



Gordon County Joint Comprehensive Plan

2018 - 2028

Including the cities/towns of Calhoun, Fairmount,
Plainville, Ranger and Resaca

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Gordon County Joint Comprehensive Plan

2018 - 2028

**Including the cities/towns of Calhoun, Fairmount,
Plainville, Ranger and Resaca**

Prepared by the Northwest Georgia Regional Commission

1 Jackson Hill Drive, Rome, GA 30161

Adopted by:

Gordon County

Calhoun

Fairmount

Plainville

Ranger

Resaca

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Insert Ranger adoption resolution here

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Insert Resaca adoption resolution here

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ACKNOWLEDGEMENTS

Gordon County Commission

Becky Hood – Chairperson

Chad Steward – Vice-Chair

Kevin Cunningham

Bud Owens

Norris Sexton

Calhoun City Council

James Palmer – Mayor

Jackie Palazzolo

Al Edwards

Matt Barton

David Hammond

Fairmount City Council

Calvin Watts - Mayor

Jim Dodd

Linda Johnson

Junior Holsomback

Steve Fain

Plainville City Council

Greg Martin - Mayor

Ray Black

Jim Miller

Clark Bunch

Frances Fossett

Ranger Town Council

Chad Stamey – Mayor

Aprile Bailey

Brian Crider

James Haynes

Sonja May – Town Clerk

Resaca Town Council

Samuel Allen - Mayor

Todd Rutledge

Nathan Wyatt

Justin Barton

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*Cover photo courtesy of Calhoun, Georgia Government's Facebook Page.

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STEERING COMMITTEE MEMBERS

Gordon County

Becky Hood – Chairperson, County Commission
Jim Ledbetter – County Administrator
Mitch Ralston – Gordon Co. Sheriff
Susan Remillard – School Superintendent
Kathy Johnson – Chamber of Commerce
Paul Carter – GA Northwest Technical College
Paul Carter – GA Northwestern Technical College
Pete Weber – Gordon Hospital
Lisa Crowder – Gordon Co. Health Department
Debbie Vance – Gordon County E911
Randall Fox – Fox Systems, Inc
Roberta Charbonneau – Family Connections
Lisa Stone – GA Department of Public Health
Don Holley – Recreation Department

Fairmount

Calvin Watts – Mayor
Charles Boswell – City Council
Joe Holder – City Council
Charles Long – City Council
Lane Bennett – Police Chief

Calhoun

James Palmer – Mayor
David Hammond – City Council
Eddie Peterson – City Administrator
Paul Worley – Asst. City Administrator
Sharon Nelson – City Clerk
Larry Vickery – Calhoun Utilities
Jeff Defoor – Calhoun Utilities
Michelle Taylor – School Superintendent
Dee Wrisley – Calhoun Schools
Kim Townsend – Recreation Dept.
Terry Mills – Fire Department
Lenny Nesbit – Fire Department
Jerry Crawford – Water & Sewer

Plainville

Greg Martin - Mayor
Ray Black – City Council
Jim Miller – City Council
Frances Fossett – City Council
Clark Bunch – City Council
Sandra Langston – City Clerk

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STEERING COMMITTEE MEMBERS CONTINUED

Ranger

Michael Stamey – Mayor

April Bailey – Town Council

Brian Crider – Town Council

James Haynes – Town Council

Sonja May – Town Council

Resaca

Samuel Allen - Mayor

Sandra Adams – Town Council

Nathan White – Town Council

Kelly Shaw – Town Clerk

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1. INTRODUCTION: PROGRESS IN THE MAKING

Why plan ahead?

Successful local governments in the State of Georgia are perpetually looking towards the future in an effort to identify upcoming trends in evolving fields such as the economy, housing, transportation, education, and environmental protection. This allows them to continuously have a competitive economy and provide a proper quality of life for their citizens. Proper planning also allows local governments to be cost efficient by identifying future issues and expenses far enough in advance to proactively address them prior to their becoming larger issues. Having a current and valid comprehensive plan also allows local governments to maintain their Qualified Local Government (QLG) Status, with the Georgia Department of Community Affairs (DCA). Maintaining QLG Status keeps local governments eligible to receive State grants, as well as government-backed low interest loans.

Planning Requirements

The State of Georgia has minimum planning standards that DCA is tasked with administering. These minimum standards were updated in 2014 and all plan updates must adhere to the new rules. A full plan update is required every 10 years, however the Joint Steering Committee looked at some elements, like population projections, as far forward as the year 2030.

This joint comprehensive plan has been prepared in accordance with the Georgia Planning Act of 1989 and the corresponding Rules of Georgia Department of Community Affairs, Chapter 110-12-1, Minimum Standards and Procedures for Comprehensive Planning (effective March 1, 2014).

The following elements have been addressed in this 10-year update:

- **Community Vision and Goals** – This includes a Vision Statement for each municipality and joint community goals, agreed upon by each community.
- **Report of Accomplishments** – A table summarizing the status of the projects from the previous five-year work program. Projects determined to be “underway” or “postponed” have been included in the newly created work program.
- **Needs and Opportunities** – A list created by the joint stakeholder committee that reflects the current state of each community and opportunities for growth and development.
- **Community Work Program** – A list of specific projects to accomplish within the next five years. This list of projects are designed to address each of the needs and opportunities.
- **Land Use/Future Development Guides** – a spatial organization system created through maps of each jurisdiction. These are used to show how people interact with the land

and how development will change the landscape in the future. Calhoun and Gordon County plan for future land use through zoning. Fairmount, Plainville, Ranger and Resaca currently have no zoning ordinances in places and rely upon Future Development Maps for land use decision-making.

Gordon County – Past, Present and Future

Gordon County was officially created by an act of the Georgia General Assembly on December 19, 1835. Prior to becoming Georgia's 94th county, the area was explored by Hernando Desoto and was home to New Echota, capitol of the Cherokee Nation from 1825 to 1835. The Cherokee lands were later distributed among white settlers during a land lottery. The Native Americans were removed from the land in what later became known as the Trail of Tears. The land in this area was widely regarded for its agricultural uses, thanks to nutrient rich soil.

The City of Calhoun, originally known as Dawsonville, developed along the Western and Atlantic Railroads, as well as the banks of the Oostanaula River and Oothakalooga Creek. Local residents voted for Calhoun to become the county seat in 1851 and the city became incorporated the following year.

Gordon County saw significant action during the Civil War during The Battle of Resaca, part of General Sherman's famous Atlanta Campaign. An estimated 7,000 troops, both Federal and Confederates, lost their lives. The Town of Resaca is now home to the Resaca Battlefield State Park and the Resaca Confederate Cemetery.

The City of Fairmount became an incorporated city on December 14, 1897, located along Old Tennessee Road. The area later became a stop along the L & N Railroad Line, known for shipping and receiving goods, as well as transporting passengers. Active railroad tracks can still be found. Since its creation, Fairmount's economy has evolved from agricultural goods like tobacco and timber, to textile manufacturing.

The City of Plainville became incorporated in 1903, though it was initially called Spring Town. The city encompasses almost three quarters of a square mile and is built along a railroad line than continues to be active to this day.

Insert info here about history of Town of Ranger.

Economic Evolution

Gordon County's economy has become increasingly industrial in recent history, thanks in large part to its location along Interstate 75, mid-way between Chattanooga, Tennessee and Atlanta, Georgia, as well as its supply of readily available land and workers. Gordon County is also home to multiple rail lines, actively used for the transportation of goods. The Tom B. David Airport has also seen consistent growth and expansion and is regularly used by corporate executives

associated with local industry. The bulk of this industrial growth has become advanced manufacturing associated with the floor covering industry. The ever-growing presence of the medical community associated with Gordon Hospital and the post-secondary educational opportunities associated with the Calhoun Campus of the Georgia Northwest Technical College are also having a noticeable impact on the economy of Gordon County and its municipalities. The rural, unincorporated county, as well as the region as a whole, has seen growth in the poultry industry.

Natural Resources/Environmental Planning Criteria

The State of Georgia encourages local governments to incorporate protective measures for natural resources during planning efforts. This is to ensure that the quality of life is not diminished for future generations through degradation of resources like air, water and soil. The Georgia Department of Natural Resources (DNR) has created the Environmental Planning Criteria, which covers five areas of concern including: wetlands, mountains, watersheds, river corridors and groundwater recharge areas. A map of the environmental resources in Gordon County has been created and was presented to each the Joint Steering Committee, as well as each of the local governments. A copy of that map is included at the end of this section.

The county as whole has small areas of wetlands, particularly located along creeks, streams and rivers. Wetlands act as a natural filter of water, as well as a diverse ecosystem for both flora and fauna. These areas typically occur in the flood plain and should see minimal development for passive use. Trails are a good example of this type of development. Protection of wetlands also prevents flooding in other areas as these areas are designed to flood. DNR reports that wetlands account for about .004% of the acreage in Gordon County.

Unincorporated Gordon County has multiple mountains, like Baugh and Horn Mountains, however neither reach an altitude that is consistent DNR's regulations. Despite this, the county is still encouraged to protect the scenic view of these mountains by protecting the treeline. This will also prevent erosion and protect air quality.

There is also a large water supply watershed that exists in the northern center of the County and to the north and east of the City of Calhoun. These are areas where rainfall runs downhill from high ground and into creeks and streams, which feed into larger rivers. Since rainfall also is absorbed into the soil and makes it way underground to the nearby rivers, development in these areas should use minimal amounts of impervious surfaces like concrete and asphalt. Efforts should also be made to prevent the absorption of dangerous chemicals into the soil in these areas, which could also affect the quality of groundwater. Soil is a natural filter of contaminants; however, soil can only absorb so much. DNR reports that the Coosawattee River Watershed is greater than a 100 square miles and serves as the water supply for the City of Calhoun.

Gordon County has the Coosawattee and the Conasauga Rivers that flow south and merge northeast of the City of Calhoun to form the Oostanaula River, which flows through the City of Calhoun. The City of Calhoun provides water service for the majority of the county and pulls water from the Coosawattee River and two wells. River corridors should be protected by creating land buffers along each bank. Natural vegetation in these buffers prevents erosion and diminished water quality, and also acts as a filter of stormwater runoff, prior to its reaching the river. Development in these land buffers along river corridors should be minimal and passive. These areas are great for parks and trails. Any industry using dangerous chemicals should also have preventive measures in place like catchment systems, to protect the rivers in the event of a chemical spill.

Gordon County has smaller groundwater recharge area located all over the county, the biggest occurring in central Gordon County, to the east of the City of Calhoun. The smaller ones are typically located in near creeks, streams or rivers. Groundwater recharge areas are areas where rainfall is absorbed and stored in the ground. These areas can also feed nearby rivers through underground water flows. Impervious surfaces like concrete and asphalt that would prevent the absorption of rainfall should be minimal in these areas. Incentives can be offered for alternative construction techniques. Agricultural use and large lot residential are the ideal land use in these areas.

The U.S. Forestry Service reportedly maintains 8,307 acres of forestland in Gordon County, all part of the Chattahoochee National Forest. Originally, much of the Forest Service land was acquired for restoration and management of areas that had been degraded by poor stewardship, and to ensure a national reserve of forest products. Much of the National Forest land was never intended to be a pristine forest, but as actively productive timber land, combined with the Forest Service's responsibility to manage water, wildlife, and grazing areas. The county is also home to the Conasauga, Coosawattee and Oostanaula River Corridors, all of which are designated as protected river corridors by the Georgia Department of Natural Resources (DNR). DNR has deemed that these rivers, amongst others, are of vital importance to the State of Georgia in that they help preserve those qualities that make a river suitable for habitat for wildlife, a site for recreation, and a source for clean drinking water. These river corridors also allow the free movement of wildlife from area to area within the state, help control erosion and river sedimentation, and help absorb flood waters.

The Joint Steering Committee was also provided with a PowerPoint presentation on the Coosa-North Georgia Regional Water Plan, as created by the Coosa-North Georgia Regional Water Council. This plan focuses on efforts to maintain the quality of our water, as well as ways to conserve and reduce water usage. The plan also identifies ways to collect water through developments like water towers and reservoirs.

Environmentally Sensitive Areas

Gordon County, GA

-  City Limits
-  Groundwater Recharge Area
-  NWI Wetlands
-  Perennial Streams
-  Protected Rivers
-  Flood Zone (A & AE)
-  Protected Mountains
-  US Forest Service
-  Water supply Watersheds

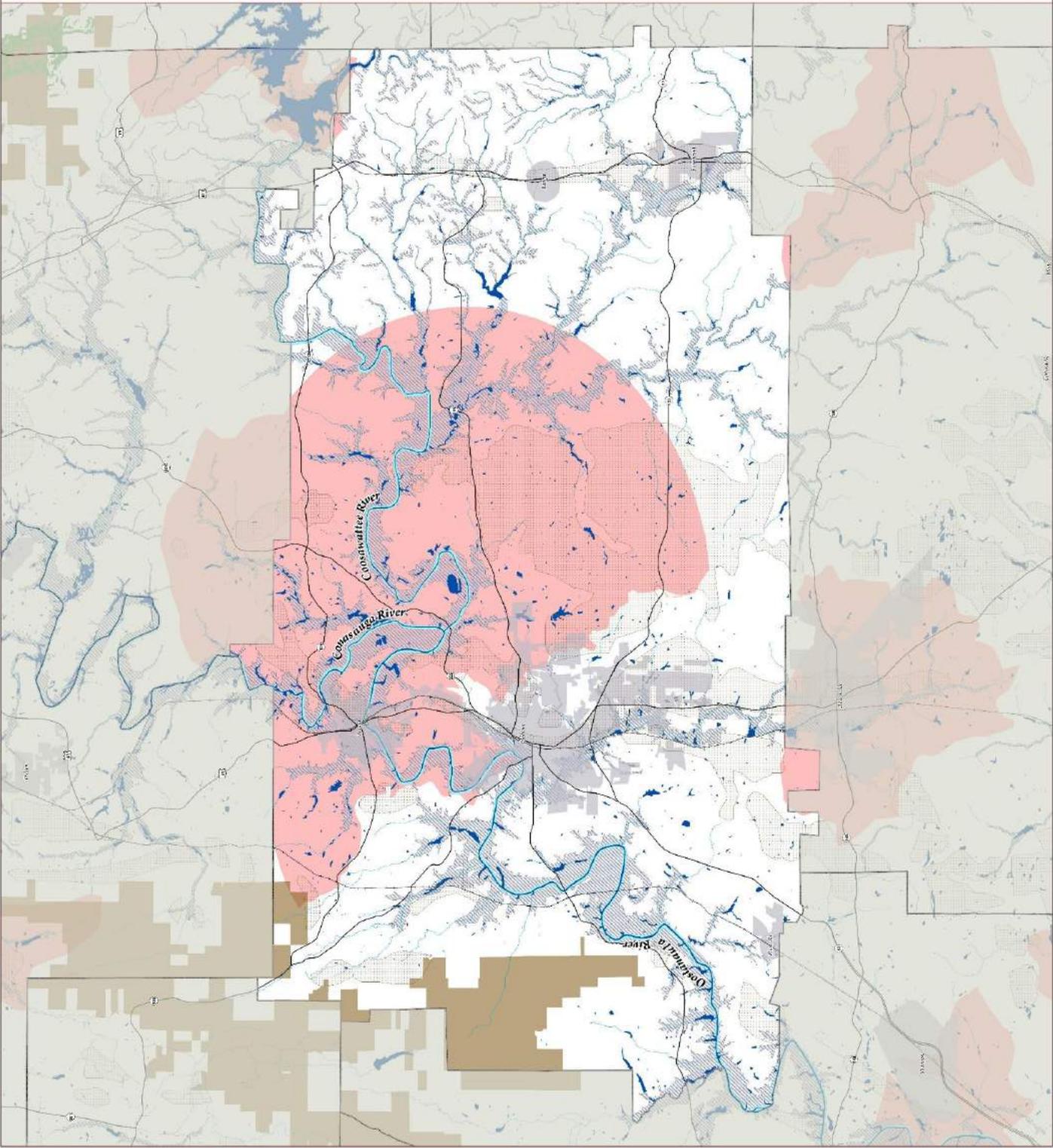


1 in = 1 miles



This is a product of the National Geographic Regional Center for Geographic Information Systems, Inc. 561 West Wauhatchie Street, Dalton, Georgia 30720, (706) 277-2300, www.nwgrc.com. This map is a representation of the NWGR database. The NWGR database is a compilation of data from various sources. This product may not be used or reproduced without the NWGR logo, name, and distribution being displayed.

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Geography/Population

Gordon County, as a whole, covers approximately 355 square miles of Northwest Georgia, along Interstate 75, between Atlanta and Chattanooga, Tennessee. Gordon County is comprised of rolling foothills directly south of the southern end of the Appalachian Mountains. The U.S. Census Bureau reports that the 2016 population of Gordon County, as a whole, was 56,904. Gordon County and its municipalities have a history of slow and steady growth since their creation and are now poised to experience potentially explosive growth as the metro areas of Atlanta and Chattanooga continuously expand. The overwhelming majority of housing units are single family homes. Housing in the unincorporated county typically includes larger lot sizes, including many family owned farms and estates. The average lot size decreases within the confines of the various municipalities, with Calhoun even beginning to construct lofts above businesses in the historic downtown.

Occupations/Employment

Gordon County has a history of agricultural and manufacturing being the most prevalent fields of employment. Both of these fields are still ever-growing. Manufacturing and distribution has given rise to advanced manufacturing and the days of family farms growing crops has evolved into a growing poultry industry. These industries have been supported and continually develop thanks to easy access to the interstate and railroads, as well as an ample supply of available workers and affordable land.

Ethnicity/Gender

Gordon County's ethnicity has historically been, and continues to be, predominantly white. White people are also the fastest growing ethnic demographic, growing from 84.9% of the population in 2010 to 90.3% in 2015, according to the U.S. Census Bureau. People of Hispanic and African American ethnicity are the two fastest growing minority ethnicities, growing from 13.5% and 4% in 2010 to 14.8% and 4.5% in 2015, respectively.

The ratio of males to females remains relatively even, never more than three percentage points away from being 50/50 from 2000 to present.

Education

The once extremely rural region of Northwest Georgia traditionally saw lower than normal education rates. The mostly common way of measuring educational attainment traditionally being high school graduation rates. Gordon County and the region as a whole have traditionally had poor graduation rates and thus even worse rates of postsecondary education. A major emphasis began being placed on education in the 1990s and 2000s and rates have since increased dramatically. Calhoun has a school system independent of the county system, which also covers each of the smaller municipalities, like: Fairmount, Plainville, Ranger and Resaca. Both school systems are well-respected and continue to show growth and improvement.

PUBLIC PARTICIPATION – THE PEOPLE’S VISION

The planning process, as required by the State of Georgia, is to be open for public participation and involvement. This is done for the purpose of ensuring that the plan is created in an ethical and transparent manner. Each of the local governments selected stakeholders to represent them at the Steering Committee Meetings. Stakeholders included government officials/staff, the Gordon County Chamber of Commerce, Northwest Georgia Technical College, private industry and civic groups.

The planning process was initiated and concluded with the holding of public hearings. Both hearings were advertised in The Calhoun Times, the local legal organ, as required, allowing the general public an opportunity to attend. All of the Steering Committee Meetings were held in public buildings, on weekdays, and during regular business hours, allowing them to be open to the public. A draft of the plan was presented at the final public hearing, allowing the local governments and members of the general public to offer comments, suggestions, etc.

Members of the Steering Committee participated in a S.W.O.T. Analysis covering: economic development, land use, transportation, housing, cultural and natural resources, community facilities and services, and intergovernmental cooperation. S.W.O.T. is an acronym that stands for strengths, weaknesses, opportunities and threats. The committee members also received a presentation on the Rules for Environmental Planning Criteria (391-3-1-.01 thru 391-3-16-.06) and the Coosa North Georgia Regional Water Plan, as they apply to Gordon County and the cities/towns of Calhoun, Fairmount, Plainville, Ranger and Resaca. Other meetings also discussed things like future land use/character areas and population and employment demographics.

An electronic survey was created specifically for the county through www.surveygizmo.com. The link to the survey was then added to the local government websites and social media accounts. The city and county school systems and the Gordon County Chamber of Commerce also promoted the survey to their staff and contacts. The Calhoun Library also offered paper copies of the survey to its staff and guests. A total of 1,205 people participated in the 10-question survey. The survey was anonymous and open to all residents of Gordon County and its municipalities. The survey was created so that it would only identify respondents by asking which jurisdiction they reside in. The survey results showed that each and every local jurisdiction was represented. The opening of the survey to the general internet limits its scientific validity, but it none the less offers a glimpse into the future vision of the community of those who took it. Throughout this document you will see references to the survey results as they closely mirror the thoughts of the Steering Committee. See the Appendix for the complete survey results.

2. GOALS AND VISION STATEMENTS

Every community throughout the United States is working towards addressing a standard set of community goals, in addition to a specific vision of what each community wants to become. These goals include: an ever-growing economy, quality and affordable housing, public streets free of crime and gridlock, healthy communities with recreational opportunities and a clean environment. People also want to feel a sense of community, like they belong and are invested in the society.

Gordon County and the cities and towns have created a set of Joint Community Goals, out of a shared sense of vision, cooperation and solidarity. The multiple jurisdictions mutually understand that certain geographic areas of the county are more likely to develop commercially, while some areas are best retained as rural residential/agricultural, so some goals will apply to some jurisdictions more than others. This spirit of enhancing the quality of life throughout the county as a whole, knowing the entire county will benefit is keeping with a quote attributed to former President John F. Kennedy, which stated that “a rising tide lifts all boats.”

Joint Community Goals

Economic Development

Development and expansion of businesses and industries that complement our desired way of life will be aggressively pursued. The county, as a whole, will attract outside investment through business-friendly policies/taxes, infrastructure investments, development-ready land, and educational/job training opportunities for the local workforce.

Resource Management

Environmentally sensitive areas will be identified, set aside as green space and protected for conservation. New development and renovation of existing buildings will promote energy efficiency, water conservation/reuse and proper waste management. Air quality will be maintained through protection of the tree canopy, while water quality will be maintained through use of pervious surfaces to allow the land to filter impurities from stormwater prior to it reaching the waterways.

Efficient Land Use

Land use will be planned in advance in an effort to promote desired development, while protecting quality of life, the environment and property values. We will maximize the efficiency of our existing infrastructure in an effort to minimize the need for costly expansion to underdeveloped areas, preventing unnecessary sprawl. We will carefully plan for expansion of public infrastructure for the purposes of protecting open space and natural beauty.

Sense of Place

We will continue to evolve and progress while maintaining our heritage and way of life. Historic downtowns will be protected as focal points, an homage to each community's small-town origins. Rural and natural areas will be preserved as a reminder of our agricultural beginnings.

Housing Options

A wide range of quality, affordable housing options will be promoted for all ages, incomes and housing preferences. Housing options will also reflect changing priorities, from rural living to lofts and townhomes contained within live, work, play communities. Home ownership will be promoted for the sake of investment and pride in the community.

Transportation Options

As a community we will continue to offer an increasing array of transportation options, including well-paved streets, free of traffic congestion, to an ever-growing network of pedestrian-friendly sidewalks and trails, as well as mass transit that is regularly being reevaluated for convenience and accessibility.

Educational Opportunities

Educational and training opportunities will be readily available to all residents and will be routinely reevaluated for their effectiveness and relevancy with the ever-evolving world. Opportunities will be created to allow residents to enhance their skills, adapt to technological advances and pursue life ambitions.

Community Health

Development will occur in a manner that promotes healthy, livable communities that promote walkability, both for the purpose of exercise and commuting to area amenities. This will allow all residents, regardless of age, ability or income, to have easy access to quality healthcare, services and fresh foods in an environment free of hazardous conditions.

Mission/Vision Statements

Gordon County and each of the cities and towns therein have created either a Vision Statement in an effort to paint a picture of what they want their community to look like in the future, or a Mission Statement detailing the focus of their efforts.

Gordon County Vision Statement

A balanced quality of life experience where robust economic development meets opportunity, and our past is the foundation of our future.

City of Calhoun Mission Statement

To provide our community with responsive customer driven services, based on sound fiscal stewardship, and quality of life goals to ensure that Calhoun continues as a City of Excellence.

City of Fairmount Vision Statement

To maintain low-density country living and to provide necessary services to promote the health, safety, and welfare of the residents, business owners, and visitors.

City of Plainville Vision Statement

Plainville will continue to be a hidden gem, a friendly and affordable place to raise a family, surrounded by industry, commerce, educational opportunities and natural beauty.

Town of Ranger Vision Statement

Ranger, GA – “A tightknit community where families will to be able to live, work, play and thrive.”

Town of Resaca Vision Statement

Resaca, GA – “A safe place where people want to live and all citizens have a voice.”

3. REPORTS OF ACCOMPLISHMENT

Gordon County, Calhoun, Fairmount, Plainville, Ranger and Resaca have each created a report of accomplishments, which are the results of the previously created five-year community work program that is currently coming to a close. Community work programs are updated every five years to allow for the tracking of progress for former project efforts and establishing new projects to help address the newly identified needs and opportunities for each respective municipality. Work items can be listed as “completed”, “underway”, “postponed”, or “dropped.” Items listed as “underway” and “postponed” are required to be transferred to the newly created Community Work Program, although the projects can be re-written to address newly identified needs and opportunities. The State of Georgia requires that items listed as “postponed”, or “dropped” include a written explanation. The explanation could be as simple as “lack of funding”, “lack of public support”, “change in priorities”, “found an alternate solution”, etc.

Gordon County

REPORT OF ACCOMPLISHMENTS SHORT-TERM WORK PROGRAM 2013 - 2017						
Gordon County						
ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Support the Chamber of Commerce and the Development Authority on economic development issues to retain and recruit new industry into the county.	2013-2017	X				Will continue in perpetuity
Prepare a comprehensive Economic Development Plan with the cities, Chamber of Commerce, and the Development Authority to identify desired industries, suitable locations, and develop a marketing strategy.				X		Coordination issues.
Coordinate with the Historic Preservation Commission, Chamber of Commerce, and state associations to promote civil war heritage tourism.	2016	X				Will continue in perpetuity

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Increase the Freeport inventory exemption rates to be competitive with surrounding counties.			2020			The County has incrementally raised the exemption to 80% to date
Search for regional, state-wide, and national sports tournaments and bring them to the Sonoraville Recreation Complex as an economic development tool to increase the county's exposure and sales tax revenue.	2016	X				Will continue in perpetuity
Support commercial and industrial development on the east side of the county.	2018	X				Will continue in perpetuity
NATURAL & CULTURAL RESOURCES						
Complete the Fort Wayne Civil War Historic Site walking trails project and implement the remaining parts of the master plan.	2014	X				
Support the Georgia Dept. of Natural Resources regarding the completion of the new Resaca Battlefield State Historic Site project including a future visitor's center/museum. Begin county management of the site per contract.	2016	X				The museum/visitor center was dropped due to lack of funding
COMMUNITY FACILITIES & SERVICES						
Install fire hydrants in the unincorporated areas of the county.	2017	X				
Improve the parking deck and renovate the courthouse and courthouse annex.	2014	X				

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Construct a replacement Health Department.			2019			SPLOST proceeds will be collected in April 2018
Construct a replacement Fire Station for Station No. 6 and add fire trucks.	2016	X				
Develop the new Brookshire Park on SR 156 West.			2019			SPLOST proceeds will be collected in April 2018
Renovate (re-paint, re-carpet, replace kitchen equipment) and expand the Senior Citizens Center.			2019			SPLOST proceeds will be collected in April 2018
Coordinate with Calhoun to expand the Library.	2016	X				
Construct a replacement Animal Shelter.			2018			The project is underway
Develop a written master plan for Salacoa Creek Park to have more revenue producing activities while protecting its existing character by building cabins, dormitories, small visitor's/conference center, wedding chapel, realigning the campground road to accommodate large RVs, adding playgrounds and nature trails, and protecting the scenic vistas from development.	2018	X				Now includes RV access, trails, efforts will continue
Coordinate with Calhoun, Chamber of Commerce, and nearby businesses to improve the I-75 Exit 312 & 318 interchanges by adding landscape material, lighting, and signage.	2016	X				
Complete the renovations to the Voluntary Action Center.	2015	X				

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Improve the county's ISO rating from a Class 6/9 to 5/9 by implementing better firefighter training, inspecting fire hydrants twice per year, and making other fire department improvements such as a new aerial fire truck, and 911 Center improvements.	2017	X				
Improve the fire stations with new paint, bathroom fixtures, bay door motors, desks, and chairs.	2017	X				
Evaluate all county buildings for energy efficiency and implement a program of cost saving measures.					X	Implemented alternatives
Upgrade the 911 Center's equipment including the recorder, add one additional console station, and new console radios.	2017	X				
Upgrade the 911 Center's Computer Aided Dispatch system and phone system.	2017	X				
Construct a new 911 Center or make major renovations to the existing center and add one new 911 trunk line.				X		SPLOST passed to fund renovation to existing facility
Construct a large pavilion with restrooms at the Sonoraville Recreation Complex.				X		In 2018 SPLOST
Prepare a county-wide trails master plan (nature, hiking, biking, greenway, river, and historic trails).	2017	X				
Identify and purchase park land for a future park similar to the Sonoraville Recreation Complex.				X		Money has been allocated in the 2018 SPLOST for ballfields
Update the County Administration Building with new plumbing, carpet, paint, etc.				X		In 2018 SPLOST

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Construct a canoe/kayak launch site at Ft. Wayne to access the Oostanaula River.				x		Funding and right of way issues
Construct a full-service boat ramp to access the Coosawattee River.				x		Funding and right of way issues

TRANSPORTATION

Support GDOT on the new Union Grove Road/I-75 interchange and the south Calhoun by-pass road projects.			2019			
Complete the annual road improvement program including the LMIG program.	2017	X				
Coordinate with Calhoun to improve Peters Street.	2014	X				
Improve the Midway Road railroad crossing.	2014	X				
Update the 2007 Transportation Improvement Plan.				x		Money was approved in 2018 SPLOST for projects
Complete the GIS locations of existing and needed road signs.	2015	X				
Replace regulatory, warning, and ground mounted road signs that do not meet minimum MUTCD standards.			2020			In Progress
Replace existing street name signs with larger 9" sign blades and 6" lettering.			2020			In Progress
Collect GIS location data for bridges, culverts, and cross drains on all county roads.			2020			In Progress
Increase transportation options for low income residents.						

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
INTERGOVERNMENTAL COORDINATION						
Begin and complete the state required 5 Year Short Term Work Program 2013-2017 (recertification date is 6/30/13).	2013	X				
Begin the state required full update to the countywide Comprehensive Plan (recertification date is 6/30/18).	2018	X				
Begin the state required update of the county-wide Service Delivery Strategy Plan (recertification date is 6/30/18).	2018	X				
Coordinate with Calhoun to have them annex the "islands" into the city making the city's boundaries more inclusive and streamlining service delivery including emergency services and road maintenance.			2020			
Coordinate with Calhoun to increase the hotel/motel tax from 5% to 8% to promote and fund tourism.	2017	X				
Assist in officially dissolving the city of Ranger so various funds such as LOST and SPLOST do not have to be shared.					X	Ranger did not pursue
GENERAL PLANNING						
Conduct an annual Board retreat to establish/monitor annual goals.	2016	X				
Apply for a CDBG to assist low and moderate income citizens.					X	No eligible projects identified. Will continue to consider as an option in future situations

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Update the Unified Land Development Code (ULDC) for relevancy, clarifications, and workability.				x		Lack of funding, recategorized under Land Use in new work program
Update the Code of Ordinances for completeness, clarity, and modernization.				x		Lack of funding, recategorized under Land Use in new work program
Conduct an annual surplus auction of unneeded county vehicles and equipment.	2017	X				Conducted annually, will continue as necessary
Conduct an annual tire and appliance amnesty day at the county's landfill.	2017	X				Conducted annually
Conduct twice per year employee and public blood drives with employee incentives.	2017	X				Conducted bi-annually
Renew the multi-year contract with the county's auditors, Dobbs & Co., that will expire on Dec. 31, 2013	2013	X				
Begin the contract renewal process with Gordon Hospital ambulance service that will expire on June 30, 2018.			2018			Recategorized under Community Facilities & Services in new work program
Renew the multi-year contracts with the county's two disaster recovery services company, Southern Disaster Recovery and Cahaba Disaster Recovery that will expire in July 2017.	2017	X				

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Gordon County

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Update the employee classification & compensation study that was previously done during 2006 to ensure that all county employees are being paid market rates.					x	Recession reduced funding
Automate the payroll/timekeeping system for efficiency.					x	Lack of funding
Create a database of scanned images of all old property records	2017	X				
Continue the mapping contract with an outside firm to maintain all parcel data.	2015	X				
Continue and expand printing and mailing contracts for efficiency.	2014	X				
Maintain the required continuing education for all Tax Assessor staff members.	2014	X				
Develop a program, sufficient staff, and the use of technology that will allow one third of all properties to be physically inspected each year.	2016	X				
Contract with an outside firm to audit all personal property accounts on a recurring 3 to 5 year schedule.	2016	X				

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Continue Economic Development Planning with the County, other cities, the Chamber, and Industrial Development Authority to identify additional desired industry, suitable locations, and to develop a marketing strategy.	2017	X				Has been done and will continue. Replace w /Policy Statement
Support the Chamber of Commerce and the Industrial Development Authority financially through collected H/M tax revenue with economic development issues to retain and attract additional industry to the city. Also provide H/M collections to promote tourism through the Chamber of Commerce. (rewritten)	2017	X				This will continue in perpetuity. More specific projects will appear in the new work program.
Continue regular coordination meetings and planning sessions with the Industrial Development Authority.	2017	X				Has been done and will continue. Replace w/ Policy Statement
Continue to coordinate with the Calhoun and Gordon County Historic Preservation Commissions, City and County Recreation Departments, the Chamber, and the Georgia High Country Travel Association to promote tourism into Calhoun and Gordon County.	2017	X				Has been done and will continue. Replace w/ Policy Statement
Expand and update City website to promote Downtown, recreation, city events, and utility services.	2017	X				Website has been and will continue to be updated regularly
Maximize existing property and infrastructure (infill).	2017	X				Has been done and will continue. Replace w/ Policy Statement

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Evaluate/implement redevelopment mechanisms including Urban Redevelopment Plans.			X			Partnered with the Calhoun Housing Authority and adopted an URP on 03/13/2017. Implementation is ongoing.
HOUSING						
Promote local home ownership programs. (rewritten)	2017	X				Has been done and will continue. Replace w/Policy Statement
Support with City staff assistance and outside funding opportunities, the Cherokee Mills Multi-family Project	2014	X				Completed 2014
Host regional workshops for building code officials	2017	X				Will continue to support in perpetuity
Increase awareness of Downtown loft style living opportunities for property owners and/or investors. Printed material for handouts at annual luncheon for downtown property owners	2017	X				Will continue in perpetuity. Replace w/ Policy Statement
Promote housing opportunities for seniors, disabled and other fixed/low income families to include accommodations for those raising grandchildren. Concentrate on housing opportunities in proximity to various daily services.	2017	X				Has been done and will continue. Replace w/ Policy Statement and/or specific projects

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Promote local, state, and federal home ownership and home rehabilitation programs.	2017	X				Partnered with local nonprofit, New Foundations Development, Inc, for home rehab projects. Will continue efforts
COMMUNITY FACILITIES AND SERVICES						
Evaluate Impact Fees as a means of expanding capacity of city facilities/services	2017				X	Lack of Support
Assess need for expanded senior oriented services	2018	X				City residents pay County M & O taxes to help fund the Gordon County Senior Center. Will continue in perpetuity.
Purchase property for 4th Fire Station	2016	X				NW Calhoun off Mauldin Rd. near US 41.
Development of 58.5 acres west of South River Street (Recreation)	2016	X				Completed a Park Master Plan. Completed phase one of the Master Plan in 2016. Other phases planned for future
Add new police facility with new fire station on west side of Calhoun across railroad.	2016	X				Added satellite Fuel Station. Also acquired Police Station Project on McDaniel Station Rd. at the Recreation Park.

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Expand city library facilities	2014	X				Expansion of 3,000 Square feet on existing building and renovations to existing building. Complete 2014.
Complete Streetscape, Phase IV					X	Required right of way acquisition made project financially unfeasible.
Sewer main replacement for the area from West Line Street to Calhoun High School, including MLK Blvd., Neal Street and part of McConnell Street and King Street.	2015	X				Project complete in 2015.
Develop Storm Water Plan			X			Written plan and budget Completed March, 2016, anticipated implementation 2018-21
Upgrade wastewater facilities to meet TMDL/phosphorous requirements when requirements are determined by State. (rewritten)	2018	X				Project complete with EPD approval January 2018.
Upgrade water facilities associated with regional water source development and off stream storage			2018 - 2019			Tank and 12" lines in Ranger, East Gordon County. Complete 2018-19
Construct or purchase larger Police Station			2018 - 2019			Site acquired in 2017

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Update the GA DNR "Part V" environmental ordinances for River Corridor Protection, Groundwater Recharge Area Protection, Water Supply Watershed Protection and Wetlands Protection; as required by DNR/EPD	2017	X				This is a continuous process, Policy Statement to be developed.
Adopt a Tree Protection/Replacement Ordinance				X		The City has a Tree Commission, but has not developed a tree protection/replacement ordinance yet.
Develop small green space park with outdoor entertainment/dining opportunities at the City's property located at the south entrance into the downtown historic business district	2013	X				Purchased Bailey Garage and redeveloped into a mini-park across from City Hall in 2013.
Apply for funding from the Georgia Land Conservation Program and/or other grant programs to assist with greenway property acquisition.	2016 - 2017	X				Awarded a Land and Water Conservation Fund grant for the purchase of 20 acres of contiguous land to the existing Calhoun Recreation Park.
Adopt Georgia Storm Water Management Manual			2018			Complete with Implementation of Plan.

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Participate in the North Georgia Water Resources Partnership's efforts to develop the Regional Comprehensive Water Resource Plan.	2018 - 2023	X				Completed 2017, this is a continually reviewed process, Replace w/Policy Statement
Designate local historic district(s) to protect historic in-town neighborhoods					X	Did not get enough support from residents in the designated historic district.
Apply to the Certified Local Government (CLG) Program for designation as a Preserve America				X		Historic Preservation is occurring on a local level with an active Historic Preservation Commission. Downtown Calhoun was added to the National Register of Historic Places in 2011.
Community to qualify for historic preservation related grant money.	2018 - 2023			X		Historic Preservation occurring on a local level.
Explore local, state, federal, and private funding opportunities to develop green space, park areas, and walking/riding trails near the Oothcalooga creek and the Oostanaula river corridor.	2018 - 2023	X				Rivers to Ridge Trail Master Plan created and adopted by Gordon County and City of Calhoun in 2017. First phase of trail funding obtained. Will be broken up into multiple phases.

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
LAND USE						
Update the zoning ordinance and the development regulations, resulting in a Unified Land Development Code that includes provisions for mixed use, landscaping standards, and commercial corridor overlay districts.			2018 - 2023			Existing Land use code or To be considered with Joint Economic Development Program?
Evaluate the need for a "Big Box" and other developmental guidelines.	2018 -2023			X		To be considered with Joint Economic Development Program?
Evaluate the need for Streetscape Master Plan for priority corridors	2017	X				Development of Design Guidelines and Standards/ Primary Connectors /Corridors & Gateways currently underway.
TRANSPORTATION						
Coordinate with County and GDOT for ROW funding for SR 53 east/west bypass. (rewritten)			2021			GDOT completion date is June, 2021.
Continue to review areas for sidewalk expansion to provide enhanced connectivity in Calhoun.			2018 - 2023			May St. and Linda Lane completion in 2014. Peters Street Phase one underway.
Coordinate with Gordon County on a pedestrian/bicycle plan, with the goal of identifying and prioritizing sidewalk and bicycle facility projects inside the City limits to enhance connectivity and transportation options. (rewritten)	2017	X				Rivers to Ridge Trail Master Plan created and adopted by Gordon County and City of Calhoun in 2017. First phase of trail funding obtained. Will be broken up into multiple phases.
Coordinate with Gordon County on a comprehensive Greenways Plan	2017	X				Rivers to Ridge Trail Master Plan adopted 2017.

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Apply for Safe Routes (sidewalks) to Schools funding	2018 -2023	X				Will continue on an as needed basis, and when eligible projects occur.
Calhoun Transportation System: Evaluate the infrastructure needs and funding sources to accomplish this goal. (rewritten)	2018 -2023	X				Will continue in perpetuity.
Promote bicycling as an integral part of the planned Calhoun transportation system. Evaluate the infrastructure needs and funding sources to accomplish this goal.	2017	X				Rivers to Ridge Trail Master Plan adopted 2017. Funding acquired for phase one of trail.
Rebuild and add curb, gutter, drainage, and sidewalks on Peters Street. (rewritten)			2017 - 2018			SPLOST funded, phase I started fall 2016
Linda Lane, May Street intersection improvement			2017 - 2018			SPLOST funded, phase I started fall 2016
Resurface 7 percent of city streets each year.	2017	X				Has been done and will continue to occur. Replace w/ Policy Statement
Purchase public works equipment per 2011 SPLOST	2013 -2017	X				Purchased streetsweeper, boom tractors, leaf vac, trucks, salt spreader, etc.
Upgrade Utility Systems per 2011 SPLOST	2018 -2023	X				Multiple Water, Sewer and Electric construction and equipment.
Evaluate needs and explore funding opportunities for public transit needs for all citizens inside Calhoun city limits, with special emphasis on seniors, disabled, and the low-income population.	2017	X				Has been done and will continue.
GENERAL PLANNING						
Undertake a space needs analysis for city departments and functions. (rewritten)	2013 -2017	X				Building additions: Electric, Cemetery, Water Construction, and Fire Training

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Calhoun

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Review and establish redevelopment areas as needed; establish funding opportunities.	2018-2023	X				Adopted URP on 3/13/17. Will continue to look for new redevelopment opportunities.
Review and improve records retention methods and storage area. Explore electronic archiving programs and determine necessary physical records storage needs. (rewritten)	2015	X				Exterior remodel, roof replacement at Stevens Gym/records retention building
INTERGOVERNMENTAL COORDINATION						
Complete the Service Delivery Strategy (SDS) Agreement update			2018			Discussions with Gordon County will start soon on an updated SDS Agreement. Completion date no later than June 2018.
Establish an Intergovernmental Coordinating Committee to create regular communication between the jurisdictions/Board of Education and to improve coordination on issues such as storm water management, land use planning, water and sewer planning, and transportation planning.	2018-2023			X		Meetings and communication has occurred, but no formal committee formed as of yet.
Coordinate with various non-profit organizations to address local social issues.	2017	X				Has been done and will continue. Replace w/Policy Statement
Coordinate with school system, Chamber of Commerce and religious institutions to identify effective means of public outreach to the Hispanic community	2017	X				This has been done and will continue. Replace w/Policy Statement

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Fairmount

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Prepare a Joint Economic Development Plan with the County, other cities, the Chamber, and the Industrial Development Authority to identify desired industry and suitable locations, and to develop a marketing strategy.	2017	X				Completed and will be updated as necessary
Coordinate with Gordon County Chamber of Commerce to promote development opportunities, including downtown redevelopment	2017	X				Will continue in perpetuity
HOUSING						
Adopt Senior Housing Design Guidelines as a reference tool for property owners and developers.					X	No longer necessary, lack of interest
COMMUNITY FACILITIES AND SERVICES						
Construct new City Hall	2014	X				Includes new Police Dept.
Sewer line expansion	2015	X				Phase one complete
Planning and Development Administrator/Inspector position					X	Lack of funding
City Manager Position					X	Lack of funding
Repair Fairmount Clinic building (asbestos abatement) and roof replacement) for future use					X	Property being offered sale
Construct new Police Department building or renovate existing space	2015	X				Located in new City Hall
NATURAL AND CULTURAL RESOURCES						
Evaluate and possibly adopt measures that comply with GA DNR for protecting wetlands, watersheds, and groundwater recharge areas.				X		Lack of funding

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Fairmount

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Evaluate the need for adopting a Tree Protection/Replacement Ordinance (See DCA Model Code, latest version)					X	No longer a priority
LAND USE						
Adopt a Zoning Ordinance/Map				X		Change in priorities
Evaluate the need to strengthen/supplement existing landscape and buffer standards for commercial and industrial uses.					X	Change in priorities
Evaluate the need for adopting residential and commercial architectural design standards.					X	Change in priorities
TRANSPORATION						
Apply for Safe Routes to Schools funding	2015	X				Made application for Streetscapes
INTERGOVERNMENTAL COORDINATION						
Coordinate with the City of Ranger to extend water/sewer infrastructure and provide other city services, and amend SDS accordingly.					X	Lack of interest in Ranger

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Plainville

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Prepare a Joint Economic Development Plan with the County, other cities, the Chamber, and the industrial Development Authority to identify desired industry and suitable locations, and to develop a marketing strategy.					X	Lack of public interest
Coordinate with Gordon County Chamber of Commerce to promote development opportunities.					X	Lack of public interest
HOUSING						
None						
COMMUNITY FACILITIES AND SERVICES						
Continue Support of Library	2017	X				Will continue in perpetuity
Fire Department Support and Improvements	2017	X				Will continue in perpetuity
Recreation Equipment, Camera, and General Improvements	2017	X				Will continue in perpetuity
Pole Attachments					X	No longer a priority
Maintenance Equipment					X	Cheaper to rent than purchase
NATURAL AND CULTURAL RESOURCES						
Review and possibly adopt measures that comply with GA DNR for protecting wetlands, watersheds, and groundwater recharge areas.				X		No longer a priority
LAND USE						
None						
TRANSPORTATION						
Street Paving as Needed					X	Roads remain in good condition

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

City of Plainville

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
GENERAL PLANNING						
Local Comprehensive Plan Update	2013	X				
INTERGOVERNMENTAL COORDINATION						
Complete Service Delivery Strategy	2013	X				

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2012 - 2017**

Town of Ranger

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Coordinate with Gordon County Chamber of Commerce to promote development opportunities, including vacant buildings and downtown-area development.				X		Project to be postponed and rewritten for clarification and specificity
HOUSING						
Seek CDBG funding for housing rehabilitation projects					X	New administration unaware of project specifics
COMMUNITY FACILITIES & SERVICES						
Investigate the feasibility of constructing a stand-alone sewer system.				X		New administration still interested in pursuing, unsure of status
NATURAL & CULTURAL RESOURCES						
Review and possibly adopt measures that comply with Georgia DNR wetlands, watersheds, and groundwater recharge areas.				X		New administration still interested in pursuing

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2012 - 2017**

Town of Ranger

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Review and possibly adopt a Hillside Development Ordinance (see DCA Model Code, latest version)				X		New administration still interested in pursuing
LAND USE						
Prepare and implement Downtown Master Plan					X	Change in administration
Review and possibly adopt a Landscape Ordinance (use DCA Model Code, latest version, as a resource)				X		New administration still interested in pursuing
Adopt a sign ordinance (use DCA Model Code, latest version, as a resource)				X		New administration still interested in pursuing
Review and adopt basic architectural design standards for non-residential uses (use Design Guidelines Section from DCA Model Code, latest version, as a reference)				X		New administration still interested in pursuing
TRANSPORTATION						
Identify and prioritize sidewalk/streetscape projects for potential future SPLOST Funding				X		New administration still interested in pursuing
INTERGOVERNMENTAL COORDINATION						
Complete the Service Delivery Strategy (SDS) Agreement update.	2013	X				Will occur again in 2018 in conjunction with Comp Plan update

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Town of Resaca

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Prepare an economic development plan with assistance from the State of Georgia Department of Economic Development's Regional Tourism Director for NW Georgia.				X		Change in administration/priorities
Place "Welcome to Resaca" signs at prominent town gateways.				X		Need to first determine location for signage
COMMUNITY FACILITIES AND SERVICES						
Demolish former Town Hall/Taylor House	2014	X				
Sewer line expansion – Phase II		X				Expected to be completed in 2019, waiting on engineering
Build new Town Hall with Senior Center				X		Waiting on SPLOST funds
Develop and build new Town Park with playground				X		Change in priorities
Exterior repairs to the Historic Ingle House	2015	X				
Repairs to streets and roads	2017	X				Will continue in perpetuity as needed
NATURAL AND CULTURAL RESOURCES						
Adopt measures that comply with GA DNR for protecting wetlands, watersheds, and groundwater recharge areas.				X		Change in administration/priorities
Continue to enforce the 1994 Resaca River Corridor Protection Plan.	2017	X				Will continue in perpetuity
Designate a Resaca Battlefield overlay district and adopt design guidelines in conjunction with the Gordon County Historic Preservation Commission.				X		Change in priorities

**REPORT OF ACCOMPLISHMENTS
SHORT-TERM WORK PROGRAM 2013 - 2017**

Town of Resaca

ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
LAND USE						
Review and possibly adopt a basic façade ordinance (architectural design standard for residential and commercial).					X	Change in priorities
Review and possibly adopt a sign ordinance (use DCA Model Code, latest version, as a resource)						
Review and possibly adopt a landscape and buffer ordinance (use DCA Model Code, latest version, as a resource)						
Prepare and adopt a zoning ordinance	2014	X				
TRANSPORTATION						
Coordinate with County on a Comprehensive Greenways Master Plan	2017	X				Gordon County Trails Master Plan prepared by Kaizen Collaborative
INTERGOVERNMENTAL COORDINATION						
Complete the Service Delivery Strategy (SDS) Agreement update	2013	X				Will be completed again in 2018
Continue to support multi-jurisdictional efforts to protect Resaca Battlefield	2017	X				Will continue in perpetuity

4. NEEDS & OPPORTUNITIES

Members of the joint steering committee participated in a S.W.O.T. Analysis to identify the Strengths, Weaknesses, Opportunities and Threats within their respective communities associated with each of the following categories: economic development, land use, transportation, housing, natural and cultural resources, community facilities and services and intergovernmental coordination. The committee representatives from each of the local municipalities were seated at a table with fellow committee members from the same municipality.

The joint meetings typically consisted of committee members from Gordon County and the Cities of Calhoun and Fairmount. Separate meetings were held with the City of Plainville and the Towns of Ranger and Resaca. The separate meetings typically coincided with the city/town council meetings that already occur on an almost monthly basis.

Strengths identify where a municipality excels and where they should take pride, while weaknesses identify their shortcomings. Opportunities are things that they can capitalize on in an effort to improve their weaknesses and threats are things that could derail their success and future efforts. The needs and opportunities were created in response to things each group identified as their weaknesses and opportunities. A good example of a weakness could be “inability to attract additional employers.” A related opportunity could be “increased access to water/sewer/gas/fiber optics” which would make potential job sites more appealing to prospective employers looking for a place to locate their business. The groups were also encouraged to consider needs and opportunities from the previous plan and discuss whether or not those issues and opportunities are still relevant. There are multiple overlaps regarding the needs and opportunities between the various municipalities, which was discussed and identified as evidence that the groups should continue to develop relationships with each other and work together.

Gordon County

Economic Development

ID	The need or opportunity is to...
ED1	Create more economic opportunities
ED2	Attract more quality employers
ED3	Increase tourism
ED4	Expand educational/workforce training opportunities

Land Use

ID	The need or opportunity is to...
ID1	Reevaluate and update ULDC and other ordinances to ensure desired future development

Housing

ID	The need or opportunity is to...
H1	Attract additional workforce/entry-level housing
H2	Develop additional housing in walkable areas

Transportation

ID	The need or opportunity is to...
T1	Improve condition of key county roads and intersections
T2	Increase access to rail lines
T3	Improve Georgia Highway 225 (between Gordon Hospital and Murray Medical)
T4	Upgrades and expansions of Tom B. David Airport
T5	Increase the walk-ability and bike-ability of the county
T6	Develop South Calhoun Bypass and plan for development of Union Grove Road interchange

Natural & Cultural Resources

ID	The need or opportunity is to...
NCR1	Expand and develop greenways and blueways
NCR2	Develop protective measures for environmentally and culturally important areas

Community Facilities & Services

ID	The need or opportunity is to...
CFS1	Increase access to substance abuse treatment
CFS2	Acquire additional county owned land
CFS3	Further develop access to workforce training
CFS4	Increase access to water service throughout the county
CFS5	Create opportunities for additional recruitment of conferences
CFS6	Improve government facilities including fire stations and community centers
CFS7	Improve access to health care and emergency services
CFS8	Improve opportunities for recreation

Intergovernmental Coordination

ID	The need or opportunity is to...
IC1	Work with other county governments to develop a community economic development plan
IC2	Further develop relationship with neighboring governments through regular communication

City of Calhoun

Economic Development

ID	The need or opportunity is to...
ED1	Create more economic opportunities
ED2	Make Calhoun more competitive in terms of marketability
ED3	Increase digital media presence for marketing purposes
ED4	Attract a more diversified array of quality employers
ED5	Develop additional industrial/advanced manufacturing space
ED6	Promote and increase tourism
ED7	Develop gateways at interstates and highways for attracting and welcoming potential visitors

Land Use

ID	The need or opportunity is to...
LU1	Reevaluate land use and development needs to ensure desired future development
LU2	Prepare for desired growth by adding/upgrading infrastructure in areas where growth is desired

Housing

ID	The need or opportunity is to...
H1	Rehabilitate or raze dilapidated or substandard housing

Transportation

ID	The need or opportunity is to...
T1	Create custom, standardized wayfinding signage
T2	Upgrades and expansion of Tom B. David Airport
T3	Increase the walk-ability and bike-ability of the city
T4	Develop road improvement projects and prevent traffic congestion

Natural & Cultural Resources

ID	The need or opportunity is to...
NCR1	Increase marketing and promotion of natural and cultural resources
NCR2	Identify ways of increasing funding for the protection and expansion of natural and cultural resources
NCR3	Increase access to outdoor recreational opportunities
NCR4	Add additional protective measures to protect water quality and/or mitigate stormwater runoff
NCR5	Apply to Certified Local Government for designation as a Preserve America Community for historic preservation grant money.

Community Facilities & Services

ID	The need or opportunity is to...
CFS1	Develop public/private beautification programs
CFS2	Develop plans for growth and expansion of departments to prepare for increased budgetary needs

Intergovernmental Coordination

ID	The need or opportunity is to...
IC1	Work with other local governments to develop a community economic development plan
IC2	Further develop relationship with neighboring governments through regular communication

City of Fairmount

Economic Development

ID	The need or opportunity is to...
EC1	Work with neighboring local governments to create more economic opportunities
EC2	Increase digital media presence for marketing purposes
EC3	Pursue development of a medical office/increased access to health care

Land Use

ID	The need or opportunity is to...
LU1	Develop and implement zoning and other codes and ordinances
LU2	Market available commercial/industrial/redevelopment properties digitally through economic development websites

Housing

ID	The need or opportunity is to...
H1	Promote quality, affordable housing for elderly and workforce residents

Transportation

ID	The need or opportunity is to...
T1	Increase the walk-ability and bike-ability of the city
T2	Maintain quality of life by minimizing effects of commercial vehicle traffic through town on Georgia Highway 411 (noise, speed, etc.)
T3	Clear snow from major city streets.

Natural & Cultural Resources

ID	The need or opportunity is to...
NCR1	Develop a new park from acquired land along Salacoa Creek
NCR2	Increase access to outdoor recreational opportunities
NCR3	Consider implementation of DCA's Environmental Criteria for wellheads, watersheds, and groundwater recharge areas.

Community Facilities & Services

ID	The need or opportunity is to...
CFS1	Increase sewer availability to more residents
CFS2	Prioritize departmental needs for future expenses and expansions

Intergovernmental Coordination

ID	The need or opportunity is to...
IC1	Further develop relationship with neighboring governments through regular communication

City of Plainville

Economic Development

ID	The need or opportunity is to...
ED1	Create more jobs and economic opportunities in our community
ED2	Increase access to infrastructure critical for economic growth

Housing

ID	The need or opportunity is to...
H1	Address dangerous substandard housing

Transportation

ID	The need or opportunity is to...
T1	Promote walkability throughout the city

Natural & Cultural Resources

ID	The need or opportunity is to...
NCR1	Mitigate flooding

Community Facilities & Services

ID	The need or opportunity is to...
CFS1	Upgrade and/or expand recreational facilities and opportunities

Intergovernmental Coordination

ID	The need or opportunity is to...
IC1	Increase intergovernmental communication

Town of Ranger

Economic Development

ID	The need or opportunity is to...
ED1	Create more jobs and economic opportunities

Land Use

ID	The need or opportunity is to...
LU1	Update zoning map in preparation for future growth
LU2	Develop and implement design guidelines for future development

Transportation

ID	The need or opportunity is to...
T1	Maintain walkability through town

Natural & Cultural Resources

ID	The need or opportunity is to...
NCR1	Develop protective measures for natural resources

Community Facilities & Services

ID	The need or opportunity is to...
CFS1	Increase access to infrastructure necessary for growth

Intergovernmental Coordination

ID	The need or opportunity is to...
IC1	Meet regularly with neighboring governments regarding efforts related to economic development, transportation and governments services.

Town of Resaca

Economic Development

ID	The need or opportunity is to...
ED1	Create more jobs and economic opportunities
ED2	Increase access to infrastructure critical for economic growth
ED3	Create gateway signage
ED4	Review and possibly adopt a sign ordinance

Land Use

ID	The need or opportunity is to...
LU1	Annex properties into town to allow for future growth
LU2	Review and possibly adopt a landscape and buffer ordinance

Housing

ID	The need or opportunity is to...
H1	Address substandard housing

Transportation

ID	The need or opportunity is to...
T1	Make the town more walkable

Natural & Cultural Resources

ID	The need or opportunity is to...
NCR1	Develop protective measures for natural resources to mitigate flooding
NCR2	Develop protective measures for battlefield conservation

Community Facilities & Services

ID	The need or opportunity is to...
CFS1	Increase access to recreational facilities/opportunities
CFS2	Create a new town hall
CFS3	Develop a new senior center in the existing town hall.
CFS4	Develop a new Town Park with a playground.

Intergovernmental Coordination

ID	The need or opportunity is to...
IC1	Partner with other neighboring local governments on countywide economic development plan
IC2	Update the Service Delivery Strategy as needed

5. Land Use

Human beings have historically sought to settle in areas that are rich with resources, including fresh water for drinking water and travel, rich soil for cultivation of crops, land for grazing of livestock, hospitable climate and natural resources like timber and minerals. Many historic cities were founded in their location based on having these traits. Gordon County and its municipalities were founded much later in the history of the world but the principal remains true. Gordon County began as an agricultural society thanks to its nutrient-rich soil, available timber and mild climate.

Modern land use planning is becoming increasingly based on a process called zoning, whereby jurisdictions proactively decide what land uses should go where, whether it be residential, commercial, industrial, parks/greenspace, and so on. Zoning is based on the principal of “there’s a place for everything and everything in its place.” Zoning is geared towards protecting land values and quality of life by preventing incompatible land uses adjacent to each other. A good example would be an individual buying property in a downtown historic district and deciding to start mining the land for minerals. Mining is generally loud, messy and generates a lot of dust. Mining sites are also typically unsightly and dangerous. An operation of that sort would detract from the overall value and purpose of the historic downtown area.

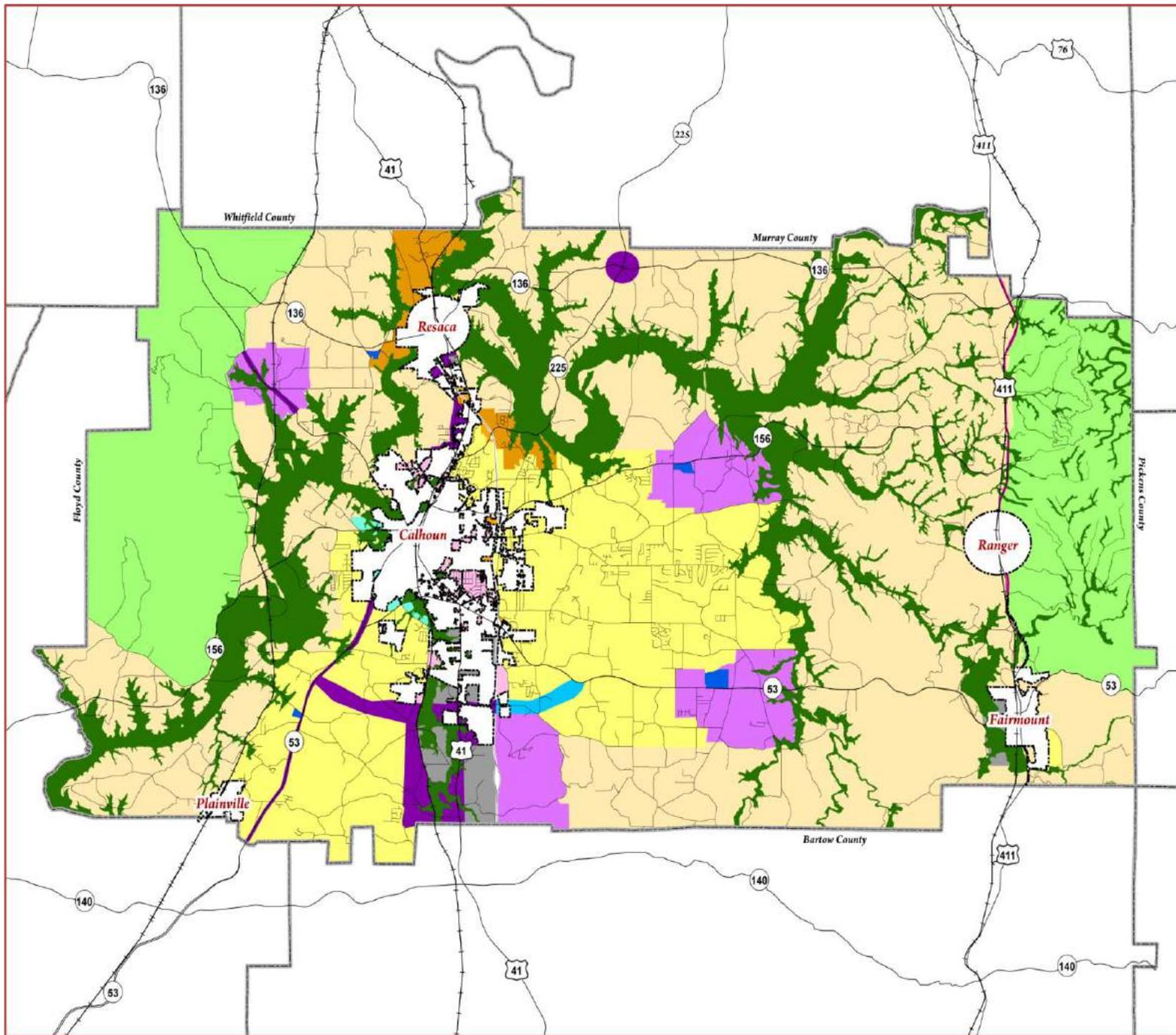
Zoning can also be used to prevent unnecessary urban sprawl by promoting in-fill development. City centers should ideally be the most densely developed areas of town and slowly become less and less dense as you get closer to the city limits. The area should also begin to go from commercial, mixed use or industrial into lighter commercial and industrial and ultimately becoming more residential and rural residential. The areas farthest from the city center should be rural residential, agricultural and conservation areas. However, the most urbanized area should still include parks, even if only smaller “pocket parks.” Densely urbanized areas can also be made to feel less like “concrete jungles” with streetscapes, including tree-lined streets. As discussed previously, land use should also be decided based on the location of natural resources. Overdeveloping on river banks or grading the peak off of mountains for the sake of building houses detracts from the overall value of the resource.

Gordon County and the City of Calhoun currently have zoning and the City of Fairmount is looking to develop and implement zoning ordinances. Jurisdictions that do not have zoning but wish to engage in land use planning do so through Future Development Maps. These such maps have been created and included for each of the jurisdictions in Gordon County. Future Development Maps are inherently speculative because priorities and available opportunities can change. After the map for each of the jurisdictions you will find a description and development strategies for each of the character areas on that particular map.

Future development maps with character areas help to describe and plan land use, and combine form and function to define distinct areas in the community to move the community

toward its vision. The goal is to identify overall patterns of development, not just individual uses on a lot-by-lot basis. A character area has unique characteristics, holds potential to develop into a unique area when given planning and guidance, or must be cared for in special ways because of its particular development issues. Character area planning gives consideration to geographical features such as floodplains and greenspace when planning future development. Character areas run the gamut from Greenspace, the least developed areas, to Industrial, the most heavily developed areas. Future development maps graphically guide managers in planning commercial, industrial, residential, and recreational development with geography and existing land uses in mind.

Future Development Map Gordon County, Georgia



-  City Limits
-  Greenspace
- Character Areas
-  County in City
-  Emerging Commercial
-  Emerging Mixed Use
-  Emerging Mixed Use Community
-  Emerging Suburban
-  Hillside Conservation
-  Historic Resource Protection
-  Hwy 411 Multiuse
(Commercial, Industrial)
-  Industrial
-  Interstate Commercial
-  Public Institutional Core
-  Rural/Agricultural Reserve
-  West Calhoun



1 in = 2 miles

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A Note on County Islands

Gordon County currently has multiple small “islands” of county jurisdiction within the borders of the City of Calhoun. Gordon County and the City of Calhoun are currently making preparations to correct these areas through annexation, for the purpose of creating more clearly defined boundaries, thus allowing themselves to provide better and more efficient service delivery to their respective citizens.



These properties have already been developed and are likely remain as is unless recategorized by the City of Calhoun. These “islands” do not constitute a discreet character area, but will be subsumed into existing character areas of the City after annexation.

*These areas have been depicted on the City of Calhoun’s Future Development Map and have already been categorized accordingly.

Character Areas

Character Area: Emerging Commercial/Industrial
Jurisdiction: Gordon County
Description:

This is an area near the Union Grove Interchange on Interstate 75 (I-75), which opened in 2015. Prior to its completion the area was industrial and rural residential in nature on the west side of I-75 and rural residential/agricultural on the east side of I-75. As a result of the newly created interstate access, this area is expected to see development of properties for commercial and industrial use and will inevitably be used by nearby industrial/advanced manufacturing businesses for accessing I-75. Multiple companies have already committed to properties in this area.



Development Strategies/Policies:

- ❖ Infrastructure: Future development of this area will require development of infrastructure necessary to support the operation of businesses looking to relocate to this area. Such infrastructure includes: water, sewer, electricity, fiber optic, roads and possibly natural gas.
- ❖ Streetscapes: This area needs to feel safe and welcoming to interstate travelers whether they be commercial vehicles or individual tourists. This can be accomplished through signage, lighting and landscaping. Street trees and protection of as much of the natural mature tree cover will provide shade, fresh air and help retain the small-town character that local citizens like. Walkability is always a plus, this allows tourists or travelers to eat, shop and stretch their legs without having to get back in their vehicle until they are ready to continue traveling.
- ❖ Zoning: Properties in this area should be rezoned (if necessary) in advance for the type of growth desired in this area, particularly commercial and industrial.
- ❖ Marketing: Property with immediate interstate access is highly sought after therefore other jurisdictions are also developing similar properties in their area. In an effort to be competitive properties should be marketed. Development authorities and chambers of commerce are generally skilled and experienced in this area.

Land Uses:

Commercial (industrial and possibly even multi-family residential nearby)

Character Area: Emerging Mixed-Use
Jurisdiction: Gordon County and Calhoun
Description:

This type of development typically occurs along highways and other well-traveled roads, as well as around major intersections. Examples include the area along Georgia Highway 53, near the proposed southern bypass (southwest section of the county).

In the Sonoraville area, along Georgia Highway 53, there is industrial development, but future trends will favor dense suburban residential and commercial development. The area is expected to continue to

accommodate light industrial development, but buffers and other screening devices will have to be put in place to protect residential uses.

The US 411 Corridor is anticipated to go from agricultural to commercial and industrial uses, with the expansion of rail usage and the Appalachian Regional Port in Murray County as drivers.



Development Strategies/Policies:

- ❖ Infrastructure: Development pressure in these areas will result in an increased need for electricity, water, sewer and fiber optics.
- ❖ Transportation Planning: This type of development will undoubtedly lead to an increase in vehicular traffic. Intersection upgrades or road-widenings should be prepared for in advance in an effort to avoid traffic congestion. Consider roundabouts as opposed to traffic lights in an effort to keep traffic moving. Sidewalks and pedestrian facilities should also be incorporated into transportation improvement plans.
- ❖ Zoning: Developing business, mixed use residential, or commercial properties in this area instantly becomes more appealing if the area is already zoned for such use.

- ❖ Walkability: Ordinances can be developed to ensure that future development will include quality sidewalks, installed by developers, as opposed to being taxpayer funded. These are particularly important to low income residents, the elderly, and others who might not drive.

Land Uses:

Commercial, multi-family residential, light industrial

Character Area: Emerging Mixed-Use Community

Jurisdiction: Gordon County

Description:

These are areas that are likely to see an increase in commercial, industrial and residential. This category occurs in the area near the Union Grove Interchange on I-75, as well as in the Sonoraville area on Hwy 53 (near Sonoraville High School) and in the Red Bud Road area. The Sugar Valley area in Northwest Gordon County is also expected to see more mixed-use development.

These areas, when vibrant, are highly appealing to younger generations. They are commonly known as “live-work-play communities”.

Development Strategies/Policies:

- ❖ Infrastructure: Some of these areas are rural than traditional mixed-use communities that typically occur in more urbanized areas. Ensure that all necessary infrastructure is in place to support such development.
- ❖ Zoning: Zoning (and other necessary ordinances and regulations) is crucial to the proper development of mixed-use communities. Care has to be taken when combining commercial and residential as some commercial businesses can be loud, clog streets or take up all available parking. There are numerous other possible pitfalls as well, if not properly thought out
- ❖ Development of Housing: Housing in these areas is of particular interest to younger generations and younger families, including millennials who prefer to live, work and play in the same community. Housing should be encouraged that is quality, affordable and include amenities.
- ❖ Pedestrian-friendly: These areas should walkable and include sidewalks, trails, bike lanes and Streetscapes.
- ❖ Greenspace/Recreation: These areas should have access to parks, playgrounds and natural areas, especially because housing in these areas tend to have smaller lot sizes, if any outdoor space at all.
- ❖ Public Services: These areas should ideally have easy access to schools, medical care and other services.

Land Uses:

Commercial, residential, multifamily residential, industrial, and light industrial

Character Area: Emerging Suburban

Jurisdiction: Gordon County

Description:

Most of these areas have historically been agricultural properties, including family farms and family land that this now being sold to housing developers. The Northwest Georgia Region is benefitting from lower housing costs and an overall more affordable cost of living, which is causing development pressure for additional housing.



Development Strategies/Policies:

- ❖ Infrastructure: Agricultural or rural residential areas historically had minimal infrastructure. Many of these properties were served by wells, septic tanks and narrow roads that may or may not have been paved. As additional housing is developed and population density increases, the need for water, sewer, fiber optic and road improvements arises. Given the expense of infrastructure, it could come about that prosperous developers catering to an upwardly mobile demographic will have to furnish much of the necessary infrastructure. Larger lot properties and estate communities may not necessarily need access to sewer. Housing is more marketable now if it has access to high speed internet, thanks to more and more workers telecommuting, and public schools issuing tablet devices.
- ❖ Zoning: Zoning and other ordinances (design guidelines, code enforcement, etc.) should be in place in advance to prevent the construction of neighborhoods that are unlikely retain their value. This can also be used to prevent over-development which will cause vehicular gridlock.
- ❖ Pedestrian-friendly: Housing is more marketable in areas that appear vibrant and thriving, this includes seeing people out walking their pets, children playing and cyclists riding in bike lanes. Younger generations are looking for active communities that encourage residents to get out and interact with neighbors. Developers can be encouraged or incentivized to include sidewalks, crosswalks, bike lanes, trails, etc. Trails that connect multiple neighborhoods or even communities are ideal, and will likely require public development.

- ❖ Encourage traditional neighborhood development: Offer incentives for developers to develop neighborhoods with various price points (entry-level to executive), as opposed to the typical “Starting in the low \$300’s.” Incentives can also be provided to encourage development of grid pattern neighborhoods, as opposed to the typical subdivisions that are comprised of a series of cul-de-sacs and feature a single point of entry/exit.
- ❖ School Placement: Many cities and counties have historically placed schools wherever enough land could be acquired at the lowest price. This led to sprawl and schools that could only be accessed by vehicular traffic, as opposed to neighborhood schools in walkable areas. Consider planning for future schools in areas that are likely to see significant residential growth.

Land Uses:

Residential, light commercial, parks/recreation

Character Area: Hillside and Forest Conservation
Jurisdiction: Gordon County
Description:

These areas occur on the western and eastern sides of Gordon County. The City of Calhoun was developed along the river in the fertile plains between these two areas. The area to the west is predominantly part of the Conasauga District of the Chattahoochee National Forrest and includes Baugh and Horn Mountains. These mountains are not high enough in elevation to qualify for steep slopes protection from the Georgia Department of Natural Resources (DNR). Some of this area is privately owned and the rest and owned by the Federal Government.

The area to the east of Georgia Hwy 411, bordering Pickens County also features steeper, hilly topography than most of Gordon County. This area to the east is beginning to see pressure for residential growth on the Gordon and Pickens sides of the county line.



Development Strategies/Policies:

- ❖ Infrastructure: Development in these areas should be minimal and that can be encouraged through the limited availability of infrastructure, such as: water, sewer, fiber optic.
- ❖ Zoning: These areas should also be zoned to discourage development of anything other than agricultural use, or possibly large lot rural residential. The view of these areas from Calhoun is quite scenic and should be preserved as tree covered slopes, to the extent possible.
- ❖ The parts of these areas that are privately owned are ideal properties for conservation easements.
- ❖ Recreation: There are multiple existing trails within the Chattahoochee National Forrest. It would be wise to plan for ways to connect to these trails, which also connect to Floyd, Chattooga, Walker and Whitfield Counties. The rural nature of these areas also offers other opportunities for things like camping and hunting

Land Uses:

Conservation, agricultural, recreation, rural residential

Character Area: Historic Resource Protection

Jurisdiction: Gordon County

Description:

These are historic sites associated with The Battle of Resaca, which took place during the Civil War. The sites have been identified and placed on the necessary historic registries.



Development Strategies/Policies:

- ❖ Zoning: Land/vegetative buffers should ideally surround historic places such as these. Historic sites lose their significance if development like strip malls or fast food restaurants sit adjacent to these properties. These properties are also frequently used for film locations for movies and documentaries, however they lose their value if modern development encroaches on them. Historic districts/overlays can be created to protect these areas. Some of these areas are already adjacent to Interstate 75 and vehicular noise can be heard from some of these sites.
- ❖ Marketing/Development: Historic Tourism is popular and lucrative. These sites should be included in promotional campaigns for the county. There are also websites specifically dedicated to heritage tourism, where these locations should be marketed. Development of these sites and their marketing should be created cautiously to avoid drawing negative publicity like some confederate monuments have in the recent past. Displays, statues, pictures, paintings, reenactments and other ideas for historical sites have been popular. Digital apps can also be created that use the GPS feature on a smart phone to identify when a visitor gets close to a significant area on these properties and then tells a story about what happened, or shows pictures or video. Signage directing travelers passing through the area to stop and see these sites would be ideal.
- ❖ “Friends of... groups”: History clubs and civic organizations are great allies. They can present to tourists and perform reenactment and/or demonstrations. Many of the members of these groups are older. Their knowledge should be documented before their passing to prevent it from being lost forever.

Land Uses:

Historic conservation, tourism

Character Area: Hwy 411 Mixed Use (Commercial, Industrial)
Jurisdiction: Gordon County
Description:

US Hwy 411 runs across eastern Gordon County from north to south. Prior to the development of Interstate 75 this was a popular route through Gordon County. Multiple industries developed along this route during that time. Gordon County has multiple large lot properties along this highway that are well suited for large scale commercial and industrial development. This area declined in development after the creation of Interstate 75, however future economic growth is likely in the future due to its proximity to I-75 and a railroad, which run almost parallel to the tracks. This railroad track is less congested than nearby tracks and has space to develop additional access points. A new inland port is also being created in nearby Murray County on Hwy 411. The Hwy 411 Mixed Use Area starts just south of Ranger and runs north to the Murray County Line.



Development Strategies/Policies:

- ❖ Infrastructure: Large scale developments only occur in areas that have the infrastructure necessary to support them. Water, sewer, electricity, gas, fiber optic are the most commonly needed services. Unless the County wants to invest heavily in these amenities, it will be the responsibility of interested developers to extend infrastructure to support development. Access to a railroad would make properties even more marketable.
- ❖ Zoning: Many of these properties are currently agricultural or rural residential in nature but need to be able to quickly be rezoned.
- ❖ Development ordinances: some large developments, particularly industrial/advanced manufacturing developments can be unsightly, noisy, brightly lit, emit foul odors, or cause traffic congestion due to commercial trucks. Design guidelines can be created to incentivize or mandate that such issues be mitigated. An example would that the development of these types of properties also typically entails the use of large amounts of impervious surfaces which can lead to water pollution and localized flooding due to rainwater's inability to soak through surface like concrete and asphalt and instead collecting and running to nearby ditches and storm drains. Water catchment systems and retaining ponds are typically necessary. These such ordinances or guidelines must be developed in advance.
- ❖ Marketing: The Chamber of Commerce and any/all development authorities should be partnered with in an effort to market available properties. These groups have expertise in identifying industries that would be interested in a particular property, as well as the local workforce.
- ❖ Recreation: Incoming industries can sometimes be convinced to develop trails across their large properties as part of marketing campaigns or employee wellness programs. For example, five industrial property owners agreeing to develop a single trail that connects their five 100-acre properties would be a significant trail development. This can be used as leverage to get future developments to continue the trail development. If there is nearby residential this could be an effective alternative to vehicular commuting.

Land Uses:

Commercial and industrial

Character Area: Industrial

Jurisdiction: Gordon County

Description:

Gordon County already has a significant amount of industrial/advanced manufacturing employers and that number is expected to rise in the future. Current development exists along Hwy 41 primarily south of Calhoun, with smaller developments appearing on the northern side of Calhoun. This is due to large lots with easy access to Interstate 75, as well as Hwy 41. Access to a railroad adds to the area's attractiveness. Other smaller industrial developments exist throughout the county.

Note that the US 411 Corridor is anticipated to go from agricultural to commercial and industrial uses, with the expansion of rail usage and the Appalachian Regional Port in Murray County as drivers.



Development Strategies/Policies:

- ❖ Infrastructure: The county should continue efforts like the recent infrastructure upgrades to allow for future growth. Industries will want access to water, sewer, electricity, gas, fiber optic, interstates/highways, and if possible, rail access. Heavy commercial vehicles tend to degrade roads and require wide turning at intersections.

- ❖ Property identification/acquisition: Now that suitable areas have been identified, it would be wise to start acquiring properties necessary for future development. Large companies are much more likely to negotiate with development authorities than individual property owners.
- ❖ Marketing/recruitment: The Chamber of Commerce and Development Authority are skilled and experienced at marketing these properties and preparing incentive packages for the recruitment of interested parties. The county is wise for its efforts to pursue a variety of industries. The 2007 housing collapse impacted various industries disproportionately, so a wide variety of employers is needed to protect the local economy.
- ❖ Zoning/design guidelines: Zoning provisions should be in place to address industries that use hazardous materials, as well as the the need for stormwater detention ponds based on the amount of square feet of impervious surfaces use. This is particularly important when residential development is nearby.
- ❖ Recreation: Incoming industries can sometimes be convinced to develop trails across their large properties as part of marketing campaigns or employee wellness programs. For example, five industrial property owners agreeing to develop a single trail that connects their five 20-acre properties would be a significant trail development. This can be used as leverage to get future developments to continue the trail development. If there is nearby residential this could be used as an effective alternative to vehicular commuting.
- ❖ Food/gas: Nearby dining opportunities and convenience stores should be allowed for the purpose of serving employees of these industries during their breaks.

Land Uses:

This character area can accommodate a wide variety of uses, including industrial (light and heavy), commercial of various intensities, civic uses such as churches, community centers or parks, and other uses requiring access to transportation.

Character Area: Interstate Commercial

Jurisdiction: Gordon County

Description:

These are commercial properties that have access to Interstate 75. These properties are popular with large retail developments like shopping centers, typically anchored by a major corporate retailer.

Development Strategies/Policies:

- ❖ Infrastructure: Prior to development, during the planning stage, all necessary site upgrades should be prepared for in an effort to accommodate both businesses and clients. In particular, roads and intersections should be designed to accommodate and withstand very heavy vehicular traffic, including large trucks. Since pedestrians will be walking between their vehicles and buildings on the site, traffic calming devices should be considered.
- ❖ Design considerations: Planning for an Interstate Commercial Character area should take into account that these areas tend to generate a lot of light (at night) and noise. Prepare for the mitigation of these for the sake of nearby residential uses. Light fixtures that are very directional are available, and the County can require certain landscaping techniques around buildings and parking lots to minimize light and noise pollution. This allows passersby on the

interstate to see an attractive commercial area offering, perhaps among other things, gas and refreshments. Curb cuts and landscaping can also be used to reduce the amount of stormwater that reaches the sewers. Sign ordinances for these properties can be scaled to the development.

- ❖ Marketing: Corporate retailers are skilled at researching geographic areas to determine whether or not their brand would thrive in that setting. Have properties ready to show them when they express interest, since they are probably looking at dozens of other jurisdictions too.
- ❖ Walkability: Develop walkability on the front end so that shoppers are comfortable leaving their car in a single space and walking the area.
- ❖ Streetscapes: Streets in these areas can be designed to promote traffic flow, as well be pedestrian travel. Street trees, landscaped medians and crosswalks can all be used to make the area feel vibrant and welcoming to all users. Roundabouts also allow traffic to continually flow, but a reduced rate.

Land Uses:

This character area could accommodate a wide variety of uses, including commercial of various intensities, civic uses such as churches, community centers or parks, possibly some multi-family residential and other uses requiring transportation access.

Character Area: Public Institutional Core

Jurisdiction: Gordon County

Description:

These areas generally include schools and county recreation facilities.



Development Strategies/Policies:



- ❖ Future growth: Schools, parks, recreational facilities, parks, healthcare, governmental facilities, and other public necessities have long been placed wherever local governments could acquire inexpensive land, ever since automobiles became accessible to the masses. This led to unwanted sprawl and prevented walkability, while hindering neighborhoods from developing as functional communities. Whenever possible, community necessities should be situated near population centers. Having basic necessities within your own community fosters a sense of pride and belonging, and people are more likely to become emotionally and financially invested. This also gets them outside their houses and into their communities where they will have a chance to interact with one another and develop relationships.
- ❖ Connectivity: More and more thriving communities, particularly those recruiting young families and young professionals are attempting to create networks of trails that connects parks, subdivisions, retail, dining, etc. This allows residents to see their friends, get to school/neighborhood stores/dining and other places without resorting to their cars.
- ❖ Expansion/development of existing public lands: As populations grow existing schools and parks will need additional space for expansion. The time to begin identifying neighboring properties is now. Priorities are also changing in education and recreation. The sports and recreational activities being participated in is one example. Activities like yoga, cycling, crossfit-style group exercise, pickleball and lacrosse are becoming increasingly popular. Soccer is also the most popular sport among recent immigrants.
- ❖ Additional uses: Parks and school grounds have the potential for multiple other uses too. Other areas currently use parks and school parking lots for farmers markets on weekends. Parks and school campuses have also been used been used for adventure races and music/arts festivals, especially parks.
- ❖ Marketing: Parks should be able to be rented for events, whether a music festival or birthday parties. The public should be made aware of this on a regular basic. Websites and social media are the perfect digital platforms. Photograph and post the pictures of such events because the candid, amateur photos that spread across social network accounts are extremely valuable, free local advertising.

Land Uses:

Education, recreation (passive & active), healthcare, government

Character Area: West Calhoun
Jurisdiction: Gordon County
Description:

This area could be described as transitional mixed uses, together with undeveloped properties, all lying just outside the City of Calhoun. Many of these properties are currently being used for agricultural purposes. The surrounding properties can be anything from residential to industrial, to city parks. These properties are likely to face limited development pressure, since they are typically within or adjacent to floodplains.



Development Strategies/Policies:

- ❖ Subarea Planning: This area has the potential to develop into industrial like some of the neighboring properties, residential, which is also nearby, commercial or greenspace.
- ❖ Infrastructure: Infrastructure needs will depend on the desired usage of the property.
- ❖ Zoning: once a use is decided these areas should be zoned appropriately.

Land Uses:

Multiple options

Character Area: Rural/Agricultural Reserve

Jurisdiction: Gordon County

Description:

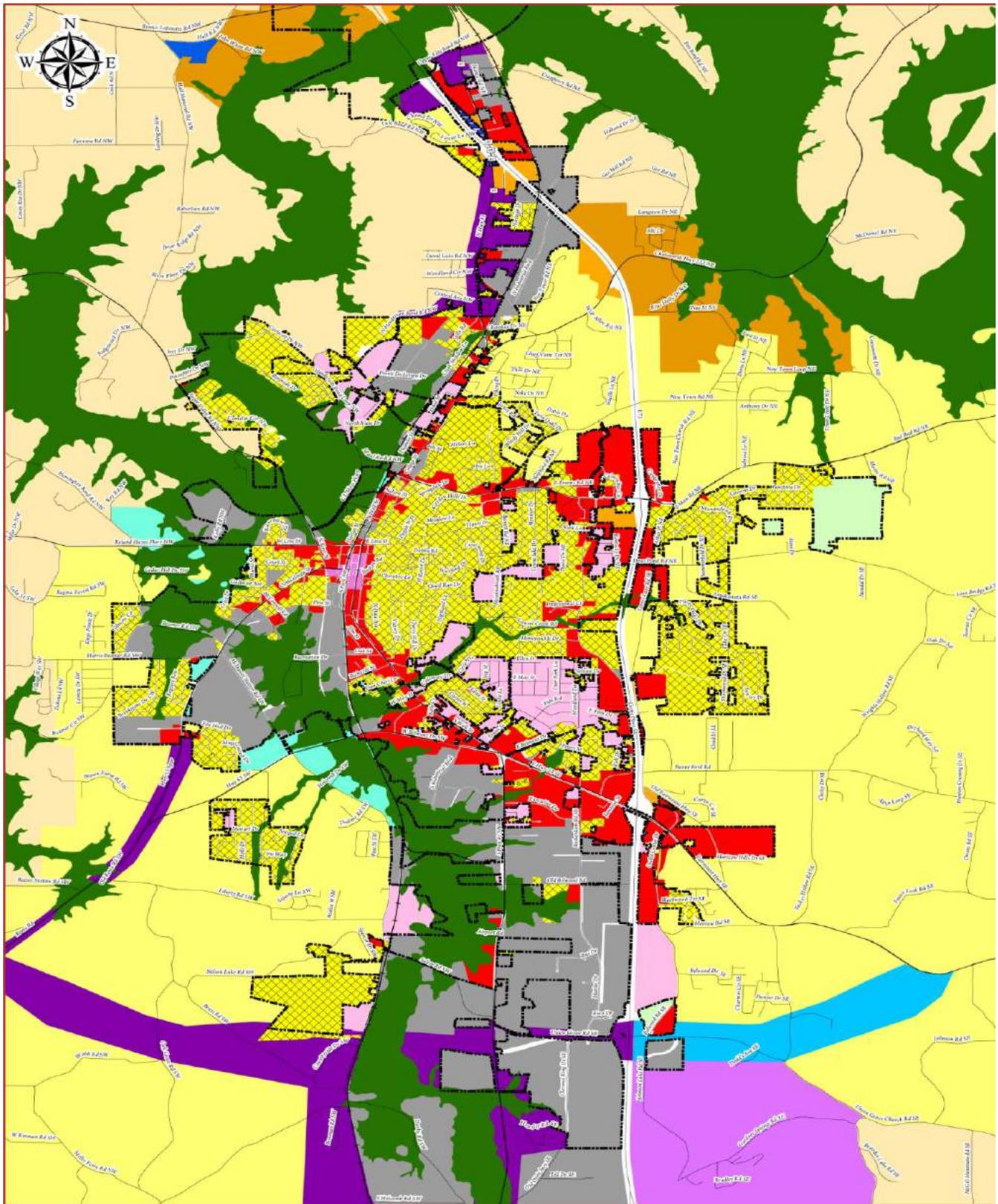
These are rural areas, away from Interstate 75 and the Calhoun Metropolitan Area. This part of the county consists of rural residential homes and family farms. Sewer access is limited so much of this area still uses septic tanks. The poultry industry has also seen tremendous growth in these parts of the county. Much of the County's floodplain lies within these areas, a circumstance that could lead to the possibility of some greenspace and recreational development.

Development Strategies/Policies:

- ❖ Infrastructure: As long as this area remains rural sewer access is less important. Limiting expansion of sewer to these areas will prevent over development if the county hopes to retain the rural character of this area. However, internet access in these areas is becoming increasingly important, particularly for students doing school assignments. Roads should only be widened when absolutely necessary. Zoning is another opportunity to prevent sprawl and over development.
- ❖ Conservation Easements: Many properties in these areas could take advantage of conservation easements. These are an opportunity to protect greenspace and natural resources. Conservation efforts are especially important along rivers and creeks.
- ❖ Agribusiness development: There is a growing market for locally produced products, whether fruits and vegetables, meats and cheeses, or even local wine production. North Georgia has seen explosive growth in the development of wineries and vineyards. Ensure that zoning and local ordinances allow for the development of such opportunities. These can also be tourism draws.
- ❖ Zoning: Protect the character of this area by zoning it for large lot residential and agricultural. Agribusiness properties should allow for enough of a buffer to prevent things like manure odors and insecticide overspray from adversely affecting the quality of life for neighboring residences.

Land Uses:

Large lot residential, agricultural, agribusiness, conservation, passive recreation (i.e. fishing, hunting)



Future Development Map - Calhoun, Georgia

1 in = 4,025 feet

- | | | |
|-----------------|------------------------------|------------------------------|
| — Roads | County in City | Historic Resource Protection |
| — Railroads | Emerging Commercial | Industrial |
| — Highways | Emerging Mixed Use | Interstate Commercial |
| City Limits | Emerging Mixed Use Community | Public Institutional Core |
| County Boundary | Emerging Suburban | Residential |
| Character Areas | Greenspace | Rural/Agricultural Reserve |
| Agriculture | Highway 41 North Corridor | West Calhoun |
| Commercial | Historical | |



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Character Area: Downtown Historic District
Jurisdiction: City of Calhoun
Description:

This is the historic center of the city, which is based around the County Courthouse at the intersection of Wall Street (Georgia Hwy 41) and Court Street. The area is largely comprised of multi-story buildings, which have historically contained shops, offices or dining on the first floor. The second floor of these spaces are now slowly being transitioned into loft-style apartments or homes, giving the area a more mixed-use aspect. Buildings are now being renovated, and are being offered for sale or rent.



Development Strategies/Policies:

- ❖ **Historic Preservation:** Calhoun has already wisely designated this area as a historic district and has created a Historic Preservation Commission, which oversees material changes in appearance in the District. These are important because heritage and historic charm cannot be reclaimed if lost. The Preservation Commission implements its design guidelines to direct renovation and development efforts.
- ❖ **Infrastructure Improvements:** The addition of loft living and the filling of the retail spaces on the first floor will continue to make downtown parking an increasingly important issue. Any attempt at additional parking decks should be done on non-thoroughfares as they detract from the historic nature of the area. Streetscapes are another thing to consider. Calhoun currently has a very pedestrian friendly downtown with street trees and sidewalks protected by on-street parking. These should be continued throughout the entire historic district as this is an area where community events are held and needs to be pedestrian friendly. Calhoun should also

continue the theme of its designated signage for this particular area. Lower speed limits and traffic calming features should also continue to be utilized.

- ❖ **Marketing:** Calhoun has an effective Chamber of Commerce, Development Authority and Visitors and Convention Bureau. These groups are experts in marketing. They have also developed a smartphone app to aide visitors. Such efforts are instrumental in the vibrancy of historic downtowns and should not only be continued but expanded if possible.

Land uses:

Mixed use, light commercial, residential, public institutional, greenspace/parks (smaller scale)

Character Area: Downtown Development District

Jurisdiction: City of Calhoun

Description:

The Downtown Development District is an overlay district that that is set aside as a focus for economic development under the guidance of the Downtown Development Authority. The Downtown Historic District lies mostly within the Downtown Development District, but enjoys the added protection of Historic Preservation Commission oversight. Vibrant downtowns are often seen as an economic indicator of the success of the town. Calhoun’s downtown is becoming increasingly full of shops, offices and residential loft space on the upper floor(s), and has a pronouncedly mixed-use character.



Development Strategies/Policies:

- ❖ Character Protection: This area is representative of the heritage of the city, a small, rural, southern railroad city. The portion of the Historic District that lies within the Downtown Development District is protected by the Historic Preservation Commission. Development in the rest of this area should complement this heritage.
- ❖ Marketing: The City should continue to market this as a mixed-use area, a live-work-play community. These are increasingly popular, particularly with young professionals. This is also an opportunity to promote mixed-use in-fill development. Historic buildings can and should be renovated and repurposed for modern day uses.
- ❖ Infrastructure: These areas need to be walkable and have as much tree cover and greenspace as possible in an effort to prevent an uninviting “concrete jungle” feel. Open space is also important for community events, however the temporary blocking of streets for fairs and festivals should also be an option. Easy access to a network or trails is also a commonly sought-after amenity.
- ❖ Housing: These downtown areas are also ideal locations for senior living developments, because they do offer walkability for recreation and the running of errands. These areas also typically have easy access to government services, medical care, and restaurants. Housing reserved for independent seniors is becoming more common, however the noise associated with nearby restaurants/bars can be an issue so the two should ideally be located on two different city blocks.

Land uses:

Commercial, residential, greenspace/parks (smaller scale), public institutional

Character Area: Agricultural

Jurisdiction: City of Calhoun

Description:

These are pockets of agricultural areas that have managed to remain undeveloped despite being located within the incorporated limits of the City of Calhoun. Development pressure will very likely cause these

uses to assimilate to nearby uses over time



Development Strategies/Policies:

- ❖ If the owner(s) were to choose to pursue it, agricultural operations can be popular businesses or even tourist attractions depending on the type of agricultural use. Agribusinesses like farm wineries, animal rescue sanctuaries, “pick your own fruit” farms and professional gardens have become quite popular for their services as well as backdrops for photo sessions or event venues. These are also reminiscent of the area’s agricultural heritage. Protective measures for these areas is a noble and worthy cause, if the owner(s) wish to pursue any of those uses.
- ❖ Increasing property taxes due to nearby development can make these areas unsustainable in incorporated cities.
- ❖ Many municipalities have little experience and even less success in protecting these properties, making them even more rare.
- ❖ Depending on the property size and usage, these parcels might be eligible for conservation easements.

Land uses:

Agricultural

Character Area: Commercial

Jurisdiction: City of Calhoun

Description:

These are the commercial areas of the City of Calhoun. These areas encompass various forms of commercial development, ranging from downtown commercial to interstate commercial as depicted by

the current zoning map. Commercial development generally follows Interstate 75, as well as Hwys 41 and 53.



Development Strategies/Policies:

- ❖ Sub-area planning: Creating specific plans for the smaller subsets of land would be ideal. Interstate commercial can allow for more prevalent signage and brighter lights, while neighborhood commercial needs to be more compatible with nearby residential areas. Interstate commercial is typically larger lot development for corporate chain development. These areas need to be brightly lit at night and vibrant in an effort to make the area welcoming to travelers unfamiliar to the area. However, neighborhood commercial areas need better streetscapes, and less jarring lights and noise associated with commercial areas and the vehicular traffic that they generate. Traffic patterns in these various areas is another issue to be monitored and evaluated for future needs.
- ❖ Infrastructure: Traffic congestion could become the most prominent issue, since water, sewer, electrical, gas and fiber optic are typically already available. Remember to keep areas pedestrian friendly so people don't feel obligated to drive store to store. Stormwater runoff in these areas is also an issue as a result of the amount of pervious surfaces. Detention ponds and other ways or diverting stormwater are important. Making these areas walkable to nearby neighborhoods will also help alleviate traffic congestion, particularly during nice weather.
- ❖ Infill development: Encourage the development of properties with multiple uses, i.e. a hotel that includes a restaurant/bar, or theater that includes a restaurant. Seattle, Washington is known for its independent drive-up coffee huts in corporate chain stores parking lots. It is also

ideal to encourage the development of street facing properties, with parking in the rear. Consider offering incentives to developers who renovate existing developments or tear down and start over.

Land uses:

Light to heavy commercial, offices, light industrial, multifamily residential

Character Area: Greenspace

Jurisdiction: City of Calhoun

Description:

The City of Calhoun has developed an impressive set of parks and is also actively monitoring undeveloped floodplain and wetland areas too. The largest park features a relatively newly created set of baseball, softball, football fields and more, as well as a walking trail and playgrounds. Calhoun and Gordon County are currently in the process of constructing the first mile of trail anticipated to connect much of the city and county, including a set of baseball, softball, football fields and more, as well as a walking trail and playgrounds. Calhoun is currently marketing the park in an effort to court tournaments and traveling youth leagues.



Development Strategies/Policies:

- ❖ Marketing: This is a remarkable facility with tremendous potential. Consider a partnership agreement with the county in an effort to attract larger tournaments. Parents whose kids play on traveling teams spend hundreds of dollars per weekend traveling to various tournaments, including: gas, food, lodging, incidentals, etc. Marketing is a worthwhile investment. Parks are also an opportunity to advertise for other area attractions, i.e. restaurants, shopping, fairs/festivals/events, historic sites.
- ❖ Agreements with supporting businesses: As stated above, people participating in these tournaments will need food, shelter and other incidentals. Work with local businesses to address these issues, whether that be food trucks in the parking lot, hotel incentives, whatever. Scheduling other events when these tournaments are taking place is another idea, allowing parents to participate in a local festival in between games. This also shows off your sense of community.
- ❖ Future Expansion: Continue to implement The Gordon County trail master plan “Rivers to Ridge.” Prepare for future expansion now, not only additional land but the changing climate of sports. Soccer is becoming increasingly popular. Lacrosse is also becoming increasingly common. Consider low cost, low energy options for spectators to play in between tournament games, i.e. cornhole or disc golf. Large, open areas are also generally good locations for concerts or outdoor movie nights.
- ❖ Connect parks to nearby residential areas for increased usage of playgrounds, walking trails, etc. This can be done through trails, sidewalks or bike lanes.

Land uses:

Recreation (active or passive), conservation

Character Area: Historic Sites

Jurisdiction: City of Calhoun

Description:

These are actual historical sites or properties located throughout the City of Calhoun, some of which are contiguous to the Downtown Historic District, especially to its south and west..



Development Strategies/Policies:

- ❖ Protection of the asset: Owners should be educated as to the importance of their historic buildings to encourage them to retain their character. Maintaining these properties is also important since it is usually more cost effective to prevent deterioration rather than to repair it, and decay quickly without it. Historical preservation commissions and societies may be able to furnish technical assistance in these areas. Stories or photos of these assets in their prime should be documented and preserved.
- ❖ Marketing: As discussed above, these sites should be preserved and documented. Guided tours of local sites can be used as fundraisers/cultural events. Such sites should be included in tourism marketing campaigns. Some historical sites also hold special events associated with related holidays, whether Independence Day or Haunted Ghost Tours associated with Halloween. Historical markers/signage at these properties or locations is also effective in encouraging their preservation.

Land uses:

Residential, light commercial, greenspace/parks

Character Area: Industrial
Jurisdiction: City of Calhoun
Description:

The City of Calhoun has a healthy and ever-growing list of industrial/advanced manufacturing industries. These generally appear near Interstate 75 or Hwys 53 and 41. Many of these are also near the rail line running north to south through Calhoun.

Development Policies/Strategies:

- ❖ Available properties: Calhoun is currently limited in the number of available properties large enough and located in areas that would support large-scale industrial development. Calhoun may need to partner with Gordon County on certain projects, as the county has a multitude of properties. The creation of the bypass on the south end of Calhoun, leading to the Union Grove Interchange will open opportunities to additional useful properties.
- ❖ Recruitment: Calhoun already has access to a strong and effective Chamber of Commerce and Development Authority. These groups are subject matter experts on marketing, recruitment and retention. Diversification is always a positive thing in terms of industry. This allows for one or two industries to be in a period of retraction without causing too great of a negative impact on the tax base as a whole for the City.
- ❖ Infrastructure: Sites to be developed should be “shovel ready.” This means that all necessary infrastructure (i.e. roads, water, sewer, electricity, gas, fiber optic) should already be available. Companies are generally eager to get started immediately after selecting a site. Stormwater runoff can also be an issue due to the large areas of impervious surfaces.
- ❖ Supporting businesses: The large workforce needed for these employers will also need easy access to nearby services like quick dining for lunch breaks and convenience stores.
- ❖ Protection of quality of life: some industries generate excessive noise, light, heat or offensive odors. Consider developing ordinances to address these issues. Many of these issues like noise pollution can be addressed through things like vegetative screening or privacy fences/walls.

Land uses:

Industrial, light commercial

Character Area: Residential
Jurisdiction: City of Calhoun
Description:

The City of Calhoun’s residential opportunities are heavily influenced by suburban or traditional residential neighborhoods.



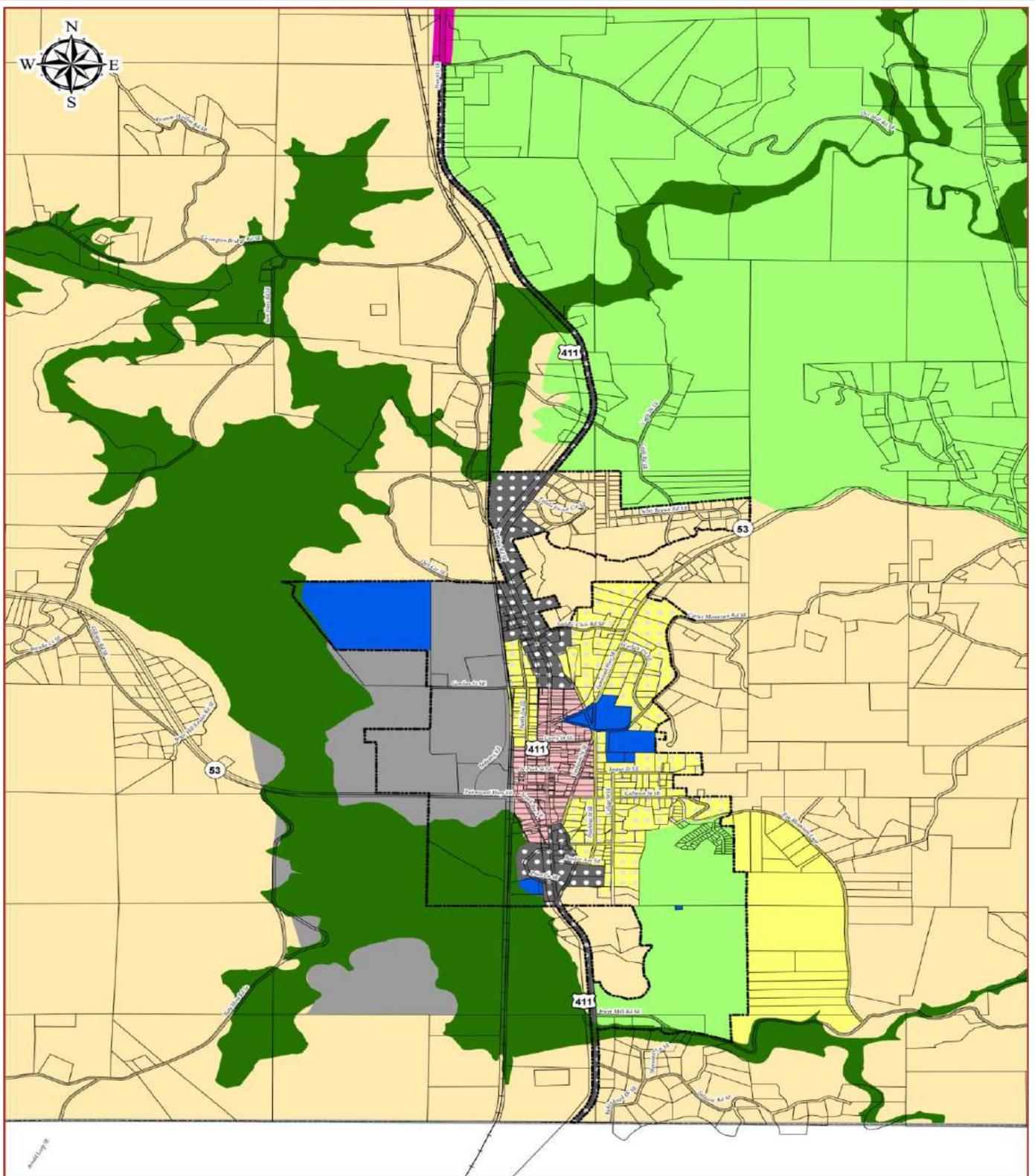
Development Policies/Strategies:

- ❖ Senior Housing: Calhoun, like many jurisdictions has a shortage of quality senior housing, whether it be independent senior communities, assisted living, nursing homes, or other options. These should be in walkable areas, close to town centers for those that no longer drive. The elderly can remain independent longer if they can still access food, healthcare, government services and recreation/exercise.
- ❖ Starter Houses: Modern day developers are notorious for developing subdivisions with similar houses, as opposed to traditional neighborhood developments that include houses at various prices and in differing house and lot sizes. Entry-level homebuyers throughout the region are sometimes limited to older houses that generally need some updating to meet current common expectations, and sometimes costly renovations necessary as a result of neglect and/or decay.
- ❖ Alternative Housing Styles: Young professionals are increasingly looking for low maintenance properties like lofts, townhouses or condos. Smaller, more efficient homes are also becoming more desirable, as opposed to the “mc-mansions” of the early 2000s. Rising energy costs and housing maintenance costs like roofing and siding are a deterrent to buying big houses. Incentives should be offered to developers who are willing to include homes of varying sizes and prices. Infill development of existing residential areas should also be encouraged. Younger generations actually appreciate the character and uniqueness of properties like old churches, warehouses, office buildings, etc., being developed into residential homes. New developments in aging neighborhoods can also reignite interest in the area.

- ❖ Amenities: Younger homebuyers are also looking for amenities like walkable areas, with neighborhood parks/dog parks, trails, dining and shopping. There is also a resurgence of the concept of community, as opposed to the late 1990's/early 2000's idea of seclusion in large houses.
- ❖ Infrastructure: There is an increasing demand for home access to fiber optics/high speed internet, especially thanks to an increasing number of schools issuing tablets for assignments. There is also a growing trend of telecommuting employees. Internet access can be a selling point in marketing a house.
- ❖ Renovation/Demolition of Distressed Properties: Much sprawl from previous development patterns is now falling into disrepair and decay. This can have a negative effect on property values and the overall image of a neighborhood. These issues can be addressed through code enforcement. There may also be some opportunity for infill development.

Land Uses:

Residential, light commercial, greenspace/parks,



Future Development Map - Fairmount, Georgia

1 in = 2,000 feet

- | | | |
|-------------------|---|------------------------------------|
| — Roads | Character Areas | ■ Industrial |
| — Railroads | ■ Emerging Suburban | ■ In-Town Traditional Neighborhood |
| — Highways | ■ Hwy 411 Multiuse (Commercial, Industrial) | ■ Public / Institutional Core |
| ▭ Parcels | ■ Highway 411 Commercial Corridor | ■ Rural / Agricultural Reserve |
| ▭ City Limits | ■ Hillside Conservation | ■ Greenspace |
| ▭ County Boundary | ■ Historic Downtown | |

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Character Area: Emerging Suburban
Jurisdiction: City of Fairmount
Description:

These are houses and suburban developments from the 1990s or early 2000's, prior to the 2007 collapse of the housing market. In many cases such neighborhoods were left unfinished, and are just now starting to see a resurgence of development efforts. This area is likely to see an increase in residential development pressure in the next 10 years due to its proximity to I-75 and Highways 411 and 53.

Implementation Measures:

- ❖ Zoning/code enforcement: City properties should be zoned to encourage and promote this kind of development in desired areas and discourage it in undesirable areas. Local ordinances can also be used to promote quality design and construction that is more likely to hold up to time and the environmental elements and hold its financial value. Substandard design and construction can lead to distressed property values and even crime in the future. These ordinances can also be used to promote compatible designs in an effort to protect the rural, small-town heritage. Incentives in such ordinances can also be used to encourage greenspace preservation and walkability. Lot sizes should be determined by the topographical gradient of the property, in an effort to prevent erosion and other environmental issues.

- ❖ Sewer vs. Septic: Access to sewer is a desirable feature when trying to attract quality residential developers. Sewer should be provided to areas of desirable residential development depending upon its feasibility, which includes cost of installation and maintenance. Some residential developments may not need access to sewer if they are too far away from existing sewer, if there will be too few customers to absorb the cost to install sewer lines that far, or if the lot sizes and soil quality are sufficient for use of septic tank use.

- ❖ Create walkable neighborhood focal points by locating schools, community centers and commercial activity centers at suitable locations.

Land Uses:

Residential, light commercial

Character Area: River Corridor/Floodplain Preserve
Jurisdiction: Gordon County and the Cities of Calhoun and Fairmount
Description:

The City of Fairmount has no rivers, although there are multiple creeks and low-lying areas like Salacoa Creek that are prone to flash flooding in the event of hard and/or excessive rainfall.



Implementation Measures:

These are environmentally sensitive areas and deserve special protection. The following are recommended:

- ❖ Limited development: These areas need limited human interference in order to prevent unnecessary flooding by allowing stormwater to be absorbed by open ground as opposed to running directly into the creek via streets and parking lots. These areas are ideal for parks and/or conservation areas. The roots of grasses, shrubs and trees will absorb rainfall more quickly and prevent flooding, as well as erosion of creekbanks. This erosion is one example of water pollution, which requires increased efforts and costs associated with the purification of water for human consumption.

The limited ability to obtain financing and insurance for development in floodplains is a major incentive in efforts to prevent human interference with environmentally sensitive floodplains. Any development that does occur in these areas should be connected to

sewer, as opposed to septic tanks, which are more likely to leak into the nearby water sources and cause pollution.

- ❖ Expansion: Creeks and river corridors naturally connect communities because humans have historically congregated and developed cities at water sources, therefore these are great opportunities to promote walkability, exercise/recreation and community building through the creation of trail networks. The expense associated with the building and maintaining of trail networks typically necessitates partnerships between multiple jurisdictions, or private/public partnerships. These are also great locations for future parks and nature preserves.
- ❖ Ordinances: Adoption and implementation of model ordinances like those offered by Georgia Department of Natural Resources (DNR) and Georgia Department of Community Affairs (DCA) can be used for things like tree canopy and stream bank protection.

Land Uses:

Passive use, parks, trails, conservation

Character Area: Highway 411 Commercial Corridor
Jurisdiction: City of Fairmount
Description:

This is the area along Georgia Highway 411 that is contained within the city limits of Fairmount. Highway 411 runs through the middle of downtown Fairmount, along the edge of the city square. Highway 411 within the City of Fairmount is currently a mix of residential, commercial and light industrial. The corridor will inevitably become increasingly commercial and industrial as a result of highway access and the railroad running almost parallel to the highway. This area is known for higher volume and higher speed traffic, including a substantial amount of commercial truck traffic. The amount of commercial truck traffic is expected to increase significantly as a result of the Inland Port being created on Highway 411 in neighboring Murray County, north of the City of Fairmount. This corridor already has access to water and sewer.



Implementation Measures:

- ❖ **Streetscapes:** The City of Fairmount has naturally developed along Highway 411, however the highway cuts the city in half. The conditions associated with higher speed, higher volume traffic naturally discourages pedestrians, however Highway 411 runs north to south along eastern edge of the City Square. This should be maintained as pedestrian-friendly area. Streetscapes can be developed to calm vehicular traffic and make pedestrians feel safer and welcomed to downtown. Wide and separated sidewalks, street trees, crosswalks and other ideas can be implemented to promote walkability. These not only calm traffic, but make the area appear more vibrant and welcoming, to vehicular traffic too. This is especially important in the area between the west side of Hwy 53 and the east side of Hwy 53. Customized wayfinding signage also makes the area appear vibrant and welcoming.
- ❖ **Ordinances:** Zoning and other development/code enforcement ordinances can be implemented to ensure that future growth and development is limited to desired growth and development. As the major corridor through town this is the first impression that travelers will see. Mature tree cover should be protected as it promotes air quality, lower temperatures and the protection of the rural, small-town atmosphere. Promote or incentivize infill development to prevent sprawl and unnecessary infrastructure expansions.

Land Uses:

Commercial, light industrial, multi-family residential

Character Area: Hillside Conservation

Jurisdiction: City of Fairmount

Description:

This is an area on the eastern side of the city that has a steep topographical gradient. In the past an effort was unsuccessfully made to develop this area for residential purposes. The area is not high enough in elevation to qualify for DNR protection associated with steep slopes, however it is environmentally sensitive to erosion if the existing tree cover is removed. This tree covered slope is also visible from Hwys 411 and 53, which adds to the rural, mountainous appeal.



Implementation Measures:

- ❖ Preservation/Conservation: This is an environmentally sensitive area where development should be minimal. The scenic and “off the beaten path” nature of this area lends itself residential development. Ideally this area should remain natural. However, if development is to occur it then it should be large lot residential with zoning and ordinances in place to protect the natural skyline and the soil. These can include tree canopy ordinances, minimum lot sizes, amongst others. Limiting roof height can also be used to protect the natural skyline, ensuring that roof lines are hidden behind mature foliage. Fairmount can amend, adopt and implement existing model ordinances created by DNR and other agencies to limit development in this area.

- ❖ Limit Infrastructure: In an effort to limit development the City can limit the availability of infrastructure in this area, including water and sewer access. Officials can also limit development potential by keeping roads into and out of the area the minimum width.

Land Uses:

Passive land uses: conservation, large lot residential (if any)

Character Area: Historic Downtown

Jurisdiction: City of Fairmount

Description:

This is the area around the town Square, a park surrounded by four rows of historic buildings forming a square around the park. Many of these buildings were constructed in the early 1900s when Highway 411 was a much more traveled route, prior to the interstate system. Some of the buildings remain occupied businesses, however some of the buildings have been vacant for extended periods of time and are suffering from neglect and decay, including leaky roofs and other issues. The City takes great care of the park and recently constructed a new City Hall on the square. The new City Hall blends in well with the existing buildings.



Implementation Measures:

- ❖ Historic Preservation: This area needs to retain its historic character. This can be accomplished through the adoption and implementation of zoning and other

development/code enforcement ordinances. These ordinances should focus on things like business signage, façade and parking, amongst others. New development in this area should be encouraged to complement existing development. Things like “big box” development should be limited to other areas along the Highway 411 corridor. Promote infill development as it will make the city as a whole feel more active and vibrant, given that most people will see it from Hwy 411, which runs through this area.

- ❖ Pedestrian Friendly: This area was developed prior to our modern-day lifestyles that now revolve around automobile travel. This area should remain pedestrian friendly, specifically area on the east side of the historic square, which includes Highway 411. Streetscapes can be developed to calm vehicular traffic. These can include the widening of sidewalks, addition of crosswalks, planting of street trees, custom signage and parking.
- ❖ Consider regulations/ordinances to mitigate potentially undesirable development (noise, air quality, increased traffic, stormwater runoff).

Land Uses:

Light commercial, public institutional, multi-family residential, parks (all need to compliment historic atmosphere)

Character Area: In-Town Traditional Neighborhood

Jurisdiction: City of Fairmount

Description:

These are the homes and businesses near the town square and Georgia Highways 411 and 53. These tend to be ranch style homes constructed prior to 1970. All of these homes are served by water, sewer and local police/fire protection. These in-town neighborhoods, with smaller lot sizes are becoming increasingly popular with millennials.



Implementation Measures:

- ❖ The downtown area needs to be vibrant and walkable. Effort should be made to promote and maintain walkability. Sidewalks/crosswalks on Hwys 411 and 53 are advised to maintain the walkability, given that these highways run through the middle of the city. Residents should ideally be able to walk to places like schools, shops, restaurants, parks, and government offices. The ability to walk/bike to their employment would be ideal.
- ❖ A series of code enforcement ordinances needs to be developed and implemented. Many of the properties are older and some are in need of various degrees of renovation/updating in order to remain livable/marketable to new buyers. A few of the properties have fallen into such disrepair that they have become an eyesore and possibly dangerous for inhabitants. These properties need either extensive renovation or demolition. A set of code enforcement ordinances would allow the city to promote increasing and stable property values by preventing uncontrolled vegetative growth and property decay, due to neglect.
- ❖ Zoning needs to be developed and implemented to protect the integrity of the community. Uncontrolled future growth can be detrimental to the character of the community. Zoning can also be used to promote and stabilize property values by preventing conflicting uses of neighboring properties.
- ❖ Promote infill development where the necessary infrastructure is already in place. The development of new homes will also stabilize and reinvigorate the area.

- ❖ Efforts need to be made to make in-town traditional neighborhoods economically vibrant, development of low-impact and family-friendly businesses would be ideal.

Land Uses:

Light commercial, residential, parks/recreation

Character Area: Industrial

Jurisdiction: City of Fairmount

Description:

The City of Fairmount has industrial/advanced manufacturing sites all across town, particularly on the west side of town, near Highways 411, 53 and the railroad tracks. Many of Fairmount’s residents currently travel daily to other parts of Gordon County and Calhoun for employment in the field of industrial/advanced manufacturing.



Implementation Measures:

- ❖ Identifying Properties: The future economic growth of the City of Fairmount will need to include the recruitment and development of additional industrial businesses. The City should begin identifying properties needed for future industrial development, such

properties will need to have access to necessary infrastructure like water, sewer, fiber optic and, if possible, railroad access. Some properties may need to be annexed into the City, however the development of nearby County properties would also have a beneficial economic impact on the City of Fairmount. Additional jobs in the area would also inevitably lead to additional stores, restaurants and services like banks and medical clinics. The City may need to partner the county on development projects.

- ❖ **Increased Rail Access:** The City should also begin to look into the feasibility creating additional access points to the existing rail lines. Multiple neighboring jurisdictions have exhausted all opportunities for additional rail access, however the City of Fairmount is fortunate enough to have a track that could currently allow for additional traffic. The stretch of track running through Fairmount is also relatively straight and flat.
- ❖ **Marketing:** Available properties will also need to be properly marketed, so the City should partner with the Gordon County Chamber of Commerce and the Industrial Development Authority. There are multiple internet sites with search engines for properties available for large-scale economic/industrial development.

Land Uses:

Industrial (light and heavy), light commercial

Character Area: Public Institutional

Jurisdiction: City of Fairmount

Description:

This area is made up government owned and manager properties, places like City Hall, schools, parks and undeveloped property currently owned by the City of Fairmount.

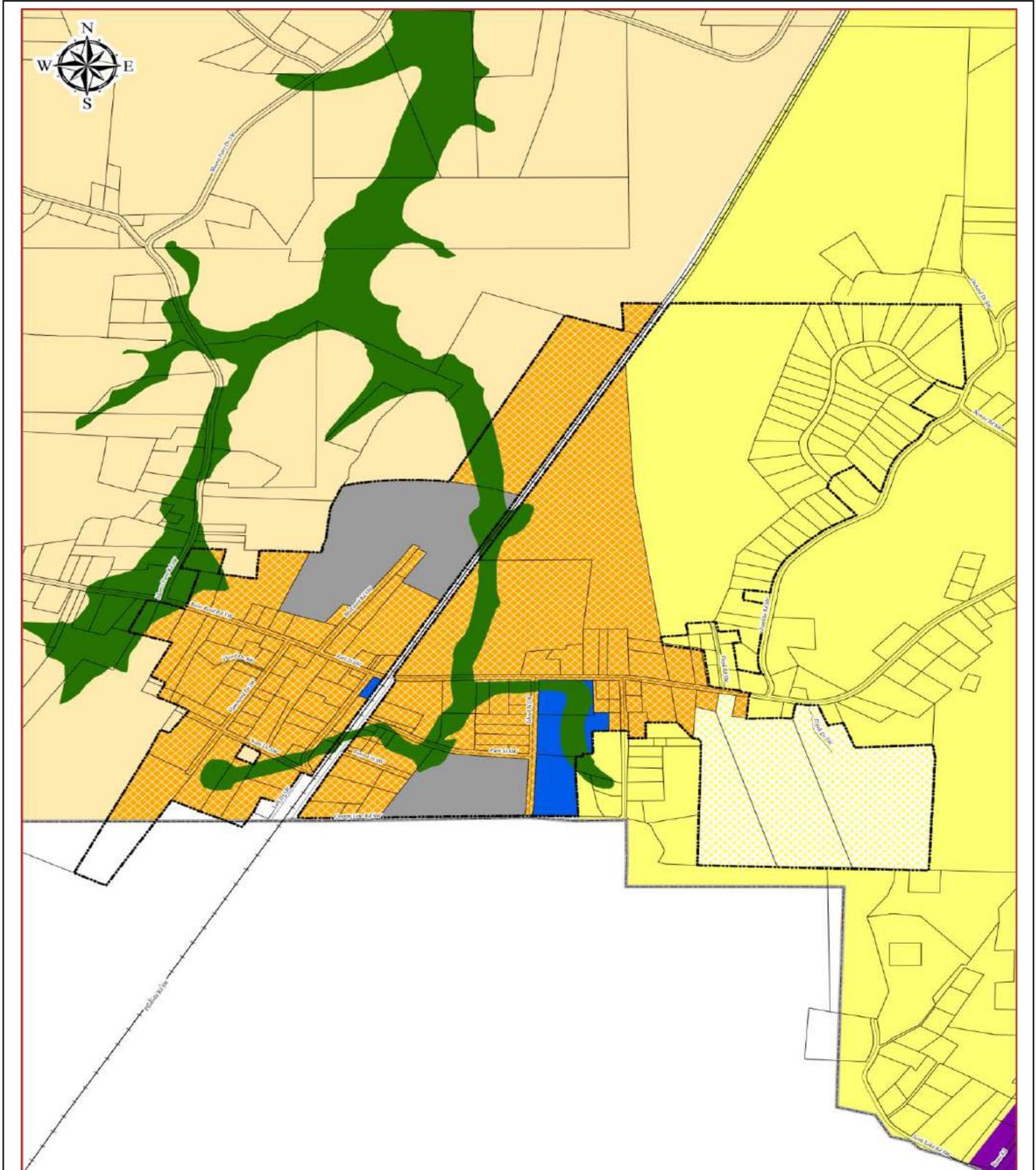


Implementation Measures:

- ❖ Identifying needs for additional properties and services: The City should start by identifying areas of desire future growth and expansion in terms of government services. A poll of local residents would be ideal, such services could include expansion or development of additional parks, the fire department, trash pick-up, etc. The City currently has property along Salacoa Creek that could be cleaned up and used for a park. The City has also discussed the desire to increase recreational sports opportunities by creating additional baseball fields and basketball courts. The first step needs to be identifying and acquiring properties needed to create or expand opportunities.
- ❖ Code Enforcement: The City has expressed an interest in developing a Code Enforcement Officer position. There is common practice amongst owners of neglected properties in some jurisdictions, particularly absentee property owners, who will simply donate property in lieu of spending the money necessary to bring the offending property up to the required standards.
- ❖ Zoning: If the City adopts and implements zoning it will then have the ability create buffers around things like neighborhood parks and schools in an effort to promote walkability, quality of life and health.

Land Uses:

Government offices, parks, schools



Future Development Map - Plainville, Georgia

1 in = 775 feet

- | | | |
|-------------------|----------------------------|-----------------------------|
| — Roads | Character Areas | Public / Institutional Core |
| — Railroads | Emerging Mixed Use | Rural Residential |
| — Highways | Emerging Suburban | Traditional Residential |
| ▭ Parcels | Rural/Agricultural Reserve | Greenspace |
| ▭ City Limits | Emerging Suburban | Industrial |
| ▭ County Boundary | | |



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Character Area: Emerging Suburban
Jurisdiction: City of Plainville
Description:

This is an area on the Northeast area of the City of Plainville that is already seeing newer residential development. Some of the land in this area is currently undeveloped but is adjacent to residential development. This is also the side of town closest to GA Hwy 53 and the City of Calhoun. This area also sits elevated above the nearby flood plain.

Development Strategies/Policies:

- ❖ Zoning: Plainville currently has no zoning to protect against conflicting uses of neighboring properties. Lack of sewer access will likely deter the development of commercial and industrial development. This can also be used to prevent against substandard building/design practices.
- ❖ Infrastructure: Plainville has no sewer access so any residential construction will need to meet the lot size requirements necessary for the use of septic tanks.
- ❖ Environmental Protection Ordinances: Ordinances can be adopted to protect natural resources. Much of this area is currently tree covered and ordinances can be developed and implemented to require a certain number of trees to remain protected or replaced elsewhere if cut down. This will not only promote cooler temperatures associated with shade, but also cleaner air and higher property values. Depending on the property size, this could also be a proper area for a conservation easement.
- ❖ Walkability: When practicable, install sidewalks or trails to promote walkability throughout the community, especially to the nearby park.

Land uses:
Large lot residential

Character Area: Industrial
Jurisdiction: City of Plainville
Description:

These areas are currently home to industrial businesses that are established and expected to continue operation over the next 10 years. Expansion of the physical footprint of these businesses would be difficult due to residential housing on neighboring properties.

Development Strategies/Policies:

- ❖ Zoning: City of Plainville currently has no zoning and currently has few lots big enough to allow for additional industrial growth and/or expansion. Any desire for future development should focus on the CSX Railroad running through the middle of Plainville as rail access is a popular amenity. Lots adjacent to the railroad can be combined to allow for potential future development.

- ❖ Infrastructure: The lack of water, sewer and high-speed fiber optic will continue to impede future economic development. Lack of an immediately available highway or interstate is also a deterrent.

Land Uses:

Industrial

Character Area: Public/Institutional Core

Jurisdiction: City of Plainville

Description:

These are government owned properties that include City Hall and the City Park. The creation of additional properties and/or expansion of these existing properties to include additional properties is not expected in the next 10 years.



Development Strategies/Policies:

- ❖ Expanded use: Soccer is becoming increasingly popular in the United States thanks to newly arrived immigrants. Soccer is commonly known as the most popular sport in the world, not including the United States.
 - Trails around parks are also increasing popular.
- ❖ Infrastructure: Parks are of more use with proper lighting, particularly in the winter months when the sun sets early. Lights can be placed on a timer to allow them to shut off automatically at a predetermined time thus indicating that the park is closing.
 - Walkability in the area around parks is also important in smaller communities where citizens don't necessarily have to drive to a local park for recreation. Sidewalks, crosswalks and trails are popular features to promote usage. In the absence of funding for sidewalks, consider increased traffic enforcement to reduce speeding and reckless driving in these areas.
 - Water fountains are also a commonly desired amenity.

- ❖ Events/Marketing: Conduct periodic or seasonal events, i.e. fall festivals, Easter egg hunts, block parties, 4th of July BBQs. These events can even be fundraisers for various city projects or local causes. Marketing is also essential and can be done at no cost via official social media accounts.

Land Uses:

Recreation (active and passive use), accessible to near

Character Area: Rural Residential

Jurisdiction: City of Plainville

Description:

This is an area of large lot single family homes that are likely to remain large lot residential in the future.

Development Policies/Strategies:

- ❖ This type of residential development is ideal for Plainville given that larger lots are better suited for septic tank usage, which is necessary in Plainville due to the lack of sewer availability. This type of development is also more visually appealing in an effort maintain the small, rural town atmosphere. Minimal infrastructure is necessary in these areas and limited paving and other pervious surfaces will prevent unnecessary runoff and stormwater flooding, which is already an issue in the low-lying areas in the City of Plainville.

Land uses:

Large lot residential

Character Area: Traditional Residential

Jurisdiction: City of Plainville

Description:

This is the downtown core of the City of Plainville. The CSX train tracks run through the middle of Plainville and are flanked on either side by single family residences. Most of these homes tend to have smaller lots, though still typically ¼ to ½ acre lots.



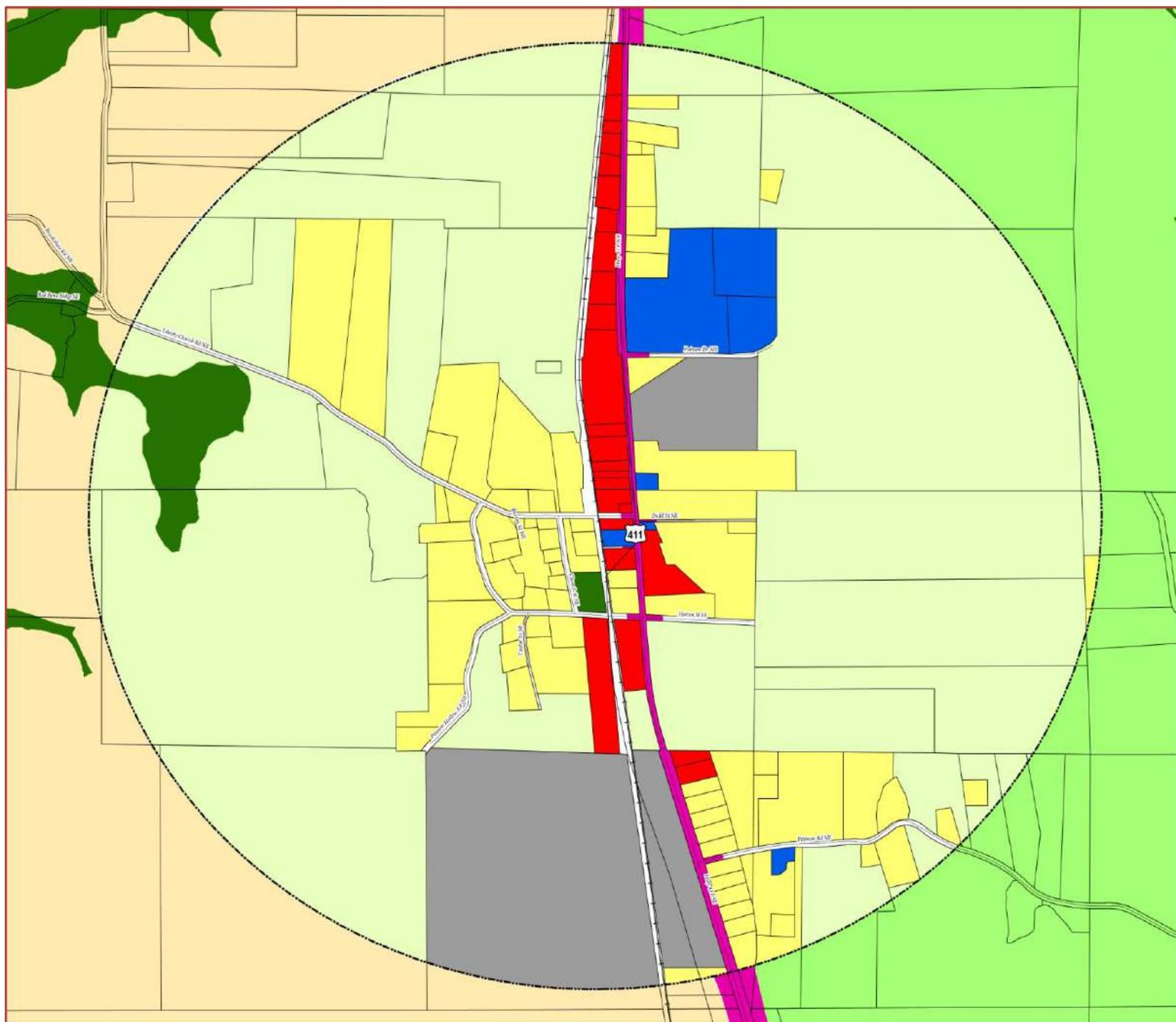
Development Strategies/Policies:

- ❖ Flood prevention: Much of this area is prone to flooding during heavy or length rain events. This flooding is the result of stormwater gathering in low-lying areas, as opposed to the rising of a body of water like a river or creek. Stormwater ordinances can be developed to mitigate this with any future development. Regular maintenance on drainage ditches should also be performed. There are also certain plants that thrive on excess moisture. Finding ways to divert some the stormwater into multiple areas is also effective.
- ❖ Demolition of substandard properties: There are some properties in the City of Plainville that have become uninhabitable and have been abandoned, thus allowing the structures on these properties to continue to deteriorate. In an effort to protect property values and prevent accidental injuries the City of Plainville should consider seeking assistance from Gordon County regarding the demolition of these properties. The Gordon County Tax Assessor's Office can help identify the property owner and the court system may be able to assist with condemnation.
- ❖ Sense of Community: Despite minimal commercial activity in this area it is in fact the city center of the City of Plainville, in that the City is built around City Hall and the railroad tracks. There is a significant amount of open space in this area and streets that can reasonably be blocked off for community events. This can include: cookouts, block parties, etc. The City of Plainville has reportedly been experiencing an increasing amount of properties becoming rental properties, with tenants changing regularly. A greater sense of community and belonging may help with this. City officials have wisely already been making attempts at such events. These efforts should continue and be marketed beforehand via social media and documented during the event to show non-attendees what they missed out on in hopes to increasing participation at the next event.

Land uses:

Residential, light commercial, public institutional/gathering space

Future Development Map Ranger, Georgia



- City Limits
- Character Areas
 - Hillside Conservation
 - Hwy 411 Multiuse (Commercial, Industrial)
 - Rural/Agricultural Reserve
 - Agriculture
 - Commercial
 - Greenspace
 - Industrial
 - Public/Institutional
 - Residential



1 in = 875 feet

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Character Area: Residential

Jurisdiction: Town of Ranger

Description:

The Town of Ranger is comprised of single family residential, most of which is post world war II construction. This style of housing is suitable due to the rural nature of the area, where multi-family housing is generally less popular.



Development Strategies/Policies:

- ❖ Continue traditional neighborhood development principles.
- ❖ Develop incentives for infill development to prevent sprawl and the rehabilitation of distressed properties.
- ❖ Infrastructure Improvements: Additional access to water/sewer and fiber optic would make the area more desirable.
- ❖ Public Improvements: beautification projects, continued maintenance of existing infrastructure like roads and parks.
- ❖ Develop code enforcement ordinances to promote stabilized and increasing property values by preventing residential neglect and decay and uncontrolled vegetative growth.
- ❖ Maintain and continue to develop walkability throughout the town, particularly along Hwy 411, which divides Ranger in half.

Land Uses:

Residential, light commercial, green space/parks.

Character Area: Commercial

Jurisdiction: Town of Ranger

Description:

The Town of Ranger currently has minimal commercial activity, which is an issue for continued development. The unavailability of infrastructure like sewer and fiber optic is a factor preventing economic growth. The area has potential for future development due to its proximity to Hwy 411, railroad access and nearby undeveloped land. Ranger currently has no traditional dining or retail establishments, which are necessary for collecting sales tax revenue.



Development Strategies/Policies:

Infrastructure Improvements: Additional development will require necessary infrastructure to support such development. Commercial development requires access to water, sewer, electricity, roads, fiber optic.

Aesthetic Appeal: Develop and implement streetscapes along Hwy 411, the most commonly traveled route into and out of town. This will make the area appear more vibrant and welcoming.

Zoning: The Town of Ranger currently has zoning and zoning can be used to improve quality of life with future development. The smaller size of the town means it should be walkable and for both recreation and travel. Commercial development along Hwy 411 will include a mix of residential and commercial offering mixed use opportunities.

Marketing: The town needs to develop and actively maintain a digital presence in an effort to promote itself to the world at large. Identifying and contacting local officials is currently difficult.

Land Uses:

Commercial, mixed use, light industrial, parks/greenspace

Character Area: Industrial
Jurisdiction: Town of Ranger
Description:

The Town of Ranger currently has a chemical company and other light industrial businesses like “mom-n-pop” machine shops. The available workforce on the east side of Gordon County supports the continued development of additional industrial/advanced manufacturing opportunities. This are of the county has undeveloped land and access to Hwy 411 and rail access. The nearby development of the inland port is also a positive attribute.



Development Strategies/Policies:

- ❖ Infrastructure Improvements: Additional growth will require access to water, sewer, electricity and fiber optic. Ranger currently needs additional access to sewer and fiber optic. The existence of the railroad that almost perfectly parallels Hwy 411 is an opportunity for future development.
- ❖ Partner with neighboring jurisdictions to acquire large properties for future development.
- ❖ Marketing: These properties will need to be marketed to the rest of the world. There are multiple economic development sites that offer such opportunities. The NWGRC, Gordon County Chamber of Commerce and Industrial Development Authority can assist.
- ❖ Development Regulations: Develop and implement regulations requiring landscaping/site design/stormwater management to add curb appeal and soften or shield neighboring commercial and residential areas.

Land Uses:

Industrial, light commercial, greenspace (for stormwater management from pervious surfaces)

Character Area: Institutional

Jurisdiction: Town of Ranger

Description:

The institutional properties located in the Town of Ranger consist of a county operated volunteer fire station, a Post Office, a community center and a city park. The Town of Ranger currently has no official town hall or any other offices of facilities.



Development Strategies/Policies:

- ❖ Development of existing properties: The Town of Ranger should focus on continuing to develop the existing property's that it controls, the park and the community center. The community center is an aging facility in need of renovations in order to remain usable. Grant money or partnerships with other local governments or public/private partnerships will be necessary. The park can be upgraded or maintained with the help of volunteers, like local civic groups or as part of an Eagle Scout Project. Discuss potential projects with the residents to ensure support and to identify desired changes.

Land Uses:

Public Services, greenspace (active use)

Character Area: Agricultural

Jurisdiction: Town of Ranger

Description:

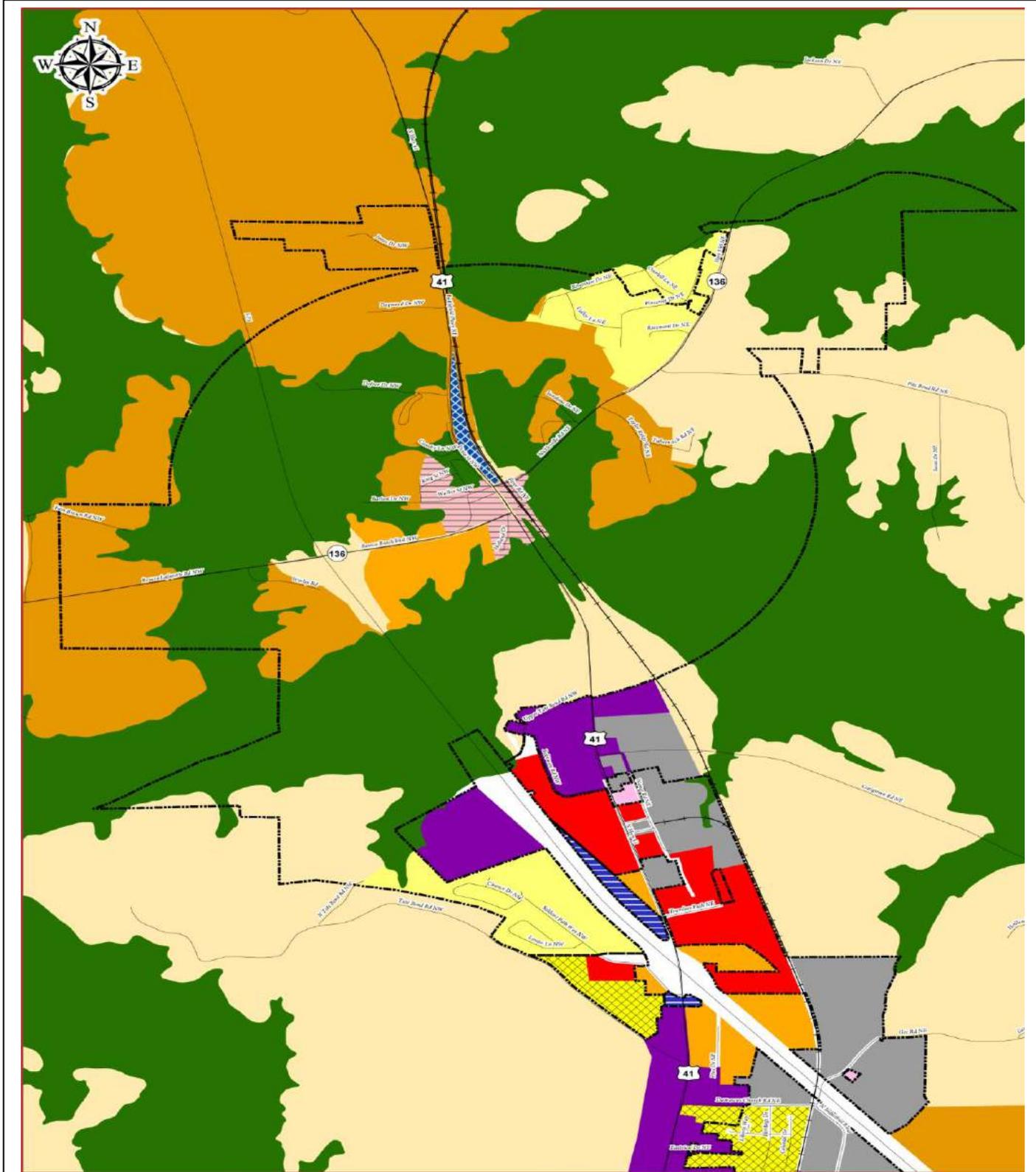
Ranger has some agricultural properties within the incorporated limits of the town. These are unlikely to face immediate development pressure in the immediate future.

Development Strategies/Policies:

- ❖ This is an opportunity to be proactive and ensure green space for future generations. Zoning and other ordinances can be created to ensure some areas like these remain natural. Another option are conservation easements, depending on the kind of agricultural use being conducted.

Land Uses:

Agricultural, may include a farm house.



Future Development Map - Resaca, Georgia

1 in = 1,475 feet

- | | | |
|---------------|--------------------------------|------------------------------|
| — Roads | Character Areas | Highway 41 North Corridor |
| — Railroads | Commercial | Historic Downtown |
| — Highways | County in City | Historic Resource Protection |
| ▭ Parcels | Emerging Mixed Use | Interstate Commercial |
| ▭ City Limits | Emerging Suburban | Industrial |
| | Greenspace | Residential |
| | Highway 41 Commercial Corridor | Rural / Agricultural Reserve |



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Jurisdiction: City of Resaca

Development Strategies/Policies

The nearby confluence of the Oostanaola and Conasauga Rivers renders much of the area in and around Resaca environmentally sensitive and ill-suited to conventional development.

- ❖ Discourage extension of public utilities that would encourage development of sensitive areas. Maintain a high degree of open space, especially including buffers along river and stream corridors. Incorporate open space into greenspace systems.

Land Uses:

- ❖ Undeveloped, agriculture, passive parks.

Character Area: Rural/Agricultural Reserve
Description:

Jurisdiction: Resaca

This area includes rural, undeveloped land suited for agricultural and large lot uses. An important development alternative for this area is a “conservation subdivision” to conserve as much open space as possible.

Development Strategies/Policies

- ❖ Preserve rural character.
- ❖ Discourage extension of public utilities, especially sewer, to encourage large lots.
- ❖ Preserve natural hydrology and drainageways for stormwater management.
- ❖ Encourage agriculture and conservation easements.
- ❖ Accommodate “conservation subdivisions” and other low-impact uses.

Land Uses:

- ❖ Agriculture
- ❖ Low-intensity single-family residential, preferably as “conservation subdivisions.”
- ❖ Passive recreation

Character Area: Historic Resource Protection

Jurisdiction: City of Resaca

Description:

This area is characterized by Civil War battlefields from the Battle of Resaca, including large tracts of land containing fortifications of various types, some of which are very well preserved. Many of these resources are catalogued in the *Atlanta Campaign Historic Resources Survey, Phase I* (2000), prepared for the Georgia Department of Natural Resources and the National Park Service. This character area extends beyond Resaca’s jurisdictional boundaries, but should be treated as a whole. It includes the Resaca Battlefield State Historic Site, the Fort Wayne Historic Site, the Resaca Confederate Cemetery, and private property under conservation easement. There are also a number of historic structures in Resaca.

Development Strategies/Policies:

- ❖ Preserve the integrity of battlefield sites, including associated viewsheds.
- ❖ Encourage conservation easements.
- ❖ Buffer historic sites from encroaching development.
- ❖ Encourage site design and scale compatible with the historic environment.
- ❖ Encourage low-impact uses.
- ❖ Work with battlefield conservancies and land trusts to preserve battlefields.
- ❖ Coordinate with the Gordon County Historic Preservation Commission to develop local historic districts to exercise oversight of historic areas.

Land Uses:

Agricultural
 Low-intensity single-family residential, “conservation subdivisions”
 Passive recreation

Character Areas: Historic Town Center
Jurisdiction: Town of Resaca
Description:

The historic town center is clustered near the railroad tracks. around the junction of Highway 41 and Nicklesville Road/Walker Street, and represents a mix of uses including residential. There are also several historic structures there.

Development Strategies/Policies

- ❖ Maintain a mix of uses likely to attract residents.
- ❖ Keep civic uses (town hall, post office, etc.) downtown to reinforce downtown as a community focal point.
- ❖ Orient buildings close to the road, and limit parking/pavement in front of buildings

- ❖ Accommodate redevelopment and infill that is compatible with the historic development patterns and architecture.
- ❖ Lay sidewalks and establish trails to encourage pedestrian access to downtown, and encourage pedestrian-scaled amenities, including lighting and site features.
- ❖ Reuse vacant structures.
- ❖ Explore the possibility of National Register listing to allow the use of rehabilitation tax credits.
- ❖ Maintain existing building stock and rehabilitate when necessary.
- ❖ Repurpose vacant residential buildings for professional or commercial uses with lighting, parking and signage compatible with residential use.
- ❖ Identify and promote the reuse of vacant buildings.

Land Uses:

Retail/neighborhood commercial, professional office, government facilities, single family residential, mixed uses.

Character Area: Highway 41 Commercial Corridor
Jurisdiction: Town of Resaca
Description:

The Highway 41 Commercial Corridor is differentiated from the historic town center by deep setbacks, parking lots between the road and buildings, and little pedestrian infrastructure. It constitutes a “gateway corridor,” and should be the focus of improvements to enhance its attractiveness and its compatibility with the adjacent town center.

Development Policies/Strategies:

- ❖ Maintain the commercial character of the area.
- ❖ Incorporate streetscape enhancements such as sidewalks and landscaping, and limit signs and billboards.
- ❖ Landscape parking lots to provide shade, reduce impervious surface, and to lessen the public visibility of parking areas.
- ❖ Encourage redevelopment to permit minimal building setbacks, parking to the rear of buildings, interparcel access and shared driveways.
- ❖ Require quality materials and design for re-development projects, and establish minimum standards.
- ❖ Coordinate with the Gordon County Chamber of Commerce to market vacant buildings.

Land Uses:

Commercial, retail.

Character Area: Emerging Suburban
Jurisdiction: Town of Resaca
Description:

Suburban-type residential is becoming common in once-rural areas, and is characterized by a predominance of single-family detached dwellings on relatively small lots.

Development Strategies/Policies

- ❖ Respect the surrounding rural character.
- ❖ Encourage “conservation subdivision” design and greenspace preservation.
- ❖ Provide a variety of housing choices.
- ❖ Ensure quality design and construction.
- ❖ Provide a connected network of streets, and connect it with existing and future development.
- ❖ Provide sidewalks and street tree, and connect to greenspace whenever possible.
- ❖ Limit grading and tree clearance, avoid any historic fortifications, and buffer them from development.
- ❖ Provide active and passive recreation opportunities.
- ❖ Provide parks to accommodate amenities such as playgrounds and picnic areas.
- ❖ Adopt a “conservation subdivision” ordinance.

Land Uses:

Single-family residential

Park space

Character Area: Interstate Access Commercial
Jurisdiction: Town of Resaca
Description:

Interstate Access Commercial accommodates uses associated with interstate access, such as truck stops and other auto and truck-oriented uses. An important consideration is ensuring that types and scaled of uses developing there do not detract from the rural and historic qualities of Resaca.

Development Strategies/Policies

- ❖ Develop clear physical boundaries between interstate commercial access areas and adjacent character areas.
- ❖ Limit signs and bill boards.
- ❖ Minimize curb cuts, and allow interparcel access
- ❖ Encourage site design that minimizes impervious surfaces, better integrates stormwater treatment, and screens parking and loading areas from the right-of-way.
- ❖ Respect the history of Resaca, especially of the battlefield.
- ❖ Adopt a sign ordinance, and landscaping and buffer ordinances.

Land Uses:

Commercial

Character Area: Highway 41 North Commercial Corridor

Jurisdiction: Town of Resaca

Description:

The Highway 41 North Commercial Corridor is at the southern end of town with a mix of commercial and residential uses.

Development Strategies/Policies:

- ❖ Encourage development that transitions the area to a commercial corridor.
- ❖ Develop clear physical boundaries between the Highway 41 North Commercial Corridor area and adjacent character areas.
- ❖ Incorporate access management techniques into site design, including shared driveways and interparcel access.
- ❖ Encourage site design that minimizes impervious surfaces, better integrates stormwater treatment, and screens parking and loading areas from the right-of-way.
- ❖ Limit signs and billboards.
- ❖ Limit clearing and grading.

Land Uses:

Commercial (non-big box).

6. Forward Momentum: Community Work Programs

COMMUNITY WORK PROGRAM									
Gordon County									
Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									
ED1, ED2, T3, IC1	Prepare a comprehensive Economic Development Plan with the cities, Chamber of Commerce, and the Development Authority to identify desired industries, suitable locations, and develop a marketing strategy.					X	\$15,000 - \$20,000	General Fund and Cities	Gordon County, Chamber of Commerce, DDA, other jurisdictions
ED1	Increase the Freeport Inventory exemption rates to 100%.			X			\$650,000 / year	General Fund	Gordon County
ED2, CFS4	Attract quality employers, industry and commerce by contacting existing and prospective industry and participation with the joint development authority.	X	X	X	X	X	Staff Time \$100,000	Hotel/Motel Tax	Gordon County, Chamber of Commerce, Development Authority and other jurisdictions
ED3	Increase tourism through maintenance of parks, recreation and historic resources	X	X	X	X	X	\$150,000	General Funds	Gordon County, Chamber of Commerce and other jurisdictions
ED4, CFS3	Support and expand educational and workforce development projects of the local school districts.	X	X	X	X	X	Staff Time	General Funds	Gordon County, City of Calhoun and local school districts

COMMUNITY WORK PROGRAM

Gordon County

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
CFS3, CFS5	Construct an Agriculture/ multi-purpose event center					X	\$4,500,000	SPLOST	Gordon County
HOUSING									
ID1, H1, H2	Increase availability of quality housing by protecting areas for residential development with zoning	X	X	X	X	X	\$20,000	P&D Budget	Gordon County, other jurisdictions and private developments
ID1, H1, H2	Expand entry level and workforce housing by protecting areas for residential development with zoning	X	X	X	X	X	\$20,000	P&D Budget	Gordon County, and private developers, State and Federal Grants
H2, T6	Develop housing in walk able areas through the Rivers to Ridges Trail Program.					X	\$550,000*	SPLOST & Grant Money	Gordon County and City of Calhoun
TRANSPORTATION									
T1, T3, T7	Support GDOT on the new Union Grove Road and I-75 Interchange and the south Calhoun bypass road projects with attendance at GDOT meetings.	X	X	X	X	X	\$1,500 Staff Time	State of Georgia GDOT	GDOT, Gordon County
T1, T2, T3, T4, NCR1	Update the 2007 Trans- portation Improvement Plan					X	\$15,000	General Funds	Gordon County
T1	Replace regulatory, warning, and ground mounted road signs that do not meet minimum MUTCD standards	X	X	X	X	X	\$12,000/yr Staff Time	Public Works Budget & Safety Grant	Gordon County
T1	Replace existing street name signs with larger 9" sign blades and 6" lettering.	X	X	X	X	X	\$3,000/yr Staff Time	Public Works Budget & Safety Grant	Gordon County
T1	Collect GIS location data for bridges, culverts, and cross drains on all county roads.	X	X	X	X	X	\$19,000/Yr Staff Time	Public Works Budget & Safety Grant	Gordon County

COMMUNITY WORK PROGRAM

Gordon County

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
T1	Improve conditions of key roads and intersections through use of SPLOST proceeds.		X	X	X	X	\$7,000,000	SPLOST	Gordon County
T4	Upgrades and expansion of Tom B. David Airport					X	\$1,500,000	Grants & General Fund	Gordon County, City of Calhoun, and Airport Authority
T5	Expand Bicycle and walking paths					X	\$550,000	SPLOST	Gordon County
T1	Pave, stripe or repair approximately 39 miles of County Roads per year	X	X	X	X	X	\$9,300,000	LMIG and SPLOST	Gordon County
NATURAL AND CULTURAL RESOURCES									
NCR1, T5	Expand and develop greenways and blue ways					X	\$550,000	SPLOST	Gordon County
NCR1, NCR2, CFS2	Operate the Resaca Battlefield Park, Fort Wayne, and make improvements to Salacoa Park	X	X	X	X	X	\$175,000	General Fund, SPLOST	Gordon County
COMMUNITY FACILITIES AND SERVICES									
CFS1, CSF7	Build a new Public Health Department			X			\$3,000,000	SPLOST	Gordon County
ED4, NCR1, NCR2	Develop the new Brookshire Park on SR 156 West.		X				\$300,000	SPLOST	Gordon County
CFS6	Renovate (re-paint, re-carpet, replace kitchen equipment) and expand the Senior Citizens Center.		X	X			\$350,000	SPLOST	Gordon County
CFS6	Construct a replacement Animal Shelter.		X				\$1,207,000	SPLOST	Gordon County
CFS6	Renovate 911 Facility					X	\$899,000	SPLOST	Gordon County
CFS8	Construct a large pavilion with restrooms and a splash pad at						\$250,000	SPLOST	Gordon

COMMUNITY WORK PROGRAM

Gordon County

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
	the Sonoraville Recreation Complex.								County
CF5	Update the upstairs at the Government Plaza and County Administration Building with new plumbing, carpet, paint, etc.			X			\$1,600,000	SPLOST	Gordon County
NCR1	Construct a canoe/kayak launch site at Ft. Wayne to access the Oostanaula River.					X	\$50,000	General Funds	Gordon County
NCR1	Construct a full-service boat ramp to access the Coosawattee River					X	\$50,000	General Funds	Gordon County
CFS2	Identify and purchase park land for a future park similar to the Sonoraville Recreation Complex.					X	1,500,000	SPLOST	Money has been allocated in the 2018 SPLOST for ballfields
CFS7	Begin the contract renewal process with Gordon Hospital ambulance service that will expire on June 30, 2018	X	X	X	X	X	\$150,000/yr	General Fund	Gordon County
CFS6	Renovate Sugar Valley Fire Station					X	\$350,000	SPLOST	Gordon County
CFS6	Renovate Sugar Valley Community Center					X	\$300,000	SPLOST	Gordon County
CFS6	Add on to the Records Retention Facility					X	\$350,000	SPLOST	Gordon County
CFS6	Construct new evidence facility and morgue					X	\$1,000,000	SPLOST	Gordon County
NCR1, CFS8	Develop recreation opportunities on west side of County.					X	\$400,000	SPLOST	Gordon County
LAND USE									

COMMUNITY WORK PROGRAM
Gordon County

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ID1	Update the Unified Land Development Code (ULDC) for relevancy, clarifications, and workability.					X	\$2,500 (Staff Time)	General Fund	Gordon County
LU1	Update the Code of Ordinances for completeness, clarity, and modernization.	X	X	X	X	X	\$2,500 (Staff Time)	General Fund	Gordon County

INTERGOVERNMENTAL COORDINATION

IC2	Coordinate with Calhoun to address the “islands” into the city making the city’s boundaries more inclusive and streamlining service delivery including emergency services and road maintenance.	X	X	X	X	X	\$1,500 (Staff Time)	General Fund	Gordon County, Calhoun
IC2	Update Service Delivery Strategy, prior to June 30, 2018, and again later, as required.	X					\$1,500 (Staff time)	General fund	Gordon County, Calhoun, Fairmount, Plainville, Ranger, Resaca
IC2	Assist City of Calhoun on Peters Street Project.			X			\$2,000,000	SPLOST	Gordon County, Calhoun

COMMUNITY WORK PROGRAM
City of Calhoun

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
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ECONOMIC DEVELOPMENT

COMMUNITY WORK PROGRAM

City of Calhoun

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ED1, ED2,	Evaluate/implement redevelopment mechanisms including Urban Redevelopment Plans that will include consideration of “big box” development guidelines.	X	X	X	X	X	\$5,000 (Staff time)	General Fund	Calhoun
ED1, ED2 ED7	Adopt design guidelines and standards for primary connectors/corridors and gateways.	X					\$50,000	General Fund	Calhoun
ED1, ED2 ED3, ED4	Support funding for professional design/ development of website for the Development Authority of Gordon County.		X				\$30,000	Hotel/Motel Tax	Calhoun
NCR5	Apply to Certified Local Government for designation as a Preserve America Community for historic preservation grant money.			X		X	\$1,000 staff time to assist Historic Preservation Commission	General Fund	Calhoun
ED1, ED2 ED4, ED5	Participate in the Electric Cities of Georgia Edge Development program for targeted strategic planning.		X				\$45,000	General Fund, Utilities	Calhoun
HOUSING									
H1	Through the adopted Urban Redevelopment Plan, assist in rehabilitating dilapidated or substandard housing.	X	X	X			Staff Time, \$306,000 grant funding. \$51,000 per home restored	DCA: Community HOME Investment Program (CHIP) grant	Calhoun Housing Authority, New Foundations Developmen t, Calhoun
H1	Raze dilapidated housing no longer suitable for rehabilitation.	X	X	X	X	X	\$5,000 per home razed	General Fund	Calhoun
TRANSPORTATION									

COMMUNITY WORK PROGRAM

City of Calhoun

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ED1, ED2 ED4, ED5, ED7, T4	Coordinate with County and GDOT for ROW funding, utility relocation and/or expansion for SR 53 east/west bypass.	X			X		\$1,500,000	GEFA loan, Utilities	Calhoun, GDOT
T4, LU2	Linda Lane, May Street intersection improvement with construction of a round-about	X					\$150,000	SPLOST	Calhoun, Gordon County
T3, LU2	Rebuild and add curb, gutter, drainage, and sidewalks on Peters Street. Phase One from US 41 to May Street.	X					\$1,580,000	SPLOST	Calhoun, Gordon County
T3, LU2	Rebuild and add curb, gutter, drainage, and sidewalks on Peters Street. Phase Two from May Street to Richardson Road.		X				\$2,275,000	SPLOST	Calhoun, Gordon County
T3, LU2	Rebuild and add curb, gutter, drainage, and sidewalks on Peters Street. Phase Three from Richardson Road to Curtis Parkway.				X		\$1,000,000	SPLOST	Calhoun, Gordon County
T3	New sidewalk on Curtis Parkway to connect existing sidewalks at Calhoun Primary/Elementary Schools to existing sidewalks on Dews Pond Road for improved pedestrian connectivity.			X			\$100,000	SPLOST	Calhoun
NATURAL AND CULTURAL RESOURCES									
NCR4, CFS1	Adopt a Tree Protection/ Replacement Ordinance		X				\$2,000 Staff Time	General Fund	Calhoun
NCR2 NCR3 NCR4	Adopt Georgia Storm Water Management Manual as part of implementation of the Calhoun Watershed Protection Plan.	X					\$500 Staff Time	General Fund, Utilities	Calhoun

COMMUNITY WORK PROGRAM

City of Calhoun

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
NCR2 NCR3 NCR4	Update Calhoun's code of ordinances concerning illicit discharge and illegal connections, post-development stormwater management for new development and redevelopment, and stream buffer protection as part of implementation of the Calhoun Watershed Protection Plan.		X				Staff Time	General Fund, Utilities	Calhoun
NCR2 NCR4	Apply for Georgia EPD Section 319 grants to help fund stormwater improvements.	X		X		X	Staff Time, \$150,000 per project	Grants, General Fund, Utilities	Calhoun
ED1, ED2 ED4, ED6	Support infrastructure improvements for Historic Downtown Calhoun, such as sidewalk replacement/rehabilitation for Park Avenue.		X				\$100,000	SPLOST, Downtown Development Authority	Calhoun, Downtown Development Authority
ED1, ED2 ED4, ED6 NCR1 CFS1	Assist preservation efforts in Downtown Calhoun by funding façade grants to qualifying downtown businesses.	X	X	X	X	X	\$20,000 per year	General Fund, Unrestricted Hotel/Motel Tax	Calhoun, Historic Preservation Commission
COMMUNITY FACILITIES AND SERVICES									
ED1, ED2 ED4, ED6, LU2	Replace sewer lines in Red Bud Road-Barrett Road corridor.				X		\$1,125,000	SPLOST	Calhoun
ED1, ED4 ED5, LU2	Construction of a 2 million gallon Ranger water tank and upgraded piping.		X				\$3,500,000	Utilities, SPLOST, GEFA	Calhoun
ED1, LU2	Replace Cast Iron water mains on College, Trammell, North Piedmont and Fain Streets			X			\$1,700,000	Utilities, SPLOST, GEFA	Calhoun

COMMUNITY WORK PROGRAM

City of Calhoun

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
CFS2	Construct or purchase larger Police Station.		X				\$3,500,000	SPLOST, General Fund/loan financing	Calhoun
CFS2	Renovate existing Police Department building in Downtown Calhoun.			X			\$300,000	General Fund	Calhoun
CFS2	New Recreation Gym with indoor walking track.					X	\$1,800,000	SPLOST	Calhoun
CFS2	New Recreation maintenance facility.			X			\$500,000	SPLOST	Calhoun
NCR3	Construct a new dog park at the Calhoun Recreation Department.		X				\$30,000	SPLOST	Calhoun
LAND USE									
LU1, ED1, ED2	Update the zoning ordinance and the development regulations, resulting in a Unified Land Development Code that includes provisions for mixed use, landscaping standards, and commercial corridor overlay districts.		X				\$25,000 Staff Time	General Fund	Calhoun
LU1, T1 ED1, ED2 ED8	Adopt design guidelines and standards for primary connectors/corridors and gateways to foster quality growth.	X					\$50,000	General Fund	Calhoun
LU1, LU2 ED1 ED2	Review and establish redevelopment areas as needed; establish funding opportunities.		X				\$5,000 Staff Time	General Fund	Calhoun
INTERGOVERNMENTAL COORDINATION									
IC1, IC2 ED1, ED2 ED4, ED5 ED6, LU2	Establish an Intergovernmental Coordinating Committee to create regular communication between the jurisdictions/ Board of Education and to improve coordination on issues such as		X				\$1,000 Staff Time	General Fund	Calhoun, Gordon County, Fairmount, Plainville, Ranger,

COMMUNITY WORK PROGRAM
City of Calhoun

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
	storm water management, land use planning, water and sewer planning, and transportation planning.								Resaca
IC2	Update Service Delivery Strategy, prior to June 30, 2018, and again later, as required.	X					\$1,500 Staff time	General fund	Gordon County, Calhoun, Fairmount, Plainville, Ranger, Resaca
ED1 ED2, ED6 T3, NCR1 NCR3	Implementation of the Rivers to Ridge Trail System-model mile.		X	X			\$1,500,000	SPLOST, DNR Grant	Gordon County, Calhoun
IC2, T2 LU2	Engineering, design, and construction of hangers at Tom B. David Airport to house large corporate jet aircraft.	X	X				\$3,500,000	General Fund, Gordon County, Bond Issue	Calhoun-Gordon County Airport Authority, Calhoun, Gordon County

COMMUNITY WORK PROGRAM
City of Fairmount

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									
EC1	Partner with county, other municipalities, the Chamber of Commerce and the development authority to prepare a countywide comprehensive Economic			X			\$500 (Staff time)	General Fund	Fairmount, Chamber of Commerce, DDA, and other

COMMUNITY WORK PROGRAM

City of Fairmount

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
	Development Plan to identify desired growth, suitable locations, and develop a marketing strategy.								jurisdictions
EC2	Identify properties needed for future economic/industrial growth of Fairmount and get them publicly listed on economic development websites				X		\$250 (Staff time)	General Fund	Fairmount
EC3	Meet with area medical facilities to determine the feasibility of a new medical clinic					X	\$250/year (Staff time)	General Fund	Fairmount
LU2	Prepare an inventory of downtown commercial properties that can be renovated/salvaged and those that need to be demolished			X			\$2,000 Staff Time	General Fund	Fairmount
HOUSING									
LU1	Partner with Gordon County and NWGRC to develop and implement code enforcement ordinances		X				\$1,000 (Staff time)	General Fund	Fairmount, Gordon County, NWGRC
TRANSPORTATION									
T1 T2	Request design assistance from DCA for sidewalk/streetscape development along Hwy 411			X			\$1,000 (Staff time)	General Fund	Fairmount
T2	Partner with NWGRC to pursue grant opportunities for sidewalk/streetscape development along Hwy 411					X	\$40,000	General Fund	Fairmount NWGRC
T3	Purchase snow plow for future winter weather	X					\$3,400	General Fund	Fairmount
NATURAL AND CULTURAL RESOURCES									
NCR3	Evaluate and possibly adopt measures that comply with GA DNR for wetlands,		X				\$250 (Staff Time)	General Fund	Fairmount, NWGRC

COMMUNITY WORK PROGRAM
City of Fairmount

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
	watersheds and water recharge areas								
NCR1, NCR2	Clean up city-owned property along Salacoa Creek for future park development					X	\$250 Volunteer or prisoner labor	General Fund	Fairmount
COMMUNITY FACILITIES AND SERVICES									
CSF1	Expand sewer lines, including northward along Hwy 411, towards Ranger					X	\$1,500,000	SPLOST	Fairmount
IC1	Partner with Gordon County to create Code Enforcement Officer position	X					\$38,000/YE AR	General Fund	Fairmount, Gordon County
CFS2	Have City Departments prepare a prioritized list of upcoming needs and expenses for advanced budgetary planning		X				\$500 (Staff Time)	General Fund	Fairmount
LAND USE									
LU1	Partner with NWGRC to develop and adopt zoning			X			\$2,500 (Staff time)	General Fund	Fairmount, NWGRC
INTERGOVERNMENTAL COORDINATION									
IC1	Renegotiate Service Delivery Strategy	X					\$500 (Staff time)	General Fund	Fairmount, other jurisdictions

COMMUNITY WORK PROGRAM
City of Plainville

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
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COMMUNITY WORK PROGRAM

City of Plainville

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									
IC1	Partner with neighboring jurisdictions within Gordon County to establish an Intergovernmental Coordinating Committee to create regular communication between the jurisdictions/ Board of Education and to improve coordination on issues such as storm water management, land use planning, water and sewer planning, and transportation planning. (rewritten from previous plan)		X				\$1,000 (staff time)	General Fund	Gordon County, Cities/towns of Calhoun, Fairmount, Plainville, Ranger & Resaca
ED1, IC1	Prepare a comprehensive Economic Development Plan with the cities, Chamber of Commerce, and the Development Authority to identify desired industries, suitable locations, and develop a marketing strategy.	X	X				\$500 (staff time)	General Fund	Plainville, Chamber of Commerce, DDA, and other jurisdictions
HOUSING									
H1	Pursue demolition of dangerous substandard housing by property owners					X	\$1,000 (staff time)	General Fund	City of Plainville
TRANSPORTATION									
IC1, T1	Request additional traffic enforcement presence by Gordon County Sheriff's Office to address speeding motorists		X				\$500 (staff time)	General Fund	City of Plainville, Gordon County
NATURAL AND CULTURAL RESOURCES									
NCR1	Partner with NWGRC to develop and adopt ordinances to mitigate flooding (rewritten from previous plan)				X		\$500 (staff time)	General Fund	City of Plainville, NWGRC

COMMUNITY WORK PROGRAM

City of Plainville

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
NCR1	Partner with Gordon County to clean ditches to address street flooding on York Drive at Scott Drive		X				\$500 (staff time)	General Fund	City of Plainville, Gordon County
NCR1	Review and possibly adopt measures that comply with GA DNR for protecting wetlands, watersheds, and groundwater recharge areas.		X				\$2,500 Staff Time	General Fund	City of Plainville
COMMUNITY FACILITIES AND SERVICES									
CFS1	Develop new soccer field in city park				X		\$5,000	General Fund	City of Plainville
CFS1	Obtain an estimate for the resurfacing of the tennis court in the city park (phase one)					X	\$500 (staff time)	General Fund	City of Plainville
INTERGOVERNMENTAL COORDINATION									
IC1	Update Service Delivery Strategy, prior to June 30, 2018, and again later, as required or needed	X					Staff time	General fund	Gordon County, Calhoun, Fairmount, Plainville, Ranger, Resaca

COMMUNITY WORK PROGRAM

Town of Ranger

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									

COMMUNITY WORK PROGRAM

Town of Ranger

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ED1, CFS1, T1, LU1, IC1, CFS1	Establish an Intergovernmental Coordinating Committee to create regular communication between the jurisdictions/ Board of Education and to improve coordination on issues such as storm water management, land use planning, water and sewer planning, housing, and transportation planning. (written to include "pending" projects from previous work program		X				\$1,000 Staff Time	General Fund	Ranger, Gordon County, Calhoun, Fairmount, Plainville, Resaca
ED1	Prepare a comprehensive Economic Development Plan with the cities, Chamber of Commerce, and the Development Authority to identify desired industries, suitable locations, and develop a marketing strategy.			X			\$500 Staff time	General Fund	Ranger, Gordon County, Calhoun, Fairmount, Plainville, Resaca
ED1	Investigate the possibility of constructing a stand-alone sewer system.				X		\$25,000	General Fund	Ranger
NATURAL AND CULTURAL RESOURCES									
NCR1	Partner with NWGRC to develop, adopt and implement natural resource protection ordinances based on DNR model ordinances (rewritten from previous "pending" projects)			X			\$2,500 Staff Time	General Fund	Ranger, NWGRC
NCR1	Review and possibly adopt a Hillside Development Ordinance (See DCA Model Code, latest version)			X			\$2,500 Staff Time	General Fund	Ranger
LAND USE									

COMMUNITY WORK PROGRAM

Town of Ranger

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
LU2	Partner with NWGRC to develop, adopt and implement design guideline ordinances for the Hwy 411 corridor for future development (rewritten from previous "pending" projects)					X	Staff Time	General Fund	Ranger, NWGRC
LU2	Review and possibly adopt a Landscaping Ordinance (See DCA Model Code, latest version)			X			\$2,500 Staff time	General Fund	Ranger, NWGRC
LU2	Adopt a Sign Ordinance (See DCA Model Code, latest version)		X				\$1,500 Staff time	General Fund	Ranger
LU2	Review and adopt basic architectural design standards for non-residential uses (See DCA Model Code, latest version)			X			\$10,000 Staff Time	General Fund	Ranger, NWGRC
INTERGOVERNMENTAL COORDINATION									
IC1	Updated Service Delivery Strategy Agreements	X					\$500 (Staff time)	General Fund	Town of Resaca
TRANSPORTATION									
T1	Identify and prioritize sidewalk/streetscape projects for potential future SPLOST funding.		X				\$500 (Staff time)	General Fund	Town of Resaca

COMMUNITY WORK PROGRAM

Town of Resaca

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									

COMMUNITY WORK PROGRAM

Town of Resaca

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
IC1 IC2	Partner with other municipalities to establish an Intergovernmental Coordinating Committee to create regular communication between the jurisdictions/Board of Education and to improve coordination on issues such as economic, development, storm water management, land use planning, water and sewer planning, and transportation planning. (rewritten from previous plan)		X				\$1,000 (staff time)	General Fund	Town of Resaca
ED1	Prepare a comprehensive Economic Development Plan with the cities, Chamber of Commerce, and the Development Authority to identify desired industries, suitable locations, and develop a marketing strategy.			X			\$1,000 (Staff Time)	General Fund	Resaca Ranger, Gordon County, Calhoun, Fairmount, Plainville,
ED3	Create gateway signage on the GA Hwy 41 Corridor (rewritten from previous plan)			X			\$2.500	General Fund	Town of Resaca
ED2	Assist City of Calhoun with their sewer expansion project into the Town of Resaca to allow for economic growth potential by keeping residents up-to-date on timeframe, potential disruptions, traffic delays, etc.			X			\$500 (staff time)	General Fund	Town of Resaca
HOUSING									
H1	Check on the feasibility of partnering with Gordon County to instate code enforcement				X		\$500 (staff time)	General Fund	Town of Resaca
NATURAL AND CULTURAL RESOURCES									
T1 CFS1	Partner with Gordon County to develop a trail connecting Resaca to the battlefield property					X	\$100,000	Grant funds, specific grant to be determined (RTP or LWCF)	Town of Resaca

COMMUNITY WORK PROGRAM

Town of Resaca

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
NCR2	Designate a Resaca Battlefield overlay district and adopt design guidelines in conjunction with the Gordon County Historic Preservation Commission.			X			\$10,000 Staff Time		Town of Resaca Gordon County Historic Preservation Commission
NCR1	Evaluate and adopt Stormwater ordinances for future development in an effort to mitigate flooding (rewritten from previous plan)			X			\$500 (staff time)	General Fund	Town of Resaca
COMMUNITY FACILITIES AND SERVICES									
CFS2	Construct a new town hall (rewritten from previous plan)			X			\$450,000	SPLOST	Town of Resaca
CFS3	Develop a new senior center in the existing town hall (rewritten from previous plan)					X	\$100,000	SPLOST	Town of Resaca
CFS4	Develop and Build new Town Park with playground.					X	\$250,000	SPLOST	Town of Resaca
LAND USE									
LU1	Identify properties needed for future growth and development and recruit for annexation					X	\$500 (Staff time)	General Fund	Town of Resaca
ED4	Review and possibly adopt a sign ordinance (See DCA Model Code, latest version)		X				\$1,500 (Staff time)	General Fund	Town of Resaca
LU2	Review and possibly adopt a landscape and buffer ordinance (See DCA Model Code, latest version)			X			\$2,500 (Staff time)	General Fund	Town of Resaca
INTERGOVERNMENTAL COORDINATION									
IC2	Updated Service Delivery Strategy Agreements	X					\$500 (Staff)	General Fund	Town of Resaca

COMMUNITY WORK PROGRAM

Town of Resaca

Need/ Opportunity Code:	Activity Description	2018	2019	2020	2021	2022	Cost Estimate	Funding Source	Responsible Party
							time)		

Economic Development

Gordon Counties' economy, like many, has evolved from predominantly agricultural to increasingly industrial. The Georgia Department of Labor (DOL) reports that as of 2016 37% of Gordon County residents are employed in the manufacturing field, more specifically textile product mills. Retail trade comes in second at 10.6% and healthcare and social assistance at 8.8%.

Historically, economic development in Gordon County has predominantly occurred in the City of Calhoun, the county seat, which had access to Georgia Highway 41 (Hwy 411), the railroad and the Oostanaula River. The Town of Ranger and the City of Fairmount also developed, thanks to Federal Hwy 411 (Hwy 411) and railroad access. The development of the instate system, more specifically, Interstate 75 (I-75), through the City of Calhoun caused an increase in development pressure in the Calhoun area.

Infrastructure and Amenities

Gordon County, as a whole, has chosen to focus its economic development efforts on infrastructure and education/job training and marketing. The City of Calhoun and Gordon County have proactively planned for industrial development by identifying large tracts of undeveloped property that would be suitable for industrial or commercial development. These are typically properties that are convenient to Hwy 41 and I-75. Utility services have been put in place in advance as a marketing tactic, showing that they are ready for quick and easy development, a key selling feature to industry, which understand that any delays in opening cost money. The City of Calhoun provides: water, sewer and electricity. These properties also have access to natural gas and high-speed internet. This stock of marketable, ready-to-develop land is seen as the short to moderate term answer to encourage economic development.

Gordon County recently saw the opening of a new I-75 interchange called the Union Grove Interchange. This completed project is the result of more than a decade of planning, lobbying and development. The newly acquired interstate access in this area will allow for considerable economic and industrial growth in South Gordon County. Property values have already increased and multiple businesses and industries have either committed to certain properties, or have expressed serious interest. One of the businesses that has already committed to development is Love's Travel Stops, a chain of truck stops known for operating in areas of considerable traffic volume, both commercial and personal vehicular traffic.

Gordon County and the City of Calhoun have also developed and continually expanded and updated the Tom B. David Airport. This airport is jointly controlled by the city and county and is currently identified as a S.P.L.O.S.T. Project. The project will feature an expansion to allow for additional hangar space, of various sizes, for corporate and privately-owned aircraft, as well as an expansion of the existing taxiway. These types of airports are increasingly popular among large corporations who will routinely fly corporate executives and personnel in and out of these facilities. They are also beneficial to local hotels and restaurants which have an opportunity to shelter and feed travelers to the area.

Education/Job Training

The Northwest Georgia Region has historically been identified as a part of the rural Appalachian Mountains. Educational performance throughout the region lagged behind the metropolitan areas like Atlanta. Over time graduation rates have seen tremendous growth, as well as enrollment and completion of post-secondary education. In order to remain competitive as a workforce it is necessary that the local applicant pool continue to grow, not only in quantity, but also quality. Employers look for

areas that have a workforce capable of excelling the positions that their particular company will need to fill, meaning that more educated and skilled workforces have a greater chance of attracting higher paying jobs. Gordon County has a large presence of industrial employers, however even the jobs offered by such facilities are becoming less labor intensive and more technical, thanks to innovation. This has led to the term “advanced manufacturing” growing in usage, as opposed to the more traditionally used “industrial”.

Gordon County and the City of Calhoun are the only two public school districts in the county and both are highly respected, revered and continually looking for innovative ideas to create students that are ready to excel as adults. These efforts have included state-of-the-art facilities and the development of STEM Programs. STEM stands for Science, Technology, Engineering and Mathematics. These have all been identified as career fields that are expected to see, not only stability, but solid growth in the economy of tomorrow. The City of Calhoun School System also offers the College and Career Academy with the understanding that not every student is destined for a traditional university, but still deserves to be prepared for success in a rewarding career field. This program offers students an opportunity to explore the fields of healthcare, engineering, graphics, agriculture and culinary, to name a few. Gordon County has a related program called CTAE, or Career, Technical and Agricultural Education.

Gordon County is also home to one of the many campuses of Georgia Northwestern Technical College (GNTC). Technical schools are growing in popularity because of their direct path to real world industry and tuition rates which are commonly a fraction of that of a traditional university. GNTC offers Associates Degrees, Diploma Programs and Certificates in a variety of fields including: nursing/healthcare, construction management, welding, law enforcement, cosmetology, coding/web design and business/accounting. These are fields that are expected to be in demand in the future and some of the fields like nursing, web design and welding offer extremely competitive starting salaries. Administrators from GNTC serve on committees with members of the Gordon County Chamber of Commerce and the development authorities in an effort to ensure that their curriculum meets the needs of prospective employers that are considering Gordon County as a location for development. Many of the available programs can be completed entirely on the Gordon County Campus, or online.

Marketing/Tourism

Tourism has become an increasingly sought-after source of revenue and the jobs it creates. Counties and cities are increasingly relying on sales tax revenue as a source of income, which has led to the development and increasing prevalence of SPLOST, or Special Purpose Local Option Sales Tax. These are an opportunity for citizens to vote to increase their sales tax rate by a penny as a funding source for specific projects approved by the local governments. In 2017 Gordon County citizens voted to approve another round of SPLOST projects. SPLOSTs have grown in popularity, particularly with jurisdictions that are either likely to get, or assertively court tourists. Gordon County now has six interstate exits on I-75 and is ideally situated between Chattanooga and Atlanta.

In 2017 Gordon County applied and was approved to be reviewed by a Tourism Product Development Team, as facilitated by the Georgia Department of Economic Development. This led to a two-day review of locations Gordon County identified as tourism opportunities. A team of professionals went to each site and later developed a series of recommendations for the marketing and continued development of each site in hopes of increasing the number of visitors. Participation in this process makes Gordon County and its municipalities eligible to apply for biannual Tourism Product Development Grants, as well

as design and marketing assistance. Such locations included, but were not limited to: the GEM Theatre, The Rock Garden, Salacoa Creek Park, the Resaca Civil War Battlefields, the Harris Arts Center and historic downtown Calhoun.

Question four of the Gordon County Community Vision Survey asked about desired future changes and the most popular category at 59.3% was a desire for more local shopping and entertainment. The comments show that respondents were particularly interested in a more vibrant historic downtown, including additional shops, dining/ brewpubs, as well as festivals and block parties. Question five showed the hospitality industry as the most desired (55.7%) kind of additional employer that respondents want to see. Question eight asked about the most desired type of service businesses that Gordon County residents hoped to see and 83.1% identified theaters and entertainment as their top choice. Continued development of the historic downtown could be an opportunity to help address several of these wants. Progress is starting to be made on that front as more properties are slowly but surely being offered for sale or lease. A Copy of the full survey results can be found in the appendix of this document.

The smaller municipalities of Fairmount, Plainville, Ranger and Resaca identified economic opportunities more subtle and consistent with the type of lifestyle that they hope to promote. Fairmount expressed particular interest in the annexation of properties large enough for industrial development, given its access to Hwys 411 and 53 and potential access to an existing rail line. Fairmount also expressed a desire to revitalize its downtown to include shops, dining and possibly a bank and medical office.

Plainville residents who participated in the community vision survey expressed an interest in having a supermarket and dining opportunities within its jurisdiction. A supermarket will be difficult to recruit for multiple reasons, most notably the development of a Dollar General Store in the nearby unincorporated community of Scottsville. A full-size supermarket is currently unlikely due to Plainville being isolated from major thoroughfares, lacking in large lots and lacking in sewer access. However, a small country store is a possibility. Local residents also requested additional employment opportunities. This will also be a difficult goal given the lack of suitable properties, lack of sewer access, lack of a major vehicular travel corridor and the low-lying, flood prone topography of much of Plainville. Innovative ideas and a great deal of capital investment are needed. For the sake of economic development, the City of Plainville should ideally focus on expansion to include nearby Georgia Hwy 53 on the eastern side of the City.

Much like Fairmount, Ranger also expressed a desire for annexation and development of nearby larger properties for industrial use. Ranger also has easy access to Hwys 411 and 53, as well as potential access to a rail line. The Town of Ranger currently has no access to sewer which will be necessary for future economic development. Ranger residents said that they specifically wanted a place to eat and small shop, similar to a Dollar General.

The Town of Resaca expressed an interest in smaller scale economic development, which will be necessary given its limited available land. The Oostanaula River flows right through the middle of town of much the town's land lies within the flood plain. Resaca residents also expressed a desire for additional retail shops and dining within its jurisdiction for its residents. Resaca is currently working with the City of Calhoun to increase its access to sewer, a necessary component for future growth. If fine dining is desired then the town will have to vote to approve the issuance of beer, wine and liquor licenses. Regulations can be developed to prevent nuisance bars, which residents do not want. Resaca

also has an opportunity to capitalize on its proximity to I-75, as well as historic tourism associated with Civil War historic sites. Resaca should also attempt to develop access to the Oostanaula River for recreational tourism purposes. Partnering with neighboring jurisdictions in the creation of “blueways”, or river trails would be wise. Naming these trails will make marketing them that much more effective.

Rural areas are also opportunities for alternative types of economic development, like agribusiness opportunities. North Georgia has recently seen an influx in the development of agribusinesses like farm wineries and orchards. These also make great event venues, though the noise and traffic associated with them could become an issue.

Housing

Gordon County, as a whole, is dominated by single family housing of various lot sizes, typically ranging from an 1/8 of an acre and up. The County was beginning to see explosive development of suburban residential when the economy began slipping into the recession in 2006, when the housing market also crashed and development stopped. The economy and housing market have since rebounded and construction has resumed. However, Gordon County residents and residents of each of the municipalities reported in the online Community Vision Survey that housing is an issue.

Housing priorities have recently changed. Many of the existing houses are aging, having been built between 1950 and 1990, and are in various stages of updating and maintenance. The way we use houses has also changed as new homebuyers are rarely interested in things like formal dining rooms and living rooms, spaces that are rarely used. The early 2000’s saw the rise of the “mc-mansions” which have also now fallen out of favor thanks to rising energy costs and costs associated with maintenance of things like the roof. Survey respondents and interviews with local young professionals identified the need for additional starter houses in the \$100,000 - \$200,000 range. Currently, these entry-level buyers typically have to purchase an older house that has already risen in value and may need extensive updating or renovation, if it has not been properly maintained. These issues are a deterrent to many young homebuyers and blatantly prevent others becoming homeowners due to properties’ no longer being affordable. Survey respondents identified the desire for additional single-family houses as the most desirable style of housing.

Survey respondents identified senior housing as the second most needed form of housing. Senior housing comes in many forms, whether it be independent senior communities, assisted living, nursing homes, or other options. Gordon County and the Northwest Georgia Region all have an aging population and additional senior housing will continue to be a priority. Senior housing also needs to be close to town, transit and walkable areas for those who no longer drive. The ability to walk or ride a bus to nearby shopping, medical appointments, government services and other areas makes a housing area much more desirable.

Survey respondents and casual interviews with local young professionals also revealed a need for additional rental housing, particularly apartment complexes. These residents identified a lack of quality apartment complexes, particularly with amenities like gated access. Rental living is becoming increasingly popular as the existing housing inventory ages because renters are not responsible for maintenance issues like roof or plumbing leaks.

These interviews also revealed an issue with the lack of housing options. Younger generations have shown a greater interest in smaller, more unique spaces like lofts in repurposed buildings like old factories, malls, gymnasiums, etc. This demographic also prefers casual, usable space and energy efficiency. This urge to live in converted spaces is also applicable because residents of the county and each of the municipalities identified blighted properties as an issue. These homes or buildings can either be rehabilitated or demolished, which allows for new, infill construction, which add vibrancy and a sense of revitalization to a neighborhood. Blighted properties can be addressed through code enforcement actions, through programs like “clean it or lien it.” Properties that are beyond repair may require demolition. In some instances, these properties are what’s known as “heir properties”, where the property has been inherited by someone who may not live nearby and is limited in their ability to maintain the property. New housing can even be constructed in historic neighborhoods if design guidelines are in place to require construction that compliments the historic charm. These younger demographics are also more likely to be drawn to mixed use “live, work, play” communities, where they can live, shop, dine, get exercise and work all in a small walkable area. This group likes public open spaces like trails, parks and dog parks.

Wages that have failed to keep pace with inflationary costs of living expenses have led younger buyers to favor smaller, more efficient spaces. An extreme version of this is the “tiny house” phenomena, which has spread in recent years. These are houses ranging from 100 to 400 square feet, and can be built on trailer bases. This extremely limited amount of space means they violate square footage ordinances originally designed to prevent the spread of manufactured housing. However, on a more practical scale, smaller homes are now being constructed in the 900 – 1,500 square foot range, which are more consistent with the old mill houses commonly seen in towns throughout America. These are generally low maintenance and have no wasted space. Such developments belong in more urbanized areas. Incentives should be offered to developers who will construct such housing in a quality manner.

APPENDIX

Public Hearing Notices

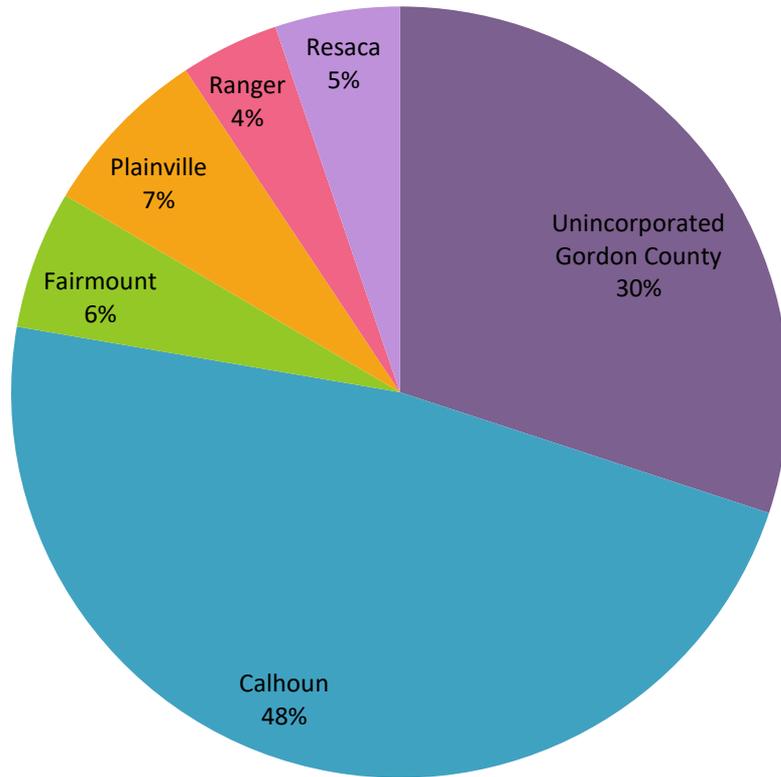
Report for Gordon County Community Vision Survey

Gordon County Community Vision Survey

Response Statistics

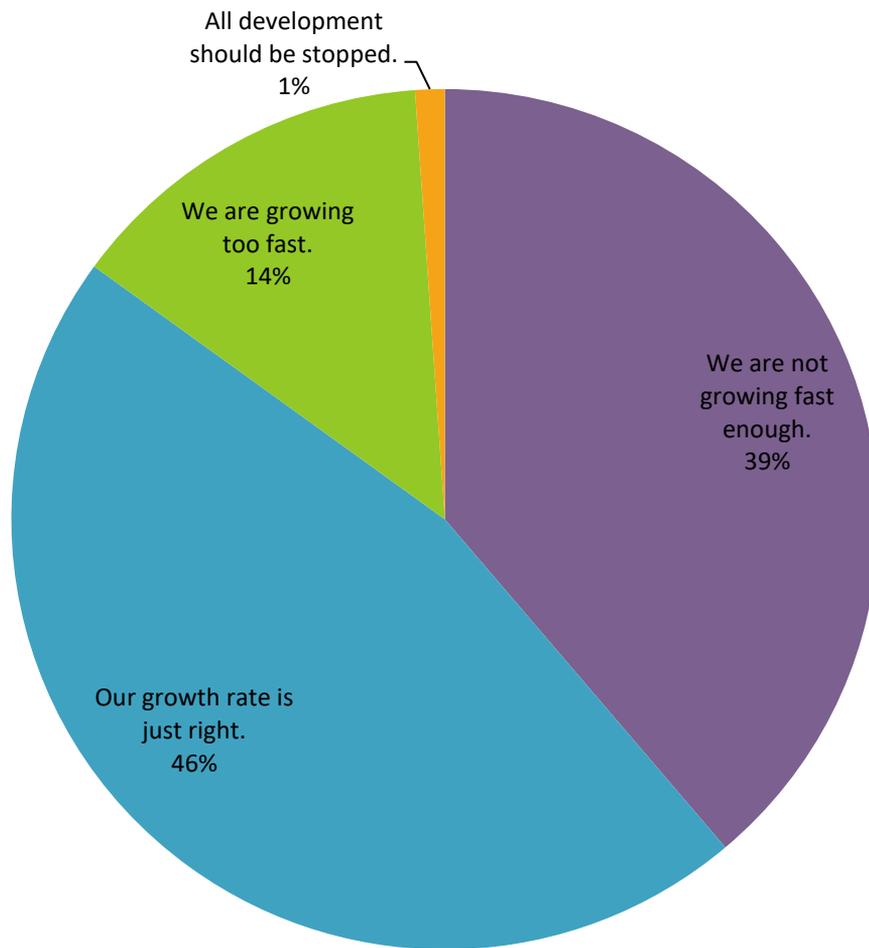
	Count	Percent
Complete	1,202	99.8
Partial	3	0.2
Disqualified	0	0
Totals	1,205	

1. Which jurisdiction do you live in?



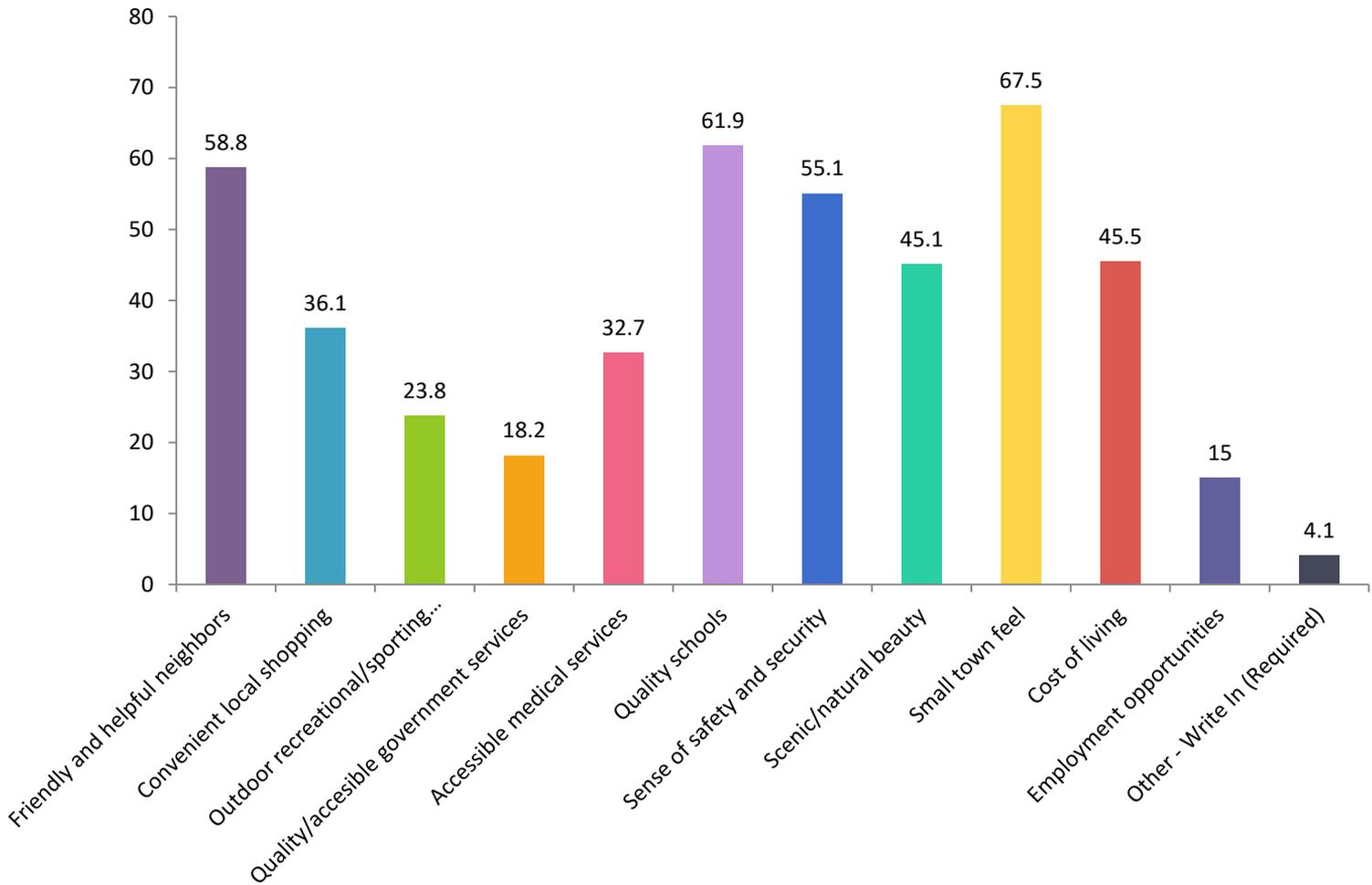
Value	Percent	Count
Unincorporated Gordon County	30.1%	360
Calhoun	47.7%	571
Fairmount	5.8%	69
Plainville	7.2%	86
Ranger	4.1%	49
Resaca	5.2%	62
	Totals	1,197

2. How do you feel about the way Gordon County (as a whole) is currently changing?



Value	Percent	Count
We are not growing fast enough.	38.8%	460
Our growth rate is just right.	46.2%	548
We are growing too fast.	13.9%	165
All development should be stopped.	1.1%	13
	Totals	1,186

3. What do you like about living in Gordon County? (Check all that apply)

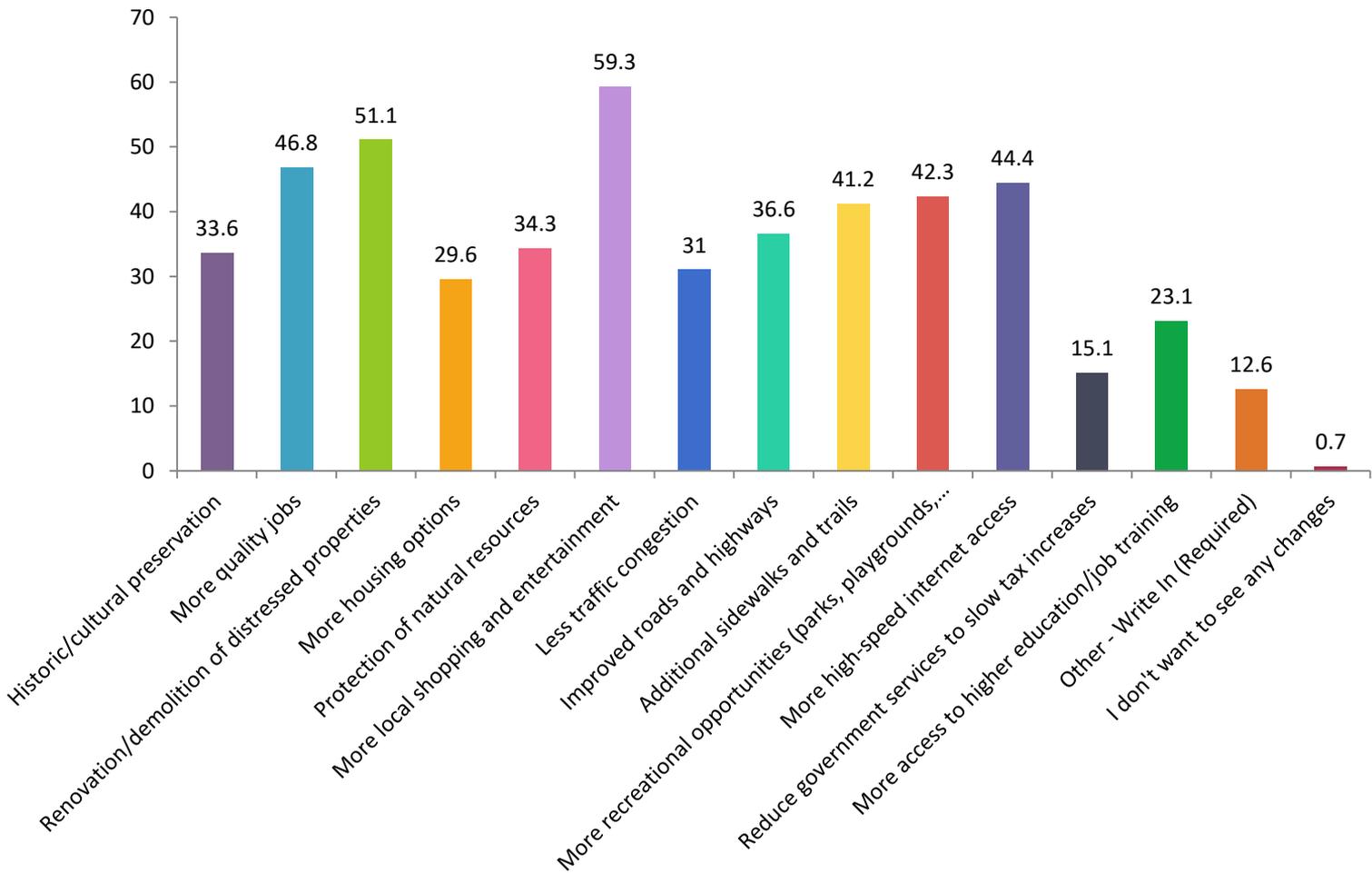


Value	Percent	Count
Friendly and helpful neighbors	58.8%	700
Convenient local shopping	36.1%	429
Outdoor recreational/sporting opportunities	23.8%	283
Quality/accessible government services	18.2%	216
Accessible medical services	32.7%	389
Quality schools	61.9%	737
Sense of safety and security	55.1%	656
Scenic/natural beauty	45.1%	537
Small town feel	67.5%	803
Cost of living	45.5%	541
Employment opportunities	15.0%	178
Other - Write In (Required)	4.1%	49

Other - Write In (Required)	Count
Location--easy access to Chattanooga and Atlanta	2
family close by	2
having close friends and Family	2
A combination of most of the above	1
A1 zoned property available	1
Affordable housing	1
Arts Potential	1
Been my family's home for generations	1
Born and raised	2
Born here.	2
Calhoun football	1
Churches of all faiths	1
Community	1
Considering moving closer to big city for more options of activities	1
Easy access to routes to larger cities.	1
Family here	1
Gordon County has many things to offer without having to travel	1
Great area	1
Have to go some ways out to get anything that isn't closed when I get home from work.	1
I am glad we have citizens who participate in Arbor Day plantings. We still have birds and other wildlife. Many towns smaller than ours have killed off their pollinators and lowered their bird population significantly. Our ground water is not as contaminated by chemicals as some counties in NW Ga. We still have trees that help combat pollution from I75. People are becoming more aware that quality of life has to do with water and air and environment and not just money.	1
I don't. We are trying our best to relocate.	1
I enjoy having a few acres for gardening and only a few neighbors. I also like living between two large cities that are easy to visit for cultural activities.	1
I enjoy my county home but enjoy shopping most anywhere other than Calhoun. There has always been a big division between city and county. I believe in using my sales tax dollars in the county but do not feel welcomed in locally owned Calhoun establishments	1
I like in Ranger/Fairmount but I don't care for Gordon county	1
I like that people mind their own business.	1
I love the farmers markets and fruit and vegetable stands	1
Interstate access	1
It's my home town.	1

Nothing to be honest. I can't afford to move right now.	1
Plainville needs to expand more stores, restaurants, and etc.	1
Pretty good restaurants	1
Small town businesses	1
The Library	1
The library's events and stuff for all age groups	1
The quality of Calhoun City Schools deserves to be repeated.	1
farming community	1
responsive govt. officials, good library and cultural facilities	1
Totals	49

4. What changes would you like to see in your community? (Check all that apply)



Value	Percent	Count
Historic/cultural preservation	33.6%	402
More quality jobs	46.8%	560
Renovation/demolition of distressed properties	51.1%	611
More housing options	29.6%	354
Protection of natural resources	34.3%	410
More local shopping and entertainment	59.3%	709
Less traffic congestion	31.0%	371
Improved roads and highways	36.6%	438
Additional sidewalks and trails	41.2%	493
More recreational opportunities (parks, playgrounds, sports)	42.3%	506

More high-speed internet access	44.4%	531
Reduce government services to slow tax increases	15.1%	180
More access to higher education/job training	23.1%	276
Other - Write In (Required)	12.6%	151
I don't want to see any changes	0.7%	8

Other - Write In (Required)	Count
More library parking	9
More parking for the library	2
A downtown that attracts not repels! A city council that attends all available education in order to look at available opportunities that grow. A city council that is currently in place that does have a personal agenda. Please attract find ways to attract more industries, companies to establish growth. Also, to have term limits in order to bring new ideas to our community. Our community is made up of all ages, demographics and our city council should be represented of each.	1
A dog park, a library expansion including more meeting rooms and parking	1
A friendlier City of Calhoun. Maybe do away with city school, everyone go to county	1
A more open and enlightened county commission	1
A more proactive Sheriff	1
A new theatre, some form of entertainment such as putt-putt etc.	1
A rec center on the blue side.	1
A red light is needed at the intersection of Brownlee Mountain and Hwy 53	1
Again, more high-speed internet options	1
Abolish Freeport taxation to give business an incentive to come to Gordon County.	1
Address animal welfare issues. Institute and enforce leash laws. Enforce NC State laws that require adequate housing, nutrition, water. Outlaw tethering. Provide humane shelter for animals that are in dire straits--those that have been abandoned or are lost/strayed.	1
Although I like our county size, I'd prefer to not have to travel to see a movie	1
An additional recreation department to serve the Resaca and Plainville communities.	1
Balanced government budget that generates a surplus without tax increase	1
Beautify downtown Fairmount. Clean up old buildings. Some were in the process of tear down then stopped. The city needs to have an ordinance or enforce one.	1
Better Heath care faculties	1
Better animal control services	1
Better choice of restaurants	1
Better county school system.	1
Better parking options	1

Better quality shopping and local dining options	1
Better restaurant scene downtown similar to Rome.	1
Better restaurants and a thriving downtown nightlife.	1
Bike lanes	1
Curb side recycling pick up	1
Better drug enforcement for Methamphetamines	1
Clean up; lots of trash	1
Cost of living is ridiculous	1
Crack down on the immigration laws	1
Curbside pickup for recycling. Require residents to recycle.	1
Dalton Utilities Natural Gas extended to Moore's Ferry Rd, Riverbend Rd, etc. In Plainville)	1
Downtown needs to be fun- shops, stores, entertainment and better restaurants - needs to be welcoming and exciting	1
Downtown takes up all of the library parking	1
Drug education and cleaning up communities where drugs are prevalent.	1
Elimination of the "good old boy" mentality and management of local government	1
Exit 315 Red Bud development	1
Eye sores to be fenced in with privacy fences	1
Finer dining options.	1
Get the theft and drugs out of our community.	1
Help with medical and dental for people who can't get help	1
We need more police in Plainville. Speed bumps on Forrest St off of Plainville Rd or something. The speed limit is 25 and people speed like 50 and 60.	1
I would just like our community to be something other than a place that advertises "Vape" stores on the highway. Right now we are not appealing to the younger generation.	1
I would like Calhoun to be more walkable and have more parking downtown	1
I would like an French style cafe and more cultural experience. Maybe a movie theater	1
I would like to see better coverage from the ambulance service, and a better staffed fire dept.	1
I would like to see higher salaries for all public safety and new equipment for them as well	1
I would like to see more outdoor activities such as nature trails for hiking and biking.	1
More social services and citizen input on decisions.	1
Improved healthcare options	1
Increased emphasis on recycling	1
Increased law enforcement presence-Plainville.	1

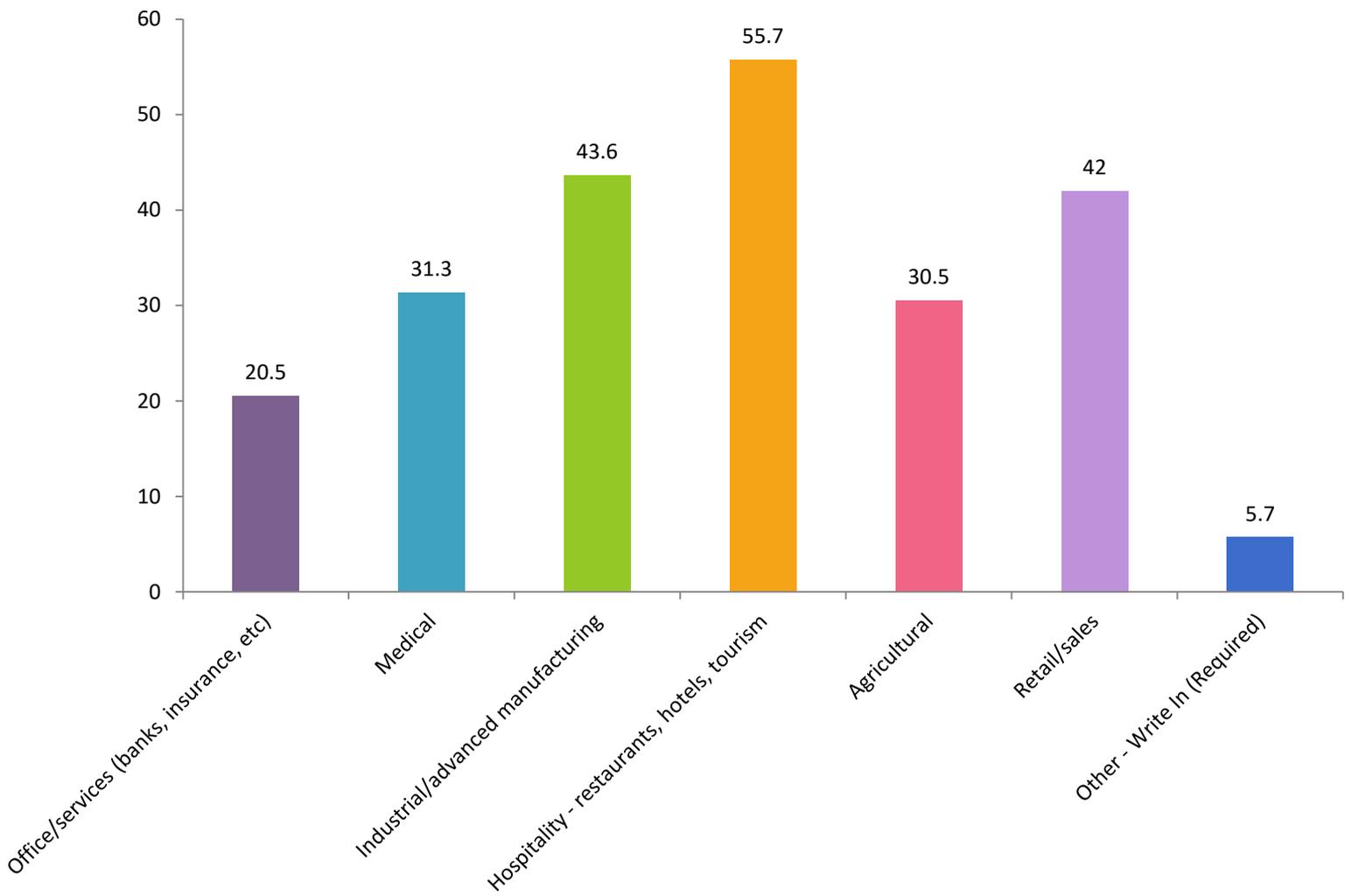
It would be great to be able to safely ride my bike to the grocery store and to downtown area. Bike paths (or use of bikes on sidewalks like they have in St Simons Island and other places) would reduce traffic and give our city something other places in NW Ga do not have. This could be done fairly simply by connecting communities with sidewalks. It would be great for families to be able to bike safely and it would enhance the community. Also, we need to examine the use of chemicals such as pesticide and herbicide as we are losing a lot of our ground insects and flying pollinators. We need greater regulation regarding the use of these and protection for home owners against pesticide drift from their neighbors. Ask a beekeeper if you need more clarification. Pesticides and herbicides also get into our groundwater and Pesticides can cause many types of cancer in humans.	1
Job and recreation opportunity for teens	1
Jobs that pay more than poverty wages, if we're going to give away incentives to bring in business, then make sure they pay our citizens a living wage.	1
Keep the big city out of Resaca. Keep the country, quiet life.	1
Kid/teen friendly places. Example- Splashpad	1
Less Corruption in Government	1
Less approval for fast food restaurants and more approval of higher end jobs. We have I-75 right at our fingertips off of several exits along with other transportation.	1
Less garbage thrown on sides of road	1
We need more restaurants, venue potentials, and activities for the 20 & 30 somethings, since we are your majority...	1
Library needs to be expanded, including parking	1
More Quality restaurants	1
More animal welfare laws and progress in that area	1
More dine in restaurants.	1
More drug enforcement in Plainville.	1
More entertainment for the community and more things for the young kids and teenagers do.	1
More farming	1
More help for the homeless and low-income residents	1
More law enforcement in Plainville	1
More law enforcement in the Plainville area.	1
More library/downtown parking	1
More local activities.	1
More nightlife in Downtown Calhoun.	1
More oversight/transparency with county schools	1
More parking	1
More parking at the library	1
More parking dedicated to the library	1
More rentals for senior citizens, not associated with Calhoun Housing Authority	1

More restaurant options on Red Bud Road	1
More restaurants	1
More restaurants and entertainment in Sonoraville	1
More schools and services on the East side of the county	1
More things for kids to do	1
More things for our teens to do. Right now, they have to go to Dalton, Cartersville, or Rome. There is absolutely nothing for them to do here since the movie theater shut down.	1
More tourism-based industries need to be encouraged. Gordon County and surrounding areas have so much local history to offer and this should be utilized.	1
More walkability near senior centers and senior housing	1
Movie Theater	1
Movie theater	1
Movie theater, no more "chain" restaurants	1
Multipurpose facility like Dalton Trade Center, livelier downtown	1
No kill Animal Rescue Facility	1
Nature trails along the river	1
Need a Heart Unit at Gordon Hospital, more library parking	1
Need bike paths or sidewalks in more populated areas to cut back traffic, need curbside recycling, need a spay/neuter clinic for the new shelter. You have the insurance as well as SPLOST money so that should not be a financial issue. Also, need more support for helping people get their pets fixed and more education from the shelter. A focus should be placed on planting native trees and plants and avoiding crape myrtles and other trees that are not native and do not support our wildlife/pollinators. Plant more fruit/nut trees instead of trees that offer little more than shade and conversion from carbon. Also, more protection needs to be given to citizens who live in our rural areas. Factory farms built near them make their land worthless. They contaminate ground water and the smell is unbearable. Thus far, all the rights have been given to the factory farms with little regard for other land owners or how horrible the conditions are for the animals raised there.	1
Need to take back our landfill and not accept refuse from other counties.	1
New Home developments.... ranging from 150's-400's	1
New movie theater	1
On Hwy 411, I would like to see a gas station and a restaurant near Ranger P. O. or the new Dollar Store in Ranger. The next school and fire station built should be on the east side of the county. Our kids in Ranger and Oakman have too far to travel to school. A medical clinic on the east side would be nice to have. More sidewalks in Ranger would be good. More police protection on the east side of Gordon would be good.	1
Outdoor/indoor playgrounds	1
Parking downtown	1
Public transportation	1
Quality restaurant	1

Recreation dept on north end of county	1
Recreation facilities that are accessible on the east side of the county.	1
Recreation for teens	1
Restaurants! More library parking	1
Schools on the East side of the county!	1
Sidewalks	1
Splash Park similar to Chattanooga	1
Take the dump back tired of other counties dumping their trash in Gordon County	1
Term limits	1
The Plainville community needs more police surveillance and drug task force to help with all the meth and drug deals that are going on.	1
The drug problems in Plainville.	1
Traffic light at I-75 / Red Bud Road	1
Underground utilities —highway 53 looks bad with all the power lines	1
We need to increase City Council and County Commissioner seats to allow a more varied and diverse council.	1
We need ways to bring our young people back to Calhoun. I would love for my grandchildren to want to return to Calhoun after college, but they way that jobs and downtown are not appealing.	1
When we work toward adding jobs we need to think of high tech businesses and other businesses that don't use water resources and pollute.	1
Widen Red Bud road between Calhoun and the schools and add turning lanes at the schools	1
Wired broadband in Resaca	1
a dog park and more restaurants -too many of the same kind	1
a Whole Foods, more healthy options for grocery shopping and eating	1
better parking at library, more grade school activities	1
better parking for downtown	1
different types of restaurants, i.e.: Greek	1
downtown parking	1
free/inexpensive children's activities, library needs more parking	1
highway 53 in the afternoons is busy and the internet and cable options we have in the city limits are very limited	1
less alcohol ordinances	1
malls with more option to spend our money here and not have to leave Gordon County to get these options	1
more downtown parking	1
more government checks and balance	1

more opportunities for people on the east side of the county	1
more outdoor activities for all ages	1
more restaurants	1
more restaurants	1
opportunities for diversity	1
timing of lights would help with traffic congestion	1
Totals	151

**5. What types of employers would you like to see more of in Gordon County?
(Check all that apply)**

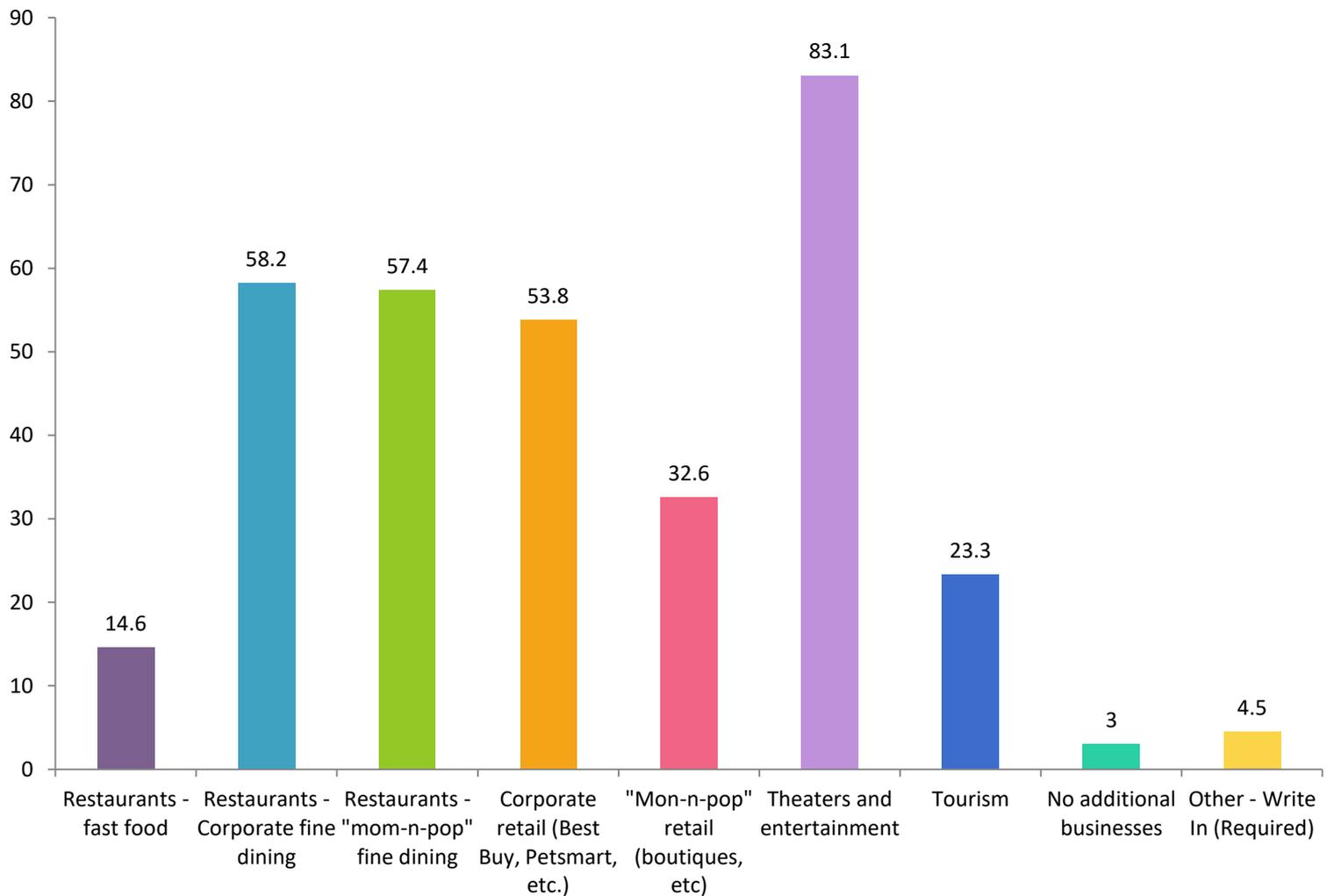


Value	Percent	Count
Office/services (banks, insurance, etc)	20.5%	234
Medical	31.3%	357
Industrial/advanced manufacturing	43.6%	498
Hospitality - restaurants, hotels, tourism	55.7%	635
Agricultural	30.5%	348
Retail/sales	42.0%	479
Other - Write In (Required)	5.7%	65

<u>Other - Write In (Required)</u>	Count
Entertainment	2
Information Technology	2
Technology	2
Any hardworking that take pride in their work.	1
Any that offer the Jobs our Community needs to have a standard of Living Well above the Poverty line	1
Anything "white collar"	1
Anything other than carpet mills	1
Applied behavioral analysis/ autism services	1
Diversification of manufacturing base	2
Downtown needs to attract more	1
Education	1
Education, Art education in elementary schools	1
Encourage 100% freeport	1
Entertainment	1
Entertainment for all ages	1
Fairmount needs a bank	1
No more banks.	1
High tech	1
Jobs that pay a living wage.	1
Literally anything that hires locally	1
Movie theater	1
More medical job options not owned by Gordon Hospital.	1
More natural stores (herbs, food, medicine) We currently only have one. Restaurants that offer true healthy eating with fresh organic vegetables and fruits. Not more fast food. Especially need more options on Red Bud and stop having to fight the traffic on 53. No more growth on 53!	1
More organic farms as that will be the trend of the future. The market for organics is wide open and there is a lot of farm land in Gordon.	1
More things for kids to do like golf super fly and other stuff for kids	1
Movie theater	1
Movie theater, more things for kids/teenagers to do	1
No more banks	1
No more banks, insurance companies, or hotels	1
No more payday lenders	1

Outlet Mall needs to be Filled up and Expanding	1
Recreation and Entertainment	1
Services for specific needs, homeless, autism,	1
Skilled labor	1
Something for young adults and older people to do. We need a theater, better skating rink.	1
Stuff for kids and teens to do. Update skating rink/ bowling center/ splash pad etc.	1
Tech Jobs	1
Tech Oriented Jobs	1
Tech jobs	1
Tech, low resource using, high paying, good work environment companies like computer building, car part manufacturing	1
Technical	1
Technology	1
Technology	1
Technology and services other than banks and insurance.	1
Technology based solutions companies. Such as cyber security	1
We need places to host big events like conferences...events that will bring professionals to Calhoun.	1
any good high paying jobs with benefits	1
construction	1
event coordinator	1
fewer chicken houses	1
good mix currently	1
Gordon County has everything to offer for all areas	1
ice skating rink, indoor skydiving, outdoor lifestyle groups, and jump park.	1
mall, not outlets	1
more corporate work	1
schools on the east side of the county, a full-time post office for Ranger Ga	1
technology, research in all the above listed areas	1
would like to see encouragement of more organic farming and sustainable agricultural practices that are not environmentally devastating	1
Totals	65

6. What types of retail/service businesses would you like to see more of in Gordon County? (Check all that apply)

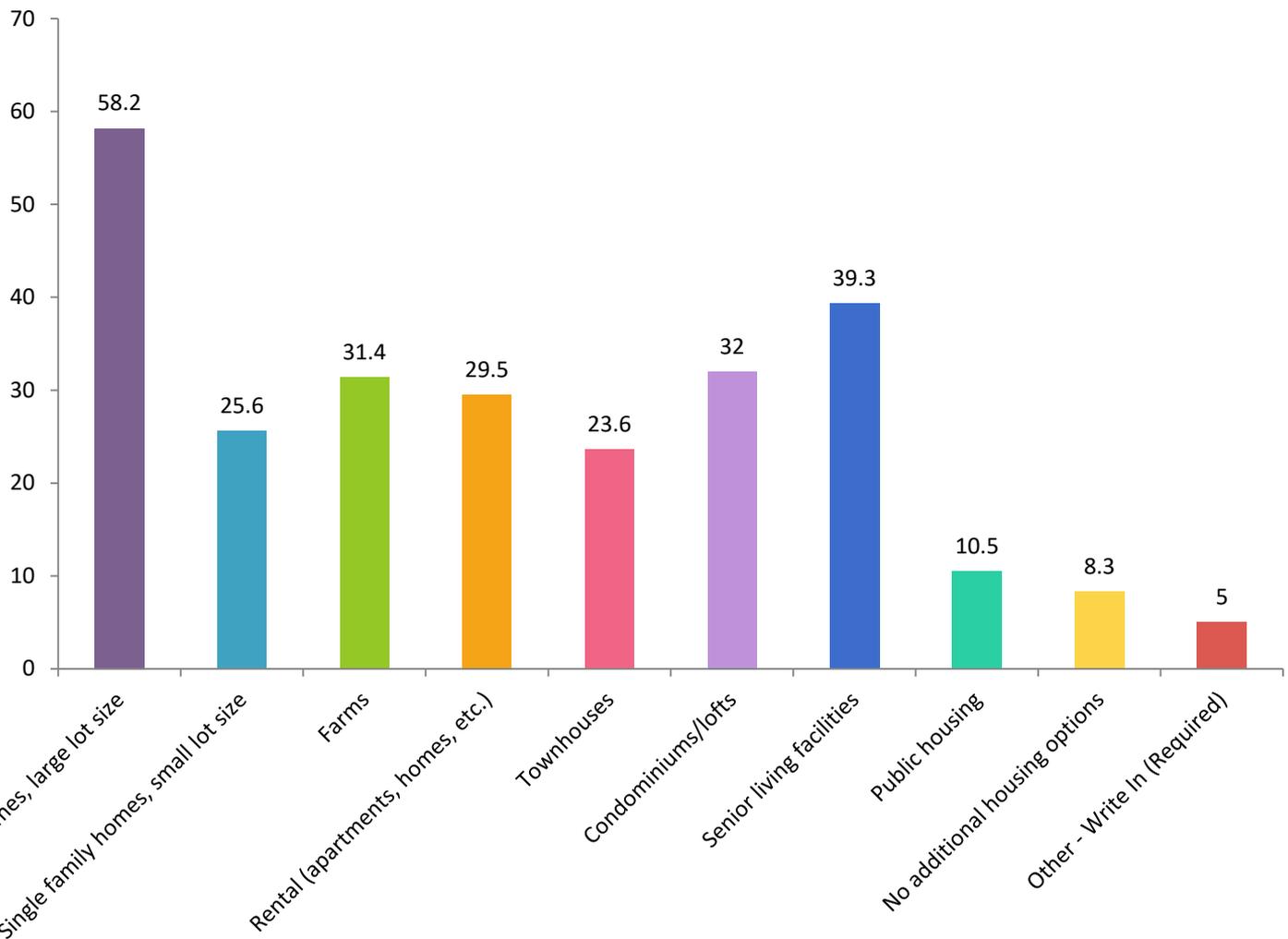


Value	Percent	Count
Restaurants - fast food	14.6%	173
Restaurants - Corporate fine dining	58.2%	690
Restaurants - "mom-n-pop" fine dining	57.4%	681
Corporate retail (Best Buy, PetSmart, etc.)	53.8%	638
"Mon-n-pop" retail (boutiques, etc.)	32.6%	387
Theaters and entertainment	83.1%	985
Tourism	23.3%	276
No additional businesses	3.0%	35
Other - Write In (Required)	4.5%	53

Other - Write In (Required)	Count
places to enjoy a drink before dinner	2
A more progressive downtown atmosphere. While the small-town feel is ok, we do not attract younger business men and women to settle here. They want to live in a place where they do not have to travel too far for entertainment and shopping opportunities.	1
Brewery	1
Bring Burger's Market back to exit 320. We need a real farmer's market!!!!	1
Community pool like a YMCA	1
Entertainment for children, skate park, water park, movies, Chuck E Cheese	1
Fast casual dining and smaller Corp retail. Does not have to be big box	1
Grocery stores	1
In-home caregivers	1
Indoor play example superfly	1
Malls	1
General Store	1
Mechanics	1
Mental and Addiction Services and Housing	1
More downtown restaurants in Calhoun	1
More fast food on the Redbud Road Exit	1
More good restaurant choices; places open downtown to eat (on the weekends)	1
Movie theater	1
Multi-plex movie theater	1
Never too much growth in these fields	1
More growth off Red Bud Exit.	1
Places for children of all ages to play and hang out safely	1
Privately owned coffee shop	1
Privately owned modern dining. We have enough mom n pop options with Country food. We need healthier and more modern options	1
Publix & Target	1
Publix, Whole Foods, Italian restaurant, Cook-Out, Movie theater.	1
Restaurants with healthier food options. That is because as a community, we do not stress healthy foods. In fact, we praise unhealthy eating.	1

Shopping and business opportunities for the east side of the county	1
Sporting goods - Academy/Bass Pro/Cabela's/etc.	1
Steak N Shake, Olive Garden, Logan's, Texas Roadhouse	1
Supermarkets close to Plainville	1
Teenage fun	1
Upgraded bowling alley and skating rink	1
Vegan/Vegetarian Restaurants	1
The downtown needs a facelift	1
We do not need any more fast food restaurants	2
We have to go out of town to watch movies and to eat at a high-end restaurant	1
We need to plant more trees and create pollinator friendly areas. Public spaces need to be free from pesticides/herbicides that are dangerous to children/pets, pollinators, birds and other wildlife. The more we preserve our natural beauty, the more desirable we will be as a location for people looking for a place to move. It would be good to encourage the utilization of empty businesses for new storefronts instead of sprawling and building new places.	1
brewpubs, restaurants	1
indoor playground	1
more restaurant options on the Red Bud Exit	1
outdoor life style businesses. skateboard shops, mountain biking shops, hiking camping stores, and late-night hipster chill hang out spots for youth.	1
small retail	1
whole foods / other healthy grocery stores	1
Totals	53

7. What types of housing options would you like to see more of in the future?
(Check all that apply)

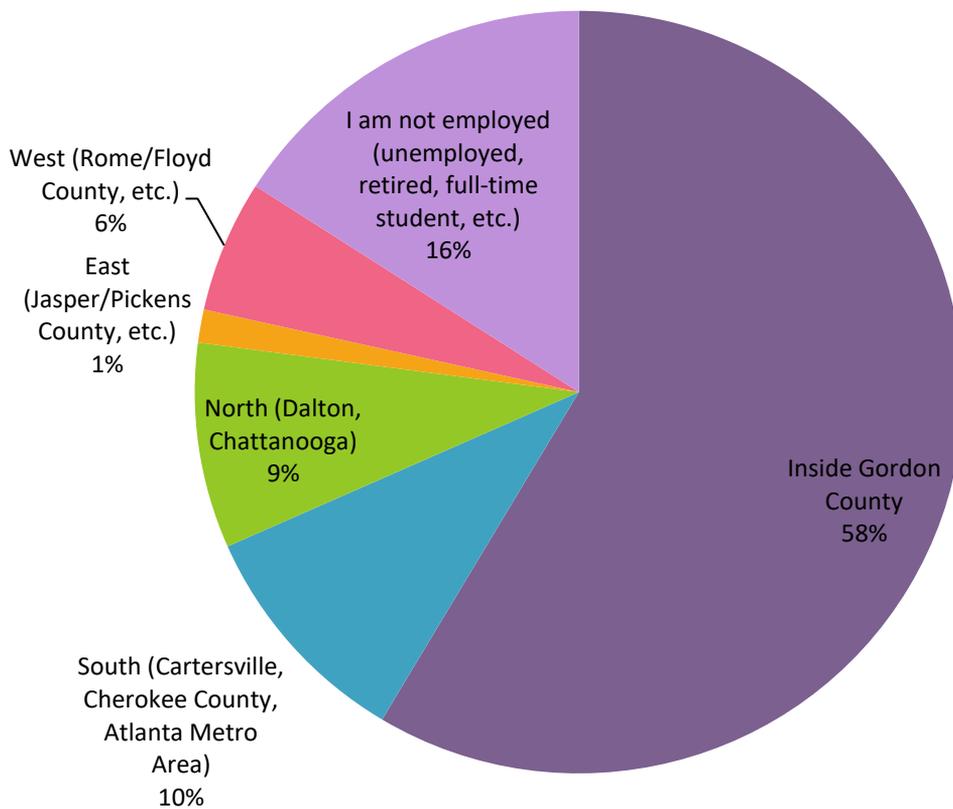


Value	Percent	Count
Single family homes, large lot size	58.2%	681
Single family homes, small lot size	25.6%	300
Farms	31.4%	367
Rental (apartments, homes, etc.)	29.5%	345
Townhouses	23.6%	276
Condominiums/lofts	32.0%	374
Senior living facilities	39.3%	460
Public housing	10.5%	123
No additional housing options	8.3%	97
Other - Write In (Required)	5.0%	58

Other - Write In (Required)	Count
Tiny homes	7
Tiny houses	3
Homeless shelters	2
homeless shelters for men and women	2
A professional gated apartment complex near the interstate with approx. 40 units and has amenities	1
Affordable not luxury or public housing.	1
Affordable rentals	1
Any affordable housing options	1
Calhoun Housing Authority needs to be updated.	1
Gordon County needs more single housing for lower income needs to purchase	1
Govt needs to get out of the way of apartment complex building	1
Homeless Shelters	1
Homeless shelters for the winter. And safe houses for family's	1
I would like to see more downtown lofts.	1
Increased housing options from the 200,000 to 250,000 range	1
Lower priced rentals that allow pets	1
Stronger property management ordinances	1
Mental and Addiction Housing	1
More "starter homes"	1
More housing for our veterans and less fortunate.	1
More solar energy homes, encouraging sustainable responsible energy collection and use. Overall energy efficient homes. Gordon County area is ideal for premium solar.	1
No more public housing	1
Need nicer apartments	1
New construction. Spec homes	1
No more chicken houses	1
Quality upscale condo for Seniors and low-income housing with all utilities included	1
Small homes	1
Three-bedroom apartments	1

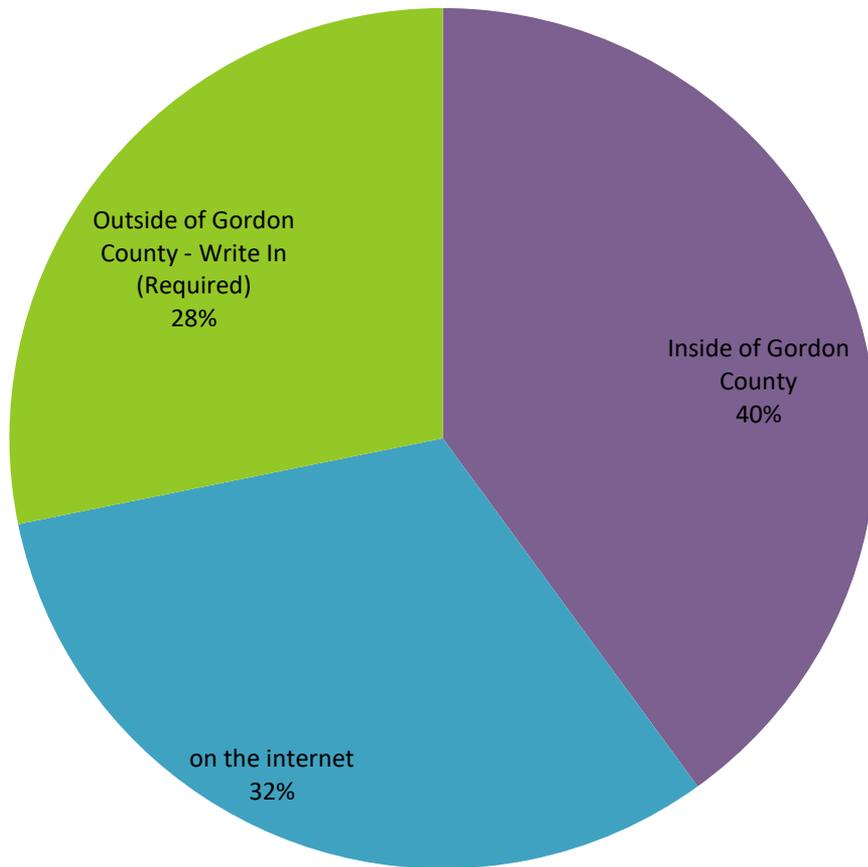
Tiny House Options	1
Tiny Houses	1
Tiny home communities	1
Tiny homes	1
Tiny homes for the homeless, veterans, etc.	1
Tiny houses or no restrictions on how large one's house must be	1
Upscale apartments for professionals relocating	1
We have some at risk areas due to public housing occupants. Please be careful in this area.	1
Whatever growth will support	1
affordable apartments with amenities.	1
better living facilities for seniors	1
big houses	1
good mix currently	1
homeless	1
need more "starter level" homes	1
senior living communities	1
tiny houses	1
Totals	58

8. Where do you commute to for work?



Value	Percent	Count
Inside Gordon County	58.5%	695
South (Cartersville, Cherokee County, Atlanta Metro Area)	9.8%	117
North (Dalton, Chattanooga)	8.7%	104
East (Jasper/Pickens County, etc.)	1.4%	17
West (Rome/Floyd County, etc.)	5.6%	67
I am not employed (unemployed, retired, full-time student, etc.)	15.9%	189
	Totals	1,189

9. Other than groceries, where do you do most of your shopping? (clothes, electronics, etc.)?



Value	Percent	Count
Inside of Gordon County	40.0%	477
on the internet	31.8%	379
Outside of Gordon County - Write In (Required)	28.2%	336
	Totals	1,192

Outside of Gordon County - Write In (Required)	Count
Cartersville	19
Dalton	13
Kennesaw	12
Rome	12
Chattanooga	8
Atlanta	7
Cartersville	7
Dalton, Cartersville	4
Bartow	3
Chattanooga	3
Chattanooga, Atlanta	3
Jasper	3
everywhere	3
Atlanta	2
Canton	2
Canton, Jasper	2
Cobb county	2
Dalton or Rome	2
Marietta	2
Other	2
Rome, Cartersville	2
Target	2
Cartersville Dalton	1
Always go to Cartersville	1
And on the internet. I would like to be able to limit travel to buy goods and services but Calhoun does not draw those types of employers.	1
Atlanta Chattanooga	1
Atlanta Marietta Rome	1
Atlanta or Chattanooga	1
Atlanta or internet	1
Barrett Parkway, Cartersville, and Atlanta	1

Barrow and Cobb county	1
Bartow / Floyd counties	1
Bartow and Cobb counties	1
Bartow county	1
Bartow, Cobb, Cherokee	1
Bartow, Floyd, Whitfield, Cobb	1
Bartow/Cobb County, Ga, Chattanooga, TN	1
Belk, Rome, Cartersville	1
Best Buy, Belk, Academy, etc. not available in Gordon County	1
Best Buy, target, Kohl\'s	1
Better prices	1
CARTERSVILLE	1
CARTERSVILLE, CANTON	1
CARTERSVILLE, Rome, Dalton, Acworth	1
Canton, Woodstock, Dalton	1
Canton, Woodstock, Roswell, Marietta, Kennesaw	1
Cartersville, Dalton, Canton, Kennesaw	1
Cartersville & Rome after seeing a movie	1
Cartersville	1
Cartersville, Rome, and Acworth.	1
Cartersville / Rome	1
Cartersville Chattanooga	1
Cartersville Kennesaw	1
Cartersville and Jasper	1
Cartersville and Kennesaw	1
Cartersville and Marietta	1
Cartersville and Rome	1
Cartersville and Chatsworth	1
Cartersville Atlanta Chattanooga Rome	1
Cartersville groceries	1
Cartersville	1
Cartersville or Rome	1

Cartersville or Rome for Belk, Publix, TJ Maxx, Hobby Lobby, and Target	1
Cartersville target	1
Cartersville, Canton	1
Cartersville, Canton, Jasper	1
Cartersville, Chattanooga, Atlanta	1
Cartersville, Chattanooga, Kennesaw	1
Cartersville, Chattanooga, Marietta	1
Cartersville, Dalton	1
Cartersville, Dalton, Chattanooga	1
Cartersville, Dalton, Rome	1
Cartersville, Dalton, and Kennesaw	1
Cartersville, Internet, Dalton, Chattanooga	1
Cartersville, Kennesaw	1
Cartersville, Kennesaw & Chattanooga	1
Cartersville, Kennesaw or Chattanooga	1
Cartersville, Rome	1
Cartersville, Rome, Atlanta, Chattanooga	1
Cartersville, Rome, Chattanooga	1
Cartersville, Rome, Dalton	1
Cartersville, Rome, Dalton	1
Cartersville, Rome, Kennesaw	1
Cartersville, Town Center and Chattanooga	1
Cartersville, Dalton	1
Cartersville, Dalton, and Rome	1
Cartersville, Kennesaw, Chattanooga, Atlanta	1
Cartersville, or Chattanooga	1
Cartersville, Rome, Chattanooga	1
Cartersville-Publix	1
Cartersville/Kennesaw	1
Cartersville/Kennesaw	1
Cartersville/Rome	1
Cartersville Atlanta	1

Chatsworth	1
Chattanooga TN	1
Chattanooga and Atlanta. When Gordon County doesn't have what I need I go get it elsewhere.	1
Chattanooga and Cartersville	1
Chattanooga area	1
Chattanooga or Atlanta	1
Chattanooga or Dalton	1
Chattanooga or Kennesaw	1
Chattanooga, Atlanta	1
Chattanooga, Cartersville, Kennesaw	1
Chattanooga, Cartersville, Tome	1
Chattanooga, Dalton	1
Chattanooga, Dalton, Atlanta, Cartersville	1
Chattanooga, Kennesaw	1
Chattanooga, TN	1
Chattooga or Kennesaw	1
Chatsworth, GA	1
Cherokee or Bartow County	1
Cherokee County outlets	1
Cobb county and Bartow	1
Costco in Ringgold & Publix in Chattanooga and Rome	1
Dalton; Cartersville	1
Dalton, GA	1
Dalton, Rome, Atlanta	1
Dalton Cartersville	1
Dalton Cartersville Kennesaw	1
Dalton Rome Kennesaw Chattanooga	1
Dalton Rome etc.	1
Dalton, Rome	1
Dalton or Cartersville	1
Dalton or Canton	1

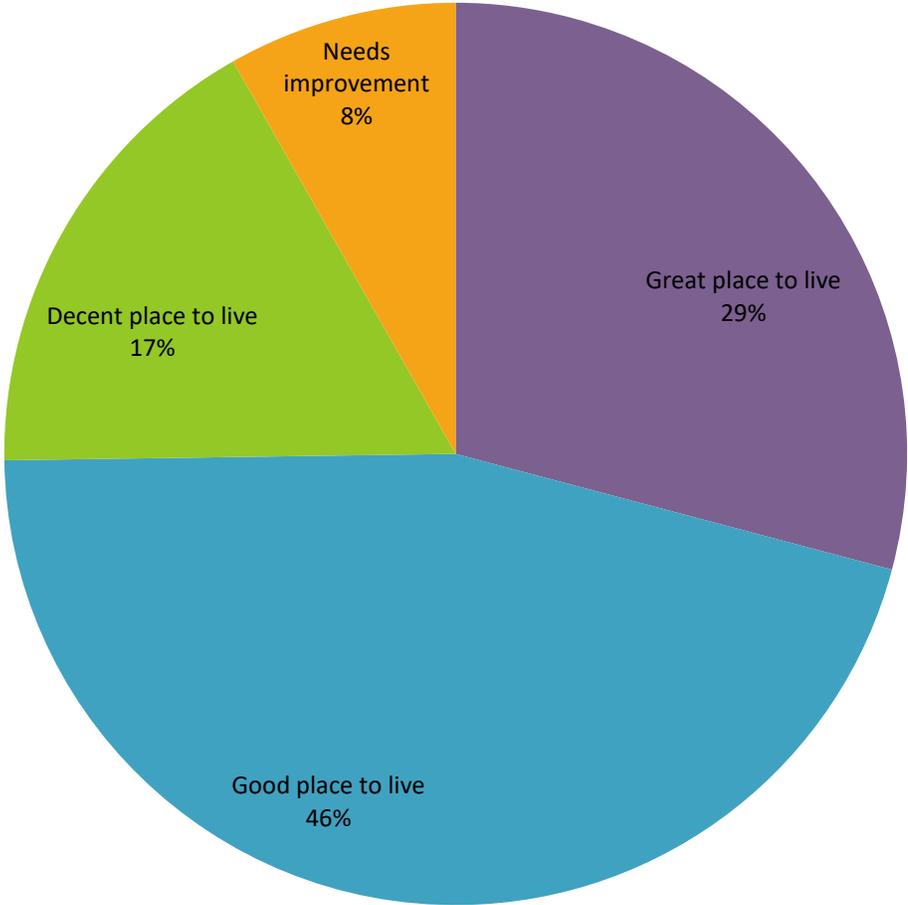
Dalton or Cartersville	1
Dalton, Ft. Oglethorpe, or Chattanooga	1
Dalton, Atlanta	1
Dalton, Cartersville, Kennesaw	1
Dalton, Cartersville, Kennesaw and Chattanooga have exponentially more options for shopping and not just options but higher quality.	1
Dalton, Chattanooga	1
Dalton, Chattanooga or Rome Ga	1
Dalton, Kennesaw, Atlanta, or Cartersville	1
Dalton, Rome Kennesaw	1
Dalton, Rome, Cartersville-locations such as Target, Ulta, Ross, Hobby lobby, Kohls	1
Dalton, Rome, and Chattanooga	1
Ellijay, Chatsworth, Jasper, Cartersville because	1
Floyd	1
Floyd	1
Floyd County	1
Floyd County, Bartow County, Cobb County, Chattanooga	1
Floyd county	1
Floyd county	1
Floyd, Bartow, Cobb, or Chattanooga TN	1
Gilmer County	1
Gilmer County	1
I moved here from a large city. I miss having malls for better selections. Outlet malls do not provide the same choices. I drive to Kennesaw or Chattanooga to do most of my shopping.	1
Internet or Costco, Chattanooga	1
Jasper, Cartersville	1
Jasper, Ellijay, Chatsworth and sometime Calhoun	1
Kennesaw	1
Kennesaw	1
Kennesaw & Chattanooga	1
Kennesaw and Chattanooga	1
Kennesaw and Chattanooga	1

Kennesaw area	1
Kennesaw or Cartersville	1
Kennesaw Rome Dalton	1
Kennesaw, Cartersville	1
Kennesaw, Chattanooga, Dalton, Cartersville	1
Kennesaw, Dalton, Chattanooga	1
Kennesaw, GA	1
Kennesaw, GA, Cartersville, GA, Chattanooga, TN	1
Kennesaw, Marietta	1
Kennesaw, Rome, Dalton,	1
Kennesaw/ Rome	1
Kohl's & Belk	1
Kohls, Target, JCPenney, Academy Sports, Cabela's	1
Mall	1
Mall outside of Gordon County, because we no longer have enough places to shop.	1
Marietta	1
Marietta, Kennesaw	1
Marietta, Rome, Cartersville, Atlanta....we do it have these opportunities nearby and we need them.	1
Marietta, Rome, Cartersville	1
Marietta, Kennesaw	1
Metro Atlanta area	1
Mixture of all three options	1
Murray and Whitfield County	1
Other	1
Our tri-cities - Cartersville, Rome, and Dalton	1
Publix	1
Publix, Target, movies, I shop & eat in Cartersville, their nice Down town area, a splash pad would keep me in Gordon County more in the summer	1
ROME	1
Rome, Georgia	1
Rome	1
Rome / Dalton	1

Rome and Atlanta	1
Rome and Dalton and internet.	1
Rome and Dalton, etc.	1
Rome and Dalton, and on the internet	1
Rome, GA	1
Rome or Dalton	1
Rome or Kennesaw	1
Rome, Chattanooga	1
Rome, Cartersville	1
Rome, Cartersville, Acworth/Kennesaw	1
Rome, Chattanooga	1
Rome, Dalton	1
Rome, Dalton, Acworth, Cartersville	1
Rome, Dalton, Cartersville, Kennesaw, Chattanooga	1
Rome, Dalton, Chattanooga, Kennesaw	1
Rome, GA	1
Rome, Kennesaw, Cartersville	1
Rome, Kennesaw, or Chattanooga where there are malls and restaurants	1
Rome, Metro Atlanta, and internet.	1
Rome, Chattanooga, Dalton	1
Rome/Dalton	1
Rome/Atlanta	1
Sam's Club	1
Shop at malls	1
Surrounding counties: Floyd, Bartow, Whitfield	1
TJ Maxx, Ross, Target. Cartersville	1
Target, Big Lots, Best Buy	1
Target, Hobby Lobby, Ross, TJ Max, Barnes and Noble	1
Walmart/ Kroger	1
We do not have what we need here...there are opportunities that we are missing.	1
We need a Publix, Ross, Kohls, etc.	1
We need more choices	1

Whole Foods Market, Target, Hobby Lobby	1
Woodstock	1
Atlanta	1
Atlanta, Kennesaw, Cartersville	1
Costco, Amazon	1
internet, Rome and Cartersville	1
internet, Rome, metro Atlanta area	1
Kennesaw	1
Kennesaw/Cartersville	1
Kroger Cartersville	1
malls Chattanooga or Atlanta	1
metro	1
metro Atlanta	1
malls	1
Rome	1
Rome, Dalton	1
within 75 miles	1
Totals	334

10. How would you rate Gordon County overall?



Value	Percent	Count
Great place to live	29.1%	347
Good place to live	45.6%	543
Decent place to live	17.0%	203
Needs improvement	8.2%	98
	Totals	1,191