CHICKAMAUGA

RENAISSANCE STRATEGIC VISION *and* PLAN

CARL VINSON INSTITUTE OF GOVERNMENT
The University of Georgia

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PARTNERS

Bringing together a diverse mix of public institutions, non-governmental organizations, and private foundations, the Georgia Downtown Renaissance Partnership combines the skills and resources of the Lyndhurst Foundation, the Thrive2055 Iniative, the Georgia Municipal Association, the Georgia Cities Foundation, and the University of Georgia's Carl Vinson Institute of Government to revitalize communities across Georgia and neighboring states. With support from the Georgia Department of Community Affairs, the Georgia Downtown Renaissance Partnership facilitates the creation of strategic visions, plans, and work programs for partner communities in Georgia and the tri-state Chattanooga metropolitan area as part of the Lyndhurst Foundation's Thrive 2055 planning initiative. The Georgia Downtown Renaissance Partnership works with government leaders, chambers of commerce, downtown merchants, property owners, lending institutions, and citizens to help ensure that all cities in Georgia have the resources and tools necessary to realize their vision and maximize their potential.

CARL VINSON INSTITUTE OF GOVERNMENT

For more than 85 years, the Carl Vinson Institute of Government at the University of Georgia has worked with public officials throughout Georgia and around the world to improve governance and people's lives. From Georgia's early days as a largely agrarian state with a modest population to its modern-day status as a national and international force in business, industry, and politics with a population of over 10 million, the Institute of Government has helped government leaders navigate change and forge strong directions for a better Georgia.

GEORGIA MUNICIPAL ASSOCIATION

Created in 1933, the Georgia Municipal Association (GMA) is the only state organization that represents municipal governments in Georgia. Based in Atlanta, GMA is a voluntary, nonprofit organization that provides legislative advocacy and educational, employee benefit, and technical consulting services to its members. GMA's purpose is to anticipate and influence the forces shaping Georgia's communities and to provide leadership, tools, and services that assist local governments in becoming more innovative, effective, and responsive.

THE LYNDHURST FOUNDATION

The Lyndhurst Foundation had its beginnings in the broad local and regional philanthropic activities of Thomas Cartter Lupton, a pioneer in the Coca-Cola bottling business. First organized in 1938 as the Memorial Welfare Foundation, the Lyndhurst Foundation identifies and invests in initiatives, institutions, people, and programs that contribute to the long-term livability and resilience of the greater Chattanooga region. The foundation works to accomplish this mission by focusing its efforts on education, conservation, arts, culture, economy, urban design and development, neighborhood revitalization, and physical health.

GEORGIA CITIES FOUNDATION

The Georgia Cities Foundation, founded in 1999, is a nonprofit subsidiary of the Georgia Municipal Association. The foundation's mission is to assist cities in their efforts to revitalize and enhance downtown areas by serving as a partner and facilitator in funding capital projects through the revolving loan fund. Its services include the Revolving Loan Fund Program, the Heart and Soul Bus Tour, the Peer-to-Peer Mentoring Tour, Downtown Development Authority Basic Training, and the Renaissance Award.

THRIVE 2055

Thrive 2055 is a citizen-led, public-private endeavor to engage people from across the 16-county, tristate Chattanooga region of Southeast Tennessee, Northwest Georgia, and Northeast Alabama to make the most of regional economic opportunities while preserving what citizens love about their home communities.

The Chickamauga RENAISSANCE STRATEGIC VISION & PLAN

As an element of the comprehensive Thrive 2055 planning initiative in metropolitan Chattanooga and with the vital support of the Lyndhurst Foundation, the Carl Vinson Institute of Government, the Georgia Municipal Association, and the Georgia Cities Foundation came together to assist Chickamauga in creating a strategic vision, plan, and short-term work program to guide future growth. With support from and the Northwest Georgia Regional Commission, the resulting Chickamauga Renaissance Strategic Vision and Plan (RSVP) helps to ensure that the city retains and builds on the small-town atmosphere and intense community pride that make it a great place to call home, while building on existing strengths to accommodate future growth. Chickamauga's strategic vision and plan was created via a three-stage process: 1) public input and engagement, 2) visioning and design, and 3) the development of an implementable work program.

The Chickamauga RSVP is intended to serve as a living document to guide the future of the city. As an everyday resource for local officials and citizens, the approachable goals included in the Chickamauga Work Program and associated action items should be continually updated and removed as they are completed. As new opportunities arise, additional work program items should be added to the plan with a focus on implementation. At a minimum, local officials should undertake an annual update of the Chickamauga RSVP by answering the following questions: What was completed? Were enacted programs successful? What needs to be added? How, when, and who is responsible for implementation? Long-term success is achieved by continuing to update and implement the plan.

The RSVP PROCESS

Strategic visioning is a collaborative planning and decision-making process that relies on broad stakeholder involvement and focuses on asset-based development to create a shared community vision, plan, and implementation work program.

Strategic visioning helps citizens better understand unique community assets and more clearly identify collective priorities. Together, these communal strengths and selected areas of improvement form the basis for effective community-led planning. Throughout the development of the plan, the community identifies pressing issues, articulates big-picture goals, and develops short-term and long-term strategies to address neighborhood concerns.

The RSVP process relies on three basic questions to evaluate current conditions in the community, address issues that are preventing success, and create a roadmap to enacting Chickamauga's vision for the future. These questions are 1) Where are we now? 2) Where are we going? and 3) How do we get there?

1

WHERE ARE WE NOW? A successful planning effort is built upon a fundamental understanding of current conditions in Chickamauga. Step one, "Where are we now," creates this foundation through the development of a demographic profile, a review of prior plans and studies, and an extensive public engagement process. Together, these elements paint a comprehensive picture of Chickamauga. The focus groups, one-on-one interviews, community-wide survey, town hall meeting, and visual preference assessments conducted in step one are tools that can be used to reveal a community's story while creating a consensus on current issues and opportunities.

Elements of step one include:

- Plan Review
- Demographic Scan and Analysis
- Visual Preference Assessment
- Steering Committee Meetings
- One-on-One Interviews
- Focus Groups
- Community Survey
- Town Hall Community Meeting

2

WHERE ARE WE GOING? In the second step of the process, Chickamauga looks to the future to shape the shared vision for the city that emerged in step one. Built on the community desires and strengths discovered in community input sessions, Chickamauga's vision is then interpreted in step two through illustrations and design recommendations. The final products of step two allow all community members to experience the physical translation of their collective vision.

Elements of step two include:

- Design
- Renderings
- Visualization

3

HOW DO WE GET THERE? The final step in the strategic visioning process creates an implementation plan to move Chickamauga toward the community's vision for the future. By focusing on achievable work program items with community support, step three builds momentum while helping to enact Chickamauga's vision in a step-by-step process. Community input and effort form the foundation for the implementation plan. This community investment and citizen-led implementation is critical for successful outcomes.

Elements of step three include:

- Work Program
- Design Solutions
- Short-term (1–12 months)
- Long-term (12 months–10 years)

FEBRUARY

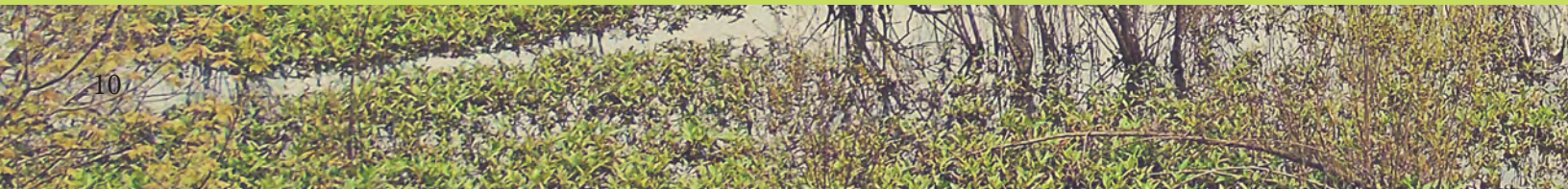
Initial Steering Committee Meeting, Interviews & Focus Groups

MARCH

Steering Committee Meeting, Interviews, Focus Groups & Town Hall Meeting

APRIL

Steering Committee Meeting, Visual Preference Assessment, Preliminary Designs, Public Input Results and Analysis, Community Survey Results and Analysis, Plan Review, Public Input Summary & Top Issue Prioritization



TIMELINE

MAY

Steering Committee Meeting, Design, Rendering, Draft Work Plan & Visualization

JUNE

Community Group and Steering Committee Meeting, Presentation, Action Item Development, Design, Rendering & Visualization

JULY

Community Group & Steering Committee Meeting

AUGUST

Mayor and Council Update Presentation & Final Presentation

"AFTER GOING SOME DISTANCE, WE CAME TO CRAWFISH SPRINGS. THERE WE WERE PERMITTED TO FILL OUR CANTEENS, WHICH WE GLADLY DID, AS WE KNEW THE IMPORTANCE OF WATER IN A BOTTLE. WHAT A BEAUTIFUL SPRING OF WATER THAT WAS AND IS! THINK OF GOING FROM THAT PURE LIFE-GIVING FOUNTAIN OF CLEAR, COLD WATER, SPRINGING UP IN GREAT ABUNDANCE, TO A GREAT AND DREADFUL BATTLE WHERE SMOKE AND DUST AND TOIL AND WOUNDS AND DEATH HOLD HIGH CARNIVAL. THAT IS WAR!"

- GEORGE H. PUTNEY OF THE 37TH INDIANA INFANTRY REGIMENT, SEPTEMBER 19, 1863

INTRODUCTION

Rising proudly from the crystal clear waters of Crawfish Springs, Chickamauga, Georgia offers the city's 3,000 residents and thousands of annual visitors historic assets like no other and an enduringly pleasant slice of small-town Southern life. Anchored by the bucolic Crawfish Springs, the acclaimed Gordon Lee High School campus, the immaculate and publicly owned Gordon-Lee Mansion, and a picturesque turn-of-the-century commercial district, Chickamauga embodies a Mayberry-like small-town charm that offers refuge for visitors as well as lifelong residents and newcomers drawn to the city's stellar quality of life and proximity to the major employment center of Chattanooga.

From Mississippian mound builders to Cherokees, wounded Civil War soldiers, mill workers, and beyond, the cool waters of Crawfish Springs have attracted settlers and visitors for centuries. Like much of Northwest Georgia, Chickamauga is steeped in Cherokee history. Prior to Cherokee removal, Crawfish Springs served as a regional hub, with a courthouse on the current site of the Gordon-Lee Mansion. Translated from Cherokee, Chickamauga means "River of Blood," a reference to a smallpox epidemic that eliminated scores of the Chickamauga Cherokee. Despite a well-earned reputation as seasoned fighters, the Chickamauga Cherokee were forced off their homeland along with the remainder of Georgia's Cherokee in the brutal Trail of Tears. Following the removal of the Cherokee, Chickamauga attracted the wealthy settler family of James Gordon. In 1836 Gordon established a mill on Chickamauga Creek, now among the oldest surviving mills in North Georgia and owned by the city. James Gordon's investment proved successful, and from 1840 to 1847 slave laborers constructed a magnificent brick mansion on the site of the Cherokee courthouse for the Gordon family. Now a community-owned showplace, the Gordon-Lee Mansion once served as the majestic centerpiece for Gordon's 2,500 acre plantation.

Battle of Chickamauga, lithograph by Kurz and Allison, 1890.

Chickamauga truly earned the city's name in late September of 1863, when the second bloodiest battle of the American Civil War took place in woods and fields five miles north of Crawfish Springs along Lafayette Road. Forces under the command of Union Major General William Rosecrans and Confederate General Braxton Bragg fought for two miserable days and suffered casualties unequaled by any battle outside of Gettysburg. During the battle, the lush grounds and rooms of the Gordon-Lee Mansion were transformed into the main Union field hospital, with harried amputations soaking the luxurious floors with blood. For two days, death owned the grounds of the mansion, with the wounded overflowing the house being laid out in the surrounding open fields. Following a chaotic retreat, the wounded soldiers and Union medical officers at the mansion were captured by Confederate forces. During the course of the battle, soldiers of both armies retreated to Crawfish Springs for fresh water, providing a brief respite from the horrors of war. When the dust cleared in Chickamauga, 3,969 soldiers had been killed. More than 30,000 more were wounded, captured, or missing.

A PEACEFUL DESTINATION

While Chickamauga has seen great tragedy and bloodshed, the city also remains a symbol of peaceful reunification and the enduring joys of small-town life. By 1889, the city had a growing downtown commercial district, fueled by a stop along the new Central of Georgia Railway. In that year, 14,000 veterans in blue and gray again gathered by the banks of Crawfish Springs. United in fellowship in a reunited nation, these veterans came together to establish America's first national military park on the hallowed ground of the former battlefield. Today the Chickamauga and Chattanooga National Military Park remains the largest preserved military park in the United States, attracting tourists from all over the world. Every year, Chickamaugans gather at the annual Blue and Gray Barbecue to commemorate the gathering and celebrate the city's role in reuniting the country.

Following the war, Chickamauga developed as a resort town following construction of the grand Park Hotel overlooking Crawfish Springs. In the late 1890s, the former battlefield was again put into service as Camp

Thomas, the largest military training ground during the Spanish American War. Soldiers flooded the small downtown and created an overnight boomtown in the city. Soon after the end of the war, Chickamauga's fate was again redirected as the city emerged as a prosperous and industrious mill town. In 1909 Daniel Ashley Jewell and Colonel W.L.L. Bowen opened the Crystal Springs Bleachery Company on the banks of Crawfish Springs. The mill served as Chickamauga's major employer for generations. Mill housing, parks, and a beautiful downtown high school were all established to serve mill workers in the growing town. Although Crystal Springs mill closed for good in 2013, the culture and strong community bonds it helped to create continue to thrive in Chickamauga.

CHICKAMAUGA TODAY

Today Chickamauga offers visitors a quaint downtown and close-knit small-town atmosphere steeped in history. Publicly owned resources like the Chickamauga and Chattanooga National Military Park, the Gordon-Lee Mansion, Lee and Gordon's Mill, and the eternal waters of Crawfish Springs connect lifelong residents and first-time visitors to the rich tapestry of Chickamauga's past. Throughout this master-planning process, it emerged clearly that Chickamauga's challenge is leveraging and connecting the city's remarkable assets and sense of place to create the economically vibrant future that allows students at Gordon Lee High School to grow up, enjoy a career and family, and live out their lives in the place they relish calling home. By building on the city's rich past, programming and connecting the assets that already make the city a remarkable place to live, work, and visit, Chickamauga can realize the community's vision of a vibrant heritage destination and ideal small-town community.

KEYS TO SUCCESS

Guided by the community's vision for the future, the following masterplan targets three groups essential for realizing Chickamauga's potential: local residents, tourists attracted to the Chickamauga and Chattanooga National Military Park, and regional visitors.

Local residents: The local community is essential for the long-term health of downtown. Citizens like business owners, merchants, and shop patrons populate downtown daily, supporting downtown and creating a more lively experience. While locals keep the doors open downtown and ensure a steady level of activity, Chickamauga's limited population means that the city must also draw visitors and tourists to create the vibrant downtown experience desired by the community.

Battlefield tourists: Over 900,000 tourists from across the country visit the beautiful Chickamauga and Chattanooga National Military Park annually. Located just outside of downtown, tourists drawn to the battlefield represent a critical user base for potential downtown restaurants, shops, and lodging options. This plan targets tourists and focuses on ways to attract those already drawn to the area to downtown.

Regional visitors: While locals and tourists drawn to the battlefield already populate downtown shops and restaurants, Chickamauga lags behind neighboring communities in attracting regional visitors from surrounding counties and the Chattanooga metropolitan area. Chickamauga must do a better job of attracting daily visitors from surrounding counties to support and sustain the businesses desired by the community.

Basic DEMOGRAPHICS

Chickamauga, Georgia offers an enticing slice of small-town life for workers drawn to the big city amenities of the Chattanooga metropolitan area. Likely because of city's stellar school system—ranked 7th statewide for the 2014–2015 school year—home values within the city are significantly higher than surrounding counties while still offering an affordable alternative to home prices within Hamilton County and Chattanooga. Although substantially higher than Walker County, median income within the city of Chickamauga remains below that of the state as a whole. Chickamauga is more homogeneous than the state as a whole, with over 92% of residents identifying as white alone in 2014. With an attractive location, strong school system, and affordable cost of living, Chickamauga is poised for growth well into the future.

CHICKAMAUGA

TOTAL POPULATION: 3,127

MEDIAN HOME VALUE: $137, 600

MEDIAN HOUSEHOLD INCOME: $45,248

WALKER COUNTY

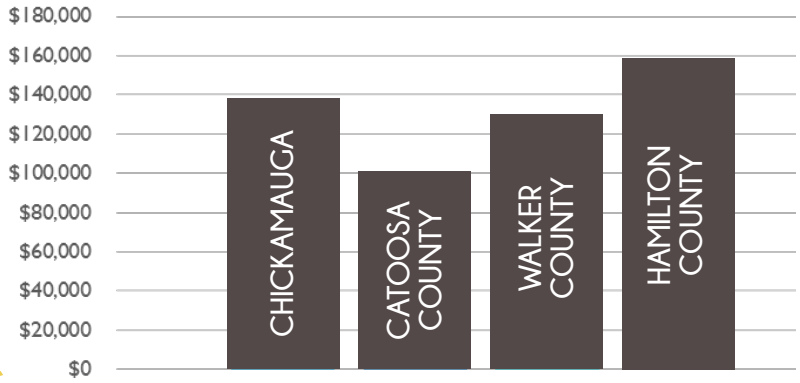
TOTAL POPULATION: 62,218

PROJECTED 2030 POPULATION: 81,254

22.76% PROJECTED GROWTH RATE: 2010-2030

MEDIAN VALUE OF HOUSING

2014 MEDIAN VALUE: $137,600; GEORGIA AVERAGE: $148,000



PLAN REVIEW

PLANS INCLUDED IN THE REVIEW

Walker County Joint Comprehensive Plan 2012–2032: Community Assessment (2011)
Walker County Joint Comprehensive Plan 2012–2032: Community Assessment Appendix (2011)
Preliminary Engineering Report: Chickamauga Battlefield Multipurpose Trail (2010)
Vision Chickamauga: A Strategic Agenda for Chickamauga, Georgia (2005)
Chickamauga Battlefield Corridor Overlay District (2005)

A VISION FOR DOWNTOWN

Nestled in the beautiful North Georgia mountains with a population of just over 3,000, the town of Chickamauga radiates the family-friendly character of small-town life. While offering modern convenience and proximity to job centers within Chattanooga and the surrounding metropolitan area, Chickamauga boasts a wealth of Cherokee and Civil War history that attracts visitors from around the country. Sites like Crawfish Springs, the Gordon-Lee Mansion, Lee and Gordon's Mill, and the coke ovens complex help make Chickamauga one of the most unique and historically rich small towns in the South. While Chickamauga citizens cherish the city's idyllic small-town character and take pride in Chickamauga's rich heritage, the city is growing and in the path of greater development. Past plans and studies undertaken by the city and the Northwest Georgia Regional Commission discuss ways to accommodate future change and development while maintaining the city's existing character and appeal. Chickamauga should continue to build on the vision for the future outlined in Vision Chickamauga: A Strategic Agenda for Chickamauga, Georgia to embrace the city's character as "a dynamic, historic community steeped in beauty and sense of place, with small-town values guiding us toward progressively planned growth and a unique quality of life."

A main directive echoed throughout existing plans for the city is ensuring that new growth and change is compatible with current values and the city's family-friendly small-town sense of place. In previous plans, the city pledges to protect the city's historical resources and beautiful natural surroundings. Those same priorities emerged as critical issues during public engagement sessions very early in this master-planning effort. While these are declared priorities, truthfully Chickamauga's historic resources and natural surroundings have never been under greater threat. With growth pressure along the Highway 27 bypass, limited investment in critical infrastructure downtown, regulations discouraging downtown restaurants, a tax structure with diminishing returns precluding necessary improvements, and the continued loss of many downtown historic buildings, something must be done to maintain the existing quality of life in Chickamauga and preserve what makes the city unique for future generations. Through proper investment and hard decisions, city leaders should ensure that Chickamauga continues to be a place where people are comfortable investing their time and money. Future development should enhance Chickamauga's strengths, including the city's sacred historic sites, its strong community fabric, the safety and appeal of Chickamauga's small-town way of life, its proximity to major employment centers in the Chattanooga metropolitan area, the abundance of natural resources in the region, and the bucolic surroundings and environment of the city.

Downtown Chickamauga, Gordon Street

Chickamauga experienced an impressive 27.73% increase in population between 2000 and 2010, and the city now makes up a little over 4% of Walker County—most of which remains unincorporated. Recent employment growth in the city has been centered in the arts, entertainment, food services, sales, construction, and maintenance sectors. Chickamauga also has the highest percentage (78.4%) of personal income from wages and salaries than any other city in Walker County. The Walker County Joint Comprehensive Plan suggests that for Chickamauga to retain residents and workers, local officials must prioritize attracting good jobs to the city and surrounding area.

Multiple plans address the need for attractive gateways into the city. Previous plans point to the need for well-kept, inviting gateways, specifically a historical gateway leading into the Chickamauga and Chattanooga National Military Park, which is crucial for tourism and the local economy. While the Battlefield Overlay District provides guidelines for this area, many of the guidelines rely on voluntary compliance and few properties have adopted all of the existing recommendations. Gateways should be welcoming and attractive, as they are the first thing seen by motorists and they provide a first impression of the town.

Downtown Chickamauga in particular lacks variety in shopping, dining, and lodging. Additionally, no active business recruitment or retention strategy is being used to attract and keep the businesses desired by locals and visitors downtown. The city should consider developing these types of strategies, which will guide future decisions about business relocation and investment. Other priorities include taking steps to protect natural resources, encouraging overnight lodging, promoting and developing a marketing plan for tourism, and crafting a strategy for downtown parking. The Chickamauga Battlefield Multipurpose Trail plans to address many of these priorities while boosting the city's already enviable quality of life. The city should continue to pursue different funding options for this innovative project, which will elevate the city's allure among tourists and cyclists already drawn to the area while connecting the city's many amazing community resources to the battlefield for local citizens and visitors alike to enjoy.

"MY KIDS CAN WALK TO SCHOOL."

"THIS COMMUNITY HAS BEEN SO WELCOMING & OPEN."

"IT'S FRIDAY NIGHT LIGHTS."

"YOU FEEL THE HISTORY."

"I LOVE EVERYTHING ABOUT CHICKAMAUGA."

"IT'S THE REAL THING."

"I LOVE TO TRAVEL BUT I ALWAYS WANT TO COME HOME."

"A STEP BA
IN TIME

PUBLIC INPUT

As part of the public input phase, the University of Georgia's Carl Vinson Institute of Government and the Northwest Georgia Regional Commission (NWGRC) conducted 15 focus groups as well as several one-on-one interviews to help paint a comprehensive picture of the city of Chickamauga by the people who live and work there. During this process, local citizens discussed positive features and aspects about Chickamauga before identifying issues that need improvement and subjects that must be addressed in the future to ensure the continued success of the city.

Focus groups included public school officials and students, downtown merchants, ministers and local clergy, young professionals, civic organizations, historians, senior citizens, and the Chickamauga Recreation Association, in addition to other stakeholder groups.

FOCUS GROUPS:

- Gordon Lee Memorial High School students
- Gordon Lee Middle School students
- Chickamauga Recreation Association
- Downtown merchants
- Ministerial outreach
- Young professionals
- Senior citizens
- Civic organizations
- History group
- Stakeholder #1
- Stakeholder #2
- School teachers
- School board administrators
- Schoolchildren's parents
- Steering Committee

WHAT'S WORKING WELL

Family-Friendly Small-Town Charm

Locals and visitors alike feel the undeniable small-town charm of Chickamauga. During public input sessions, locals often said that Chickamauga is a place where "everyone knows everyone," students feel safe walking to and from school, and community members are there for one another in good times and bad. This special small-town feeling makes living in and visiting Chickamauga a unique and memorable experience. Moving forward, the city should maintain this friendly small-town character as leaders work to enhance existing assets and attract compatible commercial development.

Historic Assets, Train Tourism

The community takes pride in Chickamauga's heritage and rich variety of historic assets. Sites like the Chickamauga and Chattanooga National Military Park, Gordon-Lee Mansion, Crawfish Springs, and coke ovens complex attract tourism daily to the city and contribute to Chickamauga's history-rich sense of place. These historic assets were often cited as "favorite things" by community members. In addition to these attractions, locals value the Tennessee Valley Railroad and historic depot downtown. These working historic resources create a unique attraction for visitors and are seen by locals as an enormous opportunity to capitalize on Chickamauga's existing allure as a heritage tourism destination.

Safety

Chickamauga citizens know that coming home to a sense of safety and security is a priceless asset. Particularly considering the city's proximity to Chattanooga and major employment centers, the safety and security present in Chickamauga make the city a great place to raise a family without sacrificing a satisfying career. The perception of safety is a critical element of Chickamauga's "Mayberry"-like small-town feel: a place where everyone knows their neighbors and people watch out for one another. Many residents do not even feel the need to lock their doors. Safety of local citizens and students is a major element of the city's friendly small-town atmosphere and must be preserved in future improvements.

Strong School System

Chickamauga's public school system was consistently cited by community members as one of the city's strongest assets. The community takes pride in the Chickamauga City School System, and the intense school spirit for Gordon Lee High School is nearly universal among Chickamauga residents. This passion culminates in the fall with Friday night football games and programs like the Fifth Down at Elizabeth Lee United Methodist Church. These family-friendly events bring the community downtown to support the local team and contribute to Chickamauga's small-town appeal.

Location, Convenience

Located just 30 minutes outside of Chattanooga and a short drive from Atlanta, Chickamauga offers access to big city convenience and career opportunities while serving as a small-town refuge for those looking to escape the everyday hustle and bustle. Locals love the luxury of living in a quiet town in the scenic North Georgia mountains while being a short drive away from major employment opportunities and big city amenities.

Chickamauga's FAVORITE THINGS:

- FAMILY-FRIENDLY, SMALL-TOWN CHARM
- HISTORIC ASSETS
- TRAIN TOURISM
- SAFETY
- STRONG SCHOOL SYSTEM
- LOCATION, CONVENIENCE

WHAT NEEDS IMPROVEMENT

Promotion and Coordination of Downtown Events

Downtown merchants and patrons believe that existing events in the area should be advertised in a central place and marketed to the public at large. Promotion of downtown as a whole is also needed to foster a reputation of a unified, communal gathering place where people want to come and spend their time and money.

Tourism

With a wealth of unique historic sites, Chickamauga needs to better capitalize on existing resources to attract and appeal to more visitors and heritage tourists. Locals see the Chickamauga Depot as a specific resource that must be addressed to increase the city's appeal among tourists. Particularly when the Tennessee Valley Railroad stops in the city, visitors must be catered to and informed of sites worth exploring. Tourists already flock to the Chickamauga and Chattanooga National Military Park. Targeting existing visitors could bring more economic activity downtown and create the vibrant experience and diversity of businesses desired by the community.

Infrastructure

Focus group participants consistently mentioned a need for infrastructure updates and repairs, specifically sidewalks and enhanced pedestrian options downtown. Particularly among local business owners and downtown merchants, improving water and sewer infrastructure, extending streetscaping, improving roads, and addressing flooding were also frequently discussed as areas that must be addressed to retain existing businesses and attract desired industries.

Business Mix

Locals see addressing vacancies downtown and attracting a variety of business to the area as essential for continued prosperity. Many citizens suggested the need for a unified strategy and incentives package to recruit and retain viable downtown businesses. This strategy could work to attract desired businesses and address the lack of diversity in shopping and dining options in the area.

Recreational Facilities

Chickamauga has a passion for local sports, and many locals participate in recreational activities. Many residents feel that existing facilities are not meeting the needs of the community. Updating and adequately maintaining facilities like the public tennis courts will help to support local student athletes and appeal to residents while creating further opportunities for recreation and outdoor activities.

"The Look"

Like many cities, the overall appearance of Chickamauga needs improvement. In addition to bare streets, vacant buildings, and more, locals continually mentioned the condition of the existing Chickamauga Depot and the need to clean up the site. While locals see the depot as a great asset, the current state of the depot does not enhance first impressions of the town. In addition to the depot, the Crystal Springs mill property was identified by many as a location deserving beautification and redevelopment. Improving the overall appearance of the city will have positive effects on property values, tourism, and business investment.

Funding Basic Maintenance and Future Improvements

Throughout the public engagement process, the community's bold proposals and solutions for the city frequently hit the same inevitable roadblock: funding. Particularly for a city as small as Chickamauga, the local government maintains a diverse array of public resources: the antebellum Gordon-Lee Mansion, Lee and Gordon's Mills, the coke ovens complex, Chickamauga Public Library, public baseball fields, tennis courts, and more. Maintenance of existing resources was consistently mentioned as a major ongoing issue for the city and one that potentially precludes any new investments. While the city does an admirable job with miniscule funds, the city's current tax structure has resulted in consistently declining revenues. Maintenance and adequate staffing of existing resources has suffered as a result. Prior to any new investments, city officials must take a hard look at the current tax structure and determine solutions to Chickamauga's funding gap. Making hard decisions now about Chickamauga's future is the only way local officials will be able to maintain the city's high quality of life and improve the city for future generations.

Chickamauga's TOP ISSUES

Through extensive public engagement during phase one of the RSVP process, the Chickamauga Steering Committee identified four top issues that must be addressed by this master-planning effort:

COORDINATION
- Events & activities
- Heritage tourism & battlefield connections

INFRASTRUCTURE
- Sidewalks
- Water & sewer

"THE LOOK"
- Streetscaping
- Maintaining existing assets

BUSINESS MIX
- Variety of dining, retail, & entertainment
- Lodging

CHICKAMAUGA NOW

CHICKAMAUGA 10-15 YEARS FROM NOW

A wordle is a visual depiction of the words contained in a piece of text, as exemplified within the graphics above. Generated by a web-based tool of the same name, a wordle is created by manipulating the words of an input text and arranging them into a kind of graphic. The more frequently a particular word appears within the source text, the bigger it is displayed in the wordle. The words shown above reflect how frequently words appeared during the public input phase when individuals were asked two questions: 1) Can you describe in three words what downtown Chickamauga is like right now? and 2) Can you describe in three words your vision for downtown Chickamauga in 10-15 years?

2016
Best
of the best

Downtown MASTERPLAN

Following a review and analysis of current conditions in downtown Chickamauga, an extensive public engagement process, and a comprehensive review of previous plans and proposals for the city, faculty and staff at the Carl Vinson Institute of Government collaborated with the steering committee to develop a guiding masterplan for the future of downtown Chickamauga. This plan is intended to address the following top issues that emerged during public input sessions with citizens from throughout the community: coordination, infrastructure, the city's business mix, and "the look" or appearance of downtown. Within the plan, these issues are addressed by connecting downtown and the battlefield via a multiuse trail, enhancing walkability by expanding sidewalks, beautifying the look of downtown corridors and gateways by extending streetscaping, improving downtown parking, and continuing to grow downtown Chickamauga as a destination by attracting appropriate infill development.

CHICKAMAUGA
DOWNTOWN MASTERPLAN
7TH STREET
8TH STREET
CRESCENT AVENUE
WILDER AVENUE
GORDON STREET
CHICKAMAUGA ELEMENTARY SCHOOL
GORDON LEE MIDDLE SCHOOL
HIGH SCHOOL
GORDON-LEE MANSION
JEWELL HOUS
CRAWFISH SPRING PA
COVE ROAD/GA 341
PUBLIC LIBRARY
CIVIC CENTER
WEST 12TH STREET
TENNIS COURT
TENNIS COURT
SENIOR CENTER

7TH STREET
LEE AVENUE
8TH STREET
THOMAS AVENUE
9TH STREET
TENNESSEE VALLEY RAIL TRAIL & GORGE
CITY HALL STREET
INFILL
INFILL
DEPOT
POST OFFICE
WEST 10TH STREET
WEST 10TH STREET
CRYSTAL SPRINGS MILL
REDEVELOPMENT SITE
CRAWFISH SPRING
LAKE

Chickamauga's TOP ISSUES

Through extensive public engagement during phase one of the RSVP process, the Chickamauga Steering Committee identified four top issues that must be addressed by this master-planning effort:

COORDINATION
- Events & activities
- Heritage tourism & battlefield connections

INFRASTRUCTURE
- Sidewalks
- Water & sewer

BUSINESS MIX
- Variety of dining, retail, & entertainment
- Lodging

"THE LOOK"
- Streetscaping
- Maintaining existing assets
- Gateways

Chickamauga WORK PROGRAM

During the public engagement process, participants from throughout the community shared their vision for Chickamauga's future and raised important issues that must be addressed for the city to achieve continued success. A diverse set of concerns were discussed, many of which can be compiled into broad categories. Priorities addressed in previous proposals and studies often mirrored the critical issues raised by the city's citizens. Together, these ideas laid the groundwork for a plan of action.

Throughout this process, a steering committee of dedicated Chickamauga citizens reviewed all of the information compiled in public input sessions, previous plans, a demographic profile, and additional presentations. Working with these components, the steering committee honed down community priorities to create a successful strategy for downtown. Having too many priorities equals having no priorities, and Chickamauga has only so much time, energy, and resources. Thus, tackling a succinct list of priorities is an essential element of a successful plan. Chickamauga's RSVP Steering Committee was instrumental in channeling public input, previous plans, and elements of responsible planning into four key categories addressed in the Chickamauga work plan: coordination, infrastructure, business mix, and "the look" of downtown. These top issues, in turn, informed and contributed to a succinct work plan for downtown arranged to address Chickamauga's top issues by category. All improvements undertaken should maintain and build on the assets beloved by the community, including Chickamauga's friendly and safe small-town feel and intense community pride and sense of place.

All items included within the Chickamauga Work Program represent potential strategies to achieve the goal of addressing Chickamauga's top issues: ensuring coordination between stakeholders, improving infrastructure, enhancing the business mix, and beautifying "the look" of downtown.

1 COORDINATION

Coordination means working to establish accord and co-action among the various and diverse groups that have a stake in the downtown district. By getting everyone in the downtown as well as other community stakeholders to work together toward a unified goal, change becomes possible.

Coordination/Promotion of Downtown Events: Chickamauga currently has many downtown events and activities that bring the community together. Locals cherish annual events like Down Home Days, the Blue and Gray Barbecue, and Christmas in the Streets. Locals believe that these events could be better promoted to the public. Suggestions for better promoting downtown events and coordinating events hosted by multiple civic groups include establishing a Downtown Development Authority and applying to become a Main Street community. A first step is having the Chickamauga Community Growth Association act as the downtown coordinator.

Tourism: Time and again, Chickamauga citizens praised the city's amazing attractions, historic sites, and location on the Tennessee Valley tourist railroad. Locals believe that by building on these great resources, Chickamauga has the potential to grow as a heritage tourism destination. To accomplish this, reprogramming the depot, expanding lodging options, ensuring adequate maintenance of existing resources, and targeting tourist rail and battlefield visitors must be addressed by the city.

Specific projects addressing coordination, promotion of downtown events, and expanding tourism in the Chickamauga Work Program include:

- Chickamauga Main Street and the Four Point Approach
- Tree Replanting Program
- Chickamauga: Tree City USA
- Gateway Clean Up
- More Festivals and Events
- Festivals and Events Grants
- General Bragg Weekly Connections
- Train Meet and Greeters
- Downtown Tourism Map
- Dining Options for Train-goers
- Promote Local Lodging, Dining, and Retailers Online
- Downtown Drive-In Movie Night
- First Friday
- Shop Local/Downtown
- Temporary Empty Storefront Improvements

CHICKAMAUGA WORK PLAN: COORDINATION

Chickamauga Main Street and the Four Point Approach: Housed in the Office of Downtown Development at the Georgia Department of Community Affairs, Main Street is a signature program for community development and revitalization in Georgia's historic downtowns. Georgia's Main Street Program pairs local communities with the tools they need to revitalize downtown areas. Throughout the public engagement process, the community stated the pressing need for one person to wake up every morning thinking about and working to improve downtown. This designated downtown point person would put together an application for the city to be considered for the Main Street Competitive Start-Up Process. If the application is successful, this person would become Chickamauga's Main Street Director. Prior to creating a Chickamauga Main Street program, city officials should utilize the Main Street Four Point Approach—organization, promotion, design, and economic development—in downtown revitalization efforts.

Tree Replanting Program: Chickamauga's mighty historic trees are among the community's most beloved resources. People from all across the community see the city's lush canopy as a critical component of the city's unique character and small-town way of life. Many of the city's largest trees are reaching the end of their lifespans. The city should work with local schools, private foundations, or a citizen tree board to plant new trees. Local property owners could also be incentivized to plant new trees during an Arbor Day event.

Before: The cemetery at the corner of Georgia Highway 341 and West 6th Street features impressive old trees and shrubs planted informally among the historic gravestones and memorials. These plantings do not extend to the bottom of the hill, a highly visible spot for tourists entering downtown.

After, Five Years: This rendering of the same location shows new informal plantings of dogwood trees and native oaks in existing clearings on the site. Eastern red cedars also beautify the spot and screen the corrugated metal building. Replanting trees is important around Chickamauga to supplement mature trees reaching the end of their lifespans.

After, 30 Years: After 30 years, the mature tree canopy now creates an attractive gateway experience for Chickamauga visitors traveling along Highway 341. With the new trees, the lower end of the cemetery now matches the beauty of the historic section.

Chickamauga: Tree City USA: Chickamauga citizens treasure the city's bucolic natural environment and the multitude of old growth trees within the community. To celebrate and make a commitment to expand Chickamauga's urban canopy, the city should explore certification as a Tree City USA community. The Arbor Day Foundation has licensed 135 cities across Georgia as Tree City USA certified. These communities have all designated a tree board of local citizens or city staff, developed a tree care ordinance, and created a community forestry program in addition to observing Arbor Day each year.

Gateway Clean Up: Clean streets, parks, and sidewalks all send a message that a community is proud of downtown. Particularly at key intersections and gateways, local officials and civic groups must prioritize maintaining a clean and attractive environment for locals and visitors. Providing adequate funding of maintenance crews or even using convict labor to clean up litter at gateways to the city is an essential step in ensuring that visiting downtown is a clean and attractive experience. Adequate maintenance will help ensure that Chickamauga feels like a city worth investing in and will be a factor in attracting the new restaurants, businesses, housing options, and employers desired by the community.

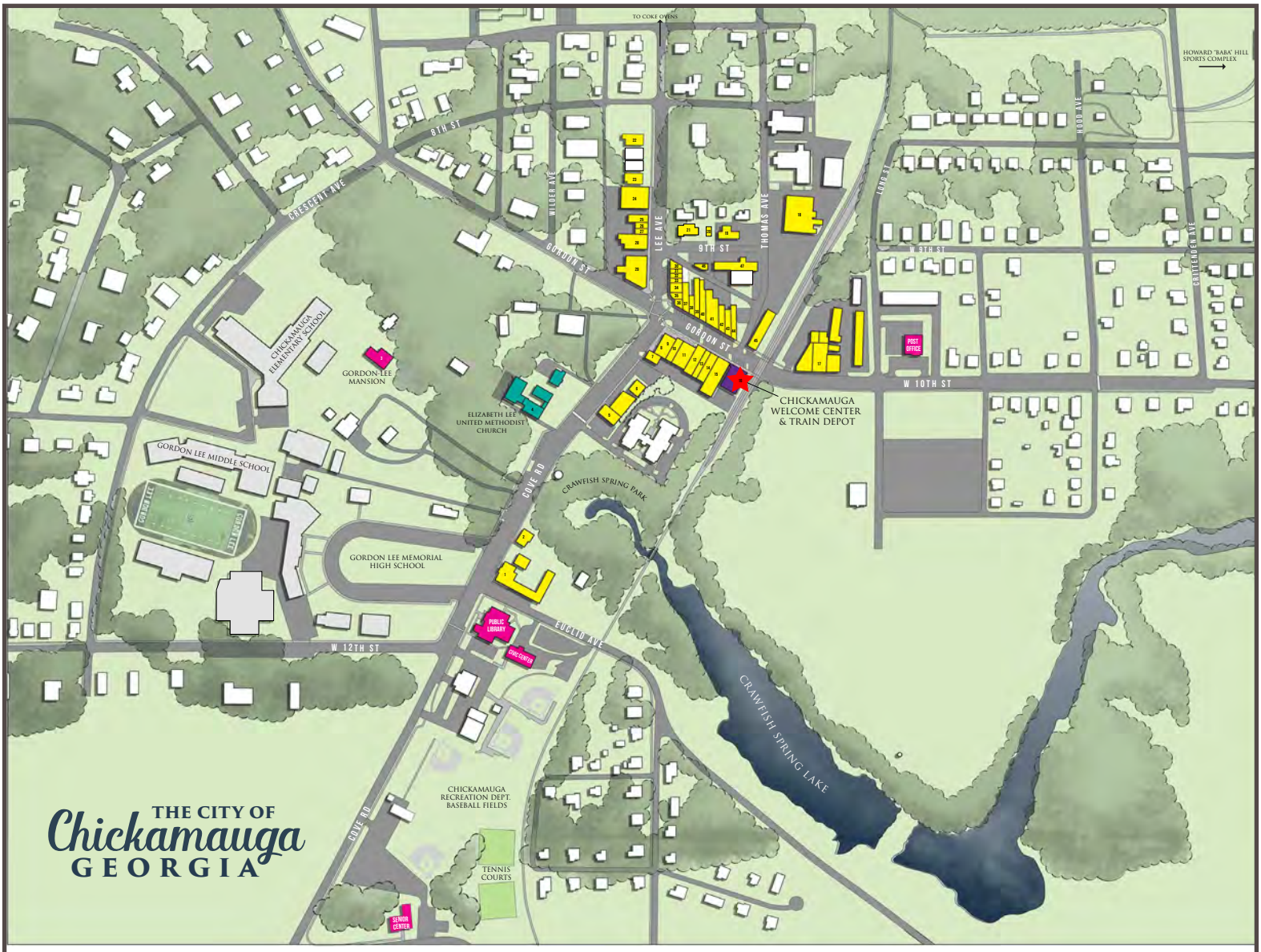
More Festivals and Events: Popular events like the Fifth Down, Blue and Gray Barbecue, Christmas in the Streets, and more bring the community together downtown and contribute to Chickamauga's small-town charm. Locals would love to see more special events and festivals in downtown to draw the community together and bring activity to the area.

Festivals and Events Grants: Existing events like Down Home Days, Ironman, Movies in the Park, and more are beloved community attractions that help bring visitors and activity downtown. While more events are desired by the community, Chickamauga has limited resources and support staff for additional events. One solution to this gap might be developing a Special Event Grant program to incentivize local volunteers to coordinate more festivals and other programming downtown. Cities like Monroe, Georgia, have been successful bringing private events downtown with Downtown Community Event Grants of $250 or less. To make this process accessible for prospective event holders, the city should consider creating a streamlined "one-stop shop" for event programming in conjunction with Special Event Grants.

General Bragg Weekly Connections: As one of the limited providers of overnight accommodations in the area, the General Bragg Inn is a key partner for downtown. Throughout the year, heritage tourists, wedding parties, and people attending family reunions frequent the hotel in addition to travelers passing through the area. By working with the hotel management, the city could provide promotional information about downtown attractions, restaurants, and retail. Simply maintaining a relationship and regular contact with the managers of the General Bragg would be a low-cost effort that could have a sizable impact downtown.

Train Meet and Greeters: Throughout the public engagement process, citizens repeatedly cited their neighbors and Chickamauga's friendly people as one of the city's greatest assets. To help promote downtown businesses and retain more visitors downtown, several community members suggested developing a volunteer greeter program for visitors disembarking the Tennessee Valley Railroad. As a team of dedicated volunteers, these downtown ambassadors should be present at each train layover to provide visitors with information about downtown businesses, attractions, restaurants, and amenities. First and last impressions are critical for a community's image. Greeting train riders could go a long way toward drawing visitors to downtown businesses.

Downtown Tourism Map: In addition to promoting local dining, retail, and lodging options on the city's website, creating a convenient map of these resources and important tourist destinations is an easy way to advertise what makes Chickamauga an attractive place to visit and do business in. This map should be posted on the website and available at the Chickamauga Depot, the National Military Park, and elsewhere as a convenient resource for visitors.



1.	Allstate Insurance	240 Cove Road
2.	234 Cove	234 Cove Road
3.	Gordon-Lee Mansion	200 Cove Road
4.	Elizabeth Lee United Methodist Church	139 Cove Road
5.	The Lillian Ellis Center - Elizabeth Lee UMC	114 Cove Road
6.	Available	100 Cove Road
7.	Shawn Bible Law Office	108 Cove Road
8.	Masonic Temple	105 Cove Road
9.	Primetime Pizza	122 Gordon Street
10.	Available	120 Gordon Street
11.	Georgia Power	116 Gordon Street
12.	Available	112 Gordon Street
13.	Vintage Creations & More	110 Gordon Street
14.	The Basket Case Gifts	108 Gordon Street
15.	Available	104 Gordon Street
16.	Chickamauga Welcome Center & Train Depot	100 Gordon Street
17.	Chickamauga Climate Control & Mini Storage	307 W 10th Street
18.	Shop Rite	202 Thomas Avenue
19.	Crystal Springs Barbeque	505 West 9th Street
20.	Available	509 West 9th Street
21.	Available	200 Lee Avenue
22.	Available	245 Lee Avenue
23.	My Grief Journey Family Counseling	219 Lee Avenue
24.	Wilson Funeral Home	215 Lee Avenue
25.	Available	211 Lee Avenue
26.	Available	207 Lee Avenue
27.	Chickamauga Florist	205 Lee Avenue
28.	Los Potros Mexican Restaurant	201 Lee Avenue
29.	SouthCrest Bank	201 Gordon Street
30.	W.W. Installations Remodeling & Design	114 Lee Avenue
31.	Angie's Gifts	112 Lee Avenue
32.	Elixir Hair Studio	110 Lee Avenue
33.	J.A. Barber & Style	108 Lee Avenue
34.	Available	104 Lee Avenue
35.	Therapeutic Massage & Bodywork	102 Lee Avenue
36.	Penland Realty	102 Lee Avenue
37.	Thrift Store	121 Gordon Street
38.	Edward Jones Investments	119 Gordon Street
39.	Red Barn Designs	117 Gordon Street
40.	Sophie's Fine Gifts	115 Gordon Street
41.	One Eleven Gordon	111 Gordon Street
42.	Available	109 Gordon Street
43.	Chickamauga Family Dental	107 Gordon Street

Downtown Tourist Map: Created from the master plan, this map shows points of interest in the downtown area and surrounding neighborhoods. Using the map key below, visitors can easily find their way to local restaurants, businesses, tourist destinations, and more. The destinations in the key can be updated as businesses change downtown.

Dining Options for Train-goers: Local citizens see visitors on the weekend Tennessee Valley Railroad as a critical patron base for downtown businesses. Currently these tourists have limited dining and retail options during their hour and a quarter layovers in Chickamauga. Tailoring the downtown experience to weekend tourists with convenient dining options like food trucks, coffee stands, and ice cream trucks were commonly suggested as potential draws catering to tourists and locals alike.

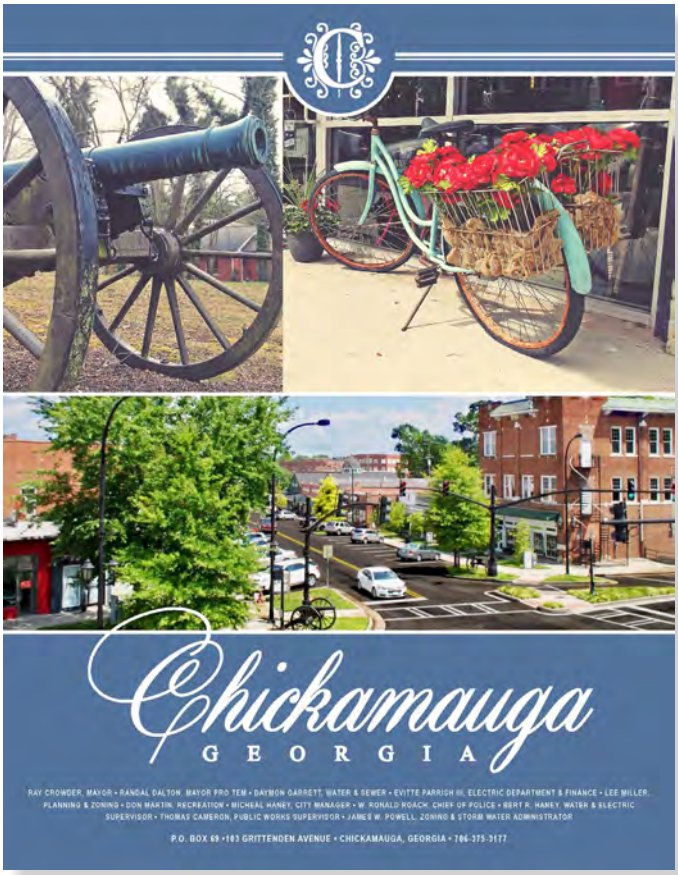
Promote Local Lodging, Dining, and Retailers Online: Chickamauga's new website is an attractive and informative resource for both tourists and the local community. However, at the moment the website does not list the lodging, dining, retail, and other options available in Chickamauga and the downtown area. Adding these resources to the city website could better inform visitors and help promote downtown businesses.

Downtown Drive-In Movie Night: Focus groups, local students, and survey responses made it clear that people would like to have evening activities downtown. Many feel that downtown "closes" after 5:00 pm and that Chickamauga needs more entertainment options for local students within walking distance of the downtown school campus. More evening events will help to combat these perceptions and bring more activity to downtown. While the city already hosts a successful Movies in the Park program at the Helicopter Park, supplementing this successful event with a Downtown Drive-In Movie Night at the parking lot adjacent to Shop Rite could bring more foot traffic downtown, provide more programming options for local teens and students, and help boost downtown businesses.

First Friday: First Fridays are a way to reintroduce residents to their downtown with family-friendly activities: shops hold extended hours; food vendors are present; and live music and other festival-like activities are provided. Such events would help community members associate downtown Chickamauga with energy and fun, getting people excited about their downtown again.

Shop Local Campaign: Starting a "shop local" or "shop downtown" campaign is a way to remind community members to consider spending money locally rather than at national chain stores. By shopping locally, money stays in the community and encourages a positive economic environment for people interested in starting small businesses.

Temporary Empty Storefront Improvements: Downtown is home to multiple vacant storefronts. Ideally, these will be filled by new or expanding businesses, but until then, the vacant windows communicate a negative image that erodes enthusiasm for downtown. Instead of remaining vacant, these storefronts could temporarily display visuals that are of interest to the local Chickamauga community. In fact, these displays can draw people to the downtown with exhibits like children's art and local civic clubs' seasonal competitions for Halloween, Christmas, or community events.



CHICKAMAUGA ADVERTISEMENT CONCEPT

SHOP RITE PARKING PLAN: Chickamauga locals love having a community grocery downtown. Whether students walking from Gordon Lee High School or busy parents running errands, shoppers love the convenience of having Shop Rite downtown. Because of Shop Rite's role in the life of downtown, the large parking lot here could serve as the site for community events like a downtown drive-in movie night. Currently a wide expanse of unbroken asphalt extends from Oliver's Cabinets to the lawn of Fellowship Baptist Church. This plan illustrates how simple improvements could introduce sidewalks, shade trees, and stormwater-retaining bioswales to the existing parking lot. A new sidewalk along 9th Street and improvements to the parking lot at Crystal Springs Smokehouse connect the popular restaurant to the remainder of downtown.

2 INFRASTRUCTURE

Infrastructure encompasses the basic physical structures and systems that make modern living possible, from roads and sidewalks to sewer and power lines. Infrastructure in the form of multiuse trails, greenways, and parks increases quality of life and creates the great places people want to live, invest, and grow old in. Chickamauga is an active city. Many students enjoy walking to school or taking advantage of the city's public baseball fields and recreation opportunities. Chickamauga is already a popular destination for bicyclists, and many locals want to see more trails in town and a connection to the battlefield. To maintain and improve quality of life in Chickamauga, citizens want expanded sidewalks, trails, and parks. In addition to these enhancements, the community recognizes that critical infrastructure like upgraded water and sewers as well as solutions to flooding and stormwater runoff must be addressed to attract the economic development desired by local citizens.

Recreational Facilities: While local citizens would love to see pedestrian infrastructure, bike trails, handsome streetscaping, and parks expanded in Chickamauga, maintaining existing resources is essential. The public tennis courts in particular were frequently cited by community members as requiring improvement. Many of these maintenance issues result from a lack of city resources. Prior to any improvements, the city must explore expanding funding streams and raising the resources to adequately maintain existing community resources as well as future improvements.

- Management Strategies for Facilities/Resources
- Stage at Helicopter Park
- Repair Tennis Courts
- Teen Hangout
- Chickamauga Depot Exterior Clean Up
- Chickamauga Depot Interior Clean Up
- City Hall as a Welcome Center
- Connection from Battlefield to Downtown
- Battlefield Rail-with-Trail
- Geocaching Historic Chickamauga
- Downtown Lodging
- Gordon Street/10th Avenue Boulevard of Trees
- Water/Sewer Upgrade
- In-town Canoe and Kayak Launch

ADDING MORE AMENITIES TO HELICOPTER PARK

Existing: The Holland-Watson Veterans Memorial Park, or "Helicopter Park" to locals, is a well-loved community resource. Public input results indicate that many residents would like more amenities within the park.

After: The rendering shows an additional gazebo placed in the park. Designed to match the park's existing facilities, the gazebo could serve as a space for small gatherings or provide a shaded retreat for park visitors.

Management Strategies for Facilities and Resources: From an antebellum mansion and one of North Georgia's oldest surviving mills to public baseball fields, tennis courts, the Chickamauga Public Library, and more, the city of Chickamauga supports and maintains an impressive list of community amenities and attractions. This support continues despite consistently declining revenues from the city's current tax structure. City officials should compile a list of all community facilities and determine the best way to maintain facilities and resources. Officials should include a calculation of the necessary funds and personnel required to maintain the city's investment in these public resources annually. This list could help the city better identify and earmark new and existing revenue sources to ensure adequate maintenance of these resources.

Repair Tennis Courts: While Chickamauga has considerable public investments, several of these assets would be improved with enhanced maintenance. Students at Gordon Lee High School and many local citizens avoid the city-owned tennis courts. The city should consider revenue sources to repair and maintain the tennis courts.

Stage at Helicopter Park: The Helicopter Park is already a popular destination for Chickamauga citizens and the surrounding community. To boost this existing attraction, city officials or volunteer groups could consider creating a stage for musical acts near the bridge for community events.

Bathroom Clean Up: Many locals avoid the public restroom facilities at Holland-Watson Veterans Memorial Park, affectionately known as the "Helicopter Park." In public input sessions, several citizens complained that the bathrooms at Helicopter Park attracted graffiti and could be better maintained. Providing adequate funding for maintenance crews to maintain these and other public facilities is an essential step in ensuring a high standard of cleanliness of public facilities. Keeping bathrooms clean and attractive helps guarantee that visiting Chickamauga's parks and resources is a clean and attractive experience.

HELICOPTER PARK PAINT

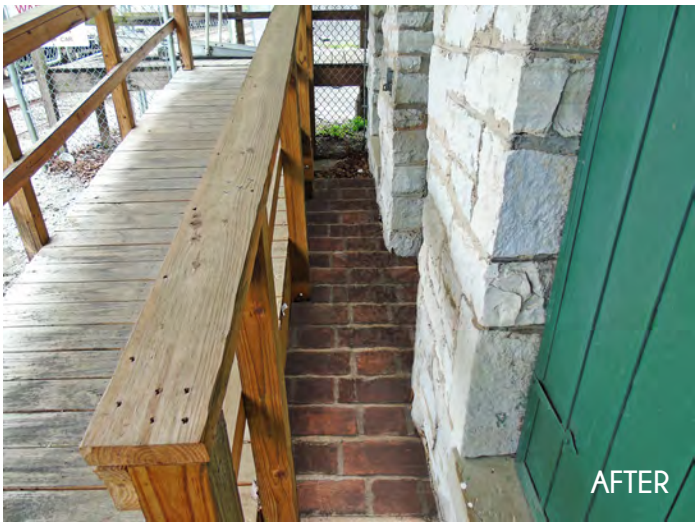
Existing: Some of the park's existing amenities function well but could use some simple aesthetic improvements. This well-used pavilion appears worn and in need of some TLC.

After: With paint and wood stain, the pavilion looks as good as new.

Teen Hangout: The public school campus downtown is seen throughout the community as one of Chickamauga's greatest assets. Local students provide a consistent user base and, in the words of one student at Gordon Lee High School, lend Chickamauga an atmosphere that feels like a "college town." Local students in particular requested more places to study, meet with friends, and hang out downtown after school. To encourage students to spend more time downtown, the city could consider partnering with local businesses to create a flexible study space or café for students downtown. "Gaming Cafés" with computers and video games in one area and tables and chairs for talking and studying in another are successful and safe afternoon hangouts for teens in many cities. Programming more of downtown to target these young adults could be a successful strategy to bringing vitality and economic activity downtown.

Chickamauga Depot Exterior Clean Up: Constructed in 1890, the city-owned Chickamauga Depot is an important and working historic resource for downtown. Serving as the disembarkation point of the railroad and home to the Walker County Regional Heritage Museum, the Chickamauga Depot is the first impression for the hundreds of annual visitors on the Tennessee Valley Railroad. Particularly on the backside of the building and approaching from the road, the area around the depot is in need of a serious clean up. Whether by hiring a dedicated maintenance person or engaging the volunteer community, the city must prioritize adequate clean up and maintenance of this vital property. Ensuring adequate maintenance protects this amazing resource and is essential to creating a desirable experience for railroad tourists and attracting repeat visitors.

Chickamauga Depot Interior Clean Up: Despite serving as an important downtown resource and historic landmark, the depot is currently overwhelmingly seen as underutilized, cluttered, and in serious need of reprogramming. While preserving the important history of the site, the depot must be perceived as an attractive, exciting, and interactive destination for locals and tourists alike. Whether relying on volunteer labor or a dedicated maintenance person, the interior of the depot must be decluttered and preserved responsibly with consistent maintenance.



DEPOT CLEANUP

Existing: As guests disembark the train and walk down the ramp, there are piles of leaves and trash on the ground.

After: The rendering shows how simply cleaning up this area could make a big difference and send the right message about Chickamauga.

DEPOT CLEANUP

Existing: For visitors who come to Chickamauga by train, the historic train depot is the first impression they get of the city. Currently, the gate that greets train passengers is neither welcoming nor attractive.

After: The rendering shows a few simple improvements that can make a big difference in visitors' first impressions, including:

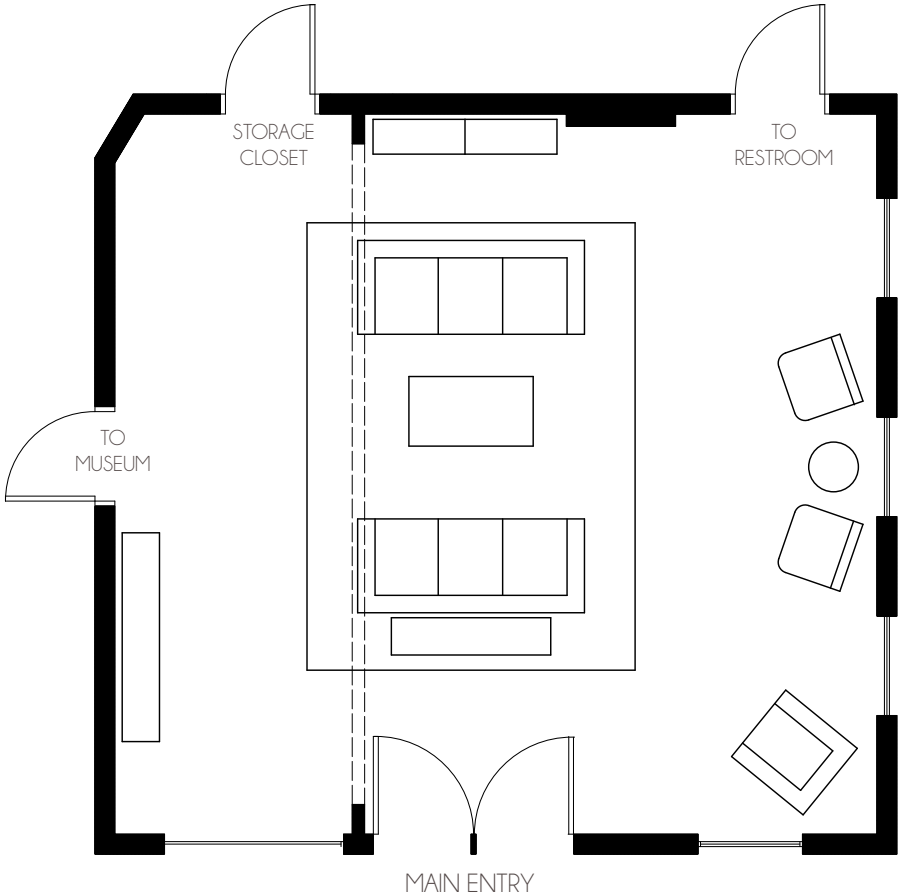
- Removing the barbed wire from the fence
- Upgrading the chain-link gate to a more attractive metal gate
- Planting ivy or creeping fig to cover the chain-link fence and screen the lot behind it or simply removing the chain-link fence

CHICKAMAUGA DEPOT
WELCOME CENTER

The need to create a welcome center downtown was an issue raised throughout the RSVP process. Located in the heart of downtown, the Chickamauga Depot is an ideal space for a welcome center. Improvements and renovations are neccessary to make the depot an attractive welcome center. The 600 square-foor room that currently houses the model train is a perfect space to renovate. With access to restrooms and storage, the space can be transformed into a comfortable and welcoming room, complete with stylish furnishings and a place to sit down, relax, and watch Chickamauga promotional videos. Guest can read brochures and magazines that advertise area attractions and local events. The historic windows offer ample natural light and a view of the downtown streetscape.

EXISTING INTERIOR

This interior photograph shows the depot's model train room, the proposed space for the new welcome center.



TRAIN DEPOT WELCOME CENTER FLOOR PLAN

The floor plan above shows how the room that once housed a model train room could be used as a welcome center for the city. With approximately 600 square feet in the main room, a unisex restroom, and a storage closet, the space is perfect for a welcome center.

CHICKAMAUGA DEPOT WELCOME CENTER
INTERIOR REMODEL CONCEPT

TRAIN DEPOT WELCOME CENTER, PERSPECTIVE VIEW 1

This rendered perspective view shows what a welcome center could look like, complete with new wall paint, furnishings, and decor. This is a view standing at the entrance on Gordon Street looking toward the rear of the depot building. ***A complete list of furnishings and pricing can be found in the Appendix.***

CHICKAMAUGA DEPOT WELCOME CENTER
INTERIOR REMODEL CONCEPT

TRAIN DEPOT WELCOME CENTER PERSPECTIVE VIEW 2

This rendered perspective view shows what a welcome center could look like, complete with new wall paint, furnishings, and decor. This is a view standing at the back of the room looking toward the entrance on Gordon Street. ***A complete list of furnishings and pricing can be found in the Appendix.***

CITY HALL WELCOME CENTER

Much discussion during public engagement sessions focused on bolstering downtown tourism. One suggestion as part of this effort is to create a welcome center for travelers. Two prominent sites were put forth as possible locations for the welcome center: City Hall at the entrance of town and the Chickamauga Depot downtown. Because staff is already stationed at the front counters of these buildings, having them greet and encourage visitors to explore downtown could support tourism efforts.

Before: The photograph shows Chickamauga City Hall located at 103 Crittenden Avenue.

After: A few simple improvements give the City Hall and Chickamauga Police Department building a new look. Landscaping, rocking chairs, ceiling fans, and a welcome banner create a hospitable atmosphere. The American flag now hangs proudly in front of this local government building.

Before: The photograph shows the entrance to the Chickamauga City Hall and Police Department building, located at 103 Crittenden Avenue.

After: Following the cannon sign theme, a new sign made from a historic cannon and wood reads, "Chickamauga Welcome Center, Police Department, City Hall." Additional trees have been planted along with perennials to improve the landscaping.

CONNECTION FROM THE BATTLEFIELD TO DOWNTOWN

Site of the bloody Battle of Chickamauga, the Chickamauga and Chattanooga National Military Park is America's largest preserved Civil War battlefield and a tremendous draw for tourists, bikers, and the local community. While this popular destination lies just outside of Chickamauga's boundaries, there is limited signage between the park and downtown. Linking downtown to the battlefield with handsome, distinctive directional signage could encourage more tourists to visit downtown Chickamauga's businesses.

Signs Outside Chickamauga and Chattanooga National Military Park
Existing: This photograph was taken just after exiting Chickamauga and Chattanooga National Military Park on Lafayette Road.

After: Over 900,000 travelers visit Chickamauga and Chattanooga National Military Park per year. The city of Chickamauga could greatly benefit from capturing more of these park visitors and leading them to downtown. Designed similarly to the directional signage found throughout the park, these cannon-themed signs read: "Continue Your Tour…Historic Downtown Chickamauga…Tour, Eat, Shop."

POST SIGNS

Existing: This photograph shows Lafayette Road approaching the Highway 27 intersection.

After: Post signs are inexpensive and easy to install. These signs point the way to downtown by evoking the directional signs found in Chickamauga and Chattanooga National Military Park. These signs emphasize the relationship between the town and the battlefield to visitors and help to brand Chickamauga.

BATTLEFIELD RAIL-WITH-TRAIL

Despite the popularity of the Chickamauga and Chattanooga National Military Park with bicyclists and weekend tourists, currently there is no dedicated bike connection between the battlefield and downtown. Linking this engine for tourism with downtown via a dedicated multiuse Rail-with-Trail could be a game-changing way to ensure the long-term economic health and vitality of downtown. At the same time, a Rail-with-Trail along the Tennessee Valley Railroad would link major community assets throughout the city, connecting residential neighborhoods and downtown directly to Crawfish Springs, the Chickamauga Public Library, the Senior Center, public ball fields and tennis courts, and Helicopter Park with a dedicated multiuse trail for bikers, joggers, pedestrians, and more.

Before: The photographs (below, right) show the Tennessee Valley Railroad in Chickamauga. The right-of-way along the railroad creates an ideal location for a Rail-with-Trail, an excellent amenity for Chickamauga with the potential to link downtown to the battlefield, rejuvenate the local economy, and redefine Chickamauga as a destination.

After: The renderings show what the trail could look like in two locations. Note that the multiuse trail runs alongside the tracks without interfering with the operation of the train.

AFTER

EXISTING

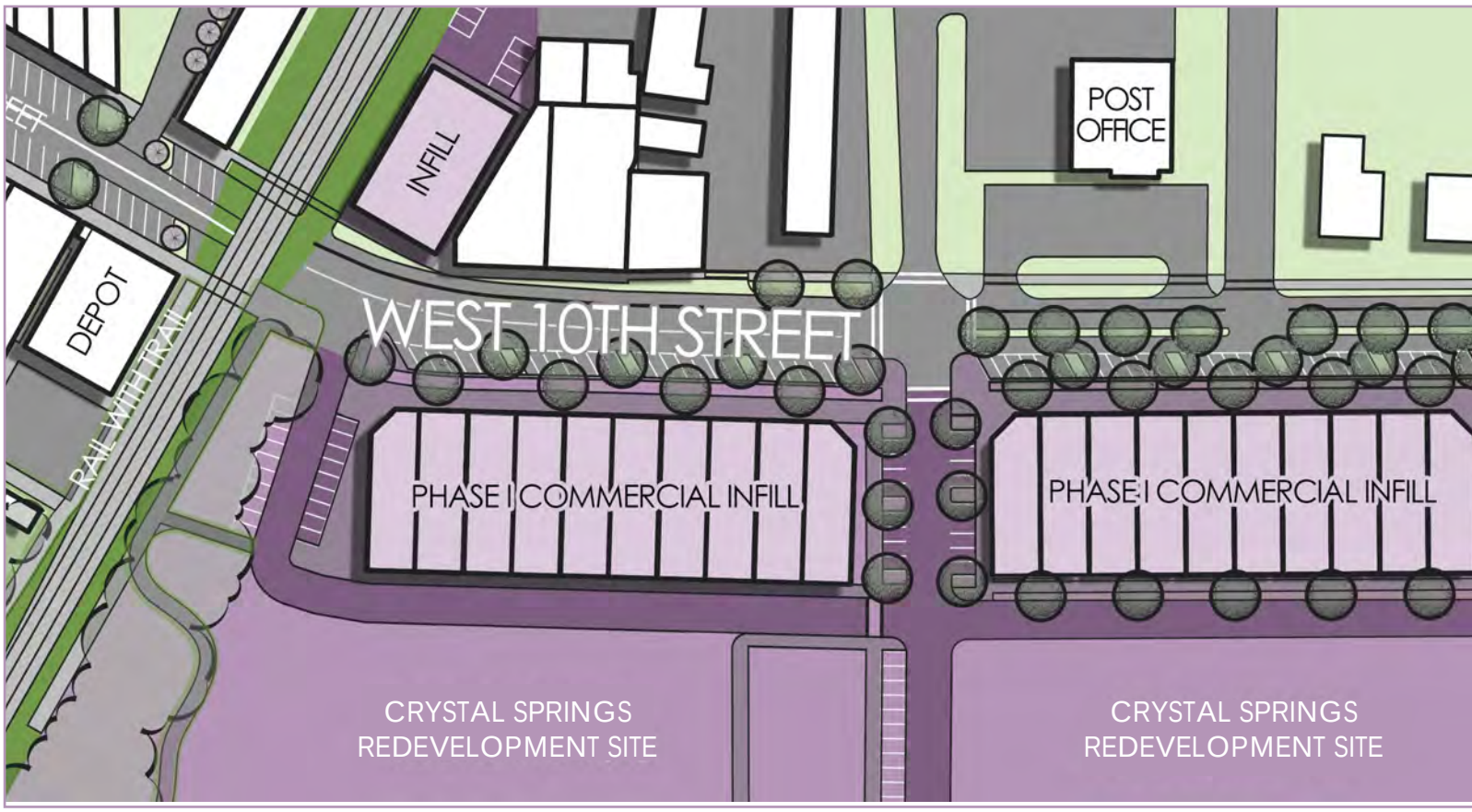
EXISTING

Geocaching Historic Chickamauga: Geocaching is gaining popularity as a fun and informative way for tourists to discover new places. Chickamauga should consider collaborating with local history buffs to develop a geocaching tour of the city's wealth of historic resources and attractions.

Gordon-Lee Mansion and Gardens Caretaker: Constructed in 1847, the city-owned Gordon-Lee Mansion serves as a beautiful and beloved community resource. While this resource is staffed by a committed band of local volunteers, historic resources like the mansion require a high level of dedicated maintenance. To ensure that this important asset is appropriately cared for, the city should consider funding a full-time maintenance person. This caretaker could receive free room and board in exchange for maintaining the mansion and grounds on a daily basis. Repairing the mansion and grounds is critical to protecting the city's investment and preserving this important community asset for future generations.

Water/Sewer Upgrade: Downtown merchants and homeowners in particular see a sewer and water infrastructure improvement program as necessary. To attract the investment desired by the community, upgrading the city's sewer and water lines downtown should be a community priority.

In-Town Canoe and Kayak Launch: Chickamauga is already a popular destination for bicyclists and outdoor enthusiasts. The city could build on this existing draw by creating a boat launch for shorter canoe and kayak trips along the Chickamauga Creek. Lee & Gordon's Mill could serve as a pullout spot, further programming this important historic resource.



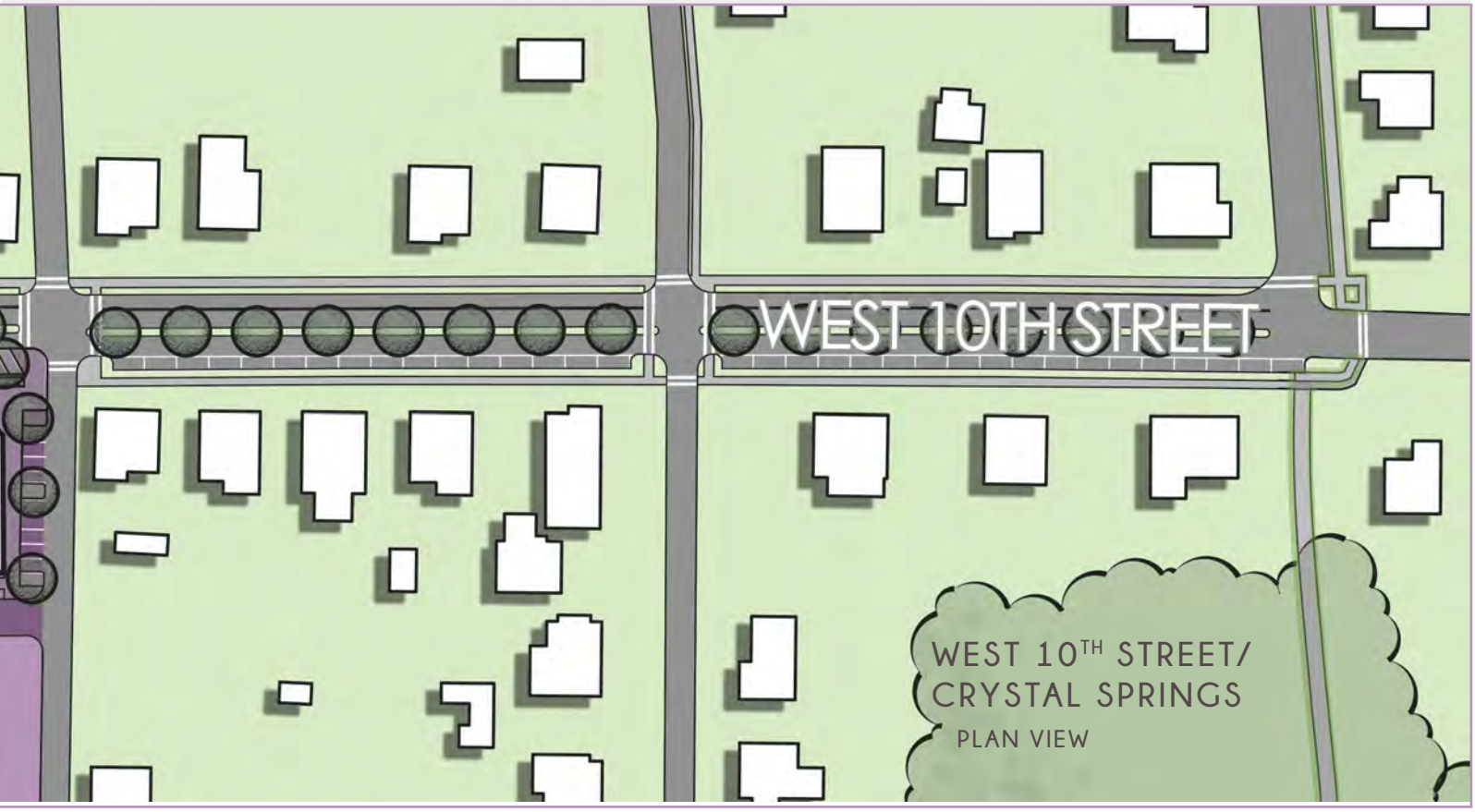
Gordon Street/10th Avenue Boulevard of Trees:
Gordon Street is a major gateway into downtown Chickamauga. Currently the wide expanse of asphalt along Gordon Street/10th Avenue encourages speeding and limits infiltration of floodwaters, making this area unsafe and unattractive. Chickamauga should consider constructing a bioswale median to divide traffic on Gordon Street, creating a safer and more attractive experience for pedestrians and drivers while addressing nuisance flooding.

WEST 10TH STREET/CRYSTAL SPRINGS PLAN VIEW:

Anchored by the former Crystal Springs mill, West 10th Street is a major corridor for tourists visiting Chickamauga. Currently, locals see 10th Street as excessively wide, and many would love for the street to have a boulevard feel, with large canopy street trees, wide sidewalks, attractive lighting, and accommodations for bicyclists. Many see Crystal Springs mill as a tremendous opportunity for redevelopment that has the potential to create a new economic engine for the city. West 10th Street should be planned to accommodate and attract desired development at the Crystal Springs site.

The plan illustrated below shows West 10th Street transformed into an attractive boulevard and gateway to downtown Chickamauga. Elements of the plan for West 10th Street include the following:

- Tree-lined bioswale medians retain stormwater while beautifying the corridor.
- A new sidewalk on the north side of 10th Street connects surrounding neighborhoods to downtown.
- On-street angled parking and streetscaping elements are extended from Gordon Street.
- An 8' buffered bike lane along the north side of 10th Street connects the Tennessee Valley Rail-Trail with Helicopter Park and beyond.
- The street front of the Crystal Springs property now serves as an extension of downtown Chickamauga, with appropriately scaled, historically sensitive commercial development.
- Wide sidewalks accommodate pedestrians and outdoor dining at the Crystal Springs site.



WEST 10TH STREET/ CRYSTAL SPRINGS

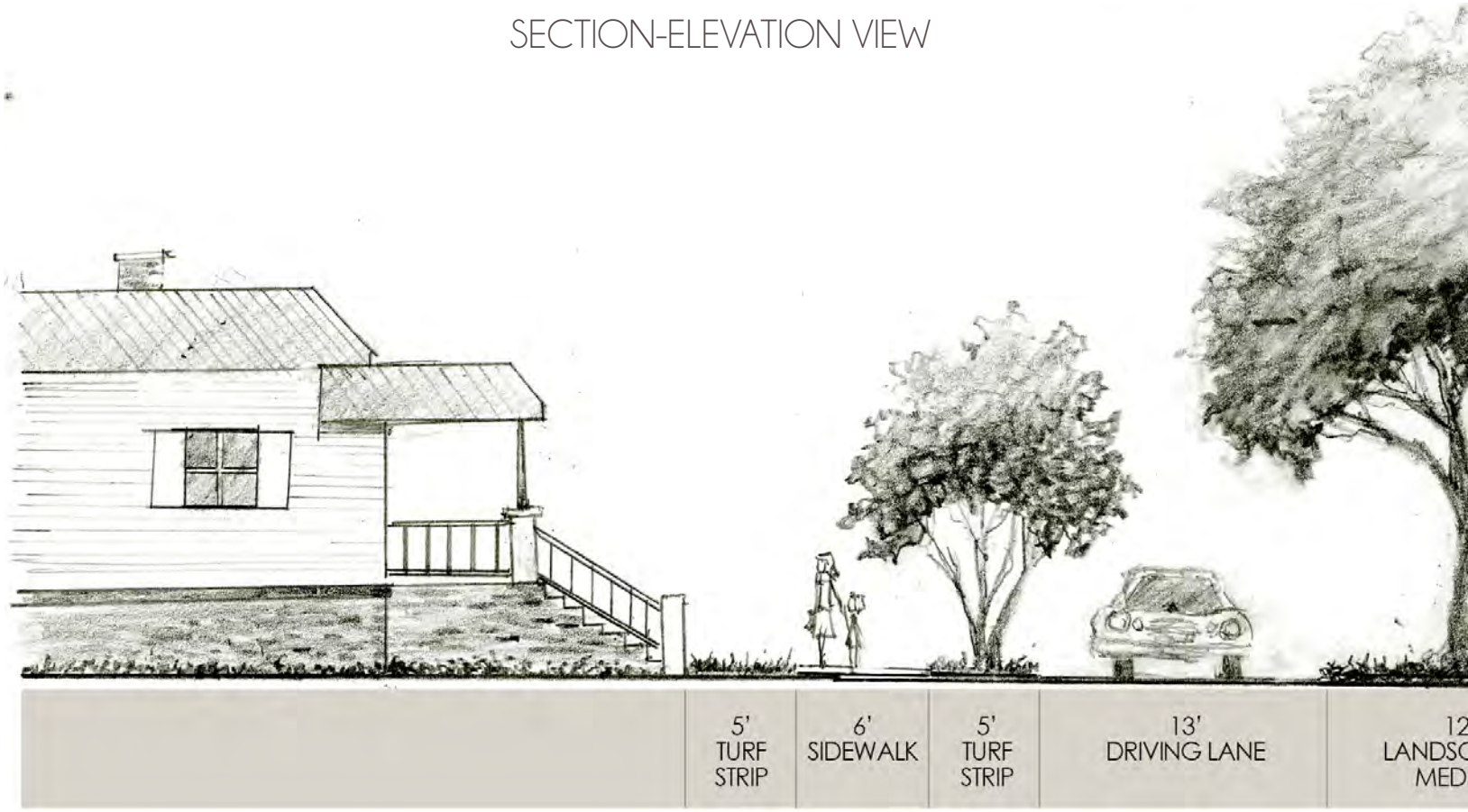
PERSPECTIVE VIEW

Existing: The photograph shows a view of 10th Street and what was once home to Crystal Springs Printworks and Bleachery, which is now in the process of being demolished.

After: The rendering shows what a new development could look like along 10th Street. The design would reflect the character of existing downtown historic buildings (two-story brick buildings with commercial spaces on the bottom level and offices or residential spaces on the second stories). The structures would front the street, with a widened sidewalk and landscaping. See the master plan for a bird's eye view of the streetscaping design.

10TH STREET: PROPOSED DESIGN

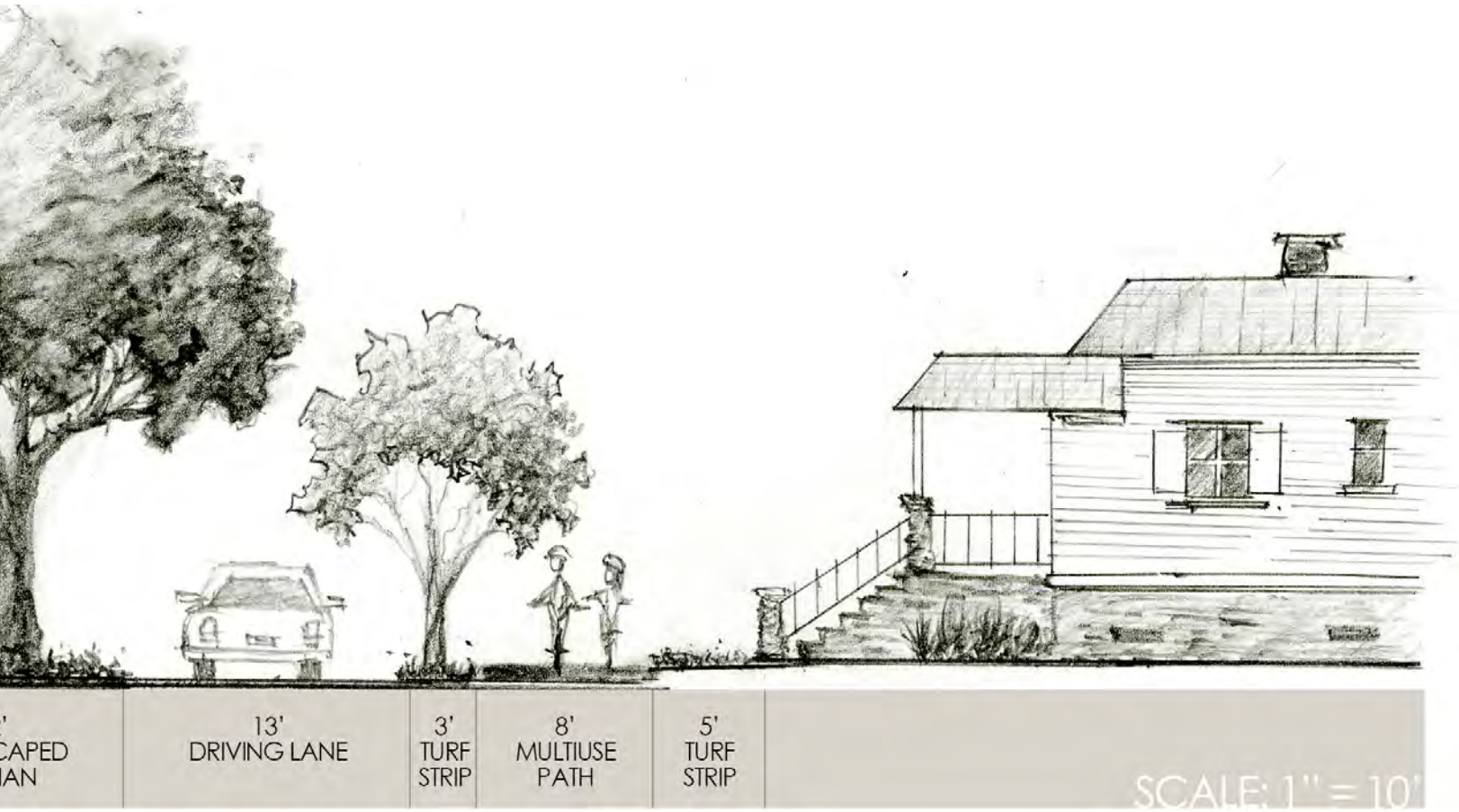
SECTION-ELEVATION VIEW



10TH STREET MEDIAN BIOSWALE

Before: The photograph shows 10th Avenue looking toward downtown Chickamauga. The excessive width of 10th Street allows space for on-street parking and the potential to add a planted median.

After: In addition to creating spaces for handsome street trees and attractive plantings, medians can serve as functional spaces. The rendering shows a handsome median that also serves as a bioswale to collect stormwater and assist with the flooding that sometimes occurs here.


CAPED
AN
13'
DRIVING LANE
3'
TURF
STRIP
8'
MULTIUSE
PATH
5'
TURF
STRIP
SCALE: 1" = 10'

EXISTING

AFTER

OPEN
Hide your
Crazy &
act like a
Lady
Monday
Tuesday
Wednesday
Friday
Saturday
Sunday
IT'S YOUR DAY
CELEBRATE
YOU
SO MANY
CANDLES

3 BUSINESS MIX

Downtown Chickamauga currently has several vacant storefronts and little variety or diversity of retail options. Few businesses expand their hours to appeal to tourists on Tennessee Valley Railroad stops, and locals and tourists have only three consistent downtown dining options. Despite a wealth of tourists visiting the battlefield daily, comparatively few venture downtown to dine, shop, or stay the night because of limited options and insufficient directional signage. Visitors accustomed to a glass of wine with dinner are unable to enjoy a meal downtown at all. The community sees expanding the variety of downtown businesses, maintaining consistent business hours, establishing downtown lodging options, allowing restaurants to serve beer and wine, and attracting a diversity of retail and dining establishments as critical to the long-term economic success of Chickamauga and to creating the heritage tourism destination envisioned by locals.

Several economic development projects featured in the Chickamauga Work Program are aimed at addressing the business mix downtown:

- Battlefield Guidelines
- Downtown Beer and Wine
- Incentives for Downtown Restaurants
- Lee & Gordon's Mill
- Complex Business Vacancy List
- Advertise Business Vacancy List
- Downtown Lodging
- MOU City/Crawfish Spring
- MOU City/SouthTrust Bank
- Downtown as a National Register District
- Historic Preservation Guidelines
- No More Tear Downs
- Gateway Signage
- Walking Tour
- Continue Downtown Streetscaping Program

BATTLEFIELD GUIDELINES

The city of Chickamauga developed the Chickamauga Battlefield Overlay District to ensure that new development along Highway 27 maintains the area's existing rural landscape. Overlay recommendations are intended to correspond to the character of the historic downtown and retain Chickamauga's unique sense of place. To do so, the city must make sure that new development adheres to the existing guidelines. Creating a checklist for developers and city staff would be an initial step in guideline enforcement.

CHICKAMAUGA BATTLEFIELD OVERLAY DISTRICT

NEW COMMERCIAL DEVELOPMENT CHECKLIST

THIS CHECKLIST IS MEANT TO GUIDE PLANNERS AND DEVELOPERS THROUGH THE DESIGN GUIDELINES FOR THE CHICKAMAUGA BATTLEFIELD CORRIDOR OVERLAY DISTRICT, WHICH MAINTAIN THE BEAUTY AND UNIQUENESS OF THE HISTORIC AREA. THE MAIN GOAL OF THESE DESIGN SPECIFICATIONS IS TO GUIDE PHYSICAL AND VISUAL CHANGES TO CREATE AN ARCHITECTURALLY AND PHYSICALLY COHESIVE AREA. EVERY SINGLE REQUIREMENT IS NOT INCLUDED; IT IS MEANT TO SERVE AS A PRELIMINARY CHECKLIST.

UNACCEPTED USES IN THE DISTRICT

- OUTDOOR STORAGE FOR BUILDING SUPPLY OR VEHICLE PARTS
- FLEA MARKETS
- FUNERAL HOMES/CEMETERIES/CREMATORIES
- OUTDOOR ARENAS
- STORAGE YARDS FOR EQUIPMENT, MACHINERY, OR BUILDING SUPPLY
- VEHICLE SALES/RENTAL/REPAIR
- MOBILE HOMES

☐ ENVIRONMENTAL PROTECTION

- NATURAL VEGETATIVE CORRIDORS SHALL BE PRESERVED ALONG ALL CREEKS AND STREAMS
- NO FILL OR MODIFICATION OF RIPARIAN AREAS
- MAINTAIN THE EXISTING VEGETATION, PARTICULARLY NATIVE VEGETATION
- PRESERVE HIGH-QUALITY HABITAT
- RETAIN PATCHES OF GREEN SPACE FOR STEPPING STONES IF GREEN SPACE MUST BE BROKEN UP

☐ SITE GRADING

- MINIMIZE THE AMOUNT OF EXCAVATION AND EARTHWORK
- MINIMIZE HEIGHT AND LENGTH OF RETAINING WALLS
- USE TERRACING AS AN ALTERNATIVE TO TALL RETAINING WALLS

☐ DRAINAGE

- USE OPEN, NATURAL DRAINAGE SYSTEMS AS MUCH AS POSSIBLE
- DESIGN LAKES AND DRAINAGE FEATURES AS AMENITIES AND FOR MAXIMUM HABITAT VALUE

☐ SETBACK

- PRINCIPAL BUILDINGS SHALL BE LOCATED WITHIN 40 FEET OF FRONT PROPERTY LINES

☐ SHARED ACCESS ROADS

- DEVELOPMENTS WITH FRONTAGE ON STATE AND COUNTY STREETS SHALL USE SHARED ACCESS POINTS TO AND FROM THE HIGHWAY (NO MORE THAN TWO ACCESSES PER PARCEL)

☐ PARKING

- PARKING PROVIDED ON THE SIDE OR REAR (PREFERRED) OF NON-RESIDENTIAL BUILDINGS
- PARKING LOTS ON ADJACENT PROPERTIES SHALL BE CONNECTED WITH ACCESS DRIVES

☐ ROADSIDE TREES

- LIMIT THE REMOVAL OF TREES OVER 5 INCHES IN CALIPER WITHIN 50 FEET OF THE ROAD
- REPLACE ALL REMOVED TREES WITH DECIDUOUS HARDWOODS OR FLOWERING ORNAMENTALS
- NEW TREES TO BE PLANTED EVERY 35 FEET ALONG ROADS WHERE TREES DO NOT EXIST

- [ ] RURAL LANDSCAPE DESIGN ELEMENTS
  - TREES, SHRUBS, PAINTED FENCES, AND ROCK WALLS ENCOURAGED TO MAINTAIN RURAL CHARACTER
  - EARTH BERMS NOT TO EXCEED 3 FEET IN HEIGHT
  - NO CHAINLINK OR BARBED-WIRE FENCES
- [ ] COMPATIBLE BUILDING DESIGNS
  - BUILDING PLACEMENT, HEIGHT, MASSING, ROOF, WINDOWS, AND EXTERIOR MATERIALS SHOULD BE COMPATIBLE WITH THE AREA'S ARCHITECTURAL STYLES
  - NO MECHANICAL EQUIPMENT MOUNTED ON ROOFS (USE OF PARAPET WALLS ENCOURAGED)
- [ ] SIDEWALKS
  - SIDEWALKS SHALL BE AT LEAST 5 FEET WIDE
  - 6-FOOT TREE PLANTING STRIPS SHALL BE PROVIDED BETWEEN THE ROAD AND SIDEWALK
- [ ] STORM DRAINAGE
  - RUNOFF FROM SURFACES GREATER THAN 5,000 SQUARE FEET SHALL BE DETAINED AND TREATED IN CONSTRUCTED WETLANDS OR RAIN GARDENS
- [ ] BUFFERS
  - LANDSCAPED BUFFERS OF AT LEAST 50 FEET WIDE SHALL BE PROVIDED WHEN COMMERCIAL PROPERTIES ARE CLOSE TO RESIDENTIAL PROPERTIES
- [ ] PARKING LOT LANDSCAPING AND SCREENING
  - PARKING LOTS FACING THE STREET SHOULD BE SCREENED BY A LOW FENCE OR VEGETATED BUFFER
  - PARKING LOTS WITH 10 OR MORE SPACES SHOULD HAVE AT LEAST ONE OVERSTORY TREE (MINIMUM OF 2" CALIPER)
  - LANDSCAPE ISLANDS SHALL BE PROVIDED FOR EVERY 150 LINEAR FEET OF PARKING SPACES
  - PARKING AREAS BORDERING RESIDENTIAL AREAS SHOULD BE SCREENED
- [ ] TREE AND SHRUB SELECTION
  - SHADE TREES SHOULD BE USED ALONG ROADSIDES AND AS INTERIOR TREES IN PARKING LOTS
  - EVERGREEN TREES AND SHRUBS SHOULD BE USED FOR VISUAL SCREENING
  - DECIDUOUS TREES AND FLOWERING SHRUBS SHOULD BE USED FOR DECORATIVE PURPOSES IN PARKING LOTS AND YARDS
- [ ] SIGNS
  - METAL OR WOOD SIGNS ARE PREFERRED OVER PLASTIC
  - TOTAL AREA OF SIGNS SHALL NOT EXCEED 1 SQUARE FOOT PER LINEAR FOOT OF BUILDING
  - FREESTANDING SIGNS ALONG STREETS WITH LOW SPEED LIMITS (UNDER 40 MPH) SHOULD BE SMALL AND INTEGRATED INTO THE LANDSCAPE
  - FREESTANDING SIGNS ALONG STREETS WITH HIGH SPEED LIMITS (45 MPH OR OVER) SHOULD BE LESS THAN 40 SQUARE FEET IN SIZE
- [ ] ARCHITECTURAL DESIGN
  - ARCHITECTURAL DESIGN SHALL BE COMPATIBLE WITH THE CHARACTER OF THE NATIONAL MILITARY PARK COMMUNITY IN TERMS OF BUILDING STYLE, FORM SIZE, COLOR, MATERIALS, AND DETAILING
  - DESIGNER MUST CONSIDER SIZE, SCALE, MASSING, FENESTRATION, RHYTHM, SETBACK, MATERIALS, AND CONTEXT AS PART OF THE DESIGN PROCESS
- [ ] BUILDING MATERIALS
  - NATURAL MATERIALS SHALL BE USED ON ROADSIDE AND REAR FACADES (80% BRICK OR STONE)
  - FAÇADE COLORS SHOULD COMPLEMENT SURROUNDING BUILDINGS
  - USE OF SOLID COLOR AWNINGS IS RECOMMENDED
  - GARBAGE AND/OR RECYCLING CANS SHOULD BE SCREENED ON ALL SIDES
- [ ] EXTERIOR LIGHTING
  - EXTERIOR LIGHTING SHOULD BE DESIGNED SO THAT LIGHT IS NOT DIRECTED OFF THE SITE
  - AVOID EXCESSIVE ILLUMINATION, PARTICULARLY OF SIGNAGE OR THE BUILDING ITSELF
  - SEARCHLIGHTS, LASERS, AND STROBE LIGHTING IS PROHIBITED

DOWNTOWN BEER & WINE

The community overwhelmingly favors expanded dining options downtown. To turn a profit, many restauranteurs must rely on the sale of beer and wine. Like other small businesses, restaurants only go where they believe they'll make money. In many cities, higher-end local restaurants and those choosing to serve adult beverages would typically locate downtown. However, current city codes forbid the sale of beer, wine, and other alcoholic beverages by restaurants in the heart of downtown Chickamauga. These onerous codes force local restaurants to gravitate outside of downtown to sprawling developments along US Highway 27, siphoning activity from downtown and preventing the development of the downtown dining options desired by railroad tourists and the community. Amending these restrictions is key to creating the downtown experience and rich variety of dining options desired by Chickamauga citizens.

Incentives for Downtown Restaurants: The public strongly desires that Chickamauga have more restaurants for locals, distinctive dining options for tourists, and a place to get coffee downtown. The community also wants options that stay open in the evening, and many residents want establishments that serve beer and wine. An incentives package to recruit new businesses must be developed. In addition, businesses in other similarly sized towns can be identified and recruited. Incentives offered by other cities that could be adopted by Chickamauga include waiving food and beverage license fees for up to three years. The city should get creative with targeted incentives. Powder Springs, for instance, provides up to 50% matching funds, not to exceed $10,000, for the improvement of the interior space and exterior façades of new restaurants downtown. The city offers a $3,000 grant for façade renovation and $7,000 for interior renovation.

FIESTA IN THE COURTYARD

Existing: This photo shows an unused outdoor space next to Los Potros Mexican Restaurant on Lee Avenue.

After: The rendering shows a nighttime view of a fiesta in the courtyard with outdoor seating. Patrons of Los Potros Mexican Restaurant can now dine outside under string lights while enjoying live music.

AFTER
LOS POTROS
MEXICAN RESTAURANT
EXISTING

LEE & GORDON'S MILL COMPLEX

Local officials should continue to update and market the full Gordon & Lee's Mill complex to make the most of this special asset. With three uniquely different banquet spaces, an apartment, a museum, and a space that could be used as an outfitter for canoe and kayak trips along the river, there are multiple opportunities to grow this destination.

Located on Chickamauga Creek off of Red Belt Road, Lee and Gordon's is one of North Georgia's oldest surviving mills. With a rich Civil War history and beautiful water views, the mill is an excellent location for weddings and other special events. The property was completely restored to its Civil War era appearance by Frank Pierce, who purchased the property in 1993. Currently, the mill houses the Veterans of All Wars Museum.

LEE & GORDON'S MILL, IMPROVEMENTS

Existing: The photograph shows a view along West Chickamauga Creek. With the addition of a path, this area could provide a pleasant walkway from the mill building to event spaces.

After: The rendering shows a couple walking along a creek-side boardwalk and a new covered bridge addition.

EXISTING

AFTER

LEE & GORDON'S MILL, IMPROVEMENTS

Existing: The photograph shows the exterior of one of the buildings on the Lee and Gordon's Mill property where the Veterans of All Wars museum is located.

After: The rendering shows the building after an exterior makeover. Improvements include the following:

- New exterior paint on siding, walls, shutters, doors, and trim
- New windows and garage doors
- New covered entry for the museum with mural signage decorating a concrete wall
- The addition of a new planting bed at the entrance
- New American flag to honor veterans
- Small garage used for canoe and kayak rentals; new painted sign to advertise rentals
- Deck cleaned and repainted with new outdoor seating and umbrellas

LEE & GORDON'S MILL, INTERIOR CONCEPT:

LOUNGE OPTION

Existing: The photograph shows the events room upstairs at the Veterans of All Wars Museum. This space offers significant square footage and natural light, and after some improvements could be a more desirable space to hold events.

After: The rendering shows how the room could be laid out as a lounge or bar area appropriate for parties, receptions, football game viewing or tailgating parties, and more.

- Replacing the outdated carpet with hardwood or laminate flooring modernizes the space.
- Removing the wallpaper and painting the walls a neutral color with white trim makes the space more inviting.
- Because of the room's low ceiling, removing the chandeliers and replacing them with recessed lighting makes the space feel larger and updated.

EXISTING

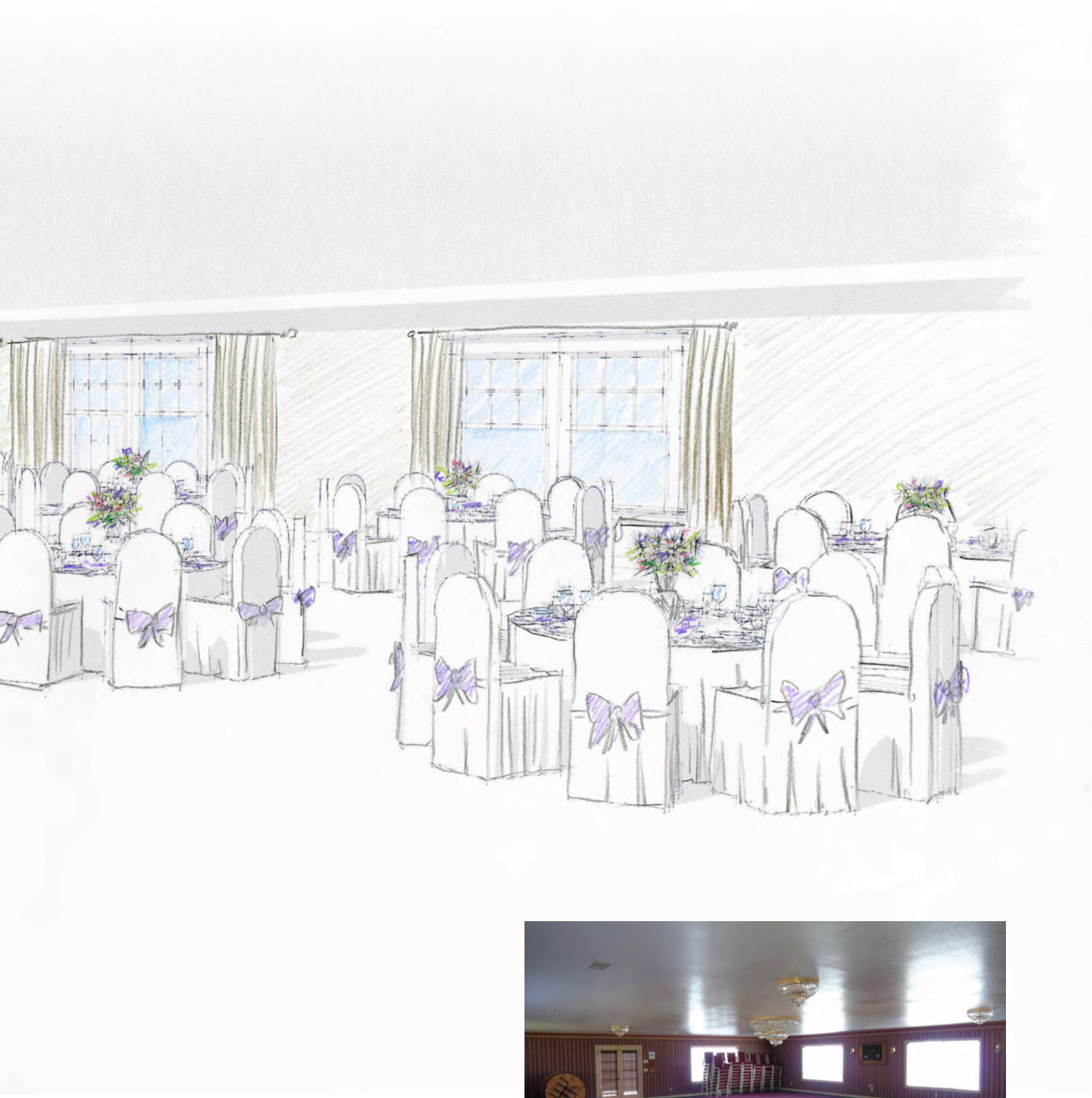
LEE & GORDON'S MILL, INTERIOR CONCEPT:

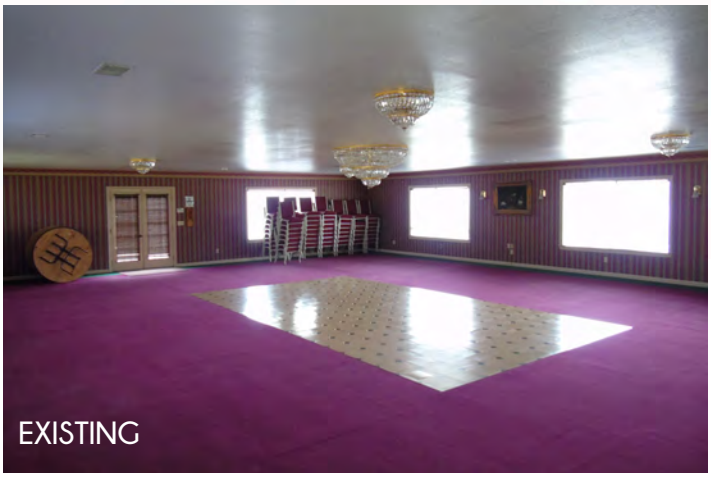
BANQUET OPTION

Existing: The photograph shows the events room upstairs at the Veterans of All Wars Museum. This space offers significant square footage and natural light, and after some improvements could be a more desirable space to hold events.

After: The rendering shows the room after renovation being used for a wedding or banquet. A few improvements would easily transform the space:

- Replacing the outdated carpet with hardwood or laminate flooring modernizes the space.
- Removing the wallpaper and painting the walls a neutral color with white trim makes the space more inviting.
- Because of the room's low ceiling, removing the chandeliers and replacing them with recessed lighting makes the space feel larger and updated.

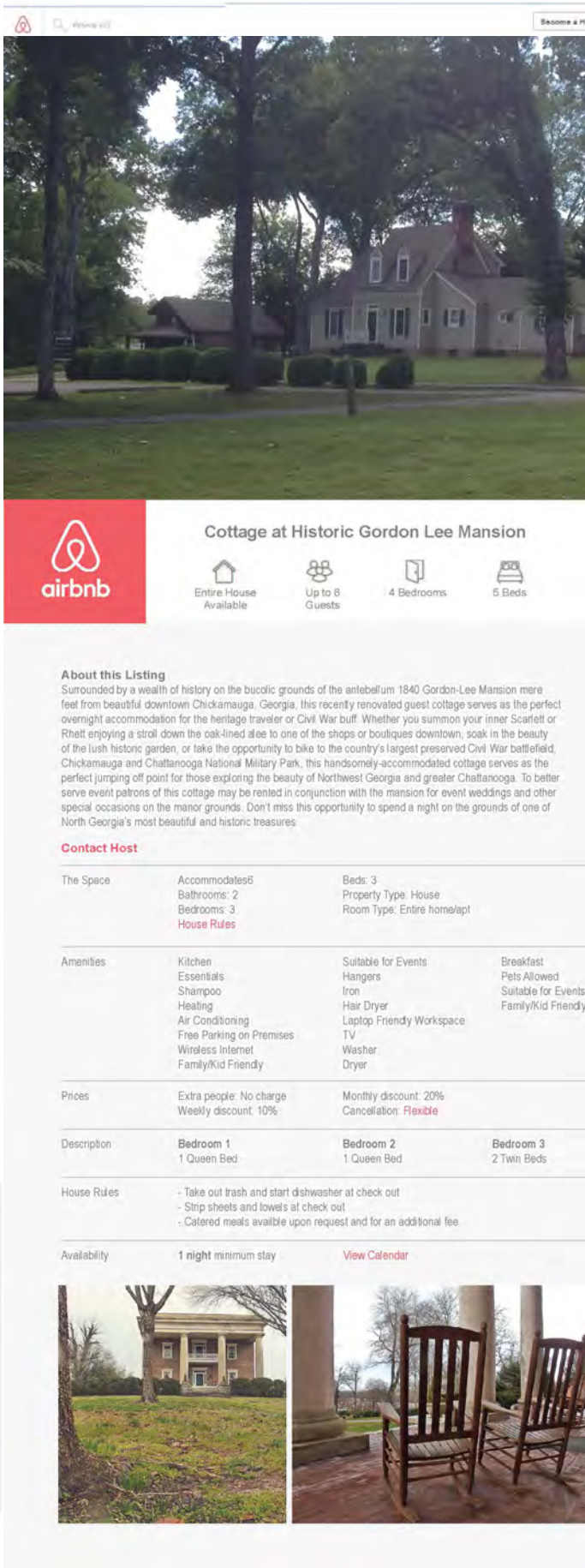



EXISTING

Business Vacancy List: Many local residents complained about vacant properties downtown and the lack of appropriate maintenance of some buildings. Cities have different means of identifying vacant properties and tackling blight. To determine which buildings are in violation of maintenance standards and identify vacant properties, city officials could undertake a block-by-block audit of downtown. Such an audit would also create an inventory of available property downtown—a valuable resource for attracting new investment.

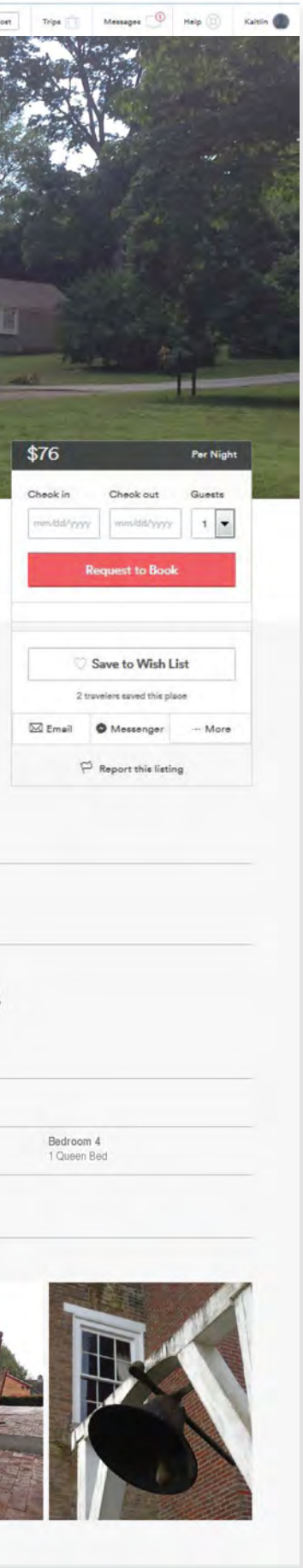
Advertise Business Vacancy List: Using the inventory of available property downtown created by the block-by-block audit, the city could publicize vacant buildings and lots online to attract investment in the area. This list could be posted on the city's website or even be sent to national real estate investors.

Downtown Lodging: While Chickamauga residents celebrate the historic resources, railroad, battlefield, bicycle events, and establishments that currently draw visitors into downtown, many pointed out that there is nowhere for visitors to stay overnight within walking distance of downtown. To create a consistent user base for downtown businesses and the vibrant experience desired by tourists and the community, bringing lodging to downtown is of primary importance. To create overnight options for tourists, local leaders could consider contracting with private B&B operators to provide lodging at historic homes in downtown Chickamauga. Owners of historic local homes could also be encouraged to make extra rooms available on Airbnb or other online platforms.



AIRBNB MOCK-UP ADS

Founded in 2008, Airbnb is a trusted community marketplace for people to list and book unique accommodations around the world—online or from a mobile phone or tablet. More and more people are using Airbnb and similar sites like VRBO to find distinctive lodging. This mock-up Airbnb ad shows the cottage at the Gordon-Lee Mansion, a unique place to stay in Chickamauga for the traveler who wants to experience the rich history of the mansion and Chickamauga.


Trips
Messages
Help
Kaitlin
$76
Per Night
Check in
Check out
Guests
mm/dd/yyyy
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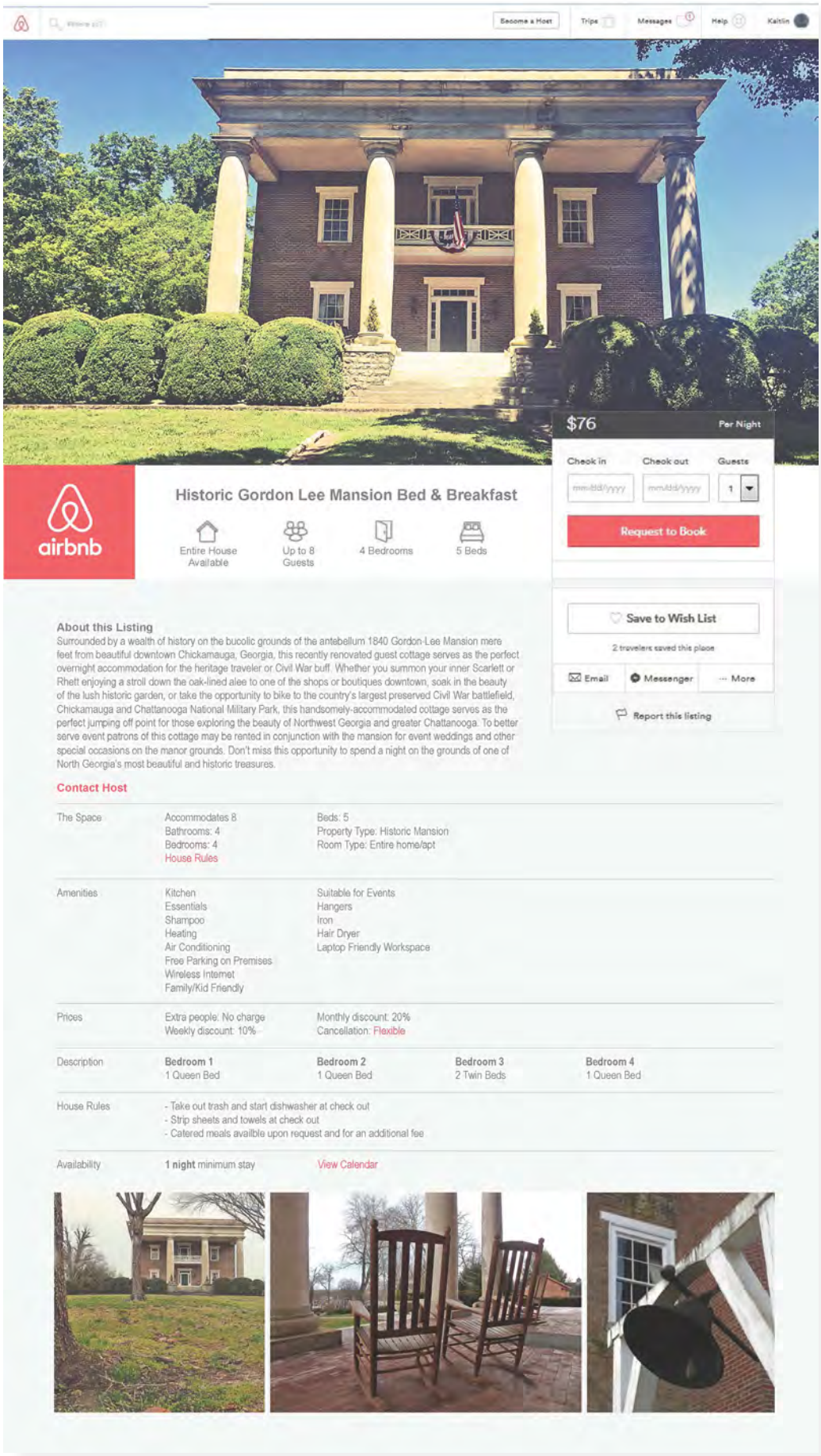
1
Request to Book
Save to Wish List
2 travelers saved this place
Email
Messenger
More
Report this listing
Bedroom 4
1 Queen Bed


Become a Host
Trips
Messages
Help
Kaitlin
airbnb
Historic Gordon Lee Mansion Bed & Breakfast
Entire House Available
Up to 8 Guests
4 Bedrooms
5 Beds
$76
Per Night
Check in
Check out
Guests
mm/dd/yyyy
mm/dd/yyyy
1
Request to Book
Save to Wish List
2 travelers saved this place
Email
Messenger
More
Report this listing
About this Listing
Surrounded by a wealth of history on the bucolic grounds of the antebellum 1840 Gordon-Lee Mansion mere feet from beautiful downtown Chickamauga, Georgia, this recently renovated guest cottage serves as the perfect overnight accommodation for the heritage traveler or Civil War buff. Whether you summon your inner Scarlett or Rhett enjoying a stroll down the oak-lined alee to one of the shops or boutiques downtown, soak in the beauty of the lush historic garden, or take the opportunity to bike to the country's largest preserved Civil War battlefield, Chickamauga and Chattanooga National Military Park, this handsomely-accommodated cottage serves as the perfect jumping off point for those exploring the beauty of Northwest Georgia and greater Chattanooga. To better serve event patrons of this cottage may be rented in conjunction with the mansion for event weddings and other special occasions on the manor grounds. Don't miss this opportunity to spend a night on the grounds of one of North Georgia's most beautiful and historic treasures.
Contact Host
The Space
Accommodates 8
Bathrooms: 4
Bedrooms: 4
House Rules
Beds: 5
Property Type: Historic Mansion
Room Type: Entire home/apt
Amenities
Kitchen
Essentials
Shampoo
Heating
Air Conditioning
Free Parking on Premises
Wireless Internet
Family/Kid Friendly
Suitable for Events
Hangers
Iron
Hair Dryer
Laptop Friendly Workspace
Prices
Extra people: No charge
Weekly discount: 10%
Monthly discount: 20%
Cancellation: Flexible
Description
Bedroom 1
1 Queen Bed
Bedroom 2
1 Queen Bed
Bedroom 3
2 Twin Beds
Bedroom 4
1 Queen Bed
House Rules
- Take out trash and start dishwasher at check out
- Strip sheets and towels at check out
- Catered meals availble upon request and for an additional fee
Availability
1 night minimum stay
View Calendar

MOU CITY/CRAWFISH SPRINGS

Throughout the public engagement process, the community stated that Crawfish Springs is a great community amenity. The city has an agreement to maintain the park in return for community access to the springs. It would be prudent to create a memorandum of understanding to solidify the agreement for both parties.

Crawfish Springs Park Concept
One of the city's greatest assets and most important historic and natural resources, Crawfish Springs is currently an underutilized amenity. With beautiful clear water and a shaded landscape, Crawfish Springs presents an opportunity to create a space that draws visitors and locals to downtown.

After: The rendering above shows Crawfish Springs with the following improvements:

- Seating areas with Adirondack chairs, hammocks, and benches
- A sandy beach area for sunbathing
- Landscaping improvements including stone pathways and plants
- Paddle boat rental
- A "Little Free Library" booth where visitors can pick up a book to read

EXISTING

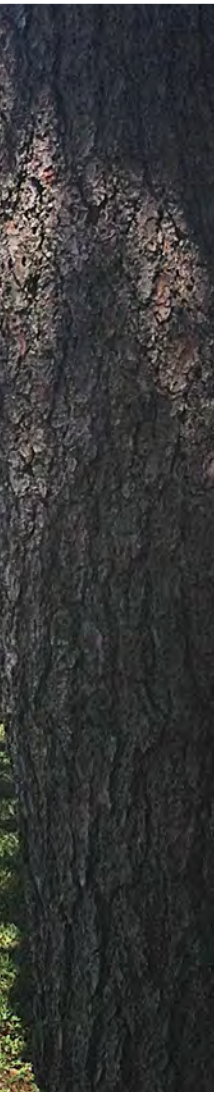
AFTER

CRAWFISH SPRINGS ENTRY SIGN

Currently Crawfish Springs lacks a well-defined entry from Cove Road. This hanging wooden sign is a simple way to mark the entrance to Crawfish Springs.

EXISTING

AFTER



CRAWFISH SPRINGS CRAWFISH CUTOUT

This is "Cray-Cray the Crawfish," the unofficial mascot of Crawfish Springs. Cray-Cray is represented here on a cutout board made of painted plywood. Bringing fun and whimsy to downtown helps to create a destination. Cray-Cray could make appearances at local festivals and events.

MOU City/SouthTrust Bank: SouthTrust Bank owns the courtyard space adjacent to its downtown location. The city could propose an MOU to take on the liability of the space so that it could be used for downtown activities like a First Friday event. It would be prudent to create a memorandum of understanding to solidify the agreement for both parties.

Downtown as a National Register District: Most of the commercial downtown area as well as some residential areas in downtown Chickamauga are listed on the National Register of Historic Places. Thus, Chickamauga has a National Register District. A National Register District is an honorary designation that does not afford protection from demolition but that can be used in redevelopment projects as tax incentives. Taking advantage of the district to encourage historically sensitive redevelopment would give developers access to multiple economic incentives.

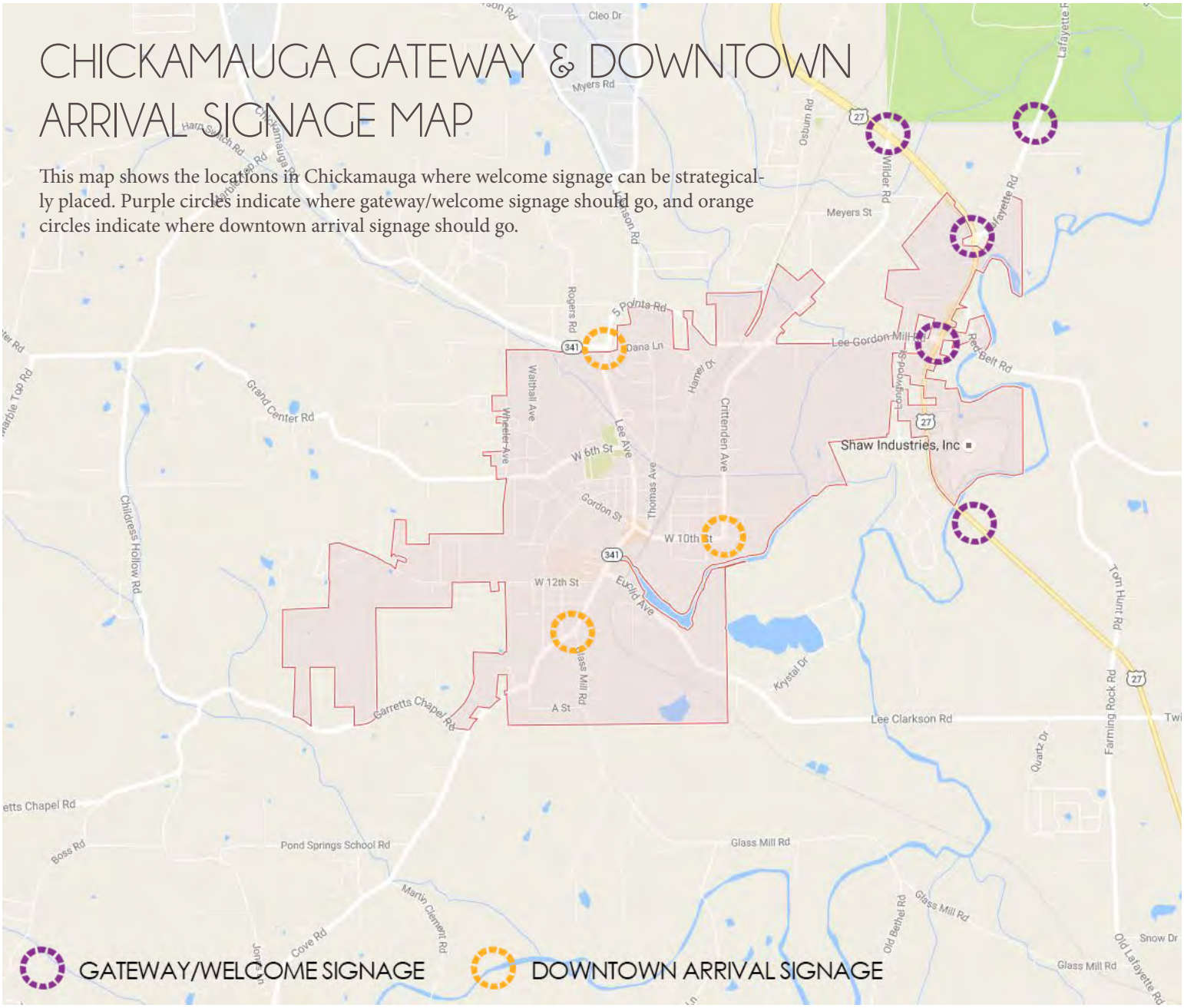
Historic Preservation Guidelines: While locals treasure the historic look and picturesque charm of much of Gordon Street and Cove Road, residents commonly see improving the currently lackluster aesthetic appeal of major corridors, back alleys, side streets, and façades of Chickamauga's buildings as a major issue facing the city. Significant demand exists to develop commercial design guidelines that address the standards of the community. While developing maintenance standards for buildings downtown proved very popular among the general public, the city should consider simultaneously expanding economic development incentives and creating a façade grant program to invite the cohesive development desired by the community, aid in the renovation efforts of current building owners, and catalyze growth downtown.

No More Tear Downs: From Cherokee heritage to the Civil War and beyond, there is a palpable and beloved sense of history alive in Chickamauga. Locals treasure historic buildings and the small-town character these structures help lend the city. Preserving and rehabilitating these historic buildings must be a top priority for the city. Historic preservation is the most important philosophical underpinning for downtown revitalization. Preserving and rehabilitating must be embraced by all, from elected officials to local citizens. No more historic structures in downtown should be torn down or allowed to deteriorate due to demolition by neglect. Keeping the remaining historic fabric is priority number one to ensuring the future success of downtown.

Gateway Signage: Gateways are the first and last opportunity a community has to communicate the city's values and unique sense of place. While serving as wayfinding aids, attractive, landscaped gateways are an announcement to visitors and locals that they have entered a place of community pride and a place worth investing in. By defining the main entrances into Chickamauga with distinctive signage and a unified planting pattern, passersby would be more likely to recognize and access downtown. Well-styled and landscaped gateways are also public signals that the city cares about how people perceive their downtown.

CHICKAMAUGA GATEWAY & DOWNTOWN ARRIVAL SIGNAGE MAP

This map shows the locations in Chickamauga where welcome signage can be strategically placed. Purple circles indicate where gateway/welcome signage should go, and orange circles indicate where downtown arrival signage should go.



GATEWAY SIGNAGE CONCEPT

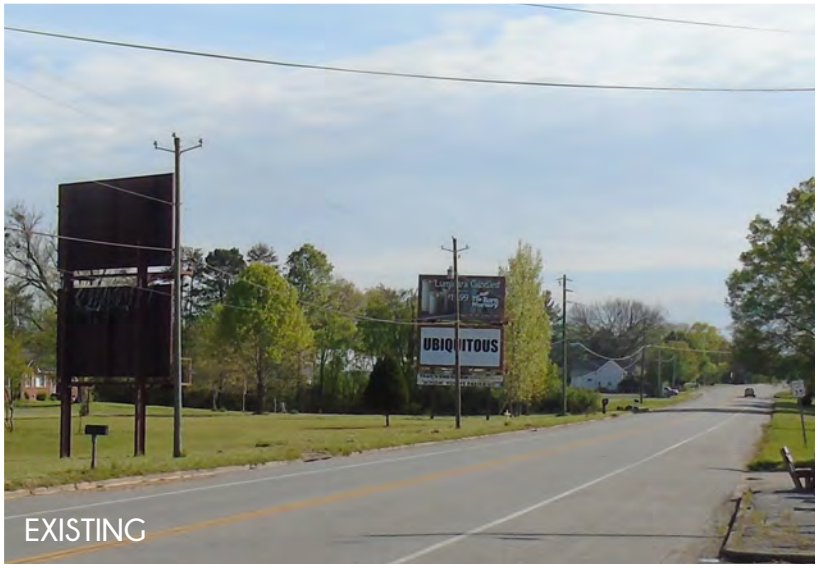
This design concept is one way to create gateway and welcome signage that includes a piece of Chickamauga's history. A cannon is the centerpiece, used to point the way to Chickamauga. Stone and plantings give the sign an attractive, historic look that keeps with the character of Chickamauga.

GATEWAY SIGNAGE

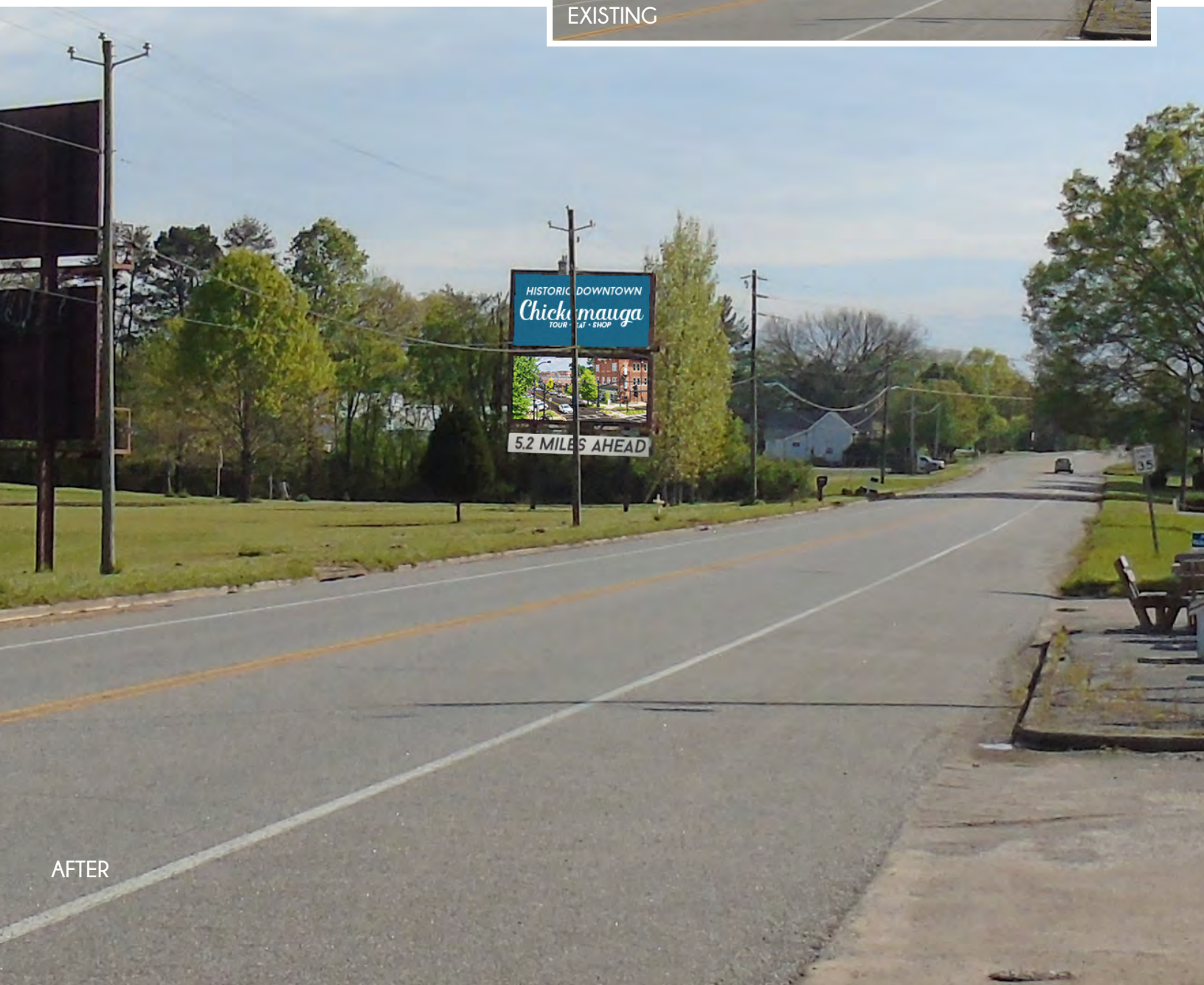
BILLBOARD ON LAFAYETTE ROAD

Before: The photograph shows existing billboard signage located on Lafayette Road between Chickamauga and Chattanooga National Military Park and downtown Chickamauga.

After: Using the back side of an existing billboard, an attractive sign advertising downtown Chickamauga could be placed to direct visitors. This concept takes advantage of signage already present without adding visual clutter to Lafayette Road.



EXISTING



AFTER

WELCOME SIGN ROAD PAINT

Existing: The photograph shows the intersection of Lee-Gordon Mill Road and Crittenden Avenue. Currently the small sign pointing the way to downtown is easily missed.

After: Using the existing roadbed as a gateway opportunity creates distinctive welcome signage. The rendering shows a painted directional sign that reads, "Historic Downtown Chickamauga…Tour, Eat, Shop" with an arrow signaling to turn left at the intersection. This is a cost-effective way to incorporate more gateway and welcome signage in Chickamauga without adding visual clutter.

EXISTING

CARWASH MURAL & BILLBOARD

Before: This photograph was taken while driving along Lafayette Road near Suburban Auto Sales and American Carwash.

After: Partnering with Chickamauga businesses could provide gateway and welcome signage opportunities. The rendering shows a welcome mural that has been painted on the side of American Carwash. A billboard in the background reading "Historic Downtown Chickamauga, Next Right" also helps direct visitors downtown.

HISTORIC
DOWNTOWN
Chickamauga
NEXT RIGHT
AMERICAN
CAR WASH
#2
R&R
Historic Downtown
Chickamauga
TOUR · EAT · SHOP
PET
PALACE

AFTER

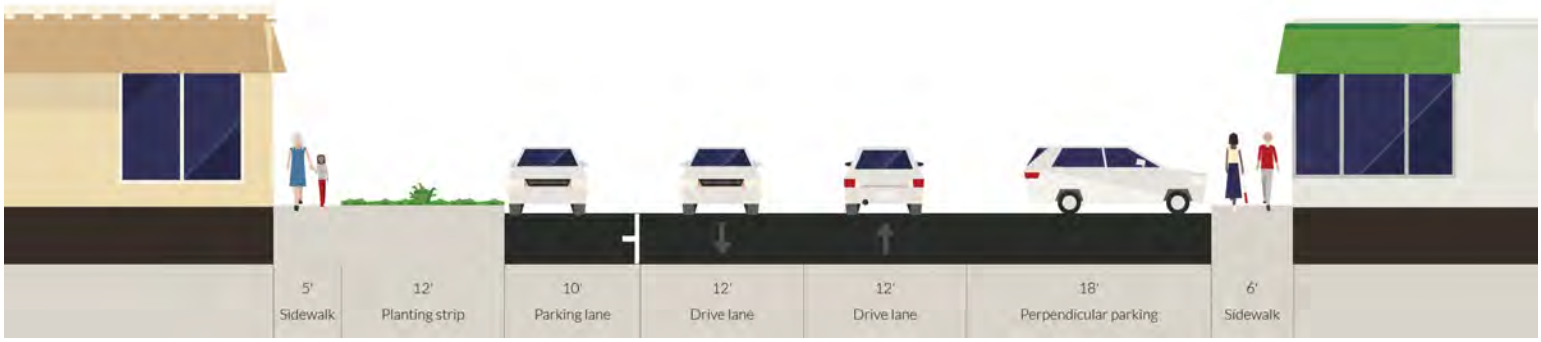
Walking Tour: From the Gordon-Lee Mansion to the coke ovens and more, downtown Chickamauga is rich with historic assets. Many of these attractions are located adjacent to existing or planned multiuse trails and sidewalks. To make these assets more accessible to tourists and locals, the city could consider working with private volunteers to conduct a regular walking tour of downtown. Particularly during train layovers, a walking tour could be a fun and interactive way for tourists to explore all that downtown has to offer.

Continue Downtown Streetscaping Program: While the city has invested in attractive and inviting streetscaping along Gordon Street and portions of Lee Avenue, these improvements do not extend throughout the downtown area. City officials should prioritize extending these improvements throughout downtown to accommodate pedestrian traffic and students walking to class, create infrastructure for cyclists drawn to the area, and incentivize future private investment downtown. Extending existing streetscaping also creates opportunities to plan and expand the inventory of downtown parking while introducing a new canopy of street trees and green infrastructure like bioswales and rain gardens to deal with persistent flooding and stormwater runoff issues.

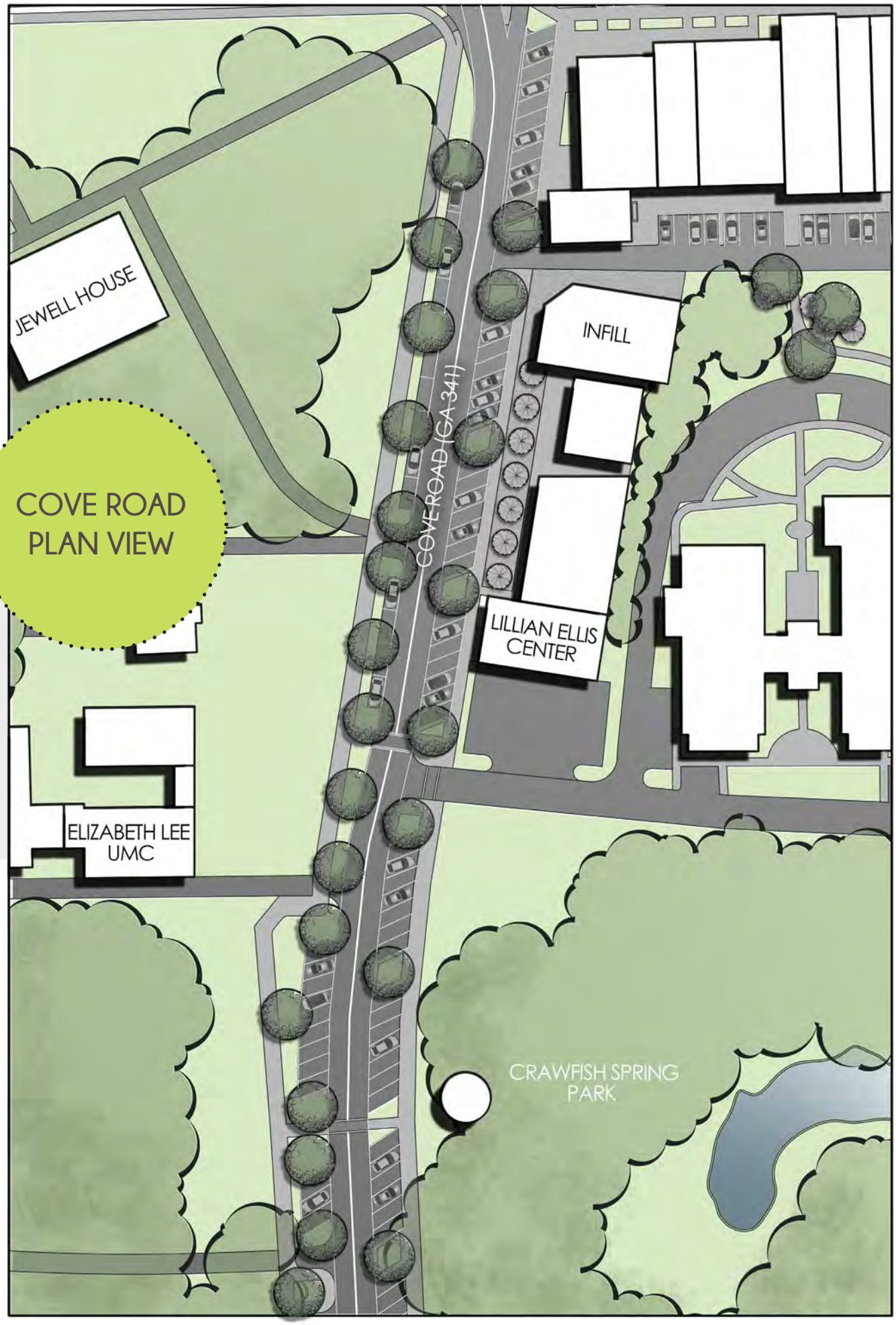
COVE ROAD

Cove Road Plan View

Lined with impressive landmarks like the Gordon-Lee Mansion, Crawfish Springs, Gordon Lee High School, and the Jewell House, Cove Road (Georgia Highway 341) serves as one of Chickamauga's most important corridors. While Cove Road already features on-street parking and sidewalks, locals see this corridor as overly wide and in need of a "road diet." Given the many local attractions and businesses along Cove Road, the street is a good candidate to expand the downtown streetscaping already in place along Gordon Street. The plan extends the streetscaping pattern of Gordon Street along Cove Road, with an impressive inventory of new angled parking spots and street trees that shade the corridor. Sidewalks on each side of Cove Road have been expanded and extended throughout the downtown core, with the 10' sidewalk on the west side of Cove Road now easily capable as serving as a multiuse path connection to Gordon Lee High School and other downtown attractions. With the amount of parking now available on street, current surface parking lots along the corridor are freed for better uses. At the Lillian Ellis Center, a former surface parking lot now serves as a handsome community plaza, perfect for events like the "Fifth Down" during football season. The plaza is anchored by a new infill development just south of downtown, generating activity along the improved corridor.



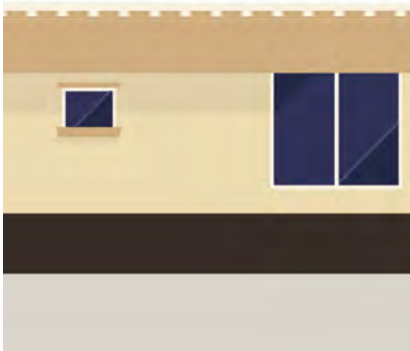
Cove Road, Existing Street Section: This graphic section shows the typical conditions along Cove Road between Gordon Street and Elizabeth Lee United Methodist Church. Currently sidewalks lining Cove Road are the minimum recommended width. With overly wide travel lanes, parallel parking, and on-street 90° degree parking, the current arrangement of Cove Road creates a wide expanse of asphalt without using the road bed to the corridor's full potential.


COVE ROAD
PLAN VIEW
JEWELL HOUSE
INFILL
COVE ROAD (GA 341)
LILLIAN ELLIS
CENTER
ELIZABETH LEE
UMC
CRAWFISH SPRING
PARK

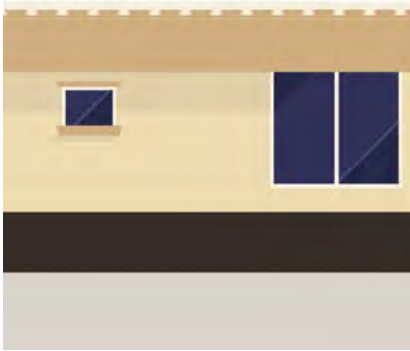
COVE ROAD
STREET CONFIGURATION OPTIONS 1, 2, & 3

Cove Road Street Design Options, Section View

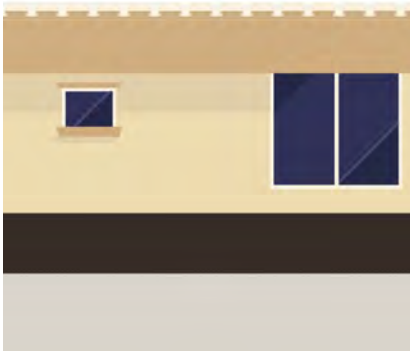
Option 1: Option one shows Cove Road following a "road diet." Travel and parking lanes have all been shrunk to provide for expanded sidewalks, street tree-lined planting strips, and a generally more attractive pedestrian experience. Shrinking the existing planting strip on the western side of Cove has allowed for a 10' sidewalk. Designed to readily accommodate bicyclists, the width of this pedestrian corridor allows the sidewalk to serve as a multiuse path connecting downtown. Shaded planting strips and pedestrian-scaled lighting create the attractive pedestrian experience desired by the community.

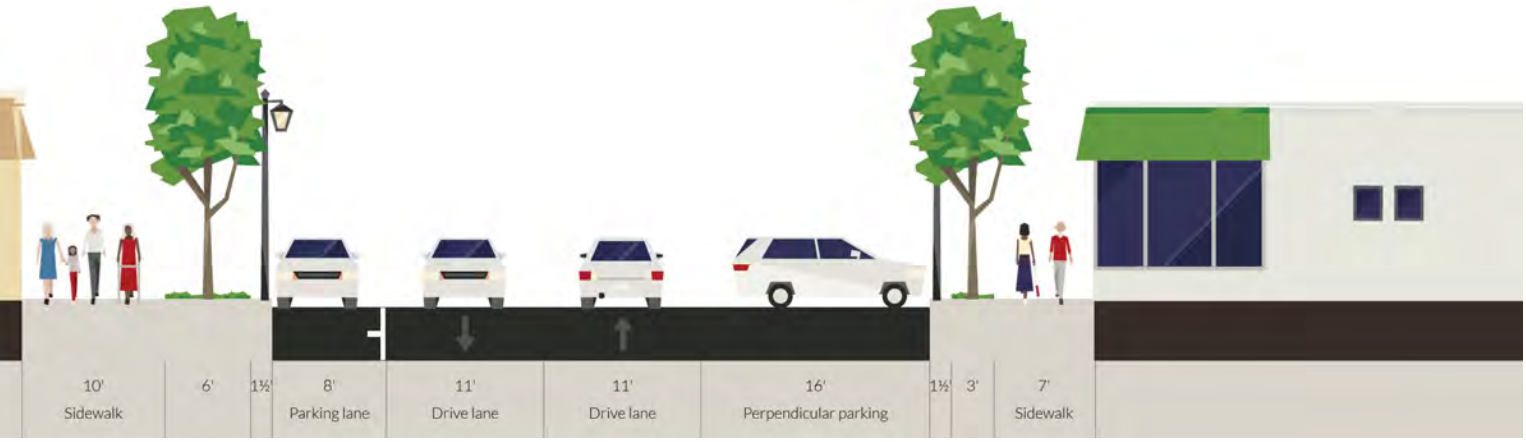


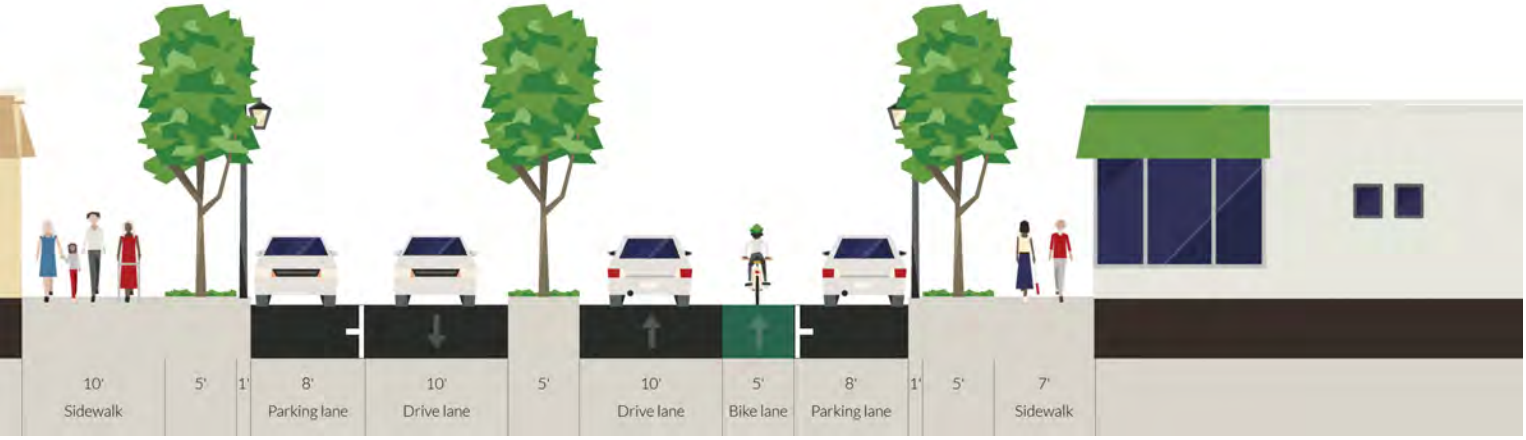
Option 2: A second option for Cove Road illustrates what can be accomplished by shrinking parking areas and driving lanes. In addition to the improvements found in option one, converting angled on-street parking to parallel parking has freed up the space for a dedicated bike lane and planted central median. The planting strip along the eastern side of Cove has also been expanded to accommodate larger street trees.

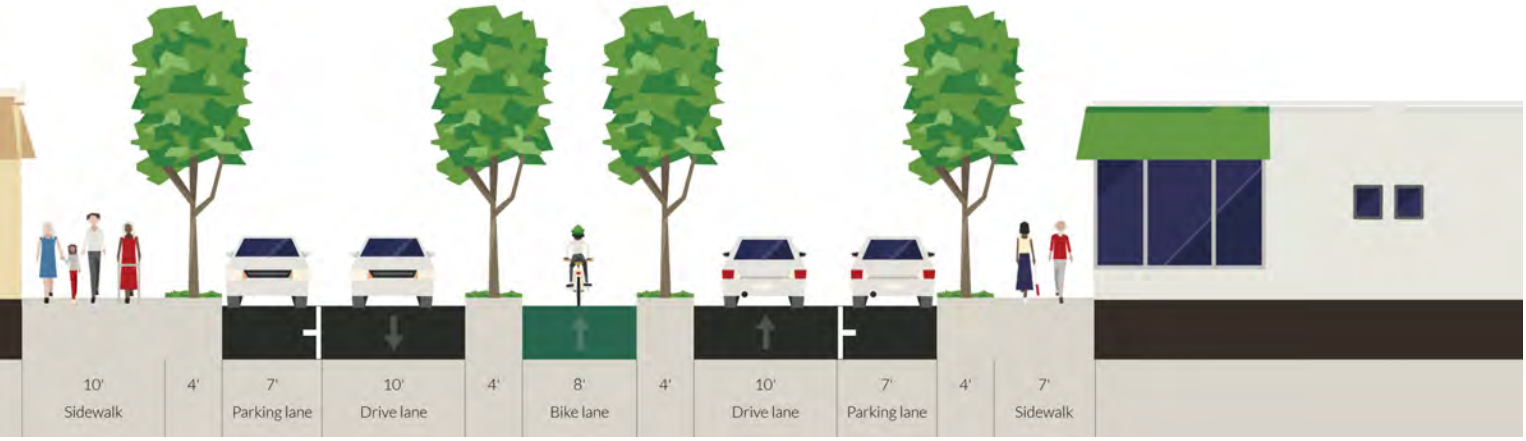


Option 3: Option three illustrates the "Cadillac" option for Cove Road. By slightly altering the width of the improvements in option two and shrinking parking lanes, Cove Road is now an ideal street for pedestrian activity. Planting strips proposed in earlier options have been dispersed throughout the width of the road bed to buffer pedestrians and bikers from vehicular traffic while creating a signature boulevard ideal for strolling and cycling.




10'
Sidewalk
6'
1½'
8'
Parking lane
11'
Drive lane
11'
Drive lane
16'
Perpendicular parking
1½'
3'
7'
Sidewalk


10'
Sidewalk
5'
1'
8'
Parking lane
10'
Drive lane
5'
10'
Drive lane
5'
Bike lane
8'
Parking lane
1'
5'
7'
Sidewalk


10'
Sidewalk
4'
7'
Parking lane
10'
Drive lane
4'
8'
Bike lane
4'
10'
Drive lane
7'
Parking lane
4'
7'
Sidewalk

DOWNTOWN STREETSCAPING, 9TH STREET

Before: The photograph shows a neglected paved area on 9th Street where trash bins are emptied.

After: Chickamauga has beautiful trees throughout downtown, but many of them are aging. This unique intersection on 9th Street provides an excellent opportunity to "green" this treeless section of downtown. The rendering shows the corner with new landscaping and the trash bins removed.

4

"THE LOOK"

Locals commonly see improving the currently lackluster aesthetic appeal of major corridors, gateways, downtown streets, and façades of Chickamauga's buildings as a major issue facing the town. Locals see the former trailer park acquired by the Jewell Foundation as a major step forward for boosting the aesthetic appeal of the city. Many desire an attractive gateway experience here and at other important routes into downtown. The city has begun to address the appeal of corridors by enacting the Chickamauga Battlefield Corridor Overlay District guidelines outlined in the plan review along the US 27 bypass. However, if these guidelines fail to address the standards of the community, they should be reassessed and updated. In addition to improving major vehicle corridors, many public input participants suggested expanding the attractive streetscaping on Gordon Street and extending sidewalks throughout the downtown area. Employing a "road diet" on Cove Road and West 10th Street and expanding a unified streetscaping program downtown with attractive paving, sidewalks, crosswalks, lighting, and street trees could beautify the overall appearance of downtown while creating the pedestrian-friendly historic destination desired by the community. If fully implemented, a cohesive streetscaping program that involves planting more trees, extending sidewalks, and creating a green connection to the battlefield could be a major step toward realizing the community's vision for the future of downtown.

In addition to gateways and downtown streets, many citizens desire an attractive and upgraded appearance for buildings downtown. Frequently, public input participants noted the derelict appearance of several buildings downtown and in the immediate vicinity that must be addressed to create the welcoming, attractive downtown experience desired by the community. While temporary, the ongoing demolition of Crystal Springs mill damages the aesthetic appeal of downtown. In the future, this property represents an unparalleled economic opportunity for the city and region. This property must be developed in keeping with the scale and character of the downtown commercial district and surrounding neighborhood to ensure an attractive and economically vibrant downtown for future generations.

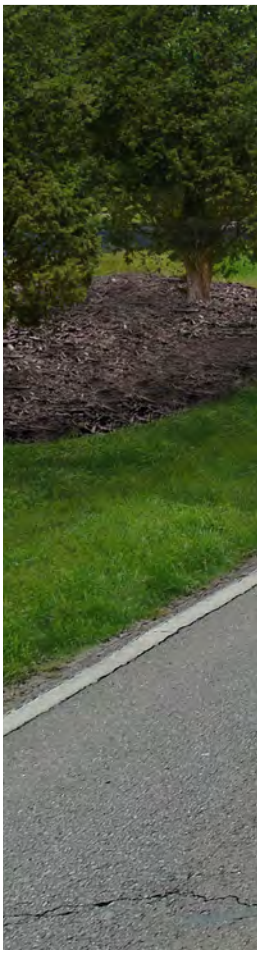
Particular elements of the Chickamauga Work Program directed at improving the look of downtown include:

- Coke Oven Signage and Site Plan
- Former Trailer Park Gateway
- Entry Roundabout
- Downtown Arrival Signage
- Water Tower Destination Design
- Façade Grant Program
- Downtown RV Parking
- Back of Building Cleanup
- Ballpark Parking Lot
- Planting Trees at the Ball Fields
- Ballpark Playground

Coke Oven Signage and Site Plan: Originally constructed in the 1890s to serve a booming coal industry, Chickamauga's coke ovens are a unique community resource and provide an interesting glimpse at the city's industrial heritage. The coke ovens are located near an important gateway to the city and are connected to surrounding neighborhoods via a multiuse trail. However, this historic site could better serve tourists and the local community with improved signage and a site plan.

FORMER TRAILER PARK GATEWAY

Located along Highway 341 adjacent to Burtco Tufting, Chickamauga's multiuse trail, and the historic coke ovens, the former Chestnut Hill Trailer Park property is ideally suited to provide an attractive gateway experience to visitors. Many citizens in the community see the potential for a city arboretum on the property, with attractive plantings of native trees and infrastructure for local hikers and bicyclists. Developing an arboretum on site could be as simple as removing the paved parking slips of the former mobile homes and planting trees along the existing roadways.



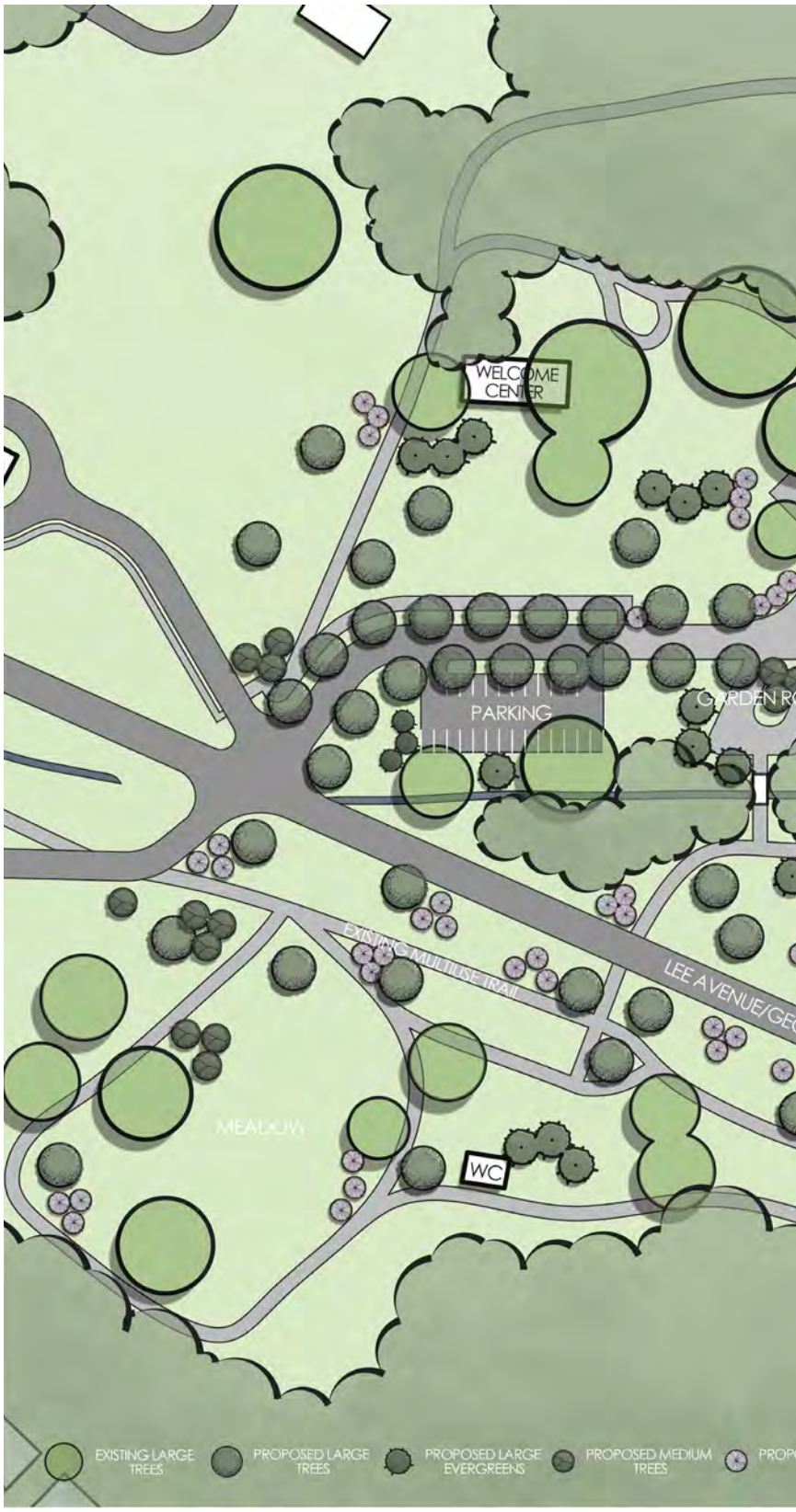
Existing: Lee Avenue (Georgia Highway 341) is a major corridor into Chickamauga from the Chickamauga and Chattanooga National Military Park. Formerly the site of Chestnut Hills Trailer Park, this now vacant site is owned by the Jewell Foundation. Chickamauga's existing multiuse trail connects across Lee Avenue in the mid ground of the image.

After (left): With the addition of native plantings, this stretch of Lee Avenue is now an attractive gateway for visitors traveling to downtown Chickamauga.

After, 30 Years (below): This same view shows how these native specimens fill out the landscape over time.

CHESTNUT HILL/ JEWELL ARBORETUM

Located along Highway 341 adjacent to the Burtco Tufting Plant, Chickamauga's multiuse trail, and the historic coke ovens, the former Chestnut Hill Trailer Park property is ideally suited to provide an attractive gateway experience to visitors. Many citizens in the community see the potential for a city arboretum on the property, with attractive plantings of native trees and infrastructure for local hikers and bicyclists. Using existing elements and introducing new plantings and trails, the plan illustrated here shows an ideal potential vision for this high-profile site. Existing roads and trails within the site have largely been retained but are now better connected through a network of multiuse paths and woodland trails. Pathways within the arboretum are connected with two pedestrian bridges to Chickamauga's existing multiuse trail and the coke ovens complex. Several former parking slips within the Chestnut Hill property have been retained. Serving as scenic overlooks, picnic areas, and other public spaces, these paved areas are used to create a series of themed garden rooms along the arboretum's canopied grand allée. Existing structures on site have also been retained and reprogrammed as a welcome center and public restroom facilities. The many stunning existing trees on site helped inform the design process of the arboretum, leading to a plan that preserves and places these existing treasures at the center of the design while introducing new trees for future generations.



WOODLAND TRAIL
OAK-HICKORY OVERLOOK
GRAND ALEE
GARDEN ROOM
GARDEN ROOM
GARDEN ROOM
COKE OVENS BRANCH
EXISTING MULTIUSE TRAIL
BURTCO TUFTING PLANT
ORGIA HIGHWAY 341
MEADOW
OSED SMALL TREES
PROPOSED SMALL EVERGREENS
1
PERSPECTIVE LOCATIONS

EXISTING

CHESTNUT HILL/JEWELL ARBORETUM ENTRY

Existing: Wilder Alley pictured here formerly served as the "main drag" of the Chestnut Hill mobile home park. With the acquisition of the property and removal of the trailer homes, Wilder Alley has been rendered obsolete.

After: With the Chestnut Hills property transformed into the Jewell Arboretum, a rechristened Wilder Alley now serves as a tree-lined grand allée linking various trails and garden rooms within the site while connecting the arboretum to the coke ovens and the remainder of Chickamauga's multi-use trail network. Vehicular access to the site is blocked by bollards beyond the parking lot in the right foreground, dedicating the remainder of the path to pedestrian, bicycle, and non-motorized traffic only.

A Walk in the Woods

CHESTNUT HILL/JEWELL ARBORETUM,

THE OVERLOOK

Before: The Chestnut Hill property boasts many well-established oak, hickory, and other native trees occupying the lofty hillside. The parking slip in this shaded nook provides a handsome view of the treetops and lower portion of the site.

After: With the addition of native oak leaf hydrangeas, wildflowers, and a hickory tree, this site has been transformed into the perfect picnic spot. Interpretive signage educates visitors on the variety of native species present and marks the handsome overlook.

EXISTING

AFTER 5 YEARS

AFTER 30 YEARS

CHESTNUT HILL/JEWELL ARBORETUM,

THE OVERLOOK

Before: This image shows two of the parking slips at the former Chestnut Hill Trailer Park. Just beyond the pine trees, the Coke Oven Branch of Chickamauga Creek divides the site from Chickamauga's existing multiuse trail.

After, Five Years: This rendering shows how the same site could appear five years after planting native trees and shrubs. The former parking slips now serve as a multiuse pathway, and a pedestrian bridge links the arboretum to Chickamauga's existing multiuse trail. Specimen native trees including yellowwoods and dogwoods provide visual interest and create a sense of arrival. With growth, native evergreens like the southern magnolia, Canadian hemlock, and eastern red cedars help to screen the entry to the pedestrian bridge, creating an intimate garden room. As they mature, trees planted along Wilder Alley will create a handsome glade-like allée of trees.

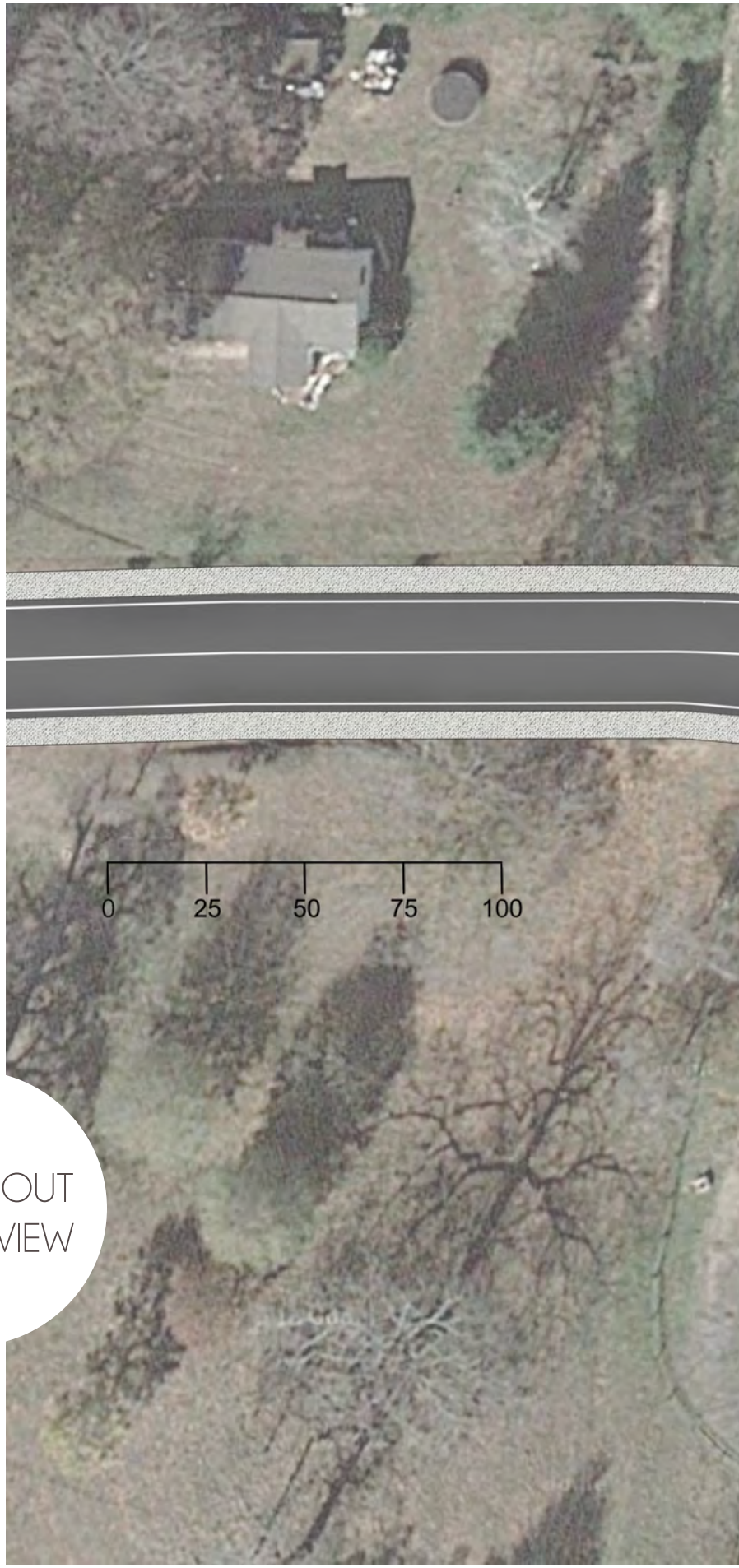
After, 30 Years: With the trees now established, the entry to the pedestrian bridge in now a beautiful sanctuary.

ENTRY ROUNDABOUT

Despite occupying an important location as a gateway into the city, currently the intersection of Highway 341 and 5 Points Road is dangerous and unremarkable. Many locals see reengineering the intersection as a roundabout as an option that would improve the traffic flow while creating an opportunity for the attractive gateway experiences desired by the community.

Design Concept
The convergence of Chickamauga Road, Lee Avenue, 5 Points Road, and Dana Lane creates a much-maligned and notoriously tricky intersection. Many out-of-town drivers are unsure who has the right-of-way here, creating dangerous conditions. While currently a hazard, this intersection also presents a prime opportunity for Chickamauga gateway signage.

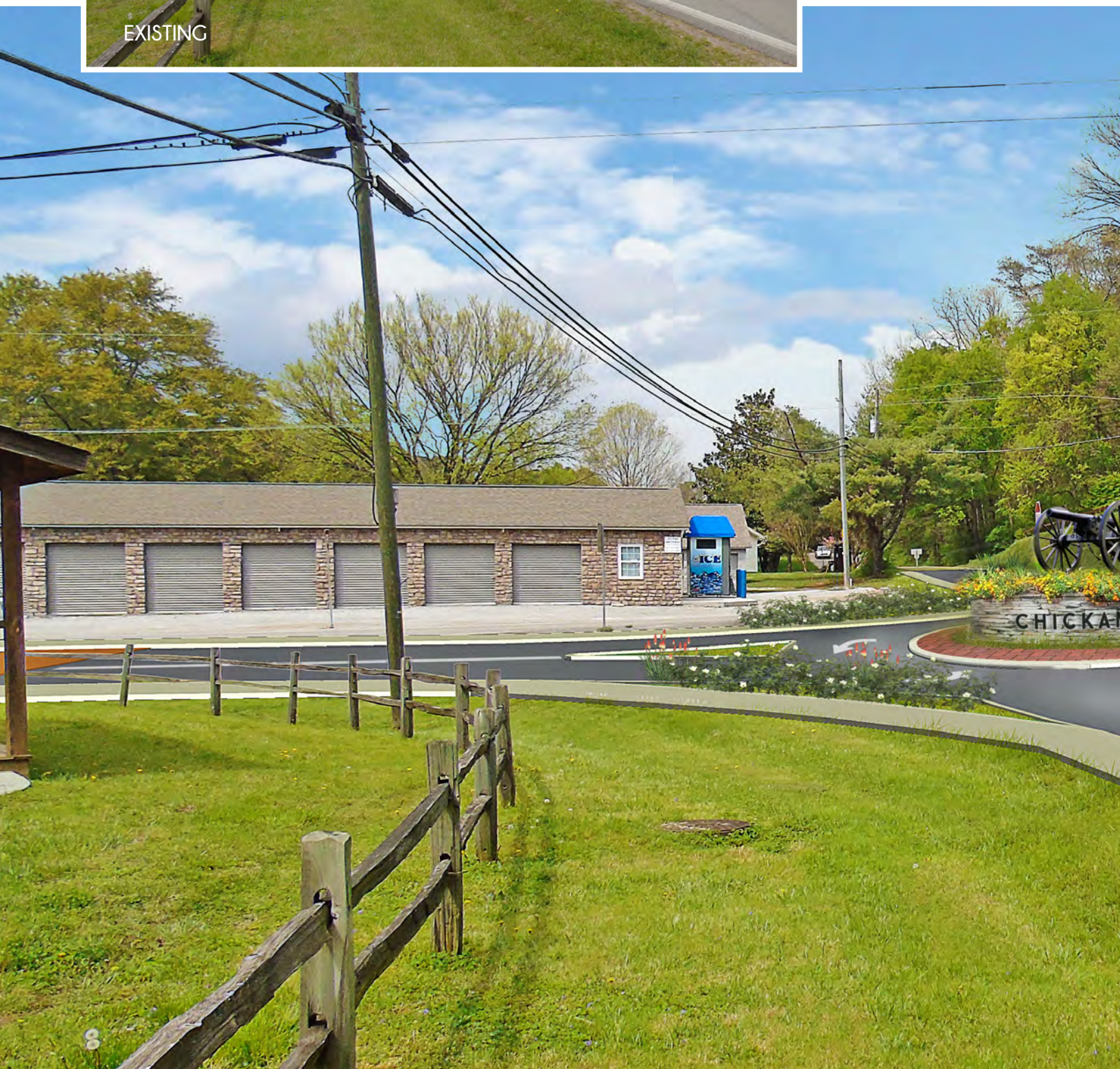
Plan View: The rendered plan view shows how a traffic circle could improve safety at this intersection while providing an attractively landscaped gateway experience. Streetscaping would be consistent with downtown Chickamauga in what plants and paving materials are used.



ENTRY ROUNDABOUT
PLAN VIEW

26'
R112'-6"
R50'-8"
16'
31'-1"
R30'
23'-1"
14'-11"
60'
R67'-1"
15'
R45'
15'-1"
26'-2"

EXISTING


ICE
CHICKA

ENTRY ROUDABOUT

PERSPECTIVE VIEW

The rendering below shows a new traffic circle design with brick crosswalks and a cannon-topped landscaped gateway. The intersection now serves as a local landmark.

EXISTING

AFTER

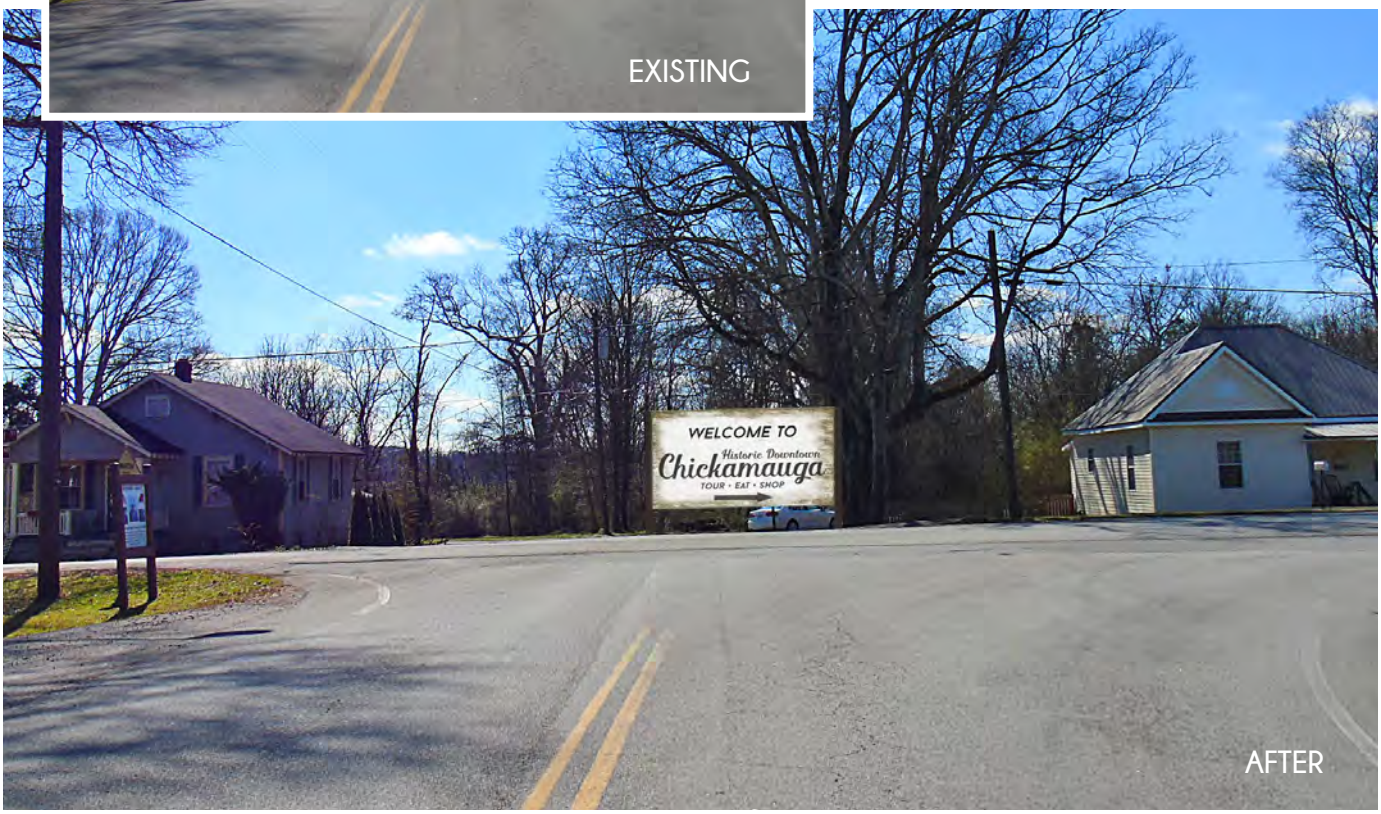
WELCOME MURAL

Existing: The photograph shows the industrial buildings housing the Burtco Tufting Plant on GA 341/Lee Avenue, a major corridor into town.

After: A can of paint and some landscaping can make a huge difference. Working with local industry, community members could use the plant as a canvas to create a distinctive landmark for the city. Painting a welcome mural on one of these large industrial buildings can grab visitors' attention and beautify the property.

DOWNTOWN ARRIVAL SIGNAGE

Despite the thousands of tourists visiting Chickamauga battlefield annually, the city loses out on much of the impact of these tourist dollars. Currently no clear connection exists to draw tourists from the battlefield or the four-lane highway to downtown Chickamauga. Using gateways and wayfinding signage to entice tourists downtown could prove a boon for downtown merchants and the local economy. Closer to downtown, there are opportunities to create attractive signage indicating arrival to historic Chickamauga.



Crittenden Avenue and 10th Avenue Downtown Arrival Signage
Existing: The photo shows the intersection of Crittenden Avenue and West 10th Street, an ideal location for gateway signage directing visitors to downtown.

After: Chickamauga is a friendly, historic, and beautiful destination. Gateway signs for the city should reflect that character. The rendering shows a whitewashed wooden sign with hand-painted lettering. The sign reads: "Welcome to Historic Downtown Chickamauga….Tour, Eat, Shop."

COVE ROAD ARRIVAL SIGNAGE

Existing: The photograph shows a gateway location along Cove Road. This is a prime location for distinctive welcome signage.

After: While still directing locals to the American Legion Post and Senior Center, this rendering shows a new gateway sign consistent with other proposed signage, using a cannon to "point" the way. Lush plantings and stone wall detail create a handsome landmark and show the community's commitment to a beautiful Chickamauga. Trees planted along Cove Road now provide shade along the sidewalk while signaling to visitors that they have arrived in Chickamauga.

OPTION 1

WATER TOWER DESTINATION DESIGN

The historic water tower on Cove Road is a defining feature of downtown Chickamauga. Already an important landmark, the water tower could be painted to reflect Chickamauga's unique sense of place and local flavor.

OPTION 2

PAINTED SIGNAGE CONCEPTS

Option 1: Simply painting "CHICKMAUGA" vertically down either side of the iconic water tower downtown could serve as a landmark to visitors arriving to town.

Option 2: This option illustrates a painted cannon decorating the tower with "Historic Downtown Chickamauga" and the promotional slogan: "Tour, Eat, Shop."

FAÇADE GRANT PROGRAM

Throughout the public input process, local citizens continually indicated that several vacant and underused buildings downtown hold great potential. At the same time, many locals see these buildings as unattractive and in need of basic aesthetic improvements. To incentivize building renovation and investment, Chickamauga should consider developing a façade grant program to provide funding for improvements of downtown storefronts.

Existing: The photograph above shows the façade of the vacant building adjacent to Primetime Pizza and Video on Gordon Avenue.

After: The rendering shows the building with the awning and posts removed, returning the façade to the building's historic appearance. The trees have been removed to create a brick patio space for outdoor seating and dining.

CAFÉ
Primetime Pizza

Downtown RV Parking

The Chickamauga and Chattanooga National Battlefield helps make the city an important regional tourist destination. Chickamauga can build on this existing asset by promoting the city to weekend campers and day trippers. By restriping some parking downtown to allow for RV parking, the city could help lure more weekend tourists. Promoting the city to RV travelers as a jumping-off point to regional destinations like Lookout Mountain, Cloudland Canyon State Park, Rock City, and more could help grow downtown's tourist base.

Back of Building Cleanup: While many see Gordon Street in downtown Chickamauga as a picturesque small-town main street, locals repeatedly complained that the backs of buildings downtown are unkempt and need a cleanup. The city should consider working with downtown businesses and local volunteers to tidy up downtown's backstreets. Chickamauga could also consider developing conceptual graphics for appropriate screening of utility features and other service functions necessarily present on backstreet buildings.

BACK OF BUILDING CLEANUP: PROPOSED ALLEY DESIGN

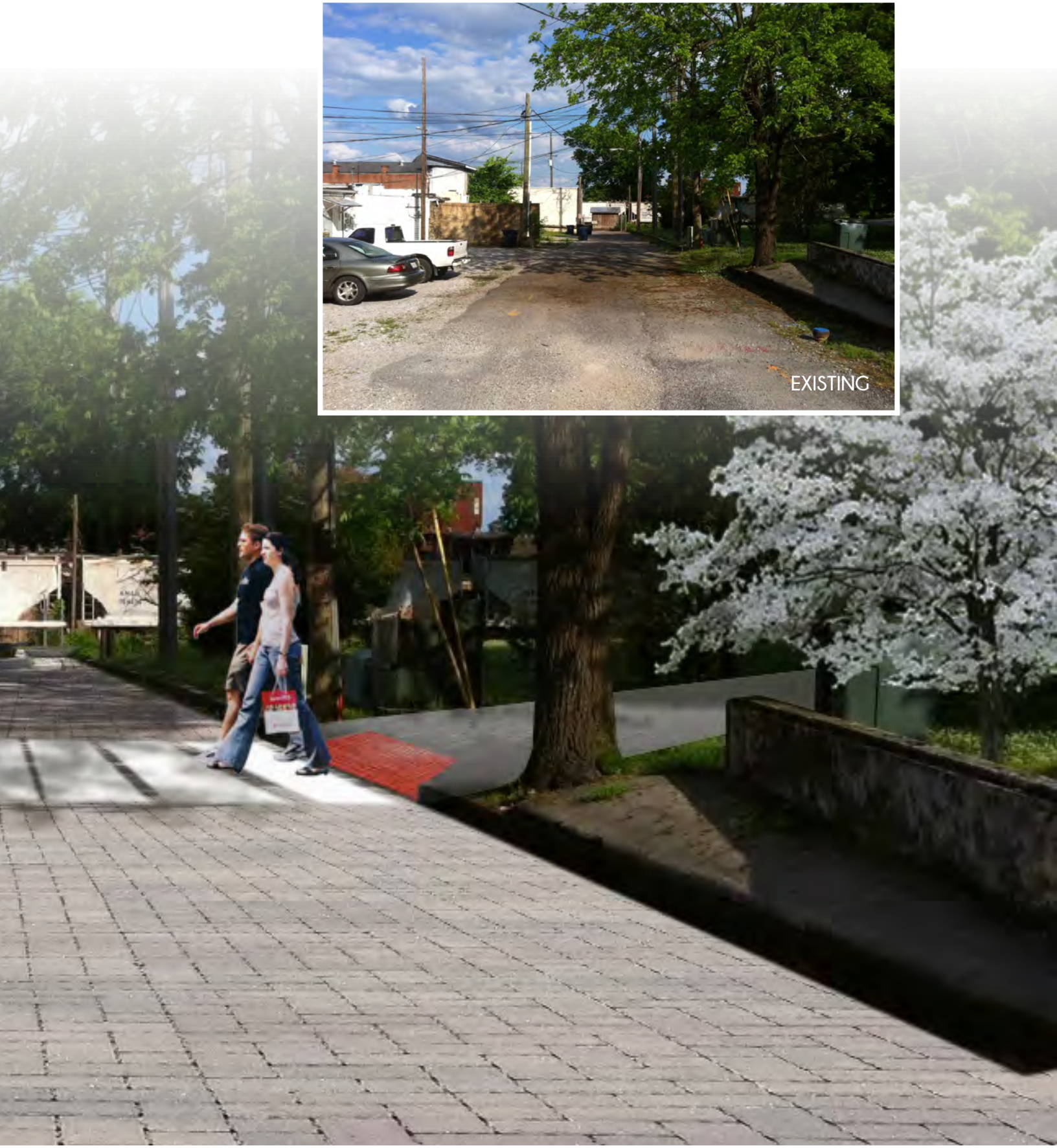
DOWNTOWN ALLEY, PLAN VIEW

Currently a neglected and unpleasant alley downtown, the rear alley behind the Chickamauga Depot can be transformed into supplemental parking and flexible service/patio areas for Gordon Street merchants and property owners. A public restroom facility now anchors the southeast corner, providing a convenient stop for tourists traveling on the Tennessee Valley Railroad. New sidewalks have been installed to link downtown with the adjacent apartment building and the proposed Rail-with-Trail to Chickamauga Battlefield. Using pervious materials and featuring subterranean utility upgrades, this plan also helps to address the critical need for adequate sewer and water infrastructure downtown. These necessary upgrades could help accommodate new development in town, including the proposed infill development in the underutilized surface parking lot north of the Lillian Ellis Center.

DOWNTOWN ALLEY, PERSPECTIVE VIEW

Existing: Currently used for overflow parking and trash pickup, the alley on the south side of downtown lacks aesthetic appeal. The impervious surface of the asphalt alleyway contributes to stormwater runoff, and the lack of necessary sewer and water upgrades prohibits the renovation of downtown buildings or new development. No connection exists between the popular historic apartments at the right and the downtown commercial district on the other side of the alley.

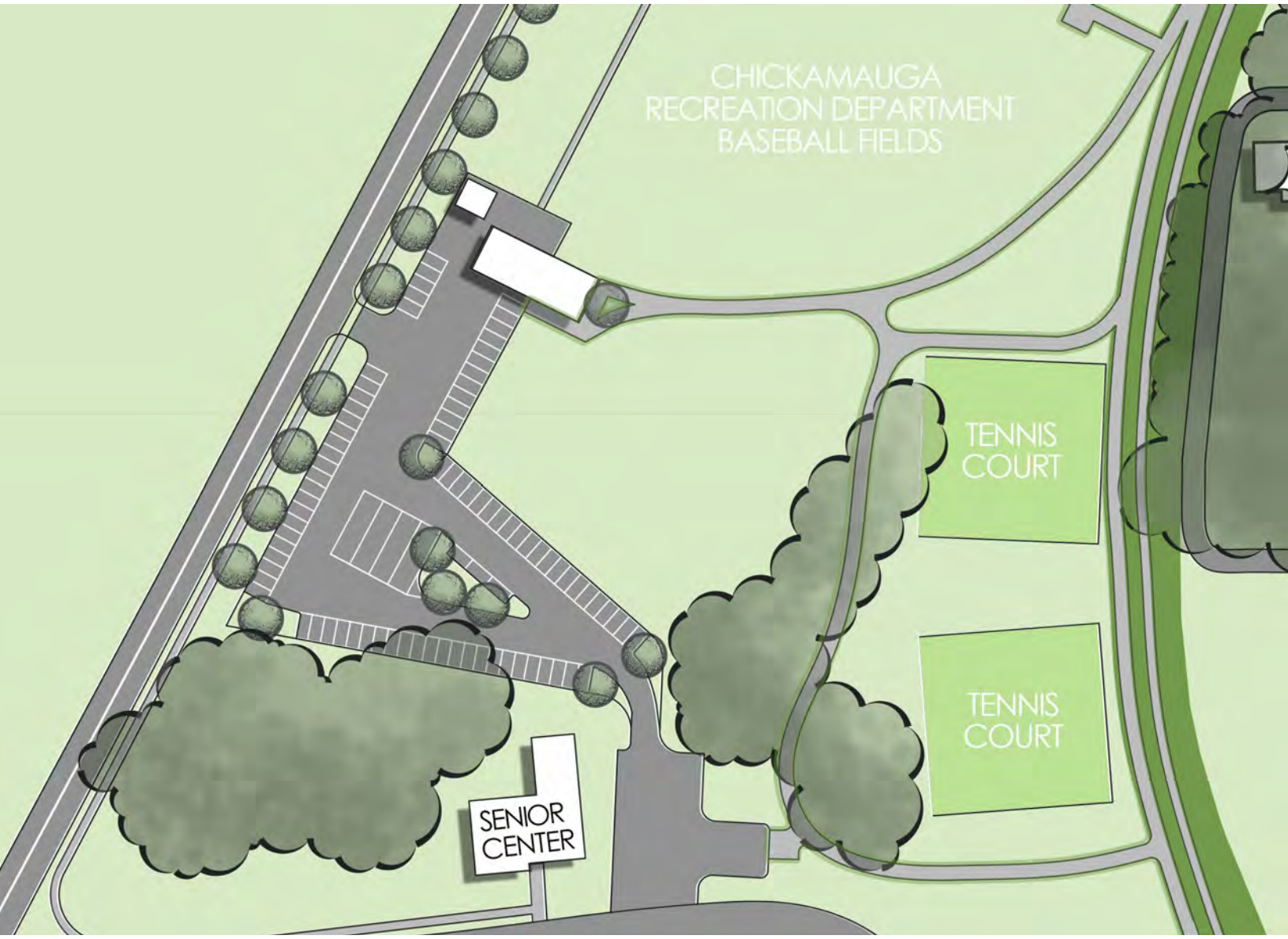
After: With pervious pavers and upgraded subterranean utilities, the formerly neglected alleyway now serves as an attractive service and flexible dining area. Wide sidewalks accommodate outdoor dining and necessary service uses for Gordon Street businesses. Trash receptacles, AC units, and other equipment have been screened with attractive wooden enclosures. A new ADA-accessible sidewalk now connects downtown apartments with the remainder of downtown and the proposed Rail-with-Trail connection to the battlefield.


EXISTING

Ballpark Parking Lot: The expansive asphalt parking lot at the public baseball fields currently directs stormwater runoff to the lawn adjacent to the Senior Center. By formalizing the parking arrangement there and breaking up the asphalt where possible, the city could create planted vegetative bioswales to collect stormwater and treat runoff before reaching the Senior Center.

Planting Trees at the Ball Fields: Currently the public baseball fields on Cove Road feature bare and unshaded seating. Planting large canopy shade trees near the bleachers could improve the appearance of this community resource while providing much needed shade for parents and spectators. The Chickamauga Recreation Association could consider partnering with local schools or a Boy Scout troop to make planting trees a community project.

Ballpark Playground: While the city has invested in impressive baseball facilities behind the school board building, currently the baseball complex lacks activities for younger children attending games of older brothers and sisters. The recreation department could consider working with Chickamauga City Schools to develop a small playground for younger children at the ball fields.



BALLPARK PLAYGROUND

Existing: The photograph shows an area between two ball fields located behind the Chickamauga City School District building on Cove Road. Currently the baseball fields provide plenty of recreational opportunities for older kids, but no activities are targeted for younger children.

After: This rendering shows a play area where smaller children can play safely while older siblings enjoy the ball game. Much like a batting cage, this playground is enclosed with netting to protect children from foul balls.

Chickamauga ACTION PLAN

Chickamauga's action plan guides implementation of the Chickamauga Work Program by identifying the resources required to reach the community's vision for downtown. Through a series of action items, the plan communicates the "when, what, and who" critical for implementation. While some action items are ideally suited for implementation by local government and others are more appropriate for private investors, many can be easily undertaken by citizen volunteers and local civic groups. Action items guide volunteers, local officials, or private property owners by spelling out what needs to be completed, what resources are required, and who is responsible for implementation. A well-developed action plan serves as a blueprint for the project managers to break down a sweeping community vision into smaller, more manageable steps. These action items should meet the criteria for SMART (specific, measurable, attainable, realistic, and time-based) goals. Use of the SMART process allows Chickamauga's future vision to become a reality through practical and achievable steps.

Action items included in the Chickamauga RSVP are specifically targeted to guide volunteers, local officials, or private businesses, property owners, and institutions to begin enacting the community's vision for the future of Chickamauga.

- ***Volunteers:*** Many of the following action items are designed for implementation by local volunteers, minimizing the investment of resources by the local government. Volunteer items might be ideal projects for dedicated citizens, local civic organizations, scout troops, or high school groups. The Chickamauga Community Growth Association is in the process of implementing a diverse array of these volunteer-led action items.

- ***City:*** Action items targeted to local officials rely on resources and powers of the local government for implementation. While the local government has limited resources, these items are designed to be inexpensive but impactful projects that begin to get the ball rolling on further implementation of the masterplan.

- ***Private businesses and institutions:*** While many action items feature projects on city property and public land, some are located on private property. For these projects and others, private property owners, businesses, and other institutions are essential for implementation. While these groups can't be coerced into undertaking any projects, action items are designed as affordable improvements with step-by-step instructions and community support.

Already making dedicated efforts at improving the city, the Chickamauga Community Growth Association (CCGA) could serve as the ideal group to marshal the efforts of groups working on all three types of action items. As an organized group of local stakeholders, the CCGA could work with the city manager or a representative of the local government to convene the concerted efforts undertaken by the CCGA and other groups. Volunteers, city officials, and private business leaders could attend at the CCGA's monthly meetings to discuss progress on respective action items and determine what more is needed to achieve success and implementation.

ACTION ITEMS FOR VOLUNTEERS

1

Action Item: Down Home Days – Downtown Decorations

Lead: Kelly Looney

Partners: Chickamauga Community Growth Association (CCGA), Senior Center, downtown merchants, schools, churches, and volunteers

Timeline: August 2016 – March 2017

Funding: $200 – CCGA funding

Obstacles: Time constraints, coordinating 60+ volunteers

Steps:

1. Purchase supplies and seek donations from local merchants
2. Deliver the supplies into the hands of volunteers and give quick tutorials
3. Keeping in mind different skills and ages, delegate tasks to different groups
4. Gather all of the fabric and garland and deliver it to the team tasked with garland tying
5. Plan to hang the garland downtown from light post to light post on either the Wednesday or Thursday before Down Home Days
6. Spread the word for the downtown merchants to decorate their windows in honor of those who have served, especially family members

---

2

Action Item: Planting Trees at Chickamauga Baseball Fields

Lead: Ronald Ramsey

Partners: Wes Brown, Colby Ward, Joni Kythas, Pete Lowry, Adam Wilson, and Chickamauga Recreation Department

Timeline: June – October 2016

Funding: $2500, possible city and foundation funding

Obstacles: Fundraising and weather

Steps:

1. Split volunteers into three groups: 1) tree location/pricing team, 2) fundraising group, and 3) planting and watering team
2. Work together with the Chickamauga Recreation Department to establish where we want to plant trees and landscaping
3. Contact local nursery and obtain info on pricing, recommended varieties, etc.
4. Reach out to Modern Woodman of America and other foundations to determine if they will donate funds to purchase trees
5. Fundraise and plan a brick sale and antique car show with proceeds going to tree planting
6. Begin planting this fall

ACTION ITEMS FOR VOLUNTEERS

3

Action Item: Annual Cleanup Campaign

Lead: Joyce Harrison

Partners: Betts Berry, City of Chickamauga, local churches, and Chickamauga Woman's Club

Timeline: September 2016 - April 2017

Funding: Funding TBD

Obstacles: How to reach people and educating the public

Steps:

1. Work to design and develop anti-litter signage
2. Acquire funding for litter signage
3. Work with property and business owners to place anti-litter signage on private property
4. Chickamauga Woman's Club present anti-litter skits to local elementary schools
5. Work with utility company to place notices in bills about not littering
6. Develop education to target students:
    - Develop "Litter Lessons" aligned with standards taught by FFA
    - Begin an anti-litter poster contest, creating prizes and displaying student posters in empty storefronts

---

4

Action Item: Chalk Art Event Signage

Lead: Kelly Looney

Partners: Oliver's Cabinets, and local artists

Timeline: June – August 2016

Funding: Funding TBD, private donations

Obstacles: Weather

Steps:

1. Contact and connect with local artists and art students at Gordon Lee High School
2. Create a list of local artists willing to volunteer once a month
3. Work with artists to create temporary art to notify the community of upcoming events and activities

ACTION ITEMS FOR VOLUNTEERS

5

Action Item: Tree City USA

Lead: Nick Hickman

Partners: Evitte Parrish

Timeline: June—September 2016

Funding: N/A

Obstacles: N/A

Steps:

1. Contact interested volunteers to form a community tree board
2. Publicize and begin applying Chickamauga's existing 1979 tree ordinance
3. Document that the city is spending $2.00 per capita for trees and tree care
4. Develop an Arbor Day proclamation for the mayor to endorse
5. Apply for certification through the Arbor Day Foundation

6

Action Item: 2016 Christmas Parade: "Christmas Movie Memories"

Lead: Kelly Looney

Partners: Chickamauga Community Growth Association (CCGA) and Gordon Lee High School

Timeline: August—December 2016

Funding: CCGA and contestant fees for awards

Obstacles: Time, coordinating use of space

Steps:

1. Work with the city to determine a parade route
2. Collaborate with city leaders to make needed arrangements like police and trash pickup
3. Request usage of the GLHS horseshoe
4. Setup a CCGA post office box for returned application
5. Create an application info sheet
6. Contact and recruit antique car and tractor owners for the parade
7. Promote the application and the event using Facebook, word of mouth, and City Hall

7 ACTION ITEMS FOR VOLUNTEERS

Action Item: Christmas in the Streets 2016 - Downtown Decorations

Lead: Kelly Looney

Partners: CCGA, downtown merchants, Chickamauga Elementary Summer Care, and local citizens
Timeline: November 2016

Funding: CCGA funding TBD

Obstacles: Time, volunteers

Steps:

1. Solicit donations of fabric, rope, and other supplies from local merchants
2. Provide craft materials to the community volunteers and Summer Care students
3. Collaborate with volunteers and set dates for hanging lights downtown
4. Work with volunteers and local artists to create temporary exterior window display/decorations in empty storefronts

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8

Action Item: Train Greeters

Lead: Chickamauga Community Growth Association (CCGA)

Partners: CCGA, Chickamauga Women's Club, Friends of the Mansion, downtown merchants, Chickamauga Depot and Civil War reenactors, and Tennessee Valley Railroad Museum

Timeline: August 2016—February 2017

Funding: Funding TBD

Obstacles: Many dates, attracting more volunteers, and lack of communication

Steps:

1. Post train dates on social media sites to coordinate volunteer efforts
2. Confirm dates with groups to greet train passengers
3. Contact reenactors to repeat the reenactment street shootouts for train passengers
4. Arrange golf carts to transport train passengers to and from the Gordon-Lee Mansion
5. Partner with merchants and FOGLM to fund black powder for soldiers
6. Kim from Sound Accounting will work with the quilt shop to acquire materials to make period attire

ACTION ITEMS FOR VOLUNTEERS

9

Action Item: More Festivals and Events (Pumpkin Festival)

Lead: Jennifer Tarvin

Partners: CCGA and downtown merchants

Timeline: May—October 2016

Funding: Private donations

Obstacles: Time, attracting volunteers

Steps:

1. Conduct first planning meeting June 9, 2016
2. Work with stakeholders to pick an appropriate date for new festival
3. Contact potential vendors
4. Create a video for display on the City Hall sign
5. Develop a letter for sponsors
6. Advertise and promote the festival to schools and the community

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10

Action Item: Depot Interior Cleanup

Lead: Jennifer Tarvin

Partners: City staff

Timeline: August—December 2016

Funding: Private donations

Obstacles: Defining areas, cleaning, sorting, and determining what should be on display

Steps:

1. Work with the new owners of Nance Jewelers about donating or selling glass display cabinets for the depot
2. Remove and replace carpet with 600 feet of donated carpet
3. Request that City Hall to approve donated carpet
4. Develop a strategy for interior cleanup
5. Coordinate cleanup efforts with volunteers and city staff
6. Collaborate to determine an optimal date to clean

ACTION ITEMS FOR VOLUNTEERS

11

Action Item: New Wood Gate at Depot Ramp

Lead: Charles Wallace

Partners: Boy Scouts and Michael Haney

Timeline: August—December 2016

Funding: City funding TBD

Obstacles: N/A

Steps:

1. Collaborate with city leaders and staff to direct process
2. Talk to interested local Eagle Scouts
3. Designate an optimal time for construction to take place
4. Determine a source of project funding
5. Work with Michael Haney to provide city funding
6. Build and install new wood gate

12

Action Item: Depot Exterior Cleanup

Lead: Chickamauga Community Growth Association (CCGA)

Partners: Local volunteers

Timeline: April 2016

Funding: CCGA, City funding

Obstacles: Gathering volunteers

Steps:

1. Contact potential volunteers
2. Collaborate with interested volunteers to pick an optimal date
3. Promote cleanup and request volunteers in local newspapers and social media
4. Sweep and scrub building exterior
5. Clean up the back lot and rear storage buildings
6. Contact city staff to remove Plexiglas and clean windows

ACTION ITEMS FOR VOLUNTEERS

13

Action Item: First Friday

Lead: Jennifer Tarvin

Partners: Downtown merchants, City of Chickamauga

Timeline: August—December 2016

Funding: Merchant donations, and city funding

Obstacles: Determining optimal time

Steps:

1. Meet with downtown merchants and request their support
2. Talk with city leaders to identify a date and possible support
3. Determine a location, appropriate activities, and music
4. Commit to three consecutive months
5. Develop a promotional out campaign and advertise in local newspapers, radio, and social media
6. Create a method to move people throughout downtown and into stores, possibly a passport
7. Conduct a raffle at the end of the evening for people that have visited all of the participating shops and restaurants

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14

Action Item: Playground at Chickamauga Baseball Fields

Lead: Renee Best

Partners: Wes Brown, Ronald Ramsey

Timeline: August 2016—Fall 2019

Funding: $10,000, possible city funding, private donations

Obstacles: Funding

Steps:

1. Contact city leaders and the Chickamauga Recreation Department to determine steps for implementation
2. Price appropriate equipment and estimate cost of improvements
3. Identify potential funding sources
4. Consider soliciting donations from attendees at games and youth baseball teams
5. Contact potential volunteers to provide labor

ACTION ITEMS FOR VOLUNTEERS

15

Action Item: Historic Preservation Guidelines

Lead: Jim Staub

Partners: City of Chickamauga Historic Preservation Commission (HPC)

Timeline: September 2016 – Spring 2017

Funding: N/A

Obstacles: Involved property owners and City of Chickamauga

Steps:

1. Find National Register of Historic Places paperwork
2. If it exists, locate the survey of historic district
3. Update or complete a survey of the historic district
4. Work with property owners to determine appropriate ordinances
5. Re-group with Chickamauga HPC and develop a plan of engagement
6. Collaborate with local leaders to charter HPC
7. Gather property owners of historic properties and discuss potential guidelines

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16

Action Item: Shop Downtown Campaign

Lead: Harry Kythas

Partners: Mark and Susan Veazey, Chickamauga Community Growth Association

Timeline: August – December 2016

Funding: N/A

Obstacles: N/A

Steps:

1. Meet with Chickamauga Community Growth Association
2. Develop a "Frequent Buyer Card" for patrons of downtown businesses
3. Talk to business with electronic signs to promote campaign
4. Work with local volunteers to develop signage
5. Promote the campaign on social media and local newspapers
6. Kick off the campaign at the First Friday event

1 ACTION ITEMS FOR PRIVATE SECTOR

Action Item 1: MOU City/SouthCrest Bank

Lead: Harry Kythas

Partners: Micheal Haney, City Attorney

Timeline: August—September 2016

Funding: N/A

Obstacles (stumbling blocks): Liability issues

Steps (what are you going to do when you leave this meeting):

1. Have the city attorney meet with Harry to discuss creating a MOU to allow public use of SouthCrest's plaza space
2. Develop MOU that releases SouthCrest Bank from liability of the plaza space
3. Within the MOU, include a sunset clause or need for annual renewal to assure SouthCrest Board of Directors
4. Present MOU to board
5. Adjust MOU as appropriate and endorse

Action Item 2: First Baptist Church Student Center

Lead: Marla Prince

Partners: First Baptist Church and Pastor Thad and Jerry Prince

Timeline: August 2016—May 2017

Funding: Fully funded

Obstacles: N/A

Steps:

1. Begin construction on the 6,500 square feet First Baptist Church Student Center
2. Plan for the completion of the center November 2016
3. Use social media and student volunteers to promote the space for students at Gordon Lee High School and local youth
4. Work with other partners like the Elizabeth Lee United Methodist Church's 5th Quarter program to make sure youth are engaged

3 ACTION ITEMS FOR PRIVATE SECTOR

Action Item 3: Business Vacancy List

Lead: Lacey Wilson

Partners: Bobby Teems, City of Chickamauga, Walker County, and Walker County Chamber of Commerce

Timeline: August—February 2016

Funding: N/A

Obstacles: Gathering content and keeping data updated

Steps:

1. Discuss with local realtors and economic development partners to identify tools already available
2. Conduct a block-by-block audit or identify another method for gathering content
3. Promote list to landlords, potential investors, realtors, and the general public
4. Decide how to display available properties on both city and county websites
5. Incorporate the business vacancy list on Walker County Chamber of Commerce website

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4

Action Item 4: Walking Tour Phone App

Lead: Lacey Wilson

Partners: Fanci Moore, Janet Landers, and Walker County Chamber of Commerce

Timeline: August – February 2016

Funding: Walker County Chamber of Commerce funding

Obstacles: Gathering content, promoting app

Steps:

1. Follow up with app vendor to begin developing a walking tour app for downtown
2. Using the points-of-interest map and other resources, build list of destinations to include
3. Set deadline for launching app in partnership with other cities
4. Add local businesses, tourist destinations, and associated content to the app
5. Promote the app in local newspapers, radio, and social media
6. Create a link to download the app on city, county, and Chamber of Commerce websites

---

5

Action Item 5: Ice Cream/Sandwich Shop

Lead: Marla Prince

Partners: Jerry Prince

Timeline: November 2016 - March 2017

Funding: Privately funded, possible city support

Obstacles: Part time contracts

Steps:

1. Work to provide free food, drinks, entertainment on Friday night football home games
2. Completion March 1st, 2017

1 ACTION ITEMS FOR THE CITY

Action Item 1: IRONMAN Triathlon Events

Lead: Fanci Moore

Partners: Chickamauga Police Department, Chickamauga Community Growth Association, City of Chickamauga, Walker County, and Chamber of Commerce

Timeline: 2014—Ongoing

Funding: IRONMAN funding, possible grant funding TBD

Obstacles: Educating the public and soliciting involvement from Walker County Tourism.

Steps:

1. Meet with representatives from the Police Department, city and county governments, and CCGA to develop a plan for Ironman events and accommodating athletes and visitors
2. Provide local nonprofits grant information for volunteers
3. Publicize events in local newspaper, radio, and social media sites
4. Locate and contact vendors for 140.6 race
5. Contact band leaders at Gordon Lee High School and discuss GLHS playing during the race
6. Discuss accommodating an influx of Ironman visitors with managers of the General Bragg Inn and local lodging providers
7. Contact regional television and other media to cover the 2017 Ironman World Championships in Chickamauga

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Action Item 2: Dining Options for Train Riders

Lead: Fanci Moore

Partners: Local restaurants and Tennessee Valley Railroad

Timeline: March 2016

Funding: Funding TBD

Obstacles: Locating and setting up additional seating

Steps:

1. Contact Tennessee Valley Railroad's Chickamauga Turn Train Excursion to create a menu to allow the passengers to pick out a meal before they arrive in Chickamauga
2. Locate and work with local restaurants to provide meals for train tourists
3. Contact restaurants that have agreed to provide food prior to the train ride to ensure they have adequate supplies
4. Update local restaurant partners the morning of the train ride
5. Before the train arrives, deliver boxed lunches for tourists to pick them up in front of Vintage Café. This helps expedite the passengers' time so they have a chance to visit the Mansion and shops instead of sitting in a restaurant, but the restaurants still receive business.
6. When large groups visit, additional seating is required. Continue looking for additional seating and volunteers to help set up tables and chairs in front of Georgia Power downtown.

3 ACTION ITEMS FOR THE CITY

Action Item 3: Veteran's Museum Building Cleanup

Lead: Micheal Haney

Partners: City staff

Timeline: March 2016

Funding: City funding TBD

Obstacles: N/A

Steps:

1. Collaborate with city staff and maintenance workers to renovate front apartment
2. Contact local businesses to source flooring, paint, and related construction materials
3. Remove and replace carpets, paint interior walls, update lighting
4. Pressure wash and scrape exterior of building prior to painting
5. Paint exterior of building
6. Contact local newspapers and social media to advertise rental space

---

4

Action Item 4: Restriping Downtown Parking

Lead: Micheal Haney

Partners: City staff

Timeline: March—August 2016

Funding: City funding TBD

Obstacles: N/A

Steps:

1. Contact appropriate city staff and maintenance personnel to plan restriping of downtown parking
2. Develop a timeline for restriping and contact local police and downtown merchants
3. Source paint and materials from local businesses
4. Block traffic and set up traffic cones where appropriate to begin restriping
5. Restripe existing downtown parking

5 ACTION ITEMS FOR THE CITY

Action Item 5: Pressure Wash Awnings on Vacant Buildings

Lead: Micheal Haney

Partners: City staff

Timeline: August—September 2016

Funding: City funding TBD

Obstacles: N/A

Steps:

1. Determine vacant properties downtown with a block-by-block audit of downtown properties
2. Locate and contact property owners of vacant and derelict properties
3. Ask for permission of property owners to pressure wash the awnings of vacant buildings
4. Assign pressure washing to city employee or maintenance crew
5. Continue to use data developed from the block-by-block audit to attract new investment downtown and ensure maintenance of vacant properties

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Action Item 6: Downtown Tourist Map

Lead: Micheal Haney

Partners: Carl Vinson Institute of Government, CCAG

Timeline: August 2016

Funding: Included in Institute of Government fee

Obstacles: N/A

Steps:

1. Conduct a block-by-block inventory of downtown businesses
2. Develop a downtown map for tourists with listings for local businesses, restaurants, and points of interest
3. Print multiple large copies and display at the depot, City Hall, and other locations popular with tourists
4. Print small copies as a flyer for tourists and leave copies at the depot and other popular sites
5. Continue to use and update list of city businesses and points of interest

7 ACTION ITEMS FOR THE CITY

Action Item 7: Downtown Alley Water and Sewer Improvements

Lead: Micheal Haney

Partners: Angela Steedley, Carl Vinson Institute of Government

Timeline: March 2016—October 2017

Funding: TBD, Possible Community Development Block Grant

Obstacles: N/A

Steps:

1. Work with Institute of Government to develop a plan for the alley behind the depot
2. Compile renderings and the plan to market the improvement project to downtown merchants
3. Develop a Community Block Grant proposal using the plan and renderings to attract funding for the project
4. If funded, publicize project in local newspapers and media outlets
5. Locate local contractors and begin construction

8

Action Item 8: Chickamauga Depot Welcome Center

Lead: Micheal Haney

Partners: Local volunteers and CCAG

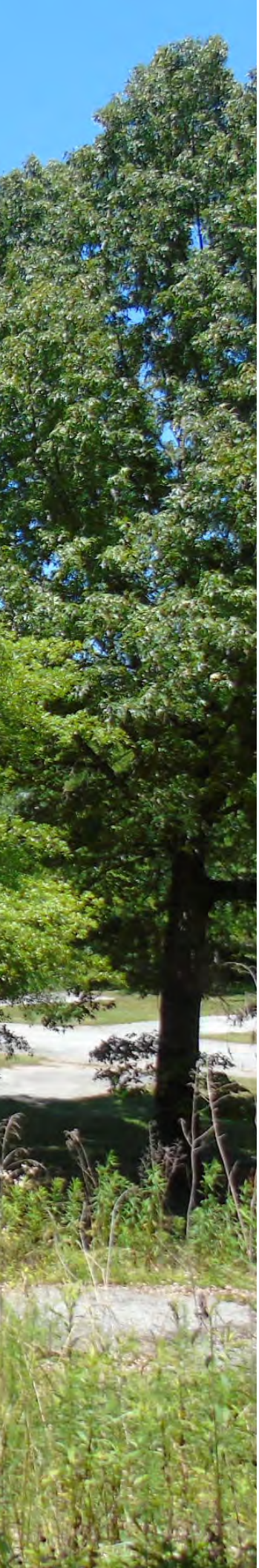
Timeline: August—November 2016

Funding: City and other funding TBD

Obstacles: N/A

Steps:

1. Work with volunteers and city staff to clean out the main room of the Chickamauga Depot
2. Work with Carl Vinson Institute of Government to create an interior design plan and vision for the space
3. Work with local engineers and city staff to determine structural integrity of the building
4. Determine a budget to overhaul the space as a resource for visitors
5. Fundraise to support the development of a welcome center in the property
6. Work with local contractors, city staff, and volunteers to paint, update, and implement the design for the welcome center



APPENDIX

JEWELL ARBORETUM, PHASE I

Phase I of the Jewell Arboretum masterplan prioritizes the cleanup of the site and the establishment of a central grand allée to create the bones for future expansion. Blocked to vehicular traffic by bollards and comprised of a series of majestic native trees, the grand allée creates a unified, shaded pedestrian and bike-friendly corridor and introduces opportunity to highlight the unique ornamental plants and diverse species included in the garden rooms established in Phase IV. Specimen plantings of rare and unique native trees help to break up the allée while providing focal points for future garden rooms.

None of these improvements and plantings can take place without further cleanup of the site. Phase I plans for the removal of 55 former trailer slips and over 46,000 sq. ft. of asphalt paving on both the east and west sides of the property. While the itemized cost of these improvements reflects national cost estimates, foundation officials in charge of the arboretum might be able to obtain in-kind donations of labor. Additionally, after the asphalt has been removed, it is essential that the soil be amended. Foundation leaders should consider contacting an arborist to supervise planting and create positive conditions for the establishment of new trees. Local 4H, FFA, garden clubs, and other stakeholder groups should also be contacted for assistance establishing new trees and providing labor like mulching as well as future needs like weekly watering.

PO (18)
CK (3)
AA (3)
LT (7)
UAVF
TDAG

JEWELL ARBORETUM

PHASE I: GRAND ALLÉE PLANTING PLAN

LARGE DECIDUOUS ALLÉE TREES

AMERICAN SYCAMORE (PO)
Platanus occidentalis
QTY: 18
PRICING: $88.00/2" Cal. W.B. ($1,584.0)

TULIP POPLAR (LT)
Liriodendron tulipifera
QTY: 7
PRICING: $50/1-1/2" Cal. B&B ($350.00)

AMERICAN ELM (UAVF)
Ulmus americana 'Valley Forge'
QTY: 12
PRICING: $104/2" Cal. W.B. ($1,248)

RED MAPLE (AROG)
Acer rubrum 'October Glory'
QTY: 7
PRICING: $88.00/2" Cal. W.B. ($616.00)

SPECIMEN ALLÉE TREES
SYMBOL FOR ALL SPECIMENS:

YELLOWWOOD (CK)
Cladrastis kentukea
QTY: 3
PRICING: $76.00/1-1/2 in. Cal. B&B

BIGLEAF MAGNOLIA (MM)
Magnolia macrophylla
QTY: 1
PRICING: $30/#3 container

BALD CYPRESS (TD)
Taxodium distichum 'Autumn Gold'
QTY: 1
PRICING: $80.00/#25 container

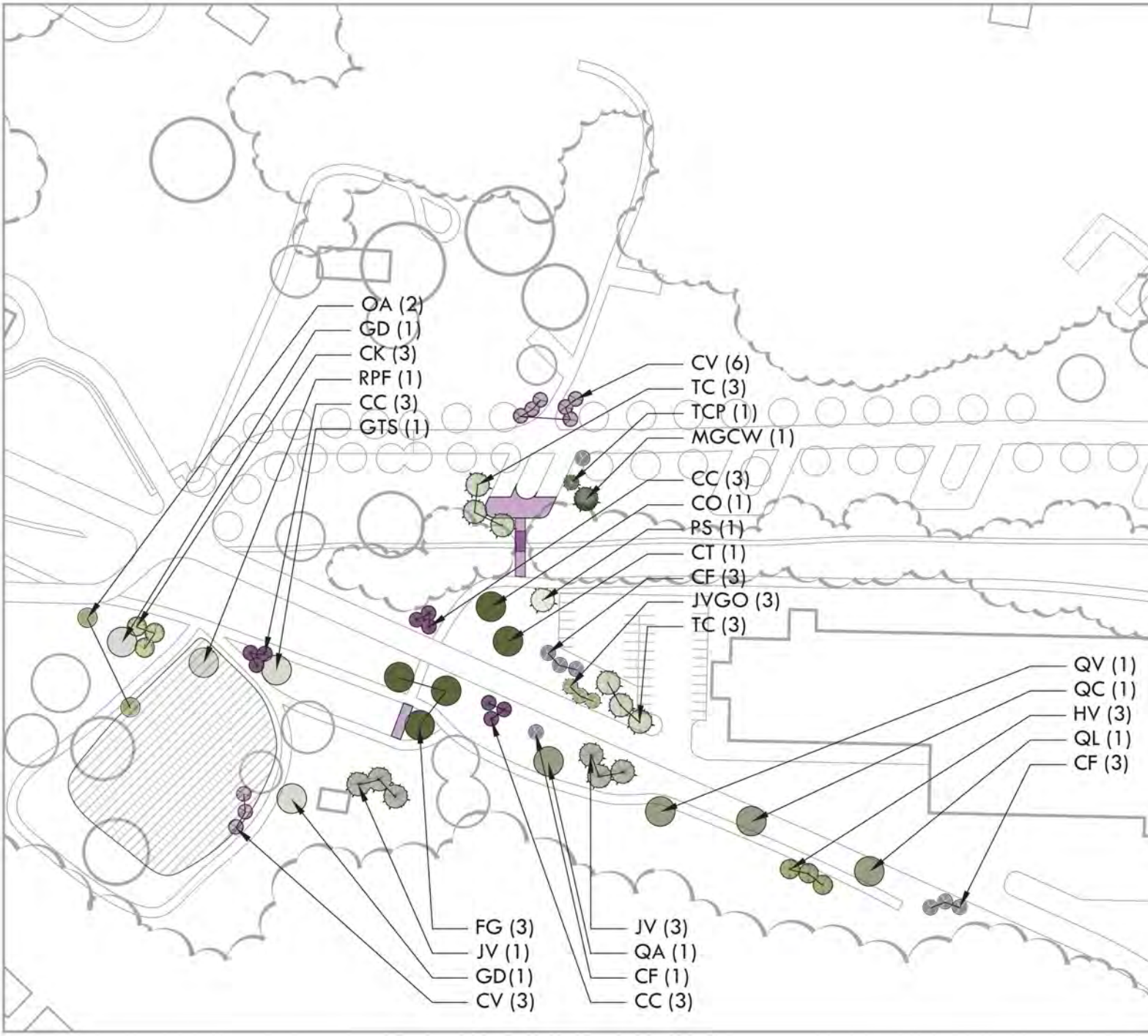
YELLOW BUCKEYE (AF)
Aesculus flava
QTY: 1
PRICING: $90/2 in. Cal. W.B.

SERVICEBERRY (AA)
Amelanchier arborea
QTY: 3
PRICING: $65.00/#25 container

SELECTIVE DEPAVING
55 TRAILER SLIPS
APPROXIMATE AREA: 46,750 SQFT
PRICING: $2.50/SQFT

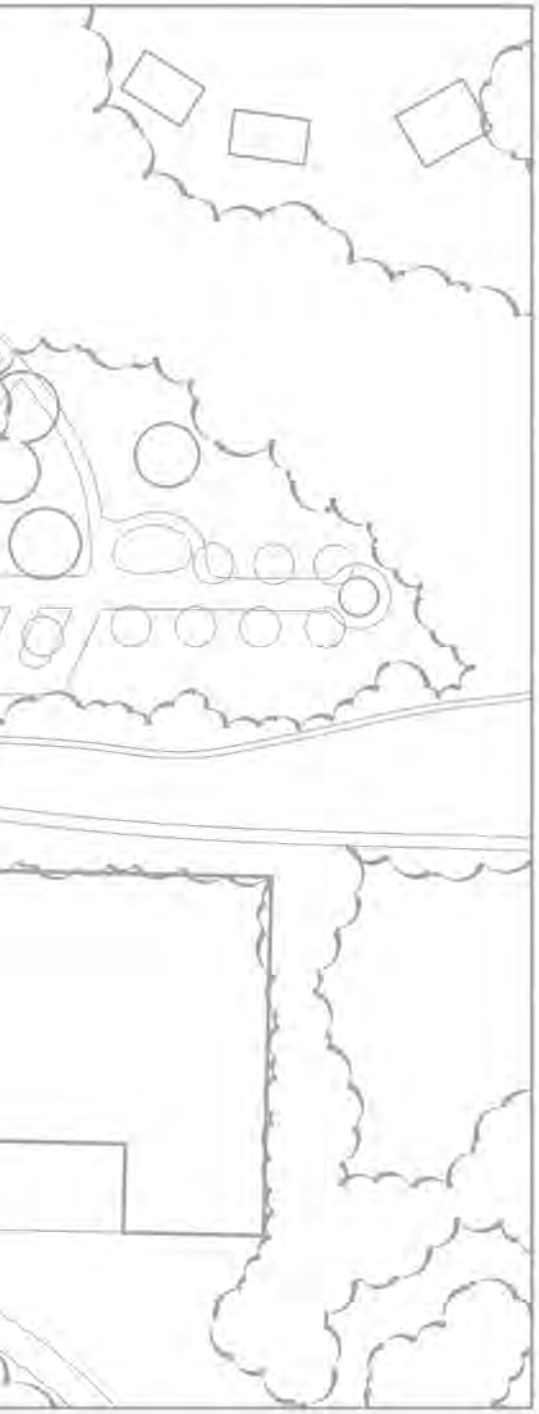
PHASE I TOTAL: $121,296.00
ALLÉE SUBTOTAL: $3,798.00
SPECIMEN SUBTOTAL: $623.00
DEPAVING: $116,875.00

NOTES ON PRICING: TREE PRICING: [http://www.hiddenvalleynursery.com/index.php], [http://www.pleasantcovenursery.com/], [http://thehoneytreenursery.com/]; DEPAVING ESTIMATE: [http://home.costhelper.com/asphalt-removal.html]



IMPLEMENTATION & PLANTING PLAN, PHASE II:

With the establishment of the central core of the site in Phase I, Phase II of the arboretum masterplan focuses on connecting the divided site with existing trails and parks and creating the gateway experience desired by the community. The arboretum's highly visible frontage along Georgia 341 creates an opportunity to attract future visitors and broadcast Chickamauga's values and high quality of life to outside visitors. New plantings of handsome native trees and ornamental plantings now greet travelers on GA 341 while selective paving helps to create links to original trails. A new prefabricated pedestrian bridge over the Coke Oven Branch connects both halves of the site while linking the arboretum to surrounding neighborhood parks. A flexible passive recreation lawn on the southeastern corner of the site could house a Frisbee golf course, an amenity desired by the local community.



JEWELL ARBORETUM

PHASE II: ARBORETUM GATEWAY PLANTING PLAN

SPECIMEN TREES

EASTERN REDBUD (CC)
Cercis canadensis
QTY: 9
PRICING: $75.00/2" Cal. W.B. ($675.00)

FRINGETREE (CF)
Chionanthus virginicus
QTY: 9
PRICING: $75.00/1-1/2" Cal. B&B ($675.00)

YELLOWWOOD (CK)
Cladrastis kentukea
QTY: 3
PRICING: $76.00/1-1/2" Cal. B&B ($228.00)

DOGWOOD (CF)
Cornus florida
QTY: 8
PRICING: $80.00/2" Cal. W.B. ($640.00)

WITCH HAZEL (HV)
Hamamelis virginiana
QTY: 3
PRICING: $50.00/1-1/2" Cal. WB ($150.00)

SOURWOOD (OA)
Oxydendrum arboreum
QTY: 2
PRICING: $50.00/1-1/2" Cal. WB ($100.00)

EVERGREEN TREES

EASTERN RED CEDAR (JV)
Juniperus virginiana
QTY: 6
PRICING: $57.00/5-6' B&B ($342.00)

GRAY OWL JUNIPER (JVGO)
Juniperus virginiana 'Grey Owl'
QTY: 3
PRICING: $14.00/#3 container ($42.00)

SOUTHERN MAGNOLIA (MGCW)
Magnolia grandiflora 'Claudia Wannamaker'
QTY: 1
PRICING: $95.00/7-8' WB ($95.00)

WHITE PINE (PS)
Pinus strobus
QTY: 1
PRICING: $57.50/6-8' B&B ($57.50)

EASTERN HEMLOCK (TC)
Tsuga canadensis
QTY: 6
PRICING: $57.50/4-5' WB ($345.00)

WEEPING EASTERN HEMLOCK (TCP)
Tsuga canadensis 'Pendula'
QTY: 1
PRICING: $250.00/3' B&B ($250.00)

LARGE DECEDUOUS TREES

LOCUST FAMILY

SKYLINE HONEY LOCUST (GTS) - QTY: 1
Gleditsia triacanthos 'Skycole' - $63.00/1-1/2" Cal.($63.00)

KENTUCKY COFFEETREE (GD) - QTY: 2
Gymnocladus dioicus - $86.00/1-1/2" Cal. ($172.00)

FRISIA BLACK LOCUST (RPF) - QTY: 1
Robinia pseudoacacia 'Frisia' - $83.00/2" Cal. ($83.00)

HICKORY FAMILY

AMERICAN BEECH (FG) - QTY: 3
Fagus grandifolia - $25.00/5-6' B&B ($75.00)

MOCKERNUT HICKORY (CT) - QTY: 1
Carya tomentosa - $43.00/#15 container ($43.00)

SHAGBARK HICKORY (CO) - QTY: 1
Carya ovata - $ 27.00/#7 container ($27.00)

OAK FAMILY

WHITE OAK (QA) - QTY: 1
Quercus alba - $80.00/2" Cal. W.B. ($80.00)

BLACK OAK (QV) - QTY: 1
Quercus velutina - $150.00/2" Cal. W.B. ($150.00)

SCARLET OAK (QC) - QTY: 1
Quercus coccinea - $95.00/2" Cal. W.B. ($95.00)

OVERCUP OAK (QL) - QTY: 1
Quercus lyrata - $80.00/2" Cal. W.B. ($80.00)

TRAILS & CONNECTIONS

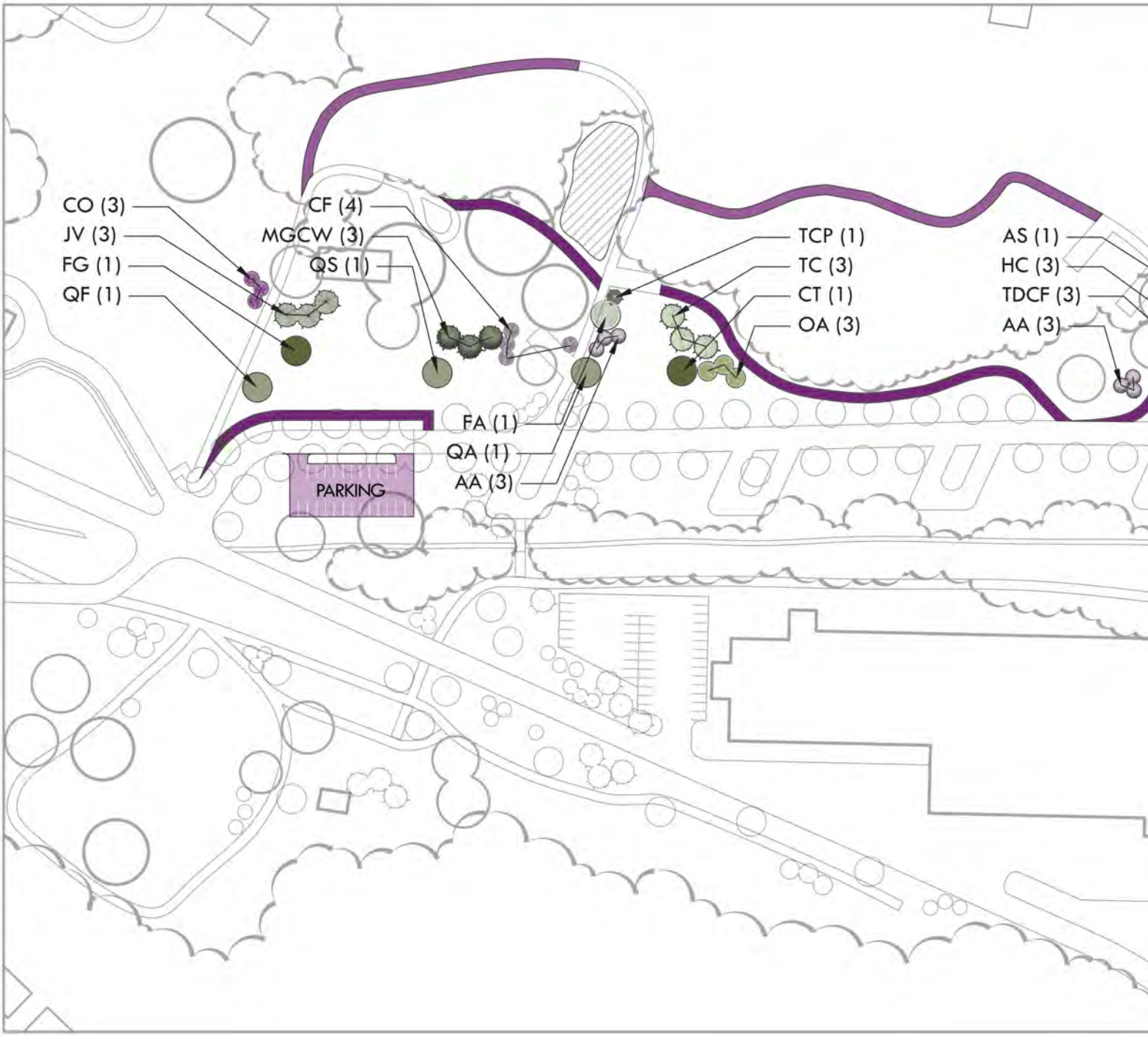
SELECTIVE PAVING
APPROXIMATE AREA: 2151 SQFT
PRICING: $6.25 - $7.98/SQFT ($13.443.75)

PEDESTRIAN BRIDGE
20' PREFABRICATED STEEL TRUSS BRIDGE
PRICING: $400-$1,500/LINEAR FT ($19,000.00)

FRISBEE GOLF AREA
31,475 SQFT FLEXIBLE TURF AREA
PRICING: TBD

PHASE II TOTAL: $37,811.25
PLANT MATERIAL SUBTOTAL: $5,367.50
PACING SUBTOTAL: $13,443.75
PEDESTRIAN BRIDGE SUBTOTAL: $19,000.00

NOTES ON PRICING: TREE PRICING: [https://www.plantant.com]; [http://www.hiddenvalleynursery.com/index.php], [http://www.pleasantcovenursery.com/]; PAVING ESTIMATE: [http://www.homewyse.com/services/cost_to_install_concrete_sidewalk.html]; BRIDGE ESTIMATE: [http://www.andersonbridges.com/#!cost/c1114]



IMPLEMENTATION & PLANTING PLAN, PHASE III

Phase III builds out the western half of the site and creates interior connections linking the diverse conditions of the site. New paved and unpaved multiuse trails highlight existing trees, ecological communities, and scenic viewsheds while creating more recreation opportunities for visitors. Foundation leaders should prioritize creating these connections with as little disturbance as possible to the existing tree canopy. A new parking lot serves as a trailhead near the intersection of many of the site's multiuse pathways. Vehicular activity is limited to the parking lot at the periphery of the site, removing automobile activity from the remainder of the site's trail network. Plantings of handsome native trees throughout soften the appearance and help to restore some of the site's cleared slopes. A highlighted area illustrates the opportunity for a terraced herb, rose, or other garden on the east facing slope of Chestnut Hill. This garden could be a community project for local scout troops, garden clubs, the 4H, or other community groups.

JEWELL ARBORETUM

PHASE III: ARBORETUM NORTHSIDE PLANTING PLAN

SPECIMEN TREES

SERVICEBERRY
Amelanchier arborea
QTY: 6
PRICING: $35.00/5-6' WB ($210.00)

DOGWOOD (CF)
Cornus florida
QTY: 4
PRICING: $80.00/2" Cal. W.B. ($320.00)

AMERICAN SMOKETREE (CO)
Cotinus obovatus
QTY: 3
PRICING: $85.00/ 8-10' WB ($255.00)

WHITE ASH (FA)
Fraxinus americana
QTY: 1
PRICING: $65.00/2-2.5" Cal. W.B. ($65.00)

CAROLINA SILVERBELL (HC)
Halesia carolina
QTY: 3
PRICING: $20.00/#10 Container ($60.00)

SOURWOOD (OA)
Oxydendrum arboreum
QTY: 3
PRICING: $50.00/1-1/2" Cal. WB ($150.00)

WEEPING BALD CYPRESS (TDCF)
Taxodium distichum 'Cascade Falls'
QTY: 3
PRICING: $90.00/ 2" Cal. B&B ($180.00)

EVERGREEN TREES

EASTERN RED CEDAR (JV)
Juniperus virginiana
QTY: 3
PRICING: $57.00/5-6' B&B ($171.00)

SOUTHERN MAGNOLIA (MGCW)
Magnolia grandiflora 'Claudia Wannamaker'
QTY: 3
PRICING: $95.00/7-8' WB ($285.00)

EASTERN HEMLOCK (TC)
Tsuga canadensis
QTY: 3
PRICING: $57.50/4-5' WB ($172.50)

WEEPING EASTERN HEMLOCK (TCP)
Tsuga canadensis 'Pendula'
QTY: 1
PRICING: $250.00/3' B&B ($250.00)

LARGE DECEDUOUS TREES

MAPLE FAMILY

CHALK MAPLE (AL) - QTY: 3
Acer leucoderme - $40.00/#15 Container ($120.00)

SUGAR MAPLE (AS) - QTY: 1
Acer saccharum - $80.00/2" Cal. WB ($80.00)

HICKORY FAMILY

AMERICAN BEECH (FG) - QTY: 2
Fagus grandifolia - $25.00/5-6' B&B ($50.00)

MOCKERNUT HICKORY (CT) - QTY: 1
Carya tomentosa - $43.00/#15 container ($43.00)

OAK FAMILY

WHITE OAK (QA) - QTY: 1
Quercus alba - $80.00/2" Cal. W.B. ($80.00)

SOUTHERN RED OAK (QF) - QTY: 1
Quercus falcata - $75.00/2" Cal. W.B. ($75.00)

SHUMARD OAK (QS) - QTY: 1
Quercus shumardii - $75.00/2" Cal. W.B. ($75.00)

TERRACE GARDEN

TOTAL APPROXIMATE AREA: 7,176 SQFT
PRICING: TBD

TRAILS & CONNECTIONS

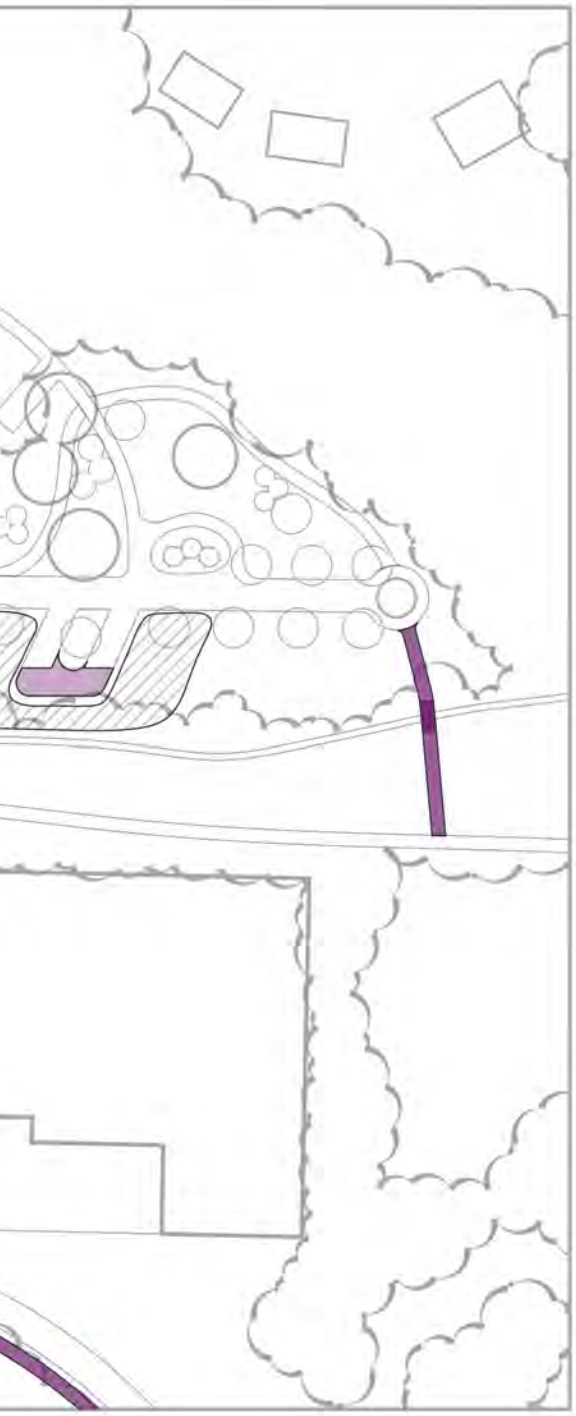
PAVED MULTIUSE TRAIL
TOTAL APPROXIMATE LINEAR FEET: 1266'
PRICING: $189,200/MILE ($28,597.80)

UNPAVED MULTIUSE TRAIL
TOTAL APPROXIMATE LINEAR FEET: 828'
PRICING: $10,775/MILE ($1,691.68)

PAVED PARKING LOT
TOTAL APPROXIMATE AREA: 7,184 SQFT
PRICING: $1.50/SQFT ($10,776.00)

PHASE III TOTAL: $43,712.98
PLANT MATERIAL SUBTOTAL: $2,641.50
TRAILS & PARKING SUBTOTAL: $41,071.48

NOTES ON PRICING: TREE PRICING: [https://www.plantant.com]; [http://www.hiddenvalleynursery.com/index.php]; [http://www.pleasantcovenursery.com/]; PAVING ESTIMATE: [http://www.homewyse.com/services/cost_to_install_concrete_sidewalk.html]; BRIDGE ESTIMATE: [http://www.andersonbridges.com/#!cost/c11t4]



JEWELL ARBORETUM

PHASE IV: ARBORETUM GARDEN ROOM PLANTING PLAN

PLANT MATERIAL

THEMED GARDEN ROOMS
APPROXIMATELY 9,410 SQFT GARDEN ROOMS
THEMED GARDEN ROOM BY OWNER
PRICING: TBD

TRAILS & CONNECTIONS

PAVED MULTIUSE TRAIL
TOTAL APPROXIMATE LINEAR FEET: 1,661'
PRICING: $189,200/MILE ($59,598.00)

SELECTIVE PAVING
APPROXIMATE AREA: 4,212 SQFT
PRICING: $6.25 - $7.98/SQFT ($26,325.00)

PEDESTRIAN BRIDGE
20' PREFABRICATED STEEL TRUSS BRIDGE
PRICING: $400-$1,500/LINEAR FT ($19,000.00)

PHASE IV TOTAL: $104,923.00
PLANT MATERIAL SUBTOTAL: TBD
TRAILS & PARKING SUBTOTAL: $104,923.00

IMPLEMENTATION & PLANTING PLAN, PHASE IV:

Phase IV finalizes the arboretum masterplan with final connections and the establishment of the themed garden rooms central to the overall design. While delineated, these spaces are left unplanned here in order to provide an opportunity for community input. These areas could be perfect projects for local civic groups, high schoolers, and garden clubs to create the types of gardens they find reflective of Chickamauga's community experience. Examples might include a Cherokee, Pioneer, productive, medicinal, or other themed garden. In addition to the garden rooms, Phase IV completes on-site paving and creates direct connections to the surrounding coke ovens complex and beyond with paved multiuse trails and an additional 20' prefabricated pedestrian bridge to fully connect the site to surrounding community assets.

TRAIN DEPOT WELCOME CENTER

The furnishings and decor included in the Train Depot Welcome Center Decor / Furnishings List are those shown in the interior conceptual renderings on pages 48-51.

TRAIN DEPOT WELCOME CENTER

Decor / Furnishings List

Paint Color: Sherwin Williams
SW 6211, Rainwashed
Interior / Exterior
Locator Number: 218-C1

North Adams Spruce/Grey Area Rug by Trent Austin Design
Price: $954.00
Dimensions: 11’ x 15’
Quantity: 1
http://www.wayfair.com/North-Adams-Area-Rug-TADN2010-TADN2010.html

Deidrian Triple Shelving 84” Étagère by Kingstown Home
Price: $758.99
Quantity: 2
Dimensions: 84” H x 84” W x 15” D
http://www.wayfair.com/Deidrian-84-Triple-Shelving-Bookcase-KMDS1797.html

Riverland Console Table by Beachcrest Home
Price: $402.99
Quantity: 1
Overall dimensions: 30” H x 64.12” W x 15” D
http://www.wayfair.com/Riverland-Console-Table-SEHO2562-SEHO2562.html

Harrow Arm Chair by Hokku Designs
Price: $214.99
Quantity: 1
Dimensions: 35.75” H x 34.5” W x 37.13” D
http://www.wayfair.com/Harrow-Arm-Chair-JEG-BD7167-KUI6122.html

Madison Park Brentwood Oval Back Exposed Wood Arm Chair by Madison Park
Price: $198.52
Quantity: 2
Dimensions: 40.75” H x 27.5” W x 28.5” D
http://www.wayfair.com/Madison-Park-Brentwood-Oval-Back-Exposed-Wood-Arm-Chair-FPF18-0154-MIZ1238.html?piid[0]=15020044

Carthusia Tufted Sofa by Darby Home Co.
Price: $779
Quantity: 2
Upholstery: Grey
Dimensions: Overall Height - Top to Bottom: 29.13, Overall Width - Side to Side: 91.25, Overall Depth - Front to Back: 37.75
http://www.wayfair.com/Ivy-Tufted-Button-Linen-Sofa-DBHC2841-DBHC2841.html

Wolfsburg Coffee Table by Trent Austin Design
Price: $374.00
Quantity: 1
Dimesions: 19.5” H x 50” W x 28” D
http://www.wayfair.com/Wolfsburg-Coffee-Table-TADN2022-TADN2022.html

End Table by Trent Austin Design
Price: $97.99
Quantity: 1
Dimensions: 25” H x 20” W x 20” D
http://www.wayfair.com/Davey-End-Table-TADN2213-TADN2213.html

Harlan Square Side Table by Birch Lane
Price: $89.00
Quantity: 4
Dimensions: 24” H x 17.25” W x 17.25” D
http://www.wayfair.com/Harlan-Square-Side-Table-BL5069-BL11854.html

Rachael Entertainment Center by August Grove
Price: $394.99
Quantity: 2
Dimensions: 37” H x 37” W x 14” D
http://www.wayfair.com/Rachael-Entertainment-Center-ATGR2038-ATGR2038.html

26.5” H Table Lamp with Drum Shade by Mercury Row
Price: $76.99
Quantity: 2
Dimensions: 26.5” H x 14” W x 14” D
http://www.wayfair.com/26.5-H-Table-Lamp-with-Drum-Shade-MCRR6736-MCRR6736.html