Georgia DCA rules require that ARC consider projected development patterns and other sources of information to evaluate the land use trends within the region to identify any areas "requiring special attention". Georgia DCA describes these areas as including:

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

ARC within the Regional Assessment Identified the following areas as Areas Requiring Special Attention and added two other areas; transit areas and freight areas. Within PLAN 2040 and other ARC work program items, ARC is working to address issues within these areas.

ARC estimates that the 10-county Atlanta region added 37,200 new residents between April 1, 2011 and April 1, 2012. This growth remains significantly slower than what the Atlanta region is accustomed to, as migration nationwide remains muted and the national economy is slow to recover.

In the last two years combined (since 2010), the region added approximately 72,000 new residents. To put this into perspective, during the fast-growing 2000 decade, the Atlanta region was routinely adding 100,000 new residents.

This slow growth pressure limits the speed that changes can occur within these Areas Requiring Special Attention, but ARC is working proactively with communities and stakeholders to prepare and direct future growth to these areas.

Areas Requiring Special Attention-Poverty

What are these areas

Throughout the region, there are areas of high concentrations of poverty among its residents. These areas have a variety of other issues that also impact those residents including, higher unemployment, education and access to quality education, and poor health. Research has also shown that poverty can negatively affect economic growth by rates of crime and social unrest[1]. These factors limit the opportunities for these areas to break out of the poverty cycle and to become

Where are these places

Concentrations of poverty are not only located within the City of Atlanta but also areas in DeKalb, Cobb, Newton, Carroll, Clayton and Spalding Counties, and the Cities of Chamblee, Marietta, Griffin, East Point, College Park, Forest Park and Covington. Many of these areas shown in poverty are adjacent to a significant transportation investment such as an airport, or railyard.

Why are these places special

The concentrations of poverty in the region need special planning, policies, and tools to further limit their decline and to encourage reinvestment to break the poverty cycle to improve health, education, and employment opportunities.

How did we get the data

The areas are identified as concentrations of poverty are census tracts where 50% of the households have an income less than 60% of the region's gross median household income. For 2009 the median family income is $71,700. These areas are shown where over 50% of the households earn less than 43,029 a year.

2012 Work Program Highlights

ARC has worked with the Atlanta Housing Authority to develop the Atlanta Promise Neighborhood Interactive Map. http://apn.atlantaregional.com/ . The Atlanta Promise Neighborhood is an area of just over six square miles in west Atlanta, with the Atlanta University Center, a consortium of Historically Black Colleges and Universities (Clark Atlanta University, Morehouse College, Morehouse School of Medicine and Spelman College) sitting right in the middle. This area is teeming with opportunity and rife with tremendous assets, yet like any other inner-city urban enclave, also has its fair share of struggles.

ARC worked with stakeholders to develop indicators in five areas: Education, Housing/Public Infrastructure, Safety/Security, Economic Development, and Community Health/Wellness. There are several tools made available here to help viewers understand these indicators and how the Atlanta Promise Neighborhood (APN) compares to the rest of the City of Atlanta (and other benchmarks, in some cases).

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[1] United States Government Accountability Office, POVERTY IN AMERICA
Economic Research Shows Adverse Impacts on Health Status and Other Social Conditions as well as the Economic Growth Rate, January 2007.

ARC is a partner in the Regional Foreclosure Initiative known as Piece by Piece (PbP), which convenes local governments, state officials, non-profit leaders and others to tackle issues related to the foreclosure crisis in the Atlanta region. PbP represents a coordinated effort to spur strategic action from the many regional stakeholders who care about protecting the long-term future of metro Atlanta's neighborhoods and communities. Through PbP, local governments in the Atlanta region have been given the opportunity to optimize their implementation of the federal Neighborhood Stabilization Program (NSP).

ARC supports local governments and non-governmental organizations to promote sharing of best practices and dialogue on housing needs. ARC conducts quarterly Regional Housing Forums on various topics and maintains an informative housing website with partner organizations at http://www.atlantaregionalhousing.org.Areas .

Requiring Special Attention-Freight Areas

What are these areas

Freight Areas are Located at the intersection of major interstate routes, including the I-85 and I-75 highways at the compass corners bisected by I-20 running east/west, and also encompassing main lines of the Norfolk Southern and CSX railroads, the Atlanta Region is a major transportation and distribution center. It is home to Hartsfield-Jackson International Airport and in close proximity to major marine container ports, linking world commerce to southeastern markets and in many cases points beyond. Atlanta is just 250 miles, or half a day's drive, from the burgeoning Port of Savannah, and within 350 miles of the Ports of Charleston and Jacksonville. These factors make the Atlanta Region home to one of the highest concentrations of workers in wholesale trade and transportation services within the country. It also brings planning challenges including preserving freight mobility and Land Use conflicts between different land uses.

Where are these places

There are multiple different large industrial clusters within the Atlanta Region. These clusters are near the Inman Yards in Northwest Atlanta, the Fulton Industrial Boulevard Area, and the area southeast of the Hartsfield-Jackson International Airport, the Peachtree Corners area within Gwinnett County, and the GA 155 interchange within Henry County. The majority of these areas are also served by rail infrastructure but they do not have a intermodal yard within close proximity.

Why are these places special

Freight and logistics employment is one of the largest regional sectors of employment in the Atlanta Region, and it has conflicts and challenges in providing regional mobility to those areas and conflict between land uses.

How did we get the data

Freight Areas are defined as concentrations of Industrial, Transportation Communications Utilities, Industrial/Commercial Complexes as defined by the 2007 LandPro coverage developed by ARC.

2012 Work Program Highlights

A primary recommendation from PLAN 2040 included a special focus on leveraging Hartsfield-Jackson Atlanta International Airport (H-JAIA) for greater economic competitiveness and growth in the region, especially in the communities around the airport.

As a first step, ARC staff began a series of discussions with each of the local governments around the airport. These discussions centered on issues and opportunities these jurisdictions were facing and whether a need for greater coordination as well as ARC assistance should occur. All jurisdictions involved agreed that coordination was needed and that ARC should be involved. In response to this dialogue, the Airport Area Working Group was created.

The Working Group was comprised of the nine jurisdictions within close proximity to the airport. The goal was to bring many parties to the table and discuss potential options for greater coordination. The Working Group met from October 2011 through April 2012. The group determined that an umbrella organization should be created to formalize the coordination with private and non-profit organizations, that Community Improvement Districts (CIDs) were a viable option, and that an outreach event should be held to connect with other organizations and private businesses in the area.

In June 2012, ARC organized and co-hosted the Global Gateway event with the help of the Airport Area, Clayton County, and South Fulton Chambers of Commerce as well as Georgia Power. This event introduced the "Aerotropolis" concept and the general idea of airport area development to interested stakeholders and the general public. The event was well received with more than 160 in attendance and positive press coverage.

As a follow-up to the Global Gateway event, the Airport Area Task Force was created by combining interested parties from the event with members of the Airport Area Working Group. Since June 2012 the Task Force has been focused on three main issues: 1) options and concepts for organizing the creation of a more formal umbrella organization; 2) improved intergovernmental coordination; 3) investigation of creating one or more CIDs in the area.

The Task Force has also acted as a forum in which multiple airport area efforts can be advertised or organized. It has become a primary conduit to reach out to additional property owners, corporate interests and businesses in the airport area that have not been involved.

In 2013, ARC staff will work with the Task Force to formalize this effort with the creation of a public-private organization, associated website, eNewsletter, coordinate with other related events and continue the broader conversation related to improving the airport area.

The Freight Advisory Task Force was established in 2003 as part of the ARC regional planning process. The Task Force meets quarterly. The general membership of public/private sector freight representatives include railroads, trucking, airport, chambers of commerce, and community improvement districts. The Task Force provides a forum for dialogue between the freight community and the public sector on freight and goods movement issues; input to regional planning; identification of freight mobility characteristics and needs of the region; prioritize freight transportation needs of the region; ensure freight and goods movement needs are addressed in planning, investment, and operations of the region's transportation system; and finally, provide on-going input into the planning process, investment, and operation of the region's transportation system.

Areas Requiring Special Attention-Activity Centers

What are these areas

Activity Centers are the major employment and retail centers of the region. Not only are they regional centers but they are also defined places within the region that have their own unique identity. These areas identified make up about 1.45% of the total region's land area but contain over 30% of the region's total jobs. Because of the high concentration of jobs these areas can have higher levels of congestion but they can also support transportation alternatives.

Where are these places

The majority of the activity centers are located along interstates or limited access highways. Regional Malls and shopping centers are included, however some Malls are slowly becoming obsolete and they can be redeveloped.

Why are these places special

Activity Centers are key pieces in the land use transportation connection because of their ability to support transportation alternatives, and higher density of housing. These areas have a high degree of infrastructure to support to density. In addition placing housing closer to jobs limits the strain on the regional transportation network.

How we got the data

ARC works with the GA Department of Labor on our employment estimates. Activity Center locations are developed as part of the Unified Growth Policy Map.

2012 Work Program Highlights

ARC continues to invest resources within its LCI program to encourage Livable Centers within the region. ARC awarded 10 grants to local communities for planning and implementation grants within the region in 2012. These include, a Streetcar Revitialization plan within Downtown Atlanta, LifeLong Communities Feasibility Study for Perimeter Center and a master plan for the Stonecrest mall area. In its 13th year, LCI has awarded over $195 million to over 109 communities. More information is available at www.atlantaregional.com/lci

ARC continues to award its Development of Excellence awards to projects and communities that implement the PLAN 2040 policies. Awards in 2012 within centers include the Historic Fourth Ward Park, Downtown Decatur, Ivy Hall Center, and Emory Point.

Areas Requiring Special Attention-Areas of Redevelopment.

What are these areas

Many developments within the region are facing the end of their lifecycle. Commercial "big box" developments are becoming vacant. The older traditional commercial corridors within the region are now facing obsolescence both in terms of transportation, and development. In addition some large sites within the region are facing transition as they redevelop from manufacturing or military use to

Where are these places

The majority of the vacant retail sites are within the what would be the first generation of suburbs within the region. These are the older commercial sites that are at the end of their lifecycle. Also the region has the opportunity to redevelop some unique sites- Ft Gillem, Ft McPherson, Hapeville Ford Plant and the Doraville GM plant. These areas are large sites that have plans for redevelopment.

Why are these places special

Policies, tools and infrastructure investments are needed within these areas to encourage redevelopment to place these sites back as tax revenue generating developments for local governments. Large vacancy rates make areas unattractive for new investments for development.

How did we get the data

ARC as part of the Unified Growth Policy Map identified Urban Redevelopment Corridors. Costar Inc, is a private commercial development tracking firm provided information on vacancy rates on shopping centers over 100,000 square feet. The redevelopment sites were placed on the map manually based on aerial photography.

2012 Work Program Highlights

ARC in 2012 funded an Infrastructure Investment and Economic Development Plan for the Mountain Industrial area in partnership with the Stone Mountain CID. This plan will service as a pilot for other similar areas of that are in need of new reinvestment.

ARC also assisted the City of Doraville in developing a new form based code for the Doraville GM Plant. This Smart Code will allow for new development that implements the LCI plan and redevelops a large parcel within the City of Doraville.

Areas Requiring Special Attention-Transit Areas

What are these areas

The Atlanta Region existing transit infrastructure and planned infrastructure that has funding. These investments need supportive land use and transportation investments to maximize the ridership potential. The Atlanta Region currently has the one fixed guideway system in two counties; however future plans have it expanding with Bus Rapid Transit and Commuter Rail, and Streetcar.

Where are these places

The current system is within two counties, Fulton and DeKalb. Future System expansions will expand the system into the 5 "core" counties.

Why are these places special

Transit is a significant regional investment that needs appropriate land use strategies in order to be successful. Density, Land Use Diversity and transit supported design are needed along potential stations to support transit ridership. Right of Way of potential routes needs to be protected in order to ensure successful and efficient route design.

2012 Work Program Highlights

To provide guidance for the larger transit-oriented development (TOD) work program that ARC and MARTA are undertaking, ARC in 2012 selected real estate and economic advisory firm Bleakly Advisory Group to conduct market research and other analysis on opportunities for TOD around existing MARTA stations. Selected as a sub-contractor in this process was planning, architecture and design firm Tunnell-Spangler-Walsh and Associates (TSW). This analytic process culminated in a final report, released in January 2013, that addresses five key tasks:

- Analysis of TOD financing and incentive opportunities
- Preliminary TOD suitability assessment of MARTA stations
- TOD opportunity analysis of ten MARTA station areas
- Development of a form-based code for a sample station area
- Recommendations for implementation

ARC and MARTA will use the data and recommendations from this process to inform upcoming TOD work in the Atlanta region.

ARC is a member organization of the TOD Collaborative. The Atlanta TOD Collaborative is an eight-member partnership of non-profits and government agencies aimed at removing barriers to, and advancing incentives for, equitable transit-oriented development (TOD) in the Atlanta region, while increasing public understanding and awareness around the benefits of TOD.

Member organizations of the Collaborative include the Atlanta Housing Association and Neighborhood-based Developers (AHAND), the Atlanta Land Trust Collaborative (ALTC), the Atlanta Regional Commission (ARC), Enterprise Community Partners, the Fulton County/Atlanta Land Bank Authority

(FCALBA), Georgia STAND-UP, the Livable Communities Coalition (LCC), and the Partnership for Southern Equity (PSE).

The Collaborative's organizations have united to leverage and organize their joint resources to ensure that metro Atlanta capitalizes on the potential of its transit investments. Through the work of the Atlanta TOD Collaborative, the ultimate goal is to help the region realize high-quality, walkable, equitable, mixed-use development in and around its transit station areas.

Areas Requiring Special Attention -Areas of Rapid Development

What are these areas

By 2040, the Atlanta Region will increased by 3 million people. Many of these people will be moving towards areas that are already developed or areas that are developed that have limited transportation infrastructure. These areas need policies and projects to handle the increased development pressures or tools to limit growth that do not have supporting infrastructure.

Where are these places

Areas forecasted to receive high levels of growth include the urban core, but also along the 400 corridor in Forsyth County, the 75 corridor in Henry County, and areas in Gwinnett, Douglas, and Cherokee Counties. Activity Centers also are forecasted to receive increased household growth by 2040.

Why are these places special

The areas receiving high growth need to have supporting infrastructure, policies and tools, to accommodate, or discourage growth. By identifying and putting in place tools, infrastructure and policies, communities can absorb the growth without taxing existing infrastructure and services.

How did we get the data

ARC as the MPO for the Atlanta region has to produce a regional small area forecast. The areas shown as High Household Growth came from the Draft forecast. The 2030 roadway level of service came from the Envision6 Transportation Model.

2012 Work Program Highlights

It is critical that transportation projects in the Atlanta region are built on schedule. Delays in the planning and construction of projects can result in continued traffic congestion, decreasing air quality and cost overruns. While ARC is responsible for developing the Atlanta region's short-range Transportation Improvement Program, most projects are implemented by various state and local governments that serve as project sponsors. ARC encourages the prompt delivery of transportation projects through reporting efforts such as Breaking Ground. Projects can be monitored within the Breaking Ground Dashboard at http://documents.atlantaregional.com/transportation/breaking-ground/BG_2012_v05.html .

Over the course of the fiscal year, 34 TIP projects across the Atlanta region became fully authorized for construction, meaning that funding to begin work on all outstanding phases was approved. Implementation of these projects will bring much needed congestion relief, improved safety, active transportation options and planning for regional transportation issues.

A sample of these projects includes:

• GW-346A - Diverging Diamond Interchange at I-85 and Pleasant Hill Road

This Gwinnett County-sponsored project will shift vehicles to the opposite side of the existing interchange, eliminating the need for time-consuming left-hand turns. By reducing possible points of conflict, this project will improve traffic flow and increase safety for all transportation modes using the

facility. The diverging diamond design required less right-of-way than a traditional interchange upgrade, thereby reducing overall project costs and speeding implementation.

• CH- 206 - Marietta and Hickory Flat Roads Operational Improvements
The City of Canton will improve safety and traffic flow at this intersection through the installation of dedicated turn lanes and signal upgrades. This project will also include streetscape and pedestrian improvements such as sidewalks, street trees, signage, bus shelter, and mast arms for traffic signals.

• M-AR-301 - MARTA Mobility Maintenance & Operations Facility Replacement
Brady Garage, built in 1974, is one of MARTA's oldest facilities and has not undergone any significant renovation since that time. Its replacement will help meet the growing demand for paratransit services within the MARTA service area.

Areas Requiring Special Attention –Regional Important Resources and Conservation Areas

See PLAN 2040 Regional Work Program Narrative.

Evaluation and Monitoring of PLAN 2040

Local Performance Standards

The Atlanta Regional Commission Board adopted PLAN 2040 in July 2011. PLAN 2040 is metro Atlanta's primary regional vision and strategy that meets both federal and state planning requirements. Through PLAN 2040, local governments were asked to consider evaluating their existing programs and consider new actions that can help the region implement PLAN 2040. A Local Implementation document was produced in the PLAN 2040 Regional Agenda and is available on ARC's website.

In the fall of 2011, ARC Staff met with 63 of its 74 local governments to discuss PLAN 2040, their planning needs and to explain the implementation process of PLAN 2040 Local Implementation. Local governments were asked to complete an assessment of their current status of PLAN 2040. Thirty-two communities completed assessments and submitted them to ARC.

ARC continues to send reminder letters and emails to local government leaders and staff about the July 2014 deadline, and has developed an internal tracking system to ensure that the submittals are processed efficiently.

ARC has developed tools and resources to assist local governments in meeting these standards. In addition, ARC has created "2040+ Community" status, which is ARC's award program for communities that meet the PLAN 2040 Excellence Standard. More information is available within the appendix to this narrative.

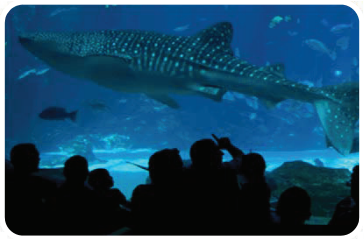
Outreach and Evaluation

In the development of PLAN 2040, it became clear that the region needed a unified economic development strategy. In 2012, ARC contracted with Market Street Services to launch the Metro Atlanta Regional Economic Strategy, which will be a supplement to PLAN 2040. This strategic planning process was guided by a diverse Steering Committee of leaders (a membership list is in the appendix to this narrative) from the public, private and non-profit sectors. These individuals oversaw the entire planning effort, helped identify the region's strategic priorities, build consensus throughout the region and serve as public advocates for the betterment of the region and its economic development. The Steering Committee met four times throughout the process. In addition, ARC conducted a public survey, which was open to all metro Atlanta residents for four weeks in March 2012 and received over 1,100 responses. Those responses are found in the appendix to this narrative. In 2013, ARC will incorporate the Regional Economic Strategy into PLAN 2040 and work with regional partners to incorporate the implementation section into their work programs.

In the fall of 2012, ARC staff met with local governments in all 10 counties in the region to discuss their local plans and needs concerning PLAN 2040. Representatives of 31 local governments attended these

meetings. During the meetings, ARC also asked for technical corrections to PLAN 2040 components that local governments wanted to see to better reflect their local plans, visions and policies. Based on the input received, ARC staff made revisions to PLAN 2040 and later presented these updates to ARC's Land Use Coordinating Committee in October 2012 and Environment and Land Use Committee in November 2012. ARC's Board approved the PLAN 2040 updates in December 2012. A final list of approved technical revisions is found in the appendix to this narrative.

Finally, ARC is in the early stages of establishing a regional indicators project to track the implementation of PLAN 2040 and other measurable data throughout the region. This project is planned to be launched later in the next one to two years.



Metro Atlanta Regional Economic Development Strategy

Initial Research Review

WORK GROUP MEETING

MARCH 22, 2012

MARKET ST

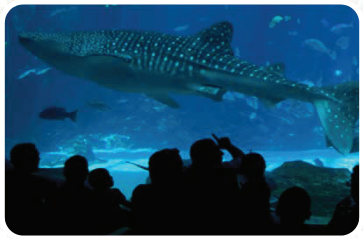
LIVE WORK GROW

Agenda

1. Project Overview
2. Strategic Initiative Inventory
3. Survey Results
4. Competitive Assessment: Preliminary Findings
5. Discussion

Project Overview

Section 1 of 4



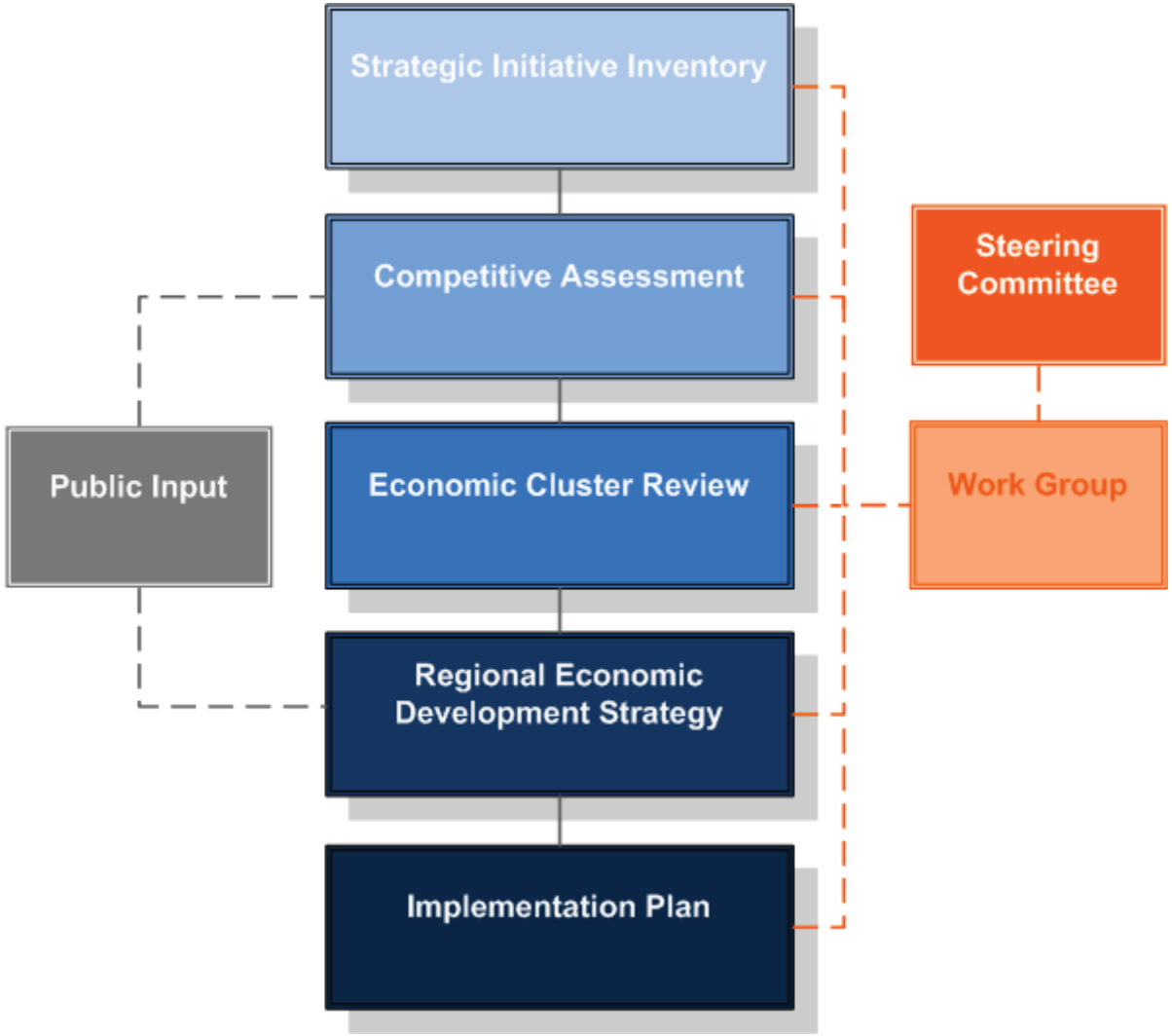
Project Overview

Goal: To unify local, regional, and statewide stakeholders in the public, private, and non-profit sectors behind a consensus vision for the region's economic future and produce an actionable strategy to achieve that vision.

Plan 2040: The final product will support the goals and objectives of PLAN 2040, the ARC's comprehensive blueprint to sustain Metro Atlanta's livability and prosperity through mid-century.

EDA CEDS: It will also meet the Economic Development Administration's requirements for a Comprehensive Economic Development Strategy (CEDS).

Scope of Work



Work Group: Roles and Responsibilities

- Put the needs of the entire Metro Atlanta region ahead of personal, business, and individual community interests;
- Be a consensus builder;
- Keep the "big picture" in focus;
- Attend and actively participate in all meetings over the course of the process;
- Share knowledge of Metro Atlanta's strengths and weaknesses with *Market Street*;
- Invest two hours to review draft reports and be prepared to discuss the deliverables in detail at work group meetings;
- Inform the development of actionable strategies;
- Be an active proponent of the strategic planning process;
- Commit to the successful, collaborative, and timely implementation

Steering Committee

- Ideal composition: roughly 25 – 35 business leaders, elected officials, education administrators, and non-profit leaders
- Three co-chairs: one from the private sector, one from the public sector, one non-profit/education leader
- Need your assistance in identifying one or two potential candidates from your community to serve on the committee
- Steering Committee will make high-level decisions regarding strategic priorities and implementation dynamics
- The Work Group will go deeper into the details
- The Steering Committee will approve all project deliverables

Public Input

- On the ground assessment:
  - Focus groups and online surveys conducted by Market Street Services in numerous Metro Atlanta communities in recent years
  - Additional focus groups conducted in Cherokee, Douglas, Fayette, and Rockdale in recent weeks (Clayton forthcoming)
  - Focus groups conducted as a component of the ARC Fifty Forward Forums
  - Focus groups conducted as a component of the Georgia Competitiveness Initiative
- Online survey open to all residents of Metro Atlanta:
  - Open for four weeks
  - Received 1,186 responses

Strategic Initiative Inventory

- Inventory and assess current local and state economic development priorities, goals, and strategies, with input and assistance from the Work Group.
- Ensure that the regional strategy is a coordinated effort, and not duplicative or uninformed of ongoing efforts.
- Draft inventory distributed in February
- Online survey received 15 responses

Competitive Assessment

- A detailed, holistic look at Metro Atlanta's strengths, weaknesses, opportunities, and challenges across three broad areas that contribute to a region's competitiveness:
  - **People:** Population change, migration, diversity, age distribution, educational attainment, school quality, etc.
  - **Prosperity:** Employment trends, wage trends, economic structure, business climate, innovation, etc.
  - **Place:** Cost of living, housing stock, healthcare, crime, infrastructure and other quality of life measures
- Metro Atlanta's performance is benchmarked against three peer metropolitan areas and the United States:
  - Dallas/Fort Worth Metroplex
  - Metro Charlotte
  - Greater Boston

Economic Cluster Review

- Evaluate and assess the competitiveness of various business sectors that are currently being targeted by local, regional, and state economic development partners.

- Examine new trends in occupational composition, business sector growth, and underlying assets from transportation to education to research and development.

- Identify the most competitive economic development targets in the Metro Atlanta region, as well as specific niche opportunities for distinct communities and counties within the region.

Regional Economic Development Strategy

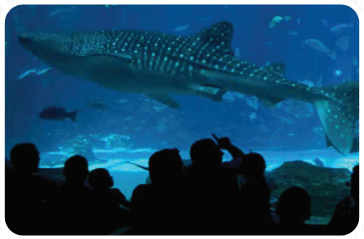
- Defines goals, objectives, and action steps necessary to help Metro Atlanta achieve its vision for a competitive future
- Informed by:
  - Qualitative input: focus groups, online survey
  - Quantitative research: *Competitive Assessment* and *Target Business Review*
  - Strategic Initiative Inventory: existing local, regional, and statewide initiatives
  - Best practices from around the country
  - Work Group and Steering Committee feedback

Implementation Plan

- Identify lead and supporting organizations
- Prioritize strategic initiatives and create an action plan
- Examine funding capacity and potential funding sources
- Define performance metrics to gauge implementation success

Strategic Initiative Inventory

Section 2 of 4

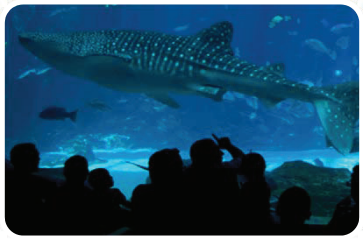


Strategic Initiative Inventory

- 15 responses to the online survey:
  - Seven indicated that it captured their organization's strategy
  - Five indicated that it did not capture their organization's strategy
  - Three did not respond
- Received follow-ups and additional information from:
  - DeKalb Chamber of Commerce
  - City of Sandy Springs
  - Georgia Perimeter College
  - Metro Atlanta Chamber
  - Invest Atlanta
  - Fulton County

Community Survey Results

Section 3 of 4



Community Survey: Location

County	Response Level	Response Percent	Share of Regional Population	Deviation
Fulton	316	26.7%	22.5%	4.2%
Cobb	216	18.3%	16.7%	1.6%
DeKalb	185	15.6%	16.8%	-1.2%
Gwinnett	147	12.4%	19.6%	-7.2%
Cherokee	94	7.9%	5.2%	2.7%
Fayette	46	3.9%	2.6%	1.3%
Douglas	41	3.5%	3.2%	0.3%
Clayton	28	2.4%	6.3%	-3.9%
Henry	24	2.0%	5.0%	-3.0%
Rockdale	7	0.6%	2.1%	-1.5%

Community Survey: Demographics

Age	Response Level	Response Percent
Younger than 18	2	0.2%
18-24	26	2.2%
25-44	405	34.4%
45-64	589	50.0%
65+	157	13.3%

Race/Ethnicity	Response Level	Response Percent
White, not Hispanic	916	77.9%
Black, not Hispanic	156	13.3%
Prefer not to answer	50	4.3%
Asian	23	2.0%
Other	19	1.6%
Hispanic	12	1.0%

Community Survey: Public Education

Respond to the following statements for the district with which you are most familiar:	Average Rating
Students have access and exposure to technology in the classroom.	2.84
Parents, comm., and bus. leaders have a commitment to quality, public pre-K-12 education.	2.78
Schools in this district provide a safe learning environment.	2.76
There are ample opportunities for advanced students.	2.73
Teachers and administrators are committed and engaged.	2.70
Facilities are modern, well-kept, and sufficiently spacious.	2.66
Children in this district receive a high-quality education.	2.54
After-school programs are widely available.	2.49
There are solid resources for disadvantaged or disabled students.	2.40
Students have sufficient career guidance.	2.08
Drop out rates are not a serious problem.	1.85

What is metro Atlanta's greatest strength in supporting economic competitiveness?

What is the biggest challenge facing your local economy?

What is the most pressing challenge holding the region back?

Community Survey: Business Climate

Please rate the following components of the business climate in Metro Atlanta:	Average Rating
Networking opportunities with other entrepreneurs	2.57
Business incubation or low-cost business space	2.00
Business mentor support for mature start-up businesses	1.99
Responsiveness of regional organizations to business needs	1.92
Small business start-up and development assistance	1.83
Angel and venture capital investor networks	1.81
Access to low-cost laboratory or other R&D facilities	1.74
Responsiveness of state organizations to business needs	1.73
Availability of capital	1.64
Ease and speed of permitting processes in other metro communities	1.62
Coordination among local governments	1.30

Community Survey: Quality of Life

		Cost of living	Sense of personal safety	Quality of air, water, and the environment	Commuting time and traffic flow	Accessibility to sidewalks and biking paths	Entertainment, sports, and recreation amenities	Culture and arts facilities and programs	Shopping and dinning opportunities	Access to and quality of transit	% likely to live in metro Atlanta in the next 5 years
Age	18-24	2.6	2.1	1.6	0.6	1.2	2.7	2.6	2.9	1.3	25%
	25-44	2.5	2.0	1.7	0.7	1.5	2.9	2.8	3.1	1.4	41%
	45-64	2.3	1.9	1.9	0.9	1.7	2.9	2.8	3.1	1.4	48%
	65+	2.3	1.8	2.1	1.2	1.8	3.0	2.9	3.2	1.6	63%
Race and Ethnicity	White	2.4	1.9	1.9	0.9	1.6	2.9	2.8	3.2	1.4	80%
	African-American	2.4	2.2	2.0	1.0	1.7	2.7	2.7	2.9	1.4	82%
	Hispanic	2.2	2.1	1.7	1.2	2.3	2.8	2.8	2.8	1.9	60%
	Asian	2.4	1.4	1.6	0.7	0.9	2.3	2.3	2.7	1.0	75%

Date	Change	Page #
9.12.2012	Updated Table of Contents	
8.21.2012	changed reference to Regional Leaders in Sustainability; now is 2040+ Community	7
8.21.2012	changed header to Incentives for a 2040+ Community	8
8.21.2012	revised incentives for excellence	8-9
9.4.2012	added language identifying credit for Green Communities to Min 1H, 1J, 3G, 3H, 4D, 4G and Exc 1A, 1B, 1F, 1G, 1H, 1L, 3N, 4A, 4B, 4C, 4G, 4J	varies
9.4.2012	deleted standard Exc 4I, per EPD request; renumbered Exc 4J and 4K	18; 83-85
9.4.2012	modified documentation needed for credit for Min 1B to create a checklist	21-22
9.4.2012	modified documentation needed for credit for Min 2G to create a checklist	37-38
9.4.2012	modified documentation needed for credit for Min 5D to create a checklist	87
9.4.2012	modified documentation needed for credit for Min 3P to create a checklist	55
9.12.2012	modified description of measure for Exc1A regarding pervious surfaces	28

List of Approved Changes to PLAN 2040 Unified Growth Policy Map (UGPM)

Adopted by Atlanta Regional Commission (ARC) Board, December 5, 2012

Number	County	Local Jurisdiction	Description of Change	Primary Change Type	Secondary Change Type
1.	Cherokee	Cherokee	Create Crossroad Community at E. Cherokee Rd. and Cumming Hwy. (GA 20)	Creation of new place	
2.	Cherokee	Cherokee	Create Crossroad Community at E. Cherokee Rd. and Hickory Flat Hwy. (GA 140)	Creation of new place	
3.	Cherokee	Cherokee	Remove Crossroad Community at Reinhardt College Pkwy. (GA 140) and Salacoa Rd.	Removal of existing place	
4.	Cherokee	Cherokee	Remove Crossroad Community at Fincher Rd. (GA 108) and Pleasant Union Rd.	Removal of existing place	
5.	Cherokee	Cherokee	Remove Crossroad Community at Hornage Rd. and Weatherby Rd.	Removal of existing place	
6.	Cherokee	Cherokee	Remove Crossroad Community at Damascus Rd. and Soap Creek Rd.	Removal of existing place	
7.	Cherokee	Cherokee	Remove Crossroad Community at Fincher Rd. (GA 108) and Lost Town Trail	Removal of existing place	
8.	Cherokee	Woodstock	Create Major Retail District at I-75 and Ridgewalk Pkwy./Outlet Center	Creation of new place	
9.	Cherokee	Woodstock	Change Woodstock Town Center to Regional Town Center and expand to include all of downtown Woodstock	Reclassification of existing place	Change of existing place boundary

10.	Cobb	Cobb	Expand Hiram Crossroads Major Retail District (in Douglas Co.) east across Cobb Co. line along C.H. James Pkwy. (GA 6) to Powder Springs-Dallas Rd./Elliott Rd.	Change of existing place boundary	
11.	Cobb	Cobb	Change area in southeast Cobb Co. (east of Mableton) from Established Suburbs to Maturing Neighborhoods	Reclassification of existing area	Change of existing area boundary
12.	Cobb	Cobb	Change area bounded by I-20, Factory Shoals Rd. and Six Flags Dr. from Developing Suburbs to Established Suburbs	Reclassification of existing area	Change of existing area boundary
13.	Cobb	Cobb	Change area in southwest Cobb Co. from Established Suburbs to Developing Suburbs	Reclassification of existing area	Change of existing area boundary
14.	Cobb	Cobb	Change southern section of Cobb-Austell Wellness District to Major Retail District, expand north along Austell Rd. to Amy Ln., and expand east along East-West Connector past Floyd Rd. to Auldyn Dr.	Reclassification of existing place	Change of existing place boundary
15.	Cobb	Marietta	Expand SPSU/Life Univ. University District northwest and northeast to align with LCI boundary	Change of existing place boundary	
16.	Cobb	Marietta	Expand Marietta-Kennestone Wellness District north to Church St. Ext. and reduce extent of southern section of district	Change of existing place boundary	
17.	Cobb	Powder Springs	Expand Powder Springs Town Center south to include new street grid development	Change of existing place boundary	

18.	Coweta	Coweta	Move Piedmont Hospital-Newnan Wellness District to location of new hospital at Poplar Rd. and Newnan Crossing Rd., east of I-85	Change of existing place boundary	
19.	DeKalb	Avondale Estates	Expand Avondale Estates Town Center west along E. College Ave. to Sams Crossing to align with City annexation plan	Change of existing place boundary	
20.	Douglas	Douglas	Create Redevelopment Corridor along Thornton Rd. (GA 6) from Veterans Memorial Hwy. (US 78/GA 5/GA 8) to I-20	Creation of new place	
21.	Douglas	Douglas	Create Redevelopment Corridor along Veterans Memorial Hwy. (US 78/GA 5/GA 8) from west side of Lithia Springs Town Center to Cobb Co. line	Creation of new place	
22.	Douglas	Douglas	Create Industrial/Logistics overlay along Veterans Memorial Hwy. (US 78/GA 8) from approximately Gurley Rd. to Winston Industrial Pkwy.	Creation of new place	
23.	Douglas	Douglas	Create Recreation District at Foxhall Resort & Sporting Club in southwest Douglas Co.	Creation of new place	
24.	Douglas	Douglas	Create Crossroad Community in Fairplay: Duncan Memorial Hwy. (GA 166) and Post Rd.	Creation of new place	
25.	Douglas	Douglas	Create Crossroad Community at Duncan Memorial Hwy. (GA 166) and Bill Arp Rd. (GA 5)	Creation of new place	
26.	Douglas	Douglas	Create Crossroad Community at Duncan Memorial Hwy. (GA 166) and GA 92/GA 154	Creation of new place	
27.	Douglas	Douglas	Change area in southwest Douglas Co. from Developing Rural to Rural	Reclassification of existing area	Change of existing area boundary
28.	Fayette	Fayette	Change Woolsey Town Center to Village Center and expand slightly	Reclassification of existing place	Change of existing place boundary
29.	Fayette	Fayetteville	Expand southwest corner and west side of Fayetteville Town Center slightly	Change of existing place boundary	

30.	Fayette	Peachtree City	Create Industrial/Logistics overlay along Joel Cowan Pkwy. (GA 74) from southern end of Peachtree City Major Retail District to approximately Cooper Cir. S. (includes Falcon Field area)	Creation of new place	
31.	Fulton	Alpharetta	Change name of Prospect Park Community Activity Center to Avalon Community Activity Center	Renaming of existing place	
32.	Fulton	Atlanta	Expand Fulton Industrial Blvd. Industrial/Logistics overlay north to I-285	Change of existing place boundary	
33.	Fulton	Atlanta	Extend Memorial Dr. Redevelopment Corridor west from DeKalb Co. line to Boulevard/Oakland Cemetery	Change of existing place boundary	
34.	Fulton	Atlanta	Remove Piedmont Park from Midtown Regional Center	Change of existing place boundary	
35.	Fulton	Atlanta	Create Redevelopment Corridor along Metropolitan Pkwy. from I-20 to Cleveland Ave.	Creation of new place	
36.	Fulton	Fulton	Expand H-JAIA Regional Center to include eastern section of fifth runway	Change of existing place boundary	
37.	Fulton	Fulton	Expand Camp Creek Major Retail District south slightly	Change of existing place boundary	
38.	Fulton	Fulton	Shift Fulton Industrial Blvd. Regional Center and Regional Employment Corridor west to align with existing Industrial/Logistics overlay boundary	Change of existing place boundary	
39.	Fulton	Fulton	Create Redevelopment Corridor along Old National Hwy. from I-285 to Flat Shoals Rd.	Creation of new place	
40.	Fulton	Fulton	Create Redevelopment Corridor along Camp Creek Pkwy. from I-285 to Hartsfield-Jackson Atlanta International Airport	Creation of new place	

41.	Fulton	Milton	Change western area of north Fulton Co. (northeast of Crabapple and east of existing Rural area) from Developing Suburbs to Developing Rural to better align with Milton Comprehensive Plan	Reclassification of existing area	Change of existing area boundary
42.	Fulton	Milton	Change area in northeast corner of Fulton Co. from Rural to Developing Suburbs to better align with Milton Comprehensive Plan	Reclassification of existing area	Change of existing area boundary
43.	Fulton	Milton	Change Milton Village Center (Crabapple) to Town Center and expand slightly	Reclassification of existing place	Change of existing place boundary
44.	Fulton	Sandy Springs	Extend Roswell Rd. (GA 9) Redevelopment Corridor north from Grogans Ferry Rd. to Chattahoochee River	Change of existing place boundary	
45.	Fulton	Union City	Expand Union Station Major Retail District west along Jonesboro Rd. to include additional retail development	Change of existing place boundary	
46.	Gwinnett	Snellville	Expand Snellville Town Center south to Henry Clower Blvd. and east along Main St. (GA 10) to align with Snellville Master Plan boundary	Change of existing place boundary	
47.	Gwinnett	Suwanee	Create Community Activity Center at Suwanee Gateway area centered around Lawrenceville-Suwanee Rd. (GA 317) and I-85	Creation of new place	
48.	Henry	Henry	Expand Henry-GA 155 Industrial/Logistics overlay southwest to include new Home Depot distribution center development south of Walker Dr. and west of N. McDonough Rd. (GA 155)	Change of existing place boundary	
49.	Henry	Locust Grove	Expand Locust Grove Major Retail District north across Bill Garnder Pkwy. to include Wal-Mart development and west across I-75 to Price Dr. to include future retail development	Change of existing place boundary	

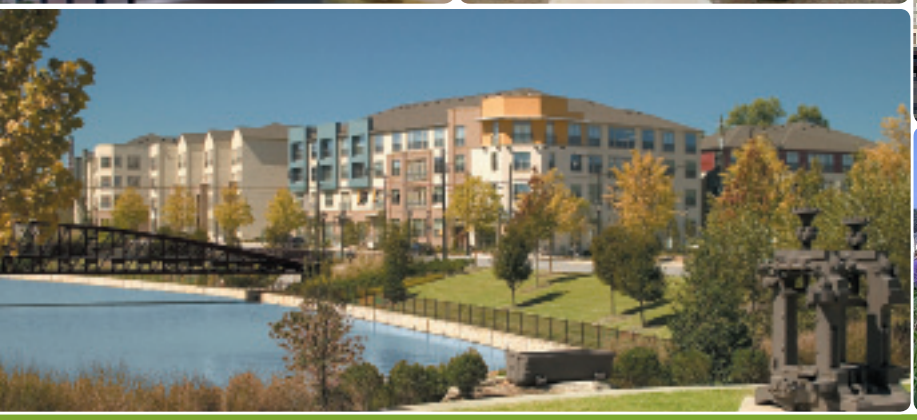
50.	Henry	McDonough	Expand South Point-GA 20 Community Activity Center south to include McDonough Village Green development	Change of existing place boundary	
51.	Henry	Stockbridge	Create Town Center at Stockbridge	Creation of new place	
52.	N/A	Multiple	Expand Airport Investment Area to align with recommendations of Airport Area Task Force	Change of existing area boundary	
53.	Rockdale	Conyers	Expand Conyers Crossing Major Retail District south to include Target retail development and future development between McDonough Hwy. (GA 20) and Miller Chapel Rd., and to include Publix retail development at McDonough Hwy. (GA 20) and Lakefield Dr.	Change of existing place boundary	
54.	Rockdale	Rockdale	Create Recreation District at Georgia International Horse Park in east Rockdale Co.	Creation of new place	
55.	Rockdale	Rockdale	Create Redevelopment Corridor along Salem Rd. from I-20 to Newton Co. line	Creation of new place	
56.	Rockdale	Rockdale	Change area in far southern Rockdale Co. from Rural to Developing Rural	Reclassification of existing area	Change of existing area boundary

PLAN 2040

IMPLEMENTATION PROGRAM

2013 UPDATE - DRAFT



ATLANTA REGIONAL COMMISSION

PLAN 2040

IMPLEMENTATION PROGRAM

2013 UPDATE - DRAFT

ATLANTA REGION PLAN 2040

ARC

ATLANTA REGIONAL COMMISSION

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ARC PLAN 2040 Implementation Program

Introduction

ARC History

Based on a recommendation from a study commissioned by the Atlanta Chamber of Commerce in 1938, the first publicly supported multi-county planning commission in the United States was created in Atlanta in 1947 by the Georgia General Assembly. It was known as the Metropolitan Planning Commission (MPC) and served DeKalb and Fulton counties and the City of Atlanta. The Atlanta Regional Commission (ARC) is the successor of the MPC and has broadened its boundaries and roles over 63 years.

ARC is responsible for developing regional planning policies for the Atlanta metropolitan area. Georgia's comprehensive planning legislation establishes Regional Commissions (RCs) to assist local governments with the planning process and to prepare and implement comprehensive regional plans.

State law also designates ARC as a Metropolitan Area Planning and Development Commissions (MAPDC). MAPDC authority is cumulative with Regional Commission authority and supersedes any conflicts. As a MAPDC, ARC has all of the powers of an RC, as well as additional authority specific to the MAPDC. ARC is the only MAPDC in the State of Georgia. The law that created ARC provides unique authority and allows possible activities, programs, and actions. With support from local governments, ARC could potentially pursue some new actions to aid implementation of local and regional plans.

The ARC Board is composed of local government officials from throughout the region. ARCs boundaries include 10 counties for purposes of its RC function, all or part of 18 counties for its MPO functions, and all or part of 22 counties for purposes of Clean Air Act nonattainment planning.

ARC also serves as the Metropolitan Planning Organization (MPO) under federal law. Federal law provides for the development of transportation plans by regional Metropolitan Planning Organizations that are created by the states. The MPO role, combined with other ARC actions, supports a comprehensive strategy to implement regional land use plans linked with transportation programming.

In addition to being the official planning agency under state law for the 10-county region, ARC is also the Area Agency on Aging (AAA). ARC provides planning support staff to the Metropolitan North Georgia Water Planning District (MNGWPD), whose mission is to develop comprehensive regional and watershed-specific water resources plans for implementation by local governments. ARC also serves as the administrative agency for the Atlanta Regional Workforce Board (ARWB). The ARWB is responsible for policy development, systems oversight, services development, implementation and regional management of the federal workforce development system of one-stops, training through Individual Training Accounts, and youth development programs.

Legal Authority

ARC has broad planning powers and several key responsibilities that relate to plan implementation. ARC does not have zoning authority and does not enforce land development regulations. However, it does have authority to craft regional policies, to direct transportation investments, and to facilitate the implementation efforts of its constituent local governments.

As an RC, ARC's powers are liberally construed to achieve their purposes. In addition, ARC has all power and authority necessary or convenient to enable it to perform and carry out the duties and responsibilities imposed on it by its enabling legislation. Additionally, several of the RC's express powers are granted in expansive terms. For example, the statute enumerating the RC's planning and technical assistance activities states that the RC's authority is not limited to the listed activities.

The Georgia Department of Community Affairs (DCA) prepares minimum standards and procedures for the development of Regional Plans. ARC seeks to further consistency and implementation of local government Comprehensive Plans and the regional plan – PLAN 2040.

During 2010, a consultant team for ARC conducted a legal review of regional and local authority to implement plans. The legal review documents are available on ARC's website. A summary of the legal review related to ARC's authority is below.

ARC has authority to undertake many activities including the following:

- Develop plans on a broad range of issues
- Complete federal and state requirements
- Address local governments' needs
- Enter into contracts/administer funding
- Develop incentives for implementation
- Coordinate and contract to build multi-jurisdictional projects
- Raise funds through coordination with local governments, applications, grants, etc.
- Undertake diverse programs and facilitate implementation

ARC is the acknowledged regional resource for information and maps on wide-ranging areas of data needs. ARC maintains an extensive planning database, which includes U.S. Census information, current population estimates and demographic and economic forecasts. All information used by ARC is available to the public, and all ARC meetings are open to the public. Plans and policies adopted by the local governments, working together through ARC, provide important guidance to the formulation of regional plans and programs and to federal funding decisions.

ARC possesses much strength as an organization. Among the most important benefits of ARC are:

- Convene government, business and non-profits to work together
- Develop and disseminate information and best practices
- Serve as an objective regional and long term perspective on issues
- Provide services to local governments and citizens

ARC undertakes many existing programs, collaborations and initiatives. Meetings, forums and dialogues with local government elected officials, professional staff, non-government organizations and citizens occur regularly at ARC. Regular meetings and collaborations include:

- Transportation and Air Quality Committee (TAQC)
- Regional Transit Committee (RTC)

- Transportation Coordinating Committee (TCC)
- Environment and Land Use Committee (ELUC)
- Land Use Coordinating Committee (LUCC)
- Meetings of local government managers and economic development professionals
- Atlanta Regional Housing Forum
- Aging Services Committee
- Aging Advisory Committee
- Atlanta Regional Workforce Board (ARWB) and ARWB Youth Council
- Innovation Crescent Sector Strategy Committee
- Georgia Entertainment Media (GEM) Sector Strategy Committee
- Health Occupations Sector Strategy Committee
- Communications and Public Involvement Committee

ARC Strategic Plan: "Regional Impact - Local Relevance"

In May of 2011, the ARC Board adopted a Strategic Plan to guide the agency's focus and ensure a concerted effort towards achieving critical, regional objectives. Through this new plan, the organization is committed to achieving "Regional Impact and Local Relevance" and to pursuing a policy of strategic board engagement. The ARC Strategic Plan will serve as a consistent framework to guide both current and future Board members and staff in focusing resources and efforts most efficiently on the region's most critical needs.

Through PLAN 2040, adopted by the ARC Board in July 2011, a framework for comprehensive planning was developed, which will be implemented through ARC programs and investments as well as local government, state government and partner organizations' actions. PLAN 2040 will be updated annually with the input of local governments and other stakeholders.

Over the coming year, ARC's Board and staff will work to incorporate the policy direction provided by the Strategic Plan into PLAN 2040 and its components, including this Implementation Program. Importantly, the Strategic Plan will guide, inform, and be informed by, ARC's execution of PLAN 2040.

Strategic Plan Development Process

Several task forces worked throughout the summer and fall of 2010 to develop a new vision and mission for ARC, establish roles and responsibilities for Board members, restructure committees, and set a framework for implementation. A new vision and mission and committee structure were adopted in October 2010 by the full Commission.

The Commission Chairman appointed a task force to work with ARC's Executive Director and External Affairs Manager to prepare the Strategic Plan. The plan includes policies, values, objectives, and strategies that support the new vision and mission.

Going forward, the Strategic Plan process will include a review of ARC's organizational structure and will determine a leadership profile for the organization's senior staff. ARC staff will also be charged with developing action items and timelines to achieve the objectives outlined in the plan.

The scope of the Strategic Plan is approximately five years, but ARC's staff and Board will regularly review and update it.

The plan begins by addressing high-level strategic elements affecting the Atlanta Regional Commission. These include the Purpose, Values, Vision, Mission, and Core Policies. The document then addresses more specific elements, such as Objectives and Strategies.

Purpose

To serve the citizens of the region, local governments and the broader regional community by providing services, support, and leadership on issues that cross jurisdictional lines and require comprehensive regional solutions.

Vision

The Atlanta Regional Commission is the Regional Leader in identifying Values, developing Policies, and executing Plans that matter to residents and communities, ensuring Competitive Advantage and preserving long-term Sustainability and Livability.

Mission

The Atlanta Regional Commission will demonstrate professional and forward-looking leadership to ensure sustainable growth, livability, and competitive advantage by focusing and balancing Environmental Responsibility, Economic Growth, and Social Needs.

Values

The culture, beliefs and characteristics of the Atlanta Regional Commission:

Regional Leadership: We exhibit, build and foster regional leadership to address and act on critical challenges and opportunities.

Creative Regional Solutions: We anticipate challenges and develop creative solutions based on professional knowledge, public involvement, and collaboration with our partners.

Public Service: We are accountable to our stakeholders, try to exceed their expectations, and exhibit the highest standard of ethical conduct.

Collaborative Teamwork: We work with each other, with partners, and with residents of the region in a concerted effort to build the highest quality of life for the metropolitan region.

Continuous Learning: We constantly seek new information, knowledge, and skills to better serve the Atlanta region.

Core Policies

The core principles and criteria by which the Atlanta Regional Commission sets its direction and makes its decisions:

Is Board Led/Team Driven: The Board sets policies and priorities and the staff manages the organization to achieve the overall objectives.

Is Proactive: ARC identifies and researches issues relevant to the region's communities, now and in the future; brings innovative approaches and state-of-the-art technology to all regional strategies; achieves results; and implements plans.

Asserts Leadership: ARC adopts thoughtful positions on issues of importance to the region's competitiveness, health, and vitality.

Takes Risks: ARC remains flexible and pursues, with speed and deliberation, multiple solutions to the region's challenges.

Creates a Common Agenda: ARC builds consensus among the region's leaders, across jurisdictions and among local partners.

Validates Local Relevance: ARC maximizes opportunities, harnesses resources, and develops adaptable models to provide optimal value to meet the needs of the region's communities.

Looks to the Future: ARC anticipates the future critical needs and issues of the region's residents.

Objectives

What ARC needs to do to achieve its vision and mission:

1. Build regional leadership among the Board and staff to achieve Regional Impact – Local Relevance.
2. Advocate ARC's positive impact to local customers and regional, state and federal partners.
3. Ensure sustainability and livability by addressing regional priorities in aging, transportation, development patterns, and water, and by advancing the recommendations of "*Fifty Forward*".
4. Measure and report the impact and results of ARC's planning activities and programs.
5. Maximize the organization's effectiveness, growth opportunities, and flexibility.

ARC Evolution Plan

Building off the recommendations of the 2011 Strategic Plan, ARC's Executive Director in 2013 unveiled an Evolution Plan designed to move the agency forward in alignment with Board objectives. The Evolution Plan reorganizes many of ARC's divisions and departments into interdisciplinary "Centers," guided by five broad themes to be instilled in the agency's work products and staff interactions. Those themes are as follows:

1. Interdisciplinary
2. Holistic
3. Actionable
4. Outcome-based
5. Ensure our colleagues' success

As 2013 proceeds, ARC leadership will work to realize the new organizational structure and to incorporate the aspirations of these five themes into its work.

Emerging Centers

ARC's Strategic Plan, adopted in May of 2011, began to inform changes to PLAN 2040 in 2012 and will continue to do so in future years. ARC is also updating PLAN 2040 to emphasize the agency's role in promoting and planning for equitable regional development and transportation investments which can sustain new economic development and job creation, as well as understanding how ARC's existing programs support the region's human service needs.

Numerous locations in metro Atlanta have become successful areas for shopping, offices, and mixed-use communities. These locations are in small towns, cities, and activity centers spread across the Atlanta region. Frequently they are former brownfields and greyfields that have been repurposed. Locations such as Atlantic Station, where once stood a dilapidated steel mill, are now thriving mixed-use communities. Many of the most successful areas are served by Community Improvement Districts (CIDs). These existing locations must be supported through services and infrastructure improvements to remain successful and continue to lead the Atlanta region to new levels of economic success.

Metro Atlanta also has dozens of presently under-invested but catalytic sites that are ready for new jobs, residential development, and business districts that can become locations for healthy, livable, equitable, and sustainable growth. Known as "Emerging Centers," these opportunities can leverage existing infrastructure and offer strategic advantages given their proximity to other major assets.

Well-known Emerging Center opportunities include the former General Motors and Ford manufacturing sites; Fort McPherson and Fort Gillem; and the "Gulch" area, south of Philips Arena and including Five Points MARTA station and Underground Atlanta. Additional emerging locations and communities include, among others:

- Areas adjacent to Hartsfield-Jackson Atlanta International Airport;
- Lakewood Amphitheatre area and Fairgrounds site;
- Future communities adjacent to the BeltLine;
- Future transit-oriented communities resulting from July 2012 Transportation Referendum;
- Downtown communities adjacent to the Atlanta Streetcar route;
- Areas adjacent to existing MARTA station locations;
- Redevelopment of the Southlake Mall retail area;
- Atlanta University Center and its environs;
- Corridors such as Memorial Drive with high-capacity bus or BRT; and
- Other communities identified through ARC's Livable Centers Initiative (LCI).

Many of these locations can become major commercial districts, manufacturing sites, office and residential communities with a focus on building energy efficient-sustainable buildings in safe, walkable, affordable, and healthy communities. Many MARTA stations have large under-used parking lots which inhibit development on adjoining properties. These Emerging Center sites represent opportunities unlike any other in metro Atlanta to achieve sustainable development.

Many Emerging Centers are found areas identified by ARC as Equitable Target Areas (ETAs) in a 2010 analysis. ETAs are communities that include low-income and minority populations, the elderly, children, and individuals with disabilities. PLAN 2040 began to focus on ETAs to measure impacts and consider the proportionate distribution of programs and investments that can improve conditions in areas with these populations.

In terms of transportation investments, PLAN 2040 provides an equitable strategy to address many regional needs, with per capita investment in ETAs being higher than those in other areas. In total, approximately 44 percent of all projects are located within or adjacent to ETA communities. In addition, 60 percent of paratransit services, 100 percent of Bus Rapid Transit (BRT) routes, 61 percent of local bus routes, and 79 percent of express bus routes are within or serve ETA communities. These figures mean that PLAN 2040's transportation investments can have a targeted impact on the elderly, low-income, minority populations, children, and people with disabilities. These projects can improve connectivity to employment centers, housing options, human services and health facilities, parks, recreational facilities, and other services. Focusing these investments equitably on Emerging Centers can continue this positive trend.

ARC undertakes substantial programs to support human service needs. Through planning and programming for job training, aging services, and housing activities related foreclosure actions, ARC is helping metro Atlanta's families rebound from the Great Recession. ARC's Lifelong Communities is a model program that emphasizes keeping people in their communities, integrating services, and promoting wellness and independence. Investments reflect the integration of planning for physical and human services infrastructure and the promotion of social well-being. Considerable federal and state funds are leveraged to support these investments.

Emerging Centers offer ideal opportunities for the implementation of Lifelong Communities principles of good design, which are fundamental to creating communities for all ages and accomplishing an important part ARC's human services mission. These principles, which include connectivity, diversity of housing stock, a range of transportation options, walkability, and access to basic needs that provide a high quality of life at all ages, are essential for older adults to remain in their communities. Along the same lines, ARC plans to strengthen its Livable Centers Initiative (LCI) program in 2013 with a greater focus on Emerging Centers. The LCI program awards planning grants on a competitive basis to local governments and nonprofit organizations to prepare plans for the enhancement of existing centers and corridors consistent with regional development policies.

Through ARC's Strategic Plan, PLAN 2040 activities, and alliances with partners across the public and private sectors, planning and promoting Emerging Centers offers new potential in equitable development, human services and economic resurgence that the region should leverage for the next wave of sustainable growth.

Implementation Program Narrative

Georgia Department of Community Affairs (DCA) rules require that ARC consider activities it will perform to assist local governments and other regional actors to act consistently with the regional plan – PLAN 2040. Actions identified should include planning, programs and coordination activities, as well as review activities, along with various direct services provided by ARC. The following narrative provides a summary of major program activities offered through ARC.

Community Development

Georgia DCA Regional Planning Requirements

DCA rules require that ARC promulgate PLAN 2040. In doing so, ARC will:

- Consult with all local governments in the region to explain the contents of the Regional Agenda. Discussion will also entail encouraging consistency between local Comprehensive Plans and codes with PLAN 2040 policy; coordination with the Unified Growth Policy Map (UGPM); and aligning investments for new and upgraded public facilities with the Guiding Principles. ARC's management of Local Government Plan Implementation activities (i.e., Local Performance Standards) through 2014 will be a crucial element of supporting new sustainability actions at the local and regional level. ARC will seek to direct assistance to local governments to meet the standards, thereby advancing a refined understanding and increased implementation of sustainability practices across all local governments and the region.

- Consult with other important regional stakeholders - such as developers, chambers of commerce, environmental protection groups - to explain the contents of the Regional Agenda and to encourage them to coordinate their activities to achieve the desired development patterns for the region.

- Consult with staff of the Department of Transportation (GDOT), Department of Natural Resources (DNR), Georgia Environmental Finance Authority (GEFA) and other appropriate state agencies to encourage them to coordinate their activities with the Regional Agenda.

Livable Centers Initiative (LCI)

ARC established the Livable Centers Initiative (LCI) in 1999, with the first studies awarded to local governments in 2000. Over the past 13 years, the LCI program has spurred cities, counties and communities of all sizes to undertake planning and create transportation-efficient land use strategies for activity centers, town centers and corridors. The LCI program has been the Atlanta region's primary regional program and resource during the past decade to spur redevelopment, foster new urban development and implement transit-oriented development (TOD).

To date, 114 LCI studies have been completed or initiated in 17 counties and more than 50 cities. The LCI program dedicates $500 million in the RTP (FY03 through 2040) to fund transportation projects identified during the studies. To date, roughly $232 million for 105 projects has been programmed in the FY03-FY17 TIP for design, right-of-way and construction; and approximately $20 million per year is programmed in the TIP from FY12-FY17 for LCI construction projects.

The LCI program will continue on the foundation of supporting three general concepts: mixed land uses, transportation options, and public involvement. In addition, the focus of the LCI program in PLAN 2040 is centered on advancing two themes: 1) implement investments in current LCI communities; 2) support transit throughout the region, with particular emphasis on optimizing existing transit stations/services.

LCI Study Implementation – Supplemental study funds may be used for a specific action requiring additional planning work as identified in the original LCI plan or update, such as preparing detailed studies, codes, or other supporting efforts that foster LCI plan implementation. Emphasis for supplemental studies will be placed on TOD implementation, which includes creating detailed development concept plans, changing local codes to allow for innovative development, and preparing a housing plan to ensure a full-range of TOD-supportive housing. Supplemental study dollars will also be prioritized to fund updates to existing LCI studies that are 10 years old.

New LCI Studies – The selection of new LCI studies will focus on regionally significant *centers* that can accommodate development in a mixed-use environment supported by multiple transportation modes, with a modal emphasis on existing or planned transit service.

Transportation Funding – Maintain the $500 million commitment in the RTP (minus funding programmed to date) for transportation projects coming out of LCI studies. Transportation funding will remain available for any project eligible for L230 funds that supports LCI plan implementation. Particular emphasis will be given to creating multi-modal communities, complete streets, and first mile-last mile improvements.

Emerging Centers – Emerging centers will continue to be a focus area used as a prioritization filter for reviewing new LCI study applications and LCI supplemental study applications during the following application cycle. In addition to LCI studies, ARC staff may direct, conduct or otherwise undertake a study to support the designated special study focus area in conjunction with affected local government(s); this type of study can be in any location throughout the region and may not necessarily be in an LCI study area.

Additional work to be considered for LCI – ARC staff will develop specific requirements and management processes to ensure the program aligns with the concepts and themes identified above. In addition, the following concepts will continue to be considered:

- Fund Swap: Swap federal L230 dollars (a portion of the $500 million commitment) with a local government, agency or CID for local funds. ARC would use these more flexible local funds to support plan implementation and expedite project delivery, which may include:
    - Land banking for housing at TOD sites around existing transit stations, which ties to the work of the Atlanta TOD Collaborative as explained in the Transit-Oriented Development section of this document; and
    - Small project funding for transportation projects under $500,000 that would not otherwise be cost effective with respect to going through the GDOT project approval process (PDP). Projects funded with MARTA offset funds would serve as a model for this program.
- Flexing: ARC is actively working on flexing Surface Transportation Program (STP) funds to Federal Transit Administration (FTA) funds in order to expedite project delivery.
- Performance targets/measures: ARC will continue to track LCI progress, implementation and performance through the biannual LCI Implementation Report and the semiannual Breaking Ground Report.
- Consider efforts to coordinate and support Local Performance Standards as outlined in PLAN 2040.

Sustainable Communities

The U.S. Department of Housing and Urban Development (HUD) initiated the Sustainable Communities program in 2010. While ARC has not been successful with funding applications to this HUD program, the Community Development Division has continued to coordinate activities with several organizations interested in the HUD Sustainable Communities programs and support to local government implementation.

Southface Energy Institute and ARC staff received training from the National Charrette Institute in 2011. With this training complete, Community Development staff, along with Southface, helped conduct a planning charrette around the Edgewood-Candler Park MARTA station in the City of Atlanta. The charrette was coordinated with MARTA and the local community, with support from the Zeist Foundation. ARC staff also completed a visioning workshop for the City of McDonough's downtown district in 2011 as follow-up to prior Livable Centers Initiative (LCI) efforts in that area. ARC conducted a variety of other charrettes and workshops for local governments in 2012, which are detailed under Plans, Design and Codes. ARC will continue these efforts in 2013.

The Georgia Conservancy leads an effort known as Blueprints for Successful Communities, which ARC attends and to which ARC provides limited support upon request. Additionally, the Georgia Conservancy and Georgia Tech planning and architecture professors have co-developed a training module known as Good Urbanism 101 for use in Georgia, which ARC can support upon request.

ARC's Community Development Division has also coordinated with the Natural Resources Division and sustainability-focused organizations on greenspace planning and related programs for several years. ARC will continue to seek to leverage these resources and guide them to needs identified by local governments.

Resource Plan

The Regional Resource Plan integrates natural and cultural resource planning into the larger framework of transportation and land use issues within the region. The Resource Plan can build on the success of past ARC initiatives, including the Regional Greenspace Inventory and Green Infrastructure Toolkit, and draw from the wealth of experience and energy of regional conservation and preservation partners. Several steps will be critical to the establishment of a solid foundation for initiatives that implement the plan.

ELUC Resource Team and LUCC Local Agriculture Working Group – The Land Use Coordinating Committee (LUCC) and Environmental and Land Use Committee (ELUC) of the ARC Board involve regional conservation/preservation partners to help promote the promulgate the Regional Resource Plan. A sub-committee of LUCC, the Local Agriculture Working Group, began meeting in late 2011 will continue through 2013. The Working Group will seek to disseminate best practices and direct resources to local governments seeking to retain agricultural resources as well as manage issues including farmers markets. ARC has encouraged participation by state agencies and NGOs that participated in the development of PLAN 2040, as well as other interested parties.

Develop research, data and other information – ARC has an integral role to play in support of the implementation of conservation and preservation activities supportive of the Regional Resource Plan. Projects undertaken by staff will include, but are not limited to:

- Develop a regional Trail Master Plan based on the various conceptual trail master plans developed throughout the region
- Update and revise the regional Greenspace Inventory
- Create and update a regional historic and cultural resources inventory utilizing existing data from sources such as GNAHRGIS and the National Park Service, as well as data from Section 106 review surveys

ARC staff will continue to review and forward Section 106 notices, as appropriate, to local governments, LCI sponsors, etc., along with clarification as to why they receive these notices. Further work is needed for the conservation and enhancement of rural working landscapes and other agricultural uses in the region. Projects undertaken by staff will include, but are not limited to:

- Create and update an inventory of active agricultural sites
- Develop the background research, framework and potential scenarios for a Regional Transfer of Development Rights program
- Identify activities that could further the success of regional farm-to-market programs

Continue to update the Regional Resource Plan – Pursuant to the Resolution to adopt the Regional Resource Plan, the plan will be updated annually based on stakeholder input and regional priorities. ARC staff will continue to maintain and update the list of regional stakeholders that includes numerous conservation and preservation organizations, local governments, and consultants. ARC staff will solicit for annual nominations from regional stakeholders and will continue to identify potential Regionally Important Resources per the criteria adopted by the ARC Board. In the short term, particular attention will be given to resources that lacked sufficient documentation in the initial draft, including gardens, cemeteries, scenic corridors, and archaeological sites.

Seek additional funding opportunities – ARC staff will work to identify funding sources to enhance implementation and program delivery of projects supportive of conservation and preservation initiatives. This effort should be undertaken to further not only the priorities of the Regional Resource Plan, but also to include other components of PLAN 2040 related to urban design standards for development that may impact identified or potential Regionally Important Resources.

Transit-Oriented Development (TOD)

Implement TOD – ARC began to assist MARTA staff in 2010-2011 with undertaking presentations on TOD Guidelines in jurisdictions with MARTA rail stations. ARC and MARTA have since continued to coordinate on several activities including charrettes, analysis of station areas, and flexing of funds to LCI projects. ARC contracted with Bleakly Advisory Group in 2012 to conduct an in-depth review of station area development potential and market related information. In March 2013, ARC assisted MARTA in hosting a "Development Day" event aimed at educating developers, real estate professionals and elected officials on development potential around MARTA stations. Further training and leadership events are planned to help MARTA and local government leadership to better support TOD.

MARTA station policy – Furthering the research detailed above performed by the Bleakly Advisory Group in 2012, ARC staff will continue to undertake a detailed review to determine the actions needed to create transit-oriented development at MARTA stations. ARC will further analyze market conditions, LCI plans, supplemental small area plans, Community Choices activities, and other planning efforts to identify jurisdictions with regulatory needs as well as pedestrian and other transit/TOD-related infrastructure needs. Staff will then develop a baseline of stations and jurisdictions ready for TOD and those that need help, followed by a prioritization of these station areas and jurisdictions.

TOD at key MARTA stations – Through charrettes and other methods, staff will develop community support and visions for TOD at existing MARTA stations; review parking needs in relation to available spaces at each station; and analyze sidewalk availability and other pedestrian issues. The Community Development Division will focus on two to three stations annually that are ready for development, while seeking to engage private sector partners.

TOD Collaborative – The Atlanta TOD Collaborative is an eight-member partnership of non-profits and government agencies aimed at removing barriers to, and advancing incentives for, equitable transit-oriented development (TOD) in the Atlanta region, while increasing public understanding and awareness around the benefits of TOD. Member organizations of the Collaborative include the Atlanta Housing Association and Neighborhood-based Developers (AHAND), the Atlanta Land Trust Collaborative (ALTC), the Atlanta Regional Commission (ARC), Enterprise Community Partners, the Fulton County/Atlanta Land Bank Authority (FCALBA), Georgia STAND-UP, the Livable Communities Coalition (LCC), and the Partnership for Southern Equity (PSE). The Collaborative's organizations have united to leverage and organize their joint resources to ensure that metro Atlanta capitalizes on the potential of its transit investments. Through the work of the Atlanta TOD Collaborative, the ultimate goal is to help the region realize high-quality, walkable, equitable, mixed-use development in and around its transit station areas.

TOD website – ARC has established a TOD page on the ARC website and will continue to add content and information to promote TOD within the region. Website development will be coordinated with other ARC work, such as housing, and will include resources from the federal government and non-profits, such as the Center for TOD.

Housing and Residential Development

Piece by Piece Initiative (PbP) – ARC staff will collaborate on foreclosure support and neighborhood stabilization in support of the PbP initiative. Included in this process is a meeting with local government housing and community development staff and housing authority staff in January to facilitate a dialogue on housing needs related to foreclosures. ARC and the committee will discuss whether or not this convening should be a regularly scheduled discussion. The initial meeting will provide a venue for sharing best practices, specifically dealing with enforcement issues, backlogs of vacant homes and ways in which local resources are being used to address foreclosures. Staff will attend and offer support as needed to ANDP's meeting with local elected officials related to PbP follow-up.

Regional Housing Forum, including coordination with Steering Committee – ARC will continue to offer support to the quarterly Regional Housing Forum. This includes continuing coordination with the Steering Committee on forum topics and planning for the quarterly event (securing and preparing speakers, logistical coordination, meeting summaries, etc.). Staff will work with the Steering Committee to consider a revised and strengthened role for the Housing Forum in 2013.

Facilitate ELUC Housing Team – The mission of ELUC includes a focus on housing, foreclosures and residential development. The ELUC Team, with Community Development staff, is working to refine the ARC housing role. Subsequently, Community Development staff will undertake any new work items or responsibilities deemed appropriate by the committee as they relate to housing.

Maintenance of Atlanta Regional Housing website – ANDP manages the content on the Atlanta Regional Housing webpage at www.atlantaregionalhousing.org. ARC will continue to assist and offer support to this function, and will also work with ANDP to update content and strengthen the site as a resource for housing professionals. This includes providing new research, data and current events related to the affordable and workforce housing market, and continuing the dialogue with ANDP to ensure that ARC is assisting as needed.

Plans, Design and Codes

Airport Area Task Force – ARC in 2011 began a process with local governments to review the policy, development potential and future of the area around Hartsfield-Jackson Atlanta International Airport (H-JAIA). In June 2012, ARC helped co-host the "Global Gateway" event to generate interest in airport area planning and engage local stakeholders. In August 2012, interested representatives of local governments, business, citizens and others in the area surrounding H-JAIA came together to form the Airport Area Task Force. The Task Force has held periodic meetings since that time and will continue to do so in 2013. Work

activities include considering the need for further funding and organizational resources such as a CID; developing maps and other data on existing plans, uses and structures around the airport; holding further joint meetings of neighboring local governments and authorities and considering a process to continue engagement; investigating market analysis and land use and development planning. The Task Force will also be seeking additional support from private sector entities in the airport area that hold a stake the improvement of that area for the continued success and growth of their businesses. The end result of these activities will be a unified vision and implementation program for the area surrounding H-JAIA and neighboring jurisdictions that can be used to guide development. Task Force leaders are currently rebranding the group as the "Atlanta Aerotropolis Alliance."

Planning Assistance Teams – Planning Assistance Teams form the basis of a concept used by Georgia DCA and the Urban Land Institute (ULI) to provide focused assistance to a community on a planning issue or area. A multi-disciplinary team of planning professionals works with residents and local government stakeholders on a place-based initiative to foster community education, engagement, and empowerment. Each team member is selected for the specific expertise needed on the project.

Through a coordinated, collaborative effort with community members, key stakeholders, and relevant decision-makers, the team develops a framework or vision plan that promotes a sustainable, livable, economically vibrant, and healthy urban environment.

Projects are highly focused efforts because of the time constraints on pro bono team members. They may vary from economic development strategies, transit-oriented developments, parks and waterfronts, and urban design guidelines to affordable housing, sustainability plans, and water management issues.

In 2012, ARC Community Development staff worked with citizens and stakeholders to develop a vision for a greenspace parcel on LaVista Road in central DeKalb County. ARC later staffed a downtown gateway and bike/pedestrian planning workshop for the City of Senoia in Coweta County. Additionally, ARC assisted the City of Milton by helping select a project team and providing technical assistance with the development of a local transfer of development rights (TDR) program. The Community Development Division also provided direct assistance in 2012 to the City of Chattahoochee Hills by developing a wayfinding and gateway plan for the City.

Collaborate for Better Codes, Healthy Communities and Urban Design – In an effort to encourage local governments to consider the next generation of zoning and design codes, ARC has undertaken several activities. Community Development staff has provided direct assistance to local governments seeking to implement a Form-Based or SmartCode. Community Development has created an informal "Sector Map" based on the Unified Growth Policy Map (UGPM), which seeks to designate areas appropriate for a SmartCode. Community Development coordinates with the Georgia Chapter of the American Planning Association (GPA), the Georgia Tech College of Architecture and School of City and Regional Planning, and the Congress for the New Urbanism-Atlanta Chapter, as well as the Georgia Conservancy, using the models of Good Urbanism 101 and the Blueprints program. ARC will provide planning support for charrettes and workshops to focus on smaller centers below the threshold for an LCI.

Infrastructure and Land Use Analysis – In 2008, at the request of ELUC, ARC completed a scan of fiscal impact analysis work activities in Georgia and the U.S., and also developed a fiscal impact analysis toolkit. Going forward ARC will conduct an analysis of local comprehensive plans and the UGPM and consistency with infrastructure plans for road, water and sewer improvements. Staff will consider future actions to engage and discuss infrastructure issues with local governments. Additional considerations by the Community Development Division include examining the benefits of Fiscal Impact Analysis in relation to new development and the evaluation of comprehensive plans; and analyzing where the Resource Plan and tools for rural preservation may support local plans.

Implementation Task Force

Georgia DCA requires that ARC outline activities it will undertake to ensure that the regional plan is accomplishing the desired results. These activities must include, but not be limited to, the following:

- Conduct periodic Quality Growth Effectiveness assessments of each local government in the region, to determine if they are achieving prescribed performance standards
- Survey regional leaders as to whether the Strategies identified in the plan are being implemented
- As part of the Report of Accomplishments included with each annual update of the Regional Work Program, survey changes and developments in the region to determine whether the plan is being effectively implemented and if it is having the desired impact on regional development patterns
- Based on the results of this survey, identify impediments to implementation and possible solutions or needed amendments of the regional plan

ARC convened an Implementation Task Force chaired by Mayor Ralph Moore in the fall of 2010. The Task Force made four primary recommendations that serve as a framework for ARC implementation activities. These included: developing "Regional Performance Measures" through PLAN 2040; communicate key points of PLAN 2040 implementation through a dashboard, publications, website, presentations to governments and citizens; outline strategic outcomes and Performance Measures based on plan goals; evaluate with ARC Committees the current format of ARC's annual Work Program document (Strategy); consider annual or semi-annual presentations, websites, reports, individual meetings, etc. to outline ARC progress towards goals. Develop a format for quarterly implementation briefings or presentations to Committees and the Commission.

Government Services, Leadership and Training

The following activities will continue as a part of PLAN 2040 in the local government services work program within ARC's Community Development Division.

Community Planning Academy – The Community Planning Academy (CPA) offers high-quality, cost-effective training and workshops to appointed citizen planners, local elected officials and local government employees. CPA provides planners and decision makers with tools to make effective decisions regarding their community's future.

Community Choices – Through the Community Choices program, ARC will continue to provide cities and counties with the tools, technical assistance and resources to help them create communities that best suit their unique visions.

Local Government Training Institute (LGTI) – The Local Government Training Institute offers high-quality and cost-effective training opportunities to city and county employees. Classes are designed to help increase effectiveness, enhance job skills and keep employees abreast of local government trends and best practices.

Regional Leadership Institute (RLI) – The Regional Leadership Institute (RLI) is a comprehensive leadership program designed to better prepare a diverse group of community, government, business and nonprofit leaders to work collaboratively in addressing regional issues. Activities include creating a shared sense of community in the Atlanta region and further commitment to regional collaboration; providing leaders with a practical, in-depth understanding of major community issues facing the Atlanta region; and enhancing the communications network among leaders from diverse backgrounds and interests.

Leadership Involvement Networking Knowledge (LINK) – LINK is a cross-sector, cross-county leadership exchange that brings together the region's most influential leaders to learn how metropolitan areas throughout the country are addressing the same issues and challenges we face in the Atlanta region. LINK gives these prominent government, business and civic leaders the opportunity to learn about other regions while strengthening the collective vision and collaboration of the Atlanta region.

Networking and Information Sharing – It is as important as ever to learn from peers and share best practices. Government Services staff facilitates several programs that provide an opportunity for cities and counties across the region to connect and discuss important issues, trends and best practices that are happening within their communities.

Schools and Communities – Schools are a major contributor to building quality, livable communities. While there are many potential topics surrounding schools and communities, the intersection of school location, design, and coordination between local governments and school systems is the focus on this work program. ARC staff works closely with school planners and other regional organizations to share information and seek strategies that support schools and community coordination.

Annual Legislative Roundtable – Through and annual legislative breakfast, this event brings together leaders from across the region to share information about relevant issue/issues with state local and state legislators. The purpose of the roundtable is to educate and inform local leaders in the metropolitan region about the critical issues, challenges and opportunities that State leadership will face in the upcoming session.

Economic Development – Community Development is the administrator of the Economic Development District (EDD). This typically involves providing economic development training and tools, supporting projects that are aligned with the CEDS (Comprehensive Economic Development Strategy) and regularly updating the CEDS. A comprehensive CEDS update was prepared in 2012, with the assistance of the firm Market Street Services, and has produced the Regional Economic Competitiveness Strategy. This strategy is built on extensive input from stakeholders across the region and is supported by the leadership of Work Group and Steering Committee members. The strategy will serve as a regional roadmap for metro Atlanta and reflect the economic development objectives and initiatives of local governments throughout the region. ARC staff has recently completed an action plan for the Strategy and will be working with key partners on implementation in 2013 and beyond.

Workforce Solutions and Economic Development

State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

PLAN 2040 is ARC's comprehensive plan undertaken pursuant to DCA's rules, and ARC develops economic strategies through its Regional Commission authority as outlined in Georgia law. ARC's Workforce Development Division and the Atlanta Regional Workforce Board are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives, such as the development and implementation of talent development strategies that support economic growth in regional economies.

The Workforce Solutions Division also conducts traditional workforce-related activities as the grant recipient and administrative entity for the Workforce Investment Act (WIA), for a seven-county portion of the metro-Atlanta region. The Atlanta Regional Workforce Board has taken major steps to align its activities with economic development goals and expand the scope of the Board's activities in relation to regional competitiveness.

The recession, subsequent double-digit unemployment and stagnant job growth have created concern among elected officials as they seek appropriate regional responses to these challenges. While the U.S. is experiencing stagnant job growth, the Atlanta region has seen evidence of employers relocating to the area. recently, announcements for Pinewood Studios, Volkswagen and Porsche Cars North America will add significant jobs to the metro region.

Traditional economic development resources and activities undertaken by the Georgia Department of Economic Development, the Chambers of Commerce and public utilities, such as Georgia Power, are the main drivers behind businesses locating in Georgia. The myriad of research universities and incubators in metro Atlanta contribute significantly to economic growth as well.

Research undertaken by ARC indicates substantial regional resources among state government, Chambers of Commerce and public utilities to undertake traditional economic development activities, such as global recruitment of business and tax incentives. While ARC supports economic development activities, duplicating or seeking to supplement traditional economic development activities should not be ARC's role. Through its core responsibilities of transportation, land use and water planning, as well as workforce development, ARC supports the larger economic needs of the region. Undertaking these core responsibilities and implementation in a successful manner must be the primary goal.

ARC's primary role under workforce/economic development is the implementation of regional industry strategies to address workforce needs of employers, as well as the development of workforce pipelines of trained individuals. ARC can undertake many related and important activities in its current role. Identification of skills, workforce needs, training and coordination with a broad range of partners, including educational institutions, is the core responsibility and area of work that ARC should direct more resources as it seeks to expand its influence during the upcoming five-year period. These activities and responsibilities are outlined below.

Regional Industry Strategies (Sector Strategies) – Sector strategies build partnerships of employers, training providers, community organizations, and other key stakeholders around specific industries to address the workforce needs of employers and the training, employment, and career advancement needs of workers. The defining elements of sector initiatives include a focus on customized solutions for a specific industry at a regional level, a central role for a workforce intermediary such as ARC in bringing the industry partnerships together, and promoting the competitiveness of industries in the region.

In 2007, Georgia was selected by the National Governors Association (NGA) to develop and implement two Sector Strategies, Advanced Manufacturing and Biotechnology, as both were at critical junctures in economic growth within the state. Additionally, the Commission for New Georgia established six state economic development areas, including life sciences, logistics and transportation, agribusiness, energy and environmental, healthcare and eldercare and aerospace. The Atlanta Regional Commission was asked to participate in the NGA Policy Academy and has been an integral partner in the formation of sector strategies for the state and the Atlanta-Athens region. Since the initial development of the Advanced Manufacturing and Biotechnology sector strategies, the Governor's Office of Workforce Development awarded 23 Industry Sector Grants throughout the state focusing on additional sectors, such as Logistics, Energy, Aerospace and Biofuels. ARC has been a key planning partner in an application with the United Way of Metropolitan Atlanta for a grant from the National Fund for Workforce Solutions for a Healthcare Occupation sector grant, which applies the same NGA approach. Currently, the Metro Funders Workforce Collaborative is organizing a supply chain/logistics industry network in the southern crescent.

Life Sciences (Biotechnology): The Innovation Crescent – Between Athens and the core metro counties in Atlanta is a 13-county "Innovation Crescent" region that is interconnected and linked as a home to an emerging cluster of life sciences industries. There are five key industry sectors under life sciences that cover the majority of industries in the region:

- Therapeutics (pharmaceutical, vaccines, medical devices and biologicals)
- Diagnostics
- Agricultural
- Environmental
- Research and development

Healthcare is generally viewed as a "support industry' grouped under life sciences. Healthcare and life sciences are often linked together in regional economic analysis as they are integrated in the workforce areas of: skill/education development, higher wage options, career ladder opportunities and growth industries. Applications from life sciences are applied in the healthcare arena and are often partnered in development and clinical trials. The companies within the region utilize the platform systems of biotechnology, nanotechnology, and genomics. They also include bioinformatics and the various suppliers to this heavily regulated industry group.

The IC possesses significant strengths in its higher education institutions, funded research entities and transportation systems. Key assets are its four-year colleges and universities: Kennesaw State University, University of Georgia (UGA), Georgia Tech, Emory University and Georgia State University (GSU). UGA houses a Life Science Technology Transfer Center, well-known and regarded veterinary and agriculture schools and emerging environmental and biological science departments. Key research facilities are its state-of-the-art BSL/3 Bio-Ag Laboratory with opportunities for undergraduates and graduates to participate and conduct research within these laboratories and centers.

Emory University in DeKalb County offers an internationally renowned medical school with $312 million in funded health science research. Its medical school is ranked in the top 20 of grant recipients from the National Institutes of Health (NIH). Emory operates an active technology transfer program, including an incubator, and is currently ranked first among U.S. universities in commercial licensing revenues. Georgia Tech is renowned for its work with the "Center for Engineering of Living Tissues", the "Packaging Research Center" and as the home of the Georgia Research Alliance eminent scholars. Georgia's Health Science University, formerly the Medical College of Georgia, now has an established presence in Athens.

The emerging life sciences industry cluster is a key economic transformation for the region. However, economic profiles suggest a mismatch between the emerging growth sectors in the region and the potential pool of workers to fill the technical roles in life sciences.

In 2006, the State, in partnership with the Georgia Chamber of Commerce, initiated the Work Ready Program, a workforce investment strategy led by the Governor's Office of Workforce Development that links workforce development, economic development, industry and education together and aligns it to the economic needs of the State, its regions, and local communities. Work Ready essentially aligns a person's skills to an employer's skills needs through Work Keys assessments and job profiling. ARC staff assisted counties in their applications as Work Ready communities and provide continued technical assistance as members of county Work Ready teams. ARC's Workforce Development Division Chief, is a team leader for three of the Work Ready Regions.

As of December 31, 2011, 60,513 individuals have earned a National Career Readiness Certificate across the 13 counties in the region, with 18 percent or 10,926 individuals at the gold level or higher. Six Innovation Crescent counties attained all goals to become Certified Work Ready Communities: Barrow, Gwinnett, Jackson, Madison, Oglethorpe, and Walton. Additional certified counties in the metro region include: Cherokee, Douglas, Henry and Rockdale.

In 2007, the Governor's Office implemented the Georgia Work Ready Region initiative, which included Work Ready Regions focused on strategic industries. This initiative tied directly into the NGA initiative for sector development. The Atlanta Regional Commission received five Work Ready Region Grants focusing on Life Sciences totaling $1,300,000. The last of these grants expired June 2012.

Innovation Crescent Initiatives under the grants include:

- Establishment of Life Science career pathways in middle and high schools
- Articulation agreements for Life Sciences programs between the Universities and Technical Colleges
- Sustainable communication between the Life Sciences industry and education
- Establishment of a Life Sciences Industry Network

The ultimate goal is to recruit emerging Life Sciences industries to the area by developing a workforce pipeline, from K-12 through Technical Colleges to area Universities.

Current Career Pathway accomplishments include:

- Development and approval of a biotechnology career pathway by the Innovation Crescent team and DOE, development and approval of a biotechnology course as a science elective, development and approval of biotechnology tasks for middle school science
- More than 1,955 students in 23 high schools and 13 school districts have been enrolled in the biotechnology career pathway curriculum
- The middle school tasks have been part of training for all Atlanta Public School middle school life science teachers. In addition, Gwinnett Public Schools is training middle school teachers on these tasks as part of a program with Gwinnett Technical College in the 2011-2012 school year.
- Gwinnett Tech's biotech program enrollment grew from 6 in 2007 to 140 in 2011
- Athens Tech's biotechnology degrees conferred increased by 87%
- Approval of a new bioscience technology program at Atlanta Technical College in addition to award of $4.8 million USDOL grant for biotechnology
- "Pathways to a Regulatory Career" program presented with Regulatory Affairs Processional Society on April 12 at Kennesaw State University and September 22 at Georgia State University to prospective students and employees
- Supported field trips for 125 high school biotechnology students from four districts to attend Georgia Life Sciences Summit on September 2011 in Atlanta

A 2007 USDOL Community Job Training Grant received by Gwinnett Technical College and Athens Technical College in conjunction with the Atlanta Regional Workforce Board helped to expand biotechnology curriculum offerings and provide equipment for teacher training and served as the springboard for the strategy. Activities funded by the Grant and conducted in Innovation Crescent included: (1) Summer Academies for bioscience middle and high school teachers introducing state-of-the-art scientific techniques and equipment (2) Loan of bioscience equipment to Middle and High School classes as well as curricula for experiments with bioscience pharmaceutical and agricultural projects (3) Development of the Georgia

Bioscience Technology Institute (www.gabioscience.org) with certificate and degree programs at both Athens and Gwinnett Technical Colleges. The program has expanded to include assistance to Atlanta Technical College, which has developed a bioscience program in conjunction with Dendreon. Since its inception, The Georgia Bioscience Technology Institute has trained 254 teachers in summer institutes and loaned equipment to another 325 teachers representing 211 schools. These activities have directly impacted over 25,500 students in the classroom, and another 7,700 students have participated in other forms of outreach such as classroom visits, science fairs and career fairs.

In 2011, Gwinnett Tech was selected as a beta site for the National Science Foundation funded "Bridge to Biotech" Project. Bridge to Bio provides entry level courses for students without scientific background to increase pathway completers; Gwinnett Technical College in first cohort of national adopters. The IC supported the development of Bridge to Bio by sending program leaders at Gwinnett Tech, Atlanta Tech and Athens Tech to the Bio-Link national conference for training in summer 2011.

Workforce Board staff offered career exploration assessments to assist students considering bioscience careers and participated in information sessions for potential students. The information sessions had two purposes: (1) introduction of certificate and degree programs (2) employment options in biotechnology career pathways for graduates. During the ARRA Summer 2009, a specialized Water Resources Camp was designed and implemented by Gwinnett Technical College, based on Life Science/Green Jobs activities emerging from Life Sciences sector grant.

Chambers and economic development entities in the 13-county area came together as the Innovation Crescent Regional Partnership (ICRP) to market under one brand: "The Innovation Crescent" (see www.innovationcrescent.com). Collateral material, videos and communication networks, such as Facebook and Twitter were created by the ICRP. Members from the diverse county area have traveled to Boston and as far as China to market the "Innovation Crescent" as a region – not individual counties. The Chambers formed a 501c3 organization for marketing the IC and represented the Innovation Crescent at Bio International 2011.

The Work Ready grants established a regional Industry Network leadership team. This Industry Network, functioning as a committee under Georgia Bio, the State's life science industry association, provides an established and sustained partnership between partners and employers. The IC Industry Network, which is comprised of company officials from many of the major Life Sciences companies in the crescent, identified critical occupations in need, common training needs, common recruitment problems and a sustainability plan.

The current IC Industry Network currently consists of Immucor, Elan, Noramco, Merial Select, CryoLife and Porex, representing over 2,000 employees. The industry network is charged with connecting the region's workforce strategy with industry needs, particularly in filling the pipeline for critical industry occupations. The Network has identified bioscience technicians, quality assurance auditors and regulatory specialists as their key occupational needs. A $25,000 grant was received in May 2011 from the Georgia Work Ready Industry Partnership for the first shared industry training on: Basics of Project Management, provided by the University of Georgia, in which 50 students enrolled from six companies; and the Microsoft Project, provided by Gwinnett Technical College, in which 45 students enrolled from six companies. An additional $25,000 grant was received for three shared industry training courses: Basic Supervisory Skills (provided by Georgia Perimeter College), Performance Management (provided by Integrated Performance Consulting), and Advanced Microsoft Project (provided by Gwinnett Technical College).

Although the Work Ready grant funding ceased in June 2012, the sustainability of the Innovation Crescent is indicated in many forms including: the addition of schools teaching the biotechnology career pathway, the continuation of the IC Regional Partnership to market the Innovation Crescent, the continuation of the IC Industry Network under GaBio, the continuation of the Georgia Bioscience Technology Institute which works to seek funds from the National Science Foundation and other grant sources.

Georgia Entertainment and Media (GEM) Region – In 2010, ARC received an additional Work Ready Regional Grant for $400,000 for development of a new Digital Media Entertainment Region. The GEM initiative is designed to link education and workforce development efforts and align them with the growing entertainment and media industry in the region. The Georgia Entertainment and Media (GEM) Work Ready Region is focusing its efforts on training workers for careers in digital entertainment and media and serves: Clayton, Cobb, DeKalb, Fayette, Fulton, Gwinnett, Henry and Rockdale counties. The vision of the GEM: the GEM region will be internationally recognized as a unique artistic hub of digital entertainment and media with a talented and highly skilled professional workforce that creates outstanding work across all platforms.

The region has a myriad of assets that are attractive to the media and entertainment industry.

- The State of Georgia offers a tax incentive that allows digital entertainment companies doing business in Georgia to receive a 30 percent tax incentive.
- The Atlanta region possesses a diverse geography to provide the film industry with a mixture of urban and rural locations for filming, and all within a 100 mile radius.
- Georgia is a popular destination for people looking to relocate, and it presents many opportunities as it is home to over 60 game companies.
- The Atlanta region has a dense network of professional organizations that support these industries, including Georgia Production Partnerships, Atlanta Film Festival 365, Grammy 365, Audio Engineering Society, Georgia Game Developers Association, and Women in Film and Television/Atlanta.
- Over 2,000 students are enrolled in interactive design classes or full videogame programs.
- The region is home to globally known music studios and performers, including Usher, Ludacris and Dallas Austin, as well as the internationally recognized Atlanta Symphony Orchestra.
- Turner Entertainment—which includes CNN, Cartoon Network, TBS and the National Weather Channel—is headquartered in Atlanta.
- Several nationally syndicated radio shows—including Neil Boortz, Clark Howard and Steve Harvey—are broadcast from Atlanta.

The GEM region developed around industries related to: Film Production, Digital gaming, Broadcasting, Television and Music Recording. Activities of the GEM grant, which ended in September 2011, included:

1. An Industry Network from a diverse group of entertainment and media employers identified critical job needs and need for training for currently employed workers and future workers. Critical jobs identified are:
    - Sales/Marketing, including digital marketing coordinator, Web/Internet content deliverer, social networking developer
    - IT/Software Development, including motion graphics designer, animator, interactive designer, game designer
    - Production, including lighting technician, electricians, carpentry, camera operators, engineers, audio technician, sound technician, writer
    - Post-Production, including video editor, final cut editor

2. In response to the need for a pipeline of students interested in digital entertainment media careers, the following activities were provided for 469 students, teachers and industry workers throughout the region during 2011:

    - SMART Academy (Gaming, Animation and Robotics) in partnership with 100 Black Men and the Center for Sustainable Communities – 8 weeks focused on gaming and STEM including a High-Altitude Balloon Launch in conjunction with Space Shuttle launch
    - The Mobile Game Academy at Carver High School and Gwinnett Technical College for students focused on developing mobile game applications and entrepreneurship.
    - College Student Start-Up Camps on Mobile Apps and Entrepreneurship at Georgia Tech and Southern Polytechnic University
    - Create Your Own Video Games Camp and Teen Animation Camp at Clayton State University for 40 youth

3. In response to Industry needs, the following industry training programs were sponsored:

    - Animation Training – Toon Boom Animation Software
    - Set Safety Workshop for Film and TV
    - Production Assistant Training, co-sponsored by the Atlanta Film Festival 365 and Georgia Production Partnership
    - Audio Post-Production for Film and TV, co-sponsored by the Georgia Entertainment Association
    - Social Media Branding for Entrepreneurs, co-sponsored by the Georgia Entertainment Association

4. Other activities included: an Industry Panel and Workshop for Career Technical Education teachers in Broadcast Production and Interactive Media in the seven county GEM region was held at WXIA studios; teachers toured the studios and talked with industry experts; the South Atlanta Film & TV Industry Careers Workshop at Screen Gems, co-sponsored by the City of Atlanta with over 500 local residents attending; $6,250 Mini-Grants were awarded for equipment and/or software for nine high school districts in the region with Peach State Career Pathways in Broadcast Video Production and Interactive Media; awards went to Atlanta, Decatur and Marietta City Schools, and Clayton, DeKalb, Fulton, Gwinnett, Henry and Rockdale County Schools.

Although the GEM grant officially ended in September 2011, activities continue with the implementation of career pathways at other high schools in the region, interest in the Industry Network in continuing to function as a sustainable group around industry needs and the increasing influx of media companies into the metro region. The Georgia Department of Economic Development has brought ARC's Workforce Solutions Division to the table to discuss workforce needs of business prospects. The continuation of activities is also focused on the development of On-the-Job Training Contracts with digital media industries, such as Bento Box and Thrust Interactive. ARC has been involved and will continue to be involved in the development of the Pinewood Studios complex in Fayette County, in conjunction with the development of a film school by Clayton State University.

Focus on On-the-Job Training

ARC, as the Atlanta Regional Workforce Board (ARWB), is heavily marketing On-the-Job Training ("OJT") to employers to spur economic growth and increase productivity. OJT provides reimbursements to employers to help compensate for the costs associated with skills upgrade training and loss of production for newly hired employees. OJT training can assist employers who are looking to expand their businesses and who need additional staff trained with specialized skills. OJT employers may receive reimbursement of up to 90 percent of the wage rate of OJT trainees to help defray personnel training costs. Reimbursement rates range from 50 percent to 90 percent, based on the size of the company.

International game development giants, Transgaming (Canada), Menue (China) and CCP Games (Iceland) have recently relocated to Georgia to capitalize on the many advantages offered by the state. The incentives offered by Georgia gave the competitive edge to Atlanta-based Entertainment Arts Research, Inc. (EARI) to ink a deal with Chinese video game giant, Shaolin Temple. This partnership alone will add 50 high-paying, American jobs to the City of Atlanta. Starting salaries in the gaming industry range from $46,000 for a game designer to $73,000 for a technical director.

An up-and-coming video game company in the region is Thrust Interactive. Established in 2004, Thrust Interactive focuses on multi-player games and, within the last year, has grown from six employees to more than 20 creative and talented gamers, marketing, programming and business development staff. Four of these full-time employees came to the company through an innovative partnership with the ARWB, administered by ARC. Positions range from project manager and game developer to game artist and business development. Workforce Investment Act funding through the Workforce Board reimburses Thrust Interactive for a portion of the salary it pays to new employees who need training to perform the job. "ARWB's On the Job Training program has allowed Thrust Interactive to expand our team by engaging unemployed design and development talent through hands-on training on emerging software and technology," commented Thrust Interactive CEO Jesse Lindsley. "It's an 'earn as you learn' model that is great for both the employee and our company."

Thrust Interactive's project and operations manager Toby Fifer echoed Lindsley's comment: "The OJT process with the Atlanta Regional Workforce Board has been one of the best experiences we have had with a government-funded program. It requires a minimum of paperwork, and we can train new people to meet the needs of our business."

Priority for OJT contracts is given to employers in the following industries: Advanced Manufacturing, Bioscience, Digital Media/Entertainment, Logistics/Supply Chain Management, Information/ Health Information Technology, and Medical /Health Care.

Traditional Workforce Development Activities – In addition to activities that are transforming the workforce development system, more traditional workforce development activities continue to play major roles in the broader economic development endeavor. These related activities, which are specific parts of the economic development whole, are carried out by the Workforce Development Division of the Atlanta Regional Commission, as the Grant Recipient and Administrative Entity for Workforce Investment Act (WIA) funds for a seven-county portion of the metro-Atlanta region, the workforce area of the Atlanta Regional Workforce Board. They include:

1. Dislocated worker services, assisting businesses to identify already-trained and experienced job-seeking applicants, or helping laid-off workers to engage in efficient and effective next steps to continue employment and career growth. These activities involve providing funding for the retraining of individuals. Special dislocated worker efforts often involve major dislocations.

2. Services to adults, assisting area residents in education and training that moves them from minimal into important participation in the region's workforce. As with dislocated workers, this involves identifying and providing funds for important first steps, such as education and training that leads to employment.

3. Services to low income youth, assisting in the development of the emerging workforce which must replace those in the workforce who are aging out, and then lead the development of new businesses and economic growth. This includes assisting youth in gaining the high school diploma or GED, in gaining work experience (including during large subsidized summer employment programs, when funding is available) and in mapping initial career development steps. It includes beginning careers through unsubsidized employment and/or post-secondary/advanced education, as youth move towards participation in the workforce through small, targeted high impact youth development programs funded by WIA. Youth development programs are local and based throughout the seven-county workforce development area, and also serve as local catalysts for adding differently-funded youth development projects and programs to the community. Twelve different organizations are funded to provide these services, including Gwinnett Tech, WORKTEC, Cherokee FOCUS and the Center for Pan-Asian Community Services. About half the youth served yearly are out of school, most of whom are dropouts who are assisted in beginning careers by obtaining their GED.

4. For all workers and potential workers, to identify, develop, demonstrate and fund special education and training projects geared towards the emerging economy and growth occupations. These include development and management of online information and training resources, and special projects geared towards targeted populations, such as individuals with disabilities, workers with limited English, or older workers. Training is funded at dozens of approved technical schools and colleges in the region, both public and private, whose offerings are catalogued through a statewide eligible provider list.

5. For businesses, workers and potential workers, to create, manage and support opportunities to improve the efficiency and effectiveness of the workforce development system and its partners, which include schools and training entities, labor exchange services, and supplementary assistance organizations, and others.

Services for dislocated workers and low-income adults are provided through Career Resource Centers (One-Stops) and their satellites throughout the seven-county workforce area. Organizations funded to staff Career Resource Centers include Clayton State University, Chattahoochee Tech and CorVel Corporation. Some services are co-located in Georgia Department of Labor Career Center offices. A Mobile Career Lab is located on a regular schedule at region libraries to provide similar but more limited services. Youth services are located as noted above.

Natural Resources and Green Communities

The Green Communities Program is a voluntary certification program to assist local governments in reducing their overall environmental impact. A Green Community is a community that demonstrates leadership in environmental sustainability. Local governments earn points in ten categories by implementing specific policies and practices that contribute to overall sustainability. Local governments can achieve certification with a minimum of 175 points across ten categories: Green Building, Energy Efficiency, Green Power, Water Use Reduction and Efficiency, Trees and Greenspace, Transportation, Recycling and Waste Reduction, Land Use, Education and Innovation. Each category has government measures and community measures. The government measures are ways for a local jurisdiction to increase sustainability in its own facilities, fleets, and practices; the community measures are ways to create a more sustainable community.

Since the program began in 2009, 18 communities have been certified as Green Communities, including three Gold Level Communities, four Silver Level Communities, and nine Bronze Level Communities. Regular annual activities include providing technical assistance to local governments, review of applications, certification of local governments, outreach to local governments and other interested organizations about the program, and continued promotion of the achievements of the certified communities. In 2012, the Division hosted meetings for the certified communities to exchange ideas and information regarding sustainability initiatives and their efforts towards Green Communities certification. In June 2012, the program received the Excellence in Sustainability Award from the National Environmental Health Association (NEHA) at its annual conference. In September 2012, Green Communities staff co-hosted the U.S. Department of Energy's SunShot Solar regional workshop entitled "Solar Powering Your Community." The Natural Resources Division is currently ramping up to begin Green Community recertification in 2013.

Aging & Health Resources and Lifelong Communities

Mission

Communities should be places where people of all ages and abilities can live as long as they would like, but all too often, individuals find that the community in which they have lived for years no longer meets their needs. The Atlanta Regional Commission supports the following principles and design standards through its comprehensive regional plan. Lifelong Communities provide an array of housing types that appeal to individuals both young and old, opportunities for healthy living with ways to get around that meet the needs of individuals who do not drive, safe sidewalks and interesting places to walk, and convenient access to shopping and basic services.

Designated as the Area Agency on Aging (AAA) by the Georgia Department of Human Services (DHS), ARC supports the creation of Lifelong Communities where individuals all ages can live throughout their lifetime. To this end, ARC plans, develops, implements, and coordinates a wide range of programs and activities to meet the diverse needs of the region's older adults. A majority of these are funded by federal and state grants received through the Georgia Department of Human Services including the Older Americans Act (OAA), the Social Services Block Grant (SSBG), the Georgia Medicaid Program, the State Home and Community Based Services (HCBS) and Community Based Services (CBS) Programs, and other specialized State grants. ARC does not provide direct services, but contracts with 10 county-based agencies (9 county governments and 1 private non-profit) and 10 community agencies to serve special populations. These agencies, in turn, provide direct services.

The Aging Services Division is also responsible for a number of programs funded by both public and private sources: AgeWise Connection, the region's Aging and Disabilities Resource Connection, providing information and referral service, intake and screening for the Medicaid Waiver programs; specialized health benefits/insurance counseling though the GeorgiaCares; advocacy activities including advocacy training for seniors; health and wellness initiatives to promote healthy aging; the Retired Senior Volunteer Program; and Lifelong Mableton, a demonstration program funded by the US Administration on Aging that incorporates the Lifelong Communities goals and principles.

Goals

To meet the diverse needs of the rapidly growing older population, the Aging Services Division's planning and program activities support the following three Lifelong Communities goals:

Promote Housing and Transportation Options

Integrate lifelong community principles into the regional planning process and the regional Livable Centers Initiative (LCI) Program

Promote local land use changes that expand neighborhood based housing options

Rebalance transportation planning and spending to address the needs of non-drivers

Encourage Healthy Lifestyles

Promote physical activity by increasing funding for implementing physical activity and wellness programs and creating pedestrian and bicycle infrastructure

Implement preventative health services through programs that advance nutrition, health, and community education

Implement evidenced based care transition programs that ensure safe transitions from hospital to home and other community settings

Expand Access to Services

Strengthen information provision and linkages to resources

Expand availability of services and new services options

Promote collaboration across health and supportive service systems

Mandated Services

This work program includes the administration of a wide range of services to adults age 60 and over provided under the Area Plan on Aging mandated by the Older Americans Act (OAA), the Social Services Block Grant (SSBG) and State funds provided under the Home and Community Based Services (HCBS) and Community Based Services (CBS) Programs. All direct services funded by the above referenced grants are provided through contract agreements with local governments and community based organization and in compliance with federal and state program standards and regulations. County Aging Programs operate a network of senior centers providing congregate meals, the delivery of meals to homebound individuals and supportive services including in-home support, case management and transportation services. Community organizations provide specialized services including support to individuals and families affected by Alzheimer's Disease, caregiver services, Long Term Care Ombudsman Services, Elderly Legal Assistance and outreach and information services to persons with limited English proficiency.

Access and Information Services

ARC fulfills its responsibilities as lead agency for the Aging and Disability Connection (ADRC) through the AgeWise Connection, the GeorgiaCares and the ESP Aging Services Resource Database providing the following access services: information and options counseling; health insurance counseling; options counseling and assistance for nursing home residents returning to their homes and community; intake and screening for the Medicaid Waiver Programs; care consultation for persons with Alzheimer's disease and their caregivers; and community outreach and education through the Retired Senior Volunteer Program.

Community Care Services

The Community Care Services Program (CCSP) and SOURCE Partners Atlanta provide community-based services as an alternative to nursing home care for persons who are functionally impaired and meet the medical and financial eligibility requirements of the Georgia Medicaid Program. Intake and screening are provided by ARC AgeWise Connection with care management services delivered through contract.

Health and Wellness

This work program includes services designed to promote health and wellness among older adults. These services are funded through federal and state fund and philanthropic foundations and coordinated with a wide range of health and social service agencies.

Community Development

The Lifelong Communities Initiative prepares the region for the growth of its older population and supports the expansion of housing and transportation options for older adults. Community development efforts are implemented through county planning meetings and work groups, technical assistance to local planning departments, developers, health social service agencies and community leaders.

Transportation Planning and the Regional Transportation Plan (RTP)

The following work elements comprise ARC's Transportation Access and Mobility (TAM) Division implementation program:

PLAN 2040 RTP Update – The TAM Division will continue the PLAN 2040 RTP update for final approval and adoption in early 2014, which includes a reassessment of growth and financial forecasts, leading to an updated conformity determination. This includes development of an FY 2014-2019 Transportation Improvement Program (TIP). Planning will begin as part of this update to address MAP-21 reauthorization requirements, including the development of a multi-year work plan to adopt the next RTP in early 2016.

Environmental Coordination and Analysis Team – Within the context of MAP-21 reauthorization, the TAM Division will determine the role of an Environmental Coordination and Analysis Team during the major RTP update in 2016.

Regional Transit System Support and Coordination – The TAM Division provides technical staff support to the Regional Transit Committee (RTC) and its supporting technical subcommittees for the purpose of fostering collaboration and coordination among the region's transit providers in the planning, financing, construction, operation, and maintenance of the region's transit system. Decisions made by the RTC will, as appropriate, feed into the federally mandated multi-modal regional transportation planning process.

Human Service Transportation (HST) System Support and Coordination – The TAM Division works collaboratively with the Center for Community Services of ARC, as well as numerous external partners, to maintain the regional HST Plan and to identify and fund projects and services consistent with the policy direction set by the HST Plan.

Transportation Demand and Mobility Management – The TAM Division has responsibility for increasing the use of alternatives to single occupancy vehicle travel in order to reduce vehicle miles traveled, relieve traffic congestion, improve air quality, and increase the efficiency and effectiveness of the region's transportation infrastructure as well as its transit and HST systems. A large component of this responsibility is the development and maintenance of state-of-the-practice technologies and communication mechanisms, as well as actual dissemination of information regarding the operation of the region's transportation system to support the ability of the traveling public to make appropriate choices about how and when to travel around and through the region. Additionally, the regional Guaranteed Ride Home (GRH) program is operated by the TAM Division in support of the regional Transportation Demand Management (TDM) program.

Long Range Transportation Demand Management (TDM) Plan – This plan will develop a long-range TDM vision for the region, including the identification of needs and funding levels necessary to support future programs. Specific recommendations regarding TDM programs will be included in future RTP updates. The TAM Division is currently developing this plan with a planned completion date in late 2013.

Freight Operations and Safety Program – This of the TAM Division program provides funds for air quality-exempt projects that improve freight flow in the region, including at-grade rail improvements, intersection upgrades, sight distance geometric improvements, and traffic signalization upgrades. Program objectives include improving regional economic development conditions, reducing emissions, decreasing congestion, and addressing safety needs. Emphasis will be placed on strategies identified in state and regional freight plans. This is a jointly funded program between ARC and GDOT.

General Purpose Roadway Operations and Safety Program – This program of the TAM Division supplements other operations and safety programs in the TIP period by implementing projects that improve safety along roadways and intersections. Potential projects include cost-effective solutions such as intersection and signal upgrades. Program objectives address congestion relief, safety, and support for economic development.

Last Mile Connectivity Program – This program of the TAM Division implements planning and capital improvements within the TIP period for bicycle and pedestrian travel in the region, consistent with regional goals and objectives and the 2007 Atlanta Region Bicycle Transportation and Pedestrian Walkways Plan. Program projects are focused on providing safe access to transit facilities and addressing locations of high bicycle and pedestrian crashes, while supporting regional growth objectives. Program goals address safety and support of the growth vision found in the current PLAN 2040 Unified Growth Policy Map.

Multimodal Corridor Studies Program – This program of the TAM Division provides resources within the TIP period to support corridor assessments identifying multimodal needs for capacity projects. Funding provides resources to closely examine the need and purpose of projects, allowing the best multimodal option to be pursued. The program supports objectives to implement the most cost-effective solutions that meet needs.

County Comprehensive Transportation Plan (CTP) Assistance Program – This program of the TAM Division provides funding within the FY 2014-2019 TIP period for local governments to collaboratively develop local transportation visions that support regional transportation objectives. Key outcomes include local consensus on priorities, identification of locally supported projects and programs, coordination with land use visions, and identifying desired transportation policies. Results from CTP's are used as a building block in the development of the Regional Transportation Plan and future updates.

Research and Analytics

The Research and Analytics Division supports the Objectives of PLAN 2040 in a variety of ways. The division works toward *Objective 1: Increased mobility for people and goods* by striving to develop the most accurate and current data series for use in developing regional plans that serve as the foundation for infrastructure enhancement to meet the needs of a growing population (and related economic development needs and opportunities). The Division develops annual estimates of population and housing and place of work employment annually or semi-annually for the Region, its counties, cities, superdistricts, census tracts and traffic analysis zones (TAZs). The population estimate process involves developing and testing new small area household estimation routines, using the most current decennial Census or American Community Survey data. The employment estimate process involves acquisition of a base file from the Georgia Department of Labor, database and spatial processing to enhance the base file, improvement of the accuracy of the base file via extensive web and survey research, all before the actual estimate is generated.

The division *educates and trains* regional stakeholders (*Objective 2)* by serving as a go-to regional resource for demographic and economic analysis. Regional Snapshot reports are published monthly, offering a précis of a key planning topic using the latest available data. Often, the snapshots aggregate and summarize costly private sector data (e.g. ESRI, CoStar) and offer analytic conclusions from that data to decision makers at greatly lowered costs. The annual Cities and Towns Report, The Quarter e-newsletter, and updated Global Atlanta Snapshot profiles (and Global Atlanta Works) website are additional data components. These products summarize complicated data concerning the Region for non-technical audiences. They are intended to make the general public more aware of ARC's data resources while informing them of the demographic and economic characteristics of the Region and its residents. Scores of presentations each year are given to explain data issues reviewed in the Snapshots, to outline data analyses based on the annual estimates (see above) and forecast work, and/or to provide direct analysis training. The statistical and spatial data requests of member governments, the business community, and the general public are addressed to the fullest extent possible, either directly with internal (often custom) analyses or by professional referral to external public or private sector resources.

The Research and Analytics Division contributes to *Objective 3: Promotion of places to live with easy access to jobs and services* by summarizing and disseminating data (data outreach) via new formats and delivery systems to varied audiences in an effort to "make the business/economic case" for better resource use, better service delivery, consideration of different transportation mode choices, and development of alternative land use growth models. ARC Research and Analytics serves as the managing partner for the Neighborhood Nexus Program, a partnership between the ARC, Georgia State University, and Emory University, to help neighborhood focused groups by providing data resources through state of the art web resources. The division maintains and enhances web data visualization tools including the WEAVE data visualization deployment, the web query data download tool, the ArcGIS Server web mapping application, the flex-viewer mapping platform, a host of spatial data for download including LandPro land use/ land cover data, and several more "static" reference pages on the ARC website.

In support of the regional decision- making that will lead to *economic innovation (Objective 5)*, the Research and Analytics Division has implemented and will maintain the REMI Policy Insight and TranSight model(s) for the development of both regional forecasts and mid- to long range economic impact analyses, and is completing the development of the PECAS spatial economic allocation model for use in small-area forecasting. In addition, the Research and Analytics Division continues to improve the Traffic Analysis Zone Disaggregator (TAZ-D) land use modeling tool for use in nearer-horizon forecast efforts.

Possible PLAN 2040 New Areas of Work

In addition to the program overviews outlined above, the following items may be considered as additional action items by ARC or other implementation agencies over the next five years.

- Transportation facilitation – tracking, facilitation and support to local governments
- New development policies and implementation actions articulated in PLAN 2040
- Designate priority locations for redevelopment efforts and planning with partner organizations, such as the former Ford and GM sites, the area around Hartsfield Jackson International Airport, Forts McPherson and Gillem, etc.
- Collaborate on more foreclosure support, neighborhood stabilization and housing planning
- Collaborate with chambers, development authorities and local governments on job training, alignment of efforts, etc.
- Consider assistance for consolidation of services and service delivery support to local governments
- Conservation activities and collaboration to support tourism and new tools
- Support greater health strategies linking biking and pedestrian facilities, programs to support health, etc.
- Undertake new energy strategies communication, programs and collaboration

New collaborations or forums for ARC to consider include:

- Regularly convene staff from Community Improvement Districts (CIDs)
- Regularly convene staff from Chambers of Commerce, Atlanta Development Authority (ADA), etc.
- Regularly convene local government housing professionals
- Regularly convene local governments and organizations in redevelopment areas
- Regularly convene and coordinate with NGOs and local governments on plan implementation
- Convene a stakeholder group for Lifelong Communities
- Convene a stakeholder group for Livable Centers Initiative (LCI)
- Convene a stakeholder group for Green Communities

Key Outcomes from PLAN 2040

Along with ARC's Strategic Plan, the fundamental organizing framework for this Implementation Program is PLAN 2040. The key outcomes of the July 2011 adoption of PLAN 2040 included:

- A long term vision of the region's land use patterns in the Unified Growth Policy Map (UGPM);
- A Regional Resource Plan to guide protection of environmental, cultural and historic resources;
- A Regional Development Guide to outline densities, development types, and priorities for implementation;
- A constrained transportation program in the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP);
- A sustainability work program of implementation actions to further PLAN 2040;
- Regional and Local Performance Measures to guide implementation; and
- A system to manage PLAN 2040 actions and communicate performance to the Commission members and local governments.

PLAN 2040 was updated per Georgia DCA requirements in 2012 to include:

- An updated UGPM, revised based on feedback obtained in meetings held in the summer of 2012 with local governments in all ten ARC counties;
- A revised Regional Resource Plan, based on input from the ARC Land Use Coordinating Committee (LUCC) and its Local Agriculture Subcommittee, that includes new resources categories in Areas of Conservation and Recreational Value; Historic and Cultural Resources; and Areas of Agricultural and Scenic Value; and
- An updated Local Government Plan Implementation document and Regional Implementation Partners document.

PLAN 2040 Purpose and Values

The PLAN 2040 Purpose statement, *visionary leadership for sustainable growth by balancing environmental responsibility, economic growth and social needs while maximizing benefits to all*, was adopted by the ARC Board and supported by three Values.

Value #1: Lead as the Global Gateway to the South

Value #2: Encourage Healthy Communities

Value #3: Expand Access to Community Resources

It was agreed that the Atlanta region is well positioned for greater success, but only if local governments, businesses, and citizens are prepared for changes in the way they live and do business. PLAN 2040 encourages those key changes that will be needed to foster sustainable communities. Building healthy communities in a comprehensive manner to address environmental and health needs is a primary change, as is ensuring that all citizens have the maximum access possible to advance their lives with the region's capacity. Many of the key components of PLAN 2040, including the Regional Development Guide and Local

Government Performance Standards, are organized around five Objectives that are based on the regional Purpose and Values. Each of the five Objectives correlates to specific provisions of the Regional Findings and provides an organizational framework for the PLAN 2040 Principles. Icons for each Objective are carried through all PLAN 2040 documents to identify how each provision furthers the attainment of the Regional Purpose.

PLAN 2040 Objectives

Increase mobility options for people and goods.

Foster a healthy, educated, well trained, safe, and secure population.

Promote places to live with easy access to jobs and services.

Improve energy efficiency while preserving the region's environment.

Identify innovative approaches to economic recovery and long-term prosperity.

PLAN 2040 Findings

Objectives

The region is well-positioned for an economic recovery, but must be able to seize opportunities.

The long-term economic success of the region is directly tied to the availability of water.

Access to employment opportunities in the region's most developed centers will be critical.

Further outward expansion will adversely impact the region's capacity to meet current and future needs.

Demographic and market forces that shape residential needs will change the types and locations of housing demanded.

Not only does the region need increased funds for transportation but also better management of existing assets.

The composition of the region's 8 million residents in 2040 will be very different from the population of today.

The region must continue to plan for growth while better coordinating management of environmental, cultural and historic resources.

Differences between cities, counties, and other areas of the region must be understood to gain regional support and greater cooperation.

In order to maintain prosperity regional partners must work collaboratively among all levels of government and with private and non-profit sectors.

PLAN 2040 Principles

The Atlanta Regional Commission adopted the PLAN 2040 Objectives in July 2010. ARC staff developed Principles that further refine the adopted Objectives based on former regional policy as well as recent regional activities, including Fifty Forward. The Objectives and Principles will become the official land use policy that guides programs, decisions and investments within the PLAN 2040 Implementation Strategy.

Increase mobility options for people and goods by

- Assuring the preservation, maintenance and operation of the existing multimodal transportation system.
- Continuing to implement cost effective improvements such as sidewalks, multi-use trails, bicycle lanes, and roadway operational upgrades to expand transportation alternatives, improve safety, and maximize existing assets.
- Maintaining industrial and freight land uses at strategic locations with efficient access and mobility.
- Maintaining and expanding infrastructure to support air and rail travel and transport.
- Strategically targeting roadway capacity improvements to serve regionally significant corridors and centers.

Foster a healthy, educated, well trained, safe and secure population by

- Building communities that encourage healthy lifestyles and active living for all ages, with provisions for healthcare, education, recreation, cultural arts and entertainment opportunities.
- Promoting a regional community that embraces diversity – age, ethnicity, and lifestyle – as its strength.
- Promoting access to quality schools, career training, and technology literacy to provide a workforce that can support economic opportunity.
- Promoting public safety efforts to create vibrant and safe 24-hour communities.

Promote places to live with easy access to jobs and services by

- Building compact development in existing communities with integrated land uses that will minimize travel distances and support walking, cycling and transit.
- Increasing housing, services, and employment opportunities around transit stations.
- Providing a range of housing choices to accommodate households of all income levels, sizes and needs and to ensure that workers in the community have the option to live there.
- Protecting the character and integrity of existing neighborhoods, while also meeting the needs of the community.

Improve energy efficiency while preserving the region's environment by

- Conserving and protecting environmentally-sensitive areas and increasing the amount and connectivity of greenspace.
- Continuing to enhance stewardship of water resources throughout the region.
- Promoting energy-efficient land development and infrastructure investments that foster the sustainable use of resources and minimize impacts to air quality.
- Encouraging appropriate infill, redevelopment and adaptive reuse of the built environment to maintain the regional footprint and optimize the use of existing investments.

Identify innovative approaches to economic recovery and long term prosperity by

- Focusing financial resources and public investments in existing communities.
- Establishing a regionwide economic and growth management strategy that includes federal, state, regional and local agencies, as well as non-governmental partners.
- Enhancing and diversifying economic development activities to include sectors like life sciences, logistics and transportation, agribusiness, energy and environmental technology, healthcare and eldercare, aerospace technology and entertainment and media production.
- Leveraging the diversity of the region – our people, places and opportunities – to continue to attract business and residents.

Key Stakeholder Comments

Over 100 individual meetings, six online public meetings, and numerous other forums and stakeholder discussions related to PLAN 2040, were held during 2010-2011. These meetings provided considerable opportunity for public comment, input, and involvement. Below is a summary of the most prevalent thoughts and themes heard and received during this process. To view more detailed public comment reports and other materials, visit http://www.atlantaregional.com/plan2040/resources/public-outreach.

Policy

- Provide incentives to implement public policy decisions.
- Put into place supports to grow the economy/jobs.
- We need to do better with what we have.
- Connect across jurisdictional, modal, geographic, economic, and system boundaries.
- Ensure that local plans are reflected regionally.
- Those with disabilities must have more access alternatives.
- *Lifelong Community* principles tie directly into housing and transit options.
- Emphasize less cost to build and maintain, reduced emissions, increased connectivity, greater efficiency in all aspects of development and impact on the environment.
- Transit-oriented development should include all kinds of uses except industrial .
- Focus the plan on results for people, places, and opportunity - together.

Development

- How do we focus investments on already-developed areas versus outlying areas of the region?
- Density in land development only works in certain areas.
- Include affordable housing and education assets in land use plan considerations.
- Where is the water and energy conversation?
- Decision-makers need to understand how sustainable development contributes to the region in order to advocate and implement.
- Concern over housing affordability in transit-oriented developments.
- The safety provided in cul-de-sac development is important for families with children.
- Keep industrial and freight uses along interstates and at margins of the region away from living and green spaces.
- Greenspace protection should be focused on all waterways, as well as in connections to activity centers, schools, public buildings, and sensitive areas.

Travel

- Focus on moving people, not cars.
- Increase the plan's emphasis on walkability.
- Provide transit options in many forms, including support for a regional transit system.
- Safety is a primary concern from both a travel perspective and in our neighborhoods.
- Reduce traffic congestion.
- Include a *Complete Streets* policy in *PLAN 2040*.
- Recognize that infrastructure is not free – transportation is a major expense for a modern society.
- Efficiency of roadway travel is not always good for movement within town/city centers in terms of safety and mobility.
- Expand connections between major interstates and highways.
- Suburb-to-suburb connections are essential to servicing transit needs of the currently built areas.
- Enhanced rail capacity for the movement of freight and people should be emphasized – commuter rail to other Georgia locations is important.

Five-Year Implementation Program Chart

Under Georgia Department of Community Affairs (DCA) Regional Planning rules, ARC must complete a 5-year work program. The 5-year work program must identify specific activities that ARC will undertake to implement the regional plan during the upcoming five year period.

ARC must include the following information for each listed implementation activity:

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

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Aging and Health Resources											
Facilitate Human Service Transportation Advisory Committee meetings and implementation of Human Service Transportation (HST) Plan.	Mobility/Accessibility Underserved Populations	$30,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Implement models from the senior Mobility Program: Vouchers, Senior Pool, Volunteer Driver, Travel Training, Walkability Assessments.	Mobility/Accessibility Underserved Populations	$293,000 annually	Federal, State, Local	X	X	X	X	X	✓		✓
Develop and deliver Lifelong Communities (LLC) trainings on transportation.	Mobility/Accessibility Underserved Populations	$15,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Identify funding to implement programs.	Mobility/Accessibility Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Build partnerships to coordinate and expand transportation services.	Mobility/Accessibility Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X	✓		

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Provide education and support the development of a Mobility Management One-Click Software System.	Mobility/Accessibility Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X	✓		
Implement a mobility management program through cross-divisional collaboration at ARC and collaboration with state and local transportation providers	Mobility/Accessibility Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X	✓		
Community Development											
Continue Livable Centers Initiative (LCI) program by providing planning and transportation funds to support existing and new LCI areas.	Mobility/Accessibility Mode Choice Economic Competitiveness	$1,000,000 annually for planning studies	Federal	X	X	X	X	X	✓		✓
Assist local governments with implementation of their LCI plans by providing direct technical assistance or other resources to local government planning and transportation staff.	Mobility/Accessibility Mode Choice Economic Competitiveness	$500,000 annually	Federal, ARC Match	X	X	X	X	X	✓		✓
Research, evaluate, and implement best practices for flexing certain types of transportation funds to create new funding options for projects or incentivizing transit-oriented development (TOD) projects in conjunction with the LCI program.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$5,000,000 annually (average)	Federal, Local	X	X	X	X	X	✓		✓

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Ensure coordinated planning near transit by reviewing all proposed developments within transit corridors and station areas through the Area Plan Review (APR) program	Mobility/Accessibility Mode Choice Congestion Mitigation	$30,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Develop a plan for Access Management within the region, including resources and best management practices.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$30,000 annually	Federal, ARC Match	X	X				✓		
Provide assistance for or review of potential second Atlanta airport.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$25,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	✓
Provide land use technical assistance and support for the development of the Transportation Improvement Program (TIP), Regional Transportation Plan (RTP) and other transportation lead studies, e.g., MMCS, CTPs, SRTP.	Mobility/Accessibility Mode Choice	$60,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	✓
Promote TOD at existing and proposed transit stations with particular emphasis on enhancing existing station areas through review and support of activities such as the MARTA design guidelines, TOD website and design charettes.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$60,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Assist local governments with development of land use regulations that promote access management, walkable and bikable environments, and TOD through provision of model ordinances, resources, training and direct technical assistance.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$4,000 annually	Federal, ARC Match	X	X	X	X	X	✓		✓
Develop a regional multi-use path master plan based on existing conceptual plans and regional needs	Mobility/Accessibility Mode Choice Congestion Mitigation	$6,000 annually	Federal, ARC Match	X					✓		
Improve data regarding historic and cultural resources to mitigate delays through Section 106 review process and improve implementation of transportation priorities.	Information Sharing	$4,000 annually	Federal, ARC Match	X					✓		✓

Natural Resources
No activities proposed at this time.

Research and Analytics											
Produce annual population and employment estimates for 20 counties that serve as the baseline for forecasting models that are a critical input to RTP project selection.	Information Sharing	$350,000 annually	Federal, ARC Match	X	X	X	X	X	✓		

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Provide on-demand analyses/ forecasts of economic impacts of potential major infrastructure and/or development investments--to inform stakeholder (Board, business, public) decisionmaking processes.	Information Sharing	$165,500 annually	Federal, ARC Match	X	X	X	X	X	✓		
Transportation Access and Mobility											
Provide commute options services, the regional Guaranteed Ride Home (GRH) program and maintain the TDM website as a one-stop TDM information shop for the region. Also, participate in CMAQ special projects such as construction mitigation and other efforts.	Mobility/Accessibility Mode choice Congestion mitigation	$1,900,000 annually	CMAQ	X	X	X	X	X	✓		
Continue the County Comprehensive Transportation Plan Program, while updating requirements to be consistent with PLAN 2040 vision, goals, objectives, and principles; and provide funding to counties to conduct new plans/updated existing plans.*	Mobility/Accessibility Mode Choice Congestion Mitigation	$2,400,000 annually (average)	STP, Local	X	X	X	X	X	✓	✓	✓
Fund and conduct multimodal corridor and project scoping studies to select the most cost-effective solutions for regional corridors.*	Mobility/Accessibility Mode Choice Congestion Mitigation	$2,500,000 annually (average)	STP, State, Local	X	X	X	X	X	✓	✓	✓

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Provide Livable Centers Initiative (LCI) implementation support.*	Mobility/Accessibility Mode Choice Economic Competitiveness	see Community Development Division	see Community Development Division	X	X	X	X	X	✓		
Continue to refine criteria and process for selecting projects such as bicycle, pedestrian, roadway operations, and safety projects to be included in the TIP through regular project solicitation cycles.*	Mobility/Accessibility Mode Choice Congestion Mitigation	N/A	PL, Local	X	X	X	X	X	✓		
Complete regional TDM plan to refine regional TDM planning directions and incorporate results into regional plan update.*	Mobility/Accessibility Mode Choice Congestion Mitigation	$500,000	STP, Local	X	X				✓		
Continue assisting state and local sponsors implement projects programmed in the TIP.	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	PL, Local, State	X	X	X	X	X			✓
Partner with Aging and Health Services to undertake Human Services Transportation and mobility management planning in coordination with planning partners, including future implementation of regional call center.*	Mobility/Accessibility Underserved populations	TBD	Federal, Local	X	X	X	X	X	✓	✓	✓
Support and participate in major regional studies and project development activities led by GDOT, MARTA, and other sponsors.	Mobility/Accessibility Congestion Mitigation	TBD	Federal, State, Local	X	X	X	X	X	✓	✓	✓

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Monitor and update Congestion Management Process.*	Mobility/Accessibility Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓		
Update regional Bicycle & Pedestrian Plan for application in the 2016 RTP update.	Mobility/Accessibility Mode Choice	TBD	Federal, Local	X					✓		
Provide staff support to the Regional Transit Committee and continue to prioritize and identify funding for projects identified in Concept 3.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓		
Implement truck route recommendations from the ASTRoMaP through coordination with local governments and freight industry, including identification of local truck routes in CTP updates.*	Mobility/Accessibility Congestion Mitigation Economic Competitiveness	TBD	Federal, State, Local, Private	X	X	X	X	X			✓
Produce annual PLAN 2040 plan management report, with sections devoted to ARC work program, TIP project delivery, and MAP-21 performance measures.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓	✓	✓
Prepare long range transportation plan update for adoption in early 2014, including relevant travel demand model updates and considering potential metropolitan planning area changes.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X					✓		
Select and program projects consistent with goals of the Last Mile Connectivity Program.*	Mobility/Accessibility Mode Choice Congestion Mitigation	$12,500,000 annually, beginning in 2014	Federal, Local	X	X	X	X	X	✓		

Obj. 1: Improve mobility options for people and goods

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Workforce Solutions											
Participate in the cross-divisional human service transportation effort, including planning and support for the human services transportation plan, JARC/ New Freedom and other funded projects, and implementation of a mobility management call center.	Mobility/Accessibility Underserved Populations	N/A	Federal, State, Local	X	X	X	X	X	✓		

* indicates an activity that may apply to multiple objectives.

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Aging and Health Resources											
Convene quarterly meetings of a Lifelong Communities (LLC) Coalition, assess LLC tools for implementation of LLC principles, and showcase LLC communities on ARC's website.	Health & Wellness Human Services Underserved Populations Information Sharing	$20,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Establish training for Aging and Helath Resources Division's volunteer network to deliver LLC presentation to community through general outreach strategy.	Health & Wellness Human Services Underserved Populations Information Sharing	$12,500 annually	Federal, State, Local	X	X	X	X	X	✓		
Provide technical assistance to communities to support local government implementation of LLC.	Health & Wellness Human Services Underserved Populations	$20,000 annually	Federal, State, Local	X	X	X	X	X			✓
Provide ongoing technical assistance to Livable Centers Initiative (LCI) communities and Community Choice communities and others as identified.*	Health & Wellness Human Services Underserved Populations	$15,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Prepare the 4-year Area Plan on Aging Plan.	Health & Wellness Human Services Underserved Populations	$75,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Serve as central access point for older adults and caregivers needing information and services.	Health & Wellness Human Services Underserved Populations Information Sharing	$600,000 annually	Federal, State, Local	X	X	X	X	X			✓
Expand and maintain the statewide aging resource database.	Health & Wellness Human Services Underserved Populations	$300,000 annually	Federal, State, Local	X	X	X	X	X	✓		

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Fund, administer and implement through contractual agreements with county governments and community organizations, a continuum of support services for older adults including neighborhood senior services centers.	Health & Wellness Human Services Underserved Populations	$13,000,000 annually	Federal, State, Local	X	X	X	X	X			✓
Implement the Community Care Services and Source Programs to delay/prevent institutionalization.	Health & Wellness Human Services Underserved Populations	$6,000,000 annually	Federal, State, Local	X	X	X	X	X			✓
Provide through contract the Senior Community Employment Services Program.	Health & Wellness Human Services Underserved Populations	$266,000 annually	Federal, State, Local	X	X	X	X	X			✓
Manage the Thanks Mom and Dad Fund to support delivery of aging services.	Health & Wellness Human Services Underserved Populations	$20,000 annually	Local	X	X	X	X	X	✓		
Manage the Retired Senior Volunteer Program to provide community outreach and education to older adults.	Health & Wellness Human Services Underserved Populations	$130,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Implement Health and Wellness Program to promote well being and independent living among older adults.	Health & Wellness Human Services Underserved Populations	$100,000 annually	Federal, State, Local	X	X	X	X	X			✓

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Convene coalitions (Healthy Aging, Care Net, Aging Disability Resource Connection, Senior Employment Roundtable, Aging Resource Affiliate Group, Atlanta Mental Health, Human Services Transportation Advisory Committee) to foster collaboration across the aging network.	Health & Wellness Human Services Underserved Populations Information Sharing	$25,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Partner with Emory University to implement the Atlanta Regional Geriatric Education Center.	Health & Wellness Human Services Underserved Populations	$32,000 annually	Federal, Local	X	X	X	X	X	✓		
Provide training on LLC principles through the Community Planning Academy	Health & Wellness Human Services Underserved Populations Information Sharing	TBD	TBD	X	X	X	X	X			
Serve as Local Contact Agency to provide options counseling to nursing home residents that desire to return to the community	Health & Wellness Human Services Underserved Populations	TBD	TBD								
Implement Money Follows the Person to assist nursing home residents returning to their community	Health & Wellness Human Services Underserved Populations	TBD	TBD								
Implement Community-based Care Transitions Program	Health & Wellness Human Services Underserved Populations	TBD	TBD	X	X	X	X	X			
Implement intergenerational CATCH Project supported by Oasis	Health & Wellness Human Services Underserved Populations	$70,000 annually	TBD	X							

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Implement Chronic Disease Self-Management Program	Health & Wellness Human Services Underserved Populations	$20,000 annually	TBD	X	X						
Community Development											
Continue to coordinate the Schools and Communities Forum. Host regular workshops and/or summits to address how to better coordinate land use and school siting.	Health & Wellness Public Sector Efficiency	$10,000 annually	ARC	X	X	X	X	X	✓		
Develop and produce two annual regional leadership development programs to explore Atlanta's challenges, learn how leaders can collaborate to address these challenges and learn from the best practices of leaders in other metro areas.	Leadership Development	$162,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓		
Review activities of other state, regional, and local agencies or organization for consistency with ARC policies and programs	Information Sharing Public Sector Efficiency	$30,000 annually	ARC, DCA, Federal	X	X	X	X	X	✓	✓	
Establish a Sustainability Network that meets semi-annually for the exchange of information, ideas, best practices and training to promote sustainability initiatives.	Information Sharing	$25,000 annually	ARC, DCA, Federal	X	X	X	X	X	✓		

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Explore options for the use of Health Impact Assessments (HIAs) for DRI Review and other agency initiatives.	Health & Wellness	$50,000 annually	ARC, CDC, Georgia State, Georgia Tech	X	X				✓		
Provide education and outreach on regional priorities by hosting events such as webinars, videos, guest speakers, field trips etc to provide professional development and certification maintenance opportunities for staff and elected officials in local governments.	Information Sharing Public Sector Efficiency	$2,500 annually	ARC, DCA, Federal	X	X	X	X	X	✓		✓

Natural Resources
No activities proposed at this time.

Research and Analytics											
Serve as an information clearinghouse and on-demand value-added analytic and educational service for federal, state, and private sector datasets (e.g. Census Bureau including 2010 Census products, federal BLS and BEA, state DoL and DHR, ESRI and Woods and Poole).	Information Sharing	$195,000 annually	Federal, ARC Match	X	X	X	X	X	✓		

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Transportation Access and Mobility											
Partner with local governments, school districts and parents as part of a regional SchoolPool program.	Health & Wellness	$50,000 annually	CMAQ	X	X	X	X	X	✓		
Monitor and report regional safety/crash statistics, including emphasizing information at the county level.	Public Safety	TBD	Federal, Local	X	X	X	X	X	✓		
Select and program projects consistent with goals of the Roadway Operations and Safety Program.*	Public Safety	$10,000,000 to $15,000,000 annually	Federal, State	X	X	X	X	X	✓		
Apply the lessons learned from the PLAN 2040 Health Impact Assessment (HIA) in future RTP updates*	Health & Wellness	TBD	TBD	X	X	X	X	X	✓		
Workforce Solutions											
Continue to support increased capacity at area colleges to training in high demand, high growth occupations through collaborative partnerships and grant applications.	Education & Training Economic Competitiveness	$1,500,000 annually	USDOL, other Federal	X	X	X	X	X	✓		
Continue the Individual Training Account system for the region, including review and monitoring of programs and schools funded under the WIA for performance and quality of instruction.	Education & Training Economic Competitiveness	$5,000,000 annually	USDOL, other Federal	X	X	X	X	X			✓

Obj. 2: Foster a healthy, educated, well trained, safe and secure population

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Continue to fund and manage One-Stop Career Resources Centers throughout the 7-County ARWB region to assist job-seekers and businesses in finding employment placements through various employment, education, and training activities.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X			✓
Continue to fund and manage Youth development project throughout the 7-county ARWB region to support education, training and employment for targeted, at risk youth who are the region's emerging workforce.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X			✓
Engage in new opportunities created by the Governor's Office of Workforce Development, Atlanta CareerRise, Juvenile Justice, Vocational Rehabilitation, ARCHI, local technical colleges and school systems and other state and community partners.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X			✓

* indicates an activity that may apply to multiple objectives.

Obj. 3: Promote places to live with easy access to jobs and services

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Aging and Health Resources											
Provide Lifelong Communities (LLC) services to developers.	Mobility/Accessibility Underserved Populations Stable, Affordable Housing	$5,000 annually	Local	X	X	X	X	X			✓
Assess community housing options. Perform built environment assessment for communities and developers. Perform demographic analysis of communities. Develop and deliver LLC Trainings on Housing. Develop model zoning ordinances. Assist DeKalb County Board of Health on Active Living Planning efforts.	Mobility/Accessibility Underserved Populations Stable, Affordable Housing	$30,000 annually	Federal, State, Local	X	X	X	X	X	✓	✓	
Community Development											
Undertake the Community Planning Academy (CPA) to provide training on regional and local needs.	Information Sharing Public Sector Efficiency	$35,000 annually	ARC	X	X	X	X	X			✓
Provide planning assistance to local governments.	Efficient Land Use Public Sector Efficiency	$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Continue to advance the Livable Centers Initiative (LCI) Program by (1) providing implementation assistance for current study areas and (2) identifying new priority issues annually and providing support to address as needed.	Efficient Land Use	$250,000 annually	Federal, ARC Match	X	X	X	X	X	✓		

Obj. 3: Promote places to live with easy access to jobs and services

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Provide assistance and technical support to the Piece by Piece Foreclosure Initiative.	Information Sharing Stable, Affordable Housing	$8,000 annually	Federal, State, ARC Match	X	X				✓		
Continue to coordinate and support the Regional Housing Forums	Information Sharing Stable, Affordable Housing	$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Outline a PLAN 2040 Implementation Strategy and coordinate agency actions to achieve stated outcomes.	Efficient Land Use	$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Provide additional design guidance and technical detail to implementing PLAN 2040 Regional Development Guide.	Efficient Land Use	$8,000 annually	Federal, State, ARC Match	X					✓		✓
Assist with the planning and marketing of major redevelopment sites within the region *	Efficient Land Use Economic Competitiveness	$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Review DRI procedures and thresholds for consistency with PLAN 2040 policies *	Efficient Land Use Public Sector Efficiency	$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓	
Review procedures and thresholds for comprehensive plans for consistency with PLAN 2040 policies *	Efficient Land Use Public Sector Efficiency	$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓	

Natural Resources
No activities proposed at this time.

Obj. 3: Promote places to live with easy access to jobs and services

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Research and Analytics											
Develop new mechanisms (WEAVE-Neighborhood Nexus, GISServer) and products (Regional Snapshots, city fiscal reports, Community Facilities datasets) to query, analyze, and present internal and third-party (state and federal agency) data for benchmarking social conditions and evaluating strategic planning options and/or contributing data to the plans themselves.	Information Sharing	$150,000 annually	Foundation Grants, Federal, ARC Match, ARC Cash	X	X	X	X	X	✓		
Maintain and/or update geographic layers for parcels, streets, city and other boundaries, and land use/ land cover (LandPro) information-- for 20 counties (or more per planning needs).	Information Sharing	$350,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓		
Pursue and manage cooperative purchases for aerial photography and other imagery formats to enhance local planning efforts	Information Sharing	$40,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓		
Acquire, process, and analyze private-sector datasets (e.g. CoStar, ESRI, Experian, etc) to refine internal small-area estimates and forecasts, and externally inform member government planning efforts	Information Sharing	$75,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓		

Obj. 3: Promote places to live with easy access to jobs and services

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Transportation Access and Mobility											
Continue the Transportation Demand Management (TDM) Employer Services Program to provide support to employers through employer service organizations such as TMAs.*	Mobility/Accessibility Economic Competitiveness	$2,000,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓	✓	✓
Continue the Ridesharing and Regional TD Program for the operation of a full-service regional ridematching system, provision of ridematching services and information for employer service providers, administration of a regional Guaranteed Ride Home Program, coordination and development of TDM programs among regional organizations, and contracting assistance and contract management support for approved regional TDM projects.*	Mobility/Accessibility Economic Competitiveness	$1,900,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓	✓	✓
Develop project evaluation criteria and select projects for the Transportation Alternatives Program (TAP).	Mobility/Accessibility Economic Competitiveness	$9,400,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓		
Continue to monitor and support programs previously funded under the Job Access and Reverse Commute Transit Program (FTA 5316).*	Mobility/Accessibility Economic Competitiveness	$2,300,000 annually (average)	Federal, Local	X	X	X	X	X	✓		

Obj. 3: Promote places to live with easy access to jobs and services

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Continue to monitor and support programs previously funded under the New Freedom Transit Program (FTA 5317).*	Mobility/Accessibility Underserved Populations	$1,500,000 annually (average)	Federal, Local	X	X	X	X	X	✓		
Continue to support state-led programs funded under the Transit for Elderly and Persons with Disabilities Program (FTA 5310).*	Mobility/Accessibility Underserved Populations	$1,200,000 annually (average)	Federal, Local	X	X	X	X	X	✓		
Continue Equitable Target Area (ETA) analysis to support future planning decisions.	Mobility/Accessibility Underserved Populations	TBD	Federal, Local	X	X	X	X	X	✓		

Workforce Solutions
No activities proposed at this time.

* indicates an activity that may apply to multiple objectives.

Obj. 4: Improve energy efficiency while preserving the region's environment

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Aging and Health Resources											
No activities proposed at this time.											
Community Development											
Develop programs and initiatives that implement the Regional Resource Plan.	Resource Protection	$50,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	
Facilitate opportunities for regional partners to engage in dialogue regarding activities as they relate to conservation and preservation initiatives.	Information Sharing Resource Protection	$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Undertake Resource Plan updates annually.	Resource Protection	$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Review and update the Regional Greenspace Inventory annually.	Resource Protection	$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	
Assist regional partners in converting foreclosed, abandoned, and stalled developments into greenspace or other civic space.	Resource Protection Efficient Land Use	$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Promote regional land conservation mechanisms to improve efficiency in infrastructure investments while protecting environmental quality.	Resource Protection Efficient Land Use	$60,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓

Obj. 4: Improve energy efficiency while preserving the region's environment

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Promote incentives for redevelopment, adaptive reuse and appropriate infill design in areas of historic or cultural importance, including National Register districts, National Heritage Areas and local historic districts.*	Resource Protection Efficient Land Use	$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Review RIR procedures and thresholds for consistency with PLAN 2040 policies *	Resource Protection Efficient Land Use Public Sector Efficiency	$10,000 annually	Federal, State, ARC Match	X						✓	
Natural Resources											
Metropolitan River Protection Act Review and Administration.	Resource Protection Secure Water Supply Efficient Land Use	$150,000 annually (average)	ARC	X	X	X	X	X	✓	✓	
Implementation of major long-term regional and watershed-specific plans for storm water management and wastewater management for Metro Water District with planning staff from ARC Natural Resources. *Joint effort with MNGWPD, local governments*	Resource Protection Secure Water Supply	$1,354,000 annually (average)	Local, Georgia EPD	X	X	X	X	X	✓		
Chattahoochee River-Lake Lanier Management System *Joint effort with U.S. Army Corps of Engineers, local governments*	Resource Protection Secure Water Supply	$107,000 annually (average)	Local	X	X	X	X	X	✓		
Green Communities Program	Energy Conservation Public Sector Efficiency	$110,000 annually (average)	ARC	X	X	X	X	X	✓		

Obj. 4: Improve energy efficiency while preserving the region's environment

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Research and Analytics											
No activities proposed at this time.											
Transportation Access and Mobility											
Within the context of MAP-21 reauthorization, determine the role of an Environmental Coordination and Analysis Team during the major RTP update in 2016.	Public Sector Efficiency	TBD	ARC	X	X	X	X	X	✓	✓	
Collaborate with NGOs and local governments on air quality and climate change issues	Resource Protection Air Quality	TBD	ARC	X	X	X	X	X	✓		
Assist with continuation of GDOT's Regional Traffic Signal Optimization and Roadway Optimization Programs through commitment of regional funds under the Roadway Operations and Safety and the Freight Operatons and Safety Programs.*	Energy Conservation Resource Protection Air Quality	$10,000,000 to $15,000,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Workforce Solutions											
No activities proposed at this time.											

* indicates an activity that may apply to multiple objectives.

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Aging and Health Resources											
Provide consultation to Livable Centers Initiative (LCI) and Community Choices program to advance Lifelong Living Handbook and Lifelong Communities (LLC) guidelines in the Regional Development Guide.	Public Sector Efficiency Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X		✓	
Serve as technical resource for local governments.	Public Sector Efficiency Underserved Populations	$17,500 annually	Federal, State, Local	X	X	X	X	X	✓		
Provide technical assistance to Community Development Division for review of Development of Regional Impact submittals and Local Comprehensive Plans.	Public Sector Efficiency Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X		✓	
Community Development											
Conduct a major update of the Comprehensive Economic Development Strategy (CEDS). This will involve an expanded partnership with the business, non-profit and higher education communities and it will include action items.	Economic Competitiveness Education & Training Job Creation	$110,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓		

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Address new topics such as the creative, agricultural and tourism economies, in the CEDS update. Staff will also offer multiple economic development training courses through the Community Planning Academy (CPA).	Economic Competitiveness Education & Training Job Creation	$35,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓		
Conduct the annual Regional Leadership Institute (RLI) and other regional leadership programs targeted to high level decision makers.	Leadership Development	$129,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓		
Conduct Leadership Involvement Networking and Knowledge (LINK) trips to increase knowledge and understanding of ARC Board of other regional centers in the U.S.	Information Sharing Leadership Development	$250,000 annually	Enterprise Funds	X	X	X	X	X			✓
Convene regional leaders across sectors and jurisdictions to facilitate regional thinking and collaboration, through programs such as the CREATE Community Awards and the Annual Legislative Roundtable.	Information Sharing Leadership Development	$73,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓		
Provide on-demand management and operations assistance to local governments including strategic planning, facilitation, classification and compensation, market surveys and limited research.	Information Sharing Public Sector Efficiency	$150,000 annually	ARC, Enterprise Funds	X	X	X	X	X			✓

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Provide local officials involved in the planning process with knowledge and tools to make effective decisions about the future of their community.	Information Sharing Public Sector Efficiency	$17,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓		
Undertake the Community Choices program to assist local governments with quality growth implementation measures.	Information Sharing Public Sector Efficiency	$20,000 annually	ARC	X	X	X	X	X			✓
Support the Airport Investment Area Study through coordination and technical assistance.	Economic Competitiveness Information Sharing	$20,000 annually	Federal, ARC Match	X	X	X	X		✓		
Facilitate opportunities for regional partners such as CIDs, Chamber of Commerce, etc. to engage in dialogue regarding activities as they relate to economic recovery.	Economic Competitiveness Information Sharing	$10,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Undertake regional planning coordination and review activities including DRIs, IGRs, and local Comprehensive Plan and Solid Waste Reviews for consistency with regional and state priorities and requirements.	Economic Competitiveness Information Sharing Public Sector Efficiency	$100,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	
Investigate executing inter-governmental agreements or Memoranda of Understanding to provide services to local governments at a cost savings, while also serving to supplement their staff and expertise	Economic Competitiveness Information Sharing Public Sector Efficiency	$30,000 annually	Federal, ARC Match	X	X	X	X	X	✓		

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Foster and support sustainable growth and development opportunities at the local level through researching and developing model codes and best management practices.	Economic Competitiveness Information Sharing Public Sector Efficiency	$4,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Promote data sharing for GIS and other information among regional agencies and local governments	Economic Competitiveness Information Sharing Public Sector Efficiency	$6,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Natural Resources											
Provide technical assistance to Community Development Division for review of Development of Regional Impact submittals and Local Comprehensive Plans.	Public Sector Efficiency Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X		✓	
Research and Analytics											
Continue agile development (and ongoing use in plan development and policy evaluation) of state-of-the-art forecasting models, at the regional level (REMI PI+) and small-area (TAZ-D, PECAS), to more fully incorporate available historical data, to more rigorously model economic futures (continue scenario testing), and to provide richer detail on conditions in those possible futures.	Information Sharing	$300,000 annually	Federal, ARC Match	X	X	X	X	X	✓		

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Transportation Access and Mobility											
Advocate for and coordinate regional Transportation Demand Management (TDM) activities within ARC. Manage TDM planning and programs.	Economic Competitiveness	$150,000 annually	CMAQ	X	X	X	X	X	✓		
Facilitate development of a strategic roadway system capacity program that addresses congested corridors and traffic bottlenecks.*	Economic Competitiveness	$312,000,000 annually in TIP period (average)	Federal, State, Local, Private	X	X	X	X	X	✓		
Facilitate development of a strategic transit expansion program to support regional economic, environmental, and accessibility objectives.*	Economic Competitiveness	TBD	Federal, State, Local, Private	X	X	X	X	X	✓		
Select and program projects consistent with goals of the Freight Operations and Safety Program,.*	Economic Competitiveness	$10,000,000 to $15,000,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Select and program projects consistent with goals of the Transit Capital and Preventive Maintenance Program to modernize and maintain the regional system.*	Economic Competitiveness	$20,000,000 to $25,000,000 annually	Federal, State, Local	X	X	X	X	X	✓		
Prioritize sufficient funding through the RTP update process to maintain roads and bridges at an adequate state of repair.*	Economic Competitiveness	$60,000,000 to $80,000,000 annually	Federal, State, Local	X	X	X	X	X	✓		

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Provide technical assistance to Community Development Division for review of Development of Regional Impact submittals and Local Comprehensive Plans.	Public Sector Efficiency Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X		✓	
Workforce Solutions											
Continue to support sector strategies (including biosciences, digital media entertainment, logistics/supply chain) and "skilled trades" initiative of Go Build Georgia;. Continue to work with the Industry Networks where feasible. Work with the Georgia Department of Economic Development, Chambers of Commerce and Development Authorities to bring economic prosperity to the region through utilization of the On-the-Job Training program.	Economic Competitiveness Education & Training Job Creation	$1,000,000 annually	USDOL, other Federal	X	X	X	X	X	✓		
Continue administration of the Workforce Investment Act providing low income youth and adults and dislocated workers with education, skills and credentials to enter/re-enter the workforce.	Economic Competitiveness Education & Training Job Creation	$2,500,000 annually	USDOL, other Federal	X	X	X	X	X	✓		

Obj. 5: Identify innovative approaches to economic recovery and long term prosperity

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure		
				2014	2015	2016	2017	2018	Plan & Coordinate	Review	Direct Service
Continue to develop and support new initiatives in response to area workforce needs and opportunities, such as special projects in response to major business layoffs, openings or other events, such as military base closings, or opportunities such as targeted funding grants.	Economic Competitiveness Education & Training Job Creation	TBD	TBD	X	X	X	X	X	✓		

* indicates an activity that may apply to multiple objectives.

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ATLANTA REGIONAL COMMISSION

40 COURTLAND STREET, NE
ATLANTA, GEORGIA 30303

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Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implement. Measure			Current Status
				2013	2014	2015	2016	2017	Plan & Coordinate	Review	Direct Service	
Aging Services Division												
Facilitate Human Service Transportation Advisory Committee meetings and implementation of HST Plan.	Mobility/Accessibility Underserved Populations	$30,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Implement models from the senior Mobility Program: Vouchers, Senior Pool, Volunteer Driver, Travel Training, Walkability Assessments.	Mobility/Accessibility Underserved Populations	$293,000 annually	Federal, State, Local	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Develop and deliver LLC Trainings on Transportation.	Mobility/Accessibility Underserved Populations	$15,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Identify funding to implement programs.	Mobility/Accessibility Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Build partnerships to coordinate and expand transportation services.	Mobility/Accessibility Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Provide education and support the creation of a Mobility Management Call Center as proposed in the priority project list for the Transportation Referendum	Mobility/Accessibility Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X				Underway Anticipated Completion Date: Ongoing
Implement a mobility management program through cross divisional collaboration at ARC and collaboration with state and local transportation providers	Mobility/Accessibility Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X				Underway Anticipated Completion Date: Ongoing

Environmental Planning Division	
No activities proposed at this time.	N/A

Local Governmental Services Division

No activities proposed at this time.												N/A
Land Use Division												
Continue Livable Centers Initiative Program by providing planning and transportation funds to support existing and new LCI areas.	Mobility/Accessibility Mode Choice Economic Competitiveness	$1,000,000 annually for planning studies	Federal	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Assist local governments with implementation of their LCI plans by providing direct technical assistance or other resources to local government planning and transportation staff.	Mobility/Accessibility Mode Choice Economic Competitiveness	$500,000 annually	Federal, ARC Match	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Research, evaluate, and implement best practices for flexing certain types of transportation funds to create new funding options for projects or incentivizing TOD projects in conjunction with the LCI program.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$5,000,000 annually (average)	Federal, Local	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: 2018
Ensure coordinated planning near transit by reviewing all proposed developments within transit corridors and station areas through the Area Plan Review (APR) program	Mobility/Accessibility Mode Choice Congestion Mitigation	$30,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Develop a plan for Access Management within the region, including resources and best management practices.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$30,000 annually	Federal, ARC Match	X	X				✓			Underway Anticipated Completion Date: 2015
Provide assistance for or review of potential second Atlanta airport	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$25,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing

Provide land use technical assistance and support for the development of the TIP, RTP and other transportation lead studies (e.g. MMCS, CTPs, SRTP)	Mobility/Accessibility Mode Choice	$60,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Promote TOD at existing and proposed transit stations with particular emphasis on enhancing existing station areas through review and support of activities such as the MARTA design guidelines, TOD website and design charettes.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$60,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Assist local governments with development of land use regulations that promote access management, walkable and bikable environments, and Transit-Oriented Development through provision of model ordinances, resources, training and direct technical assistance.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	$4,000 annually	Federal, ARC Match	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Develop a regional multi-use path master plan based on existing conceptual plans and regional needs	Mobility/Accessibility Mode Choice Congestion Mitigation	$6,000 annually	Federal, ARC Match	X	X				✓			Underway Anticipated Completion Date: 2014
Improve data regarding historic and cultural resources to mitigate delays through Section 106 review process and improve implementation of transportation priorities.	Information Sharing	$4,000 annually	Federal, ARC Match	X	X				✓		✓	Underway Anticipated Completion Date: 2014

Research and GIS Division												
Produce annual population and employment estimates for 20 counties that serve as the baseline for forecasting models that are a critical input to RTP project selection.	Information Sharing	$390,500 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Provide on-demand analyses/forecasts of economic impacts of potential major infrastructure and/or development investments--to inform stakeholder (Board, business, public) decisionmaking processes.	Information Sharing	$125,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Transportation Services												
Provide commute options services, the regional GRH program and maintain the TDM Website as a one-stop TDM information shop for the region. Also, participate in CMAQ special-projects such as construction mitigation and other efforts. *Joint effort with Transportation Planning/Implementation*	Mobility/Accessibility Mode choice Congestion mitigation	$1,900,000 annually	CMAQ	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Transportation Planning/Implementation												
Continue the County Comprehensive Transportation Plan Program, while updating requirements to be consistent with PLAN 2040 vision, goals, objectives, and principles; and provide funding to counties to conduct new plans/updated existing plans.*	Mobility/Accessibility Mode Choice Congestion Mitigation	$2,400,000 annually (average)	STP, Local	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Fund and conduct multimodal corridor and project scoping studies to select the most cost-effective solutions for regional corridors.* *Joint effort with Land Use*	Mobility/Accessibility Mode Choice Congestion Mitigation	$3,700,000 annually (average)	STP, State, Local	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Livable Centers Initiative Program implementation support.* *Joint effort with Land Use*	Mobility/Accessibility Mode Choice Economic Competitiveness	see Land Use Division	see Land Use Division	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Provide staff support for educational components of the Regional Transporation Referendum (July 2012) and prepare for implementation following possible successful outcome post-2012. *Joint effort with Research*	Information Sharing	TBD	N/A	X	X	X	X	X	✓			Discontinued - 2012 Regional Transportation Referendum failed
Continue to refine criteria and process for selecting projects such as bicycle, pedestrian, roadway operations, and safety projects to be included in the TIP through regular project solicitation cycles.*	Mobility/Accessibility Mode Choice Congestion Mitigation	N/A	PL, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Conduct a regional TDM plan to refine regional TDM planning directions and incorporate results into regional plan update.* *Joint effort with Transportation Services*	Mobility/Accessibility Mode Choice Congestion Mitigation	$500,000	STP, Local	X	X				✓			Underway Anticipated Completion Date: 2015
Implement plan management process, including providing implementation assistance to local and state sponsors for projects programmed in the TIP.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	PL, Local, State	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Lead Human Services Transportation and mobility management planning in coordination with planning partners, including future implementation of regional call center.* *Joint effort with Aging Services*	Mobility/Accessibility Underserved populations	TBD	Federal, Local	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Undertake and implement limited update of HST coordinated service plan to include youth and low-English proficiency populations. *Joint effort with Aging Services*	Mobility/Accessibility Underserved populations	TBD	Federal, Local	X								Completed

Monitor and update Congestion Management Process.*	Mobility/Accessibility Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Update regional Bicycle & Pedestrian Plan for application in the next RTP update.	Mobility/Accessibility Mode Choice	TBD	Federal, Local	X	X				✓			Underway Anticipated Completion Date: 2014
Provide staff support to the Regional Transit Committee (RTC) and continue to prioritize and identify funding for projects identified in Concept 3.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Implement truck route recommendations from the ASTRoMaP through coordination with local governments and freight industry, including identification of local truck routes in CTP updates.*	Mobility/Accessibility Congestion Mitigation Economic Competitiveness	TBD	Federal, State, Local, Private	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Implement PLAN 2040 plan management activities.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Develop next long range transportation plan update, including relevant travel demand model updates and considering potential urbanized area boundary changes.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X		✓			Underway Anticipated Completion Date: 2014
Implement Last Mile Connectivity Program.*	Mobility/Accessibility Mode Choice Congestion Mitigation	$12,500,000 annually beginning in 2014	Federal, Local		X	X	X	X	✓			Underway in 2014 (on schedule) Anticipated Completion Date: Ongoing

Workforce Development Division	
No activities proposed at this time.	N/A

* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implement. Measure			Current Status
				2013	2014	2015	2016	2017	Plan & Coordinate	Review	Direct Service	
Aging Services Division												
Convene quarterly meetings of a LLC Coalition, assess LLC tools for implementation of LLC principles, and establish a scorecard for LLCs.	Health & Wellness Human Services Underserved Populations Information Sharing	$20,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Establish training for Aging Services Division's volunteer network to deliver LLC presentation to community through general outreach strategy.	Health & Wellness Human Services Underserved Populations Information Sharing	$12,500 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: 2018
Provide technical assistance to communities to support local government implementation of LLC.	Health & Wellness Human Services Underserved Populations	$20,000 annually	Federal, State, Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Provide ongoing technical assistance to LCI communities and Community Choice communities and others as identified.*	Health & Wellness Human Services Underserved Populations	$15,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Prepare the 4-year Area Plan on Aging Plan.	Health & Wellness Human Services Underserved Populations	$75,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: 2018
Serve as central access point for older adults and caregivers needing information and services.	Health & Wellness Human Services Underserved Populations Information Sharing	$600,000 annually	Federal, State, Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Expand and maintain the statewide aging resource database.	Health & Wellness Human Services Underserved Populations	$300,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: 2018

Fund, administer and implement through contractual agreements with county governments and community organizations, a continuum of support services for older adults including 44 neighborhood senior services centers.	Health & Wellness Human Services Underserved Populations	$13,000,000 annually	Federal, State, Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Implement the Community Care Services and Source Programs to delay/prevent institutionalization.	Health & Wellness Human Services Underserved Populations	$6,000,000 annually	Federal, State, Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Provide through contract the Senior Community Employment Services Program.	Health & Wellness Human Services Underserved Populations	$266,000 annually	Federal, State, Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Manage the Thanks Mom and Dad Fund to support delivery of aging services.	Health & Wellness Human Services Underserved Populations	$20,000 annually	Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Manage the Retired Senior Volunteer Program to provide community outreach and education to older adults.	Health & Wellness Human Services Underserved Populations	$130,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Implement Health and Wellness Program to promote well being and independent living among older adults.	Health & Wellness Human Services Underserved Populations	$100,000 annually	Federal, State, Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Convene coalitions (Healthy Aging, Care Net, Aging Disability Resource Connection, Senior Employment Roundtable, Aging Resource Affiliate Group, Atlanta Mental Health, Human Services Transportation Advisory Committee) to foster collaboration across the aging network.	Health & Wellness Human Services Underserved Populations Information Sharing	$25,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Partner with Emory University to implement the Atlanta Regional Geriatric Education Center.	Health & Wellness Human Services Underserved Populations	$32,000 annually	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Provide training on LLC principles through the Community Planning Academy	Health & Wellness Human Services Underserved Populations Information Sharing	TBD	TBD	X	X	X	X	X				Underway Anticipated Completion Date: Ongoing
Serve as Local Contact Agency to provide options counseling to nursing home residents that desire to return to the community	Health & Wellness Human Services Underserved Populations	TBD	TBD									Underway Anticipated Completion Date: Ongoing
Implement Money Follows the Person to assist nursing home residents returning to their community	Health & Wellness Human Services Underserved Populations	TBD	TBD									Underway Anticipated Completion Date: Ongoing
Implement Community-based Care Transitions Program	Health & Wellness Human Services Underserved Populations	TBD	TBD	X	X	X	X	X				Underway Anticipated Completion Date: Ongoing
Implement Diabetes Screening grants	Health & Wellness Human Services Underserved Populations	TBD	TBD									Completed
Implement intergenerational CATCH Project supported by Oasis	Health & Wellness Human Services Underserved Populations	TBD	TBD									Underway Anticipated Completion Date: 2014
Implement Chronic Disease Self Management Program	Health & Wellness Human Services Underserved Populations	TBD	TBD									Underway Anticipated Completion Date: 2015

Environmental Planning Division	
No activities proposed at this time.	N/A

Local Government Services Division												
Continue to coordinate the Schools and Communities Forum. Host regular workshops and/or summits to address how to better coordinate land use and school siting.	Health & Wellness Public Sector Efficiency	$10,000 annually	ARC	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Develop and produce 2 annual regional leadership development programs to explore Atlanta's challenges, learn how leaders can collaborate to address these challenges and learn from the best practices of leaders in other metro areas.	Leadership Development	$162,000 annually	ARC, Enterprise Funds		X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Land Use Division												
Review activities of other state, regional, and local agencies or organization for consistency with ARC policies and programs	Information Sharing Public Sector Efficiency	$30,000 annually	ARC, DCA, Federal	X	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Establish a Sustainability Network that meets semi-annually for the exchange of information, ideas, best practices and training to promote sustainability initiatives.	Information Sharing	$25,000 annually	ARC, DCA, Federal	X	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Explore options for the use of Health Impact Assessments (HIAs) for DRI Review and other agency initiatives.	Health & Wellness	$50,000 annually	ARC, CDC, Georgia State, Georgia Tech	X	X	X				✓			Underway Anticipated Completion Date: 2015
Provide education and outreach on regional priorities by hosting events such as webinars, videos, guest speakers, field trips etc to provide professional development and certification maintenance opportunities for staff and elected officials in local governments.	Information Sharing Public Sector Efficiency	$2,500 annually	ARC, DCA, Federal	X	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Research and GIS Division												

Serve as an information clearinghouse and on-demand value-added analytic and educational service for federal, state, and private sector datasets (e.g. Census Bureau including 2010 Census products, federal BLS and BEA, state DoL and DHR, ESRI and Woods and Poole).	Information Sharing	$195,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Transportation Services												
Partner with local governments, school districts and parents as part of a regional SchoolPool program.	Health & Wellness	$50,000 annually	CMAQ	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Transportation Planning/Implementation												
Monitor and report regional safety/crash statistics, including emphasizing information at the county level.	Public Safety	TBD	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Implement Roadway Operations and Safety Program for projects that improve safety along roadways and intersections in the 18-county metropolitan area.*	Public Safety	$12,500,000 annually beginning in 2014	Federal, State		X	X	X	X	✓			Underway in 2014 (on schedule)
Assist with continuation of GDOT's Highway Emergency Response Operators (HERO) Support Program to respond quickly to incidents and clear roads, restoring normal traffic flow.* *Joint effort with GDOT*	Public Safety	$8,000,000 annually (average)	Federal, State	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.
Assist with continuation of GDOT's Railroad/Highway Hazard Elimination Program (STP) to funds the removal of hazards for at-grade crossings.* *Joint effort with GDOT*	Public Safety	$1,700,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.

Continue the Railroad/Highway Protection Devices Program (STP) to funds the installation of bells, lights and gates to protect railroad/highway crossings in the 18-county metropolitan area.* *Joint effort with GDOT*	Public Safety	$1,700,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.
Assist with continuation of GDOT's Safety Program (STP) to implement safety improvements along roadways and intersections.* *Joint effort with GDOT*	Public Safety	$11,500,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.
Assist with continuation of GDOT's Interchange and Roadway Lighting Program (NHS) to improve lighting along freeways and other National Highway System roadways* *Joint effort with GDOT*	Public Safety	$425,000 annually (average)	Federal, State	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.
Apply the lessons learned from the PLAN 2040 Health Impact Assessment (HIA) in future RTP updates*	Health & Wellness	TBD	TBD	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Workforce Development Division												
Continue to support increased capacity at area colleges to training in high demand, high growth occupations through collaborative partnerships and grant applications.	Education & Training Economic Competitiveness	$1,500,000 annually	USDOL, other Federal	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Continue the Individual Training Account system for the region, including review and monitoring of programs and schools funded under the WIA for performance and quality of instruction.	Education & Training Economic Competitiveness	$5,000,000 annually	USDOL, other Federal	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing

Continue to fund and manage One-Stop Career Resources Centers throughout the 7-County ARWB region to assist job-seekers and businesses in finding employment placements through various employment, education, and training activities.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Continue to fund and manage Youth development project throughout the 7-county ARWB region to support education, training and employment for targeted, at risk youth who are the region's emerging workforce.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing

* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implement. Measure			Current Status
				2013	2014	2015	2016	2017	Plan & Coordinate	Review	Direct Service	
Aging Services Division												
Provide LLC services to developers.	Mobility/Accessibility Underserved Populations Stable, Affordable Housing	$5,000 annually	Local	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Assess community housing options. Perform built environment assessment for communities and developers. Perform demographic analysis of communities. Develop and deliver LLC Trainings on Housing. Develop model zoning ordinances. Assist DeKalb Board of Health on Active Living Planning efforts.	Mobility/Accessibility Underserved Populations Stable, Affordable Housing	$30,000 annually	Federal, State, Local	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Environmental Planning Division												
No activities proposed at this time.												N/A
Local Government Services Division												
Undertake the Community Planning Academy (CPA) to provide training on regional and local needs.	Information Sharing Public Sector Efficiency	$35,000 annually	ARC	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Land Use Division												
Provide planning assistance to local governments.	Efficient Land Use Public Sector Efficiency	$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Continue to advance the Livable Centers Initiative (LCI) Program by (1) providing implementation assistance for current study areas and (2) identifying new priority issues annually and providing support to address as needed.	Efficient Land Use	$250,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Provide assistance and technical support to the Piece by Piece Foreclosure Initiative.	Information Sharing Stable, Affordable Housing	$8,000 annually	Federal, State, ARC Match	X	X	X			✓			Underway Anticipated Completion Date: 2015
Continue to coordinate and support the Regional Housing Forums	Information Sharing Stable, Affordable Housing	$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Outline a PLAN 2040 Implementation Strategy and coordinate agency actions to achieve stated outcomes.	Efficient Land Use	$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: 2018
Provide additional design guidance and technical detail to implementing PLAN 2040 Regional Development Guide.	Efficient Land Use	$8,000 annually	Federal, State, ARC Match	X	X				✓		✓	Underway Anticipated Completion Date: 2014
Assist with the planning and marketing of major redevelopment sites within the region *	Efficient Land Use Economic Competitiveness	$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Review DRI procedures and thresholds for consistency with PLAN 2040 policies *	Efficient Land Use Public Sector Efficiency	$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓		Underway Anticipated Completion Date: Ongoing
Review procedures and thresholds for comprehensive plans for consistency with PLAN 2040 policies *	Efficient Land Use Public Sector Efficiency	$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓		Underway Anticipated Completion Date: Ongoing

Develop new mechanisms (WEAVE-Neighborhood Nexus, GISServer) and products (Regional Snapshots, city fiscal reports, Community Facilities datasets) to query, analyze, and present internal and third-party (state and federal agency) data for benchmarking social conditions and evaluating strategic planning options and/or contributing data to the plans themselves.	Information Sharing	$150,000 annually	Foundation Grants, Federal, ARC Match, ARC Cash	X	X	X	X	X	✓			Underway Anticipated Completion Date: - Neighborhood Nexus: 2014-2015 - Other activities: Ongoing
Maintain and/or update geographic layers for parcels, streets, city and other boundaries, and land use/ land cover (LandPro) information-- for 20 counties (or more per planning needs).	Information Sharing	$340,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Pursue and manage cooperative purchases for aerial photography and other imagery formats to enhance local planning efforts	Information Sharing	$50,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Acquire, process, and analyze private-sector datasets (e.g. CoStar, ESRI, Experian, etc) to refine internal small-area estimates and forecasts, and externally inform member government planning efforts	Information Sharing	$75,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Transportation Services	
No activities proposed at this time.	N/A

Transportation Planning/Implementation

Continue the Transportation Demand Management (TDM) Employer Services Program to provide support to employers through employer service organizations such as TMAs.* *Joint effort with Transportation Services*	Mobility/Accessibility Economic Competitiveness	$2,000,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Maintain transit planning effort, including staff support for the Regional Transit Committee (RTC)*	Mobility/Accessibility	TBD	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing - Also listed in Row 50 under Objective 1
Continue the Ridesharing and Regional Transportation Demand Management (TDM) Program for the operation of a full-service regional ridematching system, provision of ridematching services and information for employer service providers, administration of a regional Guaranteed Ride Home Program, coordination and development of TDM programs among regional organizations, and contracting assistance and contract management support for approved regional TDM projects.* *Joint effort with Transportation Services*	Mobility/Accessibility Economic Competitiveness	$1,900,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓	✓	✓	Underway Anticipated Completion Date: Ongoing
Continue the Transportation Enhancement (TE) Activities Program to fund federally-eligible quality of life projects such as streetscapes, trails and paths and other alternative transportation projects.* *Joint effort with GDOT*	Mobility/Accessibility Economic Competitiveness	$11,100,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing - Modified given absorption of TE Program into new Transportation Alternatives Program (TAP) (see 2013 Regional Work Program)

Continue the Job Access and Reverse Commute Transit Program (FTA 5316) that improves access to transportation services to employment and employment related activities for welfare recipients and eligible low-income individuals.*	Mobility/Accessibility Economic Competitiveness	$2,300,000 annually (average)	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Continue the New Freedom Transit Program (FTA 5317) that provides additional tools to overcome barriers facing Americans with disabilities who want to participate fully in society.*	Mobility/Accessibility Underserved Populations	$1,500,000 annually (average)	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Continue the Transit for Elderly and Persons with Disabilities Program (FTA 5310) that helps meet the transportation needs of elderly and disabled persons where public transportation services are unavailable, insufficient or inappropriate.*	Mobility/Accessibility Underserved Populations	$1,200,000 annually (average)	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Continue Equitable Target Area (ETA) analysis to support future planning decisions.	Mobility/Accessibility Underserved Populations	TBD	Federal, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Workforce Development Division	
No activities proposed at this time.	N/A

* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implement. Measure			Current Status
				2013	2014	2015	2016	2017	Plan & Coordinate	Review	Direct Service	
Aging Services Division												
No activities proposed at this time.												N/A
Environmental Planning Division												
Metropolitan River Protection Act Review and Administration.	Resource Protection Secure Water Supply Efficient Land Use	$150,000 annually (average)	ARC	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Implementation of major long-term regional and watershed-specific plans for storm water management and wastewater management for Metro Water District with planning staff from ARC EPD. *Joint effort with MNGWPD, local governments*	Resource Protection Secure Water Supply	$1,254,000 annually (average)	Local, Georgia EPD	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Chattahoochee River-Lake Lanier Management System *Joint effort with U.S. Army Corps of Engineers, local governments*	Resource Protection Secure Water Supply	$103,000 annually (average)	Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Green Communities Program	Energy Conservation Public Sector Efficiency	$126,000 annually (average)	ARC	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Local Government Services Division												
No activities proposed at this time.												N/A
Land Use Division												
Develop programs and initiatives that implement the Regional Resource Plan.	Resource Protection	$50,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Facilitate opportunities for regional partners to engage in dialogue regarding activities as they relate to conservation and preservation initiatives.	Information Sharing Resource Protection	$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Undertake Resource Plan updates annually.	Resource Protection	$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Review and update the Regional Greenspace Inventory annually.	Resource Protection	$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Assist regional partners in converting foreclosed, abandoned, and stalled developments into greenspace or other civic space.	Resource Protection Efficient Land Use	$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Promote regional land conservation mechanisms to improve efficiency in infrastructure investments while protecting environmental quality.	Resource Protection Efficient Land Use	$60,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Promote incentives for redevelopment, adaptive reuse and appropriate infill design in areas of historic or cultural importance, including National Register districts, National Heritage Areas and local historic districts.*	Resource Protection Efficient Land Use	$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓	Underway Anticipated Completion Date: Ongoing
Review RIR procedures and thresholds for consistency with PLAN 2040 policies *	Resource Protection Efficient Land Use Public Sector Efficiency	$10,000 annually	Federal, State, ARC Match	X	X					✓		Underway Anticipated Completion Date: 2014

Research and GIS Division	
No activities proposed at this time.	N/A

Transportation Services	
No activities proposed at this time.	N/A

Transportation Planning/Implementation												
Implement and maintain an Environmental Coordination and Analysis Team to improve addressing environmental factors in the implementation of projects and long-range plan recommendations.	Public Sector Efficiency	TBD	ARC	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing - Modified given authorization and anticipated future reauthorization(s) of MAP-21 legislation

Collaborate with NGOs and local governments on air quality and climate change issues	Resource Protection Air Quality	TBD	ARC	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Assist with continuation of GDOT's Intelligent Transportation System (ITS) Operations and Support Program to manage traffic flow, reduce congestion, provide alternate routes to travelers, enhance productivity, and save lives, time and money.* *Joint effort with GDOT*	Energy Conservation Resource Protection Air Quality	$5,200,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.
Assist with continuation of GDOT's Advanced Traffic Management Systems (ATMS) Maintenance and Expansion Programs to upgrade message boards, Navigator, and other systems that reduce emissions by improving traffic flow.* *Joint effort with GDOT*	Energy Conservation Resource Protection Air Quality	$8,600,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.
Assist with continuation of GDOT's Regional Traffic Signal Optimization and Roadway Optimization Programs that prioritizes and upgrades signals from among the 7,000 signals across the Atlanta region, while improving intersections.* *Joint effort with GDOT*	Energy Conservation Resource Protection Air Quality	$18,500,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Assist with continuation of EPD's Railroad-Related Emissions Reduction Project to purchase cleaner diesel technology called Generator Set ("Genset") locomotives to replace older traditional switcher locomotives.* *Joint effort with EPD*	Energy Conservation Resource Protection Air Quality	$17,100,000 (total)	Federal, State, Private	X					✓			Completed

Assist with continuation of GDOT's Wetlands Mitigation Site Restoration Program that leads to the restoration and mitigation of wetlands prior to and after construction of transportation projects.* *Joint effort with GDOT*	Resource Protection	$3,400,000 annually (average)	Federal, State	X	X	X	X	X	✓			Discontinued as ARC priority - GDOT is leading this activity going forward.

Workforce Development Division	
No activities proposed at this time.	N/A

* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implement. Measure			Current Status
				2013	2014	2015	2016	2017	Plan & Coordinate	Review	Direct Service	
Aging Services Division												
Provide consultation to LCI and Community Choice program to advance Lifelong Living Handbook and LLC guidelines in the Regional Development Guide.	Public Sector Efficiency Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X		✓		Underway Anticipated Completion Date: Ongoing
Serve as technical resource for local governments.	Public Sector Efficiency Underserved Populations	$17,500 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Provide technical assistance for review of DRIs and Comprehensive Land Use Plans.	Public Sector Efficiency Underserved Populations	$10,000 annually	Federal, State, Local	X	X	X	X	X		✓		Underway Anticipated Completion Date: Ongoing
Environmental Planning Division												
No activities proposed at this time.												N/A
Local Government Services Division												
Conduct a major update of the Comprehensive Economic Development Strategy, This will involve an expanded partnership with the business, non-profit and higher education communities and it will include action items.	Economic Competitiveness Education & Training Job Creation	$110,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Completed - See ARC Regional Economic Competitiveness Strategy - Activity should not have been shown as extending to 2017
Address new topics such as the creative, agricultural and tourism economies, in the CEDS update. GS staff will also offer multiple economic development training courses through the Community Planning Academy.	Economic Competitiveness Education & Training Job Creation	$35,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Completed - See ARC Regional Economic Competitiveness Strategy - Activity should not have been shown as extending to 2017

Conduct the annual Regional Leadership Institute and other regional leadership programs targeted to high level decision makers.	Leadership Development	$129,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Conduct LINK trips to increase knowledge and understanding of ARC board of other regional centers in the U.S.	Information Sharing Leadership Development	$250,000 annually	Enterprise Funds	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Convene regional leaders across sectors and jurisdictions to facilitate regional thinking and collaboration, through programs such as the CREATE Community Awards and the Annual Legislative Roundtable.	Information Sharing Leadership Development	$73,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Provide on-demand management and operations assistance to local governments including strategic planning, facilitation, classification and compensation, market surveys and limited research.	Information Sharing Public Sector Efficiency	$150,000 annually	ARC, Enterprise Funds	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing
Provide local officials involved in the planning process with knowledge and tools to make effective decisions about the future of their community.	Information Sharing Public Sector Efficiency	$17,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Undertake the Community Choices program to assist local governments with quality growth implementation measures.	Information Sharing Public Sector Efficiency	$20,000 annually	ARC	X	X	X	X	X			✓	Underway Anticipated Completion Date: Ongoing

Land Use Division												
Support the Airport Investment Area Study through coordination and technical assistance.	Economic Competitiveness Information Sharing	$20,000 annually	Federal, ARC Match	X	X	X	X		✓			Underway Anticipated Completion Date: 2017 - See work of Airport Area Task Force and development of Atlanta Aerotropolis Alliance

Facilitate opportunities for regional partners such as CIDs, Chamber of Commerce, etc. to engage in dialogue regarding activities as they relate to economic recovery.	Economic Competitiveness Information Sharing	$10,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Undertake regional planning coordination and review activities including DRIs, IGRs, and local Comprehensive Plan and Solid Waste Reviews for consistency with regional and state priorities and requirements.	Economic Competitiveness Information Sharing Public Sector Efficiency	$100,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓		Underway Anticipated Completion Date: Ongoing
Investigate executing inter-governmental agreements or Memoranda of Understanding to provide services to local governments at a cost savings, while also serving to supplement their staff and expertise	Economic Competitiveness Information Sharing Public Sector Efficiency	$30,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Foster and support sustainable growth and development opportunities at the local level through researching and developing model codes and best management practices.	Economic Competitiveness Information Sharing Public Sector Efficiency	$4,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Promote data sharing for GIS and other information among regional agencies and local governments	Economic Competitiveness Information Sharing Public Sector Efficiency	$6,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Research and GIS Division

Continue agile development (and ongoing use in plan development and policy evaluation) of state-of-the-art forecasting models, at the regional level (REMI PI+) and small-area (TAZ-D, PECAS), to more fully incorporate available historical data, to more rigorously model economic futures (continue scenario testing), and to provide richer detail on conditions in those possible futures.	Information Sharing	$240,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Transportation Services												
Advocate for and coordinate regional TDM activities within ARC. Manage TDM planning and programs. *Joint effort with Transportation Services, Land Use*	Economic Competitiveness	$150,000 annually	CMAQ	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Transportation Planning/Implementation												
Implement roadway system capacity program that addresses congested corridors and traffic bottlenecks.*	Economic Competitiveness	$312,000,000 annually in TIP period (average)	Federal, State, Local, Private	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Assist GDOT with implementation of Multimodal Passenger Terminal (MMPT).* *Joint effort with GDOT*	Economic Competitiveness	TBD	Federal, State, Local, Private	X	X	X	X	X	✓			Temporarily on hold - Numerous MMPT studies are currently in progress, and GDOT is primarily leading this activity going forward. ARC will continue to monitor progress and play a supporting role whenever needed in the future.
Implement Freight Operations and Safety Program, in partnership with GDOT, to address industry freight/logistics needs.*	Economic Competitiveness	$18,750,000 annually beginning in 2014	Federal, State, Local		X	X	X	X	✓			Underway in 2014 (on schedule) Anticipated Completion Date: Ongoing

Provide regional discretionary federal funds for transit capital and preventive maintenance to modernize and maintain the regional system.*	Economic Competitiveness	$25,000,000 annually	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Maintain roads and bridges to support efficient and safe travel.*	Economic Competitiveness	$77,000,000 annually (average)	Federal, State, Local	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Workforce Development Division												
Continue to support sector strategies (including biosciences, digital media entertainment, logistics/supply chain) and "skilled trades" initiative of Go Build Georgia; developing career pathways and worker pipelines for current and emerging business. Continue to work with the Industry Networks for each sector to grow; provide training to current workers.	Economic Competitiveness Education & Training Job Creation	$1,000,000 annually	USDOL, other Federal	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Continue to provide Work Ready assessments for customers and job profiling for businesses interested in hiring Work Ready certified applicants, as made possible by the Governor's Office of Workforce Development. Continue to work with ARWB counties on Work Ready Certified Community Status as defined by the Governor's Office of Workforce Development.	Economic Competitiveness Education & Training Job Creation	$400,000 annually	USDOL, other Federal	X	X	X	X	X			✓	Completed - The last of ARC's Work Ready grants expired in June 2012. In addition, the Governor administration chose not to support the continuation of the Work Ready Initiative.
Continue administration of the Workforce Investment Act providing low income youth and adults and dislocated workers with skills to enter/re-enter the workforce.	Economic Competitiveness Education & Training Job Creation	$2,500,000 annually	USDOL, other Federal	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing

Continue to develop and support new initiatives in response to area workforce needs and opportunities, such as special projects in response to major business layoffs, openings or other events, such as military base closings, or opportunities such as targeted funding grants.	Economic Competitiveness Education & Training Job Creation	TBD	TBD	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing
Support and lead sector strategies in currently-identified and new occupation sectors, including support and leadership for State-supported Work Ready counties and regions, and the Go Build Georgia skilled trades initiative.	Economic Competitiveness Education & Training Job Creation	TBD	TBD	X	X	X	X	X	✓			Underway Anticipated Completion Date: Ongoing - The content of this line item was redundant to the project described in Row 43 above and therefore was merged with that project in the 2013 Regional Work Program.

* indicates an activity that may apply to multiple objectives.