

Vision Chickamauga

*“Focusing on Quality Growth,
Preservation, and Community Values”*

*A Strategic Agenda for
Chickamauga, Georgia*

September 2005

Prepared by the Northwest Georgia Joint Development Authority
with assistance from the Tennessee Valley Authority



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The Steering Committee reached consensus on the following “vision statement” for the future of Chickamauga. It was prepared after much thought and discussion regarding the desired characteristics and values of a prosperous and unified Chickamauga community.

Vision for the Future

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.

This report is the result of an inclusive, participatory community strategic planning process. The ideas and recommendations in the report are based on input from residents, business and civic leaders, and elected officials.

Introduction

Chickamauga is a growing and changing community with a proud heritage and a promising future. It serves as a major focal point of Civil War history. With its close proximity and easy access to Chattanooga and the newly developed bypass, growth and change are inevitable in the coming decades. The challenge facing local leaders is ensuring that such growth and change reflect local values and goals, while protecting and enhancing the community's quality of life and historical heritage. Meeting the challenge involves establishing a widely-shared vision of the desired future, building consensus on key goals, ensuring opportunities for citizen engagement, and continuously working together to make the Chickamauga community an even better place to live. The Vision Chickamauga "Focusing on Quality Growth, Preservation, and Community Values" strategic planning process was initiated to fulfill those tasks.

Vision Chickamauga is a strategic planning effort that has been led by a 35 - member coalition of government, business, education, and civic leaders, with input from the general public. Every effort has been made to ensure that an open, public process was undertaken with opportunities for widespread citizen participation. The goals and actions in this report reflect that broad community interest and ideas. The Tennessee Valley Authority was asked by local leaders to help design and facilitate the strategic planning process, based on its Quality Communities program. TVA assistance is provided through the Chickamauga Electric System.

The Vision Chickamauga process involved a team of community leaders, known as the Quality Council. This Council examined the community's past trends and current situation and sought input from the general public. They reviewed the public input and worked in consensus fashion to outline recommended goals and actions included in this report. These goals and actions are intended to provide an agenda for the community which promotes and/or supports a wide range of activities all working toward a shared vision of the future.

This report is not a feasibility study, a detailed economic analysis or forecast, or a comprehensive community development plan. It is, however, a genuine attempt to determine the key issues facing the Chickamauga community and to outline an agenda for achieving a prosperous future. The purpose has been to stimulate ideas, build consensus, and generate support for action by a variety of public and private entities. It is hoped that community leaders can use this report as an agenda for improvement and as a means to annually gauge progress on addressing key issues facing the Chickamauga community.

Process

The Vision Chickamauga process included the following key steps:

- An orientation meeting, attended by approximately 30 persons, was held on June 22 to review the Quality Communities concept and process. At that meeting, participants were asked to identify their expectations of the process.
- On July 7, 2005 the Steering Committee met to design the planning process and selected Vision Chickamauga “Focusing on Quality Growth, Preservation, and Community Values” as the name for this planning effort. They also identified local residents to be invited to participate on the Quality Council, the team responsible for developing the plan with TVA’s help. The members of the Quality Council represent a cross section of the Chickamauga community, including representatives from local business, industry, education, the media, seniors, local government, and others. Members of the Steering Committee also serve on the Quality Council.
- The newly formed Quality Council participated in a day-long workshop on August 8, where it examined the community’s past key events and current situation, developed a consensus vision, and prepared to conduct a public input meeting.
- On August 15, a community input meeting was held at the Chickamauga Civic Center to obtain input from the general public. Members of the Quality Council facilitated this meeting. Approximately 40 people participated in this meeting, which obtained input from citizens on how they envisioned the Chickamauga community in the future. This meeting produced a rough set of recommendations.
- On August 25, the Quality Council met to review the findings of the community input meeting, eliminate duplications, combine actions where appropriate, add new actions as needed, and determine priorities.



Implementation

The Chickamauga community, led by the Quality Council, prepared this report. However, responsibility for implementation of the recommended goals and actions contained herein should be spread throughout the community. The following implementation steps should be taken.

1. The Quality Council should present this report to local elected officials, civic clubs, community organizations, and the general public and ask for support and participation in implementing the community's vision. A team should be established to pursue this task through activities, such as newspaper articles, public meetings, meetings with local organizations, and informing local, state and federal officials. Since there is something in this report for everyone in the community, each presentation will ask, "What part of this plan fits into your organization's scope and plans?"
2. Individuals and groups who are interested in participating in implementation of a goal or action should contact the "Recommended Responsible Parties" listed for that goal or action in the "Goals and Actions" section of this report, beginning on page 7.
3. If desired, implementation teams can receive training and guidance from TVA and possibly other sources to help them work efficiently and effectively. Teams should identify their mission, select an initial project, and prepare a 90-day action plan with targets for the next twelve months (see suggested action planning formats contained in Appendix F). Facilitation assistance for each team should be obtained from agencies or local experts.
4. The Quality Council should meet on a regular basis, perhaps quarterly, to review progress. An annual review of progress toward achievement of the vision statement should be made. Revisions to this report should be prepared, perhaps through an annual planning retreat or "community economic summit" event. Such an event should be informative, as well as a celebration of progress and recognition of individuals and organizations. Media coverage of progress throughout the year and of the annual review is encouraged.
5. The Quality Council will provide oversight in implementation of the strategy.

On the following pages are the proposed goals and actions to be implemented.

Priority Goals and Actions

The Vision Chickamauga Quality Council reviewed a list of approximately 50 proposed goals and actions to determine the following priorities. The goals and actions chosen for implementation in the first year may, or may not, come from this list. This list is merely the Council's choice as to the actions they felt were most important to achieve, overall. Below are the priority goals and actions, as identified by the Quality Council.

Top Ten Priority Goals and Actions

- Develop a plan for downtown parking to meet needs of tourists, local shoppers, and merchants
- Revitalize Downtown Merchants Association to promote growth of downtown businesses
- Develop and adopt a historic, cultural and natural resources site overlay of the community
- Pass an ordinance to protect cultural and natural resources, green spaces, trees, and wetlands
- Enhance and promote tourism by working with surrounding cities and counties in marketing
- Encourage the availability of overnight accommodations
- Identify and map historic, cultural, and natural resources sites and other points of interest
- Develop and implement a quality growth plan to manage future growth and protect open and green space
- Develop and implement a strategic tourism marketing plan
- Work with CSPW to paint and decorate water tower

The recommended actions on the following pages are meant to be reviewed periodically, at least once a year, and revised and updated as appropriate. Some of the actions are already being implemented and some may even be completed by the time of this printing. Everyone may not agree with all the recommended actions contained herein. The benefit is that issues have surfaced in a forum for reasonable and open discussion that will, hopefully, allow for constructive resolution.

Goals and Actions

The following twelve goals and forty-five actions were based on ideas generated from the community input and Quality Council meetings. These actions were refined and enhanced by the Quality Council and are divided into four major categories. The Council identified individuals, groups, or organizations that are logical choices to lead the implementation of each action. Goals and actions in bold and underlined are among the top ten priorities as listed on page 6.

Vision Chickamauga	Business Development and Promotion
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Goals/Actions	Recommended Responsible Parties
<p>Goal: Create business jobs in the community</p> <p>Actions:</p> <ul style="list-style-type: none"> • Use state programs for small business entrepreneurship • Provide entrepreneur incentives for business to develop and stay in City • Research GA DCA “Better Hometown Program” • Use Chickamauga website for promotion of local businesses • Review types of businesses being started • Develop Downtown Development Authority to seek funds for improvement of downtown business 	<p>City Council, Merchants Association, Downtown Development Authority, Walker County Chamber of Commerce, GA Dept. of Economic Development</p>
<p>Goal: <u>Re-vitalize the Downtown Merchants Association to promote growth of downtown businesses</u></p> <p>Actions:</p> <ul style="list-style-type: none"> • Re-vitalize with strong leadership • Share common concerns and joint business promotions • Encourage longer business hours • Develop a “buy locally” promotional campaign • Develop a downtown business directory 	<p>City Council Liaison and Walker County Chamber of Commerce</p>

Vision Chickamauga	Community Livability and Communications
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Goals/Actions	Recommended Responsible Parties
<p>Goal: Protect the cultural, natural, and historic character of City</p> <p>Actions:</p> <ul style="list-style-type: none"> • <u>Pass an ordinance to protect cultural and natural resources, green spaces, trees, and wetlands</u> • Pass ordinance to protect and preserve historic assets (buildings and other structures and sites) • Develop a community watch program to help control vandalism • <u>Work with CSPW to paint and decorate water tower</u> 	<p>Local, State, and Federal governments and preservation societies and foundations</p>
<p>Goal: <u>Develop and implement a quality growth plan to manage future growth and protect open and green space</u></p> <p>Actions:</p> <ul style="list-style-type: none"> • Develop a land-use plan to manage and protect open and green space • Develop guidelines to promote and maintain high quality businesses and development in the City • Evaluate traffic congestion in and around schools and develop a plan for reducing congestion • Publish a community newsletter to keep the citizens informed and active in addressing issues and events • Complete implementation of streetscaping plan 	<ul style="list-style-type: none"> • City • City, Chamber of Commerce, consultant • City, State, consultant • Citizens committee, City • City

Vision Chickamauga	Infrastructure
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Goals/Actions	Recommended Responsible Parties
<p>Goal: Facilitate better traffic flow and establishment of bus service</p> <p>Actions:</p> <ul style="list-style-type: none"> • <u>Develop a plan for downtown parking to meet the needs of tourists, shoppers, and residents</u> • Conduct study of school traffic problems • Conduct study of congested areas, such as Five Points Run to Osburn School Road and Lee and Gordon Mill Road • Evaluate the feasibility of establishing a trolley shuttle for tourists • Evaluate the establishment of a shuttle bus for students • Consider park and ride lots 	<ul style="list-style-type: none"> • City, State, MPO • City, State, MPO • City, State, MPO • City, State, MPO, private enterprise • City, State, MPO • City, State, MPO
<p>Goal: Provide more parking in downtown</p> <p>Actions:</p> <ul style="list-style-type: none"> • Acquire property to build a municipal parking lot or garage • Obtain funding to construct parking garage 	<p>City, County, and State Governments, ARC</p>
<p>Goal: Expand and upgrade sewers</p> <p>Actions:</p> <ul style="list-style-type: none"> • Replace old sewers downtown and at Paris Mill Village • Identify areas where expansion of sewers is appropriate 	<p>City, State, Federal Governments</p>

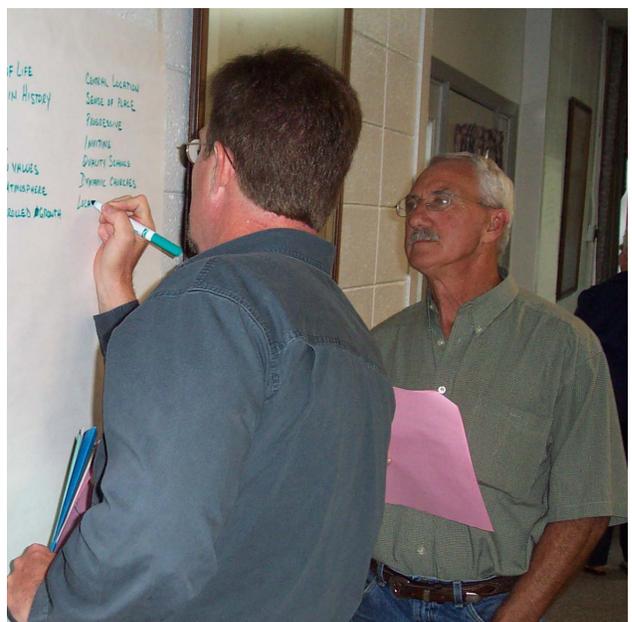
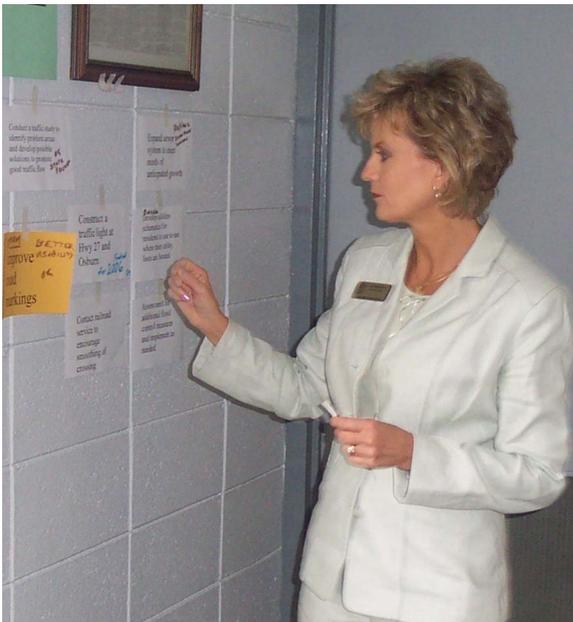
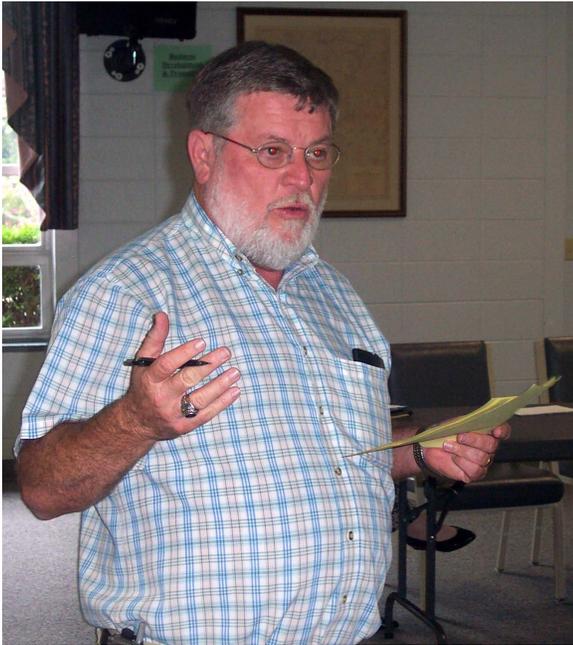
Vision Chickamauga	Tourism and Recreation
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Goals/Actions	Recommended Responsible Parties
<p>Goal: <u>Develop and implement a strategic tourism marketing plan</u></p> <p>Actions:</p> <ul style="list-style-type: none"> • Research what visitors want and where they come from • <u>Enhance and promote tourism by working with surrounding cities and counties to develop joint promotions</u> • Package itineraries and tours • Analyze assets to determine if they are visitor friendly • Increase marketing of special events 	<p>City, Walker County Chamber of Commerce, GA Dept. of Economic Development, Convention and Visitors Bureaus</p>
<p>Goal: Enhance visitors experience</p> <p>Actions:</p> <ul style="list-style-type: none"> • Develop better tourist oriented directional signage • Evaluate the feasibility of a Welcome Center • Evaluate hours of operation and funding sources of Depot • Train business employees and citizens on how to greet and serve tourists • Investigate and evaluate development of Tour Guide Program 	<ul style="list-style-type: none"> • City, Chattanooga MPO • Local, State, and Federal governments • City • Walker County Chamber of Commerce, City, Convention and Visitors Bureaus • Walker County Chamber of Commerce, City, Convention and Visitors Bureaus

Vision Chickamauga	Tourism and Recreation
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Goals/Actions	Recommended Responsible Parties
<p>Goal: <u>Develop and adopt a cultural, historic, and natural resources sites overlay of the community</u></p> <p>Actions:</p> <ul style="list-style-type: none"> • <u>Identify and map historic, cultural, and natural resources sites and other points of interest</u> • Develop and adopt ordinance 	City of Chickamauga
<p>Goal: <u>Enhance the availability of overnight accommodations</u></p> <p>Actions:</p> <ul style="list-style-type: none"> • Research avenues for hotel/motel development • Research avenues for log cabin development 	City, Walker County Chamber of Commerce, Convention and Visitors Bureaus, GA Dept. of Economic Development
<p>Goal: Enhance recreation facilities</p> <p>Actions:</p> <ul style="list-style-type: none"> • Implement existing plan to upgrade recreation facilities • Provide community sports for all ages (County Sports Complex) 	City, State, Walker County, Chickamauga Recreation Association





Appendix

- A. Quality Council and Steering Committee Members**
- B. Chickamauga Timeline**
- C. Community Input Meeting**
- D. Newspaper Article**
- E. Economic Profile Summary**
- F. Action Planning Format**

Quality Council and Steering Committee Members

Quality Council Co-Chairs: John Culpepper * and Jim Powell *

Richard Barclift *
Greg Carpenter
Alice D. Carson *
Render Cash
Denise Clopton, Field Representative for
U.S. Senator Johnny Isakson
Juanita Crowder
Mayor Ray Crowder
Melody Day
Raymond Evans *
Betty Farris
Daymon Garrett
Bruce Greene
Reverend Lee Griggs
Linda Harris
Bebe Heiskel
Scott Howell

Mr. & Mrs. Donnie Hunt
Kathy Johnson *
Reverend Rick Maeser
Ginny Mason
Stacy Mauer
Garnett McMillan
Ennis McPeake
Jeff Mullis, State Senator *
Jay Neal, State Representative
Jim Ogden, National Park Service
Nelda Parrish
Katie Rhyne
Joe Rosser
Martin Scott, State Representative
Stephanie Watkins
Bruce Wilkey *
Mike Wright

*Denotes those who served on the Steering Committee that worked with TVA to plan the process.



Chickamauga Timeline

The following timeline was prepared by the Quality Council as a means to understand the past key events and trends that have shaped the Chickamauga community.

Prior to 1950s

- Sold company houses to individuals
- Private pine forest through stock purchase
- African-American Masonic Lodge – 1920

- Hasleis Dairy active until around 1970
- African-American students admitted to Gordon Lee
- Smooth transition of blacks and whites in schools
- Taxi service stopped
- Lee home goes on tour
- Leadership change

1950s

- Crystal Springs Bleachery – scaled down from 1500 + employees
- Bus transportation for county students – 1954
- Bus service stopped – 1958
- Movie theater moved out – 1955
- Fire Department
- Recreation Department
- Chickamauga Library
- Bringing Hwy 27 into city
- Trains stopped coming through Chickamauga
- Hutcheson Medical Center built
- Broke Gordon Lee Will – money now for schools, not just tuition
- Community pool built

1970s

- Sewer system installed
- Baba Hill Sports Company
- SI Corp
- Local church involvement in community – Ministerial Association
- Salem Carpet located in city
- African-Americans joined Lions Club and became more active in community
- Down Home Day established
- Renovation of Chickamauga downtown area
- Gordon Lee mansion restored
- Chickamauga Elementary burned
- Referendum '72 – new elementary built
- Gordon Lee House sold – 1974
- Dan River purchased Crystal Springs Mills

1960s

- Lion's Club established
- Became TVA Distributor

1980s

- Hwy 27 widened to four lanes in Shield's Crossroads
- Chickamauga Library
- City school system expansion
- Sewer capacity expanded - 1988
- Salem Carpet closed
- Gordon Lee Band
- Longstreet's Charge closed
- Gordon Lee House turned into Bed and Breakfast and event facility – 1989
- Frank and Steve bought Crystal Springs Printwork
- Local calling to Chattanooga and other areas
- Active retail mom and pop stores disappeared

1990s

- Down Home Days – Montgomery Gentry concert
- Tornado came through – we had to cancel Down Home Days ('96)
- Chickamauga Civic Center opened
- Raised 50+ houses in flood zone
- Flood and snowstorm
- Fire service turned over to Walker County
- Developed Coke Ovens Park
- Depot Museum
- City Hall moved to gas company office
- Food Lion Plaza opened
- Annexation of Hwy 27
- War Between States Day
- Restoration of Chickamauga High School building (Central Office)
- Gordon Lee Middle School built

- Frank Pierce buys and restores Lee and Gordon's Mills
- County buys Train Depot and gives to City
- Largest snowfall in history – 1993
- Renovation of three story building (elementary school)
- Oakwood Church boom

2000 – 2005

- New drinking water well developed – 1.8 mgd capacity
- Veteran's Park opened
- New water supply
- Renovation of old Longstreet Building into condos
- Chickamauga Battlefield Transportation Plan
- Tennessee Valley Railroad regular runs to Chickamauga
- Gordon Lee High School expansion
- HGTV special on Tom Lee House
- Beer and wine sales – 2003
- Chickamauga Elementary School expansion
- U.S. 27 Bypass completed
- Annexation of SI – expansion of city limits along Hwy 27
- Purchased oldest commercial building, opened Scarlett's Tea Room
- City has option to buy Gordon Lee House – 2004
- City leases Lee and Gordon's Mills – 2005
- Fast food – McDonald's, Subway, Taco Bell, etc.
- Historical designation

What stood out for you?

- SI coming to City
- Bypass/annexation
- Oakwood boom
- Fast food coming to town
- Bringing TVA to City
- Building of Hutcheson Medical Center
- Completion of Bypass
- Expansion of City sewer system
- Building of new library
- Battle of Chickamauga established our place in history
- Growth in area

What decades were things going well?

- 1950s
- 1980s
- 1990s
- 2000s

Based on this, what should we stop doing?

- Annexing residential property
- Not cooperating with each other
- Stop encouraging development of antique stores – fad – too many

What should we start doing to ensure a brighter future?

- Manage growth
- More community (residents, businesses, schools, government) cooperation
- Increase marketing of community (tourism, businesses)
- Support local merchants and community events
- Protect historical assets along with quality of life aspects
- Establish more community development
- Plan for smart growth
- Attract a wider variety of businesses
- Keep focused on plan (downtown renovation, overlay of Hwy 27 and downtown)

Community Input Meeting Results

The Chickamauga Quality Council conducted a community input meeting to provide an opportunity for local citizens to share their ideas for improving the community. At this meeting, participants were asked to identify the things they liked and disliked about the Chickamauga community, the actions that should be taken to improve their community, and their vision of what the Chickamauga community should look like in the future. The Quality Council reviewed, revised, combined, and added to the proposed actions generated by this community input meeting. The Quality Council used these proposed actions as the basis for this strategic report.

The following pages include a copy of the agenda and a listing of the most often mentioned ideas from the community input meeting. Approximately 100 proposed actions were identified in the community input meeting and the Quality County workshops. Many of these actions were duplicates or were combined into more comprehensive proposed actions



Vision Chickamauga Community Meeting

Agenda

6:30 PM Welcome and Overview
Overview of Agenda and Process for Discussion

6:45 PM Small Group Discussion

The participants, in groups of 4-6 persons, will list answers to the following questions:

1. What situation currently exists in the Chickamauga community (list your **likes and dislikes**)?
2. Given the current situation, what **actions** should be taken to improve our community?
3. If you could describe your **vision** of the future of the Chickamauga community, what items would it include (include social, physical, economic, cultural, tangible, and intangible items)?

8:00 PM Small Group Presentations

Each small group presents their results to the entire group

8:30 PM Adjourn

Community Input Meetings Overview

The following is a list of some of the most repeated responses to the “Likes, Dislikes and Vision” questions, in no particular order of importance. See the Goals and Actions section of this report for the list of actions as refined by the Quality Council. A complete list of all responses to all three questions is available at the Northwest Georgia Joint Economic Development Authority, Walker County Chamber of Commerce, Chickamauga City Hall, and Chickamauga Library.

Likes

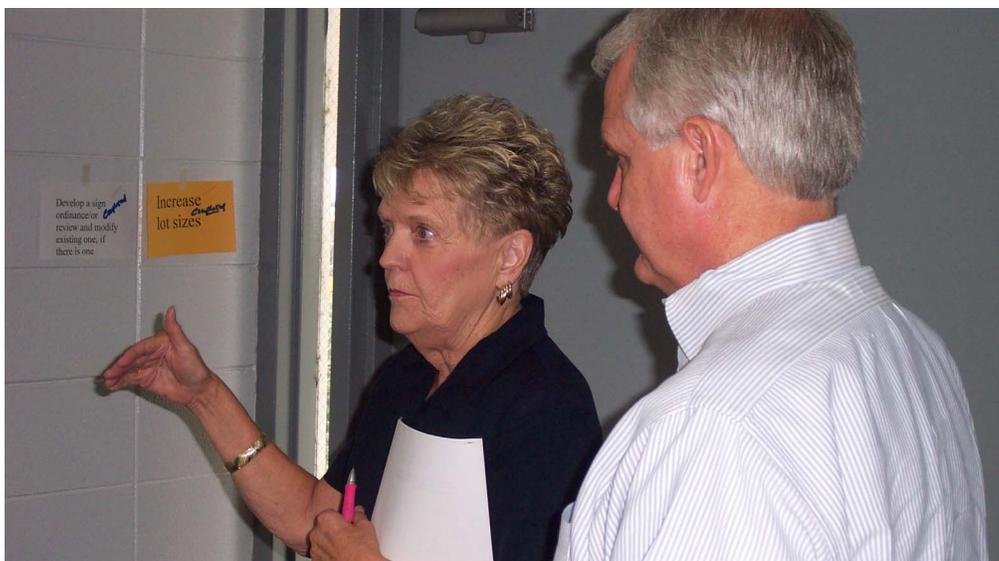
Historical assets and attractions – Small town atmosphere – Good recreation facilities – Safe community – Small, strong school system – Community involvement – Open and green spaces - Natural resources – No property taxes – Community pride – Strong church community

Dislikes

Large turnover in local businesses – Lack of adequate parking downtown – Lack of local employment – No lodging for tourists – Traffic congestion – Not enough variety of stores – Lack of enforcement of some City ordinances for protection of City – Admission fees (recreation and depot)

Vision

Small town with controlled growth – Restored downtown storefronts to look like years ago – Confederate and Union monuments downtown – Small town atmosphere kept – Public transportation – Tours – Lodging and activities for tourists – More guides for museum – Improved appearance – Period lodging



Newspaper Article

Walker County Messenger
www.walkermessenger.com

Citizens' help sought to guide Chickamauga's growth

Chickamauga forming citizens' group to lead town into its future

08/10/05

Tim Carlfeldt

A vision for the future of Chickamauga is the goal of a group recently formed and being overseen by TVA's quality communities program.

About 25 people on Monday attended a workshop at the city's Civic Center for a program that has been dubbed "Vision Chickamauga."

The process officially began in June with an orientation for those interested in being part of the Quality Council, which will facilitate community input and prepare an overall plan.



A group of participants in Monday's workshop of the newly formed Chickamauga Quality Council helps fill in a community timeline of significant events that shaped the city. (Messenger photo)

The council has produced more than 60 expectations and goals for the community to pursue, from exploring the potential for historic zoning and conservation easements to capital investment for marketing city tourism.

Phil Scharre and Homer Gray are with Tennessee Valley Authority's Economic Development in Nashville and facilitated Monday's meeting.

Vision Chickamauga will hold a community input meeting on Monday, Aug, 15, from 6:30 p.m. to 8:30 p.m. at Chickamauga Civic Center on Euclid Avenue.

They said the program, which is free to any community that sells TVA power, has been going for about 10 years. Chickamauga sells TVA electricity.

Newspaper Article continued...

"We help with community economic development by creating a growth plan that will strengthen the town and enhance the quality of life," Scharre said.

Gray added that it benefits TVA to have solid, economically vibrant communities as its customers.

He exhorted the Quality Council to "trust the process — it will work."

Economic development leaders in other areas have said TVA's planning assistance was fundamental for launching their community into a discovery process of what's feasible.

"The process made us examine our community and forced us to examine our goals, speak them, and take possession of our future," said Bruce J. Reed, chairman for Vision Henry County in Paris, Tenn.

The council in Chickamauga will produce a consensus vision statement and seek to implement action strategies from community input.

The final report of the plan is expected to be ready early this fall.

From there several community action teams will undertake responsibilities in pursuing the goals set forth by the council, with "re-visioning" and further goal setting as necessary.



Economic Profile Summary

TVA economists developed “A Profile of Walker County and Chickamauga.” This socioeconomic and demographic profile includes the labor market area (LMA), defined to also include Catoosa, Chattooga, Dade, and Whitfield counties in Georgia. Hamilton County, Tennessee was excluded from the LMA because it would overshadow the Georgia counties. For comparison, data for the state of Georgia and the U.S. is also included. The following are highlights of this profile.

Population

- The 2000 population of Walker County (61,053) increased 4.7 percent since 1990, while the 5 county labor market area (238,484) increased 14.3 percent. The 2000 population of Chickamauga was 2,245, which represents a 4.5 percent increase since 1990.
- Walker County’s population is somewhat skewed toward older individuals (55+) compared with the labor market area, state, and the U.S. The middle-aged population (25-54), in particular, has a smaller representation. The same is true of Chickamauga.

Employment

- Farming, with 691 persons, accounted for 3.4 percent of Walker County employment in 2002, compared with 1.4 percent for Georgia. Manufacturing employment in the county, which totaled 5,870 persons, was 28.5 percent compared with 9.9 percent for the state. Retail trade employment of 2,339 was 11.4 percent versus 11.0 percent for the state.

Commuting Patterns

- Fifty-nine percent of workers who reside in Walker County commute to other counties to work; 9,098 commute to Hamilton County. Thirty-seven percent of Walker County’s workforce commute into the county; the greatest number come from Catoosa (1,937), Hamilton (1,695), and Chattooga (1,345) counties.

Unemployment

- The annual unemployment rate for Walker County in 2004 was 4.2 percent compared with 4.0 percent for the labor market area and 4.6 percent for the state. Since 1999, unemployment in the county has been slightly higher than the labor market area, but slightly lower than the state.

Income and Earnings

- Per capita income for Walker County was \$22,201 in 2002, compared with \$23,498 for the labor market area and \$28,821 for Georgia. Whitfield County (\$26,485) had the highest per capita income in the labor market area. Per capita income in Chickamauga was \$18,508 in 2000 (in comparable 2002 dollars).

Education Attainment

- Of those 25 years old and over, 67 percent of Walker County residents were high school graduates in 2000, compared with 79 percent for Georgia. Ten percent of county residents were college graduates versus 12 percent for the labor market area and 24 percent for the state.

Poverty

- Twelve percent of Walker County residents are living below poverty according to the 2000 U.S. Census, compared with 13 percent for the state.

Retail Sales

- Retail sales totaled \$356 million in Walker County in 2003. Retail sales in the labor market area totaled \$2.7 billion, with the greatest amount (\$1.6 billion) in Whitfield County.
- Retail sales in Walker County total 22 percent of county income, compared to 42 percent for the LMA and 39 percent for Georgia, suggesting significant retail sales leakage from the co

Action Planning Format

Questions for Consideration by Teams

1. Who will serve as the team leader?

2. What is the mission of this team?

3. What resources and assistance are available to help us?

4. Do we know enough to select a project for implementation that will significantly influence our community, or do we need to study our issue further to make sure that we do the right thing?

If yes, then what is our project?
If no, then how will we study further?

5. When a project is selected: What actions are necessary to implement the project?
Who will do what, when? How will we pay for it? Will the community support us?

6. How will we document our progress and results?
What will our next project be?

Appendix F (continued)

Action Planning Forms

Quarterly Targets

Recommended Action	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target

90 Day Implementation Plan

Quarterly Target:

Implementation Steps	WHO	WHEN
1.		
2.		
3.		
4.		
5.		

Team Leader: _____

Action Team Members: _____

