



# THREE RIVERS REGIONAL PLAN 2013 - 2033

**DRAFT  
REGIONAL AGENDA**



*Three Rivers Regional Plan 2013-2033*  
*Regional Agenda*

Adopted, \_\_\_\_\_  
By the Three Rivers Regional Council

Prepared by:



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## EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

## **PURPOSE**

In accordance with O.C.G.A. 50-8-1, the Georgia Department of Community Affairs (DCA) is provided the authority to establish standards and procedures for Regional Planning. In order to remain eligible for state funding programs, the Three Rivers Regional Commission (TRRC) must prepare, adopt, maintain, and implement a regional plan that meets the established planning requirements for a regional plan.

A regional plan consists of three main components which include:

1. Regional Assessment;
2. Stakeholder Involvement Program, and
3. Regional Agenda.

The first two documents have already been completed and approved by the TRRC Council and DCA. This document, the Regional Agenda, is the final and most significant part of the Regional Plan.

The Regional Agenda contains the region's vision for the future as well as the strategy for achieving this vision. This document has been prepared with input from both the Stakeholders and information from the general public. To be effective, the Regional Agenda includes four (4) major components:

- ◆ A Regional Vision for the future development of the region;
- ◆ A list of Regional Issues and Opportunities identified for further action;
- ◆ An Implementation Program for achieving the regional

vision and for addressing the identified Regional Issues and Opportunities. The implementation program must include:

- ◆
  - ◇ Guiding Principles to be utilized by all actors in making decisions affecting the future of the region;
  - ◇ Performance Standards that establish minimum and exceptional levels of performance expected of all actors in implementing the recommendations of the plan;
  - ◇ A list of Strategies that may be implemented by any actors in the region to assist with achieving the Regional Vision or addressing the Regional Issues or Opportunities;
  - ◇ A Regional Work Program listing Regional Commission responsibilities for implementing the plan.
- ◆ An Evaluation and Monitoring plan to ensure the regional plan is accomplishing the desired results.

It is the desire of TRRC to have a clear and direct path for the growth, sustainability, and prosperity of the ten-county service area. This Plan is deemed as a significant tool to that end. Our member governments are encouraged to utilize the Three Rivers Regional Plan in their decision making processes for the good our citizens and our region.

## REGIONAL VISION



# REGIONAL VISION

## REGIONAL VISION

Successful long-range planning can occur only if a community has vision of what it aspires to be: The following vision statement reflect the Region’s overall desires for Three Rivers’ future. The vision statement was developed from input received from decision makers and citizens. This vision statement summarizes the Region’s ideal future — a future that focuses on preserving and enhancing the natural environment and quality of life that initially attracted the current residents.

### *Three Rivers Vision Statement*

*Three Rivers will promote sustainable economic growth, maintain an effective level and management of services to constituent governments, and participate in regional collaborative efforts to promote and protect the region’s quality of life, cultural heritage and natural resources.*

Throughout the Regional Plan, the vision is translated into more specific goals, objectives, policies, and specific measures. The vision is the common thread that interconnects the major components into one consistent Plan for the Region’s development through the year 2033.

The vision reflects a broad spectrum of community and regional values and aspirations. Lastly, it displays a consensus and shared belief that through responsible fiscal management and balanced planning, the Region can preserve its exemplary natural resources and environment while encouraging and

permitting diversified residential and non-residential development.

## **TRANSLATING A REGIONAL VISION INTO ACTION**



# REGIONAL DEVELOPMENT PATTERNS



# Regional Development Patterns

Land use and development patterns help to define a community's overall character. Patterns of existing land use will affect the location, type, and extent of future growth within the Three Rivers Region. The use of land represents a physical expression of our Region's values, goals and vision. Our homes, businesses, and recreational opportunities are all dependent upon the use of land. This makes land use decisions one of the most important aspects of future growth within the our Region.

The local jurisdictions of the Three Rivers Regional Commission created a Regional Development Map based upon current trends and existing local areas. The purpose of this map is to illustrate projected development patterns for the 20-year planning period 2013 to 2033.

The projected Regional Development Patterns Map (see Map 1) displays future land use patterns proposed for the region that correspond with the following general categories:

- **Conservation:** Areas to be preserved in order to protect important resources or environmentally sensitive areas of the region. These areas correspond to the Regionally Important Resources Map for the Region.
- **Rural:** Areas not expected to become urbanized or require provision of urban services during the planning period; Characterized by high levels of open space uses, such as agriculture, forestry, and recreation;
- **Developed:** Areas exhibiting urban development patterns and where urban services (i.e., water, sewer, etc.) are

already being provided at the time of plan preparation; Future development potential within these areas is typically limited to infill development and redevelopment of existing uses; and

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

The most evident trend in the Three Rivers Region relating to land use depicts new development is occurring outside of existing cities and towns on previously undeveloped land at a very low rate of density. As a result, the consumption of open space and agriculture land is expected to decline over the next twenty (20) years. It is anticipated that an increase of low-density housing will generate "sprawl," thus resulting in the following:

- greater capital costs associated with building new infrastructure;
- greater vehicle miles traveled and, consequently, higher levels of automobile emissions;
- more adverse fiscal impacts when annual tax revenues from residential uses are inadequate to cover the annual costs of providing public services; and
- higher rates of conversion of prime agricultural lands and lands with fragile environments.

Residents and decision makers can shape the future of development in the region by addressing ways to ensure sustainable growth for our future.

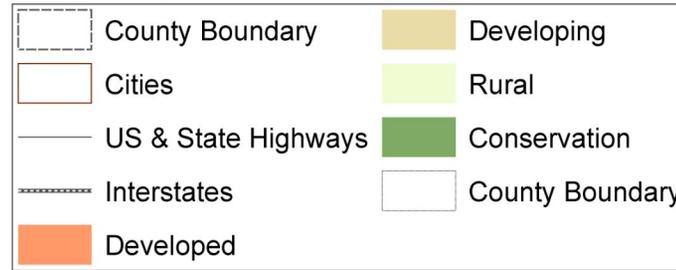
## DEFINING NARRATIVE



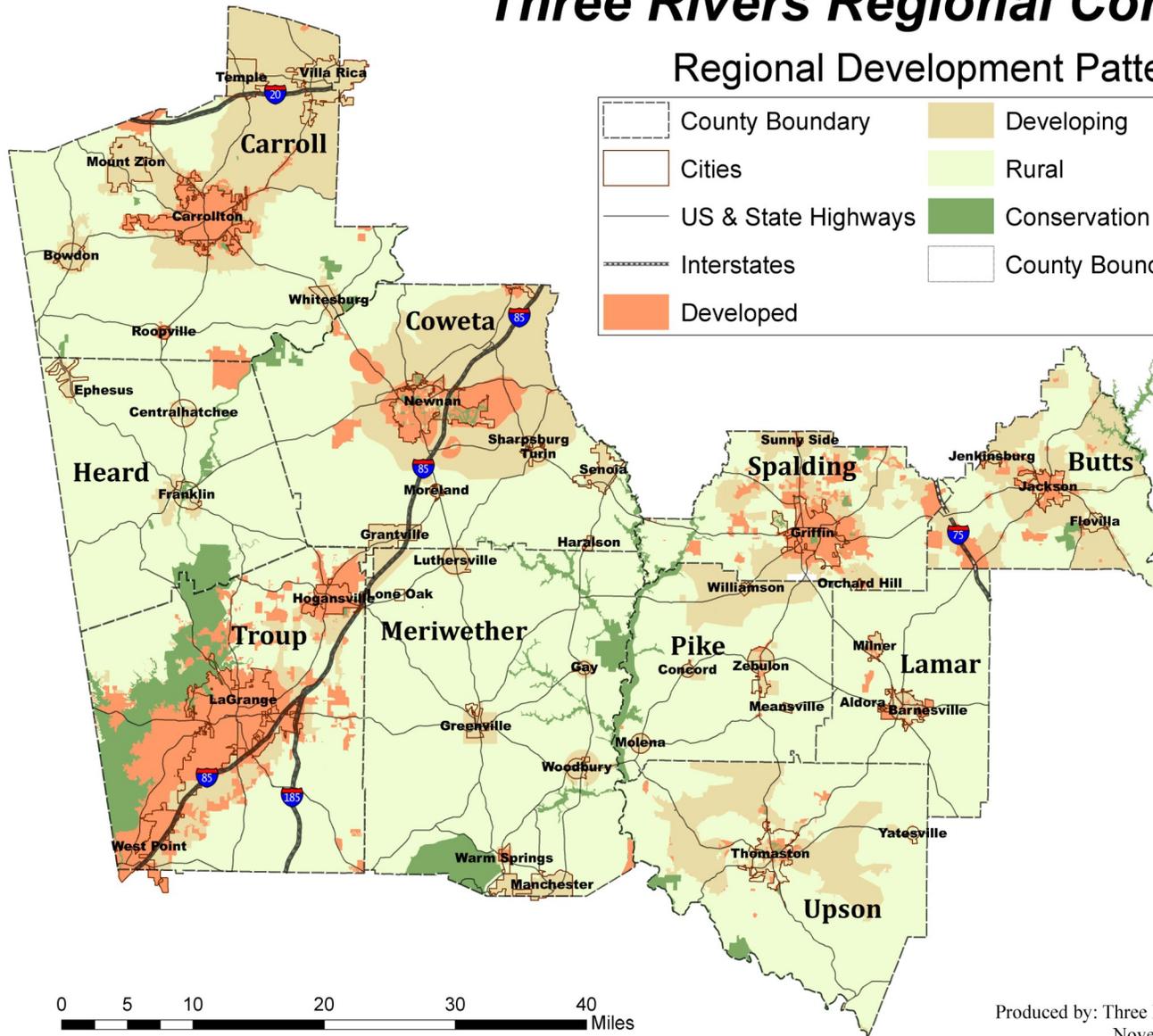
# Regional Development Patterns Map

## Three Rivers Regional Commission

### Regional Development Patterns



Map 1



Produced by: Three Rivers Regional Commission  
November 19, 2013

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# DEFINING NARRATIVE—AREAS REQUIRING SPECIAL ATTENTION

## DEFINING NARRATIVE

The Georgia Department of Community Affairs (DCA) requires that TRRC evaluate existing trends and projected development patterns within the region to identify any areas requiring special attention, including the following:

- Areas identified on the Regionally Important Resources map;
- Areas where significant natural or cultural resources are likely to be impacted by development;
- Areas where rapid development or change of land uses are likely to occur, especially where the pace of development has and/or may outpace the availability of community facilities and services, including transportation;
- Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors);
- Areas with significant infill development opportunities, including scattered vacant sites, large abandoned structures, or sites that may be environmentally contaminated;
- Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the region as a whole.

## AREAS REQUIRING SPECIAL ATTENTION

Identification of areas of special attention can help the TRRC and local decision makers to determine priorities for regional development. The following list provides a defining narrative of the areas requiring special attention

within the Three Rivers Region. Map 2 displays the geographical location of areas requiring special attention.

- **Regionally Important Resource (RIR)** - defined as a natural or historic resource that is of sufficient size or importance to warrant special consideration by the local government having jurisdiction over that resource.
- **Scenic Corridors** - The visible land outside of a transportation corridor (road) or right-of-way which is generally described as the “view from the road.” A scenic corridor is established adjacent to scenic roads and highways and traverses a visual corridor within which natural scenic resources and aesthetic values are protected and enhanced.
- **Rapid Development Areas-** Future development is expected to focus in primarily undeveloped areas with limited transportation infrastructure to support needed mobility and/or limited water and wastewater infrastructure. Development policies and appropriate investments are necessary to handle increased development pressures to better manage growth in areas lacking needed infrastructure.
- **Areas in Need of Redevelopment**—These areas include commercial properties within the region which are facing the end of their design life cycle. Numerous jurisdictions around the region are struggling with commercial “big box” developments that are vacant or supporting marginal commercial uses.

# DEFINING NARRATIVE—AREAS REQUIRING SPECIAL ATTENTION

In addition, some very large sites within the region are facing transition from the redevelopment of manufacturing to new ownership and uses. Lastly, this category also includes areas of high poverty concentrations. High poverty stricken communities are prevalent in older residential neighborhoods that are impacted by higher unemployment, limited access to quality education and jobs, higher crime rates and substandard housing.

- **Areas with Significant Infill Opportunities** - Development or redevelopment of land that has been bypassed, remained vacant, and is underutilized as a result of the continuing development process. Infill development is often a component of mixed used development and is a technique that is frequently used in housing strategies to provide affordable housing or to fulfill the need for various types of housing. Infill development also plays a critical role in the conservation of land, the creation of community centers and provides an alternative to sprawl.

Areas requiring special attention are broad with sub-categories which allow for more detailed implementation measures:

## 1. *Regionally Important Resources*

- State Parks;
- Wildlife Management Areas; and
- Local Parks.

## 2. *Scenic Corridors*

## 3. *Rapid Development Areas*

- Highway Corridors;
- Industrial Parks;
- Suburban Residential; and
- Retirement Communities.

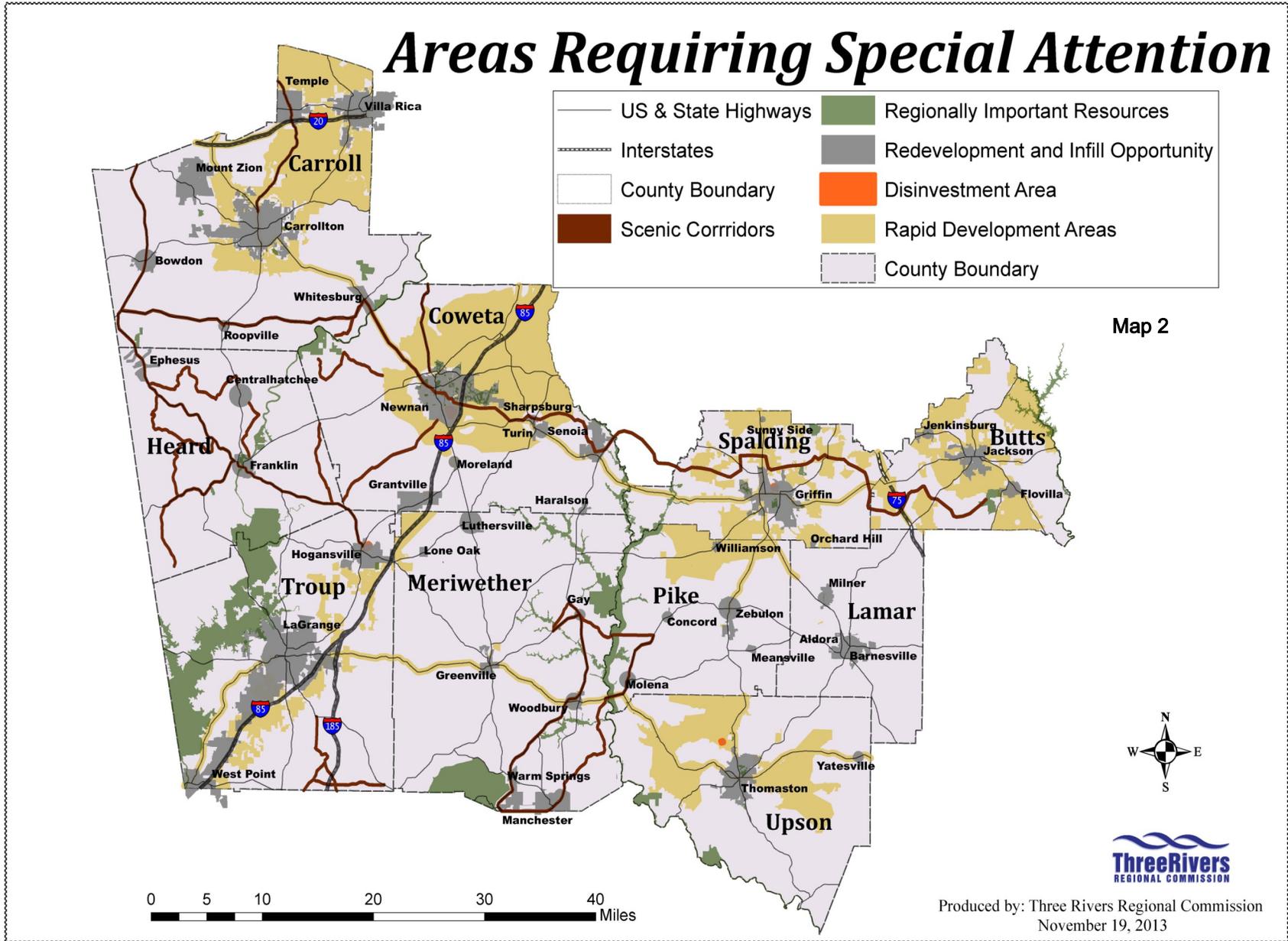
## 4. *Redevelopment and Infill Opportunity areas*

- Disinvestment Neighborhoods;
- Large Vacant Commercial Sites ; and
- Small Downtown Areas.

The TRRC Defining narrative also includes a list of the following:

- Quality Community Objectives to be pursued;
- Recommended Development Patterns;
- Types of Land Uses; and
- Implementation Measures.

# AREAS REQUIRING SPECIAL ATTENTION MAP



# REGIONALLY IMPORTANT RESOURCES (RIR)

## REGIONALLY IMPORTANT RESOURCES

In October 2011, the Three Rivers Regional Commission completed and adopted a Regionally Important Resources (RIR) Plan and map. The plan is organized into three broad categories ( Water, Conservation and Heritage Resources). State Vital Areas and Critical Protection Areas, as identified by the Georgia Department of Natural Resources, located within the Three Rivers Region are included on the RIR map; as are any natural or cultural resource areas in the region that already have preservation mechanisms in place.

Regionally important resources within the region include conservation areas which are designed to conserve, protect, and enhance natural lands for the benefits of enjoyment of present and future generations. One of the indicators of a healthy community and a high quality of life is an environment that is conserved and enjoyed by its residents. These conservation resources include three (3) state parks, three (3) wildlife management areas, and eight (8) local passive recreational parks.

The Three Rivers Region has identified several conservation resources as regionally important to our region below:

### State Parks:

- ◆ Chattahoochee Bend State Park;
- ◆ High Falls State Park; and
- ◆ Indian Springs State Park.

### Wildlife Management Areas:

- ◆ Big Lazar Wildlife Management Area;
- ◆ Joe Kurz Wildlife Management Area; and
- ◆ West Point Wildlife Management Area.

### Local Parks:

- ◆ Camp Meeting Reserve;
- ◆ Blackjack Mountain;
- ◆ McIntosh Reserve;
- ◆ Flat Shoal Park;
- ◆ Bush Head Shoals;
- ◆ John Tanner Park;
- ◆ Little Tallapoosa Park; and
- ◆ Moore’s Bridge Park.



# REGIONALLY IMPORTANT RESOURCES (RIR)

## QUALITY COMMUNITY OBJECTIVES

**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.

**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.

**GROWTH PREPAREDNESS** - Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

**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.

**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.

## PROJECTED DEVELOPMENT PATTERNS

- ◆ 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.

# REGIONALLY IMPORTANT RESOURCES (RIR)

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## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

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

## IMPLEMENTATION MEASURES

The Three Rivers Regional Commission will actively promulgate the plan in an effort to coordinate activities and planning of local governments, state agencies, land trusts, and conservation or environmental advocacy groups toward protection and management of the identified RIRs. Specifically, the Three Rivers Regional Commission will work with and encourage each of these stakeholders to coordinate their activities to foster protection of the RIRs.

Listed below are recommended best management practices for use by developers and landowners to protect our vital natural resources:

- Link new developments to existing residential areas via a trail and/or greenspace system.
- Establish extensive natural landscape buffers along the periphery of the development site which give visual separation.
- Sensitivity of natural features which include forested areas, steep slopes, wetlands and floodplains should be considered within site plans and building design.

- Limit full-scale clearing, grading, and land disturbing activities to avoid the loss of mature trees, runoff and sedimentation, and soil depletion.
- Assess and maintain environmental features including topography, soils, hydrology, trees, vegetation, wildlife habitat, historic and cultural sites. Seek to preserve the environmentally sensitive areas identified in the assessment by utilizing them for parks, trails, and greenbelt connectivity.
- Encourage development to be setback from roadways to protect the natural viewshed.
- Work with the Georgia Forestry Commission, Natural Resource Conservation Service, Resource Conservation and Development Council, and the UGA Cooperative Extension Service to promote and protect resources.
- Utilize agricultural and forestry best management practices to reduce the amount of pollutants into waterways.
- Encourage conservation subdivisions and cluster development to retain as much open space as possible.
- Utilize porous pavement materials when possible to reduce stormwater run-off and groundwater depletion.
- Utilize rain gardens and bio-retention areas in place of traditional stormwater controls to collect water and reduce run-off.
- Construct vegetative swales in place of traditional curbs and drainage pipes.

# SCENIC CORRIDORS

## SCENIC CORRIDORS

Beautiful scenic corridors travel through various rural areas of the region in Carroll, Coweta, Heard, Meriwether, Troup and Pike Counties. These corridors require special conservation treatment. Three Rivers Regional Commission identified two (2) official scenic corridors or byways as areas requiring special attention:

- ◆ **Meriwether—Pike Scenic Byway** - This scenic corridor celebrates the unique legacy of President Franklin Delano Roosevelt. Visitors explore several historic sites including the Little White House in Warm Springs.
- ◆ **Proposed McIntosh Trail Scenic Byway** - This scenic corridor was originally a main trail for Native Americans. It later became a stagecoach route. It is named after Creek Indian Chief William McIntosh. The proposed corridors offers a unique historic and cultural legacy within the Three Rivers Region.

Other scenic corridors have been identified as areas of special attention due to intrinsic physical qualities such as scenic, natural, historic, cultural, recreational, and/or archaeological.

## QUALITY COMMUNITY OBJECTIVES

**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.

**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.

**GROWTH PREPAREDNESS** - Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

**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.



# SCENIC CORRIDORS

**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.

## PROJECTED DEVELOPMENT PATTERNS

- ◆ 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.
- ◆ Maintaining large parcel sizes and preventing the development of incompatible urban uses;

## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

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

## IMPLEMENTATION MEASURES

- ◆ Local Governments are encouraged to adopt a corridor management plan that outlines how to protect and enhance scenic corridor and byway's intrinsic qualities and character;
- ◆ Local governments are encouraged to adhere to the enforcement of strict littering ordinances on all properties adjacent to the scenic corridor boundaries;
- ◆ Local governments are encouraged to adopt sign ordinances that prohibit large quantities of billboards and limit the size and height of signs for businesses near a scenic corridor;
- ◆ Local governments shall adopt streetscape and street tree planting standards for scenic corridors; and
- ◆ Local governments shall investigate the creation of a long term maintenance system for scenic corridors.

# RAPID DEVELOPMENT AREAS

## HIGHWAY CORRIDORS

The Three Rivers Region is traversed by significant highways and four (4) major interstates (Interstates 20, 75, 85 and 185). These major highway corridors include developed or undeveloped land on both sides of designated high volume facilities. Several major highway corridors within the region are expected to experience rapid development over the next twenty (20) years. The major highway corridors are listed below:

- ◆ Butts County - Interstate 75
- ◆ Carroll County—Interstate 20
- ◆ Carroll County—S.R. 61 and S.R. 16
- ◆ Carroll County - U.S. Hwy 27
- ◆ Coweta County - S.R. 34
- ◆ Lamar County - U.S. Highway 41
- ◆ Meriwether County - S.R. 85 and Interstate 85
- ◆ Spalding County—U.S Highway 19/41, S.R. 362, and S.R. 16
- ◆ Troup County—U.S. Highways 27 and 29
- ◆ Upson County—U.S. Highway 19
- ◆ Troup, Meriwether and Upson Counties—LaGrange-Macon Multi-Lane Highway Corridor connecting I-85 in LaGrange to I-75 in Macon.

### Quality Community Objectives:

**Mixed Use Developments** - Mixed use developments encourage blends of residential, commercial, cultural, institutional and where appropriate, industrial uses. Mixed use developments allow for greater housing variety and density, reduces distances between housing, workplaces, retail

businesses, and other destinations, encourages more compact development, strengthens neighborhood character, and promotes pedestrian and bicycle friendly environments.

**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.

**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.

**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.

**Growth Preparedness** - Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

# RAPID DEVELOPMENT AREAS

## LAGRANGE—MACON MULTI-LANE HIGHWAY CORRIDOR

The new Georgia Export/Import Highway is a proposed corridor spanning approximately 80 miles from I-85 near LaGrange to I-75 near Macon. The corridor could serve as a logical east-west continuation of I-16 and a parallel alternative to I-20 providing a direct route across the state from the Port of Savannah to Central West Georgia.

The Georgia Export/Import Highway is expected to generate an annual economic impact of \$11.3 Billion and potentially create 2,738 new jobs. This corridor would help to relieve congestion in the Atlanta area by providing the needed transportation infrastructure elsewhere, and allow for better coordination of ports, rail, highways, and aviation facilities to service the central and west central portions of Georgia. Further, the project seeks to facilitate the movement of interstate freight originating at or destined for the Georgia ports, thereby, improving interstate commerce, national economic competitiveness, and the quality of life in West Georgia and abroad. Finally, the project considers the “just-in-time delivery” economy and the importance of safe uncongested roadways to the Region’s competitive advantage in the global economy.

The project is critical to economic development impacts related to Kia Motors America, Incorporated, located in West Point, Georgia. The manufacturing facility is expected to produce 360,000 vehicles per year, as it increases production. Regional leaders are currently seeking state and federal funding to conduct a corridor study to identify feasible location and alignment alternatives for the proposed highway.



# RAPID DEVELOPMENT AREAS

**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 (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choices to meet market needs.

**EMPLOYMENT OPTIONS** - A range of job types should be provided in each community to meet the diverse needs of the local workforce.

## PROJECTED DEVELOPMENT PATTERNS

- ◆ Neighborhood commercial centers;
- ◆ Improvements of sidewalks and enhancements to streetscapes;
- ◆ 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, drug stores, etc. within walking distance of residences;
- ◆ Mixed use and traditional development patterns should be encouraged, including use of more human scale development, compact development, easy walking distance of one another, and facilitating pedestrian activity.
- ◆ High quality industrial and office parks should be encouraged to enhance economic opportunities and accommodate certain uses that may not be suitable in traditional commercial districts.

## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

- ◆ Light and Heavy Industrial
- ◆ Light & Heavy Commercial
- ◆ Office Parks
- ◆ Civic and Public Uses
- ◆ Parks/Open Space
- ◆ Mixed Use Developments
- ◆ Medical Centers
- ◆ Single-Family Residential
- ◆ Multi-Family Residential
- ◆ Traditional Developments

## Implementation Measures:

- ◆ Promote mixed-use redevelopment strategies as a means of enhancing economic development.
- ◆ Encourage alternative forms of transportation.
- ◆ Provide visual and sound barriers between incompatible adjacent uses and to increase aesthetic values by using landscape and buffer requirements.
- ◆ Adopt landscaping guidelines and Tree Ordinances
- ◆ Incorporate traffic-calming measures; sidewalks, street trees, and increased street interconnections to improve walk-ability and slow traffic within existing neighborhoods.
- ◆ Review existing codes, standards, and guidelines to ensure they allow for desired development patterns such as traditional neighborhoods, mixed use developments, complete streets, etc.

# RAPID DEVELOPMENT AREAS

## INDUSTRIAL PARKS

Industrial parks serve as major employment centers for our region. These areas normally provide transportation access such as roadway accessibility and rail. The Three Rivers Region has multiple industrial parks that provide manufacturing and associated business activities to support a thriving economy. The Three Rivers Region is home to the KIA plant, the largest manufacturing facility in the state of Georgia. West Georgia is emerging as a bright spot, with new industry and investment revitalizing an area that was hit hard by the shuttering of its textile plants over the last two decades.

Unfortunately, the recent economic decline has slowed the growth and development of several industrial parks throughout the region. In addition, some industrial parks have limited infrastructure and amenities. As the economy strengthens, these areas are expected to experience significant growth over the next twenty year period. Three Rivers identified twenty-seven (27) industrial parks as areas of special attention:

### 1. Butts County

- ◆ Riverview Industrial Park II
- ◆ South Port Business Park

### 2. Carroll County

- ◆ Bowdon Industrial Park
- ◆ Buffalo Creek Technology Park
- ◆ Carrollton Industrial Park
- ◆ Temple Industrial Park
- ◆ Villa Rica Industrial Park West

### 3. Coweta County

- ◆ Creekside Business and Industrial Center
- ◆ Grove Park Industrial Park
- ◆ Hillwood Circle Industrial Park
- ◆ Newnan South Industrial Park
- ◆ Pattillo Coweta Industrial Park
- ◆ Shenandoah Industrial Park

### 4. Heard County

- ◆ Heard County Industrial Park

### 5. Lamar County

- ◆ Barnesville-Lamar County Industrial Park

### 6. Meriwether County

- ◆ Greenville Industrial Park
- ◆ Greenville North Industrial Park
- ◆ Manchester Industrial Park
- ◆ Meriwether South Industrial Park
- ◆ Woodbury Industrial Park

### 7. Pike County

- ◆ Pike County Business Park

### 8. Spalding County

- ◆ The Lakes at Green Valley

### 9. Troup County

- ◆ Jim Hamilton Industrial Park
- ◆ LaGrange Industrial Park

### 10. Upson County

- ◆ Central Georgia Business Technology Park
- ◆ Thomaston Industrial Park
- ◆ West Point Business Park

# RAPID DEVELOPMENT AREAS



## Quality Community Objectives:

**GROWTH PREPAREDNESS** - Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

**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.

**Design Standards or Guidelines** - Prepare community design standards to ensure new developments or redevelopments are compatible with the character of the community.

**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.

**EMPLOYMENT OPTIONS** - A range of job types should be provided in each community to meet the diverse needs of the local workforce.

**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.

**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.

# RAPID DEVELOPMENT AREAS

## Development Patterns:

- ◆ Compact development patterns shall be encouraged that assure the most efficient use of land and the realization of maximum economic development potential through appropriate densities.
- ◆ Locate industrial/business park land uses in areas appropriate to environmental conditions, the circulation system and the overall land use pattern of the community.
- ◆ Require high standards of design, materials and workmanship in business park development.
- ◆ Provide substantial industrial acreage protected from other uses.
- ◆ Promote a transportation system which provides or improves access and circulation within and adjacent to light industrial/business park areas.

## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

- ◆ Heavy and Light Industrial Uses;
- ◆ Warehouses;
- ◆ Distribution facilities; and
- ◆ Business corporation offices.

## Implementation Measures:

- ◆ To concentrate dedicated infrastructures in a delimited area to reduce the per-business expense of that infrastructure. Such infrastructure includes roadways, railroad sidings, ports, high-power electric supplies high-end communications cables, large-volume water supplies, and high-volume gas lines.

- ◆ To attract new businesses by providing an integrated infrastructure in one location.
- ◆ To set aside industrial uses from urban areas to try to reduce the environmental and social impact of the industrial uses
- ◆ To provide for localized environmental controls that are specific to the needs of an industrial area.



# RAPID DEVELOPMENT AREAS

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## SUBURBAN RESIDENTIAL

Suburban residential areas typically include residential subdivision developments that have occurred or are likely to occur (due to availability of water and sewer service) in primarily undeveloped areas. These areas are generally characterized by low pedestrian orientation, little or no transit, high degree of open space, high-to-moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, which are often curvilinear (Georgia Department of Community Affairs).

There are five (5) primary areas within the Three Rivers Region that can be considered rapidly developing Suburban Areas.

- ◆ Northwest, East, and South Butts County
- ◆ Northeast Carroll County
- ◆ North and East Coweta County
- ◆ North and South Spalding County
- ◆ North Pike County
- ◆ Southeast outskirts of LaGrange city limits — Troup County

### Quality Community Objectives:

***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.

***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.

***GROWTH PREPAREDNESS*** - Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.



# RAPID DEVELOPMENT AREAS

**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 (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choices to meet market needs.

## Development Patterns:

- ◆ Creating neighborhood focal points by locating schools, community centers, or well-designed small-scale commercial activity centers at suitable locations within walking distance of residences.
- ◆ Enhancing Connectivity through design, i.e. Complete Streets: balance vehicular, pedestrian, and bike connections to retail/ commercial services.
- ◆ Encouraging compatible architecture styles that maintain the regional character, and do not include “franchise” or “corporate” architecture.
- ◆ Permitting accessory housing units, or new well-designed, similarly scaled infill multi-family residences to increase neighborhood density and income diversity.
- ◆ Mixing of housing types and styles to create character, neighborhood diversity, and allow for varying densities and prices in the same neighborhood (i.e. single-family homes, town homes, live/work units, lofts, over-the-shop, and apartments).

## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

- ◆ Variety of Housing Sizes and Types
- ◆ Mixed Use
- ◆ Trails
- ◆ Open Space
- ◆ Parks and Recreational Facilities
- ◆ Small Scale Neighborhood Commercial
- ◆ Schools

## Implementation Measures:

- ◆ Employ Conservation Subdivision methods and promote cluster development to allow for greater expanses of open spaces.
- ◆ Advocate for creative design for higher density with new standards and guidelines that encourage compact development, town centers, complete streets, etc.
- ◆ Incorporate traffic-calming measures; sidewalks, street trees, and increased street interconnections to improve walk-ability and slow traffic within existing neighborhoods.
- ◆ Establish connectivity to bike routes, paths, greenway trails.
- ◆ Complete more detailed sub-area planning to focus on retrofitting conventional subdivisions to provide greater connectivity and amenities, such as adding small neighborhood commercial areas and linkages between existing residential and commercial areas.
- ◆ Adopt landscaping guidelines and tree ordinances.

# RAPID DEVELOPMENT AREAS

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## ACTIVE ADULT LIVING COMMUNITITES

With the older adult population becoming increasingly more active, the term “active adult” is a commonly used phrase in place of the words “seniors,” “senior citizens,” “older adults” and “elderly.” Active adult living communities illustrate areas with a concentrated population of older adults. These are areas where older adults live and will likely continue to live and “age in place.” Active living is a way of life that integrates physical activity into daily routines. Promoting active aging depends on a community’s ability to provide safe and walkable streets, a range of transportation options, and land use patterns that permit easy access to services and amenities. Three Rivers Regional Commission has identified one (1) active adult living community within the region.

- ◆ **Sun City Peachtree** - This active adult living facility is located in Griffin, GA. It is designed for adults age 55 and above. Sun City Peachtree is the largest active adult community in Georgia. It plans to construct 3,400 homes by complete build-out. Spalding County and the City of Griffin are preparing for an influx over the next eight to 12 years of 5,000 well-educated upper-income active retirees.

### Quality Community Objectives:

**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.

**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.

**GROWTH PREPAREDNESS** - Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

**APPROPRIATE BUSINESS** - 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.

# RAPID DEVELOPMENT AREAS

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## Development Patterns:

- ◆ Improvements of sidewalks and enhancements to streetscapes;
- ◆ Residential developments that offers a mix of housing types and prices;
- ◆ Residential developments with a healthy mix of uses such as corner groceries, barber shops, drug stores, etc. within walking distance of residences;
- ◆ Mixed use and traditional development patterns should be encouraged, including use of more human scale development, compact development, easy walking distance of one another, and facilitating pedestrian activity.

## List of land uses or zoning categories to be allowed:

- ◆ Neighborhood Commercial Centers
- ◆ Retirement Communities
- ◆ Open Space/Parks
- ◆ Civic and Public Uses
- ◆ Mixed use developments
- ◆ Traditional Residential neighborhoods
- ◆ Multi-family Residential

## Implementation Measures:

- ◆ Educate leaders about the impact of community design on health;
- ◆ Provide information about policies and programs that support active living;
- ◆ Create tools and materials to help leaders implement

active living strategies;

- ◆ Facilitate cooperative efforts between state and local leaders;
- ◆ Build a network to provide peer support for leaders working on active living issues;
- ◆ Help leaders generate community support for active living;
- ◆ Create safe and comfortable walking routes;
- ◆ Improve transportation options for older adults;
- ◆ Support a variety of housing choices;
- ◆ Encourage density and connectivity; and
- ◆ Make the built environment more attractive.



# Redevelopment and Infill Opportunity Areas

## DISINVESTMENT NEIGHBORHOODS

Since the departure of textile mills as the fabric of our communities, neighborhoods throughout our region have suffered from disinvestment and distress. These areas also include historic villages that were once centered on the activities of a local textile mill. The planned communities contain historic housing, a grid of interconnected streets, and strong local identity. It is a struggle for these areas to remain a viable neighborhood. While there is an effort to improve conditions, broad based community support and action are needed to address the many issues facing these communities. In order to redevelop and revitalize these neighborhoods, it is important to craft a strategy for neighborhood redevelopment.

Three Rivers Regional Commission has identified four(4) mill communities that show significant signs of disinvestment:

1. Thomaston Mills- Griffin, Georgia
2. Hannah’s Mill - Thomaston, Georgia
3. East Newnan Mill Village—Newnan, Georgia
4. Hogansville Reinvestment Area—Hogansville, GA

### Quality Community Objectives:

- ◆ **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.
- ◆ **Growth Preparedness** -Each community should identify and put in place the pre-requisites for the type of growth it seeks

to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

- ◆ **Design Standards or Guidelines** - Prepare community design standards to ensure new developments or redevelopments are compatible with the character of the community.
- ◆ **Adaptive Reuse** - Consider the adaptive reuse of buildings in the community for new uses.
- ◆ **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.
- ◆ **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.
- ◆ **Sense of Place** - Community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

# Redevelopment and Infill Opportunity Areas

## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

- ◆ Neighborhood Commercial Centers
- ◆ Open Space/Parks
- ◆ Civic and Public Uses
- ◆ Mixed use developments
- ◆ Traditional Residential neighborhoods
- ◆ Multi-family Residential
- ◆ Single-family Residential

## IMPLEMENTATION MEASURES

- ◆ Develop traditional neighborhood design standards for inclusion in the Unified Development Ordinances that provide choice and an alternative to current suburban-oriented subdivision regulations.
- ◆ Require sidewalks as part of the design standards for TND neighborhoods and consider the inclusion of requirements for sidewalks in standard subdivisions.
- ◆ Make provisions for a neighborhood-scale, mixed use commercial district in the Unified Development Ordinances.
- ◆ Provide incentives for neighborhood-scale mixed use developments.
- ◆ Promote developments that offer connectivity and access to adjacent properties and retail/commercial centers. Ensure zoning codes allow for mixed use type of development (i.e. does not separate commercial, residential, and retail uses in every district).
- ◆ Advocate for creative design for higher density with new standards and guidelines that encourage: compact development, town centers, Complete Streets, etc.

- ◆ Establish linkages between existing offices/commercial uses and residential neighborhoods where none exist.
- ◆ Redevelop declining areas.
- ◆ Establish traffic-calming mechanisms where appropriate.
- ◆ Set forth strategies for the reuse of Greyfields.
- ◆ Promote infill development on vacant or underutilized sites over development of new Greenfield sites.
- ◆ Redesign access and street configuration by consolidating driveways and establishing inter-parcel connections between parking lots.
- ◆ Reuse existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities.

***"If poverty is a disease that infects an entire community in the form of unemployment and violence, failing schools and broken homes, then we can't just treat those symptoms in isolation. We have to heal the entire community. And we have to focus on what actually works."***

**- President Barack Obama**

# Redevelopment and Infill Opportunity Areas

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## LARGE VACANT COMMERCIAL SITES

Vacant properties and abandoned buildings present local governments with one of the more compelling challenges in community revitalization. Such properties become breeding grounds for crime and squalor. A few buildings can generate a spiral of decline and disinvestment that strains municipal budgets and encourages businesses and residents to flee inner-city neighborhoods and declining suburbs. Despite these challenges, efforts to pioneer sustainable development strategies are necessary to abate and rehabilitate these neighborhood eyesores.

Three Rivers Regional Commission identified three (3) large vacant commercial sites within the region that require special attention below:

1. Thomaston Mills (Building & Site) - Griffin and Thomaston, Georgia
2. Martha Mills (Building & Site) —Thomaston, Georgia
3. Manchester Mill (Site)—Manchester, Georgia

## QUALITY COMMUNITY OBJECTIVES

- ◆ **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.
- ◆ **Growth Preparedness** -Each community should identify and put in place the prerequisites for the type of growth

it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

- ◆ **Design Standards or Guidelines** - Prepare community design standards to ensure new developments or redevelopments are compatible with the character of the community.
- ◆ **Adaptive Reuse** - Consider the adaptive reuse of buildings in the community for new uses.
- ◆ **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.
- ◆ **Mixed Use Developments** - Mixed use developments encourages blends of residential, commercial, cultural, institutional and where appropriate, industrial uses. Mixed use developments allow for greater housing variety and density, reduces distances between housing, workplaces, retail businesses, and other destinations, encourages more compact development, strengthens neighborhood character, and promotes pedestrian and bicycle-friendly environments.

# Redevelopment and Infill Opportunity Areas

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- ◆ **EMPLOYMENT OPTIONS** - A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- ◆ **APPROPRIATE BUSINESS** - 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.

## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

- ◆ Neighborhood Commercial Centers
- ◆ Open Space/Parks
- ◆ Civic and Public Uses
- ◆ Mixed use developments
- ◆ Loft Apartments
- ◆ Warehouse
- ◆ Office Complex

## IMPLEMENTATION MEASURES

- ◆ Promote redevelopment opportunities for brownfield and greyfield areas throughout the region.
- ◆ Establish traffic-calming mechanisms where appropriate.
- ◆ Set forth strategies for the reuse of Greyfields.

- ◆ Promote infill development on vacant or underutilized sites over development of new Greenfield sites.
- ◆ Redesign access and street configuration by consolidating driveways and establishing inter-parcel connections between parking lots.
- ◆ Reuse existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities.
- ◆ Provide incentives for neighborhood-scale mixed use developments.



# Redevelopment and Infill Opportunity Areas

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## SMALL DOWNTOWNS

Small and rural communities are increasingly plagued with problems related to loss of industry, declining or aging populations and an inability to compete with urban amenities. Economic disinvestment in downtown properties and businesses continues to contribute significantly to the environment of the areas. The new hope for small downtowns lies in embracing heritage and returning to service and retail markets that serve a local population. Local downtowns throughout the Region have been identified as redevelopment and infill opportunity areas.

## PROJECTED DEVELOPMENT PATTERNS

- ◆ Commercial structures (shopping, warehouses, offices, etc.) located near Street front, with parking in rear of buildings, making community more attractive and more pedestrian-friendly.
- ◆ Residential development that offers a mix of housing types (single family homes, town homes, live/work units, lofts, over-the-shop, and apartments), densities and prices in the same neighborhood.
- ◆ Infill development on vacant or underutilized sites.

## QUALITY COMMUNITY OBJECTIVES

- ◆ **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.

- ◆ **Growth Preparedness** -Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.
- ◆ **Design Standards or Guidelines** - Prepare community design standards to ensure new developments or redevelopments are compatible with the character of the community.
- ◆ **Adaptive Reuse** - Consider the adaptive reuse of buildings in the community for new uses.
- ◆ **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.
- ◆ **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.

# Redevelopment and Infill Opportunity Areas

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## SPECIFIC TYPES OF LAND USES TO BE ALLOWED:

- ◆ Neighborhood Commercial Centers;
- ◆ Open Space/Parks;
- ◆ Civic and Public Uses ;
- ◆ Mixed used developments;
- ◆ Loft Apartments; and
- ◆ Small Businesses.

## IMPLEMENTATION MEASURES

- ◆ Traditional downtown areas maintained as the focal point of the community.
- ◆ These community focal points should be attractive, mixed-use, pedestrian friendly places where people choose to gather for shopping, dining, socializing, and entertainment.
- ◆ Advocate for creative design for higher density with new standards and guidelines that encourage compact development, town centers, complete streets, etc.
- ◆ Incorporate traffic-calming measures; sidewalks, street trees, and increased street interconnections to improve walk-ability and slow traffic within existing neighborhoods.
- ◆ Redesign access and street configuration by consolidating driveways and establishing inter-parcel connections between parking lots.
- ◆ Reuse existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities.



## REGIONAL ISSUES AND OPPORTUNITIES



# REGIONAL ISSUES AND OPPORTUNITIES

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## REGIONAL ISSUES AND OPPORTUNITIES

The list that follows represents the final Issues and Opportunities to be addressed in the Implementation Program of the Regional Plan. These Issues and Opportunities were refined by incorporating the results from the various stakeholder involvement mechanisms. As originally categorized in the Regional Assessment, the final Regional Issues and Opportunities are broken-out by various regional planning elements.

### POPULATION

#### ⇒ Issues

1. Continuing to provide services and housing for an increasing aging population;
2. There is a growing population of special needs;
3. Increasing poverty and unemployment; and
4. There is a loss of population in smaller towns and cities.

#### ⇒ Opportunities

1. Housing options that fit both new residents and existing population including aging citizens, first-time buyers and low to moderate-income buyers;
2. Increasing number of baby boomers and retirees;
3. Development targeting the aging population; and
4. Growing ethnic backgrounds lead to more diversity in the region;
5. Interstate 20 offers economic growth opportunities
6. Growing economic sectors within the region include advanced healthcare facilities, medical industry development, software engineering and R&D

## ECONOMIC DEVELOPMENT

#### ⇒ Issues

1. Lack of a diverse job base in some communities;
2. Lack of a skilled work force to provide for new industry and business;
3. Lack of tourism promotion;
4. Existing recreational and cultural resources lack promotion;
5. There is a need to decrease the high school dropout rate in some communities;
6. Need for the expansion of broadband to serve rural communities;
7. Need for local or regional transit system; and
8. Lack of resources to serve disabled and unemployed citizens.
9. Lack of regional focus on economic development; need to identify regional marketing strategies that target our most precious physical assets; and

#### ⇒ Opportunities

1. Thriving downtowns, main streets, and squares attract small businesses and restaurants;
2. Large tracts of undeveloped land near interstates 75, 85, and 185 for potential industrial development;
3. Close proximity to the metropolitan markets of Atlanta, Macon and Columbus offer potential for smaller regional commercial and industrial districts;
4. Rail access to serve potential industrial businesses; and
5. Excellent location for movie production industry;
6. Strong network of public and private schools, technical colleges and universities;
7. African-American Cultural Tourism;

# REGIONAL ISSUES AND OPPORTUNITIES

## ECONOMIC DEVELOPMENT (continues)

### ⇒ Opportunities

8. Opportunity to create a regional Question and Answer Technology Sample;
9. Need to establish East/West Corridor from Savannah to LaGrange that includes the counties of Upson, Meriwether and Troup;
10. Several available speculative buildings available within the region;
11. Enhance Downtown Development Regional funding opportunities;
12. Create regional cooperation among citizens, local governments, and the regional/state agencies. Lack of regional focus on economic development; need to identify regional marketing strategies that target our most precious physical assets; and

## HOUSING

### ⇒ Issues

1. There exists an inadequate amount of affordable housing for seniors;
2. A large number of blighted housing units in pockets throughout the region;
3. A large number of rental units within the region lack proper maintenance from the property owners;
4. The diminished value of homes in the region is reducing the tax base for local governments;
5. There are an increasing amount of foreclosed properties in the region leading to crime and diminished values for surrounding property owners;
6. There is a lack of code enforcement in some

communities in the region;

7. A demand exists for housing for individuals with special needs;
8. There are septic tank failures throughout the region; and
9. Substantial number of undeveloped subdivisions within the region.

### ⇒ Opportunities

1. Opportunities for infill development within older neighborhoods;
2. A good mix of housing options for senior citizens, first-time home buyers and low-to-moderate income buyers;
3. Low housing values coupled with a lower cost of living;
4. Affordable housing opportunities;
5. A variety of housing units ranging from estate residential to traditional units in all price ranges; and
6. Historic preservation programs for communities to maintain and restore historic residential structures.

## TRANSPORTATION

### ⇒ Issues

1. A need for more bicycle and pedestrian trails for connectivity in the region;
2. A need exists to inventory the existing condition of sidewalks and see where the need exists to increase the number of sidewalks to increase connectivity between educational facilities, developments, and job opportunities;

# REGIONAL ISSUES AND OPPORTUNITIES

## TRANSPORATION (continues)

### ⇒ Issues

3. There is a need for streetscape improvements to enhance safety, aesthetics, and the economic viability of downtown areas;
4. A need for public transportation available for residents in the entire region, especially senior citizens;
5. A need exists for safer and alternative modes of transportation;
6. A need exists to improve a number of unpaved roads throughout the region to provide additional connectivity to major highway access points;
7. An increased number of bypasses within the region have diverted traffic from downtown areas. There may be an increased need for signage to reroute traffic to historic downtown commercial districts; and
8. Increased development have the potential for negative impacts for scenic byways.

### ⇒ Opportunities

1. Bike and pedestrian trails that connect to recreation areas, downtown, residential neighborhoods, employment centers, etc.;
2. Pedestrian facility/sidewalk infrastructure improvement plans to enhance connectivity to downtown;
3. Safe Routes to School (STS) program to reduce traffic congestion and improve air quality;
4. Beautiful scenic byways with development regulations that encourage conservation of natural resources; and
5. Many abandoned railroads offer opportunities for reuse through rails-to-trails projects.

## COMMUNITY FACILITIES

### ⇒ Issues

1. Improvements and upgrades, as well as expansions are needed to the existing water and sewer systems in some parts of the region;
2. The availability of recreational opportunities needs more promotion;
3. There is an increased need for medical services for areas in the region that currently lack urgent care facilities;
4. A need exists for improvements in existing facilities and expanding services for seniors;
5. There is a need for additional public greenspace throughout the region;
6. There is a need for additional libraries and career information centers in the underserved areas in the region;
7. The need exists for an expansion of fire and safety facilities, equipment, staff, and coverage;
8. There is a need to expand and promote workforce development activities;
9. There is a need for improving educational facilities and instruction to raise the graduation rate among high school students;
10. A need to provide consistent and equal enforcement of codes, which includes creating a reduction in litter, dilapidated housing units and nuisances in the region;
11. Need to establish regional incubators to grow businesses and keep them within our communities;

### COMMUNITY FACILITIES (continues)

#### ⇒ Issues

12. Need to develop a website or software database to collect contact information of various agencies and organizations within the region; need to ensure this website is accessible to all member governments and organizations through the region;
13. Need to address methods to effectively assist and provide community services to bilingual groups, specifically Spanish speaking citizens;
14. Evaluate and assess the significance of region stormwater fees to increase monetary funding for public infrastructure improvements;
15. Need to establish regional partnerships with local Chamber of Commerce agencies;
16. Establish Central Education Center to serve disabled, low-income and undereducated individuals;
17. Create additional public-private partnerships that promote workforce development for target populations such as disabled and low-income citizens;
18. Seek additional funding sources to build and renovate community facilities;
19. Need to increase rural and city transit options for citizens who need transportation to jobs.

#### ⇒ Opportunities

1. Sufficient design capacity in most water systems within the region to meet projected future demand;
2. Opportunities to protect existing infrastructure

investments by encouraging and promoting infill development, redevelopment, and compact development where appropriate;

3. Existence of quality senior centers and services;
4. Facilities geared toward specific populations such as the youth; and
5. The existence of The Burson Center offers a state of the art regional incubator for quality entrepreneurial service delivery.

### NATURAL AND CULTURAL RESOURCES

#### ⇒ Issues

1. A need exists to preserve and protect water quality;
2. There is a need to preserve habitats and protect endangered flora and fauna;
3. There is a need to preserve trees to improve air quality;
4. The need exists to establish and promote recycling programs in communities where none exist;
5. There is a need to ensure that communities are enforcing and adhering to EPD Part V environmental regulations to reduce pollution;
6. New developments lack sufficient amounts of greenspace;
7. A need exists to identify and protect cemeteries and burial grounds in the region;
8. The rate of demolition of historic structures in our region is too common;

# REGIONAL ISSUES AND OPPORTUNITIES

## NATURAL AND CULTURAL RESOURCES (continues)

### ⇒ Issues

9. There is a lack of proper reuse of historic structures;
10. There is a need for improved guidelines for historic structures;
11. A need exists for an inventory of historic resources and structures in our region;
12. There is a need for historic preservation in some areas of our region, along with proper code enforcement;
13. There exists a large amount of litter along waterways and roadways throughout the region;
14. The implementation of policies and protection measures in the RIR plan may present a challenge; and
15. There is a lack of tree protection ordinances in some communities around the region.

### ⇒ Opportunities

1. Awareness programs that educate the public about the importance of recycling;
2. Adoption and enforcement of EPD Part V environmental regulations;
3. Continued protection of endangered flora and fauna;
4. Educational programs within the community and schools that focus on the protection of streams and creeks through such programs as the Adopt-A-Stream program;
5. Local regulations that support permanent easements, conservation, and cluster developments;

6. An opportunity exists to identify and encourage efforts to develop policies that maintain cemeteries;
7. An opportunity exists to educate local communities on the use and promotion of historic and cultural resources;
8. An opportunity exists to educate local communities on the use and adoption of historic and cultural preservation guidelines;
9. An opportunity exists to identify existing historic structures and find new and sensitive reuses for historic properties that maintain their historic integrity;
10. Partnerships with outside agencies such as the Trust for Public Land and The Nature Conservancy to protect natural and cultural resources;
11. Opportunity exists for developers to utilize the RIR plan's recommended appropriate development practices; and
12. Abundant forest and rural scenery.

## INTERGOVERNMENTAL COORDINATION

### ⇒ Issues

1. A need exists to improve interactions and intergovernmental relationships within the counties as well as within the region;
2. There is a lack of coordination between local governments in the region in the areas of land use, transportation, economic development, water planning, and other areas of mitigation;

# REGIONAL ISSUES AND OPPORTUNITIES

## INTERGOVERNMENTAL COORDINATION (continues)

### ⇒ Issues

3. There is a lack of coordination between local governments and the private sector; and
4. There is a need for an open forum on the discussion of issues concerning the region and communities at large.

### ⇒ Opportunities

1. Strong intergovernmental cooperation when setting regional priorities;
2. Increase in joint planning among governments in the region; and
3. Coordination of several open forums to work collaboratively in discussing regional and subregional issues.

## LAND USE

### ⇒ Issues

1. Environmentally-sensitive areas not being considered in developments;
2. Some current land regulations are outdated;
3. There is a lack of development regulation concerning clear cutting trees;
4. A need exists to preserve rural character when it pertains to land use planning and development;
5. There is a lack of signage and signage enforcement in some communities;

6. Enforcement regulations are needed in blighted areas;
7. There is a need to expand sewer in some areas of the region;
8. There is a need to improve entry corridors; and
9. Lack of expertise of planning and zoning issues in some of the smaller local governments.

### ⇒ Opportunities

1. Development policies and regulations that support attractive residential subdivisions and aesthetically-pleasing commercial and industrial uses;
2. An opportunity exists to train local governments in planning and zoning, as well as decision making;
3. An opportunity exists to educate developers in greenspace and the conservation of environmentally - sensitive areas; and
4. Implementation and update of innovative land use techniques that support sustainability.



# IMPLEMENTATION PROGRAM



# 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 address regional issues and opportunities. These guiding principles establish a framework that sets the standard for formulating and evaluating proposals for future land use changes. The guiding principles presented were shaped by shared goals, the opportunities and challenges of achieving these goals, and understanding of the entire region.

The Regional Plan is based on seven primary guiding principles:

1. Ensure opportunities for the protection of open space, wilderness, natural beauty and sensitive environmental areas;
2. Preserve and promote sustainability of cultural and historic resources;
3. Support appropriate roles for the Three Rivers Regional Commission that focus on economic, cultural and residential activities;
4. Support development patterns that promote a vigorous regional economy;
5. Manage development in a way that will consider healthy lifestyles and make the most effective use of land, energy, infrastructure, public services and facilities;
6. Develop integrated transportation systems in conjunction with the other principles; and
7. Provide a framework that leads to predictable, fair, cost effective decision making.

The Guiding Principles are used to develop the goals, objectives, and strategies of the Regional Vision. They provide a standard for evaluating development scenarios and plan recommendations, and ultimately define successful planning mechanisms for our region.

The Three Rivers Regional Commission has identified additional guiding principles that provide an overarching development framework for the Three Rivers Region based upon the following components:

- ◆ Economic Development;
- ◆ Natural Resources;
- ◆ Historic Resources;
- ◆ Community Facilities; and
- ◆ Land Use.



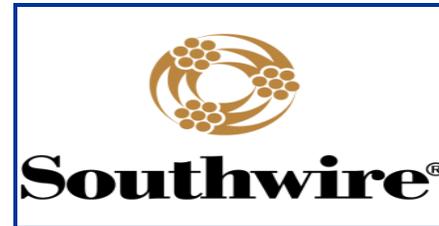
# IMPLEMENTATION PROGRAM

## Economic Development

1. Improve small business development;
2. Identify business clusters and regional partnerships that provide stronger resources for small enterprises;
3. Improve business awareness and accessibility to existing sites designed for commercial and industrial uses by directing business recruitment to downtown areas and industrial parks. Assist local governments in development of effective database of available sites and conditions;
4. Promote the development of a Southern Crescent Regional Chamber of Commerce;
5. Improve the awareness and accessibility of financing mechanisms designed to support small business development and retention.;
6. Build upon existing revolving loan programs, while also seeking to create additional funding sources;
7. Encourage the use of Community Development Block Grants and Economic Improvement Programs through a regional directory of grant projects in progress and being proposed;
8. Ensure the adequacy of public facilities & services needed to sustain intended industrial growth;
9. Perform needs assessment for public facilities & service demands for economic development;
10. Promote local government development of utility and infrastructure planning; Promote the use of infrastructure planning in development of local future land use plans;
11. Establish partnerships with local governments and the business community;
12. Improve the diversity of the region's industries and

ranges of employment;

13. Perform economic base studies designed to clarify the regional strengths and weaknesses; Inventory neighboring regional economies and their trends;
14. Perform national business trends study to identify new industries for targeting recruitment;
15. Maintain sufficient worker-support programs for childcare and elder care;
16. Support local workforce development initiatives; and
17. Promote historic preservation and cultural tourism as a tool for economic development.



# IMPLEMENTATION PROGRAM

## Natural Resources

1. Retain quality of water supply watersheds across local boundaries;
2. Provide updated watershed information from DNR and local governments to revise computer mapping systems;
3. Examine the potential for a Regional Source Water Protection Program with local water departments;
4. Develop model regulations and measures for watershed protection for local governments;
5. Assist local governments to preserve and protect the region's scenic areas from uncontrolled growth;
6. Develop catalog of the region's recognized scenic areas;
7. Determine the effectiveness of local regulations in protecting scenic resources against projected growth patterns; Examine necessity for a Regional Scenic Area Preservation Program;
8. Preserve and protect the region's endangered species of plants and animals;
9. Acquire updated database of endangered species and protective regulations from State Department of Natural Resources; Redistribute to local governments;
10. Preserve and protect regional wetland areas;
11. Acquire updated wetland information and protective regulations from State Department of Natural Resources; Redistribute to local governments;
12. Improve local wetlands protection assistance from Federal Agencies by cataloging available programs and resources, educating local governments;
13. Increase the recognition and development of tourism through the region's natural resources;
14. Include information on the region's parks, scenic areas, and trails in the development of a Strategic Plan for Recreation and Tourism;
15. Study the potential need for a regional advisory council on natural resource management;
16. Improve the implementation and management of local erosion and sediment control programs;
17. Develop a clearinghouse of updated resources and protection measures for erosion and sedimentation control; Provide information and assistance to local government administrators;
18. Improve river corridor protection in the region;
19. Develop a clearinghouse of updated resources and tools for river corridor protection; Develop model overlay regulations;
20. Encourage the establishment of local "Adopt a Stream" network to assist in maintaining quality of river corridors;
21. Control litter in public and scenic areas; and
22. Establish local "Keep America Beautiful" and "Georgia Peachy Clean" programs.

# IMPLEMENTATION PROGRAM

## Historic Resources

1. Assist local governments to improve general protection of historic resources from adverse development;
2. Develop up-to-date region-wide inventory of historic resources, including effective mapping information;
3. Assess existing historic resource protection measures; Determine necessity to develop a model ordinance, or to improve upon existing ordinances;
4. Increase awareness of resources, threats, and protection measures to local governments and assisting agencies.
5. Increase promotion of regional heritage tourism;
6. Include information on the region's historic resources in the development of a Strategic Plan for Recreation and Tourism;
7. Assess the need for a regional historic resources advisory council;
8. Improve local heritage education measures;
9. Implement a Southern Crescent Region Heritage Education Program for local schools, modeled after the Georgia Trust Heritage Education Program;
10. Increase community participation in ongoing heritage education programs and events through improved awareness and connections to civic functions;
11. Improve the protection and revitalization of historic downtown areas;
12. Promote/ assist the establishment of downtown development authorities and participation in Main Street/ Better Hometown programs;
13. Promote strategic plans specifically for downtown revitalization to be included in comprehensive plans;
14. Develop inventory of downtown revitalization tools and resources; Provide focus workshops to improve

communication and awareness;

15. Assist local governments interested in becoming a Certified Local Government (CLG);
16. Encourage the listing of structures and districts on the National Register of Historic Places; and
17. Encourage the adoption of historic preservation ordinances.



# IMPLEMENTATION PROGRAM

## Community Facilities

1. Ensure adequacy of water and sewer infrastructure capacity;
2. Promote development of utility and infrastructure planning by local governments; Promote the use of infrastructure plans in the development of local future land use plans;
3. Improve water resource conservation education.
4. Assess the need for a regional Public Facilities and Services advisory council;
5. Work with the Chattahoochee RiverKeeper and other environmental groups for watershed related projects and conduct local school education;
6. Develop adequate telecommunications infrastructure for advanced industrial and economic growth;
7. Develop a needs assessment for telecommunication demands from economic development studies. Work with the Federal Communications Commission;
8. Catalog issues, resources involved with telecommunication technology; Develop model regulations for use by local governments;
9. Ensure adequacy of local public transportation systems;
10. Assess the need for expansions/ duplications of existing transportation programs, such as 5311 grants .
11. Promote the inclusion of demands for public transportation in local development strategies and comprehensive plans;
12. Develop regional strategies for inclusion in statewide commuter/ passenger rail programs;
13. Improve regional communication/ planning for road infrastructure;
14. Improve communications with State Department of Transportation; Increase awareness of State Transportation Improvement Plans;
15. Develop a Southern Crescent Region Transportation Plan with the local governments; Use in development of local future land use strategies;
16. Ensure adequacy of solid waste disposal and recycling programs;
17. Expand existing recycling programs and encourage the development of new recycling programs;
18. Encourage the maintenance of existing solid waste plans; and
19. Develop recycling education. Utilize local recycling success stories for a model for other cities within the region.



# IMPLEMENTATION PROGRAM

## Housing

1. Review specifications for septic tanks in local zoning ordinances;
2. Review zoning ordinances w/ local boards of health, Dist. 4 Health Services, and DHR;
3. Encourage the utilization of future 319(h) grants for the maintenance of septic and other wastewater systems;
4. Encourage consistency in local regulations for manufactured housing;
5. Encourage the development of regulations and policies for special needs housing/group homes;
6. Improve availability for quality affordable housing, particularly for single families and elderly;
7. Survey/ research conditions necessary for sustainable and affordable housing & neighborhoods; Measure performance of local housing conditions;
8. Determine need for a Regional Housing Advisory Council;
9. Develop a clearinghouse of housing assistance programs and resources;
10. Assure quality of local housing standards, particularly w/ manufactured housing;
11. Promote local adoption of the latest building codes
12. Improve local government means for addressing declining and substandard housing;
13. Catalog available resources and assistance programs for housing and neighborhood redevelopment; Assist local code enforcement agencies in researching critical issues and solutions; and
14. Manage Community Development Block Grants and HOME Programs and maintain through a regional

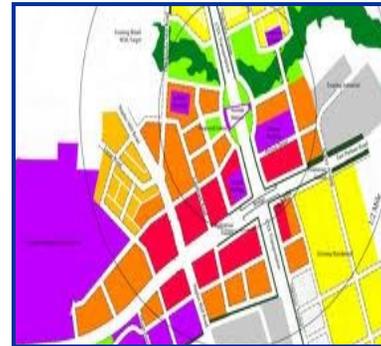
directory of grant projects in progress and being proposed.



# IMPLEMENTATION PROGRAM

## Land Use

1. Improve management of growth from metropolitan Atlanta;
2. Encourage region governments become proactive in land use planning; Offer annual regional land use strategy sessions;
3. Promote stronger “nodal” patterns of development/ Reduce proliferation of strip development;
4. Promote stronger efforts for infill development, use of infrastructure planning in future land use plans;
5. Document related issues; offer educational forums;
6. When assessing local government zoning; develop resolutions for local spot zoning and incompatible land uses;
7. Catalog issues and resolutions to zoning conflicts; Offer regional workshops and decision maker education;
8. Develop growth patterns and future land use strategies consistent with infrastructure plans;
9. Protect agricultural and rural areas from intrusion of intense or high density development; Direct more intense land uses to urban centers;
10. Develop inventory of the region’s prime agricultural lands; Promote use of local and state farmland preservation programs;
11. Provide model policies and regulations promoting infill development, denser urban areas, and “conservation” subdivisions. Examine potential for a model town center ordinance;
12. Improve coordination and consistency among local government land use plans and regulations;
13. Inventory variations in regulations to identify strengths & weaknesses, opportunities, etc.; Develop model regulations as needed;
14. Develop a coordinated review process for studying neighboring land use plans; Examine the need for a regional advisory council;
15. Improve decision maker awareness of land use planning and property rights issues;
16. Document land use planning measures and private property rights issues; Develop forums or workshops for planning commission members and zoning personnel;
17. Improve the recruitment of business and industry within the region; and
18. Identify and map areas with potential for the industrial development.



# IMPLEMENTATION PROGRAM

## 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.

In order to realize the Regional Vision and address Regional issues and opportunities, performance standards will be used to establish achievement. As directed by the Georgia Department of Community Affairs (DCA), the Regional Commission must establish two achievement thresholds, a Minimum Standard and an Excellence Standard.

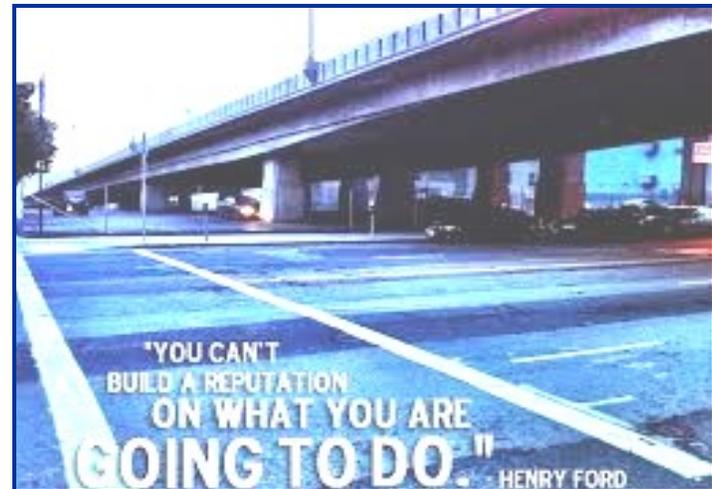
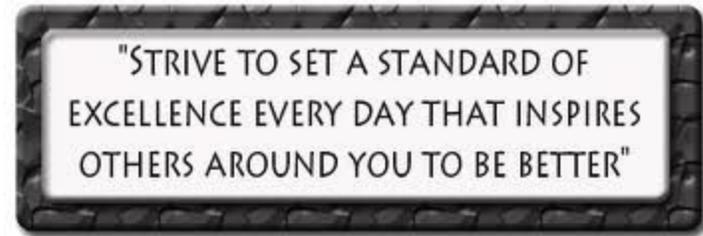
## MINIMUM STANDARDS

Minimum Standard- Items included in the Minimum Standard must be chosen as essential activities for local governments to undertake to achieve consistency with the Regional Plan. 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 their Qualified Local Government Status.

## EXCELLENCE STANDARDS

Excellence Standard-Items included in the Excellence Standard should be chosen as desirable activities for local governments to undertake for consistency with the regional plan. The intent is to lay out a menu of recommended best

practices for local governments to select for implementation. Each recommended best practice a local government implements will count toward achieving the Excellence Standard threshold established by the DCA. Any local government that attains this threshold will be eligible for the Regional Steward Incentives Package identified and publicized by DCA.



# IMPLEMENTATION PROGRAM

## Minimum Standards

The following activities must be met to achieve the Minimum Standard:

1. The local government clerk is certified by the University of Georgia's Carl Vinson Institute.
2. The local government elected officials are certified by the University of Georgia's Carl Vinson Institute.
3. The local government updates their Comprehensive Plan and Capital Improvement Element (CIE) (if applicable) as required by state law.
4. The local government updates their Service Delivery Strategy as required by state law.
5. The local government has a unified code of ordinances, so that all ordinances and resolutions that have the effect of law are contained in one document.
6. The local government updates their Georgia Emergency Management Hazard Mitigation Plan as required by federal law.

## 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, no further activities are required to maintain the Standard of Excellence.

## **HOUSING**

1. Have a written housing plan.
2. Have a written housing inventory.

3. Conduct periodic Housing Assessments to determine existing conditions and current and future needs.
4. Provide quality affordable housing.
5. Provide for housing alternatives at multiple income levels.

## **ECONOMIC DEVELOPMENT**

1. Maintain a current inventory of available sites and buildings suitable for development.
2. Become a Georgia Go Build Community.
3. Become a Georgia Certified Literate Community.
4. Become a Georgia Department of Labors Georgia Best Community;
5. Participate in the Georgia Department of Economic Development Entrepreneur-Friendly Community Initiative.
6. Coordinate with neighboring communities in promoting economic development initiatives.
7. Participate in regional tourism efforts.
8. Become a Main Street Community or a Better Hometown Community (based on population).
9. Attend Economic Development Authority training.
10. Establish an Enterprise Zone (offers incentives such as tax or fee exemptions).
11. Establish an Opportunity Zone (Georgia Tax Credit program).

## **TRANSPORTATION**

1. Create bike and pedestrian trails that connect to downtown areas, residential areas, employment centers, etc.

# IMPLEMENTATION PROGRAM

## TRANSPORTATION (continues)

2. Create public/private partnerships to build greenway trails.
3. Develop an impact fee for roads.
4. Establish a Regional Transportation Authority.
5. Participate in a public transit program.

## **COMMUNITY FACILITIES AND SERVICES**

1. Develop and implement a water quality monitoring program .
2. Develop and implement a stormwater management plan.
3. Develop and maintain a Capital Improvements Plan.
4. Establish a Senior Citizen Center.
5. Establish a Boys and Girls Club.
6. Develop and implement a master recreation plan.

## **NATURAL AND CULTURAL RESOURCES**

1. Adopt the Environmental Protection Division Part V environmental regulations.
2. Adopt a litter prevention ordinance.
3. Have a recycling program.
4. Have a locally designated historic district.
5. Have an active historic preservation commission.
6. Have and maintain a list of National Register-listed properties.
7. Become a certified local government under the Georgia Historic Preservation Division.
8. Have and enforce a tree ordinance.
9. Provide incentives for green subdivision design.

10. Adopt and implement a water conservation ordinance.
11. Implement a Georgia Adopt-A-Stream program.
12. Implement a Rivers Alive program.

## **LAND USE**

1. Develop policies and regulations that support attractive residential subdivisions.
2. Attend planning and zoning training.
3. Adopt and maintain a zoning ordinance.
4. Adopt and maintain subdivision regulations.
5. Include greenspace requirements in subdivision regulations.
6. Adopt and maintain an impact fee ordinance.

## **INTERGOVERNMENTAL COORDINATION**

1. Develop comprehensive plan with other local governments in our county.
2. Review the comprehensive plan short term work program quarterly.
3. Implement more than half of the current comprehensive plan short term work program.
4. Have a mutual aid agreement with another local government.
5. Share at least one public service (water, sewer, police, etc.) with another local government.
6. Meet with surrounding local governments at least quarterly.

# 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. The Regional Work Program will be monitored by the Three Rivers Regional Commission (TRRC). The TRRC 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 TRRC will also review and comment on activities included in the Regional Work Program.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>ECONOMIC DEVELOPMENT</b>						
E1	Conduct a grant preparation workshop for local governments.	2014	\$6,000	RC, Fees	RC	ED-O-12,13 ED-O-8
E2	Continue to promote new and expanding business development and entrepreneurship throughout the region.	2013-2017	N/A	N/A	RC	ED-O-1,6, 8,12, 13, 14 ED-I-1,2 ,9 CF-I-3,11,17 CF-O-5, P-I-3,4 P-O-5,6
E3	Promote the development of infrastructure in support of industrial growth throughout the region.	2013-2017	N/A	N/A	RC	ED-O-2,3,4,5,8,9,10,11. ED-I-1,2,9 LU-I-7 P-I-3,4 P-O-5
E4	Continue to support the expansion/relocation of Highway 36 from Upson County to Lamar County.	2013-2017	N/A	N/A	RC	ED-O-8,14
E5	Continue to promote the economic growth and development provided through the Kia Manufacturing Plant in Troup County.	2013-2017	N/A	N/A	RC	CF-I-8 ED-O-6,8 ED-I-9
E6	Continue to promote Developments of Regional Impact in support of economic development growth for local governments throughout the region.	2013-2017	\$45,000	DCA, RC	RC	CF-O-2, CF-I-11, IC-2,3,4 IC-O-2,3 LU-I-8 LU-O-1,2,3,4 ED-O-8 NC-I-6 NC-O-6
E7	Promote economic development through historic preservation and cultural tourism.	2013-2017	N/A	HPD, DCA, RC	RC	ED-O-7,8,12 ED-I-9 T-I-3 H-O-6 NC-I-8, O-8,9

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>ECONOMIC DEVELOPMENT—Continued</b>						
E8	Prepare the Digital Economy Plan	2013-2014	N/A	GTA	RC	ED-I-6
E9	Continue to assist the West GA Broadband Authority with the expansion of Broadband	2013-2017	\$20,000	EDA	RC	ED-I-6

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>NATURAL AND CULTURAL RESOURCES</b>						
NC1	Continue to participate in the RiverWay South Water Planning Program to preserve, protect and promote the heritage of the Apalachicola, Chattahoochee, and Flint (ACF) watershed.	2013-2017	N/A	USDA	RiverWay South, RC	ED-O-12,14 H-O-6 NC-O-7,10
NC2	Continue to support water planning issues that affect the region.	2013-2017	\$5,000	Undetermined	LG, RC	NC-I-1,5 NC-O-2,4, 12
NC3	Assist in the implementation of the Chattahoochee-Flint African American Heritage Tourism Plan.	2013-2017	UNK	SPLOST, Private, DCA	LG, RC	NC-I-7,8,9 NC-O-6,7,8,10
NC4	Assist the Historic Preservation Commission for the City of Griffin, as requested, in the implementation of its Historic Preservation Ordinance.	2013-2017	\$8,500	DCA, LG	LG, RC	NC-I-8,10,11,12 NC-O-7,9
NC5	Assist Butts County in the development and adoption of a Historic Preservation Ordinance.	2013-2015	\$3,500	DCA, LG, RC	LG, RC	NC-I-8,10,11,12 NC-O-7,9
NC6	Continue to perform Water Quality Monitoring in support of Water Improvement Programs throughout the region.	2013-2017	\$100,000	DNR, RC	RC	NC-I-1, NC-O-4
NC7	Continue to promote Developments of Regional Impact that protect natural and cultural resources.	2013-2017	\$45,000	DCA, RC	RC	NC-I-1,2,3,14,15 NC-O-5,7,11,12
NC8	Assist the City of Woodbury with the designation of a Historic District.	2013-2014	\$12,000	DCA, RC	RC	NC-I-8,10,11,12 NC-O-7,9
NC9	Expand the African-American Heritage Tourism Plan into to entire 10 county region and reconvene the planning committee.	2013-2017	UNK	HPD, RC	RC	NC-I-7,8,9 NC-O-7,8,10
NC10	Serve on the West Georgia Textile Trail Board of Directors	2013-2017	UNK	HPD, RC	RC	NC-I-7,8,9 NC-O-7,8,10

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>COMMUNITY FACILITIES AND SERVICES</b>						
C1	Continue to support the development of a water reservoir in Carroll County.	2013-2017	UNK	Not Determined	LG, GEFA, USACE	CF-I-1, 18
C2	Continue to support the development of a water reservoir in Heard County.	2013-2017	UNK	Not Determined	LG, GEFA, USACE	CF-I-1, 18
C3	Provide grant writing assistance to the City of Jackson for amenities needed for the City Park on the eastside.	2014-2016	\$250,000	USDA, Grant Funds, DCA, LG	LG, RC	CF-I-5
C4	Assist the City of Jackson with grants to replace waterlines and water meters.	2013-2017	UNK	DCA, USDA, GEFA, LG	LG, RC	CF-I-1, CF-O-1
C5	Continue to educate local governments on funding resources available for local infrastructure improvement/enhancement projects.	2013-2017	N/A	N/A	RC	CF-I-1,6,7,14,15 CF-O-1 T-I-3
C6	Assist local governments in seeking funding for the development of recreational parks.	2013-2017	N/A	Not Determined	RC	CF-I-2,4,5,12 CF-O-3
C7	Assist the City of Zebulon in the feasibility and development of a bicycle route.	2014-2016	\$8,500	GDOT, LC, RC	RC	T-I-1,5 T-O-1,2,5
C8	Continue to support solid waste management programs for local governments, as requested.	2013-2017	N/A	N/A	RC	CF-O-1 NC-I-4 NC-O-1
C9	Continue to promote Developments of Regional Impact that support logical and sustainable community facilities and services that are best suited for the region.	2013-2017	\$45,000	DCA, RC	RC	CF-I-1,5 NC-I-1,2, NC-O-10,11

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>COMMUNITY FACILITIES AND SERVICES-Continued</b>						
C10	Assist the Town of Moreland with the implementation of the “Reviving Historic Moreland” Blueprints for Successful Communities report.	2013-2017	UNK	City, DCA, RC	City, RC	ED-I-4; ED-I-1; T-I-1-5; T-O-1-3; CF-I-1,2,5; NC-I-3,11; NC-O-5,7,9,10,11; LU-I-4,8; LU-O-3,4
C11	Promote the expansion of recycling programs throughout the region using the award-winning Griffin model.	2013-2017	UNK	DCA	RC, DNR	NC-I-4 NC-O-1

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>HOUSING</b>						
H1	Continue to support programs that offer diverse housing opportunities to residents in the region.	2013-2017	N/A	N/A	LG, RC	PI-1,2 PO-1-4 HI-1-9 H-O-1,3 CF-I-4, 13
H2	Continue to support the efforts of local governments in the region to inventory and, as necessary, demolish substandard housing.	2013-2017	N/A	N/A	LG, RC	PO-1, HI-1-9 LU-I-6
H3	Encourage local governments to seek funding in their efforts to rehabilitate substandard housing.	2013-2017	N/A	N/A	LG, RC	HI-1-9 H-O-1
H4	Continue to promote Developments of Regional Impact that support logical and sustainable housing facilities that are best suited for the region.	2013-2017	\$45,000	DCA, RC	RC	HI-1, 9 HO-1-5 NC-I-6

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>LAND USE</b>						
L1	Promote the Regionally Important Resources (RIR) Plan for the Three Rivers Regional Plan.	2013-2017	\$5,000	DCA, RC	RC	NC-I-1,2,3 NC-O-12
L2	Perform an annual update to the Three Rivers Regional Plan.	2013	\$5,000	DCA, RC	RC	NC-I-14, NC-O-12
L3	Complete a full update to the Three Rivers Regional Plan formerly known as the Southern Crescent Regional Plan.	2012-2013	\$80,000	DCA, RC	RC	IC-I-4 IC-O-1,2,3
L6	Assist the City of Whitesburg in the preparation of its Full Plan Update.	2013-2014	UNK	DCA, LG	LC, RC	IC-O-2 LU-I-9 LU-O-1,2,3,4
L7	Assist the City of Bowdon with the update of its land use and zoning maps.	2013-2017	\$2,500	LG, RC	LG, RC	IC-O-2 LU-I-9 LU-O-1,2,3,4
L8	Continue work on activities in support of the development of an East-West Corridor from LaGrange to Macon.	2013-2017	N/A	GDOT, LG	GDOT, LG, RC	IC-I-1,2,3,4 IC-O-1,2,3 T-I-7
L9	Assist the City of Temple with the update of its zoning maps.	2013-2017	\$3,000	LG, RC	LG, RC	IC-O-2 LU-I-9 LU-O-1,2,3,4
L10	Assist the City of Milner with the update of its zoning maps.	2013-2017	\$3,000	LG, RC	LG, RC	IC-O-2 LU-I-9 LU-O-1,2,3,4
L11	Assist the City of Woodbury with an update to its Comprehensive Plan to reflect the Historic District Project.	2013-2014	\$1,000	RC, DCA	RC	NC-I-9,10,11,12,14 LU-O-4

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>LAND USE – Continued</b>						
L12	Develop and update local government STWP and Comprehensive Plans as requested	2013-2017	TBD	DCA, RC	RC	IC-O-2 LU-O-1-4
L13	Assist member local governments with adopting and maintaining sign ordinances.	2013-2017	UNK	DCA, LG	LC, RC	LU-I-5

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>TRANSPORTATION</b>						
T1	Continue to promote a North-South Corridor from Columbus to Hartsfield-Jackson Airport.	2013-2017	N/A	GDOT, LG	GDOT, LG, RC	ED-O-3,4,14
T2	McIntosh Trail Georgia Scenic Byway Planning	2013-2017	N/A	GDOT, LG	LG, RC	ED-I-3,4, ED-O-1,7 T-I-8, T-O-4 NC-I-11,12,14 NC-O-7,8,9,10,11,12,13
T3	Southern Regional Accessibility Study Support	2013-2014	N/A	GDOT, ARC, LG	ARC, LG	ED-O-3,4,14; T-I-2,6
T4	Update the Regional Transit Development Plan for Spalding County.	2013-2014	\$25,000	GDOT	GDOT, LG, RC	CF-I-4, 20; ED-I-7,8; T-I-4,5
T5	Support the activities of the Strategic Tourism Development Plan for US 27 Association.	2013-2016	\$62,000	OneGA, LG	LG, RC, Private, NW GA Joint DA	ED-I-4, ED-O-1,7,14 T-I-7, IC-I-4, IC-O-2,3 CF-I-2,10,19 NC-I-13,14, NC-O-7,11,13
T6	Continue to encourage and support Safe Routes to School Projects throughout the Three Rivers Region.	2013-2017	\$20,000	GDOT	GDOT, School Districts, RC	CF-O-4, T-O-1,3,5, CF-O-1,2
T7	Continue to work with local governments in support of HB 277 and transportation funding activities.	2012-2014	\$15,000	GDOT, DCA	GDOT, LG, RC	IC-I-4, IC-O-2,3; CF-I-4; T-I-6; LU-I-8; T-I-2
T8	Continue work to combine the previous Chatt-Flint and McIntosh Trail Bicycle/Pedestrian Plans into the Three Rivers Bicycle/Pedestrian Plan and continue to support plan activities.	2013-2014	\$15,000	GDOT	GDOT, LG, RC	CF-O-4, T-O-1,2,3,5, CF-O-1,2,5
T9	Assist in the completion of the Corridor Management Plan for the McIntosh Trail Scenic Byway.	2013-2015	UNK	GDOT	GDOT, RC	ED-I-3,4, ED-O-1,7 T-I-2, 8, T-O-4 NC-I-11,12,14 NC-O-7,8,9,10,11,12,13

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>TRANSPORTATION-Continued</b>						
T10	Support and provide planning assistance with the development of the Lagrange-Macon Multi-Lane Highway Corridor	2013-2017	N/A	GDOT, LG	GDOT, RC	ED-O-3,4,9,14; ED-I-1,2
T11	Expand the Regional Transit System to all member counties.	2013-2017	UNK	GDOT	LG	ED-I-7,8; T-I-4,5; CF-I-4

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed
<b>PLANNING AND COORDINATION ACTIVITIES</b>						
<b>INTERGOVERNMENTAL COORDINATION</b>						
I1	Develop and implement a curriculum for a one-day training of Planning Commissioners for local governments.	2013-2014	\$15,000	LG, RC	RC	IC-I-1,2,3,4 IC-O-1,2,3; I-I-1
I2	Continue to assure that local governments maintain their appropriate QLG status through monthly evaluations and communication.	2013-2017	\$8,000	DCA, RC	RC	LU-I-9 IC-O-2 LU-O-1,2,3,4
I3	Encourage coordination between local governments and local boards of education in the efforts to decrease dropout rates and improve graduation rates.	2013-2016	N/A	N/A	LG, BOE, RC	IC-I-4 IC-O-2,3 CF-I-9,16; ED-I-5
I4	DCA has a new online system for the Service Delivery Strategy. Staff will encourage and assist local governments with the uploading of their SDS to the new system	2013-2015	\$15,000	DCA, RC	RC	LU-I-9

# REGIONAL WORK PROGRAM

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed
<b>REVIEW ACTIVITIES</b>						
1	Continue to perform reviews of Developments of Regional Impact that may impact the region.	2013-2017	\$45,000	DCA, RC	RC	IC-I-4 IC-O-1,2,3 NC-O-11,12,15
2	Review regional projects which could have an affect on sites listed within the Regionally Important Resources Plan (RIR)	2013-2017	5,000	DCA, RC	RC	NC-I-1,2,3,9,11,12,14 NC-O-12
3	Review proposed telecommunications tower projects for possible adverse affects on historic resources.	2013-2017	5,000	HPD, RC	RC	NC-I-11, NC-O-9,11
4	Assist local historic preservation commissions in the review of applications for Certificates of Appropriateness (COA) as needed.	2013-2017	4,000	HPC, RC	RC	NC-I-8,10,11,12 NC-O-9
5	Review Georgia Department of Transportation Section 106 projects which may have adverse affects on historic resources.	2013-2017	5,000	GDOT, RC	RC	NC-I-7,8,10 NC-O-6,9,11
6	Review local government STWP, CIE, and Comprehensive Plans as required.	2013-2017	TBD	DCA, RC	RC	IC-O-2 LU-O-1-4
7	Review local government Service Delivery Strategies.	2013-2017	UNK	DCA, RC	RC	IC-I-1,2,3,4, O-2 LU-O-1-4



# EVALUATION AND MONITORING

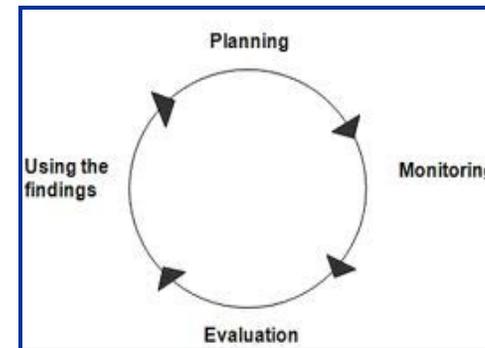
Three Rivers Regional Commission (TRRC) performs regular monitoring of the Regional Plan, and more specifically, the Regional Work Program, to evaluate the Commission's effectiveness in providing services to member governments. This monitoring occurs on a quarterly and annual basis during the reporting of Regional Work Program activities and during the annual update of the Regional Plan. Activities will include:

- **Report of Accomplishment** will be included as a part of the Regional Plan to highlight accomplishments of projects and activities identified in the Regional Work Program.
- **Evaluation and Monitoring Report** will be completed annually as described in the regional planning requirements. This strategy will be used to monitor plan implementation programs of local governments. This tool will serve as a measurable guide in determining the effectiveness of plan implementation and new projects/activities that should be added to **the Regional Work Program**. This Report will also serve as a means to survey regional leaders on any local planning issues.
- **Regional Commission Survey** will be conducted to examine customer service to our member local governments. In addition, the survey will help the Regional Commission identify regional needs/gaps in planning and development, data information and distribution, and geographic information systems (GIS).
- **Annual Quality Growth Effectiveness Assessments** of each local member government to monitor progress on the DCA recommended Quality Community Objectives. A regional commission survey will also be utilized as a checklist to rank

local governments achievement of prescribed performance standards. Those member governments who reach certain performance and excellence standards will be given certificates in recognition.

- **Local Government Evaluation Checklist** will be conducted as part of the annual update to the Regional Plan to measure plan implementation effectiveness. Information taken from the evaluation checklist and gathered through various survey questions will be incorporated into the annual report.
- **Local Government Evaluation Survey** will be used as a part of the evaluation checklist to determine the effectiveness of local government plan implementation.

The evaluation will go beyond reporting on the status of projects and activities listed in the Regional Work Program. It will be used to determine which communities are meeting the minimum performance standards and excellence standards addressed in the regional plan. The evaluation will also look into whether communities are addressing the Department of Community Affairs (DCA)—



# EVALUATION AND MONITORING

Quality Community Objectives (QCO). The DCA Quality Community Objectives Local Assessment will serve as a guide to the types of questions used to evaluate each local government. The Regional Commission will also develop criteria to evaluate local government activities which account for specific local planning environments.

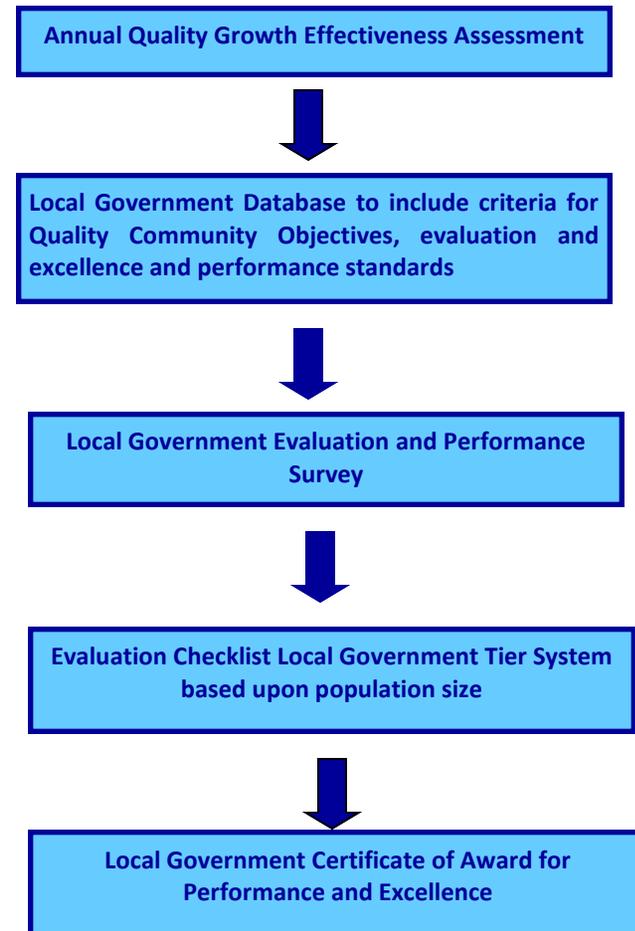
Local governments will be evaluated and tiered according to population size which will account for differing levels of planning capabilities. See chart below.

Evaluation Checklist Local Government Tier System			
Cities		Counties	
Tier	Population	Tier	Population
1	Under 500	1	Under 20,000
2	501-3,000	2	20,000-60,000
3	3,001-10,000	3	Over 60,000
4	Over 10,000		

Once evaluated and scored using the performance standards and QCO criteria, certificates will be given to those local governments who have addressed the highest number of standards. One government from each tier level will receive certificates in recognition for their planning efforts

The flowchart below identifies the Regional Commissions' overall method for evaluating and monitoring the effectiveness of plan implementation for member local governments.

## Evaluation and Monitoring Strategy for Member local Governments



# EVALUATION AND MONITORING

Other evaluation and monitoring strategies are currently used to effectively coordinate with member local governments to gain valuable feedback about specific community and regional needs. These methods include the following:

- The bi-annual Plan Implementation meetings conducted with each local government will also be utilized to determine whether there are issues or barriers with achieving the prescribed performance standards. New project activities to be included in the Regional Work Program update will also be determined. The DCA Quality Community Objectives Local Assessment survey will be distributed to member governments prior to these meetings so there can be discussion and brainstorming to address specific strategies.
- TRRC will hosts semi-annual meetings of city and county managers, local government planners, and chambers of commerce to evaluate the needs of member governments; to share best practices; to encourage regional networking/coordination between member governments; to determine what activities/services TRRC should employ to better serve its members.; and the effectiveness of such activities.
- Monthly meetings of the Council for the Three Rivers Regional Commission are mandatory and are further utilized for the regular update and dissemination of pertinent information both affecting the region as whole or specific entities. These meetings will be utilized to determine if there are any local issues which will hinder the implementation of the Regional Plan.

## Results of Evaluation and Monitoring

The results of the evaluation and monitoring strategies will be instrumental in helping the Regional Commission to provide services based on justified need, prevent duplication of services, leverage resources and funds and most importantly, continue to build strong partnerships with our member local governments. The Regional Commission will use the evaluation and monitoring strategy to inform local governments about regional work plans and priorities for planning and development. Lastly, the end result of this process will provide an understanding of where local communities stand as it pertains to quality growth and planning initiatives.

