



City of Cartersville

BUILDING OUR FUTURE: VISION 2030
JUNE 12, 2007



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

TABLE OF CONTENTS

Timeline.....	3
Drawing the Blueprints.....	3
Laying the Foundation.....	3
Building Our Future.....	4
Economic Development.....	4
Education.....	4
Healthcare.....	5
Historic Preservation.....	5
Housing & Development.....	6
Infrastructure.....	6
Public Safety & Social Services.....	7
Regional Growth.....	8
Recreation.....	9
Tourism.....	9
Summary.....	10
Appendix.....	13



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



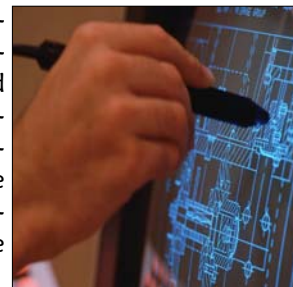
Just as the foundation of a new home is built on solid footing, the Cartersville of 2030 should be built on a solid foundation. In looking to this section of the planning process, one possible way to lay a firm foundation, is to identify "best practices" used in other places. Committee work under this 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



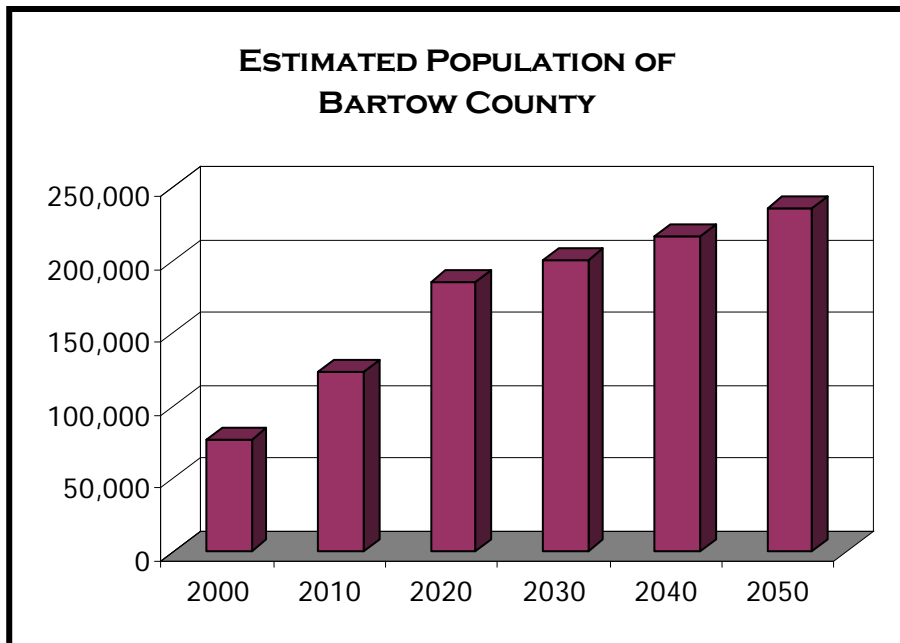
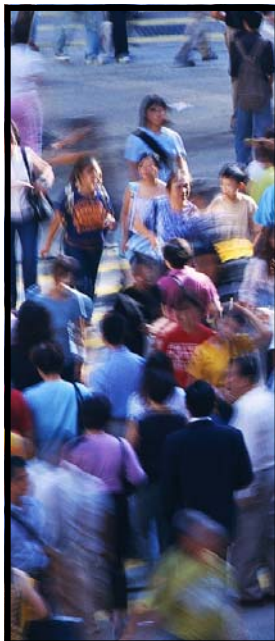
One of the aspects of Cartersville of 2030 that continues to make it attractive as a place to live, is its low crime rate and safety from fire. Through programs of neighborhood watch, community policing and other programs designed to prevent crime, the City has been able to keep the growth in crime at 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

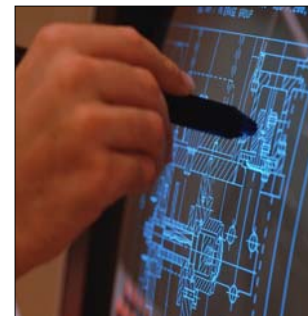
Best Practices

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

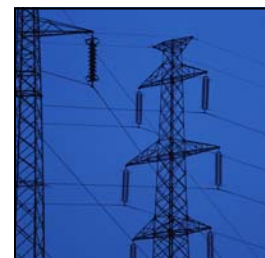
- *Peachtree City, GA*—Good consistency; stuck to their plan.
- *Boutique Apartments*—Appeal to the young grad coming out of school.
- *Cherokee County*—Commercial follows rooftops; mixed prices in the area (from 129K to 2M); developers drove the market.
- *Horse Lake in Rome*—Example of old quality 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.

