



Learning from the past



to prepare for the future

Regional Photography Contest Winner:
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Southwest Georgia Regional Commission

Regional Agenda

2011

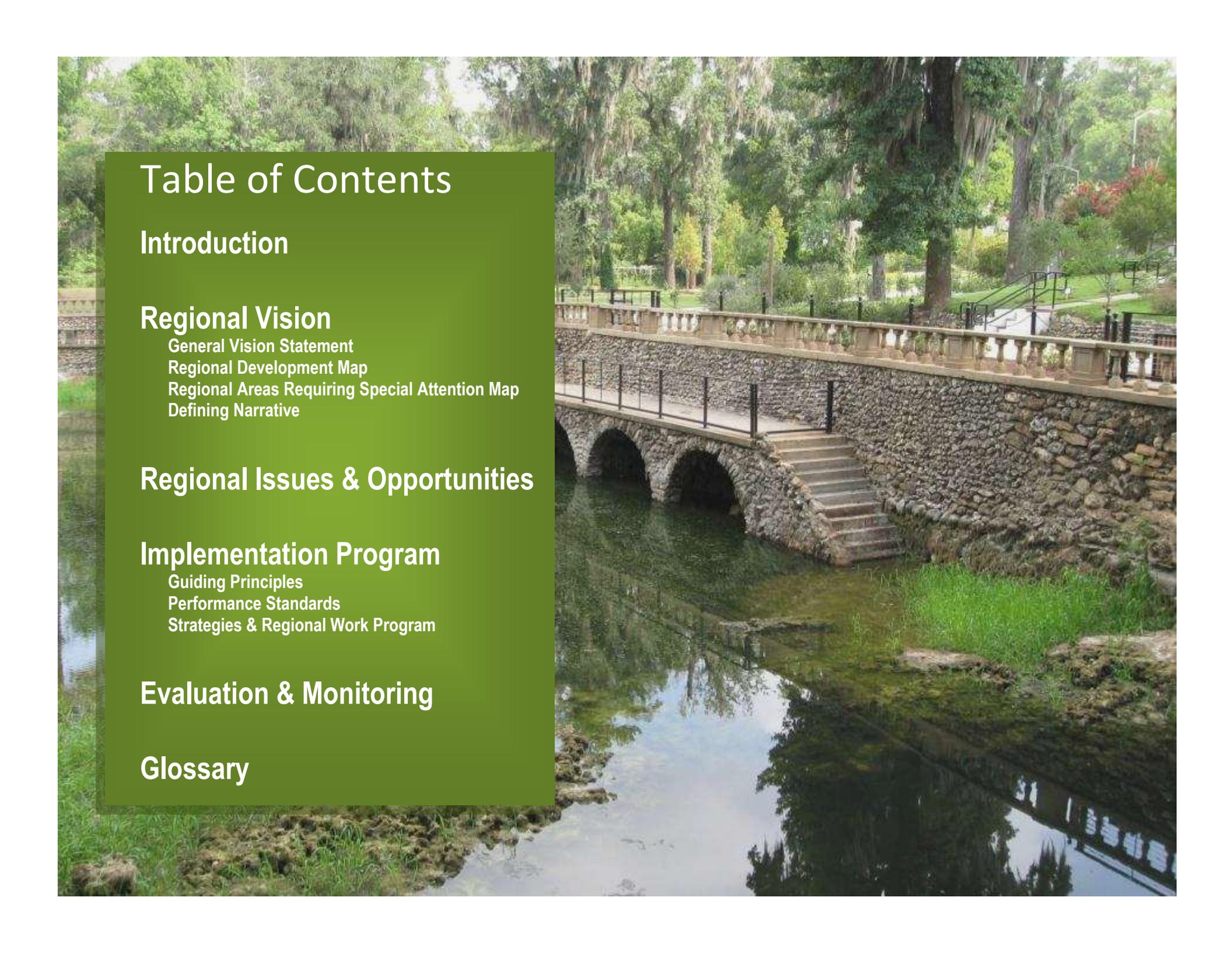


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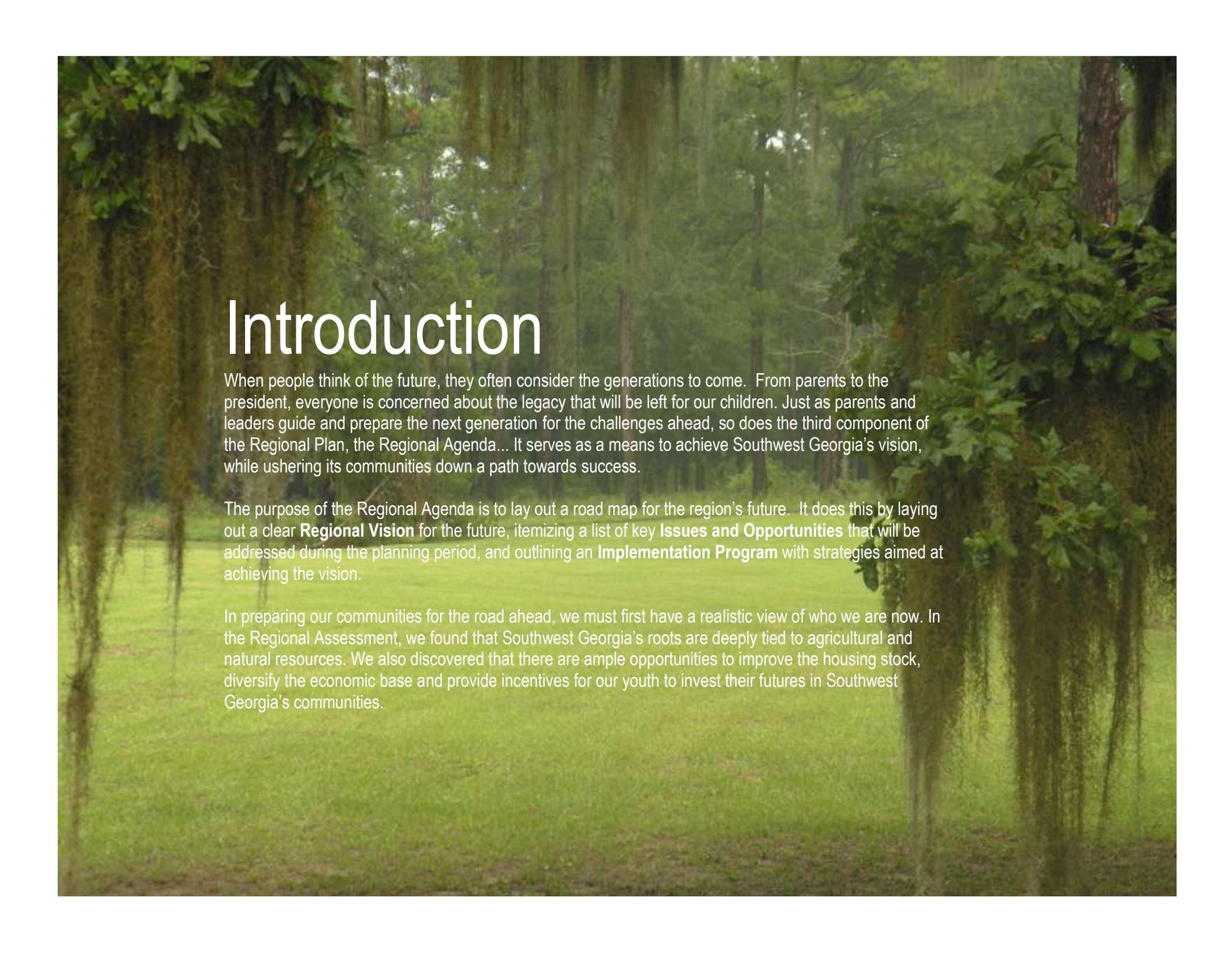
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A photograph of a dense forest with tall, thin trees and a grassy clearing. The scene is captured in a slightly blurred, artistic style, with soft lighting filtering through the canopy. The text is overlaid on the left side of the image.

Introduction

When people think of the future, they often consider the generations to come. From parents to the president, everyone is concerned about the legacy that will be left for our children. Just as parents and leaders guide and prepare the next generation for the challenges ahead, so does the third component of the Regional Plan, the Regional Agenda... It serves as a means to achieve Southwest Georgia's vision, while ushering its communities down a path towards success.

The purpose of the Regional Agenda is to lay out a road map for the region's future. It does this by laying out a clear **Regional Vision** for the future, itemizing a list of key **Issues and Opportunities** that will be addressed during the planning period, and outlining an **Implementation Program** with strategies aimed at achieving the vision.

In preparing our communities for the road ahead, we must first have a realistic view of who we are now. In the Regional Assessment, we found that Southwest Georgia's roots are deeply tied to agricultural and natural resources. We also discovered that there are ample opportunities to improve the housing stock, diversify the economic base and provide incentives for our youth to invest their futures in Southwest Georgia's communities.

Census 2010 Update

Since the publication of the Regional Assessment, the initial 2010 U.S. Census numbers were released. Those numbers provided further insight on the challenges facing Southwest Georgia and has caused concern in some communities. The published population counts report nine of the fourteen counties experienced population loss between the years 2000 and 2010. Potential reasons for these losses include an aging population and decreasing fertility rates, major losses in the region's manufacturing sector and an increasing rate of out-migration. Some counties have seen changes in their agricultural markets which have resulted in a decreased need for workers. While none of these factors is unique to our region, the effects are potentially further reaching and more devastating in comparison to more urbanized areas.

Conversely, five of fourteen counties have grown in population, with the region seeing an overall increase in population of 1%. The fastest growing racial demographic in the region is the Latino population, which in some counties (Thomas, Grady, Colquitt, Lee, Baker, Calhoun, Early and Miller) doubled. Agriculture and farming trends have played a large role in this population moving to the region. The need for farm labor and low skilled jobs often attracts groups who are seeking better economic opportunities. In the counties that continued to grow (Thomas, Grady, Colquitt, Calhoun and Lee) it is probable that the Latino population contributed to the increase. These counties are less rural with larger central services/facilities, and each has seen a marked increase in Latino restaurants and stores. Some of Southwest Georgia's in-migration can be attributed to those who move into the region from more populated areas because they enjoy the "small town" quality of life.

There are several factors affecting poverty and growth. Poverty is something that the region has long struggled with, and only four of the fourteen counties are not classified as persistent poverty counties (Thomas, Colquitt, Worth and Lee). The Persistent Poverty Study released in 2002 by the University of Georgia defines persistent poverty counties as counties with a high proportion of its residents that remain in poverty over a long period of time, which for the purposes of the study was from 1980 to 2000. Of the nine counties that lost population during the 2000s, only one (Worth) was not classified as a persistent poverty county. Two of the five counties that grew (Grady and Calhoun) were classified as persistent poverty counties.

Regional Agenda Components

The Regional Agenda is made up of four sections: The **Regional Vision; Issues & Opportunities**; the **Implementation Program** and the **Evaluation and Monitoring Plan**.

The **Regional Vision** details what direction the region wants to move toward during the upcoming planning period.

Regional leaders examined the challenges and opportunities facing their communities. The items they identified were compiled into a regional list of **Issues & Opportunities** that will be addressed during the planning period.

To ensure that the Regional Vision comes to fruition, the **Implementation Program** includes principles and policies that will provide direction to regional leaders as they make daily decisions. Performance Standards are also included in this section that will measure each local government's progress towards supporting the Regional Vision. The intent of the standards is to ensure consistency across the region and yield better planning and coordination among governments. If governments do not perform at a minimum level, they risk losing their ability to apply for federal and state loans and grants.

The **Evaluation and Monitoring Plan** specifically details how the Southwest Georgia Regional Commission (RC) will evaluate regional progress in achieving the Regional Vision by means of the items detailed in the Regional Work Program. These activities will be evaluated and monitored during the planning period; making sure that the plan is accomplishing the desired results and that no changes or amendments are needed. The RC will work very closely with local governments and provide any technical assistance needed so that they are able to meet the minimum standards.

At a minimum, plan updates must be completed every five years in accordance with state planning requirements. Annual updates of the Regional Work Program and the Regional Agenda must be submitted to the Georgia Department of Community Affairs. To this end, a plan that is exciting, well-conceived and achievable will result in moving communities and the region forward.

How shall we grow?

The Regional Vision paints a picture of what Southwest Georgians want the future to look like. It is an opportunity for the region to determine its destiny and what it will grow to be. This vision connects the people with the land so that the past is honored while still working to improve the quality of life for all Southwest Georgia residents. This section includes a vision statement of shared goals regarding the future of the region. A Regional Development Map visually displays what land is most susceptible to development or change. The Defining Narrative will look at land use trends and how they impact sensitive areas as well as define specific strategies for protecting and managing areas requiring special attention.

Vision Statement

Our vision for Southwest Georgia is to create strong vital communities that preserve their small town character while pursuing economic growth that respects our agricultural heritage, improves quality of life, and supports the growth of future generations.

Regional Development Map

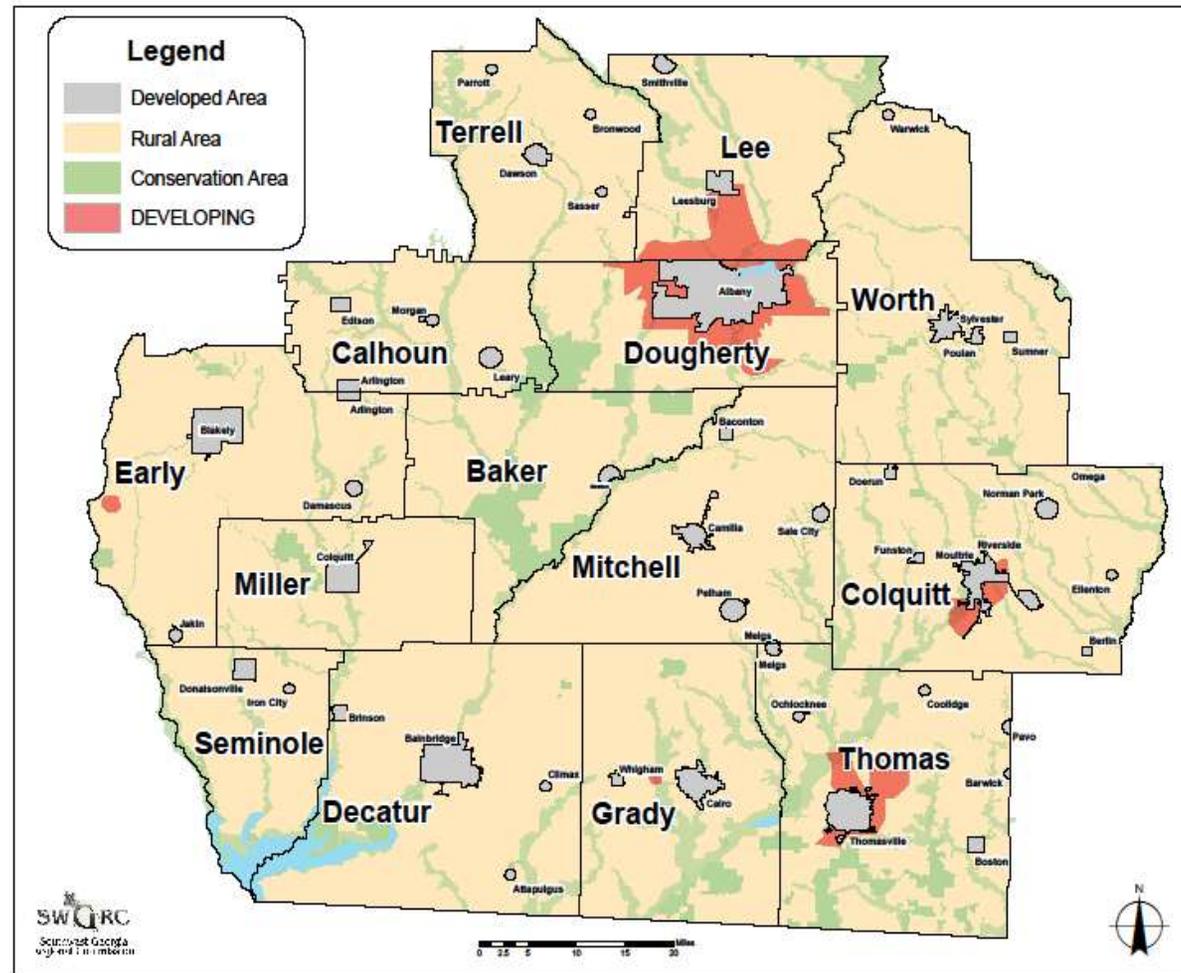
The Regional Development Map illustrates desired future land use patterns using the following categories:

Conservation - Areas to be preserved in order to protect important resources or environmentally sensitive areas of the region. Areas shown as conservation correspond to the Regionally Important Resource Map for the region.

Rural - Areas not expected to become urbanized or require provision of urban services during the planning period.

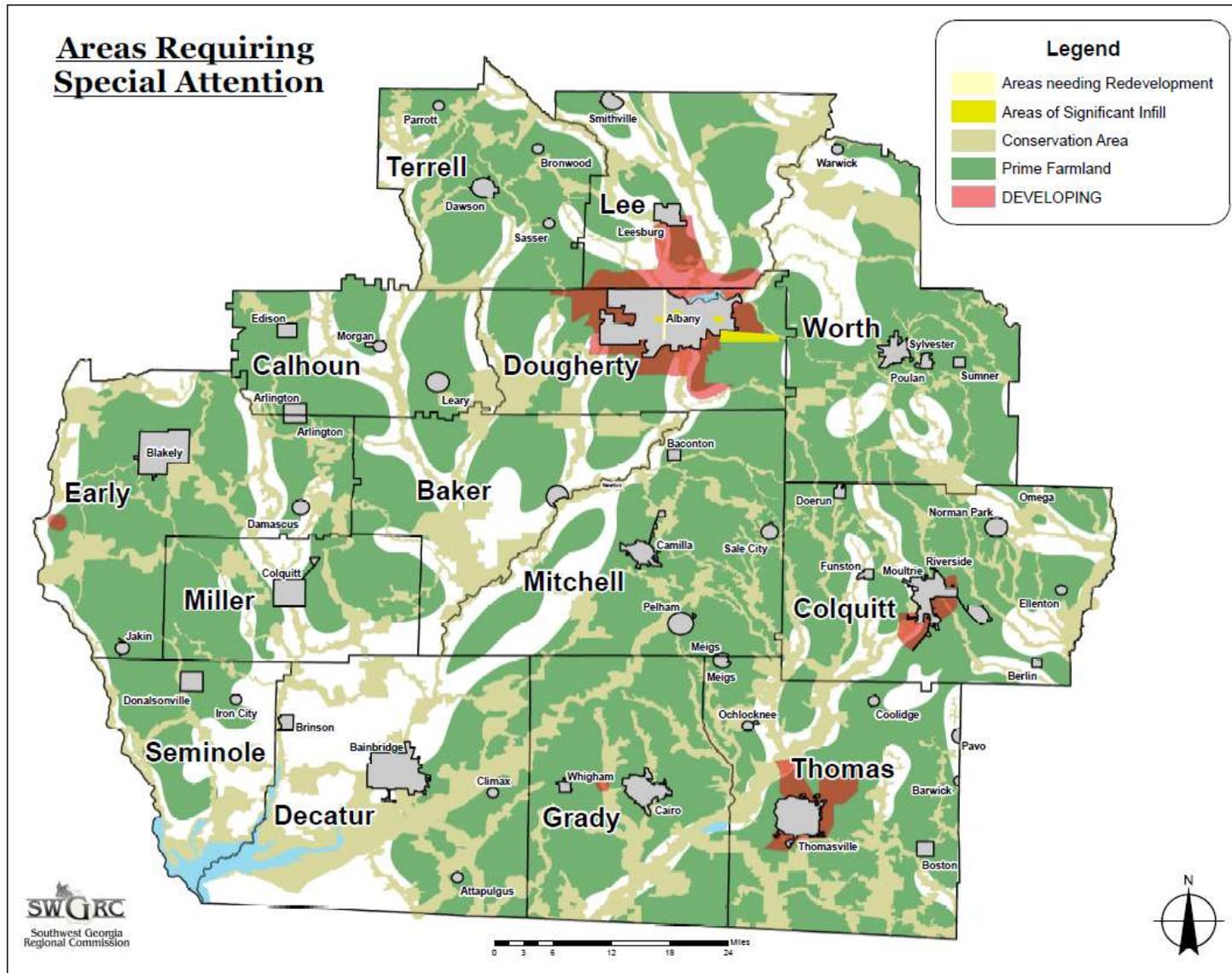
Developed - Areas exhibiting urban type development patterns and where urban services (i.e., water, sewer, etc.) are already being provided.

Developing - Areas that will likely become urbanized and require provision of new urban services (i.e., water, sewer, etc.) during the planning period.



Areas Requiring Special Attention

The Areas Requiring Special Attention Map illustrates the land use trends of the regional and how they may impact sensitive areas:



Defining Narrative

The Defining Narrative details specific strategies for managing the Areas Requiring Special Attention.

Areas Requiring Special Attention

- Areas of Significant Natural & Cultural Resources-

A Regionally Important Resource (RIR) is any natural or cultural resource identified for protection by a Regional Commission following the minimum requirements established by the Department of Community Affairs (DCA).

Desired Patterns of Development for Areas of Significant Natural & Cultural Resources

- Maintain and strengthen, where appropriate, regulations and incentives that protect the region's cultural resources from inappropriate infill development, incompatible alterations or destruction.
- Provide for the linkage of environmental and recreational open space.
- Establish and maintain an open space and conservation area network, based on existing soil conditions, slopes, watercourses, vegetation and natural ecological features.
- Encourage cluster development provisions and other innovative development techniques.
- Capitalize on natural resources through the retention and protection of trees, streams, and other ecological features.
- Conserve large contiguous tracts of woodland to reduce forest fragmentation, maximize woodland interiors, and reduce the edge/area ratio.
- Restrict from development natural areas containing floodplains and other areas unsuitable for development except for agricultural, recreational and similar uses.
- Encourage the preservation and protection of natural areas in all development proposals.
- Utilize the application of environmental protection strategies such as conservation easements, fee simple acquisition, conservation tax credits, etc. where possible.

Land Use Types for Areas of Significant Natural & Cultural Resources

- Wildlife Management Areas
- Natural, Cultural, and Historic Parks and Sites
- Parks and Nature Preserves
- Passive Recreation Areas
- Agricultural Working Lands
- Trails, Greenways

Quality Community Objectives for Areas of Significant Natural & Cultural Resources

A. Sense of Place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

Implementation Measures to Achieve Sense of Place

- Preserve, protect, and promote the Southwest Georgia region's unique heritage resources that contribute to the region's distinctive character.

B. Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Implementation Measures to Heritage Preservation

- Encourage and support increased development of historic sites as tourist attractions, when practical and appropriate.
- Encourage the maintenance of all heritage buildings, sites, structures, districts, and objects and their adaptive reuse, when appropriate.
- Support recognition of exemplary preservation, rehabilitation, and adaptive reuse of heritage resources.
- Support and cooperate with federal, state, and local historic preservation agencies, commissions, and organizations in their efforts to preserve and protect Southwest Georgia's cultural resources.

C. Open space preservation

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

Implementation Measures to Achieve Open Space Preservation

- Develop strategies to preserve and manage forested lands.
- Encourage farming conservation measures such as diversion, terraces, grassed waterways, contour farming, and crop rotation.
- Encourage partnerships with land trusts, conservation organizations, and neighboring local governments to protect priority natural areas.
- Educate the public on the benefits and practices of environmental stewardship.
- Establish incentives for developers to think "green" in their designs.

D. Environmental protection

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

Implementation Measures to Achieve Environmental Protection

- Prepare Comprehensive Watershed Management Plans to address erosion, sedimentation, and other runoff problems.
- Create environmental advisory groups at the local level.
- Prepare or refer to inventories of all significant environmental resources for use in land use decision making.
- Provide for protection of groundwater supplies including well-head protection programs.
- Prepare, adopt, and implement ordinances that address the Department of Natural Resources (DNR) Environmental Planning Criteria and local water resources (water supply watersheds, river corridors, significant groundwater recharge areas, and wetlands).
- Encourage partnerships between environmental and conservation agencies and the development and business community.
- Follow the Best Management Practices outlined by the Georgia Forestry Commission in the design and maintenance of rural roads near Regionally Important Natural Resources.

Areas Requiring Special Attention

-Areas of Rapid Development -

Rapid development or change may occur when growth exceeds capacity of available housing and infrastructure, or when farmland and other environmentally important resources are threatened, usually by residential development. Some examples in Southwest Georgia are:

- Areas in Lee, Mitchell, Decatur and Thomas Counties directly influenced by new or the expansion of county schools systems.
- Areas along the Florida border in parts of Decatur, Grady and Thomas Counties where development pressure from Tallahassee's growth has consumed thousands of acres of land.
- Areas along the Flint River and Lake Seminole may experience pressure from developers due to rapid growth.
- Corridors such as State Highway 319 in Dougherty, Worth and Colquitt Counties and Highway 84 in Seminole, Decatur and Thomas Counties that are attractive for commercial expansion.

Desired Patterns of Development for Areas of Rapid Development

- Neighborhood commercial centers on appropriate infill sites.
- Buildings in town centers architecturally integrated with the site and with surrounding structures, and developed at an appropriate scale.
- Redevelopment in older strip commercial centers before new construction occurs.
- Improvements of sidewalks and enhancements to street appearance.
- New major employers located as close to town as possible, to make jobs accessible to all by way of transit, walking, or bicycling.
- Infill development that blends into existing neighborhoods by disguising its density.
- Accessory housing units or "in-law suites" or "granny flats," created or added in inconspicuous ways within single family homes or as detached structures.
- New development that reflects traditional neighborhood design (TND) principles, such as smaller lots, orientation to street, a mix of housing types, pedestrian access to neighborhood commercial center.
- Residential development that offers a mix of housing types and prices.
- Residential development with a healthy mix of uses such as corner groceries, barber shops, drugstores, etc. within easy walking distance of residences.

Land Use Types for Areas of Rapid Development

- Parks/Open Spaces
- Commercial on a scale appropriate to the neighborhood.
- Residential

Quality Community Objectives for Areas of Rapid Development

A. Infill Development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

Implementation Measures to Achieve Infill Development

- Promote, encourage and ensure that land regulations allow infill development.

B. Traditional Neighborhoods

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Implementation Measures to Achieve Traditional Neighborhoods

- Allow mixed use development.
- Ensure new development is sensitive to context.

C. Sense of Place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

Implementation Measures to Achieve Sense of Place

- Promote infill development.
- Allow mixed use development.
- Ensure new development is sensitive to context.
- Establish Main Street and Better Hometown revitalization programs.

D. Transportation Alternatives

Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

Implementation Measures to Achieve Transportation Alternatives

- Encourage alternative forms of transportation.

E. Regional Identity

Each region should promote and preserve a regional “identity,” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation Measures to Achieve Regional Identity

- Build upon the region’s strong agribusiness potential.
- Assist with local historic preservation efforts.

F. Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.

Implementation Measures to Achieve Heritage Preservation

- Ensure new development is sensitive to context.
- Provide technical assistance in developing revitalization plans, regulations and programs.

G. Housing Opportunities

A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community, to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

Implementation Measures to Achieve Housing Opportunities

- Host, coordinate workshops that educate first-time homebuyers on barriers to homeownership and available housing resources.
- Work with local governments and factory-built housing manufacturers to develop affordable and compatible housing to use as infill development.
- Work through the Housing Task Force to promote programs which rehabilitate existing housing stock.

Areas Requiring Special Attention - Areas In Need of Redevelopment-

Redevelopment is generally appropriate when:

1. properties have been lying vacant or underutilized for a long time;
2. deterioration is significant; and/or
3. there is buy-in from the local government, especially in partnership with private-sector investment.

In Southwest Georgia an example of such a site is Slappey Boulevard in Albany. This once vibrant commercial corridor has lost its aesthetic appeal and has been allowed to fall into disrepair over the years. The combination of old properties, low rents and high vacancies has caused some retailers to relocate to newer shopping areas. Another example is Northwest Moultrie, where significant dilapidation and abandonment of homes is a problem. Many homes are condemned, and many more need to be.

Desired Patterns of Development for Areas In Need of Redevelopment

- New development that matches densities and character of surrounding neighborhoods typical of the older centers of communities.
- New industry or other major employers located close to town when possible, making jobs accessible to all residents by transit, walking, or bicycling.
- Infill development that first occurs on existing vacant sites closer to the center of the community.
- Restrictions on the number and size of signs and billboards used to enhance visual appeal.
- Structures (shopping, warehouses, offices, etc.) located near street fronts, with parking in rear of buildings, to make corridors more attractive and more pedestrian-friendly.
- Parking areas landscaped to minimize visual impact on adjacent streets and uses.
- Parking at the rear or side of buildings to minimize the visual impact of parked cars from the street.
- Reduced parking requirements for commercial and residential developments, particularly when nearby parking alternatives or public transit is available.
- Shared parking to reduce overall parking needs.

Land Uses for Areas In Need of Redevelopment

- Commercial
- Public /Institutional
- Mixed Uses

Quality Community Objectives for Areas In Need of Redevelopment

A. Infill Development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

Implementation Measures to Achieve Infill Development

- Encourage adaptive reuse of abandoned buildings into a functional new use by tax breaks, code changes, or other regulatory means.
- Use existing structures for new infill development where possible.
- Encourage redevelopment of abandoned big-box stores to discourage new development from sprawling into undeveloped areas. Local governments and other agencies can find new uses for these large and flexible buildings, or provide incentives for private developers to do so.

B. Traditional Neighborhood

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Implementation Measures to Achieve Traditional Neighborhood

- Promote mixed-use redevelopment strategies as a means of enhancing economic development.

C. Sense of Place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

Implementation Measures to Achieve Sense of Place

- Focus reinvestment efforts on commercial areas that also serve as key gateways to the city and downtown.
- Provide a visual and sound barriers between incompatible adjacent uses and to increase aesthetic values by using landscape and buffer requirements.
- Offer incentives to owners of aging shopping centers with consistently high vacancy rates or visible deteriorating physical conditions.

D. Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Implementation Measures to Achieve Heritage Preservation

- Encourage new construction, additions, and infill development to be compatible, but not identical to, historic buildings.

E. Appropriate Businesses

The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

Implementation Measures to Achieve Appropriate Businesses

- Support business incubators to give entrepreneurs a means to create viable and profitable companies. Incubators foster the growth of fledgling "home-grown" enterprises.

F. Transportation Alternatives Objective

Alternatives to transportation by automobile, including mass transit, bicycle routes and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

Implementation Measures to Achieve Transportation Alternatives

- Promote bicycle and pedestrian-friendly environments.
- Use a "Fix It First" policy to give top priority to repair and reinvest in existing infrastructure (roads, bridges, water, sewer, power, etc.) Funding for expansion, growth, and new purchases is limited, and occurs after existing infrastructure has been properly taken care of and adequately funded.
- Enforce city codes to assure that commercial centers have well-maintained buildings, parking facilities, signage, lighting, landscaping, and pedestrian amenities.

Areas Requiring Special Attention

- Areas with Significant Infill Development-

Infill is a planning strategy that recycles vacant or underutilized lands or buildings within cities and suburbs with construction and rehabilitation to make these areas desirable. It focuses on the reuse of obsolete or underutilized buildings and sites. This type of development is essential to renewing blighted neighborhoods. These sites, with existing infrastructure in place, should be used for new development before new development on greenfield sites occurs. Examples include areas surrounding the Marine Corps Logistic Base as it has the capacity for expansion, and East Albany due to the large number of vacant properties and substandard or dilapidated housing.

Desired Patterns of Development for Areas of Significant Infill Development

- Neighborhood commercial centers on appropriate infill sites that serve surrounding neighborhoods.
- Homes, shops, small businesses, and institutions grouped together in villages or attractive mixed use centers when possible. Buildings in centers should be architecturally integrated with the site and with surrounding structures, and developed at an appropriate scale.
- Redevelopment that occurs in older strip commercial centers before new construction occurs.
- Emphasis of improvements of sidewalks and enhancements to street appearance.
- Matching densities typically found in older community centers.
- New major employers located as close to town as possible, to make jobs accessible to all by way of transit, walking, or bicycling.
- Infill development that blends into existing neighborhoods by disguising its density when possible.
- Commercial structures situated near street fronts, and offering parking in the rear of buildings, making streets more attractive and pedestrian-friendly.
- Traffic calming measures, such as narrower street widths, raised pedestrian crossings, or rough pavement materials should also be encouraged where possible to make areas more pedestrian friendly.
- Accessory housing units or “in-law suites” or “granny flats” added in inconspicuous ways within single family homes or detached structures.
- Houses located near the street with large front porches that encourage interaction with neighbors.
- New development that reflects traditional neighborhood design (TND) principles, such as smaller lots, orientation to street, mix of housing types, pedestrian access to neighborhood commercial centers.
- Residential development that offers a mix of housing types and prices.
- Residential development with a healthy mix of uses such as corner groceries, barber shops, drugstores, etc. within easy walking distance of residences.
- Addition of new uses to single-use sites (e.g. restaurants and shopping added to office parks).

Land Uses to Be Encouraged for Areas of Significant Infill Development

- Housing
- Commercial (scaled according to the neighborhood)
- Parks/Open Spaces
- Mixed Uses

Quality Community Objectives for Areas of Significant Infill Development

A. Infill Development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

Implementation Measures to Achieve Infill Development

- Employ strategies for re-use of greyfields. Re-using sites such as abandoned shopping centers for transit-oriented or mixed-use development.
- Encourage re-use of large retail spaces in a way that complements surrounding uses, such as breaking up the facade to look like a collection of smaller stores.

B. Traditional Neighborhoods

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Implementation Measures to Achieve Traditional Neighborhoods

- Review and revise local land use regulations (e.g. comprehensive plans and zoning regulations) if necessary to ensure that they encourage the design and development of traditional developments.

C. Sense of Place

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

Implementation Measures to Achieve Sense of Place

- Maintain existing street grid patterns and uniform alignment of facades in new construction by orienting new structures at similar setbacks and lot configurations, that are similar in mass and scale to existing traditional cultural resources.

D. Transportation Alternatives

Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

Implementation Measures to Achieve Transportation Alternatives

- Encourage installation of bike lanes and bike racks.
- Improve deteriorating corridors rather than encouraging sprawl in undeveloped areas.

E. Regional Identity

Each region should promote and preserve a regional “identity,” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation Measures to Achieve Regional Identity

- Review and revise local land use regulations (e.g. comprehensive plans and zoning regulations) if necessary to ensure that they encourage designs that preserve and enhance the region’s distinctive identity.

F. Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.

Implementation Measures to Achieve Heritage Preservation

- Encourage the maintenance of all heritage buildings, sites, structures, districts, and objects and their adaptive reuse, when appropriate.
- Encourage new construction, additions, and infill development to be compatible, but not identical to, historic buildings.

G. Housing Choices

A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community, to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

Implementation Measures to Achieve Housing Choice

- Partner with Land Banks to acquire, manage, and redevelop tax-foreclosed properties, with the long-term interest of the community and surrounding property owners in mind.

Areas Requiring Special Attention - Areas of Significant Disinvestment-

Disinvestment and decline occur in every community throughout the region and are not concentrated in any particular place. The process is often associated with poverty, high crime, and abandonment of housing stock and out-migration. With the recent downturn of the economy, many businesses have closed and residents have lost their jobs. These circumstances only exacerbate the situation in areas already experiencing decline.

The only county in our region that has experienced significant growth in recent years is Lee County. In fact, most counties in our region are classified as “persistent poverty” areas as defined by a University of Georgia study. 20% of the population has been below the poverty threshold for three decades as measured by the Census. Regional examples of these declining areas are East Albany, Northwest Moultrie and Northwest Cairo (an area commonly referred to by the locals as “The Hot Bed”).

Desired Patterns of Development for Areas of Significant Disinvestment

- Residential Development that offers a mix of housing types and mix of uses such as grocery stores, drug stores and corner stores.
- New development that maximizes the use of existing public facilities and infrastructure.
- Foster alternatives to transportation by automobile to create vibrant, walkable communities and neighborhood centers.
- Infill development that blends into the character of the neighborhood.
- Improvement of sidewalks to encourage walkability and improve the appearance of the street.
- New major employers within the neighborhood that make jobs available/accessible to all residents by transit, walking or bicycling.
- New development that focuses on the uniqueness of the neighborhood and on local conditions that cannot be addressed by conventional zoning

Land Uses to Be Encouraged for Areas of Significant Disinvestment

- Mixed Uses
- Commercial
- Residential
- Parks/Open Spaces

Quality Community Objectives for Areas of Disinvestment

A. Appropriate Business

The business and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects of expansion and creation of higher-skill job opportunities.

Implementation Measure to Achieve Appropriate Business

- Support business incubators to give entrepreneurs a means to create viable and profitable companies. Incubators foster the growth of fledgling "home-grown" enterprises.
- Determine community needs by examining what businesses exist in the community, what assets are available to build on, and which industries show promise based on national and international trends.

B. Housing Opportunities

Quality housing and a range of housing size, cost, and density would be provided in each community, to make it possible for all who work in the community to also live in the community.

Implementation Measure to Achieve Housing Opportunity

- Allow a mix of housing sizes, types, and income levels within neighborhoods.
- Support development patterns that encourage walkability and interaction with neighbors.
- Locate affordable housing throughout the community so that people live close to where they work.
- Support inclusionary zoning that allow some affordable units in new residential developments.
- Grant developers additional incentives (i.e. density increases) in exchange for the provision of amenities such as affordable housing units, public spaces, infrastructural improvements, or green space.

C. Infill Development

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development of sites closer to the downtown or traditional urban core of the community.

Implementation Measure to Achieve Infill Development

- Make use of existing public facilities and infrastructure, thereby reducing local government costs to support new development.
- Provide incentives and public improvements to encourage infill development.
- Reduce sprawl by first developing vacant areas closer to downtown.
- Strengthen older neighborhoods by bringing in new residents and investment.
- Encourage Comprehensive Plan and zoning ordinances that support infill development.
- Utilize Infill Development Programs to determine a comprehensive strategy for encouraging infill development in particular areas of the community, while also regulating development to ensure protection of quality of life in affected neighborhoods.

D. Traditional Neighborhood

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Implementation Measure to Achieve Traditional Neighborhood (TND):

- Require a rewrite of the local development regulations to incorporate TND principles. TND's typically includes small lot single-family homes, multi-family residences, and neighborhood commercial developments, all within easy walking distance of one another.
- Provide sidewalks, bike lanes and landscape buffers and narrower streets to calm traffic and encourage walkability.

Areas Requiring Special Attention

-Conservation Areas-

Conservation areas include both public and private lands that are under some form of land conservation program.

Desired Patterns of Development for Conservation Areas

- Nodal or village developments with buildings clustered at center, with a clearly defined edge surrounded by open space to help preserve open space.
- Urban growth or service boundaries to discourage development outside their borders.
- Very large minimum lot size requirements (25+ acres) that limit development density and protect farmland, open space and rural character.
- Infrastructure availability to steer development away from areas of natural, cultural, and environmentally sensitive resources.
- Preservation of natural resources, habitats and views should be maintained.
- Protection of water quality, maintenance of appropriate stream buffers and prohibition of uses that are prone to pollution.
- Opportunities for passive recreation use such as canoeing, fishing, hunting, hiking, etc. provided where possible.

Land Uses To Be Encouraged for Conservation Areas

- Cropland
- Pasture
- Forest/Undisturbed/Natural
- Rural Parks/Wildlife Management Areas
- Low Impact Rural Residential

Quality Community Objectives for Conservation Areas

A. Regional Identity

Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation Measures to Achieve Regional Identity

- Review and revise local land use regulations (e.g. comprehensive plans and zoning regulations) if necessary to ensure that they encourage the design and development of traditional developments

B. Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Implementation Measures to Achieve Heritage Preservation

- Implement Low Impact Development through land planning and design practices that conserve and protect natural resource systems and reduce infrastructure costs.

C. Open Space Preservation

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

Implementation Measures to Achieve Open Space Preservation

- Establish conservation easements that involve donation of private property development rights in exchange for income tax, property or estate tax benefits, for the protection of natural resources.

D. Environmental Protection

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

Implementation Measures to Achieve Open Space Preservation

- Require strips of land along banks of streams and rivers to be set aside from development to protect water quality.
- Protect water supply, watersheds and provides safe drinking water and wastewater treatment services.
- Protect environmentally sensitive areas and prevent mass grading and clear cutting.

- Establish Environmental Planning Criteria locally to protect water supply watersheds, groundwater recharge areas, wetlands, and certain protected rivers in accordance with Georgia DNR Rules.
- Address Total Maximum Daily Load Recommendations (TMDLs) which identifies waterways in Georgia that do not meet water quality standards and provides ways to address non-point source pollution (i.e., runoff from agriculture, logging, lawns, roads, parking lots, and construction sites).

Areas Requiring Special Attention

-Prime Farmland-

Prime farmland, as defined by the U.S. Department of Agriculture, is land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is available for these uses. It has the soil quality, growing season, and moisture supply needed to produce economically sustained high yields of crops. Prime farmlands have an adequate and dependable water supply from precipitation or irrigation, a favorable temperature and growing season, acceptable acidity or alkalinity, acceptable salt and sodium content, permeable soils, and few or no rocks. Prime farmlands are not excessively erodible or saturated for long periods of time, and do not flood. Agriculture has long been one of the most significant economic bases in the region, and the preservation of prime farmland is crucial for economic reasons and for maintaining the rural character of Southwest Georgia.

Desired Patterns of Development for Prime Farmland

- Riparian and aquatic buffers between waterways and new development to protect on-site wetlands.
- Natural growth, especially mature trees, should be preserved where possible, and ground disturbance minimized to the extent possible.
- Strategies to preserve green space such as conservation easements, fee simple acquisition and conservation tax credits will be encouraged.
- Landscaping done using low impact native species.
- Bioretention and bioretention basins to help contain, retain and filter water.
- Bioretention swales used to help contain, retain and filter water.
- Infiltration basins used where possible.
- Developments, when necessary, planned so that the natural or existing drainage patterns and natural flood flows are preserved or approximately reproduced, and open space requirements are encouraged.
- Urban growth or service boundaries that discourage/prohibits development outside border.
- Very large minimum lot size requirements (25+ acres) to limit development density and protect farmland and rural character.
- No extension of public utilities into these areas.

Land Uses for Prime Farmland

- Cropland
- Pasture
- Forest
- Rural Parks/Wildlife Management Areas
- Rural Residential

Quality Community Objectives for Prime Farmland

A. Regional Identity

Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Implementation Measures to Achieve Regional Identity

- Establish incentives for developers to think "green" in their designs.
- Partner with land trusts, conservation organizations, and neighboring local governments to protect priority natural areas.
- Provide for the linkage of environmental and recreational open space.

B. Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Implementation Measures to Achieve Heritage Preservation

- Follow Best Management Practices outlined by the Georgia Forestry Commission in the design and maintenance of rural roads.
- Prepare or refer to inventories of all significant environmental resources for use in land use decision making.
- Encourage partnerships between environmental and conservation agencies and the development and business community.

C. Open Space Preservation

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

Implementation Measures to Achieve Open Space Preservation

- Develop strategies to preserve and manage forested lands.
- Encourage cluster provisions and other innovative development techniques.

D. Environmental Protection

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

Implementation Measures to Environmental Protection

- Utilize environmental protection strategies such as conservation easements, fee simple acquisition, conservation tax credits, etc. where possible.
- Prepare Comprehensive Watershed Management Plans to address erosion, sedimentation, and other runoff problems.
- Prepare, adopt, and implement ordinances that address the Department of Natural Resources (DNR) Environmental Planning Criteria and local water resources (water supply watersheds, river corridors, significant groundwater recharge areas, and wetlands.)
- Education for the public on the benefits and practices of environmental stewardship.
- Create environmental advisory groups at the local level.
- Provide for protection of groundwater supplies including well-head protection programs.
- Establish and maintain an open space and conservation area network, based on existing soil conditions, slopes, watercourses, vegetation and natural ecological features.
- Capitalize on natural resources through the retention and protection of trees, streams, and other ecological features.
- Conserve large contiguous tracts of woodland to reduce forest fragmentation, maximize woodland interiors, and reduce the edge/area ratio.
- Restrict from development natural areas containing floodplains and other areas unsuitable for development except for agricultural, recreational and similar uses.
- Encourage the preservation and protection of natural areas in all development proposals.
- Encourage farming conservation measures such as diversion, terraces, grassed waterways, contour farming, and crop rotation.

All teachers want their students to ask questions. Asking questions provides the teacher with insight on how well the students understand what they are learning. If the teacher is unaware of issues the students have with their lesson, the teacher misses out on the opportunity to provide further direction and guidance. Analysis of the issues and opportunities on a regional basis allows communities to examine what they have in common; instances where duplication exists and opportunities for partnerships to be forged. It allows for greater and more effective use of resources in an ever-changing economy. This section summarizes the final list of Issues and Opportunities facing the region that will be addressed in the Implementation Program (See page 41).



Regional Issues & Opportunities

Housing

Issues

- H1. Current zoning does not permit mixed uses
- H2. Few credit-worthy applicants
- H3. Few programs/funds for housing rehabilitation
- H4. Few housing choices
- H5. Poor collaboration between cities and community housing development organizations
- H6. Weak or non-existent code enforcement

H7. High numbers of manufactured homes which are usually taxed as personal property

Opportunities

- H8. Infill development
- H9. Provide more affordable housing options for low-income families
- H10. Address dilapidated and substandard properties
- H11. Provide education about housing programs



Transportation

Issues

- T1. Approved Department of Transportation projects throughout the region currently delayed
- T2. Roadway designs discourage pedestrian and bike activity
- T3. Inadequate public transportation
- T4. Limited access to services, goods, economic development programs, healthcare and recreational facilities

Opportunities

- T5. Much of the region has convenient access to state highways and to railroads
- T6. Link transportation options
- T7. Designate scenic byways



Community Facilities

Issues

- C1. Governments lack funds to replace or repair aging infrastructure
- C2. Limited recreation facilities
- C3. Inadequate public facility capacity to support significant new development
- C4. Additional after-school programs needed
- C5. Cost of providing public services and facilities for new development typically exceeds the revenue from these developments
- C6. Lack of capital to fund public services (animal control, police protection, fire protection etc.)

- C7. Potable water and sanitary sewer systems in need of repair/replacement
- C8. Need for additional recycling centers
- C9. Low revenue streams from the tax base and low utility fees make it difficult for governments to balance their budgets

Opportunities

- C10. Ample groundwater resources
- C11. Presence of regional medical centers
- C12. Existence of senior centers and services



Intergovernmental Coordination

Issues

1. Poor communication between local governments, boards, and authorities
2. Few new ideas in current leadership
3. Little regional coordination and cooperation

Opportunities

4. Improved regional collaboration



Economic Development

Issues

- E1. Low educational attainment
- E2. High property crime rates
- E3. Economic development efforts favor new development over redevelopment
- E4. Business retention is not active, successful or is underfunded
- E5. High poverty levels
- E6. Little job diversification

- E7. Few skilled workers and jobs for skilled workers
- E8. Few amenities to attract new businesses
- E9. Sluggish economic growth

Opportunities

- E10. Ample water resources
- E11. Competitive utility rates
- E12. Eco/Agritourism
- E13. Additional water and sewer infrastructure



Land Use

Issues

- L1. Conflicting opinions on the need for zoning and land-use ordinances
- L2. Lack of a sidewalk requirement for new development and no connectivity requirement for sidewalks
- L3. Outdated zoning ordinances

- L4. Need for design guidance for new development throughout the region

Opportunities

- L5. Development of attractive subdivisions
- L6. Preservation of natural areas
- L7. Protection of natural resources



Natural and Cultural Resources

Issues

- R1. Limited public access to natural resources
- R2. Limited public awareness of natural and cultural resources and their significance
- R3. Disappearing farmland, rural scenery and environmentally sensitive areas and in areas of rapid development

R4. Inadequate protection of rivers, lakes, ponds, streams, and aquifers

R5. Allowing development in floodplains

R6. Septic tanks in groundwater recharge areas

Opportunities

R7. Multiple Prime Farmland (as designated by the United States Department of Agriculture) areas in the region

R8. Abundant forest, farmland and rural scenery





Very few great accomplishments are achieved based solely on the efforts of one person. Teamwork is always involved. And nothing can be accomplished without ACTION. To realize the vision for Southwest Georgia, regional stakeholders from all levels need to be strategizing using the same playbook.

The Implementation Program describes how to achieve the regional vision, and addressing the final list of regional Issues and Opportunities by means of guiding principles that help direct leaders as they make decisions through achievable thresholds in the form of standards which can help assess each community's level of progress towards achieving regional goals.

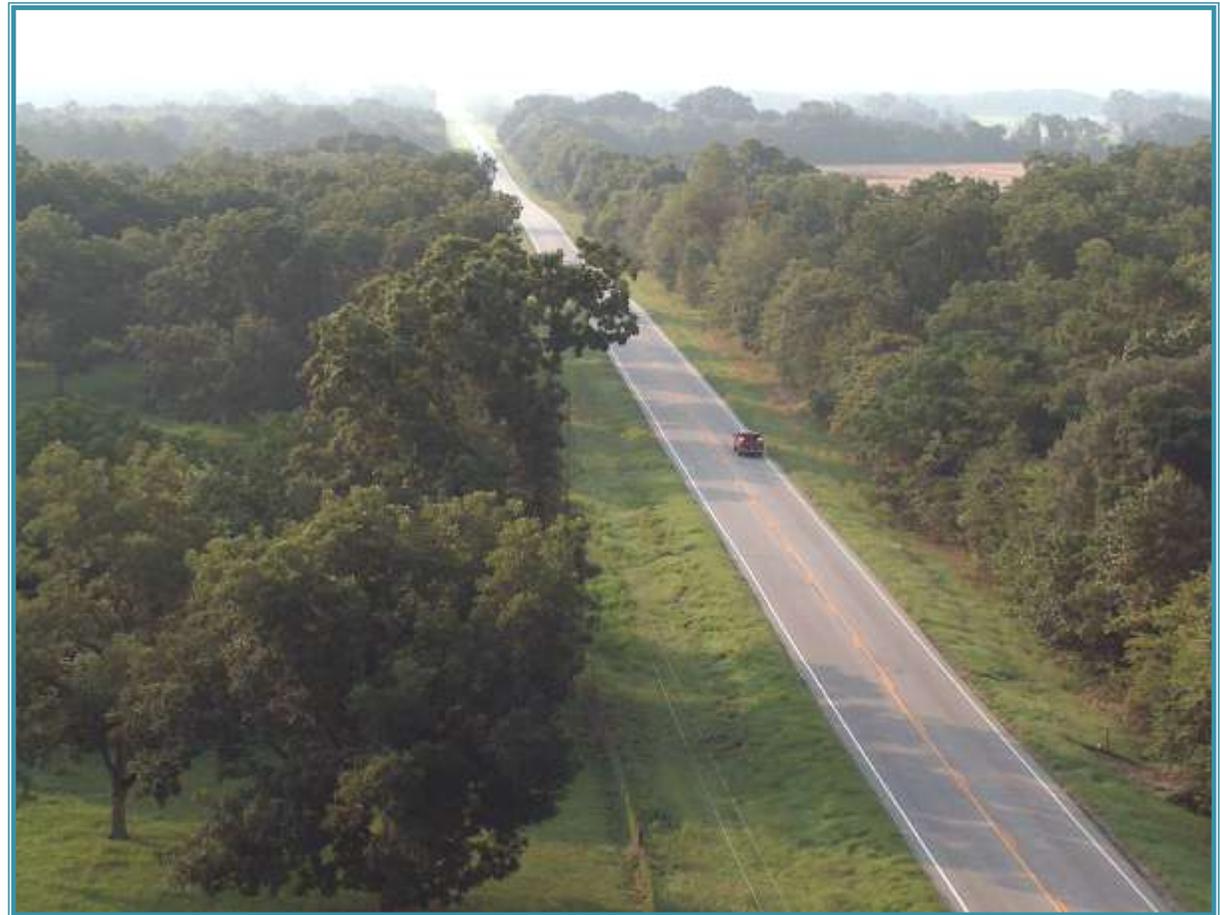
Implementation Program



Guiding Principles

Guiding principles are policies that provide guidance and direction to regional leaders for making decisions consistent with achieving the regional vision or addressing the list of regional Issues and Opportunities starting on page 33.

When it comes to making decisions on future planning needs, Guiding Principles work in the same way a compass does; they provide direction on how to ensure current planning decisions are made with the goal of bringing us closer to achieving the Regional Vision. Just as a compass aligns with the direction you're travelling, the Guiding Principles serve as the primary foundation for the direction of the entire Regional Agenda. These principles will encourage the use of "best practices" and will give local residents insight into where and how development will occur.



Housing

Housing Guiding Principles

- H1. Expand state and local funding for affordable housing preservation and production, including housing trust funds.
- H2. Develop local strategies for de-concentrating public and assisted housing.
- H3. Improve and expand services for residents of particular projects, including work readiness, job training, and job retention services.
- H4. Participate in the implementation of local public housing demolition and redevelopment projects so they enhance the well-being of current and future residents.
- H5. Support state and local initiatives that make low-wage workers better able to afford housing, including minimum wage laws and supplemental earned income tax credits.
- H6. Create, adopt, and regularly update an affordable housing strategy that examines the tools and mechanisms to facilitate affordable housing. The strategy should be developed in partnership with local citizens and developers, and should be implemented and monitored.
- H7. Promote a wide range of housing choices, and variety of dwelling types in all neighborhoods.
- H8. Develop in areas already served by municipal or regional infrastructure.
- H9. Allow mother-in-law suits by right.
- H10. Update zoning ordinances to allow mixed uses where appropriate.
- H11. Adequately fund code enforcement for local governments.
- H12. Implement design standards for manufactured housing.
- H13. Tax manufactured housing as real estate where appropriate.
- H14. Utilize federal and state rehabilitation programs, loans or grants assistance programs for maintenance assistance, home equity conversion mortgage programs, shared housing programs and smaller affordable low and moderate income housing units to meet housing challenges.



Transportation

Transportation Guiding Principles

- T1. Locate new development in already developed areas, so that activities are close together. The effect will be to reduce average trip distances, and encourage walking, cycling and transit travel.
- T2. Concentrate activities where possible. Encourage pedestrian and transit travel by creating “nodes” of high-density, mixed development that are linked by convenient transit service. Concentrate commercial activities in these areas. Retain strong downtowns and central business districts.
- T3. Encourage shared parking.
- T4. Create a network of well-connected streets and paths, with short blocks and minimal cul-de-sacs. Keep streets as narrow as possible, particularly in residential areas and commercial centers. Use traffic management and traffic calming measures to minimize vehicle impacts rather than dead-ends and cul-de-sacs.
- T5. Improve sidewalks, paths, crosswalks, protection from fast vehicular traffic, and provide street amenities (trees, awnings, benches, pedestrian-oriented lighting, etc.). Improve connections for non-motorized travel, such as trails that link dead-end streets.
- T6. Provide traffic calming and other measures that lower automobile speeds which improves conditions for walking, bicycling and transit in residential areas.
- T7. Participate in and support the Transportation Investment Act.
- T8. Participate in and support the regional transit system.
- T9. Identify potential transportation programs to meet public transportation needs.



Community Facilities

Community Facilities Guiding Principles

- C1. Identify and pursue infrastructure and expansion needed to support future demands.
- C2. Regularly update comprehensive plans and zoning ordinances (if applicable).
- C3. Identify and secure funding for infrastructure improvement projects.
- C4. Regularly update Hazard Mitigation Plans to help ensure the protection of public health and safety.
- C5. Ensure that utility rates adequately cover maintenance and replacement needs by service providers.
- C6. Maintain, upgrade, or expand existing facilities to support and encourage growth in desired areas.
- C7. Develop recreation plans.
- C8. Support after-school youth programs.
- C9. Add additional recycling centers.



Intergovernmental Coordination

Guiding Principles

Intergovernmental Coordination Guiding Principles

- I1. Regularly update Service Delivery Strategies to help ensure the efficient delivery of services.
- I2. Share information between local governments to enhance efficiency.
- I3. Train local government officials through opportunities offered by the Carl Vinson Institute, Georgia Municipal Association, Association County Commissioners of Georgia or others to enhance their leadership abilities.



Economic Development

Economic Development Guiding Principles

- E1. Facilitate communication between businesses, public agencies, residents and economic development entities to create an environment that supports retention and expansion of industry.
- E2. Promote the importance of agriculture to the local economy and the maintenance of farming as a viable industry.
- E3. Support local economic and workforce development entities.
- E4. Periodically review the strategies outlined in the region's Comprehensive Economic Development Strategy (CEDS).
- E5. Support and promote Chambers of Commerce activities.
- E6. Seek Regional Assistance Program grants or other resources that could be utilized for business expansion, infrastructure, etc., needed to develop the region.
- E7. Develop and implement a variety of strategies to make the region attractive to retirees.
- E8. Participate in *Quick Start*, *Georgia Work Ready*, and other training programs.



Land Use

Land Use Guiding Principles

- L1. Adopt appropriate Part V. Environmental Ordinances.
- L2. Ensure soil erosion, sedimentation and pollution control measures and practices conform to the minimum requirements outlined by the Georgia Soil and Water Conservation Service.
- L3. Regularly update comprehensive plans and zoning ordinances (if applicable).
- L4. Require sidewalk connectivity in new development.
- L5. Encourage and support innovative design practices that preserve open space.
- L6. Promote mixed use development and redevelopment.
- L7. Develop design guidelines and make available to developers.



Natural & Cultural Resources

Natural and Cultural Resources Guiding Principles

- R1. Follow Agricultural Best Management Practices (BMPs) to protect streams and lakes.
- R2. Adopt appropriate Part V. Environmental Ordinances.
- R3. Ensure soil erosion, sedimentation and pollution control measures and practices conform to the minimum requirements outlined by the Georgia Soil and Water Conservation Service.
- R4. Require parks and open space requirements in new developments.
- R5. Preserve historic and cultural sites.
- R6. Work with local planning commissions, the Southwest Georgia Historic Preservation Advisory Committee, Georgia Trust, SHPO, and private property owners to designate scenic byways.
- R7. Promote Adopt-A-Stream activities on all streams not meeting water quality standards.
- R8. Support and promote funding for the study of the region's surface and groundwater resources.
- R9. Participate in the National Flood Insurance Program.
- R10. Work with GEMA in the development of Hazard Mitigation Plans.



Performance Standards

Performance Standards need to establish two achievement thresholds, a Minimum Standard and an Excellence Standard. This is done by identifying specific ordinances, programs, or requirements that may be implemented by local governments in order to realize the Regional Vision and/or address the Regional Issues and Opportunities.

Minimum Standards are activities local governments must undertake for consistency with the regional plan. The intent is to ensure a consistent and predictable basic level of local requirements across the region. All local governments in the region will be expected to attain the Minimum Standard within three years of adoption of the regional plan, or risk losing Qualified Local Government status.

Jurisdictions are separated into two tiers with a corresponding set of Minimum Standards. Tier 1 jurisdictions are city governments with fewer than 1,000 residents and county governments with fewer than 10,000 residents. Tier 2 jurisdictions include city governments with 1,000 resident or greater and county governments with 10,000 residents or greater.

Minimum Standard

Tier 1 Governments (City - < 1,000 residents, County - <10,000 residents):

The following activities must be met to achieve the *Minimum Standard* for Tier 1 governments:

1. Our clerk is certified by the University of Georgia's (UGA) Carl Vinson Institute.
2. Our newly elected officials are certified by the UGA Carl Vinson Institute.
3. We do not permit development in areas not identified in the comprehensive plan's future development map.
4. We update our service delivery strategy (SDS) as required by state law, and have written agreements for these services that are on file and available for public review.
5. We have and enforce a public nuisance ordinance to control nuisances such as loud noises, stagnant water, abandoned vehicles, the accumulation of junk, excessively tall weeds and grass, etc.
6. As required under Department of Community Affairs' rules, we have an approved solid waste management plan.
7. As required by the Georgia Emergency Management Agency (GEMA) we have an approved hazard mitigation plan.
8. We may be reached via email, and we have the ability to send and receive attachments.

9. We have a unified code of ordinances, so that all ordinances and resolutions that have the effect of law are contained in one document.

Tier 2 Governments (City > 1,000 residents, County - >10,000 residents):

All of the Performance Standards for Tier 1 Governments, plus the following:

1. We adopted the appropriate Department of Natural Resources (DNR) Part V. Environmental Planning Criteria (Part Two of DCA's Alternative to Zoning Model Ordinance). Includes Protection of Groundwater Recharge Areas, Wetlands Protection, and River Corridor Protection.
2. We adopted administrative procedures to enforce the state minimum standard building codes (Building, Residential, Fire, Plumbing, Mechanical, Fuel Gas, Electric and Energy Conservation).
3. We have subdivision regulations.

Excellence Standard

To achieve the Excellence Standard, local governments must implement an additional performance standard each year. When a local government has implemented at least 90% of the additional performance standards it could conceivably do, (for example if a jurisdiction has no landfill or sanitary sewer system those standards would not apply) no further activities are required to maintain the Standard of Excellence.

Housing Excellence Standards

1. We have a written housing plan or strategy.

Documentation: Written or electronic copy of the plan

2. We have a written housing inventory.

Written or electronic database of inventory

3. We have a written plan for the demolition of unsafe or abandoned properties.

Written or electronic database of properties

4. We have a written neighborhood redevelopment plan.

Written or electronic copy of plan

5. We streamline the review process, or otherwise provide incentives to developers, when developments include affordable housing.

Review of approval and review process for affordable housing

6. We have a housing trust fund to provide a stable source of revenue reserved solely for affordable homes.

Verification via budget or accountant that fund is established as housing trust fund for affordable housing

7. We have tax exempt programs for mixed-income developments and low income home owners.

Verification of IRS tax exempt status and permits/plans for development; On-site observations

8. We participate in the Georgia Initiative for Community Housing (GICH) program.

Verification of participation from GA Department of Community Affairs (DCA) or University of Georgia

9. Our zoning ordinance allows very small lot sizes (1/4 acre or smaller) for single-family houses.

Copy of ordinance; Resolution of adoption

10. We encourage mixed-income housing to attempt to ensure that developments contain some affordable housing.

Copy of ordinance; Resolution of adoption

11. Our staff or elected officials attend housing training annually.

Certificates; Registration fees for staff

12. Our zoning ordinance has an inclusionary provision that requires developers to make a percentage of housing units in new residential developments available to low and moderate-income households.

Copy of ordinance; Resolution of adoption

13. We have a community-based organization that provides credit counseling.

Documentation from HUD or DCA that organization certified to provide credit counseling

14. We have, or are a member of, a housing authority.

*Verification of membership;
Meeting attendance;
Minutes*



Transportation Excellence Standards

1. We require sidewalk connectivity.

Documentation: Ordinances; Design Guidelines; On-site observations; Resolution of adoption

2. We encourage traffic calming measures such as raised crosswalks, narrower traffic lanes, fewer lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians, etc.

Design Guidelines; Ordinances, Resolution of adoption

3. We require development of pedestrian facilities, such as sidewalks and walking paths.

Design Guidelines; Ordinances; Resolution of adoption

4. We have a pedestrian master plan.

Copy of Plan; Resolution of adoption

5. We have a bike plan.

Copy of Plan; Resolution of adoption

6. We have a walking awareness and promotion program.

Copy of program; Resolution of adoption

7. We are a Safe Routes to School partner.

Certification Letter from Department of Transportation (DOT) that community is Safe Routes to School Partner

8. We encourage development of bicycling facilities such as bike racks and designated bike lanes.

Ordinances, Regulations, Resolution of adoption



9. We have a designated path for joggers, bicyclists and/or pedestrians that serves a valuable purpose as a recreational or fitness use or as a transportation alternative.

Ordinances, Regulations, Maps, Resolution of adoption

10. We require connectivity between parking lots where appropriate.

Ordinances, Regulations, Resolution of adoption

11. We allow shared parking in commercial areas.

Ordinances, Regulations, Resolution of adoption

12. We participate in a public transit program.

DOT certification letter; On-site observation

Community Facilities Excellence Standards

1. **As required under the Georgia Water Stewardship Act, beginning in July 2012, we will require sub-metering in new multi-unit buildings so that each unit will receive consumption reports and have incentive to practice conservation measures.**

Documentation: Review of consumption reports or utility bills for new multi-unit buildings; Resolution of adoption

2. **As required under the Georgia Water Stewardship Act, beginning in January 2011, we will restrict outdoor irrigation to the hours between 4pm to 10am.**

Resolution of adoption; Public notices

3. **We require connection to public water and sewer systems for new construction where they are available, and at the natural time of replacement when septic systems fail.**

Copy of ordinance; Review of permits; Resolution of adoption

4. **We have water and sewer revenues that adequately cover the maintenance and operation of the systems (see Environmental Protection Agency's (EPA) Environmental Finance Center.**

Review of budget and financials; Certification letter from accountant

Note: The following 13 statements (if the positions apply to your community) require state-mandated minimum levels of training to become certified:

5. **Our communications officer is certified.**

Written verification from certifying agency

6. **Our chief of police is certified.**

Written verification from certifying agency

7. **Our downtown development directors (board members) are all certified.**

Written verification from certifying agency

8. **Our emergency medical technicians are all certified.**

Written verification from certifying agency

9. **Our gas operators are all certified.**

Written verification from certifying agency

10. **Our firefighters are all certified.**

Written verification from certifying agency

11. **Our landfill operator is certified.**

Written verification from certifying agency

12. **Our municipal court judge is certified.**

Written verification from certifying agency



Community Facilities Excellence Standards, *cont.*

13. Our paramedics are all certified.

Written verification from certifying agency

14. Our law officers are all certified.

Written verification from certifying agency

15. Our wastewater lab analyst is certified.

Written verification from certifying agency

16. Our wastewater operator is certified.

Written verification from certifying agency

17. Our water operator is certified.

Written verification from certifying agency

18. We have a written maintenance and replacement plan for infrastructure (water, sewer, electric, etc.

Written maintenance and replacement plan

19. We have a written utility expansion plan.

Written utility expansion plan; Resolution of adoption

20. We have a written recreation plan.

Written recreation plan; Resolution of adoption

21. We have a searchable up-to-date inventory of private wells and septic systems in our jurisdiction.

Electronic version of inventory of private wells and septic tanks

22. We require new development to provide a storm water mitigation and management plan.

Ordinance; Resolution of adoption

23. We operate our utilities as enterprise funds

Certification letter from Accountant

24. We have a capital improvement program (CIP) for improving public facilities.

Review of CIP; Resolution

25. We receive funds from an approved special-purpose local-option sales tax (SPLOST).

Review of budget; letter from county Tax Office

26. We make maintenance of existing infrastructure a priority before extending new infrastructure into additional areas.

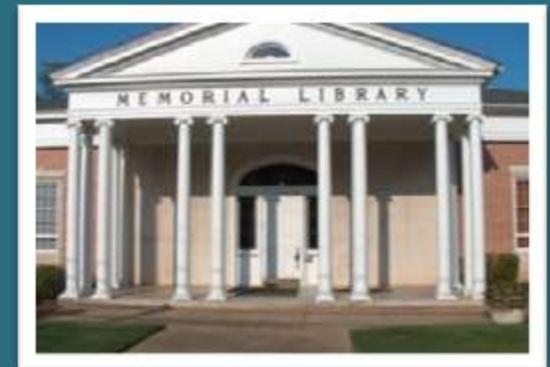
Resolution of adoption; observations during site visits

27. We support youth activities or facilities.

Documentation of any contributions, meeting minutes, attendance at meetings

28. In some cases, we allow manufactured housing to be taxed as real estate and not as personal property.

Certifying letter or other documentation from Tax Office



Intergovernmental Coordination Excellence Standards

- 1. We have implemented more than half our comprehensive plan short term work program (STWP).**

Documentation: review of STWP and percentage of items completed.

- 2. Our department heads actively review the comprehensive plan STWP at least quarterly.**

Agendas; Meeting minutes; review of STWP to assess progress

- 3. We develop our comprehensive plan with other local governments.**

Notifications; Review of the Comprehensive Plan; Resolution of adoption

- 4. We develop our comprehensive plan with all other local governments in our county.**

Review of the Comprehensive Plan; Resolution of adoption

- 5. We plan with local governments outside our county.**

Meeting notifications to governments; Agenda, meeting minutes; Plans; Notice of attendance

- 6. We meet with surrounding local governments at least quarterly.**

Notification of meetings; agendas; notice of attendance

- 7. We share at least one service (water, sewer, police, etc.).**

Written contracts or other written agreements; Resolution of adoption

- 8. We have a combined planning commission.**

Verification of Planning Commission membership; Resolution of adoption

- 9. We have a combined zoning ordinance.**

Review of zoning ordinances; Resolution of adoption

- 10. We share a code enforcement officer.**

Verification of employment; annual budget

- 11. We have a combined recreation department.**

Resolution of adoption; annual budget

- 12. We have a combined fire department.**

Resolution of adoption; annual budget

- 13. We have a combined public works department.**

Resolution of adoption; annual budget

- 14. We share a public water system.**

Written contract or other written agreement

- 15. We have a website.**

Website that is current and fully functional

- 16. We actively support a mentoring or leadership program such as 4-H or F.F.A., etc.**

Documentation of any contributions; meeting minutes or notices; sign-in sheets

- 17. We have a mutual aid agreement with another local government.**

Contract or written agreements



Economic Development Excellence Standards

1. We are a Work Ready Community (<http://gaworkready.org/>).

Documentation: verification of certifying agency

2. We are an Entrepreneur Friendly Community (Georgia Department of Economic Development Program).

Verification of Designation by certifying agency

3. We support or encourage a Buy Local campaign.

Resolution; verification of contributions to campaign, public notifications

4. We developed a how-to guide for starting a local business.

Copy of guide

5. We have a website with business information.

Website that is current and fully functional

6. Our ordinances are available on-line, such as with Muni-code.

Visible observation and demonstration

7. We host an annual business resource fair.

Brochures; handouts, annual budget; Resolution of adoption

8. We are actively involved with a chamber of commerce.

Documentation of any contributions; Meeting minutes; Attendance at meetings (sign-in-sheets)

9. We have conducted a Business Retention and Expansion Process (BREP) Survey, or an Existing Industry Program (EIP) Survey in the last five years.

Copy of BREP/EIP Survey



10. We have an Urban Redevelopment Plan.

Copy of Plan; Resolution of adoption

11. We participate in the Certified Literate Community Program (CLCP) under the Georgia Department of Technical and Adult Education.

Resolution of adoption, annual budget; identification of paid or unpaid staff

12. We meet all Certified Literate Community Program (CLCP) county goals.

Written verification from Southwest Georgia Regional Commission or from the Georgia Department of Technical & Adult Education

13. At least one of our staff or elected officials has attended the Georgia Academy training offered by the Georgia Academy for Economic Development.

Certification of completion; registration fees

Economic Development Excellence Standards, *cont.*

14. We attend annual Economic Development Authority (EDA) training.

Certification of completion; registration fees

15. We have a written inventory of existing businesses.

Written inventory; electronic database of existing businesses

16. We have a written inventory of sites available for commercial and manufacturing.

Written inventory; electronic database of existing businesses

17. We are a Main Street Community or a Better Hometown Community.

Certification from designating authority; on-site observation of signage

18. We have an Enterprise Zone or similar program that offers incentives such as tax or fee exemptions to attract new business.

Resolution of adoption; map

19. We have an Opportunity Zone (Georgia tax credit program) in our jurisdiction.

Resolution of adoption; map

20. We have a business incubator program.

On-site observation; annual budget

21. We regularly conduct a Labor Market Information (LMI) Analysis to identify industry sectors best suited to a local community's available workforce, and what training might be required to attract potential employers.

Copy of LMI



22. We participate in multi-county economic development efforts.

Meeting notifications/minutes; review of the Comprehensive Plan; adoption resolution

23. We have a Neighborhood Watch program in our community to help prevent crime and vandalism.

Verification from Police Dept. or certifying agency; signage in the neighborhood; adoption resolution

24. We meet at least quarterly with an active joint county development authority (JDA).

Agenda; minutes; notifications; adoption resolution

25. We have a unified development code (all our ordinances relating to development are in one place), to help streamline the development process.

On-site review of development codes and ordinances

Land Use Excellence Standards

Zoning

1. We have a zoning ordinance.

Documentation: copy of ordinances; adoption resolution

2. Our zoning ordinance allows accessory housing units by right (mother-in-law suites, carriage houses, garage apartments, etc.

Copy of ordinances; adoption resolution

3. Our zoning ordinance allows mixed uses (such as allowing residential and commercial together in the same district).

Copy of ordinances; adoption resolution

4. Our zoning ordinance allows planned unit developments (PUDs).

Copy of ordinances; adoption resolution

5. Our zoning ordinance accommodates the reuse of closed, decommissioned or obsolete (greyfields) uses.

Copy of ordinances; adoption resolution

6. Our zoning ordinance includes manufactured home compatibility standards that ensure architectural compatibility of manufactured homes with adjacent single-family residences.

Copy of ordinances; adoption resolution

7. Our zoning ordinance has a floating or more permissive overlay zone to provide greater flexibility.

Copy of ordinances; adoption resolution

8. Our zoning ordinance requires that new infill development is compatible with its neighborhood and maintains the harmony and character of existing areas.

Copy of ordinances; adoption resolution



Land Use Regulations

9. We have subdivision regulations.

Copy of regulations; adoption resolution

10. We have green space requirements in our subdivision regulations.

Copy of regulations; adoption resolution

11. We have a landscape and buffer requirement in our land use regulations.

Copy of regulations; adoption resolution

12. We have a process or procedure to allow construction on existing substandard lots.

Copy of regulations; adoption resolution

13. We allow clustered subdivisions by right.

Copy of regulations; adoption resolution

14. We have an impact fee ordinance.

Copy of regulations; adoption resolution

Land Use Excellence Standards, *cont.*

Code Enforcement

15. We have a designated code enforcement officer.

On-site verification; annual budget

16. We have a certified code enforcement officer.

Verification from certifying agency

17. We participate in annual code enforcement training.

Certificate; registration fees

Training & Public Involvement

18. We require our planning commissioners to attend training at least annually.

Certificate; registration fees

19. We have an annual meeting of the planning commission and elected officials.

Meeting notification; sign in sheets, minutes

20. We have a community education group that provides annual training in zoning, planning or community issues.

Agenda; certifications; notifications

Design

21. We encourage road connectivity between adjacent subdivisions for better traffic flow.

Ordinance; onsite observation

22. We require sidewalks in new housing developments (subdivisions) over a certain size.

Copy of regulations; Resolution of adoption

23. We require new construction to be at least three feet above FEMA (Federal Emergency Management Agency) designated floodplains.

Ordinances; review of permits

24. We have a legal sign ordinance.

Copy of ordinance; Resolution of adoption

25. We analyze the financial impacts of growth before allowing residential development (subdivisions) over a certain size.

Resolution of adoption; ordinances, Review of current/previous residential development

Geographic Information Systems

26. We have a geographic information system (GIS)

On-site observation; annual budget/audit

27. We have a GIS that is shared with other local government entities such as fire and police protection, public works, etc.

Contract or other written agreement

28. We have a GIS that is available to the public.

Functional GIS and demonstration and observation that it is available to public

Other

29. We participate in Federal Emergency Management Agency's Community Rating System (CRS) program to reduce flood losses, to facilitate accurate insurance ratings and to promote the awareness of flood insurance.

Letter of Participation from FEMA; verification of program fees

Natural and Cultural Resources Excellence Standards

1. **We adopted the appropriate DNR Part V. Environmental Planning Criteria (Part Two of DCA's Alternative to Zoning Model Ordinance). Includes Protection of Groundwater Recharge Areas, Wetlands Protection, and River Corridor Protection.**

Documentation: Resolution of Adoption; DNR Part V. Ordinance

2. **We organize or participate in a stream clean-up program such as Adopt-A-Stream or Rivers Alive.**

Resolution of adoption; public notifications of stream clean-up

3. **We have a litter prevention ordinance.**

Resolution of adoption; ordinance

4. **We have a recycling program.**

Resolution of adoption; ordinance

5. **We have a locally designated historic district.**

Resolution of adoption; map of district; on-site observation

6. **We have an active historic preservation commission.**

Resolution of adoption; list of commission members

7. **We are a certified local government under the Georgia Historic Preservation Division.**

Verification from certifying agency

8. **We have National Register listed properties or districts.**

National Register listing

9. **We have and enforce a tree ordinance.**

Ordinance; violations or citations on ordinance

10. **We have a "pay per throw" (unit-based or variable rate structure) structure for**

solid waste disposal so households are charged according to the amount of waste disposed.

Ordinance; Comprehensive Plan

11. **We have growth boundaries to attempt to control sprawl.**

Ordinances; map; Comprehensive Plan

12. **We have adopted and enforce design guidelines for new construction.**

Resolution of adoption; violations or citations; written design guidelines

13. **We provide incentives for green subdivision design, such as conservation or cluster subdivisions.**

Ordinance; Resolution of adoption; written verification of subdivision design

14. **We require agricultural buffers where non-agricultural land abuts agricultural land.**

Ordinance; Resolution of adoption



Natural & Cultural Resources Excellence Standards, *cont.*

15. We have an area-specific plan (such as a downtown development plan) to address a specific part of our jurisdiction.

Area Plan; Resolution of adoption

16. We have an environmental resource inventory that maps the community's environmentally sensitive areas (such as floodplains, wetlands, significant stands of old growth trees, etc. in order to make rational decisions about areas best suited to set aside as open space, or for areas of development.

Evidence of electronic database

17. We support a local environmental conservation organization that champions issues.

Documentation of any contributions; meeting minutes; verification of attendance at meeting (sign-in-sheet)

18. We are a Keep Georgia Beautiful affiliate.

Written verification of affiliation

19. We offer or contract to provide curbside collection of solid waste.

Written contract or agreement

20. We provide a staffed collection center for solid waste and recyclables.

On-site inspection; annual budgets, Resolution of adoption

21. We adopted administrative procedures to enforce the state minimum standard building codes (Building, Residential, Fire, Plumbing, Mechanical, Fuel Gas, Electric and Energy Conservation).

Copy of the procedures and resolution of adoption

22. We adopted one or more permissive codes (International Property Maintenance Code, or International Existing Building Code).

Copy of the procedures and resolution of adoption



Strategies & Regional Work Program

The activities listed below are the activities the Regional Commission will undertake to implement the regional plan during the upcoming five year period. Also listed are recommended activities that actors other than the Regional Commission may take to implement the regional plan.

It takes several partners to make a strategy work. The Southwest Georgia Regional Commission is just one partner in the implementation of the Regional Agenda. This section includes charts under each development heading with a brief description of the proposed activity, by which the activity will be completed and the estimated cost of completion and the funding source(s). These strategies are actions the RC and other regional actors will take to implement the Regional Plan.

The Regional Work Program will be monitored by the Regional Commission (RC). The RC will assist local governments and other partners with the activities that must be carried out within the five year review period. They will do this by providing technical support and education as needed and recommended. The RC will also review and comment on activities included in the Work Program.

The implementation measures belong to one of two categories:

1. Planning and Coordination Activities

Will be performed by the Regional Commission to assist local governments and other regional actors to act consistently with the regional plan.

2. Review Activities

Activities by other actors in the region that require review and comment by the Regional Commission. The findings from the review are advisory in nature.

Acronyms Defined

AD - Addictive Diseases
BOS - Business Outreach Services
COC - Chamber of Commerce
DCH - Department of Community Health
DD - Developmental Disabilities
DEcD - Department of Economic and Community Development
DFACS - Department of Family and Children Services
DNR - Department of Natural Resources
EDA - Economic Development Authority
EPD - Environmental Protection Division
Ext Service - Extension Service
FC - Family Connection
Flint River S & WCD - Flint River Soil and Water Conservation District

GDOT PAC - Georgia Department of Transportation Planning Advisory Committee
GEFA - Georgia Environmental Finance Authority
Golden Triangle RC & D - Golden Triangle Research Conservation and Development
HPAC - Historic Preservation Advisory Council
HPD - Historic Preservation Division
HS Agencies - Human Service Agencies
HTF - Housing Task Force
ITOS - Information Technology Outreach Services
KAB - Keep America Beautiful
MH - Mental Health
NESPAL - Nationally Environmentally Sound Production Agriculture Laboratory
NPO - Nonprofit Organization

NRCS - Natural Resources Conservation Services
PH - Public Health
RAC - Regional Advisory Council
RC - Regional Commission
RPN - Regional Partners Network
SOWEGACAC - Southwest Georgia Community Action Council
SWGATA - Southwest Georgia Tourism Association
TMDL - Total Daily Maximum Load
UGA - University of Georgia
USDA - United States Department of Agriculture
USGS - United States Geological Survey

Housing

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 43)	Issues and Opportunities Addressed (Page 34)
Work with Housing Task Force to educate residents on housing programs that support the preservation of current housing stock and increase home ownership opportunities on a regional basis through monthly meetings, training sessions and educational seminars.	Planning	2011-2015	RC, RPN, HTF, NPO, UGA	\$2,000	DCA contract, Agency budgets	H6, H7, H14	H2, H3, H4, H5, H6, H11
Seek funding sources for regional Housing Task Force operation.	Planning	2011-2015	RC, RPN, HTF RAC	N/A	N/A	H1	H2, H3, H4, H5, H6, H11
Host workshops, train and encourage leadership designed to increase the development of regional housing agencies and promote innovative ideas.	Planning	2011-2015	RC, RPN, HTF RAC FC, DFACS	\$1,500	RC, NPO	H3, H5, H7	H2, H4, H9, H11
Work with local and state housing authorities, human service agencies, and related organizations to assess the housing needs of special populations throughout the Region.	Planning	2011-2015	FC, MH, DD, AD, COC, PH, RPN, HTF, RC, RAC	N/A	N/A	H5	H4
Host community development workshops to educate bankers, real estate developers, non-profits and governmental entities on the basics of community development programs.	Planning	2011-2015	RC, RPN, HTF, Board of Realtors	\$500	DCA, Sponsors	H2, H3	H3, H5, H9
Solicit corporate sponsors to fund attendance at community development training programs sponsored by the Federal Home Loan Bank, Fannie Mae and others.	Planning	2011-2015	RC, RPN, HTF, local organizations	N/A	N/A	H1, H3	H2
Provide planning and technical assistance to the Housing Task Force, existing community development organizations, developers and local governments to develop an affordable housing strategy.	Planning	2011-2015	HTF, RC, Local Governments	N/A	Local Dues, Grants	H6	H5, H7, H9
Host regional housing conference/summit targeting local governments, developers and nonprofits which highlights best practices that encourage collaborative partnerships that increase the supply of affordable housing.	Planning	2011, 2013, 2015	HTF, RC,	\$500	DCA contract, Agency budgets	H1, H8, H9, H10, H11, H12, H13	H5, H11, H7
Promote workshops, peer support programs and other events which build local capacity and describe successful methods of leveraging community development resources.	Planning	2011-2015	HTF, RC, FC, DFACS	\$1,500	RC, RCDI, local governments, NPO	H1	H3, H5
Host community development workshops to educate employers, bankers, real estate developers, faith based organizations, non-profits and government entities about community development programs and housing resources.	Planning	2011-2015	HTF, RC, DFACS	\$1,000	RC, RCDI, local governments, NPO, local banks	H1, H6	H3, H5

Housing, cont.

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 43)	Issues and Opportunities Addressed (Page 34)
Promote and support programs targeting the housing needs of seasonal and migrant workers.	Planning	2011-2015	HTF, RC, FC, DFACS	N/A	Agency budgets	H7	H9
Work with Credit Counseling agencies to host, coordinate workshops that educate first-time homebuyers on credit and other barriers to homeownership.	Planning	2011-2015	RC, HTF, FC	\$2,000	RC, DCA, Grants, Local Banks	H2	H2, H5
Coordinate financial educational classes for high school students, in-school, out of school youth that focus on responsible credit management.	Planning	2011-2015	RC, HTF, Schools, FC	N/A	RC, School Boards, Local Banks, Grants	H2, H6	H2
Work with the Housing Task Force to maintain the regional, comprehensive web-based source of housing information, housing resources and related issues.	Planning	2011-2015	RC,	\$500	RC, DCA	H6, H14	H5, H3
Work with local governments and factory-built housing manufacturers to develop affordable and compatible housing to use as infill development.	Planning	2011-2015	RC, HTF, DEcD	\$3,000	DCA, RC, Agency budgets	H2, H7, H8	H4, H8, H9
Utilize federal and state rehabilitation programs, loans or grants assistance programs for maintenance assistance, home equity conversion mortgage programs, shared housing programs and smaller affordable low and moderate income housing units to meet housing challenges.	Planning	2011-2015	RC, local governments, USDA, SOWEGA CAC	Dependent upon project	CDBG, CHIP, local governments (matching funds)	H1	H2, H3
Provide technical assistance and planning to Credit Counseling agencies to find new funding opportunities and develop a tracking system that prevents duplication and provides greater efficiency and accountability.	Planning	2011-2015	HTF, RC,	Dependent upon project	local governments (matching funds),	H6	H2, H3, H9
Provide technical assistance to local governments that desire programs for maintaining affordable housing stock.	Planning	2011-2015	RC, HTF,	Varies	Agency Budgets	H10, H11	H4
Promote a series of workshops highlighting successful community service programs in which volunteers work to preserve the historic housing stock through rehabilitation assistance.	Planning	2011-2015	RC, HTF, COC	\$1,500	RC, COC	H2, H6	H10
Assist local governments with the development of or update to zoning ordinances	Planning	2011-2015	RC	Varies	local governments	H10	H6, H1

Transportation

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 44)	Issues and Opportunities Addressed (Page 35)
Work with local governments to identify potential transportation programs to meet public transportation needs.	Planning	2011-2015	RC, Local Governments, HS Agencies	\$2,000	DHR Admin. GDOT Contract	T4, T5, T6	T3, T4, T5
Support the development of pedestrian and bicycle plans to be included in local comprehensive plans.	Planning and Review	2011-2015	RC, GDOT PAC	\$20,000	RC Dues, Fee For Service, DCA Contracts, GDOT Planning Contract	T4, T5	T2, T3
Support regional transportation planning.	Planning and Review	2011-2015	RC, Local Governments	\$2,000	GDOT and, DCA Contracts, RC Dues	T7, T8, T9	T3, T4, T6
Provide technical assistance in the preparation of transportation plans.	Planning and Review	2011-2015	RC	\$5,000	GDOT Contract, DCA Contracts	T7, T8, T9	T2, T4
Enhance the effectiveness and efficiency of the coordinated transit program to provide access to medical facilities and services.	Planning	2011-2015	RC	Unknown	DCH/DOT/DCA	T8	T3, T4
Identify feasible multipurpose trail projects which would have regional economic development impacts.	Planning	2011-2015	RC, GDOT PAC	\$2,000	RC Dues GDOT Contract	T5	T2
Provide planning and technical assistance to local governments in the development of multipurpose trails.	Planning	2011-2015	RC, Local Governments	\$2,000	RC Dues GDOT Contract	T5	T2
Work with interested citizens and local governments to designate scenic byways.	Planning and Review	2011-2015	RC, Tall Timbers, GA Conservancy,	\$2,000	GDOT Planning Contract	T9	T7

Transportation, cont.

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 44)	Issues and Opportunities Addressed (Page 35)
Coordinate with the Department of Transportation, local government officials and economic development agencies to promote development of state bicycle routes, air transportation and rail throughout the Region.	Planning	2011-2015	RC, Regional Transportation Collaborative	\$2,000	GDOT Planning Contract	T1, T5, T8	T2
Provide assistance in the development and administration of transportation enhancement programs.	Planning and Review	2011-2015	RC	\$5,000	GDOT Planning Contract	T7	T2
Provide for the planning, administration and operation of a regional transit program serving twelve counties and providing general public transit services.	Planning and Review	2011-2015	RC	\$60,000	GDOT Transit Contract	T8	T3
Provide assistance to local governments with understanding the Statewide Transportation Improvement Program and which projects are included annually.	Planning	2011-2015	RC	\$5,000	GDOT Planning Contract	T7	T1
Provide planning assistance in the development of intermodal/multimodal facilities throughout the area	Planning	2011-2015	RC, Regional Transportation Collaborative	\$10,000	RC Dues, Transit Grant	T9	T3

Community Facilities

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 45)	Issues and Opportunities Addressed (page 36)
Promote the adoption and utilization of Capital Improvement planning and budgeting in all Southwest Georgia communities.	Review	2011-2015	RC,	Varies	RC, DCA	C1, C2, C3, C5, C6	C1 C5
Provide technical assistance in Capital Improvement Planning and budgeting for local government officials	Planning	2011-2015	RC,	Varies	RC, DCA	C1, C2, C3, C5, C6	C1 C5
Provide technical assistance to local governments in service delivery planning and implementation.	Planning and Review	2011-2015	RC,	\$2000	RC, DCA	C1, C2, C3, C5, C6	C11
Provide technical assistance to local governments in the development of infrastructure improvement plans supported by grant and loan assistance.	Planning and Review	2011-2015	RC	Varies	RC Dues	C1, C2, C3, C5, C6	C1,C3
Provide technical assistance in recommending water, sewer rate structuring for local governments.	Planning and Review	2011-2015	Consultants, GEFA, USDA	Varies	Agency Budgets	C1, C3, C5,C6	C5 C9
Provide technical assistance in the development of grants, loans, facilities and programs as identified to help implement public safety programs.	Planning and Review	2011-2015	RC	Varies	RC Dues	C3	C6
Provide technical assistance in the development of local and regional hazard mitigation and disaster preparedness plans.	Planning and Review	2011-2015	RC, DCH	Varies	RC, DCA, Federal funds	C4	C6
Provide technical assistance to local governments in the provision of general governmental services, operations and facilities.	Planning and Review	2011-2015	RC, State Agencies, Colleges	Varies	RC Dues, Fees, Agency budgets	C1, C2, C3, C5, C6	C5,C6,C7
Provide grant assistance to local governments in the provision of needed governmental facilities.	Review	2011-2015	RC	Varies	RC dues, various grant sources	C3	C1, C6, C7, C8, C9
Provide planning and technical assistance to local governments in the development of community and regional parks.	Planning and Review	2011-2015	RC	\$2,500	RC Dues	C7, C8	C2, C4

Community Facilities, cont.

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 45)	Issues and Opportunities Addressed (page 36)
Generate support for bike routes during the local comprehensive planning process.	Planning	2011-2015	RC, Local governments	Part of comp plan	Local	C2, C7	C2
Organize meetings between the regional library personnel and local governmental officials to determine the need, desire for new facilities.	Planning	2011-2015	Regional Library, local governments	N/A	Regional Library	C1, C8	C2, C4
Provide planning technical assistance in the planning, development and financing of new library facilities.	Planning	2011-2015	Regional Library, Rural Library Project	N/A	Regional Library	C1	C2, C4
Advocate regional infrastructure planning through the Service Delivery Strategy process and during comprehensive plan updates over the planning horizon.	Planning and Review	2011-2015	RC Dues	\$2000	RC	C1, C2	C1, C7
Provide planning for special infrastructure needs in identified target areas.	Planning	2011-2015	RC Dues	Will Vary	RC	C1, C3	C1, C7
Identify needed resources to support infrastructure needs in special target areas.	Planning	2011-2015	RC Dues	N/A	RC	C1, C3	C1, C7
Develop eco-tourism recreation plans for the Flint and Chattahoochee River Corridors.	Planning	2011-2012	RC, RPN, SWGATA, Golden Triangle, Riverway South	\$5000	RC Fees, Grants	C7	C2
Provide planning and technical assistance to regional human service agencies through RPN to develop human infrastructure by partnering and sharing resources for greater efficiency and service provision; highlighting best practices for duplication.	Planning	2011-2015	RC, RPN, CLCP, Human Service Agencies	\$5,000	RC Fees, DCA Contract, Grants	C1, C7, C8	C2, C4

Intergovernmental Coordination

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 46)	Issues and Opportunities Addressed (page 37)
Support the update of the Service Delivery Strategy to help ensure the efficient delivery of services.	Planning and Review	Every 5 years	RC, local governments	Part of comp plan update fee	Fees	11, 12	11, 13, 14
Encourage the sharing of information between local governments for greater efficiency.	Planning	2011-2015	Local Government	None	N/A	11, 12	11, 13, 14
Support local government officials in training opportunities offered by the Carl Vinson Institute, Georgia Municipal Association, Association County Commissioners of Georgia or others to enhance their leadership abilities.	Planning	2011-2015	Local Government	Will Vary	Local Governments General Funds	13	12
Provide training and technical assistance to local governments on parliamentary procedure (Roberts Rules of Order) for conducting public meetings and other deliberate assemblies to assist in regional coordination and collaboration.	Planning	2011-2015	RC, Local Governments	\$7,000	DCA Contract	113	11, 13

Economic Development

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 47)	Issues and Opportunities Addressed (page 37)
Support periodic economic development forums for local and state government officials and leaders, and state legislators.	Planning	2011-2015	RC, DEcD	\$1,000	Sponsors	E1	E4, E8
Provide technical assistance in the preparation of Employment Incentives Program (EIP), Small Business Administration (SBA) 504 Loan, Revolving Loan Fund (RLF) and other program applications for business expansion or start up.	Planning	2011-2015	RC	\$75,000	EDA	E1, E3	E4
Promote the use of Economic Development Administration (EDA) planning studies, which identify compatible industrial mixes.	Planning	2011-2015	SWGA COC, RC, DecD	\$500	EDA	E3	E4, E8
Promote the development of regional food processing centers to strengthen the Region's agribusiness community.	Planning	2011-2015	RC, DecD Thomasville-Thomas Co. EDA	\$1,500	EDA	E2	E4, E9, E10, E12
Support and promote all types of tourism activities within the region	Planning	2011-2015	RC, RPN, SWGATA DCA, DECD, Dev Authorities, COC's	\$1,000, depending on agency	Dues, operating budgets	E4, E5	E12
Acquire funding to increase RLF funding capacity when feasible.	Planning	2011, 2012	RC	\$500	Grants, EDA	E6	E4
Educate local governments, economic development agencies and local bankers on EIP, RLF and other economic development tools through one-on-one meetings.	Planning	2011-2015	RC, DEcD	\$2,000	EDA	E6	E4

Economic Development, cont.

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 47)	Issues and Opportunities Addressed (page 38)
Educate chambers of commerce, development authorities, libraries on the availability of business plan development software and other business development information.	Planning	2011-2015	UGA Business Outreach Services (BOS)	\$2,000 yr.	UGA Business Outreach Services	E1,	E4, E9
Host an entrepreneurial forum to promote doing business with local, state and federal government.	Planning	2011,2013	COCs, RC, DEcD, Educational Institutions, BOS	\$1,000	Sponsors	E1	E4, E9
Promote the use of Georgia Tech's Local Government Fiscal Impact Analysis (LOCI) and Univ. of Ga.'s computer models for cost benefit analysis of potential business ventures.	Planning	2011-2015	RC, DEcD	\$500	EDA, agency budgets	E1	E9
Work with DEcD, COC's and other organizations to develop a regional tourism development and marketing strategy through use of tourism website.	Planning	2011-2015	RC, RPN, DEcD, SWGATA,	\$30,000	RC Local Projects Allocation, Grants	E5, E7	E12, E10
Develop a campaign to promote regional recreational opportunities related to development for fishing, boating, bicycling and hiking and other outdoor activities	Planning	2011-2015	RC, Partnership, Tourism Assoc., Golden Triangle RD&C	\$40,000	Grants	E5, E7	E9, E10
Support the development of a new welcome center to serve the tourism sector, on U.S. 19 at the Georgia, Florida. line.	Planning	2011-2015	SWGACOC, RC, DEcD	None	None	E6	E9
Provide technical assistance in the preparation of grants to support and expand tourism development.	Planning	2011-2015	RC	None	Member Dues	E3	E4, E9
Coordinate with GA Tech and others to disseminate information to local governments on emerging technology trends.	Planning	2011-2015	RC, GA Tech, DEcD, Tech Colleges	\$1,500	DCA contract; Member Dues, GA Tech	E1	E7, E9, E6
Support initiatives for technology-based economic development in rural areas.	Planning	2011-2015	RC; DEcD, GA Tech	NA	Agency Budget	E3,E7, E8	E6, E7, E9

Economic Development

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 47)	Issues and Opportunities Addressed (page 38)
Facilitate planning and provide technical assistance in the preparation of economic development grants for multi-county development projects.	Planning	2011-2015	RC, COC's, DEcD,	varies	Grant	E6	E9, E13
Increase the capability of GIS as a tool for economic developers in the Region.	Planning	2011-2015	RC, ITOS	\$35,000	Dues, Contracts	E3	E7, E9
Seek Regional Assistance Program grants or other resources that could be utilized for business expansion, infrastructure, etc., needed to develop the area.	Planning	2011-2015	RC; DEcD, local governments	Varies	Local Governments	E6	E9, E13
Promote and distribute marketing materials highlighting tax credit and other available incentives for development in the target areas.	Planning	2011-2015	RC, DEcD	\$2,000	Local Dues	E2, E5	E3, E6, E9, E11
Develop and implement a variety of strategies to make the region attractive to retirees.	Planning	2011-2015	COC's, RC, DEcD, local governments	Varies	Local Governments, Contracts, Dues	E7	E2, E5, E11
Host annual workshops on downtown revitalization.	Planning	2011-2015	RC	\$2,000 yr.	Grants, Contracts	E1	E3, E9
Provide technical assistance in developing revitalization plans, regulations and programs.	Planning	2011-2015	RC, Forestry Comm.	\$3,000 yr.	HPD Contract	E5	E3, E9
Provide grant writing assistance where needed.	Planning	2011-2015	RC	\$3,000 yr.	HPD Contract	E3, E5	E1-E9
Provide technical assistance and preparation of One Georgia, EIP and EDA grant applications	Planning and Review	2011-2015	RC	\$1,500	EDA	E3, E7	E4, E6, E9
Promote the development of current Business Retention and Expansion Program (BREP) reports for each county to increase business retention activities in the Region.	Planning	2011-2015	BOS, RC, DEcD	\$1,000	DCA Local COC	E6	E4, E9
Promote the use of the Georgia Chamber's regional listing of existing manufacturers to capture opportunities in regional trading, complimentary manufacturing.	Planning	2011-2015	BOS, RC, DEcD	\$250 per copy	Agency budgets	E3, E5	E4, E7, E9
Provide planning and technical assistance to youth organization and other stakeholders to conduct Youth Summit targeting high school students to encourage business development and decrease dropout rate.	Planning	2011-2015	RC, Youth Organizations	\$10,000	Grants, DCA Contract Local Sponsorship	E1, E3, E6	E1, E6, E9

Land Use							
Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 49)	Issues and Opportunities Addressed (page 39)
Provide technical assistance to local governments pursuant to the development and implementation of land use plans and regulations.	Planning and Review	2011-2015	RC	Varies	DCA Contract, Dues, Fees, Quality Growth Program	L3, L5	L1, I3
Promote the adequate and efficient provision of infrastructure at the most reasonable cost to the taxpayers through the use of land use regulations.	Planning	2011-2015	RC	Varies	Member Dues	L3, L7, L4	L1, I3, L2
Work with local planning commissions, the Southwest Georgia Historic Preservation Advisory Committee, Georgia Trust, State Historic Preservation Office (SHPO), local governments and private property owners to designate scenic byways.	Planning	2011-2015	RC, TALL TIMBERS, GA Conservancy, Local Planning Depts.	\$1,000 YR.	SHPO Contract, Dues, Agency budgets	L5	L4, L7
When requested review local land use plans to identify potential land use conflicts and provide technical assistance in resolving the issues of incompatible uses or zoning districts.	Review	2011-2015	RC	\$5,000	DCA, Dues, Quality Growth Program	L3	L3
Promote workshops on land use planning and growth management topics.	Planning	2011-2015	RC, Tall Timbers, GA Conservancy	\$3,000	Grants, Sponsors, GPA/DCA, Quality Growth Program	L5, L6	L1
Develop and distribute literature about land management training opportunities and programs.	Planning	2011-2015	RC, Tall Timbers, GA Conservancy	None	None	L5, L6	L6
Work with individual planning commissions to educate members on the relationship between planning and zoning.	Planning	2011-2015	RC	None	None	L5, L6	L1, L4
Provide technical assistance to the respective governments and state agencies in the development of a resource management plan for the Red Hills Region.	Planning	2011-2015	RC, Tall Timbers, GA Conservancy	\$15,000	RC, Tall Timbers, GA Conservancy	L3, L1	L6

Natural and Cultural Resources, cont.

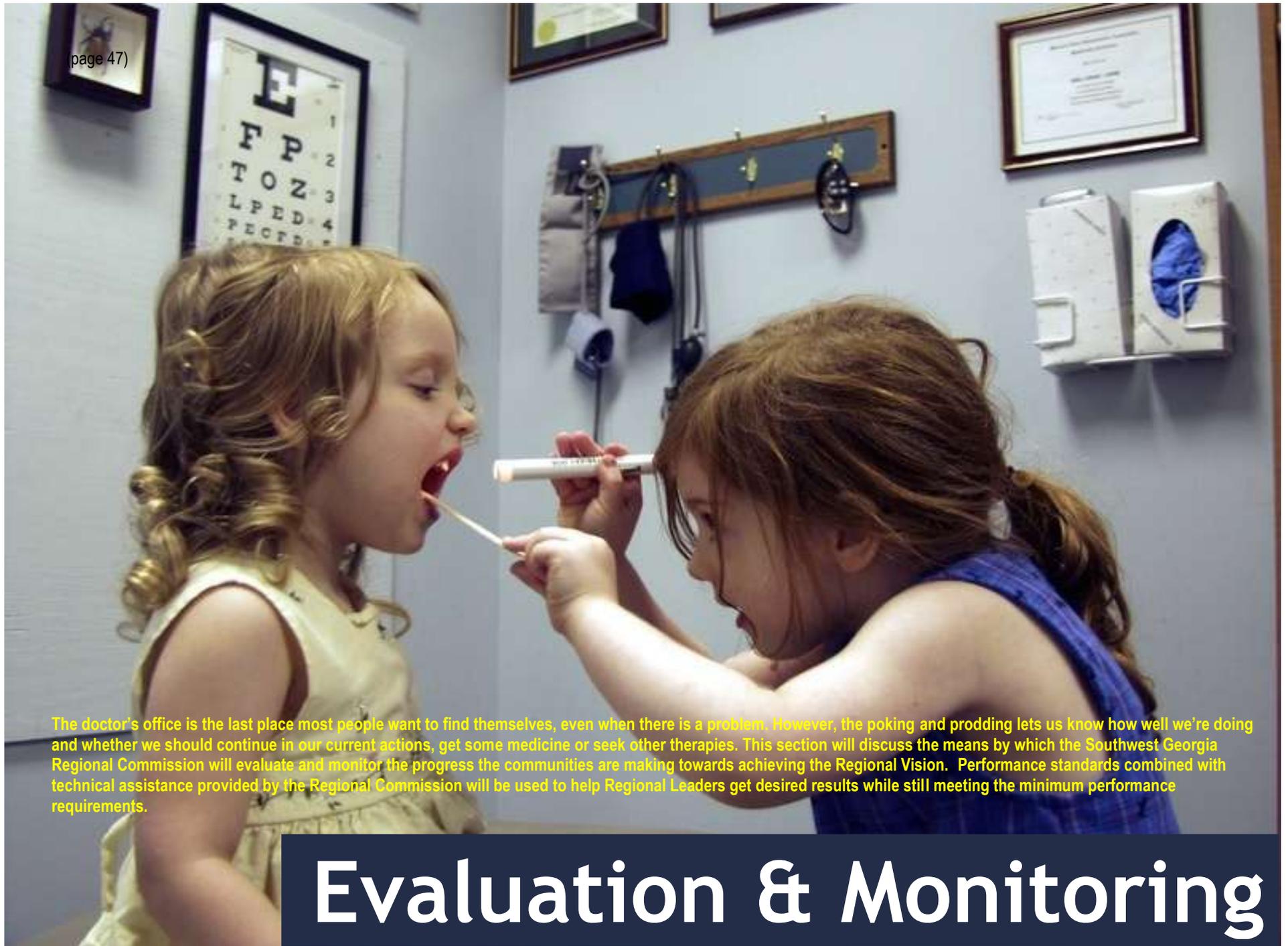
Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 50)	Issues and Opportunities Addressed (page 40)
Identify significant natural properties that are suitable for acquisition by the state Greenspace Program, other funding sources or through private conservation easements.	Planning	2011-2015	Jones Center, Local Governments, Red Hills, NRCS	\$2,000	Jones Center, Local Governments, Red Hills, NRCS	R4, R6	R3
Provide technical assistance to local governments with the implementation of well head protection programs.	Planning	2011-2015	RC, Golden Triangle RD&D, PH	\$1,000	RC, Golden Triangle RD&D, PH	R2	R4
Develop educational and media presentations and materials that promote the proper capping of wells.	Planning	2011-2015	District Health, Golden Triangle	\$2,000	District Health, Golden Triangle	R2	R2, R4
Develop a program to identify and cap all open wells by the year 2013.	Planning	2011-2012	District Health, counties	\$100,000	District Health, counties	R2	R4
Encourage the retrofitting of old wells and developing curbing program for all older wells through the development of incentives.	Planning	2011-2015	District Health, NRCS	\$50,000	District Health, NRCS	R2	R4
Identify, prioritize areas of aquifer vulnerability within the Region and address septic tank and well concerns in these areas, with emphasis on Total Maximum Daily Load (TMDL) Implementation Plans.	Planning	2011-2015	District Health, RC, Jones Center, Local governments	\$30,000	District Health, RC, Jones Center, Local governments	R1, R2	R4
Host workshop or field day on the FARM*A*SYST and HOME "A" SYST programs.	Review	2012-2014	EXT Service, NRCS, Flint River S&WCD	None	EXT Service, NRCS, Flint River S&WCD	R1, R3	R7
Provide technical assistance to Regional TMDL Advisory Committee which provides coordinated regional implementation of TMDL Plans.	Planning	2011-2015	RC	Varies by Project	RC	R1, R3, R7	R4, R2
Participate in regular meetings of area natural resource agencies to enhance collaboration.	Planning	2011-2015	RC, Tall Timbers, GA Conservancy, JW Jones	N/A	Agency budgets	R7, R8	R3, R4
Assist local governments with the adoption, proper administration and enforcement of DNR's Part V. Criteria to protect significant groundwater recharge areas.	Planning	2011-2015	RC, Health Departments	\$10,000	DCA Contract, Dues	R1, R2, R3	R4, R5

Natural and Cultural Resources, cont.

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 50)	Issues and Opportunities Addressed (page 40)
Assist local governments with the adoption, proper administration and enforcement of DNR's Criteria for Protected River Corridors.	Planning	2011-2013	RC	\$10,000	DCA Contracts, Dues	R2	R4
Educate the general public on the use of conservation easements and other methods of protecting sensitive reaches of river corridor from development.	Planning	2011-2015	RC, Tall Timbers, GA Conservancy, JW Jones, NRCS	\$1,000	Dues	R4	R2
Assist local governments with applications for participation in the National Flood Insurance Program.	Planning	2011-2015	RC, EPD, Local Governments	\$500	Local Dues	R7	R5
Work with FEMA and local governments to determine and meet the need for Flood Insurance Rate Maps.	Planning	2011-2015	RC, Local Governments	None	None	R9, R10	R5, R6
Provide technical assistance at the local level in historic preservation education, preservation tools and development strategies.	Planning and Review	2011-2015	RC, HPAC,	\$18,000	Dues, HPD Contract	R5	R2
Utilize the Regional Historic Preservation Advisory Council to conduct and support local preservation activities.	Planning	2011-2015	RC	\$5,000	HPD Contract Dues	R5	R2
Hold regional workshops to inform target audiences of the methods and benefits of historic preservation as well as on historic preservation tools and techniques.	Planning	2011, 2013, 2015	RC, HPAC,	\$2,500	DCA, HPD, Dues	R5	R2
Prioritize potential nominations and participate in developing nominations for the National Register.	Planning	2011-2015	RC HPAC	\$3,000	HPD Contract DCA, Dues, Fees	R5	R2
Assist interested counties nominate eligible courthouses to the National Register.	Planning and Review	2011-2015	RC HPAC	\$3,500	HPD, DCA, Dues	R5	R2
Develop and maintain a listing of foundations, corporations and state and federal grant resources which might support preservation activities.	Planning	2011-2015	RC,	\$500	HPD Local Dues	R5	R2
Distribute annual package of historic preservation grant listings and tax credit information to each community, COC and historic societies in the Region.	Planning	2011-2015	RC	\$1,000	HPD, RC Dues	R5	R2
Support development of heritage education resource, guide book for each county.	Planning	2011-2015	RC, HPAC, SWGATA	\$2,500	DCA, HPD Dues, Fees	R5	R2

Natural and Cultural Resources, cont.

Activity	Category (Planning or Review)	Time frame	Responsible Party	Estimated Cost	Funding Source(s)	Guiding Principles Addressed (page 50)	Issues and Opportunities Addressed (page 40)
Educate local elected officials, downtown development agencies and private property owners on the economic impact of preservation programs.	Planning	2011-2015	RC HPAC,	\$5,000	HPD Contract DCA Local Dues	R6	R2,R3, R4
Provide technical assistance in the nomination of historic main streets to the National Register.	Planning	2011-2015	RC	\$5,000	HPD Contract Local Dues, Fees	R5	R2
Assist local marketing and retail recruitment programs of chambers of commerce through education and technical assistance.	Planning	2011-2015	RC HPAC,	\$1,000	HPD Contract Local Dues	R6	R2
Sponsor local workshops on tax incentives, facade programs, appropriate signage, retail marketing and recruiting, etc.	Planning	2011-2015	RC,	\$2,500	HPD Contract DCA Local Dues	R5	R3
Provide technical assistance in the establishment of Main Street and Better Home Town revitalization programs.	Planning	2011-2015	RC	\$2,000	HPD Contract Local Dues	R5, R6	R3
Encourage the education of local elected officials on the <u>Standards for Rehabilitation</u> .	Planning	2011-2015	RC	\$2,000	HPD, DCA Dues	R5, R6	R3
Assist local governments in creating and following preservation plans for significant historic resources within their jurisdiction.	Planning	2011-2015	RC	\$5,000	DCA, HPD Dues, Fees	R5, R6	R3
Provide local education on the role and establishment of historic preservation commissions.	Planning	2011-2015	RC, UGA	\$2,500	HPD, Local Dues	R5, R6	R3
Assist all existing historic preservation commissions to maintain, and utilize their HPD Certified Local Government status, or if not certified, become a HPD Certified Local Government (CLG).	Planning	2011-2015	RC	\$3,500	HPD, Dues	R5, R6	R3
Promote the use of the "Adopt a Stream" program in all communities, with initial focus on all streams currently not meeting water quality standards in Southwest Georgia.	Planning	2011-2015	Flint River Water Policy Center, RC, KAB, Educational Inst., local governments	None	None	R5, R6	R2, R4



The doctor's office is the last place most people want to find themselves, even when there is a problem. However, the poking and prodding lets us know how well we're doing and whether we should continue in our current actions, get some medicine or seek other therapies. This section will discuss the means by which the Southwest Georgia Regional Commission will evaluate and monitor the progress the communities are making towards achieving the Regional Vision. Performance standards combined with technical assistance provided by the Regional Commission will be used to help Regional Leaders get desired results while still meeting the minimum performance requirements.

Evaluation & Monitoring

According to the Georgia Regional Planning requirements the Southwest Georgia Regional Commission must ensure that the Regional Agenda is successfully implemented and accomplishing the desired results. The RC will conduct quality growth effectiveness assessments to determine the effectiveness of the implementation of the performance standards described in the Regional Agenda. Each local government will have a quality growth effectiveness assessment conducted no less than once every two years.

The RC presents the following procedures as one way to conduct monitoring and evaluation. These procedures are based on the planning requirements as described in the Regional Agenda.

The RC will provide the Georgia Department of Community Affairs with an annual monitoring report as a part of the annual update of the Regional Work Program that will include: a description of the monitoring activities and evaluation procedures undertaken over the course of the previous year, results of the monitoring and evaluation process and identification of any modifications or amendments needed to enhance the Plan's effectiveness resulting from the evaluation and monitoring findings.

The evaluation review will consist of three types: initial, midpoint and annual. The initial review will be used to determine what standards governments are currently meeting in order to obtain baseline data at a given point in time and also to obtain data not currently available. Local governments will be included in the process of determining how the evaluations will occur.

Also at the initial meeting, RC staff will review the performance standards and discuss upcoming evaluation and monitoring that will take place over the next three years. At that time, local governments will select the performance standards that will be accomplished during evaluation period. Each government will be asked to conduct a self-evaluation on each of the performance standards prior to the initial meeting. In addition to a review of the performance standards, staff may also conduct a series of on-site visits to see how the performance standards are being implemented.

This may include conducting interviews with local leaders and designated staff to obtain needed information and identify any data gaps that may exist. After the initial meeting, RC staff will prepare a work schedule for completing the evaluation, which will be forwarded to the local government. Each government will be reviewed on a staggered or tiered system to ensure that RC staff will be able to effectively assess each government.

A survey or checklist will be developed by RC staff that includes the performance standards and acceptable evidence that the standard has been met. The checklist will be used to prepare a "snap shot" of the local programs, and the finding will serve as baseline for the three year program review required under the regulations. Among the areas to be evaluated and monitored are: Housing, Transportation, Intergovernmental Coordination, Economic Development, Land Use and Natural and Cultural Resources.

Each local government will be asked to select an Evaluation Committee comprised of local government staff and may include private citizens. The Committee will work with the RC staff to complete the evaluation and monitoring process and may also be used to promote transparency between the local government and its citizenry. Regional leaders will be surveyed to ensure that the strategies in the plan are being implemented.

The Regional Commission will conduct a midpoint evaluation to ensure that local governments are working towards meeting the minimum performance standards. The evaluation instrument used for the midpoint will be a modification of the instrument used for the annual update. Training and support to local governments will be provided by the RC during the evaluation periods so that performance standards can be met.

The RC staff will survey local governments annually and prepare a draft resolution concerning its finding and recommendations for local governments to approve in order to ensure follow-up. The survey will also serve as a tool to determine whether the strategies identified in the plan are being implemented. As a part of the annual update of the Regional Work Program, any changes and developments in the region will be reported at that time. Based on survey results, solutions to impediments or plan amendments will be made. This information will be forwarded to the Georgia Department of Community Affairs as part of the annual update of the Regional Work Program. The recommendations will also be shared with the Evaluation committee. Localities will be encouraged to share the outcome of the annual evaluations on its local website or through the local newspaper or media. The RC will include the recommendations for each municipality on its website: www.swgrc.org.

Review Procedures:

The following evaluation and monitoring procedures are designed to take into account not only the initial phase of evaluation, but also designed to be used in the ongoing review of the performance standards.

1. Based on the review of the information gathered by RC staff through interviews and site visit, a Compliance Evaluation Checklist will be completed. This checklist will be used at both the midpoint and annual evaluation. The midpoint evaluation will be completed in-house and will be modified for simplicity. At the conclusion of the annual review, a copy of the checklist will be provided to the local government and a copy forwarded to the Georgia Department of Community Affairs. The checklist will include the performance standard, a description of what is required to meet the minimum or excellent standard, the review strategy, the compliance standard, whether or not the standard was met, and reason standard was not met, if applicable. A copy of the proposed format is shown below:

Performance Standard	Description of what will be required to meet the standard	Review Strategy (How the RC will determine if standard met)	Compliance Standard (What data is needed to meet minimum or excellent standard)	Standard Met or Not Met	Reason Standard Not Met
We can be reached via email, and we have the ability to send and receive attachments.	Localities must have a working email address that is checked regularly and be able to send and receive attachments.	RC staff will verify that the email is working; send an email with attachments and request that localities send an email with attachments.	Locality must provide a copy of the emails along with a copy of the attachments.	Standard Met	

The RC staff will develop an annual report that will include staff recommendations as to the compliance of each of the performance standards. The report will also include recommendations for local governments that RC staff feels are necessary and those that are desirable for compliance. It will also include areas where additional information or clarifications are needed, as well as modifications or amendments needed for plan effectiveness.

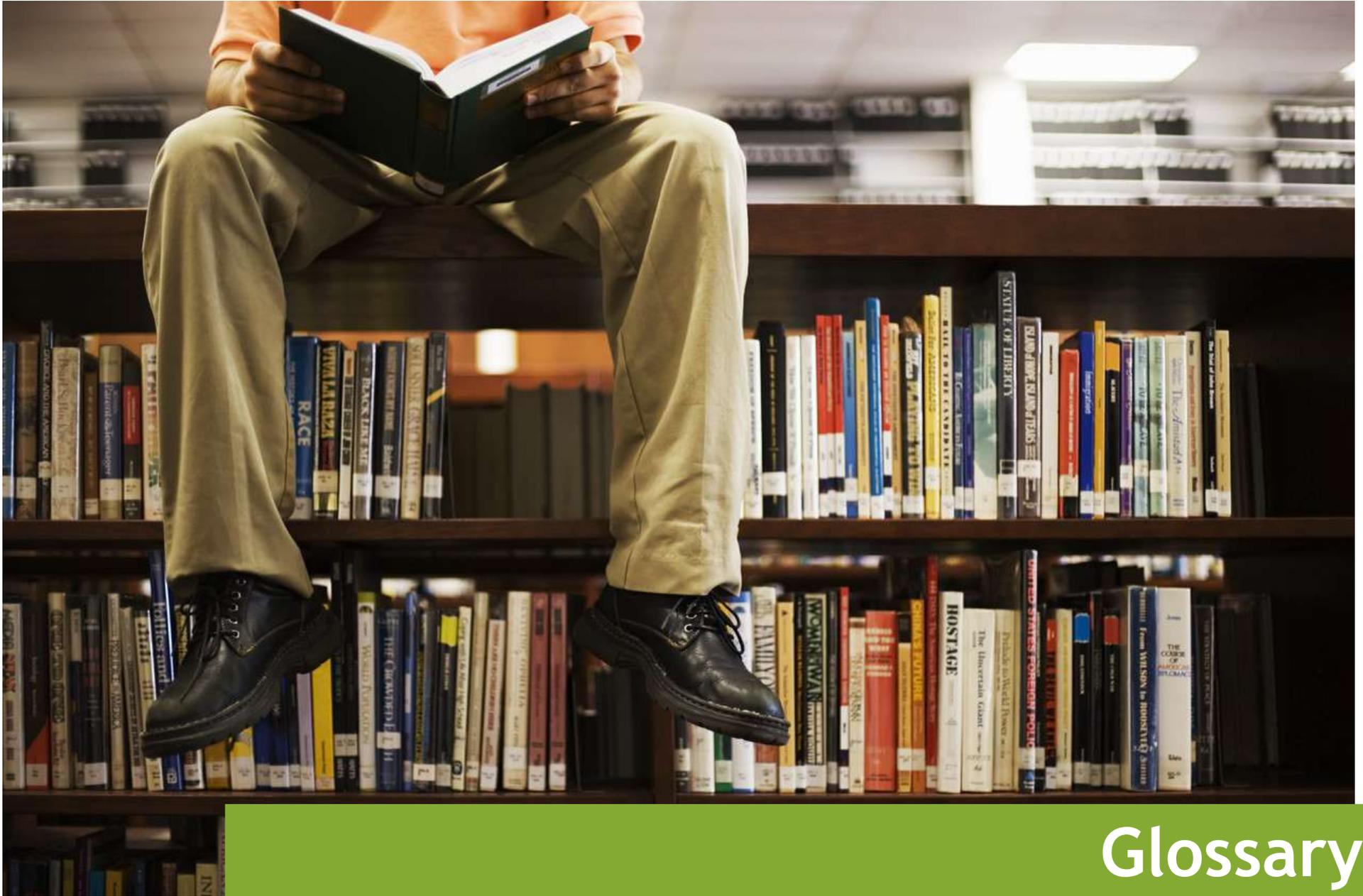
The staff will prepare a draft resolution concerning its findings. The draft resolution will state the authority of the Regional Commission for conducting the evaluation, will identify when the staff completed the process and shared the information with the local government, will list any recommendations for compliance, will establish a compliance deadline and will conclude with a statement as to the resolution's effective date.

2. The staff report and resolution reflecting the review activities and recommendation will be forwarded to the local Evaluation Committee and local government no fewer than ten days following the review.

3. Upon successful completion of all recommendations during the three year compliance period, the RC staff will prepare a memorandum to the local government of its status and shall prepare a resolution for the local governments for approval confirming program compliance and governmental status. For governments that are unable to meet the minimum performance standard requirement, RC staff will provide technical support and make recommendations on any training necessary to complete by specific deadlines. Local governments that fall below the standards for more than two years will risk losing their Qualified Local Government (QLG) and also may be required to have the Regional Commission review all local development decisions. To ensure efficiency, the QCO Assessment process will coincide with the Plan Implementation Assessment meetings.

Those local governments meeting the excellent standard may be eligible for incentives or special recognition awards for outstanding performance, which may include but are not limited to:

- Exclusive access to grant programs administered by the Georgia Department of Community Affairs;
- Preferential Access or bonus points for State grant and loans programs; and/or
- Regional/State recognition or award for outstanding performance.



Glossary

Accessory housing units

Garage apartments, "granny flats," "in-law apartments," "carriage houses," or similar secondary housing units located on the same lot with a single family residence. Encouraging accessory housing units is one means to bring affordable housing into all neighborhoods of the community.

Adopt-A-Stream

Georgia Adopt-A-Stream (AAS) is housed in the Non-Point Source Program in the Water Protection Branch of the Georgia Environmental Protection Division. The program is funded by a Section 319(h) Grant. The goals of Georgia Adopt-A-Stream are to (1) increase public awareness of the State's nonpoint source pollution and water quality issues, (2) provide citizens with the tools and training to evaluate and protect their local waterways, (3) encourage partnerships between citizens and their local government, and (4) collect quality baseline water quality data.

Agricultural buffers

To minimize future potential conflicts between agricultural and non-agricultural land uses and to protect public health, safety, and general welfare, all new non-agricultural development adjacent to designated agricultural land shall be required to provide an agricultural buffer.

Annual business resource fair

An event held to share business resource information in effort to inform both existing businesses and potential start-up businesses of resources that are available.

Area-specific plan

A plan used, such as a downtown development plan or a neighborhood redevelopment plan, to address a specific part of your jurisdiction.

Better Hometown Community

The Georgia Department of Community Affairs' Office of Downtown Development (ODD) coordinates the Georgia Main Street and Better Hometown programs. These programs assist Georgia cities and neighborhoods in the development of their core commercial areas. Assistance provided by the Office of Downtown Development emphasizes community-based, self-help efforts grounded in the principles of professional, comprehensive management of core commercial districts.

Bike plan

A bike plan offers a blueprint for improving conditions for bicycling and establishes policies for further integrating bicycling into the existing transportation system.

Business incubator

A business incubator gives entrepreneurs in a particular location sufficient support to create viable and profitable companies. Incubators foster the growth of fledgling "home-grown" enterprises, and they have gained in popularity as an alternative to pursuing relocations.

Business Retention and Expansion Program (BREP)

(see EIP)

Buy Local Campaign

Typically organized by nonprofit networks of entrepreneurs, the idea is to convince consumers to spend their money at independent businesses in their own communities. The number of these campaigns has roughly doubled since 2005.

By-right

Those uses that are automatically allowed by the zoning code. They are allowed "as a matter of right," and are therefore not subject to special review and approval by a local government.

Capital Improvement Program (CIP)

A long-term program for developing or improving public facilities that brings predictability to the location and extent of future public facility expansions. Developers should respond by locating projects in areas where the community is planning for new development.

Certified Literate Community Program (CLCP)

Created in 1990 by the Technical College System of Georgia (TCSG) and the Georgia Council on Adult Literacy (GCAL), CLCP asks a community to establish a non-profit collaborative to promote, support and enhance community literacy efforts locally. Communities participating in the program analyze community needs, create awareness of the needs, ensure that learning opportunities are offered and evaluate progress so that the majority of citizens needing to improve their skills do so within 10 years. A network is formed to coordinate business, church, volunteer, social service, local government and schools, media and other efforts in the community to reach, influence and support those who want to improve their education.

Certified Local Government

Preservation partnership between local, state and national governments focused on promoting historic preservation at the grass roots level. The program is jointly administered by the National Park Service (NPS) and the State Historic Preservation Offices (SHPOs) in each state, with each local community working through a certification process to become recognized as a Certified Local Government (CLG).

Chamber of Commerce

A Chamber of Commerce is a voluntary organization to promote the community, civic, commercial, and industrial progress in a community.

Clustered subdivisions

Commercial, residential or mixed-use developments in which a significant portion of the site is set aside as undivided, permanently protected open space, while the buildings (houses, shops, etc.) are clustered on the remainder of the property.

Combined planning commission

A planning commission that serves two or more local governments.

Combined zoning ordinance

A zoning ordinance shared by two or more local governments.

Conservation subdivisions

Conservation subdivisions are residential or mixed-use developments in which a significant portion of the site is set aside as undivided, permanently protected open space, while houses are clustered on the remainder of the property. A Conservation Subdivision Ordinance authorizes the development of new conservation subdivisions on sites proposed by a developer, provided the development plans meet certain criteria specified in the ordinance.

Community Rating System (CRS)

The National Flood Insurance Program's (NFIP) Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. As a result, flood insurance premium rates are discounted to reflect the reduced flood risk.

Comprehensive Plans

The purpose of a Comprehensive Plan is to provide a framework that will involve all segments of the community in developing a vision for the community's future; generate local pride and enthusiasm about the future of the community; engage the interest of citizens in implementing the plan; and provide a guide to everyday decision-making for use by local government officials and other community leaders.

DCA

The Georgia Department of Community Affairs (DCA) was created in 1977 to serve as an advocate for local governments. On July 1, 1996, the Governor and General Assembly merged the Georgia Housing and Finance Authority (GHFA) with the Department of Community Affairs. Today, DCA operates a host of state and federal grant programs; serves as the state's lead agency in housing finance and development; promulgates building codes to be adopted by local governments; provides comprehensive planning, technical and research assistance to local governments; and serves as the lead agency for the state's solid waste reduction efforts.

Density

The number of dwellings or buildings per acre.

DNR Part V. Environmental Planning Criteria

The Georgia Planning Act of 1989 encourages each local government in the state to develop a comprehensive plan to guide its activities over a 20-year planning horizon. In order to provide local governments with guidelines to use in preparing their comprehensive plans, the Act called for the Georgia Departments of Community Affairs and Natural Resources to develop a set of minimum requirements to be met in each local plan. These minimum requirements are known as the "Minimum Planning Standards." The *environmental planning criteria* are the part of the Minimum Planning Standards that deals specifically with the protection of water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains. These criteria were developed by the Department of Natural Resources (DNR) as mandated in Part V of the Georgia Planning Act and in the Mountains and River Corridors Protection Act.

Enterprise fund

In governmental accounting, fund that provides goods or services to the public for a fee that makes the entity self-supporting, much like a commercial enterprise. An example is a government-owned utility.

Entrepreneur Friendly Community

The Georgia Department of Economic Development (GDEcD) provides a community-based program that helps create an entrepreneur environment, building entrepreneur and small business strategy into the community's overall economic development strategies.

Enterprise Zone (EZ)

Enterprise Zones encourage development in blighted neighborhoods through tax and regulatory relief to entrepreneurs and investors who launch businesses in the area. EZs are areas where companies can locate free of certain local, state, and federal taxes and restrictions.

Environmental Finance Center (EFC)

The University of North Carolina's EFC reaches local communities through the delivery of interactive applied training programs and technical assistance. The EFC sees one of its major roles as increasing the capacity of other organizations to address the financial aspects of environmental protection and service delivery. In addition to direct community outreach, the EFC works with decision makers to assess the effectiveness of environmental finance policies at a regional or state level, and to improve those policies as a way of supporting local efforts.

Georgia water rate dashboard found at: <http://www.efc.unc.edu/RatesDashboards/GARatesDashboard5k.swf>

Environmental resource inventory

Comprehensive mapping of the community's environmentally sensitive areas (such as floodplains or steep slopes) in order to make rational decisions about areas best suited to be set aside as open space. This should be the first step in crafting a local strategy for open space preservation.

Employment Incentive Program (EIP)

An economic development financing mechanism that seeks to create employment and business opportunities for rural communities.

Existing Industry Program (EIP)

An EIP focuses on supporting the specific businesses that already exist in a community. It also more broadly seeks to create the conditions that will encourage local business improvement, growth and competitiveness. A Business Retention and Expansion Program (BREP) is similar in some respects to an EIP.

Floating zone

In content, a floating zone is the same as a conventional zone. It describes the permitted uses, setback requirements, and other standards to be applied in the district. Unlike conventional zoning districts, however, the floating zone is not designated on the zoning map. Once enacted into law it "floats" over the community until, upon approval of an application, it is "brought down to earth" to be affixed to a particular parcel through an amendment to the zoning map. The floating zone allows for locating use types which cannot be anticipated but which the plan would like to provide for. For instance, a community may have an anti-industry policy and no industrial zone in its local ordinance. It may, however, be amenable to a high technology, low-impact industry under certain conditions. The floating zone allows this kind of control and flexibility.

4-H

4-H is a youth organization administered by the National Institute of Food and Agriculture of the United States Department of Agriculture (USDA), with the mission of "engaging youth to reach their fullest potential while advancing the field of youth development." The name represents four personal development areas of focus for the organization: head, heart, hands, and health.

Future development map

A component of the Comprehensive Plan Agenda that shows desired specific future land uses.

Future Farmers of America (FFA)

The National FFA Organization is an American youth organization known as a Career and Technical Student Organization, based on middle and high school classes that promote and support agricultural education. The organization was founded in 1928 as Future Farmers of America, but in 1988 the name was changed to the National FFA Organization, now commonly referred to as simply FFA, to recognize that the organization is for those with diverse interests in the food, fiber and natural resource industries, encompassing science, business and technology in addition to production agriculture.

Geographic information system (GIS)

A GIS or geographic information system is a set of tools that captures, stores, analyzes, manages, and presents data that are linked to location(s). In the simplest terms, GIS is the merging of cartography, statistical analysis, and database technology, and may be used in remote sensing, land surveying, public utility management, natural resource management, precision agriculture, urban planning, emergency management, navigation, aerial video, and localized search engines. In a general sense, the term describes any information system that integrates, stores, edits, analyzes, shares, and displays geographic information for informing decision making. GIS applications are tools that allow users to create interactive queries (user-created searches), analyze spatial information, edit data, maps, and present the results of all these operations.

Georgia Academy

Started in 1993, the Georgia Academy's mission is to assist Georgia's leaders in their economic development efforts by providing an understanding of the critical processes, strategies and components involved in improving their local and regional economies and achieving economic success in today's global economy. The Academy is a 501(c) (3) non-profit organization, with a Board of Directors representing over 20 statewide economic development organizations.

Georgia Emergency Management Agency (GEMA)

GEMA's mission is to provide a comprehensive and aggressive all-hazards approach to homeland security initiatives, mitigation, preparedness, response, recovery and special events in order to protect life and property and prevent and/or reduce negative impacts of terrorism and natural disasters in Georgia.

Georgia Initiative for Community Housing (GICH)

The Georgia Initiative for Community Housing is a partnership of the University of Georgia Housing and Demographics Research Center, the Georgia Department of Community Affairs and the Georgia Municipal Association. Implementation partners include Georgia Electric Membership Corporation (EMC) and the UGA Archway Partnership Program. The Initiative offers communities in Georgia a three-year program of collaboration and technical assistance in addressing their housing and neighborhood revitalization needs.

Georgia Water Stewardship Act

A comprehensive proposal that will encourage water conservation, reduce wasteful loss and incentivize innovation in both increasing water supply and lessening demand. Many of the proposals in the Georgia Water Stewardship Act of 2010 are based on recommendations from the Governor's Water Contingency Task Force, which met in the fall and winter and featured more than 80 business, government and environmental leaders from around Georgia. The legislation also instructs eight different state agencies to look at local government and water provider grant and loan programs to develop incentive criteria that would encourage retrofit programs on existing construction. For example, a community could receive an interest rate discount for a Georgia Environmental Facilities Authority (GEFA) loan or be able to apply for Community Development Block Grants (CDBG) annually instead of every two years. These incentive programs could range from retrofitting water fixtures to installing drought resistant landscapes to using grey water and implementing conservation pricing.

Green space requirements

The requirement that public or private land that would be set aside to provide relaxation or recreation to all residents within a specific subdivision. Green space may be used for active or passive activities. It may be an open field, or it may or may not have improvements such as benches, shade structures, playground equipment, or trails located within the boundaries of the property.

Green subdivision design

A green development that can help communities preserve open space and natural areas in residential housing developments. By reformulating the approach to conventional subdivision design, a green subdivision might strategically concentrate home construction on the development site in order to protect sensitive and valuable open space, habitat, and other environmental resources for the purpose of: protected water quality, protected wildlife habitat, reduced infrastructure construction costs, reduced maintenance costs and reduced demand for publicly funded greenspace.

Greyfields

Greyfield land is a term used to describe economically obsolescent, outdated, failing, and/or underutilized real estate assets or land. The term was coined in the early 2000s as a way to describe the sea of empty asphalt that often accompanied these sites. The term has historically been applied to formerly viable retail and commercial shopping sites (such as regional malls and strip centers) that suffer from lack of reinvestment and have been "outclassed" by larger, better designed, better anchored malls or shopping sites.

Growth boundaries

A growth boundary, is a regional boundary, set in an attempt to control urban sprawl by mandating that the area inside the boundary be used for higher density urban development and the area outside be used for lower density development. A growth boundary circumscribes an entire urbanized area and is used by local governments as a guide to zoning and land use decisions. If the area affected by the boundary includes multiple jurisdictions a special urban planning agency may be created by the state or regional government to manage the boundary.

Hazard mitigation plan

Hazard mitigation plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is as important as the plan itself. It creates a framework for risk-based decision making to reduce damages to lives, property, and the economy from future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

Historic preservation commission

A local historic preservation commission is often responsible for ensuring any new development or redevelopment within the Local Historic District is consistent with the locally adopted design guidelines and recommending historic properties for local historic designation.

Housing inventory

An inventory of existing housing stock and its condition in a community. The inventory can be used to create and enforce a minimum housing code, and the data can also be used to target funding sources in the future.

Housing plan or strategy

In its broadest form, a housing strategy focuses on issues of housing supply, affordability, and quality to ensure that housing is available and affordable for families at all income levels. Some communities choose to take a comprehensive and strategic approach to developing a housing plan to assist a more specific population, such as the homeless, the elderly, or working families.

How-to-guide for starting a local business/small business start up guide/small business checklist

A guide designed to walk a new business owner through the key steps in starting a business to provide them with the essential necessary information.

Inclusionary provision in zoning ordinance

Inclusionary zoning refers to the wide array of zoning schemes that encourage developers to set aside a proportion of housing units in new projects for low- and moderate-income residents. The provisions may be either mandatory or optional, and may be adopted by a municipality, a county or statewide. When inclusionary zoning is optional, developers receive incentives for participation such as allowances to build denser and larger projects. The benefits from these allowances are intended to outweigh the costs of constructing the below-market rate units.

Impact fee ordinance

A fee imposed on property developers by municipalities for the new infrastructure that must be built or increased due to new development.

Infill Development

Development of vacant parcels of land in otherwise built out areas.

Infrastructure

Facilities such as roads, water and sewer lines, schools, power plants and communication systems.

Joint County Development Authority

An organization that seeks to diversify the economy, encourage business retention and expansion, to promote employment, by working with public and private sector representatives. Development authorities also serve as moderators between business and individual interests.

Keep Georgia Beautiful

Created in 1978, Keep Georgia Beautiful became the first state affiliate of Keep America Beautiful. Housed in a state agency, the Georgia Department of Community Affairs to build and sustain community environmental activities and behaviors resulting in a more beautiful Georgia.

Labor Market Information (LMI) Analysis

The Georgia Department of Labor (GDOL) collects, analyzes, and publishes a wide array of information about the state's labor market. This information provides a snapshot of Georgia's economy, job market, businesses, and its workforce. Data on jobs and workers, including labor force, employment and unemployment, industrial growth, occupational trends, and wage rates, are increasingly important to remaining competitive in the global marketplace.

Land Bank

Governmental or nongovernmental nonprofit entities that focus on the conversion of vacant, abandoned properties into productive use. Land bank issues long-term loans on real estate in return for mortgages.

Landscape and buffer requirement

Required planting areas to mask unattractive land uses or to provide a visual and sound barrier between incompatible adjacent uses, increase aesthetic values, and protect water and quality of rivers and streams.

Litter prevention ordinance

An ordinance that makes littering and litter illegal and imposes fines for those caught dumping trash on public or private property. It may also require business owners and operators to keep adjacent public areas such as sidewalks and alleys free of litter, require litter receptacles at locations frequented by the public; and allow for removal of litter by the county at the owner's expense in instances where the property owner is unwilling or unable to remove accumulations of litter.

Locally designated historic district

A historic district is a group of buildings, properties or sites that have been designated by one of several entities on different levels as historically or architecturally significant. The local historic district offers, by far, the most legal protection for historic properties because most land use decisions are made at the local level. Local districts are generally administered by the county or municipal government.

Main Street Community

The Georgia Department of Community Affairs' Office of Downtown Development (ODD) coordinates the Georgia Main Street and Better Hometown programs. These programs assist Georgia cities and neighborhoods in the development of their core commercial areas. Assistance provided by the Office of Downtown Development emphasizes community-based, self-help efforts grounded in the principles of professional, comprehensive management of core commercial districts.

Maintenance and replacement plan

A plan that inventories, assesses and projects future infrastructure maintenance needs.

Manufactured homes

Manufactured housing (also known as prefabricated housing) is a type of housing unit that is largely assembled in factories and then transported to sites of use. Includes "trailers," prefabricated housing and other types of factory built housing.

Mixed-income housing

Mixed-income housing offers benefits to residents, neighborhoods and owners. Financially and socially, mixed-income properties may prove to be a more sustainable approach to multifamily housing.

Mixed uses

Mixed-use development is the practice of allowing more than one type of use in a building or set of buildings. In planning zone terms, this can mean some combination of residential, commercial, industrial, office, institutional, or other land uses. The concept of "mixed-use" as a discrete zone is predicated on the relatively recent practice of single-use zoning wherein uses in all other parts of a community are widely separated by legislative mandate.

Multi-unit buildings

Multi-unit buildings include duplexes, triplexes, apartments or any other residential building that contains more than one unit.

Muni-code

The Municipal Code Corporation codifies municipal laws and ordinances and publishing the material on the Internet.

Mutual aid agreement

In emergency services, mutual aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries. This may occur due to an emergency response that exceeds local resources, such as a disaster or a multiple-alarm fire. Mutual aid may be ad hoc, requested only when such an emergency occurs. It may also be a formal standing agreement for cooperative emergency management on a continuing basis, such as ensuring that resources are dispatched from the nearest fire station, regardless of which side of the jurisdictional boundary the incident is on.

National Register

The National Register of Historic Places (NRHP) is the United States government's official list of districts, sites, buildings, structures, and objects deemed worthy of preservation. Having a property on the National Register, or located within a National Register Historic District, could result in its eligibility for tax incentives derived from the total value of expenses incurred preserving the property.

Neighborhood redevelopment plan

An area-specific plan to address issues found in a specific neighborhood.

Neighborhood Watch Program

The Neighborhood Watch Program (also known as the USAonWatch) is a neighborhood watch program that focuses on residential areas through citizen involvement. Originally developed in the late 1960s, the National Sheriffs' Association (NSA) officially created the National Neighborhood Watch Program in 1972 to assist citizens and law enforcement.

Opportunity Zone

Opportunity Zones are credits available for areas for new or existing businesses which create two or more jobs are credits which can be taken against the business's income tax liability and state payroll withholding. Local governments which undertake redevelopment and revitalization efforts in certain older commercial and industrial areas can now qualify those areas for the State's maximum state job tax credit of \$3,500 per job.

Overlay Zoning

Overlay zoning is a regulatory tool that creates a special zoning district, placed over an existing base zone(s), which identifies special provisions in the underlying base zone. The special provisions are usually more restrictive, but they may be less restrictive if a certain use or form is desired.

Pay-per-throw

(Also called pay as you throw, unit pricing, variable rate pricing, or user-pay) is a usage-pricing model for disposing of municipal solid waste. Users are charged a rate based on how much waste they present for collection to the municipality or local authority.

Pedestrian master plan

A long-term action plan that establishes the policies, programs, design criteria, and projects that will further enhance pedestrian safety, comfort, and access in an area or region.

Performance Standards

The new rules for Regional Planning now require the establishment of Performance Standards for all local governments. The Minimum Standard *must* be met by *all* local governments. All local governments in the region will be expected to attain the Minimum Standard within three years of adoption of the regional plan, or risk losing Qualified Local Government (QLG) status.

Planned unit developments

Revising land development regulations to encourage developers to propose planned mixed-use developments for sites they choose in the community. Developer's plans are approved only if they meet specified community standards.

Public nuisance ordinance

A set of regulations to keep the area clean, remove unsightly conditions, and prevent unhealthy and unsafe situations from occurring to encourage a clean, healthy, and satisfying environment free of nuisances, eyesores, and unhealthy, unsafe, or devaluating conditions.

Quality Community Objectives (QCO)

Objectives that elaborate statewide goals based on growth and development issues.

Recycling program

A program that diverts any or all basic recyclables, such as paper, cardboard, aluminum, glass and plastic from the landfill.

Regionally Important Resources (RIR)

Natural and cultural resources area identified throughout the region. Include areas of conservation and/ or recreational value, historic and cultural resources, and areas of agricultural and/ or scenic value.

Revolving Loan Fund (RLF)

Source of money from which loans are made for multiple small business development projects. The fund gets its name from the revolving aspect of loan repayment, where the central fund is replenished as individual projects pay back their loans, creating the opportunity to issue other loans to new projects.

Rivers Alive

Rivers Alive is Georgia's annual volunteer waterway cleanup event that targets all waterways in the state including streams, rivers, lakes, beaches, and wetlands. The mission of Rivers Alive is to create awareness of and involvement in the preservation of Georgia's water resources.

Road connectivity

Creating more direct road connections shortens travel time and effectively brings people closer to their destinations.

Safe Routes to School

Safe Routes to School programs enable community leaders, schools and parents across the United States to improve safety and encourage more children, including children with disabilities, to safely walk and bicycle to school. In the process, programs are working to reduce traffic congestion and improve health and the environment, making communities more livable for everyone.

Scenic Byway Designation

Designates segments of scenic roads for special protection measures. Measures may include litter control, sign regulations, design guidelines, land use controls or other measures intended to maintain the rural character of the roadway. Measures are described in a corridor management plan that must be approved by the State Department of Transportation.

Service delivery strategy (SDS)

The SDS is intended to minimize inefficiencies resulting from duplication of services and competition between local governments and to provide a mechanism to resolve disputes over local government service delivery, funding equity, and land use in the form of an agreement describing which local governments will provide which service in specified areas within a county and how provision of such services will be funded.

Shared parking

Shared parking means that parking spaces are shared by more than one user, which allows parking facilities to be used more efficiently. It is a type of parking management. Shared parking takes advantage of the fact that most parking spaces are only used part time by a particular motorist or group, and many parking facilities have a significant portion of unused spaces, with utilization patterns that follow predictable daily, weekly and annual cycles.

Short term work program (STWP)

The short term work program is the part of the comprehensive plan that describes the specific implementation actions the local government intends to take during the first five-year time frame of the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan.

Small Business Administration's 504 Loan

Loan program is designed to provide financing for the purchase of fixed assets, which usually means real estate, buildings and machinery, at below market rates. The 504 loan works by distributing loan among three parties: business owner, conventional lender and a Certified Development Company (CDC).

Solid waste management plan

The legislature has provided that solid waste management planning by the State, local governments, and Regional Commissions within the State is necessary to prevent environmental degradation, to manage resources, and to effectively reduce and manage solid waste for the State and its residents. The State has an interest in promoting and sustaining an effective comprehensive solid waste management strategy that addresses waste reduction, collection, transfer, and disposal.

Special-purpose local-option sales tax (SPLOST)

A SPLOST can be levied by any county, for the purpose of funding the building and maintenance of parks, schools, roads, and other public facilities. Georgia's state sales tax is currently 4% (groceries and prescription drugs exempted), with the counties allowed to add up to 2% more for SPLOST. A SPLOST is passed by a county commission and voted up or down by residents in a referendum, usually during the next scheduled election. A SPLOST only lasts five years. At that time, if the funds are still needed, it must be voted upon again.

Sprawl

Or "urban sprawl" or "suburban sprawl," is a multifaceted concept, which includes the spreading outwards of a city and its suburbs to its outskirts to low-density and auto-dependent development on rural land, high segregation of uses (e.g. stores and residential), and various design features that encourage car dependency.

State minimum standard building codes

Georgia law further dictates that eight codes are "mandatory" (are applicable to all construction whether or not they are locally enforced). The codes are the:

Building Code	Mechanical Code
Standard One and Two Family Dwelling Code	Gas Code
Fire Code	Electrical Code
Plumbing Code	Energy Code

Since Georgia law gives the enumerated codes statewide applicability, local governments should not adopt the mandatory codes themselves. Local governments must, however, adopt administrative procedures in order to enforce them (O.C.G.A. Section 8-2-25(a)). However, the local government can choose which of the mandatory codes it wishes to locally enforce.

Subdivision regulations

Subdivision regulations control the pattern of development—the way land is divided up to accommodate land uses and supporting infrastructure such as roads and utilities. Subdivision regulations may be adopted in the absence of zoning, but are most effective when tied to related dimensional and density requirements typically found in zoning regulations. In the simplest sense, subdivision regulations are meant to ensure that the division of land into smaller units results in lots or parcels that are useable and safe and reflect the physical characteristics of the site.

Sub-metering

Utility sub-metering is the implementation of a system that allows a landlord, property management firm, condominium association, homeowners association, or other multi-tenant property to bill tenants for individual measured utility usage. The approach makes use of individual water meters, gas meters, or electricity meters for the relevant utility.

Substandard lots

In any zoning district lots or parcels which do not meet present requirements for minimum lot area or lot dimensions.

Total Maximum Daily Load

Regulatory term in the U.S. Clean Water Act (CWA), describing a value of the maximum amount of a pollutant that a body of water can receive while still meeting water quality standards. Alternatively, TMDL is an allocation of that water pollutant deemed acceptable to the subject receiving waters.

Traffic calming measures

Traffic calming is intended to slow or reduce motor-vehicle traffic in order to improve safety for pedestrians and bicyclists and improve the environment for residents. Physical devices include speed humps, speed cushions, and speed tables, sized for the desired speed.

Tree ordinance

Tree ordinances are among the tools used by communities striving to attain a healthy, vigorous, and well-managed community forest, and provide the authorization and standards for management activities. A tree ordinance often requires preservation of a significant portion of the trees on a new development site, particularly the larger, more mature specimens.

Unified code of ordinances

Having all ordinances contained in one volume or in one place on the Internet.

Urban Redevelopment Plan

A plan that describes local governments' actions to redevelop blighted or threatened areas of the community. The plan articulates goals and objectives, describes strategies for accomplishing them, and identifies essential tools.

Utility

A public utility is an organization that maintains the infrastructure for a public service such as water, sewer, electric and cable TV.

Very small lot sizes

Very small lot sizes and "cottage housing" developments are an attractive choice for homebuyers looking for an alternative to both multifamily and traditional single-family homes. These developments—usually located in existing neighborhoods—are made up of small, single-family homes clustered together around a commons area, often with shared parking. Generally less than 1,000 square feet in size, they offer the privacy and character of a single family home, with the low maintenance aspect of a condominium. Very small lot sizes help increase the housing supply while limiting the consumption of land.

Work Ready Community

Georgia Work Ready was launched in August 2006 by Governor Sonny Perdue and the Georgia Chamber of Commerce to improve the job training and marketability of Georgia's workforce and drive future economic growth for the state through a partnership between a state government and state chamber of commerce, ensuring that companies can more reliably match the right people with the right jobs. Work Ready is based on a skills assessment and certification for job seekers and a job profiling system for businesses.

Zoning ordinance

A zoning ordinance is the formal codification of land use policies for a city, district, county, or other unit of government. The goal of a zoning ordinance is to establish permitted uses for land covered by the ordinance, and to distinguish between different types of uses which may be incompatible. In addition to defining specific types of land use, zoning ordinances also usually divide a region into "zones" where certain types of permitted use can occur.