

**Joint City-County
Comprehensive Plan Update 2007-2027
Partial Plan Update
For Catoosa County and the Cities of Fort
Oglethorpe and Ringgold**

October 2007

Prepared by the Coosa Valley Regional Development Center

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Table of Contents

Introduction & Methodology	4
Narrative for Catoosa County	
Quality Community Objectives Assessment	6
Areas Requiring Special Attention Evaluation and Map.....	14
Issues and Opportunities	18
Short Term Work Program	24
Report of Accomplishments	30
Narrative for City of Fort Oglethorpe	
Quality Community Objectives Assessment	34
Areas Requiring Special Attention and Character Area Identification / Map.....	41
Issues and Opportunities	53
Short Term Work Program	61
Report of Accomplishments	72
Narrative for City of Ringgold	
Quality Community Objectives Assessment	81
Areas Requiring Special Attention Evaluation.....	85
Areas Requiring Special Attention Map	91
Issues and Opportunities	92
Short Term Work Program	112
Report of Accomplishments	118
Appendix A	

Introduction

The State of Georgia requires that local governments update their comprehensive plan to maintain Qualified Local Government Status. Current Department of Community Affairs requirements call for a partial update, the Community Agenda, to be submitted by the recertification date. To that end, the local governments of Catoosa County and the cities of Fort Oglethorpe and Ringgold worked with the Coosa Valley Regional Development Center to identify stakeholders, gather community input, and complete the requirements of the partial update.

Methodology

Stakeholder Involvement

The joint comprehensive plan update process allows for stakeholder input and community participation. Stakeholders for Catoosa County and the cities of Fort Oglethorpe and Ringgold were identified. Local government officials and staff worked to identify issues and opportunities, and assess quality community objectives. Each local government was asked for a list of stakeholders to include in the planning process.

They included but were not limited to members of city councils and county commissions, city and county staff, development authority members, chambers of commerce, media, community members, churches and religious organizations, housing authority directors, libraries, civic organizations, county and city planning commissions, civic and garden clubs, E-911 and emergency personnel, and any other interested parties.

All stakeholders received invitations to the planning meetings, the short-term work program workshops, and public hearings. Public hearings were advertised to the community at large in accordance with requirements.

Gathering community input through a Visioning Survey

The local governments of Fort Oglethorpe and Ringgold invited the public to share growth concerns using a survey advertised in local newspapers, distributed to stakeholders, made available to the public at city halls, county government buildings, public works offices, libraries, planning offices, technical colleges, chambers of commerce, nutrition centers, housing authorities, and on request from the Coosa Valley Regional Development Center.

Survey questions included location of home and work, reason for living in the community, what was liked and disliked about the community, overall perception of the community and region, perception of growth and changes, perception of services provided, a ranking of growth management concerns, and perceptions of growth management actions.

CATOOSA COUNTY

Catoosa County - Quality Community Objectives Assessment

In 1999 the board of the Department of Community Affairs adopted the Quality Community Objectives (QCO's) as a statement of the development patterns and options that will help Georgia preserve its unique cultural, natural and historic resources while looking to the future and developing to its fullest potential. The Assessment is meant to give the community an idea of how it is progressing with respect to these objectives. The assessment is a tool for use at the beginning of the comprehensive planning process where the community is asked to examine a series of yes/no statements regarding local ordinances, policies, and organizational strategies intended to create and expand quality growth principles.

Below is a summary of the results of the Quality Community Objectives Assessment.

Development Patterns

Traditional neighborhoods

Traditional neighborhood development patterns should be encouraged; including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

- Currently, children do not bike to school
- Schools are not necessarily located in or near neighborhoods in our community.

The unincorporated areas of the County are growing yet there remains much space between areas to the extent that walking or biking do not appear to be appropriate transportation alternatives in terms of comfort or safety. The County has been urbanizing very quickly and is dominated by automobile travel. Road improvements are planned to reduce congestion but will probably not address walkability factors. We would rely on the more compact areas within the municipalities (Cities of Fort Oglethorpe and Ringgold) for walking and biking opportunities.

- We currently do not have a street tree ordinance requiring new development to plant shade-bearing trees appropriate to our climate. The County will consider drafting a tree replacement ordinance.

Development Patterns (cont.)

Infill development:

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

- Some areas of the community are planned for nodal development, i.e. compacted near intersections, although much development occurs along our major roads.

Sense of Place:

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

- If someone dropped from the sky into our community, he or she would know immediately where he or she was, based on our distinct characteristics.
- We have delineated the areas of our community that are important to our history and heritage. While not currently mapped, the community knows where these areas are. Many of those areas and properties are privately owned. Those owners have not been motivated to sell, thereby limiting the community's ability to preserve them. The County would like to work towards a right of first refusal as historic properties come up for sale.

Our Historic Preservation Commission has been newly created and will assume the task of continuing to explore locations for placement on the National Register of Historic Places.

- We have no façade restrictions or ordinances to regulate the aesthetics of development in our highly visible areas.

The County will be working on several ordinances to address the aesthetics of development through ridgeline development ordinances and conservation subdivision ordinances. There are a lot of ideas being discussed.

- We have ordinances to regulate the size and type of signage in our community, though the billboard ordinance could be strengthened.
- We do not offer a development guidebook that illustrates the type of new development we want in our community.

Development Patterns (cont.)

The 20/20 Committee will work with the County on a guidebook that will include subdivision regulations.

Transportation Alternatives:

Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

- We have limited options for alternatives to automobile transportation in our community. Currently projects involving bike routes are not deemed a priority in Catoosa County, though we would like to see user-friendly sidewalks required of new development.

Regional identity:

Each region should promote and preserve a regional “identity”, or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

- Our community does not necessarily encourage businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal, etc.)
- Our community has begun to promote tourism opportunities based on the unique characteristics of our region.

The community has identified many opportunities for tourism including increased focus on the Chattanooga and Chickamauga Military Park. The year 2010 will feature an anniversary of the Civil War and provide many opportunities. A driving tour is being developed for the County complete with brochure identifying areas of interest such as Barnhart Circle, Cherokee Springs, The Old Stone Church, and T.C. Napiers’ Country Store as well as others.

- Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment and education.

Resource Conservation

Heritage preservation :

_The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character

- Our Historical Society has been relatively inactive in our concentration on new development. Discussion of suitable locations for a Museum showcasing the County's history would enhance heritage preservation as well as tourism potential.
- We lack ordinances to ensure that new development will complement our historic development.
- We need ordinances to protect "The Gap"

Open space preservation:

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

- Catoosa County is developing conservation subdivision ordinances, considering setting a minimum of twelve houses and encouraging protection for natural amenities within the development, i.e. setting aside a certain percentage of greenspace.
- A pre-submittal process is being discussed to facilitate communication between developers and the County around the implementation of conservation subdivision ordinances.

Environmental protection:

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

- Our community has a comprehensive natural resources inventory including wetlands, groundwater recharge zones, water resources, and areas of high, medium, or low sensitivity to development pressures. These areas are mapped and provide guidance to the County Health Department in issuing of permits for septic tank siting and permitting.

Resource Conservation (cont.)

Environmental Protection:

- We use this resource inventory to steer development away from environmentally sensitive areas
- Our community has passed the necessary Part V environmental ordinances and we enforce them.
- Our community will be drafting tree preservation and tree-replanting ordinances to apply to new development.
- We are using stormwater best management practices for all new development.
- We have land use measures that will protect the natural resources in our community.

Social and Economic Development

Growth Preparedness:

Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable responding to growth opportunities and managing new growth when it occurs.

- We have population projections for the next 20 years that we refer to when making infrastructure decisions.
- The impact fee study conducted in 2005 guides our capital improvements
- Our local governments, the local school board, and other decision-making entities use the same population projections.
 - Commissioners understand the land-development process in our community.
 - We periodically review our development regulations and/or zoning code, and believe that our ordinances, with minor modifications will help us achieve our QCO goals.
 - We have a Capital Improvements Program that supports current and future growth.
 - We have designated areas of our community where we would like to see growth, however the Comprehensive Land Use Map is not based on natural resource factors.
 - We have clearly understandable guidelines for new development.

Social and Economic Development (cont.)

- We have a citizen-education campaign through the Kiwanis Club, Chamber of Commerce and other entities allowing all interested parties to learn about development processes in our community.
- We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development. Information is posted at government buildings and advertised in the local newspaper.
- We do have a public-awareness element in our comprehensive planning process.

Appropriate businesses :

The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skilled job opportunities.

- Our economic development organization has considered our community's strengths, assets and weaknesses, and has created a business development strategy based on them.
Data suggests that 80% of growth in local economies will involve existing industry.
- We do not currently have a comprehensive plan to recruit compatible business or industry.
- We have a diverse jobs base, so that one employer leaving would not cripple our economy.

Employment options:

A range of job types should be provided in each community to meet the diverse needs of the local workforce.

- Our economic development program does have an entrepreneur support program through organizations such as the Northwest Georgia Joint Development Authority (NWGJDA).
The County has been designated as "entrepreneur friendly" by the Georgia Department of Economic Development.
- Our community has jobs for skilled labor
- Our community has jobs for unskilled labor.
- Our community does have professional and managerial jobs.

Social and Economic Development (cont.)

Housing choices:

A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

- Our community allows accessory units like garage apartments or mother-in-law units.
- People who work in our community can also afford to live in the community.
- Our community has enough housing for each income level (low, moderate and above-average)
- We encourage new residential development to follow the pattern of our original town, continuing the existing street design and maintaining small setbacks.
- Our community does not currently have options available for loft living, downtown living, or “neo-traditional” development. These options are perhaps more appropriate in the urbanized area within city limits where there is greater density.
- We have vacant and developable land for multifamily housing.
- We want to discourage the development of multifamily housing in our community.
- We no longer have housing being built for lower-income households. Our community is slightly more affluent than surrounding communities so there is very little demand. Similarly the case with housing programs for households with special needs.
- We do not allow small houses to be built on small lots (less than 5,000 square feet) in any areas.

Educational Opportunities:

Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

- Our community provides workforce training options for its citizens through our Learning Center and Northwestern Technical College.
- Our workforce training programs provide citizens with skills for jobs that are available in our community. The Learning Center provides these opportunities as well as training at the hospitals.
- Our community has higher education opportunities close by through Dalton State College and University of Tennessee at Chattanooga.

Social and Economic Development (cont.)

Educational Opportunities:

- Our community has many job opportunities for college graduates throughout the Tri-State area (Georgia, Alabama, and Tennessee), so that our children may live and work here if they choose.

Governmental Relations

Regional Solutions:

Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

- We participate in regional economic development organizations, Northwest Georgia Joint Development Authority (NWGJDA), Chattanooga-Hamilton County North Georgia Area Transportation Planning District (CHCNGA).
- We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.
- We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc.
- Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders.

Regional Cooperation:

Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.

- We plan jointly with our cities and county for comprehensive planning purposes.
- The Service Delivery Strategy is continually evaluated.
- We initiate contact with other local governments and institutions in our region in order to find solutions to common problems, or to craft regionwide strategies.
- We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern.

Catoosa County / Areas Requiring Special Attention

Severe slopes

Development on steep slopes accelerates water runoff and provokes subsequent erosion in the watershed, leading ultimately to challenges to water quality. Development of brow areas affects the viewshed, a major natural resource contributing to quality of life in the County. Viewsheds will be protected using such tools as conservation easements, greenspace minimum requirements in regulations, etc. Steep slopes will be protected from erosion with stricter enforcement of erosion and sedimentation regulations and stormwater regulations. The County is engaged in discussion of specifics regarding ordinances to help with brow protection. County-wide sign regulations to be coordinated with zoning districts and based on traffic speed, volume, and type of road will help protect mountain scenery.

Steep slopes in the County extend north and south along White Oak Mountain, east of the City of Ringgold and Taylor's Ridge to the south in the Chattahoochee National Forest. There are approximately 25,270 acres of steep slopes scattered throughout the County. Further west along Peavine Ridge and Boynton Ridge, the terrain becomes more rolling hills with steep slopes interspersed in the characteristic way of the Ridge and Valley physiographic province that this area represents.

Water supply watershed

The lands to the east of White Mountain Ridge drain to Tiger Creek and East Chickamauga Creek, ultimately joining to form South Chickamauga Creek, the source of water for the City of Ringgold's Water Treatment Plant. South Chickamauga Creek ultimately flows north to the Tennessee River.

The Coosa Valley Regional Development Center's report, "Northwest Georgia Water Supply Watershed Based Regional Source Water Assessments" (January 2003) delineated an Inner Management Zone (IMZ) in a circle 7 miles out from Ringgold's water intake. Potential pollution sources were identified within both that zone and an Outer Management Zone (OMZ). Public education around non-point sources of pollution in the watershed such as septic tank seepage, herbicides applied to roadways, power line right of ways, and lawns, sink hole and abandoned well regulation, would go a long way toward protecting this source of the County's drinking water.

The Catoosa County Water Authority manages the intake at Yates Spring (see below).

Wetlands

The US Army Corps of Engineers defines a wetland as "...areas inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions." (Authority: U.S.C. 1344. 328.3 8B). Wetlands include swamps, bogs, ponds, and marshes. Wetlands slow down stormwater and filters out pollutants and sediment. The County does have an ordinance governing protection of wetlands. It has been recommended that levels of enforcement and protection under this ordinance could be enhanced.

Groundwater Recharge Areas

Recharge is the process by which groundwater is replenished. A recharge area is where precipitation is able to transmit downward to an aquifer. Unless the area is solid rock or covered by development or impervious areas, a certain percentage of precipitation will infiltrate. Areas that transmit the most precipitation are referred to as "critical" recharge areas. These areas contain characteristics that enhance the recharge potential, namely types of vegetation cover, slope, soil composition, depth to the water table, the presence or absence of confining beds and other factors. Symbolic of the underlying karst topography of the region, there are many recharge areas in the unincorporated areas of the County.

100 year Flood Prone Area

Floodplains are indicated along major streams; Peavine Creek, West Chickamauga Creek, South Chickamauga Creek.

In support of the National Flood Insurance Program (NFIP), FEMA and the State of Georgia are currently updating Flood Insurance Rate Maps (FIRMs). FIRMs are being created to reflect the base flood event, defined as the flood having a 1-percent chance of being equaled or exceeded in any given year, also referred to as the 100-year flood. When this mapping is complete the County will have access to the most recent data available. The current Chief Building Official for the County participates as a board member for this program.

Census Blocks containing recorded archeological sites

Wherever possible, development will be restricted in these Census blocks.

Yates Spring

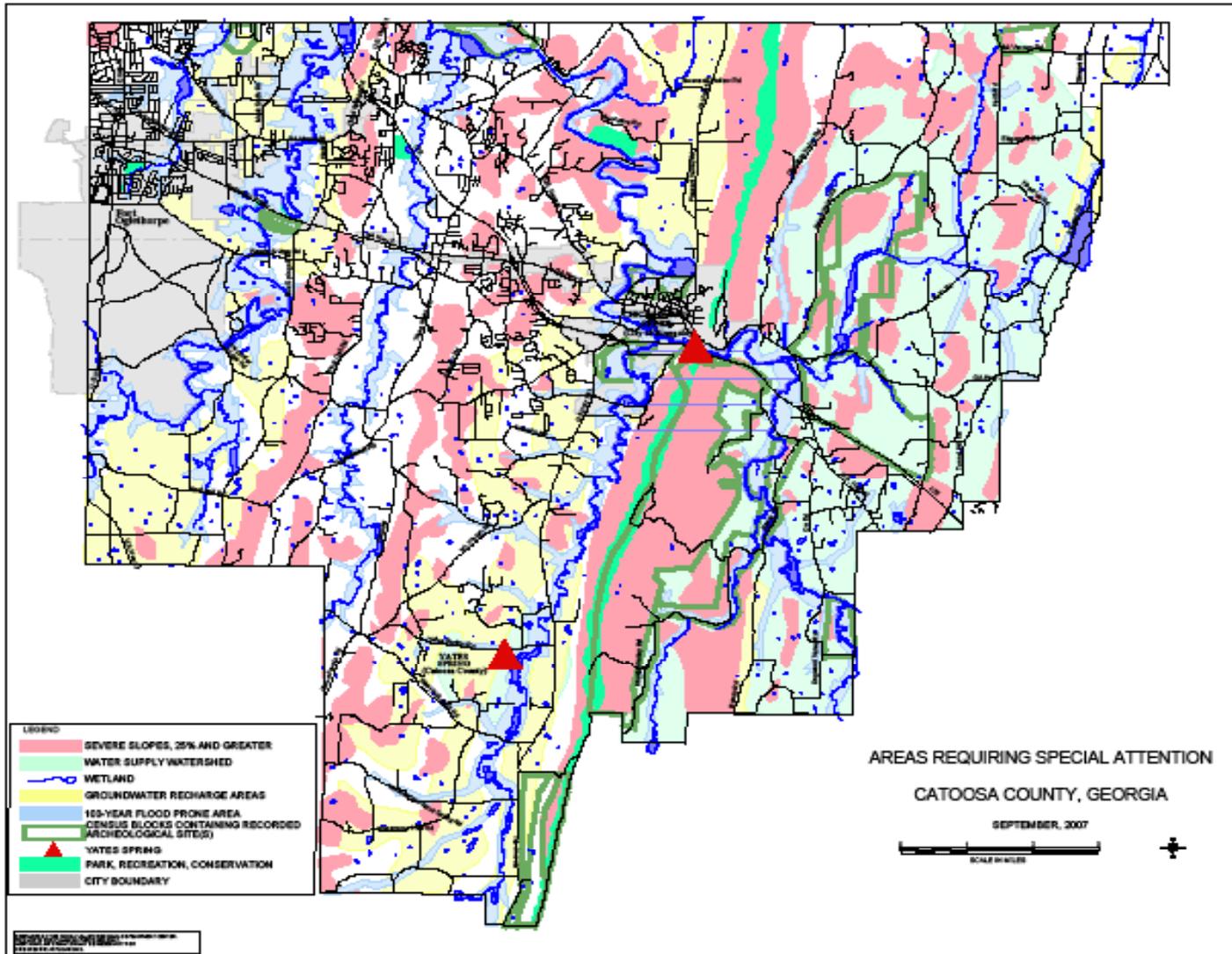
The Catoosa County Water Authority manages Yates Spring which has purchased acres in the water supply watershed in order to protect this source of the County's drinking water.

Parks/Recreation/Conservation

Parks and recreation areas constitute protected permanent greenspace in the County.

Currently the Chickamauga-Chattanooga National Park , the nations' oldest and largest National Military Park, is situated on 3908 acres in Catoosa County. The Elsie Holmes Nature Park is an 80 acre tract in the unincorporated area of the County. These lands were acquired/donated through fee simple transfer as opposed to conservation easements or net loss agreements.

Development strategies for these areas include the widening of roadways only when absolutely necessary, careful design of roadway alterations to minimize visual impact, and promotion of areas as passive-use tourism and recreation destinations.



MAP OF AREAS REQUIRING SPECIAL ATTENTION

Issues and Opportunities Analysis for Catoosa County

The 2020 Committee determined that the following three were priority issues for the County in the upcoming five years;

- Education
- Historical
- Transportation

1. Education: The County has been working toward a new concept for Benton Place, the area in the County where social and educational services are clustered. They envision a satellite campus uniting 4-year college curriculum through Dalton State College and Technical School curriculum through Northwestern Technical College, thereby making either form of education available to Catoosa County residents. The challenge of this project has been to coordinate efforts between the State Board of Regents and Technical Colleges, entities which have no previous history of working together as partners.

2. Historical: The 2020 committee determined that with all the new growth occurring in the County, they did not want to lose sight of historic elements that comprise an important segment of the cultural heritage of the area. Historic features of the County may also be developed as a strategy for tourism and economic development.

- Museum: potential locations were discussed (drug store, grain elevator, T.C. Napiers Country Store, Anderson House deteriorating, Stone Church, Depot, etc.)
- Billboard that is advertising The Colonnade is blocked by signs.
- A self-guided tour would showcase many historic features.
- Celebration of Civil War sesquicentennial (Battlefield Park, Clean up Ringgold Gap Battlefield area.)
Land and Water Conservation Funding was used in '70's for Parkway.
- Get DNR to approve moving park site (structure exists)

3. Transportation

- \$2.5 in federal funds are available.
- Lack of roads going east to west in the County (Hwy 2A, Interstate75, US 41 run north and south)
- 20 roads on D.O.T. list (Burning Bush, Three Notch, Poplar Springs, Dogwood Valley, Colbert Hollow & Hwy 151 Intersection)
- Most planned to be enhancements at intersections i.e. turn lanes, etc. rather than widening projects.

Other Issues and Opportunities

Population and Population Change

- Retirees are becoming an increasingly significant portion of the population.
- While the overall poverty level for the County is less than 10%, making it ineligible for One Georgia Authority Programs, 40% of children are eligible for free lunches.

Economic Development

- Our economic development strategy is reactive rather than proactive.
- Building is currently our biggest industry.
- As a bedroom community of Chattanooga, much of the workforce commutes to Tennessee.
- Tri-State Workforce Plan has been developed. The objectives are to certify workers as ready for employment, and to increase retention of the workforce.
- Northwestern Technical College has workforce ready program allowing technical schools to assess needs and adapt training accordingly. They actively recruit new students for openings.

Existing businesses

- The County is not actively checking with existing businesses as to levels of support needed.
- Need to balance residential growth against retail and commercial development. Currently residential growth has dominated development in the County.

Prospective businesses

- Better training and education is sought to draw better jobs.
- Successfully recruiting targeted industry has been a particular challenge for County as well as the region.
- Looking to preferably recruit clean industry.
- Spec building alternatives were discussed. County Commission Chairman Bill Clark recommended options to providing a complete building.
- No master plan for Economic Development exists in the County.

Tools/Methods

- There are economic development entities however it is difficult to get cooperation amongst them.
- University of Georgia is conducting study determining break even point for pricing on new housing as compared to services required.
- There is not a great deal of vacant land in the County for new development.

Natural Resources

Implementation and enforcement

- Our Planning Commission uses our land use map to guide the management of resources.
- We have passed Part V environmental ordinances recommended by the Georgia DNR/EPD and are updating ordinances regarding;
 - tree ordinances (replacement, replanting)
 - ridgeline protection ordinance
 - conservation subdivision ordinances
 - floodplain ordinance (maps are being updated)
 - streambank buffers
- Erosion/Sedimentation/Stormwater problems are addressed in an ongoing fashion. We are a Phase II community and comply with our Stormwater NOI requirements.
- Sewer improvements are in the works (SPLOST) - West Chickamauga Interceptor.

Resource awareness

- The general public is not aware of the efforts of the local government to address resource protection. Better public relations through the media or town hall meetings could increase awareness.
- We do not have formal programs to encourage infill development.
- We lack brownfields or greyfields to redevelop.
- There are no linkages between local trail systems, state designated bike routes, and existing trails in neighboring communities. Many residents feel that the County has urbanized to the extent that bicycle travel is perhaps not appropriate for our community.

Facilities and Services

Fiscal

- With Georgia Tech's assistance we are considering the relative costs of community services to different types of development.

Physical

- We have a strategy for the long term location of maintenance or public service facilities.
- Fire protection has been a recently controversial topic as the County and its' municipalities are reexamining their service delivery strategy related to fire protection.
- Transaid – considering charging a fee to make this transportation alternative more self-sustaining.

Housing

Housing mix and future demand

- There is a mix of housing types in the neighborhoods and new developments in our community, providing varied housing options for residents at all stages of life.
- 60% of the housing in the County is valued under \$100,000, making ample opportunities for affordable housing for residents. The County is not aware of incentives and barriers involved in efforts to redevelop those properties. Determining what barriers exist and providing incentives may help address the mismatch between the location of available housing and major employment centers in the community.

Housing and land use interaction

- We lack a mix of neighborhood amenities within walking distance of residences. Most trips are accomplished by auto.
- The County may benefit from a complete inventory of vacant, tax delinquent, or properties owned by governmental entities that may be appropriate for infill development opportunities. We are currently working on taking advantage of more well-designed infill opportunities.
- The County has very good housing ordinances and regulations protecting stable residential areas.
- Residential uses are not currently permitted within the central business district.

Housing programs

- Our community has participated in Habitat for Humanity projects.
- We could benefit from:
 - Maintenance, enhancement or rehabilitation programs.
 - Incentives programs for affordable infill housing.
 - Readily available home buyer education program.

Land Use

Development patterns

- There is a fairly clear boundary between where town stops and countryside begins.
- While front porches are beginning to come back into popularity in the housing market, our current development patterns discourage interaction between neighbors.
- Right now the community's development patterns do not create safe and pedestrian-friendly environments. We are considering requiring development of new subdivisions to include sidewalks.
- We are attempting to concentrate housing and commercial buildings in rural areas in small well-planned nodes (i.e. villages with plenty of intervening farmland or open space).
- A typical lot size in our community is between one quarter of and one acre, therefore not compact but accessible only by automobile.
- Regulations governing trailers have been developed to ensure that new and infill development will complement the character of the community.

Land Use, Continued.

Development process

- Our land use/development regulations are consistent, reasonable in their allocation of land uses, and listed where appropriate.
- A checklist helps guide development review. The process has checks and balances and review is accomplished equitably by a qualified staff.
- Our development regulations incorporate best management practices around stormwater management, site development, landscaping, etc. and foster mixed use, infill, development of neighborhood commercial, planned unit development, cluster development and considers continuous streetscapes and pedestrian atmosphere, where appropriate.
- A site plan review process is required to back-up building regulations in our community.
- The community is working on an expedited plan approval process as an incentive to consider quality growth projects.

Transportation

Current and future conditions

- Our community offers equitable access to mobility through our public Trans-aid system.
- Current transportation systems contribute to air pollution.
- Current transportation systems eat up open space, farmland, and wildlife habitat.
- We do have a high accident rate, increasing congestion and gridlock.
- Citizens are experiencing increasing commute times and distances – more people driving longer distances to reach home, school, shopping or work.
- Taxpayers are frustrated as more and more money is spent to expand roadways while traffic congestion remains unchanged.
- New and expanded roads in undeveloped areas soon attract new housing, shopping, and business centers.
- Our community has many streets where traffic travels at inappropriate speeds, making pedestrian activity unsafe and unappealing.
- Our community right-of-way pavement standards do not allow for flexible street widths to accommodate different usage patterns or to promote walkability.

Alternatives and amenities

- Our community has few alternatives to using a car to get to places and to eliminate traffic congestion.
- There is an imbalance between auto-dependent transportation projects and alternative transportation projects.
- Community crosswalks are not effective; pedestrian amenities and safety features are not required or invested in.
- In the unincorporated areas of the community:
 - Streetscape improvements are not geared toward traffic calming and pedestrian/bicycle friendliness.
 - Housing, jobs, daily needs and other activities are not within easy walking distance of one another in the community.

Transportation (cont.)

Transportation and land use interaction

- Higher intensity uses such as retail shops, offices, or apartments are concentrated along major roadways.
- We have upgraded requirements for street layout in new developments, aimed at making them more compatible with those in older parts of the community.

Intergovernmental Coordination

- The County coordinates with other local governments in order to manage economic opportunities. The cities in the County benefit from SPLOST-funded projects.
- The County has sought to coordinate with other local governments in order to protect environmentally sensitive areas, historic or cultural resources. Examples are the wetlands in the County, and the Chickamauga Battlefield.
- Our community has border agreements to address detailed questions of land use, access, property value and annexation procedures. Cities must notify the County on any proposed annexations.
- The County has been working steadily with Northwestern Technical College and Dalton State College to build and strengthen relations and discuss innovative approaches to educational opportunities in the County.
- It is a continuous, day-to-day effort to increase cooperation and build trust between the City and County governments.

CATOOSA COUNTY SHORT TERM WORK PROGRAM

COMMUNITY FACILITIES				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
TRANSPORTATION: Road improvements & bridge construction or renovation: CR 162 (Colbert Hollow RD) with HWY 151 turn lane	2007, 2008	County	900,000	GDOT & SPLOST
Pedestrian /Bikeway SR2 (Battlefield PKWY) 9 miles from US 41 to US 27	2008, 2009, 2010, 2011	County & GDOT	1,800,000	DOT & T21 Grants
Widening SR 151 South	2010	GDOT	7.0 Million	GDOT
Preparation for bypass from Battlefield PKWY to East Ridge	2008, 2009, 2010, 2011, 2012	GDOT	Battlefield PKWY 7.0 Million	GDOT
Graysville Road improvements & bridge widening	2010	GDOT	10.0 Million	GDOT

<p>Bridge construction or renovation throughout the county as follows: * Lakeview DR over Black Branch * Reeds Bridge RD over W Chickamauga Creek * Boynton DR over Peavine Creek * Steele RD over Black Springs Tributary * Graysville RD over S Chickamauga Creek * Keith RD over Little Tiger Creek * Keith RD over Sugar Creek * Lane RD over Little Chickamauga Creek * Peavine RD over Peavine Creek * Three Notch RD over Peavine Creek * Bandy RD over E Chickamauga Creek * Old Mill RD over Peavine Creek * Wooten RD over Peavine Creek * Belt RD over Dry Branch (monitor) * Mag Williams RD over Blue Springs Branch * Potts RD over Peavine Creek * Temperance Hall RD over Little Chickamauga Creek * Yates Springs RD over Little Chickamauga Creek * Greenwood RD over S Chickamauga Creek Overflow (monitor) * Greenwood RD over S Chickamauga Creek * Dogwood Valley RD over E Chickamauga Creek * Cottonwood Mill RD over E Chickamauga Creek * Smith Chapel RD over Little Tiger Creek * Mt. Vernon RD over Sugar Creek</p>	<p>2008, 2009, 2010, 2011, 2012</p>	<p>County & GDOT</p>	<p>9.0 Million</p>	<p>GDOT & SPLOST</p>
<p>Bridge construction or renovation - CONTINUED: * Stewart RD over Cat Creek * Stewart RD over Tiger Creek (monitor) * Keith Salem RD over Sugar Creek * Houston Valley RD over Dry Creek * Houston Valley over Dry Creek Tributary * Cooper RD over Little Tiger Creek * Cherokee Valley RD over Oak Mountain Branch * Fant DR over Black Branch (monitor) * Rollins Industrial BLVD over Little Chickamauga Creek * City Hall DR over Black Branch (monitor) * Swanson RD over Hurricane Creek</p>	<p>2008, 2009, 2010, 2011, 2012</p>	<p>County & GDOT</p>	<p>9.0 Million</p>	<p>GDOT & SPLOST</p>

COMMUNITY FACILITIES, CONT.				
Resurface 25 miles of substandard county roads	2008, 2009, 2010, 2011, 2012		4.0 Million	GDOT & LARP
Improve West Circle DR & East Lakeview DR	2010	County & GDOT	200,000	SPLOST
Burning Bush RD turn lane at Poplar Springs RD	2010	County & GDOT	500,000	GDOT & SPLOST
Improve Mack Smith RD and Mineral AVE	2009, 2010, 2011	County & GDOT	4.0 Million	GDOT & SPLOST
LARP 100 miles paving	2009, 2010, 2011, 2012	County & GDOT	1.0 Million	GDOT, LARP & County
Lakeview Road Storm Water Project	2009	County	250,000	SPLOST
Road improvements: Intersection turn lanes throughout the county	2008, 2009, 2010	County	TBD	Federal Highway Administration
SEWER CONSTRUCTION: Preparation of Lakeview DR and West Chickamauga Creek sewer installation and retention ponds for flood prevention	2010, 2011	County	12.0 Million	SPLOST & FEMA Grant
Bandy RD off US 41; SR 146 (Cloud Springs); N. Three Notch RD sewer construction	2010, 2011, 2012	County	10.0 Million	SPLOST & ARC Grant
W. Chickamauga Sewer Project Alternate 3 and Alternate 4 Connector Lines	2008	County	3.0 Million	SPLOST
Phase III Lakeview Sewer CDBG Project	2009	County	550,000	CDBG & SPLOST
OTHER: Purchase two Tractor Mowers and other Public Works equipment	2009	County	1.5 Million	SPLOST
Add soccer fields to Jack Mattox Park	2008, 2009	County	10,000	SPLOST
ECONOMIC DEVELOPMENT				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Develop publicly-owned Industrial Park	2010, 2011	CCDA	4.0 Million	SPLOST, General Fund &/or other sources as identified

Consider sites for publicly-owned Speculative Building	2011	CCDA	200	SPLOST
Develop publicly-owned Speculative Building	2011	CCDA	450,000	SPLOST
HOUSING				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Joint comprehensive housing study (which will look at affordability, demand by age groups, quality of construction and whether building codes are insuring quality construction, especially in multi-unit dwellings)	2010, 2011	Catoosa County, Cities of Ringgold & Fort Oglethorpe	10,000	General Fund
LAND USE				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Land Use Plan for industrial & commercial use by Quality, Growth & Research Team	2009	County	40,000	General Fund & Grants
Implement Greenspace Plan (2008 ongoing)	2008, 2009, 2010, 2011, 2012	County	N/A	In House
Populate database with information and make GIS for Catoosa County available to community for a fee (fee structure to be determined)	2007	County	N/A	General Fund
NATURAL AND HISTORIC RESOURCES				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Develop a plan for periodically updating the historic resources survey (s)	2008	Historic Comm, Historic Preservationist	20,000	General Fund
Nominate additional properties to the National Register of Historic Places that can benefit from designation	2008	Historic Comm, Historic Preservationist	2,000	HPF Grant

Contact the Georgia Trust about the vacant historic properties suitable for the statewide Revolving Fund Program (reference list from Chairman Clark)	2008	Historic Preservationist	25	RDC
Continue the development of community resources and partnerships (local, state, regional, and national) to maximize access to and interpretation of the Ringgold Gap Battlefield	2008	Historic Comm, Historic Preservationist	5,000	General Fund & In Kind
Historic Tourism Study	2008	County	10,000	HPS & ARC Grants
County Historical Museum	2008, 2009	County	N/A	General Fund & Grants
Gen. Cleburne Statue	2008, 2009	GA Historical Dept & Cleburne Historical Society	50,000	GA Historical Dept, Cleburne Historical Society & Donations
Purchase Catoosa Platform	2009	County	15,000	Grant
SIGNAGE TO LOCATE AND IDENTIFY HISTORICAL LANDMARKS IN COUNTY: * Skirmish at Ballew Ford * Skirmish at Anderson Bridge * Ringgold Cemetery * Old Methodist Church * Anderson Cemetery * Civil War Deceased/Hospitals * Lookout Railroad * Grave of Mrs. Humphrey Posey (Rev to the Cherokees) * Ellis Springs * Old Federal Road * Dixie Highway * Nick-a-Jack Road * TN River to Calhoun * Three Notch Road * Indians at Camp Cummings in LaFayette to Rock Spring to US 41 Old Federal Road then Ringgold then Calhoun * Alabama Road * Jackson to Alabama * Calhoun Road * Peavine Creek Bridge * Dip in Highway 4 * Interpretive signs in Mountain Gap * General Monument	2008, 2009, 2010, 2011	City of Ringgold, County, GDOT, & GA Historical Society	Grant Funding - Not Established	Grants, GDOT, City of Ringgold, County & GA Historical Society

EDUCATION				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Bring Dalton State and NW Technical satellite college campuses to Benton Place	2008, 2009, 2010, 2011, 2012	State & County	TBD	State of Georgia
Addition to the Shirley Smith Learning Center	2007, 2008	County	500,000	State Grant
Amphitheater to Benton Place Campus	2007	NW GA Bank	500,000	NW GA Bank
INTERGOVERNMENTAL AGREEMENTS				
ACTIVITY	YEARS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE
Administration of 911 system for Ringgold and Fort Oglethorpe by Catoosa County	2007	County	N/A	County
Administration of Fire & Rescue Departments for Ringgold and Fort Oglethorpe by Catoosa County	2007	County	2.0 Million	County

REPORT OF ACCOMPLISHMENTS	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
COMMUNITY FACILITIES					
Activity					
Transportation: Road Improvements & bridge construction or renovation: CR 162 (Colbert Hollow Rd / McIntyre Rd)		X Colbert Hollow		X McIntyre Rd	McIntyre Rd. Lack of funds
Preparation of Lakeview Dr. sewer installation and retention ponds for flood prevention			X		Date changed; see STWP (due to lack of easements)
Lakeview Rd. project			X		Date changed; see STWP
Pedestrian/Bikeway SR2 Battlefield Parkway 9 miles US41 to US27					
WIDENING SR151, Graysville Rd, Three Notch		X			
Preparation for bypass from Battlefield Parkway to East Ridge; Peavine Creek Bridge			X		Date changed; See STWP
Graysville Rd improvements & bridge			X		Date changed; See STWP
New Access to I-75 at Three Notch Rd.				X	GDOT would not approve
Transportation: Road improvements and bridge construction or renovations throughout the county. Resurface 25 miles of county road Burning Bush Rd., 5 miles road improvement				X	Seeking funding from GDOT, See STWP
Burning Bush Rd. Turn Lane or widen 0.1 mile			X		Date changed; See STWP
COMMUNITY FACILITIES					
Improve West Circle Dr. & E. Lakeview Dr.			X		Date changed; See STWP
Transportation: Road Improvements Peavine & Colbert Hollow Creek Bridges			X		Date changed; See STWP
Improve Mack Smith Rd & Mineral Av./Poplar Springs Rd.			X		Date changed; See STWP
Purchase 2 Dump Trucks	X				
LARP 100 miles paving			X		Date changed; See STWP

SHORT TERM WORK PROGRAM					
Work Program	Completed	Underway	Postponed	Not Accomplished	Explanation
Bridge Maintenance & Repair			X		Date changed; See STWP
Sewer Construction Bandy Rd off US 41; SR141; Three Notch Rd.			X		Date changed; See STWP
Add soccer fields to ex. Parks			X		Date changed; See STWP
<i>ECONOMIC DEVELOPMENT</i>					
Consider sites for publicly-owned industrial park	X				
Develop publicly owned industrial park			X		Date changed; See STWP
Consider sites for publicly-owned speculative building			X		Date changed; See STWP
Develop publicly-owned speculative building			X		Date changed; See STWP
<i>HOUSING</i>					
Joint comprehensive housing study (which will look at affordability, demand by age groups, quality of construction and whether building codes are insuring quality construction, especially in multi-unit dwellings)			X		Date changed; See STWP
<i>LAND USE</i>					
Land Use Plan for Industrial & Commercial Use			X		Date changed; See STWP
Adopt Greenspace Plan	X				
Implement Greenspace Plan (partial through 2005-ongoing)	X				
<i>NATURAL AND CULTURAL RESOURCES</i>					
Pursue Intensive Historic Resources Survey of Ringgold and the unincorporated portion of Catoosa County	X				
Develop a plan for periodically updating the historic resources survey(s)			X		Date changed; See STWP
Nominate properties to the National Register of Historic Places that can benefit from designation, such as the Catoosa County Courthouse	X				
Contact the Georgia Trust about vacant historic properties suitable for the statewide revolving fund program			X		

Work Program	Completed	Underway	Postponed	Not Accomplished	Explanation
Continue the development of community resources and partnerships (local, state, regional, and national) to maximize access to and interpretation of the Ringgold Gap Battlefield.		X			
Adopt Environmental Ordinances: Wetlands, Watershed, Groundwater Recharge Protection	X				
Implement Environmental Ordinances	X				
Historic Tourism Study			X		Date changed; See STWP

CITY OF FORT OGLETHORPE

Quality Community Objectives Assessment – City of Fort Oglethorpe

This assessment is meant to give a community an idea of how it is progressing toward reaching the Quality Community Objectives set by the Department of Community Affairs, but no community will be judged on progress. The assessment is a tool for use at the beginning of the comprehensive planning process, much like a demographic analysis or a land use map, showing a community that "you are here." The statements focus on local ordinances, policies, and organizational strategies intended to create and expand quality growth principles. A majority of "yes" answers for an objective may indicate that the community has in place many of the governmental options for managing development patterns. "No" answers may provide guidance in how to focus planning and implementation efforts for those governments seeking to achieve these Quality Community Objectives.

Development Patterns

Traditional Neighborhoods

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district. *No.*
2. Our community has ordinances in place that allow neo-traditional development "By right" so that developers do not have to go through a long variance process. *Yes.*
3. We have a street tree ordinance that requires new development to plant shade bearing trees appropriate to our climate. *No.*
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in summer. *No.*
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe. *Yes.*
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose. *Yes.*
7. In some areas, several errands can be made on foot, if so desired. *Yes.*
8. Some of our children can and do walk to school safely. *Yes.*
9. Some of our children can and do bike to school safely. *Yes.*
10. Schools are located in or near neighborhoods in our community. *SOME*

Development Patterns (cont.)

Infill development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development. No.
2. Our community is actively working to promote Brownfield redevelopment. No.
3. Our community is actively working to promote greyfield redevelopment. No.
4. Areas of our community are planned for nodal development (compacted near intersections rather than spread along a major road.) No.
5. Our community allows small lot development (5000 SF or less) for some uses. No.

Sense of place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

1. If someone dropped from the sky into our community, he or she would know immediately where she was, based on our distinct characteristics. No.
2. We have delineated the areas of our community that are important to our history and heritage and have taken steps to protect those areas. Yes.
3. We have ordinances to regulate the aesthetics of development in our highly visible areas. No.
4. We have ordinances to regulate the size and type of signage in our community. Yes.
5. We offer a development guidebook that illustrates the type of new development we want in our community. No.
6. If applicable, our community has a plan to protect designated farmland. No.

Transportation alternatives

Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

1. We have public transportation in our community through Trans-Aid. Yes

Development Patterns (cont.)

Transportation alternatives (cont.)

2. We require that new development connects with existing development through a street network, not a single entry/exit. No.
3. We do have a good network of sidewalks to allow walking to a variety of destinations. No.
4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks. Yes.
5. We require newly built sidewalks connect to existing sidewalks wherever possible. No.
6. We have a Regional Bicycle Plan for bicycle routes through our community.
7. We allow commercial and retail development to share parking areas wherever possible. Yes.

Regional identity

Each region should promote and preserve a regional "identity", or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

1. Our community is characteristic of the region in terms of architectural styles and heritage. No.
2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products. No.
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal). No.
4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership. No.
5. Our community promotes tourism opportunities based on the unique characteristics of our region. No.
6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment, education. No.

Resource Conservation

Heritage preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character

1. We have designated historic districts in our community. Yes.
2. We have an active historic preservation commission. Yes.

Resource Conservation (cont.)

Heritage preservation (cont.)

3. We want new development to complement our historic development, and we have ordinances in place to ensure that happening. Yes.

Open space preservation

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

1. Our community has a greenspace plan. No.
2. Our community is actively preserving greenspace – either through direct purchase, or by encouraging set-asides in new development. No.
3. We have a local land conservation program, or, we work with state or national land conservation programs to preserve environmentally important areas in our community. No.
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity. No.

Environmental Protection

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

1. Our community has a comprehensive natural resources inventory. No.
2. We use this resource inventory to steer development away from environmentally sensitive areas. No.
3. We have identified our defining natural resources and have taken steps to protect them. No.
4. Our community has passed the necessary Part V Environmental Ordinances, and we enforce them. Yes.
5. Our community has and actively enforces a tree preservation ordinance. No.
6. Our community has a tree-replanting ordinance for new development. No.
7. We are using stormwater best management practices for all new development. Yes.
8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc.) No.

Social and Economic Development

Growth preparedness

Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable responding to growth opportunities and managing new growth when it occurs.

1. We have population projections for the next 20 years that we refer to when making infrastructure decisions. *No.*
2. Our local governments, the local school board, and other decision-making entities use the same population projections. *No.*
3. Our elected officials understand the land development process in our community. *Yes.*
4. We have reviewed our development regulations and/or zoning code recently, and believe that our ordinances will help us achieve our QCO goals. *Yes.*
5. We have a Capital Improvements Program that supports current and future growth. *No.*
6. We have designated areas of our community where we would like to see growth. These areas are based on the natural resources inventory of our community. *No.*
7. We have clearly understandable guidelines for new development. *Yes.*
8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community. *No.*
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development. *Yes.*
10. We have a public awareness element in our comprehensive planning process. *No.*

Appropriate businesses

The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skilled job opportunities.

1. Our economic development organization has considered our community's strengths, assets, and weaknesses and has created a business development strategy based on them. *No.*
2. Our ED organization has considered the types of businesses already in our community, and has a plan to recruit business/industry that will be compatible. *No.*
3. We recruit firms that provide or create sustainable products. *No.*
4. We have a diverse jobs base, so that one employer leaving would not cripple us. *Yes.*

Social and Economic Development (cont.)

Employment Options

A range of job types should be provided in each community to meet the diverse needs of the local workforce.

1. Our economic development program has an entrepreneur support program. No.
2. Our community has jobs for skilled labor. Yes.
3. Our community has jobs for unskilled labor. Yes.
4. Our community has professional and managerial jobs. Yes.

Housing Choices

A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

1. Our community allows accessory units like garage apartments or mother-in-law units. No.
2. People who work in our community can afford to live here, too. Yes.
3. Our community has enough housing for each income level (low, moderate, and above-average incomes) Yes.
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and recommending smaller setbacks. No.
5. We have options available for loft living, downtown living, or "neo-traditional" development. No.
6. We have vacant and developable land available for multifamily housing. Yes.
7. We allow multifamily housing to be developed in our community. Yes.
8. We support community development corporations building housing for lower income households. Yes.
9. We have housing programs that focus on households with special needs. Yes.
10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas. No.

Educational opportunities

Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

1. Our community provides work-force training options for our citizens. Yes.
2. Our workforce training programs provide citizens with skills for jobs that are available in our community. Yes.

Social and Economic Development (cont.)

Educational opportunities (cont.)

3. Our community has higher education opportunities, or is close to a community that does. Yes.

4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose. Yes.

Governmental Relations

Regional cooperation

Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network

1. We plan jointly with our cities and county for Comprehensive Planning purposes Yes.

2. We are satisfied with our Service Delivery Strategies No.

3. We initiate contact with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern. No.

4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern. No.

Regional solutions

Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

1. We participate in regional economic development organizations. Yes.

2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues. No.

3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc. Yes.

4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders. No.

City of Fort Oglethorpe / Areas Requiring Special Attention

Transportation corridors

Defined as undeveloped or developed land on both sides of designated high-volume transportation facility. Characteristics include orientation of buildings to highway; on-site parking, and large set-backs for buildings.

- **Gateway corridor** is developed or undeveloped land paralleling the route of a major thoroughfare that serves as an important entrance or means of access to the community. The City has identified Mack Smith Rd. as it extends south to Cloud Springs Rd. as a gateway corridor. Focus on appearance with appropriate signage, landscaping, and other beautification measures. Manage access to keep traffic flowing, and retrofit or mask existing strip development or other unsightly features as necessary



Gateway Corridor – Cloud Springs Rd.

- **Intown corridor** is developed or undeveloped land paralleling the route of a street or highway in town that is already or likely to experience uncontrolled strip development if growth is not properly managed. The intown corridor in Fort Oglethorpe extends along the Downtown area along US Hwy 27. Suggested development strategies involve; gradually converting the corridor to an attractive boulevard with signage indicating commercial, historic and scenic areas. Enacting design guidelines for new development such as minimum setback requirements can make for more attractive corridors. Traffic-calming measures and alternative solutions to parking congestion will reduce the role and impact of automobiles in the community. In turn, providing basic access for pedestrians and bicycles will aid in the transformation.



Intown Corridor

- ***Major highway corridor*** is developed or undeveloped land on both sides of designated high-volume transportation facility, such as arterial roads and highways. Ga Hwy 2 is the major highway corridor.

Development strategies ought to include; maintaining a natural vegetative buffer along the corridor, directing new development be set-back behind this buffer, with access roads, shared driveways or inter-parcel road connections providing alternate access and reducing curb cuts and traffic on the main highway. Landscaped raised medians can provide vehicular safety, aesthetics, and also pedestrian crossing refuge. Paved shoulders can be used by bicycles or as emergency breakdown lanes. Managing access will keep traffic flowing and billboard restrictions may help reduce visual clutter along this corridor.



Major Highway Corridor

- **Scenic corridor** is defined as developed or undeveloped land paralleling the route of a major thoroughfare that has significant natural, historic, or cultural features, and scenic or pastoral views. US Hwy 27 from the city limits to Reeds Bridge Rd. has been designated a scenic corridor. A strategy for development ought to establish guidelines on development to protect the characteristics deemed to have scenic value. Guidelines for new development should enhance the scenic value and address landscaping and architectural design. Access ought to be managed to keep traffic flowing and pedestrian linkages ought to be provided to adjacent and nearby residential or commercial districts,

Environmental Concerns

- **100 year flood plain**
In support of the National Flood Insurance Program (NFIP), FEMA and the State of Georgia are currently updating Flood Insurance Rate Maps (FIRMs). FIRMs are being created to reflect the base flood event, defined as the flood having a 1-percent chance of being equaled or exceeded in any given year, also referred to as the 100-year flood.
The
- **Groundwater recharge area**

Recharge is the process by which groundwater is replenished. A recharge area is where precipitation is able to transmit downward to an aquifer. Unless the area is solid rock or covered by development or impervious areas, a certain percentage of precipitation will infiltrate. Areas that transmit the most precipitation are referred to as “critical” recharge areas. These areas contain characteristics that enhance the recharge potential, namely types of vegetation cover, slope, soil composition, depth to the water table, the presence or absence of confining beds and other factors. Symbolic of the underlying karst topography of the region, there are significant recharge areas throughout the City.

- ***Slopes 25% or greater***
Development on steep slopes accelerates water runoff and provokes subsequent erosion in the watershed, leading ultimately to challenges to water quality. Development of brow areas affects the viewshed, a major natural resource contributing to quality of life in the County. Viewsheds will be protected using such tools as conservation easements, greenspace minimum requirements in regulations, etc. Steep slopes will be protected from erosion with stricter enforcement of erosion and sedimentation regulations and stormwater regulations.
- ***Wetlands***
The US Corps of Engineers defines a wetland as “those areas that are inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions.” (Authority: 33 U.S.C. 1344. §328.3 8B) These areas include swamps, bogs, ponds, and marshes.

Character Areas

Conservation Area, Greenspace

The most significant area of greenspace in the City lies south of McFarland Rd. west of Hwy 27. Another significant tract recently acquired is located south of Cloud Springs Rd. and the floodplain of South Chickamauga Creek.

These areas may be maintained by prohibiting new development, through use of conservation easements, widening of roads only when absolutely necessary, careful design of roadway alterations to minimize visual impact and by promoting these areas as passive-use tourism and recreation.

Downtown

The Downtown is represented by the central business district and immediately surrounding commercial, industrial, or mixed-use areas. It typically includes a relatively high-density mix of retail, office, services, and employment to serve a regional market area. The Downtown area corresponds to the offices and businesses located along US Hwy 27 from McFarland Rd. north to Patterson Ave..

Residential development should reinforce the traditional town center through a combination of rehabilitation of historic buildings downtown and compatible new infill development targeted to a broad range of income levels, including multi-family town homes, apartments, lofts, and condominiums. Design should be very pedestrian-oriented, with strong, walkable connections between different uses. The pedestrian-

friendly environment can be enhanced by adding sidewalks and creating other pedestrian-friendly trail / bike routes linking to neighboring communities and major destinations, such as libraries, neighborhood centers, health facilities, commercial clusters, parks, schools, etc.

Gateway corridors

The area along Cloud Springs Rd. at the extreme eastern edge of the city limits has been designated a gateway corridor

Historic

This district contains features, landmarks, civic or cultural uses of historic interest. The Barnhardt Circle area has been identified as the historic district. National Register of Historic Places designation enables properties to be eligible for tax incentive programs for development.

Encourage new development to be of the scale and architectural design to fit well into the historic fabric of this area.



Barnhardt Circle Home – Historic District

Light Industrial Area

Commonly refers to low intensity manufacturing, wholesale trade, and distribution activities that do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics.

Landscaping and site design can soften or shield views of buildings and parking lots, loading docks, etc. Signage and lighting guidelines can be used to enhance the quality of the development.

Regional Activity Center - Hospital

Concentration of regionally marketed commercial and retail centers, office and employment areas, higher-education facilities, sports and recreational complexes. These areas are characterized by high degree of access by vehicular traffic, on-site parking, low degree of internal open space, high floor-area-ratio, large tracts of land, campus or unified development.

Development strategies should include a high-density mix of retail, office, services, and employment to serve a regional market area. Design should be pedestrian oriented with walkable connections between different uses. Architectural styles that maintain the

regional character should be encouraged rather than “franchise” or “corporate” architecture.



Regional Activity Center – Hutcheson Medical Center

Character Areas

Stable neighborhood

Stable neighborhoods are characterized by relatively well-maintained housing, have a distinct identity through architectural style, lot and street design, and with high rates of homeownership. The bulk of Fort Oglethorpe’s housing can be classified as stable neighborhood. The City’s historic role as a military installation has equipped it with infrastructure and development patterns that are consistent with traditional neighborhood development principles.

Contribute to stability through encouragement of additional homeownership and building code enforcement. Vacant properties ought to be identified and targeted for infill development. A well-designed new neighborhood activity center would provide a focal point for the neighborhood, while also providing a suitable location for a grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents.



Stable neighborhood

Commercial redevelopment area

Characterized by declining, unattractive, vacant or under-utilized strip shopping center it has a high degree of access by vehicular traffic and transit if applicable; on-site parking; low degree of open space; moderate floor-area-ratios; large tracts of land, campus or unified development.

Fort Oglethorpe has identified the area north of Patterson Ave. to the east to Cross St. and west of Hwy 27 to the city limits as being a commercial redevelopment area.

Development strategies may involve retrofitting to be more aesthetically appealing and marketable to tenants. One example is to build new commercial structures at the street, taking up part of the oversized parking lot and creating a shopping “square” around a smaller internal parking lot. Older commercial buildings can be updated with façade improvements, new architectural elements,

or awnings. Parking lots and circulation routes can be reconfigured for automobiles.

Pedestrian and bicycling amenities such as covered walkways, benches, lighting and bike racks may lure tenants and customers. Landscaping, shade trees in parking lots enhance the comfort level and help reduce stormwater runoff as well.



Commercial Redevelopment Area

Employment center

Typically campus-style development characterized by high degree of access by vehicular traffic, on-site parking; low degree of open space and moderate floor-area-ratio.

Suggested development strategies involve encouragement of pervious paving and screening of cars and other unattractive aspects of businesses, perhaps buffered to separate from adjacent uses. A greater mix of uses (such as retail and services for employees) will reduce automobile reliance and use on site.

Industrial

Land used in higher intensity manufacturing, assembly, processing activities where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics are not contained on-site.

A suggested development strategy may include encouraging a greater mix of uses (such as retail and services to serve industry employees) to reduce automobile reliance/ use on site.



Industrial Area

Linear greenspace

Areas of protected open space that follow natural and man-made linear features for recreation, transportation and conservation purposes and links ecological, cultural and recreational amenities. The creekwalk represents an area of linear greenspace. Linear greenspace can be created by linking of pedestrian and bicycle connections between schools, churches, recreation areas, city centers, residential neighborhoods and commercial areas.

Neighborhood redevelopment

A neighborhood where housing conditions are worsening perhaps due to low rates of homeownership and neglect of property maintenance. It may be lacking in identity and gradually may become invaded by different types and intensity of uses that may be incompatible with the neighborhood residential use.

Suggested development strategies involve encouraging a greater degree of owner-occupied housing through public assistance and investment, and targeting of infill opportunities of new, architecturally compatible housing to vacant properties in the neighborhood.

The City has designated areas north of the major highway corridor along Hwy 2, immediately south of Patterson Ave. as a neighborhood redevelopment area.

Other/special

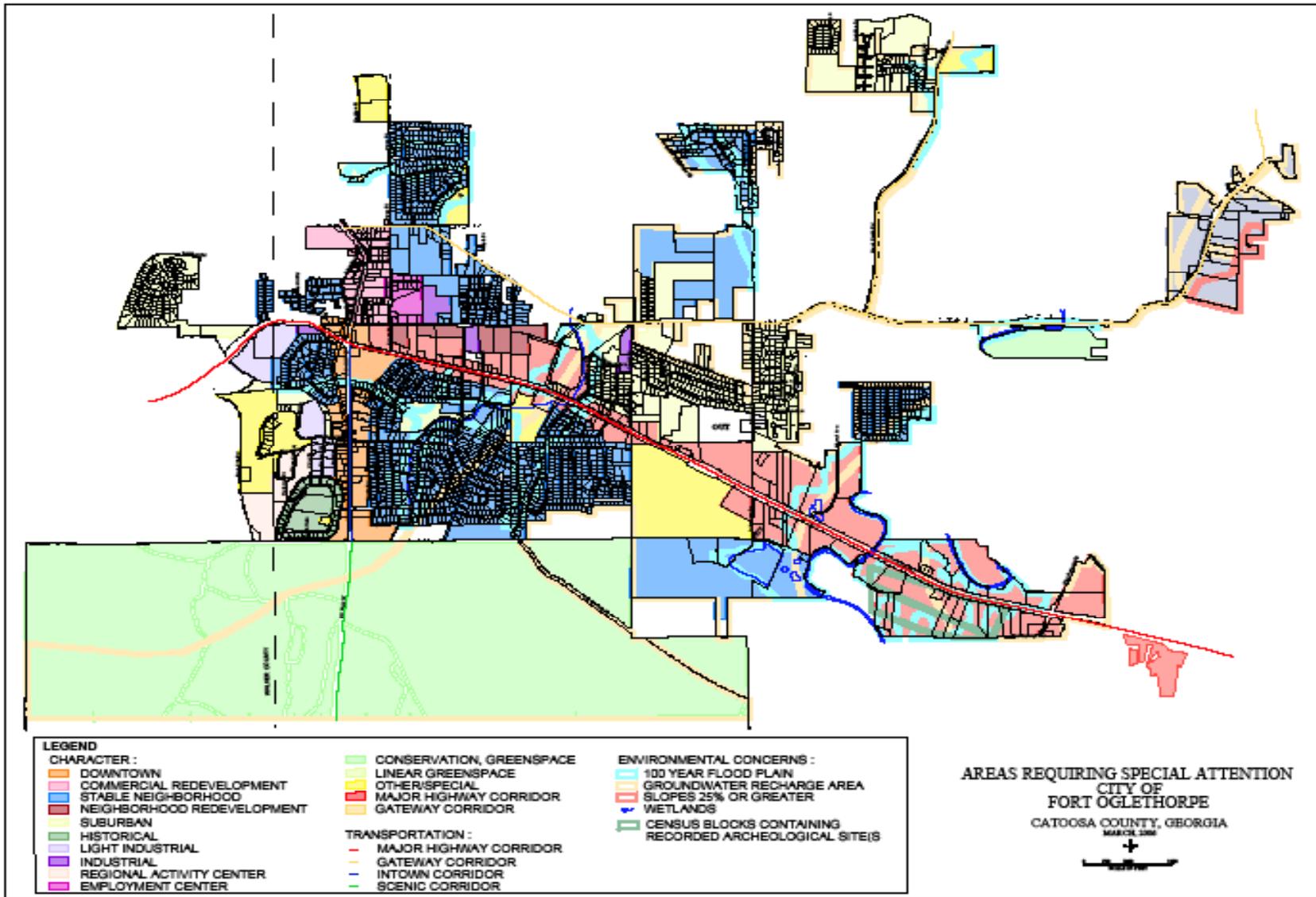
Used to delineate a district or area that presently does not fit or is not envisioned fitting into the above categories. It may have singular characteristics such as a hospital, airport, big box, etc. that makes it unique within the community.

Stable neighborhood (see above)

Suburban area

The suburban area of the City consists of new housing development that has recently been annexed at the outskirts of the core of the City.

Typical types of residential subdivision development have occurred here. Suggested development strategies include: retrofitting to better conform with traditional neighborhood development, i.e. creating neighborhood focal points by locating schools, community centers, or well-designed small commercial activity centers within walking distance of the



Fort Oglethorpe Areas Requiring Special Attention

Fort Oglethorpe ISSUES AND OPPORTUNITIES	City
Population Change	(Y/N)
Rapid population growth is expected in the next 20 years.	Y
The ethnic diversity of the community will increase and these changes will require adapting schools and public services to a wider array of language and cultural patterns.	Y
The proportion of the population that is over 65 years of age will increase and this population group will require specialized housing and services. ALREADY REQUIRE SPECIALIZED HOUSING & SERVICES	Y
Educational attainment for the community is lagging behind that of the rest of the county, region, and the state.	N
Household income levels for the community are lagging behind that of the rest of the county and will increase the demand for services related to poverty.	N
Economic Development	
Existing Businesses	
Our community's dependency on a small number of industries/business types results in high vulnerability to downturns in the dominate industry type.	N
Economic development programs do not support existing businesses (entrepreneur and small business assistance, business retention programs, etc.). NOT PROGRAM IN PLACE	Y
Our community does not track the existing businesses in our community for changing levels of support and assistance needed.	Y
Our community does not have an active business recruitment and retention program.	Y
Existing businesses in our community have not been growing or expanding.	N
Existing businesses in our community do not participate in events/programs/issues.	N
Local businesses are not satisfied with assistance from local economic development organizations. NO ORGANIZATION	Y
The local economy does not compare well to peer communities.	N
Prospective Businesses	
Business recruitment efforts do not match levels of local/regional workforce education and training.	N
Business recruitment efforts do not focus on business types compatible with existing businesses.	N
Recruitment efforts do not focus on growth industries: businesses that have good survival rates and contribute to quality of life.	Y
Tools/Methods	
We do not have a community vision for economic development activities in the form of an economic development strategic plan; or the plan was not developed with meaningful stakeholder input.	Y
We do not have a long-term infrastructure plan that guides, directs and supports development.	Y
Our community needs a variety of effective economic development agencies/authorities.	Y
There is a lack of communication between government/agencies/authorities/private sector entities involved in economic development.	Y
Community efforts at recruiting targeted industries are unsuccessful.	Y
There are limited economic development resources to market the community	N

Our community economic development programs:	No programs
- do not use innovative tools	Y
- do not use multiple methods and funding sources to support and attract businesses	Y
- do not use appropriate business recruitment, i.e. niche marketing, downtown revitalization	Y
- do not use regional identity and tourism as a marketing and development tool	Y
- do not use unique and potentially negative situations as new opportunities	Y
- do not provide a range of job types that meet needs of local workforce	Y
- do not reflect changing economy: technology, tourism, service	Y
- do not identify, acquire, assemble and/or stabilize property for redevelopment	Y
- do not focus both on revitalization of existing commercial structures and creation of future neighborhood commercial districts	Y
- do not use a comprehensive redevelopment strategy to accommodate new development while enhancing existing local assets	Y
- do not use incentives to encourage targeted types of businesses	Y
- do not analyze the types of enterprises that would fit effectively into the local economy, including those that could be accommodated immediately	Y
- do not include industrial development, town center development, chamber-based promotion and tourism development	Y
- do not identify job opportunities for particular community populations	Y
- do not publicize economic development successes	Y
Economic Development & Land Use Interaction	
Our community is experiencing uncontrolled growth and poor land use planning.	Y
Pristine land/greenfields are being developed. DOING AWAY WITH GREEN AREAS	Y
Our community has not analyzed the cost of infrastructure, services, incentives versus benefits of economic development projects.	Y
There are constraints to business formation imposed by inadequate capital availability or usage.	?
There is a lack of physical convenience and accessibility of jobs to workforce.	N
Our community has inadequate public facility capacity to attract new development where development is desired. Also a lack of publicly-owned land.	Y
There is an imbalance between location of available housing and major employment centers. MAJOR EMPLOYERS ARE SCHOOL BOARD AND HUTCHISON MEDICAL CENTER	N
Our community has a proliferation of abandoned buildings and vacant land. SOME	N
There is disinvestment in key areas.	Y
Redevelopment process is perceived as difficult.	N
Local lenders perceive risks in redevelopment.	N
Potential redevelopment properties have unknown or suspect historical uses and potential contaminants causing risks and uncertainties for new or existing property owners.	Y
There are <u>perceived</u> additional and high costs for site assessment, underwriting, site development, rate of return, cleanup plan and cleanup.	Y
Infrastructure investments are needed to remain competitive in business recruitment and community resources are inadequate.	Y
Workforce	

Our community does not offer enough jobs or economic opportunity to retain local residents.	Y
The workforce capabilities, supply, quality, and training needs are unknown.	Y
There is an imbalance of available jobs and available education and training of citizens/workforce.	N
Educational and workforce training opportunities are not readily available.	N
Accessible and low-cost services to transport workers directly to job sites are not available.	Y
There is not enough affordable/workforce housing.	N
There are no priorities for recruitment, expansion and training.	Y
There is a mismatch between available workforce and available or preferred job recruitment strategies.	Y
There is a mismatch of labor skills and business needs.	Y
Natural & Cultural Resources	
Resource Awareness	
The community's resources worthy of protection have not been identified—there is no inventory of resources.	Y
Community resources have not been mapped or compared to areas of future development.	Y
Management planning for significant community resources is needed.	Y
There is no on-going and active education about resource conservation and protection for the public, local elected officials, developers, economic developers, etc.	Just started.
Development entities are not aware of community resources.	Y
The public does not have adequate access to community resources. PROBLEM IS COMMUNITY AWARENESS	N
The community is not working regionally to protect resources.	Y
Community resource conditions are endangered and/or declining.	Y
Development is diminishing environmental quality of community resources. (DIVIDED THIS INTO TWO QUESTIONS)	Y
Development is diminishing historic integrity and/or cultural significance of community resources. (DIVIDED THIS INTO TWO QUESTIONS)	N
New development is occurring in inappropriate areas: farmlands, environmentally sensitive areas. (DIVIDED THIS INTO TWO QUESTIONS)	Y
New development is occurring in inappropriate areas: historic neighborhoods. (DIVIDED THIS INTO TWO QUESTIONS)	N
The rural scenery in and around our community is disappearing.	Y
There are not enough parks or greenspace.	Y
The community has abandoned or contaminated properties.	Y
There are pollution problems (light, noise, water, air, etc.).	Y
There are erosion, sedimentation, storm water runoff problems.	Y
Land values are increasing but taxes are not increasing.	N
Implementation/Enforcement	
The protection of community resources is inadequate. (AVERAGE)	Y
Our community has not developed means of protecting significant resources. (DIVIDED THIS INTO TWO QUESTIONS) Water & Sewer ordinances lacks teeth. Need to beef it up a bit. Working on it.	Y
Existing ordinances lack enforcement. (DIVIDED THIS INTO TWO QUESTIONS)	N
Our community's resources do not play significant role in decision-making.	Y
Our community's resources are not being improved, enhanced, and/or promoted.	Y

Our community's policies and regulations do not allow for protection of community resources.	N
The design of the community does not help conserve resources and minimize waste. NO DESIGN	Y
New development is not being guided away from resources—directly or indirectly.	Y
Resource protection regulations are not enforced or enforcement is inadequate. AVERAGE	IMPROVING
Our community is not in compliance with Part V. COULD IMPROVED	Y
There are not regulations against unwanted/environmentally hazardous uses (hog farms, landfills, etc)	N
Environmentally sensitive areas of the community, such as stream banks, floodplains, or steep hillsides, are not set aside from development.	Y
Best management practices are not encouraged or required as part of the development process.	N
There are not appropriate site design guidelines in place for developing on sensitive areas (e.g. steep slopes, wetlands).	Y
There are no linkages (existing or planned) between local trail systems, state designated bike routes, and existing trails in neighboring communities.	Y
Our community does not have programs that encourage infill development or brownfield/greyfield redevelopment.	Y
Facilities and Services	
Fiscal	
The relative costs of community services have not been considered or compared to different development types (open space/farmland; industrial/commercial; residential).	Y
The future costs of providing services at current growth rates and for the same types of development patterns have not been considered.	Y
The costs of providing community services for new development are not known or considered.	Y
Our community does not have the fiscal capacity to meet future needs.	Y
Our community's policies and regulations do not foster development that optimizes long-term governmental fiscal health.	Y
Existing infrastructure investments (i.e. already paid for) are not being protected by encouraging infill, redevelopment, and compact development.	Y
Physical	
Our community has not defined areas of service and areas of no service.	N
Our community does not place infrastructure to direct growth and development to identified areas and away from sensitive areas.	Y
There is not equitable access to public facilities for all income levels.	N
Our community is not physically locating services (infrastructure, buildings) in compact areas to benefit the citizenry and make for easy access (walking, car, bike, etc.).	N
The age, capacity function, safety, and maintenance needs of community's public facilities have not been inventoried.	N
There is no long-term strategy for the location or maintenance of public service facilities.	N
The efficiency of the community's services needs improvement.	Y
Housing	
Housing Mix & Future Demand	
There is no mix of housing types in neighborhoods/new developments in our	N

community.	
Our community does not have varied housing options available to meet residents' needs at all stages of life.	N
Our community's neighborhoods do not have a healthy mix of uses, like corner groceries, barber shops, or drugstores within easy walking distance of residences.	Y
Schools are not located within our community's neighborhoods. SOME ARE AND SOME ARE NOT	--
There is a lack of special needs housing (elderly, handicapped, etc.) in our community.	N
There is no inventory of public and private land available for the development of future housing.	Y
Existing structures suitable for conversion to affordable or subsidized housing are not being redeveloped.	Y
Workforce/Affordable Housing	
There is a lack of affordable or subsidized housing in the community relative to income and wages.	N
The incentives and barriers to maintenance and/or development of affordable/workforce housing in the community have not been inventoried.	Y
There is an imbalance between location of available housing and major employment centers in the community.	Y
The community has not compared housing costs and income levels to the available housing stock.	Y
Housing & Land Use Interaction	
Our community's housing needs and the land use plan do not relate.	Y
Our community does not have an inventory of vacant properties, properties owned by the city or other government agencies, and tax delinquent properties suitable for infill development.	Y
Our community does not have adequate housing ordinances and regulations.	N
The community does not regulate to better protect stable residential areas.	N
Residential uses are not allowed in the central business district.	Y
Local ordinances and regulations do not provide at least one or more areas that allow mixes of residential and commercial uses.	N
Our community does not require or encourage new developments to reserve a percentage of proposed units for affordable housing.	Y
Our community does not take measures to encourage well-designed infill and medium to high density multi-family residential development in appropriate locations.	Y
Code enforcement is not adequate to prevent substandard housing and maintenance.	Y
Housing Programs	
Our community does not have a housing authority.	N
Our community does not have any community-based organizations that provide housing (i.e., community development corporations, Habitat for Humanity, land bank authority).	Y
Our community lacks:	
o maintenance, enhancement or rehabilitation programs.	Y
o incentives programs for affordable infill housing.	Y
o readily available home buyer education program.	N
Land Use	

The current conditions of our community do not relate to goals and objectives of our previous comprehensive plan.	Y
Development Patterns	
The design of our community does not promote conservation of resources and minimization of waste.	Y
There is no clear boundary where town stops and countryside begins.	Y
Our community's development patterns discourage interaction with neighbors.	N
Our community's development patterns do not create safe, walkable and pedestrian-friendly environments. DO NOT CONNECT	N
Public spaces are not designed to encourage the attention and presence of people at all hours of the day and night.	Y
Our community does not have a center focus that combines commercial, civic, cultural and recreational uses.	Y
Housing and commercial buildings in rural areas are not concentrated in small, well-planned nodes (i.e. villages with lots of intervening farmland or open space).	Y
Our community is not relatively compact (i.e., typical Georgia lot size is 1/4 acre), but spread out and only accessible by car.	Y
Our community does not have design guidelines to ensure appropriate new and infill development that complements the character of the community. (Lyerly does not allow trailer parks to be built.)	Y
Development Process	
Community stakeholders are not involved in the community planning and development review process.	Y
Our community's land use/development regulations and Future Land Use map do not match.	Y
Our community's Land Use map does not look reasonable in terms of allocating future land uses.	Y
Our community does not have land development regulations or does not enforce its regulations.	N
There are obvious inconsistencies in our community's development regulations.	Y
The development regulations for the community are not illustrated where appropriate.	Y
We do not have a checklist for development review.	N
There are subjective aspects to development regulations that leave too much discretion in the hands of staff.	Y
There is not qualified staff to conduct development reviews in our community.	N
Our community's development regulations do not incorporate best practices as a component (storm water management, site development, landscaping, etc).	N
Our community's land use and development regulations do not foster mixed use development, infill development, neighborhood commercial, planned unit development, or cluster development, or consider continuous streetscapes and pedestrian atmosphere.	Y
The permitting process is unnecessarily duplicative, excessive and unfair.	N
Our community has not adopted/does not enforce building codes.	N
Small Cities rely on the County for enforcement of building codes.	N
Our community has not adopted a rehabilitation code.	N
Code enforcement is not conducted in a fair and consistent manner.	N
There are no screening requirements between incompatible land uses.	Y
There is no expedited plan approval process for quality growth projects.	Y
There is no site plan review required as a back up for building regulations.	N

Transportation	
Current & Future Conditions	
The current conditions of our community do not relate to goals and objectives of our previous comprehensive plan.	Y
Our community does not offer equitable access to mobility.	N
Our community's current transportation systems contribute to air and water pollution. ACCORDING TO EPA	Y
Current transportation systems waste gas and energy.	Y
Our community's current transportation systems eat up open space, farmland and wildlife habitat.	N
Current transportation systems are shifting business away from downtown or other town centers.	Y
Our community's current transportation systems limit people's choices.	Y
Our community does not have an effective public transportation system.	Y
The community does not offer clean public transportation, such as fuel-efficient transit buses.	Y
Transportation does not seem to be coordinated with the way the community is growing.	Y
Our community's current transportation systems do not create redundancy, resiliency and connectivity within road networks.	Y
There is little connectivity between pedestrian, bike, transit, and road facilities.	Y
The community's roadway designs are not sensitive to roadway uses or local concerns.	Y
In our community, there is a spatial mismatch between adequate transportation services and transit dependent populations' access to jobs, services, goods, health care and recreation.	Y
The regional land use planning structure is not integrated within a larger transportation network built around transit, but instead one built around freeways.	Y
We do not have a comprehensive transportation study that includes parking, traffic and transit, both local and regional.	Y
We have a high accident rate, increasing congestion and gridlock.	Y
Citizens are experiencing increasing commute times and distances--more people driving longer distances in traffic to reach home, school, shopping, or work.	Y
Taxpayers are frustrated as more and more money is spent to expand roadways while traffic congestion remains unchanged.	Y
New and expanded roads in the community cause an increase in driving and congestion.	Y
New and expanded roads in undeveloped areas soon attract new housing, shopping, and business centers.	Y
Streets in our community are not designed according to their use in order to assure appropriate travel speeds.	Y
There is little or no flexibility to adjust the design or operation of roadways in case of future changed conditions.	Y
Inter-parcel connections between individual developments, where compatible, are not encouraged or mandated in the community.	Y
Our community has many streets where traffic travels at inappropriate speeds, making pedestrian activity unsafe and unappealing.	Y
Our community right-of-way pavement standards do not allow for flexible street widths to accommodate different usage patterns or to promote walkability.	N
Our community's major corridors suffer from congestion, clutter, signage and	Y

sprawl.	
Alternatives/Amenities	
Our community has few alternatives to using a car to get to places and to eliminate traffic congestion.	Y
There is an imbalance between auto-dependent transportation projects and alternative transportation projects.	Y
The community is not pedestrian or bike friendly.	Y
Community streets, pedestrian paths and bike paths do not contribute to a system of fully-connected and interesting routes to all destinations.	Y
Community streets, pedestrian paths and bike paths do not encourage pedestrian and bicycle use because they are not spatially defined by buildings, trees and lighting; and do not discourage high speed traffic.	Y
The community does not have enough sidewalks and bike trails and those that exist are not well-linked.	Y
Pedestrian amenities and safety features are not required or invested in. (DIVIDED INTO TWO QUESTIONS)	Y
Community crosswalks are not effective. (DIVIDED INTO TWO QUESTIONS)	N
Streetscape improvements in our community are not geared towards traffic calming and pedestrian/bicycle friendliness.	Y
Housing, jobs, daily needs and other activities are not within easy walking distance of one another in the community.	Y
There is a lack of activities located within easy walking distance of transit stops.	Y
Transportation & Land Use Interaction	
Our community's higher intensity uses like retail shops, offices, or apartments are not concentrated along major roadways.	N
Street layouts in new developments are not compatible with those in older parts of our community, and do not connect to the existing street network at many points.	Y
Parking	
We do not have enough on-street parking allowed in places where it can be safely provided, such as in downtown areas and pedestrian-retail districts.	Y
The community does not offer a variety of potential parking solutions, including alternate, attended, shared, paid parking locations; such as industrial areas (off hrs. and weekends), church and school lots, etc. or alternative parking arrangements for commercial development as well as parking programs for in-town neighborhoods (i.e., decals for residents, passes for resident guests).	Y
There is a lack of available parking in busy activity centers.	N
Intergovernmental Coordination	
There is inadequate and ineffective regional or multi-jurisdictional cooperation. AVERAGE	N
There is little or no coordination with other local governments in order to manage economic opportunities.	Y
Our community does not coordinate with other local governments in order to maintain local control of growth and development.	Y
There is little or no coordination with other local governments in order to protect environmentally sensitive areas, historic and cultural resources.	Y
Our community does not coordinate with other local governments in order to ensure maintenance of roads; delivery of utility services; efficient investment in schools and other public buildings.	N
There is no process in place to ensure consistency with the land use regulations of contiguous governments.	Y

Our community does not participate in multi-jurisdictional sharing and integration of plans, causing conflicts and adversarial conditions.	Y
Our community does not have any border agreements to address detailed questions of land use, access, property value and annexation procedures.	Y
There are inadequate efforts to increase cooperation and build trust between the city and county governments.	Y
There are inadequate efforts or programs to continue and strengthen liaisons that foster communication and coordination among residents, the business community and other entities.	Y
There are inadequate local government efforts to provide efficient, available, responsive, and cost-conscious programs to meet the needs of citizens.	N
There are inadequate efforts or programs to ensure that implementation of growth policy, development impacts and mitigation are addressed.	Y
There are inadequate efforts or programs to continue advocating public participation in growth policy formation and revision process.	Y
There are inadequate efforts or programs to build and strengthen relations with technical colleges/universities in the community and region.	Y
The government is not adequately represented at local and regional group meetings.	N
Non-profit and neighborhood organizations, etc. are not adequately represented at government meetings.	N

We decided in our discussion that we do not like the word inadequate in these questions. We like average better. Here are some of our items to be added to our list of areas requiring special attention. I am sure that through the remainder of the process we will have more:

- Try to move away from typical strip shopping centers.
- LaFayette Road (Old part of Hwy 27) Downtown Revitalization and incorporate maybe a Downtown Development Overlay District with special design guidelines to enhance the Battlefield Park.
- Water & Sewer ordinance amendments to beef of environmental regulations such as requiring oil and grease traps with specific design standards.
- Amend sidewalk ordinances to include requirements for commercial developments and to add connectivity requirements.
- Develop specific design guidelines for stormwater infrastructure such as catch basin etc.
- More attention paid to preservation of natural and cultural resources.

City of Fort Oglethorpe	SUMMARY OF SHORT TERM WORK PROGRAMS							
Economic Development	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
*Pursue grants funds for Better Hometown Program and grants for tourism development	'07 X					City	TBD	Local

City of Fort Oglethorpe	SHORT TERM WORK PROGRAMS							
	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
Community Facilities/Services								
<i>Streets and Recreation Department</i>								
*Build new swimming pool (refurbish)	X					City	800,000	Local
*Build new ballfield complex	X	X	X	X	X	City, County	5,000,000	Local, DNR
Build new bathhouse and concessions		X	X			City	500,000	Local
Develop recreation gymnasium and senior center				X		City, County	500,000	Local
Build new garage or relocate to wastewater plant		X				City	800,000	Local
New maintenance building at recreation park		X				City	60,000	Local
Community Facilities and Services <i>Fire and Police Department</i>								
*Replace fire truck and upgrade pump	'07 X					City	205,000	Local
*Shore Jacks	X					City	9,000	Local
*10 sets of new turnout gear	X					City	60,000	Local
*2 new chief cars	X					City	40,000	Local
*Recovery bags	X					City	10,000	Local

*items asterisked indicate carryover from previous STWP

City of Fort Oglethorpe	SUMMARY OF SHORT TERM WORK PROGRAMS							
	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
Community Facilities and Services Fire and Police Department (cont.)								
*Add three additional firefighters move to 24 hr. on 48 hr. off shifts for fire suppression personnel to cover all shifts (this depends on outcome of FLSA. If it reduces to 48 hrs. then we will stay 40 hrs. per week	X					City	93,495	Local
6 new breathing apparatus	X					City	36,000	Local
2 additional firefighters	X					City	98,000	Local
5 new pagers	X					City	1,900	Local
Increase fire department training budget	X					City	25,000	Local
Travel/Meal/Lodging for training	X					City	2,700	Local
4 new portable radios for apparatus to improve and add on to 800 system	X					City	16,000	Local
Replacement of Chief vehicle (rotation) of older vehicle	X					City	32,000	Local
Replace Wagon 1 1972 Mack (due to 6mos to 1 yr delivery, order late '08, delivery '09, first pmt '10	X					City	330,000	Local
Property and building for new fire station in Hwy 2 E area		X				City	900,000	Local, USDA, GEFA
Open new station (if centralized, move paid/volunteer crew		X				City	300,000	Local

City of Fort Oglethorpe	SUMMARY OF SHORT TERM WORK PROGRAMS							
Community Facilities and Services Fire and Police Department (cont.)	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
10 sets of new turnout gear		X				City	60,000	Local
6 new breathing apparatus		X				City	36,000	Local
3 additional firefighters		X				City	147,000	Local
5 new pagers		X				City	1,900	Local
2 Thermal Imaging Cameras		X				City	25,000	Local
Training center (Combination fire/police)		X				City (area gov't's)	900,000	Local, USDA, GEFA
8 new portable radios to improve/add to 800 system		X				City	32,000	Local
Replacement of Chief Vehicle (rotation of older vehicle)		X				City	32,000	Local
Replace Truck 1 1970 tractor drawn aerial ladder (due to 6 mos to 1 year delivery 2010, first payment 2011)		X				City	360,000	Local
10 sets of new turnout gear			X			City	60,000	Local
6 new breathing apparatus			X			City	36,000	Local
3 additional firefighters			X			City	155,000	Local
5 new pagers			X			City	2,000	Local
1 Thermal Imaging Camera			X			City	12,500	Local

City of Fort Oglethorpe	SUMMARY OF SHORT TERM WORK PROGRAMS							
	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
Community Facilities and Services Fire and Police Department (cont.)								
8 new portable radios to improve and add on to 800 system			X			City	32,000	Local
Replacement of Chief Vehicle (rotation of older vehicle)			X			City	32,000	Local
Replace Hose 1 1983 Pirsch (due to 6 mos to 1 yr delivery 2011, first payment 2012)			X			City	390,000	Local
10 sets of new turnout gear				X		City	60,000	Local
6 new breathing apparatus				X		City	36,000	Local
3 additional firefighters				X		City	162,750	Local
5 new pagers				X		City	2,000	Local
Replace Ladder 1 (1997 Smeal which is owned by County)				X		City	820,000	Local
4 new portable radios to improve and add on to 800 system				X		City	16,000	Local
Replace Spartan Engine 1 (due to 6 mos to 1 yr delivery 2012, first payment 2013)				X		City	400,000	Local
10 sets of new turnout gear					X	City	60,000	Local
6 new breathing apparatus					X	City	36,000	Local

City of Fort Oglethorpe	SUMMARY OF SHORT TERM WORK PROGRAMS							
	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
Community Facilities and Services Fire and Police Department (cont.)								
3 additional firefighters					X	City	170,900	Local
5 new pagers					X	City	2,000	Local
1 Thermal Imaging Camera					X	City	12,500	Local
4 new portable radios to improve and add on to 800 system					X	City	16,000	Local
Community Facilities and Services Water and Wastewater Department								
*Update water and sewer ordinances	X					City	50,000	Local
*Replace water mains in areas outlined in five year water and sewer Capital Improvements Plan (CIP) (undersized lines, under structures, etc.)	'07 X					City	675,000	Local
*Upgrade all sewer lift station with radio telemetry and central computer control	'07 X					City	100,000	Local, GEFA,DCA
Continue work on West Chickamauga Interceptor Sewer	'07 X					City	446,000	Local, GEFA,DCA
Continue repairs to the existing sanitary sewer system	'07 X					City		
Begin upgrade to water meters to radio read	'07 X					City		
Build pole barn at city yard	'07 X					City		
Abandon Mitchell Acre oxidation pond	X					City		

	SUMMARY OF SHORT TERM WORK PROGRAMS							
City of Fort Oglethorpe								
Community Facilities and Services Water and Wastewater Department (cont.)	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
Purchase new backhoe	X					City		
Additional connection points to Tennessee American Water Co.	X					City		
Expand sewer collection system to Lakeview Area of Catoosa County		X				City		
Investigate feasibility of independent water supply		X				City	30,000	Local
Water main project to "loop" water system		X				City		
Upgrade existing water mains		X				City		
Community Facilities and Services Stormwater Department								
Construct additional storm water drainage & rehab existing storm water drainage system	'07 X	X	X			City	2 million	Local, GEFA, DCA

City of Fort Oglethorpe	SUMMARY OF SHORT TERM WORK PROGRAMS								
	Land Use Code Enforcement and Inspection	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
2 new pick-up trucks	X						City	50,000	City
2 additional inspectors	X						City		City
Additional software for GIS	X						City		City
Extend city limits	X						City	0	City
Adopt masonry ordinance for new construction	X						City	0	City
Make improvements to Stormwater Ordinance	X						City	0	City
*Revise zoning ordinance (<i>Amend current Zoning Ordinance to comply with Zoning Procedures Act and promote annexation plan for city</i>)	X						City	0	City
*Amend land subdivision regulations	X						City	0	City
*Nature park (Hariler & Gracie)	X						City	30,000	Local, DNR grant
*Multi use trail (Gilbert Stephenson Park to nature park)	X						City	150,000	Local, DNR grant
*Training for codes enforcement personnel	X						City	5,000	Local
*Update and amend land use element of comprehensive plan	X						City	5,000	City

SUMMARY OF SHORT TERM WORK PROGRAMS								
City of Fort Oglethorpe								
Land Use Code Enforcement and Inspection	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
*Adopt Greenspace Plan	X					City	200	Local
Implement Greenspace Plan (partial implementation through 2005) Ft. Oglethorpe is part of Catoosa Co. greenspace plan; as such receives 17% of available funds; program funding is projected thru 2005	X	X	X	X	X	City	144,000	Local, DNR
NATURAL AND CULTURAL RESOURCES								
*Develop a citywide GIS database of all identified cultural resources, including National Register listed and locally designated historic properties and districts. Incorporate the use of the citywide GIS database of cultural resources into all city planning.	X					City		
*Nominate other historic properties and districts to the National Register as they become eligible.	X	X	X	X	X	City		
Revisit local historic preservation ordinance, its purpose, wording, and changes to the Historic Preservation Commission	X					Historic Preservation Commission	TBD	TBD
Create a boundary to the Historic District in accordance with state and national standards Explore the use of historic overlays to assure the preservation of the historic nature of the District	X					Historic Preservation Commission	TBD	TBD
Improve the identity of the Historic District through various means: signage, murals, building wall coverage, etc.	X	X				Historic Preservation Commission	TBD	TBD
Develop educational materials explaining historic preservation, historic districts National Register guidelines, design guidelines, benefits and responsibilities of the concerned parties – to homeowners, elected officials, other agencies, commissions and groups and to the community at large	X	X				Historic Preservation Commission	TBD	TBD

<ul style="list-style-type: none"> • Develop and maintain a Historic Preservation Commission website as an outreach tool to the community • Develop tool to make potential owners aware of a National Registration of Historic Places designation of a particular property 								
*Implement/Enforce Environmental Ordinances	X					City		
HOUSING								
*Joint comprehensive housing study which will look at affordability, demand by age groups, quality of construction and whether building codes are insuring quality construction, (especially in multi-unit dwellings)	X					County, Fort Oglethorpe, Ringgold	4,000	LDF grant

Fort Oglethorpe 2001-2005	REPORT OF ACCOMPLISHMENTS				** (Currently underway or temporarily postponed programs should appear in the new STWP)
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
COMMUNITY FACILITIES					
Activity					
New air truck to fill bottles at fire scene	X				
Hire 5 full time firefighters weekdays 8am to 4:30pm	2007 5 in house				
Construction of fire training center			X		Looking at as a regional project
1989 LTI 110 Tractor Drawn Aerial Ladder			X		Funding
New sets of Jaws			X		Funding
Replace and upgrade fire turnout gear (10 sets/yr)				X	Funding
Increase fire dept. training budget to 120 hrs/yr			X		Funding
Replace fire truck and upgrade pump		X			
Replace ladder one on fire truck			X		Funding
Property and building for new fire station on Hwy 2 East				X	Cost prohibitive, property issues
Shore Jacks		X			
Upgrade Cairns Iris Unit infra red				X	Not upgradeable

Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Fire Flir		X			4 from County funding
Purchased land for new Station 2			X		
Open new Station 2 (could move Station 8 personnel and equipment if County stops funding)			X		
10 sets of Turnout Gear		X			Using repair service rather than purchase new to cut cost
3 new Breathing Apparatus Fire Dept			X		No new hires to outfit
2 new chief cars		X			1 Truck or car 1 command truck
Recovery bags		X			3 were donated in '06, awaiting more
Add three additional firefighters			X		
Replace wagon 1 -1972 Mack Engine I will be paid off May, 2005. Go out to bid during Sept., 2004 for an Engine because it takes 6 months to a year for delivery. Delivery should be in 2005 and the first payment would not come due until 2006			X		Funding: County and city
Add three additional firefighters move to 24 hr. on 48 hr. off shifts for fire suppression personnel to cover all shifts (this depends on outcome of FLSA. If it reduces to 48 hrs. then we will stay 40 hrs. per week		X			Funding via city, County'
Hire 2 police officers	X				

Purchase two new police department patrol cars	X				
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Purchase five new police department patrol cars	X				
Hire one police dispatcher				X	Not needed. Calls are now sent to 911
Increase starting salaries for Police Officers	X				
Increase starting salaries for Police Officers	X				
Increase starting salaries for Police Officers	X				
Increase all Police salaries	X				
Place mobile computers in patrol cars	X				
Place mobile computers in patrol cars	X				
Replace GCIC computer system				X	GCIC system going to be web-based
Hire records clerk for police department	X				
New air compressor	X				
10 sets Turnout Gear	X				5 purchased
3 new breathing apparatus Fire Dept for 3 new firefighters, below	X				
5 new pagers	X				3 purchased
Add three additional firefighters			X		Funding

Water system improvements east side of the City	X				
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Build new ballfields		X			
Refurbish swimming pool		X			
New playground at rear track				X	Abandoned due to park being too full and there being no room for parking
Replace 1995 Rescue One	X				
Develop recreation facility Gymnasium & Seniors Center			X		Funding
GIS Plotting System	X				
Construct additional storm water drainage & rehab existing storm water drainage system		X			
Update water & sewer ordinances		X		X	
Develop storm water management ordinance	X				
Establish schedule of fees (user fees) for code enforcement office	X				
Computer program for building codes, licensing, permitting, and inspections	X				
Upgrade Battlefield Parkway pump station				X	New interceptor will make this pump station obsolete
Rehab & sewer system in older section of city (Polk, Lee, Morgan, Pegrim Circle and Forrest Road)	X				

Build new garage (originally `build new or relocate to abandoned WW plant)			X		Funding
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Upgrade & purchase heavy equipment and truck (second jet truck, utility truck & brush truck)	X				
Replace Gracie Ave. Sewer (east of creek)	X				
Replace water mains in areas outlined in five year water and sewer CIP (undersized lines, under structures, etc.)		X			
Look for independent city water source				X	Funding
Build Interceptor sewer north of Hwy 2 (Patterson Ave, Edgewood & Pinewood Circle)	X				
Build sewer collection system Dietz Rd. Project	X				
Upgrade all sewer lift station with radio telemetry and central computer control		X			
Special rescue equipment (water, low angle, funnel and cave) and two flat bottom boats with equipment	X				
ECONOMIC DEVELOPMENT					
Activity					
Build water tank on east side of the city to enhance fire protection & support business growth				X	Not needed, water connection to T.A.W.C. replace the need for tank
Work with Economic Development Authority to update Local Development Surveys	X				

Support community development efforts and create Better Home Town committee	X				
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Pursue grants funds for Better HomeTown Program and grants for tourism development		X			
HOUSING					
Joint comprehensive housing study which will look at affordability, demand by age groups, quality of construction and whether building codes are insuring quality construction, especially in multi-unit dwellings.			X		The City has determined that they are not interested in development of condominiums or multi-family units
LAND USE					
(Originally, Develop new zoning ordinance) Amend current Zoning Ordinance to comply with Zoning Procedures Act and promote annexation plan for city		X			
Amend land subdivision regulations		X			
Nature park (Hariler & Gracie)		X			
Multi use trail (Gilbert Stephenson Park to nature park		X			
Hire codes enforcement office assistant (clerical part-time or full time	X				
Training for codes enforcement personnel		X			
Update and amend land use element of comprehensive plan		X			
Adopt Greenspace Plan		X			

Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Implement Greenspace Plan (partial implementation thru 2005) * Ft Oglethorpe is part of Catoosa Co. greenspace plan; as such receives 17% of available funds; program funding is projected thru 2005.		X			
NATURAL, CULTURAL RESOURCES					
Prepare Historic Resources Survey or participate in county-wide survey (Conduct an intensive-level historic resources survey of the city.)	X				
Prepare Preservation Plan for the Fort Oglethorpe Historic District			X		Funding
Prepare Downtown Development Plan for US 27 corridor		X			
Acquire easements on significant building and landscapes		X			
Develop driving tour and interpretation plan for historic resources along Old Lafayette Road		X			
Update and amend historic resources element of comprehensive plan	X				
Training for Historic Preservation Commission			X		UGA sponsors historic preservation training 2x/yr
Develop a plan for periodically updating the cultural resource surveys.			X		Hasn't been done
Develop a citywide GIS database of all identified cultural resources, including National		X			

Register listed and locally designated historic properties and districts. Incorporate the use of the citywide GIS database of cultural resources into all city planning processes.					
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
Nominate other historic properties and districts to the National Register as they become eligible.		X			
Develop design guidelines for the locally designated historic district and properties	X				
Develop a long-range preservation master plan			X		Funding
Develop local heritage tourism programs to promote the Fort Oglethorpe Historic District and historic resources along Old LaFayette Road.		X			
Consider directing tourism tax money into the city s tourism commission		X			City is still considering this measure
Adopt Wetlands & Ground Water Recharge Environmental Ordinances	X				
Implement/Enforce Environmental Ordinances		X			

CITY OF RINGGOLD

Quality Community Objectives Analysis

Economic Development

Existing Businesses

- Vulnerable to change in dominant industry
- Existing business: Support/ Retention Programs
- Business Participation in programs
- Assistance to businesses not satisfactory

Recruitment:

- Match recruitment to levels of workforce training
- Sustainable, Compatible, Growth Industries

Tools

- Long-term strategic plan Incl. business needs, infrastructure
- Assessment of strengths, weaknesses?
- Variety of economic development organizations, communication
- Improve Success of efforts
 - Use innovative tools
 - Multiple methods, funding sources (incubator etc)
 - Appropriate business recruitment (niche marketing etc)
 - Change negative situations to opportunities

Land Use Interaction

- Poor land use planning
- Development of Pristine land/green fields
- Inadequate capital and infrastructure investment
- Redevelopment seen as risky
- Housing centers and employment centers not balanced
- Infrastructure/service cost v. benefit of economic development projects.
- Risk, cost to potential buyers from environmental/ historical hazards

Workforce

- Match up workforce needs with available jobs
- Residents lost due to lack of opportunity
- Analysis of workforce (capabilities, supply, quality, training needs)
- Jobsite transportation and convenience to work
- Prioritize workforce recruitment, expansion and training

Land Use

Development Patterns

- No clear boundary between city, county
- Public spaces are not designed for day, night access
- Rural area development by node
- Design guidelines for new, infill development

Infill Development

- Small lot development (5000 SF or less) not allowed

Development Process

- Educate and involve stakeholders, community
- Checklist for development review
- No rehabilitation code
- No development guidebook
- Budget for training planning commissioners

Traditional Neighborhoods

- No street tree ordinance for new development
- No organized tree-planting campaign
- By right neo-traditional development

Housing

Housing Mix & Future Demand

- No mix of housing types
- Lack of special needs housing (elderly)
- Redevelopment of existing structures
- New development not asked to follow original design pattern

Workforce/Affordable Housing

- Lack of workforce housing
- No inventory of barriers to affordable/workforce housing
- No comparison of housing costs/income to available stock.

Housing & Land Use Interaction

- No inventory vacant, other sites for infill
- Require new developments to reserve units for affordable housing.

Housing Programs

- Maintenance, enhancement or rehabilitation programs.
- Incentives programs for affordable infill housing.

Housing Choices

- No accessory units
- New residential does not follow original pattern
- Encourage loft living, downtown living, or "neo-traditional"
- No small houses built on small lots (less than 5,000 square feet)

Facilities and Services

Fiscal

- Compare service costs to taxes on land uses
- Consider future costs of providing services at current growth rates, development patterns
- Costs of services for new development
- Future fiscal capacity to meet future needs.
- Policies and regulations to foster sustainable development for fiscal health.

Natural & Cultural Resources

Resource Awareness

- No ongoing education about resource conservation for residents, developers etc.
- Development diminishing environmental, historical quality
- Development in rural, historical, farmland areas
- Rural scenery
- Pollution problems (light, noise, water, air, etc.).
- Erosion, sedimentation, storm water runoff

Implementation/Enforcement

- Encourage infill development or brownfield/greyfield redevelopment.

Heritage Preservation

- No active historic preservation commission

Openspace Preservation

- No tree preservation or tree-planting ordinance.
- No greenspace plan to actively preserve greenspace
- Need land use measures to protect natural resources (Part V Environmental)

Regional Identity

- No agricultural economic connection to region for livelihood

Transportation

Current systems:

- Systems contribute to air and water pollution.
- Systems shift business away from downtown
- Transaide does provide public transportation- needs to be more effective
- Little connectivity between pedestrian, bike, transit, and road facilities.
- Lack of comprehensive transportation study (parking, traffic, transit, local/regional)
- Increasing commuting times, distances
- Spending increases for expanding roadways while traffic congestion unchanged.
- New, expanded roads lead to residential and commercial development

- No flexibility to adjust roads to needs

Parking

- More on-street parking
- Need parking solutions (alternate, attended, shared, paid parking locations)
- Lack of parking in busy centers

Alternatives/Amenities

- Not enough, linked sidewalks and bike trails
- Streetscapes not geared to traffic calming, Pedestrian friendliness, safety

City of Ringgold / Areas Requiring Special Attention

C3 Downtown Development Area

Newly designated, the C3 Downtown Development Area represents the historic district for the city. The Planning Commission has reviewed possible historic design review guidelines and recommended that Ringgold form a study committee for design review and institute a program requiring a certificate of approval be obtained for building materials and design. Any expansion of this district would require that zoning and map boundaries be changed.

Ringgold's downtown area is bordered by Cleveland Street to the west, Mountain Street to the North, Railroad Street to the east, and extending beyond LaFayette Street to the south. One of several historic buildings in downtown Ringgold, the Catoosa County Courthouse anchors Nashville Street, Ringgold's main downtown street. The Courthouse was originally built in 1856. Illustrating the benefits of multi-function use, the courthouse was not burnt by Union troops because it also served as the local Masonic hall. The current Colonial Revival style building replaced the original courthouse in 1939.

Downtown also includes restaurants, commercial and small businesses, city and county government services, the Ringgold Post Office, a famous wedding chapel, and the historic railroad depot built in 1849 which hosts community functions. This vibrant area is highlighted for preservation of historic aspects, design guidelines, retention and support for businesses, recruitment of new business. To meet these needs, a downtown development authority will be established and a local merchant's association will supplement existing economic development functions. (Legal description of C3 district included in Appendix A).



Historic Catoosa County Courthouse



Overlooking Downtown from the Historic Depot



Historic Train Depot

Industrial Development Area

Along SR 151 at the southern entrance to the City is the nearly Industrial Park that is almost at capacity.

Commercial Development Area

The City has designated the areas immediately adjacent to the major thoroughfares, Hwy 2, Hwy 41, and along the Interstate 75 corridor, as areas to target the location of commercial development. Offices, businesses, commercial properties (gas stations, restaurants, retail and chain stores), are especially targeted around the interchanges. Businesses and services extend out from the walkable downtown area, not necessarily losing character, but becoming more vehicle oriented with higher traffic levels, more commercial-type signage and design, etc. Hwy 41 heading to Battlefield Pkwy will most likely develop out. Plans are included in the work program to improve community development along these corridors.



Commercial Development Area

Parks

Parks and recreation areas constitute protected greenspace in the City. Development strategies for these areas include the widening of roadways only when absolutely necessary, careful design of roadway alterations to minimize visual impact, and promotion of areas as passive-use tourism and recreation destinations.

Water supply watershed

The lands to the east of White Mountain Ridge drain to Tiger Creek and East Chickamauga Creek, ultimately joining to form South Chickamauga Creek, the source of water for the City of Ringgold's Water Treatment Plant. South Chickamauga Creek ultimately flows north to the Tennessee River.

The Coosa Valley Regional Development Center's report, "Northwest Georgia Water Supply Watershed Based Regional Source Water Assessments" (January 2003) delineated an Inner Management Zone (IMZ) in a circle 7 miles out from Ringgold's water intake. Potential pollution sources were identified within both that zone and an Outer Management Zone (OMZ). Public education around non-point sources of pollution in the watershed such as septic tank seepage, herbicides applied to roadways, power line right of ways, and lawns, sink hole and abandoned well regulation, would go a long way toward protecting this source of the City's drinking water.

Groundwater Recharge Areas

Recharge is the process by which groundwater is replenished. A recharge area is where precipitation is able to transmit downward to an aquifer. Unless the area is solid rock or covered by development or impervious areas, a certain percentage of precipitation will infiltrate. Areas that transmit the most precipitation are referred to as "critical" recharge areas. These areas contain characteristics that enhance the recharge potential, namely types of vegetation cover, slope, soil composition, depth to the water table, the presence or absence of confining beds and other factors. Symbolic of the underlying karst topography of the region, there are many recharge areas in the city.

The Planning Commission is concerned about recharge areas to the north and south where commercial and residential development is rapidly increasing the total impervious surfaces. Suggested development strategies may include encouragement of the use of pervious pavement, buffer strips, islands, etc. for parking.

Overall the community is aware of the impact of runoff on the aquifer that comprises their water supply watershed. The City requires a greenspace set-aside of 20% for residential and commercial development as an effort to maintain pervious surfaces.

100 year Flood Plain

Floodplains are indicated along South Chickamauga Creek.

In support of the National Flood Insurance Program (NFIP), FEMA and the State of Georgia are currently updating Flood Insurance Rate Maps (FIRMs). FIRMs are being created to reflect the base flood event, defined as the flood having a 1-percent chance of being equaled or exceeded in any given year, also referred to as the 100-year flood. When this mapping is complete the City will have access to the most recent data available. .

Wetland

The US Army Corps of Engineers defines a wetland as "...areas inundated or saturated by surface or ground water at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions." (Authority: U.S.C. 1344. 328.3 8B). Wetlands include swamps, bogs, ponds, and marshes. Wetlands slow down stormwater and filters out pollutants and sediment. The City does have an ordinance governing protection of wetlands. It has been recommended that levels of enforcement and protection under this ordinance could be enhanced.

Severe slopes

Development on steep slopes accelerates water runoff and provokes subsequent erosion in the watershed, leading ultimately to challenges to water quality. Development of brow areas affects

the viewshed. Viewsheds will be protected using such tools as conservation easements, greenspace minimum requirements in regulations, etc. Steep slopes will be protected from erosion with stricter enforcement of erosion and sedimentation regulations and stormwater regulations.

Steep slopes dominate the terrain east of the City of Ringgold.

Transportation Corridors

The main thoroughfares in the City have been looked at carefully in the quest to alleviate downtown traffic congestion.

Truck by-pass widening

Proposed truck by-pass

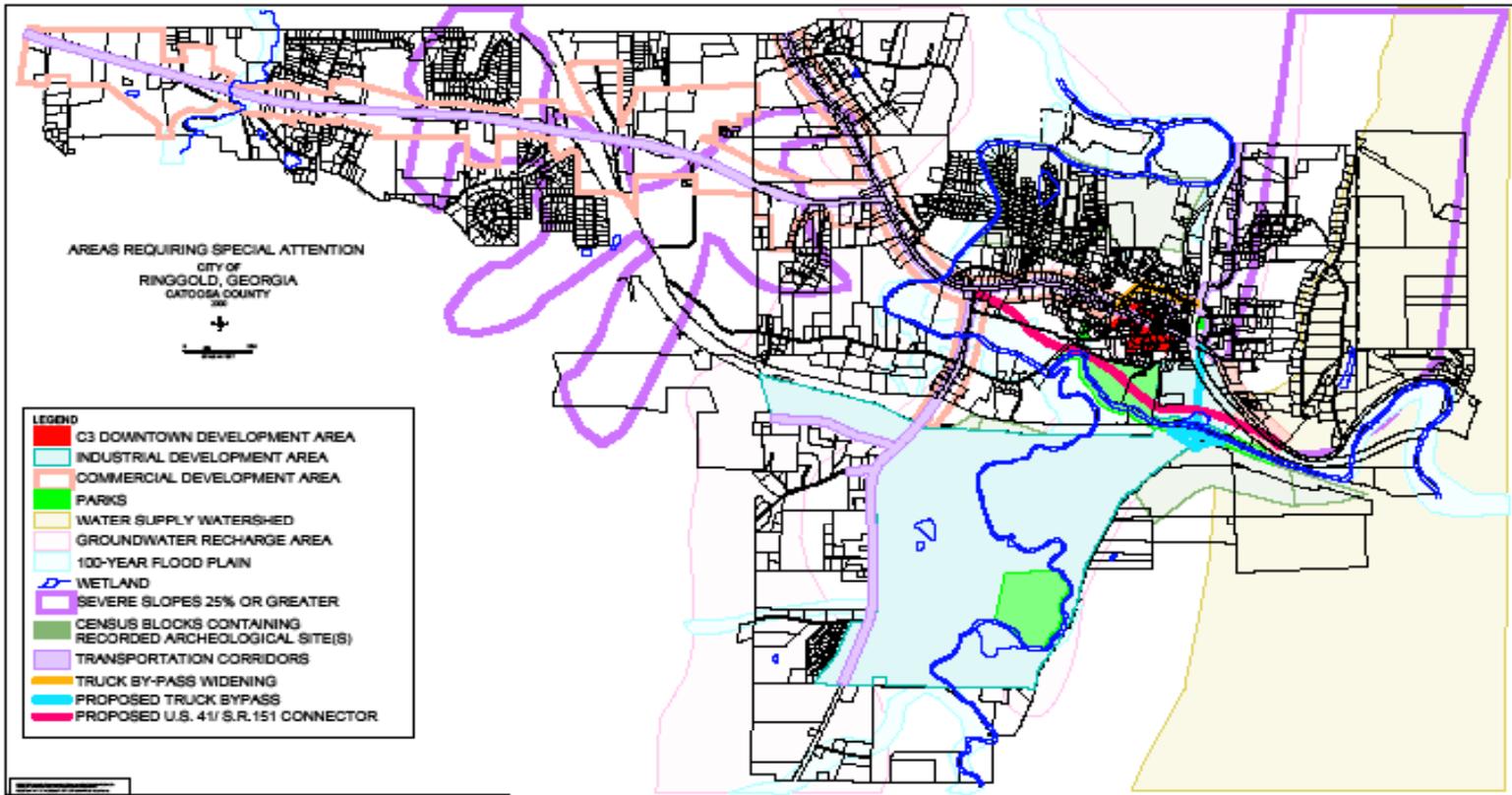
The City is discussing alternatives for high-speed / high weight truck travel other than adding to the traffic congestion downtown. One possibility is to widen streets or create turn lanes, or create an alternative by-pass where trucks can avoid the congested downtown.



Truck travel through Downtown

Proposed US 41/SR 151 Connector

The City and Planning Commission have reviewed and discussed the environmental, residential impact, and loss of park space that the proposed 151 connector would likely cause.



Map of Areas Requiring Special Attention

CITY OF RINGGOLD ISSUES AND OPPORTUNITIES	
Population Change	
Rapid population growth is expected in the next 20 years.	Y
The ethnic diversity of the community will increase and these changes will require adapting schools and public services to a wider array of language and cultural patterns.	Y
The proportion of the population that is over 65 years of age will increase and this population group will require specialized housing and services.	Y
Educational attainment for the community is lagging behind that of the rest of the county, region, and the state.	
Household income levels for the community are lagging behind that of the rest of the county and will increase the demand for services related to poverty.	
Economic Development	
Existing Businesses	
Our community's dependency on a small number of industries/business types results in high vulnerability to downturns in the dominate industry type.	Y
Economic development programs do not support existing businesses (entrepreneur and small business assistance, business retention programs, etc.).	Y
Our community does not track the existing businesses in our community for changing levels of support and assistance needed.	Y
Our community does not have an active business recruitment and retention program.	Y
Existing businesses in our community have not been growing or expanding.	
Existing businesses in our community do not participate in events/programs/issues.	Y
Local businesses are not satisfied with assistance from local economic development organizations.	Y
The local economy does not compare well to peer communities.	
Prospective Businesses	
Business recruitment efforts do not match levels of local/regional workforce education and training.	Y
Business recruitment efforts do not focus on business types compatible with existing businesses.	Y
Recruitment efforts do not focus on growth industries: businesses that have good survival rates and contribute to quality of life.	Y
Tools/Methods	
We do not have a community vision for economic development activities in the form of an economic development strategic plan; or the plan was not developed with meaningful stakeholder input.	Y
We do not have a long-term infrastructure plan that guides, directs and supports development.	Y

Our community needs a variety of effective economic development agencies/authorities.	Y
There is a lack of communication between government/agencies/authorities/private sector entities involved in economic development.	Y
Community efforts at recruiting targeted industries are unsuccessful.	Y
There are limited economic development resources to market the community	Y
Our community economic development programs:	
- do not use innovative tools	Y
- do not use multiple methods and funding sources to support and attract businesses	Y
- do not use appropriate business recruitment, i.e. niche marketing, downtown revitalization	Y
- do not use regional identity and tourism as a marketing and development tool	Y
- do not use unique and potentially negative situations as new opportunities	Y
- do not provide a range of job types that meet needs of local workforce	
- do not reflect changing economy: technology, tourism, service	
- do not identify, acquire, assemble and/or stabilize property for redevelopment	
- do not focus both on revitalization of existing commercial structures and creation of future neighborhood commercial districts	
- do not use a comprehensive redevelopment strategy to accommodate new development while enhancing existing local assets	
- do not use incentives to encourage targeted types of businesses	
- do not analyze the types of enterprises that would fit effectively into the local economy, including those that could be accommodated immediately	
- do not include industrial development, town center development, chamber-based promotion and tourism development	
- do not identify job opportunities for particular community populations	
- do not publicize economic development successes	
Economic Development & Land Use Interaction	
Our community is experiencing uncontrolled growth and poor land use planning.	Y
Pristine land/greenfields are being developed.	Y
Our community has not analyzed the cost of infrastructure, services, incentives versus benefits of economic development projects.	
There are constraints to business formation imposed by inadequate capital availability or usage.	Y
There is a lack of physical convenience and accessibility of jobs to workforce.	Y
Our community has inadequate public facility capacity to attract new development where development is desired. Also a lack of publicly-owned land.	Y
There is an imbalance between location of available housing and major employment centers.	Y
Our community has a proliferation of abandoned buildings and vacant land.	
There is disinvestment in key areas.	

Redevelopment process is perceived as difficult.	Y
Local lenders perceive risks in redevelopment.	
Potential redevelopment properties have unknown or suspect historical uses and potential contaminants causing risks and uncertainties for new or existing property owners.	
There are perceived additional and high costs for site assessment, underwriting, site development, rate of return, cleanup plan and cleanup.	Y
Infrastructure investments are needed to remain competitive in business recruitment and community resources are inadequate.	Y
Workforce	
Our community does not offer enough jobs or economic opportunity to retain local residents.	Y
The workforce capabilities, supply, quality, and training needs are unknown.	Y
There is an imbalance of available jobs and available education and training of citizens/workforce.	Y
Educational and workforce training opportunities are not readily available.	
Accessible and low-cost services to transport workers directly to job sites are not available.	Y
There is not enough affordable/workforce housing.	Y
There are no priorities for recruitment, expansion and training.	Y
There is a mismatch between available workforce and available or preferred job recruitment strategies.	Y
There is a mismatch of labor skills and business needs.	
Natural & Cultural Resources	
Resource Awareness	
The community's resources worthy of protection have not been identified—there is no inventory of resources.	
Community resources have not been mapped or compared to areas of future development.	
Management planning for significant community resources is needed.	
There is no on-going and active education about resource conservation and protection for the public, local elected officials, developers, economic developers, etc.	Y
Development entities are not aware of community resources.	Y
The public does not have adequate access to community resources.	
The community is not working regionally to protect resources.	
Community resource conditions are endangered and/or declining.	
Development is diminishing environmental quality and/or historic integrity and/or cultural significance of community resources.	Y
New development is occurring in inappropriate areas: farmlands, environmentally sensitive areas, and historic neighborhoods.	Y
The rural scenery in and around our community is disappearing.	Y
There are not enough parks or greenspace.	Y
The community has abandoned or contaminated properties.	
There are pollution problems (light, noise, water, air, etc.).	Y
There are erosion, sedimentation, storm water runoff problems.	Y

Land values are increasing but taxes are not increasing.	
Implementation/Enforcement	
The protection of community resources is inadequate.	
Our community has not developed means of protecting significant resources. Existing ordinances lack enforcement.	
Our community's resources do not play significant role in decision-making.	
Our community's resources are not being improved, enhanced, and/or promoted.	
Our community's policies and regulations do not allow for protection of community resources.	
The design of the community does not help conserve resources and minimize waste.	
New development is not being guided away from resources—directly or indirectly.	
Resource protection regulations are not enforced or enforcement is inadequate.	
Our community is not in compliance with Part V.	
There are not regulations against unwanted/environmentally hazardous uses (hog farms, landfills, etc.).	
Environmentally sensitive areas of the community, such as stream banks, floodplains, or steep hillsides, are not set aside from development.	
Best management practices are not encouraged or required as part of the development process.	
There are not appropriate site design guidelines in place for developing on sensitive areas (e.g. steep slopes, wetlands).	
There are no linkages (existing or planned) between local trail systems, state designated bike routes, and existing trails in neighboring communities.	
Our community does not have programs that encourage infill development or brownfield/greyfield redevelopment.	Y
Facilities and Services	
Fiscal	
The relative costs of community services have not been considered or compared to different development types (open space/farmland; industrial/commercial; residential).	Y
The future costs of providing services at current growth rates and for the same types of development patterns have not been considered.	Y
The costs of providing community services for new development are not known or considered.	Y
Our community does not have the fiscal capacity to meet future needs.	Y
Our community's policies and regulations do not foster development that optimizes long-term governmental fiscal health.	Y
Existing infrastructure investments (i.e. already paid for) are not being protected by encouraging infill, redevelopment, and compact development.	
Physical	
Our community has not defined areas of service and areas of no service.	
Our community does not place infrastructure to direct growth and development to identified areas and away from sensitive areas.	

There is not equitable access to public facilities for all income levels.	
Our community is not physically locating services (infrastructure, buildings) in compact areas to benefit the citizenry and make for easy access (walking, car, bike, etc.).	
The age, capacity function, safety, and maintenance needs of community's public facilities have not been inventoried.	
There is no long-term strategy for the location or maintenance of public service facilities.	
The efficiency of the community's services needs improvement.	
Housing	
Housing Mix & Future Demand	
There is no mix of housing types in neighborhoods/new developments in our community.	Y
Our community does not have varied housing options available to meet residents' needs at all stages of life.	
Our community's neighborhoods do not have a healthy mix of uses, like corner groceries, barber shops, or drugstores within easy walking distance of residences.	
Schools are not located within our community's neighborhoods.	
There is a lack of special needs housing (elderly, handicapped, etc.) in our community.	Y
There is no inventory of public and private land available for the development of future housing.	
Existing structures suitable for conversion to affordable or subsidized housing are not being redeveloped.	Y
Workforce/Affordable Housing	
There is a lack of affordable or subsidized housing in the community relative to income and wages.	Y
The incentives and barriers to maintenance and/or development of affordable/workforce housing in the community have not been inventoried.	Y
There is an imbalance between location of available housing and major employment centers in the community.	
The community has not compared housing costs and income levels to the available housing stock.	Y
Housing & Land Use Interaction	
Our community's housing needs and the land use plan do not relate.	
Our community does not have an inventory of vacant properties, properties owned by the city or other government agencies, and tax delinquent properties suitable for infill development.	Y
Our community does not have adequate housing ordinances and regulations.	
The community does not regulate to better protect stable residential areas.	
Residential uses are not allowed in the central business district.	
Local ordinances and regulations do not provide at least one or more areas that allow mixes of residential and commercial uses.	

Our community does not require or encourage new developments to reserve a percentage of proposed units for affordable housing.	Y
Our community does not take measures to encourage well-designed infill and medium to high density multi-family residential development in appropriate locations.	
Code enforcement is not adequate to prevent substandard housing and maintenance.	
Housing Programs	
Our community does not have a housing authority.	
Our community does not have any community-based organizations that provide housing (i.e., community development corporations, Habitat for Humanity, land bank authority).	
Our community lacks:	Y
o maintenance, enhancement or rehabilitation programs.	Y
o incentives programs for affordable infill housing.	Y
o readily available home buyer education program.	
Land Use	
The current conditions of our community do not relate to goals and objectives of our previous comprehensive plan.	
Development Patterns	
The design of our community does not promote conservation of resources and minimization of waste.	
There is no clear boundary where town stops and countryside begins.	Y
Our community's development patterns discourage interaction with neighbors.	
Our community's development patterns do not create safe, walkable and pedestrian-friendly environments.	
Public spaces are not designed to encourage the attention and presence of people at all hours of the day and night.	Y
Our community does not have a center focus that combines commercial, civic, cultural and recreational uses.	
Housing and commercial buildings in rural areas are not concentrated in small, well-planned nodes (i.e. villages with lots of intervening farmland or open space).	Y
Our community is not relatively compact (i.e., typical Georgia lot size is 1/4 acre), but spread out and only accessible by car.	
Our community does not have design guidelines to ensure appropriate new and infill development that complements the character of the community. (Lyerly does not allow trailer parks to be built.)	Y
Development Process	
Community stakeholders are not involved in the community planning and development review process.	Y
Our community's land use/development regulations and Future Land Use map do not match.	
Our community's Land Use map does not look reasonable in terms of allocating future land uses.	
Our community does not have land development regulations or does not enforce its regulations.	

There are obvious inconsistencies in our community's development regulations.	
The development regulations for the community are not illustrated where appropriate.	
We do not have a checklist for development review.	Y
There are subjective aspects to development regulations that leave too much discretion in the hands of staff.	
There is not qualified staff to conduct development reviews in our community.	
Our community's development regulations do not incorporate best practices as a component (storm water management, site development, landscaping, etc).	
Our community's land use and development regulations do not foster mixed use development, infill development, neighborhood commercial, planned unit development, or cluster development, or consider continuous streetscapes and pedestrian atmosphere.	
The permitting process is unnecessarily duplicative, excessive and unfair.	
Our community has not adopted/does not enforce building codes.	
Small Cities rely on the County for enforcement of building codes.	
Our community has not adopted a rehabilitation code.	Y
Code enforcement is not conducted in a fair and consistent manner.	
There are no screening requirements between incompatible land uses.	
There is no expedited plan approval process for quality growth projects.	
There is no site plan review required as a back up for building regulations.	
Transportation	
Current & Future Conditions	
The current conditions of our community do not relate to goals and objectives of our previous comprehensive plan.	
Our community does not offer equitable access to mobility.	
Our community's current transportation systems contribute to air and water pollution.	Y
Current transportation systems waste gas and energy.	
Our community's current transportation systems eat up open space, farmland and wildlife habitat.	
Current transportation systems are shifting business away from downtown or other town centers.	Y
Our community's current transportation systems limit people's choices.	
Our community does not have an effective public transportation system.	Y
The community does not offer clean public transportation, such as fuel-efficient transit buses.	
Transportation does not seem to be coordinated with the way the community is growing.	
Our community's current transportation systems do not create redundancy, resiliency and connectivity within road networks.	
There is little connectivity between pedestrian, bike, transit, and road facilities.	Y
The community's roadway designs are not sensitive to roadway uses or local concerns.	

In our community, there is a spatial mismatch between adequate transportation services and transit dependent populations' access to jobs, services, goods, health care and recreation.	
The regional land use planning structure is not integrated within a larger transportation network built around transit, but instead one built around freeways.	
We do not have a comprehensive transportation study that includes parking, traffic and transit, both local and regional.	Y
We have a high accident rate, increasing congestion and gridlock.	
Citizens are experiencing increasing commute times and distances--more people driving longer distances in traffic to reach home, school, shopping, or work.	Y
Taxpayers are frustrated as more and more money is spent to expand roadways while traffic congestion remains unchanged.	Y
New and expanded roads in the community cause an increase in driving and congestion.	
New and expanded roads in undeveloped areas soon attract new housing, shopping, and business centers.	Y
Streets in our community are not designed according to their use in order to assure appropriate travel speeds.	
There is little or no flexibility to adjust the design or operation of roadways in case of future changed conditions.	Y
Inter-parcel connections between individual developments, where compatible, are not encouraged or mandated in the community.	
Our community has many streets where traffic travels at inappropriate speeds, making pedestrian activity unsafe and unappealing.	
Our community right-of-way pavement standards do not allow for flexible street widths to accommodate different usage patterns or to promote walkability.	
Our community's major corridors suffer from congestion, clutter, signage and sprawl.	
Alternatives/Amenities	
Our community has few alternatives to using a car to get to places and to eliminate traffic congestion.	
There is an imbalance between auto-dependent transportation projects and alternative transportation projects.	
The community is not pedestrian or bike friendly.	
Community streets, pedestrian paths and bike paths do not contribute to a system of fully-connected and interesting routes to all destinations.	
Community streets, pedestrian paths and bike paths do not encourage pedestrian and bicycle use because they are not spatially defined by buildings, trees and lighting; and do not discourage high speed traffic.	
The community does not have enough sidewalks and bike trails and those that exist are not well-linked.	Y
Community crosswalks are not effective; pedestrian amenities and safety features are not required or invested in.	
Streetscape improvements in our community are not geared towards traffic calming and pedestrian/bicycle friendliness.	Y

Housing, jobs, daily needs and other activities are not within easy walking distance of one another in the community.	
There is a lack of activities located within easy walking distance of transit stops.	
Transportation & Land Use Interaction	
Our community's higher intensity uses like retail shops, offices, or apartments are not concentrated along major roadways.	
Street layouts in new developments are not compatible with those in older parts of our community, and do not connect to the existing street network at many points.	
Parking	
We do not have enough on-street parking allowed in places where it can be safely provided, such as in downtown areas and pedestrian-retail districts.	Y
The community does not offer a variety of potential parking solutions, including alternate, attended, shared, paid parking locations; such as industrial areas (off hrs. and weekends), church and school lots, etc. or alternative parking arrangements for commercial development as well as parking programs for in-town neighborhoods(i.e., decals for residents, passes for resident guests).	Y
There is a lack of available parking in busy activity centers.	Y
Intergovernmental Coordination	
There is inadequate and ineffective regional or multi-jurisdictional cooperation.	Y
There is little or no coordination with other local governments in order to manage economic opportunities.	Y
Our community does not coordinate with other local governments in order to maintain local control of growth and development.	Y
There is little or no coordination with other local governments in order to protect environmentally sensitive areas, historic and cultural resources.	
Our community does not coordinate with other local governments in order to ensure maintenance of roads; delivery of utility services; efficient investment in schools and other public buildings.	
There is no process in place to ensure consistency with the land use regulations of contiguous governments.	
Our community does not participate in multi-jurisdictional sharing and integration of plans, causing conflicts and adversarial conditions.	
Our community does not have any border agreements to address detailed questions of land use, access, property value and annexation procedures.	
There are inadequate efforts to increase cooperation and build trust between the city and county governments.	
There are inadequate efforts or programs to continue and strengthen liaisons that foster communication and coordination among residents, the business community and other entities.	Y
There are inadequate local government efforts to provide efficient, available, responsive, and cost-conscious programs to meet the needs of citizens.	
There are inadequate efforts or programs to ensure that implementation of growth policy, development impacts and mitigation are addressed.	

There are inadequate efforts or programs to continue advocating public participation in growth policy formation and revision process.	
There are inadequate efforts or programs to build and strengthen relations with technical colleges/universities in the community and region.	Y
The government is not adequately represented at local and regional group meetings.	Y
Non-profit and neighborhood organizations, etc. are not adequately represented at government meetings.	Y

Goal: Develop Implementation Program for City of Ringgold

To address key issues distilled from assessment of Quality Community Objectives, Issues and Opportunities, and Areas of Special Attention.

Ringgold's Implementation Program consists of:

- Five-year Short-Term Work Program
- Long-term work program
- Policies

Transportation Issues:

Congestion:

Current and ongoing GDOT widening of Hwy 151 from City limits east to downtown, Hwy 2 causes traffic back-up and congestion in-town

Adds to existing congestion when traffic on Hwy 151, Hwy 2/Nashville Street goes from four to two lanes downtown.

High-speed/ high-weight truck traffic and commuter traffic forced to travel through downtown development area, making shopping, leisure activity and parking difficult.

Action:

Create alternative routes for traffic, especially trucks and through traffic

- Short term: Work with Chattanooga-Hamilton County TPO, GDOT to plan and fund needed widening and straightening of local roads for alternative truck routes and include in Transportation Improvement Plan..
- Short and Long term: Work with Chattanooga-Hamilton County TPO, GDOT to plan and fund needed downtown bypass, connector (Hwy 151 to I-75), and/or I-75 interchange and include in Chattanooga Hamilton County North Georgia Long range transportation plan and subsequent transportation improvements plan. Currently the Chattanooga Hamilton County North Georgia LRTP 2030 includes a two lane" Ringgold bypass" item as well as widening of SR146 (Cloud Springs Rd), SR2, and SR151.. (Proposed connection to I-75 north of City would have cost City \$1 million. Project was cost-prohibitive.)

Decrease in downtown traffic:

Economic impact of majority of traffic bypassing downtown on alternative routes

Action:

- Continue to Work with local merchants to develop marketing and growth association to be called Merchant's Association.
- Expand parking options downtown
- Increase draw by marketing downtown to tourists, City, county, Chattanooga residents.
- Continue to Promote festivals and events to draw tourists and locals downtown.

Downtown Traffic Congestion:

Left-hand turns in downtown area create traffic backups and add to congestion.

Action:

Congestion mitigation study and projects, to include center turn lane on Nashville Street. By developing parallel parking along Nashville St., the resulting increase in road width would allow for a center turn lane on Nashville Street.

Parking spaces downtown:

Center turn lane and parallel parking would decrease number of parking spaces available and add to existing parking shortage. Downtown merchants, events may suffer if parking is not accessible.

Actions:

- Determine cost and benefits of parallel parking.
- Determine cost of obtaining additional parking spaces for downtown.
- Downtown traffic study with local merchants- traffic counts, parking study, survey of merchants.

Parking Options:

- Consider options such as shared parking, purchase of surrounding lots, off-street parking, multilevel parking, time limits.
- South Depot Street Parking project
- Could City share or swap parking with Baptist Church at west end of Nashville Street for more official parking?

Bike and Pedestrian Access

Action:

- Increasing sidewalk connectivity
- Expansion and connectivity of existing bike paths, bike lanes, and multiuse trails
- Current use of recreation fields, existing paths

Goals:

- Continue to increase connectivity of bike, pedestrian facilities
- Decrease congestion in downtown area
- Improve parking situation
- Promote downtown to tourists, residents

Policies

We support transportation options that direct commercial, commuter traffic around sensitive downtown and residential areas.

We support transportation options and methods such as creation of center turn lanes that reduce congestion on Hwy 41 and Hwy 151 in-town corridors.

Economic Development

Expand Industry:

- Additional industry is needed to maintain commercial, residential, industrial base and to offset cost of providing residential services to aging population.
- City, county tax revenue is increased through growth and economic development.

Action:

- Economic development organizations offer low-interest loans and incentive programs to industry. City policies will continue to support economic development authority in bringing in industry.
- Support Marketing efforts of Rollins Industrial Park
- Improve community development plans along Hwy 41 & Hwy 151 & existing business corridors

Downtown Needs:

- Promote, assist, monitor needs of downtown business, and attract additional customers.
- Bringing in tourists to historic Ringgold will contribute to economic development and showcase unique location and culture.
- Need signage to guide traffic to downtown Ringgold, local restaurants.

Action:

- Assist local businesses with loan or grant funding to improve infrastructure for new development
- Assist Downtown Development Authority to restart its operation
- With Downtown Development Authority, review necessary steps to gain Entrepreneur-Friendly designation
- Assist DDA to gain Better Hometown Designation
- Market Ringgold Depot & Downtown
- Tourist Signage
- Sponsor and Coordinate Yearly City Festivals and Events including 1890's Downhome Days Jamboree, Downhome Christmas Days, Dixie Highway Yard Sale, Georgia On My Mind Visitors Day, Veterans' Day Festival of Flags

Goals:

- Currently, tax base balanced by commercial, business, industrial development as well as new residential. Strive to keep commercial, residential, industrial balance.
- Develop historic downtown Ringgold through development authority

Policies:

We will support programs for retention, expansion, and creation of businesses that are a good fit for our community's economy in terms of job skill requirements and linkages to existing businesses.

We will continue to maintain industrial, residential and commercial balance to provide high quality City services and maintain positive tax base.

We will support downtown merchants by working to improve parking needs, walkability, traffic flow and other conditions to improve marketability and access for tourists, residents.

Natural, Cultural Resources

Ownership of Greenspace:

Joint greenspace plan with Catoosa County, Fort Oglethorpe, adopted. Some greenspace, conservation property is state owned.

Action:

- Implement greenspace plan 578 acres for Ringgold over 20 year period incl. changes in acres due to projected annexations

Cultural, Historic Resources

City festivals include 1890's Days, Christmas, Memorial Day, etc which both promote community spirit and bring in tourism dollars. Continue to promote history, culture of Ringgold through Advisory Board. Include stakeholders in promotion, development of 1890's Days, Civil War Sesquicentennial promotion and activities, locations on Blue and Gray Trail.

Action:

- Market Ringgold Depot & Downtown
- Tourist Signage
- Sponsor and Coordinate Yearly City Festivals and Events including 1890's Downhome Days Jamboree, Downhome Christmas Days, Dixie Highway Yard Sale, Georgia On My Mind Visitors Day, Veterans' Day Festival of Flags

Location of Ringgold Gap reenactment

The City has been contacted by association looking to develop battle reenactment but extensive acreage needed- 500 to 1000 acres.

Action:

- Work with association to develop reenactment site plan that will fit existing areas.
- Support efforts to nominate Ringgold Gap Battlefield and related resources to National Registry of Historic Places
- Develop resources and partnerships to maximize access and interpretation of Ringgold Gap Battlefield
- Support development & implementation of Ringgold Gap Battlefield Preservation Plan

Historical Preservation

County Historical Society active in historical preservation. Ringgold Depot, Catoosa County Courthouse, Old Stone Presbyterian Church, Anderson Cemeteries, other homes and buildings have been placed on or may be eligible for nomination to the National Register of Historic Places.

Action:

- Continue to identify and register historic buildings and homes.
- Develop and adopt Historic Preservation Ordinance with design review for downtown historic district
- Develop plan to update historic resource survey once Historic Preservation ordinance adopted

Natural Resource Protection:

- Continue to implement measures to comply with Georgia DNR Part V environmental criteria including water supply watershed, wetlands, and groundwater recharge area protection.
- Implement tree conservation ordinance for steep slope areas.

Policies:

We will continue to require 20% greenspace set-aside as part of new residential development, to continue implementation of Greenspace Plan (578 acres) for Ringgold over 20 yr period incl. changes in acres due to projected annexations.

We will factor potential impacts on air and water quality in making decisions on new developments and transportation improvements.

We will ensure safe and adequate supply of water through protection of ground and surface water sources.

Land Use

Commercial landscaping requirements include tree planting requirements.

Downtown area:

City requires that new development or work done on older homes be brought up to modern code standards.

Action:

- Codification each year as needed
- Improve community development plans along Hwy 41 & Hwy 151 and existing business corridors

City facilities accessibility:

In downtown area and in some City parks, streetlights and safety designs for pedestrian crossing, bike lane, etc. make these areas more accessible for day and night use.

Continue to expand bike, pedestrian, recreational facilities and increase accessibility through landscape and design including lighting and safety.

Action:

Expand Richard Taylor Ringgold Nature Trail, Phase II
Refresh sidewalk master plan and continue sidewalks.

Tree conservation and planting:

City, garden club have previously bought and distributed tree seedlings for planting in homes and at businesses. While successful, tree hardiness was an issue. The City would like to budget for larger trees, dogwoods, oaks, etc to enhance residential, business, government office visual appeal and promote walkability of these areas.

Actions:

Implement tree conservation ordinance for steep slope areas
Continue to support Beautification Committee and Local Conservation Programs in the City
Maintain Clean and Beautiful Committee and Conservation Programs

Policies:

We encourage the development of downtown Ringgold and the historic district as a vibrant City center to improve overall attractiveness, serve as an economic engine, attract tourists and Civil War enthusiasts, and contribute to high quality of life.

We encourage mixed-use developments where appropriate to allow access, use by pedestrians and bicyclists.

Community Facilities

See attached work program

Policies:

We will protect existing infrastructure investments by encouraging infill redevelopment and compact development patterns.

We will invest in parks, sidewalks and open space to enhance the quality of life for our citizens.

Intergovernmental Cooperation:

Update Service Delivery Strategy as needed for comprehensive plan update by 2011

POLICIES

Economic Development:

We will support programs for retention, expansion, and creation of businesses that are a good fit for our community's economy in terms of job skill requirements and linkages to existing businesses.

We will support downtown merchants by working to improve parking needs, walkability, traffic flow and other conditions to improve marketability and access for tourists, residents.

We will continue to maintain industrial, residential and commercial balance to provide high quality City services and maintain positive tax base.

Natural Resources:

We will continue to require 20% greenspace set-aside as part of new residential development, to continue implementation of Greenspace Plan (578 acres) for Ringgold over 20 yr period incl. changes in acres due to projected annexations.

We will factor potential impacts on air and water quality in making decisions on new developments and transportation improvements.

We will ensure safe and adequate supply of water through protection of ground and surface water sources.

Facilities and Services:

We will protect existing infrastructure investments by encouraging infill redevelopment and compact development patterns.

We will invest in parks, sidewalks and open space to enhance the quality of life for our citizens.

Land Use:

We encourage the development of downtown Ringgold and the historic district as a vibrant City center to improve overall attractiveness, serve as an economic engine, attract tourists and Civil War enthusiasts, and contribute to high quality of life.

We encourage mixed-use developments where appropriate to allow access, use by pedestrians and bicyclists.

Transportation:

We support transportation options that direct commercial, commuter traffic around sensitive downtown and residential areas.

We support transportation options and methods such as creation of center turn lanes that reduce congestion on Hwy 41 and Hwy 151 in-town corridors.

City of Ringgold	2008	2009	2010	2011	2012	Responsible Party	Cost Est	Funding Source
Short Term Work Program								
Community Facilities								
Nashville Street Waterline Upgrade	X					City Council	\$75,000	Utility/SPLOST
Electric Gate at New Shop	X					City Council	\$6,000	General Fund, Utility Fund
Refinish Pool Bottom Rubber Coating	X					City Council	\$250,000	General Fund
Purchase Police Car (every 2 yrs.)		X		X		City Council	\$100,000	General Fund
Paving (each yr.)	X	X	X	X	X	City Council	\$75,000	General Fund, GDOT
Refresh Sidewalk Master Plan	X	X				City Council	\$5,000	General Fund
Sidewalks	X	X	X	X	X	City Council	\$50,000	General Fund
Mapping of Water lines for Water Plant	X	X	X	X		City Council	\$5,000	SPLOST
New water lines	X	X	X	X		City Council	\$195,000	SPLOST
Stormwater mapping administration	X	X	X	X		City Council	\$5,000	General
Submersible Pumps at Main Station	X					City Council	\$100,000	SPLOST
Police Cars	X	X	X	X		City Council	\$73,000	General
Sewer Trucks and Other Equipment	X	X	X	X		City Council	\$269,000	SPLOST
Sewer extension projects	X	X	X	X	X	City Council	\$6,000,000	SPLOST, Grants (ARC, GEFA, CDBG etc)

City of Ringgold Short Term Work Program	2008	2009	2010	2011	2012	Responsible Party	Cost Est	Funding Source
Economic Development								
Support marketing efforts of Rollins Industrial Park	X	X	X	X	X	City Council, EDA	\$500	EDA
Improve community development plans along Hwy 41 & Hwy 151 & existing business corridors	X	X				City Council, CVRDC	\$10,000	General Fund, DCA
Pursue grant funding for Better Hometown Programs	X	X	X			City Council	\$10,000	DDA Funds, General Fund, DCA
Assist local businesses with loan or grant funding to improve infrastructure for new development	X	X	X	X	X	City Council, DDA	\$50,000	General Fund, DCA
Assist Downtown Development Authority to restart its operation	X					City Council	\$3,000	General Fund
With Downtown Development Authority, review necessary steps to gain Entrepreneur-Friendly designation	X	X	X			City Council	\$1,000	DDA funds, General Fund, Grants
Assist DDA to gain Better Hometown Designation if sought	X	X	X	X		City Council	\$10,000	DDA funds, General Fund
Market Ringgold Depot & Downtown	X	X	X	X	X	City Council/Chamber	\$60,000	Hotel/Motel tax
Tourist Signage	X	X				City Council	\$20,000	Hotel/Motel
Sponsor and Coordinate Yearly City Festivals and Events including 1890's Downhome Days Jamboree, Downhome Christmas Days, Dixie Highway Yard Sale, Georgia On My Mind Visitors Day, Veterans' Day Festival of Flags	X	X	X	X	X	City Council	\$40,000/ yr	General Fund, Hotel/Motel tax

City of Ringgold Short Term Work Program	2008	2009	2010	2011	2012	Responsible Party	Cost Est	Funding Source
Land Use								
Codification (each yr. as needed)	X	X	X	X	X	City Council, CVRDC, RP&ZC	\$10,000	General Fund
Continue to implement greenspace plan 578 acres for Ringgold over 20 yr period incl. changes in acres due to projected annexations	X	X	X	X	X	City Council, CVRDC, RP&ZC	TBD as funds, lands available	Grants

City of Ringgold Short Term Work Program	2008	2009	2010	2011	2012	Responsible Party	Cost Est	Funding Source
Natural and Historic Resources								
Continue to support Beautification Committee and Local Conservation Programs in the City	X	X	X	X	X	City Council	\$20,000	General Fund, GDCA, GDNR, LDF
Maintain Clean & Beautiful Committee & Conservation Programs	X	X	X	X	X	City Council	\$3,000	General Fund, DDA funds
Expand Richard Taylor Ringgold Nature Trail, Phase II	X	X	X	X		City Council	\$99,000	General Fund, Grants (CMAQ, GADNR)
Little General Childrens Park	X					City Council	\$140,000	SPLOST, General Fund, Grants, Donations
Pavilion Children's play Ground	X	X				City Council	\$100,000	General Fund
Continue implementation of applicable GA DNR recommended Part V environmental criteria (Water supply watershed, wetlands, groundwater recharge area protection)	X	X	X	X	X	City Council	\$18,000/yr	General Fund, GDNR

Consider adoption of tree conservation ordinance to protect steep slope areas	X					City Council, RP&ZC	\$1,000	General Fund
Develop and adopt Historic Preservation Ordinance with design review for downtown historic district	X					City Council, CVRDC, RP&ZC	\$1,000	General Fund
Develop plan to update historic resource survey once Historic Preservation ordinance adopted		X				City Council, CVRDC	\$4,000	General Fund, DNR
Continue support of efforts to nominate Ringgold Gap Battlefield & related resources to National Register of Historic Places	X	X	X	X	X	CVRDC, DNR HPS	\$1,000	General Fund
Develop resources and partnerships to maximize access, interpretation of Ringgold Gap Battlefield	X	X	X	X	X	Historic Preservationist, Historic Committee	\$1,000	Gen. Fund
Support development and implementation of Ringgold Gap Battlefield Preservation plan	X	X	X	X	X	City Council, CVRDC	\$1,500	General Fund, GDNR, GDOT

City of Ringgold Short Term Work Program	2008	2009	2010	2011	2012	Responsible Party	Cost Est	Funding Source
Transportation								
Study of downtown traffic congestion and traffic counts and possible solutions	X	X	X			City Council, CHCNGA TPO, GDOT	\$20,000	General Fund, GDOT, CMAQ
Congestion mitigation project (possibly center turn lane on Cleveland Street)			X	X	X	City Council, CHCNGA TPO, GDOT	\$300,000	General Fund, GDOT, CMAQ
Expand downtown parking, including shared parking with local churches, off-street parking, parallel or angled parking	X	X	X	X		City Council, CHCNGA TPO, GDOT	\$100,000	General Fund, GDOT, CMAQ
South Depot Street Parking	X					City Council	\$80,000	General Funds, GDOT
Downtown Parking	X	X				City Council	\$60,000	General Fund
Develop design guidelines and review process for C-3 historic district downtown	X					City Council, RP&ZC	\$1,000	General Funds
Work with Chattanooga-Hamilton County North Georgia TPO, GDOT to plan and fund needed widening and straightening of local roads for alternative truck routes and include in Transportation Improvement Plan.	X	X	X	X	X	City Council, CHCNGA TPO, GDOT	\$5,000 for planning	General Funds
Work with Chattanooga-Hamilton County TPO, GDOT to plan and fund needed downtown bypass, connector (Hwy 151 to I-75), and/or I-75 interchange and include in Chattanooga Hamilton County North Georgia	X	X	X	X	X	City Council, CHCNGA TPO, GDOT, Industry	\$5,000 for planning	General Funds

Long range transportation plan and in subsequent Transportation Improvement Plans. Currently the Chattanooga Hamilton County North Georgia LRTP 2030 includes a two lane" Ringgold bypass" item as well as widening of SR146 (Cloud Springs Rd), SR2, and SR151.								
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City of Ringgold Short Term Work Program	2008	2009	2010	2011	2012	Responsible Party	Cost Est	Funding Source
Intergovernmental Cooperation								
Update Service Delivery Strategy as needed for full comprehensive plan update by 2011			X	X		Ringgold, Fort Oglethorpe, Catoosa County	\$2,000	General Funds

City of Ringgold Long Term Work Project	2013	2014	2015	2016	2017	Responsible Party	Cost Est.	Funding Source
Work with Chattanooga-Hamilton County TPO, GDOT to plan and fund needed downtown bypass, connector (Hwy 151 to I-75), and/or I-75 interchange and include in Chattanooga Hamilton County North Georgia Long range transportation plan. Currently the Chattanooga Hamilton County North Georgia LRTP 2030 includes a two lane" Ringgold bypass" item as well as widening of SR146 (Cloud Springs Rd), SR2, and SR151.	X	X	X	X	X	City Council, CHCNGA TPO, GDOT, Industry	\$5,000 for planning	General Funds

CITY OF RINGGOLD	REPORT OF ACCOMPLISHMENTS				** (Currently underway or temporarily postponed programs should appear in the new STWP)
Work Program	Completed	** Currently Underway	** Postponed *	Not Accomplished *	* Explanation for Postponed or Unaccomplished Program
COMMUNITY FACILITIES					
Purchase self loading garbage truck & containers	X				
GIS software, hardware and training	X				
Purchase police car (every 2 yrs.)	X				
Purchase dump truck	X				
Purchase portable welder	X				
Paving (each yr.)	X				
Sidewalks (ongoing)	X				
Purchase service truck for street dept.	X				
Purchase a leaf vacuum	X				
Purchase a camel jet	X				
FEMA flood grant	X				
Fluoride machine	X				

Replace and upgrade water lines	X				
Clearview water tank telemetry	X				
Clearview water tank painting	X				
Repair pump house on Peters Lane	X				
Brush truck cab and chassis	X				
City Manager car	X				
Street sweeper for Bobcat	X				
Digital mapping	X				
Tapping machine	X				
Sewer I & I studies and repair	X				
Expand waste water plant	X				Tied onto Chattanooga
Update & repair lift stations Robin Rd and WWTP	X				
ECONOMIC DEVELOPMENT					
Supporting marketing efforts of Rollins Industrial Park	X				
Improve community development plans along Hwy 41 & Hwy 151 and existing business corridors				X	Lack of appropriate personnel or organization. Current efforts to develop Merchant's Association.
Create Better Home Town Committee to work on Downtown Community Development Projects				X	

Pursue grant funding for Better Home Town Programs				X	
Assist local business with loan or grant funding to improve infrastructure for new development				X	
HOUSING					
Joint comprehensive housing study which will look at affordability, demand by age groups, quality of construction and whether building codes are insuring quality construction, especially in multi-unit dwellings				X	Study was to be done using Local Development Funds- no longer available.
LAND USE					
Codification (each yr. as needed)	X				
Update local development standards (s/d regulations)	X				
Establish annexation policies & procedures				X	Annexation plan and procedures will be considered in service delivery strategy updates for 2011 plan update.
Prepare Annexation Plan				X	Annexation plan and procedures will be considered in service delivery strategy updates for 2011 plan update.
Update Zoning Ordinance	X				
Update & amend Land Use Comp. Plan	X				
Adopt Greenspace Plan	X				
Implement Greenspace Plan 578 Acres for Ringgold over 20 yr period incl. changes in acres due to projected annexations.		X			

NATURAL AND HISTORIC RESOURCES					
Continue to support Beautification Committee & Local Conservation Programs in the city	X				
Maintain Clean & Beautiful Committee & Conservation Programs		X			
Adopt measures to comply with GA DNR requirements for protecting water resources (ongoing implementation)* *note: Ringgold adopted req'd environmental ordinances in 2001: water intake watershed; wetlands; and groundwater protection.	X				
Consider adoption of Historic Preservation Ordinance				X	Currently, design review is being considered. Consider Historic Preservation Ordinance at same time.
Conduct an intensive Historic Resources Survey of Ringgold & unincorp. county	X				Completed in 2006. NAHRGIS FindIt! Online web portal for data query shows Catoosa sites
Develop plan to update historic resource survey				X	Update process contingent on other steps in historic preservation efforts: Adoption of preservation ordinance, designation of distinct and buildings, etc.
Support efforts to nominate the Ringgold Gap Battlefield & related resources to National Register of Historic Places	X				Eligible sections nominated and under review by Georgia HPD
Develop resources & partnerships to maximize access & interpretation of Ringgold Gap Battlefield				X	Ongoing efforts
Develop Preservation Master Plan for Ringgold Depot & follow preservation standards for all work				X	Preservation efforts accomplished through

					required review for TEA funds
Support development & implementation of Ringgold Gap Battlefield Preservation Plan		X			Ongoing efforts

Appendix A
Ringgold Downtown Development Authority

A RESOLUTION TO DECLARE THE NEED FOR A DOWNTOWN DEVELOPMENT AUTHORITY TO FUNCTION IN THE CITY OF RINGGOLD, GEORGIA, PURSUANT TO THE PROVISIONS OF THE DOWNTOWN DEVELOPMENT AUTHORITIES LAW; TO APPOINT A BOARD OF DIRECTORS FOR THE DOWNTOWN DEVELOPMENT AUTHORITY; TO DESIGNATE A DOWNTOWN DEVELOPMENT AREA; TO PROVIDE FOR FILING WITH THE SECRETARY OF STATE OF THE STATE OF GEORGIA OF A COPY OF THIS RESOLUTION; TO REPEAL CONFLICTING RESOLUTIONS; TO PROVIDE FOR AN EFFECTIVE DATE AND FOR OTHER PURPOSES:

WHEREAS, it has been determined by the Mayor and Council of the City of Ringgold, Georgia (the "City") that there is a need in the City for the revitalization and redevelopment of the central business district of the City to develop and promote for the public good and general welfare trade, commerce, industry and employment opportunities and to promote the general welfare of the State of Georgia by creating a climate favorable to the location of new industry, trade and commerce and the development of existing industry, trade and commerce within the City; and

WHEREAS, it has been determined by the Mayor and Council of the City that revitalization and redevelopment of the central business district of the City by financing projects under the Downtown Development Authorities Law (1981 Ga. Laws p. 1744 - the "Downtown Development Authorities Law") will develop and promote for the public good and general welfare trade, commerce, industry and employment opportunities and will promote the general welfare of the State of Georgia; and

WHEREAS, it has been determined by the Mayor and Council of the City that it is in the public interest and is vital to the public welfare of the people of the City and of the people of the State of Georgia to revitalize and redevelop the central business district of the City; and

WHEREAS, the Downtown Development Authorities Law creates in and for each municipal corporation in the State of Georgia a Downtown Development Authority for the purpose of revitalizing and redeveloping the central business district of such municipal corporation and promoting for the public good and general welfare, trade, commerce, industry and employment opportunities and promoting the general welfare of the State of Georgia; and

WHEREAS, the Mayor and Council of the City, after thorough investigation, have determined that it is desirable and necessary that the Downtown Development Authority of the City be activated immediately, pursuant to the Downtown Development Authorities Law, in order to fulfill the needs expressed herein;

NOW, THEREFORE, BE IT RESOLVED, by the Mayor and Council of the City, and it is hereby resolved by the same, that there is hereby determined and declared to be a present and future need for a Downtown Development Authority (as more fully described and defined in the Downtown Development Authorities Law) to function in the City.

BE IT FURTHER RESOLVED that there is hereby activated in the City the public body corporate and politic known as the "Downtown Development Authority of the City of Ringgold, Georgia" which was

created upon the adoption and approval of the Downtown Development Authorities Law.

BE IT FURTHER RESOLVED that there are hereby appointed as members of the first Board of Directors of the Downtown Development Authority of the City the following named persons, each of whom is a taxpayer of the City, residing in the City, and not less than four of whom either have or represent a party who has an economic interest in the redevelopment and revitalization of the downtown development area (hereinafter defined).

<u>Names</u>	<u>Term of Office</u>
Harold Brown	Two years
Flora Lawrence	Two years
Dr. Drew Haskins, III	Four years
Shirley K. Rhinehard	Four years
Terry Crawford	Six years
Ralph Van Pelt	Six years
Joe Bowman	Six years

BE IT FURTHER RESOLVED that commencing with the date of adoption of this resolution each of the persons named above as directors shall serve in such capacity for the number of years set forth opposite his or her respective name.

BE IT FURTHER RESOLVED that the Board of Directors hereinbefore elected shall organize itself, carry out its duties and responsibilities and exercise its powers and prerogatives in accordance with the terms and provisions of the Downtown Development Authorities

Law as it now exists and as it might hereafter be amended or modified.

BE IT FURTHER RESOLVED that the "downtown development area" shall be that geographical area described in Exhibit A, attached hereto and made a part hereof by reference, which area, in the judgment of the Mayor and Council of the City, constitutes the "central business district" of the City as contemplated by the Downtown Development Authorities Law.

BE IT FURTHER RESOLVED that the City shall furnish promptly to the Secretary of State of the State of Georgia a certified copy of this resolution in compliance with the provisions of the Downtown Development Authorities Law.

BE IT FURTHER RESOLVED that the action taken by the Mayor and Council of the City as herein specified is not intended in any way to affect any public corporation, Industrial development, downtown development, or payroll authority previously created by legislative act or constitutional amendment ~~including, without limitation, its~~ existence, purpose, organization, powers or function.

BE IT FURTHER RESOLVED that any and all resolutions in conflict with this resolution be and the same are hereby repealed.

BE IT FURTHER RESOLVED that this resolution shall be effective immediately upon its adoption by the Mayor and Council of the City, and from and after such adoption the Downtown Development Authority of the City shall be deemed to be created and activated.

Adopted and approved this 23 day of March 1988.

Joe Barger
Tom Nally
Heroy Bryson
George L. Rhinkart
Edward Massey
Frank Row

Attest:

Carl Cofer
City Clerk

