cannot pass or be effectively absorbed such as roads, buildings, paved parking lots, sidewalks etc.

Infill: (noun) new development on land that had been previously developed, including most greyfield and brownfield sites and cleared land within urbanized areas; (verb) to develop areas including most greyfield and brownfield sites and cleared land within urbanized areas.

Interconnected Network of Streets: See Street Network.

Invasive Plant Species: a noxious exotic plant reproducing outside its natural range and outside cultivation that disrupts naturally occurring plant communities by altering structure, composition, natural processes or habitat quality.

J

K

L

Level of Service (LOS): a measure of congestion and performance, typically on an A through F scale; a very congested freeway, for example, would have a “low” level of service (such as LOS F); LOS can also be applied to transit, bicycle, and pedestrian travel modes.

Life-cycle Maintenance Costs: the concept that transportation infrastructure maintenance occurs throughout its useful life; for example, a street rebuilt every 15 years will still need regular maintenance during that time.

Linear Park: a park that is much longer than wide. Linear parks make use of strips of public land next to canals, streams, electrical lines, highways, and shorelines.

Liner Building: a building specifically designed to mask a parking lot or a parking structure from a frontage.

Livable: pleasant and convenient to inhabit, preferably without the need for a vehicle to meet daily needs.

Live-Work: a mixed-use unit consisting of a commercial and residential function. The commercial function may be anywhere in the unit. It is intended to be occupied by a business operator who lives in the same structure that contains the commercial activity or industry. **Local Road:** a thoroughfare that primarily provides access to land with little or no through movement.

Lot: a parcel of land accommodating a building or buildings of unified design. The size of a Lot is controlled by its width in order to determine the grain (i.e., fine grain or coarse grain) of the urban fabric.

M

Mansion Apartment: a building that appears to be a large house from the exterior, while on the interior is divided into rental units. This building type allows higher densities while maintaining the appearance of a single family detached house.

Metropolitan Planning Organization (MPO): a federally-mandated and federally-funded transportation policy-making organization that is made up of representatives from local government and governmental transportation authorities.

Mixed-Use Development: development that includes a mixture of complementary land uses. The most common mix of land uses include housing, retail, office, commercial services, and civic uses.

Monoculture: the practice of producing or growing one single plant species over a wide area.

Multi-Family: a structure that contains three or more dwelling units that share common walls or floor/ceilings with one or more units. The land underneath the structure is not divided into separate zoning lots. Multi-dwellings include structures commonly called garden apartments and condominiums.

Multimodal: the combination of several travel modes within a single corridor or facility; also refers to the ability to choose among several travel modes.

Multiway Boulevard: a thoroughfare designed for high vehicular capacity and moderate speed, traversing an urbanized area. Boulevards are usually equipped with slip roads buffering sidewalks and buildings from higher speed vehicles.

N

Native Plant Species: a plant occurring within the Thomasville region prior to European contact, according to the best scientific and historical documentation. This includes species that are considered indigenous, occurring in natural associations with habitats that existed prior to significant anthropogenic effects.

Neighborhood: a neighborhood is compact, pedestrian-friendly, and mixed-use. There are five basic design conventions that provide a common thread linking neighborhoods: identifiable center and edge, walkable size, integrated network of walkable streets, mix of land uses and building types, and special sites for civic purposes. The neighborhood is the basic increment of town planning. One neighborhood alone in the countryside is a village. Two or more neighborhoods grouped together sharing a specialized hub or main street is a town. The neighborhood concept remains in force even as the size increases to city scale. Coupled with special districts and corridors, neighborhoods are the building block from which cities are formed.

Neighborhood Center: a proper center has places where the public feels welcome and encouraged to congregate. Typically, at least one outdoor public environment exists at the center of a neighborhood that spatially acts as the most well-defined outdoor room in the neighborhood. The best centers are within walking distance of surrounding residential areas, possess a mix of uses, and include higher-density buildings at a pedestrian scale.

Net Metering: the practice that allow consumers to produce renewable energy and sell the excess power back to the grid and to the utilities, thereby rolling back meters and their electric bills.

New Urbanism: a planning movement that promotes the creation and restoration of diverse, walkable, compact, vibrant, mixed-use communities composed of the same components as conventional development, but assembled in a more integrated fashion, in the form of complete communities.

O

Open Space: undeveloped land or land that is used for recreation. Farmland as well as all natural habitats (forests, fields, wetlands etc.) are often included in this category.

P

Park: a civic space type that is a natural preserve available for unstructured recreation.

Pedestrian Shed: an area that is centered on a common destination. Its size is related to average walking distances for the applicable community type. Pedestrian sheds are applied to structure communities.

Perimeter Block: a block where buildings are built up to the front property line along the street frontage, reserving the interior of the block as public or private space, or for surface parking or Structured Parking.

Pervious Surface: a surface which allows water to filter into the ground, which enables natural groundwater to recharge, helps with filtration of pollutants, and reduces erosion and flooding. The use of pervious asphalt and concrete for parking lots, roads and sidewalks is an important part of stormwater management that conserves precious natural resources.

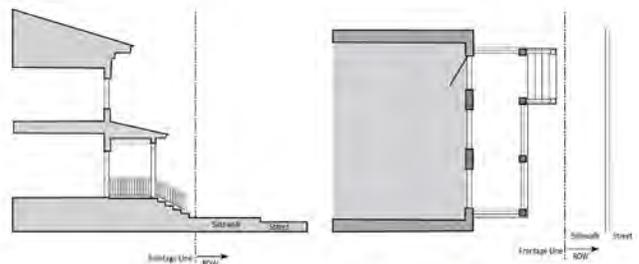
Planting Strip: a strip of land within the right-of-way that separates the sidewalk from the vehicular lanes.

Plaza: a civic space type designed for civic purposes and commercial activities in the more urban transect zones, generally paved and spatially defined by building frontages.

Pocket Park: a small Park accessible to the general public. Although they are too small for physical activities, pocket parks provide greenery, a place to sit outdoors, and sometimes a children's playground. They may be created around a monument, historic marker or civic art.

Potable Water: water of a quality that is sufficient for human consumption.

Porch: A Frontage type consisting of an open air element of a building with a raised floor and a roof covering the floor that is supported by columns, posts, or piers. A porch may be located on more than one story.



Private Frontage: the privately held layer between the frontage line and the principal building façade.

Property Line: the legal boundary of a parcel of land.

Public Art: any work of art or design that is created by an artist specifically to be sited in a public space or visible from a public space.

Public Frontage: the area between the curb of the vehicular lanes and the frontage line.

Purple Pipe: pipe used to distribute reclaimed water in a dual piping network that keeps reclaimed water pipes completely separate from potable water pipes. Reclaimed water or recycled water, is former wastewater (sewage) that is treated to remove solids and certain impurities, and used in sustainable landscaping irrigation or to recharge groundwater aquifers.

Q

R

Rain Barrel: a water tank used to collect and store rain water runoff, typically from rooftops via rain gutters.

Reclaimed Water: former wastewater (sewage) that is treated to remove solids and certain impurities, and used in sustainable landscaping irrigation or to recharge groundwater aquifers.

Renewable Energy: generation of power from naturally replenished resources such as sunlight and wind. Renewable energy technologies include solar power, wind power, hydroelectric power, Geothermal, and Biomass.

Right-of-Way (ROW): the strip of land dedicated to public use for pedestrian and vehicular movement, which may also accommodate public utilities. This strip of land is either publicly owned or subject to an easement for right-of-way purposes benefiting the general public.

Road: a local, rural and suburban thoroughfare of low-to-moderate vehicular speed and capacity.

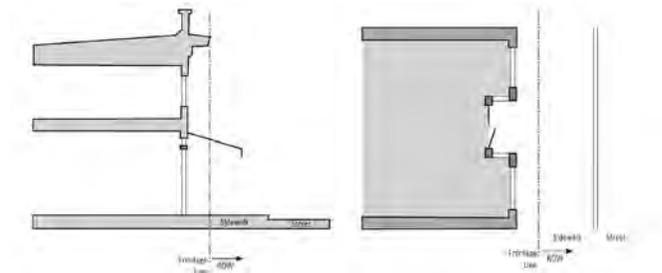
S

Setbacks: The minimum distance a building façade or parking area must be located from a frontage line or public right-of-way. Similar to a Build-To-Location, except the building or parking can be located anywhere behind that line.

Shared Use Path: a wide pathway, separated from the street, that is used for both walking and bicycling.

Sharrow: shared lane marking, per the Manual of Uniform Traffic Control Devices (MUTCD).

Shopfront: a private Frontage conventional for retail use, with substantial glazing and an awning, canopy or marquee, wherein the Façade is aligned close to the Frontage Line with the building entrance at sidewalk grade.



Signal Prioritization: an Intelligent Transportation Systems (ITS) technique that extends the “green time” at traffic signals for approaching buses to improve their on-time performance and “time-competitiveness” with auto travel.

Single-Family Attached: a building that contains one primary dwelling unit per zoning lot in which the dwelling unit shares common walls with its neighbor or in which the side wall(s) abut the adjacent building.

Single-Family Detached: a detached dwelling unit located on an individual zoning lot, designed for, or intended to be occupied by one family.

Slow Food: an international movement that strives to preserve traditional and regional cuisine and encourages farming of plants, seeds and livestock characteristic of the local ecosystem.

Smart Grid: a digitally enabled electrical grid that gathers, distributes, and acts on information about the behavior of all participants (suppliers and consumers) in order to improve the efficiency, reliability, economics, and sustainability of electricity services.

Smart Growth: well-planned development that protects open space and farmland, revitalizes communities, keeps housing affordable and provides transportation choices. The principles of Smart Growth are based on compact and multi-use development, Infill and redevelopment, expansion of infrastructure, enhanced Livability, expanded mobility, and conservation of open space.

Solar Farm: a facility where solar powered devices, either photovoltaic (PV) or turbine systems, are clustered. It should be large enough to generate at least one megawatt.

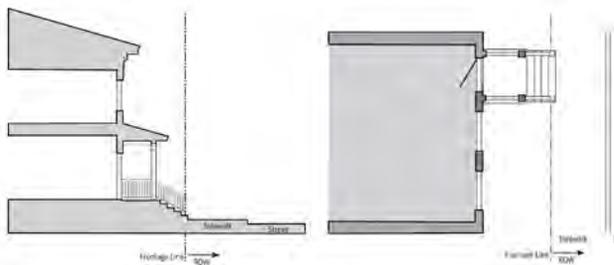
Solid Waste: a waste type consisting of everyday items that are consumed and discarded. It predominantly includes food wastes, yard wastes, containers and product packaging, and other miscellaneous inorganic wastes from residential, commercial, institutional, and industrial sources.

Sprawl: development patterns where rural land is converted to urban/suburban uses more quickly than needed to house new residents and support new businesses that result in higher than necessary infrastructure or transportation costs.

Square: a civic space designed for unstructured recreation and civic purposes, spatially defined by building frontages and consisting of paths, lawns, and trees, formally disposed.

Standard Pedestrian Shed: a pedestrian shed that is an average ¼-mile radius or 1,320 feet, about the distance of a 5 minute walk at a leisurely pace. See Pedestrian Shed.

Stoop: a private Frontage wherein the Façade is aligned close to the Frontage Line with the first Story elevated from the sidewalk for privacy, with an exterior stair and landing at the entrance.



Stormwater: water that originates during precipitation events. Stormwater that does not soak into the ground becomes surface runoff, which either flows directly into surface waterways or is channeled into storm sewers, which eventually discharge to surface waters.

Story: a habitable level within a building, excluding an attic or raised basement.

Street: a local urban thoroughfare of low speed and capacity.

Street Frontage: the private frontage designated to bear the address and principal entrance to the building.

Street Network: a system of interconnecting streets or roads for a given area that provides for the movement of people and goods. Street networks can become very complex in cities. A grid is the most efficient network of streets because it is completely interconnected, and provides both direct and multiple routes rather than circuitous roads and dead end streets that hinder movement.

Streetspace: the space between the buildings on either side of a street that defines its character. The elements of a streetscape include: building frontage/façade; landscaping (trees, yards, bushes, plantings, etc.); sidewalks; street paving; street furniture (benches, kiosks, trash receptacles, fountains, etc.); signs; awnings; and street lighting.

Structured Parking: a building containing two or more stories of parking above natural grade.

Subdivision: a Subdivision occurs as the result of dividing land into Lots for sale or development.

Suburban Retrofit: the process of entirely revamping, and in many cases completely replacing, conventional zoning, encompassing the idea of systemic, long-lasting, transformative change. It includes directing new growth into existing areas in keeping with the principles of both New Urbanism and Smart Growth.

Surface Water: water collecting on the ground or in a stream, river, lake, wetland, or ocean; it is related to water collecting as groundwater or atmospheric water.

Sustainability: the basis upon which an organism or a community can manage its own continuing viability, meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Swale: a low or slightly depressed natural area for drainage.

T

Thoroughfare: a way for use by vehicular and pedestrian traffic and to provide access to lots and open spaces, consisting of vehicular lanes and the public frontage.

Traditional Neighborhood Development (TND): a community type structured by a standard pedestrian shed oriented toward a common destination consisting of a mixed-use center or corridor, and in the form of a medium-sized settlement near a transportation route.

Trailhead: the point at which a trail begins, where the trail is often intended for hiking, biking, horseback riding, or off-road vehicles.

Transect: The urban-to-rural transect is an urban planning model that defines a series of zones that transition from sparse rural farmhouses to the dense urban core. Each zone is fractal in that it contains a similar transition from the edge to the center of the neighborhood.

T1 Natural Zone: consists of lands approximating or reverting to a wilderness condition, including lands unsuitable for settlement due to topography, hydrology or vegetation.

T2 Rural Zone: consists of sparsely settled lands in open or cultivated states. These include woodland, agricultural land, and grassland. Typical buildings are farmhouses, agricultural buildings, cabins, and plantations.

T3 Suburban Zone: consists of low density residential areas, adjacent to higher zones have that some mixed use. Home occupations and outbuildings are allowed. Planting is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.

T4 General Urban: consists of a mixed use but primarily residential urban fabric. It may have a wide range of building types: single, sideyard, and townhomes. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized blocks.

T5 Urban Center: consists of higher density mixed use building that accommodate retail, offices, townhomes and apartments. It has a tight network of streets, with wide sidewalks, steady street tree planting and buildings set close to the sidewalks.

U

Urban Heat Island Effect: the elevated temperatures in developed areas compared to more rural surroundings. Urban heat islands are caused by development and the changes in radiative and thermal properties of urban infrastructure as well as the effects buildings can have on the local micro-climate.

V

Vehicle Miles Traveled (VMT): refers to vehicle miles traveled and is a standard measure of transportation activity.

Visitability: an international movement to change home construction practices so that virtually all new homes, whether or not designated for residents who currently have mobility impairments, offer three specific accessibility features:

1. At least one zero-step entrance on an accessible route leading from a driveway or public sidewalk,
2. All interior doors providing at least 31¼ inches (81 cm) of unobstructed passage space, and
3. At least a half bathroom on the main floor.

W

Walkability: a measure of how friendly an area is to walking. Walkability has many health, environmental, and economic benefits. Factors influencing walkability include the presence or absence and quality of footpaths, sidewalks, or other pedestrian rights-of-way, traffic and road conditions, land use patterns, building accessibility, and safety, among others.

Wastewater: any water that has been adversely affected in quality by anthropogenic influence. It comprises liquid waste discharged by domestic residences, commercial properties, industry, and/or agriculture, and can encompass a wide range of potential contaminants and concentrations.

Wayfinding: signs, symbols, arrows, markers, textures, and other elements to guide travelers, typically pedestrians, to a destination.

X

Y

Z