



Community Agenda



Comprehensive Master Plan
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City of Cartersville, Georgia



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Section 1: Introduction

Comprehensive Planning

■ Comprehensive Planning Requirements

The City of Cartersville has undertaken the adoption of its first independent Comprehensive Plan. Prior to this independent effort, the City participated jointly in 1991 with Bartow County and the cities of Adairsville, Emerson, Euharlee, Kingston, Taylorsville and White in the adoption of its Comprehensive Plan. Once adopted, in order to maintain Qualified Local Government status (that is, to remain eligible for a wide range of State grants, assistance and permitting programs), the plans must be updated regularly. The joint Comprehensive Plan covered the twenty year period of December 1991 through December 2011. Due to the significant changes that have occurred over the past decade within the City, in addition to the limited attention in the joint Bartow County Plan, the City has determined that an independent evaluation and preparation of the Plan elements apart from the County is warranted to address the growth issues facing the City. Cartersville has targeted adoption of their Comprehensive Plan by the end of October 2007.

Planning requirements for the preparation and adoption of Comprehensive Plans are adopted by the State's Board of Community Affairs pursuant to the Georgia Planning Act, and administered and supplemented by the Department of Community Affairs (DCA). The most recently applicable planning standards took effect May 1, 2005, and establish the minimum standards that must be met for DCA approval.

■ Components of the Comprehensive Plan

A comprehensive plan meeting the planning requirements of the Georgia Department of Community Affairs must include the following three components:

Community Participation Program

The first part of the Comprehensive Plan is the Community Participation Program that was adopted by all parties involved in shaping the City's Comprehensive Plan in order to take advantage of extensive ongoing citizen participation activities, the Vision Subcommittee, and the Stakeholders Committee formed for the Comprehensive Plan process. The Community Participation Program forms the underlying foundation of the Comprehensive Plan through the development of a community based vision and the creation of guiding principles. Effective citizen involvement in a comprehensive plan can be achieved through the efforts of a group of dedicated citizens and staff, and information outreach to the public at large. Since the Plan deals with long range issues, it is important for the process to be productive, thought provoking, and interesting to incorporate the interests of a diverse citizenry. The Community Participation Program describes the strategy for ensuring adequate public and stakeholder involvement in the preparation of the Community Agenda portion of the Plan.

Community Assessment

This part of the Comprehensive Plan is an objective and professional assessment of data and information about Cartersville. The following are included in the Community Assessment's two volumes:

- A list of potential issues and opportunities the Comprehensive Plan participants may wish to take action to address;
- Analysis of existing development patterns, including a map of recommended Character Areas for consideration in developing an overall vision for future development;
- Evaluation of current community policies, activities, and development patterns for consistency with DCA's Quality Community Objectives; and
- Analysis of data and information to check the validity of the above evaluations and the potential issues and opportunities.

Community Agenda

This, the third part of the Comprehensive Plan, is the most important, for it includes the community's vision for the future as well as its strategy for achieving this vision. The Community Agenda includes three major components:

- A vision for the future physical development of the City of Cartersville, expressed in map form indicating unique Character Areas, each with its own strategy for guiding future development patterns;
- A list of issues and opportunities identified by the Comprehensive Plan participants for further action; and
- An implementation program for each of the Comprehensive Plan participants to achieve the vision for the future and to address the identified issues and opportunities.

In addition to the three components above, and in concert with preparation of the Comprehensive Plan, the City must review and possibly amend and recertify their previously adopted **Services Delivery Strategy**, and update the State-mandated **Solid Waste Management Plan**.

■ Purpose of the Community Agenda

The purpose of a community's Comprehensive Plan is to design a roadmap for the community's future. This road map is developed through a public process involving community leaders, major stakeholders, general public and elected officials, all of whom make key decisions about the future of the community. The overall goal of the Plan is to accommodate growth in a timely, orderly and efficient arrangement of land uses, public facilities, infrastructure and services that meet the needs of the present and future residents and businesses of the City.

The Community Agenda is the most important part of the Plan, for it includes the City's Vision for the future, as well as key issues and opportunities, and the implementation program for achieving this Vision. The Community Agenda is intended to generate local pride and enthusiasm about the future of the community, thereby allowing easy implementation of the guiding principles, policies and strategies outlined within the Plan.

This Agenda is developed in four Sections:

- Introduction
- The Community Vision
- Character Areas
- Implementation

As a Comprehensive Plan, each Section is interrelated and dependent upon each other and no one part should be viewed in isolation. For example, policies contained within the Vision section should be applied when reviewing Character Areas. Implementation measures listed under core issues and Character Areas have been compiled within the short-term work program.

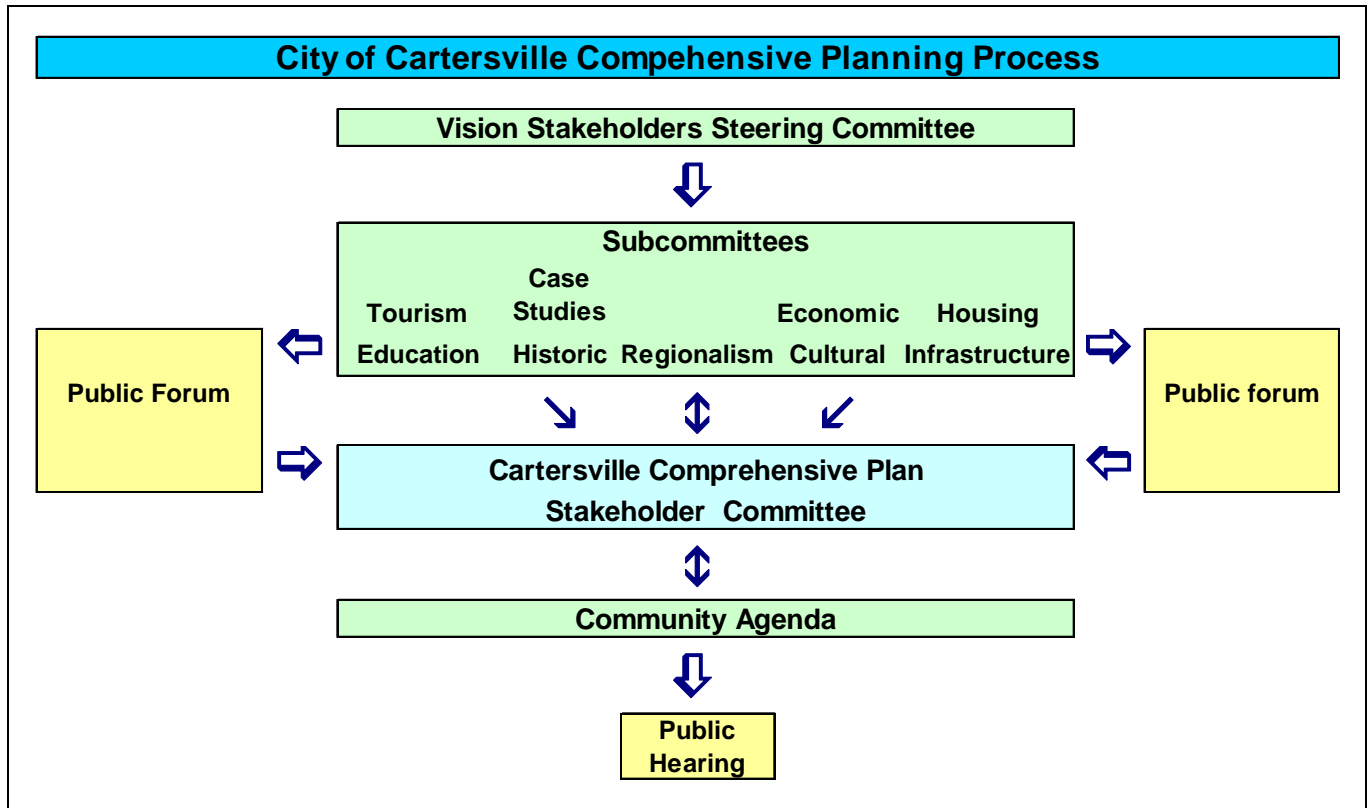
■ Planning Process

The process followed to achieve the end result of a Future Development Map for the City took over a year, incorporating an extensive data gathering and analysis and Community Participation Program. Background reports and data that were utilized during this process included:

- The Community Assessment, Volumes 1 and 2;
- An Economic Strategic Plan;
- Detailed forecast reports for population, employment and housing; and
- A Land Demand and Capacity Analysis.

Utilizing typical and non-typical public participation tools during this lengthy process to gain input and feedback yielded a comprehensive plan for the City of Cartersville. The Community Participation Plan (CPP) used innovative mixed media, two sets of open public forums, charettes, a Vision Stakeholders Steering Committee consisting of nine associated Subcommittees, a Stakeholder’s Committee, two DCA required public hearings, four City Council Workshops, citizen surveys and comments sheets, email blast lists, mailings, the media and web notification to enhance the public’s involvement in the process and to reach as many citizens and businesses as possible. An outline of this public campaign is available in the Community Participation Plan, posted on the City Website. This Plan was truly a “bottoms up” process.

Following is a flow chart that identifies how we came to the final product. Simply stated, starting with a Vision, policy and Character Areas were developed, which in turn led to implementation measures to achieve this Vision. Although the process seems very straightforward, in reality it is anything but that. Truly comprehensive planning is a very circular and interactive process. Throughout the process, data analysis and community input lead us along many paths, adjusted original assumptions and ideas. We believe that this fluid process has led us to a document that has truly achieved a consensus and Vision that represents the diverse interests the residents and the business community of the City of Cartersville.



Community Overview

Located between two metropolitan southern cities, Atlanta and Chattanooga, Cartersville provides a quality place to live, work and do business. During the last 15 years, both the residential and commercial sectors of the local economy have grown exponentially as Cartersville and Bartow County have become more of a part of the metro Atlanta area. With the Kennesaw/Town Center area only twenty minutes away and Atlanta only 45 miles from downtown Cartersville, the growth will continue unabated in the near future. A vibrant supportive business climate complements Cartersville's strategic location, its affordable cost to do business and its skilled workforce. Equal to the population growth of the last decade of the twentieth century has been Cartersville's growth in size, from 23.9 to 35 square miles.

■ History

Immediately after the Cherokee Removal in 1838-39, Cartersville was settled in anticipation of the construction of the Western and Atlantic Railroad (W&A) through the Etowah Valley. Supposedly named for Farish Carter, a wealthy Georgia planter and entrepreneur, Cartersville was incorporated in 1850. Migration via Alabama Road, originally an Indian trace leading west through the Cartersville area, accounted for much of its early growth, as did the W&A, which allowed the exportation of natu-

ral resources. An abundance of iron ore in the region sparked an early, through short lived, iron industry pioneered by ironmasters Jacob and Moses Stroup.

In 1850, when the town was incorporated, Cartersville had about 150 citizens; within two years, its population exceeded 2,400. A steady increase until 1880 was followed by sixty years of stagnation, as the population remained consistently near 5,000. From 1940 to the early 1990s, industry and tourism more than doubled the population to 12,035. Cartersville was selected for the 1993 edition of the book *The 100 Best Small Towns in America*. This recognition, coupled with the growth of metropolitan Atlanta, probably accounts for the almost 25 percent increase to 15,925 persons by the year 2000.

During the Civil War, on May 20, 1864, Confederate troops under the command of General Joseph E. Johnston occupied the depot, holding Union forces at bay while fellow confederates escaped south across the Etowah River. The depot fell to Union fire by nightfall, and occupation followed. After the destruction of the original county seat of Cassville in 1864, Cartersville became the new seat of government in 1867.

Cartersville's economy had long relied heavily on cotton. Infestation by the boll weevil in 1917 devastated cotton production, causing a depressed economy that, even though supplemented with state road projects, remained weak until the construction of Allatoona Dam, a few miles east of the City, in 1950. The subsequent creation of Lake Allatoona and nearby Red Top Mountain State Park further improved the economy.

By the mid-1970s, Cartersville's agrarian economy had given way to an industrial and mining economy, supplemented by increasing tourism. New Riverside Ochre (ochre mining and processing), Vulcan Materials (construction aggregate mining), and Chemical Products (barite ore processing) are the only mining industries left that take advantage of the area's natural resources. Cartersville is following the national and state trend of becoming a more service-oriented economy. The sector of the community that has been most anemic in growth during the last 15 years has been employment in the areas of manufacturing and warehousing. Although there have been promising ventures, such as the new Toyo Tires facility in north Bartow County and the business park adjacent to the I-75 Cass-White Road exit, facilities such as Glad Manufacturing, Goodyear Tire, Interface Flooring, Unilever, United Plastics, and several smaller industries have closed in the last decade. Several major manufacturers remain, including Shaw Industries (carpets), Anheuser Busch (beverages), Thrall Car (rail box-cars), and Birmingham Steel. Cartersville also serves as the corporate headquarters for Phoenix Air, an international air charter company operating out of Cartersville Airport, and Midway Phoenix Corporation, managers of Midway Island, a key post in the Pacific theater of World War II and now a National Wildlife Refuge.

Cartersville is the county seat of Bartow County, and the hub for economic development within the County. This has been primarily because of Interstate Highway 75 and previously, U.S. Highway 41 transiting directly through or adjacent to Cartersville. It has also been related to a long-term commitment on the part of successive City governments to attract industrial development by developing needed infrastructure and utilities that were designed to facilitate industrial use.

■ Future Growth

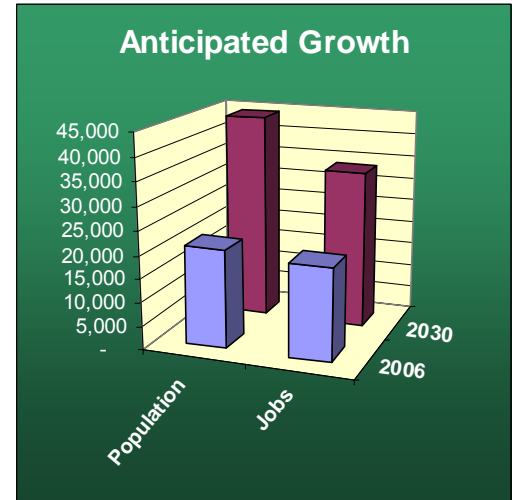
Over the past 25 years, since 1980, the City's population has more than doubled, increasing by 120% to an estimated 20,889 today. Current forecasts for the coming 25 years suggest that the population in

the City could double again, increasing 111% to 44,129 by the year 2030 (the horizon year for the Comprehensive Master Plan).

A major increase in the number of jobs in the City is also forecast. Currently, there are an estimated 19,710 jobs among all economic sectors in the City. Based on forecasts, the number of jobs could grow to 33,667 by 2030, a 70% increase.

The population and employment forecasts translate into new dwelling units and office, retail and industrial development over the coming quarter century.

By 2030, the number of dwelling units in the City is expected to increase by more than 9,800 units, from 8,133 to 17,939, and nonresidential floor area would increase by 5.24 million square feet by 2030. Almost 42% of the new nonresidential development would be in retail and office space (generating 2.4 million square feet of new floor area), while industrial employment in business parks, warehousing and manufacturing/processing uses is projected to occupy 2.9 million square feet of new floor area. Altogether, nonresidential growth would consume almost 600 acres of land.



Section 2: The Community Vision

Vision and Community Character

■ What is a Vision?

The first step in the Comprehensive Planning process is the creation of a Community Vision. This Vision sets the tone for the entire process—the development of guiding principles, policy, and the Future Development Map (FDM). Issues identified in the Community Assessment were addressed in terms of this Vision, related Guiding Principles and Policies, and implementation measures were identified to resolve those issues. Lastly, a physical plan, the Future Development MAP (FDM) was created utilizing these first two steps. This Vision is based on results from intensive public involvement activities, and reflects the desires and values of the County’s diverse population.

A Vision.....

- Identifies aspects of the City, which most clearly represent its sense of community;
- Prioritizes the protection of City assets and resources that are most closely associated with the community’s character and sense of community; and
- Translates desires and values into issue resolution and a physical map of preferred future land uses and patterns.

Our Vision of the Future for the City of Cartersville is...

A progressive, attractive community providing opportunity to work, learn, live and play in connection with one another.

To Us This Vision Means...

Cartersville is the best of all worlds: a small historic town that works hard to preserve its sense of community through the preservation of traditions, heritage, history, and historic buildings and houses, while at the same time benefiting from its proximity to Atlanta and associated big city amenities and employment opportunities.

As a progressive City, we see growth managed in innovative ways that sustains our values, continues to enhance the quality of life, and strives to increase our position as an employment center.

We will face our future holistically and logically, guiding our preferred growth into appropriate locations through our Future Development Map, and ensuring that we have adequate infrastructure and services to support it.

We realize that our sense of place is our signature and sets us apart from other places. We will continue to enhance our community character through appropriate, innovative and unique land use planning that promotes quality and creativity.

We will be stewards of our natural environment and ensure that growth respects and enhances these assets.

We will create neighborhoods, not just subdivisions, that are sustainable, build upon our existing street and development patterns, are inclusive of all residents, offer alternative modes of transportation, and provide daily needs conveniently.

We will continue to promote diversity in employment opportunities that support sustainability for our citizens, and offer them the opportunity to both live and work in our community.

We will strive to remain a close-knit family friendly small town where first names are common, personalized service is the norm in our business and service dealings, and where our downtown remains the heart of the City.

We will continue to have active and open communication and participation with our elected officials to guide this Vision.

We will ensure that every resident is afforded the opportunity to live in safe, sanitary and affordable housing that matches his or her income, lifestyle and lifecycle.

We will continue to protect and nurture our senior population through services, appropriate housing choices and assistances.

Citizen Comments

The following are some of the comments received during the Community Participation Program.

What is Cartersville?

State in one sentence or phrase your description of Cartersville in the future:

- Cartersville should be a small town with big town attributes, such as museums, shopping, arts, entertainment districts;
- I want Cartersville to flourish economically with higher paying jobs and various industries;
- A place to be proud of and call home;
- A progressive town that retains its genuine small town feel;
- A safe, clean, friendly community which I am proud to call home;
- Cartersville will be an attractive well-kept community filled with concerned citizens;
- My hope is for a City that grows in jobs and tourism, but holds tight to their small hometown aspects;
- Neotraditional redevelopment of existing unused or underutilized areas – with creative designs;
- A quality lifestyle for all segments of the population;

- A community dedicated to the health and wellness of all citizens, and to understanding that this rests on a balanced and comprehensive approach to the physical, emotional, intellectual and spiritual;
- A city that has preserved its architectural character with compatible infill projects, thriving businesses, nightlife and tourism;
- Cartersville is a signature place to live;
- Government supportive of business and industry, while providing safety and service to its citizens and visitors;
- A family friendly, progressive, well maintained city, known throughout the state and nation as a city to see and be part of;
- Vibrant and culturally leading North Georgia; and
- A growing thriving community.

Favorite Things

Community character, sense of connectivity:

- Hometown feeling it gives to every resident;
- The small town atmosphere, and the opportunity to be involved;
- Progressive city with wonderful people who work hard to preserve the tradition;
- Small town feel in a progressive, growing city;
- Speaking to one another on the street;
- People know you by name, care and concern for you and your family, friendly people; and
- Welcoming atmosphere.

History, historic preservation:

- The historic buildings;
- Preservation of heritage and history; and
- Vitality of downtown.

Location and size:

- I love Cartersville's location towards Atlanta;
- Proximity to the big city and to the ruralness and beauty of North Georgia;
- Size; and
- A city close to Marietta and Atlanta that offers many things, but remains a small town.

Infrastructure:

- We own most of our utilities; City owned utilities are efficient and relatively inexpensive;
- Parks, Dellinger Park, recreational opportunities;
- Government; and

- School system.

Natural Environment:

- Trees;
- Lake; and
- Climate.

Amenities:

- Great shops and diverse restaurants;
- Quality of life;
- Unique features;
- So many only here in Cartersville—Kiddie Day parade, the 4-way, Ross’ and Grand Oake; and
- Our city as a whole.

Strengths & Weaknesses

What do you feel that the City currently lacks (its weaknesses)?

- A transportation plan;
- Adequate traffic control and facilities;
- Public transportation;
- Beautiful highways through the City;
- A strategic plan to connect communities with sidewalks and walking trails (a walkable community);
- Trees, greenspace presentation;
- Consistency in regulations, zoning etc.;
- The number of psychiatric patients is increasing rapidly. There are no inpatient and only one outpatient treatment center for psychiatric patients;
- Plan to address future water needs;
- The encouragement or ability for redevelopment;
- A mall with a major department store – open air or enclosed;
- A comprehensive plan to harness inevitable future growth;
- True vision;
- Enough money for projects;
- Tree ordinance with teeth;
- Industrial renovation;
- High end economic development;
- Steady flow of new white/blue collar jobs; and

- Proper facility to host large events.

What is Cartersville’s greatest strength?

- Location, proximity to I-75, Atlanta and Chattanooga;
- The people;
- Integrity of residents and politicians;
- Leadership and dedication;
- The scenery, farms, neighborhoods, the physical beauty of Bartow County;
- Local owned business;
- A sense to look out for the “best;” Our parks;
- Our city as a whole;
- City owned utilities, infrastructure;
- A willingness to develop a plan to preserve what is excellent; its willingness to try to preserve heritage;
- Community volunteerism; and
- Community pride, sense of community.

What would you like to preserve in present day Cartersville?

- Our downtown and all of the historical areas;
- Intown neighborhoods;
- The Goodyear mill (it should be turned into something spectacular);
- Downtown atmosphere;
- Cartersville high tradition, the history of the different people and small town atmosphere;
- Safe environment;
- Good schools;
- Current and local owned business;
- Open areas in the city limits, greenspace;
- Providing cultural and recreational activities which attract the interest of the community;
- City owned utilities;
- Strong business community; and
- Attitude that college graduates from Cartersville return to Cartersville.

Guiding Principles and Policies

Choices

The nation is now experiencing a heightened concern over the social, environmental, and fiscal quality of our communities in response to past development practices. Development over the last several decades aggravated the decline of many urban communities, rural places and older suburbs, congested streets and highways accelerated the loss of natural resources, and limit opportunities for the retention and creation of affordable housing. Often these problems are simply collectively labeled “sprawl.” The City is currently at a turning point, comprised of positive features such as large rural and pristine environments, a historic downtown with stable in-town neighborhoods, and pockets of commercial activity along major transportation corridors, as well as vacant developable land. Weaknesses including leap frog development, encroachment of nonresidential uses into established neighborhoods, traffic congestion, and loss of natural resources. The community can accept the generic land use patterns of the last few decades, or embrace smart growth concepts for the future. The City of Cartersville chooses to create an innovative and sustainable community.

Look at Land Use Planning in a Holistic Manner

Due to the desirability of the region, Cartersville faces increasing development pressures as both a bedroom community to the metropolitan area and as a potential employment center. Over the last two decades, Cartersville has, and continues to experience a remarkable growth rate. By 2030, the population is anticipated to more than double. One challenge facing Cartersville is to devise a way to balance the expected impacts of growth pushing from the Atlanta Metropolitan area, long-term residents, changing demographics and the increasing immigrant population. Growth management should be looked at in a holistic way, incorporating infrastructure and services.

As the City continues to urbanize along primary circulation corridors, with housing prices anticipated to remain moderate, a slow increasing representation of the racial and ethnic composition of the City is occurring. However, the City remains primarily Caucasian as young professionals; young families and established households seek the various housing and economic opportunities that Cartersville offers.

The same opportunities and strengths that make the City attractive, such as location and uniqueness, present the City with potential conflicts. It is the desire of Cartersville to protect the established neighborhood character of the City from incompatibilities and traffic, while at the same time to maintain its diversity in economy, cultures and ages. Master Planned Developments, conservation style open space subdivisions, “village commercial centers,” traditional neighborhoods, mixed-use development and other innovative development techniques are encouraged throughout the City through the use guidelines presented in the Character Area descriptions within this Plan.

The development of strong neighborhoods providing a range of housing options that give people the opportunity to choose housing that best suits them, while maintaining and enhancing the value of existing neighborhoods, is primary to the community’s Vision. A greater mix of uses and housing choices in neighborhoods focused around human scale, and mixed-use centers that are accessible by multiple transportation modes, provides an atmosphere of inclusiveness of lifestyle, lifecycle and economic realities. Mixed-use development with quality housing allows compatible land uses, such as shops, offices and housing, to locate closer together and thus decrease travel distances between

them. Human-scaled design, compatible with the existing urban context and quality construction contribute to successful compact, mixed-use development and also promotes privacy, safety, visual coherency and compatibility among uses and users. Mixed-use helps streets, public spaces and pedestrian oriented retail again become places where people meet, attracting pedestrians back onto the street and helping to revitalize community life. Mixed-use developments should be at an appropriate scale for the location.

The City's goal is to promote a mix and balance of residential development options for existing and future residents of the City, while maintaining the small town low-density character as desired by City residents. In addition the City wants to encourage economic opportunities to promote a well-balanced tax base. Concurrent with this desire to maintain a small town atmosphere, denser development would be focused within villages where supporting infrastructure and services exist, resulting in a more "urban" character in appropriate places.

The following Guiding Principles and Policies lead to implementation Strategies that, along with the arrangement of land uses into descriptive Character Areas, will enable the City to achieve an innovative and sustainable community and the realization of its Vision.

■ **Accommodate projected growth while creating a sustainable community, preserving our quality of life and implementing the Vision**

Major Issues

- How are we going to support the projected growth of the population?
- How can we deal with rampant residential growth?
- How can we ensure a balanced tax base that will sustain the community and continue to ensure low taxes?
- What is the best way to utilize our infrastructure facility and program dollars?
- How do we ensure that the very things that make Cartersville attractive are not diminished as we welcome new growth?
- How do we deal with the growing criminal population in our city?
- How will we provide better recreation resources and insight into the need for quality resources to attract the best people, and businesses?

How do you suggest we achieve quality growth?

Planning, ordinances, architectural design standards, meeting the needs the way we want to meet them, smart growth, keeping small town aspects, incentives for quality!

By planning now for what we want to see and then going after that!

A plan of willingness to grow, but show smart growth of keeping the small town aspects!

Develop a plan and then make the tough decisions!

"Envision Cartersville"

Policies

- Look at Growth Management in a holistic way: infrastructure, land use patterns, housing opportunities, services, the environment and economic development.

- Require that future land use and development decisions are consistent with long range planning goals and policies and that such decisions promote the community's progressive, small town values.
- Look at new development proposals comprehensively, including: the benefit to the City overall; the Character Area and the immediate neighborhood; surrounding land uses; and the availability of infrastructure.
- Encourage infill development within areas already zoned and serviced by infrastructure.
- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access and linkages.
- Ensure that adequate public services and community facilities are provided in an efficient and cost-effective manner by a capital improvement program that ensures that new development pays for its proportionate share of the cost of new facilities.
- Encourage growth in areas where it will be the most beneficial to the City as outlined on the Future Development Map. Concentrate growth in identified growth areas, and program appropriate public facility levels of service.
- Encourage neighborhood-serving retail and services in or near all neighborhoods.
- Create walkable communities with parks, stores, and appropriate civic facilities and services.
- Encourage mixed-use buildings and developments, as well as civic buildings or public spaces, within appropriate Character Areas.
- Protect the quality of the school system with an appropriate balance of residential and non-residential developments.
- New neighborhoods should be compact, walkable, have a connected network of streets, sidewalks and paths and have a mixture of housing types, styles and uses.

Discussion

Plan Consistency

This rewrite of the Comprehensive Plan is the first step in creating sustainable land use patterns. The next step is to assure Plan implementation. The City wishes to achieve consistency between its various development ordinances, and between ordinances and Comprehensive Plan goals and policies. In addition, the timing, location and planning of capital facilities should be continually reviewed in terms of expected land use patterns.

Although the City currently reviews rezoning proposals for Comprehensive Plan Consistency as an adopted Zoning Standard, this update will add a further dimension to the planning and development process in formalizing plan consistency. Detailed Character Area guidelines, strong policy and issue based planning, and a more concrete Future Development Map (FDM) (formerly the Future Land Use Map) creates a clear picture of the City's desired Vision.

As a first step, staff will review all new development or requests for rezoning for overall consistency with Comprehensive Plan policies, and specifically with Character Area intent and the Future Development Map. If the proposal for a Future Development Map Amendment were appropriate the Future Development Map would be changed to reflect a new Character Area. A rezon-

ing should be consistent with the Comprehensive Plan. As part of a zoning analysis or development proposal, this step will help to assure greater quality and working steps to achieve the community's Vision.

Development Regulations

To achieve the community's Vision, the implementation tools of a comprehensive plan—development regulations—should achieve a one to one relationship with the Plan. Currently the City's zoning and development regulations achieve some of the community's Vision, but not all. The development of a Character Area based land use Vision requires that new districts, and adjustments to existing districts, be made to provide a better fit between comprehensive plan consistency and zoning. In addition, there are many development regulations that might create development that is not aligned with the guiding principles and policies of this Plan, such as walkability and context sensitive street design.

Infrastructure Concurrency

In a well-balanced community, infrastructure and services are available to service expected growth. As part of the zoning and development process, the City will look closely at infrastructure availability.

Traffic Impact Study

A traffic impact study can be required if the trips generated from a proposed development will impact the adjacent road system. Trip generation that requires a study may be based on the absolute number of trips generated, the percentage of trips compared to adjacent street capacity and/or the existing level of service of the adjacent roads. The following criteria may be included in a traffic impact study.

- Existing and proposed traffic conditions;
- Projections for 10 and 20 years;
- Capacity analysis;
- Level of Service analysis;
- Mitigation to maintain level of service of "E" or better on downtown streets and LOS "C" otherwise; and
- Cost estimates for any required improvement on City or State roads.

Utilities Capacity Analysis

A utility capacity analysis can be required if a proposed development will severely impact adjacent or system-wide capacity. The following elements should be included in the study:

- Water System Capacity
 - Fire flow;
 - Peak day demand; and
 - Projections for 10 years.
- Sewer System Capacity
 - Peak flow;
 - Industrial surcharge; and

- Pretreatment needs.
- Stormwater
 - Rate of offsite flows.

Capital Improvements Plan and Budget

Current and future capital improvements were identified during Character Area development, both in actual facilities, but also in terms of what the appropriate level of service for a Character Area is. For example, in the more rural areas the City will have a lower level of service, such as no future sewer extension. Developing level of service expectations will provide for an efficient use of the City's infrastructure dollars. As part of the Capital Improvements Plan and Budget process, it is very important to identify future sites or at least general locations for community facilities such as parks and educational facilities as early as possible using the guidelines in the Plan. Early acquisition of sites minimizes ultimate land costs and permits the best sites for community facilities to be obtained before other development occurs. Capital facilities programming should be in conjunction with outlined land use patterns on the Future Development Map and policies within this Plan. The Capital Improvement Planning and budgeting process should include:

- Detailed project descriptions;
- Location of desirable sites;
- Schematic layouts of buildings and sites;
- Construction cost estimates; and
- Preparation of a schedule, program and budget including the following elements:
 - Design and construction schedule
 - Possible grant funding
 - Staff operation and maintenance costs
 - Five-year capital budget

Infrastructure Financing

In addition to local funds, state and federal grants can be used to help pay for local projects. On the average, all grant programs require some local participation for capital expenses as well as a commitment for local staffing, maintenance and operational expenses. Alternative funding sources should be identified during the update to the five-year capital budget program. Alternative sources that can be utilized include such programs as impact fees, SPLOST, bonding and special improvement districts to provide a complete funding plan.

Land Use Patterns

In preparing a Future Development Map for the City, it is advisable to designate more acreage in each land use category than actual construction is expected to occupy. This provides the market with a choice of available sites and avoids price pressures that a "tight" supply would generate. As the Community Assessment outlined, the City's demographics are shifting and diversifying in age, ethnicity, and lifestyles. Much of the future growth of the City should be accommodated in planned and mixed-use developments of varying unit types and densities and the addition of neighborhood services and retail. Rezoning requests for new stand-alone commercial sites should

be given scrutiny and approved only under extraordinary circumstances. While this will encourage development of vacant sites already in place, it will also tend to encourage redevelopment of vacant obsolete buildings that would otherwise become blighting influences on the community. Phasing development through the guidance of Character Areas will ensure that land use compatibility is addressed, existing neighborhoods are protected and that infrastructure dollars will be used as efficiently as possible.

Implementation Strategies

- ☑ Create a Future Development Plan Map that accommodates adopted projected market, employment and population growth studies in appropriate places while mitigating negative impacts;
- ☑ Create Character Areas that identify the characteristics that are important to the community. Utilize these Character Areas to achieve this Vision through appropriate uses, compatibility and linkages between uses, site planning and aesthetics;
- ☑ Adopt a formal Comprehensive Plan Consistency Ordinance;
- ☑ Review and revise Development Codes to maximize Comprehensive Plan implementation in a one to one relationship;
- ☑ Pursue the development of additional zoning districts and possible overlay areas that will allow for creativity in design and use within the parameters of progressive development that contribute to the character of Cartersville;
- ☑ Review this Plan yearly during the budget/STWP update in terms of actual population, map amendments and actual development;
- ☑ Develop a 5-Year Capital Improvements Plan, which includes a schedule and budget for new facilities, maintenance and operation expenses, and a replacement plan for aging infrastructure within the City, based on adopted population and employment forecasts, Character Areas and Levels of Service;
- ☑ Review and develop a comprehensive Infrastructure-Financing Plan. Ensure that new development pays its fair share of infrastructure costs;
- ☑ Develop a 5-year Service District Plan to ensure adequate personnel and maintenance funds are in place for appropriate level of service requirements;
- ☑ Develop a school expansion plan based on adopted forecasts of population. Coordinate new facilities and residential permits. Develop neighborhood based schools where appropriate;

What does “small town” mean to you?

Friendly, caring and concerned citizens who work together in harmony

Shop owners knowing their customers

People watching over one another; knowing and trusting your neighbors

Walkability, friendly, safe

1st name basis

Where people take the time to speak and get to know one another

Small enough to “know people” verses being “lost in a larger city

Working together as part of a community

Traditions, heritage and history of people, places and things

Localness

“Envision Cartersville”

- ☑ Look at service delivery strategies and work out any conflicts with the County;
- ☑ Analyze the transportation network, as well as future water and sewer areas, to determine appropriate densities in appropriate locations;
- ☑ Analyze current services and locational aspects of police, fire, libraries and medical services to determine appropriate densities in appropriate locations. These services should be located within neighborhoods and residential developments; and
- ☑ Investigate ways to foster redevelopment of aging commercial centers and industrial buildings. Some of these centers offer opportunities for mixed-use residential and commercial. Identify underutilized and vacant sites that are prime areas for redevelopment. Investigate incentives to encourage redevelopment.

■ **Preserve our sense of community and small town feel**

Major Issues

- How do we preserve our sense of place and small town feel?
- What methods can be utilized to address the cosmetic aspect of new construction?
- We need to address the clean up of billboards and signs.
- We need to focus on eliminating unattractive and underutilized property.
- We are forcing retail and commercial uses towards I-75. How can we keep it closer to downtown?

Policies

- ☐ Protect and enhance the Downtown, the City's historic districts, and unique historical resources through regulatory protection, appropriate infill and innovative public enhancements and improvements, as the symbolic heart of the City.
- ☐ Increase the viability of live, work and entertainment choices within the downtown area.
- ☐ Preserve the viewshed on Main Street.
- ☐ Balance the development of new nonresidential areas with that of downtown.
- ☐ All new development and redevelopment should be of the highest quality and incorporate design and site elements that address the community's Vision.
- ☐ Incorporate Cartersville's existing architectural scale and style into new development proposals.
- ☐ Acknowledgement of the human factors (physical, economic, social, emotional, intellectual, spiritual) should be considered along with the economic factors.
- ☐ Extend downtown development character into other areas of Cartersville. Create attractive, mixed-use, pedestrian-friendly villages that are sustainable.
- ☐ Cluster public facilities within villages and Character Areas. Design for services and facility level of service according to Character Area descriptions.

- ❑ Ensure the City’s heritage is maintained and enhanced through historic architecture, siting of infill development, scale, density and street patterns, particularly in regards to the ATCO and Tabernacle Redevelopment.
- ❑ Create interconnected villages at nodes along major arterials, with appropriate land uses in between, such as offices and reverse frontage residential in order to avoid strip commercial development.

Discussion

The term “community” refers to qualities that are not always tangible or apparent. This term refers to the “features” of social organizations, such as networks, norms, and trust that facilitate coordination and cooperation for mutual benefit. Sense of place is another term for “community.” Land use patterns, infrastructure and service investment all contribute to this sense of place and the sustainability of the community because it is the nature and quality of social interaction that is the key to building and sustaining any sense of community. However, most of all, a community derives its sense of place and identity from the people who live, shop and work in the community. A community’s emotional, intellectual and spiritual feel and identification with a place actually create that place.

Our residents and business are the basis of our hometown feel. We feel we have the best of all worlds here: a small historic town that works hard to preserve its sense of community through the preservation of historic buildings and history, while at the same time enjoys its proximity to Atlanta and big city amenities. Our favorite things include our open social interactions, our downtown, our parks, our natural beauty and our unique quality of life. Cartersville is a close-knit community where first names are common, its rural/country roots are still evident and where safety and social interactions are highly valued. As we grow, the preservation of our community character will continue to set us apart, while at the same time preserve our present quality of life. We wish to:

- Be progressive while maintaining our history;
- Build upon our architecture and sense of place in new development and redevelopment;
- Keep small town aspects and uncrowded feel, which might entail the determination to not build houses and business on every available lot; and
- Foster understanding of the privilege and responsibility of each citizen for maintaining and enhancing our shared quality of life.

The ordering of the physical space, or land use patterns, encourages the use of public interactive space. Public sidewalks, streets, parks and civic squares are examples of places where equal interactions can occur. Such interactions tend to minimize economic stratification and enable free information exchanges. These interactions are the moments in which the grounds for community occur: social cohesion is established and individuals are viscerally reminded of their membership in a community of variety and diversity. The vision of the community is to create a landscape, land use patterns that residents and visitors alike will be interested in using.

The built environment is the product of an incredibly complex set of decisions by a wide array of individuals and groups who often operate under vastly different constraints. One of the most influential actions the City can make to enhance and encourage the physical enactment of the community’s Vision is to write a good plan and a set of regulations that both encourage and create a distinct sense of place. A short term implementation strategy is to review current development regulations in order to bring all regulations closer to a “form based,” or what had typically been called “performance based”

zoning. Character Area guidelines are utilized as the basis for actual regulations that will achieve the community's Vision in as flexible a manner as possible. This type of land use pattern development reaches beyond communities master-planned from undeveloped "greenfield" to maturity by attempting to recreate an honest semblance of the development environment that existed prior to the adoption of modern zoning laws.

From an urban design standpoint, the key is to avoid dispersed development projects that are unrelated to one another, ignore the natural environment and exist in isolation at random locations. Instead, by focusing appropriate development within distinct Character Areas, corridors and centers, and arranging these areas within a comprehensive circulation system that incorporates multiple modes of transportation, the City will achieve a sustainable development pattern that will carry it through to the year 2030.

Design Standards

Cartersville's Vision is about ensuring that the best of the past is preserved, while creating new communities that are attractive, vital and enduring. Several aspects are important to the creation of a "sense of place" and the development of a new identity.

Communities that craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanding choices in housing and transportation, encourage the development of a unique sense of place. Community building seeks to create interesting, unique places that reflect the values and culture of the people who reside there, and create the types of physical environments that support a more cohesive community fabric. Land is limited in the City. Because of these limited resources, Cartersville must promote quality new development on remaining vacant parcels of land or redevelop existing uses. Guided by a Vision of how and where to grow, Cartersville is able to identify and utilize opportunities to make new development conform to their standards and Vision. High quality communities will retain their economic vitality and value over time. In so doing, the infrastructure and natural resources used to create these areas will provide residents with a distinctive and beautiful place that they can call "home" for generations to come.

All new public buildings, institutional buildings, residential and nonresidential private developments should be characterized by high quality architectural design and construction and should reflect a unique community image and character. These types of improvements help create an identity or sense of place and will ultimately set the City of Cartersville apart from other communities and provide residents and businesses a reason for investing in the community. The design of new construction should relate to the surrounding community. New residential development should be distinctly "Cartersville" and not "Any Where USA." Niche projects that have a small number of units and unique architectural styles have proven popular in other cities, particularly in the for-sale market. Design that capitalizes on Cartersville's historic attributes will sell and reinforce the overall character of the City.

Downtown Revitalization

In March of 1982, a Downtown Development Authority (DDA) was created to initiate renovation, restructuring and revitalization of the central business district. Street front facades were renovated, sidewalks were refurbished, parking areas (away from the main traffic flow) were created, and older buildings were renovated for new uses (a Georgia History Center, a Science/Teacher Resource Center, a Community Arts Museum and two theaters for community acting groups). The Old Train Depot has been renovated for use as the Welcome Center and office

space for the DDA. A visioning session open to the public and interested community leaders is held annually with facilitators from the Office of Downtown Development of the Georgia Department of Community Affairs.

Downtown Cartersville utilizes the Main Street approach to downtown revitalization. The Main Street Program's success is based on a comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas, called the *Main Street Four Point Approach*:

- Design: Enhance the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems and long-term planning.
- Organization: Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.
- Promotion: Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.
- Economic Restructuring: Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities and challenges from outlying development.

The City will continue to work with the DDA and the Architectural Design and Review Board to maintain the downtown area as the heart of the City. Ongoing goals include improving traffic flow through downtown, especially the elimination of truck traffic, increasing retail shops and restaurants and improving destination tourism opportunities.

Implementation Strategies

- ☑ Develop master planning for each Character Area, and specific architectural design standards for Character Areas where appropriate;
- ☑ Continue to allocate resources into the redevelopment and beautification of downtown;
- ☑ Develop a public art program for civic facilities, public spaces and into roadway design;
- ☑ Create gateway features to highlight the entrances to special places and to help alert motorists and pedestrians that they should slow down as they pass through;
- ☑ Identify design opportunities such as decorative pedestrian crossing/crosswalks, street lighting, signage, street furnishings, roadway street landscaping, banners and flags, public art throughout the City;
- ☑ Continue to fund and support the expansion of the arts, cultural and entertainment, recreational and tourism offerings;
- ☑ Continue to implement streetscape improvements to enhance a walking/pedestrian downtown and along Main Street, as well as improve the landscaping, sidewalks and parking on the side streets running perpendicular to Main Street;
- ☑ Refine the Tennessee Corridor master plan;
- ☑ Develop a corridor plan for upper US41 to attract village-like developments and to discourage commercial strip sprawl;
- ☑ Develop a strong identity program for unique historical resources, street signs with neighborhood names, and destination signs pointing to and from points of interest;

- Continue to support the restoration of original historic facades and buildings; investigate alternative financing methods;
- Market specialty shops to draw people downtown;
- Consider adopting regulations to provide streetlights along all public rights of way and within parking areas utilizing decorative light poles/fixtures. All lighting at the perimeter of a site should be directed inward to avoid intrusion on adjacent properties;
- Adopt development ordinances to control style and design structures where appropriate, to regulate strip commercial and stand alone big box development, and seek to guide new commercial and non-residential into “village” settings;
- Develop civic buildings and public intersections where appropriate to promote a sense of place and the ability to achieve a high level of human interaction;
- Promote the City’s historic growth patterns and infrastructure development (grid systems, etc.); and
- Cluster new public facilities, such as parks, schools, libraries and fire stations, in village centers.

■ **Maintain and Enhance the Quality of Life**

Major Issues

- The school age population is projected to double during the planning horizon. Overcrowding would diminish one of the City’s strongest quality of life indicators: its’ good school system.
- Adequate water and sewer capacity are important to the City’s economic health.
- The City needs more green and open space.
- Active recreation opportunities and programming will become constrained unless future needs are anticipated and planned.
- Utility rights-of-ways are underutilized.
- How do we ensure a balanced tax base?

Policies

- Growth and land use patterns need to be closely tied in line with the City’s ability to provide infrastructure: water & sewer, schools, parks, transportation, connectivity and services.
- A mixing of uses and an increased emphasis on non-residential development will stabilize funding and school capacity issues.
- Accommodate a balance between residential and nonresidential uses, and between housing price points.
- Strive to accomplish a relationship of 80 percent ownership and 20 percent rental regarding housing.
- Incorporate greenspace elements into all developments.

- ❑ Manage neighborhood environmental factors such as traffic flow, school locations, parks and open spaces, and other public uses to stabilize and upgrade neighborhoods.
- ❑ A major portion of the City's land use and transportation facilities should be designed to promote a high standard of safety, functionality and attractiveness.
- ❑ Pedestrian access and safety should be provided along all appropriate routes, particularly those in more densely populated areas. This includes the need for safe crossings at appropriate locations.
- ❑ Roadways should include bicycle access and safety, including both on-road and off road opportunities.
- ❑ Street trees and landscaping should line all public rights-of-way; landscaped medians should be used along major routes.
- ❑ Streetscaping elements such as decorative traffic signs and signal heads, and special dedicated lighting of pedestrian ways (to improve visibility between pedestrians and vehicle operators) should be included in roadway design.

Discussion

Balanced Tax Base and Preservation of the School System

The goals of the Cartersville School System are to lead in preparing students for the challenges of progress and change, lead through development of the skills necessary to become lifelong learners, and lead in order that they may live successful and productive lives. The Cartersville School System provides an excellent education and environment to its students. The School System is not only important to each resident's quality of life, but also to the economic health of the City as a whole. An excellent school system is one of the quality of life indicators that bring in quality economic opportunities. As past studies have shown, single family housing under \$500,000 does not pay its way in services, therefore, a balance between residential growth and nonresidential growth will continue to provide the funding necessary to continue the provision of quality education in Cartersville. In addition, the City should continue to monitor housing development between single-family and multifamily to ensure adequate funding.

Public Utilities

The provision of public utilities: electric, gas, sewer and water, is a major portion of the City's tax base. Providing these services has enabled the City to keep property taxes very low, thereby creating a better quality of life. Adequate expansion and capacity of these systems must be planned to meet projected population and employment growth over the planning horizon. A plan should also be developed to guide expansion within its service area outside of the City corporate limits.

Parks & Recreation

Cartersville has one of the preeminent park systems in Georgia. Recreations opportunities abound for biking, hiking, jogging, swimming, tennis, participation in a variety of organized leagues, and other activities. Parks and recreation opportunities are very important to the residents of Cartersville. A Park and Recreation Plan is being developed along with the Comprehensive Plan in order to identify park, recreation and program needs over the planning horizon, along with the necessary funding.

Support Services

Many activities of daily life, especially civic uses, should occur within walking distance of residential development, allowing independence for those who choose not to drive and to promote an overall reduction in miles traveled. Although City residents will more than likely use their cars to commute to work, the promise of being able to walk to shop, eat and play will ensure a continued sense of place and community. Adequate facilities and infrastructure to facilitate mobility and to encourage an interactive streetscape are important for achieving the community Vision. Public and semi-public uses should be sited for easy access and convenient social interaction.

Adequate staffing and maintenance of facilities is essential to maintaining a high quality of life. The cleanliness and safety of the City are essential, as is the development of essential human services. Community oriented policing and other innovative ways to increase the police presence should continue to be improved and monitored as the City grows. Another area within the City that will take continued effort is the development of appropriate medical facilities, specialty services and psychiatric in-patient facilities.

Infrastructure: Transportation Facilities

Roadway planning and design should accommodate land use patterns and multiple uses. The intent is to meet regional transportation goals while enhancing neighborhoods and considering the adjacent uses of land. The intent of transportation corridor development and redevelopment, utilizing the principles of context sensitive street design, is to make existing and future street environments a distinctive “place,” not merely a roadway.

The existing roadway system within Cartersville services a variety of trip purposes and lengths. The trip types include long trips passing through the area and local trips within the business and residential districts. The existing roadway network accommodates these varying trips on roads that are classified functionally to support travel on both an area-wide and local basis.

The simple fact is that most urban and suburban corridors were designed over the last fifty years for cars. Roadway design biased toward vehicular traffic resulted in unsafe and undesirable pedestrian environments. “Visual clutter” of many street environments is geared to grab the attention of drivers speeding by, not shoppers on foot. Many of the procedures, processes and regulations that are on the books serve to further this bias towards the automobile in the future.

One source of dysfunction in corridors is the concentration of traffic along a single corridor. When multiple businesses or residences access a single road, traffic can become congested. It is important that the main roadway not be considered in isolation, but that there is also an evaluation of the infrastructure and connectivity of the parking lots, aisles and access roads when undertaking corridor redevelopment to identify a cohesive secondary transportation system that will facilitate vehicular flow of traffic between uses while stimulating safe pedestrian activity.



Many codes call for minimum numbers of driveway cuts but do not limit the maximum amount of parking that can be provided based on buildings' square footage. Site development codes generally specify minimum setbacks from the road rather than build-to lines. All of these requirements serve to accommodate cars, not pedestrians. A change requires active intervention. The codes, ordinances and regulations that favor automobiles should be reconsidered. And, most importantly, the place for people outside of their cars must be a primary consideration.

Context-Sensitive Roadway Design

Roadways should be considered much more than just a quick way to get from point A to point B. Roadways are in a sense, the lifeblood of our communities that affect our day-to-day lives in many ways. Roads have taken on a much greater role than just transportation corridors; they can greatly affect the overall image of a community, the economic vitality, the recreational potential, the safety and security and our personal outlook on our community. If roadways through a community look bad and function poorly, it affects everything around it. At the same time, if our roadways are attractive and function well, our communities tend to be uplifted in value and spirit.

Roadways are endowed with two attributes: capacity and character. "Capacity" is the number of vehicles that can move safely through a segment of the roadway within a given time period. It is physically manifested by the number of lanes, their width, by the centerline radius, and the super elevation of the pavement. "Character" is suitability of a thoroughfare as a setting for pedestrian activities and as a location for a variety of building types. Character is physically manifested by the thoroughfare's associated building and frontage types, the level of landscaping, parking and streetscaping as determined by its location within each Character Area. The character of a roadway is shaped by the combination of the surrounding context, traffic speed and design elements beyond the capacity dimensions such as the type of drainage, and the presence of sidewalks/paths or traffic calming devices.

Developing successful context-sensitive roadway designs leads to roadways that are planned with an understanding of local social and environmental concerns. In the past roadways were designed purely on capacity carrying requirements with generic standards for width, number of lanes, etc., no matter what that the actual adjoining land use. Context-sensitive design solutions include both the technical analysis of mobility issues and the implementation of a community's vision. As project decisions and design choices focus more on the surrounding context and how the roadway "fits" within a community, we can better explore new shared-use opportunities for recreation and public transportation, as well as the basic safety factor of children safely walking to school or people safely crossing busy streets.

A second part of the roadway design is the design for the pedestrian. Sidewalk sections consist of three areas: the Sidewalk Landscape Zone, the Sidewalk Clear Zone and the Sidewalk Supplemental Zone. The Sidewalk Landscape Zone is reserved for the placement of trees, ground cover and street furniture. Street furniture includes utility poles, waste receptacles, fire hydrants, traffic signs, traffic control boxes, tree grates, newspaper boxes, bus shelters, bicycle racks, etc. The Sidewalk Clear Zone is reserved for pedestrian passage and must be unobstructed by permanent objects to a height of eight feet. The Sidewalk Supplemental Zone may be used for pedestrian amenity elements such as benches, merchandise display, and outdoor dining when adjacent to eating and drinking establishments.

Some potential context-sensitive design issues include:

- Landscaped medians and oversized rights-of way;
- Canopy trees, historic trees, and clear zone policy to preserve them;
- Special finish guardrails to minimize obstruction;
- Inclusion of sidewalks and bike lanes as part of mitigations and alternatives;
- Construction materials that blend with the environment;
- Gateways, amenity corridors and historic areas; and
- Neighborhood buffers, open space and trails as buffers.

Roadway design should result in a balance that reflects environmental concerns, community values, economic realities and also what is needed to enhance safety, operations and capacity for both motorized and non-motorized transportation. Roadway design should consider the visual impacts of a project on the environment and the community, and how the completed project will look from the perspective of the facility users, pedestrians, bicyclists and others in the community. Roadways should reflect the values, local flavor and aesthetic treatments of a community. The design of roadways and community gateways can affect land uses and a community's image.

Traffic Calming

Traffic calming for quieter neighborhood streets should be incorporated into all projects, such as loop road design, 3-and 4-way stops, roundabouts, raised pavement areas, reduced street widths, and raised landscaped median islands. By slowing traffic down in some areas, both travelers and residents alike have rediscovered those seemingly "hidden treasures," i.e., beautiful neighborhoods and historic homes, shops and restaurants that are tucked away, a tiny pocket park, a certain view or vista, or a beautiful landscape. These types of community features might have always been there, but with traffic passing through so quickly, many did not notice their own area's attributes.

Traffic calming measures can be used to address the issue of cut-through traffic experienced on residential streets through initial design within neighborhoods and or a redesign of the roadway or other streetscape improvements in commercial corridors. Traffic calming measures not only influence safety and the pedestrian comfort level, but they add to a sense of place and intimacy to a community. Landscaped medians, limited driveway connections and shared parking can work together to provide an attractive environment for pedestrians. The City could benefit from the implementation of common methods to improve pedestrian safety and reduce vehicular congestion, including:

- Decorative pavements at corridor gateways, special areas, or at intersection cross walks (pave block, cobblestone, imprinted concrete or asphalt, etc.) to increase driver awareness of pedestrian activity and to produce the effect to "slow-down;"
- Narrowing of lane widths or changing roadway curb lines to slow vehicle passage;
- Traffic circles or roundabouts;
- Traffic signal timing modifications that give more cycle time to pedestrian movements and limit vehicle "progression through the corridor;"
- Restricted "right-on-red" vehicular movements at signalized intersections;

- Restricted left-turn or right-turn movements at some intersections; and
- Curb-line modification at intersections (use smaller corner radius to improve pedestrian crossings).

Implementation Strategies

- ☑ Improve coordination between land use expectations and sewer and water expansions. A service expansion plan should be developed to increase the current base, and therefore the City's revenue stream;
- ☑ The City must continue to anticipate the needs of potential commercial/industrial businesses by expanding existing infrastructure relative to industrial development and exploring avenues for the development of new or additional infrastructure designed to make the City more attractive to corporate citizens;
- ☑ Develop a long-range water plan, and outline a distribution system to meet the needs internal to the City;
- ☑ Development and enhancement of drainage/stormwater runoff infrastructure, especially in older, slope affected areas of the City where such planning was not routinely done 50 or more years ago, but that are heavily impacted by drainage related problems;
- ☑ Continue to develop additional recreational property in various parts of the community to improve the quality of life for residents and to foster positive development around recreation facilities;
- ☑ Fund and implement the Parks and Recreation Master Plan, including desired recreational programming to meet the needs and desires of the projected population;
- ☑ Consider developing a "certified quality construction" program in the City;
- ☑ Continue to provide and improve community policing;
- ☑ Institute educational programs that foster improved graduation rates and college attendance;
- ☑ Plan and identify funding sources to serve the proposed increase in the school population;
- ☑ The School System should utilize the adopted forecasts to design school capacity for the next 20 years;
- ☑ Foster growth of the Cartersville medical center;
- ☑ Investigate ways to accommodate long-term and inpatient treatment centers for special needs persons facing mental retardation, drug addiction or mental illness;
- ☑ Develop a formalized process to identify corridors and to develop a Context-Sensitive Design program utilizing the Georgia Department of Transportations, "Context-Sensitive Design Online Manual, version 1.0," April 2006;
- ☑ Review codes with regard to pedestrian friendliness—number of driveway cuts, maximum parking, location of parking and internal connectivity;
- ☑ Working with the Utility Department, review utility location specifications and current regulations to utilize and enhance the public right of way, and to ensure spatial alignment of inviting pedestrian areas and landscaping;

- ☑ Increase pedestrian safety by developing specific roadway types and pedestrian related facilities by Character Area. Guidelines should include minimum widths, connectivity, and appurtenances, such as street furniture, benches, lighting, and trash receptacles. For the safety of pedestrians, sidewalks should be required along all public roads. Some design guidelines require that the developer submit a pedestrian access plan, showing how the sidewalks connect to surrounding developments and providing safe pedestrian access through parking areas;
- ☑ Identify design opportunities such as pedestrian crossings/crosswalks, street lighting, signage, street furnishings, roadway street landscaping, banners and flags, public art and gateway features;
- ☑ Develop specific streetscape standards in appropriate Character Areas;
- ☑ Identify and implement traffic calming measures that are acceptable to existing neighborhoods experiencing cut-through traffic; and
- ☑ Incorporate street calming measures into new development to promote alternative travel modes and a sharing of the public infrastructure for all of the public.

■ **Promote a spirit of inclusiveness, opportunities and choice**

Major Issues

- Address continuing racial and economic disparities.
- There is a growing cultural gulf between the Latino Community and traditional community, black and white residents.
- How do we accommodate and assimilate our growing diversity?
- How do we accommodate the growing baby boomer population?
- How do we accommodate a cross section of lifestyles so that our community remains diverse—singles, returning college graduates, young families, empty nesters and the elderly?
- There is a lower proportion of executive and move-up housing in Cartersville than in Cobb and Cherokee counties. How do we provide housing types that will strengthen our economic position—executive housing and workforce housing?
- Those households experiencing the most constraints in finding adequate housing tend to be renters in the lower income brackets, particularly those with incomes which are 30% and below the HUD MFI for the metropolitan area.
- A disproportionate amount of rental property is located within the City.
- Although only a small portion of the citywide population, the elderly and disabled populations present unique needs in terms of mobility, architectural and structural elements, public services and accessibility. Accommodation of the increase in the City's elderly population as they seek housing locations that are close to service providers.
- There are several areas within the City which need housing rehabilitation.

Policies

- Create a range of housing opportunities and choices.
- Integrate medium density housing in village centers and mixed-use developments.
- Cartersville should strive to be inclusive with regard to age, lifestyle and lifecycle.
- Work to reduce any substandard living conditions within our boundaries.
- Require all multi-family development to be built to Georgia Condominium building standards.

Discussion

One challenge facing Cartersville is to devise a way to balance the expected impacts of growth pushing from the Atlanta Metropolitan area, long-term residents, changing demographics and the increasing immigrant population.

As the City continues to urbanize along primary circulation corridors, with housing prices anticipated to remain moderate, a slow increasing representation in the racial and ethnic composition of the City is occurring. However, the City remains primarily Caucasian as young professionals; young families and established households seek the various housing and economic opportunities that Cartersville offers.

The same opportunities and strengths that make the City attractive, such as location and uniqueness, present the City with potential conflicts. It is the desire of Cartersville to protect the established neighborhood character of the City from incompatibilities and traffic, while at the same time to maintain its diversity in economy, cultures and ages. Master Planned Developments, conservation style open space subdivisions, “village commercial centers,” traditional neighborhoods, mixed-use development and other innovative development techniques are encouraged throughout the City through the use guidelines presented in the Character Areas descriptions within this Plan.

The development of strong neighborhoods providing a range of housing options that give people the opportunity to choose housing that best suits them, while maintaining and enhancing the value of existing neighborhoods, is primary to the community’s Vision. A greater mix of uses and housing choices in neighborhoods focused around human scale, and mixed-use centers that are accessible by multiple transportation modes, provides an atmosphere of inclusiveness of lifestyle, lifecycle and economic realities. Mixed-use development with quality housing allows compatible land uses, such as shops, offices and housing, to locate closer together and thus decrease travel distances between them. Human-scaled design, compatible with the existing urban context and quality construction contribute to successful compact, mixed-use development and also promotes privacy, safety, visual coherency and compatibility among uses and users. Mixed use helps streets, public spaces and pedestrian oriented retail again become places where people meet, attracting pedestrians back onto the street and helping to revitalize community life. Mixed-use developments should be at an appropriate scale for the location.

Diversity in age, lifecycle and lifestyle

As the City’s age and demographics continue to diversify, special planning attention should be aimed towards community facility improvements, “live, work, play” environments, linkages, and housing to meet the needs of a wide range of incomes, ages and lifestyles. Cartersville sees itself as lifetime home for its population—birth to death and everything in between. To continue this

vision, services, housing, economic development and infrastructure must provide for this diversity. The number and types of households that are attracted to the City will likely continue to change based on the types of development and types of economic opportunities.

Variety in housing type and price points are important to the community in maintaining its diverse feel and to allow movement within the City as age and lifestyles change. Overall preliminary analysis shows a good distribution of housing by price points and type to accommodate various income, lifestyle and age related housing choices. Although there is a segment of the population that is considered at risk (below the poverty line), Cartersville currently has a disproportionate number of lower cost rental and housing than the surrounding area. A regional solution is necessary to accommodate this segment of the population. The development of a mix of uses and a mix of housing types will help Cartersville maintain its diverse population.

Residents require different accommodations throughout their lifecycle. The needs of a single person are very different to that of a family and again to someone we would consider an “empty” nester. According to Census data, median age in Cartersville has increased to 35.6 in the year 2000.

It is anticipated that the community will attract a large number of younger couples. This segment of the population requires attention to infrastructure and services in education, job training, and entry level housing as school age residents enter the work force. By 2030, the mid-life range of 25 to 54 years old portion of the community is still anticipated to be the primary aged segment of the population. The City will also continue to gear infrastructure and services to the segment, such as cultural and entertainment programming and single-family houses, including move up and executive housing. Developing a wide range of economic development opportunities is also important to this segment of the population. The senior population will remain stable over the planning horizon. Existing households are aging in place. This growth is influenced by a nationwide macro trend of aging baby boomers. Facilities, services and housing should be sufficient to meet this demand. Many elderly residents have trouble aging in place; 92% of seniors reported a disability of some type. Meeting the needs of the senior population may be as simple as design modification, or the provision of other types of housing products, such as group homes and assisted living facilities. Alternative housing products include lower maintenance housing, assisted living, and aging in place services to retrofit existing housing. A niche that is not being addressed is the “active adult” community, typically patio homes, attached ranch units (such as a fourplex) or small lot/0 lot line type detached units, where the basic home and landscape maintenance is handled by an association, and special community activities and social events are promoted. Senior services and facilities should also be provided such as alternative modes of transportation, walkable communities, and health services.

Although incomes are steadily rising, Cartersville’s income distribution shows a continued need for a diversity of housing and programs to serve its diverse income characteristics. There are multiple opportunities for stable employment for “workforce” level individuals, and these opportunities are likely to expand in the next ten years. Given this as a premise, these individuals will need housing that meets their income parameters.

Various housing types will be required to meet the lifestyle characteristics of the area. Master planned developments that incorporate a non-residential component and special considerations to linkages, and mixed uses within village centers will enable people of all ages to remain within the City. Not only will diversified housing stock (such as condos and townhouses) be important to younger families, single persons, older “active” adults, and empty nesters as affordable hous-

ing alternatives, they will provide construction jobs and available housing for an increasing labor market.

Minority Population

The City's minority population has risen to 23.5% of the total. It is clear that even though the percentage of minority population is increasing countywide, the concentration of minority population is occurring within the City. Within that minority population, the Hispanic population increase in the City has been dramatic over the past 10 years. Within the school system the enrollment of Hispanic children has doubled since 2000.

Persons who identify themselves as Hispanic/Latino are a part of the schools, recreation, workforce, commercial sector, and other parts of daily life in Cartersville. By creating and expanding programs for Hispanics, citizens will be able to participate in a two-way dialogue in which all residents can learn from each other. In addition, the City seeks to improve the accessibility of government services to Hispanics/Latinos and to break down any barriers that might impede them from becoming successful, contributing members of the community.

Reaching out to the fast-growing Hispanic community and to other minorities to inform residents of issues regarding utilities, public safety, land use, and community development will be an important part of the Cartersville community Vision.

North Towne Revitalization Area

In 2004, the North Towne Revitalization Task Force was formed to encourage redevelopment in the residential area of Cartersville immediately north of downtown. This area includes properties on and adjacent to Carter, Douglas, Gilmer, and Johnson streets. The City of Cartersville's Planning and Development Department, in conjunction with the State Department of Community Affairs, has formed the North Towne Revitalization Task Force, comprised of 25 members. The team is comprised of individuals from several organizations within the community; including non-profit organizations, developers, government departments and officials, bankers, mortgage companies, federal and state agencies, churches and other agencies, along with private funding sources.

Potential benefits of this Task Force include: increasing property values; improving neighborhood appearance; decreasing crime; improving residents' awareness of police services; increasing communication with neighbors; and highlighting awareness of potential grant funds from state or federal governments that are available for home improvements. The long-range revitalization plan will include:

- Neighborhood Vision
- Neighborhood Character
- Objectives
- Neighborhood Plan Elements:
 - The North Towne Traditional Neighborhood District/Overlay Zone;
 - Removal of substandard structures;
 - Code enforcement;
 - Community Development Corporation - 501c(3);

- Streetscape enhancements;
- Park and recreation enhancements;
- Gateways; and
- Housing mix.

Implementation Strategies

- ☑ Identify areas where a higher residential density would be appropriate;
- ☑ Establish Character Areas that include the integration of small multi-family projects, and increase the use of planned and multi-use projects;
- ☑ Work with the County and surrounding cities to equitably solve the area-wide low-income problems;
- ☑ Work with the Etowah Housing Authority as a partner for moving public housing residents into single-family homes;
- ☑ Provide for an aging population through better healthcare, additional senior services and housing alternatives. Identify and encourage neighborhoods that would be senior friendly, such as attached ranch housing, no maintenance single-family housing, golf club communities, walkability and access to everyday services and necessities;
- ☑ Assist seniors who want to remain in their homes through programs that will allow them to make the minor building adjustments that they need;
- ☑ Encourage alternative housing for seniors in appropriate locations that include retirement communities, assisted living and ambulatory services;
- ☑ Identify potential redevelopment areas, create programs to assist in redevelopment and look at available funding sources;
- ☑ Investigate potential programs to assist with maintenance and rehabilitation and make information on these programs available to residents;
- ☑ Increase code enforcement and physical infrastructure improvement within existing neighborhoods;
- ☑ Address special needs populations within the school system;
- ☑ Develop school curriculums and recreation programs that address the increasing Hispanic populations and encourage Hispanic participation;
- ☑ Continue to work with the North Towne Revitalization Task Force to develop a long-range revitalization plan; and
- ☑ The issue of providing workforce housing and other types of affordable housing options will require significant attention and potential revisions to the Future Development Map and Zoning Code to accommodate additional mixed-use developments with residential components and areas of higher density residential. This may also involve the added application of density bonus and incentives in exchange for inclusion of residential units within the cost limitations of the workforce community.

■ The need for a balance between the built and natural environment

Major Issues

- How do we protect our natural heritage and continue to be stewards of our environment?
- How do we ensure that the natural beauty of Cartersville is maintained with new growth?
- How do we protect the environment more during the pre-development phase?

Policies

- All development should be environmentally responsible.
- Protect and conserve all natural areas which have important recreational, ecological and aesthetic values early in the development process.
- Implement a land use plan that articulates a physical policy for a compact urban area.
- Encourage the preservation of open space and green space in all new developments.
- Review development proposals to ensure that they are environmentally responsible.
- Support green architecture and green infrastructure.
- All new development sites should provide civic spaces that provide lush landscaping, particularly within “plazas” and other open space areas; all improved open space should include seating, lighting, and planting areas.
- Encourage the provision of rainwater harvesting areas and xeriscaping (landscaping with drought tolerant plants and use of small rocks, paving and other kinds of non-water consuming groundcover) to promote water conservation.
- Building frontages should spatially delineate civic and public spaces and mask parking lots.

Discussion

It is important to preserve natural areas, i.e., streams, wooded areas, wildlife habitats, areas of steep slope and watersheds, and open spaces throughout the community. As the City contains a wealth of historic resources, it is also important to identify and protect historic districts and sites.

Development and redevelopment should always respect the natural environment and develop in harmony with existing natural features. Natural physical features should be incorporated into new developments, with drainage areas and other natural features left in their natural state and incorporated into an overall design where technically feasible. Engineering techniques should not be used to force-fit development into the environment. Streets should be visually terminated with important buildings, vistas of open space, water features or other distant topographical features. Unnecessary grading is discouraged in any new development within the City.



Biodiversity, green infrastructure and green architecture are integral to designing in harmony with the environment. Integrating natural open space (green infrastructure) into the fabric of development, and incorporating environmental protection and reduced natural resource consumption into the design and construction of buildings, while enhancing the comfort and health of the occupant, can achieve this objective.

A more balanced pattern of growth will benefit the environment. Emphasis on developing walkable communities and providing transportation choices—like transit, walking and biking – can reduce air pollution by reducing auto mileage and smog-forming emissions. A more balanced pattern of growth emphasizes compact development and open space preservation. Both can help protect water quality. Runoff from development areas often contains toxic chemicals, phosphorus and nitrogen, and is the second most common source of water pollution for lakes and estuaries nationwide and the third most common source for rivers.



Open and Civic Spaces

All development should provide appropriate private and public open space. Parks, plazas, squares, recreational areas or greens are all types of Civic Spaces. Formal outdoor spaces will be provided and should serve as a focal point for public interactions, and not just unbuildable or left over space after buildings have been sited. Larger developments should include more spaces than smaller developments and should break them up into several smaller spaces, as per the distancing requirements in each Character Area. Existing trees and vegetation should be preserved wherever possible so that new developments will not look bare from the beginning. Development layouts should be designed to preserve natural elements of the existing site where technically feasible and to focus the building footprint towards man-made open spaces.

Open Space and Conservation

Natural open space is essential for protection of wildlife, habitat and water quality, and other critical resources. Improved open space may be created spaces or natural areas which have been modified from their natural state and enhanced with landscaping, hardscape features, and other amenities. Open space resources should accomplish the following;

- Provide for active and passive recreational opportunities;
- Provide for direct health and safety benefits, such as flood control, protection for water supply and groundwater recharge areas, and cleansing of air;
- Provide for the protection of important critical areas and natural systems and wildlife habitats; and
- Utilize natural features and open space to define the character of an area;

Greenway Trails

Greenway trails are paved or natural (mulch, gravel, etc.) with a greenspace on either side for use by pedestrians, horses and non-motorized vehicles. These trails provide a variety of recreation

opportunities and should be connected to provide a network that is easily accessible. Boardwalks, bridges and pervious paving are permitted within floodplain and stream buffers.

Parks

A park is a large open area available for recreation and gathering. Its landscape comprises paved paths and trails, open lawn, trees, and open shelters, all naturalistically disposed and requiring limited maintenance. At least fifty percent of a park's perimeter should be accessible by streets, paths or other pedestrian ways. A park should have no more than twenty percent of its area covered with impervious surfaces. Tree plantings within parks should predominately be large deciduous trees.

Greens

A medium sized civic open space available for unstructured recreation, its landscape predominantly consisting of grassy areas and trees, naturalistically disposed, and requiring only limited maintenance. Tree plantings within greens should be predominately large, deciduous shade trees. A focal point should be provided within the green.

Squares

These small areas provide an urban oasis for passive activities. Shade trees, lush landscaping and pedestrian amenities are features within a square, as well as a focal point, such as a fountain, waterfalls, or public art. Squares should be at least ¼ acre.

Plazas

A public space at the intersection of important streets set aside for civic purposes and impromptu commercial and entertainment activities. Plazas are constructed primarily of a permanent paving material such as concrete, stone, brick or unit pavers. Tree plantings and landscaping are arranged in islands or containers. Shade, evergreen and ornamental trees are encouraged. Plazas should be at least ¼ acre.

Etowah Valley Historic District

A portion of the Etowah Valley Historic District is within the City of Cartersville. In order to protect this area, Bartow County has adopted the Etowah Valley Historic District as a special district. The purpose and intent of this special district is to provide for the identification and protection of historical and cultural artifacts and sacred locations of the Muscogee (Creek) Nation and the Eastern Band of Cherokee Nation, which are two Native American nations that are historically connected to the Etowah River Valley.

Bartow County has included specific requirements within this District for any property applying for rezoning or a Land Use Map Amendment. Several steps must be followed to ensure the integrity of the District. Since the City of Cartersville administers its own zoning, these steps do not apply to property located within the City. However, the City does coordinate and cooperate with the County on any parcel within the District by requiring several steps to be completed when a water permit is requested.

Keep Bartow Beautiful

Keep Bartow Beautiful (KBB) is a nonprofit organization operated in partnership with Bartow County Government and serves both the County and its municipalities, including the City of Cartersville. The KBB Director organizes and executes a myriad of volunteer opportunities through-

out the year related to environmental stewardship. These include the Great American Clean-Up, Arbor Day Tree Giveaway, Adopt-a-Stream, Rivers Alive!, and others.

Implementation Strategies

- ☑ Adopt requirements that provide for green and shade cover in all parking areas;
- ☑ Review existing Tree and Landscaping regulations. Consider adopting requirements that would require that natural vegetation remain on the property until issuance of a development permit, and then a certain percentage should remain after land disturbance. The regulations may also require that any tree over a certain diameter be preserved or replaced, that a percentage of tree cover remain on each property and that street trees should be required along all pedestrian and public right of ways;
- ☑ Develop standards for a variety of public civic spaces which may take the form of open/conservation areas, greenways, parks, greens, squares and plazas;
- ☑ Develop an overall civic space plan and tie it to each Character Area;
- ☑ Develop a greenspace plan and yearly acquisition goals and establish a dedicated greenspace acquisition fund;
- ☑ Develop a Clear Cutting ordinance to protect against the removal of natural vegetation before the issuance of a development permit;
- ☑ Proactively identify targeted areas for conservation, and not just react to their disposition when faced with a development request;
- ☑ Continue to develop and expand the recently created stormwater initiative by education and enforcement efforts; and
- ☑ Develop check-off sheets that builders are to fill out on a weekly basis regarding the process of development.

■ **Provide increased mobility and connectivity**

Major Issues

- Focus on cars; the creation of isolation; sprawling development; jeopardy to the environment; truck traffic, especially through downtown, has reduced the quality of life.
- Rail traffic causes delay for drivers in the downtown area due to frequency of at-grade intersections.
- Street improvement in older neighborhoods is heavily impacted by excessively narrow lanes, a lack of existing curbs, sidewalks and poor provision for off road parking that leads to vehicular congestion.
- Many residents commute to employment outside the City, while employees of local employment opportunities commute into the City from other locations.
- How do we increase connectivity to promote continued community, social intersections and alternatives to the automobile?

Policies

- Promote a mix of land uses and development that is pedestrian-oriented, community-centered and minimizes vehicular trips, particularly mixed use and multi-use development where supporting commercial and services are located in close proximity residential to reduce short trips and overall vehicle miles traveled.
- Promote biking as an alternative mode of transportation.
- Improve traffic flow in and around the downtown area and improve citywide connectivity through design modifications.
- Promote clustering of uses and compact site development.
- Neighborhoods should be defined by an easy walking distance from edge to villages, ranging from a quarter mile to a half mile.
- Encourage mixed-use redevelopment within corridors where public services are currently available or planned within the near future.
- Encourage focused infill and redevelopment where acceptable and applicable.
- Encourage traditional neighborhood developments.
- Appropriate services should be located close to residential populations in order to reduce reliance on the automobile.
- Encourage new development to connect to the current and proposed path system in the City.
- Ensure the provision of adequate housing opportunities for low and moderate-income individuals, which are close enough to work sites to reduce local congestion.
- Establish lower speeds where applicable to encourage urban life and community interaction.
- A transportation network needs to be established that will enable the safest and most efficient movement of people and goods within and through the City.
- Protect the capacity of major thoroughfares through village development techniques.
- Improve connectivity within existing neighborhoods.
- Encourage retail entryways to focus on the pedestrian.
- Continue to promote interconnectivity between existing and new development. All new projects should connect to existing and proposed adjacent uses with easements, pedestrian connectivity or roadway connectivity as appropriate, and all new development should connect at as many points as possible to the existing street network and provide several travel alternatives;
- Promote inter-parcel connectivity between non-residential developments.
- Create pedestrian networks around commercial developments, schools and neighborhoods.

Discussion

The road network and its ability to handle existing traffic volumes is a major issue in the City. There is a concern that the rural road network is having difficulty keeping up with growth. The City has undertaken traffic studies, incorporating growth anticipated from the Carter Grove planned community,

to proactively plan for roadway improvements. Another transportation issue is to foster land use patterns that continue to promote human interaction and connections. To tackle transportation issues, the City sees the problem as threefold: develop an adequate and safe roadway system; look at alternative modes that create linkages to everyday necessities; and develop land use patterns that are sustainable, such as compact design, mixed use, and multi-use.

At the scale of “the town,” urban design focuses on the linkages between centers and their relationships to one another. Thus, at the level of a comprehensive plan, urban design strategies focus less on the visual appearance of buildings and streets and more on the organization of neighborhoods, commercial areas and open spaces and their connectivity to one another within a larger framework.

Currently there are several connectivity issues within the City, especially in the City core. Heavy commuter traffic through the downtown takes away from the accessibility of the downtown, and the railroad corridor cuts the town center in half. The City will also investigate ways of incorporating the railroad into redevelopment opportunities such as developing pedestrian walkways over the railroad tracks, or redeveloping the railroad right-of-way into a grand boulevard with landscaping and vertical parking. In addition, freight routes through the City create a traffic congestion and safety issue. Issues and needs related to freight movement include freight volumes, interpositional connectivity with railroad operations, and compatibility with people movement, economic development, roadway design, and system preservation.

In addition, internal and external connectivity and linkages should be an integral part of every new project to provide a safe and extensive alternative transportation mode choice. All new communities built within Cartersville will be built with sidewalks on all public rights-of-way. Internal pedestrian and bikeway trail systems that connect residents to amenities within the community and to the larger world outside their community are encouraged in large developments. Non-residential Character Areas are designed to promote “village” and integrated “centers” that will act as mini “town centers” for the residents of Cartersville.

Pedestrian/non-vehicular linkages and accessibility between alternative transportation routes and surrounding land uses can be improved. Advocating for equity requires public investment in infrastructure that reduces the need for long commutes and enhances transportation choices for all persons. The City will continue to promote land use patterns that reduce the need for motorized transportation, increase transportation options, and ensure that infrastructure for non-automotive transportation modes are treated equitably in the planning process. Efficiency is enhanced when there are consistent and adequate street connections that allow people and goods to move with as few impediments as possible. Gated communities, private road systems and the introduction of disconnected cul-de-sac systems promote disconnections. Proper street connectivity, on the other hand, reduces miles traveled, increases non-motorized trips, and supports transit use. At-grade rail crossings also are a concern when roadway freight movement is inhibited by rail usage.

Create a pedestrian friendly environment

Not only should the City develop pedestrian infrastructure and promote pedestrian connectivity within and between developments, but this environment should be safe and pedestrian friendly. Elements such as pedestrian entrances, large windows and pedestrian scaled facades adjacent to pedestrian ways will increase the comfort and usability of sidewalks and path systems. Landscaping, street trees, informational and way finding signage, and streetscapes will also contribute to the pedestrian environment. Adequate separation of pedestrian infrastructure from on going

traffic with such elements as wide landscaped greenways and on-street parking will greatly increase the safety of the pedestrian environment.

Connections to adjacent properties

Development designs should reflect existing topography, as well as existing and future land uses of adjoining properties, rather than designing solely within existing property lines. Streets should be extended to the boundary lines of the tract, unless prevented by topography or other physical conditions. At a minimum, there should be one street or pedestrian access point extended to the boundary line of the tract for each 1,000 linear feet of property line adjoining tracts (approximately 1/8 mile), unless otherwise identified within individual Character Areas. New developments should provide an orderly and appropriate visual and physical transition between the developments with different densities. All properties, except for individual residential dwellings, should provide interconnectivity to the adjacent properties. This interconnectivity will allow greater flexibility within developments, reduce the need for curb cuts, and create less interference with pedestrian systems and with through traffic.

Implementation Strategies

- ☑ Develop a long-range comprehensive transportation plan. As part of this plan, analyze signal timing, and coordinate roadways to increase efficiency and capacity;
- ☑ Identify potential additional street and network connections within the present system. Look into adopting a street connectivity ordinance;
- ☑ Develop a pedestrian and bikeway plan. Survey existing pedestrian and bicycle connections, create a prioritized list of improvements and areas where connectivity is missing. Serve all schools with bike lanes within a one mile radius. Create an annual funding source for repair and maintenance;
- ☑ Investigate the possibility of implementing a commuter system, which might entail rail, express bus, or formalized park and ride to reduce commuter traffic;
- ☑ Internal and short trip movements need to be improved: investigate the possibility of a trolley service/downtown people mover; and ways to encourage major employers to operate employee shuttles;
- ☑ Recommend that new developments connect to any identified pedestrian linkage within the City as part of the development approval. Pedestrian linkages include greenways and existing sidewalks;
- ☑ Construct sidewalks along both sides of Tennessee Street between Porter Street and Felton Road;
- ☑ New developments are encouraged to use wide sidewalks 8 to 10 feet in width to allow for a variety of uses of these lanes, including: golf carts; mopeds; and other electric powered vehicles. Lanes designated for exclusive use by these alternative means of transportation may also be encouraged.
- ☑ Complete the Dellinger Park multi-purpose trail with turn lanes between Pine Grove Road and Etowah Drive;
- ☑ Develop a multi-use trail on Woodland Drive at Euharlee Road;

- ☑ Retrofit ADA requirements on all sidewalks;
- ☑ Recommend that new road improvements provide sidewalks and bike lanes;
- ☑ Identify corridors that are operating below the acceptable level of service. Continue to lobby for state and federal funds for these corridors. In the meantime, identify smaller local projects and potential alternative routes;
- ☑ Create increased walking, biking and school bus usage in the schools through active promotion and marketing, such as Fridays “walk to school day”, special activities and treats for bus riders, etc. Promote the GA DOT “Human Bus” program;
- ☑ Employ higher access management strategies to reduce strip commercial and residential sprawl;
- ☑ Identify citywide roadway freight routes. Freight routes should be established where there are heavy volumes. As no inter-modal facilities are currently located in the City, connections to the rail system for inter-modal transfers should be considered;
- ☑ Finish the truck by-pass;
- ☑ Redesign where possible and incorporate the railroad into the overall downtown streetscape. Assure safe pedestrian linkages to both sides of downtown;
- ☑ New developments should provide a limit to the number of entrances for arterial roadways. This requirement could be waived if it can be demonstrated that an inter-parcel connection is not feasible due to traffic safety or topographic concerns; and
- ☑ Recommend limiting the amount of parking that is visible from public streets. This goal may be achieved by setting maximum parking space requirements in addition to the standard minimum space requirements that are already in effect.

■ **Create a wide range of economic development opportunities**

Major Issues

- An unusually high percent of residents commute outside of the City.
- There are not enough “career” and higher wage earning jobs.
- Residents’ potential sales tax income is being spent outside of the City’s borders.
- How are we going to attract more business to the area?
- There should be a balance between small businesses, professional services, industrial employers, and major office employers.
- The City’s tourism potential is not being fully met.
- More restaurants and other resident and visitor-serving venues are needed.
- How can we keep our residents from not being dependent on the government and own their assets?

Guiding Principles

- Encourage all new nonresidential development to be developed in a “village” type setting at the appropriate intensity levels and scale.
- Encourage neighborhood-serving retail and services in or near all neighborhoods.
- Encourage office, commercial and light industrial employment opportunities in appropriate locations.
- Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.
- Expand and diversify the City’s economic base to provide employment opportunities for the residents and enhance the City’s tax base.
- Encourage and attract economic development opportunities that offer long-term stability and adequate wages.
- Coordinate infrastructure finance and programming to attract major economic development opportunities.
- Identify specific areas that are suitable for regional office and high tech type industries.
- Strive to attract higher paying and professional jobs through the encouragement of executive housing construction, a good school system and area-wide amenities.
- Encourage the development of move-up, executive housing and master planned developments to provide an attractive mix of housing options and support the effort to attract white collar and technology based industries to the City through zoning and other incentive measures.
- Accommodate and promote the development of quality workforce housing to encourage the relocation and attraction of major economic development opportunities.
- Encourage redevelopment and infill where infrastructure is already provided. Discourage “leap frog development.”

Discussion

Located between two metropolitan southern cities, Atlanta and Chattanooga, Cartersville provides a quality place to live, work and do business. During the last 15 years, both the residential and commercial sectors of the local economy have grown exponentially as Cartersville and Bartow County have become more of a part of the metro Atlanta area. With the Kennesaw/Town Center area only twenty minutes away and Atlanta only 45 miles from downtown Cartersville, the growth will continue unabated in the foreseeable future. A vibrant supportive business climate complements Cartersville’s strategic location, affordable cost to do business and skilled workforce. Cartersville is a thriving and growing community that supports a diverse base of employment opportunities in a balanced and responsible way.

Cartersville is the county seat of Bartow County, and the hub for economic development within the County due to Interstate Highway 75 and previously, U.S. Highway 41 transecting directly through or adjacent to Cartersville. Economic identity is also related to a long-term commitment on the part of successive City governments to attract industrial development by developing needed infrastructure and utilities that were designed to facilitate industrial use.

Planning done by successive City administrations to accommodate economic development has led to the development of highly sophisticated departments within the City's governmental structure devoted to the provision of utilities (electricity, natural gas, and fiber-optic data transmission) and water/waste water treatment needed to facilitate economic growth. The payoff for City residents has been low property taxes, excellent schools, quality city services, and the provision of quality work opportunities within their home community.

The City of Cartersville recognizes the need for continued economic development to ensure viable sustained growth within the community. An economic focus will most certainly be important to the future of the City, in creating a broad economic base developed with an eye towards diversification and independence from a single source of income.

A balanced tax base and a strong and diverse economy are important because it creates jobs and reduces traffic congestion. As residential development pressures grow, Cartersville must balance non-residential and residential development. Economic development goals include a diversity of employment, from entry level to executive; a diversity of employment types from industry, office and retail, a range of retail and service opportunities from neighborhood to regional retail business sizes from small entrepreneur to major companies. Cultural and recreational amenities and the tourist opportunities they bring are also an important economic resource for the City. A goal is to have a good standard of living for all citizens and to become a sustainable, live, work and play community. Economic development strategies are key in providing neighborhood services and amenities to create economically competitive communities. Cartersville is, and will continue to be an economic destination in the future.

There are five major areas on which the City will focus its economic strategies:

Professional

- Corporate headquarters; and
- Scientific, research and agriculturally related industry.

Industrial

- Promoting expansion and stabilization of existing industry;
- Large industrial or manufacturing companies that provide jobs for diverse skill levels and wages; and
- The reuse of obsolete or vacant industrial buildings.

Small Business

- Local business owners;
- Unique retail shops; and
- Entrepreneurs.

Support Services

- Neighborhood Commercial;
- Regional Retail; and
- Specialized medical services.

Tourism

- Continued downtown development;
- Committed DDA;
- Facility to host large events;
- Quality restaurants;
- Sunday liquor sales;
- Art appreciation, galleries; and
- Hotels.

The following are amenities that the City will have to invest in and encourage in order to continue to create a favorable business climate:

- Quality public educational system;
- Quality pre-school and private education;
- Executive housing;
- Recreational amenities;
- Natural areas, greenspace, greenways;
- Cultural and historic amenities;
- Workforce housing;
- A trained and able labor force;
- Hotels with conference facilities; and
- Adequate transportation infrastructure.

Discussion

Over the past ten years, employment in Cartersville's workforce has shifted from Manufacturing and Transportation, Warehousing and Utilities to employment in: the Professional, Scientific, Management, Administrative and Waste Management economic sector; the Educational, Health and Social Services sector; and the Arts, Recreation and Entertainment Services sector, combined with Other Services. Shifts from the commercial goods sectors have occurred over the past 10 years, with decreases in both Wholesale Trade and Retail Trade. These industries were overbuilt in the 1990's and the population demand has now caught up with the facilities. Although there is a higher ratio of employment opportunities in Cartersville than many surrounding jurisdictions, there are lingering problems of inadequate wages in many sectors that the City still struggles with after the loss of some major manufacturers, and the fact that many of its residents commute out of the City because there is not a strong enough professional employment base.

It is anticipated that the City's share of the workforce employed in Manufacturing, TCU, and Agriculture will continue its declining trend as a proportion of the labor force, although Manufacturing will remain the second largest sector within the City at 16.05%. The top sector will be in Education, Health and Social Services. Emerging sectors include: Wholesale Trade; Arts, Entertainment and Recreation; and Professional Services. A goal of the City is to protect and enhance its existing manu-

facturing and industrial sectors, while at the same time attracting other large industrial concerns that provide stable jobs and small industry with a focus on the foods, medical and high tech sectors. In order to be as efficient as possible, the City wants to promote older industrial buildings and sites that already have adequate infrastructure.

The economic identity of the City in the future is one of a growing, thriving and diverse economic base. As Cartersville reevaluates its economic identity to adjust to current markets and trends, and to the growth pressures from Metro-Atlanta, one of the strategies is to build upon current and past successes and to create a marketing program that defines Cartersville's core competency and to build from there. Another strategy is to make the City as economic development viable as possible through a clear and concise permitting process, beneficial incentives, maintaining and improving its quality of life, assuring that there are adequate development sites available, providing the necessary infrastructure to support economic development, continuing to provide quality educational and training resources, and ensure that the City has sufficient housing assets on either side of the spectrum, from workforce to executive to accommodate major economic opportunities.

To ensure that Cartersville continues on its path to becoming a sustainable city, there needs to be a good balance of nonresidential and residential growth, that is not only diverse (commercial, retail, manufacturing, office), but also provides for career opportunities for different education and experience levels.

Implementation Strategies

- Encourage mixed non-residential uses and office parks in appropriately zoning industrial land;
- Continue to strive for diversification within its economic base in order to insulate the City from economic trends and downturns;
- Develop small business, owner occupied and neighborhood based business incubators and assistance to hold onto the community's small town feel;
- Create an entertainment attraction such as a forum or coliseum to get tourist attractions;
- Keep and bring more retail stores here to keep residents shopping in Cartersville;
- Develop closer partnerships with Highlands College;
- Redevelop old entertainment venues in the City like the bowling alley, skating ring and parks, gymnasiums;
- Provide an updated civic center facility;
- Promote historic-based tourism. Cartersville has a wealth of historic and cultural resources, ranging from its Native American heritage, railroad town square, the Summer Hill School, and its preserved intown neighborhoods. In addition to marketing actual sights and structures, the City should encourage businesses that represent these themes, and other tourist amenities, such as cultural offerings and quality restaurants;
- Promote sports tourism. The City has an excellent park and recreation system, including an Olympic gymnastics training facility, a senior therapeutic aquatics center, and a trail system. The City should investigate how to attract regional and national sports events;

- ☑ Continue to improve overall quality of life. Quality of life and sense of place are driving forces for employment opportunities. Quality and diversified residential, walkable communities, preserving the small town feel, preserving historic buildings and places, and providing amenities such as healthcare, recreation, access, and cultural amenities;
- ☑ Continue to coordinate job training and education opportunities. Continue to strive for a higher high school graduation rate. Increase technology instruction within the public school system. Identify the job training skills that employers are seeking and offer them locally;
- ☑ Consider new zoning districts that would allow flexibility for mixed use proposals and options for light industrial development; and
- ☑ Continue to develop the business park adjacent to Cass-White Road.

Section 3: Character Areas

Land Development Patterns

The use of the policies, overall design considerations and character areas will produce land development patterns that actualize the community's Vision. The concept of "Character Areas" are used to identify places and areas that show a common style, development and land use pattern, lifestyle and "feel," intensity of use, design elements or other factors that collectively define the "character of a place or areas, whether existing or intended in the future".

The Character Area designations indicate the primary types of land uses (Residential and Nonresidential) and the infrastructure necessary for that type of development. The Character Area descriptions serve as a guide in the determination of the future development approvals, especially in the case of nonresidential development in primarily residential Character Areas.

The design of these distinct Character Areas is based on a classification of development patterns, their distinct differences and their relationship to one another as Cartersville continues to grow over the next 20 plus years.

Character Areas will:

- Encourage a "holistic" approach to long-range planning by integrating the community's vision and desires with actual land use patterns;
- Directly link the Comprehensive Plan to regulations and implementation strategies, such as impact fees and development codes;
- Provide solutions "outside the box" by integrating new and exciting concepts in land use planning and urban design; and
- Allow the maximum amount of flexibility in land use planning.

■ Future Development Map

The Future Development Map was developed through the analysis of current and future systems and patterns as illustrated on the Existing Land Use Plan Maps, the Current Zoning Maps, approved PUDs and other developments, topographic characteristics, natural resource sensitivity, the availability of infrastructure, infrastructure programming and needs demonstrated by residential and employment forecasts. These analyses provided an essential base of information for Character Area development. This base was used to provide background data to the public for the development of the Vision and Guiding Principles. Utilizing the community's Vision and Guiding Principles, distinct areas were outlined and developed into Character Areas. The Future Development Map:

*A Visual
Aid to the
Future*

- ✓ Will apply the overall Vision, guiding principals and policies to land use patterns of the Comprehensive Plan to Cartersville;

- ✓ Visualizes build-out projections within the Land Demand and Capacity Analysis for residential, retail, commercial, office and industrial needs to the year 2030;
- ✓ Was developed in conjunction with infrastructure planning and availability, land use compatibility and existing zoning;
- ✓ Acknowledges projected growth and provides for capacity for this growth in **appropriate** areas of the county and cities;
- ✓ Provides for strong “edges” to stop residential and retail “creep,” incompatible uses and denigration of infrastructure capacity;
- ✓ Acknowledges and accommodates corridors currently or proposed to go through residential/commercial transition;
- ✓ Identifies specific corridors and areas that are appropriate for redevelopment activities and further study;
- ✓ Provides strong emphasis on integrated design, beneficial mixing of uses and connectivity; and
- ✓ Utilizes character areas to provide a richer description of how an area should function, look and feel.

The use of Character Areas instead of standard land use categories strengthens the concepts of attraction, containment, mixed-use communities and compatibility between uses.

■ Using Character Areas

Why Use Character Areas?

- ✓ Provides a strong link between a community’s Vision, Guiding Principles, Policies and the Future Development Map;
- ✓ Provides additional protection, enhancement and clarification for zoning and land development;
- ✓ Provides additional guidance to developers regarding the qualitative issues the City will consider during the rezoning process; and
- ✓ Provides the first step towards urban design guidelines and realization of the objectives of the City for quality growth.

***Direct Link
between the
Plan, Map and
Zoning***

What are the Benefits of Character Areas?

- ✓ Provides for strong land use compatibility and transitional standards;
- ✓ Looks at an overall area for both internal and external connectedness, with an emphasis on the mixing and integration of appropriate and complementary uses;
- ✓ Identifies intensity levels, compatibility considerations and infrastructure considerations;
- ✓ Spells out the overall “feel” of an area into quantitative terms, thereby giving decision makers additional guidance during the rezoning and develop-

***What kind of
development
are we trying
to achieve?***

ment process; and

- ✓ Coordinates economic development, natural resource and capital facility policies with land use planning.

Interpretation

This plan is developed with the concept that the Future Development Map and the text are to be used as an integrated whole, with the map being a graphic representation of the text.

Interpretation of the Future Development Map is a process, which rests on the guiding principals, goals and policies expressed in the text. The Character Area designations on the map, both in terms of overall definition and intensity of land use types, require that policies and intent statements regulating the development and the location of each land use type, be evaluated and applied in the process of plan implementation.

Plan implementation is carried out through the application of regulations such as the Zoning Ordinance and through projects and programs outlined in the Short Term Work Program. The City Council administers the Map, with input from the Planning Commission and planning staff. The procedure involves checks for plan policy and map consistency as part of the review for rezonings, issuance of subdivision approvals development and building permits. The initial contact for plan interpretation begins with the Staff. It is at this point that the proposal is evaluated for its conformity and compliance with the Comprehensive Plan and other functional plans. In the event a use or development proposal is inconsistent with the Future Development Map or Comprehensive Plan policies, that fact is addressed as one of the Standards for Zoning Review already adopted by the City in the Zoning Ordinance.

Character Area Summary Table

The following Table presents a summary of the Character Areas as shown on the Future Development Map, including infrastructure requirements, and indicates those zoning districts that are most commonly compatible with the Character Area designation. Character Areas, Nodes and Development Corridors are more specifically described as to their intent, land uses and suggested development strategies in other sections, below. Specific requirements and review standards of the applicable Zoning Ordinance, master plan site plan approval and other conditions control in all cases.

Character Area	Description of Character and Primary Land Uses	Community Facilities & Infrastructure	Suggested Zoning Districts
Civic Village	Mixture of civic uses, office and residential are located around a square. Mixed-use developments that combine residential, office, service and recreational uses which are integrated and linked together by a comprehensive circulation system are encouraged in these areas.	Full urban services	R-7, RA-12, P-S
Community Village Center	Small-scaled commercial designed to serve area neighborhoods with access and size restrictions. May be part of a residential development. 50,000 s.f. maximum.	Public water & sewer may be available. Good transportation access.	O-C, M-U, P-S, P-D
Downtown Business District	The revitalized historic downtown offers an appealing mix of visitor attractions, shopping and dining. Both the Grand Theatre and Legion Theatre are located downtown, as well as Friendship Plaza. There are more than thirty shops and a dozen restaurants within walking distance of the City Core.	Full urban services	DBD

Highlands	The Highlands character area is a planned traditional neighborhood development featuring a variety of commercial, residential and civic functions in a mixed-use setting at the intersection of US 411, US 41, and SR 20.	Public Water and Sewer	G-C, O-C, P-D
Historic Neighborhood	Residential areas in older parts of the community typically developed prior to WWII, which are encouraged to maintain their original character, with compatible infill development.- Includes ATCO Historic Mill Village, Olde Towne Historic District, Cherokee-Cassville Historic District, and West End Historic District. Within ATCO Mill, revitalize through adaptive reuse of the original mill.	Urban facilities. Public water & sewer.	R-10, R-7, P-S for Olde Towne, Cherokee-Cassville and West End; ATCO district is R-7, P-S, P-D
Interchange Village	The Interstate 75 exit for US 411, known as the Interchange Village area, serves as the northern gateway entrance into Cartersville for motorists traveling from Chattanooga and other areas to the north of the City. The driving force for growth in this area is the expansion of the Weinman Mineral Museum, a 10,000 square foot local attraction. Expansion plans will reconstruct this museum into a 100,000+ square foot Tellus Science Museum. Future development is expected to more closely tie this area with Cartersville, especially new growth related to the proposed US 411 Connector.	Full urban services	G-C, O-C, P-D, RA-12
Main Street Overlay	Area near Main Street and I-75 with defined boundaries for zoning and design standards.	Urban facilities. Public water and sewer	G-C, O-C, P-D, RA-12
Mining	Areas currently zoned and/or being used for mining	Public water. Sewer may be available.	MN
Natural Conservation and Scenic Corridor	Undeveloped, natural lands with significant natural features, including views, steep slopes, flood plains, wetlands, watersheds, conservation areas and other environmentally sensitive areas that may not be suitable for development of any kind. Scenic corridors are developed or undeveloped land paralleling the route of a major thoroughfare that has significant natural, historic or cultural features, and scenic or pastoral views. This Character Area also includes greenways and passive open space.	Very low level of community facilities	AG PI
Neotraditional Neighborhood Village	All-inclusive, mixed-use villages that utilize smart growth, sustainable living concepts, foster pedestrian activity and create a sense of community which contain a mix of housing types to provide for lifecycle and lifestyle choices, centered on a mixed use district concept the size of a neighborhood or community village, depending on the size of the development, and includes appropriate civic space and semi-public uses that complement the overall neighborhood.	Urban facilities. Public water available, public sewerage available or planned; local public facilities.	P-D
Neighborhood Living	Urbanized existing moderate density single-family neighborhoods and growth oriented areas, outside identified activity centers with higher densities. Conventional subdivisions and possible commercial at major intersections. Various types of residential dwellings, mixed-use developments and transitional corridors.	Urban facilities. Public water & sewer.	R-15, R-10, R-7, RA-12, P-S
North Towne Revitalization Area	Residential and small-scale office area immediately to the north of downtown. Redevelopment of this area, much of which was developed prior to WWII, is encouraged to strengthen property values and maintain neighborhood character. The area includes rental properties and modest homes on a grid circulation system. Infill opportunities are to be maximized. Long range revitalization plan to include neighborhood vision, articulation of neighborhood character, objectives, and neighborhood plan elements.	Full urban services	R-7, P-S, RA-12
Parkway Corridor	Transportation, land use and streetscape projects and other physical enhancements make the Highway 41 Corridor environment a distinctive "place", not merely a roadway. Encourage redevelopment of older commercial developments through adaptive re-use.	Full urban services	G-C, O-C, P-D, RA-12, MF-14
Regional Activity Center	High intensity commercial with a mix of services, restaurants, hotels, offices and residential. Includes a possible High Technology Corridor.	Full urban services	G-C, O-C, P-D, RA-12, MF-14

Suburban Living	Preserves established suburban neighborhoods and adjacent areas with suitable land use patterns, potential infill and redevelopment opportunities where development pressure is the greatest due to the adjacency of current or proposed community infrastructure (such as sewer, water and transportation facilities). Embody the spirit of traditional neighborhoods, such as sense of place, human connectivity and safety.	Public water available, public sewerage available or planned; local public facilities.	R-20, R-15, P-D
Tennessee Street Corridor	This area is a predominantly nonresidential thoroughfare in which an overlay district or guidelines for improved aesthetics may be desired. This Character Area includes Tabernacle Church, a special attention area adjacent to downtown which provides an anchor between Tennessee Street and the existing downtown by stretching existing downtown development into the Tennessee Street Corridor. It also serves as a link between the Booth Museum and the high school. Small-scale commercial development and redevelopment of older tracts, including combinations of smaller properties, is encouraged. A targeted infill and redevelopment strategy will be utilized to create an attractive commercial corridor with multiple circulation alternatives. Design standards for new infill and redevelopment projects include: streetscape improvements, signage, non-vehicular circulation options, development guidelines for consistent setbacks, implementation of traffic controlling measures, pedestrian enhancements, underground utilities.	Public water and sewer	O-C, M-U, P-S, P-D
Transitional Activity Village	This corridor is designed to allow for transition from residential uses to compatible nonresidential uses along major arterials or along roadways where major transportation improvements are planned. This corridor is restrictive in order to allow a smooth transition to surrounding residential. Size, parking and appearance standards may apply to this district.	Linear transitional areas along major transportation corridors.	R-7, RA-12, MF-14, M-U and P-S
Summer Hill	Historic community located northwest of downtown. The neighborhood continues today to serve as an authentic area of character with a mix of residences, churches, civic facilities, and small scale commercial. A variety of housing, including small lot single family housing as well as small apartment buildings may be accommodated.	Full urban services	R-7, RA-12, MF-14, P-S
Workplace Center	Major employment centers utilizing a mixture of manufacturing, warehousing, wholesale, and commercial and office. High intensity residential is an accessory use to create a live/work and play environment.	Full urban services	H-I, L-I, P-D

Character Areas - Future Development Map

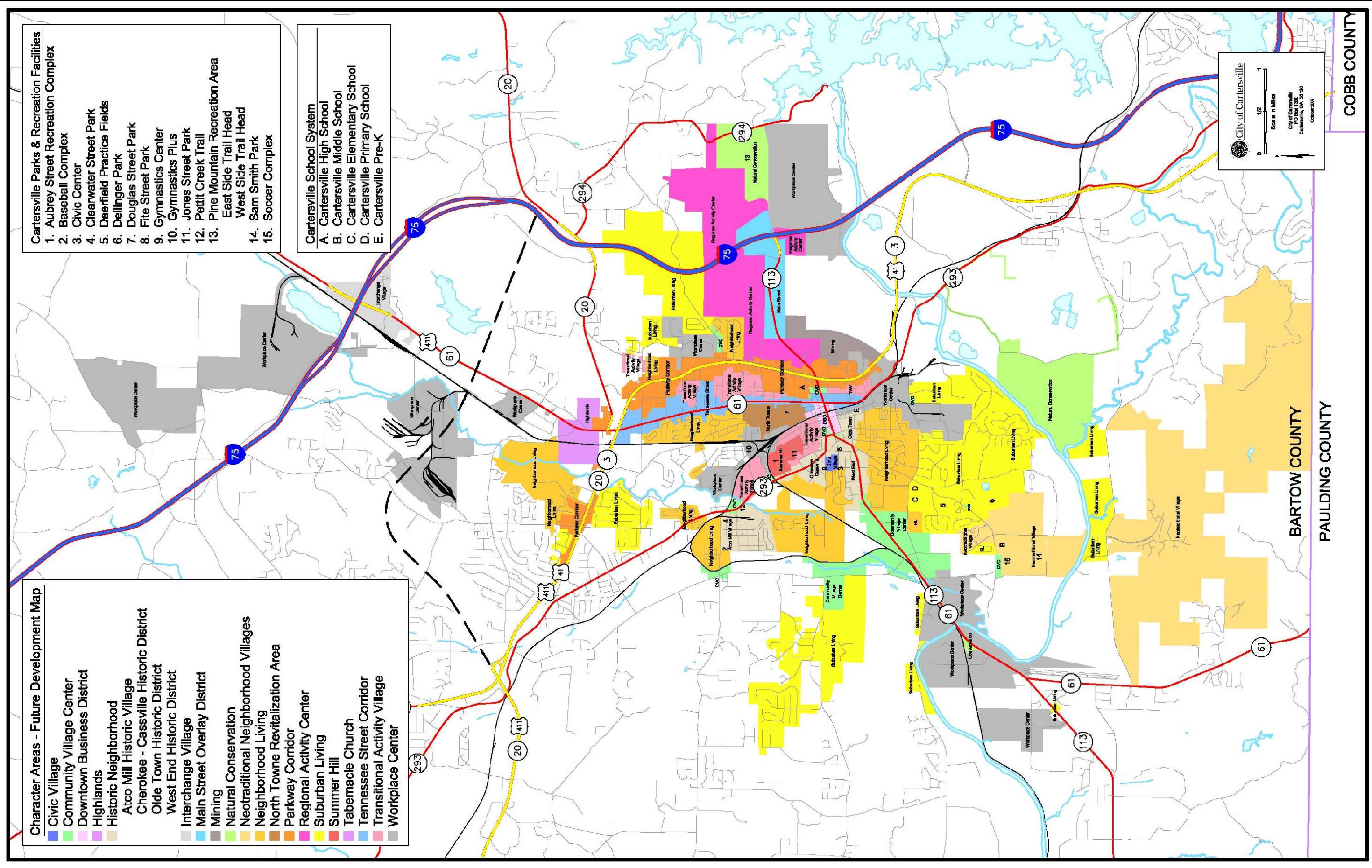
- Civic Village
- Community Village Center
- Downtown Business District
- Highlands
- Historic Neighborhood
- Atco Mill Historic Village
- Cherokee - Cassville Historic District
- Olde Town Historic District
- West End Historic District
- Interchange Village
- Main Street Overlay District
- Mining
- Natural Conservation
- Neotraditional Neighborhood Villages
- Neighborhood Living
- North Towne Revitalization Area
- Parkway Corridor
- Regional Activity Center
- Suburban Living
- Summer Hill
- Tabernacle Church
- Tennessee Street Corridor
- Transitional Activity Village
- Workplace Center

Cartersville Parks & Recreation Facilities

1. Aubrey Street Recreation Complex
2. Baseball Complex
3. Civic Center
4. Clearwater Street Park
5. Deerfield Practice Fields
6. Dellinger Park
7. Douglas Street Park
8. Fite Street Park
9. Gymnastics Center
10. Gymnastics Plus
11. Jones Street Park
12. Pettit Creek Trail
13. Pine Mountain Recreation Area
East Side Trail Head
West Side Trail Head
14. Sam Smith Park
15. Soccer Complex

Cartersville School System

- A. Cartersville High School
- B. Cartersville Middle School
- C. Cartersville Elementary School
- D. Cartersville Primary School
- E. Cartersville Pre-K



City of Cartersville

Scale in Miles
0 1/2 1

City of Cartersville
PO Box 1300
Cartersville, GA 30130
October 2007

BARTOW COUNTY
PAULDING COUNTY

COBB COUNTY

Overall Design Considerations

The following design considerations apply to new development in all Character Areas where these land use categories are allowed.

■ Residential Development

The Comprehensive Plan anticipates that, overall, the City will continue to be primarily a single-family low-density residential community, and that its neighborhoods will be enhanced as important community assets. To address diversity and special housing needs within the City, areas have been designated to accommodate and incorporate medium-density and mixed housing types where appropriate. New residential development should reflect the overall quality and character of the City's Vision, and compatibility as an integral part of the surrounding neighborhoods and Character Areas. All new residential areas should be developed as communities, meaning they should be sustainable and interconnected internally and externally, with adjacent uses and the community at large.

Considerations in evaluating new residential development should include:

- The effect on adjacent and nearby uses;
- The availability of public services and facilities;
- The character of the natural landscape;
- The provision of internal connectivity and a pleasant pedestrian/bicyclist environment;
- The continuity of local roads, walkways, pathways and open spaces;
- Protection from traffic and other undesirable impacts; and
- Connectivity within communities and to the greater community.

Residential Design Guidelines

The following additional enhancements which would further the development of communities should be added whenever possible:

- A variety of housing types and civic gathering places should be included in large developments, such as shops, churches, schools, community squares and parks.
- The creation of sustainable communities and neighborhoods that promote a high quality of human interaction.
- Utilize conservation subdivisions where a substantial proportion of open space generates more compact lot layouts.
- A community should strive to create an interesting streetscape with modest distances between opposing house fronts, the creation of courts with mini-parks, and a short length of streets.
- An internal multi-use trail and sidewalk system should be incorporated into the design of large residential developments to increase bicycle and pedestrian accessibility to schools, public facilities, employment and shopping areas and parks and open spaces. All develop-

ments should be connected where possible to the City's pedestrian circulation plan and any public planned trail system.

- All developments should be planned with inter-connectedness both internally and externally, including such elements as footpaths, bikeways and open spaces linking blocks otherwise separated by natural features.
- A grid system of connected streets is preferred over cul-de-sac designs. Block fronts should not exceed 600 feet in length; dead-end streets should be no longer than 200 feet and should reflect a "close" design around a central median or square, not a cul-de-sac.
- Street trees should be provided along both sides of every street within a Character Area.
- All development except individual single-family houses should present a site-specific pedestrian plan. Pedestrian linkages must be established from the public realm to internal activities, open spaces and parking areas.
- Sidewalks may be required on both sides of the street, according to the City's Sidewalk Standards.
- Rear and side-entry garages are encouraged in order to reduce interruptions, improve aesthetics, and increase safety for pedestrians.
- Look at the possibility of applying higher allowable density within developments that opt to follow village and neo-traditional design standards.
- Multi-family residential buildings should present a front face to a public street.
- Development layouts should work closely with the existing site to preserve natural elements and to focus the edge of the developed area towards man-made and natural open spaces to create a focal orientation.
- All streets should be designed for both the pedestrian and the auto. Traffic calming for quieter neighborhood streets should be incorporated into all projects, such as loop road design, narrow pavement widths, on-street parking, street trees, 3 and 4 way stops, elements inserted into the center of travel lanes (such as small squares or ovals containing trees, fountains or gazebos), and roundabout intersections.
- All utilities should be placed underground.
- At least 20% of the gross land area should be open space, which may include undeveloped conservation areas in their natural state, parks or recreation areas, trails, public squares, etc. Recommended natural resource protection of wetlands, floodplains and natural habitats is in addition to this 20% open space.
- Developments should provide at least ¼ acre of civic space for every 10 dwelling units.
- Any development over 25 units should provide an active recreation area for its residents.

The designation of land for residential uses recognizes the need to provide land for support services to the individuals living in the area. Uses such as schools, parks and churches are compatible with the residential designations. However, in introducing such additional related uses into these residential environments, it is intended that they be designed, located and maintained with full and complete regard for the surrounding residential environment. In addition, to ensure that quality is an integral component in residential development, infrastructure should be adequate to support residents' needs.

Corner Market

A Corner Market is a small shop, or series of small shops within or adjacent to residential neighborhoods and subdivisions. A Corner Market is a small commercial area that serves area neighborhoods with everyday needs, such as a corner deli, coffee shop or dry cleaners. A Corner Market can be a stand-alone shop or a series of small-connected shops. A Corner Market is usually part of a master plan for a new neighborhood or larger infill neighborhood. Within existing neighborhoods, infill Corner Markets would have to be determined in a case-by-case basis.

Considerations in evaluating a new Corner Market should include:

- There should be limited signage or advertisement for these small commercial areas, except for allowable attached signage on the building;
- There should be adequate buffering from adjacent residential uses from light and sound;
- Corner Markets are intended to be limited to a total building size of 5,000 square feet, with individual storefronts primarily less than 1,200 square feet each;
- Pedestrian access should be easy, comfortable and connected to the neighborhood system;
- Because this is a locally serving and pedestrian-oriented use, parking should be limited, buffered, and not intrusive to the surrounding neighborhood; and
- Corner Markets have a service radius of a 5 to 10 minute walk or a 1/4 to 1/2 mile radius.

■ Nonresidential Development

The Comprehensive Plan promotes high quality commercial and business development within Cartersville during the next 20 years in order to enhance the tax base, create new jobs, and provide convenient shopping opportunities for local residents. Commercial and other nonresidential uses have been separated into several Character Areas according to intensity, locational requirements and land use compatibility.

The following will be important during the review of mixed-use and nonresidential development:

- The quality of physical development, design and siting;
- An enhanced pedestrian experience by providing a pleasant walking and shopping experience for business patrons;
- The inclusion of the natural environment where appropriate, such as existing vegetation, topographic features, minimally undisturbed natural areas, and drainage;
- The visual nature of the development—view sheds, view corridors and primary views from on-site and off-site, and focal points;
- The patterns, character and scale of existing and planned development in the immediate area;
- Potential connections and other relationships with adjoining development—i.e., pedestrian access points, shared driveways, off-street vehicular connections, open space systems and landscape buffers, and service corridors;
- Commercial developments are encouraged to seek opportunities and incorporate features intended to reduce the dependence on the automobile (such as enhanced accessibility to transit and pedestrian connectivity and shared parking);

- Encourage flexible and individual creativity in design rather than uniformity; and
- All new development should strive to create sustainable and complete communities through careful mixing of compatible and complimentary uses.

Commercial nodes and corridors often lack a sense of organizational structure, and this confusion reflects poorly on the community. These areas should be designed to resemble town squares of varying intensities and incorporate internal circulation patterns (for both automobiles and people) surrounding public spaces such as small pocket parks, squares and plazas. These “Main Streets” and “Villages” should become centers for community interaction where you would “usually run into someone you know, or the friends of someone you know, while hanging around there.” Commercial strip development is discouraged in all areas of the City.

Larger scale nonresidential centers should be developed as self-sustainable town centers that provide a variety of services to its residents and employees. A residential component should always be included to foster human interaction and a 24-hour streetscape. A sense of entry or arrival should be created at primary entryways into the development. Building placement, landscaping, gates, entry monuments, specialty lighting and other design elements can be used to create this design effect. These are large-scaled employment hubs that should be designed to create pleasant work and leisure environments with an integrated design and circulation plan, and be located in areas that provide sufficient transportation systems to limit negative impacts.

Nonresidential Design Guidelines

The guidelines presented in this section are intended to enhance the value of public and private properties by promoting a quality development that promotes the City’s Vision. Site design of commercial development is one of the most critical aspects of a successful project. Development proposals should be reviewed with respect to their response to physical characteristics of the site and to the contextual influences of the surrounding area. Both the physical site characteristics and contextual influences should be considered early and throughout design development:

- All developments should provide safe and pleasant vehicle and pedestrian circulation patterns. In the more urban areas of the City, sidewalks should be required along all rights-of-way to encourage interconnectivity between land uses, in accordance with the City’s Sidewalk Ordinance.
- All building frontages and sides of buildings oriented to the street or other public areas should incorporate a combination of arcades, pedestrian-level display windows, storefronts and entrances.
- Traditional pedestrian lights should be provided along both sides of every street within a Character Area.
- All utilities should be placed underground, and joint trenched wherever possible.
- Outdoor dining areas are encouraged and when part of the development program should be used to activate plazas, the edges of open space, building frontages and street frontages. Outdoor dining areas should be oriented away from adjacent uses that are sensitive to noise or nighttime activity.
- Linear “strip” development, where permitted, should incorporate variations in building height, building mass, roof pitch, and changes in wall planes in order to mitigate the linear

effect of a development. Particular attention should be made to building design when the building is adjacent to residential property or within any public view.

- ❑ Shared driveways, internal vehicular circulation systems linking properties, and linkages of interior pedestrian systems to adjoining sites are encouraged.
- ❑ Trees can define the character of a roadway corridor and unify the diverse elements that make up the corridor's visual experience; trees and natural vegetation should be used extensively throughout the development.
- ❑ Buildings placed along sidewalks should have windows and doors facing the street, and should incorporate other architectural features.
- ❑ Materials such as brick, natural stone, glass, clapboard and hard coat stucco should be encouraged as the dominant exterior cladding. Four-sided architecture is encouraged, with a finished face on every side of a building. In addition, a variety of materials should be used within a development to provide interest and visual variety.
- ❑ Concrete block, sheet metal and hard coat stucco may be considered as accent features; however, these should not be used as predominate building materials.
- ❑ A single building or development or multiple buildings within a development should maintain a consistent style/architectural theme. Architectural design, building materials, colors; forms, roof style and detailing should all work together to express a harmonious and consistent dosing. This includes all "pads" within retail development as well as gasoline pump canopies or other accessory structures.
- ❑ Accessory buildings or structures, which are not compatible and consistent with the materials and design of the main building, are discouraged.
- ❑ While off-street parking is essential for all but the smallest commercial projects, landscaping and screening techniques should be used to effectively hide such areas and soften the visual effects associated with large parking lots.

■ **Building Considerations for Mixed-Use**

The mixing of uses, whether vertically or horizontally requires special considerations to reduce negative impacts and incompatibility. Residential privacy in relation to other units, pedestrians, and adjacent development is an important aspect of project livability and neighborliness. Safety and security are key components of livability. The following criteria should be considered for new projects, major expansions, and renovations to existing buildings that contain both residential and nonresidential development:

Light and Ventilation

- Sufficient daylight access should be provided to all new residential units.
- Courtyard configuration and building massing should maximize sun access to courtyard level including terracing of upper levels on the south side of courtyards.
- Where courtyards or light wells exist in adjacent developments, new developments are encouraged to link open space with adjacent courtyards or light wells, yet maintain privacy and security.

- Where new development abuts or is adjacent to existing development with windows on the side-walls, adequate light and ventilation should be maintained.
- Mechanical ventilation of commercial space should be exhausted at a location having the least impact on residential livability. This should ideally be at the roof, especially for restaurant kitchen exhaust.
- New buildings should be designed to utilize natural light and ventilation as much as possible, even deep within interior spaces.

Noise

- Buildings that incorporate dwellings should meet acoustic standards. Some of the methods which can be considered are orienting bedrooms away from noise sources, providing mechanical ventilation (to allow choice of keeping windows closed), and using sound-deadening construction materials and techniques.
- Noise generated by the development itself, such as parking and loading activities, exhaust fans, and restaurant entertainment, should be mitigated by location and design.
- Unit orientation, window placement and screening should be used to enhance privacy.

Safety and Security

- New development, both residential and commercial, should provide a secure environment through attention to principles of crime prevention through environmental design.
- There should be a separation between commercial and residential uses.
- The design of parking facilities should provide for personal safety and security. Underground residential parking, including pedestrian access routes from parking into the building, should be secure and separate from commercial parking.
- Buildings should maximize opportunities for surveillance of sidewalks, entries, circulation routes, semi-private areas, children's play areas and parking entrances. Blind corners and deeply recessed entries should be avoided. Visibility into stairwells and halls is desirable. Laundry facilities, amenity rooms and storage rooms should be grouped together and visible for surveillance.

Building Architecture

In the context of a comprehensive plan, building architecture primarily refers to how a development contributes to the community's primary goal of human scale. The objective is to respect the typical streetscape rhythm comprised of many buildings in each block with one or more individual shop fronts in each building. This design feature creates the impression of many narrow buildings within a block. Existing buildings may be of various widths that do not necessarily relate to building heights, but the critical pedestrian building module in mixed-use developments should be shop front width, which provides rhythm and pedestrian scale to the streetscape. It is desirable to retain the existing pattern of widths (where they exist) and to avoid creating larger shop fronts through the consolidation of two or more existing façades where possible, while still allowing flexibility of use by business. New buildings should seek to vary the façade with strong vertical elements and configure windows to maintain a fine-grained texture characteristic of historic streetscapes. Typical early shop front design elements included columns, pilasters, and multiple storefronts. These features serve to establish a pe-



destrian scale and rhythm and to reduce the apparent width of buildings by adding texture and visual interest for pedestrians.

Lower Street Façade

The lower façade is that portion of the building made up of the ground floor and, if present, the traditional glazed mezzanine. It is typically defined at its upper edge by a minor cornice or decorative band. The lower façade is the most visible to the pedestrian and is often heavy in detail. Buildings of the pre-1929 era typically had ground floor facades with high ceilings, a high degree of transparency from large areas of glazing, and entries recessed into the façade and embellished with decorative tiles and panels. Buildings should respect the scale, configuration and rhythm of the traditional components of pedestrian friendly lower facades including ground floor height, shop front design and access to upper floors.

Street level access to the main floor should be provided. Traditionally, street level entry doors for stairs to the upper floors were incorporated into the façade in a separate vertical bay with details relating to the design of the shop front entry but in a less elaborate expression. Often the entry was recessed and the floor surface treated in a decorative fashion. Horizontal elements, such as transom windows above the height of the entry doors and signboard strip between transoms and intermediate cornice are important aspects of the texture and complexity of the lower façade. They should be continuous across the façade except at the pilasters, which should structure the entire building's façade.

The following features should be incorporated into the design of new and existing lower street façades:

- Access that is level with the sidewalk and recessed to provide a distinction.
- A high percentage of glazing, in display window areas and in transoms above entryways and doors.
- Detailing of the floor surface in the entry recess with tiles (especially small mosaic tiles), terrazzo, or other similar decorative materials.
- A storefront cornice, which is generally a variation or reduced section of the main building cornice.

- The lower façade of the building (ground floor) should be defined at its upper edge by a minor cornice or decorative band. Typical pedestrian-friendly street fronts include a high level of transparency from large areas of glazing and entries recessed into the façade and embellished with decorative tiles and panels.

Upper Street Facades

Appearance and proportions of the upper facades should include strong vertical elements segmenting the façade; vertically oriented windows organized into groups within the segments of the façade, and recessed balconies if appropriate. There should be a clear distinction between the upper story of buildings and the storefront level. To maintain upper façade texture, window openings in new construction are encouraged to be repetitive, vertically oriented, and organized into relationship to the vertical elements that structure and segment the façade. Vertical elements such as pilasters, columns and projecting bays should be utilized whenever possible.

- The upper facades should be outlined with the use of vertical elements such as pilasters, columns and bays.
- The upper floor windows, which are typical of older pedestrian oriented buildings, should be punched openings in a relatively solid upper wall with a low window-to-wall ratio, with the exception of contour glazing at the back of recessed balconies.

Awnings and Canopies

Historically, awnings were large and played an important role in the commercial pedestrian streetscape.

- The use of fabric or metal awnings typically of a shed shape is encouraged, both as an architectural design element and as shelter from rain and hot sun.

Public Spaces

- Development of a project of greater than 2 acres should include a publicly accessible outdoor space, such as a pedestrian plaza, pavilion or courtyard.
- A water feature, fountain, sculpture, or other art feature should be developed as a focal point.
- Amenities such as specialty paving, specialty lighting and street furniture are encouraged throughout the development.

Infrastructure

- All developments should provide safe and pleasant vehicle and pedestrian circulation patterns. The City requires sidewalks along all rights of way in new developments to encourage interconnectivity between land uses.
- Shared driveways, internal vehicular circulation system linking properties and linkages of interior pedestrian systems to adjoining sites are encouraged.
- Trees and natural vegetation should be used extensively throughout the development.
- All mixed-use development except individual single-family houses should present an internal pedestrian plan. Pedestrian linkages must be established from the public realm to internal activities, open spaces and parking areas.

- Ensure that at least some part of the development of a site contributes to the liveliness of the street.

Circulation and Parking

- Alternatives to traditional parking between a building and the right of way are encouraged. Parking should be placed internally, underground, to the side or in the rear whenever possible. All parking should be screened from the street. Street side parking between the building and right of way is discouraged.
- While off-street parking is essential for all but the smallest commercial projects, screening and buffering techniques can be used to effectively hide such areas and soften the visual effects associated with vast expanses of asphalt.
- By delineating the edge of a project, landscaping actually serves to increase a project's visibility and hence its viability in the competitive setting of the corridor.
- Commercial developments are encouraged not to maximize parking thresholds and to seek opportunities such as shared parking and incorporate features intended to reduce the dependence on the automobile (i.e. enhanced accessibility to transit and pedestrian connectivity).
- Internal circulation systems should connect to the public right of way.

Character Area Descriptions

The following provides detailed descriptions and offers strategies to guide development that will maintain or create the intended “character” of each Character Area.

■ Civic Village

The Civic Village is envisioned as a place where a compatible mixture of civic uses, office, residential and recreational uses are located around a public square and linked together by a comprehensive circulation system. The Civic Village would also include a variety of housing options, small businesses, offices, well-placed parks, plazas and open spaces that create a self sustaining neighborhood community where it is possible to live, work and play. Land use components co-exist as part of a collective approach to creating a community that is safe, attractive and convenient for pedestrians and motorists alike. Improved connections to natural assets, both pedestrian and vehicular, particularly from existing and developing higher density residential communities, will tie the village together. A common green would create a focal point for its surrounding neighborhoods.

Development Strategies

- Residential uses should be totally integrated into the village through design, materials and circulation. Mixed-use projects that feature vertical integration are encouraged (such as ground floor retail with living units above), with an emphasis on greater street presence;
- Design for the Civic Village should be very pedestrian-oriented, with strong, walkable connections between different uses. The pedestrian-friendly environment is achieved by providing sidewalks and other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood community centers, health facilities, parks, schools, etc.;
- Road edges should be clearly defined by locating buildings at the roadside with parking in the rear; if this is not possible, then parking should be in the rear if possible;
- Outdoor seating such as benches, wide and low planter top cap edges, wide concrete or stone edges around fountains, low concrete or stone fences with wide flat top cap edges, and tables and chairs associated with eating establishments is encouraged;
- All principal buildings should have a front door opening directly onto a roadway, square or plaza;
- Small civic uses and gathering places should be placed throughout the Village;
- The design of a building that occupies a pad or portion of a building within a planned project or shopping center should share similar design characteristics and design vocabulary. Precise replication is not desirable, instead, a development should utilize similar colors, materials and textures as well as repeating patterns; rhythms and proportions found within the architecture of other buildings in the center can be utilized to achieve unity;
- It is encouraged that buildings be restricted to two connected space levels on the area’s edges, and three levels internal to the area, and contain a mix of overall uses and shop size;

- Commercial buildings should be no more than 600 feet walking distance from a public square or park, measured from the front door. The public square or park should be at least ¼ acre in size;
- Wherever practical, streets should terminate at a focal point, which may be civic building, principle use, church, bell tower, gazebo, etc.;
- Buildings should be clustered with at least two stories and should respect the predominate scale of development in the surrounding area by designing with elements of similar scale and architecture;
- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas; and
- Every principal building should front directly on a street or public courtyard/plaza. Maximum setback from the street right-of-way is 20 feet. Balconies, colonnades and overhangs may encroach up to 10 feet into the setback.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

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

■ **Community Village Center**

Community Village Centers are places where small-scaled commercial uses, such as a bank, grocery store, produce market, drug store, cleaner and gas station, are arranged in a village-like setting that might include a neighborhood park, pedestrian circulation and public spaces. Thus, a Community Village Center is envisioned as a compact assortment of convenience-oriented retail stores and services to address the demands of nearby residents. From a community design perspective, sidewalks or pedestrian paths are important circulation features in Community Village Centers. Site design elements such as low-level pedestrian lights, consistent signage, and landscaping contribute to the quaint character of Community Village Centers and create a sense of place in what may have once been little more than a crossroads. Given a Community Village Center's small scale and emphasis on local-serving stores, the scale and size of individual businesses and the village center as a whole are most important. Adaptive re-use of existing structures and buildings is encouraged to serve as a focal point.

Examples of uses within a Community Village Center include small scale corner markets, drug stores, bakeries, cafes, and small retail shops; personal services such as laundromats, dry cleaners, barber/beauty shops and video rental; professional services such as lawyers, accountants, insurance agents, physicians and dentists; and small scaled semi-public/institutional community services.

Development Strategies

- Each Community Village Center should include a mix of retail, services and offices that are primarily oriented to serve neighborhood residents with their day-to-day needs. A retail development anchored by a national chain drug store would be an example of an appropriate use. Residential development may be located adjacent to these villages;
- Community Village Centers are designed to serve 5,000 people and a service radius of up to 1 mile;
- There should be a minimum separation between Community Village Centers of ½ to 2 miles;
- Community Village Centers should contain no greater than 50,000 square feet in total, with no individual or stand-alone store greater than 35,000 square feet total;
- Buildings should be clustered, one and two stories in height, and should respect the predominate scale of development in the surrounding area by designing with elements of similar scale and providing a gradual transition to any larger scaled mass proposed;
- Design for each center should be very pedestrian-oriented, with strong, walkable connections between different uses and the surrounding neighborhood;
- All principal buildings should have a front door opening directly onto a roadway, square or plaza;
- The use of coordinated and identified elements such as awnings, varying shingle styles or other natural materials, archways and façade landscaping are encouraged;

- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas;
- Road edges should be clearly defined by locating buildings at the roadside, with parking in the side or rear; and
- To enhance the pedestrian-friendly environment, providing sidewalks and other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood community centers, health facilities, parks, schools, etc. is essential.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.

■ **Downtown Cartersville**

The revitalized historic downtown offers an appealing mix of visitor attractions, shopping and dining. Both the Grand Theatre and Legion Theatre are located downtown, as well as Friendship Plaza. There are more than thirty shops and a dozen restaurants within walking distance of the City Core. Downtown is a safe, visitor-friendly environment with appealing landscaping, consistent garbage collection, designated crosswalks, free public parking, and a courteous police presence. The City provides, free of rent, the historic depot in Friendship Plaza to the Cartersville-Bartow County CBV for the op-

eration of a local visitor information center. This center is open six days per week and services approximately 10,000 visitors annually. Moreover, the City supports the Cartersville Downtown Development Authority for the purpose of continuation and enhancement of the downtown visitor amenities, as well as the implementation of special events in historic downtown.

In March of 1982, a Downtown Development Authority (DDA) was created to initiate renovation, restructuring and revitalization of the central business district. Street front facades were renovated, sidewalks were refurbished, parking areas (away from the main traffic flow) were created, and older buildings were renovated for new uses (a Georgia History Center, a Science/Teacher Resource Center, a Community Arts Museum and two theaters for community acting groups). The Old Train Depot has been renovated for use as the Welcome Center and office space for the DDA. A Marketing Plan for downtown Cartersville was developed in March 1992 through the Small Business Administration's Small Business Institute Program. Many of the recommendations from that study have been implemented during the last decade. A visioning session open to the public and interested community leaders is held annually with facilitators from the Office of Downtown Development of the Georgia Department of Community Affairs.

Development Strategies

- Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area;
- Expand and strengthen the downtown by building on its current successes and small-town atmosphere; and
- Increase the viability of live, work, and entertainment choices within the downtown area.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Heritage Preservation*** – The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.
- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.

- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Educational Opportunities*** – Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

Implementation

- Follow the regulations and guidelines for the Downtown Historic District.

■ **Highlands**

The Highlands Character Area is a planned traditional neighborhood development featuring a variety of commercial, residential and civic functions in a mixed-use setting at the intersection of US 411, US 41, and SR 20. In keeping with the principles of new urbanism, the Highlands is a compact neighborhood that includes walkable, tree-lined streets and a variety of neighborhood-scaled open spaces. Buildings are designed to create a “village” character with a strong sense of place. Adequate parking is provided, but its location is such that it minimizes the negative impacts of such based on high quality aesthetics.

Development Strategies

- Follow the regulations and guidelines established for the Highlands through its zoning approval and master concept plan.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging develop-

ment or redevelopment of sites closer to the downtown or traditional urban core of the community.

- **Housing Choices** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- **Traditional Neighborhoods** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- **Transportation Alternatives** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- **Growth Preparedness** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- **Sense of Place** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.

■ Historic Neighborhood

This Character Area includes residential areas in older parts of the community typically developed prior to WWII. Characteristics include high pedestrian orientation, sidewalks, street trees, street furniture (such as benches, trash receptacles, bicycle racks, bollards, planters, etc.), on-street parking, small regular lots, limited open space, buildings close to or at the front property line, predominance of alleys, low degree of building separation, and neighborhood-scale businesses scattered throughout the area. These older neighborhoods should be encouraged to maintain their original character, with only compatible infill development permitted. There are three types of historic neighborhoods that each call for their own redevelopment strategies: stable, declining and redevelopment.

- **Stable:** A neighborhood having relatively well-maintained housing, possessing a distinct identity through architectural style, lot and street design, and has high rates of homeownership.
- **Declining:** An area that has most of its original housing stock in place, although housing conditions are worsening due to low rates of homeownership and neglect of property maintenance. There may be a lack of neighborhood identity and gradual invasion of different type and intensity of use that may not be compatible with the neighborhood residential use.
- **Redevelopment Area:** A neighborhood that has declined sufficiently that housing conditions are poor, there may be large areas of vacant land or deteriorating, unoccupied structures.

There are four neighborhoods encompassed within this Character Area: ATCO Historic Mill Village, Olde Towne Historic District, Cherokee-Cassville Historic District, and West End Historic District.

Development Strategies (all areas)

- Maintain the historic character and integrity of each neighborhood;
- Infill pocket parks should be retrofitted to facilitate more passive recreation for empty nesters, retirees and young families where possible, or be developed as part of a larger infill project; and
- New development, redevelopment and infill development shall follow the procedures and regulation as outlined for each historic district.

ATCO Historic Mill Village

In 1903, the American Textile Company (ATCO) purchased 600 acres to construct a plant to manufacture cotton “drill” cloth. To support the workers of this mill an adjacent mill village was developed with about a hundred neat wooden homes, a community church, a multipurpose building that was used as a general meeting facility, parks, ball fields, a swimming pool and a school for the village’s children. This community was located outside of Cartersville and was known as the community of ATCO. In 1928, the Goodyear Tire and Rubber Company purchased the original mill. Goodyear still owns this facility, although production has ceased. The future of the plant is uncertain. Much of the original village still stands. The plant looks just like a hundred year old industrial plant and the narrow tree lined streets contain most of the original worker homes. Recently this historical area has been discovered and has seen rebirth as an attractive residential opportunity as some younger households have been buying the existing mill housing and fixing them up. The City is encouraging a renaissance of this area through adaptive reuse of the original mill for a mixed-use community focus.

ATCO Historic Mill Village Development Strategies

- Infill development should be sensitive to the scale and style of the neighborhood;
- Infill development should be developed within the existing historic street pattern; and
- Encourage a mixed use loft type development within the old mill.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Heritage Preservation*** – The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.
- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

- **Traditional Neighborhoods** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- **Transportation Alternatives** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- **Growth Preparedness** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- **Regional Identity** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation

- Fund public infrastructure as necessary within the historic neighborhoods;
- Continue to enforce the historic district ordinances for Olde Towne, Cherokee-Cassville and West End Historic districts;
- Targeted code enforcement effort in these areas;
- Target public investment within the ATCO Historic Mill Village area to facilitate redevelopment, such as upgrades to the parks, sidewalks, streets;
- Assess the ATCO Historic Mill Village area with respect to vacancy, dilapidated structures and maintenance issues; and
- Create specific design standards for the ATCO Historic Mill Village area.

■ **Interchange Village**

The Interstate 75 exit for US 411, known as the Interchange Village area, serves as the northern gateway entrance into Cartersville for motorists traveling from Chattanooga and other areas to the north of the City. Mixtures of general commercial properties surround this area, including hotels and gas stations. Recent additions include a large Harley Davidson dealership, a John Deere lawnmower and tractor distributor, and the 47-unit WyndSOR senior condominium community currently under construction. The driving force for growth in this area is the expansion of the Weinman Mineral Museum, a 10,000 square foot local attraction. Expansion Plans will reconstruct this museum into a nearly 200,000 square foot Tellus Science Museum. The new facility will include a planetarium as well as science related exhibits on various subjects such as dinosaurs, astronomy and a continued focus on the historic mining and mineral industry in Cartersville and Bartow County. Future development is expected to more closely tie this area with Cartersville, especially new growth related to the proposed US 411 Connector that will link Rome and the western portion of Bartow County with I-75.

Primary Land Uses

- Large scaled professional offices;
- Small office complexes such as “office condominiums,” financial institutions and other service providers;
- Hotels and resorts;
- Department stores, large marketers and individual retail stores;
- High density residential development within a mixed use master planned environment;
- Senior housing developments;
- Assisted living developments;
- Civic, institutional and semi-public uses, such as religious organizations, educational facilities; museums; libraries; health clinics; senior centers, YMCAs, Community Centers;
- Recreational uses such as theaters and athletic facilities; and
- Entertainment, restaurants and cultural arts.

Development Strategies

- The Interchange Village is designed to serve populations of 80,000 to 200,000 people and have a 20-mile service radius;
- The Interchange Village should include a diverse mix of higher-density housing types within it or on adjacent properties, including apartments over retail or office, townhouses, apartments, lofts and condominiums. Workforce housing and senior developments are also appropriate within this Character Area;
- Buildings should be oriented in close proximity to each other and on both sides of the street for a continuous building wall (line) with breaks for public space and entrances to parking areas located beneath or behind the buildings to facilitate walking instead of driving—all parcels should be interconnected wherever topography allows, along streets, squares and plazas with sidewalks, street trees, traditional lighting, sitting areas, and kiosks;
- Sidewalks should be wide and developed with street trees and landscaping and traditional lighting. Seating and gathering areas should be worked into the overall design; all pedestrian areas should be inviting and safe and designed with appropriate furniture, landscaping, furniture and amenities;
- A development circulation system should connect to adjacent properties and other public right of way;
- Provide bike lanes or wide curb lanes to encourage bicycling and provide additional safety, provide conveniently located, preferably sheltered, bicycle parking at retail and office destinations and in multi-family dwellings;
- Streets should follow traditional urban patterns, such as small blocks within a grid system. The development should connect within the overall Character Area and to the surrounding existing street pattern. Projects are not meant to be stand-alone or isolated; rather they should integrate with the development around it;

- There should be a variety of streets and sections throughout a development having a slightly different character to contribute to the sense of the project having been built up over time;
- Large commercial structures shall be articulated so that their facades are subdivided into smaller units of scale (in units of no more than 60 feet horizontally) so that they give the appearance of a number of smaller attached buildings;
- Shop windows, entrances, colonnades, columns, pilasters and other details shall be designed to break down dimensions to human scale;
- Buildings should be designed in a manner which provides architectural depth to the building and includes covered areas for relief from the weather. Buildings should feature an arcade/structural canopy along the front façade of the building;
- Arcades should be provided between buildings and leading from parking areas. Arcades are covered walkways connected to, or separate from, the principal building. The arcade should be a minimum of five feet in width;
- All entrances should be obvious and welcoming. Main entrances should be oriented to the street, with secondary access from an internal plaza and pedestrian way. Sidewalk entrances shall be considered in the front;
- The design of a building that occupies a pad or portion of a building within a planned project or shopping center should share similar design characteristics and design vocabulary. Precise replication is not desirable. Instead, utilization of similar colors, materials and textures as well as repeating patterns, rhythms and proportions found within the architecture of other buildings in the center can be utilized to achieve unity;
- A unified design plan is required for multiple building developments. This plan should include exterior facade colors and materials, signage and landscaping. This unified design plan should be reviewed for its compatibility with the surrounding site context, particularly if there are strong or dominant architectural styles;
- Encourage compatible architecture styles that maintain the regional or historic character, and should not include “franchise” or “corporate” architecture;
- Taller buildings or portions of a building should be located internally to a site with buildings stepping down in height as they reach the edges of the site that are adjoined by smaller scaled development or as they connect to existing residential uses;
- Drive through windows, menu boards, equipment and associated stacking lanes should be located to minimize impacts on adjacent residential areas and should be adequately screened from public view and view of adjacent sites;
- Civic gathering places should be distributed throughout the development. Amenities such as benches, landscaping, public art, and fountains should be included within the development;
- Shared access should be required where possible. Investigate the possibility of closing and consolidating excess driveways;
- Parking deck facades should partially conceal automobile visibility from any public right-of-way or private drive or street that are open to the general public, while allowing for police surveillance from the street, and shall have the appearance of a horizontal storied building;
- All parking shall be located in the rear of a building and must be adequately landscaped; and

- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.
- ***Regional Solutions*** – Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.
- ***Regional Cooperation*** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to suc-

cess of a venture, such as protection of natural resources or development of a transportation network.

Implementation

- Develop design guidelines for the Interchange Village Character Area.

■ **Main Street Overlay**

This Character Area is located near Main Street and I-75 with defined boundaries for zoning and design standards.

Development Strategies

- All elements of the Main Street Overlay Character Area are controlled by the zoning overlay district and the associated design standards.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.

- **Regional Solutions** – Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.
- **Regional Cooperation** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of natural resources or development of a transportation network.

Implementation

- Refer to the zoning overlay district and associated design standards for development guidelines in this Character Area.

■ **Mining**

Areas currently zoned and/or being used for mining.

Primary Land Uses

- Mining operations.

Development Strategies

New development is not anticipated in the near term.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- **Infill Development** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- **Open Space Preservation** – New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelt/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- **Environmental Protection** – Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.
- **Regional Cooperation** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of natural resources or development of a transportation network.

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

Implementation

- Establish guidelines for mining activities to protect adjacent development from the characteristics associated with mining; and
- Establish guidelines for remediation of the site when operations have ceased.

■ **Natural Conservation and Scenic Corridors**

Undeveloped, natural lands with significant natural features, including views, steep slopes, flood plains, wetlands, watersheds, conservation areas and other environmentally sensitive areas which may not be suitable for development of any kind. Scenic corridors are developed or undeveloped land paralleling the route of a major thoroughfare that has significant natural, historic or cultural features, and scenic or pastoral views. This Character Area also includes greenways and passive open space.

Primary Land Uses

- Active farming, timbering and conservation uses;
- Passive recreation;
- Greenways, trails and path systems; and
- Semi-public and institutional uses.

Development Strategies

- Maintain natural, rural character by discouraging new development and promoting use of conservation easements;
- Designate as Rural Roadway and Scenic Corridor roadways;
- Low level of other public services such as fire and police;
- Permit semi-public and institutional uses;
- Widen roadways in these areas only when absolutely necessary and carefully design the roadway alterations to minimize visual impact;
- Promote these areas as passive-use tourism and recreation designations;
- Protect ground and surface water sources and water supply intakes to ensure adequate supplies of quality water;
- Any developments within a Scenic Corridor should be organized into villages and clusters in order to keep the scenic viewshed intact, utilizing extensive landscaping and buffers;
- Manage access to keep traffic flowing, use directory signage to clustered developments;
- Pedestrian linkages within neighborhoods should connect to any public trail or greenway system; and

- Outdoor recreation should utilize open space and should not be intrusive to the residential and environmental nature of this Character Area.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Open Space Preservation*** – New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelt/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- ***Environmental Protection*** – Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.
- ***Regional Cooperation*** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of natural resources or development of a transportation network.
- ***Heritage Preservation*** – The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.

Implementation

- Establish guidelines for development to protect the characteristics deemed to have scenic value; and
- Develop a pedestrian/greenway plan.

■ **Neotraditional Neighborhood Village**

The Neotraditional Neighborhood Village Character Area is designed to create all-inclusive, mixed use villages that utilize smart growth, sustainable living concepts, foster pedestrian activity and create sense of community. These villages recognize that a true community should contain a mix of housing types to provide for lifecycle and lifestyle choices, and that many activities of living should occur within easy walking distance giving independence to those who do not drive, and as a way to eliminate or shorten trips for those that do. These neighborhoods include life’s necessities and employment opportunities where youths can get jobs without needing a car; and generations of families can live near each other. Neotraditional Neighborhood Villages are centered on a mixed-use district concept the size of a neighborhood or community village, depending on the size of the development, and in-

cludes appropriate civic space and semi-public uses that complement the overall neighborhood. Mixed-uses include grocery stores, small theaters, schools, churches, convenience and entertainment retail, personal services and small offices. A variety of housing types, lot sizes and pricing allows these neighborhoods to meet varying lifecycle and lifestyle housing choices, and cater to a wide variety of people and family types. Innovative design such as live-work units and lofts above retail are commonly included in the overall master plan. Internal connectivity and connections to the City as a whole are integral to the planning of these neighborhoods.

Primary Land Uses

- Single family detached housing on a variety of lot sizes;
- Other types of housing—live-work, townhouses, quad retirement ranches, lofts and apartments as part of a commercial development;
- Senior and active adult communities;
- Corner Markets; and
- Community Village Centers.

Development Strategies

- Promote TND style residential subdivisions with a strong level of connectivity;
- Create master planned development blending residential development with schools, parks, and recreation, linked in a compact pattern that encourages walking and minimizes the need for auto trips within the community;
- At least 20% open space should be set-aside within these developments. Open space should be accessible to the public and useable;
- The neighborhood is defined by an easy walking distance from edge to center or village, ranging from a quarter to a half mile;
- A variety of housing stock serves a range of incomes, and age groups. It may include granny flats, apartments above shops and residential units adjacent to work places. Housing products other than single-family detached should be fully integrated into the community, and should not be more than 20% of all housing units;
- A variety of business types are accommodated, from retail and professional offices to live-work units and outbuildings for start-up businesses. The office stock serves a range from home occupations to conventional office buildings. The retail stock includes a range from the corner store to small supermarkets;
- Special sites may be reserved for civic buildings to serve as symbols of the community, thus enhancing community identity;
- A variety of improved open space throughout the neighborhood takes the form of parks, greens, squares, or plazas for civic interaction;
- Varieties of streets are designed to be equitable to the pedestrian, bicycle and automobile. The street network is connected in such a way to encourage walking and reduce the number and length of automobile trips;
- Building frontages spatially delineate roadways and civic spaces and mask parking lots;

- Smaller block sizes reflect intensity of use for each area;
- Vehicular and pedestrian/bike connections to retail/commercial services as well as internal street connectivity are required, as well as connectivity to adjacent properties/subdivisions, and multiple site access points;
- If parking garages for single-family detached dwellings are accessed off an alley, the garage may have an accessory apartment (granny flat) or an office above it. The flats or office floor area will not be counted towards the maximum density restriction on the property;
- Residential buildings should be no more than 1,000 feet in walking distance from a public square or park, measured from the front door. Civic spaces should be at least ¼ acre in size. The public square or park should be accessible by pedestrian path or a street;
- It is encouraged that residences in new development have porches at least 8 feet deep along at least a portion of the front of the building or balconies, to enhance public interactions;
- Every principal building should front on a street or a public square. Setbacks close to the right-of-way are encouraged;
- Front yard fencing, if provided, should be wood picket, wood-looking vinyl, wrought iron, stone or timber in a traditional design at least 2 feet high, but no more than 4 feet high. Fence materials and designs should be consistent within each development, but may differ from other developments;
- Side and rear yard fencing should not be metal chain link and should be no more than six feet in height;
- Locate amenities, landscaping and walkways in the most accessible and marketable area of the development for the best appearance and ease of use;
- Whenever possible connect to regional network of green space and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes; and
- Encourage a variety of regional and historical architecture within the community.
- New developments are encouraged to use wide sidewalks 8 to 10 feet in width to allow for a variety of uses of these lanes, including: golf carts; mopeds; and other electric powered vehicles. Lanes designated for exclusive use by these alternative means of transportation may also be encouraged.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.

Implementation

- Review the development codes to ensure that accessory apartments are allowed by zoning;
- Replace the Planned Development District within the zoning code with a TND ordinance; and
- Develop design guidelines for the Dellinger tract.

■ **Neighborhood Living**

These neighborhoods have relatively well-maintained housing, possess a distinct community identity through architectural style, lot and street design and have high rates of homeownership. These neighborhoods encompass housing on smaller lots, and smaller front setbacks for both attached and detached dwellings. The intent of this Character Area is to protect existing moderate density single-family neighborhoods through focusing on reinforcing stability by encouraging more homeownership and maintenance or upgrade of existing properties. The interior of these neighborhoods will remain single family residential on sewered lots, relying on connecting neighborhood commercial for services. Infill or redevelopment of parcels within these neighborhoods will provide greater lifestyle housing choices, but should be compatible with the neighborhood as a whole. Larger infill projects could contain a more varied mixing of housing as long as there is no negative impact to existing residences. Sensitivity to surrounding residences in terms of light, bulk, setbacks, landscaping and mass should be reviewed. This Character Area is also appropriate within newly developing neighborhoods, and will serve to create new moderate density housing to provide for empty nesters, singles, small families, retirees, stable workforce housing and moderate income residents. Although primarily residential in nature, small Corner Markets and Community Village Centers (CVC), as well as small mixed-use buildings may be permissible in these neighborhoods to provide for close and convenient services. Parking should be secondary to the façade of a building and pedestrian access.

Primary Land Use

- A mix of residential housing types; and

- Corner markets, CVC and small mixed-use buildings.

Development Strategies

- Allow for the conversion of sites to more intensive residential use when appropriate;
- Allow smaller lot development and moderate densities;
- Permit, in certain sections of the City, multi-family housing developments which are consistent with growth policies of the City and which blend into the overall fabric of the City;
- Develop residential areas that utilize innovative urban design principles that encourage community, pedestrian linkages and mixed-use environments;
- Appropriate multi-family housing should be small in scale, and limited to 50 units per site. Apartments should be integrated as part of a mixed-use development;
- Non-residential within a mixed-use development should conform to the square footage requirements of a Neighborhood Village;
- Mixed-use projects should contain a civic space;
- Foundation plantings should be provided along all building frontages. Planting should be of sufficient quantity and spacing to provide complete coverage of the entire length of the building;
- On-street parking should be part of the overall street design, and include bump-outs, pavers and other aesthetic streetscape treatments;
- Street trees are-encouraged along any right-of-way;
- Landscaping and a green edge are encouraged, such as street trees planted inside wide parkways (the areas between the curb and sidewalk), in addition to an appropriate sidewalk width;
- All developments and new housing should connect to adjacent public right-of-ways and the neighborhood;
- Within new developments, neighborhood civic spaces, such as parks, greens and squares should be located a maximum distance of 900 feet from each residential unit;
- Parking should be located to the sides or rear of residential and non-residential buildings. All parking must be screened from the public pedestrian view; and
- Street design within new developments will follow the historic grid system of this Character Area. Block length should be no more than 900 feet.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the commu-

nity (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

■ North Towne Revitalization Area

The North Towne Revitalization Area is located in close proximity to downtown, and includes Tennessee Street, which is a major office arterial. The area includes rental properties, modest homes on a grid circulation system, and represents an area of disinvestment. Infill opportunities are to be maximized. The long range revitalization plan includes neighborhood vision, articulation of neighborhood character, objectives, and neighborhood plan elements.

Development Strategies

- Maintain the historic character and integrity of each neighborhood;
- Infill pocket parks should be retrofitted to facilitate more passive recreation for empty nesters, retirees and young families where possible, or be developed as part of a larger infill project; and
- New development, redevelopment and infill development shall follow the procedures and regulation as outlined for each historic district.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Heritage Preservation*** – The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the commu-

nity (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
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- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation

- Continue to develop and pursue implementation of the North Towne Revitalization Plan; and
- Target code enforcement efforts in this area.

■ **Parkway Corridor**

The overall goal of this Character Area is to provide, through transportation, land use and streetscape projects and other physical enhancements to make this corridor environment a distinctive “place”, not merely a roadway.

Cartersville is seeking to balance growth and development within the Highway 41 Corridor by: encouraging redevelopment of older commercial developments by adaptive re-use; creating a variety of housing choices at appropriate densities to enable residents to remain in their community; creating an environment of mobility and housing opportunity within the Corridor for all ages and income levels; and, investing in the area neighborhoods by weaving civic uses and buildings into the local fabric. The Highway 41 Corridor is a gateway into Cartersville from Cobb County.

Primary Land Uses

- Shopping and retail opportunities;
- Office and services; and
- Higher density residential development.

Development Strategies

- Focus development in villages, urban centers or compact activity centers to increase the efficiency of the transportation network;
- Greenspace, plazas and gathering places should be incorporated into all new developments;

- Parking should be located to the side and rear of buildings where possible;
- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas.
- Provide for mixed uses and higher densities than surrounding areas;
- Redesign existing strip development into pedestrian scale, interconnected nodes;
- Plan for a community street network that is as friendly to alternative modes of transportation as to the automobile;
- Encourage master planning to address access management, curb cuts and interconnections;
- Plan and design transportation improvements that fit with community character; and
- Utilize housing and residential development between commercial centers along this corridor to eliminate strip patterns.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.
- ***Regional Solutions*** – Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

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

Implementation

- Develop specialized development standards and requirements limiting the types of uses permitted by: regulating the square footage allowed; establishing pedestrian oriented setbacks and parking lot layouts; specifying site layout and building orientation; recommending design features such as façade treatments, landscaping and streetscape elements; and instituting buffer requirements to protect the residential uses behind the Corridor;
- Develop a corridor management plan or corridor overlay district. Review current access within the Corridor for increasing connectivity between uses, closing existing curb cuts, aligning driveways, increasing spacing between driveways, and increasing shared parking opportunities;
- Develop maximum parking restrictions to eliminate any unnecessary parking and consider shared parking arrangements;
- Review signage within this Corridor and adjust the sign ordinance where necessary; and
- Look at setback and buffer standards to increase the amount of green space within this corridor.

■ **Regional Activity Center**

A Regional Activity Center should be developed as an open air Main Street market-like development that focuses on certain retail sectors and blends mixed uses typical of an old -time small town Main Street such as services, restaurants, offices and residential. These centers are pedestrian friendly where residents, employees and visitors can gather in public spaces and feel part of the community. These areas may be characterized by a high degree of access by vehicular traffic, and high transit use, including stops, shelters and transfer points; on-site parking; low degree of internal open space; high floor-area-ratio; and large tracts of land, campus or unified development. Regional Activity Centers include high intensity commercial with a mix of services, restaurants, hotels, offices and residential. A residential component is especially important as it adds density to the center and creates a 24-hour Character Area. Higher density condominium and rental residential complexes, townhomes, brownstones, live-work units, lofts, senior housing, and residential over retail, including affordable workforce housing are appropriate to support these uses. This Character Area is a vibrant place where people can pursue all aspects of their lifestyle. There is an opportunity to create a mixed use/high technology development corridor along I-75 utilizing a “village” concept in the Technology Corridor (Overlook). Outstanding accessibility and high profile as a gateway into the City, integration and quality design are very important.

As a town center, pedestrian orientation and connectivity are a key focus. The overall environment should be attractive and enjoyable for walking. Sidewalks, paths, green spaces and open spaces are as important as the buildings. These shopping villages provide a pleasant “Main Street” type façade and allow for ease of internal movement. Design factors fostering community commercial include: addressing the size of commercial development in terms of square footage by breaking up facades of large buildings into more pedestrian-scaled units; design parameters for parking and internal circulation/access; architectural treatments; building setbacks, siting and orientation; buffer requirements to

ensure compatibility with adjacent residential; and other factors which promote a pedestrian-friendly environment, even within higher intensity commercial and residential.

These land use components will coexist as part of a collective approach to creating communities that are safe, attractive, and convenient for pedestrians and motorists alike. The purpose of this Character Area is the creation of an inviting commercial and mixed-use area. Issues to be addressed include “How does my particular building work in the street, and what elements can I add to create an inviting and pleasant environment?” From an urban design standpoint, the most critical element in creating a visually appealing mixed-use corridor is the enforcement of appropriate development standards to ensure adequate site plans and landscaping. Buffers are critical between incompatible uses and guidelines that address signage and lighting will help to mitigate the negative impacts of a high concentration of commercial uses.

Buildings will be designed to conform to architectural standards and oriented in close proximity to each other to facilitate walking instead of driving. For a retrofit to be successful, the public right-of-way, the adjacent land uses, and the interface between the two should be addressed comprehensively. Urban design features such as lighting; coordinated signage; street furniture and landscaping are used as visual cues that create a recognizable character for the Commercial Village. Design factors fostering community commercial including: limitation of size of commercial development in terms of square footage; design parameters for parking and internal circulation/access; recommended façade treatments; building setbacks, siting and orientation; buffer requirements to ensure compatibility with adjacent single-family residential; and other factors which promote pedestrian friendliness, even within higher intensity commercial uses, will be established.

Regional Activity Centers will promote specialized planned commercial development standards and requirements limiting the types of uses permitted by: regulating the square footage allowed; establishing pedestrian oriented setbacks and parking lot layouts; specifying site layout and building orientation; recommending design features such as façade treatments, landscaping and streetscape elements; and instituting buffer requirements to protect the residential uses behind the corridor.

The intent this Character Area is to:

- Refocus strip commercial and new development to villages with the feel of a typical “Main Street;”
- Provide a high intensity of mixed uses, size of uses, and types of uses in order to create a critical mass;
- Redesign existing strip development into pedestrian scale, interconnected nodes;
- Promote pedestrian scale, connectivity, interconnection within, and external to the village;
- Plan for a community street, trail and sidewalk network that is as friendly to alternative modes of transportation as to the automobile;
- Require master planning to address access management;
- Plan and design transportation improvements that fit with community character; and
- Include civic and cultural uses to promote human interaction.

Primary Land Uses

- Large scaled professional offices;

- Small office complexes such as “office condominiums,” financial institutions and other service providers;
- Hotels and resorts;
- Department stores, large marketers and individual retail stores;
- High density residential development within a mixed use master planned environment;
- Senior housing developments;
- Assisted living developments;
- Civic, institutional and semi-public uses, such as religious organizations, educational facilities; museums; libraries; health clinics; senior centers, YMCAs, Community Centers;
- Recreational and athletic uses; and
- Entertainment, restaurants and cultural arts.

Development Strategies

- Regional Activity Centers are designed to serve populations of 80,000 to 200,000 people and have a 20-mile service radius;
- Regional Activity Centers should include a diverse mix of higher-density housing types within it or on adjacent properties, including apartments over retail or office, townhouses, apartments, lofts and condominiums. Workforce housing and senior developments are also appropriate within this Character Area;
- Buildings should be oriented in close proximity to each other and on both sides of the street for a continuous building wall (line) with breaks for public space and entrances to parking areas located beneath or behind the buildings to facilitate walking instead of driving—all parcels should be interconnected wherever topography allows, along streets, squares and plazas with sidewalks, street trees, traditional lighting, sitting areas, and kiosks;
- Sidewalks should be at least six feet wide and developed with street trees and landscaping and traditional lighting. Seating and gathering areas should be worked into the overall design; all pedestrian areas should be inviting and safe and designed with appropriate furniture, landscaping, furniture and amenities;
- A development circulation system should connect to adjacent properties and other public right of way;
- Provide bike lanes or wide curb lanes to encourage bicycling and provide additional safety, provide conveniently located, preferably sheltered, bicycle parking at retail and office destinations and in multi-family dwellings;
- Streets should follow traditional urban patterns, such as small blocks within a grid system. The development should connect within the overall Character Area and to the surrounding existing street pattern. Projects are not meant to be stand-alone or isolated; rather they should integrate with the development around it;
- There should be a variety of streets and sections throughout a development having a slightly different character to contribute to the sense of the project having been built up over time;

- Large commercial structures shall be articulated so that their facades are subdivided into smaller units of scale (in units of no more than 60 feet horizontally) so that they give the appearance of a number of smaller attached buildings;
- Shop windows, entrances, colonnades, columns, pilasters and other details shall be designed to break down dimensions to human scale;
- Buildings should be designed in a manner which provides architectural depth to the building and includes covered areas for relief from the weather. Buildings should feature an arcade/structural canopy along the front façade of the building;
- Arcades should be provided between buildings and leading from parking areas. Arcades are covered walkways connected to, or separate from, the principal building. The arcade should be a minimum of five feet in width;
- All entrances should be obvious and welcoming. Main entrances should be oriented to the street, with secondary access from an internal plaza and pedestrian way. Sidewalk entrances should be considered in the front;
- The design of a building that occupies a pad or portion of a building within a planned project or shopping center should share similar design characteristics and design vocabulary. Precise replication is not desirable. Instead, utilization of similar colors, materials and textures as well as repeating patterns, rhythms and proportions found within the architecture of other buildings in the center can be utilized to achieve unity;
- A unified design plan is encouraged for multiple building developments. This plan should include exterior facade colors and materials, signage and landscaping. This unified design plan should be reviewed for its compatibility with the surrounding site context, particularly if there are strong or dominant architectural styles;
- Encourage compatible architecture styles that maintain the regional or historic character, and should not include “franchise” or “corporate” architecture;
- Taller buildings or portions of a building should be located internally to a site with buildings stepping down in height as they reach the edges of the site that are adjoined by smaller scaled development or as they connect to existing residential uses;
- Drive-through windows, menu boards, equipment and associated stacking lanes should be located to minimize impacts on adjacent residential areas and should be adequately screened from public view and view of adjacent sites;
- Civic gathering places should be distributed throughout the development. Amenities such as benches, landscaping, public art, and fountains should be included within the development;
- Shared access should be required where possible. Investigate the possibility of closing and consolidating excess driveways;
- Parking deck facades should partially conceal automobile visibility from any public right-of-way or private drive or street that are open to the general public, while allowing for police surveillance from the street, and shall have the appearance of a horizontal storied building;
- All parking should be located in the rear of a building and adequately landscaped; and

- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.
- ***Regional Solutions*** – Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.
- ***Regional Cooperation*** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to suc-

cess of a venture, such as protection of natural resources or development of a transportation network.

Implementation

- Develop design guidelines for the High Technology Corridor.

■ Suburban Living

As Cartersville continues to experience growth in both residential and commercial development, more and more areas will experience growth pressure for the typical types of suburban residential subdivision development. This Character Area is located in established suburban neighborhoods and adjacent areas where this pressure is the greatest due to this adjacency of current or proposed community infrastructure (such as sewer, water and transportation facilities). Without intervention, these areas are likely to evolve with low pedestrian orientation; little or no alternative transportation options, large lots, high to moderate degree of building separation, predominately residential uses with scattered civic buildings and varied street patterns, often curvilinear.

The intent of this Character Area is to preserve stable neighborhoods, while channeling growth pressures to areas that are suitable in terms of land use patterns and infrastructure investment, that embody the spirit of traditional neighborhoods, such as sense of place, human connectivity and safety. New single-family neighborhoods should incorporate innovative design concepts to encourage more sustainable communities.

This Character Area will generally consist of detached single-family homes. Houses would be situated on smaller lots with shorter setbacks to the front and side yards than in the more rural areas. Building frontages would allow for porches, fences and smaller lawns. Streetscaping should consist of regular aligned planting of a single-tree species, include parallel parking, bordered by curbs equipped with underground storm drains and by sidewalks on both sides of the street.

In order to create more sustainable neighborhoods, limited commercial and service opportunities are encouraged to serve residential growth and to potentially decrease reliance on the automobile. It is encouraged that everyday conveniences are met through “Corner Market” commercial areas within new developments. Corner Markets are distinctively designed to meet the needs of the immediate residents, and are scaled as such. Community Village Centers adjacent to neighborhoods are also appropriate where existing and planned infrastructure can support it.

Primary Land Uses

- Single Family Detached Housing;
- Corner Markets; and
- Community Village Center.

Development Strategies

- Retain and conserve the existing sound housing stock;
- Promote residential development that fosters a sense of community and provides essential mobility, recreation and open space;

- Larger neighborhoods should include civic amenities and focal points such as schools, parks, and recreation, community centers and well designed commercial villages linked in a compact pattern that encourages walking and minimizes the need for auto trips within the subdivision;
- All new neighborhoods should be organized around a civic place, such as a plaza or green;
- Infill development should compliment existing uses, and provide missing elements that make a particular area a “sustainable community.” For example, in a neighborhood that is entirely residential, a Corner Market would complete a missing piece;
- Internal Corner Market type commercial should be included in larger new neighborhoods. This commercial node should be compact, appropriately scaled and provide a strong pedestrian connection to the neighborhood;
- On-street parking should be provided in and near Corner Markets;
- All developments over 24 units should include an active recreation component;
- Provide good vehicular and pedestrian/bike connections to retail/commercial services, civic/ institutional uses and open space/focal areas, as well as internal street connectivity, connectivity to adjacent properties/subdivisions, and multiple site access points;
- Whenever possible connect to regional network of green space and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes;
- Promote street design that fosters traffic calming measures such as narrower residential streets, on-street parking and the addition of bicycle and pedestrian facilities, short block lengths and interconnections;
- Assure compatibility of infill development with surrounding neighborhoods; and
- Foster retrofitting of these infill areas to better conform with traditional neighborhood development principles such as connectivity and pedestrian facilities where appropriate.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

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

Implementation

- Design Suburban Living Road specifications that include traffic calming improvements, sidewalks and increased street interconnectivity to improve safety and walkability within and between existing neighborhoods; and
- Work with the Utility Department to coordinate appropriate neighborhood street specifications.

■ **Summer Hill**

Summer Hill is an historic community located northwest of downtown Cartersville. The community continues today to serve as an authentic area of character with a mix of residences, churches, civic facilities, and small-scale commercial. A variety of housing, including small lot single family housing as well as small apartment buildings may be accommodated.

The Summer Hill School was built in 1954 and closed in the 1980s, abandoned and left to decay. In 2001 the Etowah Area Consolidated Housing Authority (EHA) took over ownership of the former Summer Hill School and the adjacent 17 acre recreational complex located on Aubrey Street, and facilities have been renovated. The 2006 Summer Hill Project, partially supported by a grant from the Anheuser Busch Corporation, is a partnership between Kennesaw State, the Etowah Valley Consolidated Housing Foundation and the Summer Hill Foundation to assist the neighborhood in recovering and preserving its history.

Primary Land Uses

- A mix of residential-with limited small scale commercial

Development Strategies

- The former Summer Hill School and property, which is the heart of the neighborhood, should be enhanced and preserved;
- Maintain the historic character and integrity of the neighborhood;
- Target code enforcement efforts in this area.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

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

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation

- Develop and pursue implementation of redevelopment strategies.

■ **Tennessee Street Corridor**

The Tennessee Street Corridor is a predominantly commercial corridor which connects downtown to the north side of Cartersville. The Tennessee Street Corridor Character Area includes the Tabernacle Church subarea, which provides an anchor between Tennessee Street and the existing downtown area by stretching existing downtown development into the Tennessee Street Corridor, linking the Booth Museum and the High School. The Tabernacle Church subarea also provides downtown residential opportunities. Streetscape improvements, signage, non-vehicular circulation options, development guidelines for consistent setbacks, implementation of traffic controlling measures, pedestrian enhancements, underground utilities, and targeted infill and redevelopment strategy will be utilized to create an attractive commercial corridor with multiple circulation alternatives. Social Intersections should be established, which are activity areas for social interaction and retail corresponding to intersections along Tennessee Street at the cross sections of Church Street, Nelson and Ruby Streets, Mar-

tin Luther King, Jr. Drive, Opal Street, Buford Street, Mockingbird Drive, Gentilly Boulevard, Quail Run, and Pointe North Drive.

Development Strategies

- Encourage compatible architecture styles that maintain the regional character;
- Wherever possible, connect to regional network of greenspace and trails, available to pedestrians, and bicyclists for social interaction;
- Encourage nodal development by concentrating density at intersections to require businesses to connect driveways. Promote interconnectivity between commercial uses throughout the district to minimize curb cuts;
- Create social intersections every 1,200 feet with benches, fountains, meeting points, etc.;
- Use existing side street rights-of-way (R.O.W.) to provide sidewalks to connect parks and corridors;
- Design for greater pedestrian orientation and access, more character with attractive clustering of buildings, leaving pocket parks with benches, fountains, and meeting spots within the center;
- Gradually convert the Corridor to an attractive boulevard with signage guiding visitors to downtown and scenic areas around the community;
- The appearance of the Corridor can immediately be improved through streetscaping enhancements (street lights, landscaping, etc.);
- In the longer term, enact design guidelines for new development, including minimal building setback requirements from the street, to ensure that the corridors become more attractive as properties develop or redevelop;
- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas;
- Reduce the role and impact of automobiles in the community by employing attractive traffic-calming measures along major roadways and exploring alternative solutions to parking congestion;
- Provide basic access for pedestrians and bicycles, consider vehicular safety measures including driveway consolidation and raised medians (which also improve safety for bike/pedestrians); and
- Coordinate land uses and bike/pedestrian facilities with transit stops where applicable;
- Identify funding opportunities/develop incentives to encourage neighborhood business owners to hire from the neighborhood work force and to encourage business ownership in the Character Area.

Tabernacle Church Development Strategies

- Ensure properties adjacent to downtown are compatible to existing downtown;
- Follow the regulations and guidelines for the Tennessee Street Corridor to ensure consistency;
- Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area;

- Create connectivity to the downtown by focusing on development with a small-town atmosphere and which builds on, and supports the strengths of the downtown; and
- Increase the viability of live, work, and entertainment choices within this area.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Heritage Preservation*** – The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.
- ***Infill Development*** – Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Sense of Place*** – Traditional downtown areas should be maintained as the focal point of the community, or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing and entertainment.
- ***Traditional Neighborhoods*** – Traditional neighborhood development patterns should be encouraged, including the use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian safety.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

Implementation

- Create usable, landscaped sidewalks; drainage improvements; pedestrian lighting (interspersed w/ overhead); traffic calming devices; uniform architectural design standards; underground design and placement of utilities; pedestrian miniparks; and curb-cut guidelines;
- Establish the Tennessee Street Garden District Overlay and associated development of the following standards: greenspace; minimal setbacks; improved appearance standards; architectural

and building materials; site specific buffer requirements; landscape; shielded parking; density; signage; underground utilities; interconnectivity provisions; pervious surface area; and lighting;

- Expand the number of zoning districts permitted within the Tennessee Street Corridor;
- Provide incentives to stimulate quality growth. This may include: meeting overlay requirements (no rezoning required); expedited permitting, inspections and review in the district; expedited vertical construction allowed; case specific fee abatement incentives; possible city demolition of site for developer or existing land owner; facade grants for existing structures; increased density allowance; reduce parking requirements for existing and future to add pervious surfacing; reduce frontage requirements and setbacks for providing interconnectivity, new market tax credits; and low interest local financing tool;
- Utilize existing streams to provide pervious lighted pedestrian paths that connect pocket parks to social intersections;
- Develop the following ordinances: Architectural and Design; Sign; and Outdoor Storage;
- Create Neighborhood Employment and Neighborhood Business Programs;
- Develop a Public Space Use Program;
- Identify funding opportunities/develop incentives to encourage neighborhood business owners to hire from neighborhood work force through the creation of a Neighborhood Employment Program; and
- Encourage Georgia Initiative for Community Housing Team to continue efforts.

Tabernacle Church Implementation

- Set goals for redevelopment and determine the type of development desired, incorporating a re-development team approach;
- Create a master plan for development; and
- Consider funding sources to facilitate reaching the desired development pattern.

■ **Transitional Activity Village**

Areas suitable for designation as Transitional Activity Village are those originally developed for single-family homes that have or will become impacted by adjacent thoroughfares and commercial encroachment and may no longer be suitable primarily for residential use. In the past, individual properties have been rezoned and converted in a way that has often been disruptive from an urban design sense: parking lots have replaced front lawns; houses have been remodeled unprofessionally, resulting in structures with incoherent design elements; and signage has often been out of proportion to the structure and use advertised.

In order to propose an orderly, safe and aesthetic transition, properties within designated Transitional Activity Village corridors can be considered for nonresidential use at an intensity compatible with surrounding residential areas that maintain the essential residential “look” and feel of the area. Designation of this corridor is meant to encourage public and private investment that will promote vitality, activity and safety in the area, by controlling aesthetics, site planning and limiting nonresidential uses that will not overly impact existing residential neighborhoods adjacent to the site.

Transitional Activity Villages are located along or adjacent to arterial or collector thoroughfares.

Development Strategies

- A new use should be compatible with the adjoining neighborhood and not attract a high volume of traffic or visitors, have late night or early morning hours of operation, produce outdoor sound or other distractions, or serve a market area that extends beyond the adjacent neighborhoods and passers-by. Generally, professional and business office uses, personal services and local-serving retail sales establishments, small-scale religious and other non-profit institutions, and other low-intensity neighborhood services are compatible with houses;
- The conversion's remodeling should be architecturally compatible with the neighborhood and must upgrade or at least be consistent with the basic architecture of the structure. Architectural integrity and compatibility considerations include siting of the building, massing, proportion, scale, materials, colors, details, façade treatment, lighting and signage;
- New building design should take into consideration the unique qualities and the dominant character of the surrounding area;
- New occupancies in converted houses should be limited to one business enterprise (with one business entrance) for structures under 2,000 square feet of gross leaseable area;
- Signs should be consistent with the form and materials of the building. Illuminated signs would not be permitted when adjacent to existing residential uses;
- Mechanical equipment should be screened from public view and sited so as not to cause noise impacts on adjacent properties. Trash and garbage enclosures should be restricted to rear yard areas; and
- Landscaping must be installed in areas not designated for parking and circulation. Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Heritage Preservation*** – The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Transportation Alternatives*** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- ***Housing Choices*** – A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ***Regional Identity*** – Each region should promote and preserve a regional “identity” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.
- ***Regional Cooperation*** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of natural resources or development of a transportation network.

Implementation

- Adopt design and use requirements to guide new construction and adaptive reuse and conversion of existing structures that will assure compatibility with remaining residences on the road and with surrounding neighborhoods;
- Develop design guidelines for Lower Hwy 41; and
- Develop design guidelines for the Public Housing Redevelopment Area.

■ **Workplace Center**

This Character Area entails major employment centers located relative to major transportation connections and having a high level of access. The Workplace Center Character Area includes large employment centers that incorporate many aspects of commerce such as: manufacturing; warehousing; wholesale and light industrial; professional office buildings; corporate offices; regional offices; high-tech and research facilities; small office complexes; educational services and recreation. Retail and residential are secondary uses that compliment these employment centers. Internal housing would provide a customer base for offices, cafés, restaurants, and retail uses located in the area, and enhance the safety of the area by maintaining a continuous population base in a location that is typically unpopulated in the evening hours. Residential uses are considered an accessory use to non-residential uses and as such should be fully integrated into a center, and monitored closely so that large residential developments do not become a primary land use, therefore substantially reducing the non-residential character of the area.

Primary Land Uses

- Employment generators, such as office buildings, small office complexes such as “office condominiums” and industrial, warehousing, and light manufacturing that will not have an adverse impact upon the environmental quality of the village;
- Mixed use projects that feature vertical integration (such as ground floor retail with office or living units above), with an emphasis on greater street presence; and
- Retail and residential as accessory uses to employment uses.

Development Strategies

- Enforce appropriate development standards to ensure adequate site plans and landscaping;
- Buffers are critical between incompatible uses and guidelines. Guidelines that address signage and lighting will help to mitigate the negative impacts of a high concentration of commercial and industrial uses;
- Service areas should be located at the rear of the building. Vast amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view;
- Where possible, the parking areas should be distributed to two or more sides of the business to “visually scale down” the size of the parking lot, or within a “wrapped” parking deck;
- Internal transportation systems like trolleys and shuttles are encouraged;
- Grouping or “clustering” of shops, office and retail uses with co-mingled parking, landscaping and pedestrian areas are encouraged;
- Accessory, temporary, or outdoor storage of retail goods should be shielded from public view;
- Master planning is encouraged to address access and circulation issues. Inter-parcel access between sites should be used whenever possible;
- Ground floor spaces should present a pedestrian façade. Ground floor retail is encouraged;
- Buildings set in a campus setting should have internal pedestrian circulation system that makes travel between buildings convenient; and
- Appropriate sidewalks, street trees, landscaping and lighting should be provided along both sides of any street.

Community Quality Objectives

The following Quality Community Objectives, or elements thereof, as established by the Georgia Department of Community Affairs, are achieved by implementation of this Character Area:

- ***Infill Development*** - Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- ***Appropriate Businesses*** – The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- ***Employment Options*** – A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ***Educational Opportunities*** – Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.
- ***Growth Preparedness*** – Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regula-

tions to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

- **Transportation Alternatives** – Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
- **Regional Solutions** – Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.
- **Regional Cooperation** – Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of natural resources or development of a transportation network.

Implementation

- Survey vacant or underutilized industrial buildings for potential reuse; and
- Develop a marketing/incentive plan to encourage reuse of existing buildings.

Section 4: Implementation

Rezoning and Development Process

The City should use the policies and character area standards outlined within this Plan while reviewing specific proposals for rezoning, development and major renovation proposals. Architects, property owners, and developers should also use the guidelines as a reference as they prepare plans for projects in Carversville. As general guidelines, Character Area standards cannot predict the unique potential and/or constraints for each project. Thus, these guidelines are intended to establish a general direction and a base level of development quality and compatibility with surrounding areas.

Growth management is a two-step strategy: 1. The Comprehensive Plan; and 2. Establish the regulatory measures (such as adopted design guidelines by area, and zoning districts or overlays) required to protect and enhance that character.

■ Comprehensive Plan

New development and rezonings should be compared against the Comprehensive Plan for consistency:

- ✓ Guiding principles, policies and development strategies are developed from the Vision; all new development should relate and coordinate with policy;
- ✓ Review overall design considerations for consistency;
- ✓ Character Area guidelines are intended to establish a general direction and a base level of development quality and suitable with surrounding areas;
- ✓ Character Areas suggest qualitative controls until small area and corridor studies are completed for specific areas; and
- ✓ Character Areas **are not regulations**, and therefore will allow flexibility during project review.

The Development Review Process

**Identify Character Area on Future Development Map.*

**Character Area Summary Table—Compatible zoning districts and infrastructure.*

**Review overall community design considerations.*

**Review the applicable Character Area intent and guidelines.*

**Determination whether the zoning or development proposal is consistent with plan policies and the FDM.*

If it is consistent go onto the rezoning process and judge the proposal on zoning merits.

If it is not consistent with the FDM, it may require application for a FDM Amendment, then onto rezoning.

■ Development Regulations

Development Regulations (Step 2) should reflect the Character Area guidelines and create a one to one relationship between this Plan and the implementing Codes. Typically, a natural outcome of a Character Area based Comprehensive Plan is a set of design regulations that speak to specific development characteristics such as site planning, massing, scale and density. This can be achieved in sev-

eral ways: require detailed concept plans during the zoning and development review process to conform to the character area guidelines, a rewrite of the Codes to reflect a more performance based approach, the use of zoning overlay districts that supplement the current zoning provisions and safeguard the designated area from development patterns that perpetuate sprawl. By implementing this type of control measure, a community can work towards achieving the Vision.

The City is in the process of transforming zoning ordinances, subdivision regulations and other land use regulatory controls into a comprehensive and user-friendly format. The Development Code rewrite will combine and consolidate all phases of the land development process from the zoning of a piece of property to the actual development of the property. The Zoning Ordinance will continue to regulate the use of the lot, lot size, building bulk and height, and setbacks. In addition, it will regulate the manner in which land may be subdivided to ensure that each subdivision meets standards as to minimum block and lot sizes, streets, relationship to existing streets, and provisions for open space, schools, and other public facilities and the protection of natural resources. The zoning ordinance is a valuable and necessary tool for the implementation of the Comprehensive Plan and for the creation of quality developments within the City.

Managing the Plan

■ Detailed Planning Studies

Detailed plans, such as the Downtown Historic District Plan, a Solid Waste Management Plan, a Greenspace Plan, a Parks and Recreation Plan, a Capital Facilities Plan, streetscape plans, small area studies and design regulations may be adopted as implementing measures of the Comprehensive Plan. A natural outcome of a Character Area based plan is to develop specific character based guidelines, such as those developed for the Downtown Historic District, or potentially for the High Technology Corridor, the Highway 41 Corridor, and the Interchange Village.

■ Incentives

The Community can implement incentives to encourage certain types of private development that will contribute significantly to the public good. Several development options, such as point systems that promote good design and protection of natural resources, a performance based system and an overall streamlining of the regulatory process, are being considered for inclusion in development regulations.

■ Plan Review and Update

To be a useful and influential tool in guiding growth and development in the future and in ultimately realizing Cartersville's Vision for the future, the Comprehensive Plan must be kept current. Over time, changes will occur in the City that may not have been anticipated and over which the community may have no control—changing lifestyles, national or regional economic shifts, the impact of telecommuting or internet access on working and shopping patterns, etc. Annually monitoring these shifts against progress in plan implementation may lead to the need for amendments to the plan. At a

minimum, a substantial Update will have to be undertaken five years from adoption, and a complete rewrite will be required after ten years, as per State requirements.

Annual Plan Review

The annual review is to be accomplished in coordination with the annual budgeting and CIE/STWP update process. At a minimum, the annual review should evaluate:

- Pace of growth, in terms of housing units built and land absorbed by nonresidential development.
- Land development approvals over the past year as a score card of the Comprehensive Plan's Vision.
- Zoning approvals over the past year in relation to the Future Development Map.
- Future Development Plan Map changes.
- Planned Short Term Work Program activities compared to actual accomplishments.

Short Term Work Program (STWP)

The STWP will be updated annually, reflecting the results of the Annual Plan Review. The STWP will be extended one year into the future in order to maintain a full five years of future activity, and any changes appropriate to the other years will be included. No later than thirty days after the end of the year just completed, the updated STWP will be forwarded to the Coosa Valley RDC for their files.

Minor Plan Amendments

As a result of the annual plan review, amendments to the Comprehensive Plan may be appropriate. If the needed changes are strictly local and not considered to have an effect on another local government, the changes may be adopted as a minor amendment to the Plan at any time during the year by Council action. At the end of each year, along with the annual update to the STWP, a summary of all minor amendments is to be sent to the Coosa Valley RDC with a statement that the individual and cumulative effects of the minor amendments do not significantly alter the basic tenets of the approved Plan.

Major Plan Amendments

If, as a result of the annual plan review process, conditions or policies on which the Plan is based have changed significantly so as to alter the basic tenets of the Plan, the City will initiate a major Plan amendment. The public will be involved in preparation of the Plan amendment to the extent warranted by the degree of change that has occurred. Following State procedural guidelines, a public hearing will be held to inform the public of the community's intent to amend the Plan, and to seek public participation. The amendment will be submitted to surrounding communities for review in accordance with our agreement under HB 489, and to the Coosa Valley RDC for review under the State's requirements, prior to adoption.

Plan Accomplishments — 2003-2007

PLAN ACCOMPLISHMENTS Project Description	Implementation				Status
	Complete	On-Going	Pending	Dropped	
Community Facilities					
Fire					
North Fire Station	√				
Roof Replacement – Station One	√				
New Pumper	√				
Training Center		√			Open-ended project involving many stakeholders. Moved to 2007-2012 STWP.
Exhaust system bay – Station 3	√				
Jaws of Life Equipment	√				
Air Machine	√				
2 Vehicles	√				
105" Ladder Truck – Station 1	√				
1 Vehicle—fire	√				
Police Department					
Replace Patrol Units (4) annually		√			Ongoing as budget allows. Moved to 2007-2012 STWP.
Crime Scene Unit (Van)	√				
Accident Reconstruction Kit/System	√				
F.A.T.S. (firearms Training System) – Replacement	√				
I.D. Processing System	√				
System Server	√				
Study for Headquarters Building Addition – Replacement		√			Ongoing through 2007. Moved to 2007-2012 STWP.
Courtroom – lower Ceiling	√				
Resurface Parking Lot	√				
Weight/Condition Room - Upgrade	√				
Public Works					
Storm Water Studies	√				
Storm Drainage Pipe Lining	√				
Yard Waste Composting Site, Evaluation		√			May need to be moved if new government building goes there – awaiting response from FEMA
Pedestrian Crosswalks – signage, curb cuts for ADA needs and replacement		√			Ongoing as infrastructure ages. Moved to 2007-2012 STWP.
Main St. at I-75 Interchange – warrant study and signal installation	√				
Fite St. – possible closing of portion for safety and congestion concerns	√				
Grassdale Rd. at US 41 – dual left turn lanes from Grassdale south to US 41			√		Moved to 2007-2012 STWP

PLAN ACCOMPLISHMENTS	Implementation				Status
	Complete	On-Going	Pending	Dropped	
Project Description					
Terrell Dr. at West Ave. – consider left turn lane to Terrell Dr.			√		Moved to 2007-2012 STWP
Main St. at Erwin St. – consider no left turns from Erwin St.				√	Not warranted
Main St. at Bartow St. – consider no left turns from Bartow St.				√	Not warranted
Dellinger Park –Multi-purpose trail with turn lanes between Pine Grove Rd. and Etowah Dr.			√	√	Dropped. Funding utilized for the Etowah Rover Trail portion in Sam Smith Park.
Etowah River Corridor Protection implementation			√		Moved to 2007
Tennessee St. to US 41 – study of one-way pair impact from Main St. to Porter St.				√	Not warranted
Airport Instrument Landing System			√		Moved to 2007-2012 STWP
Church St. at Liberty Dr. – intersection improvements; close section of Church St. with yield condition and add left turn lane on Liberty with traffic signal modifications			√		Moved to 2007-2012 STWP
West Ave. at Etowah Dr. – add turn lanes		√			Bid in 2007
North Erwin St. at Porter St. – signal warrant study			√		Moved to 2007-2012 STWP
Sugar Valley Rd. at Burnt Hickory Rd. - intersection improvements with turn lanes and signal			√		Moved to 2007-2012 STWP
Truck traffic – truck route designation and signage for downtown			√		Moved to 2007
Douthit Ferry Rd. improvements – road widening from SR 61/113 to Old Alabama Rd. (4 lane with median)			√		Moved to 2007
Burnt Hickory Rd. to Cassville Rd. – two lane rural road from Ridge Rd. to North Erwin St. (1.2 miles, 3 bridges)			√		Moved to 2007
Center Rd. – road widening SR 41 to I-75 (4 lanes with median)			√		Moved to 2007-2012 STWP
By-pass around Cartersville – provisions for a north/south connector to the west of Cartersville from US 411 on the north to Old Alabama Rd. (4 lanes) with median			√		Moved to 2007-2012 STWP
Recreation Department					
Picnic tables (80) for Recreation Department		√			Ongoing as budget allows. Moved to 2007-2012 STWP.
Soccer complex	√				
Milam Farm Park Development		√			Ongoing improvements to Sam Smith Park as budget allows. Completed Etowah Riverwalk, Senior Aquatic center, 3 multi-use fields. Other facilities moved to 2007-2012 STWP.
Aubrey Street Recreation Center			√		Moved to 2007-2012 STWP
Tennis Courts at Dellinger Park (4)			√	√	Pending awaiting results of 2007 Parks & Recreation Master Plan. Move to 2007-2012 STWP
Swimming Pool with Bath House at Aubrey Street	√				Complete in Spring 2007

PLAN ACCOMPLISHMENTS Project Description	Implementation				Status
	Complete	On-Going	Pending	Dropped	
Replace AC Unit at Dellinger Concession #1			√		Waiting to replace field lighting (not enough power). Moved to 2007-2012 STWP.
Replace Light Poles and Lighting Fixtures (Dellinger Football)	√				
Replace Light Poles and Lighting Fixtures (Dellinger courts)	√				
Replace Light Poles and Lighting Fixtures (Dellinger Softball Fields 1-3)		√			Moved to 2007-2012 STWP
Department vehicle (Rec Staff)	√				
Maintenance Truck	√				
Park Attendant Truck	√				
Skid Loader with Backhoe Attachment	√				
Field Groomer	√				
72" Law Mower	√				
Turf Tractor	√				
Golf/Utility Vehicle	√				
Gymnastics Competition Spring Floor	√				
Replace light poles and lighting fixtures (Little League Rudy York and JF Harris Fields)	√				
Renovation of Dellinger Park Pool		√			Replastered in 2002. Will be replastered again during 2007-2012 STWP
Renovation of Dellinger Park Office		√			Moved to 2007-2012 STWP
Replace Safety Netting and Poles at Baseball Complex	√				
Aubrey Street Recreation Gym Roof Repair	√				
Component Playsystem at Dellinger Park Softball Fields			√	✗	Awaiting results of 2007 Parks & Recreation Master Plan
Gymnastics Center Expansion (Storage & Seating)			√	✗	Additional seating dropped. Additional storage to be added in 2008.
Gymnastic Annex Renovation (Window & Entrance)				√	Dropped due to demolition of annex bldg for library expansion.
Dellinger Lake (shore restoration)			√		Moved to 2007-2012 STWP
Dellinger Park Trail Addition	√				Completed Etowah Riverwalk link to Sam Smith Park in fall 2005.
Light Walking Trail at Cartersville Baseball Complex			√		Moved to 2007-2012 STWP
Utilities					
Electrical Department					
North tie Line-Phase 3 construct powerline on Hwy 20 from Roving Road to Hwy 411	√				
North Tie Line Phase 4 Construct powerline on Hwy 411 from Hwy 41 to Peoples Valley Road	√				
South Tie Line Phase 1 construct powerline on Hwy 1132 from Etowah River to Airport	√				
South Tie Line Phase 2 Construct powerline on Hwy 113 from airport to Browning Farm Road Substation			√		Moved to 2007-2012 STWP
Reconductor street lighting circuit downtown on Main Street from Etowah Drive to Hwy 41		√			Ongoing as budget allows

PLAN ACCOMPLISHMENTS	Implementation				Status
	Complete	On-Going	Pending	Dropped	
Project Description	Complete	On-Going	Pending	Dropped	Status
Utility radio frequency	√				
Pole pile hoist	√				
Concrete transformer pad	√				
Computers for Auto CAD & GIS	√				
Utility Relocation for DOT projects		√			Ongoing for SR 61/113 widening project. Moved to 2007-2012 STWP.
Underground Cable Locator	√				
Shop Stand Adopter for Meter Testing	√				
Trencher – Replacement	√				
Forklift – Replacement	√				
Bucket Truck Replacement	√				
Metering Vans- Replacement (2)	√				
Engineering Pick ups – Replacement (2)	√				
Flatbed Truck – Replacement	√				
Crew Truck Replacement	√				
Gas Department					
Extend 6" Gas Main from SR 20 to Center road			√		Moved to 2007-2012 STWP
Utility mapping	√				
Upgrade and extend gas lines to accommodate growth	√				
Replace welding truck	√				
Replace call truck	√				
Relocate gas main for Widening of SR61/113			√		Moved to 2007-2012 STWP. Tentative completion 2009
Solid Waste (Garbage) Department					
One ton service truck		√			Moved to 2007-2012 STWP
Sewer Projects					
8" line replacement – Etowah drive to West Avenue 2000			√		Moved to 2007-2012 STWP
10" line replacement – Tennessee Street to Railroad on Leake Street 400	√				
10" line replacement – Kill line Pickett to Leake Street on Tennessee Street	√				
10" line replacement – slip line Main Street to Leake Street on Gilmer Street 700	√				
30" new line – Tennessee Street to Jones Mill Road 3000		√			Final Bore under railroad and 500 FT remaining
Water Line Projects					
12" replacement – Cherokee Street to Good-year Avenue on Cassville Road	√				
12" replacement – Hwy 41 to Cassville Road on Grassdale Road 5000	√				
10" replacement – Cassville Road to Cherokee on Erwin Street 4000		√			Ongoing as budget allows. Moved to 2007-2012 STWP.
3 million gallon water tank and line to eastside				√	Will take possession of county tank and we will not have to build our own tank.

PLAN ACCOMPLISHMENTS	Implementation				Status
	Complete	On-Going	Pending	Dropped	
Project Description					
8" new line –WPCP to Milner Road 2000		√			Under bid
36" line – Douthit Ferry Road to Hwy 41 15,000		√			In design phase
Land Use					
Update Comprehensive Plan	√				
Computer generated base and zoning maps		√			Ongoing process each year to update maps. Moved to 2007-2012 STWP.
Review zoning ordinance			√		Ongoing process to update ordinance after completion of comprehensive plan in 2007. Moved to 2007-2012 STWP.

Short Term Work Program – 2007-2012

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Economic Development								
Continue to participate in the Cartersville-Bartow County Joint Development Authority, and implement the strategies as set forth in the Economic Development Strategy	X	X	X	X	X	X	General Fund	City Council
Develop a Neighborhood Business Ownership Program, including business incubators and assistance to encourage entrepreneurship among neighborhood residents	X	X	X	X	X	X	General Fund	City Council
Develop an infill development program which provides development incentives. Redevelop old entertainment venues in the City like the bowling alley, skating ring and parks, gymnasiums	X	X					EDA Budget	Economic Development Authority
Support the redevelopment of industrial sites through low interest loans and investigate Brownfield redevelopment grants and programs	X	X	X	X	X	X	EDA Budget	Economic Development Authority
Review and consider all available economic development programs as resources for redevelopment, housing development and economic development incentive activities. Publicize the availability of these programs to the public	X	X	X	X	X	X	EDA Budget	Economic Development Authority
Promote sports and historic-based tourism. Create an entertainment attraction such as a forum or coliseum	X	X	X	X	X	X	EDA Budget, General Fund	Economic Development Authority, City Council
Continue alliance with the County in the development of the joint venture business park on the north side.	X	X	X	X	X	X	EDA Budget, General Fund	Economic Development Authority, City Council
Adopt programs and provide services, particularly education and recreation programs, which assist the Hispanic population in participating more fully in the workforce and as active members of the community.	X	X	X	X	X	X	General Fund	City Council
Coordinate with North Metro Technical College and the developing Highlands College Campus for specialized job training venues.	X	X	X	X	X	X	General Fund	City Council
Continue to work with the Downtown Development Authority in the redevelopment of properties and attraction of businesses in the downtown	X	X	X	X	X	X	DDA Budget, General Fund	Downtown Development Authority, City Council
Consider the establishment of an Urban Redevelopment Agency	X						General Fund	City Council
Market specialty shops to draw people downtown	X	X	X	X	X	X	DDA Budget, General Fund	Downtown Development Authority, City Council
Natural and Historic Resources								
Develop a greenspace plan and yearly acquisition goals and establish a dedicated greenspace acquisition fund			X				General Fund	City Council, Parks Dept.
Adopt a Clear Cutting Ordinance to protect against the removal of natural vegetation before the issuance of a development permit		X					General Fund	City Council, Planning
Revise the Tree Ordinance to protect specimen trees, conserve the tree canopy, and promote urban forest practices		X					General Fund	City Council, Planning

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Consider adoption of a stronger erosion and sedimentation control ordinance.		X					General Fund	City Council, Planning, Engineering
Establish a comprehensive natural resources inventory database			X				General Fund	GIS
Consider requiring an Environmental Checklist as part of the approval process. Develop an Environmental Checklist, utilizing DCA example. Develop check-off sheets that builders are to fill out on a weekly basis regarding the process of development		X					General Fund	City Council, Planning, Engineering
Continue to participate in the Etowah Valley Conservation Plan., adopt recommended policies so that City activities (such as road construction) have minimal impact on imperiled species, and amend development ordinances and zoning codes to ensure that private development has minimal impact.	X	X	X	X	X	X	General Fund	City Council, Planning, Engineering
Consider applying the Historic Preservation Ordinance to the ATCO Mill Village area		X					General Fund	City Council, Planning
Approve the Cherokee-Cassville Historic District.	X						General Fund	City Council, Historic Preservation Commission, GA DNR, Coosa Valley RDC
Continue to monitor the status of inventoried historic structures and properties located outside of the protected historic districts	X	X	X	X	X	X	General Fund	City Council, Planning, GIS
Continue to support the restoration of original historic facades and buildings. Review and consider all available funding resources for historic preservation itemized in the Cartersville Urban Development Plan.	X	X	X	X	X	X	General Fund	City Council, Planning
Develop standards for a variety of public civic spaces which may take the form of open/conservation areas, greenways, parks, greens, squares and plazas			X				General Fund	Planning, Engineering
Community Facilities								
Develop a 5-Year Capital Improvements Plan, which includes a schedule and budget for new facilities, maintenance and operation expenses, and a replacement plan for aging infrastructure within the City, based on adopted population and employment forecasts, Character Areas and Levels of Service	X	X	X	X	X	X	General Fund	City Council
Review and develop a comprehensive Infrastructure-Financing Plan. Ensure that new development pays its fair share of infrastructure costs	X	X	X	X	X	X	General Fund	City Council
Develop a 5-year Service District Plan to ensure adequate personnel and maintenance funds are in place for appropriate level of service requirements		X					General Fund	City Council
Require a traffic impact study if the trips generated from a proposed developed will impact the adjacent road system	X	X	X	X	X	X	General Fund	City Council, Developer (applicant)
Engineering								
Develop a long-range comprehensive transportation plan, including adopting a street connectivity ordinance and a pedestrian and bikeway plan.			X				General Fund	City Council, Engineering
Conduct a feasibility study to determine potential for a City/County mass transit system or to tie into MARTA system			X				General Fund	Engineering
Investigate potential of a downtown people mover or trolley service, and commuter rail service			X				General Fund	Engineering
Develop a formalized process to identify corridors and to develop a Context-Sensitive Design program utilizing the Georgia Department of Transportation, "Context-Sensitive Design Online Manual, version 1.0," April 2006;		X					General Fund	Engineering

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Review codes to increase pedestrian safety and accessibility by developing specific roadway types and pedestrian related facilities by Character Area. Require all new road improvements to provide sidewalks and bike lanes	X	X	X	X	X	X	General Fund	City Council, Engineering
Conduct a traffic study which identifies citywide roadway freight routes. Complete the truck by-pass.			X				General Fund	Engineering
Analyze the transportation network, as well as future water and sewer areas, to determine appropriate densities in appropriate locations			X				General Fund	Engineering
Public Works								
Retrofit ADA requirements on all sidewalks	X	X	X	X	X	X	General Fund	City Council, Public Works
Construct sidewalks along both sides of Tennessee Street between Porter Street and Felton Road				X			General Fund	City Council, Public Works
Review utility location specifications and current regulations to utilize and enhance the public right of way, and to ensure spatial alignment of pedestrian areas and landscaping			X				General Fund	Public Works
Complete the following trail connections: serve all schools within a one mile radius with bike lanes; develop a multi-use trail on Woodland Drive at Euharlee Rd.	X	X	X	X	X	X	General Fund	Public Works
Tennessee St. from Mockingbird to Felton Rd. – add turn lanes, complete corridor study		X	X				SPLOST	Public Works
East Felton Rd. at US 41 – widening and raised median		X	X				SPLOST	Public Works
City-wide road projects - milling and resurfacing		X	X	X	X	X	SPLOST	Public Works
Center Rd. – road widening from US 41 to I-75			X	X	X		SPLOST, Ga DOT	Public Works
Intersection and road safety improvements	X	X	X	X	X	X	SPLOST	Public Works
Mission Rd. from Jackson St. to Burnt Hickory – shoulder and drainage improvements			X	X			SPLOST	Public Works
Terrell Dr. and West Ave. – consider left turn lane		X					SPLOST	Public Works
Etowah River Corridor Protection implementation			X	X			SPLOST	Public Works
Airport Instrument Landing System				X	X		SPLOST	Public Works
West Ave. at Etowah Dr. – add turn lanes	X	X					SPLOST	Public Works
North Erwin St. at Porter St. – signal warrant study					X	X	SPLOST	Public Works
Truck traffic – truck route designation and signage for downtown				X	X		SPLOST	Public Works
Douthit Ferry Rd. improvements – road widening from SR 61/113 to Old Alabama Rd. (4 lane with median)					X	X	SPLOST	Public Works
Burnt Hickory Rd. to Cassville Rd. – two lane rural road from Ridge Rd. to North Erwin St. (1.2 miles, 3 bridges)				X	X		SPLOST	Public Works
By-pass around Cartersville – provisions for a north/south connector to the west of Cartersville from US 411 on the north to Old Alabama Rd. (4 lanes) with median					X	X	SPLOST, County, Ga DOT	Public Works
Sugar Valley Rd. at Nancy Creek – new bridge			X	X			SPLOST	Public Works
Sugar Valley Rd. at Burnt Hickory Rd. – intersection improvement			X	X			SPLOST	Public Works
Grassdale Rd. – road improvements from US 41 to SR 293			X	X			SPLOST, County	Public Works

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Church St. and Liberty Dr. – intersection improvements at Main St.				X	X		SPLOST	Public Works
Overhead bridge on West Ave. – feasibility study					X		SPLOST	Public Works
Mockingbird Dr. – shoulder and drainage improvements					X		SPLOST	Public Works
Industrial Park Rd. – improvement of Zion Rd. to industrial multi-lane road						X	SPLOST, County	Public Works
New equipment barn and office space		X					SPLOST	Public Works
Equipment replacement		X	X				General Fund	Public Works
Various road resurfacing, sidewalk and shoulder improvements city-wide	X	X	X	X	X	X	SPLOST	Public Works
Public works washrack into sanitary sewer		X					General Fund	Public Works
Stormwater Division								
Complete the storm drainage improvements in the North Towne Revitalization Area	X	X	X	X	X	X	General Fund, User Fees	Stormwater Division
Purchase new monitoring equipment		X	X				General Fund, User Fees	Stormwater Division
Main washrack into sanitary sewer		X					General Fund	Stormwater Division
Stormwater culvert replacement at Lee St. and Herring St.		X	X				SPLOST	Stormwater Division
Replace crushed metal pipe – Stinewall/Housing Authority		X					General Fund, User Fees	Stormwater Division
Redirect stormwater flows at Woodland Dr.		X					General Fund, User Fees	Stormwater Division
Replace stormwater pipe at Terrell Heights		X					General Fund, User Fees	Stormwater Division
Replace multi-barrel pipes at Wansley Dr.			X				General Fund, User Fees	Stormwater Division
Construct concrete ditch bottom at South Erwin, north of Old Mill Rd.			X				General Fund, User Fees	Stormwater Division
Increase stormwater capacity at Etowah Dr.			X				General Fund, User Fees	Stormwater Division
Increase stormwater capacity at Indian Tr. And Pine Grove				X			General Fund, User Fees	Stormwater Division
Replace stormwater pipe and structures at Douglas St. and M.L. King				X			General Fund, User Fees	Stormwater Division
Retrofit structures at Deerfield Ponds				X			General Fund, User Fees	Stormwater Division
Construct north side pipe and ditch at Sugar Valley Rd.					X		General Fund, User Fees	Stormwater Division

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Realign pipe at crossing – Cook St.					X		General Fund, User Fees	Stormwater Division
Bore under JFH Pkwy. For stormwater service					X		General Fund, User Fees	Stormwater Division
Restructure system at Brookwood Dr.						X	General Fund, User Fees	Stormwater Division
Construct regional detention pond at Phillips Dr.						X	General Fund, User Fees	Stormwater Division
Stabilize ditch from Tennessee St. to Jones Mill Rd.						X	General Fund, User Fees	Stormwater Division
Fire Department								
Analyze current services and locational aspects of police, fire, libraries and medical services to determine appropriate densities in appropriate locations.	X	X	X	X	X	X	General Fund	City Council, Fire and Police Departments
New Fire Station #4	X	X					97% Impact Fee, General Fund	Fire Department
Fire Station #1 relocation				X			3% Impact Fee, General Fund	Fire Department
Purchase 2 fire trucks (1 with Jaws of Life)	X						100% Impact Fee	Fire Department
Construct Fire Training Center					X	X	General Fund	Fire Department
Police Department								
Replace police patrol units	X	X	X	X	X	X	General Fund	Police Department
Study for Headquarters Building replacement or expansion	X						General Fund	Police Department
Library								
Collection Materials	X						96% Impact Fee, General Fund	Library
Collection Materials		X	X	X	X	X	95% Impact Fee, General Fund	Library
Parks and Recreation								
Purchase northside park land				X			90% Impact Fee, SPLOST	Parks and Recreation
Sam Smith Park development – festival area			X				SPLOST	Parks and Recreation
Add and replace picnic tables for Rec Department (80)	X	X	X	X	X	X	General Fund	Parks and Recreation
Sam Smith Park development	X	X	X	X	X	X	General Fund	Parks and Recreation
Aubrey Street Recreation Center		X					80% Impact Fees, General Fund	Parks and Recreation

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Swimming pool with bath house at Aubrey Street	X						80% Impact Fees, General Fund	Parks and Recreation
Replace AC Unit at Dellinger Concession #1		X					General Fund	Parks and Recreation
Replace light poles and lighting fixtures (Dellinger Softball Fields 1 through 3)	X	X					General Fund	Parks and Recreation
Tennis Courts at Dellinger Park (4)		X	X				General Fund	Parks and Recreation
Renovation of Dellinger Park Pool	X	X					General Fund	Parks and Recreation
Renovation of Dellinger Park office	X	X					General Fund	Parks and Recreation
Component playsystem at Dellinger Park Softball fields			X				General Fund	Parks and Recreation
Dellinger Lake shore restoration	X						General Fund	Parks and Recreation
Cartersville Baseball Complex	X						97% Impact Fee, General Fund	Parks and Recreation
Light walking trail at Cartersville baseball Complex			X				97% Impact Fee, General Fund	Parks and Recreation
Fund and implement the Parks and Recreation Master Plan	X	X	X	X	X	X	Impact Fees, General Fund	Parks and Recreation
Gymnastics Center Storage Expansion		X					General Fund	Parks and Recreation
School System								
Develop a school expansion plan based on adopted forecasts of population which coordinates new facilities and residential permits.		X					School Board	Cartersville School System
Identify a school site and construction funds for a new primary school to support the Carter Grove development.				X			School Board	Cartersville School System
Create increased walking, biking and school bus usage in the schools through active promotion and marketing, such as Fridays "walk to school day", special activities and treats for bus riders, etc. Promote the GA DOT "Human Bus" program;	X	X	X	X	X	X	School Board, General Fund	Cartersville School System, Engineering
Electrical Utilities								
Require a utility capacity analysis if a proposed development will severely impact adjacent or system-wide capacity	X	X	X	X	X	X	General Fund	City Council, Developer (applicant)
South Tie Line Phase 2 – construct power line on Hwy 113 from airport to Browning Farm Road substation		X	X				General Fund, User Fees	Electrical Utility
Reconductor street lighting circuit downtown from Etowah Dr. to Hwy 41	X	X	X	X	X	X	General Fund, User Fees	Electrical Utility
Utility relocation for DOT projects	X	X	X	X	X	X	General Fund, User Fees	Electrical Utility
Main Street overlay district underground project			X	X	X		SPLOST, User Fees	Electrical Utility
Gas Utilities								

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Extend 6" gas main from SR 20 to Center Rd.	X	X					General Fund, User Fees	Gas Utility
Relocate gas main for widening of SR 61/113		X	X				General Fund, User Fees	Gas Utility
Solid Waste								
One ton service truck for garbage collection		X					General Fund, User Fees	Solid Waste Utility
Water and Sewer Department								
Sewer line – 8" line replacement on Etowah Dr. to West Ave.		X	X				General Fund, User Fees	Water & Sewer Department
Sewer line – 30" new line on Tennessee St. to Jones Mill Rd.			X	X			General Fund, User Fees	Water & Sewer Department
Sewer line – upgrade sewer line and pump station along I-75 to 36" interceptor at Chemical Products				X			General Fund, User Fees	Water & Sewer Department
Replace sewer along Petit Creek	X						General Fund, User Fees	Water & Sewer Department
Sewer line – 18" line replacement Highway 41 to Pine Vista	X						General Fund, User Fees	Water & Sewer Department
Sewer line – 8" upgrade on Jones Mill	X						General Fund, User Fees	Water & Sewer Department
Water line – 48" new line from dam to WTP		X					General Fund, User Fees	Water & Sewer Department
Water line - Install water from WTP to Anheuser Busch						X	General Fund, User Fees	Water & Sewer Department
Continue loop of City with 36" line from Old Mill to Mission Rd.						X	General Fund, User Fees	Water & Sewer Department
Water line – 10" replacement on Cassville Rd. to Cherokee on Erwin Street		X	X				General Fund, User Fees	Water & Sewer Department
Water line – 6" replacement and install hydrant on Latimer Drive	X						General Fund, User Fees	Water & Sewer Department
Upgrade Water Treatment Plant to 33 MGD				X			General Fund, User Fees SPLOST?	Water & Sewer Department
Housing								
Actively pursue opportunities with the Etowah Area Consolidated Housing Authority as a partner in the creation of affordable housing	X	X	X	X	X	X	Housing Authority Budget	Housing Authority
Proactively pursue opportunities for partnerships with non-profit agencies in the creation of affordable housing opportunities	X	X	X	X	X	X	General Fund	City Council

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Promote homeownership. Continue to pursue down payment and closing cost assistance through organization of CHIP initiatives with the assistance of the Housing and Development Authority of Bartow County and the Etowah Area Consolidated Housing Authority	X	X	X	X	X	X	General Fund	Planning
Continue the CHIP home buyer education program.	X	X	X	X	X	X	General Fund	City Council
Increase code enforcement within targeted neighborhoods of the City	X	X	X	X	X	X	General Fund	Zoning
Investigate potential programs to assist with maintenance and rehabilitation and make information on these programs available to its residents	X						General Fund	Planning/ Zoning
Work with the Police Department to address crime concerns in selected neighborhoods	X	X	X	X	X	X	General Fund	Police Dept
Continue to implement the mechanisms in place to foster the development of alternative forms of housing, such as mixed-use zoning, overlay districts, supplemented by the Character Area objectives and design guidelines	X	X	X	X	X	X	General Fund	City Council, Planning
Consider adopting density bonus provisions for residential in any Character Area promoting mixed-use structures, or a mix of uses including residential			X				General Fund	City Council, Planning
Update the Vacant Lot and Housing Survey annually to identify appropriate areas for infill	X	X	X	X	X	X	General Fund	Planning, GIS
Support the initiatives, projects and activities developed through the Georgia Initiative for Community Housing committee.	X	X	X	X	X	X	General Fund	City Council
Identify sites appropriate for senior housing alternatives			X				General Fund	Planning, GIS
Land Use								
Adopt a formal Comprehensive Plan Consistency Ordinance		X					General Fund	City Council
Update land use and zoning maps	X	X	X	X	X	X	General Fund	Planning, GIS
Review and revise development ordinances to create new districts and adjust existing districts to support the intent and implementation of the Character Areas, and ensure that development regulations are aligned with the guiding principles and policies of the CP	X	X	X	X	X	X	General Fund	City Council, Planning
Revise the Future Development Map to accommodate additional mixed-use developments with residential components and areas of higher density residential.		X	X				General Fund	Planning, GIS
Revise development ordinances to reflect quality growth standards such as signs, landscaping and architectural design		X	X				General Fund	City Council, Planning
Revise the sign ordinance to reduce visual clutter, create continuity in design throughout the city, foster the historic context of the city, and support the objectives of the Scenic Corridor Character Area designation.		X	X				General Fund	City Council, Planning
Develop master planning for each Character Area, and specific architectural design standards for Character Areas where appropriate	X	X					General Fund	City Council, Planning
Implement the strategies and recommended improvements as outlined in the 2007 Urban Redevelopment Plan for: North Towne and Tennessee Street Corridor; Greater Downtown; Historic Residential; North Erwin Street; ATCO-Goodyear Village	X	X	X	X	X	X	General Fund	City Council, Planning
Continue the efforts of the North Towne Revitalization Task Force to develop a long-range revitalization plan	X	X	X	X	X	X	General Fund	City Council, Planning, NTRTF

SHORT TERM WORK PROGRAM Project Description	Program Year						Anticipated Funding Source	Responsible Party or Parties
	07	08	09	10	11	12		
Refine, and create an Overlay District for the Tennessee Street Corridor	X	X					General Fund	City Council, Planning
Develop an overall civic space plan and tie it to each Character Area		X	X				General Fund	City Council, Planning
Create a redevelopment plan for underutilized industrial sites. Investigate incentives to encourage redevelopment		X	X				General Fund	City Council, Planning
Develop a corridor plan for upper US41		X	X				General Fund	Planning
Adopt Parking Design Guidelines			X				General Fund	City Council
Investigate and identify potential sites which might accommodate a convention center type space.		X					General Fund	Planning, GIS
Develop an Annexation Plan and the establishment of requirements for cost/benefit analysis			X				General Fund	City Council, Planning
Coordinate with the City of Emerson on annexation borders, transportation and utility provision.	X	X	X	X	X	X	General Fund	City Council
Review all new development or requests for rezoning for overall consistency with Comprehensive Plan policies, and specifically with Character Area intent and the Future Development Map. If the proposal is not consistent with Comprehensive Plan text or FDM, require applicant to apply for a Future Development Map Amendment.	X	X	X	X	X	X	General Fund	Planning
Review this Plan yearly during the budget/STWP update in terms of actual population, map amendments and actual development	X	X	X	X	X	X	General Fund	City Council
Develop a public art program, and identify streetscape, lighting and associated elements design opportunities throughout the City, for civic facilities, public spaces and into roadway design. Consider adopting regulations to require improvements.	X	X	X	X	X	X	General Fund	City Council, DDA
Create gateway features to highlight the entrances to special places and a strong identity program for unique historical resources, street signs with neighborhood names, and destination signs pointing to and from points of interest	X	X	X	X	X	X	General Fund	City Council, DDA
Develop specific streetscape standards in appropriate Character Areas, and require for all new developments and redevelopment, and in the downtown/Main Street area;				X	X		General Fund	City Council, Planning, Engineering, DDA
Identify and implement traffic calming measures that are acceptable to existing neighborhoods experiencing cut-through traffic; and incorporate street calming measures into all new development,	X	X	X	X	X	X	General Fund	City Council, Public Works
Redesign where possible and incorporate the railroad into the overall downtown streetscape	X	X	X	X	X	X	General Fund	City Council, Engineering, DDA
Adopt a Post Construction Stormwater Management Ordinance.		X					General Fund	City Council, Engineering, Planning

APPENDIX

BUILDING OUR FUTURE: VISION 2030



City of Cartersville

BUILDING OUR FUTURE: VISION 2030
JUNE 12, 2007



“PROVIDING DEPENDABLE SERVICE WHILE
PRESERVING AN EXCEPTIONAL QUALITY OF LIFE.”

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City of Cartersville

BUILDING OUR FUTURE VISION 2030



Twenty three years from now seems pretty far off, but the reality is 2030 will be here before we know it. Cartersville has grown and changed a great deal over the past several years, and as we look to the future we wonder what it contains for Cartersville.

The Mayor, City Council of Cartersville and other community members are thinking about that as well. They have chosen to take a deliberate role in shaping the future of this community by looking ahead. The best way to predict what type of community Cartersville will be in the future is to deliberately create it. That is a big task. Last year, the Cartersville City Council engaged in a future visioning process called "Building Our Future: Vision 2030." This nearly year long planning process consisted of three distinct phases that include *Drawing the Blueprints*, *Laying the Foundation* and *Building Our Future*.

TIMELINE



DRAWING THE BLUEPRINTS

Distinct categories were identified as future visioning priorities, then teams were established and met to compile lists of the issues and concerns that exist in each of these areas. Planning and looking forward shaped the initial phase of this visioning process. Primarily focusing on issue identification in present day Cartersville, planning participants were challenged to look to the future and answer the following questions:

- What should the City of Cartersville look like in the year 2030 and how should it work?
- Among the things that already exist in Cartersville, what should we be careful to preserve?
- For our vision to become reality, what things do we need to create that aren't here now?

LAYING THE FOUNDATION



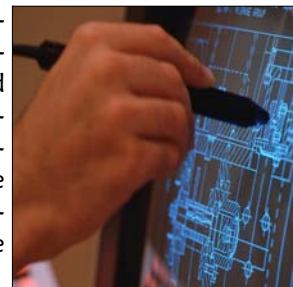
Just as the foundation of a new home is built on solid footing, the Cartersville of 2030 should be built on a solid foundation. In looking to this section of the planning process, one possible way to lay a firm foundation, is to identify "best practices" used in other places. Committee work under this section included research of other communities and organizations where "best practices" are in use; and researching the potential means for putting the practices in place in Cartersville.

BUILDING OUR FUTURE

The final phase, *Building Our Future*, has involved Council's consolidation of committee work into one overall document, which incorporates how each of the areas above plays a part in the future vision. The consolidation of all committee work, along with Council's input into the process, is shown by section, following.

ECONOMIC DEVELOPMENT

To continue as an attractive location for traditional and non-traditional economic development activities, in the year 2030 Cartersville will require a capable and qualified labor pool. Additionally, affordable housing and improved transportation, with good linkage to metro Atlanta and the world, will be essential. High quality education will be important in developing the needed labor pool. In order to remain competitive, the economic mix in the Cartersville of 2030 will need to feature diversity. Branding and development of a Cartersville "identity" are critical for Cartersville in 2030 as it continues the challenge of remaining distinct from the merging Atlanta and Chattanooga metro areas.



Economic development strategies of the future Cartersville must include identification of businesses that are compatible with Cartersville combined with a marketing effort developed to encourage them to expand or relocate to Cartersville. Cartersville will grow as a tourist destination featuring many opportunities for cultural enrichment, which include Cartersville's many museums, rich history (civil war and Native American), well preserved historic homes and buildings and its vital downtown. The Cartersville of 2030 will feature lush green space with vertical development, and will be visually appealing and easily accessed.

ECONOMIC DEVELOPMENT PRIORITIES FOR 2030

- Preserve a good balance of residential, commercial, industrial uses community-wide
- Preserve a strong local chamber of commerce
- Preserve a strong local employment base
- Create a comprehensive local economic development incentives (i.e. Freeport to 100%)
- Create an identity/brand for Cartersville and its multiple business parks
- Creation a Research Development Park providing innovation and development for changing industrial and business projects (incubator)

EDUCATION



Education in Cartersville of 2030 will be built upon parental involvement. The physical school facilities will be, as they are today, community icons. The location of the schools will anchor neighborhoods and the community as a whole. They will continue to be true social intersections in which Cartersville residents from all walks of life can interact via educational and sporting events. Cartersville schools will be situated to allow ease of pedestrian access, both by foot and bicycle. Cartersville's schools of 2030 will feature cutting edge technologies using the latest in high quality teaching techniques and curricula.

Education in Cartersville will continue to be the product of a partnership between Cartersville City Schools, North Metro Technical College and Georgia Highlands College. Dual enrollment in a wide variety of educational areas will continue as students are prepared for new and exciting challenges of the future. The continued growth in diversity of Cartersville residents will make education in the Cartersville of 2030 a multi-cultural experience. Cartersville's public school systems will continue to offer the excellence they offer today; they will remain competitive in the face of the growing educational choices, including the growth of private education in the future.

EDUCATIONAL PRIORITIES FOR 2030

- Preserve top quality local, public schools and the community pride in them
- ‘Grow’ Georgia Highlands College as a home to excellence in both in academics and athletics
- Create enhanced distance learning opportunities
- Create educational opportunities that compliment ‘targeted’ industries
- Create more internships for youth
- Create school health care educational curricula that address obesity

HEALTHCARE



Health care will become an ever larger part of the local economy by 2030. Medical specialties will grow in all areas as local health care providers serve more diverse and proportionally older populations than are served today. Health care services in Cartersville will subscribe to a ‘case management approach’ in which each person’s overall health is tracked. This approach will include prevention as part of the care. A guide or a community clearing house will be available to community members enabling them to access the resources that are available as alternatives, in addition to doctors offices and the ER.

The physical design features of Cartersville of 2030 will emphasize opportunities for residents to improve their health by walking or bicycling throughout the community. There will be ample and adequate green space, providing areas for passive relaxation and stress management. Food vending areas throughout the community in local government buildings and public schools will include healthy choices that minimize ‘junk’ food.

HEALTHCARE PRIORITIES FOR 2030

- Preserve excellence in medical facilities and health care providers
- Create additional decentralized healthcare provision locations throughout the community
- Create health care clinics for the uninsured
- Create more mental health facilities
- Create senior education programs relative to health services

HISTORIC PRESERVATION

Historic Preservation of housing and historic structures in Cartersville in 2030 will be one of the key community attributes that will continue to make Cartersville unique among North Georgia communities. Many properties and buildings in Cartersville will be 150 years in age and will be impossible to replicate in 2030. Historic structures throughout Cartersville will be enhanced through public/private partnerships. There will be consistent architectural flow in historic areas. Properties will be well maintained through private efforts with the assistance of a program of strict code enforcement enforced by the City. Cartersville of 2030 will see mixed uses of commercial and residential uses in and around a vibrant and historic downtown. Ample and accessible pedestrian and bike paths will connect Cartersville’s historic areas and downtown areas to all other areas of the community.



HISTORIC PRESERVATION PRIORITIES FOR 2030

- Preserve community icons like the “4 Way,” the Old Post Office and other historic structures
- Preserve community vistas like the “Gold Dome view”
- Create a community plan for revitalizing neighborhoods
- Create a non-profit redevelopment corporation for use in implementing plan

HOUSING AND DEVELOPMENT



Keeping Cartersville a desirable location to live will be a key challenge between now and 2030. Some of Cartersville’s most significant characteristics are the high quality of life, lush green areas, historic and well maintained homes, low crime rates, and sufficient, affordable housing. Traffic congestion and lack of adequate infrastructure growth/maintenance could compound problems related to the scarcity of affordable housing. One of the keys to future development in Cartersville will continue to be balanced growth. It will be necessary for the balance to continue to be based upon a vibrant and growing economic base, which offers high paying jobs to Cartersville residents. A higher portion of Cartersville’s growth in 2030 will be in the redevelopment of existing areas of town and will likely be more dense and “vertical” than development of today. This will place emphasis on accessibility to parks and green space as an important part of overall community balance and feel. Additionally, many workers of 2030 will telecommute, working from their homes that are located within mixed use areas of town. Libraries, parks, schools, and pleasing commercial areas will become essential “social intersections” in the Cartersville of 2030, as locations that will foster much of the social interaction that takes place today in the fixed work places through out our community. The City of Cartersville will have to guard against an isolationist mentality so that an “anti-growth” community mindset doesn’t hinder it’s continued growth and redevelopment.

HOUSING AND DEVELOPMENT PRIORITIES FOR 2030

- Create neighborhood connections with sidewalks and trails
- Create and promote programs that encourage a high percentage of home ownership
- Create more housing for a growing and aging population; make it more attractive to retirees
- Create and maintain neighborhood associations to assist in retaining small town feel
- Encourage infill properties that blend into neighborhoods
- Encourage development of areas that inter-mix residential and commercial uses
- Encourage expansion of the downtown district
- Adopt an annexation plan which simplifies service delivery between City and County and “squares off” boundaries
- Develop a tree plan that is compatible with development
- Update zoning codes that encourage aspects of “new urbanism”.

INFRASTRUCTURE



Cartersville will continue to face the challenges of addressing surface transportation congestion in the future. Alternate forms of transportation which include mass transportation, bicycling and walking, along with telecommuting, will assist in meeting those challenges. New transportation corridors like the widened and realigned Old Alabama Rd., the 411 Connector, and the Westside Bypass will be complete and in use but starting to experience new traffic congestion problems as development grows along them. The City of Cartersville will continue to be a model of the full service City that owns and operates natural gas, electric, water/sewer, solid waste, stormwater and telecom utilities. Locally owned and operated utilities will continue to be an important source of needed service for residents and funding for local government... they also will continue to assist in maintaining a distinct community identity. The Cartersville of 2030 is visually even more appealing than today, as the program



of placing utilities underground begins to have a visual impact. New nuclear power sources will be on line, and a regional water reservoir will be constructed to meet some of the water needs of Northwest Georgia. The Cartersville Airport will continue to expand as a hub of business activity in Cartersville. Present day pressure from development and expansion of transportation corridors at both ends of the airport will be addressed in the future through a unique partnership with local businesses and local, state and federal government.

INFRASTRUCTURE PRIORITIES FOR 2030

- Preserve and “grow” locally owned and operated utilities
- Preserve the airport and encourage its growth
- Plan infrastructure to be current or ahead of growth
- Encourage transit planning within the County to link employment, recreation, education and residential centers
- Develop mass transit that connects Cartersville to surrounding counties and Atlanta
- Encourage City/County cooperation in infrastructure planning and development
- Create a program of water conservation education to protect water resources
- Create a local Transit Authority
- Create a multi-modal traffic master plan – that includes roads, air, foot, bike, etc.

PUBLIC SAFETY AND SOCIAL SERVICES

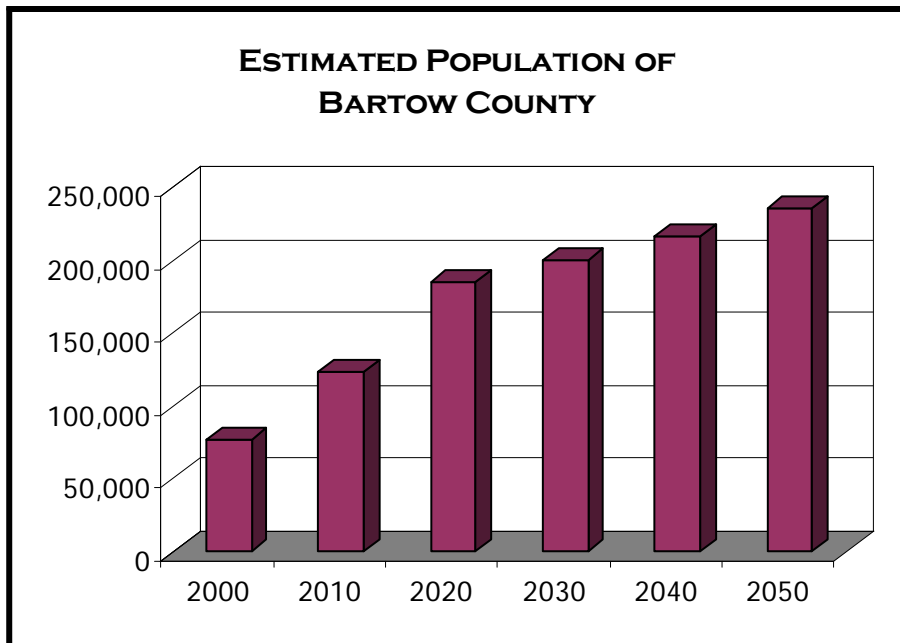
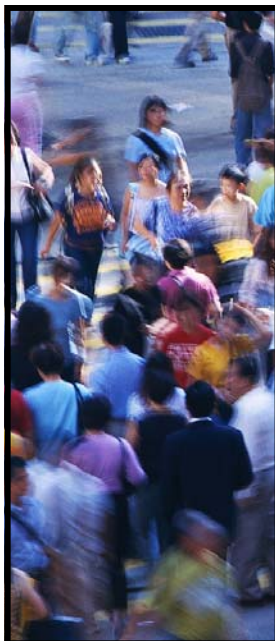


One of the aspects of Cartersville of 2030 that continues to make it attractive as a place to live, is its low crime rate and safety from fire. Through programs of neighborhood watch, community policing and other programs designed to prevent crime, the City has been able to keep the growth in crime at bay. Cartersville’s Police and Fire facilities are spread throughout the community with both Police and Fire services only minutes from every Cartersville resident. Rigorous code enforcement and work in the planning phase of buildings continue. The community has focused on education, mental health issues and teen activities to enhance the quality of life in Cartersville, and enhance safety. Cartersville is a diverse community with ample resources that have been brought to light in dealing with the community-wide drug problem, which in the future will be brought under control and on the decline. The work of community based and regional drug task forces have been effective as well as mandatory drug education in the community schools. All city parks are well maintained with many organized activities and sports for youth and adults alike. Mental health and family courts have been instituted and are effective.

PUBLIC SAFETY AND SOCIAL SERVICE PRIORITIES FOR 2030

- Create more community facilities that deal with mental health and addiction
- Create a community mind set in which “safety is a given” and always thought of first
- Create a neighborhood police presence throughout Cartersville
- Create public/private partnerships to address changing family structures
- Develop a community-wide plan for the location of Police and Fire facilities
- Develop more community events and festivals that reinforce ‘sense of community’
- Develop a plan for building of more facilities to serve as true ‘social intersections’ throughout the community

REGIONAL GROWTH



The present City population of approximately 18,000 is expected to grow to 30,000 over the next 15 to 20 years, without any additional annexation. The present Bartow County population of approximately 90,000 is estimated to reach 225,000 by 2030. Presently, the populations of surrounding counties find Cobb at 750,000, Cherokee at 200,000 and Paulding at 120,000. The only one among those whose growth rate appears to be slowing is Cobb. This continued growth will find provision of infrastructure continuing to be a challenge in 2030. Transportation needs will continue to be critical. Some estimates show the area to be out of water by 2050.

Another concern will be the aging population of the area and its impact on the work force, health care and other services. Social services and jails will be more regional in nature in 2030, than they are today. Provision of mass transit will also be a priority in 2030, as the region invariably wrestles with the issue of how Cartersville maintains and operates a mass transit system. Solid waste will be a larger concern in 2030, as well. The area will need to look into how some economic return can be made from the waste stream, with the possibility of a waste to energy option considered.

Cartersville of 2030 needs to retain an industrial base and expand it; it is one of the key items that makes growth affordable, unlike that which is currently taking place in other areas. There is presently a fear that the Town Center concept of development will reach Cartersville, and that main roads like GA 20, U.S. 41, and GA 113 will become further congested over the next 20 to 30 years. As undeveloped areas around Cartersville continue to grow, Cartersville also runs the risk of becoming the older, poorer urban center of the area. Redevelopment will be a critical issue in maintaining Cartersville as the urban center of Bartow County. Cartersville of 2030 will need to embrace sustainable growth and the balance between industrial, commercial and residential areas to remain vital and viable in 2030.



REGIONAL GROWTH PRIORITIES FOR 2030

- Maintain a city that is intimate – preserve small schools and small town feel
- Preserve present level of service or better with low taxes
- Preserve Cartersville’s way of life (safety, church, athletics, schools, volunteering, walking, friendly)
- Preserve diversity
- Create a community that has defined entries and a perimeter
- Create a better coordinated city and county governments which feature regional planning
- Create better communication from government agencies to the public
- Create ownership on the part of John Q. Citizen
- Create an ongoing visioning process that is updated annually

RECREATION



Recreation, green space and Cartersville’s lush tree canopy will continue to be a cornerstone of the community in 2030. As growth continues to impact the natural environment and a growing population continues to impact City services, parks and recreation programs will need to be maintained and expanded. Raw land and green space will be more rare in 2030 and will need to be acquired and protected where possible. Funding will be a key in the expansion of facilities and the need for additional personnel to operate them. Cartersville will continue to be challenged to maintain all that it has, while making sure that all areas within the community have access to high quality parks and green space, whether they are large community parks or small neighborhood ‘pocket parks’. A system of City wide interconnected trails and bike ways will serve to tie all of the City’s parks, schools and downtown together in 2030.

RECREATION PRIORITIES FOR 2030

- Maintain green space throughout community with a diverse tree canopy
- Preserve the present abundance of green space and trees community wide
- Create active communities within Cartersville featuring accessible trails, sidewalks, and bike trails
- Create and maintain development that promotes live, work, learn, and play
- Create a community-wide green space plan
- Create a community-wide trail system
- Create utilization of park land, and an independent funding source for it

TOURISM

Cartersville of 2030 will feature tourism as an increasingly important part of the local economy. Tourism is the clean, non-polluting industry that serves to compliment all that is already present in Cartersville. Marketing will be an important part of increasing Cartersville’s market share in tourism. Adequately marked signs highlighting tourism destinations, and the route to them need to be added to the interstate and in areas throughout the city. Additional funds for marketing will need to be developed in the future to insure that the world knows of the world class tourism amenities that are available in Cartersville and the surrounding area.





In the future, development of downtown Cartersville will require the location of a downtown hotel and ‘bed and breakfast’ establishments in the area. The historic resources of the downtown and surrounding neighborhoods will become a growing part of Cartersville’s tourism appeal. Cartersville of the future will also include a new civic center. Employers will find a growth in part time and volunteer workers, which will compliment the growth of an aging semi-retired population. Sunday sale of alcohol will also help to make Cartersville popular as a tourism destination. The quality of growth and redevelopment in Cartersville 2030 will be important. Our community will need to be vigilant in making sure that the quality of growth in neighborhoods, downtown and commercially is sustainable and high quality in nature. This type of growth will serve to compliment Cartersville’s tourism product. Green space and the rural nature of Cartersville will need to be maintained, and traffic downtown will need to be kept manageable to make Cartersville attractive and friendly to those who visit it in 2030.

TOURISM PRIORITIES FOR 2030

- Preserve a community that is a cultural arts community (museum, music, theater)
- Preserve a ‘lively’ downtown & cultural facilities
- Maintain a thriving downtown that has expanded
- Create/develop downtown hotels
- Create a community brand that includes a tourism ‘hook’
- Develop a new civic center
- Build a parking deck - blended into downtown

SUMMARY

Much of what the City of Cartersville is today and will be in the future is based on a firm foundation. This foundation, over the years, has kept Cartersville distinct from the sprawling growth that surrounds it. In virtually every 2030 visioning meeting varying aspects of this foundation and “building blocks” were mentioned as items that must be retained and built on for Cartersville to remain a vital, thriving and unique community in the future. These “building blocks” for tomorrow include:

High Quality Independent Schools – Always a source of community pride, the local Cartersville School system not only furnishes a high quality education to Cartersville residents but serves as a meeting point for many within the community to interact.

Diverse Local Business Base – The presence of a diverse, high quality business base means that many Cartersville residents do not have to commute to Atlanta to work. In fact by being an employment center many from surrounding counties commute to Cartersville to work and shop and “grow” our economy.

Thriving Downtown – Cartersville’s thriving downtown is truly the community’s heart. It is the center of business and government. Unlike many similar areas within the Atlanta metro area, Cartersville’s authentic downtown is filled with old buildings and historic sites and is not a redeveloped reproduction of the past.

Vital Neighborhoods – Cartersville has a variety of closely knit and easily identifiable neighborhoods. Ranging from old, well maintained historic neighborhoods to the most modern and attractive areas built today, neighborhoods within our community are unique and personal. Like other “building blocks” herein listed they serve to keep Cartersville distinct from the growing Atlanta metro area.

Parks and Green space – The City of Cartersville is fortunate to have ample green space and parks located throughout town. At 639 acres Cartersville boasts as fine a park system as contained in any similar city in Georgia. Like other community “building blocks” listed above the City’s parks serve as part of the community’s fabric giving it a separate and unique identity.

Locally Owned and Operated Utilities - The City of Cartersville is fortunate to own and operate natural gas, electric, water/sewer, solid waste and fiber optic utilities. Not only do these serve to generate revenue thereby keeping property taxes low, the utilities also serve to compliment local economic development efforts by supplying high quality, economical services to a number of industrial and commercial customers.

Cartersville is fortunate to have an involved citizenry and progressive leadership. This is evident not only in present day Cartersville, but also in the past. Many of the “building blocks” in present day Cartersville are the result of this involvement and the presence of progressive leadership in the past. Building Our Future; Vision 2030 seeks to maintain and improve Cartersville’s place as one of the great communities in Georgia by maintaining key aspects of the past and adding to them. Only by looking ahead and deliberately shaping the future can we be sure that the quality of life in the community that is passed to future generations is as vital, thriving and unique as that in present day Cartersville. The Building Our Future; Vision 2030 process insures that we build upon the past to make a better community for tomorrow.

The City of Cartersville is greatly appreciative of the time and effort spent by the hundreds of local volunteers and City staff that made up the committees, that made this process a reality. Only through their work and input is such a comprehensive and far reaching process possible.

The City of Cartersville would also like to extend its deepest appreciation to Ms. Stacy Jones, adjunct facility member of the Carl Vinson Institute, whose nurturing guidance made this process possible.

APPENDIX

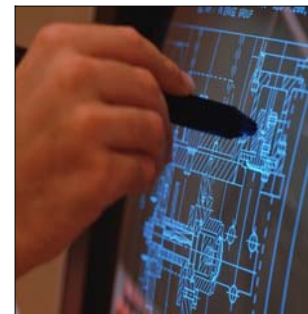
Best Practices

BEST PRACTICES

ECONOMIC DEVELOPMENT

Best Practices

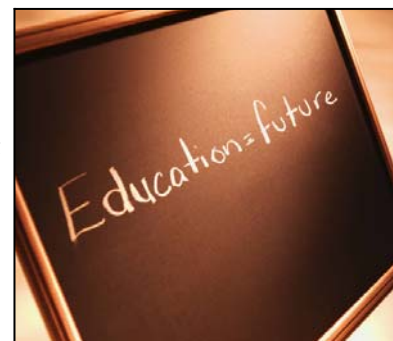
- *Rabun County*—changed industries to match their strength
- *LaGrange, GA*—reached out to have stronger ties between local colleges and the labor force
- *Athens-Clark County, Rome, Savannah*—Good examples of parking decks
- *Branson, Missouri*—Infrastructure ahead of development
- *Greenville, SC*—huge downtown renovation
- *Gainesville, GA*—Broad economic development



EDUCATION

Best Practices

- *Florida & Colorado schools*—senior year taken on campus at a technical college; more adult environment; helps with social transitions
- *America's Choice Program*—1/3 of 8th graders not prepared for high school; ramping up program in the first six weeks of school to push these 1/3 back to the level they need to be successful.
- *Minnesota*—Early childhood family education—getting parents to work with their children earlier.
- *Private schools*—Technology more prevalent; teachers coming out of school are better trained to handle technology
- *Hall County & Dalton*—encountering and addressing obstacles with the increase in the Hispanic population (i.e. language barriers).



HEALTHCARE

Best Practices

- *Spring Creek*—Case Management approach: follows the person overall and includes prevention as part of the care.
- *Anchorage, Alaska*—Trail system worked throughout the whole city like a transportation system.
- *Community Resource Booklet*—guide for showing community what resources are available alternatives to doctors offices and the ER.
- *Peachtree City*—Golf cart community.
- *Houston's Independent School System*—Removed all junk food from the schools.
- *Williamsburg, VA*—All walkable
- *Athens, GA*—Good pedestrian city and greenspace.



HISTORIC PRESERVATION

Best Practices

- *Fitzgerald, GA*—Cobblestone paths; historical elements kept but buried utilities; gas lanterns on the streets; strong code enforcement; able to keep vacant properties from becoming a problem; strong architectural controls and placement and imagination.
- *Athens-Clarke County*—Walkable community; WiFi area
- *Decatur, GA*—Was previously an unsafe area; now has parks and sidewalks; sense of energy from that community; embrace their transit system and have it downtown; city set up Revolving Loan Fund to acquire downtown properties and rehab until the tenant was right.
- *Bainbridge, GA*—Revitalized downtown and using their river; city built marina to capture what they have got; old downtown hotel was revitalized and now features downtown living.
- *Savannah, GA*—Green city—good tree ordinance

HOUSING & DEVELOPMENT

Best Practices

- *Peachtree City, GA*—Good consistency; stuck to their plan.
- *Boutique Apartments*—Appeal to the young grad coming out of school.
- *Cherokee County*—Commercial follows rooftops; mixed prices in the area (from 129K to 2M); developers drove the market.
- *Horse Lake in Rome*—Example of old quality luxury home market in town.
- *Thomasville, GA*—Bought the property a block at the time and created Thomasville Landmarks to save historic properties.



INFRASTRUCTURE

Best Practices

- *Water and Sewer System Modeling*—Douglasville/Douglas County Water Authority, Cobb-Marietta Water Authority, and Cherokee County.
- *Transportation Departments*—To manage traffic, check out Marietta, Canton and LaGrange.
- *Peachtree City*—Alternative forms of transportation; golf car paths, pedestrian walkways, sidewalks, bike paths. *Common Ground Alliances*—best practices for mapping and digging. Cartersville is doing some of these now. National Association is working to standardize the process and reduce third party damages.



PUBLIC SAFETY & SOCIAL SERVICES

Best Practices

- *City of Atlanta*—Mental health courts.
- *Gainesville, GA and Athens-Clarke County*—Drug courts. Athens-Clarke County also has crosswalk illumination for public safety.

- *Las Vegas*—adoption of new technology in public safety.
- *Drugs*—Manage process regardless of drug of choice; need more encouraging methods than just putting them in jail.
- *School Systems*—More drug education, make it mandatory for graduation.
- *Atlantic Station & Brookstone in Cobb*—Live, work and play area; create sense of community.



RECREATION

Best Practices

- *Cities of Roswell & Alpharetta*—Extended trails along Chattahoochee.
- *Roswell, GA*—Gymnastics facilities are top notch, circular design to recreation activities, adequate parking, multi-use; equestrian venue.
- *Duluth, GA*—Ultimate gymnastics facility; hosts many camps (private facility).
- *Cobb County Parks & Recreation*—Good job on regional parks.
- *Seattle, WA and Denver, CO*—within 1/2 mile to 1 mile walking distance for any resident to walk to bike trails and walking paths; small parks with open fields for sports; court for tennis/basketball.
- *San Diego, CA*—Trails and bike paths everywhere; walking trails with historical and distance markers.
- *Silver Comet Trail*—Great example of utilization of previous properties for adaptive reuse.
- *Rome, GA*—Good example of iron truss bridges.



TOURISM

Best Practices

- *City of Lyons*—Tales of Altamaha-outdoor theater.
- *Baltimore*—Outdoor murals: painted and attached as pieces of artwork to incorporate our heritage (cotton, Indians, old photos from the history center).
- *St. Simons*—Natural growth provides a green barrier around commercial to control the curbside greenspace.
- *Madison, GA*—sign ordinance; sticking to its theme and not trying to change their character.
- *Rock City, TN*—Free admission to local residents once a week.
- *Key West, FL*—Open tram cars for moving around.

