Preparing for the Future in Troup County, Georgia

Assessment Report 2008

Redevelopment Assessment
PREPARING FOR THE FUTURE IN TROUP COUNTY, GEORGIA

Redevelopment Assessment

Produced for
Troup County and the Cities of LaGrange, West Point, and Hogansville

Prepared by
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ABOUT THIS REPORT

In June 2007, leaders in Troup County and the cities of LaGrange, West Point, and Hogansville kicked off a two-year strategic planning initiative to create a framework for sustainable development. The goal of the effort is to develop innovative strategies for promoting quality growth, fostering healthy economic development, enhancing the quality of life of residents, and protecting Troup County’s natural environment, sense of place, and community. Troup County leadership wants to preserve and enhance places for area residents and businesses by proactively, progressively and fairly directing the community’s growth and development to shape its future.

Georgia Tech—through its Enterprise Innovation Institute and Center for Quality Growth and Regional Development—conducted research, assessments, and strategy development in support of this initiative. This report is one in a series of reports entitled Preparing for the Future in Troup County, Georgia produced by Georgia Tech.

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EXECUTIVE SUMMARY

Troup County, Georgia can anticipate large population and employment growth in the next few years due to the location of the Kia Motor Plant in the city of West Point. This anticipated increase will lead to development—residential, commercial, and industrial—in Troup County and the cities. While this new development will meet the demands of local residents, businesses, and visitors, it will create new opportunities and challenges. As local officials and community leaders consider the County and cities’ future, they must identify the community’s vision and goals and implement policies, regulations, and practices that will collectively help realize and preserve the characteristics that make Troup County and its cities a desirable place in which to live, visit, and do business.

This effort should be shaped by the issues and goals of the County and cities. As reported in Preparing for the Future in Troup County, Georgia: A View from Community Stakeholders, many people identified areas of opportunity for redevelopment in Troup County:

- **PRESERVE** the historical character of the County such as old houses, mills, warehouses, and other structures of cultural and historical significance, as well as the downtowns and the sense of the community in the area.

- **REDEVELOP** residential neighborhoods, commercial/retail centers, resort/recreational opportunities around West Point Lake, and industrial development.

The addition of the Kia Motor Plant and associated suppliers will mean growth for Troup County in the terms of population growth, as well as developmental growth in the residential, industrial, and commercial sectors to supply the anticipated population. Troup County and the cities will need to plan, in the short- and long-term, for the expected local increases of residential, industrial, and commercial development and the effects those increases will have on land use and quality of life and place within Troup County.

This report, Preparing for the Future in Troup County, Georgia: Redevelopment Assessment, assesses redevelopment opportunities in Troup County and the cities in three major areas: historic downtowns and commercial centers, residential neighborhoods, and travel corridors and interchanges. Case studies on the effect of new automobile plants on surrounding areas provide valuable information for Troup County on potential problems and solutions that arise with an incoming auto plant. The main lessons learned from these automobile plant case studies are:

- Plan for long-term development and not short-term economic gains. Anticipate development pressures, and plan for them.

- Maintain the character of an area by siting new development in carefully chosen areas and restricting development in other areas. The preservation of historic and natural resources also contributes to the character of a community.

- Be prepared for a large influx of residents and the needs associated with a large population such as housing units, basic services, transportation infrastructure, schools, medical facilities, and public safety personnel, equipment, and facilities among others.

- Encourage companies to give back to the community in which they are located, through the donation of monetary funds, land/facilities, materials/products, or time/volunteers. Companies should also contribute to the economic development of a community in which they are located by hiring and supporting local workers.
Case studies on communities practicing sustainable redevelopment techniques also provide many lessons that can be used in Troup County and the cities. Such examples include:

- Intergovernmental and organizational cooperation is vital to the success of development strategies within an area.
- Organizations and programs need guiding principles—in the form of studies, reports, and goals—in which to operate and upon which to base decisions.
- Design guidelines should be established to ensure proper and adequate physical characteristics to contribute to and maintain the area’s overall character.
- Funding for organizations and programs is vital to their success and must include investments from both the public and private sector.
- Volunteer organizations and leadership roles promote stakeholder involvement in the community.
- The marketing of natural and historic resources promotes tourism and encourages redevelopment and historic preservation.
- Infrastructure improvements—namely streetscapes and wayfinding tools—are an easy first-step to promote and encourage development in an area.

After analysis, it was determined that Troup County and the cities have many of the tools necessary for redevelopment in place (such as zoning). However, there are several actions that Troup County and the cities can undertake to improve the quality of the development activities anticipated. The key findings and recommendations of the Redevelopment Assessment are listed below [the full text of the recommendations can be found in the Recommendations section of the Redevelopment Assessment]:

**Goals and Policies to Direct Redevelopment**

**Observation:** There is a substantial amount of undeveloped land throughout Troup County that is relatively suitable for urbanization, yet community stakeholders and elected officials have expressed a vision to concentrate future development in and around the cities to take advantage of available infrastructure and prevent sprawling development and its associated ills.

**Strategy:** Explore adopting a vision and supporting policies to direct new development to areas in or adjacent to the cities where existing or planned infrastructure capacity is available.

**Recommendation(s):**

- Troup County and the cities should use their comprehensive planning process to articulate and formally adopt this vision of concentrated cities.
- The cities should begin to explore the adoption of spatial planning policies.
- Troup County and the cities should amend zoning and subdivision regulations, as needed, based on the results of the Quality Growth Audit performed as part of the strategic planning process.
- Troup County and the cities should build upon their collaborative relationships and explore the potential for adopting minimum planning standards or project
review criteria that is applicable countywide and for pursuing development decisions jointly.

The cities should amend plans and policies to permit and, as appropriate, incentivize redevelopment of vacant, Greyfield, and Brownfield sites in already developed areas, and adaptive reuse of existing buildings.

**Observation:** Local stakeholders identify ‘engaging the citizenry’ as the fifth most serious issue, and ‘quality governance’ ranked as the third greatest weakness.

**Strategy:** Troup County and the cities should explore ways to encourage and enable the public to be actively involved in the planning processes by providing easy access to the information and opportunities for involvement.

**Recommendation(s):** Troup County and the cities should explore options for strengthening its community engagement framework.

**Maintaining Integrity and Quality of Place**

**Observation:** While some of the older neighborhoods have declined, much of the remaining quality housing stock and historic street patterns remain.

**Strategy:** Troup County should continue to support existing older neighborhoods and explore using historically successful patterns of development to inform policies for future development, especially infill development and the potential for greater mixed-use development within these neighborhoods.

**Recommendation(s):** Troup County and the cities should continue to preserve the historic downtowns and neighborhoods.

The cities should look to the character of successful older neighborhoods and areas as inspiration for policies and incentives for new development.

Troup County and the cities should review and amend codes to provide appropriate landscape ordinances.

Troup County and the cities should review signage regulations and develop a wayfinding and promotional signage plan.

**Observation:** Growth and development can negatively impact historic buildings, sites, and scenic views.

**Strategy:** Troup County should inventory and protect historic and scenic resources.

**Recommendation(s):** Troup County and the cities should work with the Troup County Historical Society to identify historically and architecturally significant buildings and sites.

Troup County and the cities should inventory important scenic views.
As a growing industrial center, Troup County and the cities should adopt policies and plans to secure land and systems that support the community’s vision for future economic development.

**Sustainable Land and Transportation Development**

**Observation:** Many community stakeholders expressed a desire for environmental stewardship that balances economic and social factors through a sustainable development approach.

**Strategy:** Troup County and the cities should adopt a multi-faceted approach to sustainable development across all development types.

**Recommendation(s):**
- Troup County and the cities can showcase local examples of sustainable development while simultaneously developing new policies and incentives to promote future examples.
- Troup County and the cities should promote one of the most sustainable development practices known as infill development and the adaptation of vacant and underutilized sites within urbanized areas.
- Troup County and the cities should examine building codes to introduce incentives and requirements for the use of “green” materials, systems, and practices.
- Troup County and the cities should study the feasibility of using sustainable development and design practices for all new government buildings and the retrofitting of existing buildings.
- Troup County should expand its role as the steward of the area’s valuable natural resources.

**Observation:** Troup County lacks the mechanisms and tools to ensure desirable corridor development.

**Strategy:** Troup County and the cities should develop land use and transportation policies that elevate design standards, manage traffic flows, and increase opportunities for alternative modes of travel.

**Recommendation(s):**
- Troup County and the cities should adopt complementary land use, transportation, and design visions and policies to create quality, efficient corridors.
- The City of LaGrange should continue to support Georgia Department of Transportation’s long-range plan to address south Hamilton Road (SR 27).

Troup County and its cities have made efforts towards redevelopment, but anticipated future growth resulting from the Kia Motor Plant will place unique demands on the existing system affecting land use patterns and quality of life. The Redevelopment Assessment provides an overview of potential redevelopment opportunities in Troup County and the cities, including a specific case study for each city. The assessment also provides an analysis of case studies of communities with automobile plants.
and of communities with leading redevelopment strategies and tools. This report provides Troup County with a basis of information that will guide community leaders to areas of further in-depth analysis and allow them to plan accordingly to maintain and ensure a high quality of life for Troup County and its residents in the future.
INTRODUCTION

As the Kia Motor Plant moves into and begins operation in Troup County, it will bring with it many opportunities for growth and redevelopment in Troup County and the cities of Hogansville, LaGrange, and West Point. In order to help the cities of Troup County prepare for the changes that will come both directly and indirectly from the Kia Motor Plant, knowledge of redevelopment strategies and techniques are needed from the onset to ensure quality growth in these areas.

This redevelopment assessment serves to identify potential redevelopment/revitalization areas within Troup County using the information gathered in the Spatial Planning task (previously completed), as well as information gathered in consultation with Troup County and its cities. This redevelopment analysis looked at two different kinds of case studies: first, case studies of communities in the South with an automobile manufacturing plant; second, details of cases in other southeastern communities that have had success with a particular aspect of their redevelopment strategy.

After identifying areas for potential redevelopment in Troup County, communities of similar size and character with successful redevelopment actions were identified, analyzed, and documented. Telephone interviews with project leaders in these communities responsible for the successful development provided first-hand experience on the actions and strategies of their redevelopment processes. This information was then used to recommend ways in which the strategies could be adapted to accommodate growth in Troup County and the incorporated cities. Possible partners and funding sources for redevelopment efforts are addressed in this assessment.

This document is to serve as a resource document for Troup County and its cities to inform and identify opportunities for redevelopment. The document provides guidance, resources, and case studies for redevelopment techniques, as well as recommendations and opportunities for redevelopment in Troup County and its cities. The recommendations serve as broad-based recommendations to be incorporated throughout the County to encourage smart and efficient redevelopment techniques. This report explores the benefits, government role, and locations and types of redevelopment appropriate for Troup County and its cities.
SMART GROWTH AND REDEVELOPMENT TECHNIQUES

As with any new substantial development or job center, it is appropriate to assess potential redevelopment areas and strategies to determine their impacts on the surrounding areas—in this case, Troup County. With approximately 20,000 new jobs expected in the region and a population of approximately 87,000 in Troup County by 2030, it is expected that there will be substantial public and private investment in the County. These funds will be applied to various physical components of the county, among them transportation systems, water and wastewater systems, other utilities, institutional buildings and facilities, and new development.

At the same time, areas of Troup County have fallen out of market favor, suffered from deferred maintenance, or have simply been left behind. These areas are within already developed portions of the county; therefore, they are often served by existing and many times underutilized infrastructure (water, sewer, electric, roads). These places offer opportunities for redevelopment, which is the redesign or rehabilitation of existing properties and improvement of land in accordance with the community’s vision and goals. Redevelopment can take the form of renovation and adaptation of existing buildings and infrastructure, new investment in infrastructure and streetscapes in already developed areas, construction of new building on an underutilized site, or removal of existing buildings for new construction.

Principles of Smart Growth

While not universally definable, smart growth principles include: compact, multiuse development; open-space conservation; expanded mobility; enhanced livability; efficient management and expansion of infrastructure; and infill, redevelopment, and adaptive use of built-up areas. These principles further support the overarching themes of smart growth: conservation of resources, wider choices, and inclusive, public/private, multijurisdictional decision-making. According to the Urban Land Institute (ULI),

> Smart growth does not seek to stop or limit growth, but rather to accommodate it in a way that enhances the economy, protects the environment, and preserves or improves a community’s quality of life... it recognizes that growth is both inevitable and important to maintaining and improving communities.

Several principles contribute to the success of planned communities: systems-based structure; contextual and locational responsiveness; efficient use of resources; streets as the public realm; infrastructure as asset; places, not projects; fine grained mixed uses; and connecting people and culture.

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2 Ibid.
Benefits and Challenges of Redevelopment

The redevelopment of existing sites has several benefits:

- **Makes use of existing infrastructure investment.** Abandoned and underperforming sites are often served by transportation, water, and wastewater infrastructure provided and maintained with public dollars. By supporting the redevelopment of these sites, public investment can be better utilized to achieve public goals. Furthermore, the rejuvenation of underperforming sites is often less costly to the public sector than developing Greenfields [an undeveloped piece of land, either agricultural in use or left natural] because it capitalizes on existing site improvements.

- **Protects undeveloped areas from premature development pressure.** By making abandoned and underutilized areas available for redevelopment, hundreds of previously unusable acres become prime for development. This can provide sufficient areas to meet existing and future demand for real estate, thereby relieving pressure to convert agricultural and undeveloped lands to different uses.

- **Promotes compact development and mends holes in the “urban fabric.”** Many of these sites are located adjacent to other land uses. When they are abandoned or when portions of these sites are underutilized, they create gaps in the urban form. These gaps can become uninviting and even unsafe places that create disconnections between different parts of the community. The redevelopment of these sites can stitch neighborhoods back together, connecting neighborhoods to each other and to needed resources (schools, stores, libraries, parks, etc.). Redevelopment can also help to renew older neighborhoods and housing stock.

- **Increases property value for owners and taxing jurisdictions.** The value—both in the real estate market and in property values—of these sites to landowners and the greater public increases through redevelopment. By reactivating or intensifying these sites, their increased value is realized in greater rents, resale prices, and property tax revenue, not only for the specific sites, but also for the surrounding area. In addition, such redevelopment can provide less quantifiable benefits to the community by enhancing overall vitality and providing new employment and housing opportunities and encouraging further reinvestment within the community.

- **Rehabilitates contaminated land.** Former industrial sites have often sustained at least minor environmental damage. The redevelopment of these sites will necessitate the remediation of any contaminants which may have done harm both on and off the site.

- **Increases environmentally-friendly design.** The redevelopment of a site in an already-existing area further increases the density and land use mix of the area, and thus supports the decreased need to travel by automobile to obtain goods and services. In addition to decreased congestion, air quality is improved by the reduction of vehicle travel.

As Troup County continues to experience population growth, it also faces growing demand for housing, services, and retail venues. This demand creates a natural market for development and also opens up an opportunity for the County and cities to direct growth to areas that have been abandoned or are underutilized. Table 1 further details the benefits and challenges associated with redevelopment.
### Table 1- The Benefits and Challenges of Redevelopment

<table>
<thead>
<tr>
<th>TYPE OF REDEVELOPMENT</th>
<th>SPECIFIC REDEVELOPMENT BENEFITS</th>
<th>REDEVELOPMENT CHALLENGES</th>
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<tbody>
<tr>
<td>INFILL</td>
<td>Reduces likelihood of unkempt or unmonitored properties in developed areas</td>
<td>Sites may be small and in highly developed areas making construction difficult</td>
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<tr>
<td>GREYFIELD</td>
<td>Reorients parking to improve walkability</td>
<td>May require land assembly</td>
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<td></td>
<td>Increases density and mix of land uses in target areas</td>
<td>Alterations to existing infrastructure may be costly</td>
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<tr>
<td></td>
<td>Responds to changing trends in retail</td>
<td></td>
</tr>
<tr>
<td>BROWNFIELD</td>
<td>Removes environmental contaminants</td>
<td>Costs of cleanup</td>
</tr>
<tr>
<td></td>
<td>Reduces public health risks</td>
<td>Lack of expertise for cleanup</td>
</tr>
<tr>
<td></td>
<td>Provides access to dedicated funds and incentives for environmental cleanup</td>
<td>Liability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Public perception of effectiveness of cleanup process</td>
</tr>
<tr>
<td>ADAPTIVE REUSE</td>
<td>Preserves historic buildings</td>
<td>Overcome outdated interior layouts</td>
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<tr>
<td></td>
<td>Maintains community's unique sense of place</td>
<td>Uncovers potentially hazardous materials (removal costs)</td>
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<td></td>
<td>Minimizes use of new construction materials</td>
<td>Difficult to make energy efficient</td>
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<tr>
<td></td>
<td>Provides access to dedicated funds and incentives for preservation</td>
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**Governmental Role in Redevelopment**

In some places, demand is so great for redevelopment that governments need not actively promote it. In other instances, private developers need encouragement to pursue the types of redevelopment projects that fulfill community goals. Because public resources are limited, it is important to answer the following question before public incentives for redevelopment are adopted: “Would desirable development happen without public incentives and investments?” If the answer is “yes,” then funds and efforts should be directed to other endeavors. But if the answer is “no,” then a strategic approach to investment and incentives can help the community fulfill its vision.
Because most development in Troup County has been in Greenfields, or areas not previously developed, the answer to this question is most likely “no.” Therefore, the following section describes three approaches to government involvement in the promotion of redevelopment.

1. **Public ownership and management**: Public acquisition is most often undertaken to protect open space, but the practice may also be used to achieve especially difficult goals.

2. **Incentives**: The County and the cities should also explore various types of incentives to direct and shape redevelopment. These incentives can take the form of density bonuses, permit fast-tracking for desirable projects, impact fees, zoning ordinances that allow for innovative projects by right, a façade program, site assembly, a conservation subdivision, or possibly a transfer of development rights program. [Incentives for redevelopment are detailed further in Box 1.]

   Public investments can also act as an incentive for redevelopment. Investment can take the form of bricks-and-mortar type projects, including streetscape improvements, road paving, water/wastewater infrastructure, new signage, and schools and other public buildings. Investments can also be made in financing, education, outreach, and marketing programs.

3. **Regulation**: The governing jurisdictions could explore upzoning (increasing intensity of land use) of key districts and urban service boundaries. Allowing for more intense development in select areas can make these sites more profitable for private developers, and thus more desirable for development. [Regulations for redevelopment are further detailed in Box 2.]

As redevelopment of an area begins to take hold, a marketing strategy must be developed to promote the area and its new amenities. It is also important to remember that whichever strategy is undertaken should conform to the vision and goals articulated by the community in the Comprehensive Plan and other related plans. To best direct this effort, target redevelopment districts should be identified and mapped during the Comprehensive Plan update. These districts should include areas that have excess public infrastructure and service capacity and that are contiguous to existing development. Focusing growth in these areas makes the public infrastructure and service provision less costly and protects the County’s open spaces and scenic views.
INCENTIVES FOR REDEVELOPMENT IN DETAIL

Density Bonuses (also called Incentive Zoning)

Incentive zoning allows developers an increase in density on their property in exchange for including community improvements in their project. Such improvements may include additional open space, affordable housing, special building features, or public art.

More information:

[www.dca.state.ga.us/intra_nonpub/toolkit/Guides/IncntvZng.pdf]

Façade Programs

Cities can identify specific districts and provide grant funding of a certain percentage of total project cost to encourage businesses to undertake façade improvements. These projects can improve landscaping, awnings, exterior painting, and any other approved exterior improvements.

Impact Fees

Development impact fees requires developers to contribute land, facilities, or funding to help pay for off-site capital improvements that benefit their project and mitigate impacts to the surrounding area. Their purpose is to offset public costs brought on by the new development, but they can also be used to encourage more desirable and efficient development patterns. For example, impact fees can be reduced or even discarded in areas with adequate public facilities or areas where redevelopment is strongly desired, but levied on developers who choose to site projects in areas currently unserved by infrastructure and services. Note that impact fee law requires the establishment of service levels and areas in the comprehensive plan.

More information:

[www.dca.state.ga.us/development/PlanningQualityGrowth/programs/impactfees.asp]
[http://www.realtor.org/library/library/fg805#topica]

Conservation Subdivisions

Conservation subdivisions concentrate residences and other development on a small portion of a site, leaving a large area undeveloped and permanently set-aside as open space or farmland. There are numerous purposes to implement a conservation subdivision including: to promote environmentally sensitive and efficient uses of the land; to preserve natural and historic resources and viewsheds; to protect prime agricultural land; to reduce the need for excessive infrastructure improvements; to promote
interconnected and contiguous greenspace and greenway corridors; to encourage alternative modes of transportation besides automobile-related transportation; and to encourage community interaction. However, despite the numerous purposes and benefits of conservation subdivisions, many issues must be addressed for their successful implementation: determining density, wastewater management, property taxes on open space, liability, incentives, affordable housing, and methods for regulating subdivisions.

More information:


Transfer of Development Rights

A Transfer of Development Rights (TDR) program directs development by establishing sending and receiving areas within the jurisdiction. Sending areas are usually environmentally, culturally, or historically significant lands, like forests, historic properties, or farmlands. Receiving areas are those that have existing or planned infrastructure capacity—roads, water and sewer systems, schools—to accommodate new or greater intensity development.

The TDR program allows property owners in sending areas to sell their development rights, but retain ownership of their property. These development rights can be purchased by property owners in the receiving areas. The additional development rights allow the receiving owners to develop the property at a greater density—for example reducing the minimum residential lot size or increasing the lot coverage or building heights. An easement is placed on the title of the sending property that permanently restricts development.

In essence, a TDR program allows landowners to receive financial compensation without sacrificing valuable greenspace, while also creating more compact development and the efficient use of infrastructure and public services. It is important to carefully review the zoning ordinances governing the receiving areas—which regulate development size and density—in order to ensure they promote demand for the purchase of development rights from the sending area.

More information:


REGULATIONS FOR REDEVELOPMENT IN DETAIL

**Upzoning/Downzoning**

“Downzoning” the land around the urban fringe to exclusive farm and forest uses with large lot zoning reduces the tax burdens and development pressures on this land. To offset this action, maximum development densities within urban areas could be increased, or “upzoned”.

*More information:*


**Urban Service Area**

By delineating an urban service area, a city clearly states where they will support new development at what densities. This directs new development to infill and redevelopment areas within the urban service boundary, while maintaining the rural character of areas lying outside the boundary. The urban service area also allows the local government to insure adequate public facilities to new developments. These are usually established to accommodate growth for a significant period of time and are updated periodically.

*More information:*


Redevelopment Funding Sources

In most cases, redevelopment can only come to fruition if a partnership agreement exists between the public and private sectors that “engenders community support, minimizes project risk, and delivers place-making dividends to all stakeholders”.\(^5\) Because of the place-making dividend accrued by the project, both the public and private sectors should be invested financially in the project. Some public financing tools for redevelopment projects include: tax-increment financing (TIFS, or tax allocation districts, TADs, in Georgia); tax abatements, parking bonds, land leases, low-income housing tax credits; transit-oriented development funding—Transportation Equity Act for the 21\(^{st}\) Century (TEA-21) funds; and loans and grants.

*Appendix A: Redevelopment Funding Sources* provides information about the types of funding available for smart growth developments. The table provides: the source of the funding; the program name and description, including the purpose, eligible projects/applicants, amount available, application process, requirements, and other notes; and the resource and contact information for further information about

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the funding program. While the appendix is in no way comprehensive, additional information is provided about publications of comprehensive funding sources by other organizations.
REDEVELOPMENT IN TROUP COUNTY

Redevelopment offers many benefits, but there can also be struggles to overcome important challenges. The benefits have social, economic, and environmental implications. The challenges require careful consideration to identify appropriate sites and public, private, non-profit and community relationships to shape redevelopment strategies. Redevelopment can take several forms—infill of vacant land, redevelopment of Greyfield or Brownfield sites, adaptive reuse of older buildings—each with different benefits and challenges (see Table 1 in previous section).

Conceptualizing Redevelopment in Troup County

There are several redevelopment opportunities in Troup County and its cities. Throughout the County, there are opportunities for several distinct types of redevelopment, including historic downtowns and commercial centers, residential development, and travel corridors and intersections. This section details the importance of these types of redevelopment and provides concepts and principles for their development within Troup County and its cities.

In the Troup County community stakeholder interview process (see Preparing for the Future in Troup County, Georgia: A View from Community Stakeholders), stakeholders were asked to identify what they wished to preserve about their community in the face of growth and development in the County. Of the 311 respondents, 45 respondents mentioned (14.5 percent) that the historical character of the County, such as old houses, mills, warehouses, and other structures of cultural and historical significance. Stakeholders also mentioned the need to preserve the downtowns and the sense of community in the area (tied at 29 responses or 9.3 percent of respondents). On the other hand, when asked what they would like to see replaced in the community, stakeholders were less sure of their answers, but did provide a few commonly-themed suggestions. Of the 105 respondents, four main locations for redevelopment opportunities were most prevalent—residential neighborhoods, commercial corridors, industrial sites, and downtowns.

When asked what type of redevelopment they preferred to see in Troup County, stakeholders stated residential development (24.3 percent), commercial/retail development (17.1 percent), environmentally friendly development (14.3 percent), resort/recreational development around West Point Lake (14.3 percent), and industrial development (11.4 percent), among others.

Historic Downtowns and Commercial Centers

Each of the three incorporated cities of Troup County has a historic downtown. In these areas, redevelopment will mostly take the form of infill development. The cities have preserved the unique character of the downtowns and have already begun to direct public investments to enhance these districts. Still, more can be done through infill development, streetscape and façade improvements, and marketing (both to fill vacancies and to make residents and visitors more aware of the services available in these locations).

In the Troup County stakeholder interview process, the second most frequently mentioned preference for replacement, accounting for 14.3 percent of responses, was the dilapidated commercial and industrial structures. Stakeholders identified specific structures prime for commercial redevelopment, such as buildings on Hamilton Road and Commerce Avenue in LaGrange and storefronts in West Point.
Commercial and retail development was the second most mentioned type of development preferred by stakeholders in Troup County (17.1 percent). Of the types of retail development desired, stakeholders responded: dining/restaurants (23.2 percent), apparel (14.2 percent), major chain (12.3 percent), upscale (6.5 percent), entertainment (6.5 percent), miscellaneous (5.8 percent), individually owned/niche (5.8 percent), grocery (5.2 percent), coffee/bookstore (3.9 percent), and non-specified retail development (22.6 percent).

According to stakeholders, redevelopment centered in the downtowns of Hogansville, LaGrange, and West Point, should be focused around the preservation of the existing downtown character and its sense of community. By encouraging revitalization of the vacant storefronts in West Point, for example, the downtown would maintain its character and encourage revitalization of the downtown as a whole. Stakeholders also identified old mills and warehouses within the Troup County cities as prime redevelopment opportunities, while maintaining the character of the community.

Downtown revitalization techniques for rural downtowns are further detailed in *Appendix B: Downtown Revitalization Techniques*.

**Historic Downtowns**

Downtowns play a critical role in the health of small cities. Downtowns typically surpass any district in providing tax revenues to the community, and are the sites of numerous public investments over the years. A viable downtown creates jobs, incubates small businesses, reduces sprawl, protects property values, and increases the community's options for goods and services. The heritage of a community is also embodied by its downtown, as many of its oldest and most recognizable buildings will be found there. It serves as the traditional gathering place for parades, festivals, celebrations, and other community events. To an even greater degree than holds true for large cities, the very identity of a small city is intertwined with the image projected by its downtown.

There are many characteristics vital to the success of a downtown city center. First and foremost, there must be a broad public/private interest in the future of the downtown area. Downtowns must have multiple traffic generators, all within short walking distance and in a pleasant pedestrian environment. Mixed-used developments contribute to the vitality of downtowns. Entertainment must be identified as a driving market segment. Finally, housing—either existing or under construction—is critical to the success of downtowns. The presence of stable residential neighborhoods within walking distance to downtown is vital.

Several principles have emerged as factors for successful urban regeneration:

1. **Promote diversity of use:** A successful city center should have a mix of uses that function in conjunction with one another to establish a diverse and lively business and leisure

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environments. Such mixes of uses should include: office, residential, entertainment, retail, and restaurants.

2. **Encourage compactness**: To promote a successful pedestrian environment, the city center must be compact to create the type of activity easily accessed by foot.

3. **Foster intensity of development**: While the creation of density is important in a city center, new projects must not have a negative effect on the existing assets, structures, or activities of the existing conditions. To support this idea, the city plan, development regulations, and review process must specify the relationship of the new project to the existing environment, especially when dealing with the quality of street-level spaces.

4. **Ensure a balance of activities**: The city center must have activities and a mix of uses that occur during the day and night to promote vitality throughout all parts of the day.

5. **Provide for accessibility**: The city center should not only accommodate vehicular access and parking, but must also cater to the pedestrian environment as well.

6. **Create functional linkages**: Linkages are vital to the continuity to and between spaces. Design guidelines should dictate characteristics of street-level facades and through connections to enhance the physical environment and ability of connectivity between these areas.

7. **Build a positive identity**: A positive identity is a distinctive uniqueness that separates each town center from another. A mix of land uses and activities, as well as the marketing and promotion of these types of uses, can promote the attributes of a city center as a distinctive and unique place.

Current efforts to promote and revitalize downtowns in Troup County are largely based on the *Main Street* approach, which aims to spur economic development within the context of historic preservation. *Main Street* is a national initiative to rebuild traditional commercial districts according to their unique assets: distinctive architecture, a pedestrian-friendly environment, personal service, local ownership, and a sense of community. LaGrange’s *Main Street* program, administered by the Downtown LaGrange Development Authority, teams with like-minded organizations, such as the LaGrange-Troup County Chamber of Commerce, the Callaway Foundation, and the Merchants Association to maintain, promote, and fund new projects in downtown. Efforts to revitalize the downtown and entice tourists include: the creation of a walking tour of downtown LaGrange; the establishment of the *Museum on Main: A History Museum for West Georgia* at the Troup County Archives Building; the implementation of an African-American Heritage Tourism Plan with the Chattahoochee-Flint Regional Development Commission; and the restoration of multiple buildings in downtown, including the former Belk Building on Main Street, with the help from the Callaway Foundation. While the Cities of West Point and Hogansville do not qualify for the *Main Street* program, they participate in commercial-core development through the *Better Hometown* program. The Georgia Department of Community Affairs’ Office of Downtown Development coordinates the program, which is more or less a *Main Street* program for towns with less than 5,000 residents.

Figures 1-3 illustrate the downtown commercial centers of the three main cities in Troup County: LaGrange, West Point, and Hogansville.

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For a downtown to maintain its vibrancy, the downtown commercial corridor must be occupied and animated throughout different times of the day. Vacant storefronts or lots do not provide the continuity needed to sustain a vibrant downtown. Figure 4 shows the vacant storefronts in Downtown West Point prime for commercial development, while Figure 5 shows an example of a site in Downtown Hogansville prime for commercial infill development.
Re-imagining older buildings is another avenue for redevelopment in Troup County. As demographics, technology, travel patterns, and real estate markets change, formerly active buildings can become obsolete. In some cases, buildings possess a historic character that provides unique sense of place. Figure 6 shows a vacant warehouse in Downtown West Point, near the West Point City Hall and Figure 7 shows a vacant building on the downtown commercial corridor of LaGrange. Figures 8 and 9 illustrate a vacant building that was redeveloped into Doc Spier’s Gathering Place, an area used for community meeting and gathering.
Commercial Centers

As unsustainable commercial strips become older, there is an opportunity for commercial centers to meet the growing demands of the economy, the consumer, and the ever-evolving face of retailing. Commercial strips were previously characterized by one-dimensional forms of development characterized by "fragmentation, congestion, inconvenience, inefficiency, deterioration, and visual blight." 12 The commercial strips of yesterday are being replaced with retail centers which connect to other aspects of daily life, a mix of activities, a stronger sense of community, and more attention paid to the environment. According to the Urban Land Institute (ULI), there are 10 principles for the future smart growth of retail centers:

1. Ignite leadership and nurture partnership;
2. Anticipate evolution;
3. Know the market;
4. Prune back retail-zoned land;
5. Establish pulse nodes of development;
6. Tame the traffic;
7. Create the place;
8. Diversify the character;
9. Eradicate the ugliness; and
10. Put your money (and regulations) where your policy is.13

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13 Ibid.
Commercial centers, separate from the downtown commercial centers, throughout Troup County are characterized by traditional strip development. These commercial strips are typically characterized by “one-dimensional forms of development that lack a distinct sense of place or community and that increasingly are plagued by problems to do with fragmentation, congestion, inconvenience, inefficiency, deterioration, and visual blight.”¹⁴ This type of commercial development is unsustainable as commercial structures are not physically integrated with the surrounding structures. This type of development should be limited and efforts to reestablish the downtown centers as the commercial centers should again be focused upon. Programs such as the Main Street and Better Hometowns Program by the Georgia Department of Community Affairs promote such redevelopment in downtown commercial centers. Figure 10 shows buildings along a commercial strip in LaGrange prime for redevelopment and Figure 11 shows the commercial strip at the intersection of I-85 and Lone Oak Road in Hogansville.

Figure 10- Buildings Prime for Redevelopment along Hamilton Road (LaGrange)

![Figure 10](image_url)

Source: Center for Quality Growth and Regional Development (CQGRD)

Figure 11- Strip Commercial Development (Hogansville)

![Figure 11](image_url)

Source: Center for Quality Growth and Regional Development (CQGRD)

**Historic Preservation**

Developments that integrate distinctive and historic structures create a unique sense of place, improve a neighborhood’s quality of life, and provide an opportunity for a sound investment. Historic preservation is also an economic development tool that has been proven effective to revitalize neighborhoods and downtowns. The redevelopment of an existing historic structure, not only revitalizes the building, but preserves the historic characteristics and history of that structure, while providing for current development needs. Figure 12 shows the Hawkes Children’s Library, formerly a schoolhouse, in West Point and Figure 13 shows the former Hogansville Depot, now a restaurant and museum dedicated to railroads and trains.

**Figure 12- Hawkes Children’s Library, formerly a schoolhouse (West Point)**

![Hawkes Children's Library](source.png)

Source: Center for Quality Growth and Regional Development (CQGRD)

**Figure 13- Choo Choo’s Restaurant, formerly Hogansville Depot (Hogansville)**

![Choo Choo's Restaurant](source.png)

Source: Center for Quality Growth and Regional Development (CQGRD)

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Residential Development

Changes in the demographic structure of the U.S. population require a change in the residential developments of the future. Household formation in the latter half of the 20th century was influenced by “delayed marriage, shifting attitudes towards monogamy, greater social tolerance, rising educational standards, the liberation of women and unprecedented entry of women into the labor force, increasing life expectancies, declining fertility, and increased immigration and ethnic diversity”. While increasing the number of households in the United States, these factors have also decreased the actual household size.

In order for cities to become the vibrant centers of cultural and social life prescribed by community members, residential development must occur in the city center to encourage and facilitate the social atmosphere of the city. Residential urban infill not only sparks neighborhood revitalization through the increase in property taxes and retail spending, but also encourages further retail and office development, restaurant development, cultural and religious activities and the development of recreational parks and outdoor environments. Residential infill development also capitalizes on existing factors, such as existing properties and infrastructure, further supporting the need for urban residential redevelopment. Urban infill developments can take place in a wide variety of places and under a diverse number of circumstances. Depending on the dynamics of the market, the amount and configuration of land, and the character of the surrounding area, infill developments can take on a variety of forms, yielding one-of-a-kind developments.

Despite the benefits from infill redevelopment projects, barriers potentially inhibit this type of development. Such barriers may include: high land costs; neighborhood opposition; complex zoning and permitting processes; inferior quality of in-town schools; inflexible zoning restrictions and regulations; the need to design new projects to fit into existing neighborhoods; the high cost of decked parking (for high-density projects); and lack of popular and market support for and knowledge of higher-density and mixed-use projects.

Substandard Housing

Substandard housing was the most frequently offered response when stakeholders were asked what they wanted replaced (29.5 percent of respondents) and redeveloped (24.3 percent of respondents) within the Troup County. Stakeholders identified areas with blighted and poor housing conditions throughout Troup County and within its three cities.

Substandard housing is detrimental to the communities in which they are located for many reasons. Substandard housing lowers surrounding property values, illustrates visually signs of disinvestment in other parts of the economy, and often increases the risk for injury and crime due to the physical aspect of their condition lead to increased crime. Conversely, a lack of decent affordable housing makes it difficult to attract a stable workforce.

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Generally, there are two methods to identify substandard housing. The first method utilizes Census data indicating the lack of plumbing facilities, while the second method utilizes visual surveys of residential units, classifying them as sound, deteriorating, or dilapidated. A mixture of these two methods demonstrates that there is a large amount of substandard housing in Troup County.

According to the U.S. Census Bureau, complete plumbing facilities include: (1) hot and cold piped water, (2) a flush toilet, and (3) a bathtub or shower. All three of these facilities must be located within the residential structure. Residential units are classified as lacking complete plumbing facilities if any of these three facilities is not present. According to the 2000 Census, of the 13,642 housing units in the three major cities of LaGrange, West Point, and Hogansville, only 133 (2.6 percent) of the units lack plumbing facilities and can be categorized as substandard housing (see Table 2).

Table 2- Substandard Housing in Troup County and its Cities (2000)

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>TOTAL UNITS</th>
<th>HOUSING</th>
<th>TOTAL COMPLETE FIXTURES</th>
<th>UNITS LACKING PLUMBING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Troup County</td>
<td>23,824</td>
<td></td>
<td>190</td>
<td>0.8</td>
</tr>
<tr>
<td>City of LaGrange</td>
<td>11,005</td>
<td></td>
<td>116</td>
<td>1.2</td>
</tr>
<tr>
<td>City of West Point</td>
<td>1,418</td>
<td></td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>City of Hogansville</td>
<td>1,219</td>
<td></td>
<td>17</td>
<td>1.4</td>
</tr>
<tr>
<td>Total</td>
<td>13,642</td>
<td></td>
<td>133</td>
<td>2.6</td>
</tr>
</tbody>
</table>

Source: American FactFinder, U.S. Census Bureau20

Despite the low statistical number of substandard housing within the County, stakeholders in the interview process identified the demolition replacement and redevelopment of substandard housing as their primary suggestion of redevelopment activity within the County. Areas, such as SR 18 into West Point (see Figure 14) and Whitesville Road into LaGrange (see Figure 15), were identified as corridors with substandard housing. These areas were of main concern due to the nature of the corridor as a gateway into their respective cities and the impression the housing condition gave to residents and visitors entering the cities.

20 American FactFinder. U.S. Census Bureau. [http://factfinder.census.gov/servlet/SAFFPopulation?_submenuId=population_08_sse-on](http://factfinder.census.gov/servlet/SAFFPopulation?_submenuId=population_08_sse-on)
Some efforts have been made to identify these areas of substandard housing in an effort to promote their redevelopment. The City of Hogansville, for example, has taken an effort to identify and map the areas in need of residential redevelopment due to poor housing conditions (see Figure 16).

Source: City of Hogansville Comprehensive Plan
Traditional Neighborhoods and Residential Subdivisions

Traditional residential developments in Troup County are characterized by mostly single- and two-story bungalow and cottage style houses. These houses are located on two-lane streets with sidewalks, just outside of the city center. Recently, however, subdivisions have been developed on the outskirts of the cities which have given rise to a number of questions about their development. First, are city services (such as water, sewer, trash removal, etc.) provided to these areas, and if not, who is responsible for their implementation? Second, do these subdivisions follow the goals and visions of the city relating to smart growth techniques? Heavy reliance on residential development results in greater land consumption, with the potential to negatively impact and alter the small-town/rural character cherished by the stakeholders interviewed.

Residential subdivisions tend not to follow the principles of smart growth for many reasons. First, they do not capitalize on the already established infrastructure network of the area. Second, with controlled accesses, subdivisions do not continue the already established street pattern of traditional neighborhoods and city centers. Third, because of the nature of the development, subdivisions are generally located on the outskirts of the city center due to the amount of land needed for their development. Finally, the architecture of residential subdivisions tends to not represent the architectural style of the surrounding area and city because of the lack of architectural influence and pressure to follow the style of surrounding structures.

Figures 17 and 18 demonstrate the characteristics of traditional residential neighborhoods in Hogansville and LaGrange.

New residential subdivisions are unlike the traditional residential neighborhoods. Large plots of land are clear-cut and developed with residential units typically unlike those of surrounding structures. Access to the complex is limited, isolating the subdivision from the surrounding area and severing potential roadway networks through the site. While certain facilities, such as sidewalks, are included within the subdivision, the lack of landscaping is a common theme throughout the area. Figures 19 and 20 present an example of subdivisions located within LaGrange.
Residential infill development has become instrumental in the mitigation of the often destructive nature of residential subdivisions—destructive in terms of both natural resources and community character. Residential infill units utilize the existing infrastructure—land, roadways, sidewalks, water and sewer systems—without the development of Greenfield sites. These units also have the opportunity to draw upon surrounding architecture in order to weave into the fabric of the surrounding residential character of the neighborhood. Figure 21 is an example of two successful residential infill housing units in the city of LaGrange.
Travel Corridors and Interchanges

This category addresses the specific challenges and opportunities of the I-85 interchanges in the cities of Hogansville, LaGrange, and West Point and in other corridors throughout Troup County. These areas are the transportation workhorses of the County. They are the location of the majority of commercial development and critical access routes to the County’s cities and cultural, recreational, and educational destinations. These corridors also serve as gateways into Troup County and its cities from travelers on the Interstate. The use of urban design techniques, such increasing aesthetic appeal through landscaping and hardscaping measures, increasing wayfinding through the improvement of signage, and increasing accessibility through the use of an infrastructure plan, could be used throughout Troup County to improve the major gateways into and through the cities.

Aesthetic Appeal

The landscaping, hardscaping, and architecture around interchanges and throughout corridors can influence the perception of visitors and residents. A well-maintained and attractive environment builds community pride and encourages tourists to spend time in the County. Planted medians and roadways flanked with multi-use trails and street trees all create an attractive environment which mitigates the visual clutter caused by various styles and sizes of signs associated with the types of land uses occurring in the corridor. Design guidelines established for the corridor can also set architectural standards for building materials, fenestration, and onsite landscaping.

Corridors from I-85 serve as major gateways into the cities of Troup County. These roadways are characterized by a lack of landscaping and hardscaping efforts. Overhead power lines and utility streetlamps add to the unattractiveness of the corridor. Because of these factors, these corridors are not attractive and do not provide an appealing characterization of the nearby cities. Figure 22 shows Hamilton Road leading into LaGrange and Figure 23 shows the East 10th Street corridor at the interstate interchange in West Point. Landscaping the I-85 interchanges within Troup County would say to the traveling public, “this is a special place.”

Figure 22- Hamilton Road Corridor (HWY 27/SR 1) (LaGrange)

Source: Center for Quality Growth and Regional Development (CQGRD)

Figure 23- Interstate Interchange at I-85 and East 10th Street (SR 18) (West Point)

Source: Center for Quality Growth and Regional Development (CQGRD)
Effective Wayfinding

Wayfinding is the orderly structuring of information required to help people comfortably and successfully access and move about an environment. Signage provides an effective method to communicate wayfinding information to specific audiences. Such signage can be thought of as both a practical necessity and a public relations tool. A wayfinding program can be used to identify, inform, advertise, direct, describe, and explain the environment. Wayfinding signage placed at key decision points (e.g. interchanges, major intersections, bridges) is extremely important to visitors unfamiliar with the area. Done properly, it can create a uniform identity that reinforces the unique sense of place of Troup County. The County and its cities should explore the development of a unified wayfinding signage strategy.

Wayfinding signage may include gateway signs (which let people know when they are entering a specific area, like a city or historic district), logo signs, directional guide signs, interpretive signs (such signs might describe the historical or cultural significances of a place or landmark), and special feature/name place signs. Signage must be clear, consistent, well-designed, high-quality, and placed in such a way as not to contribute to the visual clutter of the travelways. It should also be designed for not only motorists, but also pedestrians and cyclists.

While wayfinding signage does exist within Troup County, there are many missed opportunities to update and beautify the wayfinding materials. For example, Figure 24 provides a panorama of the intersection of Morgan Street and LaFayette Parkway in LaGrange. Here, typical signs identifying street names and other traffic concerns are located on overhead lines.

Figure 24- Intersection of Morgan Street and Lafayette Parkway (LaGrange)

Source: Center for Quality Growth and Regional Development (CQGRD)

Gateways can be particularly effective in making people aware of the entrance into a different place. Although the entrance into the City of Hogansville is documented along Hogansville Road (see Figure 26), the small, minimalist sign does not promote the City of Hogansville in any way.
Efforts have been made at improving wayfinding signage in Troup County at minimal cost. For example, the City of LaGrange has pole banners stating the name of the area or store in which it is located (see Figures 27 and 28). The City of Hogansville has commissioned a mural for the side of a building welcoming visitors and residents into the city (see Figure 29).
Accessibility

To address accessibility, it is first necessary to understand the difference between mobility and accessibility in transportation. Mobility, in the context of transportation planning, is the potential for movement and the ability to get from one place to another. It can be measured by number of trips or total miles traveled. Accessibility, on the other hand, is the potential for interaction. This involves an impedance factor and an attractiveness factor. Along Hogansville Road in the City of Hogansville (see Figure 29), the parallel railroad impedes interaction; therefore, accessibility is reduced by its presence. The same type of impediment can be found in West Point along 2nd Avenue, isolating the West Point City Hall between the Chattahoochee River and 2nd Avenue (see Figure 30).

Figure 29- Railroad Tracks Along Hogansville Road (Hogansville)

Source: Center for Quality Growth and Regional Development (CQGRD)
Accessibility also includes the element of choice. Hence, greater choice in destinations and modes of travel (bicycling, walking, and transit) improves accessibility. In Troup County, this could mean enhancing pedestrian and bicycle networks along the corridors and at the interchanges. Furthermore, infill strategies to increase the number and type of destinations along key corridors could improve accessibility by giving users more options from which to choose.

The element of transportation within Troup County is further documented in the *Preparing for the Future in Troup County, Georgia: Transportation Assessment.*
Opportunities for Redevelopment in Troup County

When asked to identify areas prime for redevelopment, responses from stakeholders largely coincided with the areas that are most developed today, suggesting the importance of maintaining the rural character of Troup County and focusing development within the already-developed areas. Responses included: LaGrange (60.7 percent); West Point (14.9 percent); Hogansville (11.2 percent); inner cities throughout Troup County, such as mill villages (8.7 percent); adaptive reuse sites throughout Troup County (2.9 percent); and downtowns throughout Troup County (1.7 percent).

This next section will take a more detailed look at potential opportunities and successful efforts at redevelopment in each of the incorporated cities within Troup County.

City of LaGrange

Within the City of LaGrange, stakeholders pointed to the south side of the city for future redevelopment. Over 60 percent of respondents believed that areas of prime redevelopment potential were located along Hamilton Road in the southeast (27.9 percent), between the railroad tracks in the southwest (18.4 percent), or along Whitesville Road in the central southern part of LaGrange (16.3 percent). Other areas identified for redevelopment included: the east side, including Greenville Street (9.5 percent); downtown LaGrange (6.8 percent); industrial areas (6.1 percent); the north side, including Commerce Avenue (4.8 percent); gateways into the city (4.1 percent); and other areas (6.1 percent). The City of LaGrange has many opportunities for redevelopment, especially since stakeholders want the development of Troup County focused in this city.

Historic Downtowns and Commercial Centers

Due to the rich industrial history of the city and its evolving industrial shift, LaGrange has many opportunities to redevelop old mills and warehouses that are now vacant. For example, the closing of two Milliken and Company textile plants—the Elm City Plant and the Duncan M. Stewart Plant—in LaGrange would provide redevelopment opportunities.21 Established in 1910 as the Elm City Cotton Mills, the century-old Elm City Plant (see Figure 31) is located at 1000 Elm Street in the southwest side of LaGrange near existing residential development. Due to its location, the plant would serve as a prime opportunity for the development of multi-family units in a neighborhood of single-family residences. The Duncan M. Stewart Plant, on the other hand, is located more than five miles outside the City of LaGrange, and would be more suitable for another type of redevelopment.

The redevelopment of the former Raytheon Systems building (see Figure 32) as the West Campus of West Georgia Technical College is a successful example of industrial redevelopment. Remodeling began in early 2007, and the 243,000 square foot building, now houses the college’s educational programs, student services, administrative services, and the library.

Figure 31- Milliken’s Elm City Plant, formerly Elm City Cotton Mills (LaGrange)

Source: Troup County Archives

Figure 32- West Campus of West Georgia Technical College, formerly Raytheon Systems (LaGrange)

Source: West Georgia Technical College

There have been multiple efforts within LaGrange to preserve and maintain the character of the city. The downtown commercial corridor is an example of such efforts (see Figure 33). One unique redevelopment of a vacant storefront was that of the Holmes Building. The façade and front section of the building was maintained (see Figure 34), while the rear of the building was opened up as a courtyard space, leading to the parking deck located behind the downtown commercial corridor (see Figure 35). This redevelopment utilized principles of smart growth and urban design by providing some on-street parking in the front of the stores, but providing more parking to the rear of the store, while providing an easily discernable and accessible pathway from the parking structure to the storefronts on the main street. Multiple design features, such as the lighting, benches, trash receptacles, ground paving, water feature, and landscaping contribute to the enjoyable pedestrian environment the area creates. Despite the hardscaping, landscaping, and architectural characteristics of the downtown corridor, some storefronts remain vacant, detracting from the potential vibrancy of this commercial corridor.

22 Elm City Mills, Postcard Collection. Troup County Archives. 
http://168.12.184.11/images/pcs146.bmp
Elsewhere throughout the city, urban design techniques have been utilized to improve the physical condition of the built environment. For example, the main parking deck for the city is located behind the major downtown corridor (see Figure 36). Attention was paid during the design and construction of this parking deck to ensure that it was not only usable, but physically attractive as well. Brick columns with architectural lights provide lighting and separate pedestrian from automobile traffic. Landscaping and benches also contribute to the favorable pedestrian environment of the parking area.
Residential Development

Roads leading into LaGrange are dotted with substandard housing units (see Figure 37). These roads, especially those leading from I-85, serve as the gateways into the city and should be developed as such. These substandard housing units may be redeveloped as affordable housing elsewhere in LaGrange. In addition, the traditional residential neighborhoods in LaGrange should be promoted over residential subdivision sprawl.

Figure 37- Example of Substandard Housing (LaGrange)

Source: Center for Quality Growth and Regional Development (CQGRD)

Large plots of land around the perimeter of the City of LaGrange are being cleared and developed as residential subdivisions. Much unlike the traditional residential neighborhoods of LaGrange, these subdivisions disconnect new residential housing with the already-established infrastructure network. Figures 38 and 39 present an example of subdivisions located within LaGrange which lack natural landscaping features and the sense of place other residential areas within LaGrange possess.

Figure 38- Residential Subdivision (LaGrange)  
Figure 39- Residential Subdivision (LaGrange)

Source: Center for Quality Growth and Regional Development (CQGRD)  
Source: Center for Quality Growth and Regional Development (CQGRD)
There are many successful examples of residential infill within the City of LaGrange. These units not only utilize the existing infrastructure of the area, but also draw upon the architecture of surrounding structures in order to weave into the fabric of the surrounding residential character. Design standards can be implemented by the local government to further support suitable architectural dimensions and styles within neighborhoods. Figures 42, 43, and 44 represent successful infill housing within the City of LaGrange.
In some cases opportunities for redevelopment are vacant or underutilized blocks in the midst of residential areas. Figure 45 shows a city block not far from downtown LaGrange, and surrounded on three sides by single-family housing. Such infill opportunities can be used to provide the neighborhood with needed services and amenities, such as new shopping and entertainment options, schools, or parks and recreation facilities.

Source: Center for Quality Growth and Regional Development (CQGRD)
Travel Corridors and Interchanges

The corridors leading into the City of LaGrange from I-85 serve as gateways into the city. However, these gateways lack any appeal in regards to physical appearance (see Figures 46 and 47). The roadway right-of-ways are very wide, and if provided, pedestrian sidewalks lack formal landscaping or other design elements to serve as an appealing pedestrian environment. The installation of raised curbs and sidewalks, medians, bowl-bouts for on-street parking, and landscaping elements would greatly increase the physical appearance of the corridors into the city, and impart a positive image about the City of LaGrange to residents and visitors. The redevelopment of corridors into the City of LaGrange is further documented in the Case Study of Hamilton Road (HWY 27/SR 1) at the end of this section.

Figure 46- Hamilton Road (HWY27/SR1) (LaGrange)  Figure 47- Morgan Street (HWY27/SR1/SR219) (LaGrange)

Source: Center for Quality Growth and Regional Development (CQGRD)
Case Study- Hamilton Road (HWY 27/SR 1), LaGrange, Georgia

As one of the corridors into the City of LaGrange from I-85 (exit 14), Hamilton Road serves as a major gateway into the city. Currently, Hamilton Road (HWY 27/SR 1) is characterized by a two-lane road lined with large margins and single-story commercial structures. The development of gateway corridors, in general, influence visitors as to the character of the city in which they are about to enter. A poorly-designed corridor may give first-time visitors a negative image of the city before actually arriving in the city. Such is the case of Hamilton Road in LaGrange. While the roads are in relatively good condition, the paved right-of-way extends beyond the two-lane road and almost up to the doorways of existing commercial structures. Even though it is striped, distinction between the roadway and the other paved areas are not easily discernable. Also, the paving abuts the sidewalk without any distinction between the two areas (such as vertical differences, paving techniques, bolsters, landscaping etc.). Due to this lack of distinction, the sidewalk condition along Hamilton Road is an unsafe and unattractive environment for pedestrians. The numerous utility lines overhead and the lack of landscaping along the roadway also contribute to the unattractiveness of the Hamilton Road Corridor. There are many incremental steps in which implemented, would increase the attractiveness of this corridor into the city of LaGrange. The following gives such an example:
EXISTING CONDITIONS

The existing conditions of Hamilton Road include:

- No distinction in paving, height, or texture characteristics between the paved right-of-way, including the roadway, on-street parking, and sidewalks.
- Lack of landscaping provides no areas of shading for pedestrians.
- Numerous overhead utility lines contribute to the “cluttered” look of the corridor.
- Small, single-story commercial structures do not capitalize on smart growth and redevelopment techniques, especially the creation of areas that are pedestrian-focused, not automobile-focused.

STEP 1: Install curbs or other barriers between the roadway and other parts of the right-of-way, including the pedestrian environment.

Installing a curb along the outer side of the roadway provides distinction between the roadway and other parts of the right-of-way. It also serves as a vertical barrier, separating pedestrians on the sidewalk from automobiles and other vehicles on the roadway. This type of curbing also distinguishes the difference between the roadway and the on-street parking.
STEP 2: Install sidewalks which are raised from the roadway and other paved right-of-way spaces.

By increasing the height of the sidewalks, pedestrians would be further separated from the automobile traffic of the roadway. Repaving the sidewalks would further emphasize the distinct pedestrian environment along the roadway. The sidewalk environment also serves to connect the separate commercial structures into one walkable environment.

STEP 3: Install trees and other landscaping within delineated planting areas.

The planting of trees and other landscaping beautify the previously un-landscaped corridor. This gives drivers and pedestrians something to look at while traveling through the corridor. Trees also provide shading for pedestrians traveling along the corridor.
STEP 4: Remove all overhead utility lines and place them underground.

By removing the overhead utility lines, the corridor looks more “natural” and less “cluttered” with mad-made influences. This type of infrastructure improvements will not only attract future development, but will sustain it throughout changes in the future.
City of West Point, Georgia

Stakeholders identified downtown West Point as being a prime location for redevelopment activities (47.2 percent), namely the redevelopment and infill of vacant structures in the downtown main streets. Also mentioned was the redevelopment of substandard housing along the HWY 18 corridor leading from I-85 into downtown West Point (30.6 percent). Additional responses (22.2 percent) suggest that the entire city is prime for redevelopment activities.

Historic Downtowns and Commercial Centers

In 2001, the City of West Point was established as a Better Hometown, a program by the Georgia Department of Community Affairs to assist in the development of the core commercial areas in cities. However, despite efforts to entice commercial development in the West Point downtown, commercial services are locating elsewhere because of the ease and availability of development on the city’s edge. Instead, the local government should encourage retailers to move back into the downtown structure to encourage the development of West Point as a viable downtown area.

For a downtown to maintain its vibrancy, the downtown commercial corridor must be occupied and animated throughout different times of the day. Vacant storefronts or lots do not provide the continuity needed to sustain a vibrant downtown. There are many vacancies in the downtown corridor of West Point (see Figure 48). To remedy this, efforts have been made to redevelop the infrastructure and urban design of the area to increase its architectural appeal (see Figures 48 and 49). New hardscaping and landscaping have been implemented throughout the corridor, to attract businesses back into the downtown commercial corridor and utilize the existing, and improved, infrastructure.

Figure 48- Vacant Downtown Storefronts and Infrastructure Improvements (West Point)  
Figure 49- Downtown Commercial Corridor and Infrastructure Improvements (West Point)

Many older buildings within downtown are abandoned and vacant, awaiting redevelopment opportunities. Using the idea of mixed-use developments—the idea of putting a variety of uses within proximity to each other to encourage pedestrian activities between vital everyday places and to discourage automobile-focused traffic—old warehouses and mills in West Point could be redeveloped...
into mixed-use residential and retail services, further enhancing the experience of downtown West Point. For example, Figure 50 depicts an old warehouse located near the West Point City Hall and the Chattahoochee River. The existing building and infrastructure, as well as the location of the building, make this warehouse prime for redevelopment, especially mixed-use redevelopment.

**Figure 50- Old Warehouse Prime for Redevelopment (West Point)**

![Old Warehouse Prime for Redevelopment (West Point)](image)

Source: Center for Quality Growth and Regional Development (CQGRD)

In other instances, outdated retail centers and an oversupply of parking may enable the redevelopment of underutilized portions of a site to increase density and the variety of land and building uses, thereby increasing walkability. Figure 51 shows a retail center near downtown West Point where an opportunity may exist to introduce additional development on the existing site.

**Figure 51- Greyfield Redevelopment Opportunity (West Point)**

![Greyfield Redevelopment Opportunity (West Point)](image)

Source: Center for Quality Growth and Regional Development (CQGRD)
Located along the Chattahoochee River, the West Point City Hall area is a prime location for redevelopment activity. The area is characterized by vacant warehouses, the City Hall, the children's library, parking lots, and closed commercial stores such as Strickland's Texaco (see Figures 52, 53, and 54). Because of the lack of development and its location along the waterfront, the area feels deserted and unsafe. The waterfront location and viewsheds are not utilized to their maximum potential in this area (see Figure 52). Urban design principles should be used to redevelop the area and create a pedestrian-friendly atmosphere along West Point’s natural resource—the Chattahoochee River. By creating and providing pedestrian-oriented design elements (such as lighting, benches, water fountains, and paved walkways), the riverfront could become a center for recreation and leisure, while capitalizing on the viewsheds of the river.

**Figure 52- Panorama of Views toward West Point City Hall (West Point)**

![Figure 52](source)

Source: Center for Quality Growth and Regional Development (CQGRD)

**Figure 53- Panorama of Views toward the Chattahoochee River (West Point)**

![Figure 53](source)

Source: Center for Quality Growth and Regional Development (CQGRD)

**Figure 54- Panorama of Strickland’s Texaco and Views toward the Chattahoochee River (West Point)**

![Figure 54](source)

Source: Center for Quality Growth and Regional Development (CQGRD)
Residential Development

The HWY 18 corridor leading from 1-85 into downtown West Point was one area identified by residents as needing residential redevelopment. This corridor is characterized by old residential neighborhoods that have substandard housing (see Figure 55). These substandard housing units should be redeveloped as affordable housing elsewhere in West Point. In addition, the traditional residential neighborhoods in West Point should be promoted over residential subdivision sprawl.

Figure 55- Example of Substandard Housing along SR 18 (West Point)

Source: Center for Quality Growth and Regional Development (CQGRD)

Travel Corridors and Interchanges

In addition to substandard housing units, the HWY 18 corridor is also characterized by dilapidated commercial structures and industrial areas in the technology park, all of which are deemed unsuitable for activities along the “gateway” to a city (see Figures 56, 57, and 58). These types of unwanted development must be replaced in order to revive these corridors as the “gateways” into the city. In order to increase the physical appeal of the corridor as a gateway, many urban design measures can be utilized. For example, the roadway right-of-ways are very wide, and if provided, pedestrian sidewalks lack formal landscaping or other design elements to serve as an appealing pedestrian environment. The installation of raised curbs and sidewalks, medians, bowl-bouts for on-street parking, and landscaping elements would greatly increase the physical appearance of the corridors into the city, and impart a positive image about the City of West Point to residents and visitors. The redevelopment of the major corridor into the City of West Point is further documented in the Case Study of SR 18 at the end of this section.
Figure 56- Travel Corridor into Downtown (West Point)

Figure 57- Travel Corridor at the City Limits (West Point)

Figure 58- Technology Park Located Along the Major Corridor into Downtown (West Point)

Source: Center for Quality Growth and Regional Development (CQGRD)
Case Study- East 10th Street (SR 18), West Point, Georgia

HWY 18 serves as the main corridor into the City of West Point from I-85. This corridor serves as a “gateway” into the city. Gateways can be particularly effective in making people aware of the entrance into a different place. Those traveling along gateways into cities, are influenced by the character of the gateway and thus, subconsciously, have impressions about the city before actually arriving.

In this case, HWY 18 is characterized by 4 major zoning districts: industrial (I-85 to Og Skinner Drive); low- and medium-density residential (from Og Skinner Drive to approximately Martin Luther King Drive); high-density residential (from Martin Luther King Drive to Avenue H); and general commercial (from Avenue H to the Chattahoochee River).

After review of the zoning regulations along this corridor, it has been determined there are no procedural barriers to smart growth. Zoning regulations along the corridor allow for smart growth principles to be applied for the redevelopment of the gateway.
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**R-1A- Single-Family Dwelling District (Low Density)**

According to the City of West Point code regulations, the R-1A District is established to “provide for areas of low density, single-family residential use; to recognize and protect the traditional residential development pattern predominant within the original city limits; and to reinforce the large lot and highly pedestrian character of the historic areas of the city.” The low-density single-family districts are located along the north side of HWY 18 from approximately Dogwood Circle to just past Hawthorn Terrace.

**R1- Single-Family Dwelling District (Medium Density)**

According to the City of West Point code regulations, an R-2 District is established to “provide for medium-density development designed to allow more walkable neighborhoods.” The medium-density single-family districts are located along the south side of HWY 18 from Higgins Street to approximately the land lot line opposite of Og Skinner Drive.

These mid- and low-density residential lots are separated from the city core by the high-density residential housing between the downtown center and these properties. This provides some buffer between the different uses of each property, without the large, unnecessary physical distance separating the two. The problem with the location of the single-family residences transitioning into the city center as they do, is the quality of the current housing located in this district. According to stakeholders, this area is the location for a large number of substandard housing units, tainting the positive qualities of the city residents want to display in the gateway into West Point. While the zoning is in place, these substandard housing units should be redeveloped with housing that meets standards of that of the city residents, including suitable architectural design standards and styles to reflect the housing vision and goals of the City of West Point.
R-2- Multiple Family Dwelling District (High Density Single-Family)

According to the City of West Point code regulations, an R-2 District is established to “encourage and protect quality multi-family development; to allow more dense residential development designed to take advantage of the economy and convenience afforded by more intensive development; to foster shared site amenities and provide an alternative to single-family detached residential uses; to ensure ample provision of open space and access to light and air; and to establish a transitional area to buffer low and medium density residential areas from non-residential areas.” The code calls for inclusion of sidewalks along exterior road frontages, as well as within the multi-family development.

CGN- Commercial District

According to the City of West Point code regulations, a General Commercial District (CGN) is established to “encourage the productive and efficient use of land resources, to promote economic development and tourism, to enhance property values and the city’s tax base, to ensure high quality site and architectural design in commercial development, and to assist in implementing the goals, objectives, and policy statements of the comprehensive plan.” The code also states that “CGN districts should be located at intersections of streets, along major arterial roads, and well served by major through transportation routes.”

The high-density multifamily dwelling district is located along HWY 18 from Avenue H to Martin Luther King, Jr. Drive in downtown West Point. As is expected, the lot sizes for high-density multi-family dwelling districts (7,500 square feet) is less than that of the adjoining commercial district (22,500 square feet). This allows for a larger number of units to be placed in a designated area. This zoning also allows for a transition between the large-scale commercial lots of the historic downtown of West Point to transition into the single-family units further from the city center.

The Commercial District of the HWY 18 corridor in West Point is located from the Chattahoochee River to Avenue H. With setbacks of 35’ from the front, 10’ from the side, 35’ from the street side, and 30’ from the back, buildings are set back from the street an adequate distance, yet not far enough to inhibit a streetscape atmosphere along HWY 18. Also, the maximum height of 65’ allows for the development of mid-size buildings—those which do not diminish the size of the buildings surrounding them.
City of Hogansville, Georgia

Regarding Hogansville, stakeholders equally identified the entire city of Hogansville (33.3 percent) and specifically downtown Hogansville (33.3 percent) as prime for redevelopment activities. The mill villages surrounding the town were described as substandard and dilapidated housing structures in need of redevelopment (22.2 percent). Stakeholders also identified the intersection of East Main Street (also known as SR 54/SR 100) at I-85 as having the potential for redevelopment.

Historic Downtowns and Commercial Centers

Figure 59- Panorama of the North Side of Downtown (Hogansville)

Source: Center for Quality Growth and Regional Development (CQGRD)

Figure 60- Panorama of the South Side of Downtown (Hogansville)

Source: Center for Quality Growth and Regional Development (CQGRD)

For a downtown to maintain its vibrancy, the downtown commercial corridor must be occupied and animated throughout different times of the day. Vacant storefronts or lots do not provide the
continuity needed to sustain a vibrant downtown. Figure 61 demonstrates a prime example of a site in downtown Hogansville, which is underutilized and could benefit from infill development.

**Figure 61- Vacant Lot Prime for Commercial Infill in Downtown (Hogansville)**

![Image of Hogansville Lot](image1)

Source: Center for Quality Growth and Regional Development (CQGRD)

The City of Hogansville has been successful at efforts to maintain historic buildings within the downtown commercial corridor. One such example is the Choo Choo’s Restaurant, formerly the old Hogansville Depot (see Figure 62). In 1853, the masonry train station was built on the north side of the railroad tracks at the HWY 54 crossing and was called the Hogansville Depot. Near the end of the century, a freight station and, later, passenger station were added to the building. The depot continued to serve the rail lines until 1958, upon which time it started to fall into disarray. The Harmon family bought the property and restored it and it serves as one of the largest and most significant restorations of a historical site in the state of Georgia by a private individual. Today, the depot serves as a community center, restaurant, and a museum of train and railroad memorabilia and artifacts.

**Figure 62- Choo Choo’s Restaurant, formerly the Hogansville Depot (Hogansville)**

![Image of Choo Choo’s Restaurant](image2)

Source: Center for Quality Growth and Regional Development (CQGRD)
Another prime example of historic preservation within Hogansville is the restoration of the Royal Theater (see Figure 63). It was built and opened in 1937 and remained open as a movie house until 1980. In 1984, it became and continues to serve as the Hogansville City Hall. It is on the National Register of Historic Places. These examples of historic preservation in Hogansville illustrate the importance of the unique sense of place created by the historic character of these buildings.

Figure 63- Hogansville City Hall, formerly Hogansville Theater (Hogansville)

Source: Bainbridge and Martian Architects

Another aspect contributing to the character of downtown Hogansville is the pleasant pedestrian environment and streetscape. The main corridor allows for on-street parking for ease of access to the commercial stores and also contributes to traffic calming through the downtown. Wide, paved sidewalks, planters, landscaping, vending machines, and pedestrian crosswalks contribute to the pleasant pedestrian environment of downtown.

Figure 64- Pleasant Pedestrian Environment in Downtown (Hogansville)  
Figure 65- Pleasant Pedestrian Environment in Downtown (Hogansville)

Source: Center for Quality Growth and Regional Development (CQGRD)
The other major commercial center exists at the intersection of Loan Oak Road and I-85 (see Figures 66 and 67). Here, the commercial center is dominated by traditional strip development, with the typical interstate exit type of restaurants and services. This type of commercial development could be considered unsustainable since the commercial structures are not physically integrated with the surrounding structures and are not responsive to the land use patterns and connections with other commercial centers. Development from downtown Hogansville and from the interstate interchange will continue to develop in sprawl-like patterns unless regulations are enacted for smart growth development and zoning reflects the desired development patterns.

**Figure 66- Strip Commercial Development, South Side of Lone Oak Road at I-85 Intersection (Hogansville)**

Source: Center for Quality Growth and Regional Development (CQGRD)

**Figure 67- Strip Commercial Development, North Side of Lone Oak Road at I-85 Intersection (Hogansville)**

Source: Center for Quality Growth and Regional Development (CQGRD)

**Residential Development**

Traditional residential developments in Hogansville are characterized by mostly single- and two-story bungalow and cottage style houses (see Figure 68). These houses are located on two-lane streets with sidewalks, just outside of the city center. This type of residential development should be encouraged to continue and connect the residential neighborhood character of Hogansville.
Travel Corridors and Interchanges

The railroad tracks along Hogansville Road in the City of Hogansville, serve as a type of impeding force in the connectivity of the town (see Figure 69). The parallel railroad tracks can serve to impede interaction, as well as accessibility, between the two parts of the city.

Gateways can be particularly effective in making people aware of the entrance into a different place. Although the entrance into Hogansville is documented along Hogansville Road (see Figure 70), the small, minimalist sign does not promote the City of Hogansville in any way. A large, detailed sign, with landscaping around it, would serve to promote entrance into the City of Hogansville for residents and visitors.
Figure 70- Hogansville City Limits (Hogansville)

Source: Center for Quality Growth and Regional Development (CQGRD)
According to the *Vermont Interstate Interchange: Planning and Development Design Guidelines* (2004) published by the Vermont Department of Housing and Community Affairs, “Interchanges will continue to attract development, just as the junction of rivers did in earlier times.” While proximity to interstates offer development opportunities and potential, these types of development opportunities can create challenges. Commercial development near interchanges has led to increased congestion and accidents, reduced levels of service on roadways and at intersections, and increased costs upon the public to mitigate these effects. Interchange development can also have an impact on the economic stability of nearby downtowns, including that of Hogansville. Lone Oak Road/SR 54 (exit 28 on I-85) travels about 2.5 miles into downtown Hogansville. The interstate interchange is currently characterized on the northeast and northwest by large areas of unforested, natural land. However, the Hogansville side of the interstate is characterized by traditional strip mall commercial developments, including traditional fast food restaurants (McDonald’s, Wendy’s, Waffle House, and Subway), two gas stations (Chevron and BP), a grocery store (Ingles Markets), a motel (Econo Lodge), and many smaller retail stores.
Panorama view north from SR 54/SR 100

Panorama view south from SR 54/SR 100
In his analysis of interstate highway exit morphology, Norris (1987) describes the commercial aspects of interstate interchanges:

The morphological regularities of the exit commercial cluster are... in terms of form, scale, mix, and spatial structure. The *form* of exit commercial clusters is quite simple, i.e., up to four straggling axes of premises flanking the interstate, and parallel commercial highway development if it is warranted by demand or special circumstances. The *scale* of exit clusters is generally modest, with one mile and two dozen establishments as the practical limits for interstate-dependent rural strips. The commercial *mix* of the clusters is dominated by eating establishments, motels, and, especially, gasoline stations. Finally, the spatial *structure* of exit clusters can be characterized as an ordinal arrangement of key establishment types away from the exit.23

According to a study by Gkritza et al. (2007), “Interstate highway improvements appear to have a stronger potential for economic development compared to improvements on other highway systems. This could be because of the higher dependence on some industries on interstates for freight movements... and those industries’ greater share of economic activity...”24 The study also concludes that the magnitude of economic development tends to be greater in areas of high employment opportunity in the region. In an analysis by Brown (1999), Moon (1987)25 determined five factors thought to contribute to development along a rural interchange in Kentucky and two factors believed to detract from development. Factors contributing to the level of development around a rural interchange include: “existence of previous development, regional location of the interchange, distance to the nearest interchange, traffic volume, whether alcoholic beverages were available for sale (“dry” counties hinder development), distance to nearest city (proximity to a city encourages development), and topography (commercial developers prefer flatter terrain)”. 26 A study by Rephann et al. (1994) notes that the increased accessibility to smaller cities created by interstates can reinforce the competitive characteristics of smaller cities, such as Hogansville.27

A detailed case analysis of the Vermont Interstate Interchange System suggests that there are six categories that represent types of growth and development conditions focused around interstate interchanges. 28 These categories include:

A. Nearby village or downtown;
B. New or emerging growth center;
C. Regional arterial highway/potential strip development;
D. Connector road;

E. Rural, interstate-related; and
F. Limited Access Highways.

Based on these categories, the exit 28 interchange in Hogansville would be a combination of (A) nearby village or downtown and (B) new or emerging growth center. An interchange nearby village or downtown is described as “a village or downtown is located within 1.5 miles of the interchange. There is undeveloped land between the Type A interchange and the village/downtown. Development in this context presents the opportunity to expand the village fabric in an interconnected, compact pattern at an urban or village density.” A new or emerging growth center interchange is described as “a village or downtown is located near the Type B interchange but cannot be expanded in a contiguous pattern because of development constraints. A satellite growth center, with a mix of uses that complement rather than compete with the traditional center can be developed on land near the interstate. This category is a subset of the village/downtown type.”

Currently, the properties located around the interstate are zoning C-general commercial (see Figure 71). Properties along the south side of SR 54/SR 100 into Hogansville are currently zoned C-General Commercial from the interstate to Hutchins-Moody Road. On the other hand, the majority of properties along the north side of SR 54/SR 100 are zoned R1-Single-Family Residential district. However, the Future Land Use Plan (see Figure 72) calls for a revision of these zoning districts. According to the plan, properties flanking SR 54 from the interstate interchange to Gates Road will be zoned C-General Commercial, and from Gates Road to Hutchins-Moody Road will be zoned R1-Single-Family Residential. The Future Land Use Plan reemphasizes the desire of the City of Hogansville to develop the interstate interchange area and the SR 54/SR 100 corridor as a gateway into the City of Hogansville.

<table>
<thead>
<tr>
<th>ZONING DISTRICT</th>
<th>MINIMUM LOT AREA (SQ. FEET)</th>
<th>MINIMUM WIDTH SETBACK (FEET)</th>
<th>LOT AT LINE</th>
<th>FRONT YARD FROM ARTERIAL AND COLLECTOR/LOCAL STREET (FEET)</th>
<th>SIDE YARD (FEET)</th>
<th>REAR YARD (FEET)</th>
<th>MAXIMUM BUILDING HEIGHT (FEET)</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1- Single-Family Residential</td>
<td>14,000 sq. feet</td>
<td>75</td>
<td>35/20</td>
<td>15</td>
<td>25</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>GC- General Commercial</td>
<td>10,000 sq. feet</td>
<td>100</td>
<td>40/25</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>40</td>
</tr>
</tbody>
</table>
Figure 71- City of Hogansville Zoning Map (Hogansville)

Source: City of Hogansville

Figure 72- City of Hogansville Future Land Use Map (Hogansville)

Source: City of Hogansville
CASE STUDIES: AUTOMOBILE PLANT COMMUNITIES

With the introduction of Kia Motors, Troup County becomes one of a handful of communities that have experienced the recent introduction of an automobile plant into the community. In order to evaluate ways in which the introduction of an automobile plant has brought about change in other cities, we evaluated four case studies where this has occurred: Spring Hill, Tennessee; Montgomery, Alabama; Georgetown, Kentucky; and Canton, Mississippi.

Selection of Communities

Four different examples of auto plant communities have been highlighted here, in order to give Troup County and its cities a frame of reference as to what to expect when an auto plant moves into a place like Troup.

The city of Spring Hill, Tennessee (home to the first Saturn Plant) was chosen because Spring Hill and Maury County have many similarities to Troup County in both population and geography. The exceptional rate of growth seen in Spring Hill is perhaps more extreme than what is expected in West Point; however, it is very comparable. This was also such a good example to use because the development of the plant was well documented in the book *In the Rings of Saturn* by Joe Sherman. In addition to Sherman’s research, we also conducted interviews with government officials from both Spring Hill and Maury County to get the most up-to-date information possible.

The City of Montgomery, Alabama is home to Hyundai’s first US plant. Although Montgomery is much larger than LaGrange, we chose it as a case study because Hyundai is Kia’s sister company, and thus, some similarities can be drawn in the process of the locating the plant. In addition, Hyundai Motor Manufacturing Alabama (HMMA) recently announced plans to construct a second engine plant at its Montgomery complex, an addition that will supply engines solely to the nearby HMMA and Kia Motor Plants. In addition to the extensive information provided by the HMMA website, we also spoke to individuals in Montgomery’s planning department and at the Chamber of Commerce.

Located within Scott County, the Toyota plant in Georgetown, Kentucky has been operating since 1988. We chose this as a case study because the plant has been established as part of the community for more than 20 years, providing a number of both positive and negative long-range lessons. This was also an important case study to take note of because of the way the city and county government has worked to purposefully preserve the area’s rural, historic feel. Additionally, Scott County has recently been working on a purchase of development rights program (PDR) to ensure that it stays that way. Along with using various Web-based resources, we spoke to a representative from the Scott County planning association as well as an individual at the chamber of commerce who was around when the plant was first proposed.

Our final analysis focused on the auto plant community of Canton, Mississippi, home of the Nissan plant, because of its county’s similar population size to Troup County. It is particularly interesting because while located only 20 miles outside of Jackson, the state capital, Madison County has been able to steadily increase its population since the late nineties, even as Jackson’s population has dropped. This has been taken as a sign that Canton is doing something right.
Spring Hill, Tennessee: General Motors Corporation (Saturn)

In 1985, Spring Hill, Tennessee was chosen as the location for General Motors’s Saturn plant, the new division of General Motors meant to compete with Japanese imports. Unlike other communities around the country, Spring Hill had not lobbied for the plant to locate in their community. However, because of the recent loss of its traditional industrial base—chemicals and textiles—Maury County initially welcomed the location decision.

The new Saturn manufacturing plant opened on July 30, 1990 with an initial investment from General Motors of over $5 billion. Despite negotiations and agreements with the United Auto Workers (UAW) labor union to hire local residents, the vast majority of workers transferred from northern GM automobile plants to the new Spring Hill location. At the same time, Maury County did not experience an influx of additional related supplier industries as had been expected with the new plant. The combination of these two factors produced resentment towards General Motors from Maury County residents and officials who had expected benefits to the community from this development. This story is recounted in greater detail in the book, In the Rings of Saturn, by Joe Sherman. 30 In March 2004, the Spring Hill Plant became part of General Motors, yet continued to manufacture only Saturn products until March 2007. After receiving incentives from the state of Tennessee, the plant was closed and retooled for the production of the GM “crossover utility vehicle,” the 2009 Chevrolet Traverse.

Source: General Motors Corporation 29

Employment

Despite the loss of jobs in the automobile supplier industry due to the idling of the plant, support services are returning to Spring Hill with the reopening of the plant, including Premier Manufacturing Support Services, Penske Logistics, and Johnson Controls. The Spring Hill GM plant is currently the largest employer in Maury County with 4,295 employees between various divisions. This number does not incorporate employment in supporting services.

Development & Redevelopment

GM preserved several structures of historical significance located on the rural lands of the future manufacturing plant. These include the Rippavilla Mansion, Haynes Haven Mansion, and an old stone horse barn that has been transformed into the plant visitor’s center. GM also contributed its own funds towards the development of a new town center, including a new Town Hall, for Spring Hill adjacent to the plant site and donated 50 acres for Spring Hill High School.

Though the GM plant is located in Maury County, the City of Spring Hill actually lies in both Maury and Williamson Counties (see Figure 73). In fact, the portion of Spring Hill on the Williamson side has seen a greater share of new development since the opening of the GM facility.

Charitable Giving

The GM Spring Hill Manufacturing Operations Plant has been influential in the community by providing partnerships, contributions, and participation to the following groups: Spring Hill Elementary and High Schools, United Way of Maury and Williamson Counties, Columbia State Community College, Spring Hill Art Center, Tennessee Children’s Home, Maury County NAACP, Nashville Symphony and Chamber Orchestra, Ronald McDonald House-Nashville, Room in the Inn, 100 Black Men of Tennessee, Tennessee Scenic Rivers Association, Habitat for Humanity, Minority Enterprise Development Week, Boy and Girl Scouts of America, Big Brothers Big Sisters, Easter Seals Society, Junior Achievement, Multiple Sclerosis Society, American Heart Association, Special Olympics, Academy for Women Achievement, and Leukemia and Lymphoma Society, among others. The Community Relations Committee (CRC) of GM Spring Hill has provided funding for multiple organizations including: The Boys and Girls Club, Nashville Minority Business Center, Spring Hill Public Library, Columbia State Community College, Tennessee Environmental Council, Nature Conservancy, Senior Games, Fisk University, Maury Alliance, Mule Day, Hope House, Boy and Girl Scouts, Easter Seals, Habitat for Humanity, American Cancer Society, March of Dimes and the Ronald McDonald House. In addition to adopting Spring Hill Elementary and partnering with Heritage Elementary, GM Spring Hill allows the use of their property for community events, such as Sunset Symphony.

34 Ibid.
Comparison to Troup County, Georgia

Geographical Comparison

Maury County (TN) and Troup County (GA) share many geographical similarities. Both counties have a relatively rural character and lie within 75 miles of their respective state’s largest metropolitan region. In addition, both are served by an interstate that connects them directly to the large metro area and both have a smaller highway that acts as a local corridor linking the three cities within the county. Like the city of Spring Hill (TN), the city limits of West Point (GA) extend into a neighboring county.

Demographic Comparison

In addition to geographic similarities, Maury County and Troup County also share demographic similarities, especially when one looks at population figures for Maury County in 1990—when the GM plant first opened—as compared to current figures in Troup County. At the opening of the GM Plant in 1990, Maury County (TN) had 54,812 residents, compared to 63,535 in Troup County (GA) in 2006 (Table 3). The county seats of Maury County (City of Columbia, TN) and Troup County (City of LaGrange, GA) also had relatively comparable numbers; the City of Columbia (TN) had 28,583 residents in 1990 compared to the 27,652 residents of LaGrange (GA) in 2006. On the other hand, the city of West Point (GA) in 2006 had 3,352 residents, more than twice the number of residents than the city of Spring Hill (TN) in 1990 (1,464 residents). Despite the difference in the size of the cities in which the automobile plants are located, the areas are comparable.

The development of the GM plant in Spring Hill caused dramatic increases in the population of Maury County, especially in the City of Spring Hill (TN). The population of the City of Spring Hill (TN) increased drastically after the development of the plant—from 1,464 residents in 1990 to 7,715 residents in 2000. The number of residents has continued to increase an additional 63% from 2000 to 2006. In comparison, the population of the City of West Point (GA) has decreased by 6.13% from 1990 (3,571 residents) to 2006 (3,352 residents).
Table 3 - Demographic Comparison of Maury County (TN) and Troup County (GA)

<table>
<thead>
<tr>
<th>STATE</th>
<th>COUNTY/CITY</th>
<th>1990 (Actual)</th>
<th>2000 (Estimated)</th>
<th>2006 (Estimated)</th>
<th>% Growth (1990-2006)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennesse Plant: 1990</td>
<td>Maury County</td>
<td>54,812</td>
<td>69,198</td>
<td>78,309</td>
<td>30.00%</td>
</tr>
<tr>
<td></td>
<td>City of Spring Hill</td>
<td>1,464</td>
<td>7,715</td>
<td>20,768</td>
<td>92.95%</td>
</tr>
<tr>
<td></td>
<td>City of Columbia</td>
<td>28,583</td>
<td>33,055</td>
<td>33,811</td>
<td>15.46%</td>
</tr>
<tr>
<td></td>
<td>Williamson County</td>
<td>81,021</td>
<td>126,638</td>
<td>160,781</td>
<td>49.61%</td>
</tr>
<tr>
<td>Georgia Plant: 2009</td>
<td>Troup County</td>
<td>55,536</td>
<td>58,779</td>
<td>63,535</td>
<td>12.59%</td>
</tr>
<tr>
<td></td>
<td>City of West Point</td>
<td>3,571</td>
<td>3,382</td>
<td>3,352</td>
<td>-6.13%</td>
</tr>
<tr>
<td></td>
<td>City of LaGrange</td>
<td>25,597</td>
<td>25,998</td>
<td>27,652</td>
<td>7.43%</td>
</tr>
</tbody>
</table>

Source: Population Finder, American FactFinder, U.S. Census Bureau

Lessons Learned

The most obvious and practical lesson from Spring Hill is to be prepared for a large influx of new residents to the community. This does not simply mean having enough housing units, basic services, and transportation infrastructure. Spring Hill officials indicated that they are still catching up when it comes to public schools, medical facilities, and the police force. They did not properly gauge how much and how quickly they would need to expand capabilities in these areas. One official suggested that West Point would want to have its own medical facility as soon as possible. Another official, along with the readings, suggested that the police force in addition to expanding should be prepared to deal with new kinds of crime—those associated with more urban areas.

Local officials all commented on the level of land speculation that took place once the construction of the Saturn plant was announced. Some comments seemed to indicate that local landowners, though profiting, could have done better if they had more real estate savvy. It seems that outsiders were able to come in and take advantage of a general lack of sophistication when it came to land transactions. A solution to this might be to provide citizens with resources to educate themselves about real estate, or to offer some sort of community seminar.

As mentioned previously, HWY 31 in Maury County is analogous to HWY 29 in Troup County, running parallel to the Interstate and directly connecting the three county municipalities. From the outset, GM had expressed an interest in preserving the scenic quality of HWY 31 near the plant and keeping it free of eyesore development. However, the local government overlooked this desire in their zoning, mainly due to opposition from citizens over infringement upon their private property rights. This had two effects. First, GM withdrew from participating in any further planning efforts outside of its fences. With the largest private stakeholder now withdrawn from the table, developing a unified vision for the future of the community was hindered. Second, HWY 31 became choked with commercial strips, snarling traffic, and diminished economic vitality from the town cores. Local officials say that the highway now needs to be widened.

This leads to a more general lesson - whether to plan for a ‘boomtown’ model of growth, or to cultivate growth sustainably. Joe Sherman, the author of *In the Rings of Saturn* is of the opinion that Spring Hill and Maury County chose the boomtown model, and that it led to the loss of much of the community’s rural charms. Sherman suggests that more attention should have been paid to long-term planning and visioning for the future, rather than to short-term economic gains.

A warning that was echoed many times, in both interviews and readings, was for public officials to be prepared for the eventual disillusionment of many citizens once growth and economic development come to the community. Many, especially elderly residents, may not be happy with the changes that ensue, especially if they do not perceive that they are sharing in the benefits.

**Resources**

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bob Duncan</td>
<td>Maury County Historian and Director of County Archives</td>
<td>931-375-1501</td>
</tr>
<tr>
<td>Miles Johnson</td>
<td>Spring Hill Alderman and Deputy Mayor</td>
<td>931-486-2636</td>
</tr>
<tr>
<td>Roxanne Howell</td>
<td>Chairman of Maury County Regional Planning Commission</td>
<td>931-379-0805</td>
</tr>
</tbody>
</table>
Montgomery, Alabama: Hyundai Motors Company

Montgomery, Alabama

Despite entering the U.S. market in 1986, Hyundai Motor Company did not have an assembly plant in the United States until 2005. Announcement of the 1,700-acre Alabama assembly plant was made in April 2002, with construction beginning in November 2002. Construction was completed in June 2004 and the grand opening of the plant was held on May 20, 2005. The plant began production on the Hyundai Sonata in 2005 and also started producing the Hyundai Santé Fe in 2007. In 2007, the Hyundai Motor Manufacturing Alabama (HMMA) Plant achieved Certification to the International Automotive Task Force’s most rigid quality management standard ISO/TS 16949—the “highest automotive operating standard in the world.”

In May 2007, ground broke for the new 4-cylinder Theta engine plant at the same location (see Figure 74). The new 350,000 square foot engine shop is expected to cost $270 million and create approximately 520 jobs. The new engine shop will build engines for both the adjacent Hyundai plant and the Kia Motor Plant in West Point, Georgia, and is to be completed by August 2008.

Source: Hyundai Motor Manufacturing Alabama, LLC

AREA OVERVIEW:

MONTGOMERY COUNTY, ALABAMA

<table>
<thead>
<tr>
<th>Area (sq. mile):</th>
<th>789.9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Density (sq. mile):</td>
<td>283.0</td>
</tr>
<tr>
<td>Households (number):</td>
<td>89,542</td>
</tr>
<tr>
<td>Median Household Income ($):</td>
<td>41,340</td>
</tr>
<tr>
<td>Vacant Housing (%):</td>
<td>11.6%</td>
</tr>
</tbody>
</table>

CITY OF MONTGOMERY, ALABAMA

<table>
<thead>
<tr>
<th>Area (sq. miles):</th>
<th>156.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Density (sq. mile):</td>
<td>1,296.1</td>
</tr>
<tr>
<td>Households:</td>
<td>100,784</td>
</tr>
<tr>
<td>Median Household Income ($):</td>
<td>40,775</td>
</tr>
<tr>
<td>Vacant Housing:</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

Source: DataPlace.org by Knowledgeplex


Employment

HMMA is currently the 5th largest employer in the Montgomery area, and the largest industrial employer with 3,171 employees. A major intent of HMMA was to hire as many local employees as possible by providing training programs that were publicized around the area though several different channels, mainly the Alabama Industrial Development Training (AIDT) program. The number of Alabamians who completed this program specifically for the HMMA plant increased significantly before the opening of the plant, including 500 residents in 2003, 960 residents in 2004, and 1,280 in 2005. In total, more than 2,700 completed the training and were interviewed by HMMA for 1,600 production and maintenance positions. At full capacity, the plant was expected to directly employ over 2,000 Team Members, and when combined with the 23 Tier One suppliers locating near the HMMA plant, add an additional 6,000 jobs to Alabama as a direct result of the HMMA plant. Once hired, team members traveled to Korea for hands-on training in Hyundai’s operational manufacturing facilities. In addition to the local Alabama employees, current employees were transferred from manufacturing plants in South Korea. In an effort to help these foreign employees assimilate into the community, the Hyundai Family Support Office was established by the City of Montgomery.

23 Hyundai suppliers have or will be locating near the plant in Alabama. So far, HMMA suppliers are locating in 15 Alabama counties. These suppliers have created more than 4,000 additional new jobs to date. Hyundai’s Alabama suppliers are expected to invest $474.7 million in capital investments. When combined with the investment of HMMA, the amount exceeds $1.5 billion. The 23 suppliers are significantly higher than the initial projections of 12 to 15 to locate in the state. Construction on the plant was completed in 2004. RUST Constructors is the construction manager for the project. Of the construction contractors hired by RUST, 29 of the 40 construction firms (73 percent) are from Alabama. HMMA requires all contractors to use Alabama suppliers and workers to the maximum extent possible.

Development & Redevelopment

The location of the plant is partially credited with spurring a revitalization effort that has brought many new attractions to the area. Many attribute the locating of the plant to getting the city “out of a rut” economically and helping them move development in new directions. According to the Montgomery Chamber of Commerce, redevelopment projects have included the construction of a Riverwalk (see Figure 75), convention center, and four-star hotel. The new Riverwalk Baseball Stadium is home to the Montgomery Biscuits, Montgomery’s Class AA minor league team affiliated with the Tampa Bay Devil Rays.

Figure 75- Riverwalk (Montgomery, AL)

On Montgomery’s east side, a major new shopping, business and residential development, EastChase, is projected for construction on 300 acres over the next 10 years. Developers have already opened the Shoppes at EastChase in Phase I, which included a cooperative effort with city planners to put into place $15 million of infrastructure before ground was ever broken on the center. This development, which is similar to Atlantic Station in Atlanta, is all part of a major effort by developers to increase population and better utilize land on the east side.

Charitable Giving

HMMA promotes that it “will provide responsible stewardship to our community and environment.” Hyundai’s charitable giving program was designed to promote “progressiveness, creativity and social responsibility.” They openly encourage local organizations to apply for funding. HMMA welcomes proposals to assist in opportunities that may improve the community, including: education, cultural arts, celebrating diversity, protecting the environment; and promoting health, physical fitness and recreation. Some of the recent recipients have ranged from the Montgomery Chamber of Commerce, to the Alabama Shakespeare Festival, to a local basketball team. A full list can be found at the Community Involvement page of the Hyundai Motor Manufacturing Alabama website.

Comparison to Troup County, Georgia

Geographic Comparison

Montgomery and LaGrange/West Point share geographical connections that are sure to be utilized by Hyundai and Kia. Montgomery’s proximity to LaGrange/West Point, as well as the connection provided by I-85, played no small part in Kia’s decision to locate in West Georgia. Hyundai has announced it will construct a second engine plant at Montgomery in order to supply engines to Kia, its sister company just 90 miles down the road. Additionally, a number of suppliers for the Kia Motor Plant will be based in Montgomery, further linking the two areas.

Demographic Comparison

Montgomery is the capital of Alabama and the second most populous city in the state, with over 200,000 residents (see Table 4). It is over 7 times the population of the City of LaGrange, and over 60 times that of West Point. This case study, therefore, offers fewer insights into the potential impacts a large manufacturing plant may have on smaller, more rural communities. Still, Montgomery and Troup County share economic, cultural, and geographical connections, and important lessons can be learned from Hyundai’s relationship with the city.

Table 4- Demographic Comparison of Montgomery County (AL) and Troup County (GA)

<table>
<thead>
<tr>
<th>STATE</th>
<th>COUNTY/CITY</th>
<th>1990 (Actual)</th>
<th>2000 (Estimated)</th>
<th>2006 (Estimated)</th>
<th>% Growth (1990-2006)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama Plant: 2005</td>
<td>Montgomery County</td>
<td>223,510</td>
<td>223,571</td>
<td>6.9%</td>
<td>6.7%</td>
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<tr>
<td></td>
<td>City of Montgomery</td>
<td>201,568</td>
<td>201,998</td>
<td>6.9%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Georgia Plant: 2009</td>
<td>Troup County</td>
<td>58,779</td>
<td>63,535</td>
<td>5.2%</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>City of West Point</td>
<td>3,382</td>
<td>3,352</td>
<td>5.4%</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Source: Population Finder, American FactFinder, U.S. Census Bureau

Lessons Learned

The construction of the Hyundai plant complex did not threaten to transform the physical landscape and character of Montgomery as it may have for a smaller city. Thus, this case study does not offer relevant insights on growth management, land preservation, or historic preservation. It does, however, show how cities and counties can spark investment through public/private partnerships. Hyundai now sponsors a number of events and efforts that define the Montgomery community, and local officials have decided to carry out the most ambitious projects in the wake of the plant’s opening.

## Resources

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ken Groves</td>
<td>Montgomery Planning Department</td>
<td>331-241-2712</td>
</tr>
<tr>
<td>Troy Wayman</td>
<td>Montgomery Chamber of Commerce</td>
<td>334-834-5200</td>
</tr>
</tbody>
</table>
Georgetown, Kentucky: Toyota Motor Manufacturing

AREA OVERVIEW:

SCOTT COUNTY, KENTUCKY
Area (sq. mile): 285.0
Population Density (sq. mile): 150.7
Households (number): 12,110
Median Household Income ($): 47,081
Vacant Housing (%): 6.7%

CITY OF GEORGETOWN, KENTUCKY
Area (sq. miles): 13.7
Population Density (sq. mile): 1,509.9
Households: 6,624
Median Household Income ($): 42,186
Vacant Housing: 7.1%

Source: DataPlace.org by KnowledgePlex

Georgetown, Kentucky

Georgetown is located in Scott County, Kentucky is 12 miles northwest of Lexington, Kentucky. The city’s 2005 population was 19,988, and its estimated 2010 population is 21,230. The city’s recent growth began in the mid-1980s, when Toyota built Toyota Motor Manufacturing Kentucky (TMMK), its first wholly owned United States plant. The plant was first announced in 1985 and officially opened for operations in 1988. We have chosen Georgetown as a case study because the city has been affected by the plant in an undeniable way, it has been said to have “put Georgetown on the map.” It has remained a generally positive change and the city has been able to preserve its rural character by making concerted efforts to do so. According to the City of Georgetown, since the opening of the plant, “employment has risen, our city, county, and school system have prospered; Toyota has been a good neighbor.”

Employment

The TMMK plant is by far the largest employer for the city with over 7,800 employees in manufacturing alone, and many suppliers have located near the plant as well. Many employees have chosen to reside within Georgetown; however, some commute from other parts of Scott County and some have chosen to live in the bigger city of Lexington, which is in Fayette County. Some of the growth Georgetown has experienced has been from the relative growth of the city of Lexington. Some Georgetown residents do commute to Lexington, and that number is on the rise as well.

Development & Redevelopment

Georgetown was given a push financially and in terms of population from TMMK; however, it has been able to successfully maintain its rural character including horse farms, agriculture, historic fences and buildings, and a small Baptist college, Georgetown College. The plant is located on the periphery of the Georgetown community, allowing it to not detract aesthetically from the historic, rural character that the community is known for. Georgetown and Scott County have undertaken measures to restrict the development along interchanges to ensure the character of the area is preserved. Regarding downtown Georgetown (see Figure 76), major efforts have been made to restore the buildings that have survived from the late 19th and early 20th centuries while zoning to ensure that new buildings on the main street will preserve the historic feel.

Figure 76- Downtown (Georgetown, KY)

Source: City-data.com

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The Georgetown-Scott County Planning Commission is currently working on the early stages of a Purchase of Development Rights (PDR) program to purchase farm development rights in order to slow the subdividing of valuable rural farm land. The Planning Commission of Scott County hopes that it will later be able to use these development rights to build up the Georgetown downtown corridor. The logic for opting for the PDRs instead of moving directly to the TDR (transfer of development rights) was that getting the state's approval on a PDR would be much faster and thus the project would be much more efficient. Currently the PDR program is offered to property owners on a voluntary basis. The Scott County Planning Commission actively promotes the program to farmers in the area.

Charitable Giving

TMMK shows its commitment to the community, as well as to the state, through both monetary contributions and the personal involvement of TMMK team members. Some groups supported by TMMK include the Kentucky United Way, Kentucky Chamber of Commerce, Governor’s Scholars Program, Leadership Kentucky, Urban League, YMCA Black Achievers, Lexington Humane Society, Louisville Zoo, Junior Achievement of the Bluegrass, and the Governor’s School for the Arts.50 The amount of charitable giving done by the plant has steadily increased each year. It is up to the organizations to seek out these funds.

Comparison to Troup County, Georgia

Geographical Comparison

Georgetown shares a number of geographical similarities with the cities of LaGrange and West Point, Georgia. Each of these cities retains a somewhat rural character, and lie along major interstate corridors at a nearly identical distance from major metropolitan regions. In fact, Georgetown is 68 miles from Cincinnati, while LaGrange is 67 miles from Atlanta. Both areas, in addition, serve as central locations between the predominant metro region and mid-size cities nearby.

Demographic Comparison

The City of Georgetown is a small city within a primarily rural county, much like the case of LaGrange and West Point in Troup County. Georgetown’s population has steadily increased since the opening of the Toyota plant in 1988, rising at nearly a 45 percent rate from 1990-2006, as shown in Table 5 below. Scott County presents a very similar population trajectory, growing at an almost identical rate as Georgetown, to a 2006 population of 42,954.

Troup County was well over twice the size of Scott County in 1988, but has been growing at a slower rate—12.59 percent since 1990. The City of LaGrange has grown just 7.43 percent, and West Point’s population has actually been declining over the same period. The opening of the Kia Motor Plant will almost certainly boost each of these rates, but probably not at the rates seen in Georgetown and Scott County, Kentucky. Much of their growth can be attributed to its close proximity to Lexington, and not solely to the opening of TMMK.

### Lessons Learned

Among the most important lessons learned from Georgetown’s growth management approach is its ability to leverage existing tools to preserve the town’s unique sense of place. Their efforts were born out of a shared vision that anticipated development pressures, instead of reacting to them. Local officials understood that strip-style development would cluster near interchanges, and that such a pattern of growth would threaten the vitality of a historic downtown. Thus, a growth management policy emerged with zoning regulations that discouraged interchange development and encouraged the preservation and enhancement of downtown historic buildings.

Georgetown’s ability to proactively guide development with existing tools is now allowing the city to explore more innovative growth management tools—another important lesson for booming towns. The city has weathered the initial storm of development spurred by the manufacturing plant, and can now turn its attention to preserving farmland and natural areas permanently. Its decision to accomplish this vision through a PDR program instead of a more ambitious Transfer of Development Rights (TDR) program in itself teaches a valuable lesson. That is, local officials must understand their community’s distinctive context and thoughtfully pursue the right growth management strategy.

### Resources

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Sapp</td>
<td>Scott County Planning Commission</td>
<td>502-867-3701</td>
</tr>
<tr>
<td>Jack Conner</td>
<td>Georgetown/Scott County Chamber of Commerce</td>
<td>502-863-3248</td>
</tr>
</tbody>
</table>

51 “Population Finder,” American FactFinder, U.S. Census Bureau. [http://factfinder.census.gov/servlet/SAFFPopulation?_submenuId=population_08_sse-on](http://factfinder.census.gov/servlet/SAFFPopulation?_submenuId=population_08_sse-on)
Canton, Mississippi: Nissan Motor Company

Canton, Mississippi

Canton is located about 20 miles north of the Mississippi state capitol, Jackson, and it is the seat of Madison County. The 2000 census found the Canton population to be 12,911. The 2006 estimate showed the population to have decreased slightly, to 12,578. However, Madison County’s population is increasing steadily, estimated at 87,419 in 2006, up from 74,674 in 2000. The population of nearby Jackson is approximately 176,000, having fallen by 20,000 residents since 1990. Median household income in Canton is $24,237. The plant has seen an investment from Nissan totaling to date $1.94 billion, and incentives from the state equaling $363 million.

Canton was chosen by Nissan in 2000 after fierce competition from neighboring Alabama. The facility was opened in 2003.

Employment

Currently there are approximately 3,700 employees at this facility. The Madison County Economic Development Authority estimates that six additional jobs have been created for each job at Nissan.

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itself. So far, thirteen Nissan suppliers have located themselves on or near the facilities within Madison County.

**Development & Redevelopment**

The center of Canton is its historic Greek Revival Courthouse (see Figure 77), the cornerstone of which was placed in 1855. The Canton Courthouse Square Historic District was officially entered into the National Register of Historic Places in 1982, and expanded to its current size of over 200 acres in 1989. Over $20 million in public and private funds have been spent on renovations within the historic district. Much of this investment has been guided by the Canton Redevelopment Authority, the Madison Chamber of Commerce, and the Main Street Association.

**Figure 77- Courthouse (Canton, MS)**

![Image of Canton Courthouse](http://www.lightandglass.net/imagegallery/d/91-3/Canton+0002.jpg)

In 1995, the Canton Community Development Corporation (CCDC) was created by the Canton Redevelopment Authority for the express purpose of revitalizing the African-American portion of historic downtown Canton known as “The Hollows” along North Hickory Street. The CCDC has done this by promoting small business, funding streetscape improvements, and encouraging the purchase and restoration of area properties through a revolving loan fund. The Canton Redevelopment Authority also

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contains the Historic Preservation Committee, which oversees the application of the *Canton Design Guidelines*\(^{58}\) in the historic districts of town.

In part due to this, Canton has in recent years been the site for principle filming of several Hollywood movies, as well as many commercials and documentaries. Several memorable scenes from the Coen Brothers’ *O Brother, Where Art Thou?* film were shot in the Canton Courthouse Square District. To capitalize on its recent popularity with the film industry, the city, county, and state are working in conjunction to construct the Mississippi Film Complex. This complex will include sound stages, offices, and training facilities for future crew members. A 25-acre site has been secured, and so far over $1.5 million have been raised toward construction of phase one.\(^{59}\)

In addition to the quality of its historic district itself, the city’s primary tourism draw is the semi-annual Canton Flea Market Arts & Crafts Show. This event brings in over 100,000 visitors to the downtown and has been rated one of the top events in Mississippi, and indeed the entire Southeast.\(^{60}\) Other tourist attractions include the Movie Museum, the Historic Train Depot & Museum, and the Nissan factory itself, which offers tours daily.

### Comparison to Troup County, Georgia

#### Geographical Comparison

The Nissan plant near Canton, similar to the Kia Motor Plant site, is set in a rural landscape along the interstate. It lies 20 miles from Jackson, MS, which serves as the capital and largest city of Mississippi. The site, however, is not situated near a major metropolitan area, nor does it serve as a central location between mid-size cities, unlike Georgia’s Kia Motor Plant. The nearest metro region of over 1 million residents is Memphis—nearly 200 miles away.

#### Demographic Comparison

**Table 6- Demographic Comparison of Madison County (MS) and Troup County (GA)**

<table>
<thead>
<tr>
<th>STATE</th>
<th>COUNTY/CITY</th>
<th>1990 (Actual)</th>
<th>2000 (Estimated)</th>
<th>2006 (Estimated)</th>
<th>% Growth (1990-2006)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miss</td>
<td>Madison County</td>
<td>53,794</td>
<td>74,674</td>
<td>89,387</td>
<td>39.81%</td>
</tr>
<tr>
<td></td>
<td>City of Canton</td>
<td>10,062</td>
<td>12,911</td>
<td>12,578</td>
<td>20.00%</td>
</tr>
<tr>
<td>Georgia</td>
<td>Troup County</td>
<td>55,536</td>
<td>58,779</td>
<td>63,535</td>
<td>12.59%</td>
</tr>
<tr>
<td></td>
<td>City of LaGrange</td>
<td>25,597</td>
<td>25,998</td>
<td>27,652</td>
<td>7.43%</td>
</tr>
</tbody>
</table>

Source: Population Finder, American FactFinder, U.S. Census Bureau


Lessons Learned

Perhaps Canton’s greatest contribution to developing a strategy for growth is its ability to garner cooperation across multiple agencies. The Canton Development Authority, Canton Chamber of Commerce, Main Street Association, and Canton Community Development Corporation each promote downtown independently, but the sum of these parts results in a vibrant downtown that has emerged as a source of pride and functions as the center of community life. Furthermore, Canton’s commitment to support its downtown small business owners deserves much credit for the district’s success. The city’s efforts exemplify that an alliance of entities each doing its part—not necessarily zoning and growth management programs—is perhaps the best approach to create a thriving downtown historic district.

Resources

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>PHONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deborah Anderson</td>
<td>Executive Director, Chamber of Commerce/Main Street</td>
<td>601-859-5816</td>
</tr>
<tr>
<td>John Wallace</td>
<td>Canton Municipal Utilities</td>
<td>601-559-2921</td>
</tr>
</tbody>
</table>
CASE STUDIES: LEADING COMMUNITIES

To supplement the analysis of the auto plant communities, we also looked at other communities that have seen growth or change similar to that we expect to see in Troup County, and have done specific aspects well. We explored attributes important to Troup County such as providing housing, historic preservation, growing a downtown, maintaining rural character, and developing good interchanges. Following is a brief description of each community and at the end of this section, a table providing further detail and references.

Selection of Communities

We looked at Columbus, Georgia's housing because of its close proximity to Troup and how familiar the area is to most Troup residents. We have chosen to focus on the large-scale HOPE VI Program that Columbus has undertaken to increase its affordable housing stock. There are multiple valuable online resources to get more information on these programs.

We looked at Dalton, Georgia for its neighborhood-focused housing redevelopment program. This program has been used to counteract disinvestment and decline that can also be seen in areas of Troup. In addition to several websites, we were able to speak to representatives from the Dalton-Whitfield CDC, as well as the Downtown Dalton Development Authority.
Woodstock, Georgia was chosen to highlight its downtown revitalization strategies. It has a population that is growing very rapidly, and to keep up with the needs of this growing, diversifying community, it is focusing on its Main Street through the Central Business District.

![Figure 80- Main Street Olde Towne (Woodstock, GA)](image1)

Source: Woodstock Downtown Development Authority

Madison, Georgia, in Morgan County, has been chosen because of its commitment to historic preservation via its Main Street program and its Corridor Management Program. Morgan County has a population of only about 18,000 residents (2006), less than one-third the size of Troup County. However, the City of Madison is very comparable to the City of West Point, having a 2006 estimated population of 3,877 compared to 3,352 respectively.

![Figure 82- Downtown Main Street (Madison, GA)](image2)

Source: City-data.com

Carroll County, Georgia is used here to show a commitment to maintaining rural character. Carroll County has had the ability to utilize the amenities of Atlanta and grow in its own right, while still maintaining its sense of community and rural character. Additionally, Carroll County has taken a very involved, comprehensive process in order to address growth issues via Carroll Tomorrow. To get a very detailed picture of the work that went into this redevelopment, we spoke to Slater Barr, the CEO of Carroll Tomorrow.

![Figure 83- Rural Land (West of Carrollton, GA)](image3)

Source: City-data.com

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Eufaula, Alabama is a great example of setting and working toward goals for sustainability. Here we focus on the comprehensive sustainability plan Eufaula has created for itself. The city has much in common with the city of West Point due to their proximity to the Chattahoochee River and their ability to serve as a recreation destination with lake access. The Eufaula website is a great resource for information on its plan.

Figure 84- Historic Downtown (Eufaula, AL)  
Figure 85- Lakepoint State Park (Eufaula, AL)

Tifton, Georgia has proven to be a successful model for small Georgia cities interested in brownfield redevelopment. With a population of only 15,000, the City has secured a substantial grant from the Environmental Protection Agency to restore an environmentally-contaminated site. The City has also partnered with various stakeholder groups, in addition to state agencies. Their efforts show the benefit of creating partnerships at the local, state, and federal levels.

Figure 86- Horizon Mill Brownfield (Tifton, GA)

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### Table 7- Case Studies of Communities with Leading Development and Preservation Mechanisms

<table>
<thead>
<tr>
<th>DEVELOPMENT AND PRESERVATION MECHANISM</th>
<th>CASE STUDY</th>
<th>COMMUNITY INFORMATION</th>
<th>DESCRIPTION</th>
<th>RESOURCES AND CONTACT INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Redevelopment</td>
<td>Columbus, Georgia</td>
<td>Area (sq. mile): 220.8</td>
<td>Context: Columbus is the county seat of Muscogee County, which has a consolidated city-county</td>
<td>Resources: The Housing Authority of Columbus, Georgia-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Population Density (sq. mile): 841.4</td>
<td><strong>Hope VI Program</strong></td>
<td>NeighborWorks® Columbus-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Households: 69,599</td>
<td>The Revitalization Plan for George Foster Peabody Apartments, strategically located between</td>
<td><a href="http://www.nwcolumbus.org/">http://www.nwcolumbus.org/</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Median Household Income ($) 34,853</td>
<td>the Columbus Regional Medical Center and the Waverly Terrace Historic District, calls for</td>
<td>Uptown Columbus, Georgia-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vacant Housing: 6,341 (8.4%)</td>
<td>the complete demolition of all 510 severely distressed existing public housing units on-site</td>
<td><a href="http://www.uptowncolumbusga.com/">http://www.uptowncolumbusga.com/</a></td>
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<tr>
<td></td>
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<td>and their replacement with a 363-unit mixed-income residential community, 120 unit residential</td>
<td>Historic Columbus Foundation-</td>
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<td></td>
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<td>community for the elderly and a commercial component along the major arterial street that</td>
<td><a href="http://www.historiccolumbus.com/">http://www.historiccolumbus.com/</a></td>
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<td>borders the south side of the site.</td>
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<td>Of the 363 proposed on-site units, 145 (40 percent) are public housing replacement units, 73</td>
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<td>(20 percent) are affordable units funded with Low-Income Housing Tax Credits, and 145 (40</td>
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<td>percent) are market-rate rental units. In addition, the site’s location on Talbotton Road,</td>
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<td>combined with its proximity to the Columbus Regional Medical Center makes it an attractive</td>
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<td>location for a senior’s housing development and also for commercial development as a service</td>
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<td>center. As a result, the revitalization plan for on-site development includes a potential 120</td>
<td></td>
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<td></td>
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<td>unit residential facility for seniors living and approximately 29,000 square feet of</td>
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<td>community-based office / local retail space, which will be leased to businesses serving the</td>
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<td>residents of the site and surrounding neighborhood.</td>
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<tr>
<td>Residential Redevelopment &amp;</td>
<td>Dalton,</td>
<td>Area (sq. mile): 19.8</td>
<td>Context: Dalton is the county seat of Whitfield County,</td>
<td>Resources:</td>
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<td>mixed-use development</td>
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<tr>
<td>DEVELOPMENT AND PRESERVATION MECHANISM</td>
<td>CASE STUDY</td>
<td>COMMUNITY INFORMATION</td>
<td>DESCRIPTION</td>
<td>RESOURCES AND CONTACT INFORMATION</td>
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<tr>
<td></td>
<td></td>
<td>Median Household Income ($) : 34,312</td>
<td>The City of Dalton and the Dalton-Whitfield CDC have teamed up with Whitfield County, the Dalton-Whitfield Chamber of Commerce, the State of Georgia, and other neighborhood groups in order to tackle neighborhood disinvestment through a series of planning studies and initiatives. These initiatives have included the 1999 Streetscape Master Plan for Downtown Dalton, and the more comprehensive 2001 Dalton Quality Growth Resource Team Report. This effort entails a plan of action for coordinated redevelopment across a geographically broad, but economically and socially cohesive area.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vacant Housing: 540 (5.3%)</td>
<td>In addition, a set of guidelines has been drawn up in order to ensure that types of future infill development will be beneficial to the city and current development.</td>
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<td></td>
<td></td>
<td></td>
<td><strong>Downtown Development Initiatives</strong></td>
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<td></td>
<td>Currently Dalton’s development is moving away from the I-75 interchange to the heart of the city. Its downtown district has been a national “Main Street City” since 1985 and is managed by the Downtown Dalton Development Authority (DDDA). In 2006, the DDDA completed a $7 million downtown streetscape project designed to bring improved sidewalks, historic light fixtures and colorful plantings to beautify the historic downtown area.</td>
<td></td>
</tr>
<tr>
<td>DEVELOPMENT AND PRESERVATION MECHANISM</td>
<td>CASE STUDY</td>
<td>COMMUNITY INFORMATION</td>
<td>DESCRIPTION</td>
<td>RESOURCES AND CONTACT INFORMATION</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Population Density (sq. mile): 1,140.75</td>
<td>Historic Downtown</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Households: 3,869</td>
<td>Woodstock Downtown Development Authority (DDA) started in 2002 to revitalize and redevelop what residents call the “Olde Towe” district, and is now expanding its mission to reach other parts of Woodstock. The City of Woodstock completed the Downtown Livable Centers Initiative Plan in 2002 and received funds to enhance Main Street through the city’s central business district. The Downtown District includes antique shops, tearooms and special events facilities. There are specialty shops, including hair salon, gift shop, coffeehouse and furniture store. Services available include chiropractic care, spas, and car repair.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Median Household Income ($): 58,506</td>
<td>Current Projects</td>
<td>Two major initiatives that have been developed recently are the mixed-use developments of Woodstock Downtown and its counterpart on the other side of Main Street, called Woodstock West. The goal of these projects is to strengthen the core without compromising historic character, according to the vision of the Livable Centers Initiative (LCI). When complete, Woodstock Downtown will have added 50,000 square feet of retail/restaurants, 10,000 square feet of offices, 125 townhouses, 62 single-family homes, and 74 loft units. It will also include a 3.5-acre park, representing 18 percent of the development’s area. In addition, the Woodstock Area Convention &amp; Visitors Bureau Authority was just created in 2006 to assist the growing community with tourism and marketing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Vacant Housing: 233 (5.7%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEVELOPMENT AND PRESERVATION MECHANISM</td>
<td>CASE STUDY</td>
<td>COMMUNITY INFORMATION</td>
<td>DESCRIPTION</td>
<td>RESOURCES AND CONTACT INFORMATION</td>
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<tr>
<td>----------------------------------------</td>
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</tr>
</tbody>
</table>
| Historic Preservation and Gateway Protection | Madison, Georgia | Area (sq. mile): 8.86  
Population Density (sq. mile): 410.38  
Households: 1,362  
Median Household Income ($) : 36,055  
Vacant Housing: 132 (8.8%) | Context  
Madison is the seat of Morgan County, about 50 miles east of Atlanta and just north of I-20. It is very comparable to the City of West Point, having a 2006 estimated population of 3,877 compared to West Point’s population of 3,352.  
Downtown Madison  
Madison was selected in 1984 to act as one of the original pilots for the Georgia Main Street Program. Madison’s program is supported by a full-time Main Street Director and a special tax district for the central business district of the city. Business and property owners within this district form the Downtown Business Council (DBC). The DBC divides its membership into three groups: Retail, Hospitality, and Professional. In addition, members of the DBC compose the Main Street Advisory Board (MAB). The primary event sponsored by the Madison Main Street is Madison Fest, a summer arts and crafts fair that draws thousands of locals and others from surrounding areas. Madison Main Street also works with the Downtown Development Authority (DDA) to improve economic opportunities in the central business district. Accomplishments of the DDA include the support of affordable infill housing and the Downtown Facade Grant Program. The Madison Historic Preservation Manual serves as the city’s design guideline document and has been recognized by the Trust for Historic Preservation.  
Gateway Preservation and Improvement  
In 1997, Madison created the volunteer Corridor Design Commission (CDC) to oversee the City’s corridor management program. The CDC creates plans for the landscaping of entrances to the City and reviews construction proposals that fall in designated gateway areas. The I-20 Special Tax District provides funds for lighting at the interstate interchanges. | Resources  
## DEVELOPMENT AND PRESERVATION MECHANISM

### CASE STUDY

### COMMUNITY INFORMATION

<table>
<thead>
<tr>
<th>Description</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>Context</td>
<td>Carroll County is located in northwest Georgia, situated between Atlanta (1 hour, east) and Birmingham (2 hours, west) with I-20 running through the northern part of the county.</td>
</tr>
<tr>
<td>Planning and Infrastructure</td>
<td>The Carroll County Chamber of Commerce started the separate organization of Carroll Tomorrow to boost economic growth and to ensure that the 239 action steps enumerated in the community plan were addressed. This community plan was drawn up in 1999 and 2000 with the help of Main Street Services. Carroll Tomorrow worked through the list one by one until all issues had been handled.</td>
</tr>
<tr>
<td></td>
<td>Much of the success of Carroll Tomorrow has been attributed to the commitment of the county government to give funds to the project. For its first year Carroll Tomorrow had a budget of $600,000, much higher than the $350,000 for the Chamber of Commerce. However, only 30% of those funds were from the government; the other 70% came from private donors. These donors were sought out by a professional fundraising team hired by Carroll Tomorrow.</td>
</tr>
<tr>
<td></td>
<td>The Chamber of Commerce and Carroll Tomorrow have both prospered from collaboration, forming a nexus that recently began the Burson Center. Like many non-profit incubators, the Burson Center has an affiliation with the local university, The University of West Georgia in Carrollton. While the center is owned and operated by Carroll Tomorrow, it is supported in many ways by the university. The school holds clinics, and provides MBA students from the School of Business to conduct research, and to serve as interns, providing valuable experience for the students, and meaningful support for the center.</td>
</tr>
</tbody>
</table>

**Resources**

- “Welcome to Mainstreet.” City of Carrollton, Georgia. [http://www.carrolltonmainstreet.com](http://www.carrolltonmainstreet.com)
- Carroll County Chamber of Commerce. [http://www.carroll-ga.org](http://www.carroll-ga.org)
- The Burson Center. [http://www.bursoncenter.com](http://www.bursoncenter.com)

**Contacts**

- Slater Barr, CEO of Carroll Tomorrow, 770-832-2446
<table>
<thead>
<tr>
<th>DEVELOPMENT AND PRESERVATION MECHANISM</th>
<th>CASE STUDY</th>
<th>COMMUNITY INFORMATION</th>
<th>DESCRIPTION</th>
<th>RESOURCES AND CONTACT INFORMATION</th>
</tr>
</thead>
</table>
| Sustainability | Eufaula, Alabama | Area (sq. mile): 59.4  
Population Density (sq. mile): 234.14  
Households: 5,447  
Median Household Income ($): 27,910  
Vacant Housing: 663 (10.9%) | Context  
The city of Eufaula is located in southeastern Alabama, along the Alabama-Georgia state line.  
Sustainable Eufaula & Eufaula 2020  
Having previously worked with Audubon International, city officials persuaded the organization to return in 1997 to help Eufaula become the pilot city for the "Audubon Cooperative Sanctuary" program. To accomplish this, the partners developed a community-wide environmental stewardship program called Sustainable Eufaula in order to include all residents.  
The finished product, called Eufaula 2020, establishes three broad goals in terms of sustainability:  
1. Protect and preserve the environment  
2. Strengthen the local economy to create more opportunities  
3. Address social issues  
One of the most important aspects of the Eufaula 2020 Plan is changing area land use policy. It accomplishes this by changing existing zoning ordinance and subdivision regulations, recommending new policies and programs, and adopting a smart code that encourages mixed uses and housing types.  
Already a hunting and fishing mecca due to Lake Eufaula, the Eufaula Wildlife Refuge, and Lakepoint State Park, Eufaula residents see development of eco-tourism surrounding these resources as an opportunity for economic growth that fits the sustainable mold. This would include the promotion of biking, canoeing, camping, and bird-watching, as well as the development of more bed-and-breakfast style lodging for those coming to enjoy the natural beauty of the area. | Resources  
"Eufaula 2020 Strategic Plan." City of Eufaula, Alabama.  
"Main Street Eufaula, Inc." City of Eufaula, Alabama.  
<table>
<thead>
<tr>
<th>DEVELOPMENT AND PRESERVATION MECHANISM</th>
<th>CASE STUDY</th>
<th>COMMUNITY INFORMATION</th>
<th>DESCRIPTION</th>
<th>RESOURCES AND CONTACT INFORMATION</th>
</tr>
</thead>
</table>
| Brownfield Redevelopment               | Tifton, Georgia | Area (sq. mile): 8.93  | Context  
The City of Tifton, the county seat for Tift County, is a community located in South Georgia just off I-75, HWY 82, HWY 319, and US 41. The City of Tifton is designated as a Community Development Block Grant entitled community.  |
|                                        |            | Population (2000): 15,060 | Environmental Protection Agency (EPA) Brownfields Grant  
In April 2006 the City of Tifton was awarded an EPA Brownfields Assessment Grant totaling $150,000. The project focuses on the Former Horizon Mill property. The site, originally used for tobacco packaging and distribution in the late 1800s, was converted to a textile mill around 1950. Currently, the site is not in use and is suspected to have environmental contamination. Grant funds will be used to determine the degree and extent of contamination on the property, plan for cleanup and redevelopment, and identify potential end-use applications. By assessing contamination at the site, the city is quantifying the risks involved in putting it back into productive use to encourage redevelopment. Grant activities began in October 2006 and the project will continue through September 2009.  
In addition, the city will work with stakeholder groups to create cleanup and redevelopment plans for the property. These plans will detail potential end-use applications for the site once the contamination issues have been addressed. The city will also monitor key health and environmental indicators from state and local data sources to assess the potential health impact of the property.  | Resources  
“City of Tifton Brownfields.” City of Tifton, Georgia.  
http://www.ctcbrownfields.com/tifton/index.php  
“Brownfields Redevelopment in Georgia.” Fanning Institute.  
http://www.fanning.uga.edu/program/brownfields  
http://www.iedconline.org/?p=Brownfields_Resource_Center  
“Georgia’s Brownfields.” Environmental Protection Division, Georgia Department of Natural Resources.  
http://www.gaepd.org/Documents/brownfields.html  
“National Brownfield Associations.” National Brownfield Associations.  
http://www.brownfieldassociation.org  
http://www.epa.gov/brownfields  
“Infill Development Program.” Georgia Department of Community Affairs.  
http://www.dca.state.ga.us/intra_nonpub/toolkit/guides/infildevtprog.pdf |
CONCLUSIONS AND KEY RECOMMENDATIONS

Lessons Learned

Due to the anticipated development related to the incoming Kia Motor Plant, opportunities for redevelopment will be significant throughout Troup County. There are already many opportunities for redevelopment within Troup County and its three cities. Three major areas for redevelopment are identified: historic downtown and commercial centers, residential development, and travel corridors and interchanges.

While identifying areas in which redevelopment is needed, case studies provide lessons on successful and unsuccessful development efforts and also suggest funding mechanisms for the type of development Troup County hopes to promote. Case studies on the effect of new automobile plants on surrounding areas provide valuable information for Troup County on potential problems and solutions that arise with an incoming auto plant. The main lessons learned from these automobile plant case studies are:

- Plan for long-term development and not short-term economic gains. Anticipate development pressures, and plan for them.

- Maintain the character of an area by siting new development in carefully chosen areas and restricting development in other areas. The preservation of historic and natural resources also contributes to the character of a community.

- Be prepared for a large influx of residents and the needs associated with a large population such as housing units, basic services, transportation infrastructure, schools, medical facilities, and a police force among others.

- Encourage companies to give back to the community in which they are located, through the donation of monetary funds, land/facilities, materials/products, or time/volunteers. Companies should also contribute to the economic development of a community in which they are located by hiring and supporting local workers.

Case studies on communities practicing sustainable redevelopment techniques also provide many lessons that can be used in Troup County and the cities. Such examples include:

- Intergovernmental and organizational cooperation is vital to the success of development strategies within an area.

- Organizations and programs need guiding principles—in the form of studies, reports, and goals—in which to operate and upon which to base decisions.

- Design guidelines should be established to ensure proper and adequate physical characteristics to contribute to and maintain the area’s overall character.

- Funding for organizations and programs is vital to their success and must include investments from both the public and private sector.

- Volunteer organizations and leadership roles promote stakeholder involvement in the community.
• The marketing of natural and historic resources promotes tourism and encourages redevelopment and historic preservation.

• Infrastructure improvements—namely streetscapes and wayfinding tools—are an easy first-step to promote and encourage development in an area.

Recommendations

Goals and Policies to Direct Redevelopment

| OBSERVATION: | There is a substantial amount of undeveloped land throughout Troup County that is relatively suitable for urbanization, yet community stakeholders and elected officials have expressed a vision to concentrate future development in and around the cities to take advantage of available infrastructure and prevent sprawling development and its associated ills. |
| STRATEGY: | Explore officially adopting a vision supporting policies to direct new development to areas in and adjacent to the cities where existing or planned infrastructure capacity is available. |
| STRATEGIC GOAL(S): | The Well Planned Community |
| | The Environmentally Steward Community |
| | The Quality Governance Community |
| REFERENCE(S): | A Spatial Strategy for Sustainability |
| | The View from Community Stakeholders |

As the suitability analysis shows, there are over 63,000 acres of land that are highly suitable or suitable for new development in Troup County. This far exceeds the land needs for population and job growth over the next 25 years; therefore, it is important to articulate and officially adopt a community vision for growth, one that provides a geographic and temporal sense, as well as a design character, of preferred development. A coordinated and complementary vision among the jurisdictions is important, because the impacts of development decisions cross jurisdictional boundaries.

Troup County and the cities should use their comprehensive planning processes to articulate and formally adopt this vision of concentrated cities. The county’s current comprehensive planning process is beginning to outline this vision, which must reflect and be reflected in the plans and policies of the cities to be effective. The areas for new development depicted in the character area maps should include development needs based on population and employment projections. As suggested in an earlier recommendation, oversupply of land

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64 The suitability analysis conducted as part of the strategic planning process categorized land in Troup County along a continuum of desirability for development. Various criteria, including presence of wetlands or floodplains, proximity to significant transportation infrastructure, proximity to features that may be detrimental to livability, were weighed by the Leadership Team and used in the model to categorize land as desirable or undesirable for future development. Results of this analysis are in the report entitled Preparing for the Future in Troup County, Georgia: A Spatial Strategy for Sustainability.
For development can result in premature conversion of rural and agricultural lands to urban areas.

For subsequent comprehensive plan updates, Troup County and the cities should consider a joint or coordinated planning process—synchronizing efforts in terms of timeframe and process—to identify areas of common goals and visions that can further support the development of consistent or complementary policies and development regulations across jurisdictions.

The cities should begin to explore the adoption of spatial planning policies. Without guidelines for future growth patterns, unsustainable development (e.g. leapfrog development in rural area and environmentally threatening developments around West Point Lake) may be proposed by developers. Adopting spatial planning policies encourages future development to locate where it is desired. They should consider using containment tools that preserve open space and farmland, minimize the use of land, ensure the orderly transition from rural to urban land use, and reduce the social disruption due to urban sprawl. Such policies include:

- An Urban Growth Boundary (UGB) is a line drawn around cities that is intended to encourage development within the boundary and discourage or not allow new developments outside the boundary. The boundary is set considering future population growth (usually 20 years projection) and periodically (every 5 years) reviewed to examine whether or not the boundary should be expanded.

- Urban Service Areas (USA) denote a line beyond which a city will not install or upgrade infrastructure or offer services, and is also periodically reviewed. Unlike UGBs, urban development is not prohibited beyond USAs, but developers bear the infrastructure and service costs of the new development.

- Transfer of Development Rights (TDR) program that enables the transfer of development rights from sending areas (e.g., those areas desired to be preserved for future use) to receiving areas (e.g., those areas ideal for infill development, redevelopment, and expanded development, and areas with available, untapped infrastructure).

Troup County and the cities should amend zoning and subdivision regulations, as needed, based on the results of the Quality Growth Audit performed as part of the strategic planning process. The audit provides a comprehensive assessment of each jurisdiction’s current policies and regulations that impact land development practices that influence environmental quality and the welfare of residents, businesses, and visitors. The quality growth audit for Troup County and the cities evaluates existing plans, policies, and practices against the accepted principles of Quality Growth, Sustainable Development, Context Sensitive Solutions, and Universal Design. The audit provides numerous and specific recommendations for amendments to policies, plans, and regulations. Troup County staff and officials, along with staff and officials from each of the incorporated cities, need to consider community priorities and resources to determine how best to address the recommendations contained in this report.

An important issue for Troup County is the expected increase in large-scale developments. These developments can have a serious impact on the communities. Therefore, careful

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65 A quality growth audit evaluates existing plans, policies, and practices based on the community’s vision for the future and accepted principles of quality growth. The Troup County audit evaluated existing plans, policies, and practices on five main categories: land use, environment and natural resources, housing, transportation, and community design. Results of this analysis are in the report entitled Preparing for the Future in Troup County, Georgia: Quality Growth Audit.
evaluation of Planned Unit Development codes, which often regulates large developments, is necessary to ensure high-quality and environmentally sensitive developments.

Troup County and the cities should build upon their collaborative relationships and explore the potential for adopting minimum planning standards or project review criteria that is applicable countywide and for pursuing development decisions in a joint way. To help guide development in desired areas and to influence the quality of development, there are a number of options to consider, such as:

- A project review rating system (also known as a land use guidance point system or development scorecard) should be explored.
- The jurisdictions should meet at periodic intervals to review the macro implications of large scale developments planned and underway in the county and to have some dialogue regarding how such implications may affect future development decisions.
- The jurisdictions should explore alternative tools for joint review of development such as a memorandum of agreement to establish procedures for how to jointly review development proposals for properties within certain areas of interest, the potential for creating a design review commission, and revisiting the possibility of a joint planning commission.

The cities should amend plans and policies to permit and as appropriate incentivize redevelopment of vacant, Greyfield, Brownfield sites in already developed areas, and adaptive reuse of existing buildings. The cities have opportunities to foster and direct growth to downtowns, commercial corridors, residential neighborhoods, and industrial areas that are prime for redevelopment. In instances where redevelopment would not happen but for public involvement, the cities should study which specific redevelopment projects would provide the greatest social, economic, and environmental impacts.

| OBSERVATION: | Local stakeholders identify ‘engaging the citizenry’ as the fifth most serious issue, and ‘quality governance’ ranked as the third greatest weakness. |
| STRATEGY: | Explore ways to enable and encourage the public to be actively involved in the planning processes by providing easy access to information and opportunities for involvement. |
| STRATEGIC GOAL(S): | The Quality Governance Community  
The Well Planned Community |
| REFERENCE(S): | The View from Community Stakeholders |

A strong and informed citizen base is critical for the successful implementation of community betterment efforts such as those identified in the strategic planning process. To this end, Troup County’s citizenry was identified as a leading strength by community stakeholders. While engaging the citizenry was identified as a leading issue, the stakeholders discussed a pervasive civic attitude and a desire to have greater communication from local government. The challenges of maintaining a strong citizenry will be exacerbated in the face of growth as it becomes more difficult to foster social connectivity and the incorporation of new residents in civic life.

Troup County and the cities should explore options for strengthening its community engagement framework. For example, the region should consider:
Designating Citizen Participation Advocates to represent the interests of many neighborhoods and communities on planning and local government needs. Volunteer leadership of “neighborhood planning units (NPUs)” in larger communities often play this role.

Creating a public relations/community relations post to be housed within local government where the full-time job would entail representing the local governments to the citizens and employing various communications channels to keep the citizenry informed.

Continuing to improve e-Government (online government) services by which Troup County and the cities can efficiently exchange public services and information with citizens and other stakeholders. The service should enable citizens to engage in communications with agencies and post problems, comments, or requests for services. One effective method to communicate with residents is through visualizations, like interactive mapping services, that help citizens understand the future of Troup County as well as its existing conditions. The county and cities should explore the opportunity to have a consolidated Web portal for citizens and businesses to access e-Government services.

Exploring the use of vacant downtown storefronts to share information about the future of the county and cities and to engage residents and business owners in the creative visioning and decision-making process. Partnering with building owners and the development authorities to make use of vacant storefronts can provide space for informative posters, meeting announcements, and models, they can also be staffed on select days to provide stakeholders with an opportunity to ask questions and get involved or may be used for small meetings and events. Other communities have used this strategy with great success.

Maintaining Integrity and Quality of Place

| OBSERVATION: | While some of the older neighborhoods have declined, much of the quality housing stock and historic street patterns remain. |
| STRATEGY: | Troup County should continue to support existing older neighborhoods and explore using historically successful patterns of development to inform policies for future development, especially infill development and the potential for greater mixed-use development within these neighborhoods. |
| STRATEGIC GOAL(S): | The Good Habitat Community |
| | The Well Planned Community |
| | The Navigable Community |
| | The Environmentally Steward Community |
| REFERENCE(S): | A Spatial Strategy for Sustainability |
| | Quality Growth Audit |

The cities have maintained much of their historic development patterns, which are relatively compact and connected grids with density and the intensity of uses diminishing in a radial fashion from the central business districts. Each downtown has a distinct and charming personality and many of the historic neighborhoods are characterized by a comfortable diversity of architectural styles and some
variation in home size and type. Such development is the inspiration for the New Urbanist (or neo-traditional) movement, which embraces the concept that well-connected places where walking and public space allow for causal interaction create an authentic and sustainable sense of community.

Troup County’s ability to ensure efficient transportation flows around industrial districts will be challenged by the significant ongoing and anticipated industrial growth. Therefore, Troup County and the cities should establish a long-range vision for industrial development and establish policies that maintain the integrity of important infrastructure and suitable land. To preserve and take advantage of Troup County’s unique assets—quality residential neighborhoods and efficient industrial areas—the following strategies should be considered:

Troup County and the cities should continue to preserve the historic downtowns and neighborhoods. As DASH’s community supported efforts have shown, progress is being made to address the problems of substandard housing. Still, areas of poor housing remain and efforts must continue. And while some progress has been made in all of the downtowns, continued effort is needed to create vibrant and growing centers. Consider:

- Partnering with local banks to create a Home Improvement Program (HIP) to provide low- and moderate-income residents with technical assistance and low interest rate loans to maintain their homes, and thereby help stabilize neighborhoods. In most cases, loans are not repaid unless the house is sold or changes ownership. Such a program can be established throughout county or in select neighborhoods and may be run by the county or cities, or by the housing authorities.

- Creating a Façade Improvement Program for the downtown and select existing neighborhood commercial nodes. Such a program is designed to stimulate private investment in exterior improvements by creating public/private partnerships. Downtown plans should define design guidelines that must be met to qualify for the improvement program.

- Adopting development regulations that ensure that infill development, both commercial and residential, complement the surrounding buildings and neighborhood, particularly in scale, volume, setback, street orientation, and design detail, especially in windows and doors.

- Encouraging infill and expansion of the downtowns of each of the cities, while maintaining a mixing of uses. Downtowns can support a greater density, intensity, and variety of uses than other areas of the community because they are better served by infrastructure. Encouraging residential development in the downtowns can be a catalyst to reduce commercial space vacancies as businesses start to realize a potential clientele. Downtowns can be attractive residential locations for young couples and singles who want to live near entertainment areas, as well as older adults who may be looking to downsize their homes and live in areas that have more services nearby. When exploring downtown development it is imperative that historic preservation (protecting the architecture and elements that inform the city’s unique character) and green space (giving people living in smaller houses access to public outdoor space) be equally addressed.

The cities should look to the character of successful older neighborhoods and areas as inspiration for policies and incentives for new development. They should consider:

- Conducting an assessment of select neighborhoods to create a Community Design Guidebook to be used by designers of new developments. The neighborhoods selected should reflect the range of densities and housing sizes throughout the cities and should reflect the distinct character of each city. Augmented with environmental goals, the guidelines can be used to offer incentives to encourage developers to create new communities that reflect the character of the existing development.
Incentives, like density bonuses in appropriate areas, can also be used to encourage the creation of needed housing. Following the inventory of housing supply (quantity and quality) that is scheduled to be part of the county’s comprehensive planning process, a better assessment of housing needs and therefore appropriate policies can be established. Combined with the proposed Community Design Guidebook, it is possible to encourage the development of high-quality affordable housing. The monitoring of available affordable housing should be an important component of any performance or indicator system to monitor progress and illustrate success.

**OBSERVATION:**
With anticipated new development, additional signage, landscaping (or the lack thereof), and streetscaping have the ability to significantly change the attractiveness of the community.

**STRATEGY:**
Review, amend, or adopt ordinances to preserve and enhance community aesthetic appeal.

**STRATEGIC GOAL(S):**
The Attractive Community
The Environmentally Steward Community

**REFERENCE(S):**
Quality Growth Audit

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Troup County and the cities should review and amend codes to provide appropriate landscape ordinances. It is important to differentiate landscaping and buffers. Typically buffers are intended to create a visual or environmental divide between land uses that are not entirely complimentary. Landscape ordinances do more than block undesirable views; they also aesthetically enhance areas, create shade for pedestrians and parked cars, and provide habitat for native flora and fauna. A landscaping ordinance can result in the screening of visually undesirable features from public view, protection of the privacy of residents, and promotion of the community as one that cares about its appearance. It can also improve the physical environment of a community through using plants best suited to the climate, improving drainage, and enhancing air quality. Working with a team of local landscape architects, planners, wildlife biologists, residents, and business owners, Troup County and the cities should study the creation of a landscape ordinance that sets standards for landscaping of commercial, industrial, and residential areas. The ordinance should also include lists of trees and shrubs that are recommended for the area. The recommended plants should either be native or adapted to the climate and environment of Troup County.

Troup County and the cities should review signage regulations and develop a wayfinding and promotional signage plan. Wayfinding is the orderly presentation of information required to help people comfortably and successfully access and move about a community. Signage provides an effective method to communicate wayfinding information to specific audiences. Such signage can be thought of as both a practical necessity and as a public relations tool. A wayfinding program can be used to identify, inform, advertise, direct, describe, and explain the environment. Wayfinding signage placed at key decision points (e.g. interchanges, major intersections, bridges) is extremely important to visitors unfamiliar with the area. Done properly, it can create a uniform identity that reinforces the unique sense of place of Troup County.
### OBSERVATION:
Growth and development can negatively impact historic buildings and sites and scenic views.

### STRATEGY:
- Inventory and protect historic and scenic resources.

### STRATEGIC GOAL(S):
- The Attractive Community
- The Environmentally Steward Community

### REFERENCE(S):
- Redevelopment Assessment
- Quality Growth Audit

Historic buildings and sites and scenic views help make up Troup County’s unique identity. They are reminders of its natural and manmade heritage and as such, contribute significantly to its sense of place. Their preservation also provides environmental benefits, as the maintenance and reuse of historic buildings is less material intensive than new construction and the protection of scenic views is likely to conserve natural areas.

Troup County and the cities should work with the Troup County Historical Society to identify historically and architecturally significant buildings and sites. Historic buildings, sites, and scenic views help make up Troup County’s unique identity. They are reminders of its natural and manmade heritage and, as such, contribute significantly to its sense of place. Their preservation also provides environmental benefits, as the maintenance and reuse of historic buildings is less material intensive than new construction and the protection of scenic views is likely to conserve natural areas. In some cases, National trust Status should be sought for exceptional examples that are not already identified. Less significant examples can be identified in city and county publications and policies can be enhanced to support their preservation.

Troup County and the cities should inventory important scenic views. The recently announced scenic byways in the southeast portion of Troup County begins to protect these areas and the draft Troup County Comprehensive Plan has policies for their preservation. Smaller areas and specific viewsheds may also be protected through transportation and land use plans that respect scenic view designations.

### OBSERVATION:
Troup County’s ability to ensure efficient transportation flows around industrial districts will be challenged by the significant ongoing and anticipated industrial growth.

### STRATEGY:
Establish a long-range vision for industrial development and establish policies that protect important infrastructure and suitable land.

### STRATEGIC GOAL(S):
- The Navigable Community
- The Well Planned Community
- The Good Habitat Community

### REFERENCE(S):
- Transportation Assessment
- A Spatial Strategy for Sustainability
- Quality Growth Audit
Troup County’s and the cities’ existing industrial and job centers are well served by transportation systems and land that are available and suitable for industrial development. New development has the potential to encroach on industrial areas and may cause land use and transportation conflicts that reduce efficiency and create safety issues.

As a growing industrial center, Troup County and the cities should adopt policies and plans to secure land and systems that support the community’s vision for future economic development. The county and cities should consider:

- Developing an Industrial Districts Park Management Plan and address industrial land needs for the long-term future. Such a plan can establish policies and guidelines for design and siting of businesses, as well as set environmental guidelines.

- Carefully evaluating residential and commercial development proposals near existing and future industrial areas to ensure that such development will not create traffic congestion that will inhibit freight movement, and the freight routes and noise and light pollution from industrial areas will not negatively impact residential areas. For a full examination of community impacts of freight see the Transportation Assessment.

### Sustainable Land and Transportation Development

<table>
<thead>
<tr>
<th>OBSERVATION:</th>
<th>Many community stakeholders expressed a desire for environmental stewardship that balances economic and social factors through a sustainable development approach.</th>
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</thead>
<tbody>
<tr>
<td>STRATEGY:</td>
<td>Adopt a multi-faceted approach to sustainable development across all development types.</td>
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<tr>
<td>STRATEGIC GOAL(S):</td>
<td>The Environmental Steward Community</td>
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<td></td>
<td>The Well Planned Community</td>
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<td></td>
<td>The Quality Governance Community</td>
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<tr>
<td>REFERENCE(S):</td>
<td>A Spatial Strategy for Sustainability</td>
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<td></td>
<td>Quality Growth Audit</td>
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<td></td>
<td>2008 Survey of Troup County Youth</td>
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<td></td>
<td>The View From Community Stakeholders</td>
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<td></td>
<td>Sustainable Development Report Card</td>
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</tbody>
</table>

Sustainable development is about protecting the natural environment while supporting the social and economic conditions in Troup County. For example, many efforts to protect the natural environment (e.g. energy efficient building practices and appliances or compact land development practices) have associated positive economic (e.g. lower operating and development costs) and social (e.g. improved indoor air quality for better health and a more walkable and socially connected community) impacts.

Troup County and the cities can showcase local examples of sustainable development, while simultaneously developing new policies and incentives to promote future examples. They should consider working across jurisdictions to develop print and online materials that describe examples of sustainable development in Troup County. This could be part of the
Community Information System (Web portal) suggested in the “Implementing the Strategic Plan” section. There are several outstanding examples; among them, the LaGrange landfill methane capture for energy production, Interface’s facility and practices, Milliken’s standard operating procedures, DASH’s neighborhood revitalization efforts, Highland Park’s conservation easements, and the LaGrange College Leadership Council’s Sustainability Initiative and the College’s new library, the first LEED certified building in Troup County. Any one of these is worthy of note and combined they set the course for an overarching vision of sustainable development in the form of industrial and residential development, as well as institutional and public sector action. Sharing information about these examples can attractive innovative developers and businesses who will recognize the benefits of working in communities with a willingness to adapt to new ideas that protect the natural environment and provide community benefits. Coordinated tours of examples of sustainable practices can be organized to illustrate first-hand the success of these projects.

Troup County and the cities should promote one of the most sustainable development practices known as infill development and the adaptation of vacant and underutilized sites within urbanized areas. This practice makes use of existing infrastructure and reunites neighborhoods that have been severed by deteriorating or poorly performing areas. Conduct an inventory of these sites and provide this information to developers. For large sites and areas, work with the surrounding neighborhoods to develop a small area plan, potentially with the development authority, to establish a local vision for future development. Amend comprehensive plans to support infill development.

Troup County and the cities should examine building codes to introduce incentives and requirements for the use of “green” materials, systems, and practices. Such approaches reduce water and energy consumption, waste creation, and make use of recycled and renewable materials for construction. As a side benefit, buildings constructed through this approach are less expensive to operate and can resulted in improved indoor air quality, which is especially important for children and older adults whose respiratory systems are more sensitive. (NOTE: This could be incorporated into the joint project review process previously recommended.)

Troup County and the cities should study the feasibility of using sustainable development and design practices for all new government buildings and the retrofitting of existing buildings. This presents an opportunity to model good practices and create local awareness and acceptance of such practices, including rainwater and grey water capture for use in landscape maintenance, green roofs, use of renewable and recyclable materials, and the use of native and adaptive plants that require less water and pesticides.

Troup County should expand its role as the steward of the area’s valuable natural resources. The presence of West Point Lake and the Chattahoochee River gives Troup County a rather unique natural environment. Furthermore, the foremost item community stakeholders named for preservation was natural resources and among the first tier “betterment” activities they identified was protecting and restoring the environment. The Lake and River are vital to the health of humans, as well as flora and fauna. As such, new development in this area should be designed and constructed in such a way as to protect this important resource. The county and cities should consider encouraging the use of ecological principles of natural flows and processes combined with sustainable economic development strategies to conceptualize new, large-scale residential, commercial, and industrial projects. Such a strategy could apply conservation easements and conservation subdivision strategies, platting to reflect natural contours that enable natural system functions to remain relatively intact, storm water management approaches that create habitat for wildlife, and other techniques.
### OBSERVATION:
Troup County lacks the mechanisms and tools to ensure desirable corridor development.

### STRATEGY:
Develop land use and transportation policies that elevate design standards, manage traffic flows, and increase opportunities for alternative modes of travel.

### STRATEGIC GOAL(S):
The Navigable Community
The Attractive Community

### REFERENCE(S):
Transportation Assessment
Quality Growth Audit

Several key transportation corridors and nodes (many of which are largely commercial in character) serve as gateways to Troup County and the cities. In many instances the corridors suffer from inconsistent development patterns and substandard materials and design. Due to the anticipated residential development throughout the county, these corridors are likely to attract new and unprecedented commercial development, and in some cases redevelopment, which can serve as a catalyst to create a more attractive and functional corridor.

Troup County and the cities should adopt complementary land use, transportation, and design visions and policies to create quality, efficient corridors. Both function (efficient traffic flow) and form (quality and durable materials, flexible building design, appropriate landscaping) are important to ensure these corridors serve as a community asset. The county and cities should consider:

- Developing an Access Management Plan for corridors and nodes where higher intensity development is anticipated and desirable. Access management is the systematic control of the location, spacing, design, and operation of driveways, median openings, interchanges, and street connections to a roadway. The purpose is to integrate land use planning and transportation engineering practice to maintain high-performing corridors in accordance with the county's preferred alignments.

- Amending the comprehensive plans of the county and cities to include the Street Typology conducted as part of this Strategic Planning Process. The street typology provides a range of appropriate road design and land use standards for each type of corridor, be it downtown, parkway, regional, inter city, or others. In some corridors a “Complete Streets” approach is given priority to encourage walking and biking, and future transit expansion. In other corridors the focus is on congestion reduction. After review and revision of the typology it can serve to create an explicit link between the design and operation of transportation system and their adjacent land uses, and can be used to encourage Georgia Department of Transportation funded projects to implement the community’s vision for the particular corridor.

- Establishing consistent design and streetscape standards for key gateway corridors. Standards would address building materials, signage, setbacks, building orientation to street, landscaping, lighting, and signage. This may be best accomplished in a corridor overlay that is implemented across all jurisdictions, since many corridors traverse incorporated and unincorporated areas. See the street typology recommendations in the Preparing for the Future in Troup County, Georgia: Transportation Assessment for details.

The City of LaGrange should continue to support Georgia Department of Transportation’s long-range plan to address south Hamilton Road (SR 27). As the Report Preparing for the
Future in Troup County, Georgia: Transportation Assessment shows, anticipated development southeast and south of LaGrange, including Kia and related suppliers, will continue to put traffic pressure on this area. With relatively dense population and lower vehicle access rates in this area, it is important that this corridor also serve pedestrian, bicycle, and public transportation modes of travel.
# APPENDIX A: Redevelopment Funding Methods

The following table provides information about the types of funding available for smart growth developments. The table provides: the source of the funding; the program name; the description of the funds, including the purpose, eligible projects/applicants, amount available, application process, requirements, and other notes; and resource and contact information for further information about the funding program. While in no way comprehensive, additional information is provided about publications of comprehensive funding sources by other organizations.

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>PROGRAM</th>
<th>DESCRIPTION</th>
<th>RESOURCES AND CONTACT INFORMATION</th>
</tr>
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</table>
| **GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS (DCA)** | Bond Allocation Program | **PURPOSE:** Pursuant to state and federal law, the department administers the "Georgia Allocation System" for local and state government issuing authorities seeking to issue "private activity tax exempt bonds". Allocation amounts are set aside for economic development purposes, housing purposes, and purposes such as solid waste disposal.  
**ELLIGIBLE PROJECTS/APPLICANTS:** Projects can range from the traditional industrial development bond (IDB) for manufacturing concerns and mortgage revenue bonds (MRB) for single family mortgages to bonds for multi-family housing development and exempt facility bonds  
**AMOUNT AVAILABLE:** Up to $80 per capita a year, or approximately $706 million  
**APPLICATION PROCESS:** To receive an allocation, the local issuing authorities must approve the project, hold a public hearing, have local government approval, and general financing in place.  
**REQUIREMENTS:** Economic development projects must commit to create or retain 1 job for every $125,000 of financing. Multi-family housing projects must demonstrate that a minimum number of units will be set aside for low to moderate income families and single-family proposals must demonstrate the ability to turn allocations into cost-effective mortgages for first-time low and moderate income home buyers.  
**NOTES:** This resource allows for lower than normal financing costs, resulting in the creation or retention of jobs and expansion of affordable housing. | **RESOURCE:**  
• "Bond Allocation Program." Georgia Department of Community Affairs. [http://www.dca.state.ga.us/economic/financing/programs/bondAllocation.asp]  
**CONTACT:**  
• Tim Kirkpatrick  
Office Director  
Bond Finance & Investments  
Housing Finance Division  
Georgia Department of Community Affairs 404-679-3126  
tkirkpat@dca.state.ga.us |
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<td>local governments; provides comprehensive planning, technical and research assistance to local governments; and serves as the lead agency for the state's solid waste reduction efforts.</td>
<td>Community Development Block Grant (CDBG) Loan Guarantee Program (Section 108 Program)</td>
<td>PURPOSE: The program is a method of assisting non-entitlement local governments with certain unique and large-scale economic development projects that cannot proceed without the loan guarantee. AMOUNT AVAILABLE: Maximum Loan Guarantee Amount: $5,000,000 (In the interest of limiting exposure and promoting a diversified portfolio, the Department reserves the right to limit the amounts &quot;pledged&quot; to any one unit of local government or business interest). APPLICATION PROCESS: Unlike the traditional CDBG or EIP Program, the Section 108 Program does not operate through assistance from the Department of Community Affairs (DCA). Rather, funds are raised through DCA's &quot;Pledge of Grants&quot; to the U.S. Department of Housing and Urban Development (HUD) in order to obtain a federal guarantee of notes issued by the local government. The federally guaranteed notes are sold into private markets through public offerings conducted by HUD. By approving the project, the State pledges its future CDBG funds as the ultimate repayment source should a Section 108 loan default. The State's participation in the Section 108 program does not involve a pledge of Georgia's full faith and credit nor does it commit any funding to the local government. HUD makes the ultimate approval or denial of the federal guarantee. Since CDBG funds are an essential and critical resource for Georgia's non-entitlement local governments, the Department will use conservative rating, selection and underwriting criteria in evaluating requests for the State's concurrence and Pledge of Grants. Only those projects that DCA determines can generate sufficient revenue from local and project resources to debt service all obligations will be competitive. REQUIREMENTS: In order to be eligible a project must meet all applicable CDBG requirements and result in significant employment and/or benefit for low and moderate income persons. Projects that are eligible for financing under existing federal, state, regional or local programs will generally not be considered for guarantee assistance unless the programs would fail to fully meet a project's need.</td>
<td>RESOURCE: “CDBG Loan Guarantee Program (Section 108 Program.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/economic/financing/programs/section108.asp">http://www.dca.state.ga.us/economic/financing/programs/section108.asp</a>] CONTACT: Joanie Perry Office Director Economic Development Office Community Development and Finance Division Georgia Department of Community Affairs 404-679-3173 <a href="mailto:jperry@dca.state.ga.us">jperry@dca.state.ga.us</a></td>
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<td>Community Development Block Grant (CDBG) Annual Competition</td>
<td>PURPOSE: Assists a wide range of eligible activities, including housing improvement projects, public facilities such as water and sewer lines, buildings such as local health centers or head start centers, and economic development projects.</td>
<td>RESOURCES: “CDBG Annual Competition.” Georgia Department of Community Affairs. <a href="http://www.dca.state.ga.us/communities/CDBG/programs/CDBGregular.asp">http://www.dca.state.ga.us/communities/CDBG/programs/CDBGregular.asp</a></td>
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<td>ELLIGIBLE PROJECTS/APPLICANTS: Eligible applicants are units of general local government, excluding metropolitan cities, urban counties, and units of government eligible to participate in the urban counties or metropolitan cities programs of the U.S. Department of Housing and Urban Development. Eligible applicants selected for funding will be those having the greatest need as evidenced by poverty and per capita income and whose applications most adequately address the needs of low and moderate income persons and have the greatest impact.</td>
<td>CONTACT: Georgia Department of Community Affairs 60 Executive Park South, N.E. Atlanta, Georgia 30329-2231 404-679-4940</td>
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<td>AMOUNT AVAILABLE: The total funding level is approximately $43 million with approximately $36 million available for the annual competition. The maximum amount available per applicant is $500,000 for Single-Activity during regular competition and $800,000 for Multi-Activity during regular competition. Local Match Requirements - Regular Competition:</td>
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<td>• Grants up to $300,000, or grants for single activity housing projects - no matching funds required.</td>
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<td>• Grants of $300,000 to $500,000 - 5% local matching funds required.</td>
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<td>• Grants of more than $500,000 - 10% local matching funds required.</td>
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<td>REQUIREMENTS: All projects must substantially benefit low and moderate income persons.</td>
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| Community HOME Investment Program (CHIP) | **PURPOSE:** Expand availability of decent, safe, affordable housing in the community  
**ELIGIBLE PROJECTS/APPLICANTS:** Eligible CHIP applicants include those units of general purpose local government who have not been designated by HUD as a Participating Jurisdiction for the HOME program. It is important to note that jurisdictions which are not eligible to apply for the State Administered CDBG Program funds under federal regulations but which are not a designated Participating Jurisdiction may apply for CHIP funds. Other Participation Jurisdictions that would also be ineligible for CHIP assistance include any incorporated city within a HUD entitlement Urban County which chooses to participate with the Urban County through a cooperating agreement.  
**AMOUNT AVAILABLE:** The total annual funding level is approximately $3,000,000 with a maximum amount awarded per local government applicant of $300,000.  
**APPLICATION PROCESS:** Successful applicants must demonstrate how CHIP funds will be used to stimulate the creation of local public/private partnerships whose goals are to expand the availability of decent, safe, sanitary, and affordable housing within the community. CHIP funds are intended to encourage private investment in housing including local lending institutions, private investors, and property owners. They should be used to subsidize private investments where gap financing is needed in order to achieve affordable housing production goals.  
**REQUIREMENTS:** Unlike CDBG funds, CHIP funds can only be used for activities which result in the production, acquisition, or rehabilitation of decent, safe, and sanitary housing units which will be occupied by income eligible homeowners, homeowners, or tenants. CHIP funds can be used in conjunction with or separate from CDBG funds in order to finance housing strategies which serve the needs of low income families within the local community.  
**NOTES:** The Community HOME Investment Program (CHIP) was created by setting aside a portion of DCA’s HOME funds for local governments wishing to develop or preserve affordable housing in their communities. CHIP funds can be used to stimulate the production or rehabilitation of single-family and rental housing through a combination of financing techniques including rehabilitation loans, “soft loans” and development subsidies, construction lending, loan guarantees, refinancing, and permanent mortgage financing. CHIP funds may be applied for on an annual basis in conjunction with the | **RESOURCES AND CONTACT INFORMATION** |
| RESOURCE: | “Community HOME Investment Program (CHIP).” Georgia Department of Community Affairs. [http://www.dca.state.ga.us/housing/housingdevelopment/programs/homeinvestment.asp] |
| CONTACT: | Jane Keefe  
Manager 1  
CHIP/Lead-Based Paint  
Community Development and Finance Division  
Georgia Department of Community Affairs 404-679-3167  
jkeefe@dca.state.ga.us |
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<td>Community Housing Development Organizations (CHDOs) Operating Assistance Program</td>
<td>PURPOSE: The Georgia Department of Community Affairs (DCA) has set aside a portion of its HOME allocation to provide operating assistance to Community Housing Development Organizations (CHDOs). ELLIGIBLE PROJECTS/APPLICANTS: Organizations certified by the State as CHDOs. The CHDO must have closed a DCA HOME loan that has not yet converted to a permanent loan or being awarded a Single Family Development project and sold at least 50% of the units. AMOUNT AVAILABLE: The total amount reserved for this State Fiscal Year is $150,000. APPLICATION PROCESS: As part of the application process, a CHDO must complete the Capacity Assessment Tool (CAT) to identify required improvement areas for the CHDO to support a sustainable organization capable of future housing development activities. Up to $45,000 in COAP funds may be used for eligible operating expenses supported by the conclusions and evaluations of the CAT. REQUIREMENTS: To participate in this program, the organization must be certified by the State as a CHDO. In addition, the CHDO must have closed a DCA HOME loan that has not yet converted to a permanent loan or being awarded a Single Family Development project and sold at least 50% of the units. NOTES: Applications will be accepted on a first come, first served basis until all the funds are committed or DCA suspends acceptance of future applications.</td>
<td>RESOURCES AND CONTACT INFORMATION</td>
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<td>RESOURCE:</td>
<td>•&quot;CHDO Operating Assistance Program (COAP).&quot; Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/housing/housingdevelopment/programs/COAP.asp">http://www.dca.state.ga.us/housing/housingdevelopment/programs/COAP.asp</a>] CONTACT:</td>
<td>•Non-profit Housing Office Georgia Department of Community Affairs 60 Executive Park South, N.E. Atlanta, Georgia 30329-2231 404-679-0680</td>
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| Downtown Development Revolving Loan Fund (DD RLF) | PURPOSE: To assist cities, counties and development authorities in their efforts to revitalize and enhance downtown areas by providing below-market rate financing to fund capital projects in core historic downtown areas and adjacent historic neighborhoods where DD RLF will spur commercial redevelopment. | RESOURCE:  
| ELLIGIBLE PROJECTS/APPLICANTS: Eligible applicants under this program shall be municipalities with a population of 100,000 or less, counties with a population of 100,000 or less proposing projects in a core historic commercial area, and development authorities proposing projects in a core historic commercial area in municipalities or counties with a population of 100,000 or less. The ultimate user of funds may be a private business or a public entity such as a city or development authority. | CONTACT:  
• Alan Dickerson  
Field Services Rep 3  
Economic Development Office  
Community Development and Finance Division  
Georgia Department of Community Affairs  
404-486-0224  
adickers@dca.state.ga.us |
<p>| AMOUNT AVAILABLE: The maximum loan is $250,000 per project. Applications will be accepted throughout the year and as loan funds are available to the Department. | |
| APPLICATION PROCESS: Demonstration of viable projects | |
| REQUIREMENTS: Applicants must demonstrate that they have a viable downtown development project and clearly identify the proposed uses of the loan proceeds. Once approved, funds may be used for such activities as: real estate acquisition, development, redevelopment, and new construction; rehabilitation of public and private infrastructure and facilities; purchase of equipment and other assets (on a limited basis). | |</p>
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<td>Employment Incentive Program</td>
<td>PURPOSE: To carry out economic development projects that will result in employment of low and moderate income persons. &lt;br&gt; &lt;br&gt; ELLIGIBLE PROJECTS/APPLICANTS: Many types of projects can be financed with EIP funding. However, projects creating opportunities for low and moderate income persons to advance themselves by obtaining employment, greater job security, better working conditions, job training, enhancement of workplace skills and advancement opportunities receive the greatest consideration.  &lt;br&gt; &lt;br&gt; NOTES: The EIP is a financing program that may be used in conjunction with traditional private financing.</td>
<td>RESOURCE: &lt;br&gt; •“Employment Incentive Program.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/economic/financing/programs/employmentincentive.asp">http://www.dca.state.ga.us/economic/financing/programs/employmentincentive.asp</a>] &lt;br&gt; &lt;br&gt; CONTACT: &lt;br&gt; •Andy Yarn  &lt;br&gt; EIP Program Manager  &lt;br&gt; Economic Development Office  &lt;br&gt; Community Development and Finance Division  &lt;br&gt; Georgia Department of Community Affairs  &lt;br&gt; 404-679-1589  &lt;br&gt; <a href="mailto:ayarn@dca.state.ga.us">ayarn@dca.state.ga.us</a></td>
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| Georgia Dream Single Family Development Program | **PURPOSE:** To assist local communities throughout Georgia to expand the supply of affordable single family housing and to increase homeownership opportunities for low to moderate income individuals.  
**ELLIGIBLE PROJECTS/APPLICANTS:** Prospective applicants may develop new housing in subdivision style settings, rehabilitate vacant and dilapidated housing in established neighborhoods or construct new housing on vacant lots in inner city communities.  
**AMOUNT AVAILABLE:** Under the SFY2008 Georgia Dream Single Family Development Program, nonprofit and for-profit housing developers and/or local public housing authorities may apply for up to $100,000 in financing to assist with the construction and sale of single family housing.  
**REQUIREMENTS:** Applicants are required to obtain construction term financing from another lending source.  
**NOTES:** These resources are offered as gap financing in the form of a Home Buyer Subsidy and/or a Development Subsidy. | **RESOURCE:**  
- “Georgia Dream Single Family Development Program.” Georgia Department of Community Affairs.  
[http://www.dca.state.ga.us/housing/housingdevelopment/programs/singlefamilydev.asp]  
**CONTACT:**  
- Non-profit Housing Office  
Georgia Department of Community Affairs  
60 Executive Park South, N.E.  
Atlanta, Georgia 30329-2231  
404-679-0680 |
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| Georgia Initiative for Community Housing | PURPOSE: To help communities create and launch a locally based plan to meet their housing needs. Offers communities a three-year program of collaboration and technical assistance related to housing and community development. | **RESOURCE:**  
“Georgia Initiative for Community Housing.” The University of Georgia. [http://www.fcs.uga.edu/newfacs/hace/hdrc/gich.html]  
**CONTACT:**  
Karen Tinsley  
GICH Program Coordinator  
Housing and Demographics Research Center  
205 Dawson Hall  
University of Georgia  
Athens, Georgia 30602  
706-542-4949  
klt@uga.edu | |
| HOME Community Housing Development Organizations (CHDO) Predevelopment Loan Program | PURPOSE: To maximize the use of CHDO set-aside funds. The Georgia Department of Community Affairs (DCA) has set aside a portion of its HOME allocation to assist Community Housing Development Organizations (CHDOs) in the preparation of complete and comprehensive development financing applications. | **RESOURCE:**  
“HOME CHDO Predevelopment Loan Program.” Georgia Department of Community Affairs. [http://www.dca.state.ga.us/housing/housingdevelopment/programs/HOMECHDO.asp]  
**CONTACT:**  
Non-profit Housing Office  
Georgia Department of Community Affairs  
60 Executive Park South, N.E.  
Atlanta, Georgia 30329-2231  
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| HOME   | Investment Partnership Program              | **PURPOSE:** Provide funds to state and local governments to support affordable housing initiatives.  
ELLIGIBLE PROJECTS/APPLICANTS: The Georgia Housing and Finance Authority (GHFA) is the Participating Jurisdiction (PJ) and recipient of the State of Georgia's allocation of funds from the federal HOME Investment Partnership (HOME) program. GHFA contracts with the Georgia Department of Community Affairs (DCA) to administer the programs funded by this HOME allocation.  
NOTES: The HOME Investment Partnership Program (HOME Program) was created by the National Affordable Housing Act of 1990. | RESOURCE:  
"HOME Investment Partnership Program." Georgia Department of Community Affairs.  
[http://www.dca.state.ga.us/housing/HousingDevelopment/programs/HOMERental.asp]  
CONTACT:  
Office of Affordable Housing  
Georgia Department of Community Affairs  
60 Executive Park South, N.E.  
Atlanta, Georgia 30329-2231  
404-327-6881 |
| Life Sciences | Facilities Fund                      | **PURPOSE:** To serve as an incentive program to provide low-cost loan assistance for the purchase of fixed assets to assist with the expansion, retention or relocation of life-science companies targeted by Georgia.  
ELLIGIBLE PROJECTS/APPLICANTS: The Facilities Fund is intended to be used as an incentive when needed to retain or recruit life-science companies in and to Georgia, or to fill a financing gap that is unmet by the private sector (including venture capital, traditional commercial financing, developer financing, etc.) and when the health, welfare and economic security of the citizens of the state are promoted through the recruitment, development and retention of life-sciences companies that are creating higher quality jobs, making private investment in Georgia and creating marketable products and technologies.  
NOTES: The regulations for DCA's new Life Sciences Facilities Fund took effect 12/8/2005 and were revised on 11/7/2007. | RESOURCE:  
"Life Sciences Facilities Fund." Georgia Department of Community Affairs.  
[http://www.dca.state.ga.us/economic/financing/programs/lsff.asp]  
CONTACT:  
Susan Brown  
Program Coordinator  
State Economic Development  
Community Development and Finance Division  
Georgia Department of Community Affairs  
404-327-6841  
sarringt@dca.state.ga.us |
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| Local Development Fund | PURPOSE: To provide limited state assistance for community projects that arise out of local planning and development efforts. It is the intent of the Local Development Fund to be flexible enough to respond to unique local needs without duplicating other sources of assistance. | RESOURCE:  
“Local Development Fund.” Georgia Department of Community Affairs. [http://www.dca.state.ga.us/economic/financing/programs/ldf.asp] | CONTACT:  
• Cynthia Easley  
Program Coordinator  
Regional Services-Central Office  
Local Government Assistance Division  
Georgia Department of Community Affairs  
404-679-4789  
ceasley@dca.state.ga.us |
| Low Income Housing Tax Credit Programs | PURPOSE: To provide tax credits to owners of affordable rental properties who reserve all or a portion of their units for occupancy for low income tenants. | RESOURCE:  
“Housing Tax Credit Programs.” Georgia Department of Community Affairs. [http://www.dca.state.ga.us/housing/HousingDevelopment/programs/housingTaxCredit.asp] | CONTACT:  
• Office of Affordable Housing  
Georgia Department of Community Affairs  
60 Executive Park South, N.E.  
Atlanta, Georgia 30329-2231  
404-327-6881 |

ELLIGIBLE PROJECTS/APPLICANTS: Eligible applicants are limited to municipalities, counties, consolidated governments and joint partnerships of municipal, county and consolidated governments.

AMOUNT AVAILABLE: While program policies and guidelines remain in effect, NO LOCAL DEVELOPMENT FUNDS ARE AVAILABLE for State Fiscal Year 2007, the period from July 1, 2006 through June 30, 2007.

APPLICATION PROCESS: Dates for Local Development Fund competition will be announced by the Commissioner of the Department of Community Affairs based upon the level of appropriations provided by the Governor and General Assembly.

REQUIREMENTS: Applicants should address the consistency of their proposed project with their comprehensive plan or, if applicable, their solid waste management plan.

NOTES: DCA's process for allocating funds through the OAH is outlined in Georgia's Qualified Allocation Plan. This document describes (1) the federal and state resources available for financing rental housing through the plan, (2) the legislative requirements for distributing these resources, (3) the State's preference for the location and type of such housing, (4) the process used for evaluating applications and awarding these resources, and (5) program compliance requirements and procedures.
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<td><strong>Multifamily Housing Finance and Development Programs</strong></td>
<td>PURPOSE: DCA’s Office of Affordable Housing (OAH) administers funding to for-profit and non-profit developers for the construction and/or renovation of affordable multifamily rental housing in communities across Georgia.</td>
<td>RESOURCE: “Multifamily Housing Finance and Development Programs.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/housing/HousingDevelopment/programs/OAH.asp">http://www.dca.state.ga.us/housing/HousingDevelopment/programs/OAH.asp</a>]</td>
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<td><strong>Permanent Supportive Housing Program</strong></td>
<td>AMOUNT AVAILABLE: Financing sources available through DCA include the Housing Tax Credit (LIHTC) and the HOME Investment Partnership Program (HOME).</td>
<td>CONTACT: Office of Affordable Housing Georgia Department of Community Affairs 60 Executive Park South, N.E. Atlanta, Georgia 30329-2231 404-327-6881</td>
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<td>PURPOSE: DCA’s Office of Affordable Housing (OAH) administers funding to for-profit and non-profit developers for the construction and/or renovation of affordable multifamily rental housing in communities across Georgia.</td>
<td>RESOURCE: “Multifamily Housing Finance and Development Programs.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/housing/HousingDevelopment/programs/OAH.asp">http://www.dca.state.ga.us/housing/HousingDevelopment/programs/OAH.asp</a>]</td>
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<td>AMOUNT AVAILABLE: Financing sources available through DCA include the Housing Tax Credit (LIHTC) and the HOME Investment Partnership Program (HOME).</td>
<td>CONTACT: Office of Affordable Housing Georgia Department of Community Affairs 60 Executive Park South, N.E. Atlanta, Georgia 30329-2231 404-327-6881</td>
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| Redevelopment Fund Program | **PURPOSE:** To give local governments access to flexible financial assistance to help them implement projects that cannot be undertaken with the usual public sector grant and loan programs.  
**ELIGIBLE PROJECTS/APPLICANTS:** locally initiated public/private partnerships to leverage investments in commercial, downtown and industrial redevelopment and revitalization projects that wouldn't proceed otherwise.  
**REQUIREMENTS:** In other DCA CDBG programs, funded projects that create jobs must meet applicable low- and moderate-income criteria. The Redevelopment Fund uses a different HUD national objective of "eliminating slums or blight." As a result, many smaller scale projects (in downtown areas, blighted industrial areas, etc.) will be competitive for Redevelopment Fund financing.  
**NOTES:** Redevelopment projects can be the most challenging economic and community development projects a local government undertakes. The Redevelopment Fund may be combined with other DCA CDBG programs to reduce the economic challenges of redevelopment projects and increase their investment potential. | **RESOURCE:**  
"Redevelopment Fund Program." Georgia Department of Community Affairs. [http://www.dca.state.ga.us/communities/downtowndevelopment/programs/redevfund.asp]  
**CONTACT:**  
Joanie Perry  
Office Director  
Economic Development Office  
Community Development and Finance Division  
Georgia Department of Community Affairs  
404-679-3173  
jperry@dca.state.ga.us |
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<td>Regional Assistance Program (RAP)</td>
<td>PURPOSE: The Regional Assistance Program (RAP) is an effort of DCA for the support of multi-county and regional collaboration in economic development. RAP grants are available throughout the fiscal year to joint development authorities, local governments, local government authorities, and regional development centers. Eligible activities include, but are not limited to, regional facilities including industrial parks, business parks, conference centers, and convention centers; regional water and sewer treatment facilities; regional transportation and communication facilities integral to the advancement of economic development efforts; consolidation activities for government services; regional planning, studies, marketing and recruitment programs; or any other economic development and business assistance multi-county activity important to regional economic development.</td>
<td>RESOURCE: “Regional Assistance Program.” Georgia Department of Affairs. <a href="http://www.dca.state.ga.us/economic/financing/programs/regionalassistance.asp">http://www.dca.state.ga.us/economic/financing/programs/regionalassistance.asp</a></td>
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<td><strong>ELIGIBLE PROJECTS/APPLICANTS:</strong> In order to qualify as a multi-county or regional construction or acquisition project, a facility must: be owned by at least two local governments or be owned by a joint development authority involving two or more counties. All regional construction or acquisition projects must operate under a revenue sharing agreement among two or more local governments. Multi-county or regional non-construction activities must demonstrate service to a multi-county area.</td>
<td>CONTACT: Irette Patterson Economic Development Consultant State Economic Development Community Development and Finance Division Georgia Department of Affairs 404-982-3506 <a href="mailto:ipatters@dca.state.ga.us">ipatters@dca.state.ga.us</a></td>
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<td><strong>AMOUNT AVAILABLE:</strong> Grants are available up to $500,000 per multi-county or regional economic development implementation project. Applicants for facilities and construction grants in local governments within Tier 1 counties or in joint development authorities including a Tier 1 county are not required to match the requested grant amount. Applicants for facilities and construction grants in local governments within Tier 2 counties or in joint development authorities including a Tier 2 county must match at least one-quarter (25%) of the requested grant amount. Applicants for facilities and construction grants in local governments within Tier 3 counties or in joint development authorities including a Tier 3 county must match at least one-half (50%) of the requested grant amount. Applicants for facilities and construction grants in local governments within Tier 4 counties or in joint development authorities including a Tier 4 county must match an equal or greater amount of the requested grant amount. Applicants for grants for multi-county activities that do not involve construction must match at least one-half (50%) of the requested grant amount.</td>
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<td><strong>APPLICATION PROCESS:</strong> Project applications will be reviewed based upon enhancement of multi-county or regional economic development opportunities</td>
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<td>Regional Economic Business Assistance (REBA) Program</td>
<td>including, but not limited to: &lt;ul&gt;&lt;li&gt;numbers and types of jobs to be retained and/or created&lt;/li&gt;&lt;li&gt;impact on the state, regional and community tax base&lt;/li&gt;&lt;li&gt;likelihood of success in leading to the retention of jobs within the multi-county or regional area or enhanced job creation&lt;/li&gt;&lt;li&gt;improved regional competitiveness and long-term economic viability&lt;/li&gt;&lt;li&gt;other regional impacts identified by the applicant&lt;/li&gt;&lt;/ul&gt;</td>
<td>NOTES: Other considerations for review include degree of local commitment and financial support, total private capital investment, level of need evidenced by regional poverty and unemployment rates, fiscal capacity of participating governments and other demographic factors, consistency with the region’s economic development goals and objectives, capacity of the implementing organization, project readiness and feasibility, and reasonableness of cost estimates.</td>
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**PURPOSE:** To help “close the deal” when companies are considering Georgia and another state or country for their location or expansion.

**ELLIGIBLE PROJECTS/APPLICANTS:** A local development authority must be the applicant. REBA funds may be used to finance various fixed-asset needs of a company including infrastructure, real estate acquisition, construction, or machinery and equipment.

**APPLICATION PROCESS:** A local development authority must be the applicant for a REBA application and the application must be supported by a recommendation letter from a state agency, typically the Georgia Department of Economic Development.

**RESOURCE:**<ul><li>“Regional Economic Business Assistance (REBA) Program.” Georgia Department of Community Affairs. [http://www.dca.state.ga.us/economic/financing/programs/reba.asp](http://www.dca.state.ga.us/economic/financing/programs/reba.asp)
</li></ul>

**CONTACT:**<ul><li>Dawn Sturbaum Manager 1 Economic Development Office Community Development and Finance Division Georgia Department of Community Affairs 404-679-1585 dsturbau@dca.state.ga.us</li></ul>
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<td>Rural Rental Housing Development Fund</td>
<td><strong>PURPOSE:</strong> To provide local public housing authorities with the education and training to become successful housing developers in order to further assist their community in meeting its affordable housing needs.</td>
<td><strong>RESOURCE:</strong> &quot;Rural Rental Housing Development Fund (RRHDF).&quot; Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/housing/housingdevelopment/programs/ruralRentalHousingDevFund.asp">http://www.dca.state.ga.us/housing/housingdevelopment/programs/ruralRentalHousingDevFund.asp</a>]</td>
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<td>Georgia Department of Natural Resources (DNR)</td>
<td><strong>ELLIGIBLE PROJECTS/APPLICANTS:</strong> Public housing authorities that want to put together a development financing application to DCA, receive development financing, and implement construction. Successful participants own and manage the rental housing created.</td>
<td><strong>CONTACT:</strong> Office of Special Housing Initiatives Georgia Department of Community Affairs 60 Executive Park South, N.E. Atlanta, Georgia 30329-2231 404-327-6881</td>
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<td>319(h) Nonpoint Source Implementation Grant</td>
<td><strong>AMOUNT AVAILABLE:</strong> The program provides a construction to permanent loan at 0% interest. Participants are required to provide cash equity equal to the level of operating reserves required by underwriting.</td>
<td><strong>NOTES:</strong> Through this program, the participants gain housing development experience.</td>
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<td><strong>REQUIREMENTS:</strong> Participating public housing authorities are selected through a Request for Qualifications. Participants may develop up to 10 units of affordable rental housing.</td>
<td><strong>APPLICATION PROCESS:</strong> There is a competitive application process <strong>NOTES:</strong> Under Section 319(h) of the Clean Water Act, the U. S. Environmental Protection Agency (USEPA) awards a Nonpoint Source Implementation Grant to the Georgia Environmental Protection Division (GAEPD) to fund eligible Section 319(h) Grant funds for the prevention, control and/or abatement of Nonpoint Sources of Pollution (NPS pollution).</td>
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<td><strong>NOTES:</strong> Public agencies in Georgia may apply. Eligible projects are ones that support the implementation of the Georgia Nonpoint Source Management Program.</td>
<td><strong>CONTACT:</strong> Michelle Vincent Erosion Prevention and Sedimentation Control Environmental Protection Division Georgia Department of Natural Resources 404-675-6240</td>
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| conducted by DNR's six operating divisions which include: Coastal Resources Division, Environmental Protection Division, Historic Preservation Division, Pollution Prevention Assistance Division, Parks, Recreation & Historic Sites Division and Wildlife Resources Division. The Board of Natural Resources, which is appointed by the Governor, oversees rulemaking for the agency. | Georgia Heritage Grants | PURPOSE: The preservation of Georgia Register and National Register-eligible historic properties.  
ELLIGIBLE PROJECTS/APPLICANTS: Local governments and nonprofit organizations can apply. Funding is available through the Georgia Heritage Program to provide matching grants for development and predevelopment projects. Development projects include archaeological, stabilization, preservation, rehabilitation, and restoration activities. Predevelopment projects include plans and specifications, feasibility studies, historic structure reports, or other building-specific or site-specific preservation plans.  
AMOUNT AVAILABLE: The maximum grant amount that can be requested is $40,000 for development projects, and $20,000 for predevelopment projects.  
APPLICATION PROCESS: Each year, approximately twenty projects are selected for funding based on need, degree of threat to the resource, project planning, and community benefit from the resource. Geographical and demographical distributions are also considered in award.  
NOTES: Since 1994, the Georgia Heritage Program has offered matching funds on a statewide competitive basis. | RESOURCES:  
• "Georgia Heritage Grant Program." Historic Preservation Division. Georgia Department of Natural Resources. [http://www.gashpo.org/content/displaycontent.asp?txtDocument=38]  
• "Archeology and Historic Preservation: Secretary of the Interior’s Standards and Guidelines [As Amended and Annotated]." National Parks Service. U.S. Department of the Interior. [http://www.nps.gov/history/local-law/arch_stnds_0.htm]  
CONTACT:  
• Carole Moore  
Grants Coordinator  
Historic Preservation Division  
Georgia Department of Natural Resources  
404-463-8434  
carole.moore@dnr.state.ga.us |
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<td>Recreational Trails Program (RTP)</td>
<td>PURPOSE: To provide and maintain recreational trails and trail-related facilities identified in, or that further a specific goal of, the Statewide Comprehensive Outdoor Recreation Plan (SCORP). APPLICATION PROCESS: Grants are generally awarded on an annual basis after the following process is complete: applicants submit their applications, Program staff rank the applications, the Trails and Greenways Advisory Committee reviews them, the Director of the Division of Parks, Recreation and Historic Sites reviews them, and the Federal Highway Administration approves them. NOTES: The RTP is a grant program. The United States Congress appropriates funding for the Program, and the Federal Highway Administration manages the Program, but it is administered at the state level. In Georgia, administration is handled by staff of the Department of Natural Resources, Division of Parks, Recreation and Historic Sites.</td>
<td>RESOURCES: • “Recreational Trails Program.” Georgia Trails and Greenways Grants. Georgia State Parks and Historic Sites. Georgia Department of Natural Resources. [<a href="http://gastateparks.org/net/content/item.aspx?s=18195.0.1.5#contact">http://gastateparks.org/net/content/item.aspx?s=18195.0.1.5#contact</a>] • “FHWA- Recreational Trails Program.” Federal Highway Administration. U.S. Department of Transportation. [<a href="http://www.fhwa.dot.gov/environment/rectrails/">http://www.fhwa.dot.gov/environment/rectrails/</a>] • State regulations governing the grant program. Georgia Secretary of State. [rules.sos.state.ga.us/docs/391/5/13/03.pdf] CONTACT: • Bryan Alexander RTP Coordinator Trails &amp; Greenways Division of State Parks 2 MLK Jr. Drive, S.E. Suite 1352 Atlanta, Georgia 30334 404-656-3830 <a href="mailto:bryan_alexander@dnr.state.ga.us">bryan_alexander@dnr.state.ga.us</a></td>
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<td><strong>OneGeorgia Authority</strong>&lt;br&gt;The OneGeorgia Authority, created by the Governor and the Legislature, utilizes one third of the state's tobacco settlement to assist the state's most economically challenged areas. $1.6 billion is anticipated to be available over the 25-year term of the settlement. OneGeorgia investments will be targeted towards rural communities.</td>
<td>AirGeorgia (Airport Initiative in Rural Georgia) Fund&lt;br&gt;The AirGeorgia (Airport Initiative in Rural Georgia) Fund will provide grants to integrate airport infrastructure improvements into OneGeorgia’s overall plan for rural economic development. AirGeorgia, targeted to the 49 Level I and Level II airports in rural Georgia, will accelerate a number of projects including runway extensions, installation of navigational aids, weather reporting stations and other projects deemed necessary to increase accessibility of Georgia’s rural airports and communities.</td>
<td><strong>RESOURCES:</strong>&lt;br&gt;“OneGeorgia Authority.” Georgia Department of Community Affairs. <a href="http://www.dca.state.ga.us/onegeorgia/index.html">http://www.dca.state.ga.us/onegeorgia/index.html</a></td>
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<td>Economic Development, Growth, and Expansion (EDGE) Fund&lt;br&gt;The EDGE (Economic Development, Growth and Expansion) Fund is utilized when one rural Georgia community competes for business location and/or expansion with another community from outside the state.</td>
<td><strong>CONTACTS:</strong>&lt;br&gt;- OneGeorgia Authority</td>
<td>1202-B Hillcrest Parkway</td>
<td>Dublin, GA 31021</td>
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<td>Entrepreneur and Small Business Development Loan Guarantee (ESB) Fund&lt;br&gt;The Entrepreneur and Small Business Development Loan Guarantee (ESB) Fund provides new financial resources and opportunities for business development in Georgia’s at-risk areas by partnering with accredited Georgia financial institutions.</td>
<td>○ Nancy Cobb&lt;br&gt;Executive Director&lt;br&gt;<a href="mailto:ncobb@onegeorgia.org">ncobb@onegeorgia.org</a></td>
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<td><strong>Equity Fund</strong>&lt;br&gt;The Equity Fund provides financial assistance to rural communities to help build the necessary infrastructure for economic development. Equity funds are also available as loans for several different types of projects, such as constructing speculative buildings in order to attract additional industries to these regions.</td>
<td>○ Cindy Alligood&lt;br&gt;Project Development Specialist&lt;br&gt;<a href="mailto:calligoo@onegeorgia.org">calligoo@onegeorgia.org</a></td>
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<td><strong>E-911 Fund</strong>&lt;br&gt;The E-911 Fund is devoted to assist counties throughout Georgia in setting up E911 emergency telephone services.</td>
<td>○ Lynn Ashcraft&lt;br&gt;Finance Officer&lt;br&gt;<a href="mailto:lashcraf@onegeorgia.org">lashcraf@onegeorgia.org</a></td>
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<td>Strategic Industries Loan Fund&lt;br&gt;The Strategic Industries Loan Fund is to provide loan assistance for the purchase of fixed assets to eligible applicants that are being considered as a relocation or expansion site for a emerging or development-stage company in a strategic industry targeted by Georgia.</td>
<td>○ Gail Bragg&lt;br&gt;Administrative Assistant&lt;br&gt;<a href="mailto:gbragg@onegeorgia.org">gbragg@onegeorgia.org</a></td>
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<td>○ Leslie Lentile&lt;br&gt;Public Relations&lt;br&gt;<a href="mailto:llentile@onegeorgia.org">llentile@onegeorgia.org</a></td>
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<td>○ Tonya Mole&lt;br&gt;Project Manager&lt;br&gt;<a href="mailto:tmole@onegeorgia.org">tmole@onegeorgia.org</a></td>
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<td>Georgia Forestry Commission</td>
<td>Urban And Community Forest Assistance Program</td>
<td>Grants designed to encourage citizen involvement in creating and supporting long-term and sustained urban and community forestry programs throughout the state.</td>
<td>RESOURCE:</td>
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<td>• <a href="http://www.gfc.state.ga.us/CommunityForests/Grants.cfm">http://www.gfc.state.ga.us/CommunityForests/Grants.cfm</a></td>
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<td>Georgia Department of Transportation</td>
<td>Transformation Enhancement Program</td>
<td>Federal grants for twelve categories of transportation enhancement activities.</td>
<td>RESOURCE:</td>
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<td>• <a href="http://www.dot.state.ga.us/dot/plan-prog/planning/projects/te.index.shtml">http://www.dot.state.ga.us/dot/plan-prog/planning/projects/te.index.shtml</a></td>
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<td>U.S. National Park Service</td>
<td>Land and Water Conservation Fund</td>
<td>Grants for the acquisition of real property and development of facilities for general purpose outdoor recreation.</td>
<td>RESOURCE:</td>
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<td>• <a href="http://www.nps.gov/lwcf/contact_list.html">www.nps.gov/lwcf/contact_list.html</a></td>
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| Georgia Council for the Arts         | Grants for Arts Services, Art Education, Community Arts, and Traditional Arts. | Georgia Council for the Arts (GCA) offers grants in four programming areas:  
  • **Arts Services** grants are for single-discipline, nonprofit arts organizations that are dedicated to the production or presentation of art works, enriching the cultural environment of their communities. Funding is available through General Operating Support (GOS) Grants, Project Grants, and Touring Artist Roster (TAR).  
  • **Art Education** grants are for improving the educational attainment of Georgia’s students. Funding is available through the Arts Curriculum Enhancement (ACE) Grant, Artists-In-Residence Grants (AIR-1 and AIR-2), and the Teachers Professional Learning (TPL) Grant.  
  • **Community Arts** grants are for growing the cohesiveness, arts access, and identity of a community. Funding is available through the Community Arts Program and Services (CAPS) Grant, CAPS Continuation Grant, Community Partners (CPP/CPI) Grant, and the Grassroots Arts Program (GAP).  
  • **Traditional Arts** grants are for preserving the arts (oral, visual, and performance) of indigenous and immigrant populations of Georgia. Funding is available through the Folklife Project Grant, Traditional Arts Apprenticeship Grant, and the Traditional Artists Roster. | RESOURCE:                         |
|                                      |                                                          |                                                                                                                                                                                                             | CONTACTS:                         |
|                                      |                                                          |                                                                                                                                                                                                             | • Tina Lilly  
Dance, Music, Theatre, Visual Arts, Presenters  
Arts Services  
404-685-2791  
tilly@gaarts.org  
• Debora Ott  
Literary Arts- Arts Services and Program Manager-Arts Education  
404-685-2795  
dott@gaarts.org  
• Janice Eaton Kilby  
Program Manager  
Community Arts |
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|        | Georgia Cities    | **PURPOSE:** To assist cities in their efforts to revitalize and enhance downtown areas by serving as a partner and facilitator in funding capital projects through a revolving loan fund.                                                                 | 404-685-2797  
jeatonkilby@gaarts.org  
•Brandy Klopp  
Program Manager  
Traditional Arts  
404-685-2794  
bklopp@gaarts.org |
|        | Foundation Program| **ELIGIBLE PROJECTS/APPLICANTS:** Eligible Projects include: real estate acquisition; building rehabilitation; new construction; and greenspace and parks. Ineligible uses of funds include: operating expenses and administration; local revolving loan funds; public infrastructure projects; streetscapes; and façade projects. | **RESOURCE:**  
•“Revolving Loan Fund.” Georgia Cities Foundation.  
[http://www.georgiacitiesfoundation.org/rlf ] |
|        | Revolving Loan     | **AMOUNT AVAILABLE:** The Foundation presently provides loans up to $250,000. The interest rate is below market rate, and the repayment period is normally 10 years, not to exceed 15 years.                                    |                                                                  |
|        | Fund               | **APPLICATION PROCESS:** Applications for the Revolving Loan Fund program may be submitted at any time. GMA and the Foundation staff will review applications to determine if the project fits the overall objectives of the Foundation and is likely to have a positive economic impact on the community. |                                                                  |
|        |                    | **REQUIREMENTS:** Applications are evaluated based on leadership, accountability, long-term sustainability, and potential for private investment. Projects should encourage spin-off development, add jobs, promote downtown housing, or add to the cultural enrichment of the community. Each application must also undergo credit underwriting. |                                                                  |
|        |                    | **NOTES:** The Georgia Cities Foundation, established in 1999 as a 501(c) (3) organization, is a non-profit subsidiary of the Georgia Municipal Association (GMA). |                                                                  |
There are also a number of comprehensive publications and funding listing sources describing various funding sources.

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<td><strong>Georgia Department of Community Affairs (DCA)</strong></td>
<td>This packet contains information about various federal, state, and local financing programs that directly or indirectly benefit Georgia businesses or those businesses interested in making Georgia their home. Many of these programs may also directly benefit local government.</td>
<td>• “Economic Development Financing Packet.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/economic/TaxCredits/programs/financingPacket.asp">http://www.dca.state.ga.us/economic/TaxCredits/programs/financingPacket.asp</a>]</td>
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<td>This packet is a comprehensive listing and description of state administered programs of financial assistance. It is designed primarily to assist local government officials and community leaders in identifying and seeking financial assistance from Georgia’s state agencies (or organizations that are administratively attached to state agencies). However, it also contains programs that are available to individuals and selected businesses.</td>
<td>• “Catalog of State Financial Assistance Programs.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/economic/Financing/index.asp">http://www.dca.state.ga.us/economic/Financing/index.asp</a>]</td>
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<td>This document is a compilation of DCA’s resources and programs that can be utilized in downtown development programs across Georgia. Although in no way a complete list of State resources for the redevelopment of downtown areas, this guide is a starting point for local government officials, downtown development authority boards and staff, not-for-profit downtown development entities, developers interested in developing downtown projects, and other individuals or groups interested in investing in Georgia’s downtown areas.</td>
<td>• “Downtown Development Resource and Program Guide.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/economic/Financing/index.asp">http://www.dca.state.ga.us/economic/Financing/index.asp</a>]</td>
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<td>This manual provides guidelines that local governments must follow in order to meet the requirements of Title 1 of the Housing and Community Development Act of 1974 (HCDA) and the implementing federal and Department of Community Affairs (DCA) regulations.</td>
<td>• “EIP-RLF Manual- 2004.” Georgia Department of Community Affairs. [<a href="http://www.dca.state.ga.us/economic/Financing/index.asp">http://www.dca.state.ga.us/economic/Financing/index.asp</a>]</td>
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<td><strong>Funders Network for Smart Growth and Livable Communities</strong></td>
<td>The Funders’ Network for Smart Growth and Livable Communities is a non-partisan, not-for-profit organization that exists to inspire, strengthen and expand philanthropic leadership and funders’ abilities to support organizations working to improve communities through better development decisions and growth policies. It brings together foundations, nonprofit organizations and other partners to address the range of environmental, social, and economic problems caused by development strategies that fail to consider the big picture.</td>
<td>• “The Funders’ Network.” The Funders’ Network. [<a href="http://www.fundersnetwork.org">http://www.fundersnetwork.org</a>]</td>
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<tr>
<td><strong>U.S. Environmental Protection Agency</strong></td>
<td>EPA has developed this guide of funding resources to assist local and state governments, communities, and non-governmental organizations who are addressing the varied aspects of smart growth. All the resources listed here are national in scope, i.e., applicants from across the United States are eligible to apply.</td>
<td>• “Smart Growth.” U.S. Environmental Protection Agency. [<a href="http://www.epa.gov/livability/topics/funding.htm">www.epa.gov/livability/topics/funding.htm</a>]</td>
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