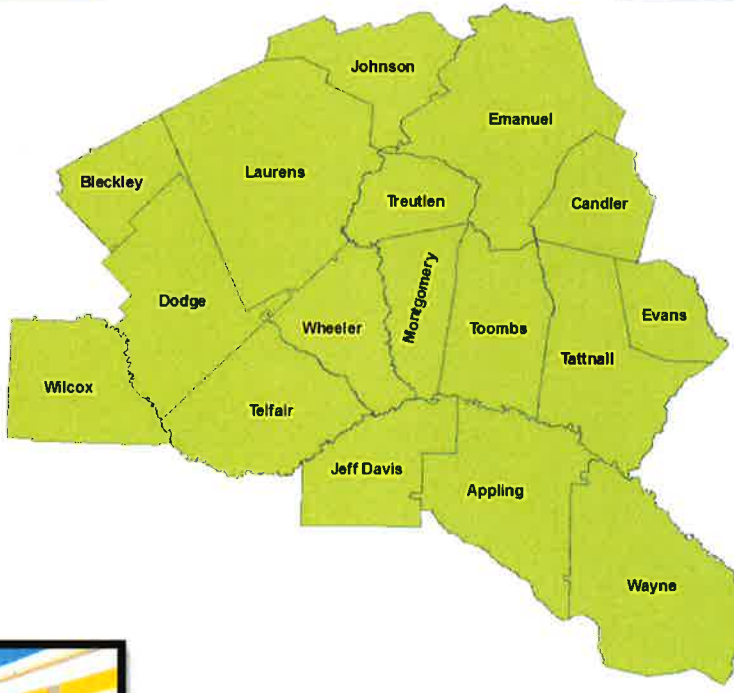
GREEN WITH GREENER DAYS AHEAD:

A Regional Plan for the Heart of Georgia Altamaha Regional Commission



REGIONAL AGENDA

May, 2014

GREEN WITH GREENER DAYS AHEAD:
A Regional Plan for the Heart of Georgia Altamaha Regional Commission

Prepared By

Heart of Georgia Altamaha Regional Commission

May, 2014

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EXECUTIVE SUMMARY AND INTRODUCTION

Background and Description

The Heart of Georgia Altamaha Region is a large rural region spanning the Upper and Lower Coastal Plains of south central and southeast Georgia. The heavily forested Region is comprised of approximately 6,904 square miles with an official 2010 Census population of over 303,000, encompassing 17 counties and 63 municipalities. The Region is primarily included in the Altamaha River Basin of Georgia which is steeped in much natural beauty, biological import, and long history. Counties included are Appling, Bleckley, Candler, Dodge, Emanuel, Evans, Jeff Davis, Johnson, Laurens, Montgomery, Tattnall, Telfair, Toombs, Treutlen, Wayne, Wheeler, and Wilcox. The Region contains no metropolitan statistical areas, but does include the micropolitan statistical areas of Dublin (Laurens and Johnson counties), Jesup (Wayne County), and Vidalia (Toombs and Montgomery counties).

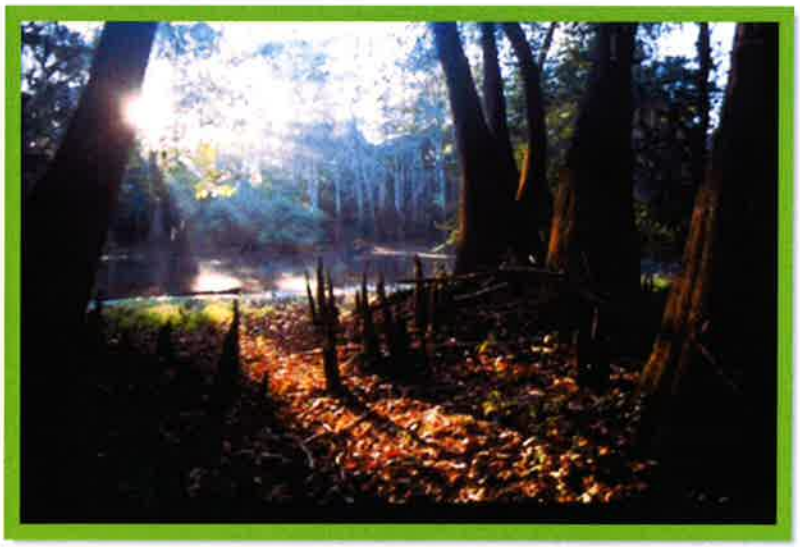
Population density remains low in the large rural Region as its most dense county is lower than the U.S. average, and only about half of Georgia's average. The rural Region's abundant fields and forests were important to its history and development and remain so today. Yet the Georgia Department of Economic Development has described the Region as one of the state's most economically diverse regions. The Heart of Georgia Altamaha Region truly is "Green with Greener Days Ahead."

The Heart of Georgia Altamaha Regional Commission is the state authorized regional planning agency for the Heart of Georgia Altamaha Region. The Georgia Department of Community Affairs (DCA), under authority of the Georgia Planning Act of 1989, requires each regional commission to develop, adopt, and implement a regional plan. This document is a full update of the previous regional plan for the Heart of Georgia Altamaha Regional Commission first adopted in 2001, and last updated in 2011.

The Standards and Procedures for Regional Planning established by DCA emphasize that a Regional Plan should generate a vision that fosters pride and enthusiasm about the future of a region. The Heart of Georgia Altamaha Region is a unique rural region which continues to exhibit slow and steady quality growth and diversification. The Region has many assets for continued future growth and development amidst a backdrop of exquisite natural and scenic beauty. The chosen title for this Regional Plan, "Green with Greener Days Ahead," reflects these assets and future potential.

A regional plan meeting DCA standards requires two main components, the Regional Assessment and the Regional Agenda, as well as a Stakeholder Involvement Program. In addition, a separate plan, the Regional Resource Plan, is required to initiate the regional planning process.

The Regional Resource Plan is required to identify and bring focus to the protection and management of important natural and cultural resources within the Region significant enough to be labelled as Regionally Important Resources (RIRs) under the Georgia Planning Act of 1989. The HOGARC Regional Resource Plan was prepared in 2012. This Regional Resource Plan uncovered and identified some very important natural and cultural resources, critical not only to the Heart of Georgia Altamaha Region, but also to the State of Georgia, the U.S., and even to the world. The Region has resources of outstanding history and import, primarily centered on its river corridors, and the Altamaha River Watershed, including the Altamaha as well as its Ocmulgee, Oconee, and Ohoopee river tributaries. The Region and its rivers were integral to the European colonization of the United States, and a deciding factor in English settlement. The Region has seen conflict in every war fought on U.S. soil. The Altamaha River Watershed contains the largest concentration of rare and endangered species of plants and animals of any river in Georgia, is a designated



bioreserve of global import, and is one of 53 recognized distinct ecosystems in the entire United States. The Regional Resource Plan explores this unique history and outstanding array of natural and cultural importance and beauty in detail. The Resource Plan shows these incredible and treasured resources to be significant contributors to past and future character, sense of place, and quality of life in the Region. These resources hold much unrealized potential for increased economic, ecological, and social well-being in the future. The Regional Resource Plan can be accessed on the front page of HOGARC website, www.hogarc.org.

The HOGARC Regional Plan's Regional Assessment was prepared and approved in 2013. The Regional Assessment is an evaluation and analysis of existing conditions, issues, and opportunities within the Region, and serves as a foundation and focal point for further analysis and delineation of a regional vision and implementation steps for its achievement in the Regional Agenda. The HOGARC Regional Assessment documented the Heart of Georgia Altamaha Region with much green potential which goes far beyond its important river corridors. The Region is heavily forested with an important forest industry which leads the state in several categories. Agriculture also remains as integral component of the Region's economy, and the Region is home to Georgia's official state vegetable, the Vidalia Sweet Onion. Forestry and agriculture offer more future potential as well. The Region is well positioned to take advantage of emerging trends in agrobiosciences, biofuels, and other advanced use of nanocellulose and wood lignins. It is already home to several new and expanding wood pellet plants, and Rayonier has spent nearly $400 million converting its Jesup mill completely to the output of specialty chemical cellulose. The Region's climate also holds much potential for alternative technologies, including solar.

In addition to its natural resources, other important assets for Regional growth and development include current economic diversity; highway, rail, and other transportation infrastructure and access; and location just inland from Georgia's Coast and its expanding ports. The HOGARC Regional Assessment documents these assets as well as some Regional weaknesses in income, employment, and broadband infrastructure. The HOGARC Regional Assessment is also available for perusal at the HOGARC website, www.hogarc.org.

Recent trends in the Heart of Georgia Altamaha Region confirm the observations and opportunities evidenced in the Regional Resource Plan and the Regional Assessment. The Regional Resource Plan documented highly important natural and cultural resources within the Region, but noted much was yet to be confirmed and formally delineated. A companion plan prepared by the Heart of Georgia Altamaha Regional Commission, the Multi-Region River Corridor Feasibility Study, further confirmed tremendous, mostly unrealized, opportunities to increase river corridor usage, nature-based tourism, and heritage tourism within the Region. Recent professional archaeological findings that Fort Caroline, the first European attempt at New World Colonization (before St. Augustine, the Lost Colony, Jamestown, or the Pilgrims), was likely in the Altamaha River delta will only exponentially increase the attention and potential.

The Regional Assessment noted the Region was only one of four Georgia Regional Commissions to have all of its counties experience population gain (the only one in South Georgia). Recent U.S. Census Bureau population estimates for 2013 indicate that this is now not the case as 10 of the 17 HOGARC counties now show stagnant or slight population losses since 2010. However, these are only estimates, and recent economic activities do indicate continued investment and success in the Region realizing identified opportunities. Several solar firms are planning Region facilities, several wood pellet plants are under construction or expansion, U.S. Pet expanded in Toombs because of T-SPLOST highway improvements, both German and Danish firms chose Dublin/Laurens County as home for their first US plants, and EP American

Footwear LLC has located a shoe manufacturing plant from China to the Region, among other things.

Regional Agenda Components

While the Heart of Georgia Altamaha Region does truly appear to be "Green with Greener Days Ahead" with much potential for quality future growth and development, there must be an identified vision and strategy to best realize the opportunities in an efficient and effective manner. This is the purpose of this Regional Agenda. The Regional Agenda, as stated in the DCA Planning Standards, is the most important part of the plan. It is a blueprint for the Region's future, and a guide to its development. It enunciates the Region's vision, identifies the key issues and opportunities to be addressed, and formulates implementation strategies for the Regional Commission and other concerned parties. As required in the Planning Standards, the Regional Agenda consists of four principal components: the Regional Vision; the identified Regional Issues and Opportunities; the Implementation Program; and an Evaluation and Monitoring Plan.

Each of these principal components have specific required subcomponents as well. The Regional Vision contains both a general vision statement, and a regional development map identifying desired and expected development patterns and areas requiring special attention, accompanied by appropriate defining narratives. It is a concise summary and graphic picture of how the Region views itself and its future growth. The list of Regional Issues and Opportunities are those the Region deems worthy of attention and addressing. The Implementation Program contains Guiding Principles which provide overall guidance in achieving the desired Region future for all concerned. There are also Performance Standards for evaluation and guidance for local governments to consider actions, programs, and other steps to be consistent with, and otherwise help achieve and accomplish the desired Regional Vision and its guiding development principles. Further sections of the Implementation Program include a Regional Work Program of implementation activities and programs for the Regional Commission, as well as needed implementation strategies by and for other parties.

This Implementation Program is designed to facilitate and foster consistency and coordination of all parties within the Region and elsewhere striving to assist the Region in achieving its vision, and making it a better place to live, work, recreate, or visit. The final component is an Evaluation and Monitoring Plan for the Regional Commission to determine the effectiveness of the plan, whether it is facilitating progress in achieving the Regional Vision and other desired results, and to identify needed amendments. The Regional Commission's Regional Work Program is required to be updated annually, along with plan evaluation and monitoring. The Regional Plan itself requires full reconsideration and plan update at least every five years, or as DCA requires.

Planning Process

The Heart of Georgia Altamaha Regional Plan has been developed through an extensive stakeholder and public involvement process. The Regional Resource Plan was completed using a statewide nomination process, extensive communication, and opportunities for comment through hard copy and electronic format with potential stakeholders and interested parties, local governments, state agencies, and the Regional Council. A formal public hearing was held on a regional basis. In addition, DCA invited and allowed widespread comment before formal approval and adoption by the Regional Council.

The Regional Assessment was primarily produced as a staff level document in accordance with DCA standards, but input was sought through local contact and the Regional Council. DCA again allowed for widespread comment before approval. The Regional Agenda has been prepared in accordance with the DCA approved Stakeholder Involvement Program. A principal component of this Stakeholder Involvement Program was utilization of a Regional Planning Advisory Committee for plan input, guidance, and feedback. The Regional Planning Advisory Committee was formally appointed by the Regional Council, and included a purposefully designed wide cross-section of regional interests, and at least one representative from each member county. This input was supplemented by direct solicitation of input both from

identified stakeholders of interested parties and the general public. This was accomplished with general e-blasts to an extensive stakeholder and interested party list, and public service announcements to Region newspapers and communication outlets. There were three principal timeframes and points of solicitation of widespread comment and input. These included promulgation of the approved Regional Assessment and Stakeholder Involvement Program, and simultaneous invitation for comment on an appropriate Regional Vision, and input on issues and opportunities needing addressing. A second point of request for public input and comment came after preparation of a draft Regional Vision and the draft listing of Regional Issues and Opportunities. The final general comment/input request was conducted after completion of the preliminary plan draft. It is known that a large number of regional newspapers printed the news release advising of the opportunity for public comment and notifying of the regional public hearing dates, times, and locations. The Region's largest newspaper, *The Courier Herald* in Dublin, placed the news release on its front page. Other avenues of input/communication included regular updates by staff at Regional Council meetings, inclusion of information briefings by staff at local plan implementation meetings, and through Regional Commission newsletter articles. Two regional hearings, rather than the required one, were held after the draft Regional Agenda was made available for public review, and before being submitted to DCA. These were held at the eastern and western portions of the Region at RC offices in Baxley and Eastman.

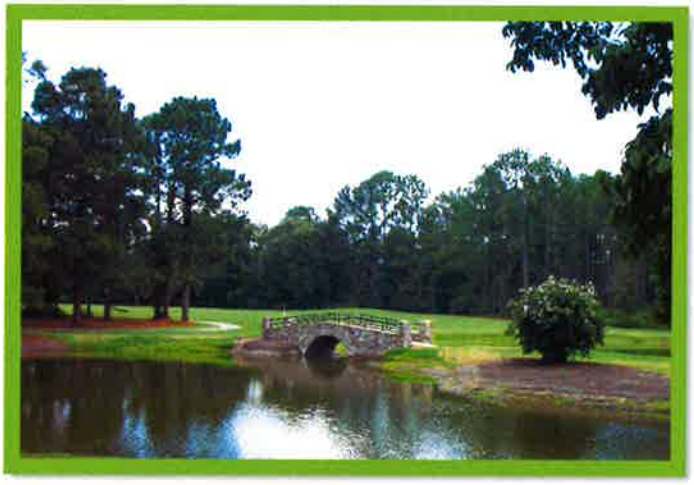
Plan Summary

The Regional Agenda of the Heart of Georgia Altamaha Regional Plan foresees a model of sustainable rural growth supportive of the Region's outstanding natural and cultural history and landscape, and fostering a complementary and diversified multi-faceted economic development strategy. The Region will maintain its family and business friendly atmosphere, its agricultural-forestry base, and its outdoor paradise, while diversifying and solidifying a globally competitive economy. The Region will utilize its many natural resources, its enviable transportation and other infrastructure, its location and proximity to Georgia's ports to competitive advantage and to supportive development. The Region will continue to invest in its people, education, and workforce; will continue to develop infrastructure, including broadband internet; will continue to support and diversify its agriculture and forestry base; will grow

tourism of all kinds, and otherwise diversify and expand its economy in a modern, supportive manner. The Heart of Georgia Altamaha Region will truly be "Green with Greener Days Ahead."

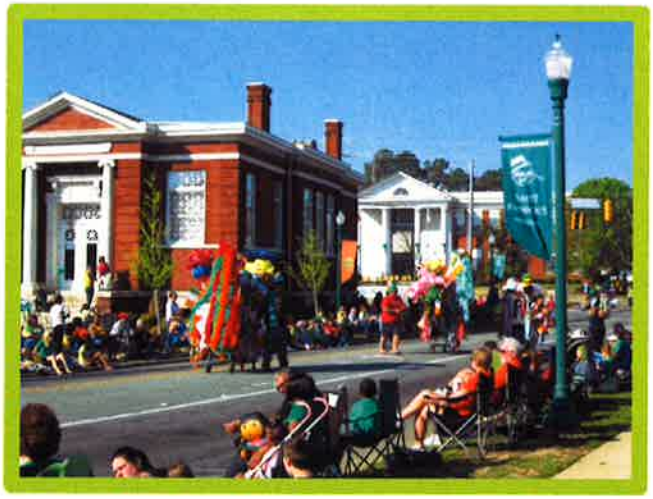
REGIONAL VISION

The Heart of Georgia Altamaha Region is a green, and growing greener, region in south central and southeast Georgia steeped in much natural beauty, global biological import, and long cultural and development history central to Georgia and the United States. The Region has many assets for future growth, including sustainable agriculture; abundant, renewable forests; pre-eminent natural resources; a warm climate with plentiful sunshine; a desired quality of life and livability; a productive location for commerce and access to larger urban areas; profuse water of high quality; and outstanding and improving transportation access.



While the Heart of Georgia Altamaha Region has exhibited unexpected growth for a rural region, issues remain. The Region wishes to continue to grow, thrive, and prosper in a healthy, sustainable manner. The Region would foster a business-friendly climate which grows the economy; encourages business concerns to expand, locate, or start-up; and increases employment with well-paying jobs, while maintaining a family-friendly atmosphere and attractive natural environment. It desires to do so while protecting and enhancing its scenic and natural amenities; maintaining productivity of its prolific agricultural and forest resources; diversifying and solidifying a globally competitive economy; attracting retirees, lifestyle in-migrants, entrepreneurs, and other residents; retaining its youth and bringing home natives who have left; and preserving its rural, small town character.

Regional Agenda



The future Heart of Georgia Altamaha Region will be a thriving, mecca of rural renaissance with a strong sense of regional identity, and envious examples of collaboration and cooperation. The Region will continue to invest in its people and their education and workforce skills; to invest in infrastructure, including broadband and telecommunications, to prepare for and accommodate quality growth and development; to seek growth and development which links to, utilizes, and builds on its local natural resources; to diversify, innovate, and maintain productivity in its agricultural and forest products and uses; to further improve its excellent transportation access and connection to nearby urban areas and the Georgia ports; and otherwise, to diversify and expand its economy in a supportive, sustainable manner. The Heart of Georgia Altamaha Region truly will be green and growing with greener days ahead. Its unique history, culture, and quality of life will be widely recognized. The Region will be a coveted address to live, work, recreate, and in which to conduct business.

REGIONAL DEVELOPMENT MAP

The Regional Development Map for the Heart of Georgia Altamaha Region is shown following this section. As required in the DCA Regional Planning Requirements, the map illustrates desired future land use patterns. Regional Commission staff developed the map primarily based on existing and future land use compiled from local comprehensive plans, water/sewer service areas, and knowledge of local trends, facilities, regulations, and other circumstance. The following four general categories of development patterns were utilized in preparing this map as specified by DCA:

- *Conservation*

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

- *Rural*

  Areas not expected to become urbanized or require provision of urban service during the planning period;

- *Developed*

  Areas exhibiting urban type development patterns and where urban service (i.e., water, sewer, etc.) are already being provided at the time of plan preparation;

- *Developing*

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

The "Conservation" areas are those identified on the Regionally Important Resource Map of the Heart of Georgia Altamaha Regional Commission's *Regional Resource Plan* (2012). The

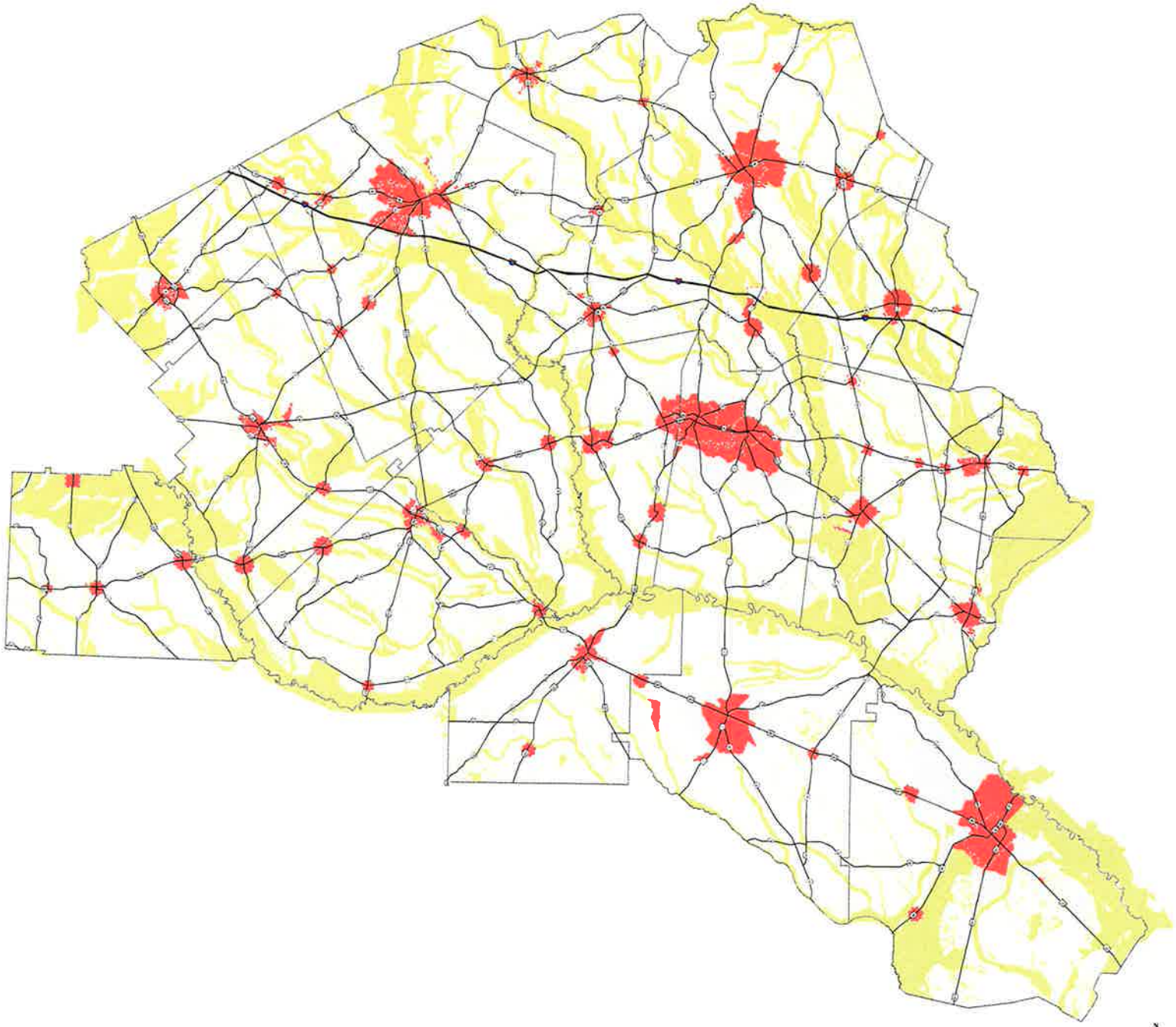
"Rural" areas are essentially the same as those currently existing within the Region outside the municipalities and their growth areas, and outside the identified "Conservation Areas." The green "Conservation" areas are truly a special component of the "Rural" areas, which are shown in white on the map. As shown, most of the Region is expected to remain in low density, rural uses. While such rural uses will have some residential and other uses, these will remain of relatively low density with surrounding prominent agricultural/forest/conservation uses, and will not significantly impact the rural character.

All of the Region's municipalities are shown as "Developed" simply because of their "urban" nature and municipal infrastructure, especially given the scale of the map. Many of these "Developed" areas, especially the smaller populated ones, will have land uses and open spaces of a more rural nature. Many have significant infill development opportunities.

The "Developing" areas are known areas of growth and potential growth, primarily around the Region's larger municipalities. Not surprisingly, the larger "developing" areas of the Region are located near/around the major growth centers of the Region: Dublin, Jesup, and Vidalia. Following these are other secondary growth centers concentrated around Baxley-Hazlehurst, Swainsboro, Cochran, and Eastman. A third tier of "developing" growth areas include areas around Glennville and Reidsville, Claxton, Metter, and McRae/Helena, as well as more limited ones around Abbeville, Alamo, Mount Vernon, Soperton, and Wrightsville. A few smaller municipalities, including Dudley, Dexter, Oak Park, Pulaski, Rentz, and eastern Wayne County have expected developing growth areas primarily because of infrastructure service areas, school locations, or adjacent growth influences.

Heart of Georgia Altamaha Regional Commission

Regional Development Map



AREAS REQUIRING SPECIAL ATTENTION

The 17-county Heart of Georgia Altamaha Region remains largely rural, without any metropolitan statistical areas within its boundaries, although the population has shown slow, albeit steady growth in all Region counties, until at least the last several years during the ongoing economic downturn. Regionwide, there is a strong desire to retain the area's rural, agrarian, and small town heritage, while balancing compatible, supportive green growth and economic development. Analysis of existing and future land use trends throughout the Region during preparation of the Regional Plan's Regional Assessment resulted in identification of Areas Requiring Special Attention to protect existing resources and to utilize them appropriately, as applicable. Per DCA requirements, specific management strategies for each Area Requiring Special Attention are delineated in the following pages, including recommended development patterns; compatible land use; DCA's Quality Community Objectives to be pursued; and possible implementation measures to achieve the desired development patterns. A description of DCA's Quality Community Objectives is provided to allow for more concise narrative descriptions of each Area Requiring Special Attention. For ease of use, interpretation, and illustration, a separate Areas Requiring Special Attention Map is included, but these areas are truly part of the Regional Development Map. However, because of overlap and scale of the map, these areas would be difficult to discern on a single map, which then would be cluttered and confused. The "Conservation" uses on the Regional Development Map are the "Regionally Important Resources," and the remaining areas requiring special attention are located in the "Developed" or "Developing Areas" of the Region as noted on the Regional Development Map and explained in the following text.

Quality Community Objectives

The 10 objectives outlined below are adapted from generally accepted community development principles to fit the unique qualities of Georgia's communities. Although these are only recommendations, we at DCA are convinced that if a community implements these principles, it will result in greater efficiency, cost savings, and a higher quality of life for Georgia citizens. These objectives are intentionally crafted with significant areas of overlap, such that, by addressing one or more of the objectives, a community will also end up addressing aspects of others. DCA stands ready to partner with communities to assist with any of these objectives to help create a climate of success for Georgia's families and businesses.

The Quality Community Objectives

1. **Economic Prosperity**
   Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce.

2. **Resource Management**
   Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

3. **Efficient Land Use**
   Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

4. **Local Preparedness**
   Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

5. **Sense of Place**
   Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is

compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

6. **Regional Cooperation**
   Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.

7. **Housing Options**
   Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio- economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

8. **Transportation Options**
   Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

9. **Educational Opportunities**
   Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.

10. **Community Health**
    Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper.

Regionally Important Resources

Desired Development Patterns

The 2012 *Regional Resource Plan: Regionally Important Resources for the Heart of Georgia Altamaha Region* contains protection policies and development guidance, including general policies and protection measures and guidance for appropriate development practices, for the Region's designated Regionally Important Resources. These resources are divided into four major categories: Green Infrastructure Network; State Vital Areas; Potential Conservation Opportunity Areas; and Cultural Resources.

Land Uses

- Natural, Cultural, and Historic areas
- Parks and Nature Preserves
- Passive Recreation
- Trails, Greenways, Blueways
- Wildlife Management Areas
- Agriculture and Forestry
- Conservation

Quality Community Objectives

- Resource Management
- Efficient Land Use
- Local Preparedness
- Sense of Place
- Regional Cooperation
- Transportation Options
- Community Health

Implementation Measures

- Consult *Regional Resource Plan*: *Regionally Important Resources for the Heart of Georgia Altamaha Region* (2012) and implement recommendations contained therein, as appropriate
- Utilize recommendations included in *Multi-Region River Corridor Feasibility Study* (2012), as appropriate/feasible
- Maintain agriculture/forestry/conservation uses
- Support increased nature-based, heritage, and agri-tourism efforts
- Adopt and enforce supportive ordinances, as needed

Areas Where Significant Natural/Cultural Resources Likely to be Impacted by Development

The Heart of Georgia Altamaha Region is currently experiencing only minor problems with development impacts on significant natural and/or cultural resources given the Region's slow, but steady growth. There is future potential, however, for impacts on the previously addressed Regionally Important Resources, many of which are located within or adjacent to the Region's rivers and their tributaries. The Region's micropolitan and developing areas near Dublin, Jesup, and Vidalia/Lyons, as well as Swainsboro, the Baxley to Hazlehurst corridor, and the Cochran and Eastman areas are where development has or is more likely to occur.

Desired Development Patterns

Again, the Heart of Georgia Altamaha RC's *Regional Resource Plan* (2012) provides guidance for appropriate development practices and patterns for designated Regionally Important Resources, which consist of significant natural and cultural resources. Additional recommendations include the following:

- Clustering development to preserve open space within the development site

- Enlisting significant site features (view corridors, water features, farmland, wetlands, historic structures, etc.) as amenities that shape identity and character of development
- Site plans, building design, and landscaping that are sensitive to natural features of the site, including topography and views
- Preserving environmentally sensitive areas by setting them aside as public parks, trail corridors, or greenbelts
- Using infrastructure availability to steer development away from areas of natural, cultural, and environmentally sensitive resources
- Facilities for bicycles, including bikeways or bike lanes, parking racks, etc.
- Restrictions on the number and size of signs and billboards
- Landscaping of parking areas to minimize visual impact on adjacent streets and uses
- Reduced parking requirements for commercial and residential developments, particularly when nearby parking alternatives or public transportation is available
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements
- Preserving significant historic or cultural features, structures, or character, and adaptively reusing or incorporating them in modern uses

Land Uses

- Natural, Cultural, and Historic areas
- Parks and Nature Preserves
- Passive Recreation
- Trails, Greenways, Blueways
- Agriculture and Forestry
- Conservation
- Residential
- Small scale commercial
- Institutional

Quality Community Objectives

- Resource Management

- Efficient Land Use
- Local Preparedness
- Sense of Place
- Regional Cooperation
- Transportation Options
- Community Health
- Housing Options
- Economic Prosperity

Implementation Measures

- Utilize *Regional Resource Plan: Regionally Important Resources for the Heart of Georgia Altamaha Region* (2012) and implement its recommendations as needed
- Maintain agriculture/forestry uses to the extent possible
- Land and Water Conservation - easements, acquisition, land trusts, farm land protection, purchase/transfer of development rights
- Low-Impact Development - protect natural systems and reduce infrastructure costs
- Planning for Smart Growth - compact development, efficient infrastructure investment, design guidelines, infill development, cluster development, etc.
- Sign Regulation - control the aesthetic impact of signage

Areas Where Rapid Development or Land Use Changes are Expected

There are no areas within the Heart of Georgia Altamaha Region where truly rapid development is expected; however, there are developing areas adjacent to most of the larger cities. These include Dublin (Laurens County); Vidalia/Lyons area (Toombs County); Jesup/Odum area (Wayne County); Baxley/Hazlehurst area (Appling and Jeff Davis counties); and Swainsboro area (Emanuel County).

Desired Development Patterns

- Clustering development to preserve open space within development site

- Enlisting significant site features (view corridors, water features, farmland, wetlands, historic structures, etc.) as amenities that shape the identity and character of the development
- Distribution of affordably-priced homes throughout locality/region
- Encouraging development on appropriate infill sites
- Encouraging development in existing or planned infrastructure service areas
- Developments that have easy access to nearby transit, shopping, schools, and other areas where residents travel daily
- Sign regulation - control the aesthetic impact of signage
- Addition of new uses to single-use sites (e.g. restaurants and shopping added to office parks)
- Brownfield redevelopment that converts formerly industrial/commercial sites to mixed-use developments
- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Facilities for bicycles, including bikeways or bike lanes, parking racks, etc.
- Maintaining countryside in productive, viable agricultural/forestry uses
- Preserving significant historic or cultural features, structures, or character, and adaptively reusing or incorporating them in modern uses

Land Uses

- Residential
- Commercial (office and retail)
- Mixed-Use
- Light industrial/warehouses
- Public/Institutional
- Natural, Cultural, and Historic areas
- Parks
- Trails, Greenways, Blueways
- Agriculture (small-scale)

Quality Community Objectives

- Economic Prosperity
- Resource Management
- Efficient Land Use
- Local Preparedness
- Sense of Place
- Regional Cooperation
- Housing Options
- Transportation Options
- Educational Opportunities
- Community Health

Implementation Measures

- Low-Impact Development - protect natural systems and reduce infrastructure costs
- Planning for Smart Growth - compact development, efficient infrastructure investment, infill development, cluster development
- Subdivisions and Land Development regulations
- Quality, diverse housing stock
- Land and Water Conservation - easements, farmland protection, land trusts
- Plan for and implement multi-modal transportation - bike and pedestrian plans
- Intergovernmental Coordination - intergovernmental service agreements to increase efficiency and cost savings

Areas Needing Redevelopment

There is a need for redevelopment throughout the Heart of Georgia Altamaha Region in most municipalities' existing developed areas, primarily in downtowns, historic areas and other older neighborhoods, and early commercial areas. In addition, there are also some former industrial areas needing redevelopment for new industrial or other use, such as passive recreation.

Desired Development Patterns

- Traditional downtown areas maintained as the focal point of the community
- Improvement of sidewalk and street appearance and amenities of commercial centers
- Redevelopment of older strip commercial centers in lieu of new construction further down the strip
- Reuse of existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities
- Infill development on vacant sites closer to the center of the community; these sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood rather than more development on greenfield sites
- New housing opportunities created out of former, underused commercial, warehouse, or industrial spaces
- New residential development that matches mix of housing types and styles of older neighborhoods
- New development that reflects traditional neighborhood design principles, such as smaller lots, orientation to street, mix of housing types, pedestrian access to neighborhood commercial center
- Residential development that offers a mix of housing types (single family, town homes, live/work units, lofts, over-the-shop, and apartments), densities and prices in the same neighborhood
- Residential development with healthy mix of uses (corner groceries, barber shops, drugstores) within easy walking distance of residences
- Landscaping of parking areas to minimize visual impact on adjacent streets and uses
- On-street parking
- Rehabilitation of deteriorated housing utilizing Community Development Block Grant or other funding programs
- Revitalization of existing neighborhood commercial centers to capture more market activity and serve as community focal points
- Brownfield redevelopment that converts formerly industrial/commercial sites to mixed-use developments or passive recreation

- Greyfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- Sign regulation - control aesthetic impact of signage
- Clustering development to preserve open space within development site
- Retrofitting existing residential communities to improve pedestrian and bicycle access and connectivity with nearby commercial areas
- Preserving significant historic or cultural features, structures, or character, and adaptively reusing or incorporating them in modern uses

Land Uses

- Commercial (office and retail)
- Mixed-Use
- Residential
- Passive Recreation
- Parks
- Light industrial/warehouses
- Public/Institutional

Quality Community Objectives

- Economic Prosperity
- Resource Management
- Efficient Land Use
- Local Preparedness
- Sense of Place
- Regional Cooperation
- Housing Options
- Transportation Options
- Community Health

Implementation Measures

- Brownfield Site Remediation - clean-up of contaminated properties

- Strategies for Reuse of Greyfields – reusing sites such as abandoned shopping centers for mixed-use development
- Business Improvement District (BID)/Community Improvement District (CID) - self-taxing entity formed by property owners and/or businesses within specific geographic area to increase attractiveness and safety, provide additional services, etc.
- Rehabilitation Codes - reuse older buildings, resulting in reinvestment in blighted areas
- Historic Preservation Rehabilitation Tax Incentives
- Targeted Corridor Redevelopment – using public incentives or urban redevelopment powers to encourage revitalization of problem properties, such as declining shopping centers/areas or abandoned businesses
- Adaptive Use of existing buildings for new uses
- Public Nuisance Ordinance - control nuisances, such as tall weeds/grass, accumulated junk, abandoned vehicles, loud noises, etc.
- Sign Regulations - control aesthetic impact of signage
- Overlay Districts - mapped areas where special regulations on development are applied, such as within a historic downtown or neighborhood
- Plan for and implement multi-modal transportation - bike/pedestrian plans, corridor studies, etc.
- Infill development ordinances

Areas with Significant Infill Development Opportunities

Significant infill development opportunities are found scattered throughout the Region in currently developed areas, especially in the smaller towns and where public water/sewer are available. There include vacant lots/properties in both residential and commercial areas, most of which have water access and sometimes available sewer infrastructure.

Desired Development Patterns

- Compatible infill development on vacant or under-utilized sites and of vacant properties already served by infrastructure

- New housing opportunities created out of former, underused commercial, warehouse, or industrial spaces
- Residential development that offers a mix of housing types (single-family, lofts, town homes, live/work units, over-the-shop, and apartments), densities, and prices in the same neighborhood
- Addition of neighborhood commercial centers on appropriate infill sites to serve surrounding neighborhood
- Traditional downtown areas maintained as community focal point (attractive, mixed-use, pedestrian-friendly)
- Redevelopment of older strip commercial centers rather than new construction at new location
- New development matching typical densities of older community center
- Well-designed development that blends into existing neighborhoods, disguising its density, if appropriate
- New residential development that matches the mix of housing types and styles of older, closer-in community neighborhoods
- New development that reflects traditional neighborhood design principles, such as smaller lots, orientation to street, mix of housing types, pedestrian access to commercial center
- Greyfield development that converts vacant or under-utilized commercial strips to mixed-use assets
- Reuse of existing vacant or underutilized structures (commercial centers, office spaces, warehouses, etc.) to accommodate new community facilities
- Improvement of sidewalk and street appearance and amenities of commercial centers

Land Uses

- Residential
- Commercial (office and retail)
- Public/Institutional
- Parks
- Passive Recreation

Quality Community Objectives

- Efficient Land Use
- Sense of Place
- Housing Options
- Transportation Options

Implementation Measures

- Infill Development Program - comprehensive strategy for encouraging infill in particular areas
- Quality, diverse housing stock
- Overlay Districts - mapped areas where special regulations on development are applied, such as design guidelines in historic district
- Infrastructure improvement/upgrade

Areas with Significant Disinvestment

Areas with persistent or high rates of poverty are found throughout the Heart of Georgia Altamaha Region. Most of the residential redevelopment areas, which are often eligible CDBG target areas, are characterized by significant levels of disinvestment. Portions of some or even entire older downtown commercial areas, especially those in the Region's smaller communities, are also plagued by significant disinvestment.

Desired Development Patterns

- Traditional downtown areas maintained as attractive, mixed-use, and pedestrian-friendly community focal points
- Improvement of sidewalk and street appearance and amenities of commercial centers
- Infill development on vacant or under-utilized sites, matching character of surrounding area
- New housing opportunities created out of former, underused commercial, warehouse, or industrial spaces

- Reuse of existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities
- Improvement of quality and quantity of housing supply and mix of housing types
- New residential development that matches mix of housing types and styles of older neighborhoods
- New development that reflects traditional neighborhood design principles, such as smaller lots, orientation to street, mix of housing types, pedestrian access to neighborhood commercial center
- Residential development that offers a mix of housing types (single family, town houses, live/work units, lofts, over-the-shop, and apartments), densities and prices in the same neighborhood
- Residential development with healthy mix of uses (corner groceries, barber shops, drugstores) within easy walking distance of residences
- Retrofitting existing residential communities to improve pedestrian and bicycle access and connectivity with nearby commercial areas
- Preserving significant historic or cultural features, structures, or character, and adaptively reusing or incorporating them in modern uses

Land Uses

- Residential
- Commercial (office and retail)
- Mixed-use
- Light industrial/warehouses
- Public/Institutional
- Passive Recreation
- Parks

Quality Community Objectives

- Economic Prosperity
- Efficient Land Use
- Sense of Place

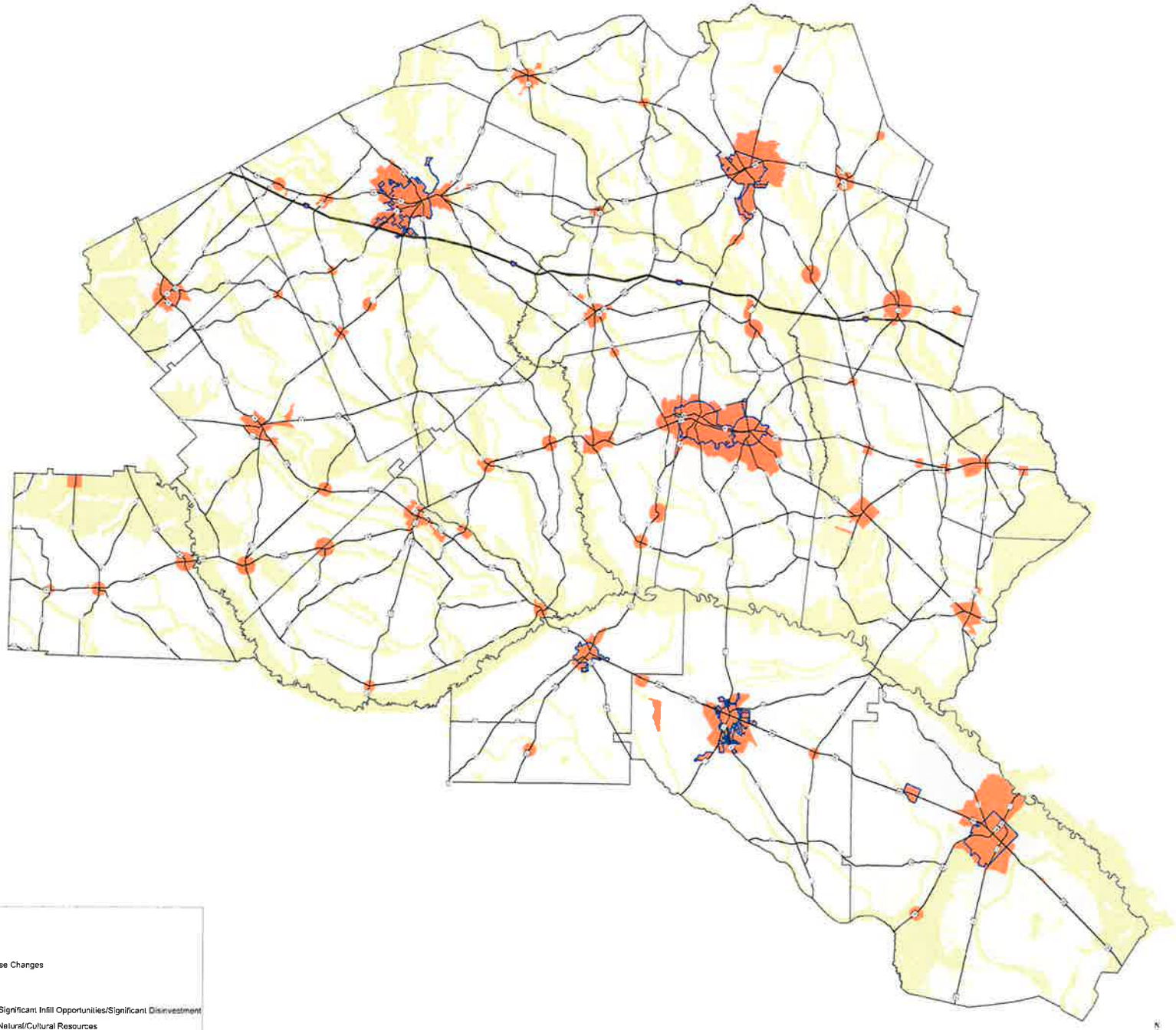
- Housing Options
- Transportation Options

Implementation Measures

- Historic Preservation Rehabilitation Tax Incentives
- Rehabilitation Codes - reuse older buildings, resulting in reinvestment in blighted areas
- Utilize Community Development Block Grant and/or other funding programs to rehabilitate deteriorated housing
- Encourage quality, diverse housing stock
- Adaptive Use of existing buildings for new uses
- Public Nuisance Ordinance - control nuisances, such as tall weeds/grass, accumulated junk, abandoned vehicles, loud noises, etc.
- Sign Regulations - control aesthetic impact of signage
- Overlay Districts - mapped areas where special regulations on development are applied, such as within a historic downtown or neighborhood
- Plan for and implement multi-modal transportation bike/pedestrian plans, etc.
- Infrastructure improvement/upgrade
- Provide incentives for developers

Heart of Georgia Altamaha Regional Commission

Areas Requiring Special Attention Map



REGIONAL ISSUES AND OPPORTUNITIES

Economic Development

Issues

- Lower levels of educational attainment than the state as a whole.
- Additional workforce development/job skills improvement efforts to ensure that the population has the skills and training necessary to allow the Region to better attract and retain businesses and industries.
- Greater infrastructure development (e.g. water, sewer, telecommunications, etc.) to guide/ attract growth.
- Greater development of modern, up-to-date transportation network (increased access to four-lane highways, rail, airport upgrades).
- Lack of access to high-speed technology infrastructure in all areas.
- Lack of a regional economic development organization(s) solely focused on Heart of Georgia Altamaha Region.
- Lack of an enhanced economic development marketing strategy that seeks to promote a regional identity.
- Lack of professional development staff and local marketing strategies.
- Small number of active leadership development training/programs to educate communities on importance of growth and development.
- Need for increased downtown revitalization efforts, particularly in smaller communities.
- Greater promotion/development of tourism efforts with a focus on venues and activities that capitalize on the Region's heritage and resources (agricultural, natural, cultural, etc.).
- Significant presence of migrant/seasonal workers presents challenges concerning the delivery of public services (education, health care, etc.).
- Greater focus on water supply planning needed in conjunction with regional and statewide water management plans.

Opportunities

- Capitalize on the presence of several technical colleges and post-secondary institutions to further workforce development and educational level improvement efforts.
- Passage of the Transportation SPLOST in the HOGARC Region and ongoing transportation improvements (e.g. four-laning of U.S. 1, airport upgrades, etc.) to increase connectivity.
- Proximity to the Georgia Coast and the ports at Savannah and Brunswick.
- Continue to support/enhance the Region's economic base (agriculture/forestry, etc.).
- Enhance ongoing leadership development training and foster new programs.
- Several regional partnerships to support economic development efforts: joint development authorities, Altamaha River Partnership, Woodpecker Trail Association, I-16 Corridor Alliance, Middle Coastal Unified Development Authority, Golden Isles Parkway Association, and currently organizing Ocmulgee River Water Trail Partnership.
- Increase efforts at downtown development/small town revitalization to enhance and maintain vibrant and attractive downtowns throughout the Region.
- Continue support of tourism promotion efforts and seek to develop additional activities/ venues.
- Support/enhance promotion of new markets and uses and alternative agricultural and forestry crops/resources.
- Rayonier's production of specialized chemical cellulose, as well as other existing regional industries' products.
- Capitalization of Region's advantages in logistics/location.
- Utilize HOGARC Regional Resource Plan and Multi-Region River Corridor Feasibility Study to encourage increased conservation and sensitive utilization of natural and cultural resources for nature-based and heritage tourism.

Natural and Cultural Resources

Issues

- Need for increased focus on public educational awareness efforts emphasizing the importance of conservation/protection of the Region's natural/cultural resources.

- Encouraging compatible utilization of the Region's natural/cultural resources through efforts to promote/attract nature-based/adventure, heritage tourism, and agri-tourism, along with increased development of outdoor recreation opportunities.

- Lack of growth management/regulation/enforcement that would seek to preserve the Region's rural character.

- Need for increased utilization/promotion of historic preservation in downtown development efforts.

- Continued promotion/enhanced knowledge of the Region's history/historic sites.

- Greater focus needed for aesthetics/beautification improvements.

- Continued protection of water quality and availability. A number of water bodies in the Region are included on the EPA 303 (d) List of Impaired Streams. The need exists for greater enforcement of EPD's Part V Environmental Planning Criteria. Increased attention to water supply planning also exists with the recent development of regional water management plans and a statewide plan.

Opportunities

- Regional cooperation and marketing of tourism events, opportunities, and resources.

- Continue to support efforts to retain, enhance, and promote the availability of outdoor recreation opportunities (i.e. three (3) state parks, numerous Wildlife Management Areas and Public Fishing Areas) and seek development of additional venues and linkages.

- Regional development of bicycle trails, events, and cooperative marketing.

- Significant number of protected river corridors.

- Capitalize on the Region's history and numerous historic sites to promote heritage tourism.

- Utilize HOGARC Regional Resource Plan and Multi-Region River Corridor Feasibility Study to encourage increased nature-based tourism and conservation efforts.

- Newly designated Certified Local Government (CLG) status for Dublin, the first local historic preservation program in Region to achieve this recognition.

- Utilization of existing, and development of new, local advocacy and support organizations

Community Facilities and Services

Issues

- Region's communities are continuously seeking funding to maintain/upgrade/expand public infrastructure (particularly water and sewer) to maintain adequate capacity to serve existing residents as well as to accommodate and provide for future growth.

- Significant upgrades to the Region's transportation network are needed (especially increased road paving/resurfacing in many communities and widening of major highways, but also rail system improvements and continued airport upgrades) to increase connectivity and to attract/promote future development.

- Lack of adequate access to alternative forms of transportation (i.e. bicycle/ pedestrian).

- Many communities are seeking funding to expand access to/upgrade telecommunications/technology infrastructure to provide broadband and to meet current and future demand.

- Need to upgrade broadband service levels in Region.

- Enhancements to public safety services/facilities are much needed throughout the Region.

- The affordability of maintaining adequate access to solid waste services/facilities, including the expansion/development of stable markets for recycling programs, is a concern.

- A critical need exists for the continued provision of access to quality health care, including needed improvements/upgrades to facilities, retention of local hospitals and access to immediate and emergency care, the continued recruitment of health care professionals in all communities, and access to Level I or II trauma centers.

- Increased funding is needed to assist the Region's communities in maintaining/ improving parks and recreational facilities in order to enhance quality of life and protect greenspace.

- There is an ongoing need for improvements to educational facilities/services in order to maintain state-of-the-art programs and services.

- Communities are continuously seeking funding to enhance cultural facilities/services to promote improved quality of life.

- The ability to continue to provide adequate government facilities/services and support for professionally managed governmental operations remains a concern.

Opportunities

- There are opportunities throughout the Region to utilize ongoing and/or planned infrastructure expansions to guide growth to desired areas and prevent sprawl.

- Passage of the T-SPLOST in the HOGARC Region and the presence of several state-designated developmental highways (e.g. U.S. 1, U.S. 280, U.S. 441) and their planned upgrades will be instrumental in attracting future growth.

- Promotion of major regional transportation routes as interstate alternatives and/or tourism/economic development opportunities.

- Ongoing efforts to upgrade/improve airports in numerous communities in the Region (runway extensions, new terminal buildings, etc.) will be essential in attracting future industrial growth in particular, in addition to providing quicker, easier transportation access.

- Continuing expansion of Region's rail network, and inclusion of Region's federally designated Macon-to Savannah-Jacksonville high speed rail corridor.

- Public transit programs throughout the Region provided through DHR and other entities offer increased mobility for residents.

- Greater alternative access to destinations along the East Coast will be provided through the continued retention of an Amtrak passenger rail hub in Jesup in the newly renovated depot.

- The opportunity exists for improved access to alternative forms of transportation through sidewalk improvements in many communities, the presence of several state bicycle routes in the Region along with numerous designated regional routes, and the potential for the development of local bike routes, and multi-use trails within/near Region's river corridors.

- The continuing development of the Middle Georgia College Aviation Campus in Eastman offers vast potential for the unique existence of a highly-skilled aviation workforce in the Region.

- The presence of an abundant supply of groundwater provides great potential for drawing future growth to the Region.

- Ongoing efforts to expand/upgrade telecommunications infrastructure present opportunities to extend modern, high-speed technology access to all areas of the Region.

- New Georgia Community Paramedicine Program Strategic and Rural Emergency Hospital initiatives

- New Georgia Medical Student Scholarship Program
- Improved access to parks/recreational facilities helps create greater outdoor recreation opportunities that promote an improved quality of life.
- Continued support/expansion of the Region's technical colleges presents opportunities for increased access to post-secondary education and a more skilled workforce.
- Ongoing enhancements to various cultural facilities and services in the Region can lead to increased opportunities for entertainment and enrichment.

Housing

Issues

- Many communities are seeking assistance to help citizens in need of pursuing housing rehabilitation and other improvements to upgrade housing quality, especially low to moderate income housing.
- The lack of sufficient availability of affordable housing choices, due to the recent decline of the housing market, presents existing and future residents with limited housing options.
- The lack of diversity of the Region's housing mix has led to an increased reliance on manufactured housing as the most viable option for many residents, which in turn creates concerns dealing with tax revenue and structural maintenance.
- The prevalence of substandard housing due to a lack of code enforcement in many communities has presented a growing need to seek solutions to reduce and eliminate areas of blight and help revitalize declining neighborhoods.
- A lack of land use/growth management regulations, primarily in the unincorporated areas, presents major challenges to guiding/directing future housing growth to desired areas served by existing and/or planned infrastructure.
- An emerging concern regionwide is developing solutions to deal with the need to provide adequate housing options for migrants and seasonal workers.
- Many communities have a significant need for aesthetics/appearance improvements, particularly in gateway areas.

- A growing need exists to address the issue of special needs housing (i.e. senior, disabled, assisted living, shared residences) to assist in making more housing options available.

Opportunities

- The availability of ample land throughout the Region presents substantial opportunities and potential for attracting future residents.
- The increased utilization/promotion of available assistance programs from various state and federal agencies presents opportunities for creative solutions to address regional issues, such as workforce housing, rehabilitation, blight elimination, and neighborhood revitalization.
- A greater focus on constructing more single-family dwellings on smaller lots can present a more affordable alternative to manufactured housing and create a better diversity of housing choices.
- Opportunity for infill development within Region municipalities or their current service areas.

Land Use

Issues

- Public and political support is significantly lacking in many communities, especially the unincorporated areas, for the development of coordinated land use management planning regulations to guide and direct growth.
- A number of jurisdictions have yet to adopt enforcement of Georgia's Uniform Construction Codes that would ensure that structures are maintained and prevented from becoming substandard.
- The lack of growth management regulations makes it difficult for communities to properly manage and guide the expansion of infrastructure to desired areas and to limit the potential for sprawl.
- A greater focus is needed on developing regulations that emphasize the protection, conservation, and sensitive utilization of the Region's natural and cultural resources, particularly the conservation of agricultural and forestry lands and the retention of the Region's rural character.

- Renewed efforts are needed for community aesthetics/beautification improvements in many areas, particularly concerning community gateways/entranceways, in order to create a more attractive first impression to visitors and travelers.

- Many communities are seeking assistance to revitalize their downtown areas and central business districts in order to revitalize local economies, attract more people to the core urban areas, and to reduce sprawl.

Opportunities

- The utilization of alternative zoning and land use regulations may present communities with a more palatable option for addressing the need for growth management regulations than traditional zoning.

- The increased presence and utilization of geographic information systems allows communities a valuable resource in assessing existing land use patterns and projecting future trends.

- Due in large part to its existing and attractive rural character and abundant, outstanding natural and cultural resources, the Region is well positioned to attract future residents from those seeking a more relaxed setting and a higher quality of life than is often attainable in larger urban centers.

- Because of its rural nature, land values in the Region are typically lower and more affordable than in more urbanized areas. This presents another key factor in being able to attract future growth.

- Underutilized, but especially significant, regionally important natural and cultural resources hold much unrecognized potential for tourism and general economic and community development.

- There are no major conflicts between existing land uses in the Region at present, and there is opportunity to expand current growth areas without conflict.

Intergovernmental Coordination

Issues

- With financial resources being limited, there is a greater need for cooperation and coordination among local governments in the areas of services sharing, the joint delivery of services, and/or consolidation.

- Improved coordination is needed among jurisdictions in establishing/enforcing growth management regulations to prepare for future growth.

- Greater enhancement of the management and structure of local governments is needed, particularly in smaller communities.

Opportunities

- There exists a significant amount of cooperation among cities and counties, both intra-county as well as regionally, in addition with state agencies, particularly in the area of economic development. This should continue to be encouraged and expanded.

- The Region's river corridors and other natural/cultural resources hold much potential for enhanced and coordinated protection, resource utilization, and expanded tourism/economic development opportunities through additional cooperation/partnership.

- Improved cooperation and services sharing among local governments would allow communities to better maximize their resources and lead to greater efficiencies in service delivery.

- Continued utilization of/participation in regional partnerships (e.g. HOGARC, Altamaha River Partnership, U.S. 341 Association, Woodpecker Trail Association, Ocmulgee Water Trail Partnership, etc.) presents increased opportunities to promote further regional cooperation and coordination and to encourage communities to think regionally.

- Establishment of regional economic development organization(s) solely focused on Heart of Georgia Altamaha Region.

IMPLEMENTATION PROGRAM

The Implementation Program is the overall framework of activities and strategies for achieving the Regional Vision and for addressing each of the Regional Issues and Opportunities. It is the roadmap for realizing the desired future Region, for accentuating the strengths, assets, and advantages of the Region, and for mitigating and overcoming the Region's weaknesses and problems. It provides guidance not only to the Regional Commission, but also to local governments, the State of Georgia, and other public and private agencies or parties which desire to make the Heart of Georgia Altamaha Region an improved place to live, work, recreate, and visit, and to be all it has the potential to be. Subcomponents of the Implementation Program include Guiding Principles, Local Government Performance Standards, a Regional Commission Regional Work Program, and related Implementation Strategies for Other Entities/Parties. All subcomponents are designed to provide guidance and direction to decisions affecting growth and development in the Heart of Georgia Altamaha Region, and to foster achievement and consistency with the Regional Plan and its identified Regional Vision.

GUIDING PRINCIPLES

Economic Development

- Utilize existing programs and support efforts to enhance workforce development and job skills improvements and to further educational attainment within the Region.
- Facilitate and support strong, active local chambers of commerce and economic development entities.
- Promote and encourage cooperation and collaboration between economic development entities within the Region.
- Establish and support regional economic development organization(s) solely focused on the Heart of Georgia Altamaha Region.
- Develop, promote, and support efforts and strategies to improve regional identity, regional collaboration, and regional marketing.
- Support all efforts to maintain and expand the agriculture, forestry, and related agribusiness sectors within in the Region and keep them vital and viable.
- Encourage economic development initiatives and strategies which support and complement the Region's existing economic development activities and which capitalize on the Region's natural resources, location, and other assets.
- Support, enhance, and promote local and regional tourism efforts and opportunities, especially those capitalizing on the Region's heritage, agricultural, natural and cultural resources.
- Facilitate and support the continuing expansion and improvement of infrastructure, including that of water/sewer, the transportation network, and broadband availability and capability, to accommodate and allow desired economic development and growth.
- Encourage and support downtown and small town revitalization efforts.
- Encourage and support efforts to further small business development and assist entrepreneurs.

Natural and Cultural Resources

- Expand awareness, understanding, and education of importance of Region's heritage, its outstanding natural/cultural resources, and their need for documentation/conservation/protection.

- Seek continued utilization of conservation land uses in the identified Green Infrastructure Network of the Heart of Georgia Altamaha Regional Commission Regional Resource Plan.

- Support The Nature Conservancy goal of a continuous, permanently protected Altamaha River Bioreserve corridor in conservation use.

- Support public and private efforts to protect and connect existing conservation lands of all the Region's river corridors with protected conservation uses.

- Support and seek to develop multi-use trails, other outdoor recreation facilities, and usage along the Region's river corridors, especially those with multi-county linkages.

- Encourage and support the development of local advocacy groups in each county concerned with protection, utilization, and management of river corridors, wildlife recreation and conservation, other local conservation efforts, and historic and cultural resources, as well as environmental awareness, stewardship, and clean-up efforts.

- Encourage and support the utilization of the Region's heritage, river corridors, and other natural and cultural resources through compatible economic utilization and tourism efforts.

- Promote and support regional cooperation, marketing, and partnership in river corridor protection, development, economic utilization, and enhanced recreational and tourist attraction of the Region's river corridors and other natural and cultural resources.

- Promote, support, and advocate use of best management practices by the public, developers, and agricultural, forest, and other interests.

- Encourage the adoption of the model Environmental Conservation, On-Site Sewage Management and Permit Ordinance prepared by HOGARC, or otherwise adopt and implement ordinances which meet at least the minimum standards for the DNR Part V Environmental Planning Criteria.

- Encourage and support the adoption of floodplain management ordinances and other land development ordinances which preserve and protect sensitive natural and cultural features of the landscape, supports proper natural functioning, respects existing rural and natural character, and minimizes intrusions, run-off, or other pollution.

- Advocate for the continued protection of water flows in the Region's rivers and for protection of water quality and availability from the Floridan and other Region aquifers, as well as the Region's rivers.

Community Facilities and Services

- Advocate for expedited completion of the Governor's Road Improvement Program (GRIP) multi-laning on designated routes within the Region.

- Cooperatively promote and advocate the use of major regional transportation routes as interstate alternatives and/or tourism/economic development opportunities.

- Support the efficient implementation of local and regional T-SPLOST projects and the supportive utilization of local T-SPLOST funds for further enhancement of the Region's transportation network.

- Support the continued expansion and improvement of the Region's rail network, both for freight and passenger service.

- Support the continuing efforts to upgrade/improve the Region's airports.

- Support the continuation and expansion of the DHS Coordinated Transportation System, as well as general public transit systems within the Region.

- Advocate and support improved access, within communities and to important recreational, natural, and cultural amenities, through enhanced development of alternative forms of transportation, including sidewalk improvements, development of local bicycle routes/trails/events, and the establishment of greenways, multi-use or other trails.

- Advocate for, and support expansion of, telecommunications/technology infrastructure and broadband capability and service within the Region.

- Continue to maintain/upgrade/expand public water and sewer systems and other public infrastructure and services to serve existing residents and to accommodate, provide, and guide future growth and development.

- Protect existing infrastructure investment by encouraging infill development and other intense development location within or close to municipal areas already served by infrastructure.

- Promote and support the use of Geographic Information Systems (GIS) and other innovative technologies in the provision of local, regional, and state services.

- Support the update of comprehensive hazard mitigation plans and other enhancements to public safety services/facilities within the Region.

- Support the development of solid waste management plans, which support desired development patterns and economic development, while maintaining adequate access to solid waste services/facilities and promoting feasible and sustainable recycling programs.

- Support and advocate for provision of access to quality health care, needed improvements/upgrades to facilities, retention of local hospitals and emergency care access, provision of appropriate health care professionals, and improved access to Level I or II trauma centers throughout the Region.

- Support/advocate for continuing improvements to educational facilities, services, and programs at all education levels, including post-secondary, throughout the Region.

- Support and seek the development of, and improved access to, local and state parks and recreational facilities which create greater outdoor recreation opportunities and promote an improved quality of life.

- Support the enhancement and expansion of cultural facilities, services, and programs within the Region.

Housing

- Support federal, state, and local programs and funding seeking to rehabilitate substandard housing, eliminate or reduce dilapidated housing or blight, or otherwise upgrade housing quality and aesthetics within the Region.

- Support the provision of quality housing construction and appropriate variety of housing choices through enforcement of Georgia's Uniform Construction Codes and other appropriate land development/growth management regulations.

- Support appropriate local regulation of manufactured housing to allow affordable housing choices, but also to address quality, appearance, and location issues.

- Encourage and support provision of special needs, workplace, and migrant housing to assist in housing options and facilitate economic development.

- Encourage and support the provision of infill housing in areas already served by municipal infrastructure through regulation and/or special incentives.

Land Use

- Support and assist the development of local comprehensive plans and growth management regulations which are consistent with the Regional Plan and appropriately support local community visions and desired growth patterns.

- Support/encourage local policies and regulations which encourage and promote development compatible with conservation and sensitive utilization of the Region's natural and cultural resources and agricultural and forestry lands, as well as retention of the Region's rural and small town character.

- Encourage local policies which locate intense developments in or near the Region's municipalities in areas already served by water, sewer, and other infrastructure.

- Support all efforts to maintain and expand agricultural and forestry land uses within the Region and keep them vital and viable.

- Support and encourage public and private efforts to protect, connect, and expand conservation lands and uses within the Region, particularly in the Region's river corridors.

- Support development and utilization of local policies and programs which encourage downtown revitalization, preservation and adaptive use of community landmarks, and otherwise contribute to the retention of unique community character.

- Support local policies and U.S. Army/conservation organization efforts to facilitate conservation uses within the Ft. Stewart Army Compatible Use Buffer Area to minimize encroachment and protect the mission of the Ft. Stewart military installation.

Intergovernmental Coordination

- Encourage and support continuing coordination and collaboration between local jurisdictions in growth management planning and delivery of services.

- Encourage the development, support of, and utilization/participation in regional partnerships/organizations which further regional coordination/cooperation, particularly in economic development and tourism.

- Utilize the Regional Commission as a forum and liaison to address/develop solutions for shared regional issues.

Local Government Performance Standards

Local Government Performance Standards are a DCA required subcomponent of the Regional Plan's Implementation Program. They are designed to provide guidance for local leaders in making decisions and taking actions which are consistent with the identified Regional Vision and the Guiding Principles and help address the identified Regional Issues and Opportunities. The Performance Standards can also assist a local government with measuring its state of development and the quality of its growth. In accordance with the DCA Planning Standards, all local governments within the Region must attain the Minimum Standards within three years of the Regional Plan adoption. They are considered essential activities for local governments to undertake for consistency with the Regional Plan.

The items included in the Excellence Planning Standards are desirable activities for local governments to work toward implementing to achieve an enhanced quality of growth and improved consistency with the Regional Plan. Each item should be considered a recommended best practice for local government emulation. To be labelled as a "Local Government of Planning Excellence" in the Heart of Georgia Altamaha Regional Commission, it has been currently determined that a local government must have met all seven of the Minimum Standards, and also be credited with having achieved a total of 40 of the 91 Excellence Planning Standards. This total of 40 excellence items achieved must include a minimum of at least two from each category (Economic Development, Natural and Cultural Resources, Community Facilities and Services, Housing, Land Use, and Intergovernmental Coordination). Local governments will self report how they have achieved the "Local Government of Planning Excellence" threshold, but this reporting will be subject to Regional Commission verification and concurrence. Evaluation of consistency of local government activities with the Local Government Performance Standards will be a formal element of Regional Commission review of submitted local comprehensive plans.

Minimum Standards

- Have an approved and adopted comprehensive plan under the Georgia Planning Act of 1989, as amended
- Maintain current Qualified Local Government Status by the Georgia Department of Community Affairs
- Be a part of an approved countywide Service Delivery Strategy in compliance with Georgia Department of Community Affairs rules
- Maintain a current solid waste management plan in compliance with the Georgia Solid Waste Management Act of 1990, as amended
- Have an adopted ordinance(s) in compliance with the Georgia Department of Natural Resources' Part V Environmental Planning Criteria Rules for Groundwater Recharge Areas, Wetlands Protection, and River Corridor Protection
- Be a part of an approved Pre-Disaster Mitigation Plan in compliance with Federal Emergency Management Agency (FEMA) standards
- Participate in Regional Commission's Local Plan Implementation Assessment Meetings held in each county, or otherwise cooperate with the Regional Commission to implement the Regional Plan and be informed about other Regional initiatives

Excellence Planning Standards

Economic Development

- Have and support an active Chamber of Commerce and/or Economic Development Authority
- Employ a community economic development professional
- Participate in a statewide certification program for community economic development (e.g. Certified Literate Community, Entrepreneur Friendly Community, etc.)
- Maintain state certification for local development authorities

- Have an existing business retention program and/or strategy
- Have a formal business recruitment strategy appropriate to local/regional assets and workforce skills
- Regularly host a local leadership training program and/or participate in the Regional Georgia Academy of Economic Development
- Have an active local tourism board and/or convention and visitors bureau
- Hold an annual festival or special event celebrating local heritage, culture, and/or natural and historic resources
- Have an active Downtown Development Authority
- Participate in the Georgia Main Street Program
- Have at least one formally designated scenic byway, bike trail, multi-use trail, greenway, or similar linear recreation/tourism venue
- Host an official community farmers market
- Celebrate a farm day, farm tour, or other recognition/education events for local agriculture, forestry, and agri-business interests
- Participate in multi-county economic development efforts/entities
- Participate in multi-region economic development/tourism efforts/entities
- Participate in regional organizations/efforts designed to promote economic development/tourism/recreation solely within the Heart of Georgia Altamaha Region

Natural and Cultural Resources

- Actively utilize community natural and cultural resources in compatible tourism/economic development efforts

- Regionally Important Resources identified in the HOGARC Regional Resource Plan are recognized as important conservation areas in the local comprehensive plan, especially the Land Use Element

- Support local advocacy groups for existing historic resources, natural resources, conservation areas, state parks, or wildlife within the county

- Support and encourage continued viable conservation, agricultural, and forestry uses within the county (e.g. encouraged/promoted landowner use of Conservation Use, Forest Land Protection Act, or Agricultural Preferential Assessment programs, local right-to-farm/farmland protection ordinances, comprehensive plan strategies, or other identified means)

- Host local natural or historic resource clean-up or improvement efforts/programs

- Adopt ordinances to encourage protection of important natural resources, habitats, and landscapes

- Participate in Georgia's WaterFirst Program with designation

- Support a local heritage center, museum, or environmental awareness/education center or park

- Have an organized community walking or driving tour of local historic resources

- Have one or more properties listed in the National Register of Historic Places

- Have an active local historic preservation commission established by local ordinance

- Be a designated Georgia Certified Local Government

- Support an active local historical society

- Support a local heritage education program within the local school system

Community Facilities and Services

- Have the local water and/or sewer system mapped in a digital format

- Have a written maintenance and replacement plan for utility infrastructure
- Have a written utility expansion plan
- Have a formal Capital Improvements Plan/Program or similar document
- Support a community effort which seeks to improve telecommunications infrastructure and broadband capability and service
- Have, or participate in, an Enhanced-911 system capable of determining location of wireless or mobile telephone calls
- Employ a professional local government administrator or manager
- Have a well-maintained community website
- Have a community Geographic Information System (GIS)
- Have a digitized property tax system available to public
- Participate in a community-sponsored recycling program
- Support programs/facilities which improve local community access to health care
- Provide and maintain a local community park or recreation facility
- Have a current written recreation plan
- Support a local youth program or facility, such as a Boys and Girls Club or other similar programs
- Have a community-sponsored local community center available to the general public
- Have a community-sponsored civic center/auditorium or similar facility for cultural and special events
- Have a written transportation improvement plan

- Have a written airport master plan
- Have a sidewalk/pedestrian master plan
- Have a local bicycle facilities plan
- Have a formally designated local path(s) for bicyclists, joggers, or pedestrians
- Participate in a community-sponsored public transit program
- Utilize local TIA (T-SPLOST) funds for local transportation facilities improvements
- Utilize local SPLOST funds for local transportation facilities improvements

Housing

- Have, or participate in, a housing authority
- Have a formal program or plan addressing blight and/or substandard housing
- Have specific neighborhood revitalization/redevelopment plans, housing needs analyses, or urban redevelopment plans
- Support, or participate in, public/private partnerships, such as Habitat for Humanity or Christmas in April, to improve/upgrade/develop local housing
- Support developers/applications seeking to utilize tax credit or other programs to increase/provide low/moderate income housing
- Utilize the Community Development Block Grant Program (CDBG), Comprehensive Housing Improvement Program (CHIP), or similar program to address local housing needs
- Participate in the Georgia Initiative for Community Housing (GICH)
- Have a specific infill development ordinance
- Allow residential development in downtown commercial areas

Land Use

- Implement at least 50 percent of the items included in the community's Short Term or Community Work Program
- Have, or participate in, an active local planning commission
- Enforce Georgia's Minimum Standard Uniform Construction Codes locally
- Require local development/building permits
- Have a certified building codes enforcement officer
- Have an environmental codes enforcement officer authorized to issue citations
- Have and enforce community appearance and/or nuisance control/abatement ordinance(s)
- Have a manufactured housing ordinance
- Have subdivision regulations
- Have a zoning ordinance or alternative land use regulation ordinance
- Enforce the Georgia Erosion and Sedimentation Control Act locally
- Participate in the National Flood Insurance Program
- Utilize the Transportation Enhancement Program or other means to improve downtown streetscapes
- Have a legal sign ordinance
- Have a stormwater management ordinance
- Participate in Georgia's PlanFirst Program with designation
- Participate actively in the Keep Georgia Beautiful Program

- Formally participate in a community sponsored and Georgia Department of Transportation permitted Adopt-A-Highway Program

Intergovernmental Coordination

- Share at least one service with another jurisdiction
- Have formal agreements with other governments for sharing services or mutual aid
- Actively participate in multi-county authorities, partnerships, or organizations
- Develop our comprehensive plan jointly with all local governments in our county
- Participate in an active joint planning commission
- Participate in at least an annual community-wide retreat to discuss local issues of mutual concern
- Participate in regular, formal meetings with other local governments within the county
- Have a written joint-use agreement with the local school system, and/or post-secondary institution, for community use of recreational or other facilities

Implementation Strategies

The following are implementation strategies, both those recommended for entities other than the Regional Commission (local governments, local chambers/development authorities, local school systems, local nonprofits, state and federal agencies, or any group concerned with the future community and economic development and well-being of the Region) and those specific activities the Regional Commission plans to undertake, to bring about the desired Region identified in the Regional Vision and elsewhere in the Plan, and to address identified Regional issues and opportunities. These implementation strategies are first identified in a tabular format which easily illustrates planned Regional Commission activities and provides comparison and identification of needed comparable and supportive activities by other entities. Following the comparative tabular presentation, the Regional Commission Regional Work Program and the Implementation Strategies for Other Entities are presented in spreadsheet formats which detail the required descriptions, timeframes, responsible parties, estimated costs, and funding sources, as appropriate, and as formally required by the DCA Planning Standards.

Implementation Strategies

RC Regional Work Program	Strategies for Other Entities
Economic Development	
Continue to facilitate administration of WIA Program	Develop local business/education coordination
Provide T/A to Chambers of Commerce/Development Authorities in Economic Development Grants/Programs	Participate in state programs (Certif. Literate, Comm. in Schools, Great Promise Partnership etc.)
Partner with/support/coordinate GOWD and DOL efforts	Utilize/promote state programs like Quick Start/GoBuild Actively participate/support WIA
Support Technical Colleges	
Advocate for continued University System presence/expansion within Region	Support Dublin Center/Middle Georgia State College campuses within Region and expansion of program offerings
Provide data, T/A to Chambers of Commerce, Development Authorities in promotional strategies, project evaluation, access/utilization of state programs, seeking funding prospects infrastructure needs	Have/develop/support an active local Chamber of Commerce/Development Authority
Provide T.A./support/promote leadership development programs	Host/develop local leadership programs Support/develop youth leadership Participate in Georgia Regional Academy
Keep liaison with GEcD/DCA	Utilize state/regional offices/reps, (DCA, GEcD, others)
Facilitate/support multi-county efforts/organizations/alliances	Actively participate in multi-county, regional, and multi-regional economic development organization/alliances/efforts
Facilitate/develop/promote multi-regional events/facilities/organizations/alliances	
Facilitate/develop support of economic development organizations solely focused on HOGA Region	Active participation in HOGA Region economic development organization(s) Seek/utilize State Agency support of HOGA Region organizations
Assist/support/facilitate HOGA Region organization(s) efforts to develop identity marketing materials, and marketing strategies, coordinated events, etc.	Participate/support from Chambers of Commerce/Development Authorities/DCA in Regional identity/marketing

Provide technical assistance with economic development projects related to agriculture/forestry/agri-business (pellet plants, vegetable processing, etc.)	Participate in Vidalia Onion organization/marketing/alliances Seek compatible/supportive industries Support Cooperative Extension
Update CEDS Facilitate/promote mega-site, inland port, distribution/warehousing, suppliers of existing industry	Develop compatible local marketing strategies Utilize BREP or other strategies to support existing business expansion
Support/help/expand existing tourism efforts, initiatives, organizations Facilitate coordination/collaboration of tourism on multi-county/regional basis Facilitate/assist with establishment of new tourism organizations/efforts Promote Regional Resource Plan Promote River Corridor Feasibility Study Support/establish expansion of natural areas, WMAs/State Parks	Establish/expand local festivals Participate in regional/multi-regional tourism efforts Establish/expand outdoor related events Support local advocacy organizations supporting rivers, WMAs, outdoor recreation and state parks Develop/support farmers markets Participate/promote Ag-Tourism events/GA Grown products
Assist with grant applications, identify funding sources for infrastructure upgrades/expansion Support 2010 TIA (T-SPLOST) implementation Facilitate local LMIG administration Facilitate broadband feasibility engineering studies Develop/promote Digital Economy Plan Update Regional Bicycle Ped Plan	Develop/implement written maintenance/expansion/replacement utility/infrastructure plans Develop/implement transportation improvement plans Develop/implement recreation plans Develop local trails/greenways/scenic byways
Support implementation of Main Street Program Promote use of historic preservation rehabilitation incentives Provide technical assistance with DDA establishment/utilization	Participate in Georgia's Main Street Program Support an active DDA and its activities Develop Downtown Master Plans Allow and encourage residential uses downtown Hold special events downtown
Facilitate local use/awareness of available assistance programs for small businesses/entrepreneurs	Utilize services such as Small Business Development Center state programs for entrepreneurs Institute/market/support Buy Local programs Support development of local business incubators
Natural and Cultural Resources	
Continue to employ Historic Preservation Planner in conjunction with Historic Preservation Division/DNR to provide T/A Continue to provide T/A support for heritage/nature-based economic development/tourism/recreation efforts/organizations (ARP, WTA, OWTP)	Seek T/A from RC Historic Preservation Planner Participate in regional and multi-regional nature-based/ heritage tourism organizations

Continue to provide T/A to historical societies/historic preservation commissions, etc., including help with organization	Organize/support local historical societies/historic preservation organizations
Provide T/A with National Register nominations/local districts/CLG program	Pursue National Register Historic District designations Participate in Certified Local Government (CLG) program
Promote adaptive use of historic resources and use of state/federal rehabilitation tax incentives, as appropriate	Utilize existing historic resources/landmarks when possible
Promote and promulgate Regional Resources Plan	Identify RIRs as conservation areas in local comprehensive plans and other planning efforts
Promote and support continued vitality and protection of ag/forestry/conservation lands in Region	Promote/support local agriculture/forestry uses, businesses, tourism, and recognition programs
Support and advocate for public and private efforts to develop new or expand existing state parks, WMAs, natural areas, especially along Region's River corridors	Develop/support local advocacy groups for natural/cultural resources and areas
Promote and promulgate Multi-Region River Corridor Feasibility Study Support and provide assistance to local efforts to establish/improve trails, boat landings, parks or other outdoor recreation access, particularly along, or connecting to, river corridors	Develop/support improved outdoor recreation access to and other compatible utilization of Region's river corridors Promote/utilize natural and cultural heritage/resources in local tourism Support local businesses/entrepreneurs utilizing/promoting natural/agriculture/heritage tourism products or services Seek statewide/regional group events utilizing Region's rivers
Assist and provide liaison to agencies promoting BMPs in land use, agriculture/forestry, and developments	Utilize/support efforts of Georgia Forestry Commission, NRCS, Georgia Soil and Water Commission, UGA Cooperation Extension and others to promote utilization of BMPs
Provide T/A to local governments with adopting/implementing the RC model Environmental Conservation, or other ordinances, which meet DNR's Minimum Environmental Planning Criteria	Adopt/implement the RC model Environmental Conservation, or other ordinances, which meet DNR's Minimum Environmental Planning Criteria
Provide T/A with adoption/implementation of floodplain management ordinances Participate/support EPD TMDL planning/implementation efforts	Adopt GEMA/FEMA approved floodplain management ordinances Participate/support EPD TMDL planning/implementation efforts Develop local environmental protection

	measures/ordinances
Advocate for continued protection of Floridan Aquifer and water quality and flows in Region's Rivers	Participate in state water planning efforts Be vigilant and respond to efforts and attempts to modify river flows, inject wastewater or other water into Region aquifers, or similar proposals Participate in WaterFirst Program
Community Facilities and Services	
Assist GDOT and local governments in 2010 TIA (T-SPLOST) implementation	Implement 2010 TIA (T-SPLOST) Final Investment List Projects
Provide technical assistance to TIA Regional Advisory Committee and Citizens Review Panel	Utilize 2010 TIA (T-SPLOST) Local Discretionary Funds for local transportation system improvements
Assist Local Governments in LMIG Implementation	Efficiently implement LMIG for local transportation system improvements Utilize local SPLOST funds for transportation system improvements
Advocate for completion of GRIP Program and other improvements to Region highway system	Advocate for completion of GRIP Program and other improvements to Region highway system
Advocate/support efforts to promote Regional transportation routes for tourism/interstate alternatives	Advocate/support efforts to promote Regional transportation routes for tourism/interstate alternatives Develop/promote GDOT scenic byways
Assist with regional/local transportation planning	Prepare and implement formal local transportation improvement plan
Advocate/support state and local efforts to improve Region's rail network and service	Support and assist with improvements to local rail service
Advocate/support continuing improvements to Region's airports	Implement local airport improvements Prepare/implement local airport master plan
Facilitate/implement DHS Coordinated Transportation System in Region	Assist with DHS Coordinated Transportation System implementation
Assist GDOT/Local Governments/others with Public Transit Planning/Implementation	Undertake/participate with local public transit planning Establish/Implement local general public transit systems
Update Regional Bicycle/Pedestrian Plan	Prepare/implement local bike and/or pedestrian plans
Advocate/support alternative transportation system improvements, including sidewalks, bike routes/trails greenways, multi-use trails, etc.	Support Regional efforts in Bike/Pedestrian Planning and other alternative transportation system planning/efforts

	Develop local/regional bike, pedestrian, multi-use or other trails
Provide technical assistance to local governments in infrastructure needs analysis/planning and funding support	Map/maintain database of local infrastructure in digital format Develop/implement formal utility infrastructure maintenance and replacement and expansion plans Maintain adequate local infrastructure for growth and development Develop/implement formal local Capital Improvements Plans
Assist with local recreation/park planning and funding support	Develop/implement local recreation master plan
Assist with local government infrastructure mapping/GIS	Develop local digitized property tax system/general GIS
Provide T/A to local governments in Hazard Mitigation Planning	Develop/maintain GEMA/FEMA approved Hazard Mitigation Plans
Provide T/A to local governments with planning/funding public safety improvements	Provide/enhance public safety services
Assist local governments in solid waste management planning and improvement of services	Prepare/maintain solid waste management plans in accordance with state law Provide appropriate solid waste collection/disposal services Support/provide recycling services
Advocate/support for local community access to quality health care	Support programs/facilities providing local community access to health care
Implement and coordinate provision of federal and state Area Agency on Aging services to senior and disadvantaged citizens	Provide/support local Senior Citizen Centers and programs under the RC AAA
Advocate/support RC AAA as coordinator of all existing and new state and federal programs/services for seniors	Develop local volunteer and other support for expansion of senior citizen programs/services beyond those funded by AAA
Maintain current Area Agency on Aging Plan	
Provide information and support for improvement of local and community educational system facilities and programs	Implement/support local efforts to improve local educational facilities, programs or services at the system, community, private or other levels

Provide general technical assistance and funding support for local development of community centers, museums, auditoriums, or similar facilities and related programs	Develop/support local community centers, museums, auditorium, arts councils and other cultural facilities, services, programs
Housing	
Assist local governments and housing authorities with seeking funding for and implementing housing rehabilitation, or other housing improvement programs Assist and support the provision and application for special needs housing	Utilize and support state and federal programs for housing improvements Support/participate in public private partnerships, such as Habitat for Humanity, Christmas in April, etc., to improve/upgrade/develop local housing Support and facilitate local housing authorities, low/moderate income housing developments and provision of other special needs housing
Assist local governments with housing need analyses, GICH, urban redevelopment, infill development, or other similar housing improvement plans/ordinances	Participate in the GICH or other housing improvement programs
Assist and support the establishment and implementation of uniform construction codes adoption/enforcement at local level	Enforce Georgia's Uniform Construction Codes Adopt local manufactured home, or other housing standards and/or maintenance/quality ordinances
Land Use	
Provide technical assistance with development/update/implementation of local comprehensive plans	Adopt/maintain/implement state approved local comprehensive plans Participate in PlanFirst Program
Encourage and provide technical assistance to local governments with establishing land use management regulations, i.e. zoning, subdivision regulations and other similar ordinances	Adopt/implement local subdivision regulations, zoning ordinances, or other alternative land use regulations
Provide technical assistance to local governments in planning and/or ordinance development to address specific land use/appearance/nuisance or similar issues	Adopt specific nuisance control/abatement, sign, environmental, manufactured housing, appearance, or other special ordinances
Support/provide assistance in local/regional joint and coordinated planning efforts	Prepare joint local comprehensive plans Utilize a local planning commission, particularly a joint one Participate actively in RC and its regional planning efforts
Provide planning, liaison, and other technical assistance to state agencies, regional organizations or groups of counties within/outside of Region to promote sound growth, coordinated tourism/economic development, or otherwise address specific issues of mutual concern	Participate in multi-county, regional, and multi-regional partnerships, organizations, and alliances Become a HOGARC Community of Planning Excellence

Prepare, promote, and keep current a Regional Plan, including a Regional Resource Plan, in accordance with state standards which promotes sound and coordinated quality growth and development Prepare other Regional Plans to address important issues of growth and development as appropriate	Participate as an involved stakeholder in the development and implementation of the HOGARC Regional Plan and other related plans
Conduct reviews on DRIs and developments with possible impact on RIRs	Submit DRIs and RIR developments for review
Evaluate local government plan implementation success and applications for HOGARC Community of Planning Excellence	Seek HOGARC Community of Planning Excellence designation
Intergovernmental Coordination	
Provide general administration T.A. to Region's local governments	Utilize RC for guidance/assistance Employ a professional local government administrator or manager
Support and assist with preparation of county-wide Service Delivery Strategies in compliance with State law	Participate, adopt, and maintain an approved Service Delivery Strategy
Encourage and support coordination and collaboration in delivery of local services	Develop formal coordination and collaboration or merger of local services
Encourage multi-county or regional provision of services	Participate in multi-county or regional services, such as coordinated transportation, aging, or telecommunications
Act as a forum and liaison to address/develop solutions for shared regional issues and items of mutual concern	Support and participate actively in HOGARC and its regional planning efforts Utilize the Regional Commission for all state and federal regional planning efforts

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Economic Development					
Continue to facilitate administration of WIA Program	PC	FY 2015-FY 2019	JTU, GOWD, WIA Board	$6 million/yr. (program)	Federal, GOWD
Provide T/A to Chamber of Commerce/Development Authorities in Economic Development Grants/Programs	PC	FY 2015-FY 2019	Chambers, Dev. Auths., EDA	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State
Partner with/support/coordinate GOWD and DOL efforts	PC	FY 2015-FY 2019	JTU, GOWD, DOL	$6 million/yr. (program)	GOWD, Federal
Support Technical Colleges	PC, R	FY 2015-FY 2019	Technical Colleges, Dept. of Technical & Adult Educ.	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State
Advocate for continued University System presence/expansion within Region	PC, R	FY 2015-FY 2019	Local govts., DCA, Chambers, Dev. Auths., Univ. System	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State
Provide data, T/A to Chambers of Commerce, Development Authorities in promotional strategies, project evaluation, access/utilization of state programs, seeking funding prospects infrastructure needs	PC	FY 2015-FY 2019	Local governments, Chambers, Dev. Auths.	Part of Grant Writing ($250K/yr.)	Local, DCA
Provide T/A, support/promote leadership development programs	PC, R	FY 2015-FY 2019	DCA, Chambers, Coop. Extens.	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State
Keep liaison with GEcD/DCA	PC	FY 2015-FY 2019	GEcD, DCA	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State
Facilitate/support multi-county efforts/organizations/alliances	PC, R	FY 2015-FY 2019	Local govts, Chambers, Dev. Auths., DCA	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Economic Development					
Facilitate/develop/promote multi-regional events/facilities/organizations/ alliances	PC, R	FY 2015-FY 2019	Local govts., Chambers, Dev. Auths., DCA	Part of Econ. Dev. Planning ($120K/yr.)	DCA, GEcD, Local EDA, Local
Facilitate/develop support of economic development organizations solely focused on HOGA Region	PC	FY 2015-FY 2019	Chambers, Dev. Auths., Local govts.	Part of Econ. Dev. Planning ($120K/yr.)	Local, GEcD
Assist/support/facilitate HOGA Region organization(s) efforts to develop identity marketing materials, and marketing strategies, coordinated events, etc.	PC, R	FY 2015-FY 2019	Chambers, Local govts., Dev. Auth., DCA, GEcD, Tourism Boards	Part of Econ. Dev. Planning ($120K/yr.)	GEcD, DCA, Local
Provide technical assistance with economic development projects related to agriculture/forestry/agri-business (pellet plants, vegetable processing, etc.)	PC, R	FY 2015-FY 2019	Local govts., Chambers, Dev. Auths., Coop. Ext., DCA, GEcD, EDA, USDA	Part of Econ. Dev. Planning ($120K/yr.) Part of Grant Writing ($250K/yr.)	Local, State, EDA Local, State, Federal
Update CEDS	PC	FY 2018	EDA	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, State
Facilitate/promote mega-site, inland port, distribution/warehousing, suppliers of existing industry	PC, R	FY 2015-FY 2019	Dev. Auths., Chambers, Local govts., DCA, GEcD, One GA	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, DCA, GEcD
Support/help/expand existing tourism efforts, initiatives, organizations	PC, R	FY 2015-FY 2019	Local govts., Tourism Boards, Chambers, Dev. Auths., DCA, Utility Cos.	Part of Econ. Dev. Planning ($120K/yr.)	DCA, GEcD, Local

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Facilitate coordination/collaboration of tourism on multi-county/regional basis	PC, R	FY 2015-FY 2019	Local govts., Tourism Boards, Chambers, Dev. Auths., DCA, Utility Cos.	Part of Econ. Dev. Planning ($120K/yr.)	DCA, GEcD, Local
Facilitate/assist with establishment of new tourism organizations/efforts	PC, R	FY 2015-FY 2019	Local govts., Tourism Boards, Chambers, Dev. Auths., DCA, Utility Cos.	Part of Econ. Dev. Planning ($120K/yr.)	DCA, GEcD, Local
Promote Regional Resource Plan	PC	FY 2015-FY 2019	DCA, DNR	Part of Gen. Planning ($350K/yr.)	DCA, Local
Promote River Corridor Feasibility Study	PC, R	FY 2015-FY 2019	DOT, DCA, Tourism Boards, Local Advocacy Groups	Part of Transportation Planning ($100K/yr.) Part of Gen. Planning ($350K/yr.)	DCA, DOT, Local
Support/establish expansion of natural areas, WMAs/State Parks	PC, R	FY 2015-FY 2019	DNR, Local govts.	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	DCA, Local EDA, Local, State
Assist with grant applications, identify funding sources for infrastructure upgrades/expansion	PC	FY 2015-FY 2019	Local govts., Chambers, Dev. Auths.	Part of Grant Writing ($250K/yr.)	Local, DCA
Support 2010 TIA (T-SPLOST) implementation	PC	FY 2015-FY 2019	Local govts., TIA Citizens Review Panel, DOT	$10,000/yr.	DOT, Local
Facilitate local LMIG administration	PC, R	FY 2015-FY 2019	Local govts., DOT	N/A	DOT, Local

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Facilitate broadband feasibility engineering studies	PC	FY 2015-FY 2019	Local govts., Chambers, Dev. Auths., Priv. Bus., Utility Cos.	$25,000/cty	Local
Develop/promote Digital Economy Plan	PC	FY 2015	GA Technology Auth.	$70,000	GA Technology Auth.
Update Regional Bicycle Ped Plan	PC	FY 2015	DOT, Regional Bike Ped Committee	$50,000	DOT
Support implementation of Main Street Program	PC, R	FY 2015-FY 2019	Local govts., DCA Office of Downtown Dev., GA Downtown Assoc., GEcD	Part of Econ. Dev. Planning ($120K/yr.) Part of Hist. Pres. Planning ($110K/yr.)	EDA, Local, DCA, GEcD, HPD
Promote use of historic preservation rehabilitation incentives	PC	FY 2015-FY 2019	DNR/HPD, GA Trust	Part of Pres. Planning ($110K/yr.)	HPD
Provide technical assistance with DDA establishment/utilization	PC	FY 2015-FY 2019	GEcD, DCA Office of Downtown Dev., DDAs	Part of Econ. Dev. Planning ($120K/yr.) Part of Hist. Pres. Planning ($110K/yr.)	GEcD, Local, DCA, HPD/DNR
Facilitate local use/awareness of available assistance programs for small businesses/entrepreneurs	PC	FY 2015-FY 2019	Chambers, DCA, GEcD	Part of Econ. Dev. Planning ($120K/yr.)	EDA, Local, GEcD, DCA
Natural and Cultural Resources					
Continue to employ Historic Preservation Planner in conjunction with Historic Preservation Division/DNR to provide T/A	PC	FY 2015-FY 2019	DNR/HPD	Part of Pres. Planning ($110K/yr.)	HPD

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Continue to provide T/A support for heritage/nature-based economic development/tourism/recreation efforts/organizations (ARP, WTA, OWTP)	PC, R	FY 2015-FY 2019	Local govts., Chambers, Tourism Boards, DNR, GEcD	Part of Pres. Planning ($110K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	HPD, DCA, GEcD, Local
Continue to provide T/A to historical societies/historic preservation commissions, etc., including help with organization	PC	FY 2015-FY 2019	HPD/DNR, GA Historical Society, Local Hist. Socs., GA Trust	Part of Pres. Planning ($110K/yr.)	HPD, Local
Provide T/A with National Register nominations/local districts/CLG program	PC, R	FY 2015-FY 2019	HPD/DNR	Part of Pres. Planning ($110K/yr.)	HPD, Local
Promote adaptive use of historic resources and use of state/federal rehabilitation tax incentives, as appropriate	PC, R	FY 2015-FY 2019	HPD, GA Trust, Main Streets	Part of Pres. Planning ($110K/yr.)	HPD, Local
Promote and promulgate Regional Resources Plan	PC	FY 2015-FY 2019	DCA, DNR, Local govts.	Part of Gen. Planning ($350K/yr.)	DCA, Local
Promote and support continued vitality and protection of agriculture, forestry, and conservation lands in Region	PC, R	FY 2015-FY 2019	DNR, GA Forestry, Cooperative Extens., Nature Conservancy	Part of Gen. Planning ($350K/yr.) Part of Environmental Planning ($80K/yr.)	DCA, Local DNR, GA Forestry, USDA
Support and advocate for public and private efforts to develop new or expand existing state parks, WMAs, natural areas, especially along Region's River corridors	PC, R	FY 2015-FY 2019	DNR, Nature Conservancy, ARP, OWTP, Chambers, Tourism Bds.	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	DCA, Local EDA, Local, State

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Promote and promulgate Multi-Region River Corridor Feasibility Study	PC, R	FY 2015-FY 2019	DOT, Tourism Bds., Local Advocacy Groups, DCA	Part of Transp. Planning ($100K/yr.) Part of Gen. Planning ($350K/yr.)	DOT, Local DCA, Local
Support and provide assistance to local efforts to establish/improve trails, boat landings, parks or other outdoor recreation access, particularly along, or connecting to, river corridors	PC, R	FY 2015-FY 2019	DNR, Chambers, Tourism Boards, ARP, OWTP, DCA, Local govts.	Part of Gen. Planning ($350K/yr.) Part of Grant Writing ($250K/yr.)	DCA, Local Local, State, Federal
Assist and provide liaison to agencies promoting BMPs in land use, agriculture/forestry, and developments	PC, R	FY 2015-FY 2019	DNR, GA Forestry, Cooperative Extens.	Part of Environ. Planning ($80K/yr.)	EPD, Local, GA Forestry
Provide T/A to local governments with adopting/implementing the RC model Environmental Conservation, or other ordinances, which meet DNR's Minimum Environmental Planning Criteria	PC, R	FY 2015-FY 2019	Local govts., DNR	Part of Gen. Planning ($350K/yr.) Part of Environ. Planning ($80 K/yr.)	DCA, Local EPD, Local
Provide T/A with adoption/implementation of floodplain management ordinances	PC, R	FY 2015-FY 2019	Local govts., DNR	Part of Environ. Planning ($80K/yr.)	EPD, Local
Participate/support EPD TMDL planning/implementation efforts	PC, R	FY 2015-FY 2019	DNR, EPD, Local govts.	Part of Environ. Planning ($80K/yr.) Part of Gen. Planning ($350K/yr.)	EPD, Local DCA, Local
Advocate for continued protection of Floridan Aquifer and water quality and flows in Region's Rivers	PC, R	FY 2015-FY 2019	DNR, EPD	Part of Environ. Planning ($80K/yr.)	EPD, Local

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Community Facilities and Services					
Assist GDOT and local governments in 2010 TIA (T-SPLOST) implementation	PC, R	FY 2015-FY 2019	DOT	Part of Transp, Planning ($100K/yr.) Part of GIS ($150K/yr.)	DOT, Local Local, DCA, DOT
Provide technical assistance to TIA Regional Advisory Committee and Citizens Review Panel	PC	FY 2015-FY 2019	DOT	Part of Transp. Planning ($100K/yr.)	DOT, Local
Assist Local Governments in LMIG Implementation	PC, R	FY 2015-FY 2019	DOT, Local govts.	N/A	DOT, Local
Advocate for completion of GRIP Program and other improvements to Region highway system	PC, R	FY 2015-FY 2019	DOT, Local govts., Chambers, Tourism Boards	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	DCA, Local EDA, Local, State
Advocate/support efforts to promote Regional transportation routes for tourism/interstate alternatives	PC, R	FY 2015-FY 2019	Woodpecker and Wiregrass Trail orgs., Tourism Bds., Chambers, DOT	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	DCA, Local EDA, Local, State
Assist with regional/local transportation planning	PC, R	FY 2015-FY 2019	Local govts., DOT	Part of Transp. Planning ($100K/yr.) Part of Gen. Planning ($350K/yr.)	DOT, Local DCA, Local
Advocate/support state and local efforts to improve Region's rail network and service	PC, R	FY 2015-FY 2019	DOT, Railroads, Local govts., Chambers, Dev. Auth.	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	DCA, Local EDA, Local, State
Advocate/support continuing improvements to Region's airports	PC, R	FY 2015-FY 2019	FAA, DOT, Local govts., Airport Authorities, Chambers/Dev. Auth.	Part of Econ. Dev. Planning ($120K/yr.) Part of Grant Writing ($250K/yr.)	EDA, Local, State Local, DCA, FAA, DOT

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Facilitate/implement DHS Coordinated Transportation System in Region	PC	FY 2015-FY 2019	DHS, Local govts., DOT	$1.8 million (program)	DHS, Local
Assist GDOT/Local Governments/others with Public Transit Planning/Implementation	PC	FY 2015-FY 2019	DOT, Local govts.	Part of Transp. Planning ($100K/yr.)	DOT, Local govts.
Update Regional Bicycle/Pedestrian Plan	PC	FY 2015	DOT, Regional Bike Ped Committee, Tourism Boards, Chambers, Local govts.	Part of Transp. Planning ($100K/yr.)	DOT, Local
Advocate/support alternative transportation system improvements, including sidewalks, bike routes/trails greenways, multi-use trails, etc.	PC, R	FY 2015-FY 2019	DOT, Local govts., Tourism Boards, Chambers	Part of Transp. Planning ($100K/yr.)	DOT, Local
Provide technical assistance to local governments in infrastructure needs analysis/planning and funding support	PC, R	FY 2015-FY 2019	Local govts., DCA, GEFA	Part of Gen. Planning ($350K/yr.) Part of Grant Writing ($250K/yr.)	DCA, Local Local, DCA, GEFA
Assist with local recreation/park planning and funding support	PC	FY 2015-FY 2019	Local govts., Tourism Bds., RC&D	Part of Gen. Planning ($350K/yr.) Part of Grant Writing ($250K/yr.)	DCA, Local DNR, Local
Assist with local government infrastructure mapping/GIS	PC	FY 2015-FY 2019	Local govts., DCA	Part of GIS ($150K/yr.)	DCA, Local
Provide T/A to local governments in Hazard Mitigation Planning	PC	FY 2015-FY 2019	Local govts., GEMA, FEMA	$20K-40K/plan	FEMA, GEMA, Local

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Provide T/A to local governments with planning/funding public safety improvements	PC, R	FY 2015-FY 2019	Local govts., US Dept. of Justice, FEMA (USFA)	Part of Grant Writing ($250K/yr.)	Local, DCA, FEMA, Governor's Office of Highway Safety, Federal
Assist local governments in solid waste management planning and improvement of services	PC, R	FY 2015-FY 2019	Local govts., GEFA, Beautification Groups/KAB	$20K/plan Part of Grant Writing ($250K/yr.)	Local, EPD Local, State
Advocate/support for local community access to quality health care	PC, R	FY 2015-FY 2019	Local govts., Chambers, DHS	Part of AAA Planning Coordination ($1 million/yr.) Part of Gen. Planning ($350K/yr.)	DHS, Local DCA, Local
Implement and coordinate provision of federal and state Area Agency on Aging services to senior and disadvantaged citizens	PC	FY 2015-FY 2019	Senior Centers, Local govts.	Part of AAA Planning Coordination ($1 million/yr.)	DHS, Local
Advocate/support RC AAA as coordinator of all existing and new state and federal programs/services for seniors	PC, R	FY 2015-FY 2019	Local govts, Aging Advisory Committee	Part of AAA Planning Coordination ($1 million/yr.)	DHS, Local
Maintain current Area Agency on Aging Plan	PC	FY 2015-FY 2019	DHS	Part of AAA Planning Coordination ($1 million/yr.)	DHS, Local
Provide information and support for improvement of local and community educational system facilities and programs	PC, R	FY 2015-FY 2019	Local govts, Boards of Educ., Chambers, Dev. Auths.	Part of Econ. Dev. Planning ($120K/yr.) Part of Gen. Planning ($350K/yr.)	EDA, Local, State DCA, Local

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Provide general technical assistance and funding support for local development of community centers, museums, auditoriums, or similar facilities and related programs	PC, R	FY 2015-FY 2019	Local Hist. Socs., GA Hist. Soc., GA Endowment for the Humanities, DTAE	Part of Pres. Planning ($110K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	HPD, Local EDA, Local, State
Housing					
Assist local governments and housing authorities with seeking funding for and implementing housing rehabilitation, or other housing improvement programs	PC, R	FY 2015-FY 2019	DCA, HUD, Local Housing Auths.	Part of Grant Writing ($250K/yr.)	Local, DCA, HUD, Local Housing Auth.
Assist and support the provision and application for special needs housing	PC, R	FY 2015-FY 2019	Local govts., DCA, USDA, HUD, Private	Part of Grant Writing ($250K/yr.)	Local, State, Federal, Priv.
Assist local governments with housing need analyses, GICH, urban redevelopment, infill development, or other similar housing improvement plans/ordinances	PC, R	FY 2015-FY 2019	Local govts., DCA	Part of Gen. Planning ($350K/yr.)	DCA, Local
Assist and support the establishment and implementation of uniform construction codes adoption/enforcement at local level	PC	FY 2015-FY 2019	Local govts., DCA	Part of Gen. Planning ($350K/yr.)	DCA, Local
Land Use					
Provide technical assistance with development/update/implementation of local comprehensive plans	PC	FY 2015-FY 2019	Local govts., DCA	Part of Gen. Planning ($350K/yr.)	DCA, Local

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Encourage and provide technical assistance to local governments with establishing land use management regulations, i.e. zoning, subdivision regulations and other similar ordinances	PC, R	FY 2015-FY 2019	Local govts., DCA	Part of Gen. Planning ($350K/yr.)	DCA, Local
Provide technical assistance to local governments in planning and/or ordinance development to address specific land use/appearance/nuisance or similar issues	PC, R	FY 2015-FY 2019	Local govts., DCA	Part of Gen. Planning ($350K/yr.)	DCA, Local
Support/provide assistance in local/regional joint and coordinated planning efforts	PC, R	FY 2015-FY 2019	Local govts., DCA	Part of Gen. Planning ($350K/yr.)	DCA, Local
Provide planning, liaison, and other technical assistance to state agencies, regional organizations or groups of counties within/outside of Region to promote sound growth, coordinated tourism/economic development, or otherwise address specific issues of mutual concern	PC, R	FY 2015-FY 2019	State Agencies, Chambers, Tourism Bds., Regional orgs.	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.) Part of Grant Writing ($250K/yr.)	DCA, Local EDA, Local, State Local, State
Prepare, promote, and keep current a Regional Plan, including a Regional Resource Plan, in accordance with state standards which promotes sound and coordinated quality growth and development	PC	FY 2015-FY 2019	DCA, Local govts.	Part of Gen. Planning ($350K/yr.)	DCA, Local

Heart of Georgia Altamaha Regional Commission
Regional Work Program

Activity	Planning and Coordination or Review	Timeframe	Responsible Parties (other than RC)	Estimated Cost	Funding Source(s)
Prepare other Regional Plans to address important issues of growth and development as appropriate	PC	FY 2015-FY 2019	DCA, Local govts.	Part of Gen. Planning ($350K/yr.)	Local, State, Federal
Conduct reviews on DRIs and developments with possible impact on RIRs	R	FY 2015-FY 2019	Local govts.	Part of Gen. Planning ($350K/yr.)	Local, State
Evaluate local government plan implementation success and applications for HOGARC Community of Planning Excellence	R	FY 2015-FY 2019	Local govts.	Part of Gen. Planning ($350K/yr.)	Local, State
Intergovernmental Coordination					
Provide general administration T.A. to Region's local governments	PC, R	FY 2015-FY 2019	DCA, Local govts.	Part of Grant Writing ($250K/yr.) Part of Gen. Planning ($350K/yr.)	Local, DCA DCA, Local
Support and assist with preparation of county-wide Service Delivery Strategies in compliance with State law	PC	FY 2015-FY 2019	DCA, Local govts.	Part of Gen. Planning ($350K/yr.)	DCA, Local
Encourage and support coordination and collaboration in delivery of local services	PC, R	FY 2015-FY 2019	DCA, Local govts.	Part of Gen. Planning ($350K/yr.)	DCA, Local
Encourage multi-county or regional provision of services	PC, R	FY 2015-FY 2019	DCA, Local govts.	Part of Gen. Planning ($350K/yr.)	DCA, Local
Act as a forum and liaison to address/develop solutions for shared regional issues and items of mutual concern	PC	FY 2015-FY 2019	DCA, Local govts.	Part of Gen. Planning ($350K/yr.) Part of Econ. Dev. Planning ($120K/yr.)	DCA, Local EDA, Local, State

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Economic Development				
Develop local business/education coordination	FY 2015-FY 2019	School systems, Chambers, Priv. business/indust., Great Promise Partnership, Tech. Colleges	Varies	Local, Private
Participate in state programs (Certif. Literate, Comm. in Schools, Great Promise Partnership, etc.)	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., School systems, Tech. Colleges	Varies	Local, State, Private
Utilize/promote state programs like Quick Start/GoBuild	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Private industry	Varies	Local, State, Private
Actively participate/support WIA	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Private industry	N/A	Federal, State, Local
Support Dublin Center/Middle Georgia State College campuses within Region and expansion of program offerings	FY 2015-FY 2019	Local govts., Univ. System, Chambers/Dev. Auths.	N/A	N/A
Have/develop/support an active local Chamber of Commerce/Development Authority	FY 2015-FY 2019	Local govts., Private bus./industry, Civic clubs	Varies	Local, Private
Host/develop local leadership programs	FY 2015-FY 2019	Local govts., Chambers, Coop. Extens., Priv. bus./industry	Varies	Local, Private

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Support/develop youth leadership	FY 2015-FY 2019	Coop. Extens., Chambers, Banks & other priv. bus./industry	Varies	Local, Private
Participate in Georgia Regional Academy	FY 2015-FY 2019	DCA, Local govts., Chambers	c. $250/person	Local, State
Utilize state/regional offices/reps, (DCA, GEcD, others)	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths.	N/A	Local, State
Actively participate in multi-county, regional, and multi-regional economic development organization/alliances/efforts	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Tourism Boards, GEcD, GA Dept. of Agric., DCA	Varies	Local, State, Private
Active participation in HOGA Region economic development organization(s)	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Tourism Boards	TBD	Local
Seek/utilize State Agency support of HOGA Region organizations	FY 2015-FY 2019	DCA, GEcD, GA Dept. of Agric., DNR	N/A	Local, State
Participate/support from Chambers of Commerce/Development Authorities/DCA in Regional identity/marketing	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., GEcD, DCA	TBD	Local, State
Participate in Vidalia Onion organization/marketing/alliances	FY 2015-FY 2019	Vidalia Onion Assoc., Chambers/Dev. Auths., Tourism Boards, GA Dept. of Agric., USDA	Varies	Local, State, Federal, Private

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Seek compatible/supportive industries	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., GEcD	Varies	Local, State, Private
Support Cooperative Extension	FY 2015-FY 2019	Local govts., Farm community	Varies	Local, State, Private
Develop compatible local marketing strategies	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Tourism Bds.	Varies	Local, Private
Utilize BREP or other strategies to support existing business expansion	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., GEcD, DCA	Varies	Local, State, Private
Establish/expand local festivals	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds., Civic clubs	Varies	Local, Private
Participate in regional/multi-regional tourism efforts	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds.	Varies	Local, Private
Establish/expand outdoor related events	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds., Local advocacy groups	Varies	Local, Private
Support local advocacy organizations supporting rivers, WMAs, outdoor recreation and state parks	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Tourism Bds., Civic clubs	Varies	Local, Private
Develop/support farmers markets	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds., Farm Community, GA Dept of Agric., GEcD, USDA	Varies	Local, State, Federal, Private

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Participate/promote Ag-Tourism events/GA Grown products	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds., GA Dept. of Agric., DCA, GEcD, Farm Community	Varies	Local, State, Private
Develop/implement written maintenance/expansion/replacement utility/infrastructure plans	FY 2015-FY 2019	Local govts.	Varies	Local
Develop/implement transportation improvement plans	FY 2015-FY 2019	Local govts., DOT	Varies	Local, State
Develop/implement recreation plans	FY 2015-FY 2019	Local govts.	Varies	Local
Develop local trails/greenways/scenic byways	FY 2015-FY 2019	Local govts., DNR, DOT, Tourism Bds.	Varies	Local, State, Federal, Private
Participate in Georgia's Main Street Program	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds., DCA	Varies	Local, State
Support an active DDA and its activities	FY 2015-FY 2019	Local govts., Chambers, Private business	Varies	Local, Private
Develop Downtown Master Plans	FY 2015-FY 2019	Local govts., DDA, Chamber, Main St.	Varies	Local
Allow and encourage residential uses downtown	FY 2015-FY 2019	Local govts, DDA, Chamber, Main St.	N/A	Local, Private
Hold special events downtown	FY 2015-FY 2019	Local govts., DDA, Chamber, Main St., Tourism Bds.	Varies	Local, Private

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Utilize services such as Small Business Development Center state programs for entrepreneurs	FY 2015-FY 2019	Chambers/Dev. Auths., Main St., Local govts., Small businesses	Varies	Local, State, Federal, Private
Institute/market/support Buy Local programs	FY 2015-FY 2019	Local govts., Chambers	Varies	Local, Private
Support development of local business incubators	FY 2015-FY 2019	Chambers/Dev. Auths., Local govts.	Varies	Local, State, Federal, Private
Natural and Cultural Resources				
Seek T/A from RC Historic Preservation Planner	FY 2015-FY 2019	Local govts., Main St., DDAs, Hist. Socs.	N/A	Local, HPD, DCA
Participate in regional and multi-regional nature-based/ heritage tourism organizations	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds.	Varies	Local, Private
Organize/support local historical societies/historic preservation organizations	FY 2015-FY 2019	Local govts., Civic clubs, Public	Varies	Local, Private
Pursue National Register Historic District designations	FY 2015-FY 2019	Local govts., Main St., DDA, Hist. Socs.	Varies	Local, Private
Participate in Certified Local Government (CLG) program	FY 2015-FY 2019	Local govts.	Varies	Local
Utilize existing historic resources/landmarks when possible	FY 2015-FY 2019	Local govts., Private Sector	Varies	Local, Private, State & Federal incentives
Identify RIRs as conservation areas in local comprehensive plans and other planning efforts	FY 2015-FY 2019	Local govts.	N/A	Local
Promote/support local agriculture/forestry uses, businesses, tourism, and recognition	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths.,	Varies	Local, State, Private

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
programs		Farm community		
Develop/support local advocacy groups for natural/cultural resources and areas	FY 2015-FY 2019	Local govts., Tourism Bds., Civic clubs, Chambers	Varies	Local, Private
Develop/support improved outdoor recreation access to and other compatible utilization of Region's river corridors	FY 2015-FY 2019	Local govts., Tourism Bds., Local advocacy groups, DNR, Conservation organizations	Varies	Local, State, Federal, Private
Promote/utilize natural and cultural heritage/resources in local tourism	FY 2015-FY 2019	Local govts., Tourism Bds., Hist. Socs.	Varies	Local, State, Private
Support local businesses/entrepreneurs utilizing/promoting natural/agriculture/heritage tourism products or services	FY 2015-FY 2019	Local govts., Chambers, Tourism Bds., GA Dept. of Agric., GEcD	Varies	Local, State, Private
Seek statewide/regional group events utilizing Region's rivers	FY 2015-FY 2019	Local govts., Tourism Bds., Regional orgs., User groups	Varies	Local, State, Private
Utilize/support efforts of Georgia Forestry Commission, NRCS, Georgia Soil and Water Commission, UGA Cooperative Extension and others to promote utilization of BMPs	FY 2015-FY 2019	Local govts., Farm community, State & Federal Agencies	Varies	Local, State, Federal, Private
Adopt/implement the RC model Environmental Conservation, or other ordinances, which meet DNR's Minimum Environmental Planning Criteria	FY 2015-FY 2019	Local govts., Health depts.	N/A	Local, State
Adopt GEMA/FEMA approved floodplain management ordinances	FY 2015-FY 2019	Local govts., DNR	N/A	Local, State

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Participate/support EPD TMDL planning/implementation efforts	FY 2015-FY 2019	Local govts., EPD, RC&Ds, State & Federal Agencies	Varies	Local, State
Develop local environmental protection measures/ordinances	FY 2015-FY 2019	Local govts.	Varies	Local
Participate in state water planning efforts	FY 2015-FY 2019	Local govts., EPD, Regional Water Council	Varies	Local, State
Be vigilant and respond to efforts and attempts to modify river flows, inject wastewater or other water into Region aquifers, or similar proposals	FY 2015-FY 2019	Local govts., Regional Water Council, EPD, Chambers/Dev. Auths., Farm community	Varies	Local, State, Private
Participate in WaterFirst Program	FY 2015-FY 2019	Local govts.	N/A	Local, State
Community Facilities and Services				
Implement 2010 TIA (T-SPLOST) Final Investment List Projects	FY 2015-FY 2019	DOT, Local govts.	As determined by Regional Roundtable in 2011	1% TIA Sales & Use Tax (75% share)
Utilize 2010 TIA (T-SPLOST) Local Discretionary Funds for local transportation system improvements	FY 2015-FY 2019	Local govts.	Varies	1% of TIA Sales & Use Tax (25% share)
Efficiently implement LMIG for local transportation system improvements	FY 2015-FY 2019	Local govts.	Varies	State
Utilize local SPLOST funds for transportation system improvements	FY 2015-FY 2019	Local govts., Local voters	Varies	Local sales tax
Advocate for completion of GRIP Program and other improvements to Region highway system	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., State Legislators, DOT	Varies	Local, State, Federal

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Advocate/support efforts to promote Regional transportation routes for tourism/interstate alternatives	FY 2015-FY 2019	Local govts, Chambers/Dev. Auths., Tourism Bds., DOT, Highway groups	Varies	Local, State, Private
Develop/promote GDOT scenic byways	FY 2015-FY 2019	Local govts., Tourism Bds., DOT, Chambers/Dev. Auths.	Varies	Local, State, Private
Prepare and implement formal local transportation improvement plan	FY 2015-FY 2019	Local govts., DOT	Varies	Local, State
Support and assist with improvements to local rail service	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., DOT, Railroads	Varies	Local, State, Private
Implement local airport improvements	FY 2015-FY 2019	Local govts., Airport Auths., Chambers/Dev. Auths., DOT, FAA	Varies	Local, State, Federal
Prepare/implement local airport master plan	FY 2015-FY 2019	Local govts., DOT	Varies	Local State, Federal
Assist with DHS Coordinated Transportation System implementation	FY 2015-FY 2019	Local govts., DHS	N/A	Local, State, Federal
Undertake/participate with local public transit planning	FY 2015-FY 2019	Local govts., DOT	Varies (In-kind)	Local, State
Establish/Implement local general public transit systems	FY 2015-FY 2019	Local govts., DOT	Varies	Local, State
Prepare/implement local bike and/or pedestrian plans	FY 2015-FY 2019	Local govts., DOT	Varies	Local, State

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Support Regional efforts in Bike/Pedestrian Planning and other alternative transportation system planning/efforts	FY 2015-FY 2019	Local govts., DOT	N/A	Local, State
Develop local/regional bike, pedestrian, multi-use or other trails	FY 2015-FY 2019	Local govts, Tourism Bds., DOT, DNR	Varies	Local, State, Federal
Map/maintain database of local infrastructure in digital format	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., DCA	Varies	Local, State
Develop/implement formal utility infrastructure maintenance and replacement and expansion plans	FY 2015-FY 2019	Local govts.	Varies	Local
Maintain adequate local infrastructure for growth and development	FY 2015-FY 2019	Local govts.	Varies	Local, State
Develop/implement formal local Capital Improvements Plans	FY 2015-FY 2019	Local govts.	Varies	Local
Develop/implement local recreation master plan	FY 2015-FY 2019	Local govts.	Varies	Local
Develop local digitized property tax system/general GIS	FY 2015-FY 2019	Local govts.	Varies	Local
Develop/maintain GEMA/FEMA approved Hazard Mitigation Plans	FY 2015-FY 2019	Local govts., EMA, GEMA, FEMA	Varies	Local, State, Federal
Provide/enhance public safety services	FY 2015-FY 2019	Local govts., EMS/EMA, Sheriff/Police & Fire depts.	Varies	Local, State, Federal

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Prepare/maintain solid waste management plans in accordance with state law	FY 2015-FY 2019	Local govts.	Varies	Local
Provide appropriate solid waste collection/disposal services	FY 2015-FY 2019	Local govts.	Varies	Local
Support/provide recycling services	FY 2015-FY 2019	Local govts., Private Sector	Varies	Local, Private
Support programs/facilities providing local community access to health care	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., State	Varies	Local, State
Provide/support local Senior Citizen Centers and programs under the RC AAA	FY 2015-FY 2019	Local govts., State	Varies	Local, State
Develop local volunteer and other support for expansion of senior citizen programs/services beyond those funded by AAA	FY 2015-FY 2019	Local govts., Aging Advisory Committee, Local Non-profits, Civic clubs	Varies	Local, Private
Implement/support local efforts to improve local educational facilities, programs or services at the system, community, private or other levels	FY 2015-FY 2019	Local govts, Chambers/Dev. Auths., Bds. of Educ., Private Sector	Varies	Local, State, Private
Develop/support local community centers, museums, auditorium, arts councils and other cultural facilities, services, programs	FY 2015-FY 2019	Local govts., Chambers/Dev. Auths., Tourism Bds., Hist. Socs., Arts councils, Local Non-profits, Civic clubs	Varies	Local, State, Private
Housing				
Utilize and support state and federal programs for housing improvements	FY 2015-FY 2019	Local govts., DCA, HUD, Housing Auths.	Varies	Local, State, Federal, Private

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Support/participate in public private partnerships, such as Habitat for Humanity, Christmas in April, etc., to improve/upgrade/develop local housing	FY 2015-FY 2019	Local govts., Local Non-profits, Civic clubs	Varies	Local, Private
Support and facilitate local housing authorities, low/moderate income housing developments and provision of other special needs housing	FY 2015-FY 2019	Local govts., DCA, HUD, Private Sector, Chambers/Dev. Auths.	Varies	Local, State, Private
Participate in the GICH or other housing improvement programs	FY 2015-FY 2019	Local govts., DCA	Varies	Local, State
Enforce Georgia's Uniform Construction Codes	FY 2015-FY 2019	Local govts., DCA	Varies	Local, State
Adopt local manufactured home, or other housing standards and/or maintenance/quality ordinances	FY 2015-FY 2019	Local govts., DCA	N/A	Local
Land Use				
Adopt/maintain/implement state approved local comprehensive plans	FY 2015-FY 2019	Local govts., DCA	Varies	Local, State
Participate in PlanFirst Program	FY 2015-FY 2019	Local govts., DCA	N/A	Local, State
Adopt/implement local subdivision regulations, zoning ordinances, or other alternative land use regulations	FY 2015-FY 2019	Local govts., DCA	Varies	Local, State
Adopt specific nuisance control/abatement, sign, environmental, manufactured housing,	FY 2015-FY 2019	Local govts., DCA	Varies	Local, State

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
appearance, or other special ordinances				
Prepare joint local comprehensive plans	FY 2015-FY 2019	Local govts., DCA	Varies	Local, DCA
Utilize a local planning commission, particularly a joint one	FY 2015-FY 2019	Local govts.	N/A	Local
Participate actively in RC and its regional planning efforts	FY 2015-FY 2019	Local govts.	Varies	Local
Participate in multi-county, regional, and multi-regional partnerships, organizations, and alliances	FY 2015-FY 2019	Local govts., Tourism Bds., Chambers/Dev. Auths., GEcD, GA. Dept. of Agric., DCA	Varies	Local, State, Private
Become a HOGARC Community of Planning Excellence	FY 2015-FY 2019	Local govts, DCA	N/A	Local, State
Participate as an involved stakeholder in the development and implementation of the HOGARC Regional Plan and other related plans	FY 2015-FY 2019	Local govts., Regional Council	Varies	Local
Submit DRIs and RIR developments for review	FY 2015-FY 2019	Local govts.	N/A	Local
Seek HOGARC Community of Planning Excellence designation	FY 2015-FY 2019	Local govts.	N/A	Local
Intergovernmental Coordination				
Utilize RC for guidance/assistance	FY 2015-FY 2019	Local govts.	Varies	Local
Employ a professional local government administrator or manager	FY 2015-FY 2019	Local govts.	Varies	Local

Implementation Strategies for Other Entities

Activity	Timeframe	Responsible Parties	Estimated Cost	Funding Source(s)
Participate, adopt, and maintain an approved Service Delivery Strategy	FY 2015-FY 2019	Local govts., DCA	N/A	Local
Develop formal coordination and collaboration or merger of local services	FY 2015-FY 2019	Local govts.	Varies	Local
Participate in multi-county or regional services, such as coordinated transportation, aging, or telecommunications	FY 2015-FY 2019	Local govts., State	Varies	Local, State
Support and participate actively in HOGARC and its regional planning efforts	FY 2015-FY 2019	Local govts.	Varies	Local, State
Utilize the Regional Commission for all state and federal regional planning efforts	FY 2015-FY 2019	Local govts., State, Federal	Varies	Local, State, Federal

EVALUATION AND MONITORING

The HOGARC Regional Plan and its Regional Agenda have lofty goals and expectations for making the Region an improved place to live, work, play, recreate, and visit. Progress along the way requires evaluation not only to determine if implementation is heading the right way, but also to define any needed tweaks or corrections to improve the planning process, and better facilitate plan implementation. Proper feedback, data, and information on status of implementation activities are needed to identify where the plan is making a positive difference, and how those actions or areas may be even more accentuated, and likewise to identify areas of weakness where more attention, assistance, or modification is needed. Unforeseen or unexpected events could also necessitate plan changes as circumstances could significantly alter the context of Region growth and development. The Performance Standards for local governments particularly need to be closely monitored as they are new and have yet to be put into effect, or truthed in actual practice.

DCA's Regional Planning Standards require Regional Plan evaluation and monitoring in three specific areas. These include:

1. Periodic quality growth effectiveness assessments of each Region local government to determine if they are meeting prescribed minimum performance standards, and if they are making progress in achieving excellence standards;
2. Survey of regional leaders as to whether the Regional Plan's identified strategies are being effectively implemented;
3. Annual survey of changes and developments happening in the Region to determine impact on desired Regional development patterns, effectiveness of Regional Plan implementation, needed plan amendments, and to otherwise identify impediments or solutions for more effective plan implementation.

To properly evaluate the HOGARC Regional Plan and its impact and effectiveness, the Heart of Georgia Altamaha Regional Commission will undertake an almost continuous process of evaluation and monitoring of its Regional Plan. This will be accomplished through direct

communication with the Region's local governments, the Regional Council, and other Region stakeholders, and through staff analysis and synthesis of questions being raised in the Region, and similar analysis and observation of activities and results of provided technical assistance. The results of DCA's annual Regional Commission performance and satisfaction survey conducted by the Department of Audits will also be utilized to identify issues requiring attention, assistance, or plan modification.

To specifically address the DCA required items of evaluation and monitoring, the Heart of Georgia Altamaha Regional Commission will conduct the local government quality growth assessments through the required, contracted DCA plan implementation assessment meetings conducted with each local government at least every other year. A survey of performance standard achievement will likely be sent to the local governments prior to the scheduled meeting, with direct staff follow-up review with the government, as well as formal review at the actual plan implementation assessment meeting.

The survey of regional leaders on implementation of plan strategies will take place on both a formal and informal basis. Informally, the issue will be discussed in staff interactions with local governments and the Regional Council. It could also be a formal agenda item of the Regional Council. Formally, the survey will be included as part of the annual Regional Commission Regional Work Program update process through direct survey question(s) of Region stakeholders. The annual survey of changes and developments would similarly be a part of the annual Regional Work Program update process with direct question(s) to the Region stakeholders. Regional stakeholders will include all Region local governments, Region chambers of commerce and development authorities, Region educational entities, the Region's legislative delegation, and the Regional Council, as well as other interested parties. As part of this extensive evaluation and monitoring process, the HOGARC Regional Plan would be formally amended as needed through the Regional Council.