

City of Calhoun Comprehensive Plan



2007-2027

Prepared by

 **MACTEC**

engineering and constructing a better tomorrow

Prepared for
City of Calhoun
Calhoun, Georgia



City of Calhoun
Comprehensive Plan 2007-2027

*COMMUNITY
AGENDA*

Prepared for:
City of Calhoun, Georgia

By:



MACTEC Engineering and Consulting, Inc.
Atlanta, Georgia
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1 Introduction

1.1 Purpose

The Comprehensive Plan is an important, guiding policy document that addresses a wide range of factors and presents short and long range recommendations. State law requires Gordon County and its jurisdictions to update their respective Comprehensive Plans by October 31, 2009. As prescribed by the Georgia Department of Community Affairs (DCA), the update of the Comprehensive Plan follows the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005. The City of Calhoun adopted its current Comprehensive Plan in 1992.

This update of the plan is a joint effort undertaken by both Calhoun and Gordon County. Although prepared as stand-alone documents, the City's and County's plans were undertaken concurrently, they reflect the same 20 year planning horizon and they include combined public participation activities. The 2007-2027 Gordon County Future Development Map is provided for reference in the Appendix of this document.

For planning purposes, DCA classifies Calhoun as an "Advanced" planning level jurisdiction. This classification requires the development of a Community Agenda, inclusive of a Future Development Map and associated narrative, an Issues and Opportunities section, and an Implementation section.

1.2 Scope

The Community Agenda includes the City's vision for the future, key issues and opportunities it chose to address during the 20-year planning period and a five-year short term work program for achieving this vision and addressing the identified issues and opportunities. In outlining future development for the City the Community Agenda is the most important part of the *City of Calhoun Comprehensive Plan 2007-2027*.

Part I of the Comprehensive Plan included the Community Assessment and Analysis of Supporting Data that were prepared prior to the implementation of the Community Participation Program. These provided a preliminary look at the issues and opportunities, areas of special concern and an analysis of the existing development patterns that included recommended 'character areas.'

Part II is the Community Agenda, which reflects, refines and/or expands upon the ideas presented in Part I of the Comprehensive Plan. The Community Agenda represents ideas that have been fine-tuned largely through the Visioning Process, or citizen participation process. Community Visioning Workshops and public hearings at council meetings provided opportunities for input from stakeholders and the general public. The workshops were held in downtown Calhoun on October 25 and 26, 2006. They provided opportunities for public input on community issues and potential strategies for addressing them and for feedback on the Recommended Character Area Map. This input is reflected in the Community Agenda's Future Development Map and supporting narrative, a more tailored list of issues and opportunities, and a short-term work program to guide implementation of the plan. The Community Agenda also identifies policy statements that provide a basis for making decisions in implementing the Comprehensive Plan.

2 Vision for Future Development: 2007-2027

2.1 Introduction

A key component of the comprehensive planning process is the creation of a Future Development Map that reflects the City's vision for growth and development for the next 20 years. This vision is expressed in unique "character areas" that cover the entire City and adjacent areas in unincorporated Gordon County. Character area planning focuses on the way an area looks and how it functions. Tailored development strategies are applied to each area, with the goal of enhancing the existing character/function *or* promoting a desired character for the future.

The character areas recommended for Calhoun, defined and shown in the Future Development Map, define areas that:

- Presently have unique or special characteristics that need to be preserved
- Have potential to evolve into unique areas
- Require special attention because of unique development issues

The character areas are described in the following pages. Each description includes the following information, which presents an overall vision for future growth and development for a character area:

- Development Pattern
- Primary Land Uses
- Implementation Strategies

The development pattern describes the nature of preferred development in a character area, such as appropriate design, infrastructure, and intensity. The land use section lists permissible land uses within each character area. Finally, the implementation strategies section identifies the measures the City can take to ensure that the development pattern described by each character area can be implemented.

2.2 Character Areas

2.2.1 River Corridor/Floodplain Preserve

The River Corridor/Floodplain Preserve character area reflects the City's environmentally sensitive areas and undeveloped natural lands that are not suitable for development. The character area includes river corridors, wetlands, and floodplain areas. In addition to providing opportunities for passive recreation and for animal/plant species protection, the Oostanaula River is a water source for Gordon County and the greater region.

Development Pattern

The development pattern should seek to:

- Protect open space in a linear pattern, typically following river and stream corridors
- Protect water quality with appropriate stream



The Oostanaula River winds through northwest Calhoun

Source: Google Earth

- and reservoir buffers and prohibition of uses that are prone to pollution
- Provide new opportunities for environmental education or low-impact recreation, such as canoeing and hiking, and promote/enhance existing recreation opportunities adjacent to the Oostanaula River, such as the Clarence E. Harris River Park
- Follow Best Management Practices (BMPs) for erosion and sedimentation, as defined in the Georgia Erosion and Sedimentation Act
- Minimize impervious surfaces
- Discourage extension of public utilities, especially sewer, that would encourage development of these areas
- Maintain a high degree of open space
- Preserve natural resources and habitat and views of natural features
- Accommodate a greenway system that follows the Oostanaula River
- Prevent degradation to natural resources in areas that have already developed or have the potential due to existing zoning

Primary Land Uses

- Undeveloped areas left in their natural state
- Passive recreation
- Agriculture

Implementation Strategies

- Adopt the DCA/DNR "Part V" environmental ordinances for River Corridor Protection, Groundwater Recharge Area Protection, Water Supply Watersheds and Wetlands Protection
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design
- Coordinate with Gordon County on the preparation of a Greenways Master Plan and land acquisition, with particular focus on utilizing river corridors to create a comprehensive path system
- Adopt specific cross sections for roads that cross these areas
- Promote these areas as passive-use tourism and recreation destinations



Calhoun's River Walk, along the Oostanaula River, has the potential to be part of a more extensive local greenway system

2.2.2 Rural/Agricultural Reserve

The Rural/Agricultural Reserve character area is intended to reflect predominantly rural, undeveloped land that is suited for agricultural, "conservation subdivision" and/or large-lot residential uses. Land in this character area should adhere to large minimum lot sizes or follow Conservation Subdivision principles in order to retain as much of the open space and rural character as possible and protect the existing water supply watershed. Though few areas are recommended as Rural/Agricultural Reserve inside the City limits, there are substantial areas adjacent to Calhoun's current boundaries.

Development Pattern

The development pattern should seek to:

- Protect rural character (including farmland, open space and viewsheds) and environmentally-sensitive areas

- Cluster new residential development in a “conservation subdivision” design that maintains significant amounts of open space (25%-50% of the site) and natural conservation areas or require a large minimum rural lot size
- Connect new conservation subdivisions to greenways where possible
- Carefully design roadway alterations to minimize scenic and environmental impacts
- Limit impacts of new development on the environment, including reducing limits on clearing and grading
- Reduce impervious cover
- Utilize natural features for stormwater management
- Accommodate low-intensity uses
- Depict clear physical boundaries and transitions between Rural/Agricultural Reserve uses and adjacent higher intensity uses



An example of a conservation subdivision, also known as an open space subdivision, which maximizes and protects existing green space/trees and reduces impervious cover, soil erosion and infrastructure costs

Primary Land Uses

- Agricultural
- Single Family Residential (very large lot or Conservation Subdivision)
- Passive Recreation

Implementation Strategies

- Amend existing Planned Residential Development (PRD) district or adopt a Conservation Subdivision Ordinance to set minimum open space requirements and guide site design
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual’s Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design
- Adopt typical street cross-sections for these areas that identify appropriate width and configuration and that require paved roads to use drainage swales in lieu of curb and gutter
- Adopt buffer requirements for application between agricultural and non-agricultural uses
- Adopt policies that require setting aside land as part of subdivision development for a comprehensive network of greenways/trails for use by non-motorized users, where feasible
- Adopt a Tree Protection/Replacement Ordinance

2.2.3 Historic Resource Protection

The Historic Resource Protection character area encompasses the Fain and Chandler Cemeteries. While the cemeteries are not in jeopardy of being displaced, potential issues include long-term maintenance and making the cemeteries accessible to the community. This character area also includes the New Echota State Historic Site and surrounding properties, which abut the City limits to the east. This area is recommended as Historic Resource Protection due to the historical significance of this 19th century capital of the Cherokee Nation and the potentially detrimental impact on the site with development of surrounding properties. Other historic resources in or near the City that are included in this character area are Lay’s Ferry south of the Town of Resaca, Rome Crossroads near Coosa Valley Tech, and Trimble House, located just north of the Gordon County/Bartow County line.



*Historic war memorial at the Hwy 41/
Hwy 225 split*

Development Pattern

The development pattern should seek to:

- Buffer historic sites from encroaching development
- Encourage building/site design and scale that is compatible with the surrounding historic environment
- Preserve the integrity of historic sites
- Widen and extend roadways into these areas only when absolutely necessary and based on acceptable environmental / fiscal impacts and planned uses
- Encourage low-impact uses
- Protect viewsheds
- Limit clearing and grading
- Protect "gateways", including the Line Street/Hwy 41 intersection, the I-75/Hwy 225 interchange, and

the historic City of Calhoun gateway at the Hwy 41/Hwy 225 split, from incompatible and unattractive development that detracts from the historic nature of the area

- Maintain and enhance, where appropriate, signage, landscaping, perimeter walls, and exterior and interior sidewalks to facilitate pedestrian access and use

Primary Land Uses

- Undeveloped areas
- Passive recreation
- Single-family residential

Implementation Strategies

- Apply for designation as a Certified Local Government (CLG) and/or Preserve America Community to qualify for historic preservation-related grant funds (*i.e.* historic resource surveys, conditions assessment reports, preservation plans, educational materials/brochures, etc.)
- Coordinate with the Calhoun Preservation Commission on heritage education/promotion and preservation efforts that incorporate the cemetery
- Designate eligible local historic residential neighborhoods and apply existing Historic District Design Guidelines (2007) to infill development and exterior changes to existing residences
- Prohibit outdoor storage and land uses that are incompatible with the area

2.2.4 Historic Downtown

Historic Downtown includes the Calhoun Central Business District as well as surrounding areas on both sides of the railroad that have the potential to develop in a manner that is consistent with the historic downtown: traditional building façades, buildings close to the street, and the use of sidewalks. Goals of the character area include encouraging a mix of uses to create vitality, reinforcing the area as the central business district of Calhoun, and respecting and promoting the established development pattern of the downtown core. New development or redevelopment, particularly west of the railroad, can serve to extend the boundaries and function of downtown by orienting buildings to the street rather than to an on-site parking lot, allowing a mix of uses accessible to the pedestrian, and connecting to the rest of the character area with sidewalks. Maintaining the historic integrity of the downtown is paramount; signage, exterior changes to existing building facades, and new construction in the newly

designated Downtown Historic District (inside the boundaries of the character area) are subject to review by the Calhoun Historic Preservation Commission.



Downtown Calhoun includes historic storefronts, a streetscape with sidewalks, pedestrian-scale lighting and banners, and a mix of businesses



In-fill development should respect the traditional character of the area; this includes construction on the property adjacent to the historic train depot on the west side of the railroad and CBD

Development Pattern

The development pattern should seek to:

- Reinforce traditional pedestrian-scaled development patterns, including building placement, lighting, site features, sidewalk use and amenities, traffic patterns, etc.
- Retain and enhance existing building stock with appropriate maintenance and rehabilitation
- Represent a mix of uses that attract residents to the downtown and create vitality
- Serve surrounding neighborhoods
- Reinforce downtown as the community focal point of Calhoun
- Encourage mixed use development in buildings with underutilized upper floors and with in-fill opportunities (e.g. residential above ground floor retail)
- Accommodate redevelopment and infill opportunities that respect the traditional development patterns and architectural styles
- Encourage a creative, visual environment that encourages exploration and attracts patrons such as attractive, changing window displays, public art, and outdoor dining
- Maintain and enhance the areas' historic character
- Increase visibility of existing parking opportunities
- Promote the "downtown aesthetic" in portions of the Historic Downtown character area that are outside of CBD, including building placement and design and the use of sidewalks to enhance connectivity

Primary Land Uses

- Retail
- Office
- Mixed-use (including upper story residential)
- Government facilities/services
- Parks

Implementation Strategies

- Amend C-1 zoning district or adopt a downtown-specific zoning district that streamlines the uses currently permitted under C-1 zoning, prohibits 'by-right' auto-oriented uses including parking, and specifies zero setbacks
- Evaluate need for an Appearance and Maintenance Code to ensure buildings are maintained

- Evaluate the need to expand the Historic District boundaries in the future
- Expand Main Street / DDA website to include the Historic District Design Guidelines process flowchart, listing of downtown businesses and an inventory of available properties
- Develop a Downtown Master Plan to address land uses, traffic, parking and market conditions

2.2.5 West Calhoun

The West Calhoun character area comprises the area west of the Historic Downtown character area and includes the West Calhoun Redevelopment Area that has been identified by the City. Uses include single-family and multi-family residential, vacant industrial sites and the Calhoun High School complex.

Development Pattern

The development pattern should seek to:

- Preserve established single-family neighborhoods
- Increase pedestrian connectivity throughout the area
- Reinforce stability by encouraging home ownership and maintenance or upgrade of existing properties
- Accommodate in-fill development that compliments the scale, setback and style of existing adjacent homes
- Maintain existing homes and promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale and that of neighboring homes
- Provide new housing and/or mixed use opportunities that are created out of former warehouse and industrial spaces
- Accommodate senior housing opportunities, which can be integrated into the existing development pattern and can benefit from close proximity to downtown goods and services
- Connect to a network of greenways/trails, wherever possible



West Calhoun includes established neighborhoods; single-family uses, sensitive in-fill development, and sidewalks should be encouraged as the area redevelops

Primary Land Uses

- Single-family residential
- Mixed-use
- Public/institutional
- Parks

Implementation Strategies

- Seek Signature Community status through DCA
- Establish boundaries for an Urban Redevelopment Area in accordance with state standards
- Continue to apply for CDBG funds for infrastructure improvements
- Identify and market vacant sites that are suitable for in-fill development and for Brownfield redevelopment
- Establish streetscape standards to enhance aesthetics and safety for pedestrians
- Promote home ownership and building rehabilitation programs available through the City and DCA



Redevelopment opportunities exist with former industrial uses

- Adopt a Mixed Use Development Ordinance to allow the potential for live-work units in former or underused public/institutional, commercial, warehouse or industrial spaces
- Amend zoning ordinance to permit garage apartments or mother-in-law units in single-family districts, which would include specific guidelines for size, location on the lot, use, parking, etc. to protect neighborhood character
- Create a neighborhood sidewalk inventory and work with local residents to identify needs and prioritize projects: new systems, filling in gaps in existing systems, or replacing sub-standard facilities (can be part of a

Bike/Ped/Multi-Use Plan recommended in the 2007 Transportation Plan for Calhoun – Gordon County)

2.2.6 In-Town Traditional Neighborhood

The In-Town Traditional Neighborhood character area reflects Calhoun's historic housing stock and traditional pattern of development. The area consists of relatively well-maintained single-family housing with a distinct identity through architectural design, building placement, street design, and landscaping. The neighborhoods are generally thought of as "in-town" due to their proximity and accessibility to the central business district. These areas are located east of the CBD, west of the railroad in pockets such as Second Avenue, and in the historic Mill Village. Areas within the In-Town Traditional Neighborhood have the potential to be designated as local historic districts.



Calhoun's in-town neighborhoods afford a view of the area's historic homes as well as natural scenery

Development Pattern

The development pattern should seek to:

- Maintain existing homes and character defining site features (*i.e.* drives, walls, lighting, landscaping, tree cover)
- Promote sensitive building rehabilitation that is in keeping with a building's existing architectural style and scale and that of neighboring homes
- Accommodate in-fill development that compliments the scale, setback and style of existing adjacent homes
- Promote single-family uses
- Increase pedestrian connectivity between neighborhoods and downtown

- Accommodate senior housing opportunities, which can be integrated into the existing development pattern and can benefit from close proximity to downtown goods and services
- Connect to a network of greenways/trails, wherever possible

Primary Land Uses

- Single-family residential
- Parks
- Public/institutional

Implementation Strategies

- Designate appropriate residential historic districts and apply residential standards in the 2007 Historic District Design Guidelines
- Adopt a Tree Protection/Replacement Ordinance
- Amend zoning ordinance to permit garage apartments or mother-in-law units in single-family districts, which would include specific guidelines for size, location on the lot, use, parking, etc. to protect neighborhood character
- Create a neighborhood sidewalk inventory and work with local residents to identify needs and prioritize projects: new systems, filling in gaps in existing systems, or replacing sub-standard facilities (can be part of a Bike/Ped/Multi-Use Plan recommended in the 2007 Transportation Plan for Calhoun – Gordon County)



Early to mid-20th century architectural styles in the In-Town Traditional Neighborhood Character Area include English Cottage (top) and Mill Village Vernacular (bottom)

2.2.7 Early Suburban

The Early Suburban character area describes areas where typical types of suburban residential subdivision development have occurred in the post World War II era. Neighborhoods are characterized by low pedestrian orientation, larger lot sizes, high to moderate degree of building separation, and are predominantly residential with scattered civic buildings and varied street patterns (often curvilinear) that include cul-de-sacs.



Early Suburban trends include one-story Ranch homes with larger lots and front yards, in contrast to the development patterns in the In-Town Traditional Neighborhood Character Area

Development Pattern

The development pattern should seek to:

- Accommodate in-fill development that compliments the scale, setback and style of existing adjacent homes
- Promote single-family uses
- Maintain existing tree cover
- Provide safe facilities for pedestrians, school buses, and bicyclists using the road right-of-way
- Incorporate sidewalks, traffic calming improvements and/or increased street interconnections, where appropriate, to improve walkability within existing neighborhoods as well as connectivity to neighboring communities and

- major destinations, including schools
- Connect to a network of greenways/trails, wherever possible
- Accommodate senior housing opportunities, which can be integrated into neighborhoods that benefit from close proximity to downtown goods and services

Primary Land Uses

- Single-family residential
- Parks
- Public/institutional

Implementation Strategies

- Amend Zoning Ordinance to include flexible setback provisions to ensure any in-fill development is consistent with surrounding homes, which tend to have large front yards and may exceed the minimum front setback requirement
- Adopt a Tree Protection/Replacement Ordinance
- Amend zoning ordinance to permit garage apartments or mother-in-law units in single-family districts, which would include specific guidelines for size, location on the lot, use, parking, etc. to protect neighborhood character
- Create a neighborhood sidewalk inventory and work with local residents to identify needs and prioritize projects: new systems, filling in gaps in existing systems, or replacing sub-standard facilities (can be part of a Bike/Ped/Multi-Use Plan recommended in the 2007 Transportation Plan for Calhoun – Gordon County)
- Evaluate the need for an In-Fill Housing Ordinance, based on available land and frequency of “tear-downs” to ensure the scale and setbacks of new construction is compatible with surrounding homes

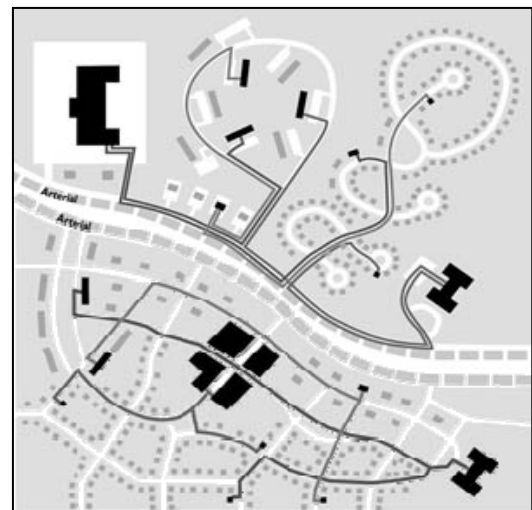
2.2.8 Emerging Suburban

Emerging Suburban increasingly covers areas within and adjacent to the city limits of Calhoun. Typically, suburban areas evolve with low pedestrian orientation, larger lot sizes, high to moderate degree of building separation, and are predominantly residential with scattered civic buildings and varied disconnected street patterns (often curvilinear) that include cul-de-sacs. These residential subdivisions have typically developed in a leap-frog fashion, and they tend to lack connectivity when they do abut. “Conservation subdivisions” should be encouraged as a suitable alternative to traditional low-density residential subdivisions in order to maximize open space.

Development Pattern

The development pattern should seek to:

- Provide connected system of streets within new subdivisions and to existing subdivisions, resulting in an expanded local street network for motorists and emergency vehicles
- Provide safe facilities for pedestrians, schools buses, and bicyclists using the road right-of-way
- Connect to a network of greenways/trails, wherever possible



The Emerging Suburban character area seeks to encourage the connectivity depicted on the bottom of the diagram and discourage conventional suburban sprawl shown in the top of the diagram

- Provide adequate open space and active and passive recreation opportunities for area residents
- Limit clearing and grading
- Encourage use of Planned Residential Development zoning classification and/or Conservation Subdivision ordinance with the goal of maximizing open space
- Include a variety of housing choices
- Provide sidewalks, street trees and decorative, pedestrian-scale lighting
- Require residential subdivisions accessing a highway to be interconnected and to provide at least two entrances

Primary Land Uses

- Single-family residential
- Parks
- Public/institutional

Implementation Strategies

- Adopt a Tree Protection/Replacement Ordinance
- Adopt a Landscape and Buffer Ordinance
- Amend existing Planned Residential Development (PRD) district or adopt a Conservation Subdivision Ordinance to set minimum open space requirements and guide site design
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design
- Adopt policies that require setting aside land as part of subdivision development for a comprehensive network of greenways/trails for use by non-motorized users, where feasible
- Amend Street Ordinance to promote connectivity between residential developments (*i.e.* requiring stub-out streets to accommodate connections with future adjacent development; require pedestrian paths through cul-de-sacs; limit cul-de-sac use by permitting increased density as an incentive, etc.)

2.2.9 Peters Street Residential

Peters Street Residential is similar to the Early Suburban character area in that it reflects post-World War II development, however a key differentiation is that it includes a mix of residential uses and some commercial uses. Single-family homes include conventional construction as well as mobile homes, and several apartment complexes are located throughout the character area. Recent residential in-fill projects can also be found.



The Peters Street character area includes Post WWII single-family homes (left), recent in-fill development (middle) and multi-family units (right)

Development Pattern

The development pattern should seek to:

- Add sidewalks, traffic calming improvements and/or increased street interconnections to improve walkability within existing neighborhoods
- Accommodate residential in-fill development that compliments the scale, setback and style of existing adjacent homes
- Accommodate “neighborhood commercial” uses along Peters Street and Richardson Road (conversion, rather than demolition, of existing homes for commercial use is encouraged; standards should apply for parking, landscaping, lighting, signage, outdoor storage, etc. that respect adjacent residential uses and character of the area)
- Focus on reinforcing stability by encouraging home ownership and maintenance or upgrade of existing properties
- Maintain housing choice but protect established single-family areas

Primary Land Uses

- Residential (single-family and multi-family)
- Parks
- Public/institutional
- Neighborhood commercial (along Peters Street and Richardson Road)

Implementation Strategies

- Evaluate the need for an In-Fill Housing Ordinance, based on available land and frequency of “tear-downs” to ensure the scale and setbacks of new construction is compatible with surrounding homes
- Implement sidewalk projects for Peters Street that are identified in the 2007 Transportation Plan

2.2.10 Neighborhood Commercial

The Neighborhood Commercial character area represents residential areas that are experiencing commercial development pressures or those areas that have begun to transition and reflect a mix of commercial and residential uses. Examples include Richardson Road and Line Street adjacent to the Peters Street Residential character area, the Highway 53/42 split heading north into the city, and west of north Dixie Highway.

Development Pattern

The development pattern should seek to:

- Protect existing neighborhoods from encroaching commercial uses
- Require adequate landscape buffers
- Require pedestrian scale signage and appropriate building/site design that is compatible with residential uses
- Accommodate conversion of existing residential uses into office or commercial uses while maintaining the existing building
- Limit paving for surface parking
- Locate parking to the rear of buildings
- Screen existing parking areas with landscape buffers



Neighborhood Commercial includes single-family residences that have been converted to commercial uses



Side-by-side commercial and residential uses requires that commercial site and building design be compatible with a residential area; this includes limits on front yard paving and parking and requirements for vegetative buffers and building placement

Primary Land Uses

- Single-family residential
- Office
- Small-scale retail / neighborhood commercial

Implementation Strategies

- Amend Neighborhood Commercial zoning district or adopt an overlay district to streamline uses and identify standards for parking, lighting, signage, buffers and building placement that are compatible with surrounding residential uses

2.2.11 Red Bud Corridor

The Red Bud Corridor is a mix of apartments and commercial uses that serve local residents, as well as numerous medical office uses in support of Gordon Hospital. Though sidewalks do exist along the corridor, several gaps are present, which diminishes pedestrian connectivity and the ability of the Red Bud Road to function as a multi-modal corridor.

Development Pattern

The development pattern should seek to:

- Encourage mixed-use opportunities (i.e. medical offices above ground floor retail) to serve area residents as well medical support needs
- Enhance pedestrian connectivity
- Prohibit encroachment of commercial and medical uses (including parking and light trespass) into adjacent residential areas
- Promote development/aesthetics around the interstate that enhance the area rather than reflect a “typical” interchange
- Encourage interparcel access/shared driveways for adjacent medical office uses or commercial uses



In addition to apartment complexes (above), the Red Bud Corridor character area accommodates senior housing (below), which benefits from close proximity to Gordon Hospital and local medical offices and shopping opportunities

Primary Land Uses

- Hospital or clinic
- Professional medical office
- Commercial (non-“big box”)
- Residential (multi-family as well as senior housing, assisted living facility, special needs housing, guest lodging for patients’ families)
- Mixed-use (upper floor office or residential and ground floor retail)



Implementation Strategies

- Adopt a Senior Housing Ordinance to encourage senior living opportunities that can benefit from medical uses and from access to a sidewalk system
- Fill in sidewalk ‘gaps’ along the corridor
- Adopt a Mixed Use Development Ordinance
- Adopt a Landscape and Buffer Ordinance
- Amend City regulations to address lighting (*i.e.* prevent light trespass from a commercial use into a residential area)
- Amend Zoning Ordinance to include minimum design standards for commercial uses (*i.e.* facade materials)

2.2.12 Dews Pond Community

The Dews Pond Community character area includes single-family residential uses, medical-oriented office uses south of Gordon Hospital, and other commercial uses. It includes areas that are undeveloped as well as more concentrated areas of development such as the neighborhoods around Calhoun Elementary.



Children living in neighborhoods adjacent to Calhoun Elementary can walk to school due to the presence of sidewalks



Medical office complexes benefit local residents and are common in this character area due to nearby Gordon Hospital

Development Pattern

The development pattern should seek to:

- Accommodate housing that benefits from close proximity to local schools and to health services (senior housing, nursing home, special needs housing, and guest lodging for families of hospital patients)
- Promote a pedestrian-scale community with sidewalk connections
- Prohibit large-scale commercial uses
- Enhance pedestrian connectivity within and between residential and office developments

Primary Land Uses

- Residential (single-family as well as senior housing, nursing home, special needs housing, and guest lodging for families of hospital patients)
- Professional medical office
- Public/institutional
- Parks

Implementation Strategies

- Adopt a Senior Housing Ordinance to encourage senior living opportunities that can benefit from medical uses and from access to a sidewalk system
- Implement sidewalk projects identified for Curtis Parkway in the 2007 City of Calhoun-Gordon County Transportation Plan

2.2.13 Mauldin Road Mix

Mauldin Road Mix includes a concentration of industrial uses with some commercial along the road that are generally bound on either end by some single-family residential (to the south) and multi-family dwellings (to the north). The area also abuts the Emerging Suburban character area to the west, which has existing neighborhoods and the potential for additional residential growth.

Development Pattern

The development pattern should seek to:

- Protect surrounding residential uses from visual impacts of non-residential uses, including signage, site lighting and outdoor storage/displays
- Maintain existing multi-family housing opportunities
- Utilize landscaping to screen parking and loading areas and to enhance look of the area
- Ensure that truck access does not encroach on residential areas
- Limit clearing and grading
- Adequately buffer between dissimilar land uses
- Limit outdoor storage / display of merchandise



Adequate buffers, sign size/placement and limitations on outdoor storage can help non-residential uses (example above) integrate in areas that have established residential nearby (below)



Primary Land Uses

- Wholesaling/warehousing
- Multi-family

Implementation Strategies

- Adopt a Landscape and Buffer Ordinance
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design

2.2.14 Dixie Highway Corridor

This character area reflects smaller-scale, auto-oriented uses that developed as part of the Dixie Highway route that connected Florida to Canada and was heavily used in the 1920's. The majority of the character area is located north of downtown and is a mix of individual commercial uses interspersed with industrial and some residential uses along the two-lane highway. The southern portion is five lanes, but it contributes to the traditional character of the area with its uses and older buildings. The presence of sidewalks and proximity to downtown also contribute to a pedestrian-scale that should be sought for the northern portion. While traditionally a north-south throughway, the corridor also serves as a gateway to downtown Calhoun.



The Dixie Highway Corridor, north of Downtown Calhoun

Development Pattern

The development pattern should seek to:

- Maintain viability as a commercial corridor while enhancing overall appearance
- Improve pedestrian connections along the corridor
- Preserve/improve traffic flow
- Enhance pedestrian scale with consistent and reduced building setbacks
- Incorporate streetscape enhancements such as landscaping and decorative streetlights to improve the overall appearance of this “gateway corridor”
- Integrate commercial uses that serve the

surrounding residences

- Make uses accessible to local users while providing adequate buffers between highway uses and adjacent residential areas
- Limit outdoor storage/display of merchandise

Primary Land Uses

- Commercial (non-“big box”)

Implementation Strategies

- Adopt a corridor overlay district to guide building placement, setbacks, landscaping, parking, signage, etc.
- Adopt a Streetscape Master Plan to guide private/public enhancements
- Undertake an Access Management Plan to identify opportunities for driveway consolidation and interparcel access

2.2.15 Dixie Highway Transitional

Bound between Line Street to the south and Red Bud Road to the north, the Dixie Highway Transitional character area signals the approach to downtown Calhoun and includes a mix of commercial and historic residential uses at the southern end. Some conversions of existing residences to office uses have occurred, which has helped maintain the feel of the area.

Development Pattern

The development pattern should seek to:

- Improve overall appearance of the corridor
- Prevent encroachment of commercial uses into surrounding residential areas
- Coordinate land use and transportation needs of this heavily traveled corridor
- Promote use of vacant buildings/sites for commercial activity
- Encourage conversion, rather than demolition, of existing homes for commercial uses
- Require standards for parking, landscaping, lighting and signage that maintain residential character in spite of change in use



Houses – like this circa 1930’s Bungalow – that front the traditional Dixie Highway are used as residences or have been converted to commercial uses

- Protect and enhance pedestrian scale with sidewalks, streetscape treatment and reduced building setbacks
- Prohibit outdoor storage/display of merchandise

Primary Land Uses

- Commercial, including gallery or studio spaces / excluding auto service and sales
- Professional offices
- Single-family residential where it currently exists

Implementation Strategies

- Adopt an overlay district with design guidelines to address business signage, parking standards, buffers and proposed alterations to existing buildings and new construction to retain historic/residential character and ensure compatibility with surrounding neighborhood
- Adopt a Streetscape Master Plan to guide private/public enhancements

2.2.16 Highway 41 North Corridor

Highway 41 North is somewhat reminiscent of Dixie Highway south of downtown in that it is five lanes, however its uses and character differ. The corridor includes a mix of commercial and industrial uses, as well as large-lot residential uses that front the highway. Interstate-oriented uses such as motels and fast food restaurants are located around the I-75 interchange. This interstate access also positions the area to develop at a higher intensity.



A mix of uses are found along the Highway 41 North Corridor, including commercial and residential

Development Pattern

The development pattern should seek to:

- Enhance City gateway around I-75 interchange
- Encourage development that transitions the area to a commercial corridor
- Depict clear physical boundaries and transitions between the highway and adjacent residential uses
- Incorporate access management techniques into site design, including shared driveways and interparcel access
- Adopt landscaping and site design standards to enhance overall appearance of a site, reduce impervious surfaces, and better integrate stormwater treatment
- Redevelop or revitalize hotel sites
- Limit signs and billboards
- Limit clearing and grading

Primary Land Uses

- Commercial (non-“big box”)
- Limited light industrial

Implementation Strategies

- Amend Zoning Ordinance to include minimum design standards for commercial uses (*i.e.* facade materials)



Example of a revitalization or redevelopment opportunity near I-75

- Amend Street Ordinance to require interparcel access / shared driveways between similar uses
- Adopt a Landscape and Buffer Ordinance
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design

- Adopt a Streetscape Master Plan to guide private/public enhancements in this city gateway area

2.2.17 Highway 41 South Corridor

Unlike the Highway 41 North Corridor, this character area is a more fully developed commercial corridor. Commercial uses include strip development as well as stand-alone commercial uses on lots that are typically smaller than those on the northern portion of the corridor. Both character areas are five lanes, though the southern portion experiences more interruptions in traffic flow due to the numerous curb cuts that serve existing businesses. The corridor can also be described as having a character that is “between” the traditional, smaller scale Dixie Highway Corridor and the more intensive Highway 53 Corridor to the south.



Stand-alone businesses and small strip centers serve the local population; enhancements to the streetscape and to site features such as signage can better define the area as a local place

Development Pattern

The development pattern should seek to:

- Accommodate local vs. regional-serving commercial uses
- Preserve/improve traffic flow, utilizing access management techniques such as interparcel access and driveway consolidation
- Strengthen pedestrian connections to adjacent residential areas
- Provide standards for signage, building placement and parking to enhance the overall corridor, create an identity that is distinct from Highway 53, and contribute to a more pedestrian-scale environment
- Coordinate land use planning with bike, pedestrian and transit opportunities

- Better integrate stormwater treatment and reduce impervious surface in site planning and design

Primary Land Uses

- Commercial (not “big-box”)
- Office

Implementation Strategies

- Adopt an overlay district to regulate building placement, design and size, sign placement, size and materials, landscaping, access and other elements that contribute to the look and function of the corridor
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design
- Adopt a Streetscape Master Plan to guide private/public enhancements in this city gateway area

2.2.18 Highway 53 Corridor

The Highway 53 Corridor reflects larger-scale commercial developments that are typical of U.S. highways outside of downtowns / town centers. "Strip centers" and "big boxes" are common, as are interstate-oriented commercial uses near the I-75 interchange. Commercial corridors like Highway 53 are often characterized by large signs that can dominate the visual landscape, numerous curb cuts and driveways that slow traffic flow, large parking areas void of landscaping, and a lack of sidewalks. The heavily traveled corridor also acts as a gateway to the City.



Looking west from I-75 upon the Highway 53/Highway 41 split

Development Pattern

The development pattern should seek to:

- Enhance overall appearance with design guidelines
- Preserve/improve traffic flow, utilizing access management techniques such as interparcel access and driveway consolidation
- Depict clear physical boundaries and transitions between the highway and adjacent residential uses
- Facilitate quality redevelopment (includes permitting mixed-use development)
- Control "big box" development
- Provide sidewalk connections to adjacent residential areas
- Increase landscaping along the corridor, including in and along parking lots to provide shade, reduce impervious surfaces, shield parking areas, and improve the appearance of individual sites and the entire corridor
- Limit signs and billboards
- Coordinate land use planning with bike, pedestrian and transit opportunities
- Better integrate stormwater treatment in site planning and design with additional site design standards

Primary Land Uses

- Commercial
- Professional offices
- Mixed use development (including residential uses above ground-floor retail or office space)

Implementation Strategies

- Adopt a corridor overlay district to regulate building placement, design and size, sign placement, size and materials, landscaping, access and other elements that contribute to the look and function of the corridor
- Undertake an Access Management Plan, with recommendations that include opportunities for driveway consolidation and interparcel access
- Adopt a Landscape and Buffer Ordinance
- Adopt a Mixed Use Development Ordinance to facilitate “greyfield redevelopment”
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual’s Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design
- Adopt Big Box ordinance to specify design parameters, maximum square footage requirements, a plan for re-use, etc.
- Coordinate with WalMart Realty and other “big box” retailers regarding adaptive reuse; WalMart Realty touts its ability to find alternative tenants and work with local governments once a existing store closes



Signs, power lines and traffic seem to define Highway 53; design guidelines and streetscape improvements over time can improve the overall look of the corridor

2.2.19 Highway 53 Transitional

The Highway 53 Transitional area is situated between Highway 53 frontage properties and the extensive industrial areas to the south. Land uses include a mix of strip center development, warehousing and multi-family units off of Richardson Road, and some single-family residential that fronts Highway 53 south.

Development Pattern

The development pattern should seek to:

- Prevent encroachment of Highway 53-oriented uses and intensive industrial uses
- Create pedestrian linkages to the highway and between uses within the character area
- Differentiate scale and character from Hwy 53
- Prohibit “big box” development
- Adopt landscaping and site design standards to enhance overall appearance of a site, reduce impervious surfaces, and better integrate stormwater treatment
- Limit signs and billboards
- Encourage interparcel access to maintain traffic flow in the area
- Accommodate campus-like, mixed-use development



Commercial uses (above) and multi-family (inset) have the potential to be incorporated into the area as a campus-like, mixed use development



The continuation of streetscape elements such as decorative, pedestrian-scale lighting can contribute to a unique character for the area

Primary Land Uses

- Commercial (non “big-box”)
- Office
- Smaller warehousing
- Multi-family
- Mixed-use

Implementation Strategies

- Adopt a Landscape and Buffer Ordinance
- Adopt a Streetscape Master Plan to guide private/public enhancements
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and

encourage the use of the manual’s Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design

- Amend Street Ordinance to require interparcel access/shared driveways for similar uses
- Amend Zoning Ordinance to include minimum design standards for commercial uses (*i.e.* facade materials)

2.2.20 Interstate Commercial

Interstate Commercial accommodates uses that benefit from good vehicular access, such as close proximity to the interstate, without necessarily having to be visible from the interstate. Curtis Parkway is an example, along which can be found a pool supply store, equipment rentals, store-alls, a carpet distribution center, and a portrait studio.

Development Pattern

The development pattern should seek to:

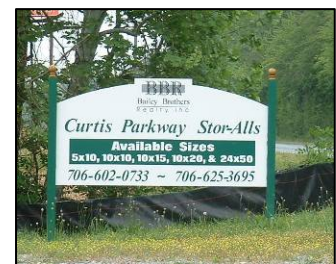
- Depict clear physical boundaries and transitions between Interstate Commercial uses and adjacent residential uses
- Minimize curb cuts and encourage interparcel access
- Limit signs and billboards
- Encourage site design that minimizes impervious surfaces, better integrates stormwater treatment, and screens parking and loading from the right-of-way

Primary Land Uses

- Commercial
- Office
- Warehousing/wholesaling

Implementation Strategies

- Amend Zoning Ordinance to include minimum design standards for commercial uses (*i.e.* facade materials)
- Amend Street Ordinance to require interparcel access/shared drives between similar uses
- Follow BMPs for any land disturbance activities



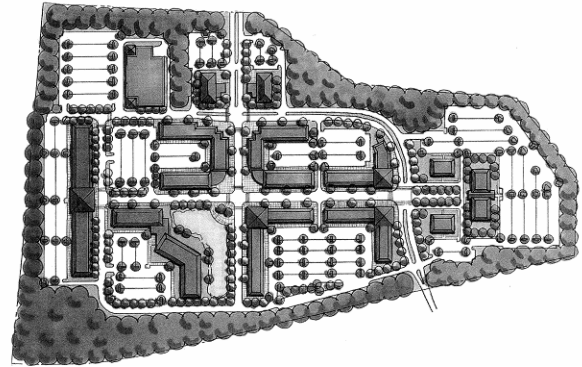
Above and below: Examples of uses found along Curtis Parkway that may benefit from proximity to I-75 but are not dependent on visibility from the interstate



- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design
- Adopt a Landscape and Buffer ordinance

2.2.21 Emerging Mixed Use Center – Regional Activity

Emerging Mixed Use Center – Regional Activity represents areas that the potential to develop a regionally-marketed mixture of uses, including employment and housing opportunities, due to interstate access and proximity to other larger scale areas that are developed or have the potential to develop. “Big box” retail is appropriate for these areas and should be designed to fit into mixed-use planned development with limited parking that is shared with surrounding uses. The Trimble Hollow/I-75 area is identified as Emerging Mixed Use Center – Regional Activity. The planned Calhoun Bypass includes an interchange at Union Grove Road, just north of the site. This interchange, and the potential for another at Trimble Hollow Road, positions this area for growth.



A mixed-use center on a regional scale: commercial/office, industrial, and high-density residential are compatible uses, and buildings are oriented toward an internal network of streets

Development Pattern

The development pattern should seek to:

- Include a relatively high-density mix of commercial and retail centers, office, services, and employment to serve a regional market area
- Include a diverse mix of higher-density housing types (town homes, apartments, lofts, and condominiums) that can serve a broad range of incomes, including workforce and affordable housing
- Provide strong, walkable connections between different uses
- Connect to nearby networks of greenspace or multi-use trails
- Discourage strip development
- Reflect a campus or unified development
- Require shared driveways and inter-parcel access
- Limit truck traffic by prohibiting warehousing or other operations requiring heavy truck use
- Prohibit new billboards
- Encourage compatible architecture styles that maintain the regional character
- Encourage parking lots to incorporate on-site stormwater mitigation or retention features, such as pervious pavements
- Depict clear physical boundaries and transitions between the Emerging Mixed Use Center – Regional Activity character and adjacent character areas, including the placement of low-density residential uses on the perimeter of the area as a transition use adjacent to the Rural/Agricultural Reserve character area

Primary Land Uses

- Commercial
- Professional office
- Higher density residential uses (including townhomes and condominiums)

- Lower density residential uses at the perimeter of the character area
- Educational institutions

Implementation Strategies

- Adopt a Landscape and Buffer Ordinance
- Adopt a Mixed Use Development Ordinance
- Follow BMPs for any land disturbance activities
- Adopt the Georgia Stormwater Management Manual, enforce stormwater BMPs to enhance waterway protection, and encourage the use of the manual's Stormwater Better Site Design Standards section to conserve natural areas, reduce impervious surfaces and better integrate stormwater treatment in site planning and design

2.2.22 Industrial

The Industrial character area is intended to accommodate low and high intensity industry in locations that have interstate and rail access. This character area represents existing industrial facilities / parks as well as areas that have the potential to support industrial growth. While attracting new industry is important to the economic health of the City, the intent of the Industrial character area is to balance growth with environmental considerations.



The Mohawk Plant off of Union Grove Road, Calhoun

Development Pattern

The development pattern should seek to:

- Provide diverse industries
- Protect air and water quality
- Prevent adverse impacts to natural resources and surrounding population
- Address traffic impacts and circulation in site design
- Provide adequate buffers
- Limit visibility of industrial operations/parking from the interstate
- Limit grading and clearing

Primary Land Uses

- Industrial

Implementation Strategies

- Adopt a Landscape and Buffer Ordinance
- Adopt a Tree Protection/ Replacement Ordinance

2.2.23 Higher Learning Center

The Higher Learning Center character area includes Coosa Valley Tech, the Northwest Georgia Research and Education Center (UGA), and the George Chambers Resource Center. The goal of this character area is to accommodate these existing facilities and their services. Other public/institutional facilities or parks would be suitable additions.

Development Pattern

The development pattern should seek to:

- Be pedestrian-friendly
- Afford opportunities for facility expansion
- Limit clearing and grading

Primary Land Uses

- Public / Institution
- Passive and active parks

Implementation Strategies

- Complete Coosa Valley Tech greenway trail identified in the 2007 City of Calhoun-Gordon County Transportation Plan



Coosa Valley Technical College

2.2.24 South Calhoun Bypass

The South Calhoun Bypass character area reflects the proposed alignment of the four-lane limited access bypass that is planned south of Calhoun. In addition to helping route truck traffic around downtown Calhoun, it has the potential to accommodate additional industrial opportunities in the southern portion of the County. This segment of the Calhoun Bypass, which also includes a western and eastern portion, is approximately 6.8 miles in length and connects SR 53 West to SR 53 East. Construction of an interstate interchange at Union Grove Road is a key element of the project.

Development Pattern

The development pattern should seek to:

- Take the form of corridor development, with clear physical boundaries and transitions between the edge of the character area and surrounding residential areas
- Accommodate diverse industries
- Protect air and water quality
- Prevent adverse impacts to natural resources and surrounding population
- Address traffic impacts and circulation in site design
- Provide adequate vegetative buffers along the corridor
- Limit grading and clearing
- Prohibit billboards and promote sign, landscaping and site standards that enhance the aesthetics of the corridor

Primary Land Uses

- Light industrial
- Ancillary commercial uses

Quality Community Objectives

- Employment Options
- Appropriate Businesses
- Regional Cooperation

Implementation Strategies

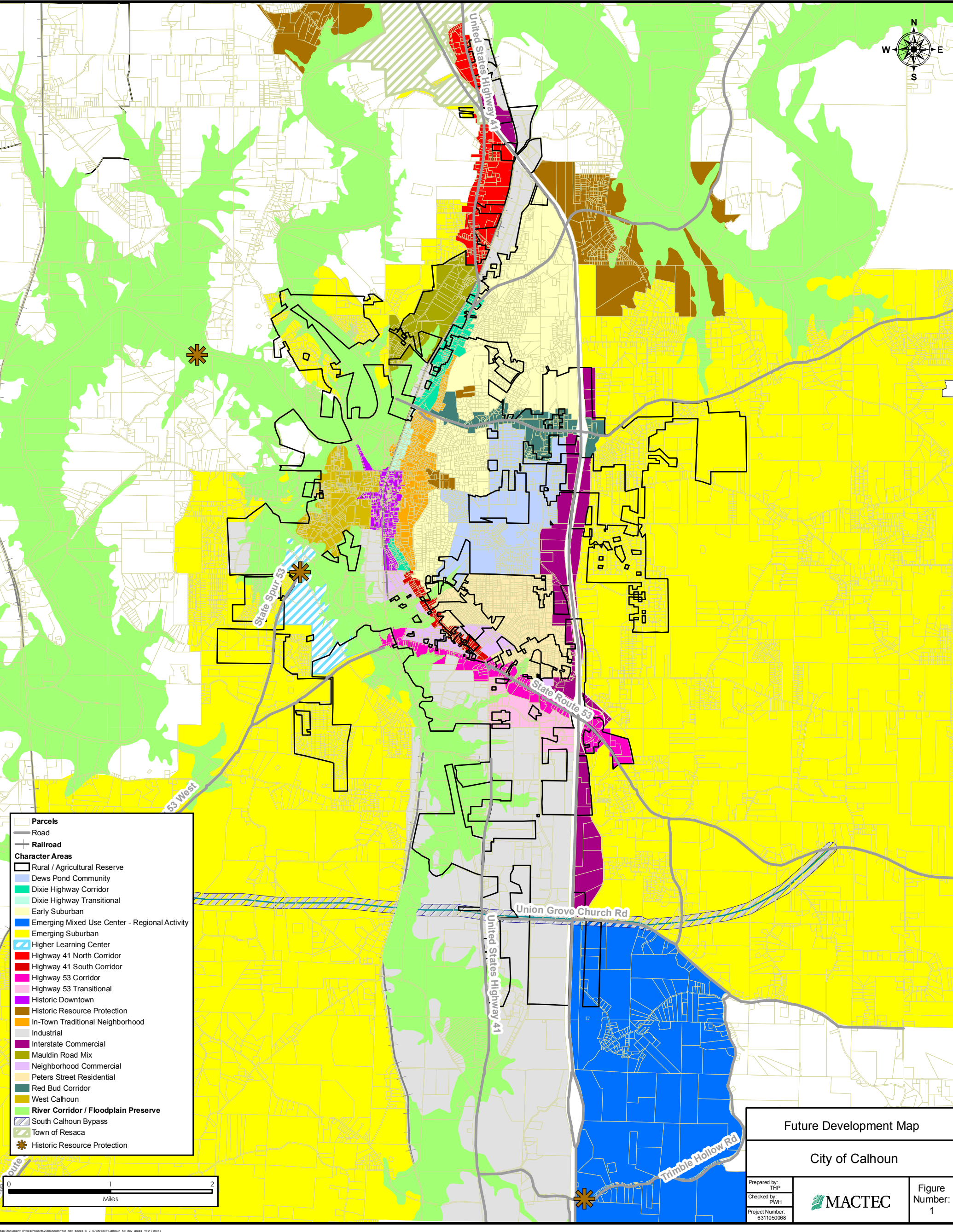
- Adopt design/development standards for industrial sites
- Coordinate with the City of Calhoun to provide water and sewer service
- Recruit businesses that are suitable for the character area

2.3 Quality Community Objectives

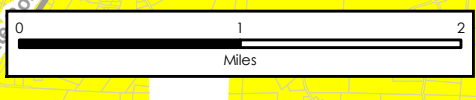
The Quality Community Objectives (QCO) section identifies the QCOs that will be pursued in each character area (see below). These objectives were adopted by the Georgia Department of Community Affairs to measure how communities preserve their unique resources while accommodating future development.

Character Area	QCO	Traditional Neighborhoods	Infill Development	Sense of Place	Transportation Alternatives	Regional Identity	Heritage Preservation	Open Space Preservation	Environmental Protection	Growth Preparedness	Appropriate Businesses	Employment Options	Housing Choices	Educational Opportunities	Regional Solutions	Regional Cooperation
Dews Pond Community	✓			✓							✓	✓				
Dixie Highway Corridor			✓	✓	✓											
Dixie Highway Transitional			✓	✓		✓					✓					
Early Suburban	✓			✓									✓			
Emerging Mixed Use Center - Regional Activity											✓	✓	✓			
Emerging Suburban				✓			✓					✓				
Higher Learning Center							✓						✓			
Highway 41 North Corridor			✓								✓	✓				
Highway 41 South Corridor			✓	✓							✓	✓				
Highway 53 Corridor		✓	✓	✓							✓	✓				
Highway 53 Transitional				✓							✓	✓	✓			
Historic Downtown		✓	✓	✓	✓	✓					✓		✓			
Historic Resource Protection			✓			✓	✓									
In-Town Traditional Neighborhood	✓	✓	✓													
Industrial									✓	✓	✓					✓
Interstate Commercial											✓					
Mauldin Road Mix											✓	✓	✓			
Neighborhood Commercial		✓									✓					
Peters Street Residential	✓	✓											✓			
Red Bud Corridor				✓								✓	✓			
River Corridor/Floodplain Preserve			✓				✓	✓								
Rural/Agricultural Reserve			✓				✓	✓								
South Calhoun Bypass									✓	✓				✓	✓	
West Calhoun	✓	✓	✓	✓								✓				

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- Parcels
- Road
- Railroad
- Character Areas**
 - Rural / Agricultural Reserve
 - Dews Pond Community
 - Dixie Highway Corridor
 - Dixie Highway Transitional
 - Early Suburban
 - Emerging Mixed Use Center - Regional Activity
 - Emerging Suburban
 - Higher Learning Center
 - Highway 41 North Corridor
 - Highway 41 South Corridor
 - Highway 53 Corridor
 - Highway 53 Transitional
 - Historic Downtown
 - Historic Resource Protection
 - In-Town Traditional Neighborhood
 - Industrial
 - Interstate Commercial
 - Mauldin Road Mix
 - Neighborhood Commercial
 - Peters Street Residential
 - Red Bud Corridor
 - West Calhoun
 - River Corridor / Floodplain Preserve
 - South Calhoun Bypass
 - Town of Resaca
 - Historic Resource Protection



Future Development Map		
City of Calhoun		
Prepared by: THP		Figure Number: 1
Checked by: PWH		
Project Number: 6311050068		

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3 Community Issues and Opportunities

This section provides an updated list of issues and opportunities that were identified in the Community Assessment portion of the Comprehensive Plan. The updated version reflects comments received during the two-day public Visioning Workshop (October 25 and 26, 2006). The following information is organized by the major topics defined in the Georgia Department of Community Affairs (DCA) Local Planning Requirements:

1. Population
2. Housing
3. Economic Development
4. Natural and Cultural Resources
5. Community Facilities and Services
6. Transportation
7. Land Use
8. Intergovernmental Coordination

3.1 *Population*

Issues

- Steady growth rate is projected
- Growth in the senior population is anticipated, reflecting the national “Baby Boomer” trend
- Sustained growth in the Hispanic population, impacting public service provision
- Comprehensive social services are needed to keep pace with current trends that are anticipated to continue as the population grows (e.g. high teen pregnancy rate, high school drop-out rate, domestic violence, lack of child advocacy and quality daycare)

Opportunities

- Focus growth in areas served with existing infrastructure, and extend infrastructure to areas where growth is expected, based on current trends and the Future Development Map
- Expand existing senior services
- Promote senior housing opportunities
- Use Parks and Recreation Program, public schools, churches as a means of public outreach with the Hispanic community
- Evaluate population projections in conjunction with the school board on an annual basis
- Coordinate with the Gordon County office of the Family Connection Partnership and other local non-profits to address social issues
- Assess need for housing, transit and services (recreation, health) for seniors

3.2 Housing

Issues

- Industry expansion will require additional workforce housing
- Lack of available land to accommodate new housing
- Aging neighborhoods and multi-unit housing
- Need for “aging in place” mechanisms for existing residents

Opportunities

- Encourage alternatives to conventional subdivisions including “conservation subdivisions,” which typically permits reduced house sizes and contributes to the available range of housing in the area
- Promote senior housing opportunities by permitting “granny flats” in existing neighborhoods and adopting a Senior Housing Ordinance; such an ordinance can address home and site features that are more functional for the elderly and can encourage development of senior living opportunities in areas in close proximity to daily shopping/health/recreation needs
- Identify areas suitable for redevelopment to mixed-use, senior living and workforce housing opportunities
- Conduct a housing assessment to identify vacant and dilapidated houses
- Require owners of vacant properties to register with the City and submit a plan of intent, which must be reestablished periodically
- Promote strict and effective code enforcement for property maintenance issues and over-crowding
- Utilize proposed Community Development Department as an information clearinghouse, responsible for gathering and promoting available City, state and federal resources for home ownership and home rehabilitation efforts
- Promote available downtown-area buildings and properties suitable for mixed-use (upper floor residential above ground floor retail or office) via the Calhoun Downtown Development Authority’s activities, the DCA Office of Downtown Development, and the Gordon County Chamber of Commerce materials/website
- Pursue National Register designation for downtown Calhoun to allow property owners to qualify for Rehabilitation Tax Credits, which can be used as an incentive to adapt existing buildings for upper story residential uses

3.3 Economic Development

Issues

- Lack of a strategic economic development plan and promotional materials to guide business marketing and recruitment efforts
- Provision of adequate infrastructure to support future development
- Need for additional retail/activity-generating uses in the downtown

Opportunities

- Prepare a comprehensive Economic Development Plan and promotional materials with the County, Chamber of Commerce, and Industrial Development Authority to identify desired industries and locations (either new or utilizing available industrial sites) and to develop a marketing strategy
- Promote competitive utilities in marketing efforts
- Schedule regular coordination meetings and planning sessions with the Industrial Development Authority
- Collaboration between the Calhoun Historic Preservation Commission and Gordon County Historic Preservation Commission can foster heritage tourism

- Continue regular coordination meetings/planning sessions with the Industrial Development Authority
- Evaluate redevelopment mechanisms/incentives such as Urban Redevelopment Plan and Tax Allocation Districts
- Utilize DCA's Economic Development Finance Packet (2006) as a resource and for educating the local community via the planned Community Development Department
- Continue to apply the Main Street Approach and utilize the tools of the DDA to further downtown recruitment and revitalization efforts

3.4 Natural and Cultural Resources

Issues

- Greenspace preservation is difficult to achieve due to development pressures and the design of new developments, which is typically not oriented to maximizing open space in the site layout
- Preservation of historic resources, in particular commercial and residential buildings and local landmarks such as the Calhoun gateway north on Dixie Highway and the Fain Cemetery
- Development of the 3-mile ridgeline that runs through the City can degrade the natural environment and threaten scenic views
- Water quality protection is paramount, given the fact that the Oostanaula River contributes to the local supply of processed drinking water
- Lack of a Tree Protection/Replacement Ordinance
- Lack of landscaping standards for new development
- Portions of the City are located in a groundwater recharge area
- Protecting air quality

Opportunities

- Designate local residential historic districts and apply the residential component of the recently adopted Historic District Design Guidelines to protect historic neighborhoods
- Coordinate the City's building and sign permitting process with the newly adopted design guidelines for the Downtown Calhoun Historic District to ensure property and business owners are familiar with the process before work begins
- Seek National Register District status for the Downtown Calhoun Historic District to permit property owners to benefit from the
- Promote the use of conservation easements with property owners to protect environmentally sensitive areas such as the Ootstanaula River corridor
- Promote collaborative City-County heritage tourism
- Enhance river corridors protection, including the acquisition of land for a comprehensive greenway system and through adoption of a River Corridors Protection Ordinance
- The Georgia Land Conservation Program, which replaced the Georgia Greenspace Program, can be a source of grants, low-interest loans and tax incentives related to land conservation
- Coordinate stormwater management with the County to ensure standards are consistent
- Protect open space while permitting new residential development by adopting a Conservation Subdivision Ordinance or amending the existing Planned Residential District (PRD) to identify acceptable minimum standards for open space protection
- Identify and protect important scenic views
- Adopt a Hillside Development Ordinance to address environmental concerns such as erosion and tree loss with development in areas with steep slopes, in particular the City's ridgeline
- Promote the Georgia Conservation Tax Credit Program to encourage the donation of private land or conservation easements

- Utilize Stormwater Better Site Design standards from the Georgia Stormwater Management Manual to conserve natural areas, reduce impervious cover and better integrate stormwater treatment in site planning and design
- Adopt the DNR "Part V" environmental ordinances
- Adopt a Tree Protection/Replacement Ordinance
- Adopt a Landscape and Buffer Ordinance
- Implement recommendations of 2007 City of Calhoun-Gordon County Transportation Plan that promote alternative transportation modes
- Apply to the Certified Local Government (CLG) Program, administered by the Georgia State Historic Preservation Office, which allows member jurisdictions to qualify for federal grant money that can be used to produce historic theme or context studies, cultural resource inventories, assessments of properties to determine their eligibility for local and National Register of Historic Places designation, building reuse and feasibility studies, design guidelines and conservation ordinances, and publications to educate the public about the benefits of historic preservation
- Apply to the federal Preserve America Community program, which awards preservation-related grant funds

3.5 Community Facilities and Services

Issues

- Meeting the service demands of a growing and diverse population
- Office and storage space requirements for public and government services

Opportunities

- Develop a bi-lingual program to communicate government services and programs to Hispanic residents and businesses
- Coordinate with the Chamber of Commerce / local industry on addressing needs of Hispanic employees (education, transportation, etc.)
- Undertake a space needs analysis for City functions
- Position new public safety facilities to support new population growth
- Evaluate feasibility of impact fees, which can expand the capacity of facilities for public safety, parks and recreation, and libraries
- Implement of Calhoun Parks and Recreation Master Plan (2007)
- Coordinate with Calhoun schools to locate new facilities and to provide shared community services (computer usage for job training purposes, bi-lingual programs, etc.)

3.6 Transportation

Issues

- Traffic congestion along the City's major corridors
- Concentrated traffic through the CBD
- Parking in the CBD
- Lack of alternative transportation modes

Opportunities

- The 2007 City of Calhoun-Gordon County Transportation Plan identifies road/intersection improvement projects to improve traffic flow
- Develop Access Management Plans to identify opportunities for driveway consolidation / interparcel access along heavily traveled corridors
- Prepare a Bike/Ped/Multi-Use Path Plan to identify opportunities for sidewalks, multi-use paths, bike lanes, and share-the-road signage

- Coordinate with the County on the preparation and implementation of a Greenways Plan, with focus on river corridors
- Seek Sidewalks-to-Schools funding
- Evaluate bus service in other cities (e.g. Rome) for potential application in Calhoun, with special attention paid to accommodating seniors and Hispanic ridership
- Establish land use policies that are compatible with public transit
- Install additional public parking directional signage in the CBD
- Investigate use of video arraignments and first appearances from jail to reduce in-town court traffic
- A Downtown Master Plan to address parking, gateway treatment, and local traffic as well as land use

3.7 Land Use

Issues

- Land use planning/development patterns related to the overlap of City and County limits
- Strip commercial development
- Potential of “big box” retailers abandoning current stores
- Need to identify redevelopment areas

Opportunities

- Update to the zoning ordinance / creation of a Unified Development Code
- Adopt a commercial corridor overlay districts to regulate changes to existing development and the appearance of new development (includes building exterior, signage, parking areas, lighting, etc.)
- Promote additional retail and mixed-use opportunities in the downtown area, where infrastructure already exists
- Big Box recycling / Big Box ordinance (to include a provision that a re-use plan be provided)
- Annex unincorporated islands

3.8 Intergovernmental Coordination

Issues

- Land use and service delivery conflicts due to unincorporated County “islands” interspersed throughout the Calhoun city limits
- Need for regular coordination between the City and the County regarding issues such as land use planning, service delivery, stormwater management and the availability of water and sewer infrastructure
- Need for regional transportation planning, especially with growth that is occurring east of I-75 south of the County in the Adairsville area (potential Cabela’s site)

Opportunities

- The Service Delivery Strategy update, which is a required component of the comprehensive planning process
- Establish a coordinating committee tasked with improving intergovernmental coordination (e.g. transportation planning, stormwater management, land use planning)
- The updated Calhoun/Gordon County Transportation Plan, which is being undertaken in conjunction with the 2007 comprehensive plan updates for Gordon County and Calhoun
- Annex unincorporated islands
- Combine Calhoun and County Parks/Rec leagues

4 Implementation Program

The previous sections in the Community Agenda outline the overall strategy for achieving the Vision for Future Development and for addressing the Community Issues and Opportunities. This section identifies the specific measures to be undertaken by the City of Calhoun to implement the Comprehensive Plan. The Implementation Program includes the following sections:

- Policies
- 2002-2006 Short Term Work Program Report of Accomplishments
- 2007-2011 Short Term Work Program
- Long Term Work Program

4.1 Policies

Policies are adopted to provide ongoing guidance and direction to local officials. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Vision for Future Development and appropriately addressing the Community Issues and Opportunities. The following section identifies the City of Calhoun's policies for the following topics:

1. Housing
2. Economic Development
3. Natural and Cultural Resources
4. Community Facilities and Services
5. Transportation
6. Land Use
7. Intergovernmental Coordination

1. Housing

We will eliminate substandard or dilapidated housing in our community.

We will stimulate infill housing development in existing neighborhoods.

We will encourage development of housing opportunities that enable residents to live close to their places of employment.

We will accommodate our diverse population and help ensure that all those who work in the community have a viable option to live in the community by encouraging a compatible mixture of housing types, densities and costs in the City.

We will encourage housing policies, choices and patterns that move people upward on the housing ladder from dependence to independence (home-ownership).

We will support opportunities for low-to-moderate income families to move into affordable owner-occupied housing.

2. Economic Development

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

We will target reinvestment to declining, existing neighborhoods, and/or vacant or underutilized sites or buildings with infrastructure in place in preference to new economic development projects in Greenfield (previously undeveloped) areas of our community.

We will support downtown revitalization efforts and the activities of the Main Street Partnership and Calhoun Downtown Development Authority.

We will seek to balance the supply of housing and employment in our community and consider their location in relation to each other.

We will take into account impacts on infrastructure, natural resources, impacts on transportation and access to access in our decision making on economic development projects.

We will consider the employment needs and skill levels of our existing population in making decisions on proposed economic development projects.

We will carefully consider costs as well as benefits in making decisions on proposed economic development projects.

We will seek to diversify our economy with our industrial/business recruitment efforts.

3. Natural and Cultural Resources

The protection and conservation of our community's resources will play an important role in the decision-making process when making decisions about future growth and development.

We will encourage new development to locate in suitable locations in order to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological or cultural resources from encroachment.

We will encourage preservation and maintenance of our community's historic building stock and character-defining features through local historic district designation / application of design guidelines and other tools.

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

We will promote the protection and maintenance of trees and green open space in all new development.

We will promote low impact development that preserves the natural topography and existing vegetation of development sites.

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

We will promote solid waste reduction and recycling initiatives.

4. Community Facilities and Services

Our community will make efficient use of existing infrastructure and public facilities in order to minimize the need for costly new/expanded facilities and services.

We will ensure that new development does not cause a decline in existing levels of service for the City's residents and employers.

We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development.

We will coordinate provision of public facilities and services with land use planning.

We will seek ways for new growth to pay for itself (in terms of public investment in infrastructure and services to support the development) to the maximum extent possible.

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

5. Transportation

Our new and reconstructed roadways will be appropriately designed, using context sensitive design considerations, to enhance community aesthetics and to minimize impacts on the environment and our historic resources.

Planning of our new and reconstructed roadways will include consideration of whether the roadways can accommodate multiple functions, including pedestrian facilities, parking, bicycle routes, public transit (if applicable) as well as local vehicular circulation.

We will promote connectivity of our road network, such as fostering a grid network of streets and multiple connections between subdivisions.

We will support the creation of a community-wide greenway or multi-use path network for pedestrians and cyclists.

We will support increased pedestrian connectivity throughout the City by replacing, expanding or adding sidewalks.

We will support public transit opportunities to accommodate the needs of our elderly population and our local workforce.

6. Land Use

Our decisions on new development will contribute to, not take away from, our community's character and sense of place.

We will encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.

We want development whose design, landscaping, lighting, signage, and scale add value to our community.

Our gateways and corridors will create a "sense of place" for our community.

We are committed to creating safe and attractive neighborhoods throughout the community, where people have the ability to walk and bicycle and have easy access to schools, parks, and necessary services such as grocery stores.

Creation of recreational facilities and set-asides of greenspace are important to our community.

We are committed to providing pleasant, accessible public gathering places and parks throughout the community.

We are committed to directing growth to specific areas within our community (in-fill) in preference to widespread development of Greenfield (previously undeveloped) areas of the community.

We will support appropriate residential and non-residential in-fill development and redevelopment in ways that complement surrounding areas.

We will encourage mixed-use developments (including downtown, 'strip center' redevelopment, and planned development opportunities) that are human-scale and less auto-oriented.

We will support increases in residential density in areas where community design standards, environmental constraints and available or planned infrastructure capacities can satisfactorily accommodate the increased density.

We will support new land uses that contribute to protecting the environment and preserving meaningful open space.

We will encourage redevelopment of and enhancements along established commercial corridors.

We are open to land planning and development concepts that may be new to our area but have been tried successfully in other places.

7. Intergovernmental Coordination

We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.

We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management, watershed protection, stormwater management).

We will pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions.

We will consult other public entities in our area when making decisions that are likely to impact them.

We will provide input to other public entities in our area when they are making decision that are likely to have an impact on our community or our plans for future development.

4.2 Report of Accomplishments

The Report of Accomplishments provides a status of each work item identified in the City's 2002-2006 Short Term Work Program. For each activity the Report identifies whether it was completed, postponed, or dropped, or if it is underway. Reasons are provided for a dropped or postponed activity, and a projected completion date is provided for items that are underway.

4.3 2007-2011 Short Term Work Program (STWP)

The STWP identifies specific implementation actions the City government or other entities intend to take during the first five-year timeframe of the planning period. This includes ordinances, administrative systems, community improvements or investments, and financing arrangements or other programs/initiatives to be put in place to implement the Comprehensive Plan. For each action the STWP outlines the following information:

- Brief Description
- Timeframe for undertaking the activity
- Responsible party for implementing the activity
- Estimated cost
- Funding source

4.4 Long Term Work Program

The long term work program identifies specific long-term implementation actions the City intends to take beyond the first five-year timeframe of the planning period. This includes ordinances, administrative systems, community improvements or investments, and financing arrangements or other programs/initiatives to be put in place to implement the Comprehensive Plan. For each action this long term plan outlines the following information:

- Brief Description
- Timeframe for undertaking the activity
- Responsible party for implementing the activity
- Estimated cost
- Funding source

The Report of Accomplishments, 2007-2011 Short Term Work Program and Long Term Work Program start on the next page.

City of Calhoun Short Term Work Program 2002-2006
Report of Accomplishments

ACTIVITY	YEAR	STATUS			
		<u>Complete</u>	<u>Underway</u>	<u>Postponed</u>	<u>Dropped</u>
General Planning					
Update and reprint the Charter & Code of Ordinances	2002, 2003	X			
Update records retention method with new technology	2002-2004			X	
GIS for water, sewer, electric, police, fire, street, storm water, zoning & land use	2002-2004		2007-2011		
Planning & study of Regional Public CATV	2002		X		
Engineering Study - Storm Water	2003			2008-2009	
Economic Development					
Downtown Streetscape projects - Calhoun	2002-2005		Phase II, 2007		
Development of 58.5 acres west of South River	2003, 2004		2007-2011		
Relocation of downtown electric service-lines/streetscape project	2002-2005	X			
Natural and Historic Resources					
Acquire river corridor property on Oostanaula River	2002, 2003			Amended: Upgraded property under City control	
Community Facilities					
I-75 @ SR 156 Interchange; Reconstruction 3 to 5 lanes. Project #610750	2002-2005		DOT extended ROW; Design phase complete		
I-75 @ Union Grove Road; New interchange. Project # 610870 and 614870	2003-2006		2008; Engineering / Environmental phase complete		
US 41 from SR 156 intersection north to Calhoun Bypass. Widening from 2 to 4 lanes. 1.65 miles. Project #620780	2006			Being re-reviewed by GDOT	

City of Calhoun Short Term Work Program 2002-2006
Report of Accomplishments

ACTIVITY	YEAR	STATUS			
		<u>Complete</u>	<u>Underway</u>	<u>Postponed</u>	<u>Dropped</u>
US 41 from Line Street intersection north to SR 156 intersection. Widening from 2 to 4 lanes. Project #621360. MLP3-226	2002-2006			Scope of project changed due to ROW costs	
US 41 from south of Airport, north to SR 53. Widening from 2 to 4 lanes. 1.60 miles. Project #621365	2003-2006			Under re-review by DOT	
SR 53 from WC Bryant Parkway east to US 41. Rehab 0.84 miles. Project # 621620	2002-2004			Postponed by DOT	
Bridge crossing over CSX railroad. Lumber/Oak Street to River Street. Project #650420	2003-2006				X
Newtown Intersection at SR 156 and Barrett Road	2002-2005	X			
Rerouting truck traffic. River and Court Streets. River & C. L. Moss Parkway	2002, 2003				Dropped by DOT
Peters Street from South 41 to Belmont Intersection - Resurface, Curb & Gutter	2002-2005		2008-2009; currently in planning stage		
Linda Lane, May Street Improvements, Traffic Signal	2002-2004		12 signals in Downtown; engineering phase to begin 2008		
RR Crossing Signals on Fain Street	2002, 2003	X			
Water system upgrade-county lines, tanks, pumps at John Gunn, Hill City, Oakman	2002-2004	X			
Wastewater interceptor expansions and replacements.	2002-2004	X			
Sewer line replacement & expansion	2002-2006	X			
Replace water & sewer lines, Phase II, Mill Village	2002-2004	X			

City of Calhoun Short Term Work Program 2002-2006
Report of Accomplishments

ACTIVITY	YEAR	STATUS			
		<u>Complete</u>	<u>Underway</u>	<u>Postponed</u>	<u>Dropped</u>
Office for Director of Utilities, Director of Public Safety & Public Works, Engineering staff, police courtroom.	2002-2005	X			
Continue development of new Clarence E. Harris River Park area, ball fields, soccer, and additional amenities as needed.	2002-2006		2008-2009		
Development of Downtown Park	2002, 2003	X			
Replace airport terminal building at Tom B. David Airport. Repair & improve apron area, Relocate Fuel Tanks, Purchase Additional Property.	2002-2004		2009		Property purchase task dropped
Rebuild Old Terminal for FBO; widen & strengthen Runway 17 -35.	2005	X			
Improve airport fencing, security measures; Relocate lighting vault & Beacon, MALSR approach lighting; Install AWOS facility.	2005, 2006	X			
Build 4th Fire Station & Police Station on west side of city.	2003-2005		2011 completion		
Replace cracked & broken sidewalks in city.	2002-2006	X			
Belt Press replacement at waste treatment plant	2002, 2003	X			
Modifications to the Mauldin Road Water Treatment Plant	2002, 2003	X			
Well Nos. 3 & 4 filtration project	2002	X			
Modifications to the waste water treatment plant	2002-2004		2007		
Utility Infrastructure replacement for downtown area - Wall Street, East Line Street, Park Avenue, King Street	2002-2004	X			

City of Calhoun Short Term Work Program 2002-2006
Report of Accomplishments

ACTIVITY	YEAR	STATUS			
		<u>Complete</u>	<u>Underway</u>	<u>Postponed</u>	<u>Dropped</u>
Additional water storage for western section of county.	2002	X			
South sewer interceptor expansion	2002-2004	X			
Northeast booster station and water mains - SR 136 area	2002-2006	X			
Connections to adjoining water systems for emergency use	2002-2004	X			
Sewer main replacement for the area from West Line Street to Calhoun High School, including MLK Blvd, Neal Street and part of McConnell Rd.	2002-2005		CDBG grant application completed in 2007		
Water and sewer extensions/relocations to the new primary and elementary schools	2002-2004	X			
Drainage area improvements north of College, Line Street and South of Fain Street	2002-2006	X			
New fire pumper vehicle	2002-2004	X			
Police car fleet	2002-2006	X			
Telecommunications - Annual Expansions	2003-2006	X			
New #3 Substation Circuit and System Protection Project #4	2002, 2003	X			
Additional Electric Generation (through MEAG)	2003		Contracts will be signed in 2008		
Calhoun Combined Cycle Generation	2003	X			
Electric Distribution Line Expansion; Union Grove-Salem Road Loop; Curtis Parkway.	2004	X			

City of Calhoun Short Term Work Program 2002-2006
Report of Accomplishments

ACTIVITY	YEAR	STATUS			
		<u>Complete</u>	<u>Underway</u>	<u>Postponed</u>	<u>Dropped</u>
System Protection Project	2004		2007		
Rebuilt Cat. Generators (Diesel) for Stand-by Generation (3).	2005	X			
U. S. 41 North Electric Line Relocation and Upgrade	2005	X			
Implement Storm Water Plan	2004-2006		In planning stage		

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Community Facilities & Services	Implement 2007 Parks and Recreation Master Plan		X	X	X	X	TBD	General Funds	Parks & Recreation Director/City Administrator
Community Facilities & Services	Evaluate Impact Fees as a means of expanding capacity of City facilities/services		X				\$0	N/A	Mayor and Council
Community Facilities & Services	Assess need for expanded senior-oriented services	X	X	X	X	X	\$0	N/A	Mayor and Council
Community Facilities & Services	Development of 58.5 acres west of South River	X	X	X	X	X	\$2,200,000	GF/SPLOST/ Possible G.O. Debt	Mayor and Council/City Administrator
Community Facilities & Services	Continue development of Clarence E. Harris River Park area, including picnic areas and trails along the river		X	X			\$250,000	BOR Grant/GF	Mayor and Council/City Administrator
Community Facilities & Services	Expand City library facilities			X	X		\$1,000,000	State Funds/ General Funds	County Commission/Mayor and Council/City Administrator
Community Facilities & Services	Add police facility with new fire station on west side of Calhoun across railroad					X	\$1,800,000	SPLOST/Impact Fees	Mayor and Council/City Administrator
Community Facilities & Services	Acquire property, build maintenance facility and additional hangars at Tom B. David Airport			X	X	X	\$1,800,000	Federal Grant/State Grant/Local Funds	Airport Authority Board/County Commission/Mayor and Council
Community Facilities & Services	Sewer main replacement for the area from West Line Street to Calhoun High School, including MLK Blvd., Neal St., part of McConnell Rd. and King St.	X	X	X	X	X	\$1,500,000	CDBG/ Utility Funds	Director of Utilities/ City Administrator
Community Facilities & Services	Stormwater rehabilitation project (retention, pipe and storage) from Pine St. to Oostanaula River			X	X	X	\$750,000	CDBG/Utility Funds/GF	Director of Utilities/ City Administrator
Community Facilities & Services	Develop Stormwater Plan		X	X	X	X	\$500,000	GF/Utility Funds/GEFA	Director of Utilities/ City Administrator

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Community Facilities & Services	Upgrade wastewater facilities to meet TMDL/phosphorous requirements	X	X	X	X	X	\$16,000,000	SRF Loans/ SPLOST	Director of Utilities/ Mayor and Council
Community Facilities & Services	Upgrade water facilities associated with regional water source development and off-stream storage			X	X	X	\$9,000,000	GEFA/Revenue Bonds	Director of Utilities/ Mayor and Council
Community Facilities & Services	Automatic Meter Reading (AMR) for utilities	X	X				\$6,580,000	GEFA/Revenue Bonds/Other	Director of Utilities/ Mayor and Council
Community Facilities & Services	Investigate BroadBand in residential areas		X	X	X	X	\$300,000	Revenue Fees	Director of Utilities
Community Facilities & Services	Streetscape Phase III					X	\$450,000	DOT Grant	City Administrator
Community Facilities & Services	Police vehicle package					X	\$850,000	Lease Purchase	City Administrator
Economic Development	Support the Chamber of Commerce and the Industrial Development Authority on economic development issues to retain and bring more industry to the City	X	X	X	X	X	\$0	N/A	Mayor and Council
Economic Development	Prepare a comprehensive Economic Development Plan with the cities, the Chamber, and the Industrial Development Authority to identify desired industry and suitable locations, and to develop a marketing strategy			X			\$75,000	Hotel-Motel Taxes	Industrial Development Authority
Economic Development	Continue regular coordination meetings and planning sessions with the Industrial Development Authority	X	X	X	X	X	\$0	N/A	Industrial Development Authority/County Commission/Mayor and Council

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Economic Development	Continue to coordinate with the Calhoun and Gordon County Historic Preservation Commissions, the Chamber, and the Georgia Historic High Country Travel Association to promote heritage tourism		X	X	X	X	TBD	Hotel-Motel Taxes	Chamber Director/ Main Street Director
Economic Development	Expand and update City website to promote downtown functions, recreation, city events and utility services	X	X	X	X	X	\$10,000	General Funds/ Utility Funds	Telecom Director/ Main Street Director
Economic Development	Maximize existing property and infrastructure (infill)	X	X	X	X	X	TBD	Developers	Community Development Director
Economic Development	Evaluate/implement redevelopment mechanisms including Urban Redevelopment Plans and TADs		X	X	X	X	\$60,000	General Funds/ Utility Funds	Mayor and Council/ City Administrator/ Utility Director/ Community Development Director
Economic Development	Seek CDBG funding for needed infrastructure improvements and housing rehabilitation assistance	X	X	X	X	X	\$700,000 annually	N/A	City Administrator/Director of Utilities
Economic Development	Create a vacant structures/site inventory		X	X			\$0	N/A	City Administrator/Director of Utilities
Economic Development	Phase III Coosa Valley Technical College		X	X			\$11,000,000	State Funds/ In-Kind County and City	Department of Technical Education
Housing	Adopt a Senior Housing Ordinance		X				TBD	General Funds	City Administrator/City Attorney
Housing	Conduct a housing assessment to identify vacant and dilapidated houses		X	X	X	X	TBD	General Funds	City Administrator
Housing	Evaluate the need for a Vacant Property Registration process			X			\$0	N/A	City Administrator

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Housing	Apply for/implement GA Initiative for Community Housing	X	X	X	X		\$10,000	General Funds	City Administrator
Housing	Promote local, state & federal home ownership and home rehabilitation programs	X	X	X	X	X	\$0	N/A	City Administrator
Natural & Cultural Resources	Update the GA DNR "Part V" environmental ordinances for River Corridor Protection, Groundwater Recharge Area Protection, Water Supply Watershed Protection and Wetlands Protection		X				TBD	General Funds	City Administrator/City Attorney
Natural & Cultural Resources	Adopt a Tree Protection/Replacement Ordinance		X				TBD	General Funds	City Administrator/City Attorney
Natural & Cultural Resources	Apply for funding from the Georgia Land Conservation Program and/or other grant programs to assist with greenway property acquisition		X	X	X	X	\$0	N/A	City Administrator
Natural & Cultural Resources	Adopt Georgia Stormwater Management Manual			X			\$0	N/A	City Administrator/City Attorney
Natural & Cultural Resources	Adopt a Hillside Development Ordinance to address environmental issues associated with the development of steep slopes		X				TBD	General Funds	City Administrator/City Attorney
Natural & Cultural Resources	Participate in the Northwest Georgia Regional Water Resources Partnership's efforts to develop the Regional Comprehensive Water Resource Plan	X	X	X	X	X	\$75,000	General Funds	Mayor and Council/Director of Utilities
Natural & Cultural Resources	Designate local historic district(s) to protect historic in-town neighborhoods	X	X				\$0	N/A	Main Street Manager/Calhoun Historic Preservation Commission
Natural & Cultural Resources	Apply to the Certified Local Government (CLG) Program and designation as a Preserve America Community to qualify for historic preservation-related grant money		X	X			\$0	N/A	Main Street Manager/Calhoun Historic Preservation Commission
Natural & Cultural Resources	Pursue listing of downtown Calhoun on the National Register of Historic Places to assist with rehabilitation tax incentive opportunities			X	X		\$0	N/A	Main Street Manager/Calhoun Historic Preservation Commission/City Administrator

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Natural & Cultural Resources	Evaluate need for an Appearance and Maintenance Code in the historic downtown area and other areas		X				\$0	N/A	Main Street Manager/Calhoun Historic Preservation Commission
Natural & Cultural Resources	Create Coosawattee Regional Water Authority to explore development of regional water sources/off-stream storage	X	X	X	X	X	\$500,000	Utility Funds	Director of Utilities/Mayor and Council
Land Use	Update the zoning ordinance and the development regulations, resulting in a Unified Land Development Code that includes provisions for mixed use, landscaping standards, and commercial corridor overlay districts		X	X			\$25,000	General Funds	Mayor and Council/Community Development Director/City Administrator/Director of Utilities/City Attorney/CVRDC
Land Use	Evaluate and develop as needed a Downtown Master Plan		X	X			TBD	General Funds	City Administrator/Main Street Manager
Land Use	Evaluate the need for an In-Fill Housing Ordinance in established residential areas that are not designated historic districts		X	X	X	X	\$0	N/A	City Administrator
Land Use	Evaluate need for a "Big Box" ordinance/guidelines		X				\$0	N/A	City Administrator/City Attorney
Land Use	Evaluate need for Streetscape Master Plans for priority corridors			X	X		TBD	General Funds	City Administrator
Land Use	Develop Fringe Area/Buffer Area zoning around City			X	X		TBD	General Funds	Mayor and Council/County Commissioners
Transportation	Coordinate with County for ROW funding for Bypass			X	X	X	Percentage of New SPLOST	General Funds	Mayor and Council/County Commissioners

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Transportation	Undertake Access Management Plans for priority corridors			X	X		TBD	General Funds	City Administrator
Transportation	Coordinate with the County on a Pedestrian/Bicycle Plan, with the goal of identifying and prioritizing sidewalk and bicycle facility projects inside the City limits to enhance connectivity and transportation options				X		TBD	General Funds	City Administrator
Transportation	Coordinate with the County on a comprehensive Greenways Plan			X			TBD	General Funds	City Administrator
Transportation	Apply for Sidewalks to Schools funding				X		\$0	N/A	City Administrator
Transportation	Evaluate transit ridership need inside the City limits and identify transit funding sources available				X		TBD	General Funds	City Administrator
Transportation	Improve intersection, add traffic signals at McDaniel Station and Highway 53	X	X	X			\$2,500,000	City, County, State Funds	Mayor and Council/ County Commissioners
Transportation	Add curb, gutter, sidewalks on Peters Street from Wall Street to East May intersections		X	X			\$1,000,000	General Funds	City Administrator/Street Superintendent
Transportation	Improve two intersections on Dews Pond Road: Curtis Parkway and Lovers Lane Road		X	X	X		\$2,000,000	City General Funds/County Funds	City Administrator/County Administrator
Transportation	Widen streets, add sidewalks in West Calhoun area	X	X	X	X	X	\$500,000	DOT and Local Funds	City Administrator/Street Superintendent
Transportation	Linda Lane, May Street intersection improvements		X				\$200,000	General Funds	City Administrator
Transportation	Resurface 7% of City streets	X	X	X	X	X	\$550,000 Annually	General Funds	City Administrator
Intergovernmental Coordination	Complete the Service Delivery Strategy Agreement update	X					\$0	N/A	Mayor and Council

City of Calhoun 2007-2011 Short Term Work Program

Project Type	Activity	2007	2008	2009	2010	2011	Cost Estimate	Funding Source	Responsible Party
Intergovernmental Coordination	Establish an Intergovernmental Coordinating Committee to create regular communication between the jurisdictions/Board of Education and to improve coordination on issues such as stormwater management, land use planning, water and sewer planning, and transportaton planning	X					\$0	N/A	Mayor and Council
Intergovernmental Coordination	Coordinate with various non-profit organizations to address local social issues	X	X	X	X	X	Not to exceed \$30,500 annually	N/A	Mayor and Council
Intergovernmental Coordination	Coordinate with school system, Chamber of Commerce and religious institutions to identify effective means of public outreach to the Hispanic community	X	X	X	X	X	\$0	N/A	City Administrator/ Parks and Recreation Director
General Planning	Undertake a space needs analysis for City functions			X			TBD	General Funds	City Administrator
General Planning	Establish a Community Development Department		X	X	X	X	TBD	General Funds	City Administrator
General Planning	GIS for water, sewer, electric, police, fire, street, stormwater, zoning and land use	X	X	X	X	X	TBD	General Funds	City Administrator
General Planning	Review and establish redevelopment areas as needed; establish funding opportunities		X	X	X	X	TBD	General Funds	Mayor and Council/City Administrator/City Attorney
General Planning	Improve records retention method and storage area	X	X				\$125,000	General Funds	City Administrator
General Planning	Amend City Charter, update Code of Ordinances			X	X		\$50,000	General Funds	City Administrator/City Attorney/Mayor and Council

City of Calhoun Long Term Work Program

Project Type	Activity	2012-2016 Population estimate: 21,732	2017-2021 Population estimate: 27,868	2022-2026 Population estimate: 27,868	Cost Estimate*	Funding Source	Responsible Party
Community Facilities	Additional electric generation through MEAG	X	X	X	\$30,000,000	Revenue Bonds	Director of Utilities/ Mayor and Council
Community Facilities	Additional modifications to the wastewater treatment plant	X			\$4,000,000	SRF Funds	Director of Utilities/ Mayor and Council
Community Facilities	Implement Stormwater Plan	X			\$1,500,000 annually	Stormwater Utility Fees	Director of Utilities/City Administrator/ Mayor and Council
Community Facilities	5th Fire Station / Police Station	X			\$1,500,000	Impact Fees	Mayor and Council/City Administrator
Community Facilities	Regional water storage	X	X	X	\$30,000,000	Revenue Bonds and SPLOST	Mayor and Council / Director of Utilities
Community Facilities	Broadband buildout for Telecomm.	X			\$5,000,000	Revenue Fees	Mayor and Council / Director of Utilities
Community Facilities	Recreation Gym and Aquatic Center	X			\$4,000,000	Impact Fees	Mayor and Council/City Administrator
Community Facilities	Police vehicle package	X	X	X	\$3,000,000	Lease Purchase	City Administrator

*In 2008 dollars

City of Calhoun Long Term Work Program

Project Type	Activity	2012-2016 Population estimate: 21,732	2017-2021 Population estimate: 27,868	2022-2026 Population estimate: 27,868	Cost Estimate*	Funding Source	Responsible Party
Community Facilities	Fire vehicles: 3 pumpers and ladder truck	X	X	X	\$2,000,000	Lease Purchase	City Administrator
Community Facilities	Purchase 50 acres for recreation		X		\$1,500,000	Impact Fees	City Administrator
Community Facilities	Finished water reservoirs		X	X	\$3,000,000	GEFA Loan	Director of Utilities
Community Facilities	Communications for public safety: 800 MZ System	X			TBD	Homeland Security Grant and General Fund	City Administrator
Economic Development	Downtown Streetscape Projects, Phases IV and V	X	X		\$1,000,000	DOT Grant and General Fund	Mayor and Council/City Administrator
Natural and Cultural Resources	Acquire greenspace: buffers of creeks and rivers	X	X	X	TBD	Tax Abatement Donations, Consent Easements	City Administrator/ Director of Utilities
Transportation	East, West and South Calhoun Bypass	X	X	X	\$50,000,000	SPLOST, DOT Funds and Local Funds	Mayor and Council/County Commission/ DOT
Transportation	Review need for public transportation			X	\$20,000	General Fund	City Administrator

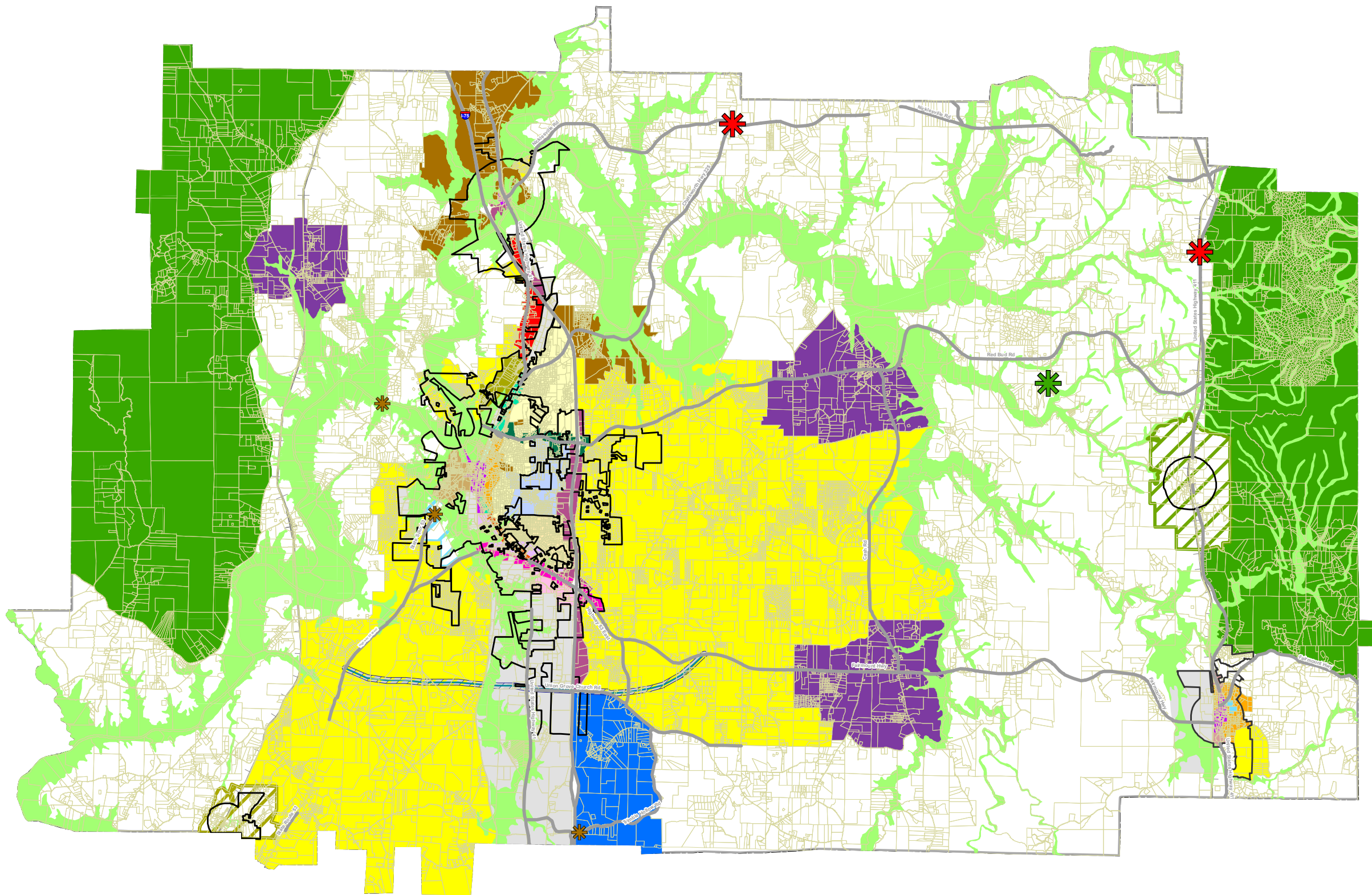
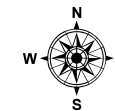
*In 2008 dollars

City of Calhoun Long Term Work Program

Project Type	Activity	2012-2016 Population estimate: 21,732	2017-2021 Population estimate: 27,868	2022-2026 Population estimate: 27,868	Cost Estimate*	Funding Source	Responsible Party
Transportation	Upgrade airport runway and taxi ways		X		\$1,000,000	FAA Grants, DOT Grants and Local Funds	Mayor and Council/County Commission/ Airport Authority
General Planning	Update records retention method with new technology	X			\$100,000	General Funds	City Administrator
General Planning	Update of Comprehensive Plan			X	\$200,000	General Funds	City Administrator

APPENDIX:

GORDON COUNTY FUTURE DEVELOPMENT MAP



Legend

- County Boundary
- Parcels
- Road
- Railroad
- City Limits

Character Areas

- River Corridor / Floodplain Preserve
- Hillside Conservation
- Rural / Agricultural Reserve
- Highway 411 Commercial Corridor
- Highway 41 Commercial Corridor
- Higher Learning Center

- Dews Pond Community
- Dixie Highway Corridor
- Dixie Highway Transitional
- Early Suburban
- Emerging Mixed Use Center - Community Node
- Emerging Mixed Use Center - Regional Activity
- Emerging Suburban
- Highway 41 North Corridor
- Highway 41 South
- Highway 53 Corridor
- Highway 53 Transitional
- Historic Downtown
- Historic Resource Protection

- In-Town Traditional Neighborhood
- Industrial
- Interstate Access Commercial
- Mauldin Road Mix
- Neighborhood Commercial
- Peters Street Residential
- Red Bud Corridor
- West Calhoun
- Public Institutional Core
- Plainville Area
- Ranger Area
- South Calhoun Bypass

- Salaocha Creek Park
- Rural Crossroads
- Historic Resource Protection

For information on Character Areas inside Calhoun City Limits, please see Appendix.



Future Development Map	
Gordon County	
Prepared by: TTP	
Checked by: PPIH	
Project Number: 6311050068	
Figure Number: 2	