

**Capital Improvements Element  
2022 Annual Update:**

**Financial Report &  
Community Work Program**

City of Cartersville, GA  
AS ADOPTED 01/ /2023

This Capital Improvements Element Annual Update has been prepared based on the rules and regulations pertaining to impact fees in Georgia, as specified by the Development Impact Fee Act (DIFA) and the Department of Community Affairs (DCA) documents Development Impact Fee Compliance Requirements and Standards and Procedures for Local Comprehensive Planning. These three documents dictate the essential elements of an Annual Update, specifically the inclusion of a financial report and a schedule of improvements.

According to the Compliance Requirements, the Annual Update:

“must include: 1) the Annual Report on impact fees required under O.C.G.A. 36-71-8; and 2) a new fifth year schedule of improvements, and any changes to or revisions of previously listed CIE projects, including alterations in project costs, proposed changes in funding sources, construction schedules, or project scope.” (Chapter 110-12-2-.03(2)(c))

This Annual Update itself is based on the Cartersville Capital Improvements Element, as adopted by the City in

October, 2006 last modified January 2022.

### **Financial Report**

The Financial Report included in this document is based on the requirements of DIFA, specifically:

“As part of its annual audit process, a municipality or county shall prepare an annual report describing the amount of any development impact fees collected, encumbered, and used during the preceding year by category of public facility and service area.” (O.C.G.A. 36-71-8(d)(1))

The required financial information for each public facility category appears in the main financial table (page 3); service area designations appear in the project tables that follow (pages 4 through 6).

The City’s fiscal year runs from July 1 to June 30.

### **Schedule of Improvements**

In addition to the financial report, the City has prepared a five-year schedule of improvements—a

community work program (CWP)—as specified in the Compliance Requirements (Chapter 110-12-2-.03(2)(c)), which states that local governments that have a CIE must “update their entire Community Work Programs annually.”<sup>1</sup>

According to DCA’s requirements,<sup>2</sup> the CWP must include:

- A brief description of the activity;
- Timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and,
- Funding source(s), if applicable.

All of this information appears in the Community Work Program portion of this document, beginning on page 7.

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<sup>1</sup> Note that the Compliance Requirements specify that the short term work program is to meet the requirements of Chapter 110-12-1-.04(7)(a), which is a reference to the STWP requirements in a previous version of the Standards and Procedures for Local Comprehensive Planning. The correct current description of a STWP is found at Chapter 110-12-1-.05(2)(c)(i).

<sup>2</sup> Chapter 110-12-1-.05(2)(c)(i).

**IMPACT FEES FINANCIAL REPORT – CITY OF CARTERSVILLE, GA  
Fiscal Year 2022**

Cartersville, GA	Annual Impact Fee Financial Report - Fiscal Year 2022							
Public Facility	Libraries	Fire Protection	Police	Parks & Recreation	Roads	Admin-istration	CIE Prep (recoupment)	TOTAL
Impact Fee Fund Balance June 30, 2022	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Impact Fees Collected (July 1, 2021 through June 30, 2022)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal: Fee Accounts</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
Interest Income July 1, 2021 through June 30, 2022	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
(Impact Fee Refunds)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
(Expenditures)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Impact Fee Fund Balance June 30, 2022	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Impact Fees Encumbered</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>			<b>\$0.00</b>

**SCHEDULE OF IMPROVEMENTS**

*\*The City of Cartersville amended its “Impact Fee” fee schedule to a maximum \$0.00 for all categories (units of measurement and land-use category) on September 3, 2009. All funds to that point have been properly reported in accordance with Impact Fee Financial Reporting Guidelines as can be viewed in the 2009 and 2010 financial reports. If/when a new fee schedule is established, project costs and schedule of improvements will be re-evaluated*

<b>Public Facility:</b>		<b>Library</b>						
<b>Service Area:</b>		<b>City-wide</b>						
<b>Project Description</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Local Cost of Project</b>	<b>Maximum Percentage of Funding from Impact Fees</b>	<b>Maximum Funding Possible from Impact Fees</b>	<b>Impact Fees Expended</b>	<b>Impact Fees Encumbered</b>	<b>Status/Remarks</b>
Collection Materials	2007	2007	\$117,492.02	97.4%	\$114,429.35	\$0.00	\$0.00	Delayed from 2007
Collection Materials	2008	2008	\$69,321.54	97.4%	\$67,516.99	\$0.00	\$0.00	
Collection Materials	2009	2009	\$71,527.08	97.4%	\$69,664.32	\$0.00	\$0.00	
Collection Materials	2010	2010	\$73,485.48	97.4%	\$71,564.73	\$24,640.16	\$0.00	
Collection Materials	2011	2011	\$76,177.57	97.4%	\$74,198.35	\$0.00	\$0.00	
Collection Materials	2012	2012	\$78,377.17	97.4%	\$76,339.89	\$29,393.45		
Collection Materials	2013	2013	\$80,819.77	97.4%	\$78,724.32	\$0.00		
Collection Materials	2014	2014	\$83,780.63	97.4%	\$81,597.59	\$0.00		
Collection Materials	2015	2015	\$85,728.23	97.4%	\$83,487.48	\$0.00		
Collection Materials	2016	2016	\$89,175.01	97.4%	\$86,846.43	\$0.00		
Collection Materials	2017	2017	\$91,608.34	97.4%	\$89,221.83	\$0.00		
Collection Materials	2018	2018	\$94,529.75	97.4%	\$92,085.01	\$0.00		
Collection Materials	2019	2019	\$97,723.71	97.4%	\$95,191.53	\$0.00		
Collection Materials	2020	2020	\$100,669.73	97.4%	\$98,050.34	\$0.00		
Collection Materials	2021	2021	\$104,103.45	97.4%	\$101,396.58	\$0.00		
Collection Materials	2022	2022	\$106,768.72	97.4%	\$104,004.08	\$0.00		
			<b>\$1,421,288.21</b>		<b>\$1,384,318.81</b>	<b>\$54,033.61</b>	<b>\$0.00</b>	

<b>Public Facility:</b> Fire Protection								
<b>Service Area:</b> City-wide								
<b>Project Description</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Local Cost of Project</b>	<b>Maximum Percentage of Funding from Impact Fees</b>	<b>Maximum Funding Possible from Impact Fees</b>	<b>Impact Fees Expended</b>	<b>Impact Fees Encumbered</b>	<b>Status/Remarks</b>
New Station 4 (7,000 sf)	2007	2008	\$1,120,000.00	97.3%	\$1,089,585.42	\$0.00	n/a	To be paid by Carter Grove through agreement
Station 1 Relocation (15,000 sf)	2010	2011	\$2,625,000.00	3.3%	\$87,500.00	\$117,475.74	\$0.00	
Station 3 Relocation (7,000 sf)	2015	2016	\$1,225,000.00	14.3%	\$175,000.00	\$0.00		
New Station 5 (7,000 sf)	2021	2022	\$1,365,000.00	100.0%	\$1,365,000.00	\$0.00		
Heavy Vehicle	2007	2007	\$275,000.00	100.0%	\$275,000.00	\$0.00		Delayed from 2007
Heavy Vehicle	2007	2007	\$750,000.00	100.0%	\$750,000.00	\$0.00		Delayed from 2007
Heavy Vehicle	2021	2021	\$275,000.00	100.0%	\$275,000.00	\$0.00		
			<b>\$7,635,000.00</b>		<b>\$4,017,085.42</b>	<b>\$117,475.74</b>	<b>\$0.00</b>	

<b>Public Facility:</b> Police Department								
<b>Service Area:</b> City-wide								
<b>Project Description</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Local Cost of Project</b>	<b>Maximum Percentage of Funding from Impact Fees</b>	<b>Maximum Funding Possible from Impact Fees</b>	<b>Impact Fees Expended</b>	<b>Impact Fees Encumbered</b>	<b>Status/Remarks</b>
Facility Space (8,400 sf)	2018	2019	\$1,470,000.00	99.4%	\$1,460,950.20	\$85,694.34	\$0.00	
			<b>\$1,470,000.00</b>		<b>\$1,460,950.20</b>	<b>\$85,694.34</b>	<b>\$0.00</b>	

<b>Public Facility:</b>		<b>Parks &amp; Recreation</b>						
<b>Service Area:</b>		City-wide						
<b>Project Description</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Local Cost of Project</b>	<b>Maximum Percentage of Funding from Impact Fees</b>	<b>Maximum Funding Possible from Impact Fees</b>	<b>Impact Fees Expended</b>	<b>Impact Fees Encumbered</b>	<b>Status/Remarks</b>
Future Park A (50 acres)	2012	2012	\$1,500,000.00	100.0%	\$1,500,000.00	\$0.00		
Future Park B (50 acres)	2018	2018	\$1,500,000.00	100.0%	\$1,500,000.00	\$0.00		
3 Track/Trails	see	remarks	\$690,000.00	96.7%	\$667,000.00	\$49,433.59	\$0.00	start date tba
2 Tennis Courts	see	remarks	\$100,460.06	100.0%	\$100,460.06	\$0.00		start date tba
2 Playgrounds	see	remarks	\$320,000.00	100.0%	\$320,000.00	\$0.00		start date tba
			<b>\$4,110,460.06</b>		<b>\$4,087,460.06</b>	<b>\$49,433.59</b>	<b>\$0.00</b>	

<b>Public Facility:</b>		<b>Road Improvements</b>						
<b>Service Area:</b>		City-wide						
<b>Project Description</b>	<b>Project Start Date</b>	<b>Project End Date</b>	<b>Local Cost of Project</b>	<b>Maximum Percentage of Funding from Impact Fees</b>	<b>Maximum Funding Possible from Impact Fees</b>	<b>Impact Fees Expended</b>	<b>Impact Fees Encumbered</b>	<b>Status/Remarks</b>
Douthit Ferry (widening)	tba	tba	\$750,000.00	100.0%	\$750,000.00	\$31,039.18	n/a	To be paid by Carter Grove through agreement
Terrell Drive (turn lane)	tba	tba	\$166,600.00	50.0%	\$83,300.00	\$0.00	\$0.00	
Center Road (widening)	tba	tba	\$498,225.00	100.0%	\$498,225.00	\$0.00		
			<b>\$1,414,825.00</b>		<b>\$1,331,525.00</b>	<b>\$31,039.18</b>	<b>\$0.00</b>	

**2023-2027 COMMUNITY WORK PROGRAM  
CITY OF CARTERSVILLE, GA**

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
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**Economic Development**

<p>Continue to participate in the BCJDA and BC2JDA, equally with the County, and implement applicable components of the Economic Development Strategy, including:</p> <ol style="list-style-type: none"> <li>1. Retain / Expand Existing Industries &amp; Attract New Ones</li> <li>2. Improve Tax Digest per FTE</li> <li>3. Develop Industrial Property</li> <li>4. Implement the Comprehensive Financing &amp; Administrative Plan</li> <li>5. Support Workforce &amp; Community Development</li> </ol>	X	X	X	X	X	n/a	General Fund	Bartow-Cartersville Joint Development Authority (BCJDA), Bartow-Cartersville Second Joint Development Authority (BC2JDA) City Council, Commissioner,
<p>Support collaboration among secondary and post-secondary education partners with each other and with employers, in regard to specialized job training programs and venues.</p>	X	X	X	X	X	n/a	General Fund	BCJDA, Chamber

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Continue to work with the Downtown Development Authority in the redevelopment of properties and attraction of businesses in the downtown. Retail recruitment through Cartersville Electric contracted recruitment services	X	X	X	X	X	n/a	DDA Budget, General Fund	Downtown Development Authority, City Council, Cartersville Electric/Electric Cities of GA, BCJDA
Market downtown as a destination specialty shops, restaurants and museums to draw people downtown	X	X	X	X	X	variable	DDA Budget, General Fund	Downtown Development Authority, City Council, Cartersville Bartow CVB

**Natural and Historic Resources**

Update Historic Preservation Design Standards	X					n/a (in house)	General Fund	City Council, Planning
Update Historic Resource Survey		X	X			TBD	General Fund, Grant	City Council, Planning
Continue to monitor the status of inventoried historic structures and properties located outside of the protected historic districts	X	X	X	X	X	n/a	General Fund	City Council, Planning,
Continue to support the restoration of original historic facades and buildings. Review and consider all available funding resources for historic preservation.	X	X	X	X	X	n/a	Grants, Private development	City Council, Planning

**Community Facilities**



Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Develop a 5-Year Capital Improvements Plan, which includes a schedule and budget for new facilities, maintenance and operation expenses, and a replacement plan for aging infrastructure within the City, based on adopted population and employment forecasts, and Levels of Service	X	X	X	X	X	n/a	General Fund	City Council
Automated Airport Weather System		X				\$220,000	Federal & State Grants	CMO

**Public Works**

Develop a long-range comprehensive transportation plan		X	X			Per MPO allotment	MPO	MPO Policy and Technical committees
City-wide road projects - milling and resurfacing	X	X	X	X	X	\$76000 match for LMIG	SPLOST	Public Works
Douthit Ferry Rd. improvements – road widening from SR 61/113 to Old Alabama Rd. (4 lane with median)(Right-of-way acquisition and utility relocation)			X			\$11,350,000	2020 SPLOST	Public Works
Equipment replacement	X	X	X	X	X	Variable	General Fund	Public Works

Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
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**Stormwater Division**

MS4 Compliance	X	X	X	X	X	\$50,000/yr	General Fund, Stormwater Revenue	Stormwater Division
Railroad Ditch Improvements	X	X	X	X	X	\$100,000	General Fund, Stormwater Revenue	Stormwater Division
Terrell Heights Drainage	X					\$1,800,000	ARPA	Stormwater Division
Erwin-Leake Street Pipe Upgrade	X	X				\$600,000	ARPA	Stormwater Division
Pipe Liner Project	X	X				\$350,000	ARPA	Stormwater Division
Erwin Street Ditch Stabilization		X				\$1,200,000	ARPA	Stormwater Division
West Ave Culvert Removal			X			\$600,000	ARPA	Stormwater Division
Downtown Flood Study		X				\$50,000	Stormwater Revenue	Stormwater Division

**Fire Department**

Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Analyze current services and locational aspects of police, fire, libraries and medical services to determine appropriate densities in appropriate locations.	X	X	X	X	X	n/a	General Fund	City Council, Fire and Police Departments
Construct and place into operation Station #5/Cartergrove			X			\$4,500,000	Undetermined	City Council, Fire Department

**Police Department**

Demo existing building at firing range and build new training building	X	X				\$1,000,000	SPLOST	Police Department
Replace police patrol units – on going	X	X	X	X	X	\$320,000/yr	Federal asset forfeiture funds	Police Department
Purchase a Bearcat Armored Vehicle	X					\$320,000/yr	SPLOST	Police Department
Replace ALL Protective vests - ongoing	X	X	X	X	X	\$10,000/yr	General Fund	Police Department

**Library**

Collection Materials	X	X	X	X	X	\$552,438	General Fund	Library
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**Parks & Recreation**

Purchase/Develop Northside park land & development		X	X	X		\$2,825,000	2020-SPLOST	Parks and Recreation
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Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Replacement of Pool Pak & Boiler at Senior Aquatic Center						COMPLETED FY21	General Fund	Parks and Recreation
Goodyear Clubhouse Renovation						COMPLETED FY21	General Fund	Parks and Recreation
Restrooms/Pavilion @ Pine Mt. Recreation Area – West Trailhead		X				\$150,000	General Fund/Grant	Parks and Recreation
Restroom/Pavilion @ Leake Mounds Trailhead		X				\$150,000	General Fund/Grant	Parks and Recreation
Dellinger Park Trail Renovation	X					\$100,000	Park Bond	Parks and Recreation
Dellinger Park Perimeter Fence Replacement				X	X	\$100,000	General Fund	Parks and Recreation
Dellinger Park Tennis Courts renovation/resurfacing	X					\$350,000	General Fund/Park Bond	Parks and Recreation
Implement the Parks and Recreation Master Plan	X	X	X	X	X	n/a (implementation is cumulative from stated projects in STWP list)	General Fund, GDOT Grant, Park Bond	Parks and Recreation
Cartersville Sports Complex Field Lighting (F#3 & F#4)		X				\$250,000	Park Bond	Parks and Recreation
Dellinger Park Tennis Lighting (Ct.6-7, 13-14) & Basketball Ct Lighting		X				\$100,000	Park Bond	Parks and Recreation

**School System**

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Develop a school expansion plan based on adopted forecasts of population which coordinates new facilities and residential permits.	X	X	X	X	X	n/a	School Board	Cartersville School System
Construction for a new primary school to support the Carter Grove development/city.	X					n/a	School Board	Cartersville School System

**Electrical Utilities**

Require a utility capacity analysis if a proposed development will severely impact adjacent or system-wide capacity	X	X	X	X	X	n/a	n/a	Electric Utility/MEAG
Area Lighting upgrades to LED	X	X	X	X	X	\$90,000/YR,avg	Electric Revenue	Electric Utility
Vehicle Replacement	X	X	X	X	X	\$1,000,000	Electric Revenue	Electric Utility
Beauflor Expansion	X					\$100,000	Electric Revenue	Electric Utility
New Highland 75 Customer		X	X			\$300,000	Electric Revenue	Electric Utility
Electric System Study	X	X	X	X	X	\$60,000	Electric Revenue	Electric Utility
Advanced Metering Infrastructure (AMI)	X	X				\$1.7M	Electric Revenue & Reserves	Electric Utility

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Underground Cable Relocation – Cass White RD			X			\$20,000	Electric Revenue	Electric Utility
Various reconductoring projects to upgrade older lines and poles to current standards	X	X	X	X	X	\$15,000/YR	Electric Revenue	Electric Utility
Main St/Center Rd. tie-line	X	X	X			\$235,000	Electric Revenue	Electric Utility
Tie line from substation #4 to Substation #12			X			\$105,000	Electric Revenue	Electric Utility
HPS to LED street lighting conversion	X	X	X	X	X	\$145,000/YR	Electric Revenue	Electric Utility

**Gas Utilities**

Cassville-White Road Widening: I-75 to Old Grassdale Road (Bartow County) - 4" HP steel relocation	X	X				\$100,000	Gas Revenue	Gas System
S.R. 113/Old Alabama Rd Relocation-Pumpkinvine Creek to C.R. 699: 2", 4" & 8" relocation	X	X				\$435,000	Gas Revenue	Gas System
Toyo Tire North America/Zion Road Development Area: Great Valley Parkway to Pettit Creek - 8" HP steel extension	X	X	X	X	X	\$500,000	JDA Funds	Gas System
Rowland Springs Road P.E. Extension - 6" P.E. extension, Dean Road to McCaskey Creek Road			X			\$35,000	Gas Revenue	Gas System

Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Highland 75 – 6” HP steel extensions (internal)	X	X	X	X	X	\$575,000	JDA Funds	Gas System
Gilreath Road/Peeples Valley Road 6” HP Loop			X			\$75,000	Gas Revenue	Gas System
CS/1054/Douthit Ferry Rd from Old Alabama Rd to CS SR61/SR113 CSSTP-0007-00(494)		X	X			\$350,000	Gas Revenue	Gas System
S.R. 293/Kingston Hwy at Dykes Creek 0015544	X					\$250,000	Gas Revenue	Gas System
Bridge replacement of CS 963/Sugar Valley Rd at Nancy Creek 0016596	X					\$150,000	Gas Revenue	Gas System
Grassdale Rd from SR3/SR 20 0016628	X					\$75,000	Gas Revenue	Gas System
Rome-Cartersville Development Corridor 0013238		X				\$640,000	Gas Revenue	Gas System
GDOT Road Relocations	X					\$125,000	Gas Revenue	Gas System
District Regulating Station Renewals	X	X	X	X	X	\$125,000	Gas Revenue	Gas System

**Water & Sewer Department**

Replace Kohl's High Pressure Pump Station	X					\$2,800,000	Water & Sewer Revenue, Debt	Water & Sewer Department
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Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
12" Water Main – Jones Mill to Pine Vista (1.5 miles)					X	\$3,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Replace Water Main in Crestwood S/D				X		\$2,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Replace Water Main in Jordan Pines					X	\$1,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
High Pressure System Loop Completion		X				\$1,700,000	Water & Sewer Revenue, Debt	Water & Sewer Department
West Avenue Water Main Replacement			X			\$3,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Downtown Water Main Replacement – Phase 2			X			\$2,500,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Continue loop of City with 36" line from Old Mill to Mission Rd.			X			\$12,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Water line – Replace old 10" on Cherokee from Erwin Street to Cassville Road (~2,000 ft) with 12"				X		\$850,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Fire Hydrant Replacement Program	X	X	X	X	X	\$20,00/YR	Water & Sewer Revenue, Debt	Water & Sewer Department
Water meter change out (AMI)	X	X				\$4,500,000	Water & Sewer Revenue, Debt	Water & Sewer Department



Short Term Work Program

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Replace asbestos cement main from Zena Dr to County Meter Pit (~2,000 feet – 12")			X			\$750,000	Water & Sewer Revenue, Debt	Water & Sewer Department
New Water Dept. Office/Lab Complex	X	X				\$12,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Water/Sewer Rate Study	X	X				\$100,000	Water & Sewer Revenue, Debt	Water & Sewer Department
WTP Lagoon Dredge	X					\$3,000,000	Water & Sewer Revenue, Debt	Water & Sewer Department
Sewer Inflow & Infiltration Elimination Program	X	X	X	X	X	\$60,000/YR	Water & Sewer Revenue, Debt	Council, Water & Sewer Department
Mission Rd Sewer Replacement – Phase 3	X					\$2,500,000	Water & Sewer Revenue, Debt	Council, Water & Sewer Department

**Housing**

Pursue opportunities with the Etowah Area Consolidated Housing Authority as a partner in the creation of affordable housing	X	X	X	X	X	n/a	Housing Authority Budget	Housing Authority
Pursue opportunities for partnerships with non-profit agencies in the creation of affordable housing opportunities	X	X	X	X	X	n/a	General Fund	City Council
Increase code enforcement within targeted neighborhoods of the City	X	X	X	X	X	n/a	General Fund	Planning

Project Description	2023	2024	2025	2026	2027	Estimated Cost	Anticipated Funding Source(s)	Responsible Party or Parties
Address crime concerns in selected neighborhoods – on going	X	X	X	X	X	variable	General Fund	Police Dept
Continue to implement the mechanisms in place to foster the development of alternative forms of housing, such as mixed-use zoning, overlay districts, supplemented by the Character Area objectives and design guidelines	X	X	X	X	X	n/a	General Fund	City Council, Planning
Support the initiatives, projects and activities developed through the Georgia Initiative for Community Housing committee.	X	X	X	X	X	n/a	General Fund	City Council

**Land Use**

Update land use and zoning maps	X	X	X	X	X	\$3,000/year	General Fund	Planning, GIS
Follow up on Hotel/motel code enforcement compliance	X					n/a	General Fund	Planning
Investigate opportunities to increase housing in the downtown area	X					n/a	General Fund	City Council, Planning
Identify strategies and recommended improvements as outlined in the adopted 2010 Urban Redevelopment Plan for North Towne, North west Industrial and South Industrial areas	X	X				n/a	General Fund	City Council, Planning
Refine, and create an Overlay District for the Tennessee Street Corridor	X					\$200,000	General Fund and/or Transp.grant	City Council, Cartersville Bartow MPO

Short Term Work Program

<b>Project Description</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Estimated Cost</b>	<b>Anticipated Funding Source(s)</b>	<b>Responsible Party or Parties</b>
Develop a public art program, and identify streetscape, lighting and associated elements design opportunities throughout the City, for civic facilities, public spaces and into roadway design.	X					variable	Grants, General Fund	DDA, City Council,
Create gateway features to highlight the entrances to special places and a strong identity program for unique historical resources, street signs with neighborhood names, and destination signs pointing to and from points of interest	X	X	X	X	X	variable	General Fund	City Council, DDA
Continue "Quiet Zone" efforts.	X	X	X	X	X	\$2,500,000	2020 SPLOST	Engineering, DDA, Council