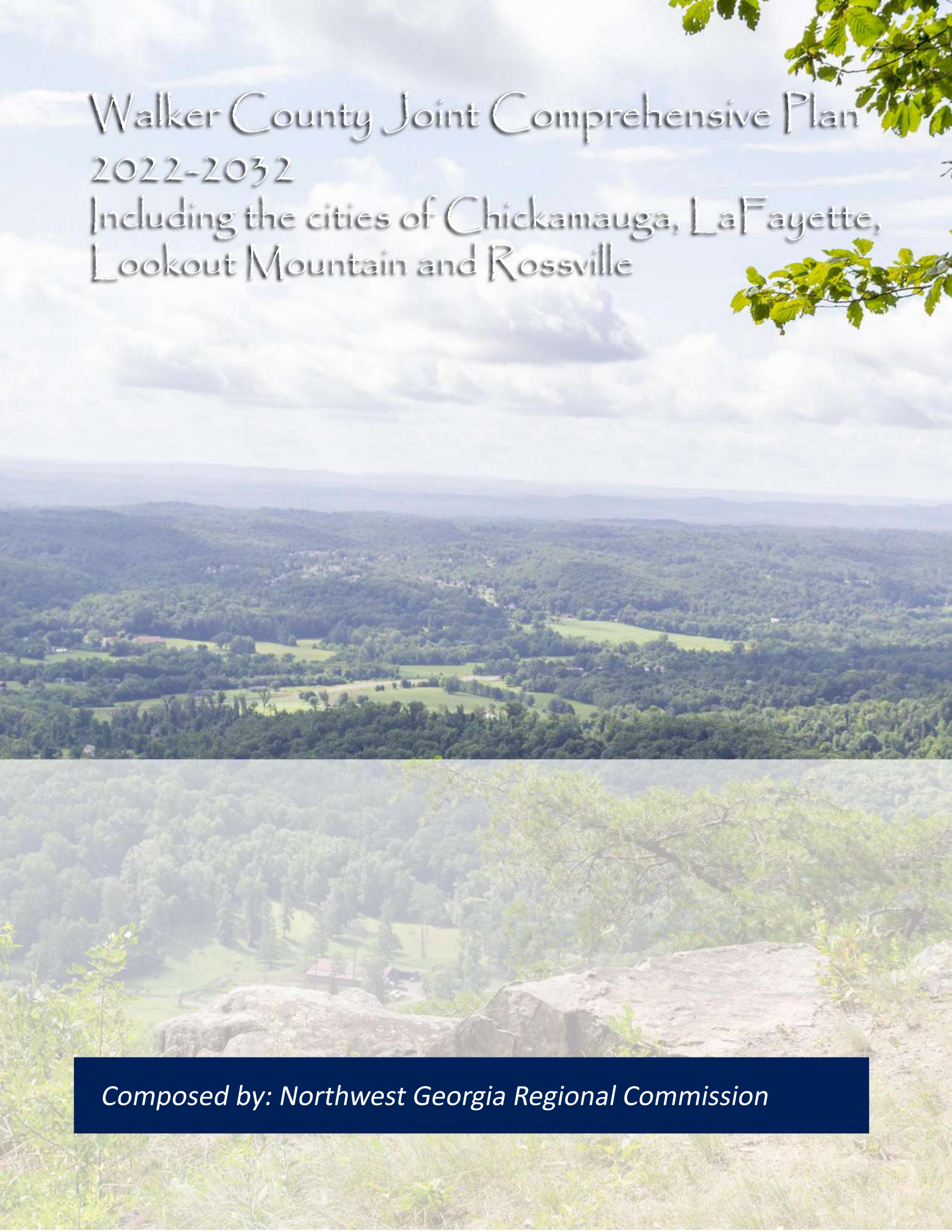


The background of the cover is a scenic landscape photograph. The top half shows a vast, hazy mountain range under a sky with soft, white clouds. The middle section features a dense, green forest covering rolling hills. In the lower portion, there are patches of green fields and small clusters of buildings, possibly farmsteads or small towns, nestled within the wooded areas. In the bottom foreground, there are large, light-colored rocks and some green foliage, suggesting a high vantage point or a rocky outcrop. The overall tone is peaceful and natural.

Walker County Joint Comprehensive Plan

2022-2032

Including the cities of Chickamauga, LaFayette,
Lookout Mountain and Rossville

Composed by: Northwest Georgia Regional Commission

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ACKNOWLEDGEMENTS

WALKER COUNTY

Shannon Whitfield

Commission Chairman

Brian Hart

District 3 Commissioner

Robert Blakemore

District Commissioner 1

Robert Stultz

District 4 Commissioner

Mark Askew

District Commissioner 2

CITY OF CHICKAMAUGA

Ray Crowder

Mayor

City Council

Randal Dalton,

Mayor Pro Tem

Daymon Garrett

Evitte Parrish

Lee Miller

Don Martin

City Staff

Micheal Haney,

City Manager

Candi Dalton, *City Clerk*

CITY OF LAFAYETTE

Andy Arnold

Mayor

City Council

Beacher Garmany

Ben Bradford

Judy Meeks

Chris Davis

Wayne Swanson

City Staff

David Hamilton,

City Manager

Brenda Snyder,

City Clerk

CITY OF LOOKOUT MOUNTAIN

David S Bennett

Mayor

City Council

Arch Willingham

Caroline Williams

Tony Towns

Kevin Leckenby

Taylor Watson

City Staff

Kenny Lee, *City Manager*

Cindy Roberts, *City Clerk*

CITY OF ROSSVILLE

Teddy Harris

Mayor

City Council

Jonathan Lassetter,

Mayor Pro tem

Rick Buff

Michael Hicks

Hal Gray

City Staff

Sherry Foster, *City Clerk*

STAKEHOLDER COMMITTEE

Andy Arnold, *LaFayette Mayor*

Dakiya Porter, *Walker Co. Communication Specialist*

Elizabeth Wells, *LaFayette Economic Development*

Elliot Pierce, *Citizen*

Jan Weaver, *Citizen*

Jimmy Campbell, *Citizen*

Joe Legge, *Walker County Public Relations*

John Conely, *Citizen*

Kenny Lee, *Lookout Mountain City Manager*

Michael Haney, *Chickamauga City Manager*

Michael Hicks, *Rossville City Council*

Robert Stultz, *Walker County Commissioner*

Robert Wardlaw, *Walker County Econ. Dev. Director*

Rodney Parker, *LaFayette Public Works*

Shannon Whitfield, *Walker County Commission Chairman*

Stacey Suttle, *Citizen*

Teddy Harris, *Rossville Mayor*

Tyrone Davis, *Citizen*

NORTHWEST GEORGIA REGIONAL COMMISSION

Lloyd Frasier, *Executive Director*

Julianne Meadows, *Regional Planning Director*

Ethan Calhoun, *Assistant Planning Director*

Alex Smith, *Community Planner*

Walker County Adoption Resolution



RESOLUTION R-013-22

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF WALKER COUNTY TO ADOPT THE WALKER COUNTY JOINT COMPREHENSIVE PLAN (2022-2032)

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

WHEREAS, the *Walker County Joint Comprehensive Plan (2022-2032) Including the cities of Chickamauga, LaFayette, Lookout Mountain and Rossville* is now complete; and

WHEREAS, such **Joint Comprehensive Plan** is approved by the Georgia Department of Community Affairs as meeting Georgia's Minimum Planning Standards and Procedures (effective October 1, 2018); and

WHEREAS, the second and final public hearing on the draft plan was held on January 27, 2022 at the Walker County Courthouse Annex III at 7:00 pm.; and

WHEREAS, the Board of Commissioners tabled a draft of the final version on March 10, 2022 to allow for more public review and some formatting and typographical issues to be cleaned up;

THEREFORE, BE IT RESOLVED that the Board of Commissioners of Walker County hereby officially adopts the revised final version of the *Walker County Joint Comprehensive Plan (2022-2032) Including the cities of Chickamauga, LaFayette, Lookout Mountain and Rossville*.

BE IT FURTHER RESOLVED that the Board expresses its appreciation to members of the Walker County Joint Comprehensive Plan Stakeholder Committee, as well as the Northwest Georgia Regional Commission, for their input and dedication to crafting a plan to guide local officials and staff in meeting the current and future needs of our residents.

SO RESOLVED AND ADOPTED this 24th day of March, 2022.

ATTEST:

Handwritten signature of Rebecca Wooden in blue ink.

REBECCA WOODEN, County Clerk



WALKER COUNTY, GEORGIA

Handwritten signature of Shannon K. Whitfield in blue ink.

SHANNON K. WHITFIELD, Chairman

The foregoing Resolution received a motion for passage from Commissioner Shultz, second by Commissioner Port, and upon the question the vote is 4 ayes, 0 nays to adopt the Resolution.



A copy of the Walker County Joint Comprehensive Plan (2022-2032) Including the cities of Chickamauga, LaFayette, Lookout Mountain and Rossville is available to view or download on the county's website at:

<https://walkercountyga.gov/2022/03/03/walker-county-joint-comprehensive-plan-2022-2032-now-available-online/>

City of Chickamauga Adoption Resolution

CITY OF CHICKAMUGA RESOLUTION 02-28-2022

A RESOLUTION TO ADOPT THE

Walker County Joint Comprehensive Plan (2022-2032): Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville

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

Whereas, the *Walker County Joint Comprehensive Plan (2022-2032) Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville* is now complete; and

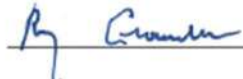
Whereas, such **Joint Comprehensive Plan** is approved by the Georgia Department of Community Affairs as meeting Georgia's Minimum Planning Standards and Procedures (effective October 1, 2018); and

Whereas, the second and final public hearing on the draft plan was held on January 27, 2022 at the Walker County Courthouse Annex III at 7:00 pm.

Now Therefore Be It Resolved, that the City Council of Chickamauga, Georgia hereby officially adopts the *Walker County Joint Comprehensive Plan (2022-2032): Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville*

Resolved, this 28th, day of February 2022.

BY:



Mayor, City of Chickamauga

ATTEST:



Candi Dalton, City Clerk
City of Chickamauga



City of LaFayette Adoption Resolution

A RESOLUTION TO ADOPT THE

Walker County Joint Comprehensive Plan (2022-2032): Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville

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

Whereas, the *Walker County Joint Comprehensive Plan (2022-2032) Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville* is now complete; and

Whereas, such **Joint Comprehensive Plan** is approved by the Georgia Department of Community Affairs as meeting Georgia's Minimum Planning Standards and Procedures (effective October 1, 2018); and

Whereas, the second and final public hearing on the draft plan was held on January 27, 2022 at the Walker County Courthouse Annex III at 7:00 pm.

Now Therefore Be It Resolved, that the City Council of LaFayette, Georgia hereby officially adopts the *Walker County Joint Comprehensive Plan (2022-2032): Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville*

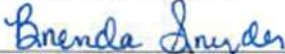
Resolved, this 28th, day of February 2022.

BY:



Andy Arnold
Mayor, City of LaFayette

ATTEST:



Brenda Snyder, City Clerk
City of LaFayette

City of Lookout Mountain Adoption Resolution

A RESOLUTION TO ADOPT THE

Walker County Joint Comprehensive Plan (2022-2032): Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville

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

Whereas, the *Walker County Joint Comprehensive Plan (2022-2032) Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville* is now complete; and

Whereas, such **Joint Comprehensive Plan** is approved by the Georgia Department of Community Affairs as meeting Georgia's Minimum Planning Standards and Procedures (effective October 1, 2018); and

Whereas, the second and final public hearing on the draft plan was held on January 27, 2022 at the Walker County Courthouse Annex III at 7:00 pm.

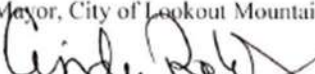
Now Therefore Be It Resolved, that the City Council of Lookout Mountain, Georgia hereby officially adopts the *Walker County Joint Comprehensive Plan (2022-2032): Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville*

Resolved, this 28th day of February 2022.

BY:


David S. Bennett
Mayor, City of Lookout Mountain

ATTEST:


Cindy Roberts, City Clerk
City of Lookout Mountain



City of Rossville Adoption Resolution

RESOLUTION #734

A Resolution to Adopt the Walker County Joint Comprehensive Plan (2022-2032) including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville

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

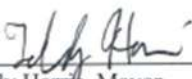
Whereas, the **Walker County Joint Comprehensive Plan (2022-2032) including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville** is now complete; and

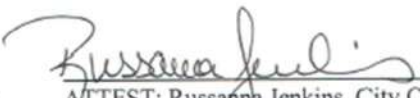
Whereas, such **Joint Comprehensive Plan** is approved by the Georgia Department of Community Affairs as meeting Georgia's Minimum Planning Standards and Procedures (effective March 1, 2014); and

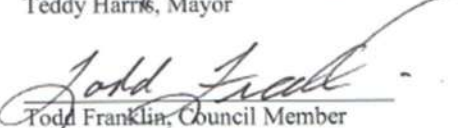
Whereas, the second and final public hearing on the draft plan was held on January 27, 2022, at Walker County Courthouse Annex III, at 7:00 pm;

Now Therefore Be It Resolved, that the City Council of Rossville, Georgia hereby officially adopts the **Walker County Joint Comprehensive Plan (2022-2032) including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville**.

Resolved, this 14th day of March, 2022.

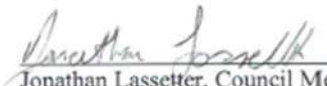

Teddy Harris, Mayor


ATTEST: Russanna Jenkins, City Clerk


Todd Franklin, Council Member


Hal Gray, Council Member


Michael Hicks, Council Member


Jonathan Lassetter, Council Member

INTRODUCTION

Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville have joined efforts in the creation of a comprehensive plan to guide local officials and staff in meeting the current and future needs of its residents. Planning efforts, such as the comprehensive planning process provided by the state of Georgia, creates opportunities for the advancement of each local representative's community by providing state loans, grants, and permits. All efforts are accomplished through a democratic process of local participation laid by local officials and citizen participation through both stakeholders and public hearings as established by the Georgia Department of Community Affairs (DCA) requirements of the 2018 State Minimum Standards for Local Comprehensive Planning. The Comprehensive Planning process includes a local comprehensive plan every 10-years with an update to the plan every 5-years.

Why We Plan

For Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville, comprehensive planning is an important management tool for promoting strong, healthy communities. A comprehensive plan represents a shared vision of an achievable future to be reached by the execution of action steps constructed through collaboration between local government officials and citizens. It provides for future growth and economic development, while protecting private property rights. It describes how best to preserve the natural, historic, and scenic character while also accentuating those resources to promote positive development. The plan displays infrastructural strengths while identifying those components in need of upgrading or replacing to further local economic development while promoting happy, healthy communities. It advises where development is best to occur, what type of development is best suited, and how best to pay for the infrastructure needed to support new development and growth. A comprehensive plan helps Walker County's municipalities to invest their finances into roads, water and sewer, schools, parks and greenspace, and public facilities. Local comprehensive planning creates an environment of predictability for business and industry, investors, property owners, taxpayers, and the general public. Joint, local planning benefits the state also, as a vibrant intergovernmental system fosters a positive state image as an attractive place to invest, conduct businesses, and raise a family.

Why we plan

- Set a new Standard for protecting natural and cultural resources
- Promote desired patterns of development
- Facilitate economic development
- Accommodate a range of housing and transportation options
- Prioritize capital expenditures

Legislatively, the state of Georgia recognizes that local communities have their own individual needs, their strengths, and weaknesses. To better understand these traits, the comprehensive plan is to advise the state of Georgia on how it may best support local communities to reach a shared vision. The comprehensive plan may be viewed as a collaboration between local and state governments, as it allows the state to support local governments responsibly, incentivizing economic development, and provide fiscal relief or encouragement by ways grants and loans for locally identified work program items.

In 1989 the Georgia Planning Act was enacted (O.C.G.A 45-12-200, et seq., and 50-8-1, et seq). The Georgia Planning Act establishes a set of standards for each local government to follow for them to maintain Qualified Local Government status (QLG). QLG status allows for local governments to be eligible for certain economic incentives, such as Georgia Environmental Finance Authority (GEFA) Loans and State of Georgia Community Block Grants. State of Georgia Law requires Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville to create a 2022 to 2032 comprehensive plan to be accepted by the Georgia governing authority of the Georgia Department of Community Affairs (DCA) by the deadline of February 28, 2022. Once accepted for approval by DCA the 2022-2032 Joint Comprehensive Plan is ready for adoption by Walker County Board of Commissioners and the Mayors and city councils of Chickamauga, LaFayette, Lookout Mountain, and Rossville. Once adopted, the plan may be amended when needed, by DCA approval, and will be updated every 5-years.

Plan Requirements

The state of Georgia requires that county and city governments develop, adopt, maintain, and implement a comprehensive plan to qualify for selected federal and state grants, loans, and permits. By adhering to the state's planning process, these local governments maintain their Qualified Local Government Status (QLG). 2018 Minimum Standard for Local Comprehensive Planning requires a comprehensive plan containing the following elements to maintain QLG status.

- Community Vision and Goals – a summary used to lay out a road map for the community's future, developed through a very public process of involving community leaders and stakeholders making key decisions about the future of the community and its direction.
- Report of Accomplishments – a summary of former work program items from the 2017 – 2022 Joint Comprehensive Plan Update and the status of completion. Items assessed as underway are automatically moved to the 2022 – 2032 Joint Comprehensive plan, along with activities that were postponed.

- Community Needs and Opportunities – locally agreed-upon collection of ideas provided from public and government leaders that reflects current conditions of the county and its local municipality and what can be approved upon or enhanced.
- Land Use/Future Development Map and Narrative – identified and mapped boundaries of sub-areas, districts, or neighborhoods of existing or potential characters. Character area categories include, but are not limited to, the following: commercial, industrial, residential, and agriculture/ forestry. Along with the Future Development Map, there is a written narrative/description accompanied by pictures or illustrations.
- Transportation Element – required for those portions of a local government in which its jurisdiction falls within a Metropolitan Planning Organization (urbanized areas with a population greater than 50,000). The review of the Transportation Element may be used as an evaluation tool, addressing any needs, improvements or opportunities and serves as a decision-making process. Portions of Walker County, that area which stretches from its intersection with Dade County and Hamilton County Tennessee south toward the City of Chickamauga, are within the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (CHCNGTPO). Those local jurisdictions taking advantage of federal transportation programs through the CHCNGTPO are to be considered an authorized Local Public Agency (LPA) with an adequate organizational structure to administrate federal funds responsibly. Projects are to be certified by the Georgia Department of Transportation (GDOT) and listed as a Local Administered Project (LAP).
- Community Work Program – specific activities the community plans to undertake during the next 10 years. Work Program items are assessed in the five-year plan update. Completed tasks are reported as completed in the Report of Accomplishment.
- Economic Development Element – Required for local governments included in Georgia Job Tax Credit Tier 1. Walker County is considered a Tier 2 community.
- Broadband Service Element – the most recent element established by the state of Georgia and is required for all governments. It addresses internet access, and its initiative is to increase internet connectivity locally and state-wide.

Public Hearings



Figure 1. Initial Comprehensive Joint Steering Committee Meeting. Local Governments completing the Strength, Weakness, Opportunity, and Threats (SWOT) Analysis



Figure 2. Lookout Mountain's local Steering Committee Meeting considering Strengths, Weaknesses, Opportunities and Threats.

The initial public hearing was held at the Walker County Annex III building in LaFayette on May 13, 2021. A legal ad was published in the local paper, Walker County Messenger, on April 21, 2021 (Appendix A). At the public hearing, the 2022-2032 Comprehensive Plan was announced, notifying the public of the process involved. Public input is vital in creating an effective plan that best serves the residents of Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville. Each government appointed those individuals from their locality whose local knowledge, technical expertise, and commitment to their community best serves its well-being. Through their investment of time and knowledge, their advisement has allowed for the 2022-2032 Joint Comprehensive Plan to be produced. Their input is invaluable to the success and vitality of their communities. Localities worked with stakeholder members to identify a shared vision and achievable goals for the next 10 years.

On January 18, 2022, the city of Lookout Mountain held its own public hearing to hear the specific needs of its own citizens. The public meeting was advertised by legal ad in the Walker County Messenger on the date of December 29th, 2021, 20 days prior to the public hearing, at Lookout Mountain United Methodist Church of (Appendix A). A joint public hearing for all governments was announced in a legal ad in the Walker County Messenger for a public hearing held at the Walker County Annex III in LaFayette (Appendix A).

Location, Landscape, and History



Figure 3. Walker County Map

Walker County, a county of 67,654 individuals as of the 2020 census, is located in the northwest Georgia region, sharing its northern boundary with Hamilton County, Tennessee. The Walker County is surrounded by the following Georgia counties; to the west, Walker County is bounded by Dade County, to the east the county is bounded by both Catoosa County and Whitfield County, and to the south, it is bounded by Chattooga County. In total area, Walker County is the 40th ranked Georgia County in size, consisting of an approximate total area of 446 square miles. Geographically, it is located mostly in the *Valley and Ridge* province of Georgia. The *Valley and Ridge* province is characterized by eroded and rounded ridges and fertile valleys. These valleys' fertile soils gave Walker County, its agricultural identity. These valley's limestone aquifer system provides water availability that has made Walker County, much like most of Northwest Georgia, an attractive location for industries. A small portion of the northwest corner of the county, consisting of locations such as Pigeon and Lookout Mountain, is located within the *Appalachian Plateau*, whose coal deposits helped power the regions industrial production in the past. Today, the Plateau's unique rock formation and natural vistas contribute generously to Walker County's economy through tourism.



Figure 4. Walker County Map

The northern portion of Walker County, as well as the municipalities of Chickamauga, Lookout Mountain, and Rossville, all fall within the Chattanooga Metropolitan Planning Area or an "Urbanized Area" of a population of greater than 50,000 inhabitants. Because of its proximity to the employment center of Chattanooga, Walker County communities may be considered a bedroom community by some, but its isolation from the Interstate 75 allows each community its own identity. Despite their unique identity and rich history, much like many post-World War II communities, the commercial and industrial presence has declined in the cities of Chickamauga, LaFayette, and Rossville. In recent years, the population size in these smaller communities has

declined, while Chattanooga, the larger metropolitan city, has grown.

In contrast, the city of Lookout Mountain's identity has always been residential. In recent years, there has been a shift in personal living preferences for small town. Combined with the technological advancements in industrial production and the new digital economy, there is renewed interest for communities such as those of Walker County.

In contrast to the northern portion of Walker County, the south to southwest portions remains rural. The rich valleys of the *Valley and Ridge* province allow Walker County to remain an excellent place for agriculture. Walker County's identity is intimately tied to agriculture, as many citizens, if not in the agricultural profession, came from families with an agricultural heritage. Walker County is made up of industrious, committed, and hard-working citizens, who in addition to their agricultural background, have a rich history in manufacturing.

Walker County

By Georgia General Assembly, in December of 1833, Walker County, Georgia was formed from the property of that of Murray County, Georgia, which had been established as a county the year before. The county was given its name in honor of Major Freeman Walker who was a U.S. Senator from 1819 to 1821. A year before its recognition as a Georgia county, the Cherokee lands of what is now Walker County had been distributed by land lottery to white settlers.



Figure 5. Mountain Cove Farms in Walker County

Although Walker County had opposed the succession from the United States, voting against it at the Convention of 1861, Walker County's corporate objection to leaving the Union did not prohibit local men from volunteering for the Confederate army. On September 18, of 1863, one of the biggest and bloodiest battles of the Civil War was witnessed at the site of Chickamauga in Walker County. In total, the two-day battle resulted in 34,000 casualties during the two-day battle, only second in the number of deaths to that of the Battle of Gettysburg, Pennsylvania. 27-years later, in 1890, much of the battlefield was dedicated to those Union and Confederate soldiers who had lost their lives as the nation's largest national military park. 14,000 veterans, both union and confederate, gathered again, but this time in peace, to break bread by the banks of Crawfish Springs. The momentous event was made possible by the Central of Georgia Railway establishing a fuel stop at Chickamauga, whose presence in Walker County increased its commercial productivity.

Post-Civil War brought about several changes to Walker County, reshaping its economy and identity. The most important of these changes was the industrialization of the area and the establishment of textiles. The textile industries of Walker County gave way to the manufacturing industry. By the mid-20th century, the carpet industry became the mainstay in employment for the northwest Georgia Region, with Shaw Carpet taking the lead in carpet production. While textile production is still present in Walker County, other industries such as the Roper Corporation, Shaw Industries Group, Hitachi Astemo (formerly Nissan Brake Georgia), and Audia International has located within Walker County.

“Walker County boasts a labor force of 30,209. Nearly 39% of local jobs are in service sector, while manufacturing accounts for 33% of all Private employment positions. Walker County is also home to the best welding school in the nation. Skills USA consistently ranks Georgia Northwestern Technical College at the top in the Nation for this trade” -
Walker County Website



Figure 6. Roper Corporation, a wholly owned subsidiary of GE Appliances, A Haier Company

Chickamauga



Figure 7. Historic Gordon-Lee Mansion



Figure 8. Ironman Triathlon in Chickamauga

The city of Chickamauga is an approximate 30-minute drive, 15 miles south of Chattanooga Tennessee, a major employment center. It is northwest of Atlanta Georgia by approximately 100 miles and is almost a two-hour drive. Chickamauga's location has played a significant role in Georgia's history. Founded on the clear water Crawfish Springs, named for Indian Chief Crayfish, the city was not incorporated until 1891. Before Chickamauga's official establishment, the area was the home of the Tsikamagi Cherokee ("Chickamauga" is a phonic spelling and pronunciation of "Tsikamagi").

The city and surrounding area is the location of the second deadliest battle in the Civil War (1863-1865) history. More than 110,000 Confederate and Union soldiers battled each other on September 18-20 of 1863, resulting in 34,000 casualties. Post-war, in the barbecue, the battlefield became home to the Chickamauga-Chattanooga National Military Park. In 1891, Chickamauga received its charter to become a city. Chickamauga's population continued to grow and prosper after the Civil War. The city emerged as a prosperous and industrious mill town. Chickamauga's identity is steeped in its Civil War History, but its current character is derived from its mill days.

In 1909, Daniel Ashley Jewell and Colonel W.L.L Bowen opened the Crystal Springs Bleachery Company on the banks of Crawfish Springs. The mill became the city's major employer. Mill housing, parks, and a beautiful downtown high school were all established to serve workers. Chickamauga also developed as a resort town following the construction of the Grand Park Hotel overlooking Crawfish Springs. In the late 1890s, the former battlefield was once again put to service as Camp Thomas, the largest military training ground during the Spanish American War. Soldiers flooded the small downtown and created an overnight boomtown in the city.

Unlike many small municipalities throughout the United States located near an employment center like that of the city of Chattanooga, Chickamauga did not go through a post-World War II population decline. Although the mill closed for good in 2013, Chickamauga's post-Civil War identity is derived from the mill's influence (and the infrastructure provided/stimulated). Today Chickamauga is a small, close-knit community of 3,234 according to the 2010 Decennial Census. The city of historic background, its proximity to Chattanooga, and its built environment fabric, all are attractive incentives for those who may wish to live in or visit the City of Chickamauga. Much of today's economy in is focused on the arts, entertainment, service, and sales industry.



Figure 9. Early 1900's rendering of Crystal Springs Bleachery facilities

The greatest opportunity today for Chickamauga is in leveraging its historic, cultural, and natural resources for recreational and tourist purposes. Chickamauga's most pressing need is the replacement of its aging infrastructure; specifically repairs and replacements needed to sidewalks and sewer. Special attention should be devoted to stormwater, as a large portion of the city is within a floodplain. To best achieve these goals, the city of Chickamauga has engaged with the University of Georgia Carl Vinson Institute of Government's Renaissance Strategic Vision and Plan (RSVP).



Figure 10. Kayakers travel down West Chickamauga Creek at Lee & Gordon's Mills in Chickamauga

LaFayette



Figure 11. Historic Chattooga Academy in LaFayette

The city of LaFayette is located in the south-central portion of Walker County and serves as the county seat. The city is positioned along historic U.S. Highway 27 thoroughfare from Florida to Michigan. Of greater importance for residents of LaFayette and Walker County, Highway 27 provides access to Chattanooga. LaFayette is approximately 25-miles south of Chattanooga, or 40 minutes from the economic center. LaFayette, first called Chattooga, was established in 1835 as the Walker County seat. In 1836, Chattooga officially was renamed LaFayette after Gilbert du Motier, better known as Marquis de LaFayette, French aristocrats who fought in the American Revolutionary War. By 1849, as reported by George White Statistics of the State of Georgia (1849), LaFayette was described as:

“having a court house built at the expense of \$7,500; a jail, two churches, Baptist and Methodist, each having a bell; two hotels, six stores, four groceries, three tailors, two blacksmiths, one shoe shop, one saddlery, two cabinet-makers, six carpenters, two bricklayers, one tanner, six or seven lawyers, three doctors, and one academy” - Statistics of the State of Georgia (1849)



Figure 12. Young girl working at Elizabeth Hosiery –

Photo Courtesy provided of the Library of Congress-
<https://westgatextiletrail.com/lafayette/>

Beginning early in September of 1863, the Civil War presence began to be felt in LaFayette as Union troops gathered at LaFayette in preparation for the Battle of Chickamauga. On June 24, 1864, the public square and streets of the town were the site of fierce skirmishing, known locally as the Battle of LaFayette. Scarcely a building in LaFayette escaped damage during this period. In 1893, Union Cotton Mill was established in LaFayette.

During the early 1900s, LaFayette underwent a considerable number of changes. Elizabeth Hosiery Mill (later Walker County Hosiery Mills) was established; the Union Cotton Mills doubled its capacity (1903); the LaFayette Cotton Mills was built (1903-1904); a flour mill was constructed also (reference). By 1910, waterworks and an electric light plant were in construction, and a sewer system was installed by 1915. LaFayette Cotton Mills and Walker

County Hosier Mills had substantial operations by the 1920s. Several other commercial activities began to appear in the vicinity of the depot and along the railroad. New subdivisions began to appear in LaFayette including Maple Hills (1925), LaFayette Highlands (1934), McConnell (1934), and the Bank of LaFayette Additions (1939). By 1935, a golf course and municipal park were developed on the city's south side. To the north, the area west of North Main Street from Indiana Street to Park Street began to develop, as did the area east of North Main from Warthen Street to just North of Indiana Street.

In the 1940 census, LaFayette was reported to have 883 dwelling units, of which were contained in 760 residential buildings. The 760 residential buildings were classified as the following types: 657 were single family detached; 1 was reported single family attached; 95 were duplexes; 6 were triplexes; and 1 was a quadplex. Housing growth continued through the decades, as the census bureau reporting construction reaching its peak construction between 1970 and 1979.

Table 1. Physical Housing Characteristics for Occupied Housing Unit as reported in the 5-year Census American Community Survey of 2019. Totals reported were provided through ESRI Business Analysis Online (BAO).

City of LaFayette Physical Housing Characteristics for Occupied Housing Units	
<u>Year Built</u>	<u>Estimate</u>
Total	3,447
Built 2010 or later	69
Built 2000 to 2009	442
Built 1990 to 1999	287
Built 1980 to 1989	473
Built 1970 to 1979	690
Built 1960 to 1969	311
Built 1950 to 1959	337
Built 1940 to 1949	487
Built 1939 or earlier	351

The housing stock age of LaFayette, being reported as constructed prior to 1979, has necessitated a need to address an increase in affordable workforce housing in LaFayette. The city is currently, and in recent years, began addressing these housing concern. In 2013, LaFayette adopted an Urban Redevelopment Plan for West LaFayette. The plan's purpose is to "provide a framework for the revitalization efforts of and an action plan for redevelopment and future growth of West LaFayette and the Mars Theatre District". The plan was to identify "pockets of blight", which consist of both neighborhood housing and commercial buildings. In 2017, the Urban Redevelopment Plan was expanded upon by West LaFayette Transformation Plan, to help community capitalize on investments in housing. This plan's deliverables included Architectural Design Guidelines; Streetscapes; Greenspace and Walkability Network; and Housing and Development Concepts.

In 2019, both LaFayette and Rossville became Georgia Initiative for Community Housing (GICH) communities, engaging local leaders into creating action items and facilitating the application of these items.



"Rossville and LaFayette both plan to explore adding more diversification housing mix, as 63% of Rossville Housing stock was built over 50 years ago, while nearly 48% of LaFayette's housing stock is more than a half a century old"

<https://walkercountyga.gov/2019/10/17/lafayette-rossville-selected-for-housing-program/>

Other efforts taken by the city to reinvigorate LaFayette includes being designated as a Rural Zone, which allows for Job, investment and. In March of 2021, LaFayette Received a planning grant for a downtown master plan through the University of Georgia's Renaissance Strategic Visioning and Planning Process (RSVP) to be facilitated through the University of Georgia's Carl Vinson Institute of Government, which will work closely with LaFayette's Downtown Development Authority.



Figure 13. Annual Honeybee Festival attracts large crowds to downtown LaFayette

Lookout Mountain

The city of Lookout Mountain, Georgia is located south of Chattanooga, Tennessee, at the northern most point of Walker County. The Mountain itself is 75-miles long, stretches through both Georgia and Tennessee and also includes the town of Lookout Mountain, Tennessee. Lookout Mountain, though not incorporated until 1969, has a detailed and distinctive history. In the 1820s, early settlers in the Chattanooga area began exploring an unusual rock formation named *Rock City*. In 1863, the Civil War made itself to the mountain in the battle referred to as “Battle Above the Clouds.” The Confederate forces held the mountain as Union forces took control of the City of Chattanooga below.



Figure 14. Surveying the Fairyland Club - <https://lookoutmountain.club/HistoryOfFairylandClub>

Other than the short period of the Civil War at the mountain, most of the 1800s and early 1900s the area of Rock City remained mostly wilderness, attracting folks from the Chattanooga area seeking recreational opportunities, such as hiking and picnicking. Amid a real estate boom during the prosperous mid-1920s, businessmen began taking an interest in the mountain’s development. A group of businessmen, led by Garnet Carter and Oliver Burnside Andrews, calling themselves the Fairyland Company, announced plans in 1924 to develop the exclusive and idyllic mountain top retreat Inn, now known as the Fairyland Club. By 1928, ten cottages had been added. The resort area construction incentivized the installation of infrastructure and the provision of services.



Figure 15. Lookout Mountain Club - <https://lookoutmountain.club/home>

Throughout the 1930s, 1940s, 1950s, and 1960s, Lookout Mountain continued to grow, adding new features to further attract visitors and new residents. By 1968, the Fairyland estates and the surrounding area was incorporated as the city of Lookout Mountain, Georgia. Being a young, recent chartered city made up of mostly residences, Lookout Mountain has lacked any prominent institutional features that anchor the center of the city. The city is currently in the process of completing its “Town Center” as a central location identifiable as the heart of Lookout Mountain, Georgia.

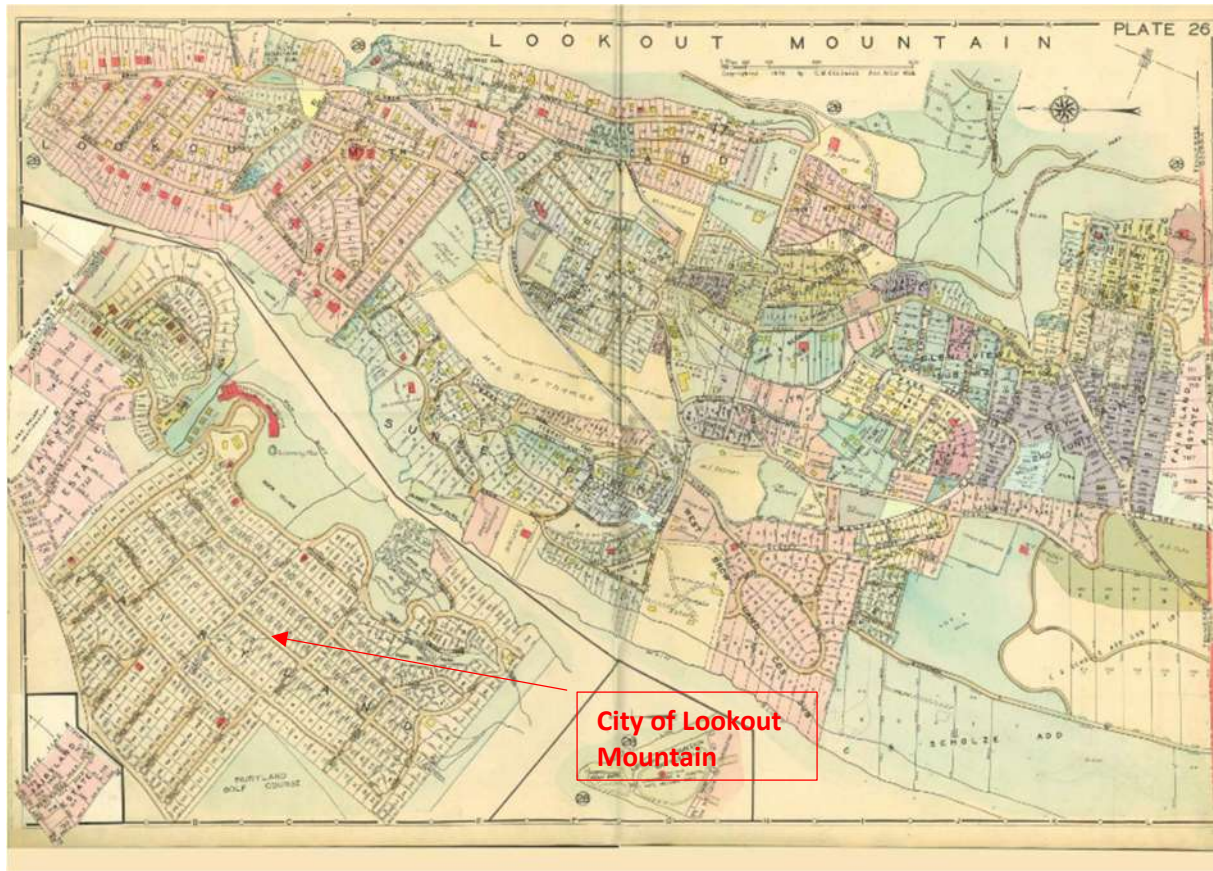


Figure 16. Copyrighted 1928 C.W. Chadwick Plat of Lookout Mountain, including Fairyland Estates. Lookout Mountain area is shown by a red arrow. Source: *Chattanooga History* - <https://chattanoogahistory.com/platbook.php#>

Rossville

Named for John Ross, principal chief of the Cherokee Nation in 1827 and United States veteran under Andrew Johnson, the City of Rossville is located south of Chattanooga, Tennessee at the state line. The Chickamauga and Chattanooga National Military Park sits outside the city to the southeast. Rossville did not escape the influences of the Civil War, becoming a collection point for Union soldiers retreating from the Battle of Chickamauga. Out of safety concerns, most residents of the area abandoned their homes and moved to south Georgia.

In 1879 businesses and homes began to rebuild and by 1900 there were 17 residences, one brick store. By 1905, the city was incorporated and Peerless Woolen Mills was established, which became a primary manufacturer of blankets for the armed forces during World War II. The city's growth in the early to mid-20th century was fueled by the four textile manufacturing facilities located in the area – two woolen mills, a hosiery mill, and a mercerizing plant. With the success of these industries, mill-type housing became the dominant housing type.

Rossville's identity cannot be separated from its textile past, from employment opportunities and infrastructure installation that allowed both industries and the city to grow. Over the years the city has experienced a decline in employment and an increase in the poverty rate, leaving dilapidated buildings and houses in the area. Rossville's proximity to Chattanooga creates the potential for it to reestablish its former identity. Appropriate investments into the city, coupled with a desire for small-town atmosphere living, provides a new opportunity. In recognition of these factors, Rossville has partnered with Georgia Tech's Economic Development Research Program (EDRP), received a State of Georgia Rural Zone designation, entered into Georgia Initiative Community Housing (GICH) program, and engaged in an urban design studio with the University of Georgia for the reuse of the former abandoned Peerless Woolen Mills site.



Figure 17. Peerless mill

Designating Rossville Downtown as a Rural zone with a commercial/industrial core is meant to drive private investment into the city, and put vacant buildings back into dynamic use.—City of Rossville “We currently have nearly 2 million square feet of vacant space available for purchase or redevelopment in a prime location with access to 10 Gig fiber optic internet,” - <https://walkercountyga.gov/2019/10/24/rossville-receives-highly-competitive-rural-zone-tax-credit-to-attract-new-investment-downtown/>

Official Rural Zone Map for City of Rossville

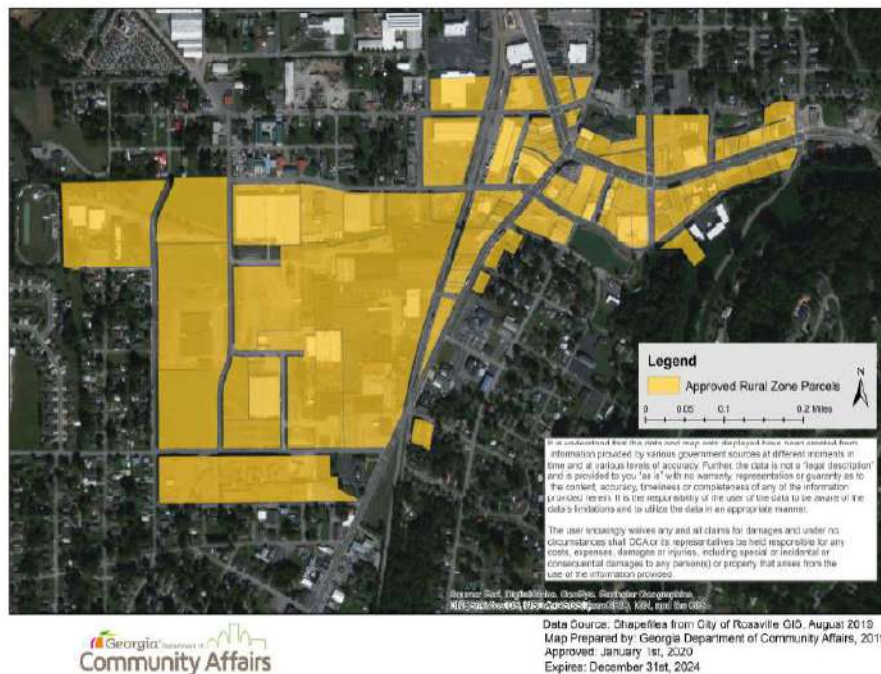


Figure 18. Georgia Department Community Affairs 2020 approved Rural Zone boundary for Rossville - https://www.dca.ga.gov/sites/default/files/rz_rossville_1.pdf

Population, Housing, Education, and Economics

Walker County is one of 15 counties in the northwestern corner of the state receiving planning services from the Northwest Georgia Regional Commission. The other counties are Bartow, Catoosa, Chattooga, Dade, Fannin, Floyd, Gilmer, Gordon, Haralson, Murray, Pickens, Polk, Paulding, and Whitfield. Being located near the metropolitan areas of Atlanta and Chattanooga, northwest Georgia's population is expected to continue to grow just as Georgia's population is expected to grow as a whole. Since 2010 Georgia's population has increased by 10.6%. Northwest Georgia as a Region had a positive percentage. Walker County is one of three counties with a negative growth rate between the 2010 and 2020 Decennial Census. Walker County, as with several other Counties, plan to appeal the Census numbers based on housing numbers and the population count's that occurred during the COVID-19 pandemic.

Walker's adjoining county to the east, Catoosa County, experienced a 6.1% increase in population. Walker County's adjoining County to the west, Dade County, experienced a decreased population of 2.3%. Walker County itself decreased in population by 1.6%, which contrasted the population trends of both the Chattanooga Tennessee-Georgia Metropolitan Area and Hamilton County, Tennessee. The Chattanooga Tennessee-Georgia Metropolitan Area's population grew by 6.5% between 2010 and 2020 and according to the Census. Hamilton County Tennessee, the adjoining County to the North experienced a population growth of 8.8%.

Although uncertain why Walker County has shown a decline in population, the Georgia Governor's Office of Planning and Budget expects continual population growth for Walker County and the adjoining counties of Catoosa and Whitfield, as identified in their population projections through 2060. Dade County, a small county of only 16,251 individuals adjoining Walker County to the west, is predicted to have a decreasing population through 2060. The graph and table below display how Walker County has

POPULATION TRENDS

- *Georgia Population 2010: 9,687,653*
- *Georgia Population 2020: 10,711,904*
- *Georgia Percent Change in Population (2010-2020): 10.60%*
- *Chattanooga, Tn-Ga Metro Area (2010): 529,167*
- *Chattanooga, Tn-Ga Metro Area (2020): 562,647*
- *Chattanooga, Tn-Ga Metro Area Percent Change in Population: 6.5%*
- *Walker County Georgia Population 2010: 68,756*
- *Walker County Georgia Population 2020: 67,654*
- *Walker County Percent Change in Population (2010-2020): -1.60%*

Source: 2020 Decennial Census and 2019 5-year ACS Survey

a steady continued growth starting from 1900 and is expected to continue through 2060. Population numbers reported through 2020 are those reported by the American Census; projections through 2060 are provided by the Georgia Governor's Office of Budget.

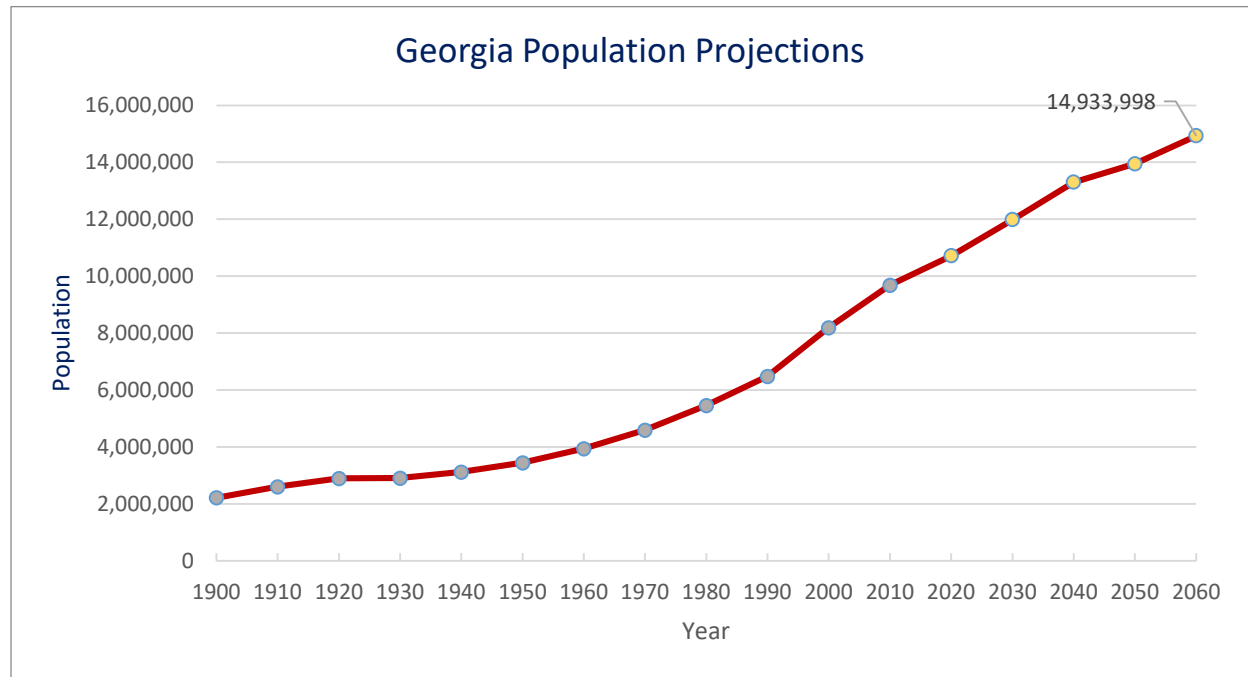
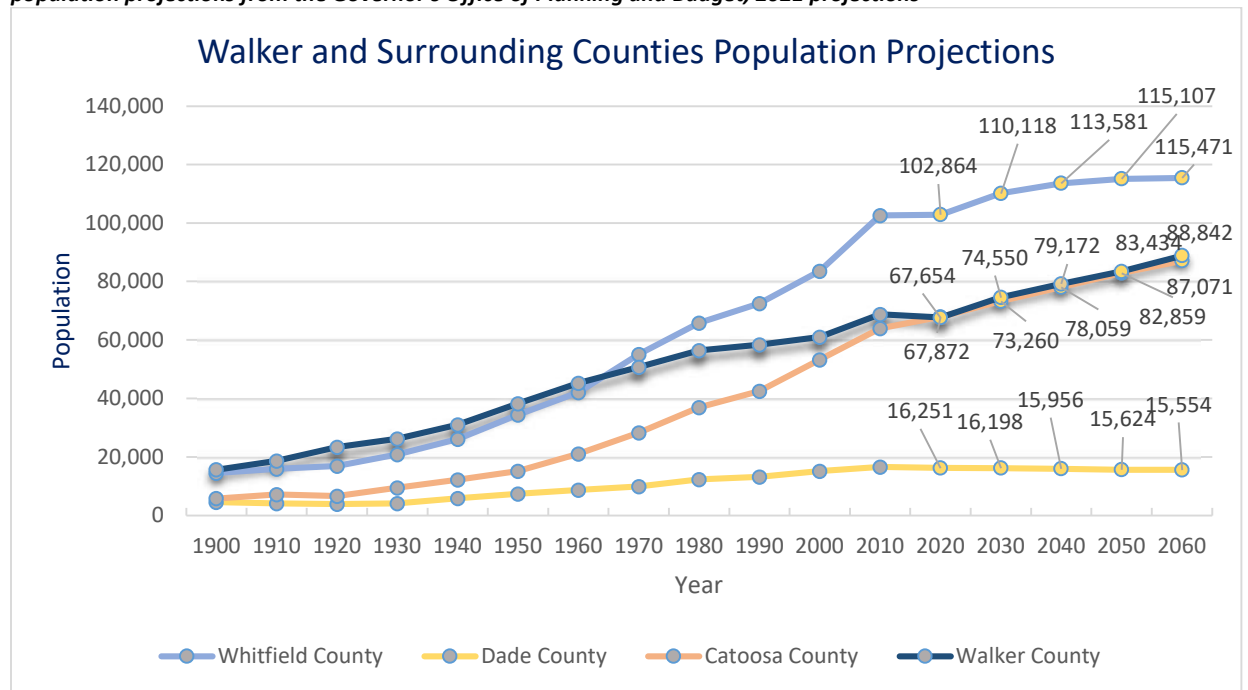


Figure 19. Population of Walker and adjacent Georgia Counties from the US Census Decennial count through 2020, followed by population projections from the Governor's Office of Planning and Budget, 2021 projections



YEAR	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000	2010	2020	2030	2040	2050	2060
Walker County	15,661	18,692	23,370	26,206	31,024	38,223	45,264	50,691	56,470	58,340	61,053	68,756	67,654	74,550	79,172	83,434	88,842

Figure 20. Population of Walker and adjacent Georgia Counties from the U.S. Census Decennial count through 2020, followed by population projections from the Governor's Office of Planning and Budget, 2021 projections

HOUSING TRENDS

- *Georgia Housing Units (2010): 9,687,653*
- *Georgia Housing Units (2020): 10,711,904*
- *Georgia Percent Change in Housing Units (2010-2020): 7.9%*
- *Georgia Housing Units Vacancy Rate (2020): 8.8%*
- *Chattanooga, Tn-Ga Metro Area Housing Units (2010): 234,440*
- *Chattanooga, Tn-Ga Metro Area Housing Units (2019): 246,580*
- *Chattanooga, Tn-Ga Metro Area Percent Change in Housing Units (2010-2019): 5.5%*
- *Chattanooga, Tn-Ga Metro Area Housing Units Vacancy Rate (2020): 8.8%*
- *Walker County Georgia Housing Units (2010): 26,405*
- *Walker County Georgia Housing Units (2020): 29,604*
- *Walker County Georgia Percent Change in Housing Units (2010-2020): 12.1%*
- *Walker County Georgia Housing Units Vacancy Rate (2019 ACS): 10.1%*

Source: Georgia and the Chattanooga, Tn Values are from the 2010 Decennial and 2019 American Community Survey (ACS) 5 year estimates. The Walker County housing values are provided from the Walker County Tax Assessors

Since the 2017-2022 Joint Comprehensive Plan update, the local governments have taken an active approach to addressing housing deficiencies, along with dilapidation and blight in their communities. Walker County Government has also taken the initiative to meet the challenges of affordable housing. Both the cities of Lafayette and Rossville enrolled in the Georgia Initiative of Community Housing (GICH), so as to remove blight and to provide opportunities for developers to construct new housing units. Chickamauga has removed substandard housing located within floodplain areas and has spent considerable effort in the beautification of their community, making neighborhoods more attractive for residents.

When considering the evidence provided in the 2020 Census population results showed a decrease in population, at first glance, it is difficult to see what need there is for housing in the area. A review of the Census's American Community Survey (ACS) has shown that over the past ten-years, Walker County's number of housing units has decreased by 3.2% while the vacancy rate for housing is 1.3% percent higher than both the State of Georgia's rate and the Chattanooga, Tn-Ga Metro Area reported 8.8%.

Those these reported values are provided by the Census Bureau, it is important to remember that the ACS values are only estimates and that the 2020 Decennial Census accuracy may have been reduced by complications brought by the COVID-19 pandemic. Though the Census is considered an accurate source, a review of Walker County Tax Assessor Office housing numbers may provide additional insight. and should also be taken into consideration. These values are listed below by year.

<u>Year</u>	<u>2010</u>	<u>2015</u>	<u>2020</u>
Single family homes	19,639	21,002	22,778
Manufactured home	4,672	4,451	4,381
Rental Units (duplexes, triplexes, apartments)	2,042	2,210	2,445
Total	26,405	27,663	29,604

Walker County Tax Assessor housing totals

The need for housing can be better understood when analyzing housing statistics provided by the Greater Chattanooga Realtors Annual Report. The annual report identifies the percentage of homes for sale between 2019 and 2020 as a decrease in availability, while median sales price has increased; a trend seen for several years in the region (figure 22).

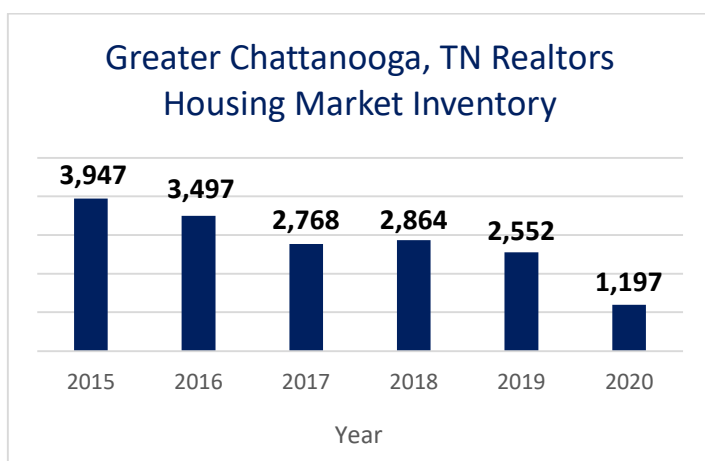


Figure 21. Housing Inventory for the Greater Chattanooga, Tn area provided by the Greater Chattanooga Realtors. - <https://www.gcar.net>

Walker County, much like the region as a whole, has also experienced a decrease in the number of houses on the market, while median housing values increased. The percentage change in housing availability in 2020 for the Walker County area 2020 decreased by 54.6% compared to 2015 totals (figure 23).



Figure 22. Walker County Housing Inventory for the Greater Chattanooga, Tn area provided by the Greater Chattanooga Realtors. - <https://www.gcar.net>

HOUSING TRENDS

- *Georgia Housing Units (2010): 9,687,653*
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- *Walker County Georgia Housing Units Vacancy Rate (2019 ACS): 10.1%*

Source: Georgia and the Chattanooga, Tn Values are from the 2010 Decennial and 2019 American Community Survey (ACS) 5 year estimates. The Walker County Housing values are provided from the Walker County Tax Assessors website. Reported Housing unit vacancy is from the 2019 ACS

HOUSING TRENDS

- Georgia Housing Units (2010): 9,687,653
- Georgia Housing Units (2020): 10,711,904
- Georgia Percent Change in Housing Units (2010-2020): 7.9%
- Georgia Housing Units Vacancy Rate (2020): 8.8%
- Chattanooga, Tn-Ga Metro Area Housing Units (2010): 234,440
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Source: Georgia and the Chattanooga, Tn Values are from the 2010 Decennial and 2019 American Community Survey (ACS) 5 year estimates. The Walker County Housing values are provided from the Walker County Tax Assessors website. Reported Housing unit vacancy is from the 2019 ACS

As housing availability decreased between 2015 and 2020, the median housing market value had increased by approximately 56% for the same period (figure 24).

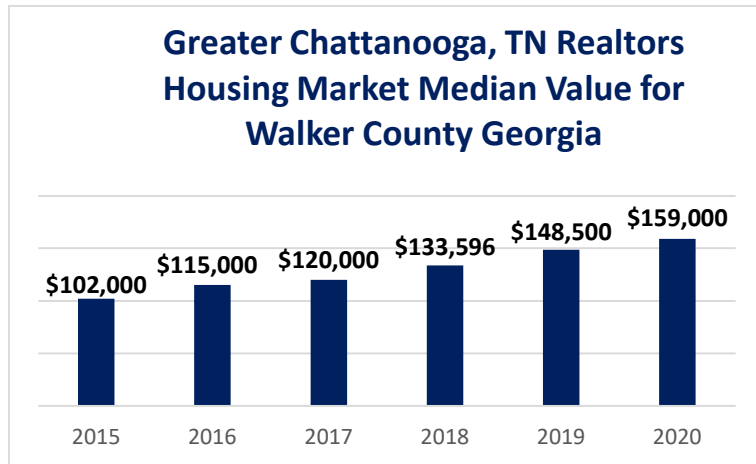


Figure 23. Walker County inventory for the Greater Chattanooga, Tn area provided by the Greater Chattanooga Realtors. - <https://www.gcar.net>

Though the population has slightly decreased between the census years of 2010 to 2020, an aging housing stock within Walker County and its local municipal cities highlight the need for more workforce and middle-class housing.



Figure 24. New Home Construction in Walker County

EDUCATION TRENDS

Educational attainment is important for each community of the northwest Georgia region, as it provides for greater employment opportunities, attracts businesses for the overall contentment of residents. Walker County exceeds the average percentage for those with a High School Degree or equivalency for Georgia and the northwest Georgia region. The county also exceeds the average percentage for those receiving an associate degree in comparison to the state of Georgia and the region. This disparity, unfortunately, may be due to more individuals in the state of Georgia and within the northwest Georgia region seeking at least a bachelor's degree or higher.

Table 2. Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates, "Table S1501. Educational Attainment." <https://data.census.gov>.

EDUCATIONAL ATTAINMENT	Bartow	Catoosa	Dade	Fannin	Chattooga	Floyd	Gilmer	Gordon	Haralson	Murray	Paulding	Pickens	Polk	Walker	Whitfield	Georgia
Persons Aged 25 Years and Older	69,063	45,585	11,093	19,089	17,078	64,087	21,857	37,781	19,703	26,263	100,232	22,326	27,418	48,169	66,692	6,786,547
Completing Less Than 9th Grade	3,556	1,382	826	796	1,824	4,805	1,670	3,227	1,124	2,969	2,611	1,093	2,161	2,628	9,453	324,756
High School Graduate (Includes Equivalency)	22,762	14,760	3,966	6,545	6,614	21,185	7,962	13,301	7,208	9,922	33,200	6,492	10,864	17,461	19,304	1,890,132
Some College No Degree	16,182	11,241	2,147	4,525	3,121	12,898	4,012	8,143	4,816	4,533	23,938	5,352	5,549	10,266	13,158	1,394,241
Associate's Degree	4,928	4,396	1,125	1,423	1,070	4,711	1,550	2,458	1,118	1,293	8,953	1,808	1,923	4,049	3,330	518,144
Bachelor's Degree	9,131	6,259	1,006	2,534	977	7,506	2,687	3,346	1,609	1,671	16,257	3,125	1,924	5,071	6,864	1,282,947
Bachelor's Degree or Higher	13,471	9,461	1,540	4,057	698	13,103	4,382	5,449	2,762	2,464	24,204	5,298	3,345	7,662	10,491	2,080,116

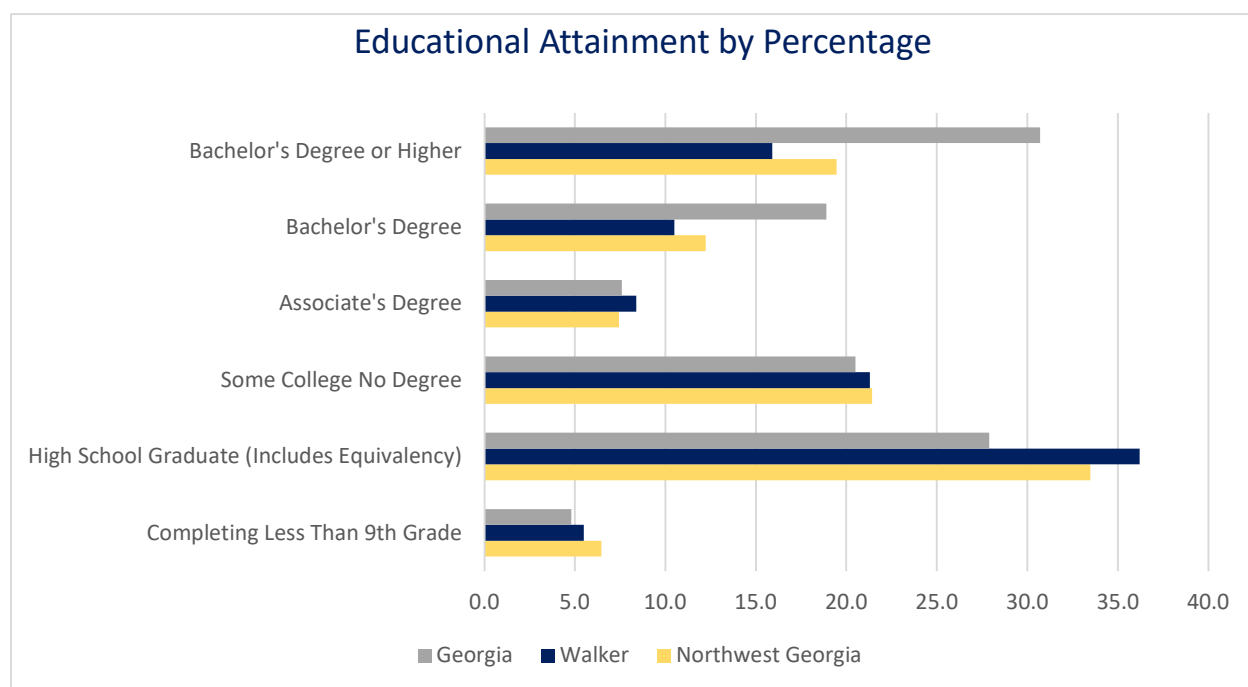


Figure 25. U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates, "Table S1501. Educational Attainment." - <https://data.census.gov>.

In addition to the local county public school systems, the city of Chickamauga has its own public school system. In 2015, Gordon Lee High School of Chickamauga graduated a total of 108 students. In 2017, the total number of high school graduates in the city school system had risen to 123 students.

ECONOMIC TRENDS

The American Community Survey (Census) for 2019 reported Walker County's median household income to be \$46,157, which is comparable to estimates provided for the surrounding counties of Dade and Whitfield, while significantly less than that of Hamilton County, Tennessee and Catoosa County, Georgia. Part of this disparity is undoubtedly due to Hamilton County being the urban employment center of the region and Interstate 75 passing through Catoosa County, providing convenient access to Chattanooga. Interstate 75 also passes through nearby Whitfield County and its County seat - Dalton. Whitfield County and the city of Dalton make up their own Metropolitan Statistical Area with a total population of 142,827 individuals, but this area lacks the number of Interstate connections as Chattanooga Tennessee also has I-24.

Though Walker County geographically lacks a major interstate, it is strategically located. The cities of Lookout Mountain and Rossville adjoins Hamilton County and Chattanooga. Current personal preference for both Millennials and Baby Boomers is to be located in proximity to urban center, while living in locations of small city atmosphere.

The federal poverty income level for a family of three, where the average estimated household size for Walker County is 2.55 individuals, is at an annual and monthly income level of \$21,960. According to the 2020 American Community Survey, 14.7% of the population in Walker County is estimated to be below the poverty line. Walker County's poverty level is comparable to that of Dade and Whitfield counties, while being greater by 2.7% to 4.7% to that of Hamilton County, Tennessee (12%) and Catoosa County, Georgia (10%). The state of Georgia's poverty percentage is 13.5%.

The unemployment rate has shown a trend of decline for the Chattanooga, TN-GA Metropolitan Statistical Area, of which Walker County is a part, between 2010 and 2019. In 2020 a large increase in unemployment was observed, with the probable cause being the COVID-19 pandemic.

MEDIAN HOUSEHOLD INCOME LEVELS

- *Georgia: 58,701*
- *Catoosa County: \$56,235*
- *Chattooga County: \$36,807*
- *Dade County: \$42,581*
- *Hamilton County Tennessee: \$55,070*
- *Walker County: \$46,157*
- *Whitfield County: \$58,623*

Source: 2019 5-Year American Community Survey estimates

POVERTY INCOME LEVEL

- *Georgia: 13.5%*
- *Catoosa County: 10%*
- *Chattooga County: 17.4%*
- *Dade County: 13.5%*
- *Hamilton County Tennessee: 12%*
- *Walker County: 14.7%*
- *Whitfield County: 12.7%*

Source: U.S. Census Bureau, 2019 Small Area Income and Poverty Estimates, 2019 American Community Survey 1-Year Estimates (Hamilton County)

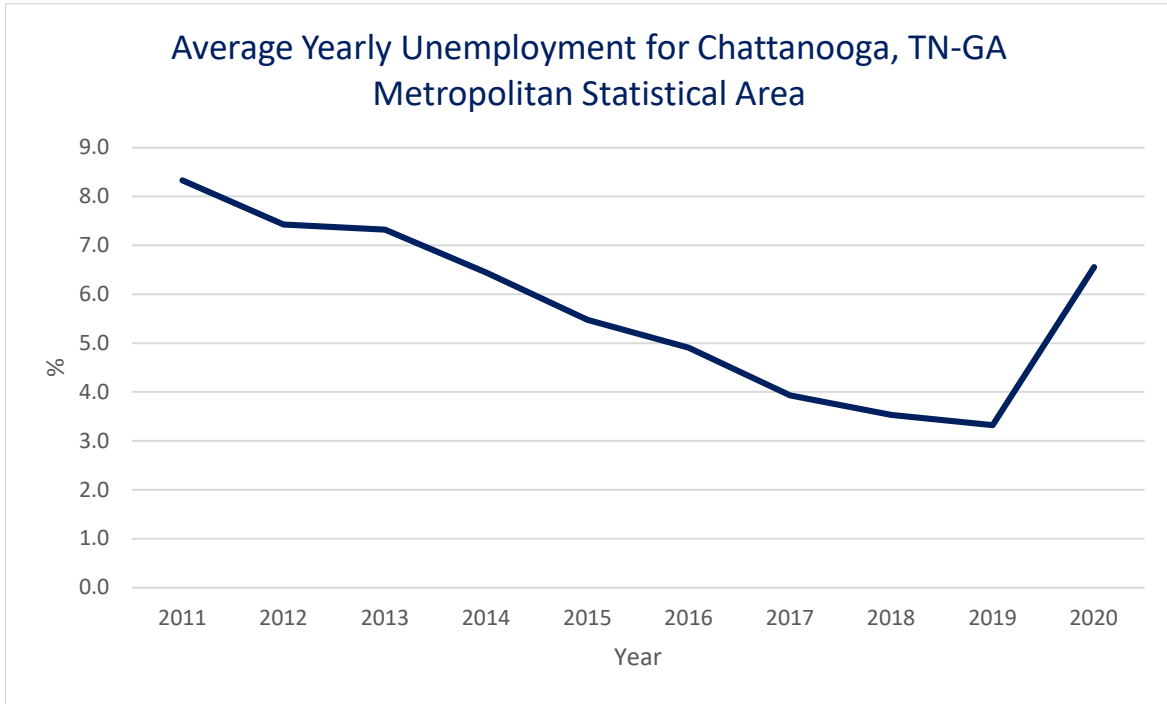


Figure 26. Chattanooga, TN-GA Metropolitan Statistical Area unemployment - U.S. Bureau of Labor Statistics:
https://data.bls.gov/timeseries/LAUMT471686000000003?amp%253bdata_tool=XGtable&output_view=data&include_graphics=true

When comparing the unemployment levels for this previous year for the whole northwest Georgia region, the observed trend from October of 2020 to December 2020, followed by gradual decline between January 2021 and April 2021, then a slight increase of 0.6% between April 2021 to June 2021, before declining steadily through October 2021.

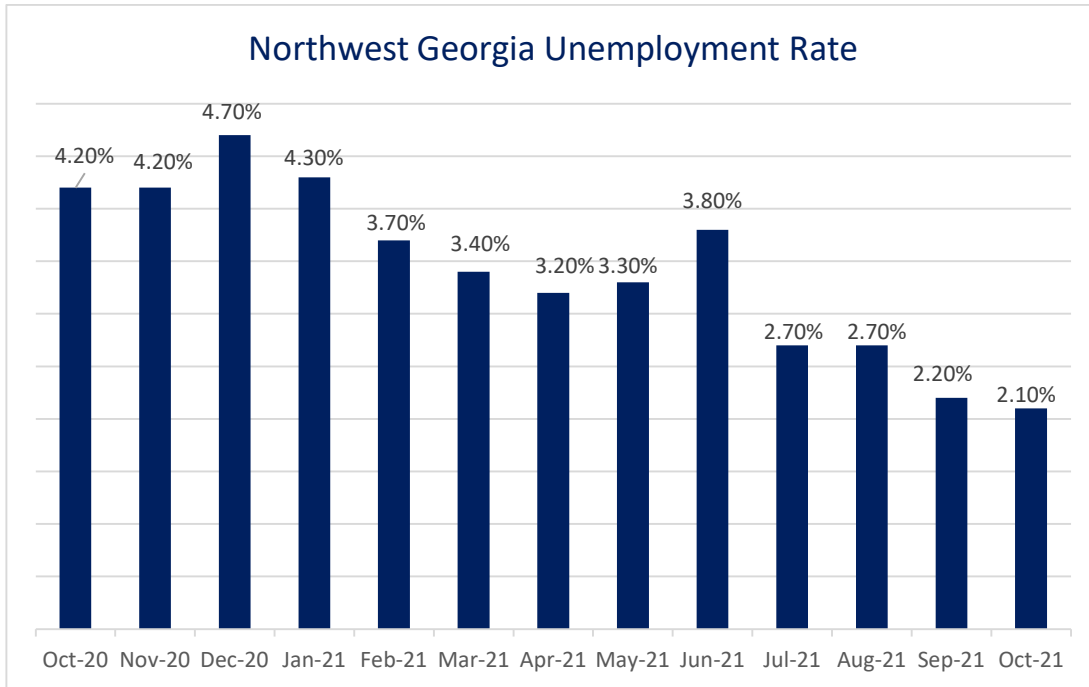


Figure 27. Northwest Georgia Unemployment

Note: Northwest Georgia Region includes Bartow, Catoosa, Chattooga, Dade, Fannin, Floyd, Gilmer, Gordon, Haralson, Murray, Paulding, Pickens, Polk, Walker, and Whitfield counties

Source: Georgia Department of Labor – Mark Butler, Commissioner

A review of employment commuting patterns from 2019 U.S. Census data revealed that more than 20,000 individuals, or approximately 77%, who lived in Walker County, commute out of the county to work. Most of these commuters are traveling to Chattanooga, Tennessee (Hamilton County) to work. Hamilton County – the City of Chattanooga Tennessee to work. Approximately 6,000 individuals remain within Walker County to work, while nearly 7,000 individuals commute into Walker County for employment.

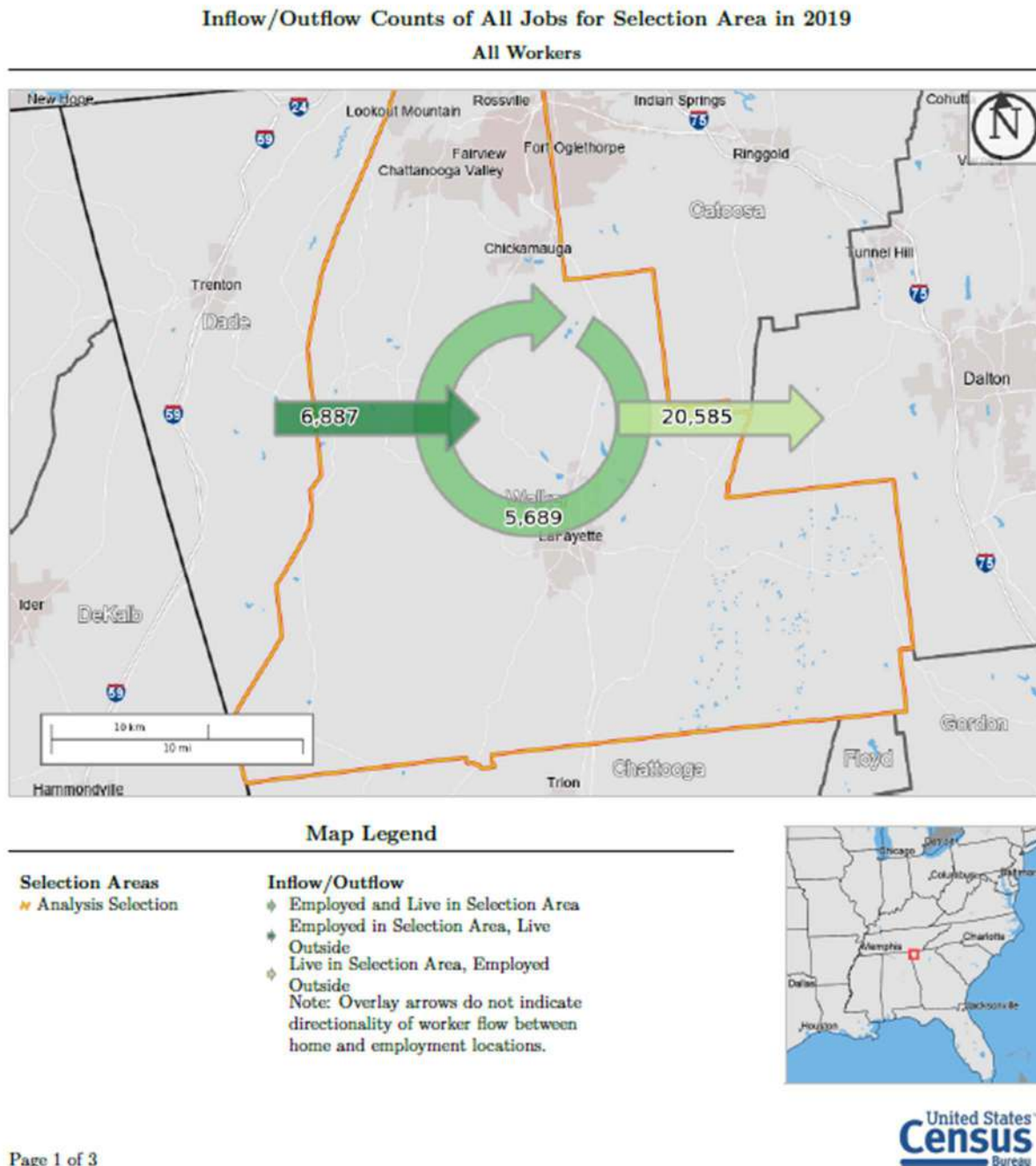


Figure 28. Inflow of employees into Walker County and outflow of workers out of Walker County to other locations for employment. – <https://onthemap.ces.census.gov/>

TRANSPORTATION



Figure 29. LaFayette Barwick Airport

Overview

Walker County is one of six Georgia Counties to border Tennessee. Although the County is adjacent to Hamilton County and is a part of the Chattanooga metropolitan area of the City of Chattanooga, it lacks

direct interstate access. Interstate 75 passes through the adjacent Georgia county to the east, Catoosa County, limiting Walker County commercially and in manufacturing in comparison. Although Interstate access is not available, other opportunities do exist for commercial and commuter traffic corridors.

These other corridors are U.S. Highway 27 and the Georgia Highways of 95, 136, 157, 180, 193, and 341. U.S. 27 and the Georgia State Highways in Walker County are important for many reasons. U.S. 27 travels along the western side of Georgia connecting metropolitan areas, such as Tallahassee, Florida; Columbus, Georgia; Rome, Georgia; and Chattanooga, Tennessee. U.S. 27 is an important economic component to Walker County, as it provides access to industrial properties of Walker County. Businesses such as Shaw, Hitachi, and Roper all access their facilities from Highway 27. Walker County's 463-acre business park is also located along U.S. 27. Some industries also benefit from short-line rail access.

An additional, important transportation component other than U.S. 27 is the Barwick-LaFayette Airport located in the city of LaFayette. The Barwick-LaFayette Airport is a two-lane 5,415 by 75-foot public airport owned by the city of LaFayette. The Barwick-LaFayette Airport proudly serves not only local pilot enthusiasts but is corporate friendly and welcomes business travelers. The airport has an additional recreational component, as it is located next to the city of LaFayette's Golf.

Regional Transportation Plan

Federal legislation, passed in the early 1970s, required the formation of a Metropolitan Planning Organization (MPO) for any “Urbanized Areas” with a population greater than 50,000 inhabitants. Urbanized Areas are comprised of a densely settled core of census tracts and/or census blocks and those adjacent territories. Since 1977, the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (CHGNGA TPO) has been designated as an MPO. CHGNGA TPO consists of Chattanooga-Hamilton County Tennessee, Catoosa County, Georgia, as well as the upper portions of Dade and Walker County, Georgia (figure 31). The CHGNGA TPO boundary is subject to change when the 2020 Census updated urbanized boundaries are released.

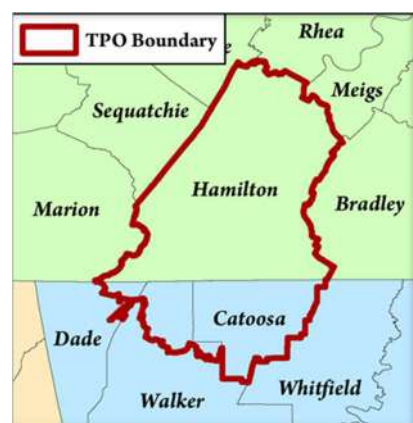


Figure 30. CHGNGA TPO boundary

CHGNGA TPO is to ensure that transportation investments are based on comprehensive, cooperative, and continuing (3-C) planning. CHGNGA TPO provides local officials and residents input into the planning and implementation of federally funded transportation projects that are in accordance with federal planning factors that correspond with the local regional priorities identified by residents, stakeholder groups, and member jurisdictions.

Where the Long Range Transportation Plan (LRTP) addresses federal transportation planning requirements and national transportation goals, short-term projects are prioritized through CHGNGA TPO’S Transportation Improvement Program (TIP). TIP covers four years of federal, state and locally funded multimodal transportation projects that are derived from the Regional Transportation Plan (RTP). The most recent TIP is for 2020-2023 and only identifies a few projects in Walker County; of which, only one project has direct funds. A bridge replacement project on SR 1/US 27 at West Chickamauga Creek near the City of Chickamauga is the only project listed as having direct funds and is listed to be completed by April 30, 2023. The other projects listed in the TIP are for pedestrian crossing and are listed as a Lump Sum Grouping for funding purposes.

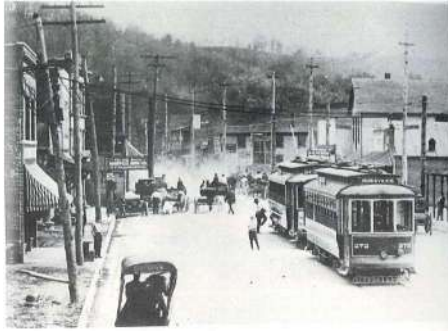
Table 3. Listed projects provided Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (CHGNGA TPO) 2050 Regional Transportation Plan

Listed Projects	Locations
Fort Oglethorpe Resurfacing Group	Includes Catoosa and Walker Counties
Bridge Project	At SR 1/US 27 at West Chickamauga Creek, near the City of Chickamauga

There are other projects in Walker County that are receiving funding from the state of Georgia are listed as Georgia Department of Transportation (GDOT) projects. These Projects include pedestrian upgrades, intersection improvements, and bridge replacements (Table 4).

Table 4. Georgia Department of Transportation (GDOT) listed projects

Project #	Project Description	Project Location	Project Cost	Est. Completion Year
PI 0016844	Bridge Replacement	Old Trion Hwy @ Dry Creek	\$1,685,000	2022
PI 0016845	Bridge Replacement	Hog Jowl Rd @ Shaw Branch	\$1,050,000	2022
PI 0013694	Pedestrian Upgrades	10 Locations	\$950,000	2025
PI 0005318	Intersection Improvements	State Route 193@Hillsdale Rd	\$320,000	2024
PI 0016607	Bridge Replacement	Red Belt Rd.@West Chickamauga Creek	\$3,000,000	2025
PI 0016608	Bridge Replacement	Euclid Rd.@West Chickamauga Creek	\$7,000,000	2026



**Figure 31. (1914) – History of Rossville, Ga
(Jewel S. Stafford October, 1982)**



Figure 32. Chattanooga Area Regional Transportation Authority (CHARTA) bus



Figure 33. Civilian Bicyclist visiting Chickamauga National Military Park



Figure 34. Annual Honeybee bike ride LaFayette, Ga

Multi-Modal: Transit, Bike and Pedestrian

Other Planning efforts by the CHGNGA 2045 Regional Transportation Plan (RTP) target multimodal. By law, RTP's are to also include transit enhancement activities as they reduce congestion, pollution, and energy consumption in a cost-effective manner. Though transit is mostly limited to within the City of Chattanooga's municipal boundaries, Chattanooga Area Regional Transportation Authority (CARTA) may play a more significant role in the future as one route extends into Rossville, Georgia along U.S. 27, with a stop at the intersection of Gordon Road and State Street. CHGNGA RTP list as a project the extension of CARTA Route 9 across state line down McFarland Avenue and Ellis road in Rossville as a project. This stop is near that of a Walker County Transit system stop, and would allow Walker County residents to take transit to Rossville and then board a CARTA bus and take Route 9 into Chattanooga.

In 2017, Regan and Smith composed a Northwest Georgia Feasibility Study for Bikeways and Pedestrian Multi-Use Routes. The purpose of the feasibility study is to establish a vision for bikeway and pedestrian multi-use routes and measure their benefits for local municipalities and the surrounding region. A proposed approximant 118-mile route is recommended in the plan to connect communities. The specific economic benefits cited in the study were: increased property values, job opportunities, economic stimulation, tourism, promoting healthy living, enhanced cultural awareness, community identity, environmental benefits and improved transportation options. Chattanooga, as an economic and entertainment hub, is an attractive location for visitors and a bike and pedestrian multi-use route economic advantageous for Walker County. A multi-use route would allow for those of Chattanooga to travel out of the city for recreational purposes and to visit locations and municipalities of Walker County. Nonprofit entities, such as the Lookout Mountain Conservancy (LMC) and The Trust for Public Lands (TPL), are engaged in promoting hiking and biking activities in the area,

while also exploring opportunities to connect various communities by way of a trail system within Walker County.

In the 2045 CHGNGA Regional Transportation Plan (RTP), the specific route of the Northwest Georgia Feasibility Study highlighted is the 53-mile “ChickChatt” loop starting at the city of Chickamauga. The ChickChatt would connect to the current Chattanooga multi-use route, passing by to the outside of the municipal boundaries of both the city Fort Oglethorpe and the city of Lookout Mountain. The path’s connection with the Chattanooga multi-use route would potentially allow access to other locations as well, such as the city of Lookout Mountain and the city of Rossville. The Lookout Mountain route would expand access to certain tourist locations, including Lula Lake Land Trust, Cloudland Canyon State Park, Rock City, Ruby Falls, Covenant College. The Rossville connection would allow for Rossville to be an important, central, destination hub for bike riders leaving or entering Chattanooga; also, if CARTA transit is expanded, then bike riders could access the transit system. Below is a “Demand Analysis” heat map for bikeway and pedestrian multi-use routes, as provided in the *Northwest Georgia Feasibility Study for Bikeway and Pedestrian Multi-use Routes*. The Heat map show those communities (Chickamauga, Lookout Mountain, Rossville, Fort Oglethorpe, and Ringgold) with the highest expected demand for bike and pedestrian activities and the best possible route to connect these communities to each other.

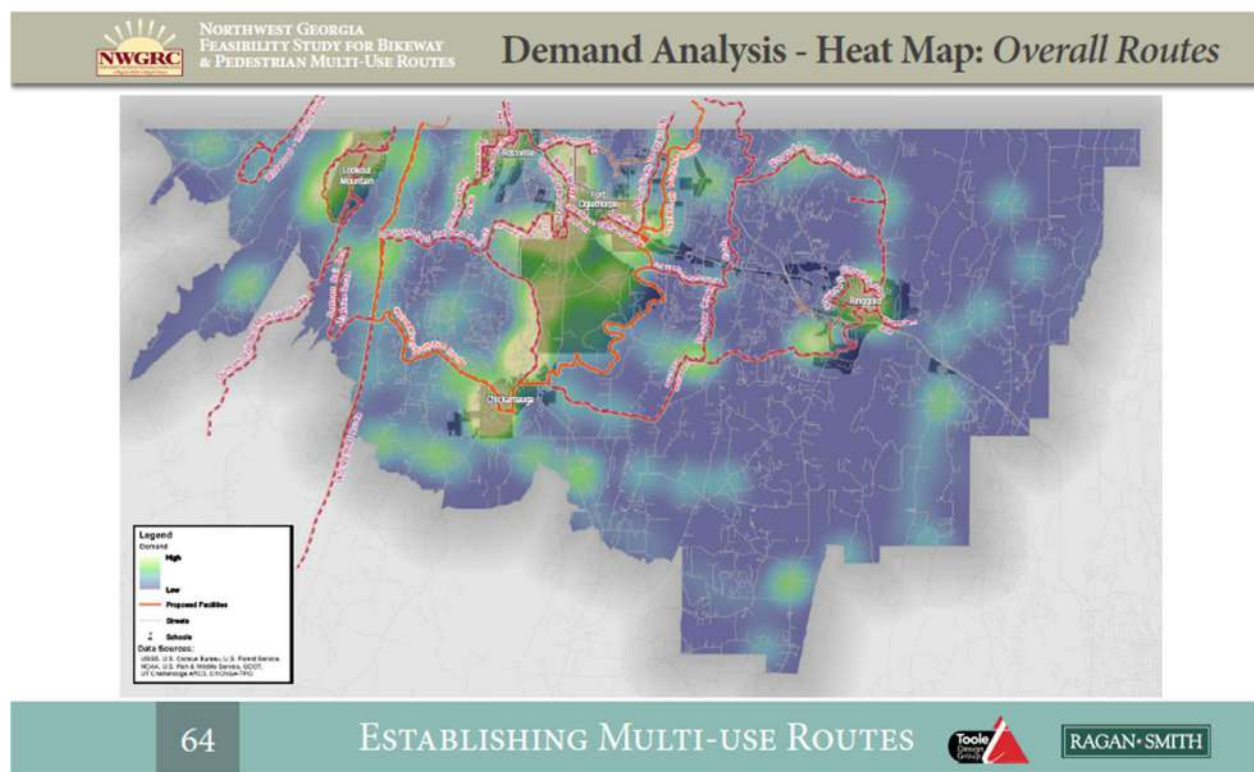


Figure 35. Demand Analysis- Heat Map of Routes from the Northwest Georgia Feasibility Study for Bikeway & Pedestrian Multi-Use Routes by Ragan - Smith

BROADBAND

Introduction

Access to high-speed internet is a necessity for business, education, healthcare, emergency response, agriculture and overall quality of life today. Unfortunately, high-speed internet access is not available to all Georgians. In 2015, the Federal Communications Commission (FCC) established the definition of broadband internet as 25 megabits per second for download and 3 megabits per second for upload. When passing Senate Bill 403, the “Achieving Connectivity Everywhere” (ACE) Act in 2018, Georgia created the Broadband Ready Program (Georgia Broadband Deployment Initiative – GBDI) and community designation. The purpose of the “Broadband Ready Community” designation is for a community to demonstrate that the local unit of government has taken steps to reduce obstacles to broadband infrastructure investments. Participation by Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville in the program will ensure connectivity for all residents, regardless of how remote of a location. To be recognized as Broadband Ready, a community must complete the following steps:

- 1) Within the **Local Comprehensive Plan**, include a broadband element to ensure that a community adopts a strategy that demonstrates the promotion of broadband within the community.
- 2) Adopt a **Broadband Model Ordinance** to signal a local unit of government has taken steps to reduce obstacles to broadband infrastructure investment.

The completion of these steps allows local governments to become designated as a “Broadband Ready Community”. Through a partnership with the DCA, local governments can collaborate with the State for appropriate strategies and policies to lower broadband investment costs or provide financial assistance to broadband in unserved areas. Funding may come in the form of loans and grants and are to reduce associated cost with the installation of infrastructure. Provided finances may come in the form of loans and grants and are to reduce associated costs with the installation of infrastructure. be provided to encourage economic development and attract technology. *“The Georgia Department of Economic Development can designate facilities and development that offer broadband services at a rate of not less than 1 gigabit per second in downstream to end users that can be accessed for business, education, health care, government, and other public purposes. Once designated, the Department of Economic Development will promote facilities and developments as local community assets.”*

To help with financing, the GBDI grant program launched in 2021 Georgia Broadband Grant Explorer tool to identify those unserved Census Blocks eligible for *OneGeorgia* Broadband Deployment Funds. Requirements for assistance by the GBDI program are as follows:

- 1) To be identified unserved per the 2021 Georgia Broadband Data.

- 2) To be located in an *OneGeorgia* eligible or conditionally eligible county like Walker County. *OneGeorgia* promotes the economic security of rural Georgians in rural counties that experience high poverty rates. The Broadband Deployment Fund provided through *OneGeorgia* gives financial assistance to enable communities and broadband providers to partner to serve unserved areas.

Broadband Availability Map

In July 2020 the Georgia DCA released a broadband availability map as part of the GBDI map. The GBDI map uses census addresses information for homes and businesses and then reports services availability at the Census block mapping unit. The layers from the GBDI map show orange as broadband-served, the tan as broadband-unserved, and the gray as areas with “No locations” (no residential or business addresses available). In all, approximately 2,177 locations (6%) remain unserved. The largest portion of unserved locations is in unincorporated Walker County. Most of Walker's unserved locations are in the southern portion of the county. The cities of Chickamauga, LaFayette, Lookout Mountain and Rossville are represented in coverage. The City of LaFayette has the most unserved locations of all the cities.

Walker County will collaborate with Georgia Windstream, LLC to leverage their existing infrastructure, engineering experience and construction management to deploy a Fiber-to-the-Premises (FTTP) solution to 3,339 homes and businesses in rural areas. The grant funded project involves extending 323 miles of fiber throughout the Armuchee Valley, Center Post and Kensington communities, among other locations by the end of 2026.

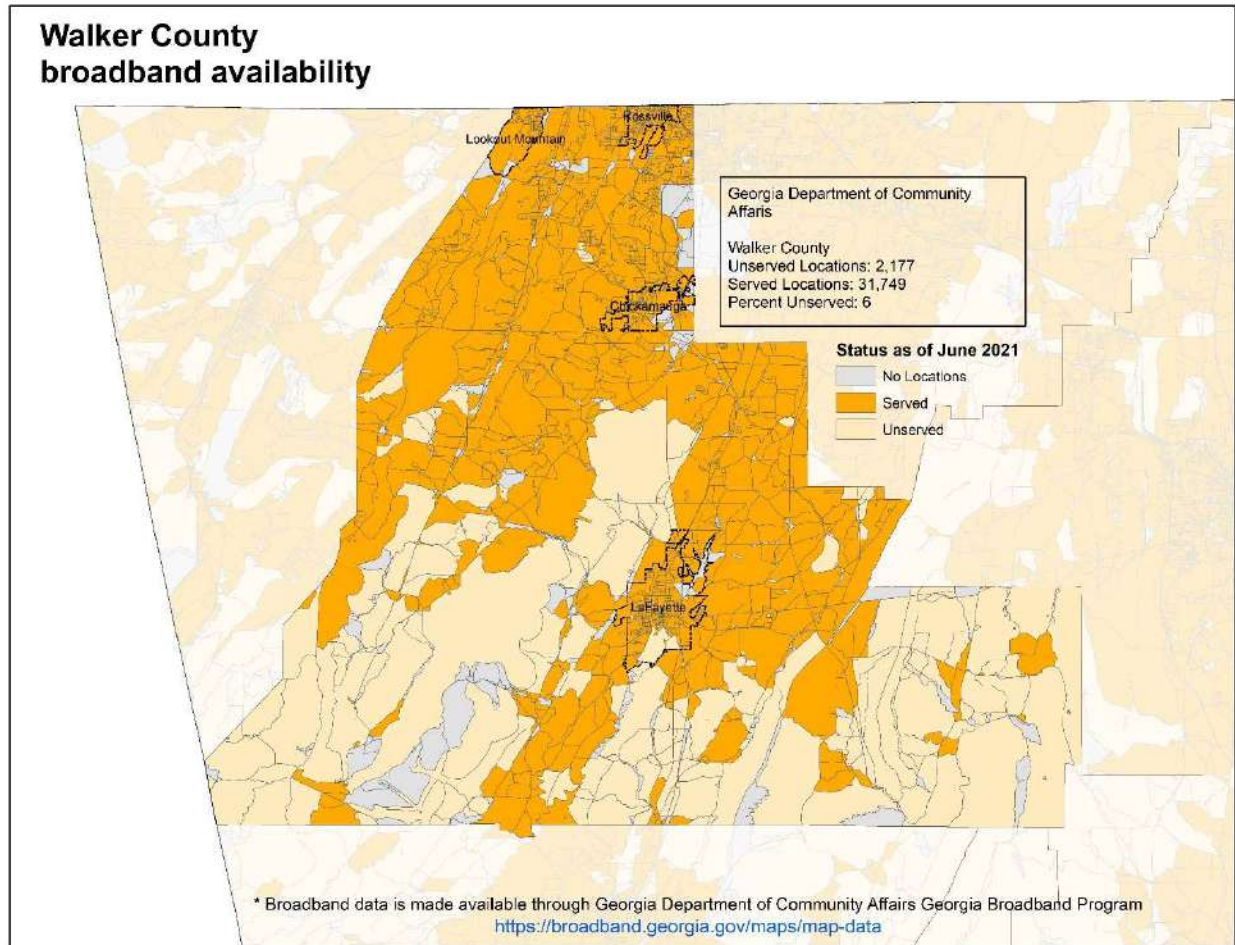


Figure 36. Broadband data made available through Georgia Department of Community Affairs' Georgia Broadband Program

At the time of the creation of this Comprehensive Plan, Walker County nor the cities of Chickamauga, LaFayette, Lookout Mountain, or Rossville had completed the steps necessary to be designated as a “Broadband Ready Community.” However, all five governments entities listed adopting a broadband ordinance and obtaining “Broadband Ready” designation as a *Community Work* item for the 2022-2026 period.

Broadband Continued

Although Walker County Government and the local municipalities in Walker County have not achieved “Broadband Ready Community” status yet, each government is aware of the value of broadband in the wellbeing of its residents, providing quality education and economic competitiveness with other locations in Georgia and United States. Total broadband availability does not mean all individuals have internet access. Fast upload and download speeds are needed in today’s digital economy. Internet access is needed to promote industrial competitiveness, allow professional to work remotely and encourage entrepreneurship, achieving the dream of personal business ownership and success. To display this point, included in Appendix B, are maps

that display locations where there are at least 25 megabits per second upload and download speed within each municipal city government's boundary.

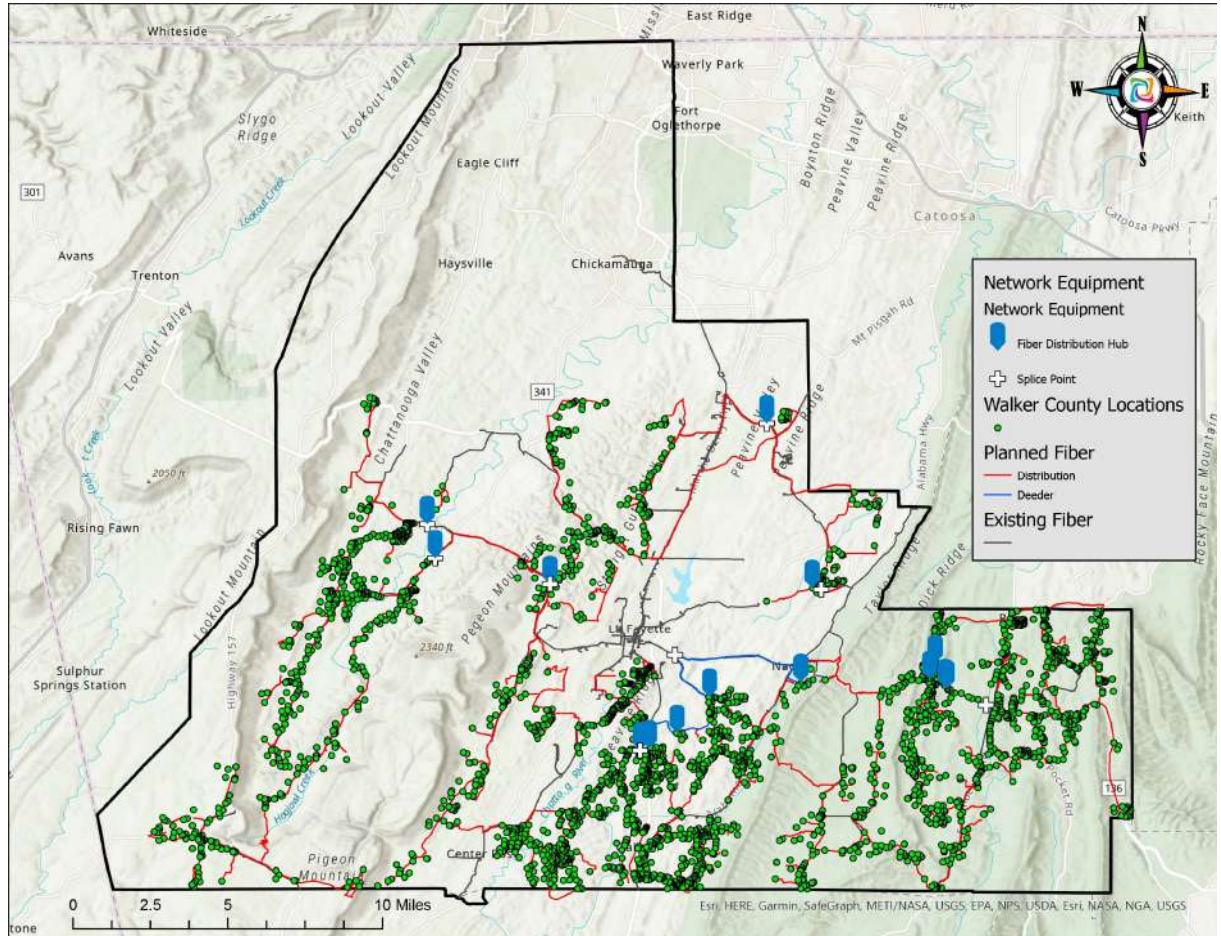


Figure 37. Georgia Windstream, LLC Fiber to the Premises (FTTP) Rural Broadband Expansion Map

COMMUNITY GOALS



“The purpose of the Community Goals element is to lay out a road map for the community’s future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community. The community goals are the most important part of the plan, for they identify the community’s direction for the future, and are intended to generate local pride and enthusiasm for the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented.” – DCA

The vision statement in the comprehensive planning process is more than just listing goals. Each community writes its vision statement in awareness of its current identity, defining the direction it wishes to take within the next 10 or 20 years. The vision statement is not only meant to be practical, but inspirational also. The policy/goals that accompany the vision statement are to guide the implementation of certain actions steps to accomplish each community’s vision. These policy/goals that accompany the vision statement are for implementation in five selected categories: development patterns, resource conservation, community facilities and infrastructure, social and economic development, and governmental relations. Through the combination of policies/goals listed in this chapter and the work program items of chapter 6, a community achieves its vision. The compilation of the policies/goals and work program items is how each community achieves its vision.

Each community’s vision statement and policies/goals added are those of the 2017 Walker County Joint Comprehensive Plan Update, but modifications have been made to clarify each governments’ character.

COMMUNITY VISION STATEMENTS & POLICIES

CHICKAMAUGA



Figure 38. Downtown Chickamauga

A dynamic historic community steeped in beauty and sense of place, with small town values guiding us towards progressively planned growth and a unique quality of life.

The above vision statement was prepared as part of an inclusive, participatory community strategic planning process in 2016 named “*Chickamauga Renaissance Strategic Vision*” It resulted from considerable thought and discussion regarding the desired characteristics and values of a prosperous

and unified Chickamauga community along with suggested improvements for both the City’s curb appeal as well as strategies to better “market” the downtown to visitors.

POLICIES

A. Development Patterns

1. Decisions on development and redevelopment will contribute to, not take away from, the character of the city of Chickamauga by being respectful and sensitive to the historic context and character of the community as a whole.
2. We encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.
3. We want new development, infill development, and redevelopment construction design, landscaping, lighting, signage, and scale, to add value and complement our city.
4. The community will use land efficiently to avoid the costs and problems associated with urban sprawl and diminish our small-town atmosphere.
5. We encourage mixed-use/retail-residential uses and lifestyle that promotes the small-town atmosphere of Chickamauga, while also increasing the number of housing options and local commercial activities.
6. Our gateways and corridors will create a "sense of place" for our city.

7. Chickamauga is committed to promoting the vibrancy of its downtown in promotion of its small-town atmosphere and as a community center to give its residents and visitors a sense of place and belonging.
8. We are committed to our city and its neighborhoods being walkable, safe, and attractive throughout and that our residents will have convenient access to schools, parks, and necessary services (grocery stores, drug stores) without having to travel by car so that a sense of place is created.
9. We are committed to providing pleasant, accessible public gathering places, recreational facilities, and set-aside greenspace throughout the community.
10. We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in Greenfield (previously undeveloped) areas of the community.
11. We support increases in residential density in areas where community design standards, environmental constraints, and available infrastructure capacities can satisfactorily accommodate the increased density.
12. We support new land uses that enhance housing options in our community.
13. We will encourage traditional downtown development and mixed-use commercial/residential development versus unattractive, inefficient strip development along major roadways.
14. We are open to land planning and development concepts new to our area but have been tried successfully in other places.
15. Our planning decisions, where appropriate, will be considerate of current ongoing activities to make the city of Chickamauga walkable and bikeable.
16. Our new and reconstructed roadways will be appropriately designed in context to the character and conditions of the surrounding area, while also accommodating multiple modes of mobility. These modes of mobility are pedestrian, parking, bicycle routes, public transit (if applicable), and vehicular.
17. Where possible, and if in fitting with the character of the area, road connectivity and a grid of networked streets will be encouraged over cul-de-sacs.
18. We support the creation of a community-wide pedestrian/bike path network.

19. Through traffic calming and other design considerations, we will ensure that excessive vehicular traffic will not harm the peaceful nature of our residential neighborhoods.

B. Natural and Cultural Resources

1. The protection and conservation of our community's resources will play an important role in the decision-making process in relation to future growth and development.
2. We will encourage compact urban development patterns to preserve open space, natural resources, and limit the encroachment of new housing development in flood-prone areas.
3. Environmentally sensitive areas, natural resources, archaeological resources, and cultural resources will be protected from residential and commercial encroachment, in particular those locations prone to flooding, by encouraging new development to locate to suitable settings and in a compact design layout.
4. Potential impacts to air and water quality will be factored in when making decisions on approval of developments and transportation improvement projects.
5. Infrastructure networks will be developed to steer new development away from sensitive natural resource areas.
6. We will promote the protection and maintenance of trees and green open space in all new development.
7. Low impact development that preserves the natural topography and existing vegetation will be encouraged.
8. Ground and surface water sources will be protected so to ensure safe, adequate water supplies.
9. We will promote enhanced solid waste reduction and recycling initiatives.

C. Community Facilities, Services, and Infrastructure

1. Our community will make efficient use of existing infrastructure and public facilities to minimize the need for costly new/expanded facilities and services, while also limiting development to those locations that can be adequately served by public infrastructure. Joined with the 3rd below
2. In those locations in which existing infrastructure is in good, structural conditions we will encourage infill residential and commercial development, so to minimize cost.

3. We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers, by limiting development to those areas that can be reasonably served by public infrastructure.
4. We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development, projects will be concurrent with new development.
5. Utilities and services expansion will be phased, so to encourage new development to be contiguous with already present development and/or support development locations identified within this comprehensive plan.
6. We will carefully consider both costs and benefits when deciding on proposed economic projects.

D. Economic Development and Social Equity

1. We will support local retail owners and encourage more small business ownership, diversifying the makeup of commercial activities in the city of Chickamauga.
2. We will work with broadband professionals to increase internet availability and faster download and upload speeds.
3. When appropriate and feasible, we will incentivize the reuse of currently unoccupied buildings for new businesses.
4. We will maintain the sense of safety associated with the city and that adds to its small-town atmosphere.
5. We will eliminate substandard or dilapidated housing and neighborhoods in the city.
6. Affordable housing options and a mix of housing types will be given so that those who work in the city will have the opportunity to reside close to their places of employment.
7. While providing employment opportunities, we will also encourage housing policies and a diversity in housing values where those of low-to-moderate income will be able to afford their own home.
8. We support assisted housing throughout the county to diversify neighborhoods and eliminate pockets of poverty.

E. Intergovernmental Coordination

1. We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
2. We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management or watershed protection)
3. We will pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions
4. We will consult other public entities in our area when making decisions that are likely to impact them.
7. We will provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.
8. We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.

LAFAYETTE

The city of LaFayette, a progressive, rural community that is a gateway to the Appalachian Mountain chain, is committed to preserving and protecting its abundant natural and historic resources, while promoting residential, commercial and industrial growth, and supporting and encouraging education of its youth and workforce in order to promote and maintain a superior quality of life.



Figure 39. Paddleboarding at Queen City Lake in LaFayette

POLICIES

A. Development Patterns

1. Our decisions on development and redevelopment will contribute to, not take away from, the character of the city of LaFayette by being respectful and sensitive to the historic context and character of the community as a whole.
2. All development and construction design, landscaping, lighting, signage, and scale to add value and complement our city.
3. The city of LaFayette will encourage mixed-use retail/residential if it contributes and does not take away from the small-town atmosphere and increases housing options and local commercial activities.
4. Our gateways and corridors will create a "sense of place" for our city.
5. As its community center, the city of LaFayette is committed to encouraging the vibrancy and small-town atmosphere in its downtown, as doing so gives both residents and visitors a sense of place and belonging.
6. We are committed to redeveloping and enhancing existing commercial and industrial areas within our community, so to minimize the appearance of blight, while also preserving open space.

The city of LaFayette has identified the following areas to address: Redeveloping declining residential areas and idle commercial and industrial sites, improving aging infrastructure, expanding airport facilities and operations, promoting industrial and commercial retention and recruitment, preserving and promoting historic and natural resources.

7. We support increases in residential density in areas where city design standards, environmental constraints, and available infrastructure capacities can satisfactorily accommodate the increased density.
8. We will encourage traditional downtown commercial development versus unattractive commercial strip development found along major roadways.
9. A review of zoning ordinances is to be complementary to the existing comprehensive plan. To enhance and preserve the peaceful and beautiful nature of the community, all zoning request reviews will be consistent with the character identified in the 2022-2032 Joint Walker County Comprehensive Plan.

B. Vehicular and Multi-modal Transportation

1. We are committed to the walkability of our city and its neighborhoods, providing a secure non-vehicular means of transportation to schools, parks, and other necessary services (grocery stores, drug stores).
2. Our new and reconstructed roadways will be appropriately designed to the character and conditions of the surrounding area and to accommodate multiple functions including pedestrian facilities, parking, and bicycle routes, as well as local vehicular circulation.
3. When possible, road designs that provide a smooth continuous movement of vehicles, such as what is found on a grid network of streets, will be encouraged over that of cul-de-sacs and dead end streets.
4. Through traffic calming and other design considerations, we will ensure that excessive vehicular traffic will not harm the peaceful nature of our residential neighborhoods.
5. We support the creation of a community-wide pedestrian/bike path network.

C. Resource Conservation

1. We will encourage compact urban development and low-impact development patterns to preserve open space, natural resources and to limit the encroachment of new housing development in flood-prone areas.
2. Environmentally sensitive areas, groundwater, surface water, natural resources, archaeological resources and cultural resources will be protected from residential and commercial encroachment by encouraging new development to locate in a suitable setting and in a compact design layout.

3. We will ensure the protection of water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains for the benefit and enjoyment of current residents and future generations by following the guidance provided in both our codes and ordinances and by the Georgia Department of Natural Resources Environmental Protection Division *Rules for Environmental Planning Criteria (Chapter 391-3-16)*
4. When expanding current or constructing new infrastructure networks, unless otherwise unfeasible or non-rational, installation of infrastructure will steer new development away from environmentally sensitive locations.

D. Community Facilities, Services, and Infrastructure

1. Our community will make efficient use of existing infrastructure and public facilities to minimize the need for costly new/expanded facilities and services, while also limiting development to those locations that can be adequately served by public infrastructure.
2. We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers, by limiting development to those areas that can be reasonably served by public infrastructure.
3. We will ensure that capital improvements needed to accommodate future development are provided concurrently with new development.
4. Utilities and service area expansion will be phased, to encourage new development to be contiguous with already present development.
5. The Joint Comprehensive Plan will be consulted when expanding utilities and service areas.
6. When able, we will invest in parks and open spaces to enhance the quality of life for our citizens.
7. We will work with broadband professionals to increase internet availability and faster download and upload speeds.

E. Economic Development

1. We will support local retail and encourage more small business ownership, diversifying the makeup of commercial activities in the city of LaFayette.
2. We will work with broadband professionals to increase internet availability and faster download and upload speeds.

3. When appropriate and feasible, we will seek funds that will incentivize the reuse of currently unoccupied buildings for new businesses.

F. Housing and Social Equity

1. We will eliminate substandard or dilapidated housing in our neighborhoods within the city.
2. Infill housing development in existing neighborhoods will be encouraged.
3. We support a diversity of housing options and types at a range of prices throughout the city, to maximize housing ownership and rental opportunities for a variety of incomes in the community. We do so to provide for those of low-to-moderate income without discriminating against those of greater socio-economic levels.

G. Intergovernmental Coordination

1. We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
2. We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management or watershed protection)
3. We will consult other public entities in our area when making decisions that are likely to impact them.
4. We will provide input to other public entities in our area when they are making decisions that likely will have an impact on our community or our plans for future development.
5. We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.



Figure 40. Lookout Mountain Town Center

LOOKOUT MOUNTAIN

The City of Lookout Mountain Georgia's vision is to preserve and enhance the peaceful and beautiful residential nature of our community.

POLICIES

A. Development Patterns

1. Our decisions on development and redevelopment will contribute to, not take away from, our community's character and sense of place. All development must be sensitive to the historic context, sense of place, natural environment, and the overall setting of the community while protecting the environment and preserving meaningful open space.
2. All development and construction design, landscaping, lighting, signage, and scale will add value to our community.
3. We are committed to creating walking, biking, and expanded recreational facilities.
4. We will eliminate inadequate structures in our community.
5. Our new and reconstructed roadways will be appropriately designed using context-sensitive design considerations to accommodate multiple functions including pedestrian facilities, parking, and bicycle routes, as well as local vehicular circulation. We will enhance community aesthetics and preserve the peaceful nature of our residential neighborhoods and minimize environmental impacts.
6. To achieve the peaceful and beautiful residential nature referenced in the vision

statement, and to best promote the well-being and safety of residents, development will be subject to review by the Municipal Planning Commission.

7. All zoning request reviews will be consistent with the character identified in the Lookout Mountain portion of the 2022-2032 Joint Walker County Comprehensive Plan.

B. Resource Conservation

1. New development and infrastructure will be in a suitable location to protect natural resources, environmentally sensitive areas, as well as valuable historic, archeological, and cultural resources from encroachment.
2. Development will minimize the negative impact of land-disturbing activities while maintaining natural topography, existing vegetation, trees, and green open space.
3. We will ensure conformance to the City's *"Soil Erosion, Sedimentation and Pollution Control Ordinance (Ordinance NO. 301)"* and the *"Georgia Erosion and Sedimentation Act of 1975 (O.C.G.A § 12-7-1)"*.

C. Community Facilities, Services, and Infrastructure

1. Future development will be respectful of current residents by being fiscally responsible and phased to minimize disruption to current residents' activities and life in our community.
2. We will continue to invest in parks, trails, and recreational spaces as able.
3. Our community will continue to support Fairyland Elementary School.

D. Social and Economic Development

1. We will support businesses that are a good fit for our community's economy.
2. We will eliminate inadequately maintained housing in our community.

3. The Town Center will become a vibrant center of the community to improve overall attractiveness and quality of life.

ROSSVILLE

“Together we create a community of good neighbors.”

Rossville looks to all sectors of the individuals and families, businesses, schools, service organizations, non-profit agencies, and city workers – (corporately) to be responsible for the wellbeing of the entire community. It envisions all elements of the community working cooperatively to maintain the character and quality of community life. In this vision, all individuals and families look out for each other, are careful with the natural environment, use their volunteer time to help improve the community and shop local whenever possible. Businesses contribute to public projects and activities by caring for and serving all the community’s needs. City government will support and stimulate these cooperative efforts. Government cannot create elements of “good neighborliness” alone, but rather can put the vision forward while demonstrating ways all parts of the community can create and maintain it together.



Figure 41. Historic John Ross House in Rossville

The city of Rossville will strive to attain and maintain the following principles that sustain a healthy community:

1. Enhance our image to raise aspirations
2. Rejuvenate the city’s economy
3. Create a sustainable city
4. Strengthen citizen engagement in city issues
5. Reinforce community functions and events
6. Sustain the natural systems and beauty of the community
7. Preserve and promote a built environment compatible with the natural environment and which sustains quality over time
8. Sustain a safe community
9. Promote a variety of housing choices appropriate to all stages of life
10. Capitalize on Rossville’s heritage as once the largest industrial site in the world
11. Regain integrity through historic sites and streetscapes as a positive and welcoming entrance into the State of Georgia

POLICIES

A. Development Patterns

1. Our decisions on new development will contribute to, not take away from, our community's character and sense of place.
2. We encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.
3. We want development whose design, landscaping, lighting, signage and scale add value to our community.
4. Our community will use land efficiently to avoid the costs and problems associated with urban sprawl.
5. We are committed to providing pleasant, accessible public gathering places and parks throughout the community.
6. We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in greenfield (previously undeveloped) areas of the community.
7. We support appropriate residential and non-residential in-fill development and redevelopment in ways that complement surrounding areas.
8. We support new land uses that contribute to protecting the environment and preserving meaningful open space.
9. We will target transportation improvements to support desired development patterns for the community, recognizing that ready availability of transportation creates demand for land development in adjacent areas.
10. Our new and reconstructed roadways will be appropriately designed, using context-sensitive design considerations, to enhance community aesthetics and to minimize environmental impacts.
11. We will promote connectivity of our road network (such as fostering a grid network of streets, multiple connections between subdivisions).
12. We support the creation of a community-wide pedestrian/bike path network.

B. Resource Conservation

1. The protection and conservation of our community's resources will play an important role in the decision-making process concerning future growth and development.
2. We will minimize inefficient land consumption and encourage more compact urban development to preserve open green space and natural resource areas.
3. We will encourage new development to locate in suitable locations to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological, or cultural resources from encroachment.
4. We will promote the protection and maintenance of trees and open green space in all new development.
5. We will promote enhanced solid waste reduction and recycling initiatives.

C. Community Facilities and Infrastructure

1. We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers.
2. We will limit development within our community to areas that can be reasonably served by public infrastructure.
3. We will invest in parks and open spaces to enhance the quality of life for our citizens.
4. We will work with the local school board to encourage school location decisions that support the community's overall growth and development plans.

D. Economic Development

1. We will support programs for retention, expansion and creation of businesses that are a good fit for our community's economy in terms of job skill requirements and linkages to existing businesses.
2. We will target reinvestment to declining, existing neighborhoods, vacant or underutilized sites or buildings in preference to new economic development projects in Greenfield (previously undeveloped) areas of our community.
3. We will seek to balance the supply of housing and employment in our community and consider their location in relation to each other.

4. We will take into account impacts on infrastructure and natural resources in our decision-making on economic development projects.
5. We will carefully consider costs and benefits in making decisions on proposed economic development projects.
6. We will eliminate substandard or dilapidated housing in our community.
7. We will stimulate infill housing development in existing neighborhoods.
8. We will encourage the development of housing opportunities that enable residents to live close to their places of employment.
9. We will encourage housing policies, choices and patterns that move people upward on the housing ladder from dependence to independence (homeownership).
10. We support the dispersion of assisted housing throughout the community to diversify neighborhoods and eliminate pockets of poverty.

E. Governmental Relations

1. We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
2. We will consult other public entities in our area when making decisions that are likely to impact them.
3. We will provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.
4. We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.

WALKER COUNTY

Walker County Government will take the lead in creating a quality of life unparalleled in the southeast. Stewardship of the manmade and natural resources will be the foundation of every decision. The government will be progressive in providing infrastructure and services that support residential, commercial, and industrial development. The government will be sensitive and responsive to issues of local and community concerns and be proactive in identifying and planning for emerging opportunities and preserving those core values which are the foundations of the past and our hope for the future.



Figure 42. Walker Civic Center Campus at U.S. 27, Rock Spring, Ga.

We will realize our vision by supporting these goals:

1. Strong operational and management infrastructure
2. Downtown revitalization
3. Greenspace and natural resources preservation and development
4. A balance between residential, commercial, and industrial development
5. Growth management
6. Considerate stewardship of both the manmade and natural environment.
7. Quality education
8. Community and economic development
9. A clear county-wide vision and agreed-on goals
10. Regional collaboration

POLICIES

Policies are adopted to provide ongoing guidance and direction to county officials. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the community vision and appropriately addressing the community issues and opportunities. The following policies have been adopted by the Walker County Government:

A. Development Patterns

1. Decisions on development and redevelopment will contribute to, and not take away, from the character of Walker County by being respectful and sensitive to the context and character of the community as a whole.
2. We will provide agricultural and forestry opportunities, as they are a vital component of our rural, small-town character and identity.
3. We want new development, infill development, and redevelopment construction design, landscaping, lighting, signage, and scale, to add value and complement our county.
4. Walker County will promote land use efficiency to avoid the costs and problems associated with urban sprawl that diminishes our small-town atmosphere.
5. Our gateways and corridors will create a "sense of place" for our county.
6. We are committed to providing pleasant, accessible public gathering places, recreational facilities, and set-aside greenspace throughout the community.
7. We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in greenfield areas of the community.
8. We encourage mixed-use, human-scale development where appropriate to do so.
9. We support increases in residential density in areas where community design standards, environmental constraints and available infrastructure capacity can satisfactorily accommodate the increased density.
10. We support new land uses that enhance housing options in our county.
11. We will encourage the development of mixed-use commercial/residential nodes of village and activity centers that meet the service needs of citizens while also avoiding unattractive, inefficient strip development along major roadways.
12. We are open to land planning and development concepts new to our area but have been tried successfully in other places.
13. Transportation improvement projects that support desired development patterns within the county will be targeted over those that do not. (Recognizing that ready availability of

transportation creates demand for land development in adjacent areas).

14. Our new and reconstructed roadways will be appropriately designed in context to the character and conditions of the surrounding area, while also accommodating multiple modes of mobility. These modes of mobility are pedestrian, parking, bicycle routes, public transit (if applicable) and vehicular.
15. We support the creation of a community-wide pedestrian/bike path network.
16. Through traffic calming and other design considerations, we will ensure that excessive vehicular traffic will not harm the peaceful nature of our residential neighborhoods.

B. Natural and Cultural Resources

1. The protection and conservation of our county's cultural and natural resources will play an important role in the decision-making process when making decisions about future growth and development.
2. Environmentally sensitive areas, natural resources, archaeological resources, and cultural resources will be protected from residential and commercial encroachment, in particular those locations prone to flooding, by encouraging new development to locate to suitable settings and in a compact design layout. This includes transportation improvements.
3. Potential impacts to air and water quality will be factored in when making decisions on approval of developments and transportation improvement projects.
4. Low impact development that preserves the natural topography and existing vegetation will be encouraged.
5. Infrastructural network system design will be utilized to steer new development away from sensitive natural resources, as well as redirect development pressures away from agricultural areas to conserve farmland and the rural character of the area.
6. Ground and surface water sources will be protected, so to ensure safe, adequate water supplies.
7. We will promote enhanced solid waste reduction and recycling initiatives.

C. Community Facilities, Services, and Infrastructure

1. Our community will make efficient use of existing infrastructure and public facilities to minimize the need for costly new/expanded facilities and services, while also limiting development to those locations that can be adequately served by public infrastructure.

2. In those locations in which existing infrastructure is in good, structural condition, we will encourage infill residential and commercial development, so to minimize cost.
3. We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers, by limiting development to those areas that can be reasonably served by public infrastructure.
4. We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development, projects will be concurrent with new development.
5. Utilities and services expansion will be phased, so to encourage new development to be contiguous with already present development and/or support development locations identified within this comprehensive plan area.
6. The community will make maximum efforts to seek out public investments in infrastructure for new residential, industrial, and commercial development will have a return on investments by growing the county's tax base.
7. When able, we will invest in parks and open space to enhance the quality of life for our citizens
8. We will work with our local school board, encouraging their decisions in the locating of new schools to those areas where growth is expected to occur...and children, teens, and young adults will be given quality education and the best opportunity to grow.

D. Social and Economic Development

1. We will support programs for retention, expansion and creation of businesses that are a good fit for our county's economy in terms of job skill requirements and linkages to existing businesses.
2. We will work with broadband professionals to increase internet availability and faster download and upload speeds.
3. When appropriate and feasible, we will incentivize the reuse of currently unoccupied buildings for new businesses.
4. We will invest in the recruitment of diversified, modern businesses that are committed to providing attractive, challenging jobs for the 21st-century workforce.
5. We will responsibly target reinvestments to declining, existing neighborhoods and vacant or underutilized sites or buildings in preference to new economic development when financially feasible and is in the best economic and social interest of the Walker County

6. When considering economic development projects, we will contemplate possible impacts to housing, transportation, neighborhood stabilization, infrastructure, and natural resources.
7. We will consider the employment needs and skill levels of our existing population in making decisions on proposed economic development projects, so to best serve our current and future residents of the community.
8. We will carefully consider both costs and benefits when deciding on proposed economic projects.
9. We will eliminate substandard or dilapidated housing and neighborhoods in our county.
10. Infill housing development in existing neighborhoods will be encouraged.
11. Affordable housing options and a mix of housing types will be encouraged so that those who work in the county will have the opportunity to reside close to their places of employment.
12. While providing employment opportunities, we will also encourage housing policies and a diversity in housing values where those of low-to-moderate income will be able to afford their own home.
13. We support assisted housing throughout the county to diversify neighborhoods and eliminate pockets of poverty.
14. We will foster and preserve public health, safety, comfort and welfare, and aid in the harmonious, orderly, and aesthetically pleasing, and socially beneficial development of our county.

E. Intergovernmental Coordination

1. We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
2. We will work jointly with neighboring jurisdictions on developing solutions for shared regional issue, such as growth management, watershed protection.
3. We will pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions
4. We will consult other public entities in our area when making decisions that are likely to impact them.

5. We will provide input to other public entities in our area when making decisions that are likely to have an impact on our community or our plans for future development.
6. We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.

REPORT OF ACCOMPLISHMENTS

The reports of accomplishment show the results of past planning efforts. The status of each work program item can be found here. Since work programs are updated every five years, the items under consideration here are from the period from 2017 to 2021. The county manager, city managers and other government officials reviewed the 2017-2021 work programs for their respective governments and noted which projects had been completed. If projects were started but not completed, the “underway” column was marked and the estimated year of completion was noted. There is no penalty for postponing or dropping a project, since this is a planning document and not a binding legal agreement. However, an explanation is required for postponed or dropped projects. For example, a project may not have been accomplished because voters rejected a ballot measure to fund it. Sometimes an item is dropped because it may have been a new initiative or new mandate several years ago, but over time it has become a routine or function of government. Items marked as underway or postponed are carried forward to the work programs in this current plan, *Walker County Joint Comprehensive Plan, 2017-2021*. However, projects noted as “ongoing,” annual tasks, or policy statements will not be carried forward to the current 2022-2026 work programs unless noted otherwise in the explanation section of the table.



Figure 43. From atop Lookout Mountain at Rock City

City of Chickamauga Report of Accomplishments

POTENTIAL 2017-2021 REPORT OF ACCOMPLISHMENTS,**City of Chickamauga**

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
Economic Development						
Depot renovation & Welcome Center.	2017-2021		2024			
Continuation of Streetscape (front & back-alley façade).	2017-2021		2024			
Market old city hall property for “Victorian” hotel development.	2017-2021				X	No longer an administrative priority
Maintain and revise Service Delivery Strategy as needed.	2017-2021		Ongoing			Policy Statement
HOUSING						
Promote the revitalization of the Mill Villages by adopting design guidelines, or an Urban Redevelopment Plan.	2017-2021		2025			
Promote the revitalization of the Mill Villages by utilizing the Neighborhood Stabilization Program.	2017-2021	X				
Apply for CDBG funds to revitalize the manufactured housing park areas.	2017-2021				X	No longer an Administration priority

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

POTENTIAL 2017-2021 REPORT OF ACCOMPLISHMENTS,

City of Chickamauga

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
TRANSPORTATION						
Decorative Roundabout at Five Points and 341 intersections. Phase one feasibility study.	2017-2021		2025			
Wayfinding Signs, asphalt stencils.	2017-2021		2022			
Gateway Signs – see RSVP Plan. Adding one to two signs per year.	2017-2021		2026			
Sidewalks – Simonton Hills.	2017-2021		2025			
Sidewalks--Dogwood Estates.	2017-2021		2025			
Develop and implement a sidewalk plan for both residential and business districts.	2017-2021		2026			
NATURAL AND CULTURAL RESOURCES						
Stormwater drainage improvement – 10 th Street.	2017-2021		2026			
Dock and walking trail at Lee & Gordon’s Mill.	2017-2021		2026			
Downtown Art Grant.	2017-2021		2022			
Coke Oven Branch litter catch basin.	2017-2021		2026			

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Chickamauga

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Complete historic resources survey – Phase I.	2017-2021				X	Not a current Administrative priority
Adopt proper ordinances for the protection of community resources (e.g., trees).	2017-2021	X				Policy statement
Develop a plan for the management of vacant mill village parcels acquired by the City during the flood mitigation project.	2017-2021		2025			
Continue implementation of the stormwater management plan.	2017-2021		Ongoing			Policy statement
COMMUNITY FACILITIES AND SERVICES						
Catalog codes and ordinances for municode or website accessibility.	2017-2021		2023, Underway			
Bathrooms Downtown.	2017-2021	X				
Bathrooms Helicopter Park.	2017-2021	X				
Refurbish existing & build new gazebos.	2017-2021	X				

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Chickamauga

WORK PROGRAM ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES AND SERVICES						
Dog Park in Mill Village.	2017-2021		2022			
Underground placement of utilities – Phase I.	2017-2021		2023, Underway			
Implement a recycling education program.	2017-2021		2023, Underway			
Develop a comprehensive recreation plan to include youth, adult, and senior recreation needs.	2017-2021				X	Not a current Administration priority
Adopt proper ordinances to enforce building codes.	2017-2021		2022, Underway			
Cemetery – planting trees & Shrubs	2017-2021	2021				
Implement a stormwater education program	2017-2021				X	Not a current Administration priority
LAND USE						
MOU – by a bank (a lot for downtown event space).	2017-2021				X	No longer an Administration priority
MOU – for continued access to Crawfish Springs.	2017-2021	X				

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Chickamauga

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
LAND USE						
Seating for downtown event space.	2017-2021		2025			Moved to Community Facilities and Services
Seating for Crawfish Springs.	2017-2021	X				
INTERGOVERNMENTAL COORDINATION						
Multi-use trail to the park, last two-mile connection.	2017-2021		2024			Note: Moved to Transportation
Bikeways and trails feasibility study.	2017-2021		2024			Note: Moved to Transportation
Maintain and revise Service Delivery Strategy as needed.	2017-2021	X	Ongoing			Policy statement
Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities.	2017-2021	X	Ongoing			Policy statement

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Expand the DDA area to add more businesses.	2017-2021		Ongoing			Policy Statement
Promote the Main Street Program and maintain annual accreditation.	2017-2021	X	Ongoing			Regained Status, Policy Statement, or Goal
Promote greenspace creation and management (consider greenway/heritage corridor approach to link parks with historic resources from the Square North along N. Main Street including Fort Cumming).	2017-2021				X	Lack of funding / Resource allocation
Continue LaFayette DDA’s community awareness program and local preservation advocacy.	2017-2021	X	Ongoing			Policy Statement

CITY OF LAFAYETTE COMMUNITY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Work with Walker County Chamber of Commerce to promote heritage tourism.	2017-2021	X				
Improve LaFayette recognition, branding, and tourism by holding the annual Honeybee Festival	2017-2021	X	Ongoing			Policy Statement
HOUSING						
Encourage infill housing and mixed-use development.	2017-2021	X	Ongoing			Policy Statement, Rewritten to read “Incentivize infill housing and mixed-use development.”
Provide incentives for upstairs living in the downtown business district.	2017-2021			X, 2027		Exploring funding and best practices options
Review and update ordinances to encourage redevelopment of blighted areas, those encouraging infill, redevelopment of brownfields and greyfields.	2017-2021	X				

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

WORK PROGRAM ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
HOUSING						
Launch Neighborhood Revitalization Initiative to address blighted properties.	2017-2021	X				
Perform feasibility study of condo/townhome development near golf course.	2017-2021				X	A shift in administrative priorities
TRANSPORTATION						
GDOT collaboration to find a solution for tractor-trailer not using downtown as main route (utilize bypass).	2017-2021		2024			Exploring options with GDOT
Pursue Transportation Enhancement funds for additional streetscape phases or other local transportation projects	2017-2021		2023			Lack of Funding
Repaving of Duke Street, Bradley Ave, Oakland, Magnolia, Langley.	2017-2021	X				
Develop bike trails/lanes.	2017-2021		2025			Funding was delayed
Erect “Gateway Corridor” invitational markers.	2017-2021			X, 2027		Developing brand
Perform feasibility study for golf cart trails coming in and out of LaFayette Square					X	Lack of funding

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

WORK PROGRAM ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Designate downtown LaFayette as a local historic district and adopt design guidelines	2017-2021		2026			
Nominate LaFayette’s historic business district the National Register of Historic Places (NRHP)	2017-2021		2026			
Nominate historic residential areas north and south of the square to the NRHP and designate as local historic district	2017-2021		2026			
Promote public education on Fort Cumming and the Trail of Tears.	2017-2021		2026			
Support opening of Art Gallery in downtown LaFayette	2017-2021		2023			
Implement Stormwater Management Program	2017-2021		2025			
Protect water quantity and quality of Queen City Lake	2017-2021		Ongoing			Policy statement instead of a work program item
Expand boat ramp on Queen City Lake to increase use of lake for recreation and tourism	2017-2021	X				

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of LaFayette						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Build more tourism on geography such as Pigeon Mountain rock climbing	2017-2021	X				Walker Rocks Initiative
Erect dock alongside boat ramp on Queen City Lake to increase use of lake for recreation and tourism	2017-2021	X				
Repairs on Chattooga Academy building	2017-2021		2022			
Develop a stronger partnership with Marsh House to promote tourism	2017-2021		Ongoing			Policy statement instead of a work program item
COMMUNITY FACILITIES						
Renovate Simmons, Joe Stock, Max Stoker, Lowell Greene, and Municipal Parks.	2017-2021	X				
New roof on City Hall.	2017-2021	X				
New roof on community swimming pool pavilion.	2017-2021	X				
Expand broadband internet speed and services.	2017-2021		2026, Underway			

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of LaFayette						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES						
Build Splash Park.	2017-2021		2022			
Replace force main from Shattuck Industrial Blvd.	2017-2021		2022			
Replace Shattuck Industrial Blvd. lift station.	2017-2021		2022			Note: Combined with the above project in the Community Work Program
Replace Spring Creek interceptor and trunk lines.	2017-2021	X				
Phase II Town Creek interceptor from Rambler Road to Warren Road.	2017-2021		2026			Funding / A shift in administrative priorities
Replace McArthur Street interceptor.	2017-2021		2026			Funding / A shift in administrative priorities
Fire command vehicle.	2017-2021	X				
Fire, rescue, and haz-mat support equipment.	2017-2021	X				
New fire vehicle/equipment building.	2017-2021		2026			Lack of Funding
Renovate the Ross Abney Recreation Complex.	2017-2021		2026			Developing plan
Finish construction of Presbyterian Memorial Park and maintain lease for public use.	2017-2021	X				

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES						
Street Department vehicles (Bobcat; 1-ton dump trucks; paving machine; backhoe; side-arm tractor; tandems; Gradall excavator).	2017-2021	X				
Cemetery improvements and Cemetery Department equipment.	2017-2021	X				
Mausoleum and cremation burial facilities.	2017-2021		2024			
Maintenance Department equipment (wash rack; heavy equipment lift).	2017-2021	X				
Replace existing meters with electronic receiver/transmitter (ERT) meters.	2017-2021		2024			
Sanitation Department equipment (front-end loader; knuckle booms).	2017-2021	X				
Replace 2-inch galvanized water lines (23.5 miles).	2017-2021		2026			
Replace water main on Coffman Springs Road (approx. 1.98 miles).	2017-2021	X				
Automated water meters and meter boxes.	2017-2021		2026			

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of LaFayette						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES						
Fire flow improvements for Skyline Heights Subdivision	2017-2021		2026			
Convert drop-off recycling program to curb-side pickup and encourage citizen participation	2017-2021				X	Too expensive
Expand the city’s natural gas system	2017-2021		2026			The City of LaFayette sales natural gas to residents and this will be a continued administrative/public works activity.
Establish emergency connection to another natural gas source (AGL).	2017-2021		2026			Discussing options
Create a capital improvement plan.	2017-2021		2024			
Early warning system.	2017-2021		2026			
New fire trucks.	2017-2021		2025			
Replace existing streetlights with lower wattage sodium.	2017-2021		2023			
Update software for utility billing, taxes, and permits to a more efficient product.	2017-2021	X				

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of LaFayette						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES						
Explore the possibility of reestablishing a 24-hour emergency health care facility in our community.	2017-2021		2024			Reestablished medical clinic with service 8a-7p, still working on 24 hour
New well and clear well at Lee School Road.	2017-2021		2023			Property acquisition
Build treatment plant for Dixon Springs.	2017-2021		2022			Construction underway
New well in Rock Spring area.	2017-2021		2026			
LANDUSE						
Establish more specific character areas to make better planning and zoning decisions	2017-2021	X				
Update recommended character area maps	2017-2021	X				
INTERGOVERNMENTAL COORDINATION						
Build consensus on long term planning with new county Commissioner.	2017-2021		X			Ongoing, policy
Maintain and revise Service Delivery Strategy as needed.	2017-2021		X			Ongoing, policy

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of LaFayette						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
INTERGOVERNMENTAL COORDINATION						
Implement regular meetings of municipalities, County, Board of Education and other entities as needed to discuss land use, transportation, workforce and educational opportunities.	2017-2021		X			Ongoing, policy

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Identify types of small businesses (restaurants, coffee shops, tailor, spa) that fit with Lookout Mountain’s vision and contribute to the city’s tax base.	2017-2021	X				
Identify incentives for these types of businesses to locate in Lookout Mountain.	2017-2021		Ongoing			Policy Statement
Redevelop vacant town center properties.	2017-2021	X				
HOUSING						
Promote the residential image of Lookout Mountain via the city’s website.	2017-2021		Ongoing			Policy Statement
NATURAL AND CULTURAL RESOURCES						
Update ordinances to increase stream buffers and protect steep slopes.	2017-2021		2023, Underway			

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of Lookout Mountain						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Develop forward thinking stormwater management plan.	2017-2021		Ongoing			Regularly occurring administrative and public work responsibility, Policy Statement
Landscape the new Memorial Park.	2017-2021		2022, Underway			
Create a bouldering park and picnic area.	2017-2021				X	Lack of interest and change in priorities. Diverting attention and resources to an interior garden park
COMMUNITY FACILITIES AND SERVICES						
Update the sanitary sewer system pump station.	2017-2021		2023, Underway			
Construct phase one of a new town center including a new City Hall, police and fire departments, commercial space, and a new city park.	2017-2021		2023, Underway			City Hall and police and fire department construction has been completed. Moved to Economic Development in Community Work Program as Town Center retail development

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES AND SERVICES						
Construct phase two of the town center complex.	2017-2021		2023, Underway			Which is to include commercial space and a new city park, Moved to Economic Development as commercial retail development
Create design guidelines for new commercial and residential development to protect the City's character.	2017-2021		2022, Underway			Town Center guidelines have been completed but residential guidelines are still in progress
Create a city master plan with Carl Vinson Institute.	2017-2021	X				
Create a new, updated City website.	2017-2021		2022, Underway			
Build joint city hall/ fire/ police facility.	2017-2021	X				
Purchase a new garbage truck.	2017-2021	X				

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
LAND USE						
Review and adopt the updated zoning ordinance prepared by the Northwest Georgia Regional Commission.	2017-2021		2022, Underway			
Review and adopt the updated zoning ordinance prepared by the Northwest Georgia Regional Commission.	2017-2021		2022, Underway			
Create and adopt a detailed land use plan to guide future development based on density restrictions created by stormwater and other factors.	2017-2021		2022			Moved to community facilities. Rewritten to read: “Create design guidelines for residential development to protect the City’s character.”

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
INTERGOVERNMENTAL COORDINATION						
Create a draft map for the Lookout Mountain Trails Committee’s bike and pedestrian trail system.	2017-2021	X				Carl Vinson Institute of Government and University of Georgia College of Environment and Design created a Chattanooga Urban Trail System (CUTS) plan, which included design guidelines and route suggestions for bike and pedestrian trail system
Apply for a Recreational Trails grant to further the Lookout Mountain Trails Committee’s bike and pedestrian trail system.	2017-2021		2023			Reworded to read as: “Applying for a grant through ARC for a recreational trail/pathway/sidewalk master plan”, Moved to transportation
Maintain and revise Service Delivery Strategy as needed.	2017-2021		Ongoing			Policy Statement

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
INTERGOVERNMENTAL COORDINATION						
Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities.	2017-2021	X				

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Encourage and assist with the redevelopment of the Peerless Mill complex.	2017-2021		2026			Rossville has successfully advanced the redevelopment efforts through an Urban Redevelopment Plan (URP) and by being recognized as a State of Georgia Rural Zone with the help of Georgia Tech. These plans are being implemented
Develop and implement a façade improvement program for downtown.	2017-2021		2025			Rewrite to say: Develop and implement a façade improvement program for downtown as identified in the Urban Redevelopment Plan

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
City of Rossville						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Seek an Opportunity Zone designation.	2017-2021		2023			Rewrite to say: Apply to receive a Georgia State Opportunity Zone designation.
Revise zoning ordinance to allow appropriate residential development in commercial area.	2017-2021	X				
Work with UGA to prepare a RSVP city Masterplan	2017-2021		2023			Rewrite to say: Create a Renaissance Strategic Vision Plan (RSVP) through a partnership with Carl Vinson Institute of Government of UGA
HOUSING						
Review building codes and ordinances for the feasibility of rehabilitation and infill downtown.	2017-2021	X				

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
HOUSING						
Make variances friendly to builders, such ordinance restrictions	2017-2021	X				
Apply for CDBG housing rehabilitation grant	2017-2021		2022			Rewrite to say: Apply and implement Community Development Block Grant (CDBG) housing rehabilitation finances and State of Georgia Department of Community Affairs' (DCA) Community HOME Investment Program (CHIP) so to encourage more Owner-Occupied Housing
Promote rehabilitation of old middle school for senior housing	2017-2021		Ongoing			Policy Statement

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
TRANSPORTATION						
Pursue GDOT and Chattanooga MPO for funding to extend F.M. Gleason Parkway to Chickamauga Avenue.	2017-2021				X	Change in Public Works implementation priorities
Reevaluate Streetscape Project - Phase II.	2017-2021	X				
Pursue GDOT and Chattanooga MPO for funding to extend F.M. Gleason Parkway to Chickamauga Avenue.	2017-2021				X	Change in Public Works implementation priorities
Reevaluate Streetscape Project - Phase II.	2017-2021	X				
Develop and begin implementation of a sidewalk plan for the residential areas.	2017-2021		2023			Rewrite to say: Continue the development and implementation of a sidewalk plan for the residential areas
Investigate feasibility of using city school busses for public transportation.	2017-2021		2026			Not a current an administrative priority

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Request FEMA to reevaluate flood hazard map	2017-2021				X	Not a current administrative priority
Resolve ownership of the John Ross House.	2017-2021	X				
Apply for and participate in the Main Street Program.	2017-2021				X	Not a current administrative priority
Update documentation of erosion, sedimentation, and stormwater runoff problems.	2017-2021	X				
COMMUNITY FACILITIES AND SERVICES						
Apply for CDBG for sewer improvements.	2017-2021		2026			
Renew the City Charter.	2017-2021	X				

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES AND SERVICES						
Document sewer trouble spots where repair is needed to meet standards.	2017-2021		2022			Reworded to “Public Infrastructure Stormwater/Sewer Maintenance and Repair, and Utility Infrastructure Improvements,
Research feasibility of using school buses for public transit.	2017-2021				X	Duplicated Project, moved to transportation Reworded: Investigate the feasibility of a pilot program using city school busses for public transportation
INTERGOVERNMENTAL COORDINATION						
Maintain and revise Service Delivery Street.	2017-2021		Ongoing			Policy Statement, a reoccurring administrative function

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES AND SERVICES						
Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities.	2017-2021		Ongoing			Policy Statement, a reoccurring administrative function

Walker County Report of Accomplishments

REPORT OF ACCOMPLISHMENTS, 2017-2021**Walker County**

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
In addition to the U.S. Hwy 27 tourism corridor, develop a written comprehensive tourism plan for all of Walker County in addition to the U.S. Hwy 27 Tourism Corridor. Include in the plan mapping, advertising in print, with billboards, websites, TV, radio, etc	2017-2021		2024			Tourism contributes generously to Walker County, but work items were of higher administrative priority.
State Park Lodge or Private Hotel/Conference Center on Lookout Mountain or Pigeon Mountain	2017-2021		2023			Project scope changed since the 2017 Joint Update Plan. Priorities and interest shifted to Private Hotel and Conference Center only. State Park Lodge is no longer an interest. Underway is a 2 nd 18 hole golf course expansion.

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
Walker County						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Actively participate in encouraging utilization and enhancement of the greenways trail system by Including maps of these trail systems on our GIS system and website	2017-2021		Ongoing			Policy Statement, but advancing the use of a greenway trail system is a priority. The County is committed to advancing there efforts in this area.
Pursue the possibility of an equestrian center somewhere in Walker County	2017-2021				X	Change in administrative priorities.
Pursue redevelopment of the GA Hwy 2 corridor in Walker County, possibly incorporating a frontage road and Wilson Road Interchange. (See new item)	2017-2021				X	Change in administrative priorities
Industrial Park Development on Hwy 27 and West Reed Road add two local access road points.	2017-2021		2024			Less priority than other administrative activities, Carried over as a work program item for 2022 Joint Comprehensive Plan

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
ECONOMIC DEVELOPMENT						
Incorporate a new business license program for the unincorporated area of Walker County	2017-2021	X				
Install a new electronic sign at the Walker County Civic Center to better inform the public of special events at the Civic Center.	2017-2021		2023			A lack of funding and resources.
HOUSING						
Update and develop ordinances to manage growth – including incentives to attract unique housing developments and allow for alternative housing design	2017-2021		2023			Updating ordinances is an ongoing process, but incentives are not needed. This item has been added to the 2022 Joint Comprehensive Plan Work Program Table under the category of Land use.

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
Walker County						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
TRANSPORTATION						
Wilson Road commercial corridor connection to I-24.	2017-2021				X	Not an administrative priority
Walker industrial park phase two access road.	2017-2021		2024			Moved to Economic Development in 2022 Community Work Program
NATURAL AND CULTURAL RESOURCES						
Find an appropriate location for an Indian Artifacts Museum and take steps toward opening this type of facility.	2017-2021				X	Administrative focus shifted toward a cultural museum and heritage park
Publish map of countywide parks and recreation resources on the website and in print.	2017-2021	X				
Rock Spring – Utilize the Stormwater Management Study to develop a Community Plan, including wetland Protection Project with community park/educational area.	2017-2021				X	Change in administrative priorities. New efforts include stream impairment studies in addition to Stormwater Management
Explore the Opportunity for an Overlay District in McLemore Cove Area	2017-2021				X	Change in administrative priorities

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

WORK PROGRAM ACTIVITY	YEAR	STATUS				Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
NATURAL AND CULTURAL RESOURCES						
Find ways to improve the county recycling program and environmental education in an effort to support the state’s goal of 25% reduction to our landfills.	2017-2021		2025			
Durham Trail	2017-2021				X	Non-financial priority at this time
Dougherty House National Register designation and renovation	2017-2021		2025			An administrative interest but was not an immediate priority. Work program item carried over to 2022 Comprehensive Plan Work Program Table.
COMMUNITY FACILITIES AND SERVICES						
Add additional information to qpublic.com (www.walkerassessors.com) as it becomes available, example flood maps, zoning updates, storm drainage structures, updated aerial photography, etc.	2017-2021		2026			

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES AND SERVICES						
Annually review fees to ensure that the Planning & Development Office (including the Stormwater Program) and Inspections and Enforcement Offices are self-supporting services provided to the citizens.	2017-2021		Ongoing			Policy Statement. Continued priority of Walker County Government, but is a reoccurring adminstritive function
Armuchee Valley Water Project	2017-2021		2026		X	Project scope has changed. The project is now referred to as the McLemore Water Project
Evaluate other areas of the County to determine future sewer needs. Include in the next SPLOST.	2017-2021		2025			
Explore options for expanding the Civic Center Facilities and parking, and possibilities for the school system since their new property joins the Civic Center Property	2017-2021		2026			Reworded in new Community Facilities and Services to “Civic Center Campus recreation improvements”

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021						
Walker County						
WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
COMMUNITY FACILITIES AND SERVICES						
Civic Center expansion	2017-2021	X	2026			Since the previous comprehensive plan, Walker County has made numerous improvements to the Civic Center. Being that the Civic Center not only a building but a campus, there are additional improvements to be made
Redevelop the Kensington Industrial Park	2017- 2021	X				
Local access road in Walker County Industrial Park	2017-2021		2024	X		Carried over as a work program item for 2022 Comprehensive Plan under Economic Development
LAND USE						
Amend relevant ordinances to include and address “tiny houses	2017-2021	X				

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

WORK PROGRAM ACTIVITY	YEAR		STATUS			Explanation if postponed or dropped
		Complete	Underway; Projected Completion Date	Postponed	Dropped	
INTERGOVERNMENTAL COORDINATION						
Maintain and revise Service Delivery Strategy as needed	2017-2021	X	Ongoing			Policy statement
Implement regular meetings of municipalities, County, the Board of Education, and other entities as needed to discuss land use, transportation, workforce and educational opportunities	2017-2021		Ongoing			Policy Statement

NEEDS AND OPPORTUNITIES

Method & Description

Introduction

Stakeholder input is an important component of the planning process. The first Steering Committee meeting, held on May 13, 2021, was to identify strengths, weaknesses, opportunities, and threats through a brainstorming exercise known as SWOT analysis. SWOT is used to understand current conditions, while also determining the future direction a community may wish to go. Although the SWOT

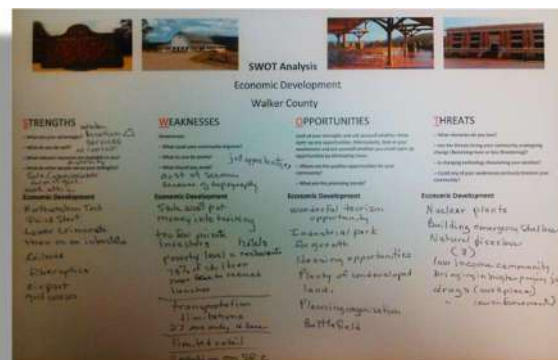


Figure 44. Example SWOT Analysis

analysis may seem opaque at first, its purpose is to allow the Steering Committee to identify major themes shared by the community as a whole. During the first Steering Committee Meeting, members for each community used a large poster-size paper to write strengths, weaknesses, opportunities, and threats for the following categories: Economic Development, Housing, Transportation, Natural/Cultural Resources, Community Facilities and Services, and Land Use. Committee members' comments, from each local municipality, are taken into consideration. The collective comments are used to create an online, public survey.

Survey Results

This public survey consisted of 15 questions, one of which is open-ended. 10 of these questions were demographic-related. These questions include comments on the place of residents, age, employment status, business ownership and location, and internet access. Besides question #10, all other nine demographic questions allow data to be partitioned by location, stage of life, and occupation. The remaining 4 questions (questions 11-14) were multiple choice and allow survey-takers to select as many choices per question as provided. These questions qualify local perceptions of their community; for instance, what residents may see as a desirable development type for the future.

In total, 638 participated in the survey, with 84% completing the task. By location, most survey participants resided in Walker County (29.9%), followed closely by LaFayette (28.1%). 18% of respondents were from Chickamauga and 16% were from Rossville. Lookout Mountain had the fewest respondents for the Joint Comprehensive Plan Survey with only 3.8%. Although the number of responses from Lookout Mountain is minimum, Look Mountain has recently conducted its survey and these results were considered.

By age, the lack of participation of those 17 or under was disappointing, with only 0.3% of respondents of this age; however, 8.6 percent of respondents were 18- to 30-year-old and may

be considered young adults. The age category of 31 to 64 years of age is the greatest age range and the largest percentage of responses, 66% of survey takers. The oldest age categories are represented in the survey are for those 65 years and older. 25% of respondents were from this age group. Although more participation in the survey would have been more representative of the population of Walker County and the municipalities of Chickamauga, LaFayette, Lookout Mountain, and Rossville, the survey does represent a range of current public opinion from a variety of ages.

Question 15, the open-ended, served multiple purposes. As each residents' opinion is important, the question allows all participants to bring attention to details that may be absent from the rest of the survey. The comments provided also highlights themes shared among participants and provide additional feedback. These themes establish a tone based on the number of occurrences shared by participants. Some of these common themes are as below:

1. Concerns over youth not having enough activities and leaving the area, once of adult age
2. Blight associated with certain buildings and the reuse of abandoned buildings
3. The need for an assisted living facility
4. Locating a nice sit-down restaurants locally
5. Increase in internet speeds
6. Establishing more parks
7. Alcohol sales

Strengths

The Steering Committee from each community is aware that the small-town atmosphere is an important part of their community; as they identified a number of strengths that often are associated with the small-town atmosphere: scenic beauty, natural and cultural resources, local character and community support. When survey participants were asked to list strengths in survey question #11, the most popular answer was the small-town atmosphere at 70.9%. Small-town atmosphere is not a category that may be quantified, but is perceived. Often, the small-town atmosphere is associated with safe communities, picturesque historic downtowns and natural beauty. 46.4% of survey respondents listed their communities being safe, with great police and fire departments, as being a strength. 40.6% of survey participants listed natural and cultural resources as a strength. 30.8% of respondents answered historic downtowns as a strength.

Another strength identified, that is an important component to Walker County and local municipalities, are its proximity to Chattanooga. 57.7% of survey takers expressed being near Chattanooga as a strength. Proximity to Chattanooga serves as a benefit because it is an employment and entertainment hub for residents. The boundaries of Lookout Mountain and Rossville municipal boundary abuts Chattanooga. This growth could result in urban/suburban sprawl into Walker County and local communities. This growth could serve as a threat to the small-town atmosphere shared among current residents.

Historic neighborhoods
Undeveloped land for growth
Local leadership
I-75
Police and Fire departments
Educational system
Historic downtowns
Adequate infrastructure
Chattanooga
Natural and Cultural resources
Small-town
Recreational activities
Skilled workforce

Survey Question 11: What do believe are your community's greatest strengths

Weaknesses and Threats

For weaknesses and threats, the Steering Committee and survey participants shared many common concerns, but not all concerns identified by both groups correspond. The Steering Committee from each community provided some responses in what they consider as weaknesses and threats through the SWOT analysis. Weaknesses included limited retail and restaurants options, a lack of lodging, a lack of housing diversity, aging housing stock, and a lack of county-wide broadband. Common threats included aging housing stock and also aging infrastructure and limited facilities capabilities. In particular, water and sewer infrastructure are of concern. In comparison, the most common concerns shared among survey participants were the lack of local stores and restaurants (56), blighted/unkempt properties (54.7%), a lack of career opportunities (52.7%), a lack of entertainment for all ages (51.9%), inadequate infrastructure to meet new growth (37.2), not enough major retail stores (33.3%); and youth leaving and not returning (31.1%).

The common concerns shared by both groups are those involving available housing stock, blighted/unkempt properties, housing diversity, and infrastructure. In each community there are areas in which the housing stock is older; these areas may be neighborhoods once associated with certain mill industries. These older houses are often smaller in size, compared to new single family residential housing, and can be considered affordable housing for some residents. Over the years these houses have become derelict and are blighted in appearance. Addressing these housing concerns will be important for these communities going forth to meet current and future residents' needs.

Aging sewer infrastructure is an additional concern shared. Portions of sewer and water communities' infrastructure, like much of other American, is coming to the end of its life cycle. These infrastructural needs should be addressed to meet future industry, commercial, and residential needs. Identifying funds to help lighten the financial burden for each community will be vital; both the Steering Committee and the community as a whole recognizing this need collectively, which will increase the probability of success in achieving such a goal.

Housing Type	Percent
Traditional, Owner-Occupied Housing	75.90%
More housing catering to the needs of retirees and/or seniors	35.70%
Assisted Living/Long Term Care facilities	20.90%
Workforce Housing	13.70%
High-end housing developments	16.70%
More Mixed-use/Retail Residential housing	27.90%
More Renter Housing options	21.10%
More apartments	10.00%

Figure 45. Housing type preference percentages from the Online Survey provided.



Survey Question 12: What do you feel are the greatest threat to your community?

Needs and Opportunities Code

Economic Development

ID	The need or opportunity is to....
ED-1	Need to attract small business investment especially within downtown areas where space is restricted and the opportunity for infill development exists
ED-2	Opportunity to foster diversity in job and career opportunities to build a stronger more resilient local and regional economy
ED-3	Need to attract commercial retail businesses and restaurants of both independent and corporate varieties to attract local citizens to shop in Walker County, Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville
ED-4	Opportunity to revitalize an area to promote local business growth and create, re-establish, or re-brand a community's character and sense of place in the region and state
ED-5	Need to promote the opportunities to redevelop blighted commercial areas (especially vacant industrial facilities) to revive community centers and career opportunities for citizens impacted by the closing of said industry.
ED-6	Opportunity to expand existing fiber-optic infrastructure to increase broadband connectivity primarily for residential applications
ED-7	Need to attract a diversity of age groups
ED-8	Need to incentivize economic development through retention of existing employers and businesses and industries
ED-9	Need for additional industrial land with supporting infrastructure/ utilities to meet the demand of the growing economy
ED-10	Opportunity to increase use and promote local attractions and activities, so to increase tourism based economy
ED-11	Need to reuse and reinvest in currently available public (industrial) property to increase local tax revenue while also mitigating the negative effects of previous operations and practices that may have contaminated the site.
ED-12	Opportunity to bolster economic development and generate tax revenue, while also increasing opportunities to recreational activities
ED-13	Need to increase access and safety to industrial properties
ED-14	Need to increase access and safety along roadways

Needs and Opportunities Code

Housing

ID	The need or opportunity is to....
H-1	Need to promote redevelopment or removal of blighted residential areas especially near historical, commercial, or otherwise scenic areas to improve the community's curb appeal
H-2	Need to Promote affordable "stick-built" owner-occupied housing to create an environment consisting of a safer, more stable, and well-maintained housing stock
H-3	Opportunity to promote, preserve and expand the range of housing stock to meet changing needs and allow alternative housing design, infill, and mixed-use where appropriate

Transportation

ID	The need or opportunity is to....
T-1	Need for a system of interconnected trails, pathways, and sidewalks to increase residential mobility to nearby town centers, neighborhoods, schools, parks, facilities, and local attraction to increase intermodal transportation options and connections to accommodate a range of transportation needs
T-2	Need to improve design and function of streets and corridors in downtown, residential, and gateway areas
T-3	Need to improve freight flows and mitigate identified commercial/industrial transportation needs
T-4	Opportunity to make available additional recreational, options in the way of bike and pedestrian activities while also providing alternative means of transportation
T-5	Need to improve public transportation to reduce traffic congestion and offer alternative transportation for the community's workforce

Natural and Cultural Resources

ID	The need or opportunity is to....
NR-1	Opportunity to increase tourism-based economy regarding history, agriculture, and nature
NR-2	Opportunity to create or expand recreational trails for hiking, biking, and other outdoor recreation
NR-3	Need to protect and preserve natural, cultural, and environmental features at a local and county-wide scale
NR-4	Opportunity to make available additional recreational, options in the way of bike and pedestrian activities

Needs and Opportunities Code

Community Facilities and Services

ID	The need or opportunity is to....
CF-1	Need to repair/replace the aging water, sewer, and natural gas infrastructure; planned expansion of services and build redundancy
CF-2	Need to improve road and pedestrian infrastructure for safety and walkability
CF-3	Need to improve emergency notifications and upgrade emergency services, and or expand emergency services
CF-4	Need for a joint space to be used by each government or the public at large for conferences and business events
CF-5	Need to improve services for the increasing aging population
CF-6	Need to improve public transportation to reduce traffic congestion and offer alternative transportation for the community's workforce
CF-7	Need to increase long term planning efforts to be better prepared for future growth or distress
CF-8	Opportunity to utilize available technology to enhance communication with and to provide information to the public, businesses, other local governments, and organizations
CF-9	Need for repairs and expansion of public structures, parks, and civic spaces (that may be aging and possibly neglected) so to rejuvenate and increase the use of local facilities by the community
CF-10	Need to improve stormwater management to mitigate changing development patterns and meet all current and future requirements
CF-11	Need to increase access to recycling, litter reduction, and solid waste management options to both reduce the volume of solid waste disposal
CF-12	Need to Replace and/or upgrade aging public works and municipal government equipment, vehicles, and service/maintenance facilities
CF-13	Need to replace existing computer system and technology with up to date equipment and software
CF-14	An opportunity to provide additional recreational uses at current facilities, while also meeting environmental considerations
CF-15	Opportunity to expand existing fiber-optic infrastructure to increase broadband connectivity primarily for residential applications
CF-16	Opportunity to bolster economic development and generate tax revenue, while also increasing opportunities for recreational activities
CF-17	Opportunity to create or expand recreational trails for hiking, biking, and other outdoor recreation
CF-18	Need to promote redevelopment or removal of blighted residential areas especially near historical, commercial, or otherwise scenic areas to improve the community's curb appeal

Needs and Opportunities Code

Land Use

ID	The need or opportunity is to....
LU-1	Need for better control of residential and commercial growth
LU-2	Need to update and re-adopt outdated zoning ordinance
LU-3	Need to reuse and reinvest in currently available public (industrial) property to increase local tax revenue while also mitigating the negative effects of previous operations and practices that may have contaminated the site.

LAND USE

PAST, PRESENT, AND FUTURE LAND USE

Environmental Planning Criteria

The state of Georgia, as a part of the comprehensive planning process, encourages local governments to incorporate protections for natural resources in their local plans. Preserving natural resources is an interest of Georgia, as it reflects the State's desire for both healthy and economically vibrant communities. Georgia Department of Natural Resources (DNR) provides best management practices along with an Environmental Planning Criteria (O.C.G.A 391-3-16). The criteria given is for the protection of Environmentally Sensitive Areas in five different categories: Groundwater Recharge Areas, Wetlands, Protected Rivers, Protected mountains, and Water Supply Watersheds.

Of these five categories, Walker County only contains Groundwater Recharge Areas for protection. Walker County, much like the surrounding Counties, has a higher-than-average susceptibility to human-introduced pollution infiltrating an aquifer. Parent material in the *Valley and Ridge* area of northwest Georgia consist of shale, limestone, and sandstone bedrock. Shale and sandstone form resistant ridges and limestone forms valleys. Limestone and sandstone allow greater water infiltration in areas of groundwater recharge (Figures 46 and 47).

There is no protected river present in Walker County. Protected Rivers are those perennial rivers and streams with an average annual flow of at least 400 cubic feet per second. Although there are no protected rivers within Walker County, there are rivers and streams listed as impaired for supporting aquatic life by the state of Georgia (EPD 303-305 list). Providing protections, such as riparian buffer requirements, help eliminate erosion and sedimentation derogating local waterbodies.

There are also no Protected Mountains within Walker County. Protected Mountains are those 2,200 feet or more above main sea level and have a percentage slope of 25 percent or greater for at least 500 feet horizontally, and shall include the crests, summits, and ridge tops at a higher elevation. According to the United State Geological Survey (USGS) elevations in Walker County are less than the 2,200 feet requirement; however, there are locations with slopes of 25 percent or greater. These steeper slopes are more common in the Lookout Mountain area near the Tennessee border.

Wetlands are protected under Section 404 of the Clean Water Act. There are only a limited number of wetlands within Walker County, most of which are riverine wetlands located adjacent to streams and rivers. Both steeper slopes and more porous soil types (those of shale rock parent material) limit the potential for any other wetland types.

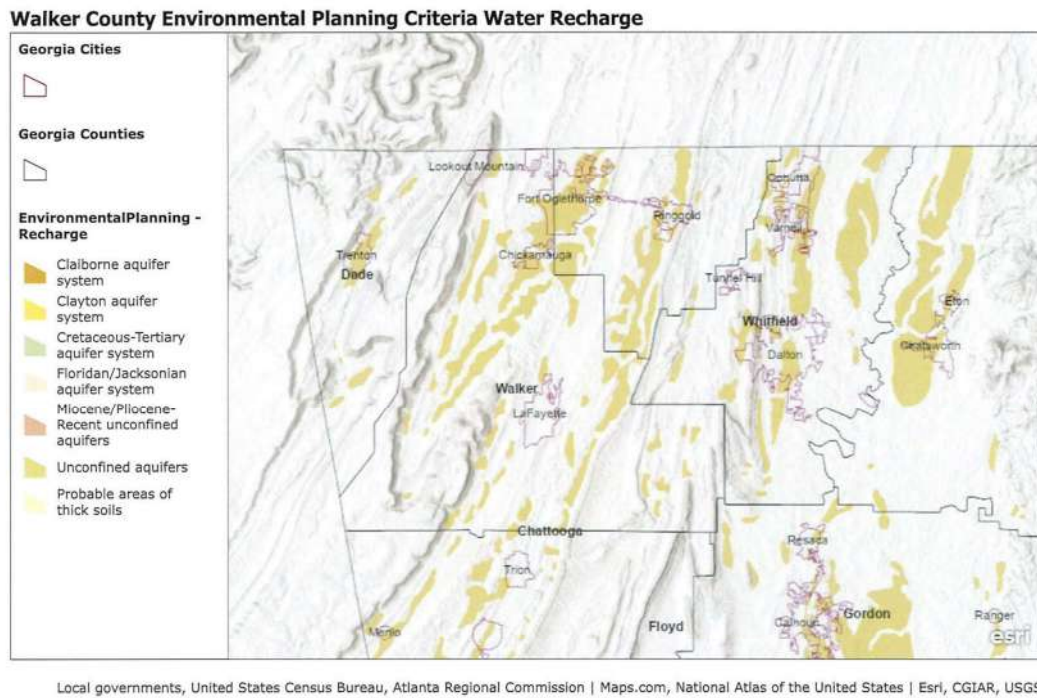


Figure 46. Walker County Water Recharge Areas

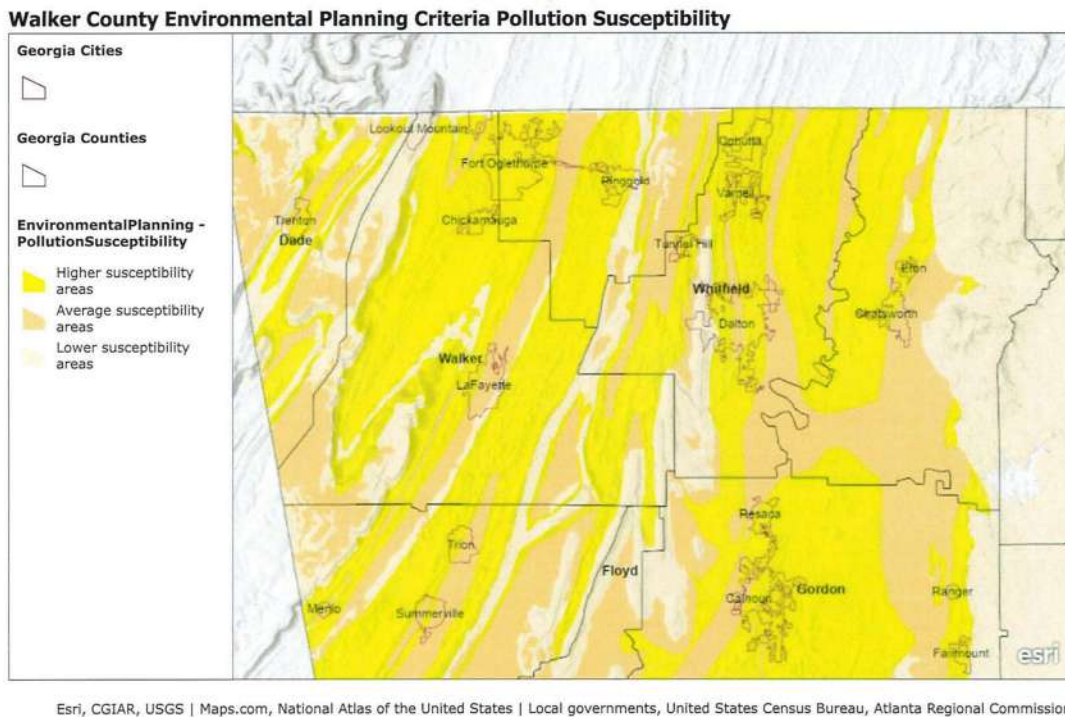
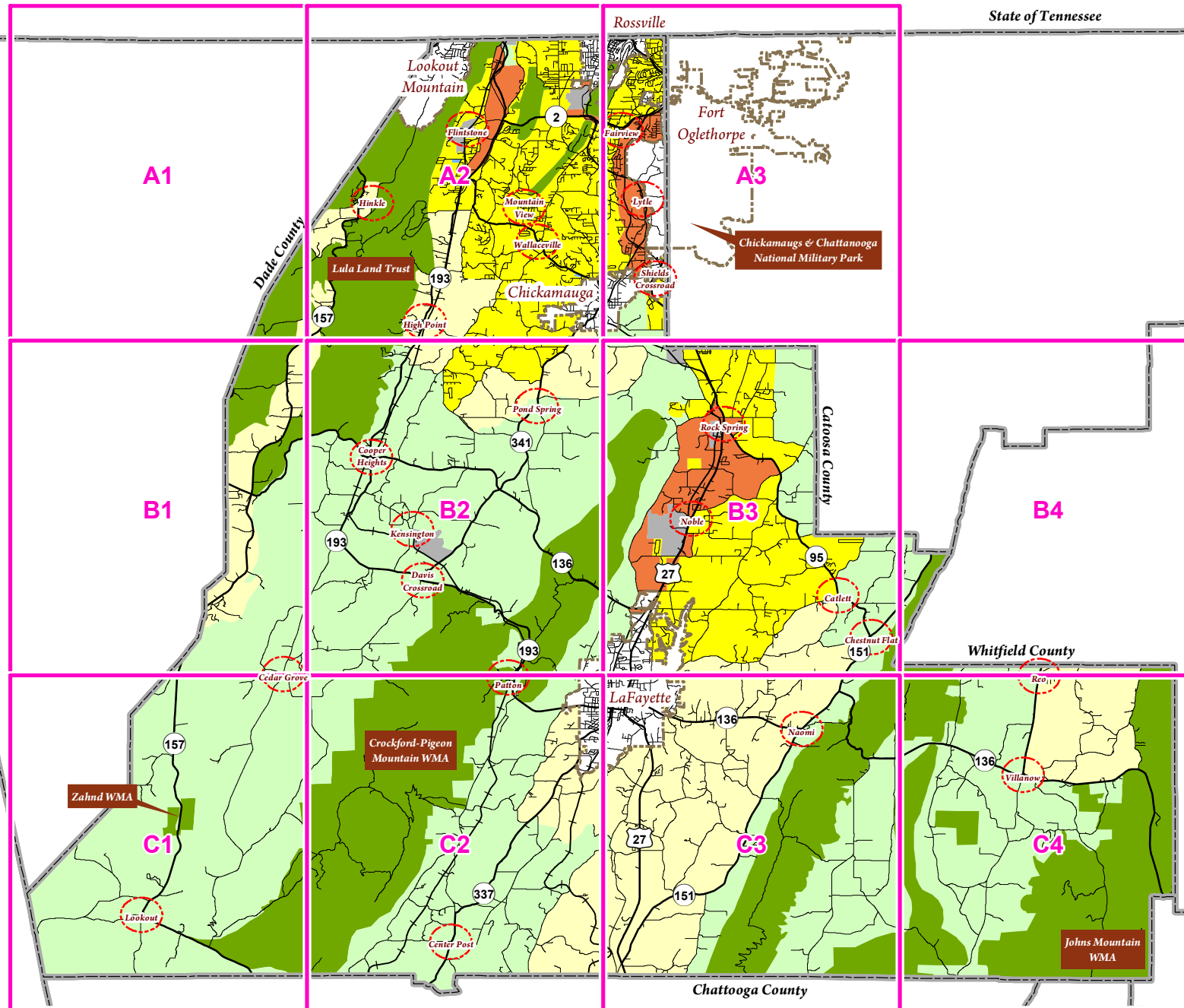


Figure 47. Walker County pollution susceptibility

Future Development Maps

The Future Development Maps for the city of Chickamauga, LaFayette, Lookout Mountain, Rossville, and Walker County are provided below.

Future Development Map Walker County, GA



- Roads
- + Railroads
- Highways
- City Limits
- Crossroad Community
- Character Areas
 - Activity Center
 - Agriculture / Forestry
 - County Suburban
 - Greenspace / Conservation Area
 - Industrial
 - Mixed Use
 - Rural Residential



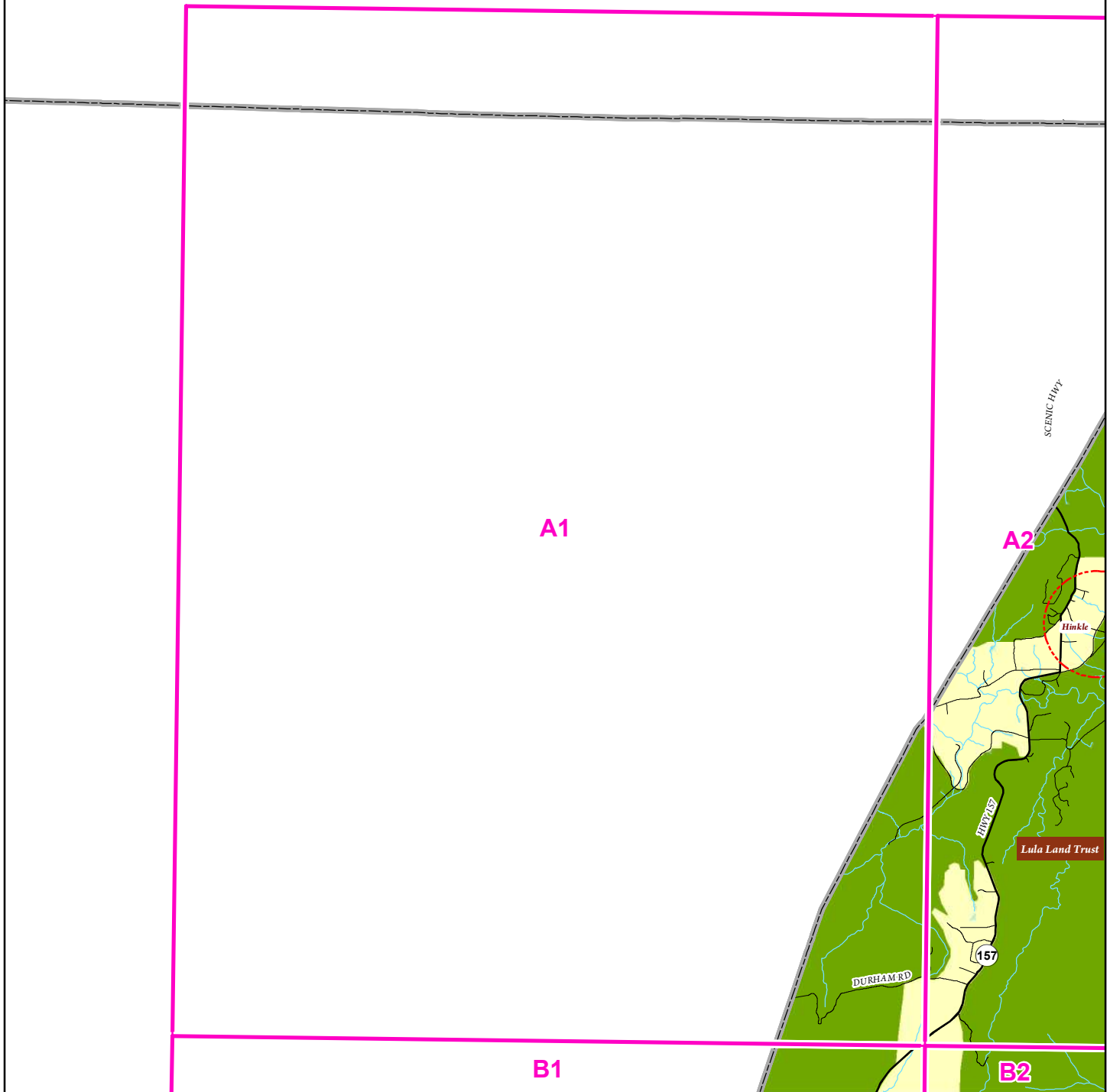
1 in = 4 miles



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds Crossroad Community
 — Highways Rivers & Streams City Limits

Character Areas

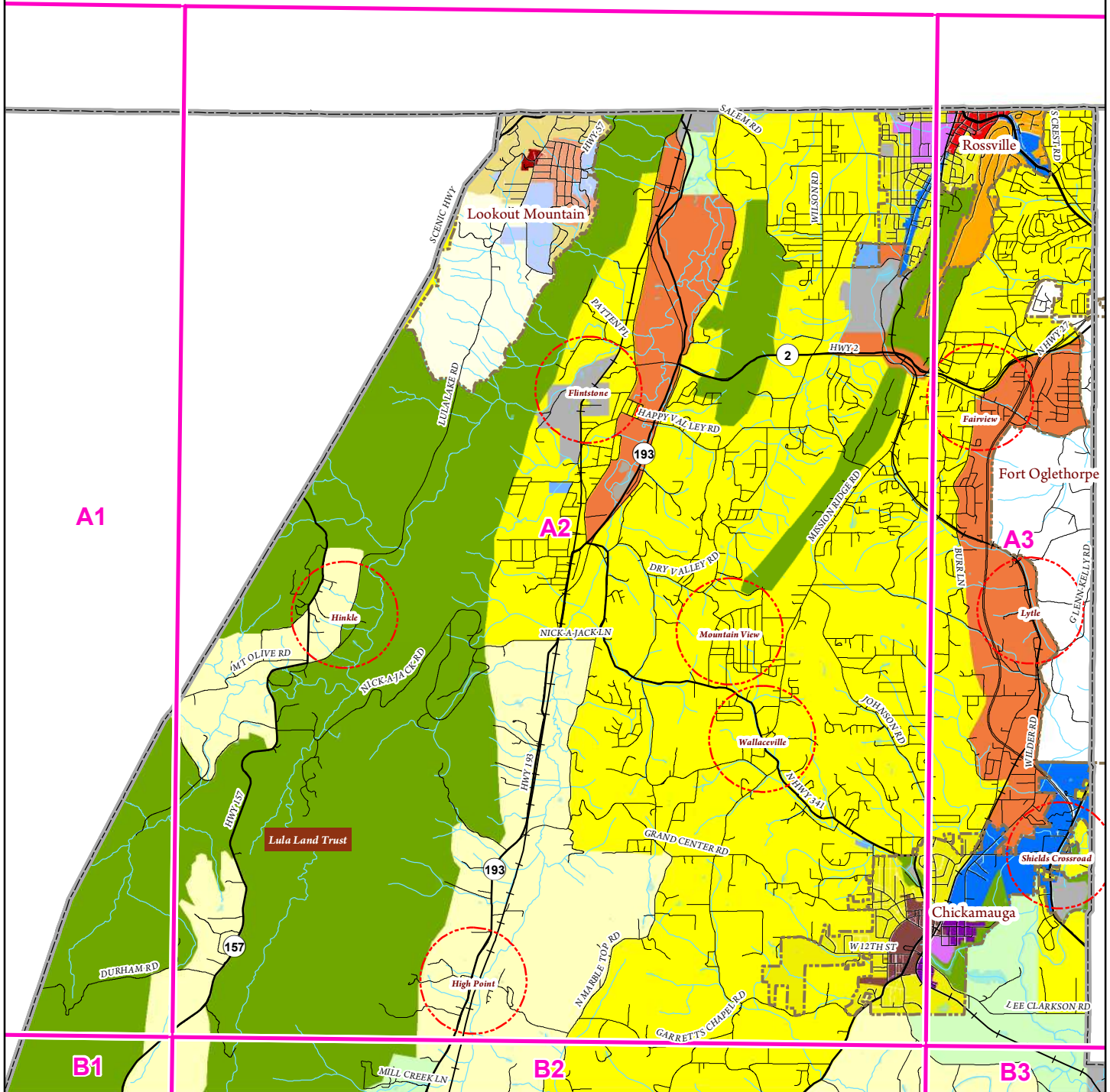
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds - - - Crossroad Community
 — Highways — Rivers & Streams City Limits

Character Areas

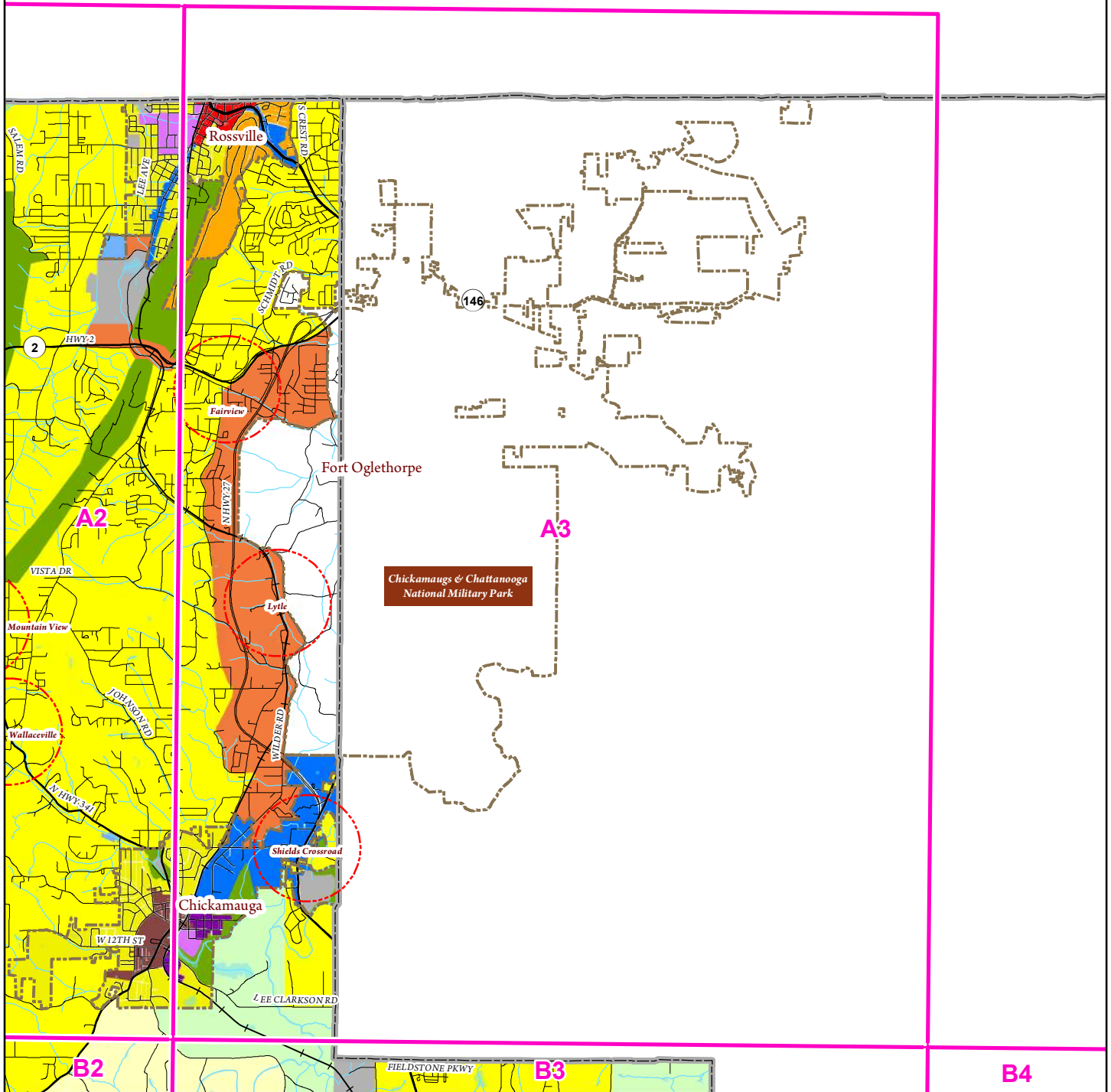
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds Crossroad Community
 — Highways — Rivers & Streams City Limits

Character Areas

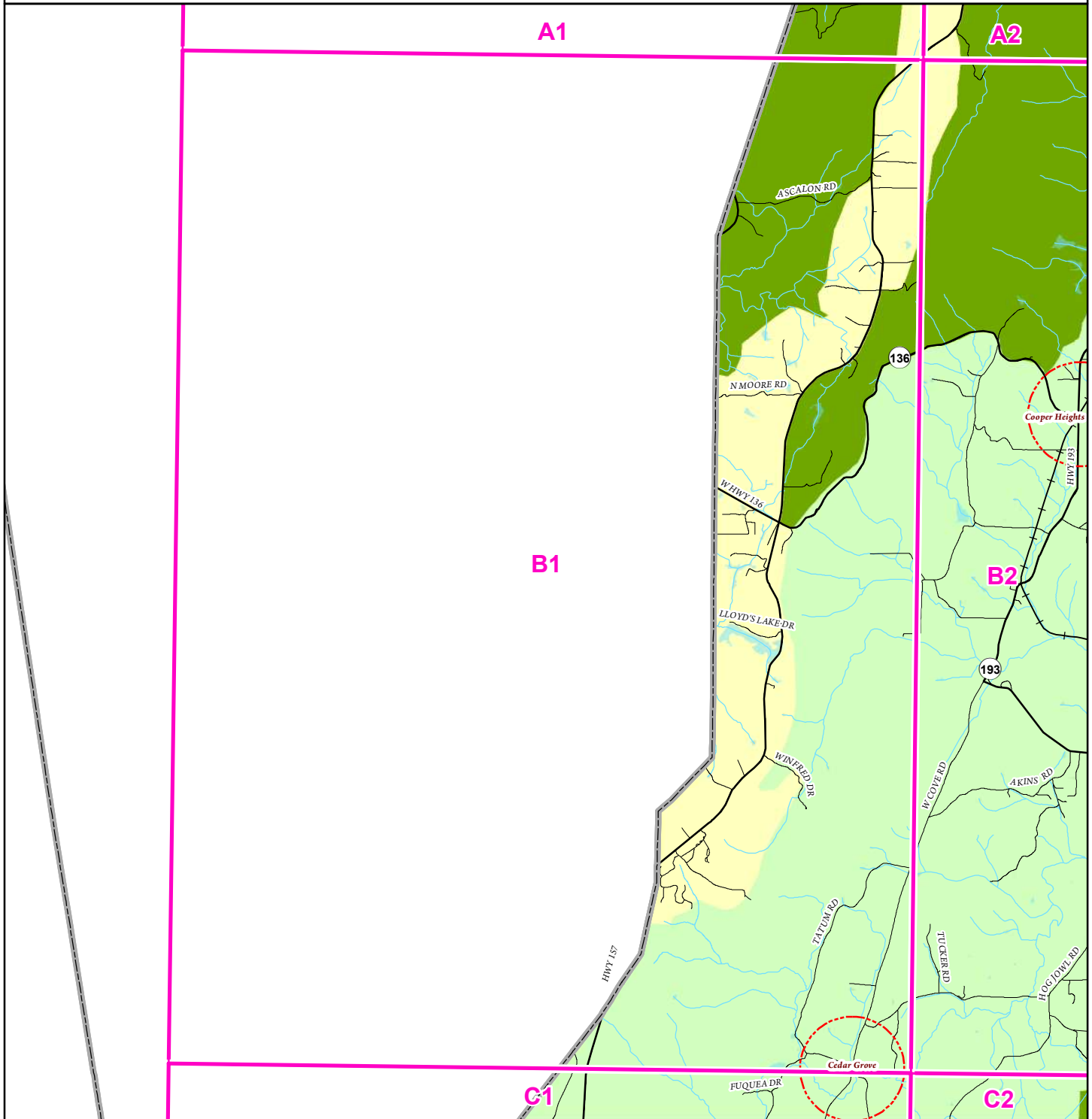
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairlyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds Crossroad Community
 — Highways Rivers & Streams City Limits

Character Areas

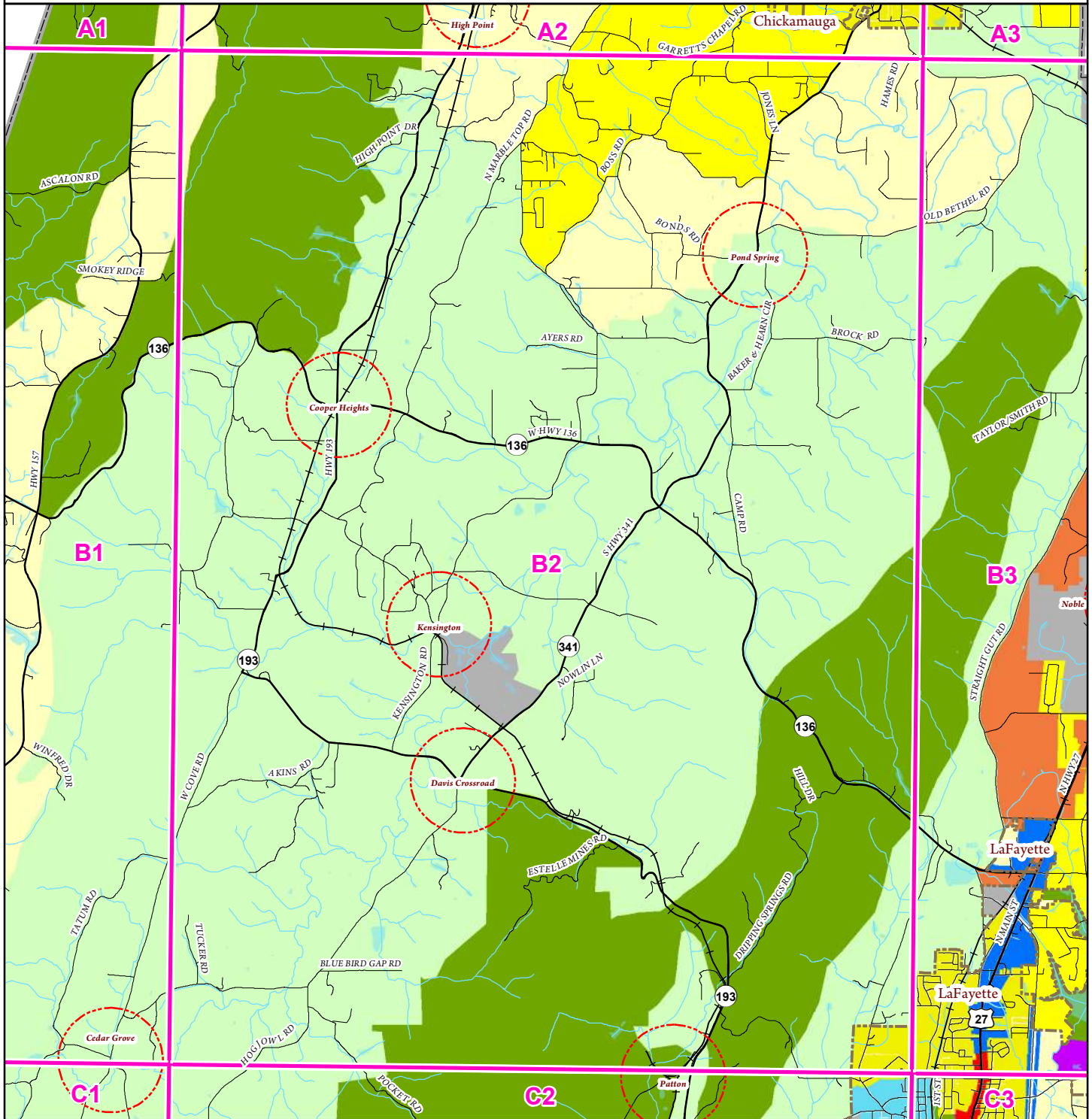
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds - - - Crossroad Community
 — Highways — Rivers & Streams - - - City Limits

Character Areas

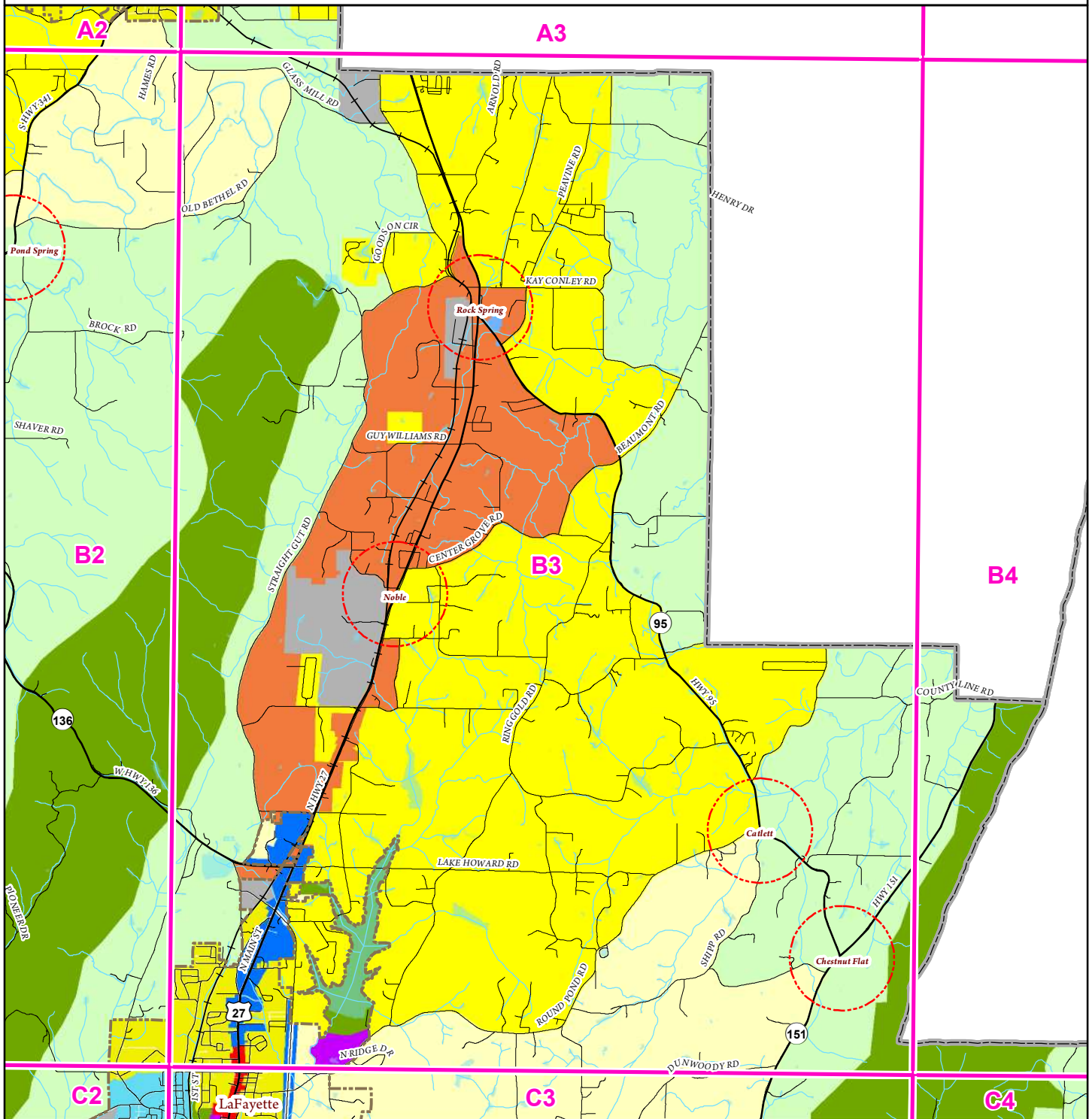
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



Roads
 Railroads
 Lakes & Ponds
 Crossroad Community
 City Limits
 Rivers & Streams

Character Areas

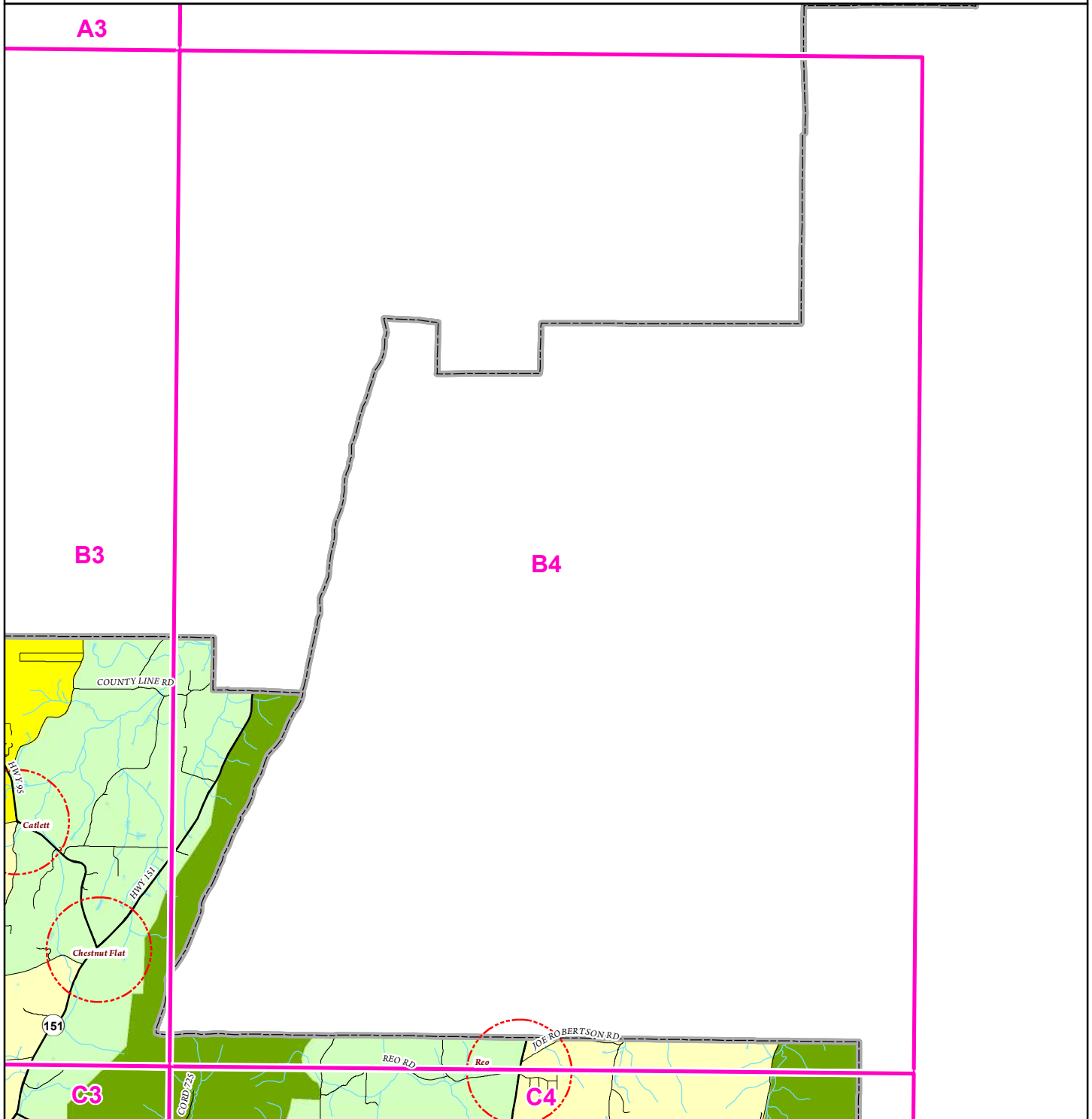
 Activity Center	 Downtown Mixed Use	 Historic Mill Redevelopment Area	 Residential Redevelopment Area
 Activity Destination District	 Estate Residential	 Industrial	 Rural Residential
 Agriculture / Forestry	 Fairyland Proper	 Lookout Mountain Neighborhood	 School
 Airport	 Gateway Corridor	 Mill Village	 Town Center
 County Suburban	 Greenspace / Conservation Area	 Missionary Ridge Residential	 Traditional Neighborhood
 Downtown Business District	 Historic Downtown	 Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds Crossroad Community
 — Highways Rivers & Streams City Limits

Character Areas

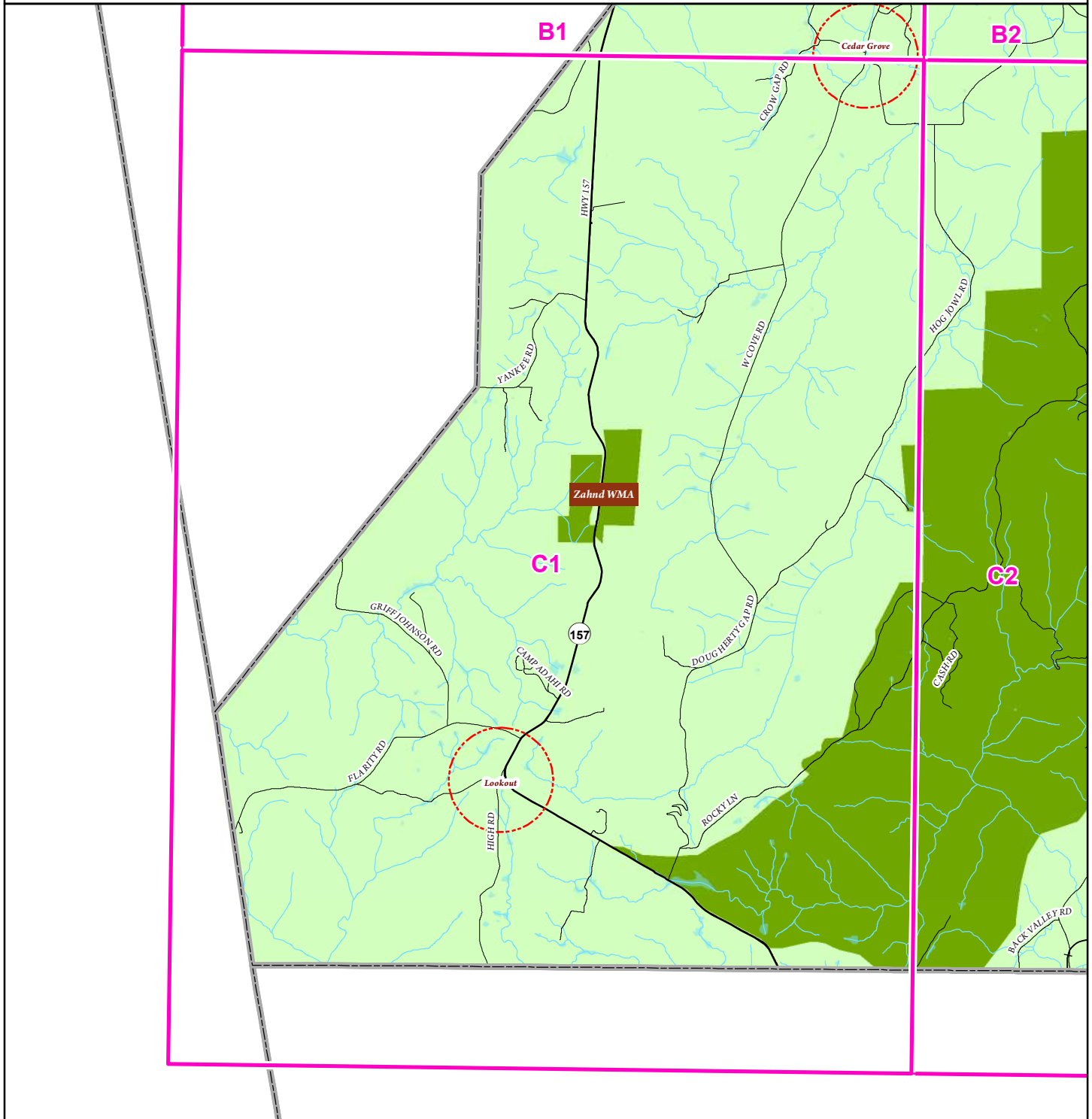
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



Roads
 Railroads
 Lakes & Ponds
 Crossroad Community
 City Limits
 Rivers & Streams

Character Areas

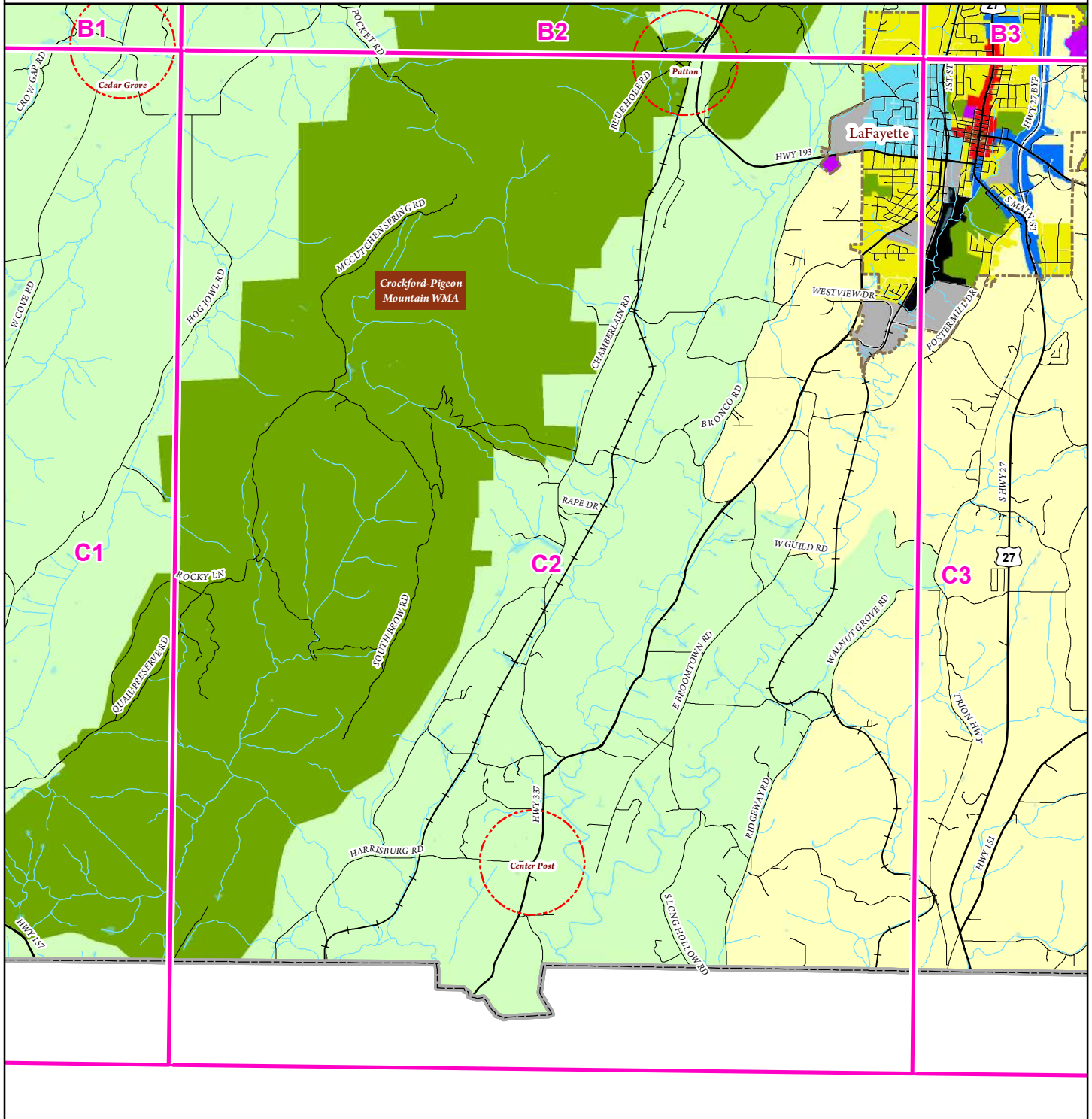
 Activity Center	 Downtown Mixed Use	 Historic Mill Redevelopment Area	 Residential Redevelopment Area
 Activity Destination District	 Estate Residential	 Industrial	 Rural Residential
 Agriculture / Forestry	 Fairyland Proper	 Lookout Mountain Neighborhood	 School
 Airport	 Gateway Corridor	 Mill Village	 Town Center
 County Suburban	 Greenspace / Conservation Area	 Missionary Ridge Residential	 Traditional Neighborhood
 Downtown Business District	 Historic Downtown	 Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



— Roads —+— Railroads Lakes & Ponds Crossroad Community
 — Highways Rivers & Streams City Limits

Character Areas

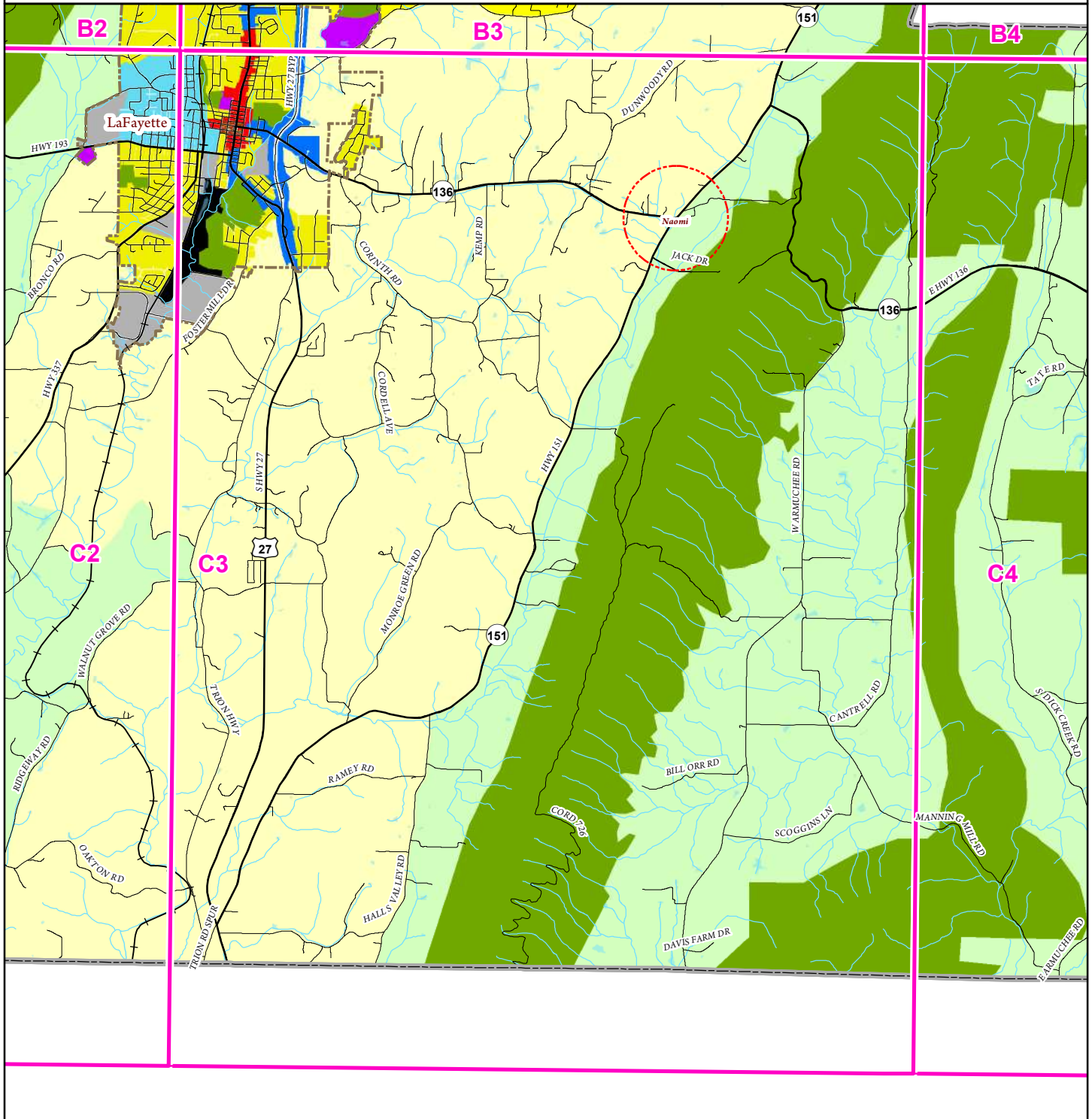
Activity Center	Downtown Mixed Use	Historic Mill Redevelopment Area	Residential Redevelopment Area
Activity Destination District	Estate Residential	Industrial	Rural Residential
Agriculture / Forestry	Fairyland Proper	Lookout Mountain Neighborhood	School
Airport	Gateway Corridor	Mill Village	Town Center
County Suburban	Greenspace / Conservation Area	Missionary Ridge Residential	Traditional Neighborhood
Downtown Business District	Historic Downtown	Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



Roads
 Railroads
 Lakes & Ponds
 Crossroad Community
 City Limits
 Rivers & Streams

Character Areas

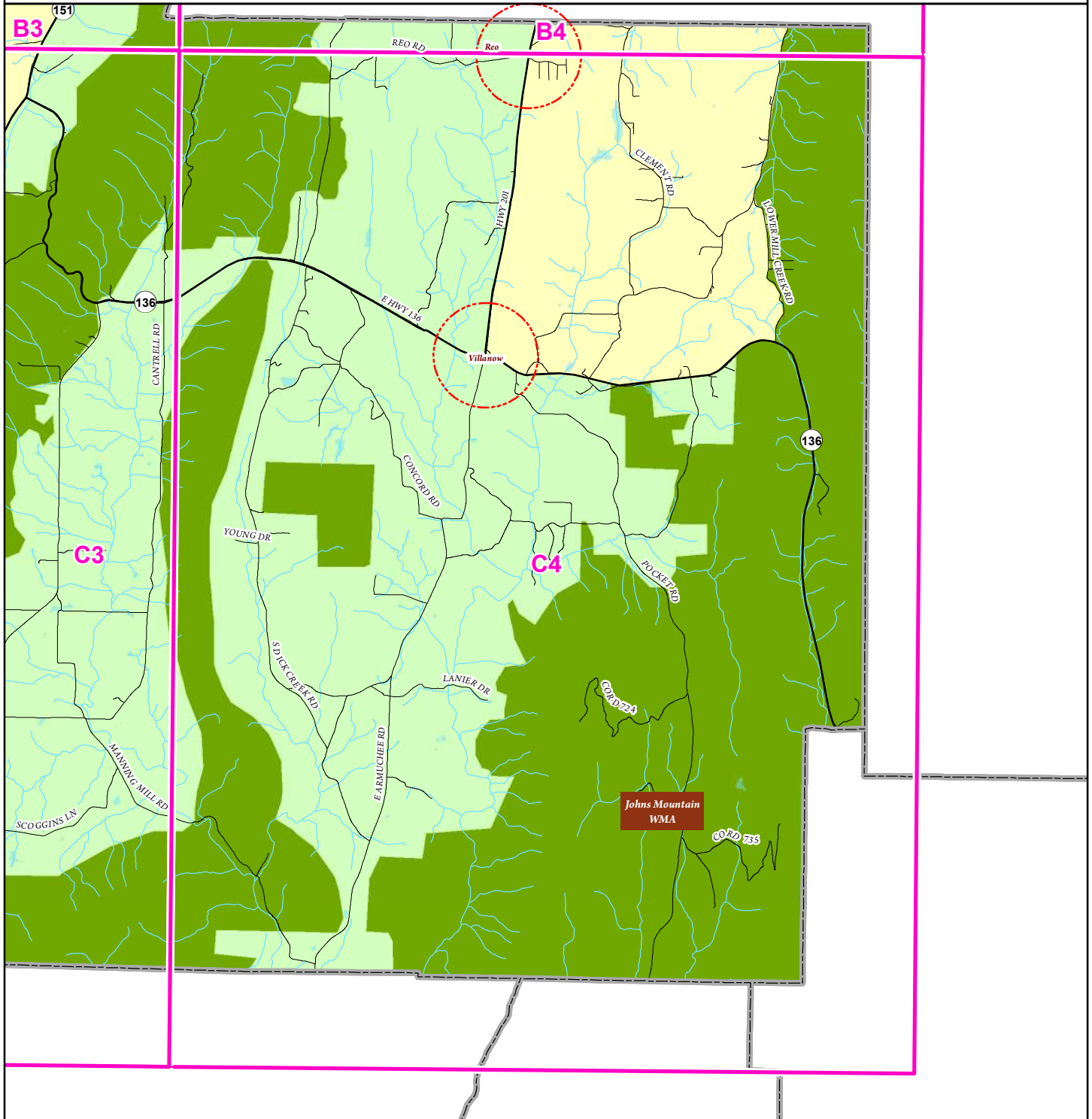
 Activity Center	 Downtown Mixed Use	 Historic Mill Redevelopment Area	 Residential Redevelopment Area
 Activity Destination District	 Estate Residential	 Industrial	 Rural Residential
 Agriculture / Forestry	 Fairyland Proper	 Lookout Mountain Neighborhood	 School
 Airport	 Gateway Corridor	 Mill Village	 Town Center
 County Suburban	 Greenspace / Conservation Area	 Missionary Ridge Residential	 Traditional Neighborhood
 Downtown Business District	 Historic Downtown	 Mixed Use	



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Future Development Map - Walker County, Georgia

1 inch = 1 miles



Roads
 Railroads
 Lakes & Ponds
 Crossroad Community

Highways
 Rivers & Streams
 City Limits

Character Areas

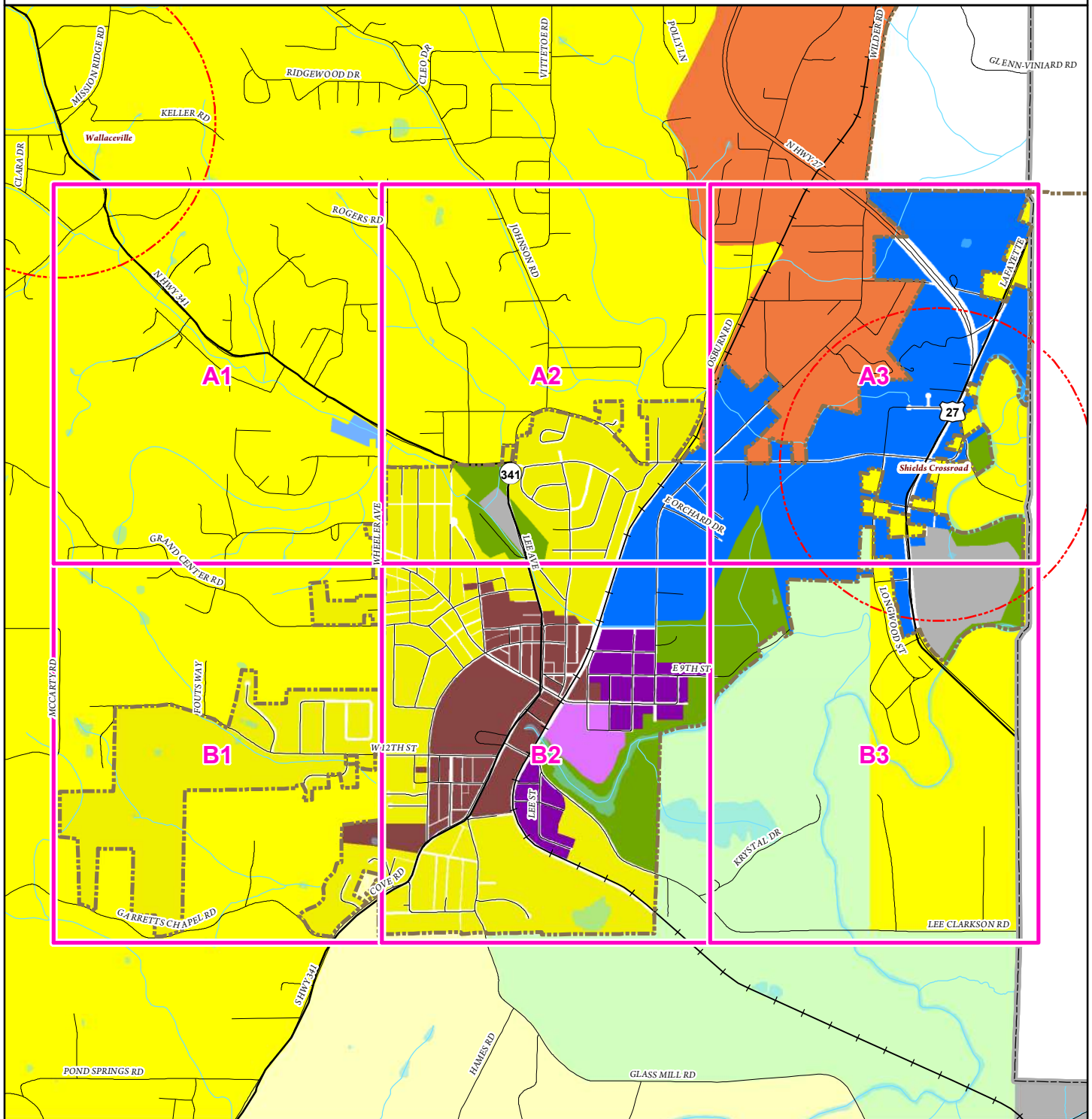
 Activity Center	 Downtown Mixed Use	 Historic Mill Redevelopment Area	 Residential Redevelopment Area
 Activity Destination District	 Estate Residential	 Industrial	 Rural Residential
 Agriculture / Forestry	 Fairyland Proper	 Lookout Mountain Neighborhood	 School
 Airport	 Gateway Corridor	 Mill Village	 Town Center
 County Suburban	 Greenspace / Conservation Area	 Missionary Ridge Residential	 Traditional Neighborhood
 Downtown Business District	 Historic Downtown	 Mixed Use	



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Future Development Map - Chickamauga, Georgia

1 inch = 0.5 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

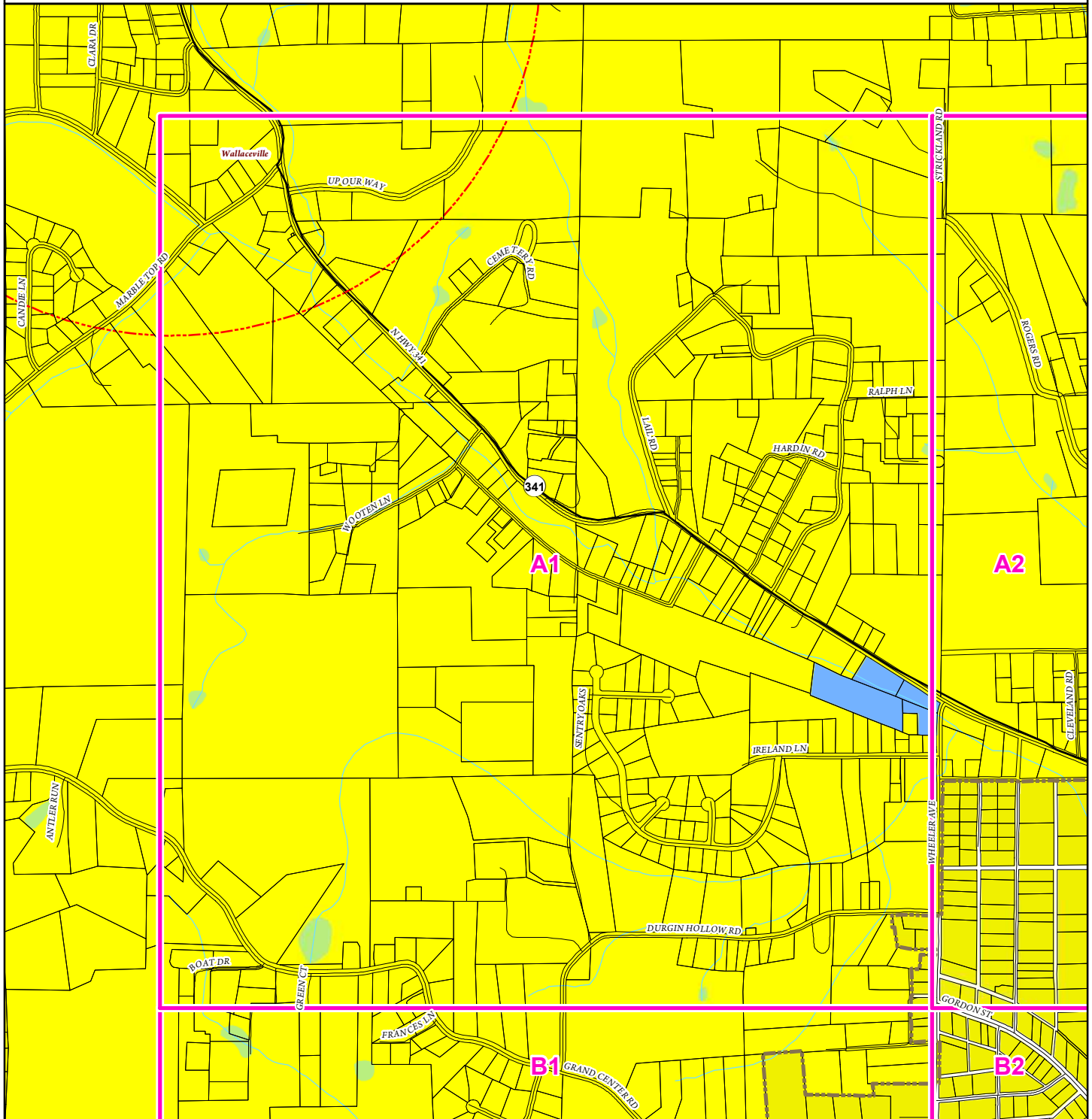
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - Chickamauga, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

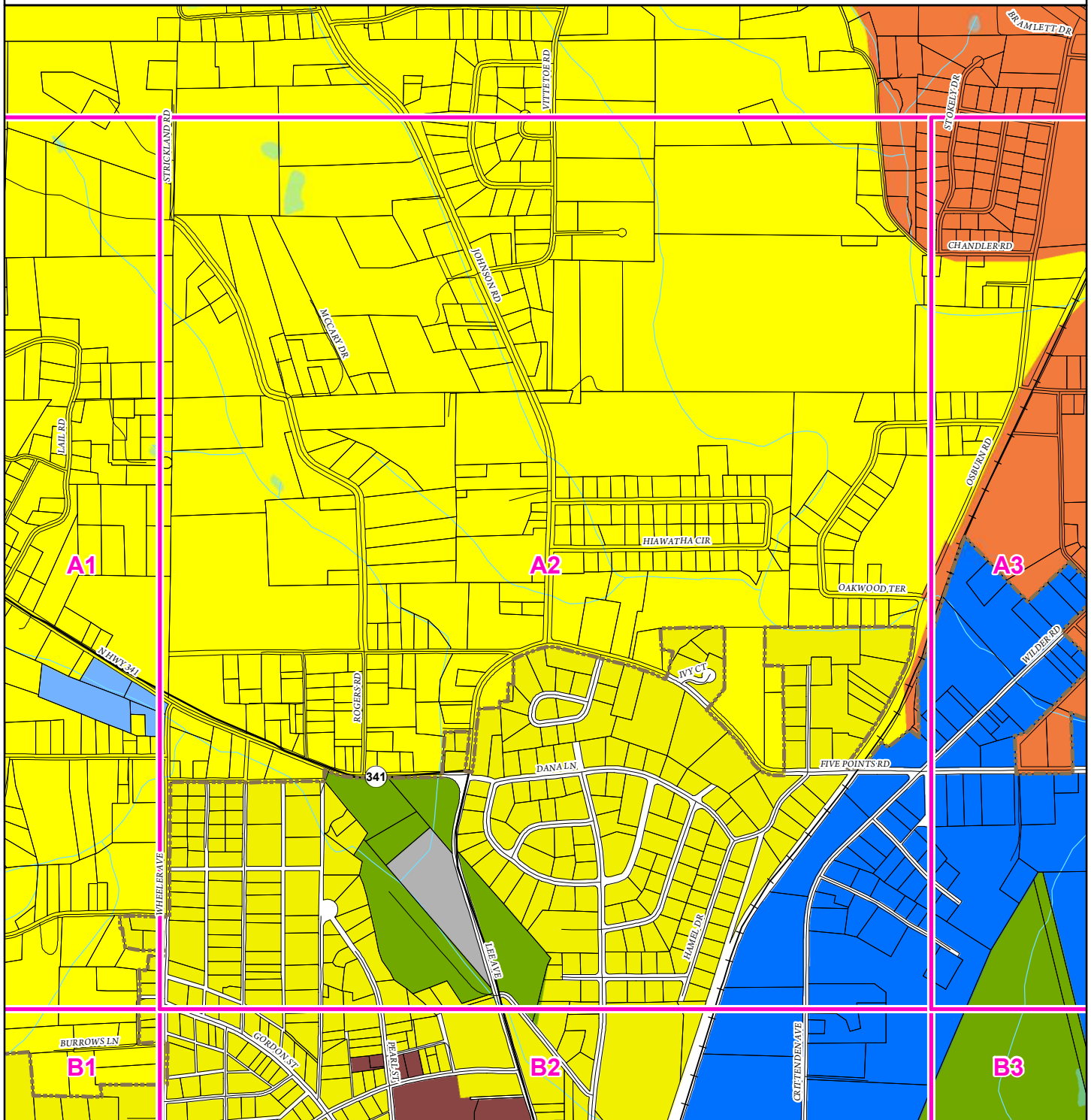
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - Chickamauga, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

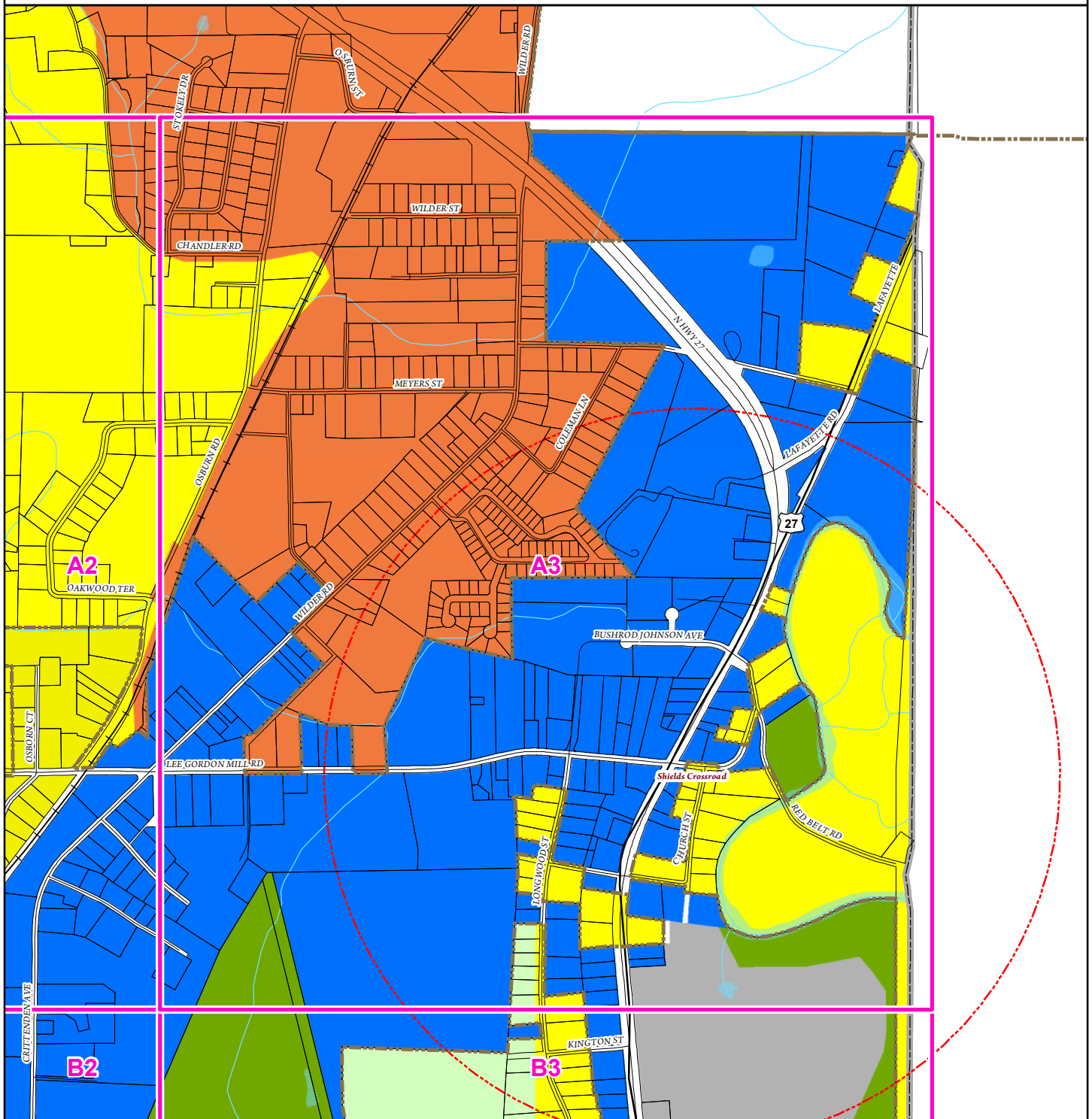
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - Chickamauga, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

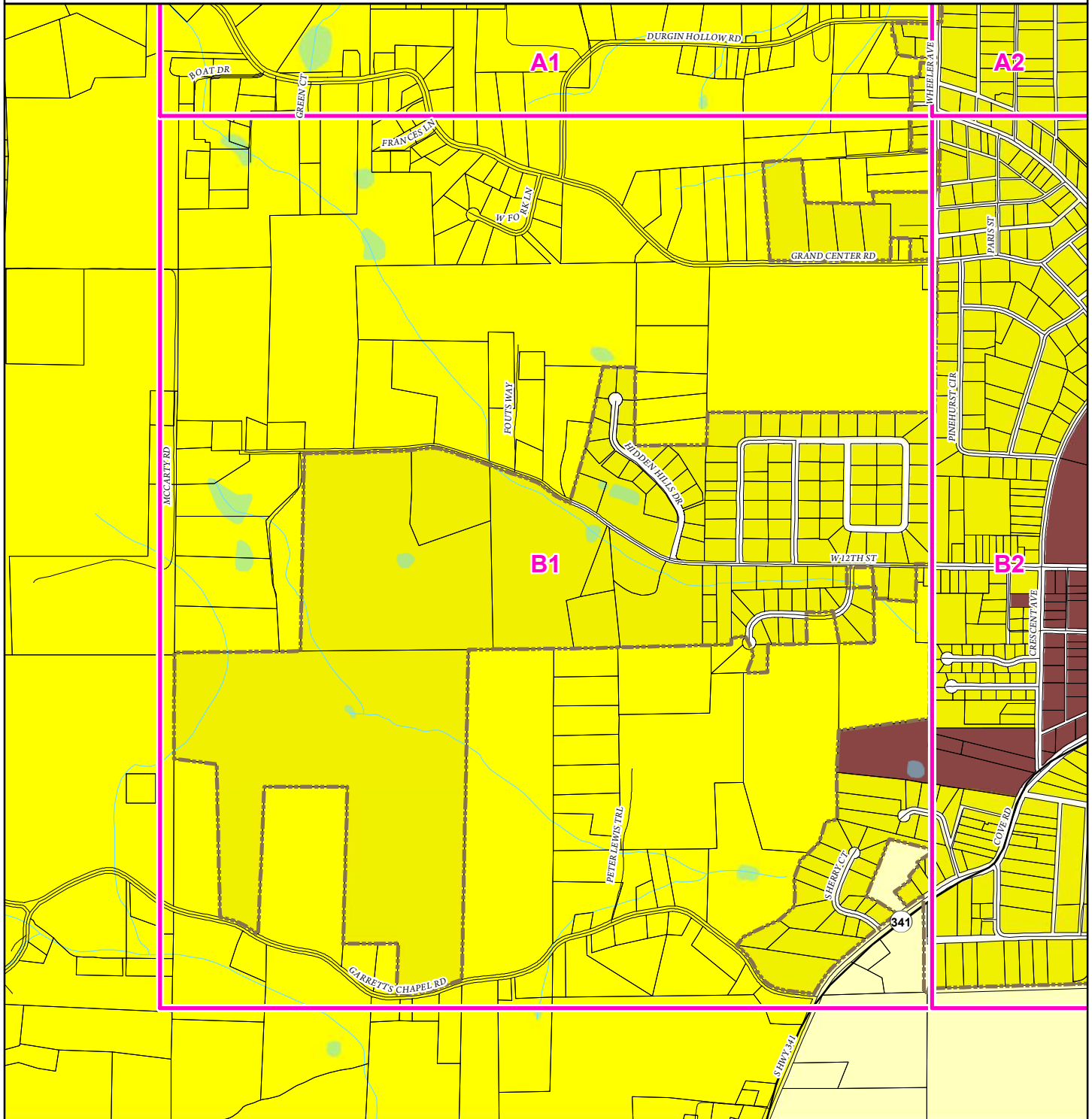
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - Chickamauga, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

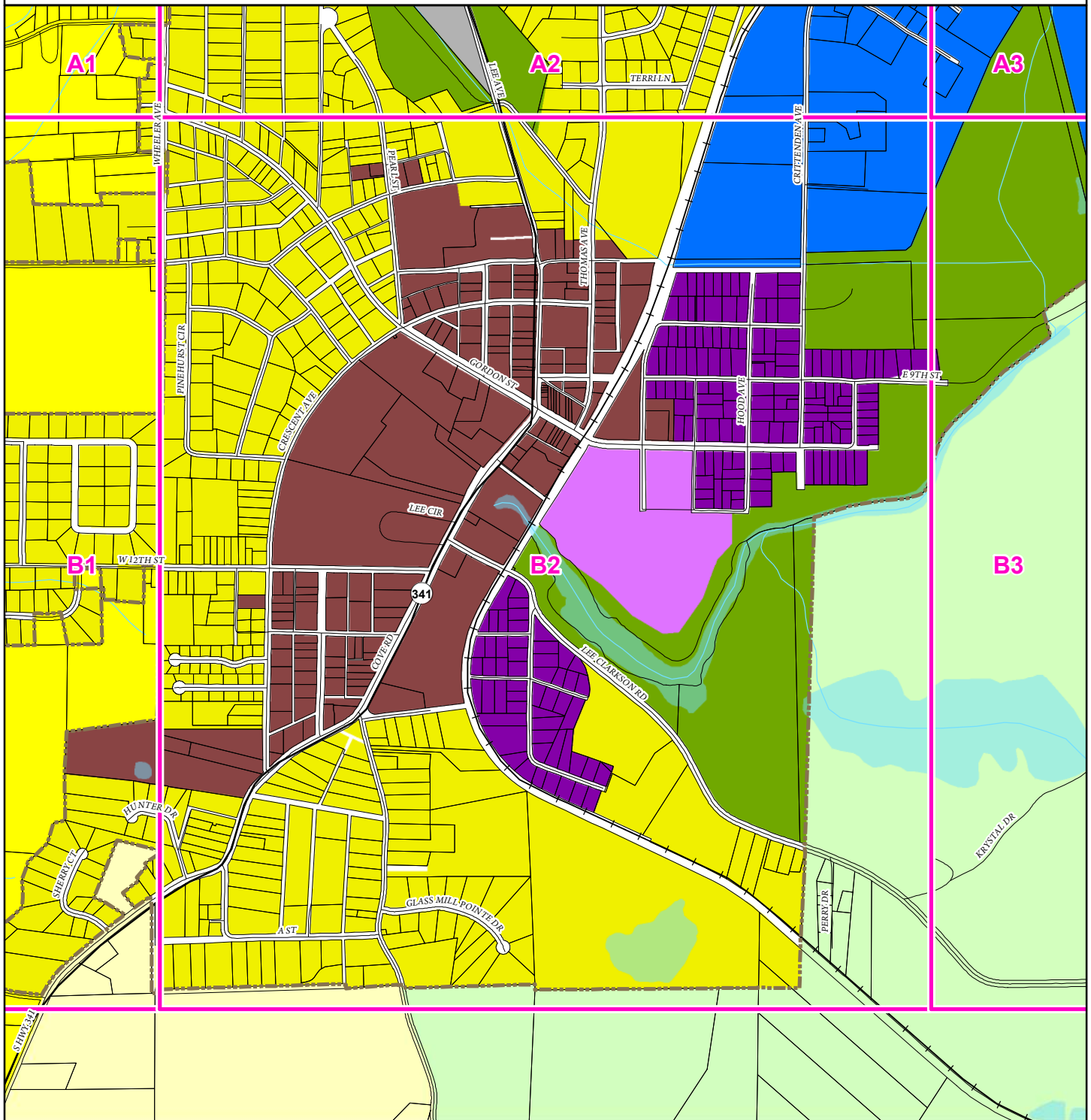
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - Chickamauga, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

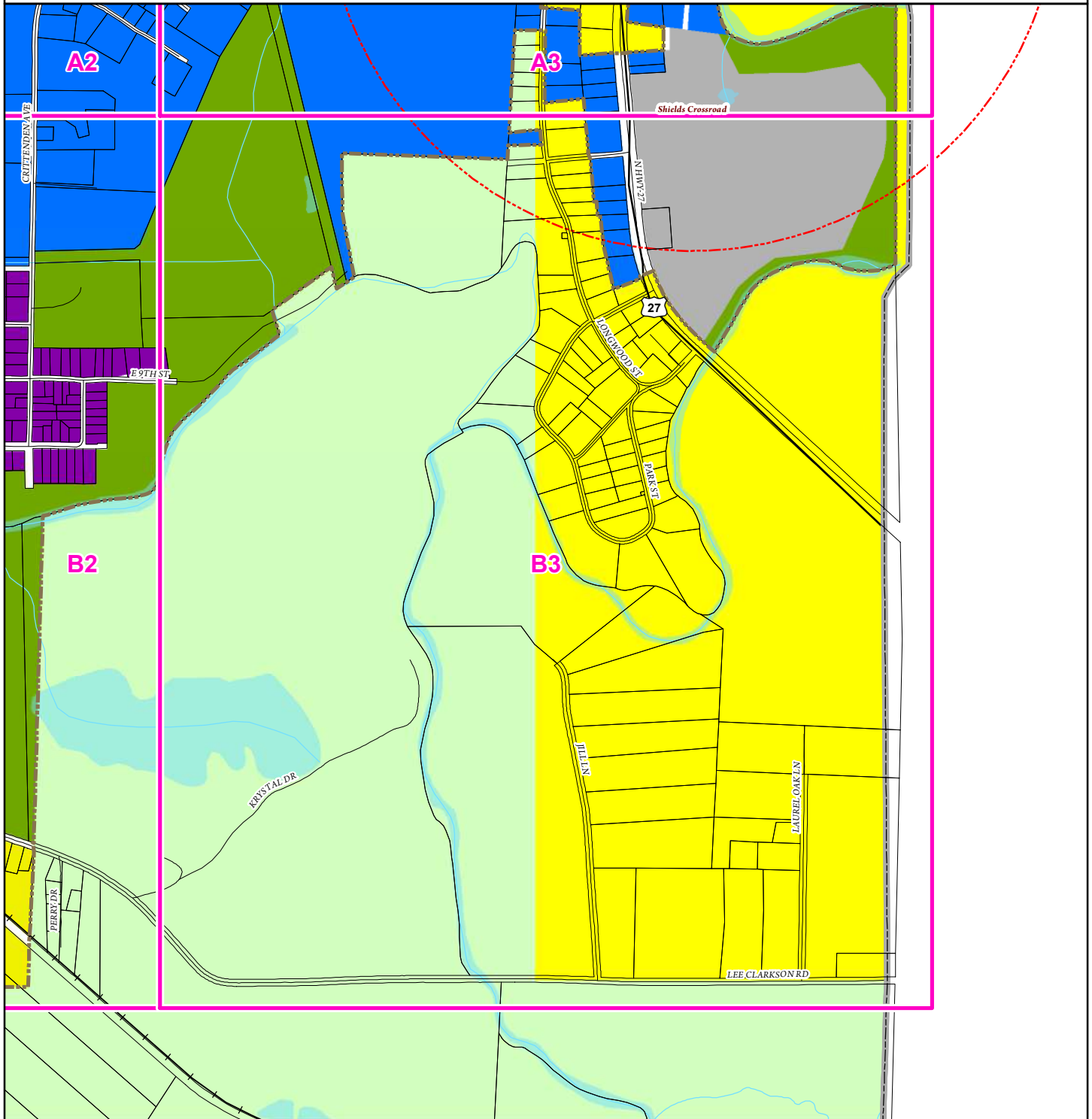
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - Chickamauga, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

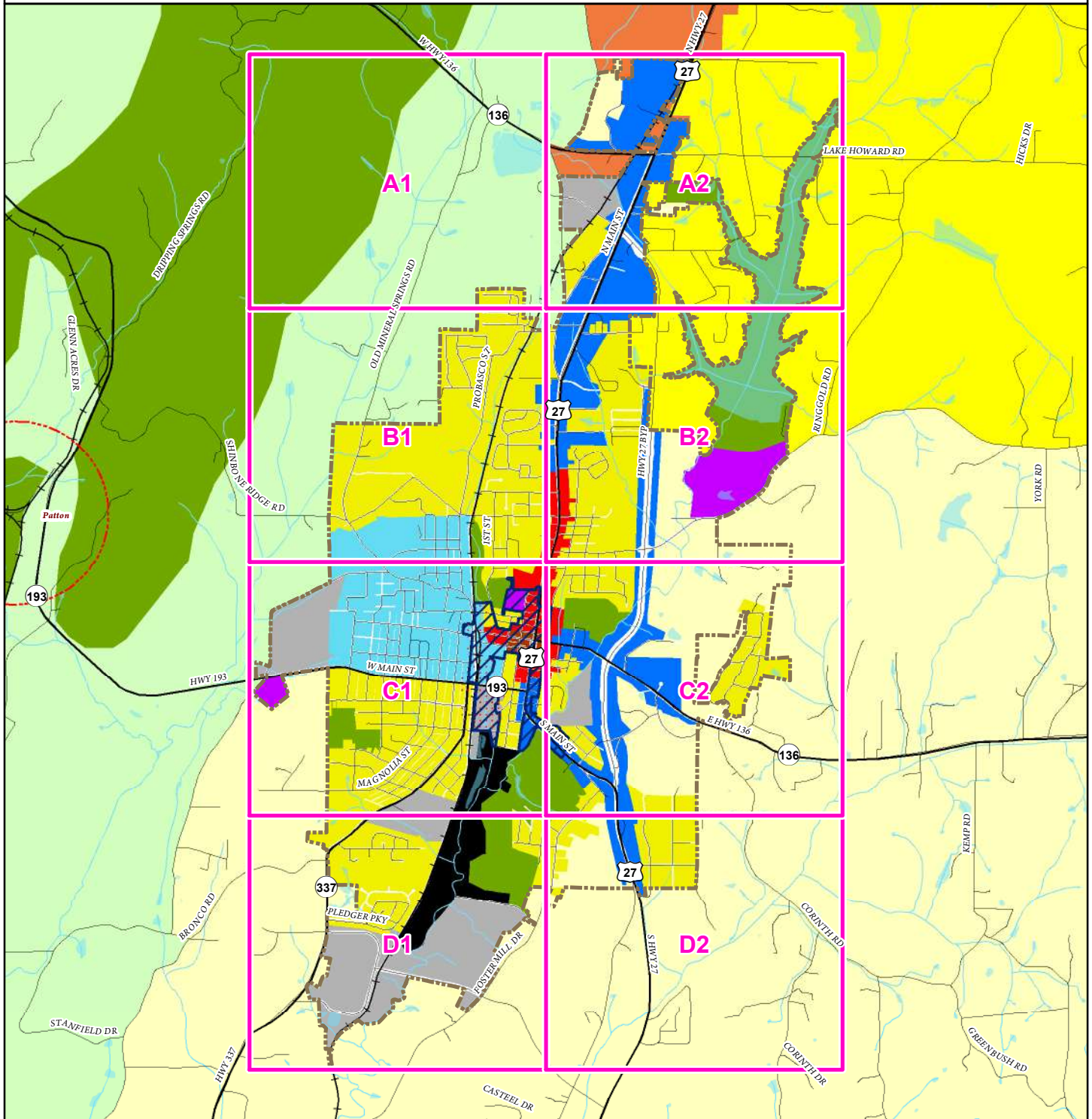
Activity Center	Gateway Corridor	Mixed Use
Agriculture / Forestry	Historic Downtown	Mill Village
County Suburban	Historic Mill Redevelopment	Rural Residential
Greenspace / Conservation Area	Industrial	Traditional Neighborhood
		Crossroad Community



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Future Development Map - LaFayette, Georgia

1 inch = 0.8 miles



— Roads — Highways — Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

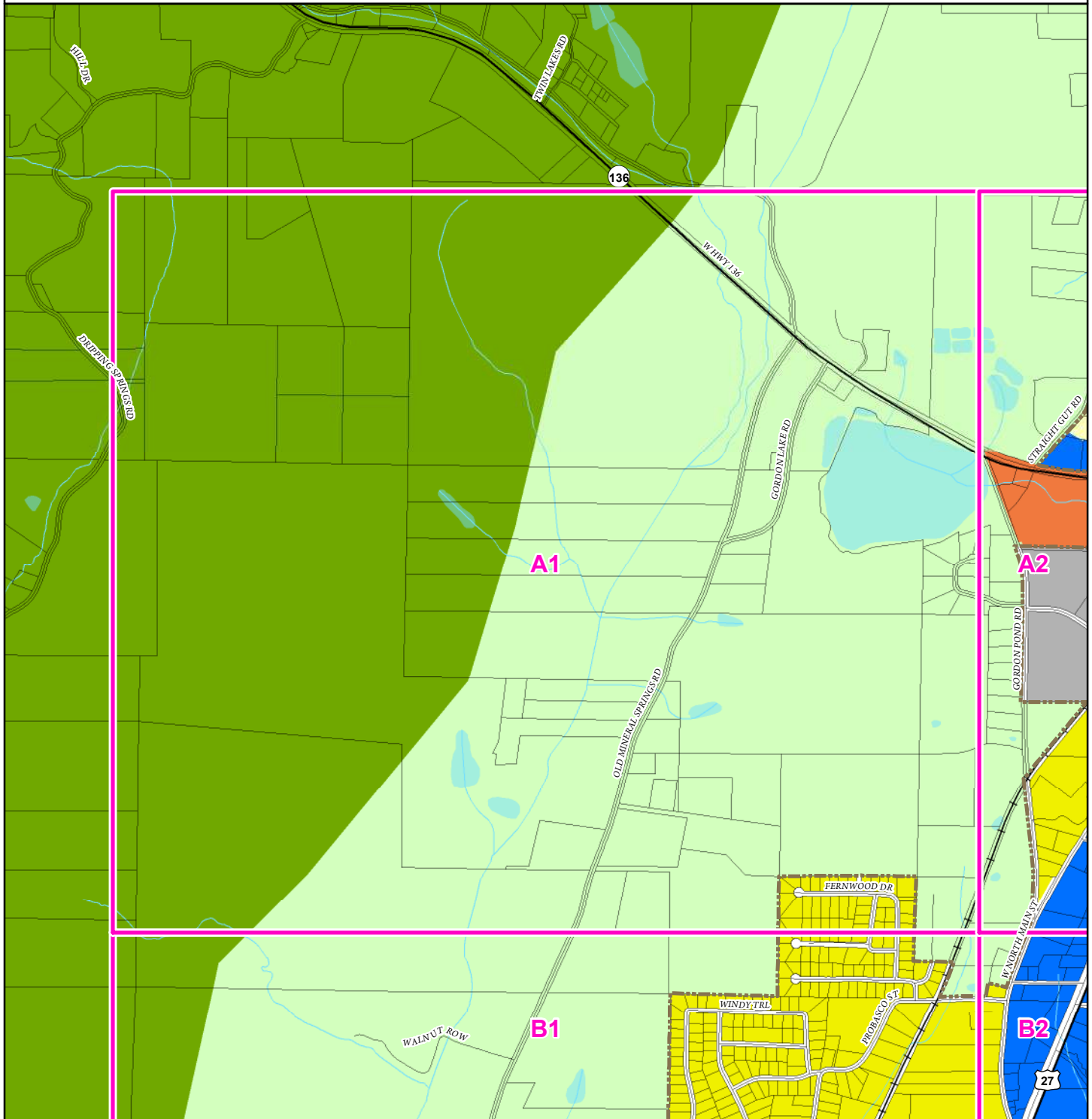
	Activity Center		Greenspace / Conservation Area		Crossroad Community
	Agriculture / Forestry		Industrial		Rural Zone
	Airport		Mixed Use		Opportunity Zone
	County Suburban		Residential Redevelopment Area		
	Downtown Business District		Rural Residential		
	Downtown Mixed Use		School		
	Gateway Corridor		Traditional Neighborhood		



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways — Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

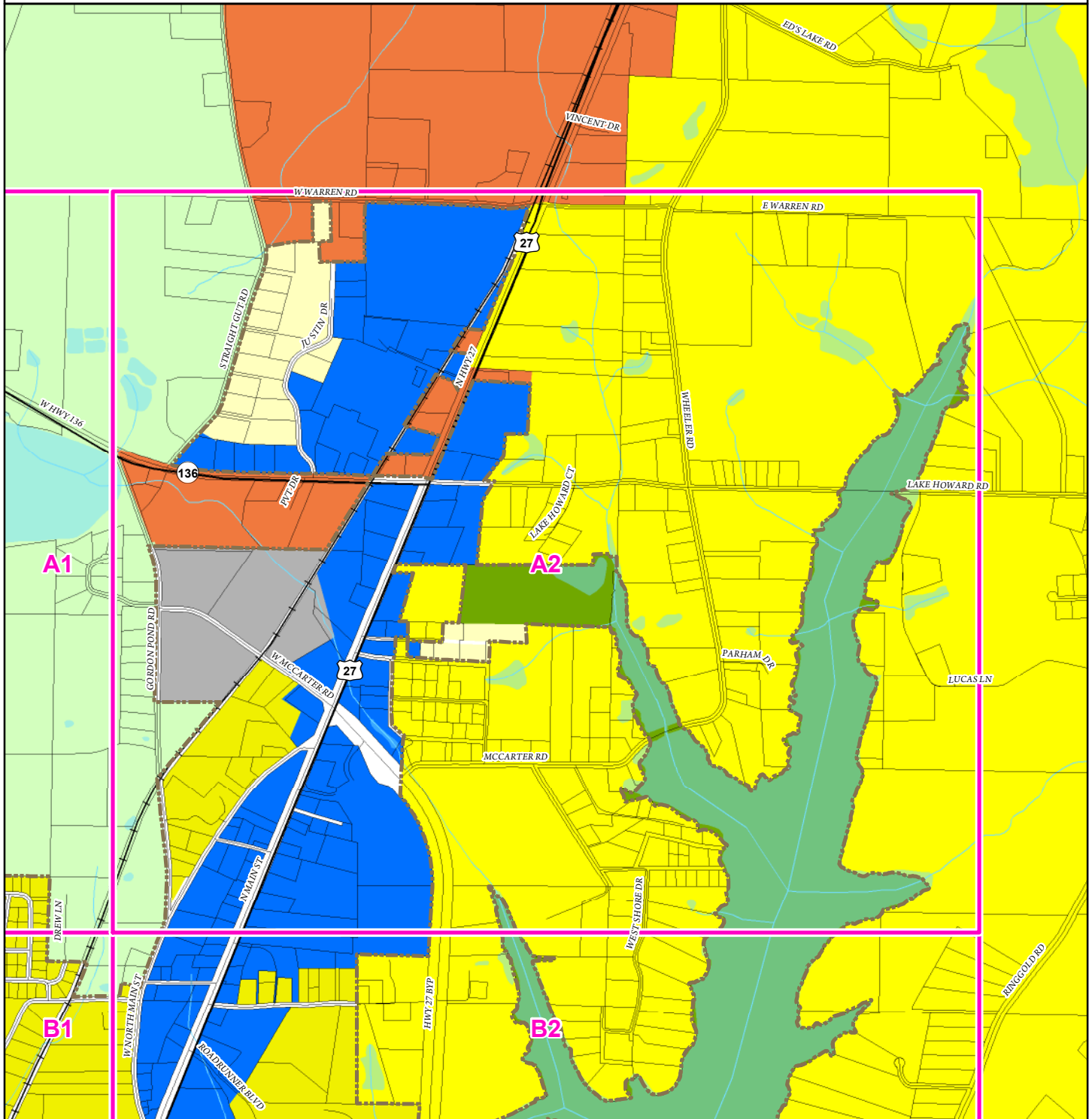
	Activity Center		Greenspace / Conservation Area		Crossroad Community
	Agriculture / Forestry		Industrial		Rural Zone
	Airport		Mixed Use		Opportunity Zone
	County Suburban		Residential Redevelopment Area		
	Downtown Business District		Rural Residential		
	Downtown Mixed Use		School		
	Gateway Corridor		Traditional Neighborhood		



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways — Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

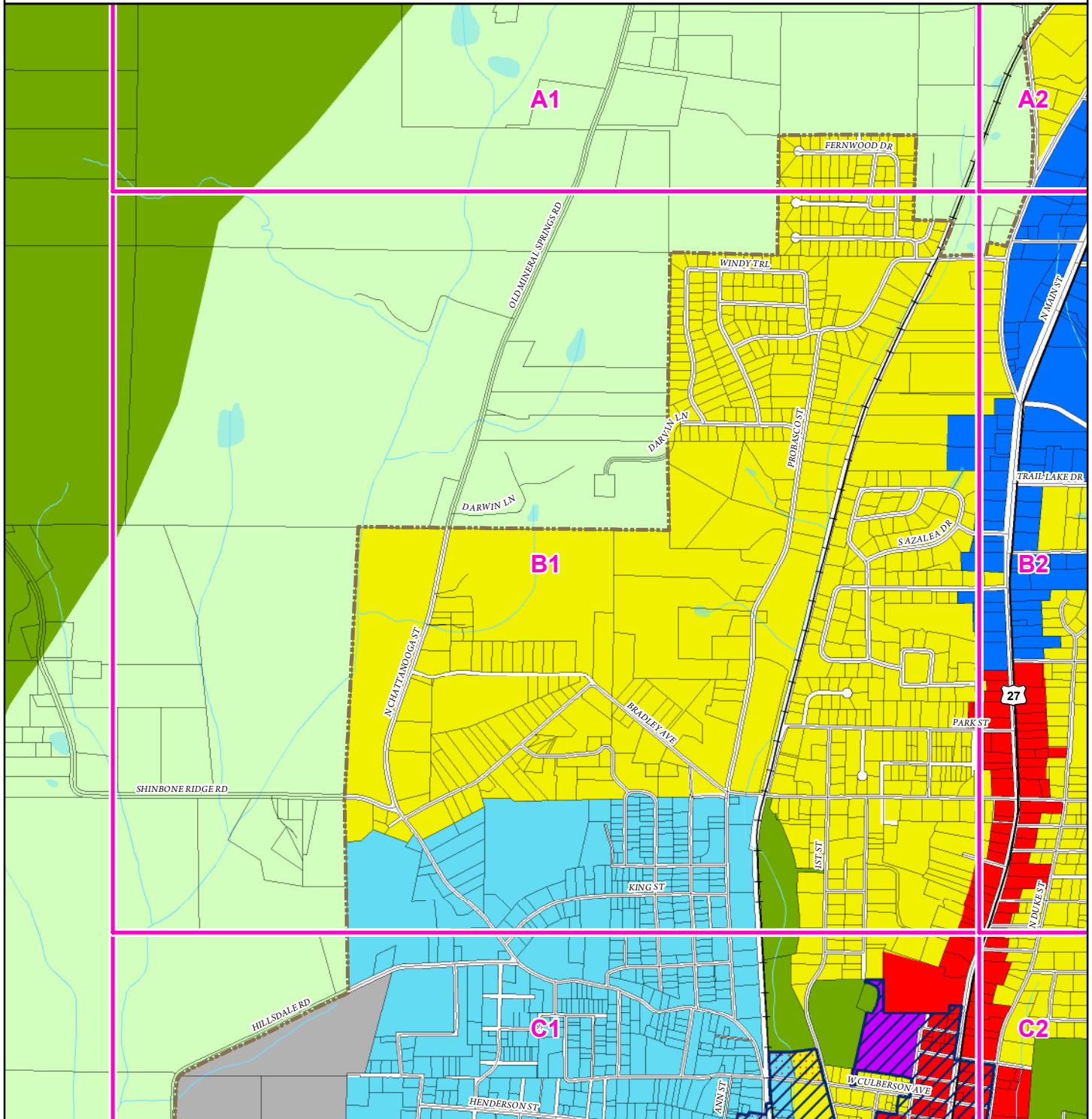
Activity Center	Greenspace / Conservation Area	Crossroad Community
Agriculture / Forestry	Industrial	Rural Zone
Airport	Mixed Use	Opportunity Zone
County Suburban	Residential Redevelopment Area	
Downtown Business District	Rural Residential	
Downtown Mixed Use	School	
Gateway Corridor	Traditional Neighborhood	



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

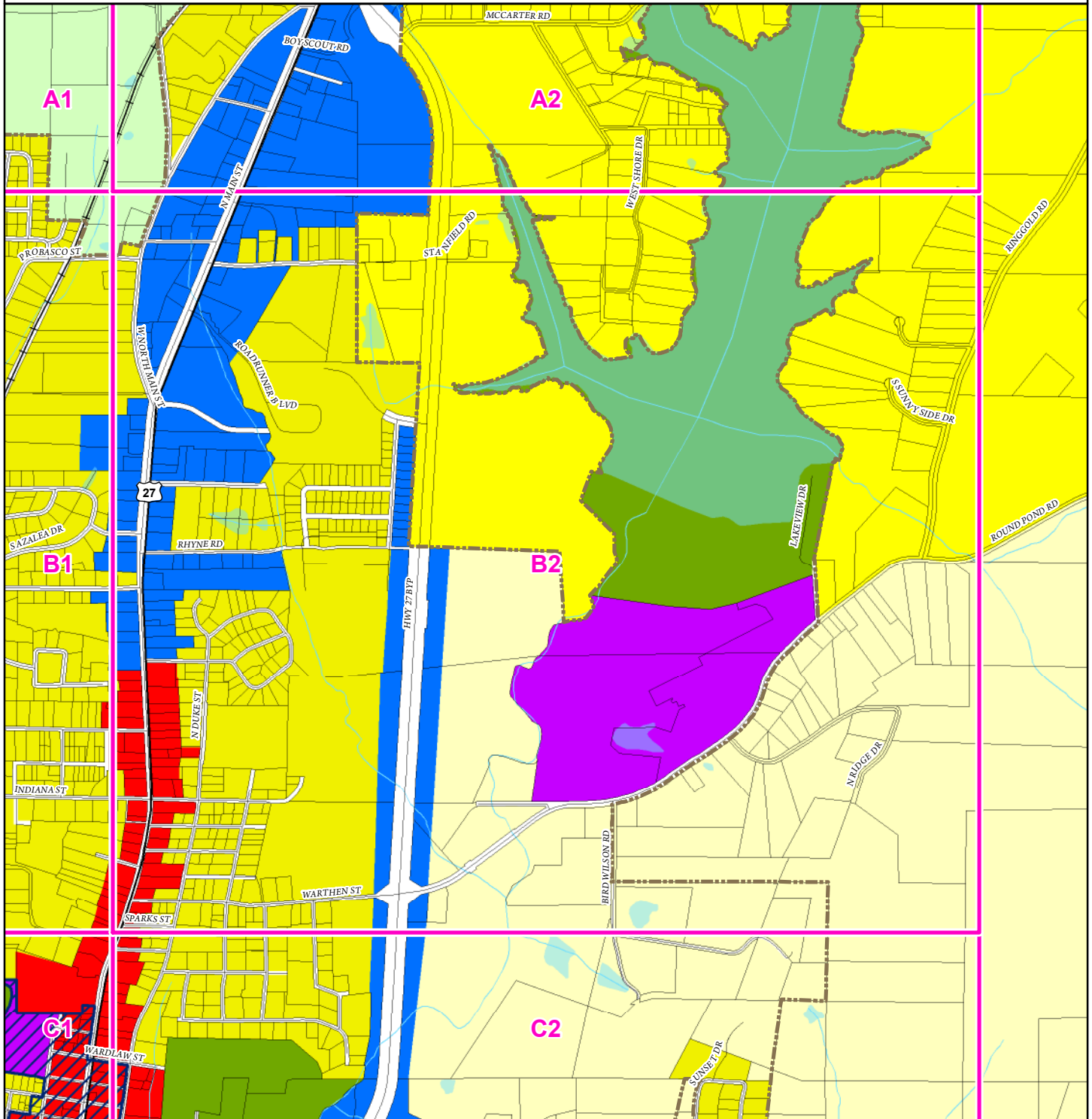
Activity Center	Greenspace / Conservation Area	Crossroad Community
Agriculture / Forestry	Industrial	Rural Zone
Airport	Mixed Use	Opportunity Zone
County Suburban	Residential Redevelopment Area	
Downtown Business District	Rural Residential	
Downtown Mixed Use	School	
Gateway Corridor	Traditional Neighborhood	



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

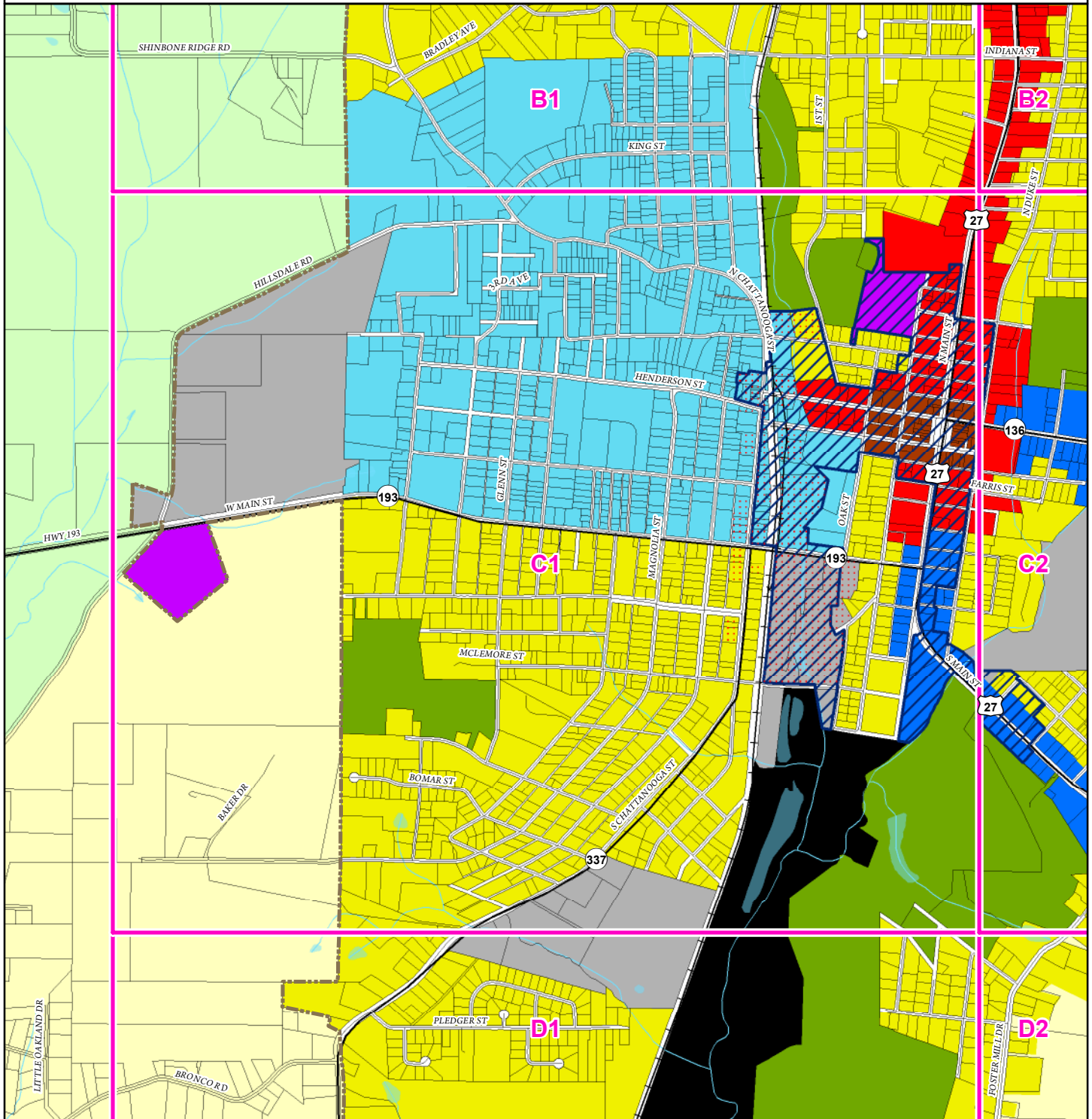
Activity Center	Greenspace / Conservation Area	Crossroad Community
Agriculture / Forestry	Industrial	Rural Zone
Airport	Mixed Use	Opportunity Zone
County Suburban	Residential Redevelopment Area	
Downtown Business District	Rural Residential	
Downtown Mixed Use	School	
Gateway Corridor	Traditional Neighborhood	



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

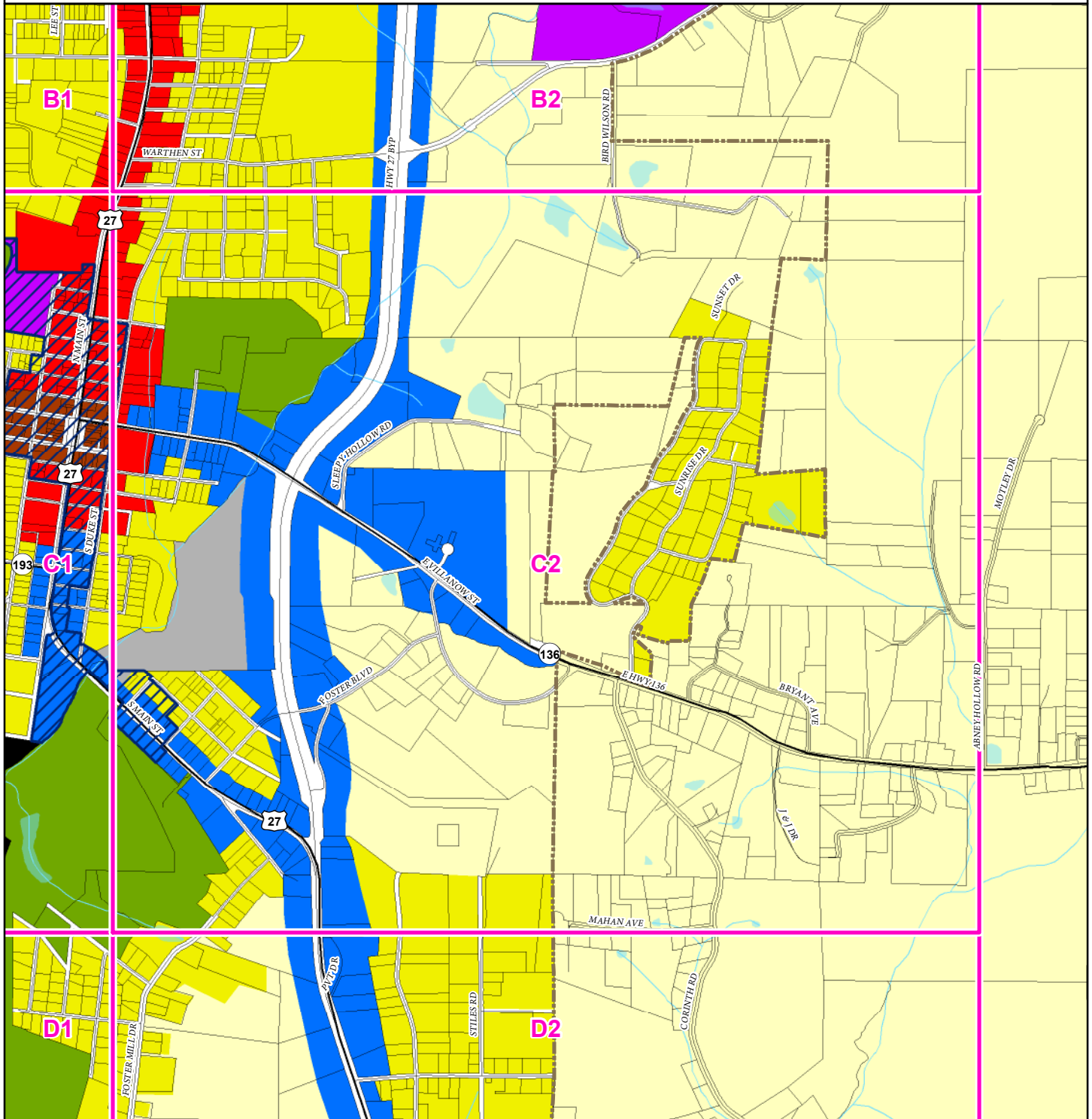
Activity Center	Greenspace / Conservation Area	Crossroad Community
Agriculture / Forestry	Industrial	Rural Zone
Airport	Mixed Use	Opportunity Zone
County Suburban	Residential Redevelopment Area	
Downtown Business District	Rural Residential	
Downtown Mixed Use	School	
Gateway Corridor	Traditional Neighborhood	



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

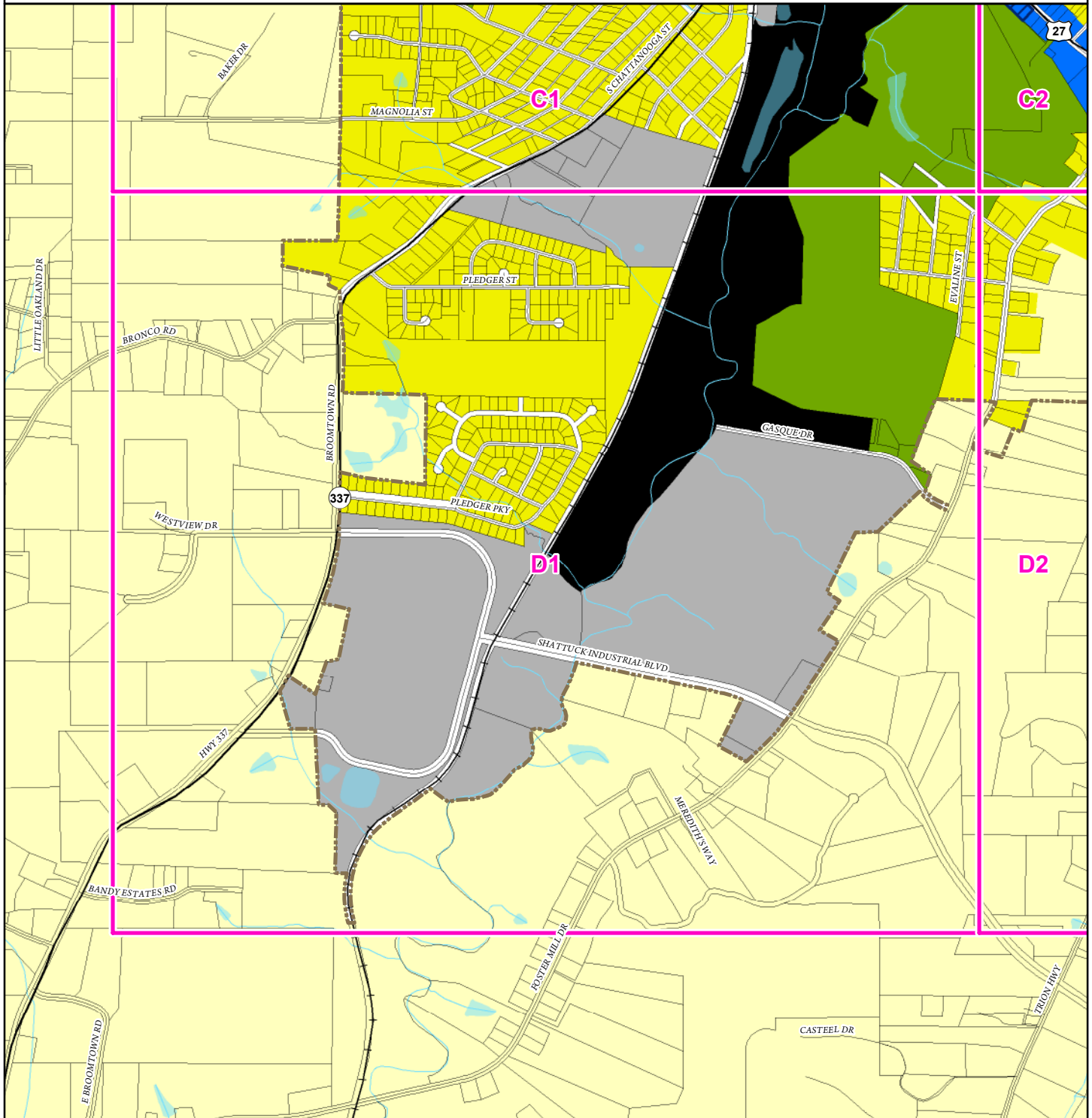
Activity Center	Greenspace / Conservation Area	Crossroad Community
Agriculture / Forestry	Industrial	Rural Zone
Airport	Mixed Use	Opportunity Zone
County Suburban	Residential Redevelopment Area	
Downtown Business District	Rural Residential	
Downtown Mixed Use	School	
Gateway Corridor	Traditional Neighborhood	



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

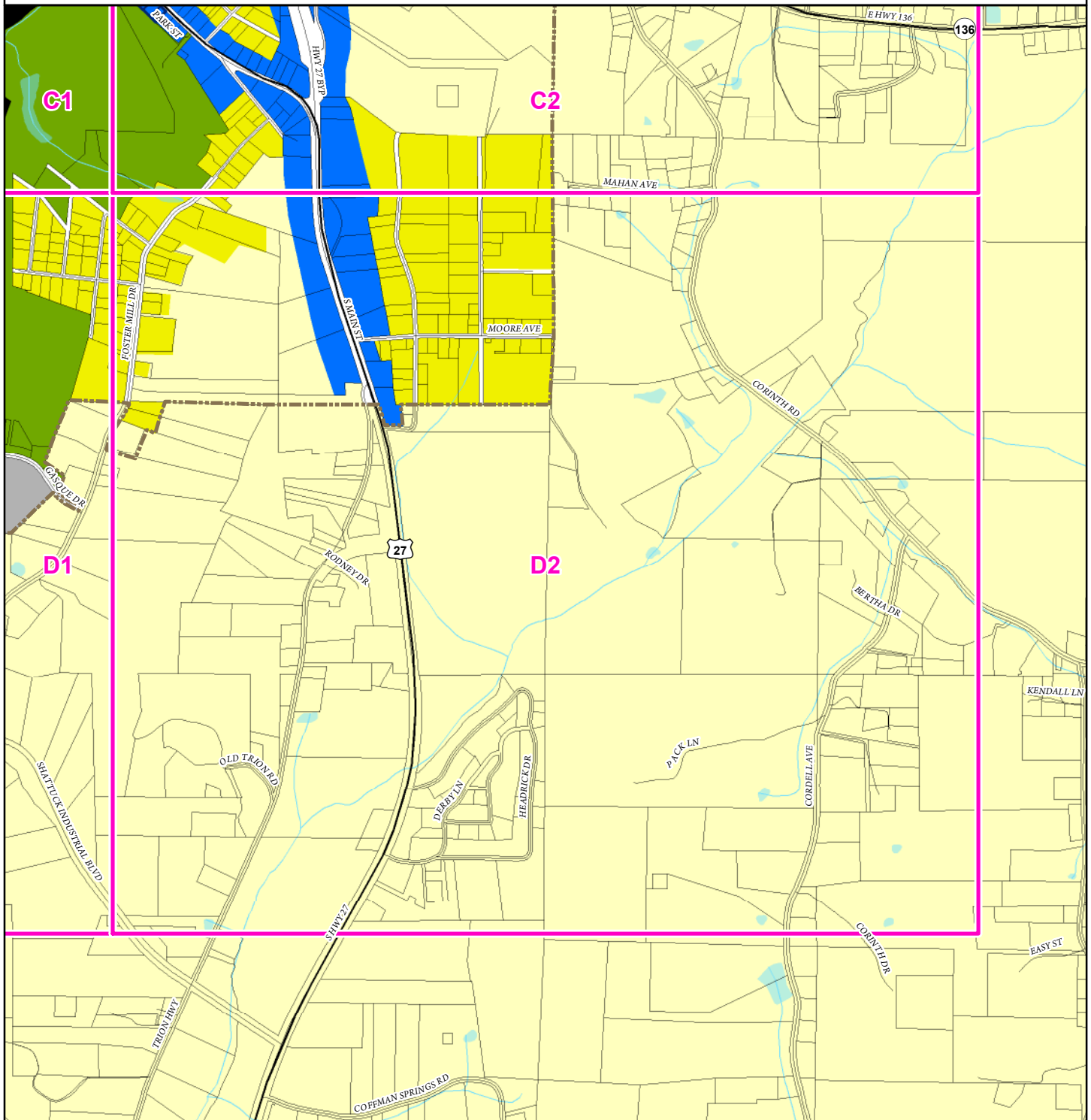
Activity Center	Greenspace / Conservation Area	Crossroad Community
Agriculture / Forestry	Industrial	Rural Zone
Airport	Mixed Use	Opportunity Zone
County Suburban	Residential Redevelopment Area	
Downtown Business District	Rural Residential	
Downtown Mixed Use	School	
Gateway Corridor	Traditional Neighborhood	



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Future Development Map - LaFayette, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

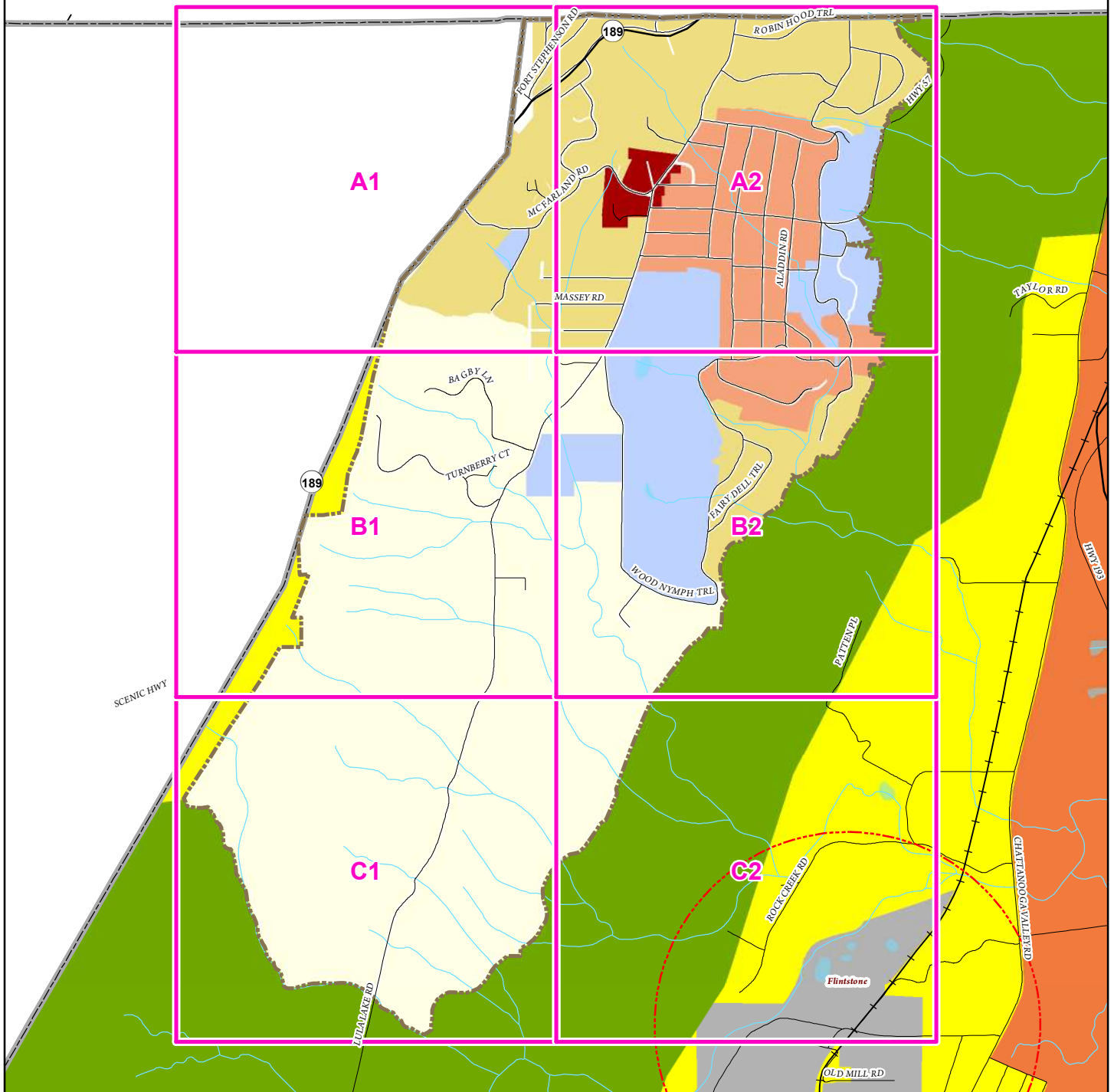
	Activity Center		Greenspace / Conservation Area		Crossroad Community
	Agriculture / Forestry		Industrial		Rural Zone
	Airport		Mixed Use		Opportunity Zone
	County Suburban		Residential Redevelopment Area		
	Downtown Business District		Rural Residential		
	Downtown Mixed Use		School		
	Gateway Corridor		Traditional Neighborhood		



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Future Development Map - Lookout Mountain, Georgia

1 inch = 0.4 miles



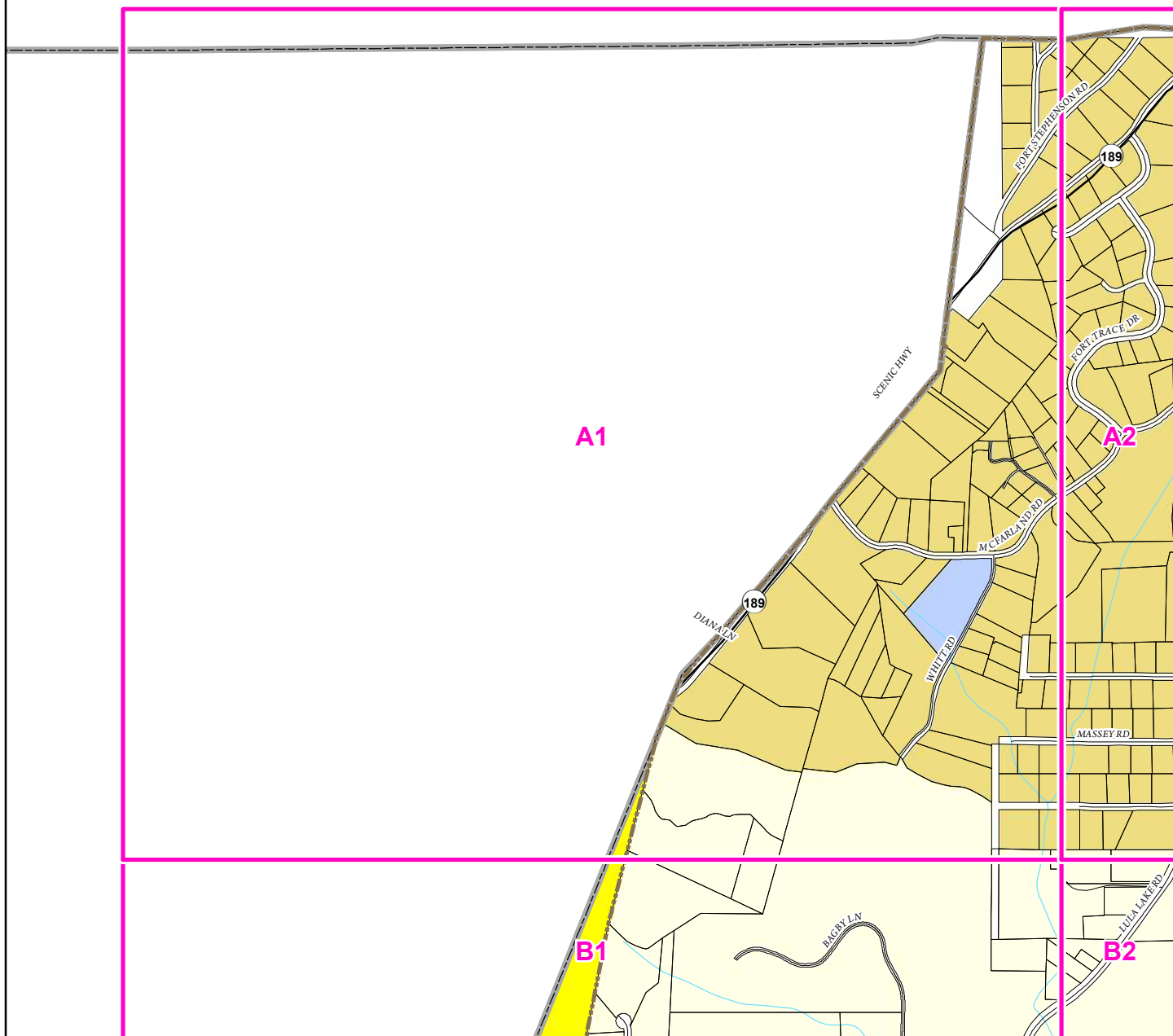
— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

 Activity Destination District	 Industrial
 Agriculture / Forestry	 Lookout Mountain Neighborhood
 County Suburban	 Mixed Use
 Estate Residential	 Rural Residential
 Fairyland Proper	 Town Center
 Greenspace / Conservation Area	 Crossroad Community



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— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

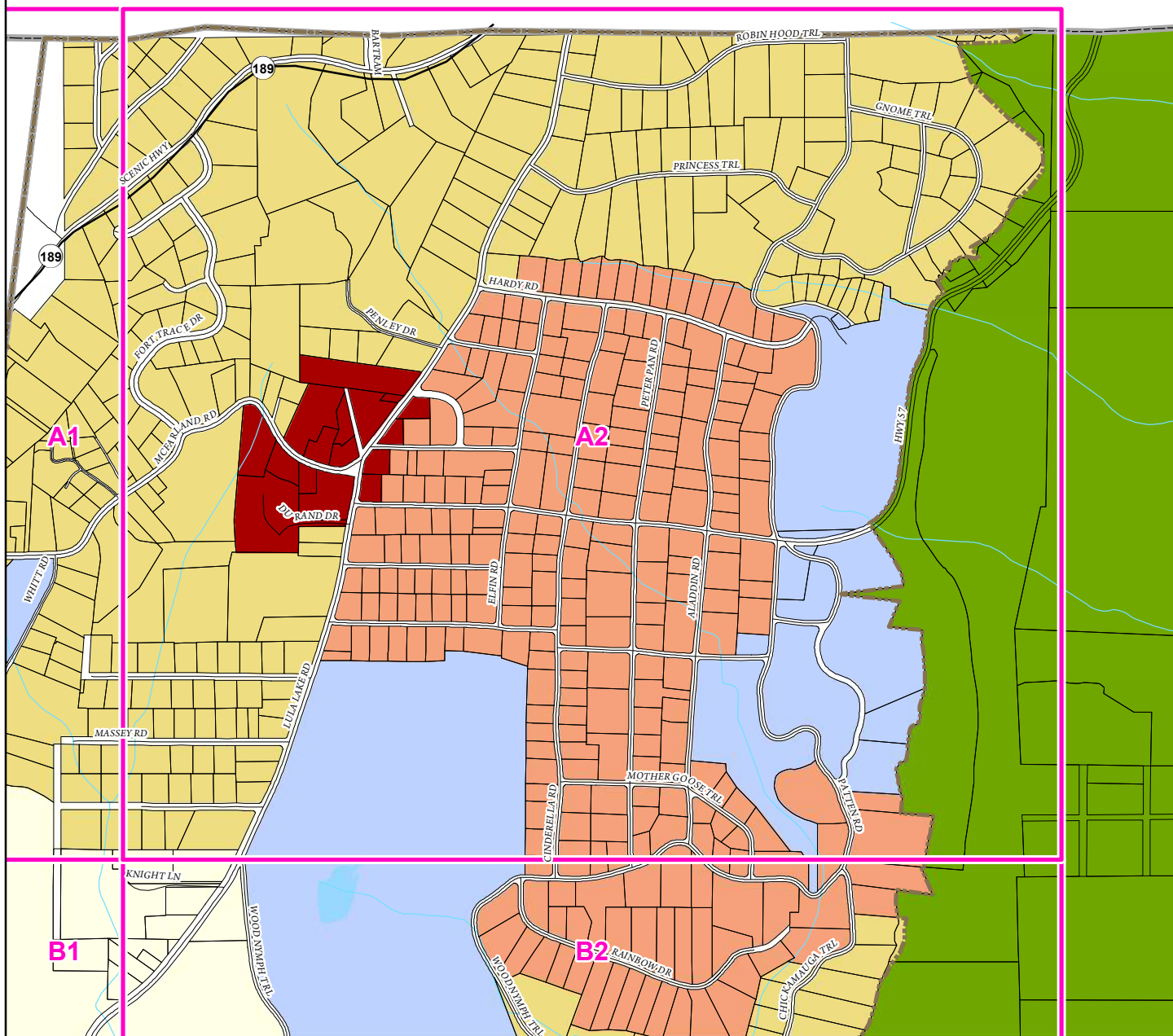
Activity Destination District	Industrial
Agriculture / Forestry	Lookout Mountain Neighborhood
County Suburban	Mixed Use
Estate Residential	Rural Residential
Fairyland Proper	Town Center
Greenspace / Conservation Area	Crossroad Community



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Future Development Map - Lookout Mountain, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

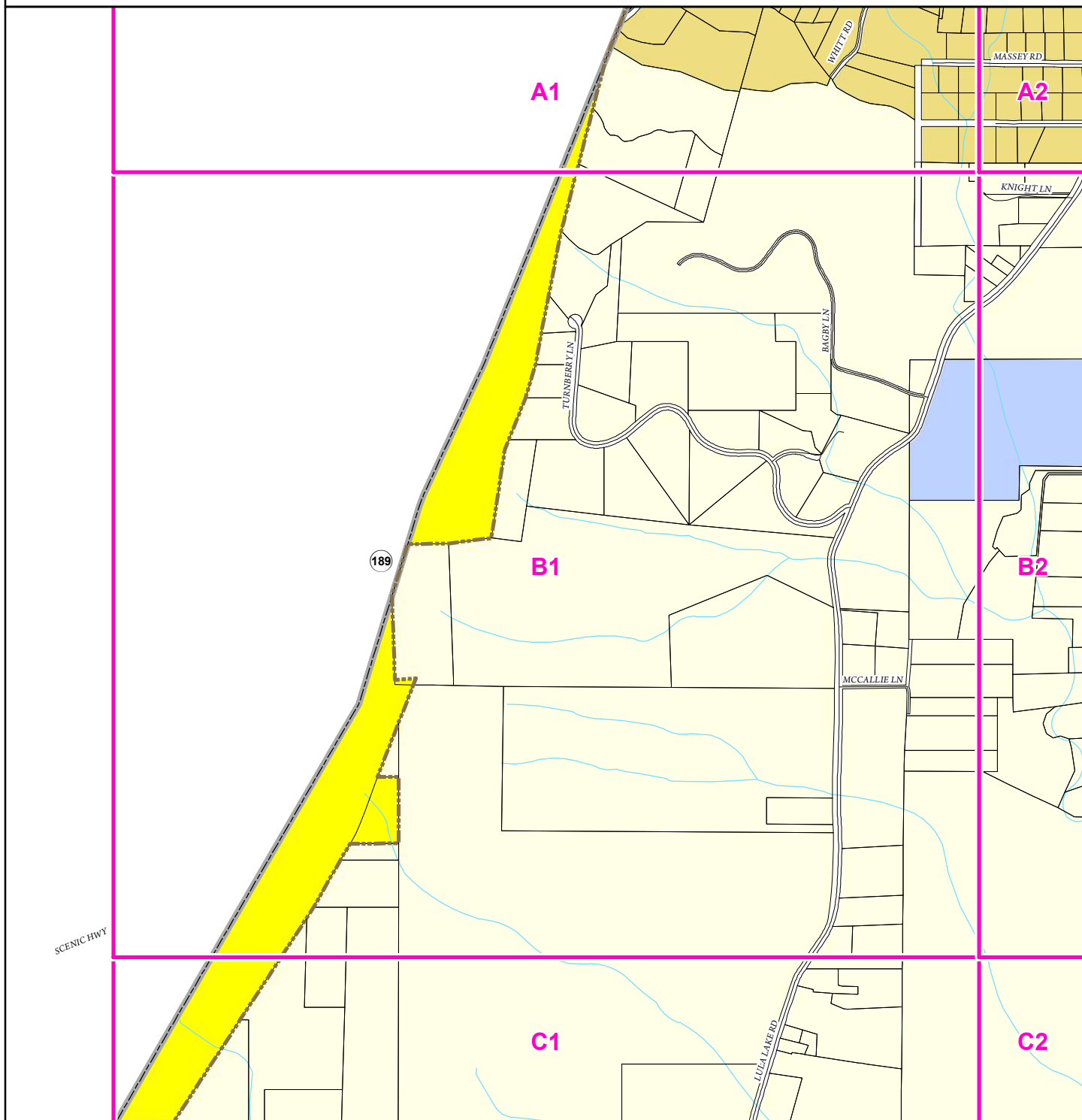
Activity Destination District	Industrial
Agriculture / Forestry	Lookout Mountain Neighborhood
County Suburban	Mixed Use
Estate Residential	Rural Residential
Fairyland Proper	Town Center
Greenspace / Conservation Area	Crossroad Community



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Future Development Map - Lookout Mountain, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds - - - City Limits

Character Areas

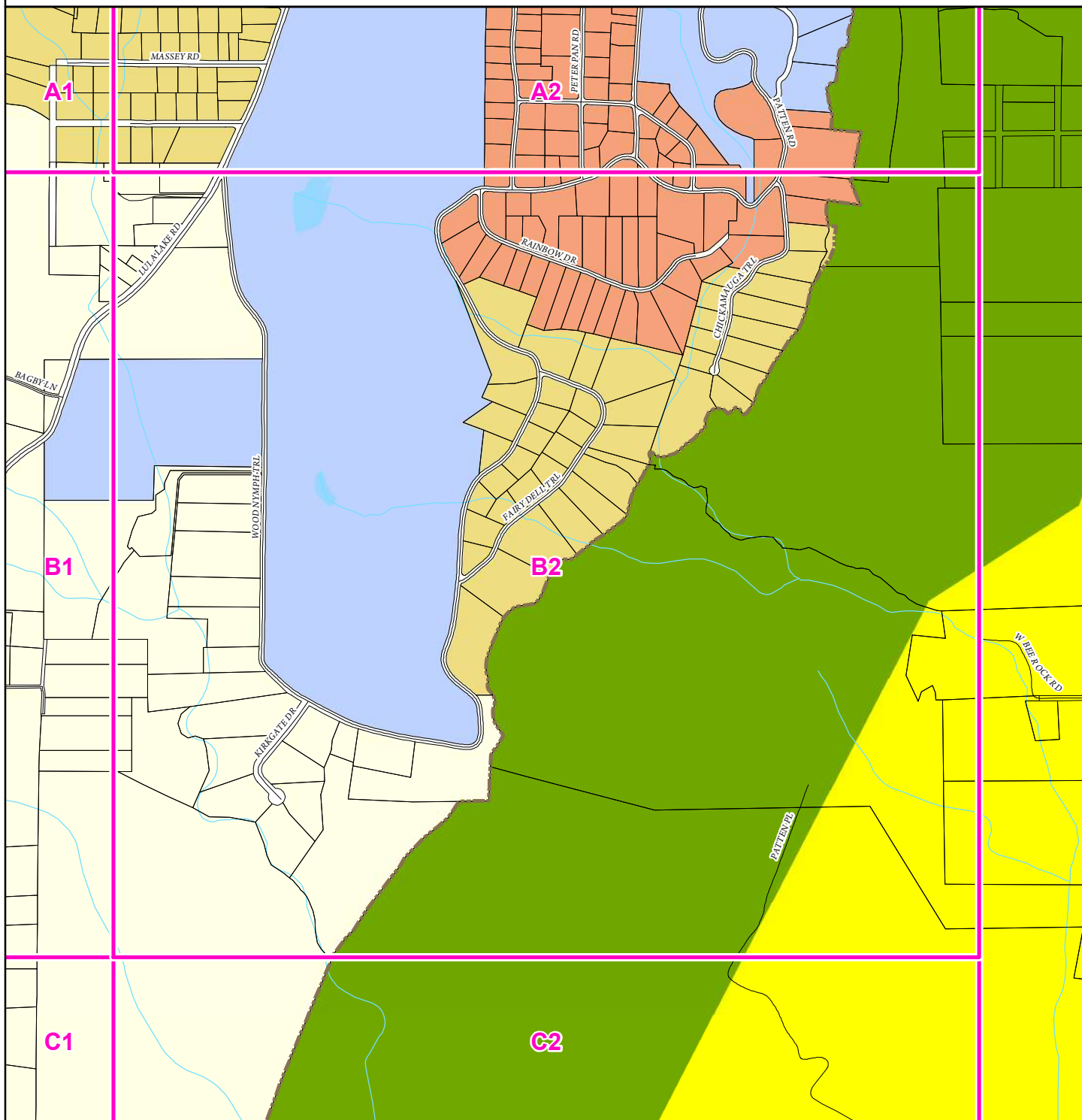
Activity Destination District	Industrial
Agriculture / Forestry	Lookout Mountain Neighborhood
County Suburban	Mixed Use
Estate Residential	Rural Residential
Fairyland Proper	Town Center
Greenspace / Conservation Area	Crossroad Community



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Future Development Map - Lookout Mountain, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

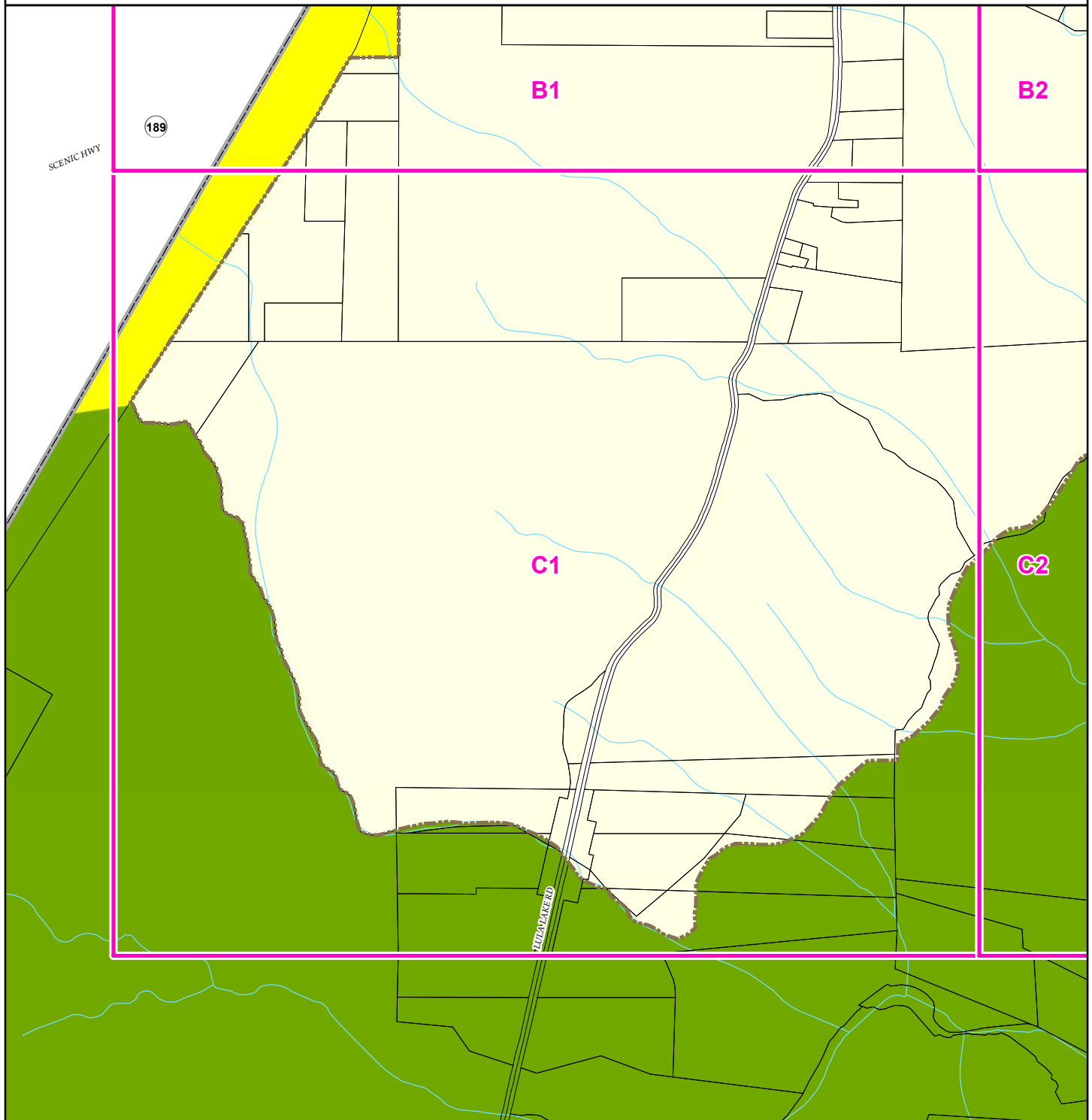
 Activity Destination District	 Industrial
 Agriculture / Forestry	 Lookout Mountain Neighborhood
 County Suburban	 Mixed Use
 Estate Residential	 Rural Residential
 Fairyland Proper	 Town Center
 Greenspace / Conservation Area	 Crossroad Community



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Future Development Map - Lookout Mountain, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

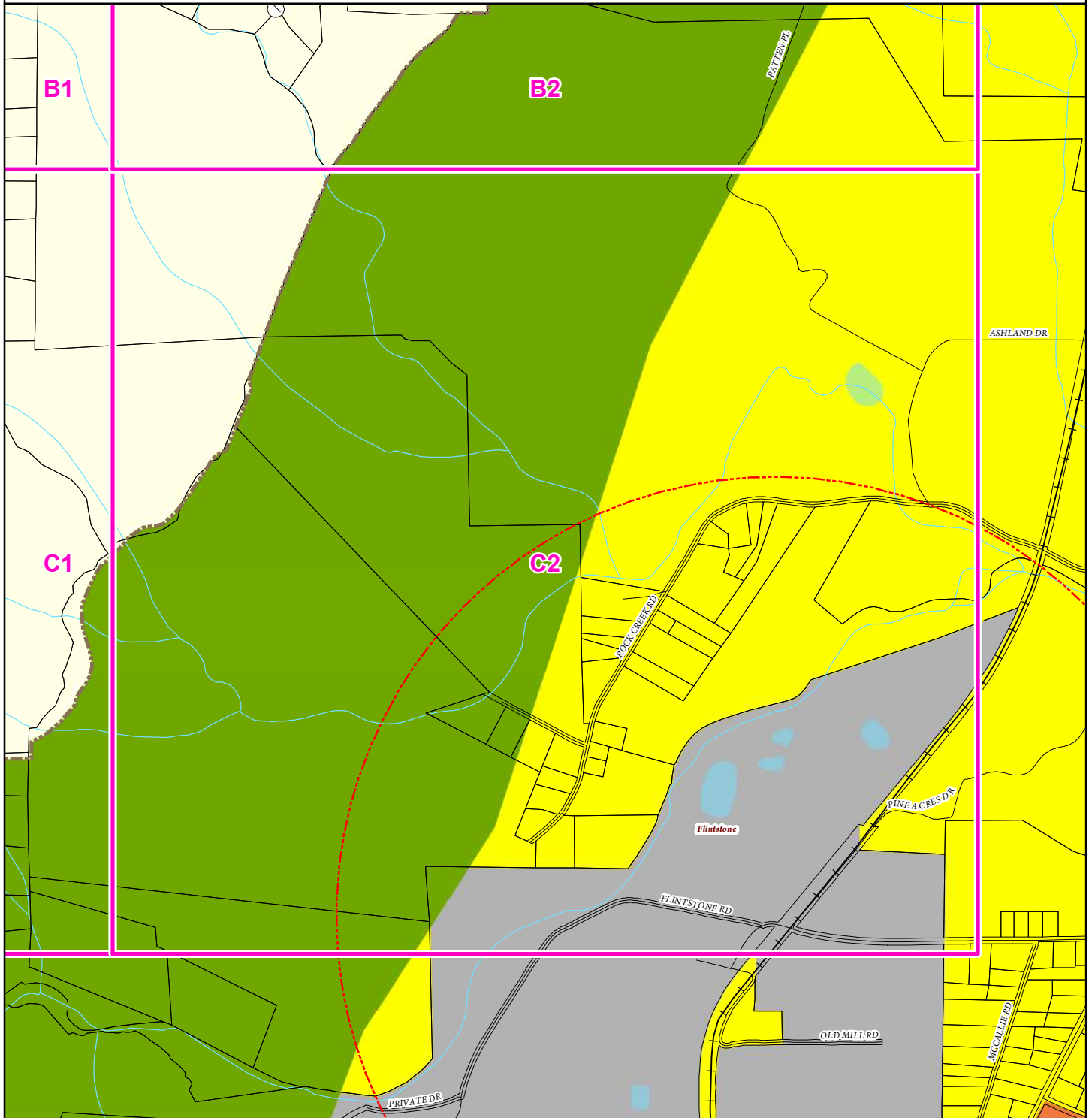
Activity Destination District	Industrial
Agriculture / Forestry	Lookout Mountain Neighborhood
County Suburban	Mixed Use
Estate Residential	Rural Residential
Fairyland Proper	Town Center
Greenspace / Conservation Area	Crossroad Community



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Future Development Map - Lookout Mountain, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

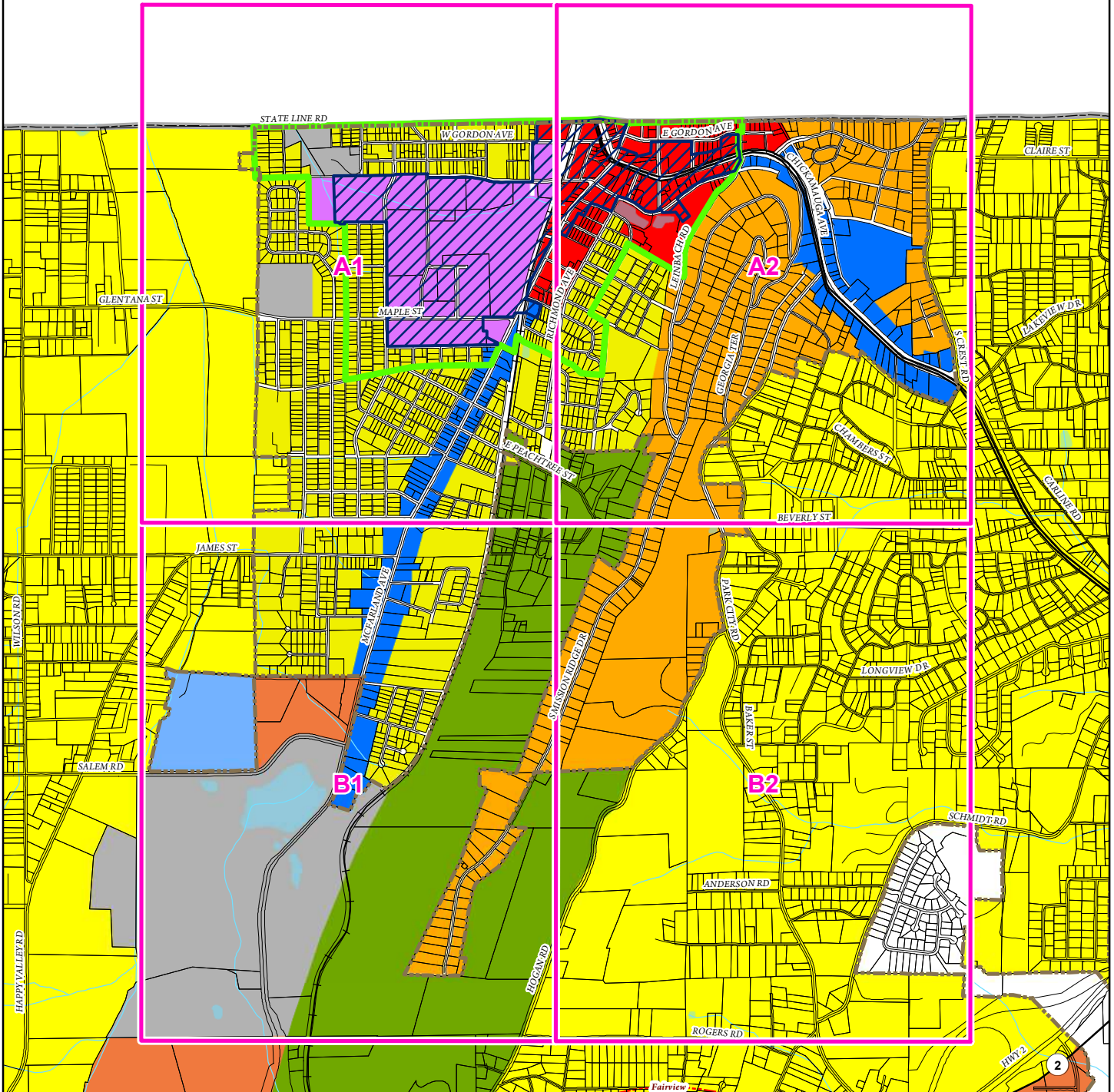
Activity Destination District	Industrial
Agriculture / Forestry	Lookout Mountain Neighborhood
County Suburban	Mixed Use
Estate Residential	Rural Residential
Fairyland Proper	Town Center
Greenspace / Conservation Area	Crossroad Community



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Future Development Map - Rossville, Georgia

1 inch = 0.3 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

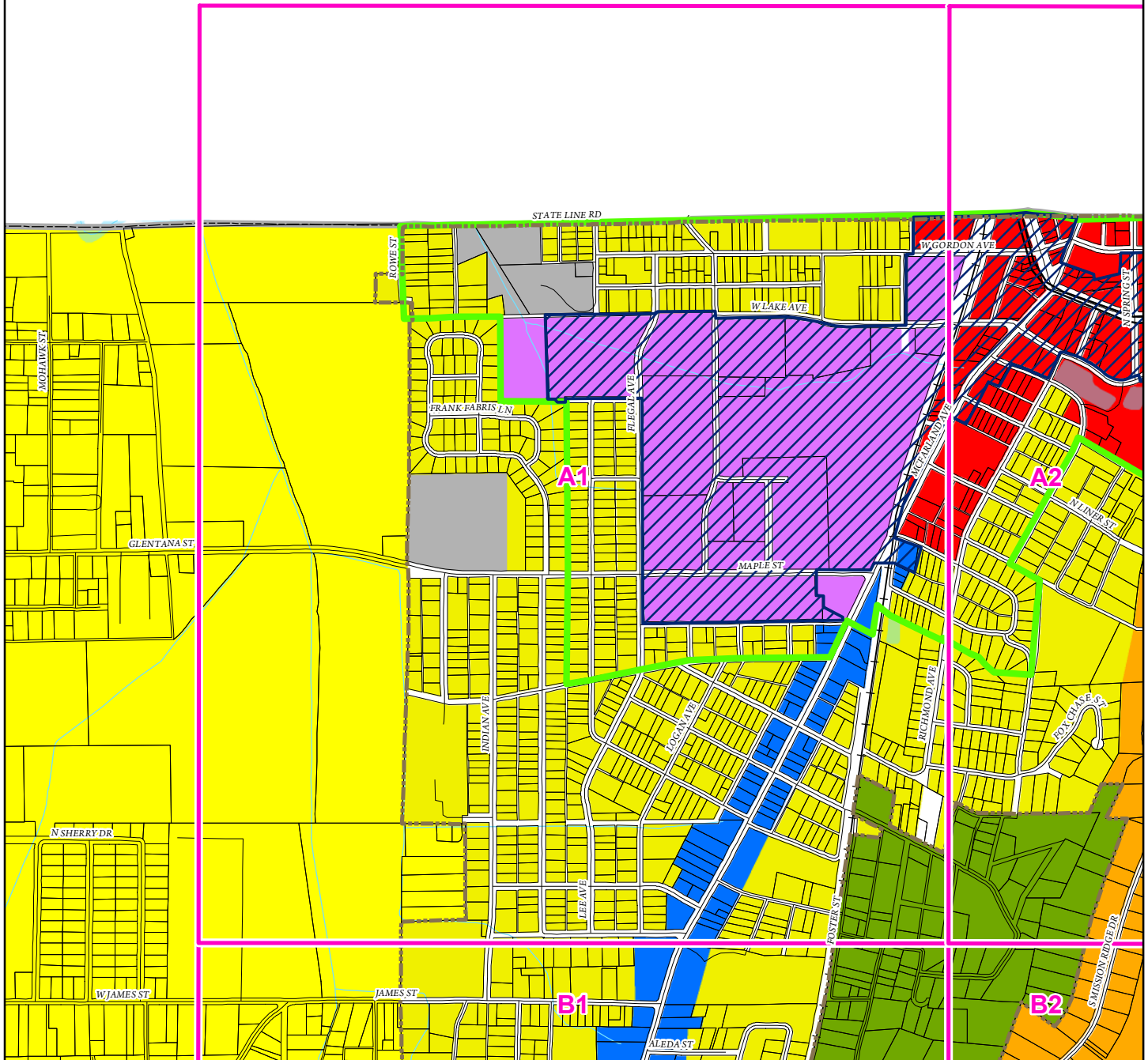
Activity Center	Historic Mill Redevelopment Area	URA Boundary
Agriculture / Forestry	Industrial	Rural Zone
County Suburban	Missionary Ridge Residential	
Downtown Business District	Mixed Use	
Gateway Corridor	Rural Residential	
Greenspace / Conservation Area	Traditional Neighborhood	



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Future Development Map - Rossville, Georgia

1 inch = 0.2 miles



— Roads — Highways —+— Railroads — Rivers & Streams — Lakes & Ponds — City Limits

Character Areas

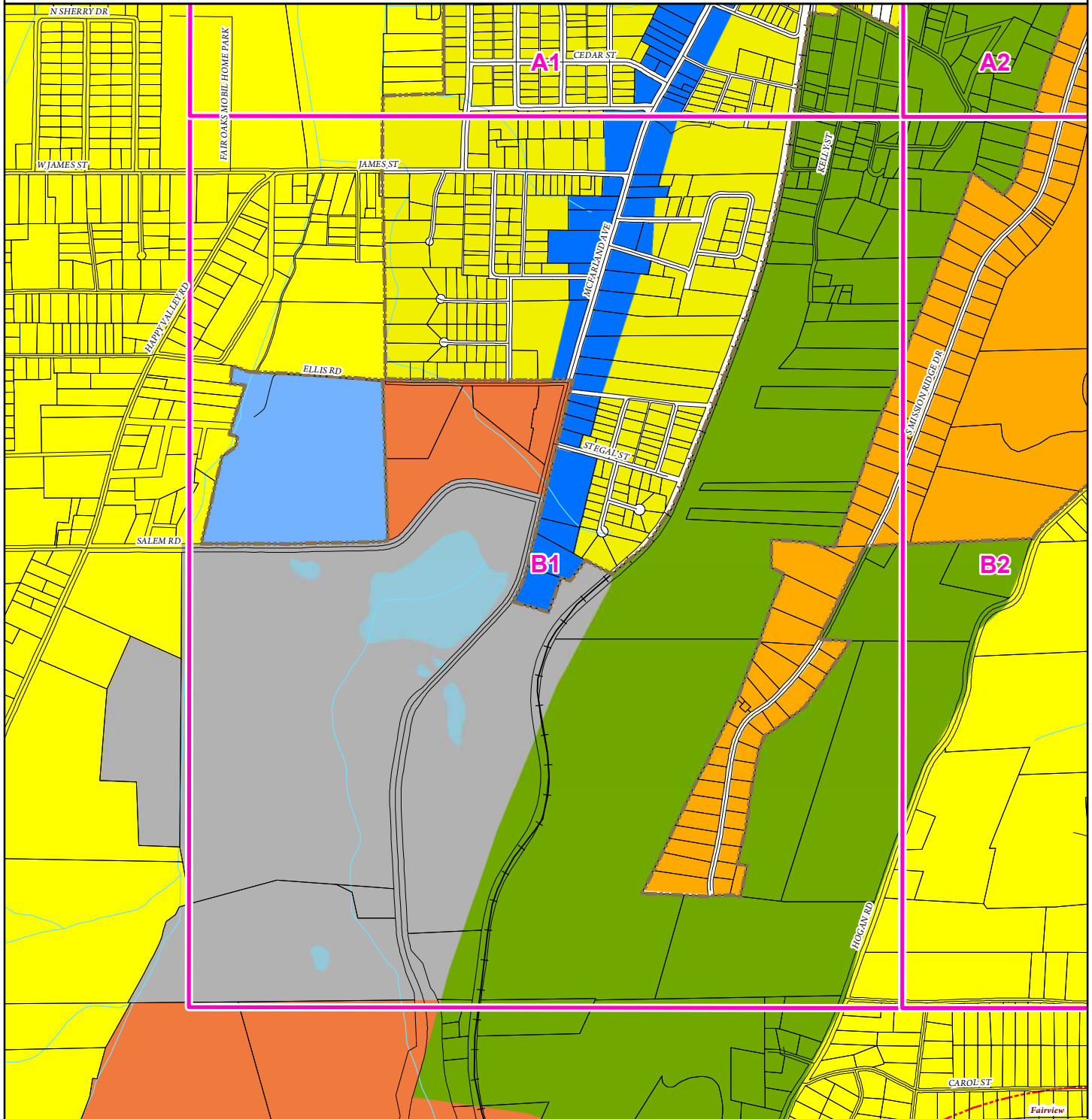
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|--------------------------------|----------------------------------|--------------|
| Activity Center | Historic Mill Redevelopment Area | URA Boundary |
| Agriculture / Forestry | Industrial | Rural Zone |
| County Suburban | Missionary Ridge Residential | |
| Downtown Business District | Mixed Use | |
| Gateway Corridor | Rural Residential | |
| Greenspace / Conservation Area | Traditional Neighborhood | |



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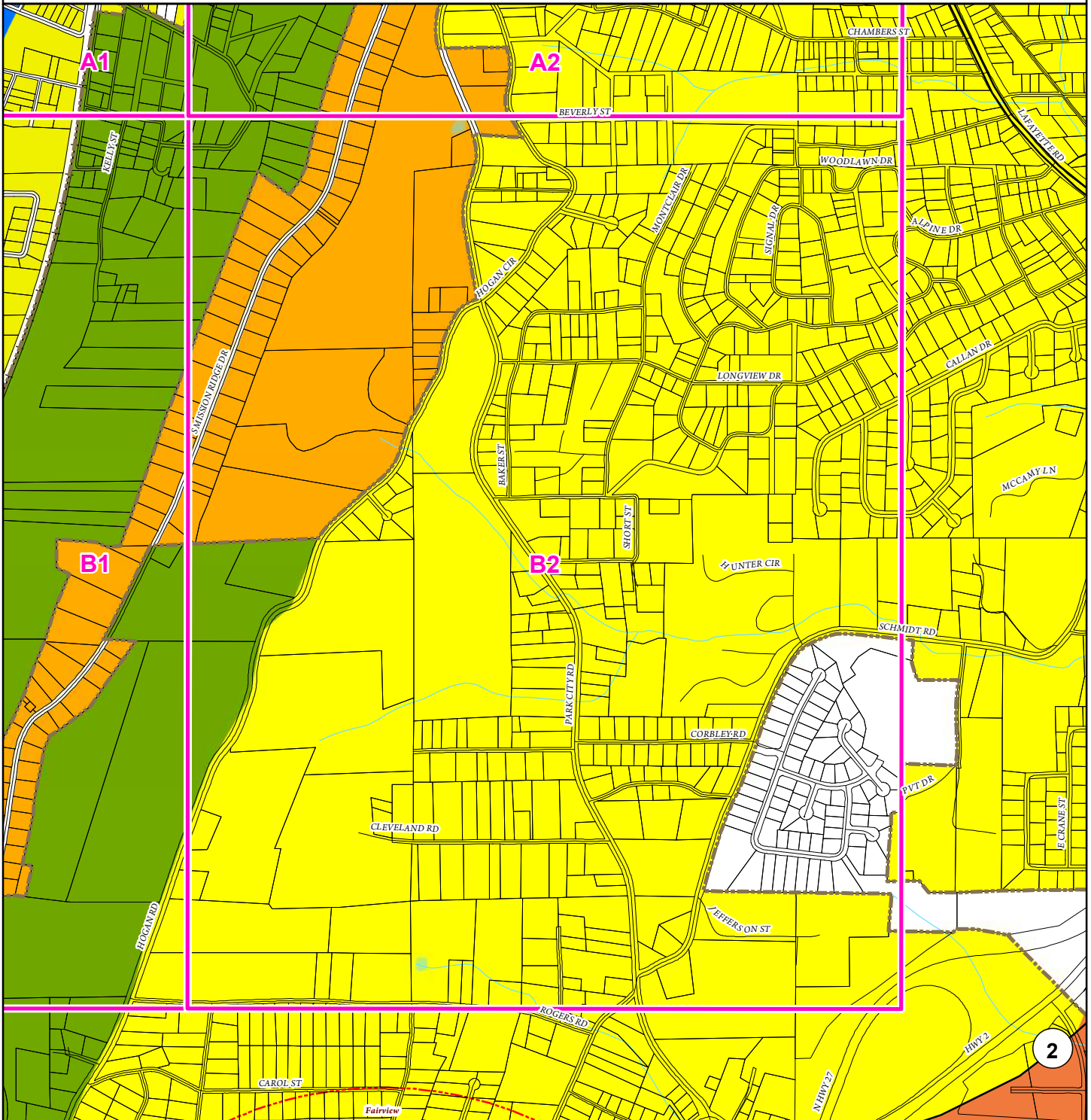
Activity Center	Historic Mill Redevelopment Area	URA Boundary
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Activity Center	Historic Mill Redevelopment Area	URA Boundary
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County Suburban	Missionary Ridge Residential	
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Character Areas

Mapping the Future

Included within the Land Use Element is a Future Development Map describing current and expected future development patterns within each municipality. The Future Development Map uses “Character Areas” to describe each communities development pattern as they envisioned it to be in the future. These character areas combine both development pattern form and land use function to identify the unique features of an area. As described in the Georgia Department of Community Affairs’s *Discovering and Planning Your Community Character Guidebook*, each area is identifiable based on development intensity and patterns, street design and layout, location, the extent of civic buildings and public spaces, and the location of natural features. Character areas describe the unique traits of the area, where the future development map is the visual representation of all these individual areas as a whole. This visual representation allows decision-makers to be consistent in advancing commercial, industrial, residential growth while also promoting recreational opportunities and preserving the rural and agricultural lands.

The Future Development Map can be consulted to advise officials in appropriate zoning decisions that are consistent with the character of the area as identified by the public. The Future Development Map and accompanying character area descriptions are less specific than the description and permissible uses identified by zoning regulations. Though zoning designation is identified by the district, zoning is still prescribed on a parcel-by-parcel basis. Character areas are also identified by district, but they describe the desired development type and theme of a location.



Figure 48. Hwy 193 near Nickajack Rd.

Agricultural/Forestry: Walker County

Description: *Sparsely settled open areas containing farms, woods, and cultivation.*

Suggested Development Strategy:

1. Limit new development
2. Protect farmland and open space
3. Promote use of conservation easements by landowners
4. Limit the number of residential subdivisions, requiring cluster or conservation subdivision design
5. Restrict commercial and residential development
6. Promote these areas for passive-use tourism/recreation
7. Widen roadways only when absolutely necessary
8. Carefully design roadway alterations to minimize visual impacts
9. Preserve agricultural lands for the next generation of farmers
10. Resurface and repair roads when and where necessary.

Land uses:

- Agriculture/Forestry
- Residential
- Parks/Recreation/Conservation

Key Word Objectives: *Conservation, Agriculture, Forestry, Low-density development, Conservation subdivision, Trails, Open space preservation, Environmental protections, Sense of place*



Figure 49. Old Mineral Springs Road

Greenspace/Conservation: Chickamauga, LaFayette, and Walker County

Description: These are undeveloped or sparsely developed lands more suitable for environmental protections, e.g. scenic views, steep slopes where development unsustainable, floodplains, wetlands, and wildlife management areas. Example locations within Walker County are Crockford-Pigeon Mountain Wildlife Management Areas, Johns Mountain Wildlife Management Area, Lula Land Trust, and Zahnd Wildlife Management Area.

Suggested Development Strategy:

1. Promote passive-use tourism and recreational activities, e.g. hiking, biking, hunting, and fishing.
2. Invest in infrastructure that promotes recreational activities in hiking, biking, hunting, and fishing.
3. When appropriate, apply for and promote the purchasing of conservation easements.
4. Public investments in new park creation.
5. Public investments in park *maintenance*.

Land uses:

- Parks/Recreation/Conservation

Key Word Objectives: Recreational activities, Open space preservation, Regional cooperation, private investments, Park creation, Park maintenance



Figure 50. Villanow Community, Walker County Georgia

Crossroads Community: Chickamauga and Walker County

Description: Rural unincorporated historic communities located at the intersection of main thoroughfares. Crossroad Communities contains a mixture of uses, such as single family residential and commercial, but public/institution activities, such as a fire department. These locations are typically automobile focused, lacking infrastructure needed for pedestrian mobility. Commercial retail in these locations often provides household goods and groceries. Other activities often include local retail services

Suggested Development Strategy:

1. Provide incentives or revise local development regulations for beautification, landscaping, and signage.
2. Provide needed infrastructure to support additional commercial activities and residential development at the Crossroads Community, preventing fragmenting the surrounding rural landscape. Infrastructure improvements may include high speed internet, water and sewerage, and sidewalks.
3. Encourage small retail establishments over big box stores.
4. Permit conservation subdivision designs that protect nearby open space.
5. Whenever possible, connect to regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.

Land uses:

- Commercial
- Residential
- Public/Institutional

Key Word Objectives: Main thoroughfares intersections, Local retail commercial, Residential, Cluster or conservation subdivision, new infrastructure, improved infrastructure, pedestrian friendly, Sense of place, Trails.



Figure 51. Chamberlain Road, west of LaFayette

Rural Residential: LaFayette, Rossville, and Walker County

Description: A rural, mostly undeveloped lands consisting of large lots, open space, pastoral views, low pedestrian orientation, and a high degree of residential building separation. Residential building separation is greater than what exist in County Suburban Charter area. These locations may face development pressure for lower density subdivisions of one unit per one+ acres. Agricultural and forestry operations are more likely to be found dispersed among large lot residential property.

Suggested Development Strategy:

1. Permit and allow variances for conservation subdivisions designed to incorporate large amount of open space.
2. Allow limited commercial activities.
3. Preserve rural features and limit residential development to lot sizes of 1 to 5 acres (often designated as Residential-Agricultural or Agricultural Zoning Districts).
4. Whenever possible, connect to regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.
5. Limit the rate of water and sewer infrastructure expansion in a practical, responsible matter.
6. Resurface and repair roads when needed.

Land uses:

- Residential
- Agriculture/Forestry
- Parks/Recreation/Conservation

Key Word Objectives: Conservation, Agriculture, Forestry, Single family residential, Low-density development, Conservation subdivision, Trails



Figure 52. Residential development in the Mountain View area

County Suburban: Walker County

Description: Location of predominately Post-WWII residential single family housing within subdivided parcels of large amounts of open space. County suburban housing is often found in proximity of public water. These locations are characterized by low pedestrian mobility, little or no transit, a high amount of open space, and a high to moderate degree of residential building separation. Smaller retail establishments may be found in these locations also. Public institutional uses may be found at these locations in the form of fire departments, public school, recreational facilities, and ect.

Suggested Development Strategy:

1. Provide only limited planned expansion of water and sewer infrastructure so to control the rate of growth.
2. Wherever possible, connect to regional network of greenspace and trails made available to pedestrians, bicyclists, and other non-vehicular means of transportation.
3. Encourage compatible architecture styles that maintain the desired, local character, and do not include “franchise” or “corporate” architecture.
4. Discourage tourist-based industries
5. Permit conservation subdivisions, accessory housing units, and well-designed multifamily residences to increase neighborhood density versus traditional suburban development
6. Add traffic calming improvements, sidewalks, street trees, and increased street interconnection to improve walkability and slow traffic within existing neighborhood.

Land uses:

- Single family residential
- Commercial
- Parks/Recreation/Conservation
- Public/Institutional

Key Word Objectives: Post- WWII housing, Subdivision, Building separation, Limited commercial, Public Water, Open space, Recreation, Conservation, Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection



Figure 53. South Mission Ridge Drive, Rosville Georgia

Missionary Ridge Residential: Rosville

Description: This character area consists of mostly newer houses built on Missionary Ridge, overlooking the traditional neighborhood area in the valley. It is relatively well-maintained housing, with a distinct identity through architectural style, large lots, street design, and view of the valley and mountains. It is characterized by a high rate of homeownership; but, it is also less walkable than the traditional residential character area.

Suggested Development Strategy:

1. Vacant lots are an opportunity for infill development of new, architectural compatible housing.
2. Improve existing water and sewer availability
3. Encourage homeownership over rental property

Land uses:

- Residential

Key Word Objectives: *Infill development, Residential development*



Figure 54. Bagby and Turnberry Lanes, west of Lula Lake Road at the City of Lookout Mountain

Estate Residential: Lookout Mountain

Description: Rural, undeveloped land likely to face development pressures for lower density (one unit per two+ acres) residential development. Typically, this district will have larger lots, open space, scenic views, and a high degree of building separation. Alternatively, conservation subdivisions constructed in this district should preserve rural, scenic views and natural resources.

Suggested Development Strategy:

1. Permit clustered conservation subdivisions with minimal environmental impact and the preservation of existing natural resources. Where needed, certain landscaping features, such as planted trees, will be included to reduce the impact of stormwater flow.
2. Site plans, building design, and landscaping are to be sensitive to the surrounding environment and the natural features of the site including the topography, vegetation, and views.
3. The preservation of open space and native vegetation is highly encouraged.
4. Expand local trails to connect with a regional network, providing pedestrians and bicyclists recreational opportunities while providing natural resource protections.
5. Consider design variances for conservation subdivision.

Land uses:

- Single family residential

Key Word Objectives: *Traditional neighborhood, Rural cluster development, Conservation subdivision, Open space preservation, Conservation, Environmental protection, Natural resources*



Figure 55. Azalea Drive – Laurel Drive, LaFayette Georgia

Traditional Neighborhood: Chickamauga, LaFayette, and Rossville

Description: A neighborhood of well-maintained houses, possess a distinct identity through architectural style, lot, and street design, and has a higher rate of home-ownership. It is characterized by a high degree of pedestrian orientation, sidewalks, street trees, and street furniture (where appropriate). All new development should be constructed at the neighborhood scale and in compliance with established zoning and procedure

Suggested Development Strategy:

1. Focus on reinforcing stability by encouraging more homeownership and maintenance or upgrade of existing properties.
2. There should be good vehicular and pedestrian/bike connections to the Town Center.
3. Wherever possible, connect to a regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.
4. Encourage compatible architecture styles that maintain the desired, local character, and do not include “franchise” or “corporate” architecture.
5. Discourage tourist-based industries
6. Permit accessory housing units, or new well-designed, similarly scaled infill multifamily residences to increase neighborhood density and income diversity.
7. Add traffic calming improvements, sidewalks, street trees, and increased street interconnection to improve walkability and slow traffic within the existing neighborhood.
8. Promote street design that fosters traffic calming where possible and needed.

Land uses:

- Residential

Key Word Objectives: Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection



Figure 56. Fort Trace Road, at the City of Lookout Mountain

Lookout Mountain Traditional Neighborhood: Lookout Mountain

Description: A neighborhood of parcels of irregular shape and size, whether existing or new development, the lot size, home design, and house size are to be harmonious with other properties in the neighborhood and/or on the street.

Suggested Development Strategy:

1. Maintain the character of the neighborhood by encouraging maintenance and enhancement of architectural elements and curb appeal.
2. Connect neighborhoods with pedestrian walkways and bicycle paths.

Land uses:

- Single family detached residential

Key Word Objectives: Irregular shape and size parcel, Harmonious with surroundings, Single family detached residential, Sense of place, Alternative multimodal transportation, Heritage Preservation



Figure 57. Housing along Red Riding Hood Trail east of Lula Lake Road.

Fairyland Proper: Lookout Mountain

Description: Located east of Lula Lake Road, Fairyland Proper consists of the original Fairyland Estates Subdivision as identified in the original Lookout Mountain Subdivision plat of 1928 by C.W. Chadwick of Ann Arbor Michigan (see attached plat, figure 2 and 3 on the following page). It is bounded by Hardy Road to the north, Lula Lake Road to the west, the Lookout Mountain Golf Course to the south, the Fairyland Club and the city boundary to the east, while running adjacent to Rainbow Drive to the South.

Designed and constructed around numerous natural features and built of architectural styles familiar to the period from the late-1920s through the 1950s, Fairyland Proper neighborhood consists of gridded streets of generally rectangular lots of a third of an acre to a full acre. Fairyland Proper's design, layout, and construction style of the period provides a consistent, resilient, and distinguishable residential character. All new development is to be constructed at an appropriate scale that does not detract from the historic or cultural context that gives the Fairyland Proper its identifiable character.

Suggested Development Strategy:

1. Our ordinances encourage single-family detached owner-occupied residential housing.
2. All new development is to be constructed at an appropriate scale that does not detract from the historic or cultural context that gives the Fairyland Proper its identifiable character.
3. Pursue strong pedestrian and bicycle connections for residents.
4. Preserve traditional and historic features while adapting for current uses.
5. Emphasis is placed on the preservation and rehabilitation of residential housing.
6. Expand and maintain sidewalks and beautification projects.
7. Maintain the character of the neighborhood by encouraging maintenance and enhancement of architectural elements and curb appeal.

Land uses:

- Single family detached residential

Key Word Objectives: Traditional neighborhood, Sense of place, Single family detached residential, Alternative multimodal transportation options, Regional identity, Heritage Preservation, Open space preservation, Environmental protection, Regional Cooperation.

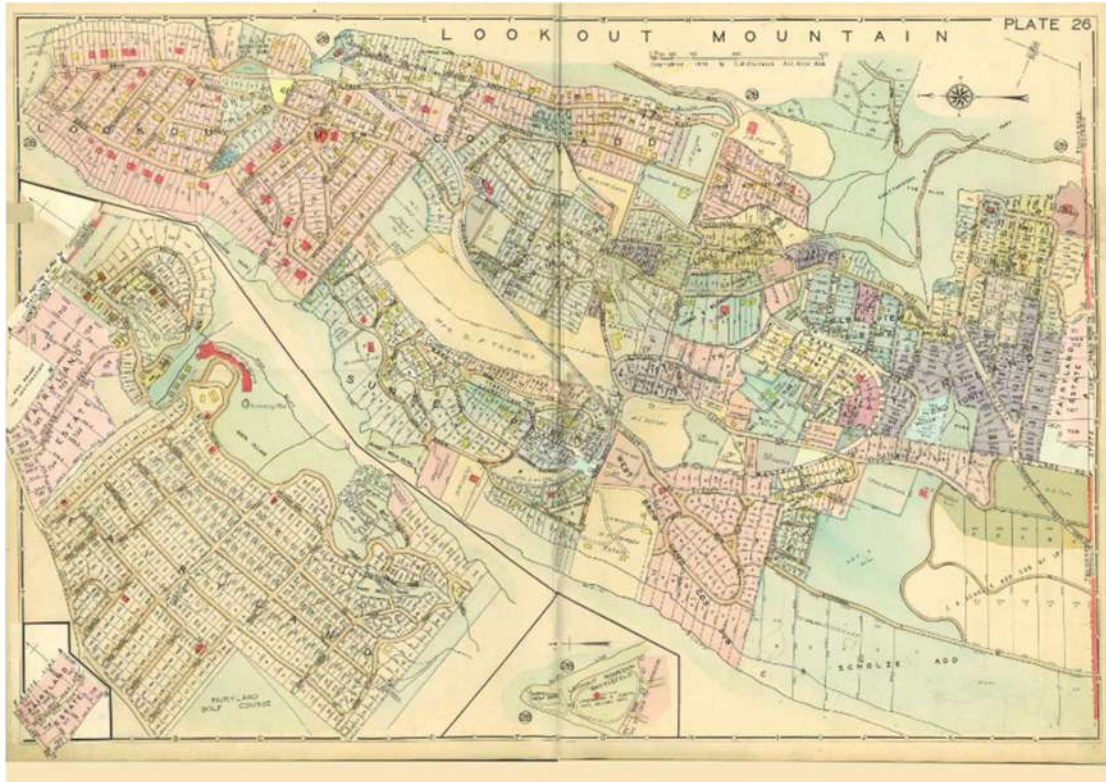


Figure 58. Copyrighted 1928 C.W. Chadwick Plat of Lookout Mountain, including Fairyland Estates. Image is here for reference - <https://chattanoogaohistory.com/platbook.php#>

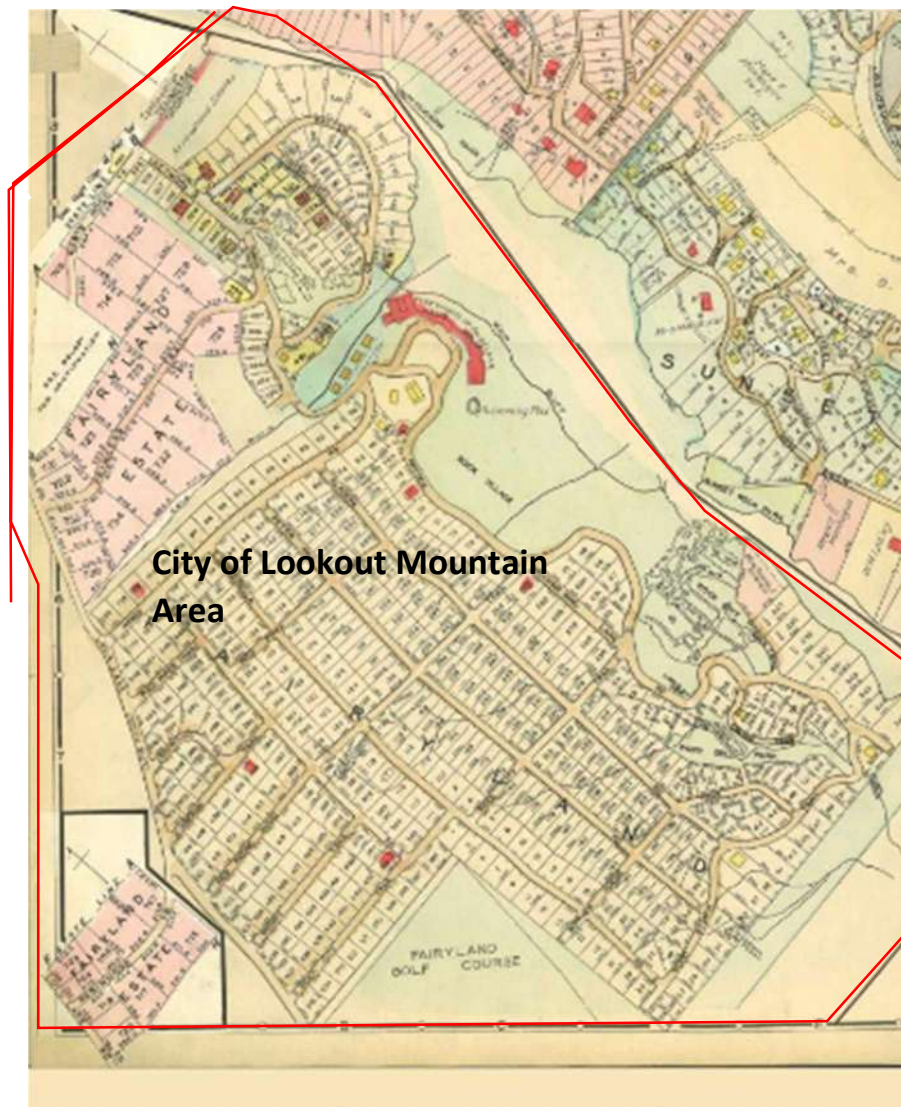


Figure 59. Copyrighted 1928 C.W. Chadwick Plat of Lookout Mountain, including Fairland Estates zoomed in. Image is here for reference - <https://chattanoogaohistory.com/platbook.php#>



Figure 60. Houses on East 10th Street, Chickamauga

Mill Village: Chickamauga

Description: Mill village housing is often built pre-WWII construction and consist of a 2 bedroom, 1 bath layout. These houses are often 800-900 square foot in size and are of a similar architectural style (single family, single shotgun, double shotgun). These houses are located on small lots and in a linear pattern on disperse, but often gridded, road pattern. Being that most construction is pre-WWII, these locations often, but not always, found near town center areas.

Suggested Development Strategy:

1. Where there are vacant properties in the neighborhood, offer an opportunity for infill development of new housing that fits the current residential fabric of the area.
2. Allow for infill development to fit with the overall character of the area so to promote affordable, workforce housing.
3. Improve or remove dilapidated residential housing when detrimental to the safety of residents.
4. Provide new sidewalks and sidewalk improvements where needed, so to promote walkability and pedestrian access to nearby commercial areas.
5. Pursue strong pedestrian and bicycle connection from residential locations to commercial and recreational locations
6. Leverage public investments in sidewalks and beautification projects.
7. Provide sewer and water improvements where needed.

Land uses:

- Residential

Key Word Objectives: Affordable housing, Infill development, Sidewalk and sidewalk improvements, Sewer and water improvements, Housing improvements, Beautification projects, Pedestrian connection Traditional neighborhood, Sense of place, Alternative multimodal transportation options, Regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection, Regional Cooperation.



Figure 61. Abandoned Peerless Mill, Rossville

Historic Mill Redevelopment Area: Chickamauga and Rossville

Description: *As a location to serve as a focal point of the community, the redevelopment area is a site to be converted from previous industrial uses to either or any combinations of the following: mixed-use development (horizontal or vertical), residential, public institutional, recreational space. These locations are often larger parcels of property that are underutilized. These sites may be vacant or contain dilapidated buildings.*

Suggested Development Strategy:

1. Encourage a mix of either or any of the following uses: retail, professional offices, multifamily residential, single family residential, recreational, parks, or conservation.
3. Develop the site with use consistent with that of the surrounding area's character and current development type.
4. Development of the site with new construction should be consistent with the historic built environment fabric, fitting into the overall atmosphere of the area and not detracting from it.
5. When possible, protect and encourage rehabilitation of any onsite building through adaptive reuse.
6. Preserve as many historic and cultural resources that are defining features of the site, as seen appropriate, when demolition is needed.
7. Streets laid out on-site should match those of the surrounding use and ensure connectivity to nearby adjacent streets.
8. Pedestrian access and open space should be provided to encourage walking between destinations and enhance citizen use and enjoyment of the area.
9. Incorporate signage and lighting to enhance the quality of development.
10. Provide pedestrian and bike facilities.

Land uses:

- Mixed use
- Residential
- Commercial
- Public institutional
- Park
- Recreation
- Conservation

Key Word Objectives: Mixed use, Preservation, Adaptive reuse, Sense of Place, Infill development, Single family housing, Multifamily housing, Parks, Recreation, Open space, Conservation and, Bike and pedestrian facilities, Alternative multimodal transportation, regional identity, Heritage Preservation.



Figure 62. Southeast section of the redevelopment Area, LaFayette

Residential Redevelopment Area: LaFayette

Description: Areas where adequate, safe housing stock are in decline due to lower rates of homeownership and neglect from some property owners in the area. Gradually the original neighborhood integrity and character becomes negated by degradation of property and the dilapidation of homes, creating pockets of blight. The reduction of housing stock may result in a lack of affordable housing.

Suggested Development Strategy:

1. Public assistance and investment should be focused where needed, ensuring that the decline in the amount and quality of neighborhood housing stops.
2. Leverage public investments from sources such as that of Federal Opportunity Zones, State Opportunity Zones, State Community Development Block Grants, local tax incentives to improve conditions of the neighborhood by either/or any combination of maintenance to local property, demolishing dilapidated housing, and provided needed infrastructure and infrastructure upgrades.
3. Though subdivided and infill property will be for the primary purpose of single-family residential, multifamily housing should not be discouraged.
4. New housing should support a mix individual and family incomes, increasing a diversity of housing types available. Housing affordability increases the amount of owner-occupied housing.

Land uses:

- Residential
- Commercial
- Park/Recreation/Conservation
- Public/Intuitional

Key Word Objectives: Public investments, Housing affordability, Dilapidation, Owner-occupied housing, maintenance, Mixed use, Restoration, single family housing, Multifamily housing, Infill development



Figure 63. Fieldstone Farms Mixed Use Planned Unit Development – Phase I

Mixed use: LaFayette and Walker County

Description: A location containing mix of offices, housing, and commercial uses. This mix of uses may consist of single and/or multi story buildings. Often multi story buildings contains retail or office space on the first story. Additional floors of any building often contain a separate use to that of the first floor.

Suggested Development Strategy:

1. Provide design guidelines for stores and offices. These guidelines may be for building design, landscaping, regulatory setbacks, parking, stormwater, and etc.
2. Create a plan for the vision, upkeep, growth, and development of the mixed-use area. Creating a plan will help provide an identity to the area and attract appropriate businesses.
3. Improve water and sewer services to attract new growth and to meet future needs.
4. Improve broadband availability, including upload and download speed.
5. Infill vacant lots or underutilized property, improving overall aesthetics of the area.
6. Provide environmental protections to nearby streams and other waterbodies.
7. Provide protections to historic and cultural resources of the area so they will not be lost
8. Provide public investments into storm water management, community recreational spaces and facilities, public transit, bike and pedestrian facilities.
9. Make available pocket parks with seating.
10. Wherever possible, connect to regional network of greenspace and trails that are available to pedestrians, bicyclists, and other non-vehicular means of transportation.
11. Cluster new buildings so to improve pedestrian access and walkability to different surrounding uses.
12. Invest in infrastructure improvements to roads and sidewalks, increasing pedestrian mobility and safety.

Land uses:

- Residential
- Commercial
- Park/Recreation/Conservation
- Office
- Public/institutional

Key Word Objectives: Office space, Commercial retail, Local retail, Residential, Parks, Infill development, Design guidelines, Infrastructure investments, Sewer and Water infrastructure, Road and Sidewalk improvements, walkability, Broadband availability



Figure 64. A portion of the historic downtown area of Chickamauga

Historic Downtown/Downtown Mixed use: Chickamauga, LaFayette and Rossville

Description: The historic, original core of the city, historic downtown this location is characterized by a mix of uses. These uses consist of commercial, office, public/institutional, residential, parks. Commercial activities are often local retail versus franchise retail. Public/institution may be government buildings, fire, police, schools, and etc. Historic Downtowns are characterized by buildings along a pattern of gridded streets. These locations often contain properties listed on the Department of Interior's National Park System National Register of Historic properties or have buildings eligible to be listed.

Suggested Development Strategy:

1. Protect and rehabilitate historic buildings through incentive programs such as: the Department of Interior National Park System's National Register of Historic places, Federal Opportunity Zones, State of Georgia Opportunity Zones, and Rural Zones.
2. Rehabilitate buildings to that of The Secretary of the Interior's Standards.
3. Provide local design guidelines to ensure aesthetic continuity between buildings
4. All new development should be constructed at an appropriate scale that does not detract from the historical, cultural, built environment fabric that gives the town center it's identifiable character.
5. Landscape streets to improve aesthetics
6. Provide Sewer and Water Improvements
7. Provide Sidewalk Improvements where needed.
8. Enhance the pedestrian-friendly environment, by including sidewalks and creating other pedestrian trail/bike routes linking the Historic Downtown District to Greenspace/trail systems to encourage fellowship among citizens.
9. Provide for pedestrian and bicycling facilities
10. Provide pocket parks when appropriate.

Land uses:

- Commercial

- Public/Institutional
- Mixed use
- Residential
- Park/Recreation/Conversation

Key Word Objectives: Historic Core, Mix uses, Government offices, Government services, Commercial, Professional office, Residential, Parks, Finacle incentive, Secretary of the Interior Standards, Local Design Guidelines, Urban Redevelopment Area, Rural Zone, Pedestrian and bicycle facilities



Figure 65. Walker County Courthouse Annex I at the intersection of Villanow and Duke Street.

Downtown Business District: LaFayette and Rossville

Description: *Downtown Business District consists of general retail, franchise retail, commercial businesses, professional offices, limited amounts of higher density housing, public/institutional buildings, public/open spaces. The Downtown business district is located within both the Urban Redevelopment Area Overlay and Rural Zone boundary for the City of Rossville.*

Suggested Development Strategy:

1. Create and update plans for the vision, upkeep, growth, and development of the Downtown Development area, so to help mature the districts' identity and attract appropriate businesses.
2. Provide design guidelines for stores and offices. These guidelines may be for building design, landscaping, regulatory setbacks, parking, stormwater, etc. Design guidelines will help ensure continuity of aesthetics.
3. Infill vacant lots or underutilized property with new businesses.
4. When infilling development, if infill development is distant to main roads and streets, create strong walkable connections to these existing roads.
5. If there are existing buildings not visible along main roadsides or streets, create strong walkable connections to these existing roads.
6. Invest in infrastructure improvements for water and sewer, so to attract new businesses and meet future growth.
7. Enhance the district to be a pedestrian and bicycle-friendly environment, providing new sidewalks and sidewalk improvements, linking neighborhoods, libraries, schools, parks, and health centers to each other.
8. Link pedestrian trails and bike routes to the Businesses Downtown District; as well as connect the Downtown Businesses District to Greenspace/trail systems.
9. Define road edges by locating buildings at the roadside and parking in the rear of buildings.
10. Road edges should be clearly defined by landscaping and appropriate signage.
11. Provide for pedestrian and bicycling facilities

12. Provide pocket parks when appropriate.

Land uses:

- Commercial
- Public/Institutional
- Mixed use
- Residential
- Park/Recreation/Conversation

Key Word Objectives: Historic Core, Mix uses, Government offices, Government services, Commercial, Professional office, Residential, Parks, Finacle incentive, Design guidelines, Infill, Pedestrian connections and walkability, Local Design Guidelines, Urban Redevelopment Area, Rural Zone, Pedestrian and bicycle facilities



Figure 66. Lookout Mountain Town Center

Town Center: Lookout Mountain

Description: *A concentrated focal point with institutional, general retail, service commercial, professional office, and public space uses easily accessible by pedestrians. All new development is to be constructed at an appropriate scale that does not detract from the historic or cultural context that gives the Town Center its identifiable character.*

Suggested Development Strategy:

1. Residential development should reinforce the Town Center by locating housing options near the center.
2. All new development should be constructed at an appropriate scale that does not detract from the historic or cultural context of the community.
3. Parking areas should be landscaped along lot lines to minimize visual impact to the residents.
4. Enhance the pedestrian-friendly environment by including sidewalks and creating other pedestrian trails/bike routes linking to neighboring communities and major destinations such as health facilities, commercial clusters, parks, schools, etc.
5. Encourage compatible architecture styles that maintain the character of the Town Center.
6. Maintain the character of the Town Center by encouraging maintenance and enhancement of architectural elements and curb appeal.

Land uses:

- Commercial
- Public facilities
- Mixed-use
- Residential
- Park/Recreation
- Institutional

Key Word Objectives: *Public facilities, Institutional, Respectful of historic development patterns, Sense of place, Alternative multimodal transportation, Heritage Preservation, Open space preservation, Parks, Trails, Conservation Environmental protection*



Figure 70. Rossville Recreation Center at Ellis Rd

Activity Center: Rossville, Walker County

Description: These areas are characterized by recreational fields, tourist attractions, private clubs, parks, and greenspace; but they may also include a mix of onsite or adjacent uses of homes, shops, and small businesses. These locations are pedestrian-friendly and are considered community gathering spaces.

Suggested Development Strategy:

1. Newly constructed buildings need to be architecturally integrated with the site and respects the established character of the surrounding area.
2. When possible, instead of developing open space, infill vacant sites closer to the center of the community, where infrastructure is already existing. Match the infill development to the surrounding character of the neighborhood.
3. Limit Development at these sites to locations of existing infrastructure in place.
4. The street layout matches those in older parts of the community and connects to the existing street network.
5. Provide facilities for bicycles, including bikeways/bike lanes and bike storage racks.
6. Promote tourist activities by enlisting significant site features, such as view corridors, water features, farmland, and wetland.
7. Provide site plans and landscaping that are respectful to natural features of the site, including topography and views.
8. When feasible, brownfields sites can be redeveloped into recreational fields, tourist attractions, private clubs, parks, and greenspace. Mixed use development may also be integrated into the site also
9. When feasible, economically obsolescent, outdated, failing, or under-utilized industrial/commercial sites may be redeveloped to recreational fields, tourist attractions, private clubs, parks, and greenspace. Mixed use development may also be integrated into the site also

Land uses:

- Park
- Recreational
- Conservation
- Commercial

- Residential

Key Word Objectives: Recreational activities, Mixed uses, Architectural context, Redevelopment of under or unused location, Pedestrian friendly, bicycle friendly



Figure 71. Lookout Mountain Club

Activity Destination District:
Lookout Mountain

Description: These areas are characterized by recreational fields, tourist attractions, private clubs, parks, and greenspace; they may also include a mix of onsite or adjacent uses of homes, shops, and small businesses. These locations are pedestrian-friendly and are considered community gathering spaces.

Suggested Development Strategy:

1. Newly constructed buildings need to be architecturally integrated with the site and respectful of the established character of the surrounding area.
2. The street layout matches those in older parts of the community and connects to the existing street network.
3. Provide facilities for bicycles, including bikeways/bike lanes and bike storage racks.
4. Site plans, building, and landscaping are to be sensitive to the natural features of the site, including topography.
5. Maintain the character of the activity destination by encouraging maintenance and enhancement of architectural elements and curb appeal.

Land uses:

- Parks
- Recreational
- Conservation
- Commercial
- Residential

Key Word Objectives: Recreational activities, Mixed uses, Architectural context, Redevelopment of under or unused location, Pedestrian-friendly, bicycle-friendly.

LaFayette Rural Zone boundary (Rural Zone): LaFayette

Description: In 2021, the Georgia Department of Community Affairs designated a boundary within LaFayette to become a Rural Zone. The designation is a tax incentive program *to promote the revitalization of vacant rural Georgia downtowns by encouraging investments, job creation, and economic growth in long-established business districts*. Not only does a Rural Zone allows for a \$2,000 per new full-time equivalent job created within a designated Rural Zone, but it also provides a tax credit equal to 30 percent of the purchase price of property located within a designated Rural Zone, not to exceed \$125,000. The rural zone boundary is identified on Rossville’s Future Development Map.

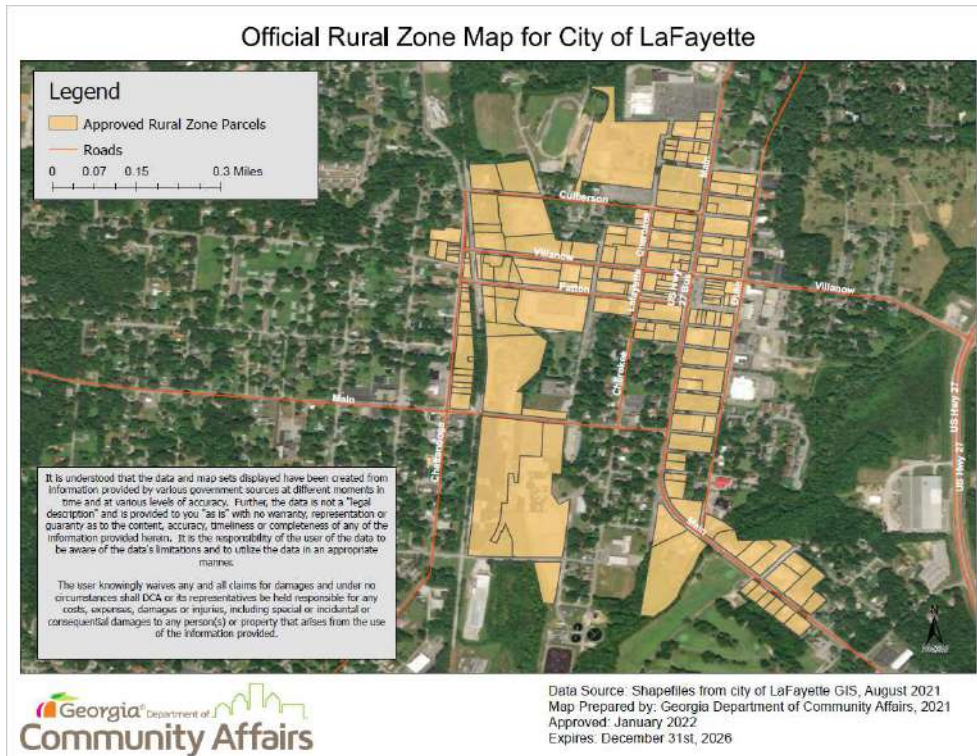


Figure 72. LaFayette’s Rural Zone boundary approved by the Georgia DCA January of 2022 - https://www.dca.ga.gov/sites/default/files/lafayette_2022.pdf

Land uses:

- Central Business
- Commercial
- Mixed-use
- Finacle
- Government Institutional
- City Center
- Low Density Residential
- Medium Density Residential

Key Word Objectives: *Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection*

Opportunity Zone boundary (LaFayette): LaFayette

Description: LaFayette has been designated as a Federal Opportunity Zone. A Federal Opportunity Zone allows for tax cuts and Job Acts to spur economic growth in low income community's by allowing investors to defer federal taxes by taking capital gains for other investments and investing in these designated areas. This program is to serve as an incentive to investors for putting their capital to work in these qualified opportunity zones

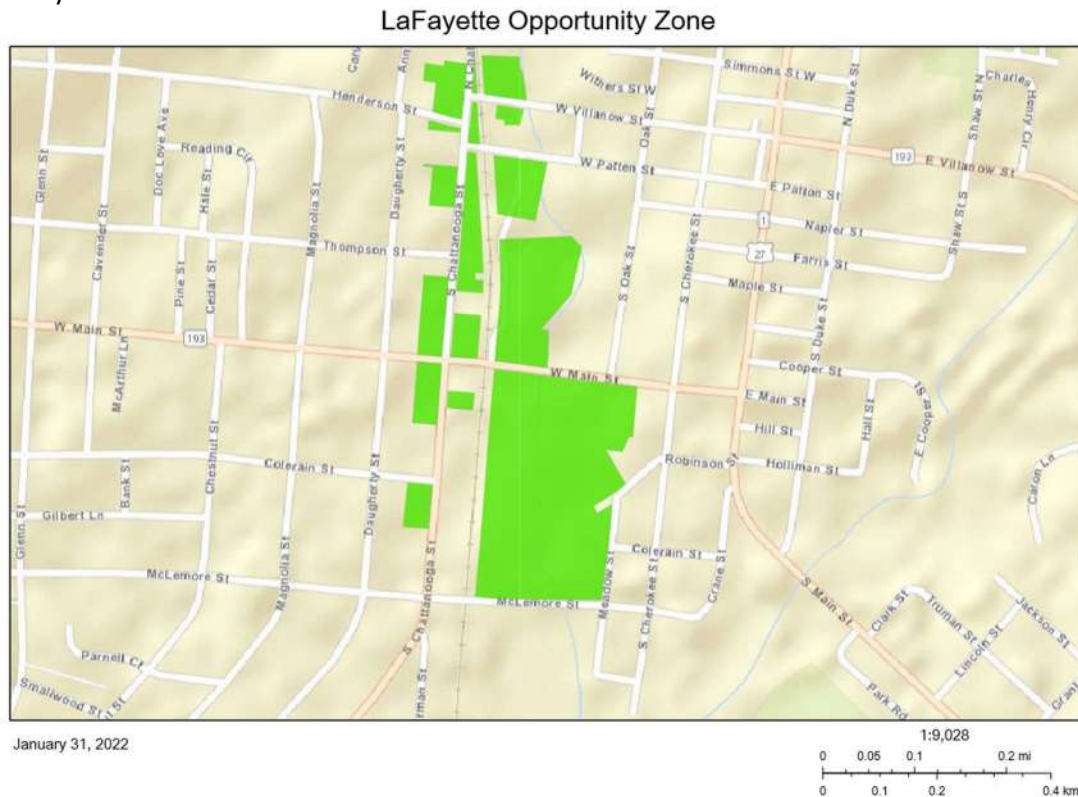


Figure 73. LaFayette State approved Opportunity Zone.

- [https://georgia-](https://georgia-dca.maps.arcgis.com/apps/Viewer/index.html?appid=7b71e8dac0bb4ae48118c1cf3108d61d&webmap=2562d9f7a70b4042b978bf05f28938b2)

[dca.maps.arcgis.com/apps/Viewer/index.html?appid=7b71e8dac0bb4ae48118c1cf3108d61d&webmap=2562d9f7a70b4042b978bf05f28938b2](https://georgia-dca.maps.arcgis.com/apps/Viewer/index.html?appid=7b71e8dac0bb4ae48118c1cf3108d61d&webmap=2562d9f7a70b4042b978bf05f28938b2)

Incentives

1. Temporary, capital gain tax deferral:
 - a. The period of capital gain tax deferral ends upon 12/31/2026 or an earlier sale.
2. A step-up basis.
 - a. Investment held for 5 years – Basis increased by 10% of deferred gain (90% taxed)
 - b. Investment held for 7 years – basis increased by another 5% of deferred gain (85% taxed)
3. Forgiveness of additional gains
 - a. Investment held for 10 years – Basis equal to fair market value; forgiveness of gains on appreciation of investment of sale or exchange of opportunity funds investment. This exclusion only applies to gains accrued after an investment in Opportunity Fund.
4. Temporary, capital gain tax deferral:

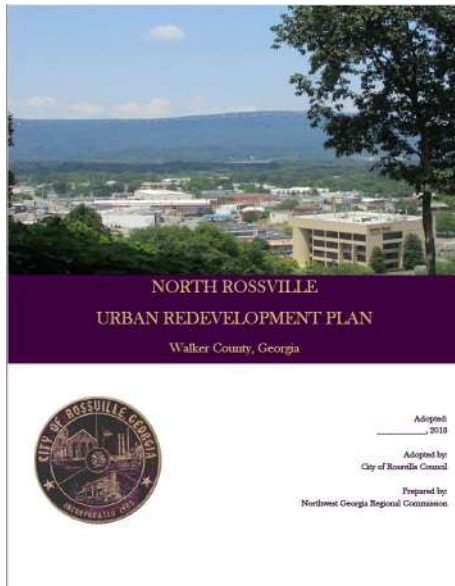


Figure 74. North Rossville Urban Development Plan

North Rossville Revitalization overlay (URA Boundary): Rossville

Description: *The North Rossville Redevelopment overlay came as a result of the city of Rossville partnering with the Northwest Georgia Regional Commission in an Urban Development Plan (UDP). The purpose of the redevelopment area is for the revitalization of economically depressed areas and to eliminate blight at the site. The North Rossville community, surrounding the former Peerless Woolen Mill, was identified as the first area where the city will focus its attention. The North Rossville Revitalization area boundary encompasses the area delineated as shown on Rossville's Future Development Map.*

Suggested Development Strategy:

1. Encourage future rezoning, reuse, and new development of properties in a manner consistent with the Comprehensive Plan.
2. Review building codes and ordinances for the feasibility of rehabilitation and infill downtown
3. Apply for and participate in the Main Street Program
4. Develop and implement a façade improvement program for downtown
5. Develop and begin implementation of a sidewalk plan for residential areas
6. Document sewer trouble spots where repairs are needed to meet the standard
7. Preserve existing housing stock where possible while also creating new housing opportunities for a diversity of incomes
8. Continue to participate with the Georgia Department of Community Affairs (DCA), the Georgia Municipal Association (GMA), and the University of Georgia's (UGA) *Georgia Initiative for Community Housing (GICH)* until completion of the 3-year program.
9. Apply and receive Georgia Department of Community Affairs' *Community Home Investment Program (CHIP)* funding.
10. Apply and receive Georgia Department of Community Affairs (DCA) *Community Development Block Grant (CDBG)* program funding to assist low-income residents to make moderate repairs to their homes and to replace deteriorated homes.

11. Increase the amount of Senior Housing. Senior Housing may be promoted in place of the former Rossville Middle school. Repurposing the school into a Senior Housing Development could be made feasible through the *Low Income Housing Tax Credit Program (LITCH)*.
12. Seek a federal Opportunity Zone designation
13. Utilize Vacant properties for residential infill, pocket parks, or small community or utility usage.
14. Permit accessory housing units, or new well-designed, similarly scaled infill multifamily residences to increase neighborhood density and income diversity.
15. Offer assistance and incentives for property owners to improve their property
16. In low-to-moderate income (LMI) locations where flooding is an issue, apply for the new infrastructure bill funding to improve housing conditions and affected sewer, water, sidewalk, street, etc.
17. Partner with Tennessee American Water Company (TAW) to repair and upgrade water, sewer, and other utilities
18. Partner with Chattanooga Area Regional Transportation Authority (CARTA) to establish a transit system
19. Enhance the walkability, safety, and appearance of the Chickamauga Avenue-McFarland Avenue Corridor
20. Encourage an appropriate mix of retail sales and service businesses in the Chickamauga Avenue-McFarland Avenue Corridor.
21. Encourage and assist with the redevelopment of the Peerless Mill complex
22. Develop and implement a façade improvement program for downtown
23. Engage in sidewalk improvement projects
24. Improve aesthetics by buffering and landscaping to separate residential uses from non-residential uses
25. Improve streetscape by landscaping along streets and sidewalks.
26. Add pedestrian and bike facilities throughout the community.
27. Wherever possible, connect to a regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.
28. Create more aesthetically pleasing gateways by adding landscape elements, hardscape elements, and larger wayfinding signage.

Land uses:

- Central Business
- Commercial
- Mixed-use
- Finacle
- Government Institutional
- City Center
- Low Density Residential
- Medium Density Residential

Key Word Objectives: Sense of Place, Infill development, Streetscape improvement, Façade improvement, Mixed use, Sewer and water improvements, Traditional neighborhood, Sense of Place, Bike and pedestrian facilities, Alternative multimodal transportation, regional identity, Heritage Preservation



Figure 75. Rossville Rural Zone boundary approved by the Georgia DCA January of 2020 - https://www.dca.ga.gov/sites/default/files/rz_rossville_1.pdf

Rossville Rural Zone boundary (Rural Zone): Rossville

Description: In 2019, the Georgia Department of Community Affairs designated a boundary within Rossville to become a Rural Zone in January of 2020. The designation is a tax incentive program *to promote the revitalization of vacant rural Georgia downtowns by encouraging investments, job creation, and economic growth in long-established business districts.* Not only does a Rural Zone allows for a \$2,000 per new full-time equivalent job created within a designated Rural Zone, but it also provides a tax credit equal to 30 percent of the purchase price of property located within a designated Rural Zone, not to exceed \$125,000. The rural zone boundary is identified on Rossville's Future Development Map.

Land uses:

- Central Business
- Commercial
- Mixed-use
- Finacle
- Government Institutional
- City Center
- Low Density Residential
- Medium Density Residential

Key Word Objectives: Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection



Figure 76. Industries off of Highway 27, Walker County

Industrial: Chickamauga, LaFayette, Rossville, Walker County

Description: Land use that may be a single building or a concentration of buildings for the purpose of manufacturing, assembly, processing, and distribution activities. These locations are where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, higher volume of transfer truck traffic, and other uses that may be considered a nuisance not contained on-site alone.

Suggested Development Strategy:

1. When possible, future development should reflect a campus of unified buildings over a single business.
2. Locate complimentary industries near each other.
3. Include commercial/retail services to serve workers
4. Include on-site stormwater detention or retention
5. Reutilize vacant manufacturing businesses when possible; if unfeasible, demolish the existing building for new development.
6. Infill vacant sites to be easier served by existing power, water, and sewer infrastructure.
7. Provide standards for signage to prevent visual clutter
8. Install high-speed internet
9. Provide alternative access roads
10. Maintain and upgrade roads, install traffic lights, and improve utilities.
11. Wherever possible, connect to regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.

Land uses:

- Manufacturing
- Technology parks/campus and research facilities
- Wholesale trade
- Distribution
- Assembly manufacturing

Key Word Objectives: Manufacturing, Technology parks/campus research facilities, Wholesale trade, Distribution, Assembly Manufacturing, Recreational activities, Infill



Figure 77. LanBarwick-LaFayette Airport

Airport and Golf Course District: LaFayette

Description: LanBarwick-LaFayette Airport, a municipal airport.

Suggested Development Strategy:

1. Where practicable, create design guidelines similar to that of industrial and commercial properties.
2. Tie to commercial, industrial surroundings
3. Adjust buffer requirements between airport and other uses where appropriate.
4. Link of airport to golf course and other sites where appropriate.

Land uses:

- Transportation
- Commercial
- Communication
- Utilities

Key Word Objectives: LanBarck-LaFayette Airport, LaFayette Golf course



Figure 78. School, LaFayette

School: LaFayette

Description : A location of a public school within the city limits of LaFayette. The area includes primary school building(s) as well as associated facilities (fields, walkways, drives, and parking lots).

Suggested Development Strategy:

1. Provide for pedestrian connectivity between school buildings and facilities, as well as connecting school campuses to nearby neighborhoods, by way of pedestrian infrastructure.
2. Provide for pedestrian infrastructure
3. Wherever possible, connect to a regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation. These networks can be utilized for educational opportunities.

Land uses:

- Public/Institutional
- Park/Recreation/Conservation

Key Word Objectives: LanBarck-LaFayette Airport, LaFayette Golf course



Figure 79. Chickamauga Ave.

Gateway Corridors: Chickamauga, LaFayette, Rossville

Description: Developed or undeveloped land paralleling the route of a major thoroughfare that serves as an important entrance or means of access to the community.

Suggested Development Strategy:

1. Install wayfinding signs to easily identify specific locations and cultural features, doing so will keep a consistent traffic flow.
2. Landscape raised medians, separating traffic lanes.
3. Install Gateway “Welcome to” signs as you enter the city.
4. Restrict the number of and the size of commercial signage
5. Install wayfinding signs to easily identify specific locations and cultural features, doing so will keep a consistent traffic flow.
6. When needed, utilize traffic calming measures and policies, such as the principles tied to the *Complete Streets* program. Traffic calming measures may include narrower street widths, raised pedestrian crossing, or rough pavement material.
7. Rehabilitate unsightly strip commercial development where exist or use landscaping to mask the strip commercial development.
8. Locate structures, such as those for shopping, warehousing, and offices, near the front of streets and parking in the rear of buildings. These measures will make Gateway Corridors more attractive and pedestrian friendly.
9. Utilize public investments for landscaping and beautification projects
10. Locate landscape buffers between the roadway and pedestrian walkways.
11. Maintain sidewalks and streetlamps.
12. Include transit facilities and stops where needed.

Land uses:

- Commercial
- Office
- Warehousing
- Distribution
- Assembly manufacturing

Key Word Objectives: City entries, Wayfinding signage, Traffic calming measures, Landscaping, and Beautification Projects, Sidewalk improvements.

COMMUNITY WORK PROGRAMS

A community work program lays out the specific activities the community plans to undertake during the next 5 years following the adoption of the plans. The Needs and Opportunities presented in the Joint Comprehensive Plan identify current and potential future issues that each government wishes to address in the next 5 years. These foreseen issues are listed in Community Worktables under the category of either an economic development activity, a housing activity, a transportation activity, a natural and



Figure 80. Historic Marsh House

cultural resource activity, or community facilities and service activity. These work program items are provided by the local governments and are given an estimated timeline of completion, a cost estimate, and a potential funding source. For those items of the previous work program which were not completed, the item is carried over to the current work program.

The code in the first column may be used to trace that item back to the Needs and Opportunities listed within this comprehensive plan.

City of Chickamauga Community Work Program

Community Work Program, 2022-2026									
City of Chickamauga									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1	Depot & Welcome Center renovation.	X	X	X			\$40,000	Public/ Private Partnership	City of Chickamauga
ED-2, ED-4, ED-5	Continuation of Streetscape (front & back-alley façade).			X			\$6,000 pavers, \$500,000 alley	Private/ City of Chickamauga / Grants/ARC	Private/ City of Chickamauga / Grants
ED-5	Upgrading Downtown's water and sewer lines.					X	\$1,000,000	Cares Act, ARC, SPLOST, Grant (uncertain, more)	City of Chickamauga
ED-1, ED-2, ED-3, ED-4, ED-5	Crystal Springs Mill Redevelopment Project for businesses and recreational activities					X	\$4,500,000	Private/ Grants/ City of Chickamauga / SPLOST	City of Chickamauga
ED-6	Adopt a broadband ordinance	X					\$1,000	Staff time	City of Chickamauga
ED-6	Apply for Georgia Department of Community Affairs Broadband Ready designation	X					\$1,000	Staff time	City of Chickamauga
	HOUSING								
H-1, H-2	Promote the revitalization of the Mill Villages by adopting of design guidelines, or an Urban Redevelopment Plan.				X		\$5,000	Staff time,	City of Chickamauga, NWGRC or private consultant

City of Chickamauga Community Work Program

Community Work Program, 2022-2026									
City of Chickamauga									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-2	Decorative Roundabout at Five Points and 341 intersection. Phase one feasibility study.				X		\$10,000	GDOT/ City of Chickamauga / Grants	GDOT & City of Chickamauga
T-2	Wayfinding Signs, asphalt stencils.	X					\$3,000	City of Chickamauga public works labor/Hotel Motel Tax	City of Chickamauga
T-2	Gateway Signs – see RSVP Plan. Adding one to two signs per year.	X	X	X	X	X	\$25,000	City of Chickamauga /Hotel Motel Tax	City of Chickamauga
T-1	Sidewalks – Simonton Hills.				X		\$250,000	SPLOST/Grants	City of Chickamauga
T-1	Sidewalks--Dogwood Estates.				X		\$250,000	SPLOST/Grants	City of Chickamauga
T-1	Develop and implement a sidewalk plan for both residential and business districts.		X	X	X	X	\$500,000	City of Chickamauga, State	City of Chickamauga
T-1	Multi-use trail to the park, last two-mile connection.			X			\$10,000	RTP	City of Chickamauga, Walker County

City of Chickamauga Community Work Program

Community Work Program, 2022-2026

City of Chickamauga

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-1	Bikeways and trails feasibility study			X			\$20,000	TPO	Reagan and Smith
	NATURAL AND CULTURAL RESOURCES								
NR-3	Storm water drainage improvement – 10 th Street. (Bio-Swale)					X	\$700,000	Private/ Grants/ City of Chickamauga /S PLOST/ Community Development Block Grant	City of Chickamauga
NR-2	Dock and walking trail at Lee & Gordon's Mill.					X	\$20,000	City of Chickamauga /Grants, LWCF	City of Chickamauga
NR-2	Downtown Art Grant.	X					\$10,000	Grants	City of Chickamauga
NR-3	Coke Oven Branch litter catch basin.					X	\$10,000	City of Chickamauga	City of Chickamauga

City of Chickamauga Community Work Program

Community Work Program, 2022-2026									
City of Chickamauga									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	NATURAL AND CULTURAL RESOURCES								
NR-3	Develop a plan for management of vacant mill village parcels acquired by the City during flood mitigation project.				X		\$50,000	City of Chickamauga, State, Rural Zone	City of Chickamauga
NR-3	Multi use trail to the park, last two-mile connection.	X	X	X			\$15,000	City of Chickamauga /Grants, RTP	City of Chickamauga
NR-4	Bikeways and trails feasibility study.			X			\$20,000	City of Chickamauga /Grants	City of Chickamauga
	COMMUNITY FACILITIES AND SERVICES								
CF-8	Catalog codes and ordinances for municode or website accessibility		X				\$5,000	Staff time	City of Chickamauga
CF-9	Dog Park in Mill Village.	X					\$10,000	City of Chickamauga /Private	City of Chickamauga
CF-9	Underground placement of utilities – Phase I.	X	X				\$5,000,000	Electric System Revenues, Loans, Grants	City of Chickamauga
CF-9	Seating for downtown event space.				X		\$5,000	City of Chickamauga	City of Chickamauga

City of Chickamauga Community Work Program

Community Work Program, 2022-2026

City of Chickamauga

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
COMMUNITY FACILITIES AND SERVICES									
CF-9	Chickamauga Creek Grist Mill			X	X	X	\$100,000	City of Chickamauga /Grants	City of Chickamauga
CF-9	Wallace Building			X	X	X	\$100,000	City of Chickamauga /Grants	City of Chickamauga
CF-11	Implement a recycling education program.	X	X				\$3,000	City of Chickamauga, Donations	City of Chickamauga, Civic Groups
CF-17	Develop a comprehensive recreation plan to include youth, adult, and senior recreation needs				X		\$50,000	City of Chickamauga, State of Georgia	City of Chickamauga
CF-18	Adopt proper ordinances to enforce building codes	X					\$25,000	City of Chickamauga	City of Chickamauga

City of LaFayette Community Work Program

Community Work Program, 2022-2026

City of LaFayette

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-2, ED-4, ED-5	Expand and update our Urban Redevelopment Area, as part of previous efforts such as West LaFayette Transformation Plan, Urban Redevelopment Plan, and Rural zone designation		X				\$4,500	Staff Time	LaFayette Downtown Development Authority, Main Street and Economic Development Department, Northwest GA Regional Commission
ED-1, ED-2, ED-4	Participate in the Main Street Start-up Program and graduate to a Classic Main Street Program	X					\$4,500	General Fund	Main Street and Economic Development Department, LDDA
ED-1, ED-3, ED-7, ED-10	Coordinate with the GA Department of Economic Development to build a Tourism strategy and marketing plan.		X				\$15,000	Staff Time	LaFayette Downtown Development Authority, Main Street and Economic Development Department

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-2, ED-4	Extend our State Opportunity Zone footprint boundaries further into our downtown in coordination with expansion of URP boundary.		X				\$3,000	Staff Time	Northwest GA Regional Commission, Main Street, Economic Development Department
ED-6	Adopt a broadband ordinance	X					\$1,000	Staff time	City of LaFayette
ED-6	Apply for Georgia Department of Community Affairs Broadband Ready designation	X					\$1,000	Staff time	City of LaFayette
ED-5	Create a greenway/heritage corridor implementation plan that links recreation assets, historic sites, education institutions, and Queen City Lake to our Downtown Master Plan focus area.					X	\$30,000	General funds, Grants, Donations	Main Street and Economic Development Department / Planning Department
ED-1, ED-2, ED-3, ED-4, ED-5	Build a marketing strategy for GA Rural Zone and promote the tax incentive for the next 5 years.	X	X	X	X	X	\$15,000	Staff Time	LaFayette Downtown Development Authority, ECG, Main Street, Economic Development Department

City of LaFayette Community Work Program

Community Work Program, 2022-2026

City of LaFayette

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									
ED-1, ED-2, ED-3	Finish City of LaFayette Master Plan, build implementation strategy, design public/private partnership strategy for development in Master Plan focus area, revise plan as needed.	X	X				\$150,000	Lyndhurst Foundation, Georgia Municipal Association, Georgia Cities Foundation	City of LaFayette, University of Georgia Carl Vinson Institute of Government,
ED-4, ED-7, ED-10	Design and install "Gateway Corridor" signage and wayfinding that reflects the community's vision.		X				\$50,000	General Fund, Hotel/Motel Funds	Main Street and Economic Development Department
ED-4	Improve LaFayette recognition, branding, and tourism by holding annual Honeybee Festival	X	X	X	X	X	\$40,000	General Fund	Event Coordinator
ED-1, ED-2, ED-3, ED-7	Work with Economic & Community Development (ECG) to build a business recruitment strategy that focuses on medium to small retail with a focus on outdoor recreation, creative economy, and food and beverage production.	X					\$25,000	General Fund	Economic Development Department, ECG, Main Street

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-3, ED-4	Develop a “Welcome” brochure that can be given to all new businesses and utility customers to promote City assets, city businesses, and activities in the City- updated annually.		X				\$5,000	Staff Time	Economic Development Department, Main Street
ED-2, ED-3, ED-4	Develop a plan for lodging (hotels, airbnb, adventure hostels, traditional bed & breakfast) in the DDA footprint and amend the ordinance for plan implementation.	X					\$10,000	Staff Time	DDA, Economic Development Department, Main Street
ED-4, ED-5	Work in Coordination with the DDA to build and market a robust façade grant program.	X					\$2,500	Staff Time	DDA, Economic Development Department, Main Street
ED-2, ED-3	Research and develop a downtown business incentive package with community stakeholders, financial institutions, and the DDA.	X					\$7,000	Staff Time, General Fund, ARPA Funds	City of LaFayette, DDA, Economic Development Department, Main Street, local Stakeholders

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-3	Build and program a 12-month Event Calendar in the City.	X					\$20,000	Staff time, General Fund	Main Street, Events Coordinator, Main Street Events committee, local stakeholders
ED-4	Look for partnership in locating a Farmer's Market downtown.		X				\$1,000	USDA Grant, Staff time	UGA AG Extension Office, Main Street, local stakeholders, Junior Council
ED-1, ED-2, ED-3, ED-4	Research micro-retail development with a focus on shared kitchens for food and beverage incubators	X					\$4,500	USDA Grant, Staff Time, ARPA Funds	LaFayette High School, Main Street, Economic Development Department
ED-1, ED-2, ED-4	Partner with the Walker County Chamber, Small Business Development Center, and local schools to build an entrepreneurship platform for both adults and students in partnership with micro-retail spaces or retail incubator space.		X				\$9,000	Staff Time, ARC Grant, USDA grant	Walker County Chamber, Economic Development Department, Main Street, Walker County School System, Local Financial institutions, and non-profits

City of LaFayette Community Work Program

Community Work Program, 2022-2026

City of LaFayette

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
ECONOMIC DEVELOPMENT									
ED-1, ED-2, ED-4	New Business One Stop Shop- data/ market research, permitting, zoning, incentives on a single website.		X				\$1,000	Staff Time	Office of Economic Development
ED-5, ED-9	Research and build a strategy to address derelict and blighted vacant commercial, industrial, and residential properties.		X				\$1,000	Staff time, City attorney	Codes/Planning, Economic Development Department, City Manager
ED-2	Develop a more robust social media community engagement strategy across multiple platforms.	X					\$1,000	Staff time	Main Street, Economic Development, Technology Manager
ED-11	Build a Brownfield redevelopment strategy focused on post-industrial sites, old school buildings, and vacant lots to develop into mixed-use, workforce and/or senior housing, and greenspace.		X				\$75,000	Staff Time, EPA grants, CDBG	Economic Development Department, City Manager, Local Stakeholders, LaFayette Development Authority

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-4	City Website updating and design a downtown webpage		X				\$30,000	Staff time, Hotel/Motel Fund	Main Street, DDA, Technology Manager, Economic Development Department, UX design firm
ED-1, ED-2, ED-3	Research and Contract with a Branding agency to develop a City/Downtown Brand.	X					\$75,000	General Fund, Lyndhurst Grant	Economic Development Department
ED-1, ED-2, ED-5, ED-8	High School Site Redevelopment Establish a partnership with the WC BOE to design and implement a redevelopment study for the Middle School site.	X					\$20,000	General Fund, Grant, Staff Time	Economic Development Department, Main Street, DDA, and BOE
ED-6	Adopt a broadband ordinance	X					\$1,000	Staff time	City of Chickamauga
ED-6	Apply for Georgia Department of Community Affairs Broadband Ready designation	X					\$1,000	Staff time	City of Chickamauga

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	HOUSING								
H-1, H-2, H-3	Continue participation in the Georgia Initiative for Community Housing (GICH) program for our junior year and expand Lafayette area GICH Team.	X					\$5,000	Staff Time	LaFayette GICH Team, Office of Economic Development
H-1, H-2, H-3	Participate as a GICH alumni community ongoing once our third year culminates.		X				\$5,000	Staff Time	LaFayette GICH Team, Office of Economic Development
H-1, H-2, H-3	Apply for the Housing Revitalization Area Strategies and Redevelopment Fund CDBG along with the CHIP program to revitalize low-income neighborhoods.	X	X				\$5,000	CDBG	Office of Economic Development, Main Street, GICH Team, Consultants
H-1, H-2, H-3	Incentivize infill housing and mixed-use development.	X	X	X	X	X	\$20,000	General Funds / Grants / Developers	Main Street and Economic Development Department
H-1	Conduct City-wide housing market analysis	X					\$25,000	LaFayette Development Authority Funds	Economic Development and Codes/Engineering, Contract Consultants

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	HOUSING								
H-1, H-2, H-3	Apply or receive housing funding from sources such as CDBG, LIHTC, housing bonds, tax allocation district (TAD), and other grants, to help in our initiative to develop city-wide residential development and construction of affordable, workforce and middle-class housing.	X	X	X	X	X	130,000	Georgia Initiative of Community Housing (GICH), Grants, General Funds, Staff Time	Main Street, Economic Development Department/Planning Department, City Manager, Stakeholders, Walker County Industrial Development Authority, LaFayette Development Authority
H-3	Study and catalog all redevelopment site opportunities to create more dense downtown housing. Analyze post-industrial adaptive reuse sites, aging educational buildings, greenfield, and infill sites to attract the diversification of housing stock.	X					TBD	EPA Grant, Additional Grants, General Fund, Staff Time	Main Street and Economic Development Department, DDA, Codes/Planning, City Manager
H-3	Review and update residential zoning ordinance to allow for innovative housing types such as cottage courts, ADUs, and missing middle housing types					X	\$5,000	Grants	Main Street and Economic Development Department

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-3	GDOT collaboration to find solution for tractor trailer not using downtown as main route (utilize bypass)			X			\$1,000	Staff Time	Public Works
T-2	Pursue Transportation Enhancement funds for additional streetscape phases or other local transportation projects; in particular, but not limited to, West Villanow Street, South Duke Street, South Main Street, and City Square, Patton St, Chattanooga Street		X				\$2,000	Staff time	Main Street and Economic Development Department, Public Works
T-2	Phased Streetscape project West Villanow Street, South Duke Street, City Square, and South Main Street.					X	\$250,000	City of LaFayette, Grants, Loans	City of LaFayette, Main Street and Economic Development Department
T-1, T-2	Hire a consultant to do a cost estimate study for a multimodal trail system along Indiana Street, West Villanow Street, Duke Street, and others.	X					\$15,000	City of LaFayette, Grants, Loans	City of LaFayette,

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-1, T-2, T-4	Develop bike trails / lanes from Main Recreational Facility to Joe Stock Park through Cemetery to Ross Abney facility. Connect recreational assets with multimodal trails.				X		\$1,000,000	Local, Grants, Loans, Transportation Alternative Program, Georgia Department of Natural Resources (DNR) Recreational Trails Program (RTP), DNR Land and Water Conservation Funds (LWCF)	City of LaFayette, Georgia Department of Transportation, Georgia Department of Natural Resources (DNR), Northwest Georgia Regional Commission (NWGRC)
T-2	Install guardrail on Skyline Heights hill	X					\$20,000	General Fund	Public Works
T-2	Construct Sidewalk on Indiana Street		X				\$250,000	TSPLOST	Public Works

City of LaFayette Community Work Program

Community Work Program, 2022-2026

City of LaFayette

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-2	Construct Sidewalk from Bypass to LaFayette High School to City Lake	X					\$150,000	TSPLOST	Public Works
T-2	Construct Sidewalk on Chattanooga Street to West Main Street		X				\$500,000	TSPLOST	Public Works
T-2	Construct Sidewalk on Duke Street from Warthen to North LaFayette Elementary			X			\$200,000	TSPLOST	Public Works
T-2	Construct Sidewalk from Main Street to Bypass		X				\$300,000	TSPLOST	Public Works
T-4	Biking trail at Max Stoker recreational facility				X		\$20,000	TSPLOST, RTR	Public Works
T-2	Improve accessibility of Sidewalks (uneven, roots, etc.)	X	X	X	X	X	\$250,000	TSPLOST, General Fund	Public Works

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	NATURAL and CULTURAL RESOURCES								
NR-3	Erosion mitigation for Chattooga River. Hydrology study along the Chattooga River, and pursue a plan for reservoir development for flood mitigation.					X	\$500,000	BRIC funding	Public Works
NR-3	Replace Curb and Gutter on Main Street between Culberson St and Rhyne Road			X			\$3,000,000	GDOT	Public Works
NR-1	Designate downtown LaFayette as local historic district and adopt design guidelines					X	\$500	Staff time	Main Street and Economic Development Department
NR-1	Nominate LaFayette's historic business district the National Register of Historic Places (NRHP)					X	\$500	Staff time	Main Street and Economic Development Department
NR-1	Nominate historic residential areas north and south of the square to the NRHP and designate as local historic district					X	\$1,000	Staff time	Main Street and Economic Development Department

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	NATURAL AND CULTURAL RESOURCES								
NR-1	Promote public education on Fort Cumming and the Trail of Tears.					X	\$5,000	Grants	Main Street and Economic Development Department
NR-1	Support the development of a Downtown LaFayette public art program/space		X				\$10,000	Grants/ Private donors	Main Street and Economic Development Department, Downtown Development Authority/
NR-3	Implement Stormwater Management Program				X		\$10,000	User fees	City of LaFayette
NR-1	Repairs on Chattooga Academy building	X					\$50,000	Local	Planning/ Codes Department
NR-3	Research and plan for a LaFayette Land Trust			X			\$5,000	General funds, Grants	City of LaFayette

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-15	Expand broadband internet speed and services and build smart-grid technology.	X	X	X	X	X	\$7,000,000	CARES Act, Grant funding	City of LaFayette
CF-10, CF-12	Build Splashpad at the City Municipal Park	X					\$250,000	Georgia Department of Natural Resources (DNR) Land and Water Conservation Funds (LWCF)	City of LaFayette, Georgia Department of Natural Resources (DNR)
CF-1	Replace lift station and force main from Shattuck Industrial Blvd.	X					\$1,500,000	City, GEFA, ARC, User Fees, Other Grants	City, Water and sewer enterprise fund
CF-1	Phase II Spring Creek Interceptor and Trunk lines			X			\$2,000,000	City, GEFA, User Fees, Other Grants	City, Water and Sewer enterprise fund
CF-1	Phase II Town Creek interceptor from Rambler Road to Warren Road.				X	X	\$2,000,000	City, GEFA, User Fees, Other Grants	City, Water and sewer enterprise fund
CF-1	Replace McArthur Street interceptor.				X	X	\$2,000,000	City, GEFA, User Fees, Other Grants	City, Water and sewer enterprise fund

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-3, CF-13	New fire vehicle/equipment building.					X	\$300,000	General Fund, SPLOST, Grants, ARC, USDA/RD	City of LaFayette
CF-9	Renovate the Ross Abney Recreation Complex.					X	\$200,000	General Fund, SPLOST, Grants	City of LaFayette
CF-9	Mausoleum and cremation burial facilities.			X			\$75,000	General fund	City of LaFayette
CF-1, CF-8	Replace existing meters with electronic receiver/transmitter (ERT) meters.			X			\$3,000	Enterprise fees, MEAG, Grants, SPLOST	City of LaFayette
CF-1	Replace 2-inch galvanized water lines (23.5 miles).	X	X	X	X	X	\$375,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette
CF-1	Renovations to Huggins Tank	X					\$300,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-1	Renovations to Darwin Lane Tank		X				\$300,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette
CF-3, CF-8	Automated read water meters and meter boxes.	X	X	X	X	X	\$1,200,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette
CF-1	Fire flow improvements for Skyline Heights Subdivision.					X	\$1,000,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette
CF-1	Upgrade Foster Boulevard Pump Station		X				\$1,500,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette
CF-1	Alternative Sludge Disposal Method	X					\$4,000,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-1	Replace Wastewater Treatment Plant Aeration System	X					\$1,000,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette
CF-1	Expand the city's natural gas system.	X	X	X	X	X	\$1,000,000	Municipal Gas Authority (MGAG) loan	City of LaFayette
CF-7	Establish emergency connection to another natural gas source (AGL).			X	X	X	\$100,000	Municipal Gas Authority (MGAG) loan, GEFA, User fees	City of LaFayette
CF-3	Create a capital improvement plan.			X			\$5,000	ARC, Staff time	City of LaFayette
CF-3, CF-13	Early warning system.					X	\$30,000	General funds and grants, BRIC	City of LaFayette

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-2	New fire trucks.				X		\$410,000	City of LaFayette, SPLOST, Grants, Assistance to Firefighters Grant (AFG)	City of LaFayette
CF-3	Replace existing streetlights with lower wattage sodium.		X				\$15,000	Enterprise fees, Municipal Gas Authority (MGAG) loan, Georgia Environmental Authority (GEFA), Grants, SPLOST	City of LaFayette
CF-1	Explore the possibility of reestablishing a 24-hour emergency health care facility in our community.			X			\$1,000	Staff time	City of LaFayette

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-1	New well and clear well at Lee School Road.		X				\$1,000,000	City of LaFayette, User fees, Georgia Environmental Authority (GEFA), Grants	City of LaFayette
CF-1	Build treatment plant for Dixon Springs.	X					\$4,300,000	City of LaFayette, User fees, Georgia Environmental Authority (GEFA), Grants	City of LaFayette
CF-1	New well in Rock Spring area.					X	\$300,000	City of LaFayette, User fees, Georgia Environmental Authority (GEFA), Grants	City of LaFayette
CF-1	Add additional treatment for turbidity and larger clear well at Lee School Road Plant			X			\$1,500,000	City of LaFayette, GEFA, User Fees, Other Grants	City of LaFayette

City of LaFayette Community Work Program

Community Work Program, 2022-2026									
City of LaFayette									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-9	Pave handicap parking lot at Ross Abney multiuse facility		X				\$40,000	General Fund, Other Grants	City of LaFayette
CF-9	Install roof on utility building	X					\$450,000	City of LaFayette, User fees, Grants	City of LaFayette
CF-9	Convert baseball fields 2 & 4 into multiuse recreational field to include soccer	X					\$25,000	General Fund, Other Grants, LWCF	Recreation
CF-9	Rehabilitate field 7 at Max Stoker Recreational facility		X				\$90,000	General Fund, Other Grants, LWCF	Recreation
CF-9	Façade improvement Max Stoker Recreational facility			X			\$30,000	General Fund, Other Grants	Recreation
CF-9	Replace flooring in Lowell Greene Recreational Facility			X			\$60,000	General Fund, Other Grants	Recreation
CF-9	Resurface old tennis court at Main Recreational Facility				X		\$40,000	General Fund, LWCF	Recreation
CF-9	Façade Lowell Green Recreational Facility			X			\$50,000	General Fund, Other Grants	Recreation

City of LaFayette Community Work Program

Community Work Program, 2022-2026

City of LaFayette

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-9	Façade and Roof on Main Recreational Facility			X			\$200,000	General Fund, Other Grants	Recreation
CF-9	Update and replace playground equipment		X	X	X		\$70,000	LWCF, General Fund, Other Grants	Recreation
CF-11	Install new recycling facility at Utility building		X				\$20,000	General Fund	Recreation

City of Lookout Mountain Community Work Program

Community Work Program, 2022-2026									
City of Lookout Mountain									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-7	Oversee Town Center retail development contract.	X	X				\$10,000	General fund.	Private Developer, Lookout Mountain City Staff and Officials
ED-6	Adopt a broadband ordinance	X					\$1,000	Staff time	City of Lookout Mountain
ED-6	Apply for Georgia Department of Community Affairs Broadband Ready designation	X					\$1,000	Staff time	City of Lookout Mountain
	TRANSPORTATION								
T-2	Apply for a grant through ARC for a recreational trail/pathway/sidewalk master plan	X	X				\$20,000	Appalachian Regional Commission	City of Lookout Mountain
T-2	Seek funding opportunities for the creation of additional trail/pathway/sidewalk	X	X				\$5,000	State, Federal and private foundation supports	City of Lookout Mountain
T-2	Construction of trail system connecting community college and parks			X	X		\$100,000	State, Federal and Private foundation supports	City of Lookout Mountain

City of Lookout Mountain Community Work Program

Community Work Program, 2022-2026									
City of Lookout Mountain									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-2	Attend Complete Street training to seek appropriate transportation policies.			X			\$2,000	Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program	City of Lookout Mountain, Northwest Georgia Regional Commission
T-2	Identify and develop transportation policies and practices			X			\$7,000	Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program	City of Lookout Mountain, Northwest Georgia Regional Commission
	NATURAL AND CULTURAL RESOURCES								
NR-3	Develop/adopt a Hazard Mitigation Plan for slope stabilization and stormwater drainage.			X			\$75,000	Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP)	City of Lookout Mountain

City of Lookout Mountain Community Work Program

Community Work Program, 2022-2026									
City of Lookout Mountain									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	NATURAL AND CULTURAL RESOURCES								
NR-3	Develop a steep slope stabilization plan		X				\$15,000	Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP)	City of Lookout Mountain
NR-3	Landscape the new Memorial Park.	X					\$10,000	General Fund	City of Lookout Mountain
	COMMUNITY FACILITIES AND SERVICES								
CF-9	Update the sanitary sewer system pump station.	X	X				\$1,350,000	General Funds and ARC Grant/Loan	City of Lookout Mountain
CF-7	Create design guidelines for residential development to protect the City's character.	X					\$20,000	General Fund	City of Lookout Mountain
CF-8	Create a new, updated City website	X					\$4,000	General Fund,	City of Lookout Mountain

City of Lookout Mountain Community Work Program

Community Work Program, 2022-2026									
City of Lookout Mountain									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	LAND USE								
LU-2	Review and adopt the updated zoning ordinance prepared by the Northwest Georgia Regional Commission	X					\$5,000	Staff Time, Attorney Fees	City Staff, Planning Commission

City of Rossville Community Work Program

Community Work Program, 2022-2026

City of Rossville

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-2, ED-3, ED-4	Assist in the redevelopment of the Peerless Mill complex.	X	X	X	X	X	\$100,000	City of Rossville, the Downtown Development Authority	City of Rossville, RDDA, WCDA
ED-4	Provide or seek incentives for the renovation and redevelopment of County owned assets inside the RDDA footprint	X	X	X	X	X	\$100,000	City of Rossville, the Downtown Development Authority, ARC	City of Rossville, RDDA, WCDA
ED-1, ED-2, ED-3, ED-4	Develop and implement a façade improvement program for downtown and the Urban Redevelopment Boundary identified in the Urban Redevelopment Plan.				X		\$1,000	Staff time, Business Improvement District (BID)	City of Rossville and the Downtown Development Authority
ED-1, ED-3, ED-4	Create an online Downtown property inventory in the RDDA footprint to begin to assist in marketing available properties for lease or purchase		X				\$5,000	Staff time, sponsorship	Rossville Downtown Development Authority

City of Rossville Community Work Program

Community Work Program, 2022-2026									
City of Rossville									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-3, ED-4, ED-7	Small Business Development and retention through the Small business development Center and the Rossville Downtown Development Authority (RDDA) and Walker County Chamber			X			\$5,000	SPLOST, USDA RBDG, ARC	City of Rossville, RDDA,
ED-1, ED-2, ED-3, ED-4	Develop an aggressive marketing and branding plan to promote the City of Rossville, especially it's dense downtown retail, cultural, and natural assets.		X				\$3,000	Staff Time	City of Rossville, RDDA, and NWGAJDA
ED-2	Apply to receive a State of GA Opportunity Zone designation.		X				\$3,000	Staff Time	City of Rossville, Georgia Department of Community Affairs, and Northwest Georgia Regional Commission
ED-1, ED-3, ED-4, ED-5,	Create a Renaissance Strategic Vision Plan (RSVP) through partnership with Carl Vinson Institute of Government of UGA to create a Master Plan.		X				\$10,000	Lyndhurst Foundation, Staff Time	City of Rossville

City of Rossville Community Work Program

Community Work Program, 2022-2026									
City of Rossville									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-1, ED-3, ED-4, ED-5,	Apply for Georgia Cities Foundation Economic Placemaking Collaborative (GEPC) development program			X			\$8,000	General Fund, City of Rossville Downtown Development Authority	City of Rossville, Rossville Downtown Development Authority (DDA)
ED-6	Adopt a broadband ordinance	X					\$1,000	Staff time	City of Rossville
ED-6	Apply for Georgia Department of Community Affairs Broadband Ready designation	X					\$1,000	Staff time	City of Rossville
	HOUSING								
H-1, H-2, H-3	Complete a qualitative analysis and needs assessment of housing stock. Develop a plan to remediate blight		X				\$7,500	Staff time	City of Rossville, University of GA, Rossville GICH Team

City of Rossville Community Work Program

Community Work Program, 2022-2026

City of Rossville

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	HOUSING								
H-1, H-2	Apply for Community Development Block Grant (CDBG) housing rehabilitation finances and State of Georgia Department of Community Affairs' (DCA) Community HOME Investment Program (CHIP) so to encourage more Owner-Occupied Housing	X					\$500,000	Staff time, Georgia Initiative for Community Housing (GICH), Private Investments and Community HOME Investment Program (CHIP), and Georgia Dream	City of Rossville, Northwest Georgia Regional Commission, Georgia Department of Community Affairs (DCA)
H-1, H-2, H-3	Recruit LIHTC, senior, market rate, multi-family, and single-family housing developers	X	X	X	X	X	\$8,000	Staff time, Georgia Initiative for Community Housing (GICH)	Rossville GICH Team, City of Rossville, RDDA, NWJDA
H-1, H-3	Upon conclusion of the initial three-year GICH program, continue in the Alumni Program	X	X	X	X	X	\$3,000	City of Rossville, grant funding, and sponsorship	City of Rossville, Rossville GICH Team

City of Rossville Community Work Program

Community Work Program, 2022-2026

City of Rossville

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-2	Through partnership with Northwest Georgia Regional Commission, attend Complete Street Training, seek appropriate transportation policies.	X					\$3,000	Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program funding	City of Rossville, Northwest Georgia Regional Commission (NWGRC)
T-2	Through partnership with Northwest Georgia Regional Commission, seek appropriate transportation policies and practices and develop a plan with designs for Chickamauga / McFarland Avenue.			X			\$7,000	Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program funding	City of Rossville, Northwest Georgia Regional Commission (NWGRC)
T-2	McFarland Avenue Corridor Area Development and Beautification	X	X	X	X		\$400,000	SPLOST, ARC	City of Rossville
T-2	Chickamauga Avenue Corridor Area Development and Beautification	X	X	X	X		\$550,000	SPLOST	City of Rossville
T-2	Continue the development and implementation of a sidewalk plan for the residential areas.		X				\$300,000	City of Rossville, State of Georgia	City of Rossville

City of Rossville Community Work Program

Community Work Program, 2022-2026									
City of Rossville									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	TRANSPORTATION								
T-5	Investigate feasibility of a Pilot program using city school busses for public transportation					X	\$2,000	Staff Time	City of Rossville, City of Rossville School System
	NATURAL AND CULTURAL RESOURCES								
NR-1, NR-2, NR-4, NR-5	Work with Trust for Public Land to connect the Chattanooga Riverwalk extension to the City of Rossville to connect downtown Rossville to recreation assets and to the City of Chattanooga.				X		\$10,000	Staff Time, GA Dept of Natural Resources grant	City of Rossville, Rossville DDA
NR-1	Apply for and participate in the Main Street Program			X			\$2,000 – full-time salary	Staff Time	City of Rossville
NR-5	Purchase additional property for a city-wide pocket park.			X			\$15,000	City of Rossville General Fund, Grants	City of Rossville
NR-3	Purchase additional property for a city-wide pocket park.			X			\$15,000	City of Rossville General Fund, Grants	City of Rossville

City of Rossville Community Work Program

Community Work Program, 2022-2026

City of Rossville

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
NATURAL AND CULTURAL RESOURCES									
NR-1	Development and Modernization of Historic Downtown District in Partnership with Rossville Downtown Development Authority (RDDA)			X			\$510,000	SPLOST	City of Rossville, Rossville Downtown Development Authority
COMMUNITY FACILITIES AND SERVICES									
CF-1	Apply for Community Development Block Grant (CDBG) for sewer repair and replacement.			X			\$500,000	Georgia Department of Community Affairs' Community Development Block Grant	City of Rossville, Reagan and Smith, Northwest Georgia Regional Commission
CF-10	Public Infrastructure: Stormwater/Sewer Maintenance and Repair, and Utility Infrastructure Improvements	X	X	X	X	X	\$850,000	SPLOST	City of Rossville
CF-1	Apply for sewer funding for low income from new infrastructure plan.		X	X	X	X	\$100,000	Infrastructure Bill SEC. 226 Grants for construction and refurbishing...Wastewater systems for individuals of low income.	City of Rossville

City of Rossville Community Work Program

Community Work Program, 2022-2026									
City of Rossville									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-9	Rossville Public Facility Improvements	X	X	X	X		\$500,000	SPLOST	City of Rossville
CF-9	Rossville Library	X	X	X	X		\$60,000	SPLOST	City of Rossville
CF-3	Rossville Public Safety: General and Communication Equipment	X	X	X	X		\$550,000	SPLOST	City of Rossville
CF-9	Recreation Facilities and Historical Area Facilities Upgrades and Improvements	X	X	X	X		\$409,600	SPLOST	City of Rossville

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-3, ED-7, ED-10	Develop a written comprehensive tourism plan for all of Walker County in addition to the U.S. Hwy 27 Tourism Corridor. Include in the plan mapping, advertising in print, with billboards, websites, TV, radio, etc			X			\$90,000	Grants, Walker County Chamber of Commerce, Walker County, Northwest Georgia Joint Development Authority	Walker County Chamber of Commerce, Walker County, Northwest Georgia Joint Development Authority
ED-2, ED-7, ED-10, ED-12	McLemore Resort Private Hotel/Conference Center 2 nd 18 hole golf course expansion.	X	X				\$33,000,000	State of Georgia, Private funding	Walker County, Walker County Chamber of Commerce
ED-13	Industrial Park Development on Hwy 27 and West Reed Road add two local access road points			X			\$12,000,000	Walker County, Walker County Development Authority (WCDA), and Northwest Georgia Joint Development Authority, ARC	Walker County, Walker County Development Authority (WCDA), and Northwest Georgia Joint Development Authority

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	ECONOMIC DEVELOPMENT								
ED-10	Install a new electronic sign at the Walker County Civic Center to better inform the public of special events at the Civic Center.	X	X				\$15,000	Covid-19 Economic Relief (CARES)	Walker County Government
ED-13	Walker industrial park phase two access road.			X			\$500,000	Grants, Local, ARC	Walker County and Northwest Georgia Joint Development Authority (NWGAJDA)
ED-14	Phase I sidewalk installation	X					\$10,000	General Funds	Walker County Georgia Public Works
ED-14	Phase II sidewalk installation		X				\$25,000	General Funds	Walker County Georgia Public Works
ED-6	Adopt a broadband ordinance	X					\$1,000	Staff time	City of Chickamauga
ED-6	Apply for Georgia Department of Community Affairs Broadband Ready designation	X					\$1,000	Staff time	City of Chickamauga

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	NATURAL AND CULTURAL RESOURCES								
NR-1	Advance the Walker County African American Museum and Cultural Center and construct a heritage park.		X				\$1,100	Walker County Government	Walker County Government.
NR-3	In partnership with Limestone Resources Conservation and Development (RC&D), utilizing 319 grant funding complete watershed study and management plan for stormwater and stream impairments.	X	X	X			\$110,000	United States Environmental Protection Agency (EPA) 319 Grant	Walker County Government, Limestone Resource Conservation and Development
NR-3	Find ways to improve the county recycling program and environmental education in an effort to support the state's goal of 25% reduction to our landfills				X		\$11,000	Annual donation from waste haulers	Walker County Government
NR-1	Dougherty House National Register designation and renovation				X		\$100,000	Grant, Walker County Government	Walker County Government

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-3	Emergency generators for emergency shelters at certain Walker County owned buildings; as an example, generators are needed at the Civic Center and Ag Center. Both the Civic Center and Ag Center was identified as needing a generator in the 2016 Walker County Hazard Mitigation Plan.	X	X	X	X		\$850,000	SPLOST, Hazard Mitigation Grant Program	Walker County Government
CF-3	New radios for first responders, 369 of our radios are no longer being made or service by Motorola	X	X	X	X		1,000,000	SPLOST	Walker County Government
CF-3	Capital Investment for equipment, technology, and facilities upgrades for the 911 Center Operations	X	X	X	X		\$425,000	SPLOST	Walker County Government
CF-3	911 communication radio tower to address dead spots	X	X	X	X		\$750,000	SPLOST	Walker County Government
CF-3	New deputy vehicles	X	X	X	X		\$2,500,000	SPLOST, USDA/RD	Walker County Georgia Government

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-6	Body and vehicle cameras	X	X	X	X		\$400,000	SPLOST	Walker County Georgia Government
CF-3, CF-12	Emergency Services equipment including Emergency Services Vehicles, outfitting of vehicles, and Fire Station Facilities	X	X	X	X		\$3,750,000	SPLOST, AFG	Walker County Georgia Government
CF-13	Capital Investment for computer systems and technology advancements	X	X	X	X		\$325,000	SPLOST	Walker County Georgia Government
CF-12	Public Works Equipment, Roadside Mowers, and Vehicles	X	X	X	X		\$3,000,000	SPLOST	Walker County Georgia Government
CF-12	Capital Improvements/Investment of county facilities, including the courthouse and courthouse annexes.	X	X	X	X		\$4,100,000	SPLOST	Walker County Georgia Government
CF-12	Capital equipment for Transportation Maintenance Facilities	X	X	X	X		\$175,000	SPLOST	Walker County Georgia Government

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-12	Capital Investments in County Vehicles	X	X	X	X		\$700,000	SPLOST	Walker County Georgia Government
CF-12	Capital Investment in equipment and facility improvements to the Animal Shelter	X	X	X	X		\$145,000	SPLOST	Walker County Georgia Government
CF-12	Capital Investment in equipment and facility improvement to the LaFayette/Walker Senior Citizen Center	X	X	X	X		\$200,000	SPLOST	Walker County Georgia Government
CF-12	Capital Investment in technology advancements, books, and facility improvements for our (3) Public Libraries	X	X	X	X		\$150,000	SPLOST	Walker County Georgia Government
CF-9	Historic Marsh House ongoing repair and maintenance needs	X	X	X	X		\$90,000	SPLOST	Walker County Georgia Government
CF-1	Additional fire hydrants	X	X	X	X		\$250,000	SPLOST	Walker County Georgia Government

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-11	Capital equipment vehicles, and facilities improvements for County Landfill operations	X	X	X	X		\$1,500,000	SPLOST	Walker County Georgia Government
CF-8	Add additional information to qpublic.com (www.walkerassessors.com) as it becomes available, example flood maps, zoning updates, storm drainage structures, updated aerial photography, etc.					X	\$11,000	General Funds, Collected Fees	Walker County Government
CF-1	McLemore Water Project	X	X	X	X	X	\$4,500,000	Grants, Walker County Government User fees, SPLOST	Walker County Government
CF-1	Phase II of the McLemore Water Project, water back up tank for redundancy	X	X	X	X	X	\$350,000	Grants, Walker County Government User fees, SPLOST	Walker County Government

Walker County Community Work Program

Community Work Program, 2022-2026

Walker County

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
COMMUNITY FACILITIES AND SERVICES									
CF-7	Evaluate other areas of the County to determine future sewer needs. Include in the next SPLOST.				X		\$7,500	Walker County Water and Sewer Authority, Walker County Government	Walker County Water and Sewer Authority, Walker County Government
CF-4, CF-8	Civic Center Campus expansion for 4H, UGA Extension and other agriculture services	X	X	X	X	X	\$1,200,000	SPLOST, Grants, Walker County Government, User fees	Walker County Government
CF-4, CF-8	Civic Center Campus recreational improvements	X	X	X	X	X	\$350,000	SPLOST, Grants, Walker County Government, User fees	Walker County Government

Walker County Community Work Program

Community Work Program, 2022-2026									
Walker County									
Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	COMMUNITY FACILITIES AND SERVICES								
CF-9, CF-16	Walker County Youth Sports Complex (Phase 1)	X	X	X	X	X	\$9,200,000	Grants, SPLOST, American Rescue Plan (ARP), Walker County Government, Hotel/Motel Taxes, Georgia Department of Natural Resources (DNR) Outdoor Stewardship Program	Walker County Government
	LAND USE								
LU-3	Brownfield plan and redevelopment of the Kensington Industrial Park					X	\$15,000	Staff time	Walker County Government, Walker County Industrial Development Authority (IDA), Northwest Georgia Joint Development Authority, North Georgia Electric (NGA)

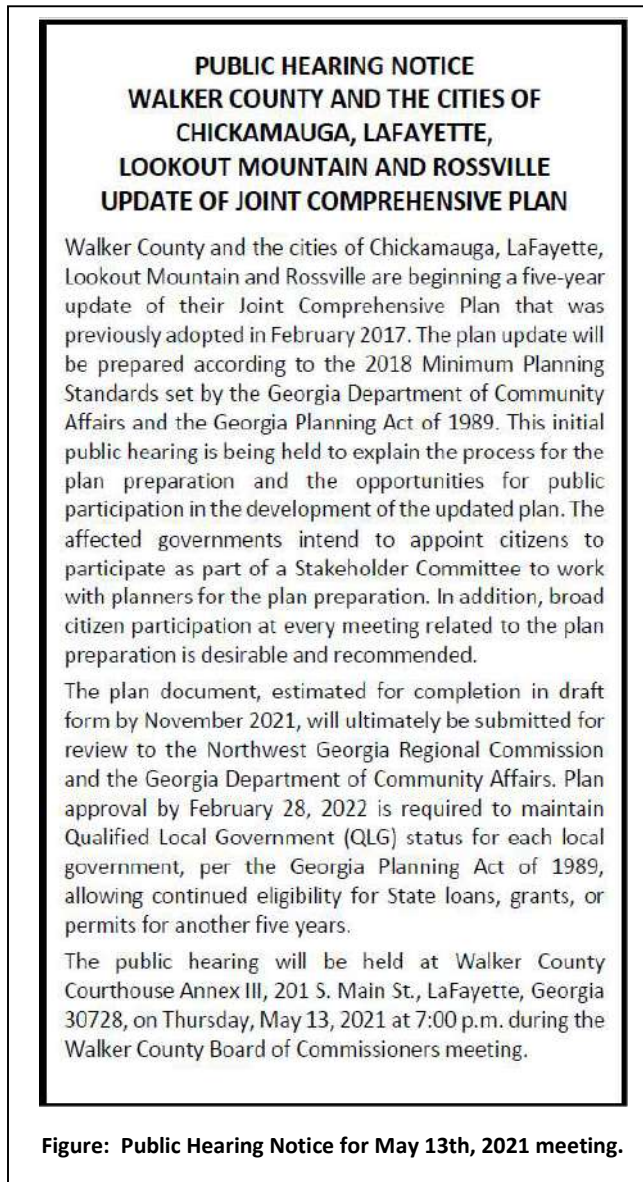
Walker County Community Work Program

Community Work Program, 2022-2026

Walker County

Need/ Opportunity Code:	Activity Description	2022	2023	2024	2025	2026	Cost Estimate	Funding Source	Responsible Party
	LAND USE								
LU-3	Brownfield plan and redevelopment of the former Coats American Facility.					X	\$15,000	Staff time	Walker County Government, Walker County Industrial Development Authority (IDA), Northwest Georgia Joint Development Authority, North Georgia Electric (NGA)
LU-1	Update and develop ordinances to manage growth – including incentives to attract unique housing developments and allow for alternative housing design.		X				\$1,100	Staff time	Walker County Government

APPENDIX A



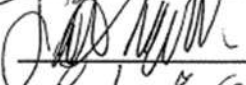
<u>Sign In Sheet</u>	
<u>Public Meeting and Regular Scheduled Commissioner's Meeting</u>	
<u>May 13, 2021</u>	
<u>7:00 PM</u>	
<u>Name</u>	<u>Address</u>
Dakya Porter	
LaTaya Porter	
Alex Smith	
TERRY TUCKER	
Karen Keady	
ELITA PIERCE	
Casey Hobbs	
Wade Hutcheson	
	
	
Ricky Deyou	
Cheri Noblitt	
Todd Noblitt	
Codee Sorensen	
Tyrone DAVIS	

Figure: Public Hearing Notice for May 13th, 2021 meeting sign in

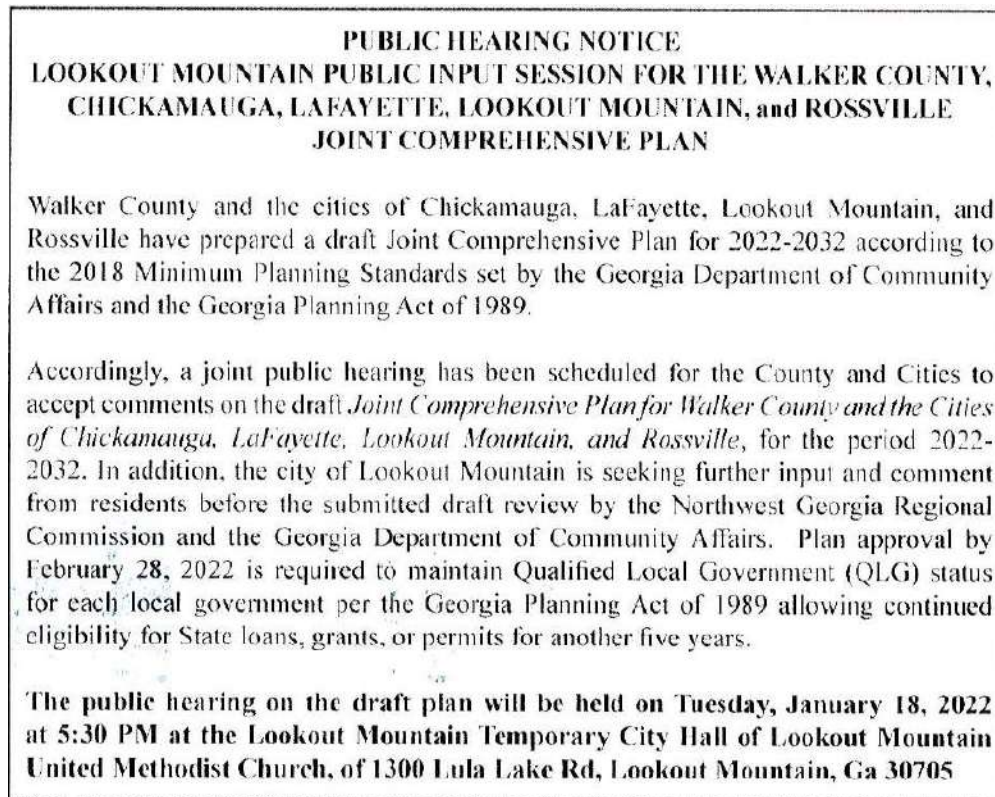


Figure: Public Hearing Notice for January 18, 2022 meeting in Lookout Mountain, Ga.

**PUBLIC HEARING
WALKER COUNTY AND THE CITIES OF CHICKAMAUGA, LAFAYETTE, LOOKOUT MOUNTAIN AND
ROSSVILLE
UPDATE OF JOINT COMPREHENSIVE PLAN
5:30 pm
Tuesday, January 18, 2022
United Methodist Church, 1300 Lula Lake Rd, Lookout Mountain, Ga 30705**

Ani Escobar
Ricky Escobar
Dawn Shiraef
Jimmy Campbell
Angie Sutherland
Larry Reed
Frank Youmans
Keith Sanford
Doug Chapin
Susan Harris
Kristen Stone
Devin (Rick) Ryan
Allen Bible
Beverly Short
David Bennett
Kenny Lee

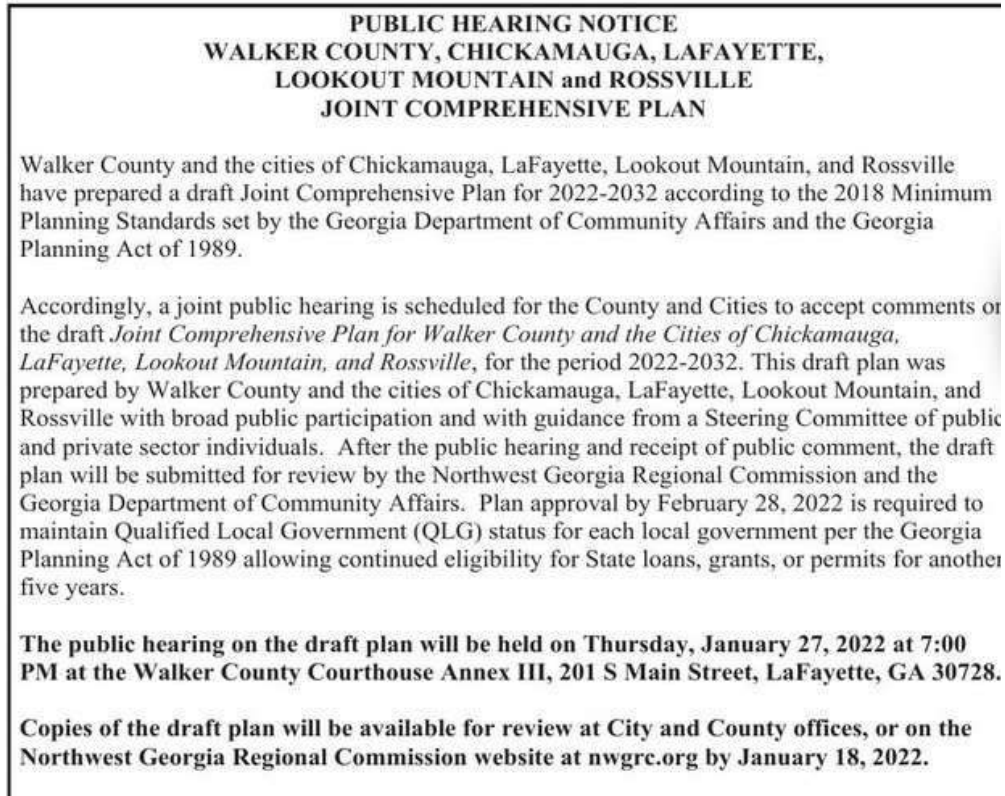


Figure: Public Hearing Notice for January 27, 2022 meeting in LaFayette, Ga.

Sign In Sheet
Scheduled Public Hearing
January 27, 2022
7:00 PM

<u>Name</u>	<u>Address</u>
Randy Pittman	
Alex Smith	
Ethan Gilman	
Stephanie Watkins	Rock Spring
Wendy Caswell	
Kay Baker	
Kerry Lee	Looked Mtn, Ga
Potter	Boys Rd
Shirley Hallmark	Rossville, Ga
Rhonda Cuts	Russell Ga.
Kerry Gore	Flatston Ga
Ricky Pell	Rossville, Ga
[Signature]	[Signature]

Figure: Public Hearing Notice for January 27, 2021 meeting sign-in sheet page 1

Sign In Sheet

Scheduled Public Hearing

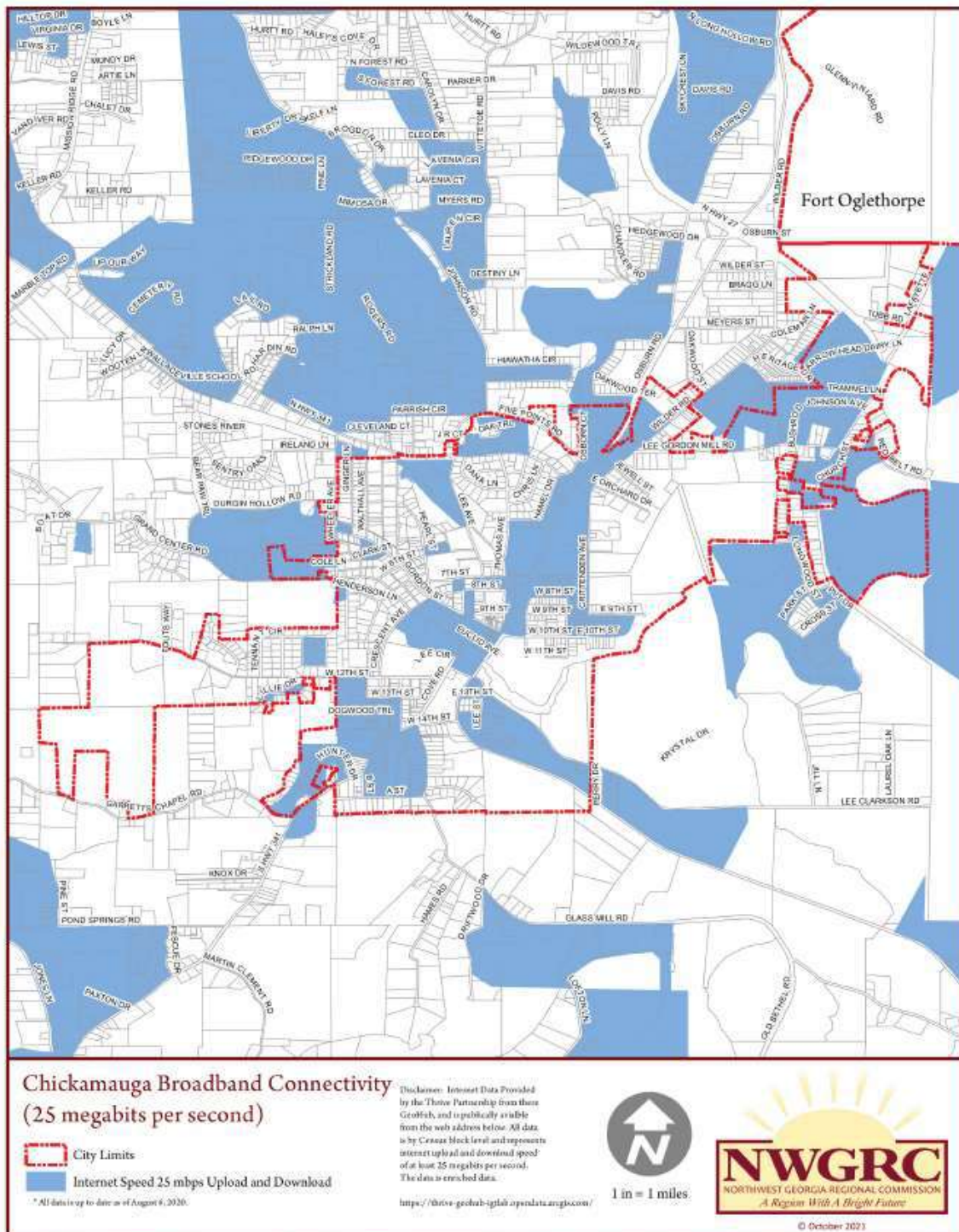
January 27, 2022

7:00 PM

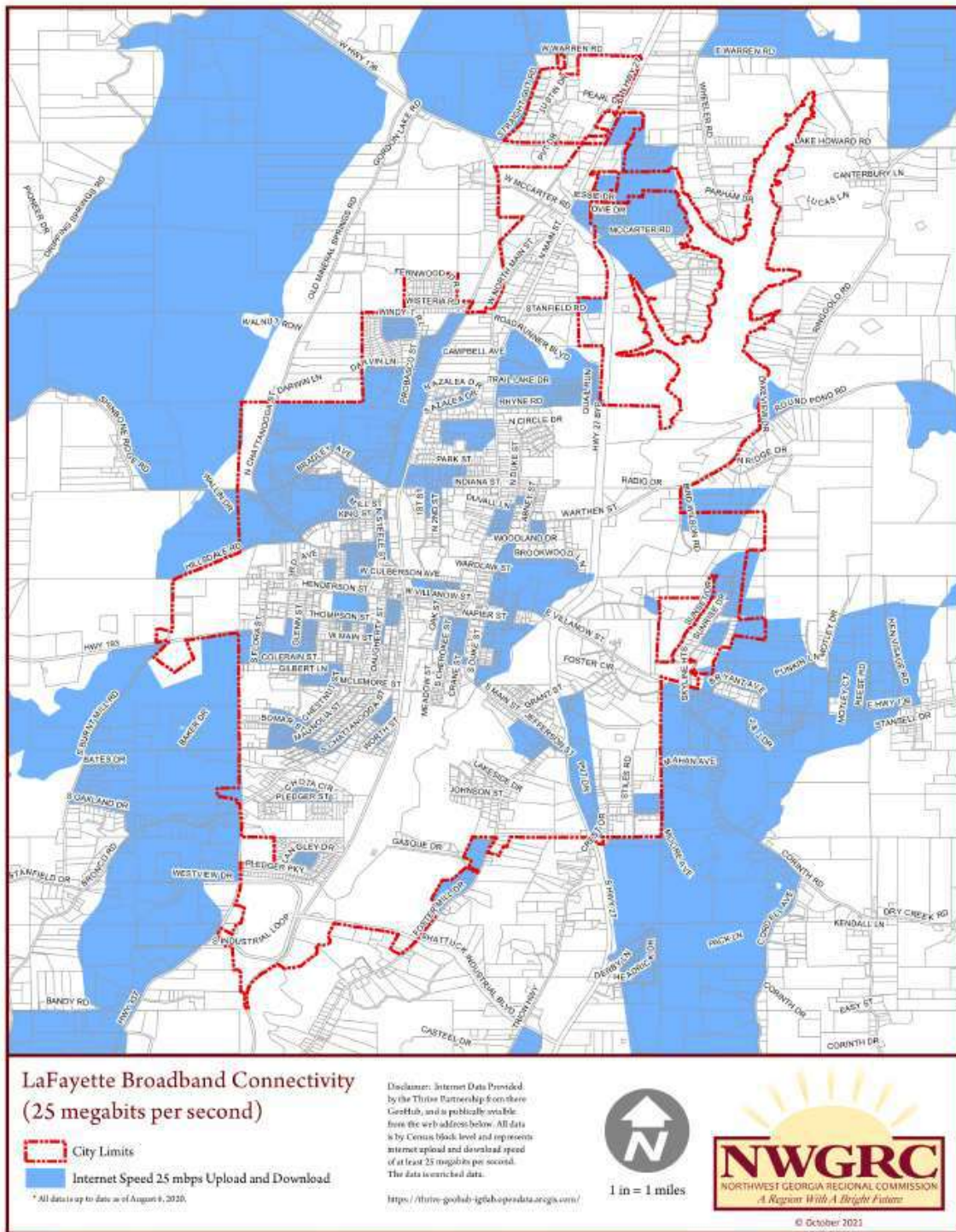
<u>Name</u>	<u>Address</u>
Dakota Reed	Chickasaw
Jason Markon	195 Ayers Rd
Lisa Moulton	195 Ayers Rd
Sarah Coppen	0 Wilson rd
Martin Coffey	0 Wilson Rd
Michelle Mah	- 65691 Hwy 341
Steele M. V. Jock	691 Kensington Rd Chickasaw
Harold B. Danks Jr.	P.O. Box 80243 Chattanooga TN 37414
ROBERT WARDLAW	

Figure: Public Hearing Notice for January 27, 2021 meeting sign-in sheet page 1

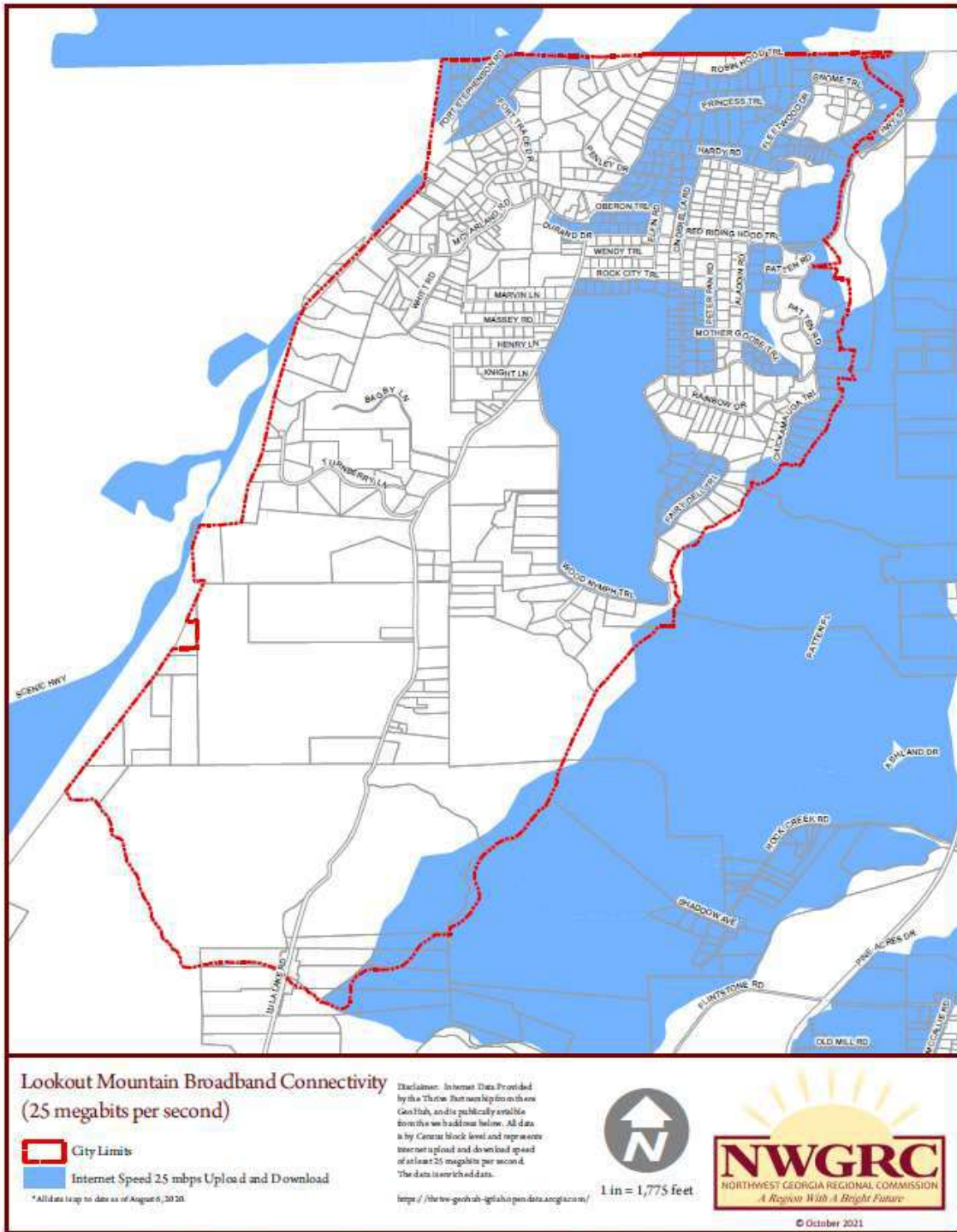
APPENDIX B



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