



City of Madison, Georgia

COMPREHENSIVE PLAN

ADOPTED VERSION: 11 Feb 2019

MADISON PLAN 2017 - 2037

The plan summarizes the decennial local planning process as informed by stakeholder and public input. Referencing both public participation and community assessment, the plan sets forth a community vision and community agenda. The plan is intended to coordinate and integrate the various aspects of local planning at the direction of the Mayor and Council by departments, commissions, and agencies of the City. Plan preparation acknowledges the vital importance of local community planning in concert with, and to attain, state planning objectives and regional performance standards.

Madison Planning & Development
October 2018

ACKNOWLEDGEMENTS

CITY OF MADISON

Fred Perriman, Mayor
 Carrie Peters-Reid, District 1
 Eric Joyce, District 2
 Joseph V. DiLetto, District 3
 Rick Blanton, District 4
 Chris Gilbert Hodges, District 5

MADISON PLANS COMMITTEE

Fred Perriman, Mayor/Elected Official
 Joe Diletto, Elected Official
 David Nunn, City Manager
 Libby Whitaker, School System
 Megan Morris, Hospital
 Bob Hughes, Chamber of Commerce/Economic Dev
 Ellen Sims, Convention & Visitors Bureau/Tourism
 Clifton Hanes, Banking/DDA
 Eric Joyce, Senior Services/HPC
 David Land, ED Consultant/GCC
 Sonny Pennington, Land Developer/CDC
 Judy Thomas, School Bus Driver/HOC
 Lynn Treadwell, Retired Retailer/CSC
 Robert Trulock, Finance/P&Z
 Cheryl Bland, Educator
 Teresa Dorsey, Health Care
 Julie Speyer, Retailer
 Alan Orr, Attorney
 Jimmy Wyatt, Industry

MADISON CITY STAFF

W. David Nunn, City Manager & Cemetery Administrator
 Monica Callahan, Planning & Development Director
 Bryce Jaeck, Planner, GIS Analyst & Housing
 Mollie Bogle, Planner, Land Use & Greenspace
 Ken Kocher, Information Specialist &
 & Planner, Architecture & Art

SPECIAL THANKS

Jessica Tullar, AICP, Facilitation
 Carrie Barnes, GA EMC, Facilitation
 John Devine, NEGA RC, Policy Compliance
 Joanna Hayes, Planning Consultant
 Ann Huff & Colleen Hall, Main Street Office

APPRECIATION

to Madison's engaged citizens and aspiring leaders

TABLE OF CONTENTS

| | |
|---|-----------|
| OVERVIEW | 2 |
| PART I | |
| COMMUNITY PARTICIPATION | 4 |
| <i>Requisite Public Input Process</i> | <i>4</i> |
| <i>Proactive Community Engagement</i> | <i>5</i> |
| Stakeholder Involvement | 6 |
| PART II | |
| COMMUNITY ASSESSMENT | 8 |
| <i>Needs & Opportunities</i> | <i>8</i> |
| <i>Self-Assessment Tools</i> | <i>9</i> |
| Leadership | 10 |
| Natural Resources | 12 |
| Infrastructure | 16 |
| Services | 18 |
| Housing | 20 |
| Cultural Assets | 22 |
| Tourism | 24 |
| Growth | 26 |
| Revitalization | 28 |
| Planning & Development | 30 |
| PART III | |
| COMMUNITY VISION | 32 |
| <i>Madison Plans Committee</i> | <i>32</i> |
| <i>Land Use Evaluation</i> | <i>33</i> |
| Land Use Guide | 34 |
| <i>Character Area Principles</i> | <i>34</i> |
| <i>Character Area Map</i> | <i>35</i> |
| Downtown Revitalization Areas | 36 |
| Commerical Investment Areas | 38 |
| Industrial Expansion Areas | 40 |
| Traditional Residential Areas | 42 |
| Community Service Areas | 44 |
| Transitional Edge Areas | 45 |
| Service Delivery Areas | 46 |
| Census Tract Areas | 47 |
| PART IV | |
| COMMUNITY AGENDA | 48 |
| <i>Work Program (2017-2022)</i> | <i>48</i> |
| APPENDICES: A - Participation Techniques | |
| B - Assessment Tools (B1 - Data Atlas) | |
| C - Implementation Strategy | |

OVERVIEW

50 YR Local Planning Ethic

The plan advances a sustained commitment to local planning – starting with the first citywide plan (1967) and evolving to a broader document addressing modern planning practices (1987), encompassing two successive joint comprehensive planning efforts with the county and its municipalities (1994, 2004), and culminating in a series of topical specialized plans appending the most recent city-focused plan update (2009). Also of note, the City of Madison received statewide recognition for its planning endeavors when selected as **1 of 10 inaugural PlanFirst** communities from among Georgia’s 694 cities and counties.

State Compliance

The Georgia Planning Act (1989, as amended), O.C.G.A 45-12-200, et seq., and 50-8-1, et seq., outlines the responsibilities for local planning. The GA Department of Community Affairs (DCA) is charged with evaluating conformity with “The Minimum Standards and Procedures for Local Planning,” as per O.C.G.A. 110-12-1 (1 Mar 2014). Utilizing state planning procedures and observing state objectives and regional performance standards ensures that Madison prepares a plan that engages in thorough and reflective planning, follows best planning practices, and - with few exceptions in the last two decades - maintains and values its status as a **Qualified Local Government (QLG)**.

Purpose & Intent

The plan serves as a guide for government officials, community leaders, and decision-makers faced with growth management and capital investment choices. The plan is further intended, to the extent possible, to coordinate, integrate, and balance the various aspects of local planning as implemented by the City’s departments, commissions, and agencies.



Mayor Fred Perriman receives Madison’s PlanFirst award at the State Capital from GA DCA Commissioner Camila Knowles.



Small Town: BIG PLANS



City of Madison
Comprehensive Plan '17



Scope

The plan addresses an area approximately 8.8 sq.mi./5,611 ac. inside the city limits.

The plan draws from prior comprehensive plans and specialized plans, incorporates extensive public participation and a thorough community assessment, and concludes with the promulgation of an implementation plan.

The plan also selectively addresses two broader abutting areas. First, some remarks pertain to the the City's Service Delivery Area (SDA) beyond the city limits --- approximately 67.6 sq.mi./43,290 ac. where Madison is the utility service provider inside of and beyond the county's jurisdiction --- specifically referencing the service capacity necessary to support build-out within city environs. Second, some remarks pertain to the abutting county environs, "halo around the city", or census tract --- approximately 76.4 sq.mi./48,900 ac. referenced in the prior joint plan as the "Greater Madison Area" and identified in the current county plan on the Character Area Map as the "Transitional Area" --- with a character area definition extensively broad as to include almost every potential development pattern and land use. *See p47-48.*

Coordination

The Madison Planning & Development Department with a four member planning team, supported by the stakeholder group, citizen planning bodies, and city departments, provided: logistics, marketing, data collection, and plan preparation. Professional facilitation and planning consultants provided public interface, meeting facilitation, and summary reports for public input.

Components

The plan is composed of four (4) principal components:

- 1] **public participation**, summary of requisite and elective participation techniques;
- 2] **needs and opportunities**, public observations and critical community assessment;
- 3] **vision and guide**, new land use tools for decision-makers; and,
- 4] **work program**, community accomplishments and prioritized action items.

PUBLIC PARTICIPATION

Public input requires two public hearings:
January 11, 2016 (startup)
October 1, 2018 (draft)

Public input also requires the identification of a stakeholder group:
Madison Plans Committee

Madison implemented additional participation techniques in order to:

- heighten public awareness
- increase public involvement
- facilitate public education

City resident participation in county planning was encouraged and online survey links were provided.

*Part I: Community Participation;
App A: Participation Techniques*

VISION & USE GUIDE

The Madison Plans Committee prepared a:

- vision statement

To visualize and articulate desired and acceptable change for different areas of the community, the Committee engaged in:

- land use evaluation
- character area planning

A land use guide, based in part upon community participation, assessment, and visioning, provides decision-makers with:

- character area map
- character area defining narratives

*Part III: Community Vision;
App B-2: Atlas - Land Use*

NEEDS & OPPORTUNITIES

Community needs and opportunities were identified from five perspectives:

- general public perceptions garnered at public meetings
- stakeholder identification /problem-solving discussions
- community leader interviews by planning consultant
- city manager and department head interviews by committee members and/or planners
- local professional planner observations from day-to-day experiences as well as community assessment tools

These recommendations were consolidated and condensed for assessment.

*Part II: Community Assessment;
App B: Assessment Tools*

WORK PROGRAM

The Work Program (STWP) provides a list of short-term work items to be addressed as priorities and is required to be updated every five (5) years.

Since the Work Program (2017-2022) and Report of Accomplishments were prepared in 2017, a 2018 Annual Update appears as part of this submittal. With no current CIE, Madison updates its STWP as part of the annual budget to insure accountability, progress, and capital planning.

*Part IV: Community Agenda;
App C: Implementation Strategy*

Small Town: BIG PLANS

City of Madison
Comprehensive Plan '17

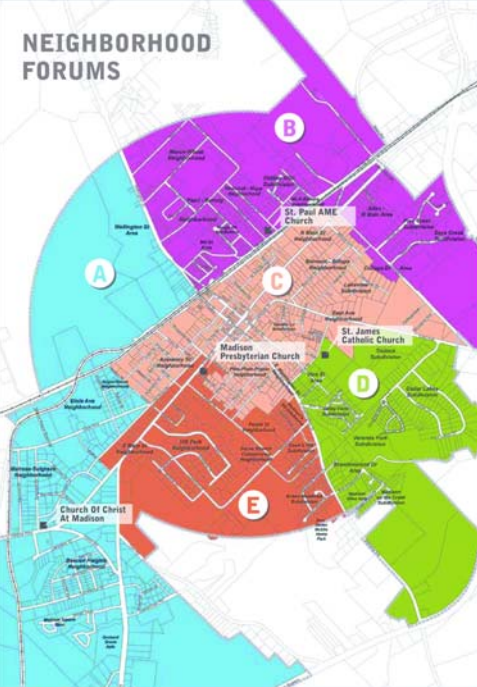


**FIND YOUR LOCATION
AND JOIN THE
CONVERSATION**

Over the next year, the City of Madison asks for your input to develop our comprehensive plan. We would like to encourage you to attend at least one of the five neighborhood forums held in January and February. This is a great opportunity to get involved and work with neighbors to envision a shared outcome for your neighborhood, and your city, for years to come.

Join us from **5:30–7:00 P.M.** at the location nearest you.

NEIGHBORHOOD FORUMS



Not a Public Meeting Person? Visit www.MadisonGA.com, to leave feedback for the Monthly Online Survey (Feb.–Nov.), or come by City Hall, to pick up a Planning-In-The-Box Kit (March–June) for your personal use.

- FEBRUARY 2, 2016
Forum A**
Church of Christ At Madison
325 Church St.
Beacon Heights Neighborhood
Dixie Ave. Neighborhood
Jasper-Rose Neighborhood
Meirino-Salgrave Neighborhood
Cantebury Apartments
Madison Square Gardens
Orchard Grove Apartments
Madison Health & Rehab
- FEBRUARY 3, 2016
Forum B**
St. Paul A.M.E. Church
847 Pitts St.
5th St. Area
Allen-N. Main Area
College Area
Wellington St. Area
Anchorage Neighborhood (Twee Walk)
March-Wheat Neighborhood
MLK-Billups Neighborhood
Pearl-Barney Neighborhood
Walker Rose Lane Neighborhood
Whithall-Mapp Neighborhood
Hidden Hills Subdivision
Hough Circle Subdivision
Pinecrest Subdivision (Harper St.)
Sage Creek Subdivision
Daniel Morgan Homes
Gilmora Apartments
Silver Lakes Court Apartments
- FEBRUARY 4, 2016
Forum C**
First United Methodist Church
206 South Main St.
Academy St. Neighborhood
Belmont-Billups Neighborhood
East Ave. Neighborhood
N. Main St. Neighborhood
Pine-Plan-Poplar Neighborhood
E. Washington St. Neighborhood
Candler Lane Subdivision
Lakewood Subdivision
Assisted Living (In Progress)
Bell Park Lofts (In Progress)
Carriage Club Apartments
Concord Lane Townhomes
Cottmore Lofts
James Madison Homes
James Madison Inn Lofts
Jefferson Square Parkside Lofts
Jefferson Ridge Townhomes
Madison Homes
Main St. Village Lofts (The Pig)
Parkview Lofts
Thompson Building Lofts
- JANUARY 26, 2016
Forum D**
St. James Catholic Church
543 Vine St.
Bramblewood Dr. Area
Vine St. Area
Cedar Lakes Subdivision
Green Meadows Subdivision
Madison on the Creek Subdivision
Trickett Subdivision
Valley Farm Subdivision
Veranda Park Subdivision
Bramblewood Apartments
Deer Haven Mobile Home Park (partial)
- FEBRUARY 11, 2016
Forum E**
Madison Presbyterian Annex
122 South Main St.
Foster St. Neighborhood
Hill Park Neighborhood
Horse Branch Conservancy
Neighborhood
S. Main St. Neighborhood
Cook's Hill Subdivision (Piner St.)
Markham's Hill Subdivision

COMMUNITY PARTICIPATION

REQUISITE PUBLIC INPUT PROCESS

To insure the comprehensive plan reflects a broad perspective of community needs and opportunities, public input is essential - Citizenship 101. In addition to requisite public involvement, Madison implemented a more proactive community engagement process, providing various venues and formats to enhance public education, improve detail of public feedback, and encourage more robust public participation over a year long period.

Under state standards, public involvement means:

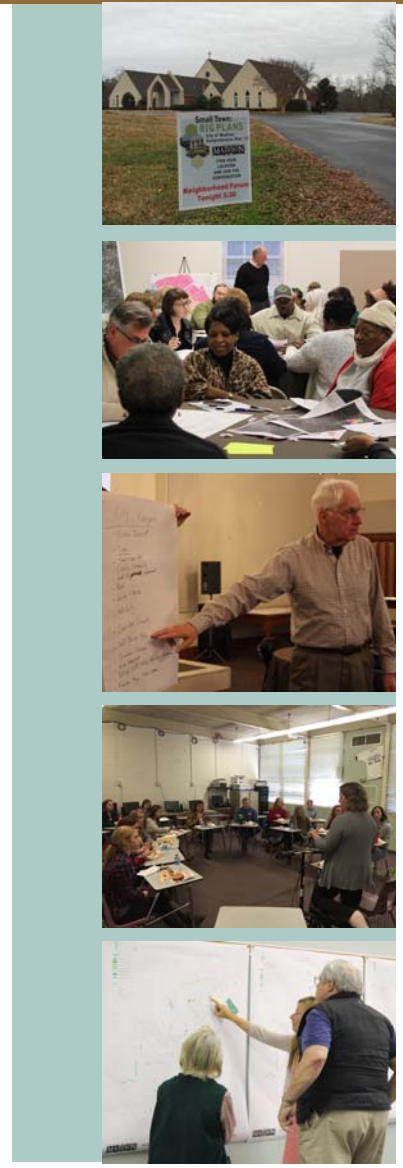
- 1] **two (2) requisite public hearings**
opening hearing (start-up/outline of process)
closing hearing (conclusion/review of draft)
- 2] **stakeholder identification and involvement**
utilizing identified public participation techniques
and including elected officials and economic
development professionals

Public Hearings

The January 11, 2016 public hearing announced the commencement of the comprehensive planning process. Following a year-long community engagement effort and subsequent plan development, an October 1, 2018 hearing afforded public comment prior to draft plan submittal for regional and state review.

Madison Plans Committee

In January 2016, Mayor and Council appointed a 21-member, diverse stakeholder group including: elected officials, active community leaders, and citizens recruited to reflect sector and demographic diversity. Professional facilitation solicited interactive discussion, critical assessment of public input and community assessment, and committee work products.





PROACTIVE COMMUNITY ENGAGEMENT INITIATIVE

The planning process began with the creation of a new logo and a tag line to facilitate public recognition of City public input, running concurrently with County public input. Colleen Hall of Madison Main Street provided the graphic design for the logo, referencing Madison's former hexagonal paver-lined sidewalks paired with a custom photo frame and a tag line - **"Small Town: BIG PLANS."**

Public Awareness

Beyond just notice in the legal organ, Madison's affirmative marketing efforts included:

- **newspaper display ads**, 1/4-page full-color ads for hearings, forums, and open houses;
- **newsletter articles**, 4 headline articles and feature center-fold in *Madison Matters*, distributed via utility bills to 4000 households and available online at city website;
- **posters**, distributed for posting in public buildings, businesses, and churches;
- **announcements**, via public meetings, city website, and social media outlets.

Public Involvement

As highlighted (right), participation techniques were varied to include different venues and formats, offering public participation opportunities customized to meet today's busy schedules and myriad of personal comfort levels - group and individual, public and anonymous, older and younger citizens, and speakers and observers.

Public Education

Early data collection informed the visual displays and resource mapping for the series of Topic Open Houses, coordinated to reflect the categories of Community Assessment: **Recreation & Beautification, Heritage & Tourism, Home & Neighborhood, Safety & Service, and Revitalization & Growth.** This forum allowed for early and extended public access to the data references for plan development.

NEIGHBORHOOD FORUMS

A series of neighborhood forums heralded the onset of community visioning, creating an after-hours venue for near-neighbor interaction and discussion of shared goals and issues.

In January-February 2016, five (5) evening forums were held at centrally-located, quasi-public centers within our neighborhoods (roughly equivalent to election districts). Forums were professionally facilitated as to encourage frank discourse between the public, elected officials, civic volunteers, and planning staff.

FOCUS GROUPS

A series of focus groups solicited discussion and input from our older and younger citizens, targeting those age groups typically underrepresented in community planning.

The four (4) generational focus groups included: Morgan County Middle School, Morgan County High School, Morgan County Senior Center, and Prime-timers Gathering. Discussion was professionally facilitated, conducted in the group's normal setting, and with only their age group as to instill confidence.

COMMUNITY SURVEYS

Community surveys enabled city residents to provide anonymous and unfiltered feedback, particularly for those shy in group settings or less competitively verbose.

Community surveys were distributed at all public meetings, electronically upon request, and at City Hall. Short topical surveys were also gathered at the Open Houses. While all feedback was reviewed and given consideration, note the **Community Survey Report** reflects community surveys completed by forum and focus group participants.

OPEN HOUSES

A series of open houses offered a drop-in format, addressing those favoring individual participation via information gathering, visual displays, and one-on-one discourse.

A series of three (3) half-day Saturday workshops were held at the Meeting Hall. Open houses were co-hosted by the Planning Department and related civic boards and/or private non-profit(s). Staff and department heads (Manager, Fire Chief, etc.) were on hand to answer questions relative to the open house topic.

Stakeholder Involvement

OUR 3 FAVORITES

- 1] **Downtown Restaurants**
(places to gather with friends and family)
- 2] **Home and Neighborhood**
(places of familiarity and safety)
- 3] **Community Greenspaces**
(places to walk and have fun)

For fun, Committee members shared their three favorite spots to spend time here in Madison. Do you see yours? With the two runner-ups underlying the themes of family and fun, this list wouldn't be complete without them.

- 4] **Cemetery**
(place of memory and history)
- 5] **Historic Areas & Venues**
(places of heritage and beauty)

Appendix A-3.7, MPC Visioning Report
Consultant observed... that most identified "favorite spots" lie in the Downtown Core or Traditional Residential Area, indicating protection and enhancement of these areas should be a primary focus of City leadership.

MADISON PLANS COMMITTEE (MPC)

Comprehensive planning necessitates engaged citizens - Citizenship 201. Madison is very fortunate to have a diligent group of diverse stakeholders to offer time, expertise, and experience to inform the planning process with reflective, thoughtful, and creative information. Following initial public participation in which every stakeholder participated in some fashion, the Madison Plans Committee convened in Summer 2016. Facilitation was provided by Jessica Tullar, AICP, with logistical support by city staff.

Discussions & Deliverables

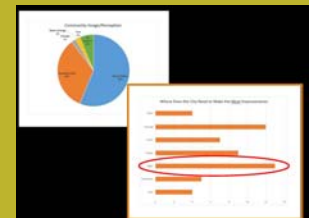
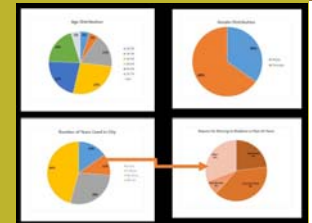
The first meeting outlined: the requisite process and activities to date, committee's role and consultant's deliverables, and the formation of work groups and assignments. While subsequent agendas scheduled presentations from the consultant, work groups, or staff, the overriding purpose of meetings was a venue for interactive discussion: the formal, the informal, and the amazing tidbits discovered over a shared meal.

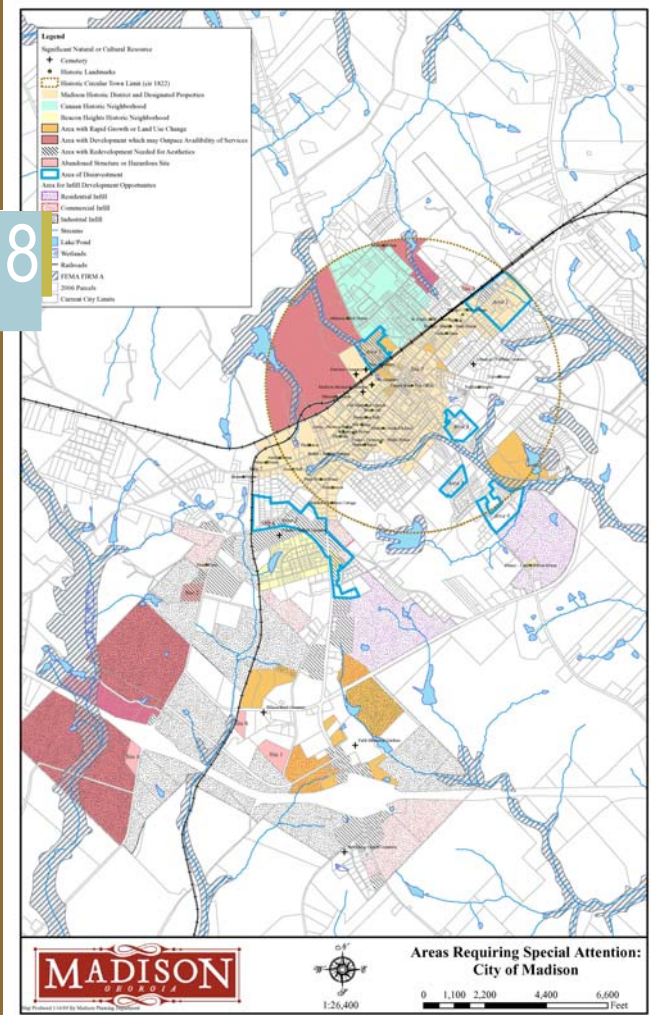
Committee members and committee work groups engaged in basic SWOT Analysis (Strengths-Weaknesses-Opportunities-Threats) including:

- Reviewing public input: Keepers & Fixers, Neighborhood Priorities, Focus Group Reports, Community Survey Report, etc.;
- Highlighting community commonalities: personal favorites and apparent future challenges;
- Assisting with community assessments: evaluating past work program performance and documenting items in-process and/or pending;
- Preparing a shared vision and providing detailed feedback on visual preferences and character area planning for development of the future land use tools.

Appendix A-3.1, MPC Agendas - 2016/Jul 28, Aug 25, Sep 29, Oct 31; 2018/Oct 23

SURVEY SAYS





The Areas of Special Attention Map (2009, as amended), remains valid and instrumental for local planning purposes.

COMMUNITY ASSESSMENT

NEEDS & OPPORTUNITIES

The community assessment (and associated appendices) follows a topical chapter reflective of the prior plan and similar to the open houses. The format incorporates needs and opportunities resulting from Strengths, Weaknesses, Opportunities, and Threats (SWOT) identified during the course of public input, stakeholder prioritization, and professional analysis of relevant data.

Neighborhood Fixers & Keepers

The Neighborhood Forums SWOT analysis yielded a fairly cohesive list of valued community elements and desired improvements from the public, who identified those items specific to their neighborhood area and citywide as well as prioritization of those items.

Appendix A-2.1, Neighborhood Forum, Call & Response

Citywide Challenges & Strategies

The Madison Plans Committee report regarding significant challenges and potential strategies prioritized many of the needs and opportunities already identified. This indicates that community leaders are very cognizant of public perception.

Appendix A-3.5, MPC Top 10 Challenges

Comparative Data Analysis

Planning staff collected an extensive array of data, updating archival information provided in the prior plan and adding current details. This information provided the basis for many maps prepared for public review for the Open Houses series and the plan's companion data and map Atlas.

Appendix A-2.4, Open Houses; Appendix B-1, Atlas

KEEPERS & FIXERS



Keepers

CITY SERVICES
SMALL TOWN FEEL
WALKABLE
GOOD PLACE TO RETIRE
DOWNTOWN LANDSCAPING
QUALITY OF LIFE
IMPROVEMENTS ON 83 LOCATION
GOOD PARKS
CLEANLINESS
HISTORIC CHARACTER
SMALL BUSINESSES
TREE CANOPY
NEIGHBORHOOD CLEANUP

Fixers

VARIED HOUSING OPTIONS
PEDESTRIAN SAFETY & SIDEWALKS
CITY/COUNTY RELATIONSHIP
DETERIORATED HOUSING
MOTELS ON 441
INCREASED BANDWIDTH
BEAUTIFY GATEWAYS
STORMWATER IMPROVEMENTS

SELF ASSESSMENT TOOLS

To evaluate local performance in terms of both planning and implementation, the following tools were utilized:

Local Areas of Special Attention Assessment

The Areas of Special Attention Map (2009) was reprised, as it is one of the most useful comprehensive planning tools because of the visual focus it brings to the critical overlap of sensitive resources, city fabric deterioration, infrastructure constraints, and development pressures. *Appendix B-1, Atlas - Land Use*

Regional Performance Standards Review - Minimum & Excellence

In addition to staff review of Morgan County and Northeast Georgia Regional Center plans inclusive of the Madison area, both Minimum Standards and Excellence Standards for local government performance were considered during community assessment and for update of the implementation program.

Appendix B-2, Regional Performance Standards: 2017 Review

State Quality Community Objectives (QCO) Assessment

Use of DCA's QCO Assessment tool was particularly useful as a holistic measure of city implementation of identified smart growth planning strategies - particularly relative to self-comparison to similar size jurisdictions. The local QCO Assessment policy advancements and retrenchments, as well as bellwethers, are discernible.

Appendix B-3, Quality Community Objectives: 2017 Assessment

QUALITY COMMUNITY OBJECTIVES

The 10 objectives (appearing in similar inset boxes throughout Part II) are adapted from generally accepted community development principles to fit the unique qualities of Georgia's communities. Although these are only recommendations, DCA is convinced that if a community implements these principles, it will result in greater efficiency, cost savings, and a higher quality of life for Georgia citizens.

These objectives are intentionally crafted with significant areas of overlap, such that, by addressing one or more of the objectives, a community will also end up addressing aspects of others. DCA stands ready to partner with communities to assist with any of these objectives to help create a climate of success for Georgia's families and businesses.

Due to long-term stable yet progressive leadership, Madison scored highly (2009) and continues to score well using this state community self-assessment tool.

STWP REPORT CARD

1) Economic Development

Industrial 6C; 2P
Tourism 9C
Downtown 9C; 1P; 1A
Community 18C; 1S; 1A

2) Natural & Cultural

Greenspace 7C; 6S; 1P
Historic 5C; 2S
Cemetery 6C; 1S

3) Community Facilities

Admin 2C; 1P
Utility-Dis 6C; 1S; 1NS
Utility-Fac 9C; 3S
Public Wks 2C; 4S; 1A
Public Safety 24C; 3A

4) Housing

Housing 10C; 1S; 2P

5) Land Use

Land Use 10C; 1S; 1NS; 7P; 1A

C Complete **NS** Not Started
S Started **PP** Postponed
IP In Progress **A** Abandoned

**no longer to be listed in the STWP unless directly funded or an itemized performance of the service contract
**additional updates in report format*

*App A-3.6, STWP Report Card;
App C-1, Report of Accomplishments*

HIGHLIGHT OF THE YEAR

2009

GA Downtown of the Year

2010

Featured by Don Rykema

2011

Opportunity Zone

2012

GEDA Deal of the Year

2013

KaBOOM! Playground

2014

New Public Meeting Hall

2015

PlanFirst Community

2016

Fire Aerial Device

2017

Live-Work-Play City

Leadership



REPRESENTATION

10

GOVERNANCE & POPULATION

Established in 1809, Madison is expected to see an increase from 3,979 people (2010) to 4,385 people (2020), a roughly 9% increase and directly in line with historic growth patterns since 1920. Madison residents represent roughly one-quarter of Morgan County's citizenry (remains under 20,000 people).

Community Goals & Policies:

- Establish ongoing, regular dialog with the County to improve relations and discuss mutual assistance, concerns, and shared problem solving.
- Entertain options for consolidation of services to improve efficiency, not resulting in lower quality nor higher cost of service to Madison residents.
- Work with the Board of Education (BOE) to understand mutual obligations regarding service provision and the implications of growth.

Elected Officials

Madison has a City Manager form of government with a citywide general election for the Mayor and five (5) Councilmembers (one per district). The City Manager's role is that of the Chief Executive Officer and the Mayor and Council serve roles similar to Chairman of the Board and a Board of Directors, establishing policy, approving budgets, and providing direction and oversight.

Professional Staff

Madison has enjoyed a good amount of stability from long-term service (a result of good GMA benefits package). The lack of repetitive turnover ultimately leads to institutional memory and imbued value employees, improves consistency of decision-making, and affords time to implement both programs and projects. When at full staff, Madison employs 75 full-time positions.

Appointed Officials

Madison is also fortunate to have a progressive, active civic volunteer corps who contribute time and expertise to improve the community. Eight appointed boards with various working committees and a cadre of at-large volunteers offer public input, energy, and focus to aspects of planning and development:

Main Street & Event Volunteers (1984), Downtown Development (1985), Historic Preservation (1987), Corridor Design (1998), Cemetery Stewardship (2000), Planning & Zoning (2015) [previously a joint planning commission], Housing Opportunity (2015), Public Arts (2018)

Keepers

- > Public input.... consistently referenced a stable elected body and good fiscal management.
- > Prevailing public response indicates city officials are never far from reach and approachable even on sensitive topics – but more district-conscious now.

Fixers

- >> Public input... identified as a “fixer” the need for openness and respectful discussion by both city and county officials.
- >> City and Morgan County elected officials must actively seek out the cooperation of one another, especially with regard to issues effecting residents of both jurisdictions, and when regional objectives are being considered.

Needs

- >>> Finalize Service Delivery Strategy, within the extension period with joint-jurisdictions [WP.01-17].

Opportunities

- >>>> Demographic snapshots reveal the city and the county populations to be both approximately 23% 59yrs+ with the County predicting residency of 75yrs+ to double (2040). As the city provides an active center for civic life, operates a sewer utility for denser housing options, and was the site selected for 4 senior-restricted developments, Madison should expect a rapid shift in the age demographic. Race is likely to also reflect retirement trends, with black population decreasing as a whole and remaining city-concentrated.
- >>>> Also of note, Madison's education is a clear dichotomy: 36% college education (County, 21%; Georgia, 28%) and 22% lack high school diploma (County, 18%; Georgia, 15%).
- >>>> In terms of household incomes as adjusted for inflation, there has been a substantial, if not uneven, shift: 1980 - median income, \$38,674; mean income, \$52,368; 2010 - median income, \$42,557; mean income, \$85,316.



PROFESSIONALISM

Keepers

- > Public input... was overall highly complimentary of staff professionalism, accessibility, and responsiveness (specific reference was made to landscape, sanitation, and planning).
- > Whether collecting trash or planning events, city staff performs at a high level and is customer service-oriented.

Fixers

- >> All departments need to make more attempts to publish information that might be of interest to the public via a consolidated information source.

Needs

- >>> As increasingly senior administration staff and department supervisors are approaching retirement, advance successional planning is needed.
- >>> The employee Wellness Committee - "Mad for Fitness" - works diligently to build comradery, ensure workplace good behavior, focus on employee physical health, and improve risk-avoidance. Increase focus on mental health issues by the employee Wellness Committee [WP.02-17].

Opportunities

- >>>> While the service demands are likely to increase as Madison attracts more seniors to a quality living environment and BOE attracts more families with a superior education system, there will also be a corresponding trend toward strained and reduced support for resources to serve the same.



VOLUNTEERISM

Keepers

- > Public input... identified many "keepers" that are possible because of citizen volunteer labor or as a direct result of work by appointed citizen planning boards and event volunteers.
- > A greater focus is lent to quality-of-life issues and more work is accomplished for our size community because citizen planners augment staff time and expertise.

- > Working committees (shorter duration and narrow topic) have encouraged public engagement and future public service.

Fixers

- >> More age and racial diversity for leadership and volunteer roles is important.

Needs

- >>> Supplement training opportunities for citizen planning boards (e.g., annual ethics training; periodic cross-training worksessions; special topic issue training) [WP.03-17].

Opportunities

- >>>> More retirees mean more volunteers to support increased event activity, downtown as an activity center, and citizen planner participation.

QUALITY COMMUNITY OBJECTIVE: REGIONAL COOPERATION

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

Natural Resources - Water



SURFACE WATER

12

ENVIRONMENTAL PROTECTION

As an unbounded natural resource (one with no jurisdictional boundaries), water protection requires cooperative planning and strong intergovernmental relationships. Madison implements all of the “Minimum Planning Standards: Environmental Planning Criteria” utilizing model state ordinances for the protection of river corridors and other state waters, water supply watersheds, groundwater recharge areas, wetlands, floodplains, and soil erosion prevention.

Community Goals & Policies:

- Continue to maintain infrastructure and provide reliable wholesale water service to Madison’s sister cities – Bostwick, Buckhead, and Rutledge - so that they are not under duress during times of drought.

Water You Can See

Madison encompasses tributaries or portions of six streams: Mile Branch, North Sugar Creek, Horse Branch, South Sugar Creek, Four Mile Branch, and Little Indian Creek. Whereas in county environs a 100 foot buffer protects state waters within the larger agrarian context, the City utilizes the state’s minimum 25 feet buffer within its developed environment.

Water From Your Faucet

Madison provides water within the city environs, wholesale service to our sister towns, and some service along the city lines to those communities. The two water intake points are Hard Labor Creek and Lake Oconee, where Madison operates its water plants. Development within watersheds and groundwater recharge area garner extra attention for water supplies for households in Madison, Bostwick, Buckhead, Rutledge, and Morgan County. Madison also operates wastewater treatment plants to send clean water on down stream.

Water in the Ditch and Curb

Madison manages storm runoff via several measures: Zoning Ordinance - Impervious Surface Limits; Soil Erosion & Sedimentation Ordinance, and a Flood Damage Prevention Ordinance. Periodically discussed, there is not a citywide stormwater utility to date. As of 2016, the city secured local issuing authority status for land disturbance permits and the City Building Official inspects stormwater and erosion issues upon complaint.

Keepers

> n/a

Fixers

>> Public input... identified stormwater management, including erosion issues in subdivisions adjoining waterways which were part of a private lot, and resulting erosion as a priority fixer (Note: Forums followed a 50-year event and everyone ignores stormwater issues in between - an unseen utility).

>> Horse Branch is the historically most impaired state water as a result of historic development and sheer number of abutting, uninformed owners of developed properties.

Needs

>>> Increased public awareness of the limitations of land disturbance and vegetation removal on built lots.

>>> Partnerships with local conservation groups (e.g., the new Jr MMConservancy) to highlight concerns and execute cleanup activities along impaired streamcourses.

Opportunities

>>>> Prioritize acquisition of land or easements for environmentally sensitive land, serving dual purpose of environmental protection and provision of passive recreational needs [WP.04-17].

>>>> Draft openspace requirements where the first allocation is a public or communal ownership of the buffer, instead of allowing its use for lot acreage [WP.05-17].

>>>> Draft alternative compliance measures for stormwater management facilities and/or devices: 1) land-locked industries (e.g. shared facilities), 2) larger tracts along undisturbed streamcourses (e.g. 50’ stream buffer), and 3) developments utilizing a pilot “rural appearance zone” (e.g. open swales) [WP.06-17].



DRINKING WATER

Keepers

> n/a

Fixers

>> n/a

Needs

>>> The Madison Plans Committee identified Sewer-Water Utilities as one of the *Top 10 Challenges*.

>>> Evaluate potential impact of county's development suitability map and zoning policy for the halo, where it overlaps city's Water Supply Intake Areas and Groundwater Recharge Areas [WP.07-17].

Opportunities

>>>> Conduct a public awareness campaign regarding increasing regulatory limits on F-O-G waste, highlighting impending cost to utility customers for failure to reduce such waste [WP.08-17].

>>>> Seek WaterFirst designation [WP.09-17].



STORM WATER

Keepers

> n/a

Fixers

>> Public input... identified stormwater infrastructure and particularly maintenance as a priority fixer (Note: Forums followed a 50-year event and everyone ignores stormwater issues in between - an unseen utility).

Needs

>>> The Madison Plans Committee identified Stormwater Management as one of the *Top 10 Challenges*.

>>> Complete a feasibility study for a new stormwater utility, not assuming that the Street Department budget can continue to absorb expenses associated with substandard and sparse infrastructure [WP.10-17].

Opportunities

>>>> Draft alternative compliance measures for lot coverage (impervious/pervious) for land-locked industries, (e.g. stormwater bank) similar to redevelopment policy for small-lot commercial [WP.11-17].

QUALITY COMMUNITY OBJECTIVE: RESOURCE MANAGEMENT

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



Keepers

> Rural openspace at city edges and beautification points at major entrances and intersections are valued.

Fixers

>> Public input... identified the importance to protect more openspace to balance with growth and density.
>> Loss of a sense of town-country and transition to the uncontained sprawl, repetitive curbcuts on roads, and loss of rural scenic values of concern.

Needs

>>> Develop a model bundling program for smaller conservation easements, to address small and linear conservation objectives [WP.12-17].
>>> Incorporate hydrology data collection and update the Madison Greenprint, the more customized component of Comprehensive Plan addressing natural and cultural resource protection [WP.13-17].

Opportunities

>>>> Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3), protecting the largest amount of sensitive openspace as possible [WP.14-17].

*Reference also the **Madison Greenprint Addendum (2009)**, the city-level detail of the former **Morgan County Greenprint (2004)**.*



Keepers

> Public input... was extremely positive regarding development of parks, passive recreation, and trails.
> Passive parks are well-sited near neighborhoods, safe and openly visible, and well-maintained.
> The proposed Madison Greenway... a 10-mile bisected, multi-modal route with spurs and loops has garnered lots of good feedback, particularly from millenials and active adults.

Fixers

>> Public input... identified the importance to provide and improve more greenspace to balance with growth.
>> Neighborhood parks... are well-sited but need updating, some more and/or modern amenities, and public restrooms.

Needs

>>> Complete design, funding, and development of model tot lot (Martin Tot Lot) [WP.15-17].
>>> Complete design, funding, and development of final quadrant neighborhood park (Lambert Park) [WP.16-17].

Opportunities

>>>> Design connective greenspace network for the W. Washington Gateway.
>>>> Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST) [WP.17-17].

*Reference also the **Madison Greenprint Addendum (2009)**, the city-level detail of the former **Morgan County Greenprint (2004)**.*

QUALITY COMMUNITY OBJECTIVE: COMMUNITY HEALTH

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



Appendix B-1, Data Atlas - Tree Canopy, Parks & Conservation Easements, Conservation Use (CUVA) Properties, Trail System - Existing & Proposed

Natural Resources - Land

BEAUTIFICATION

Keepers

- > Public input... identified tree canopy and beautification points, including downtown and park cleanliness as priority keepers.
- > A healthy and lush tree canopy... has been at the forefront of city beautification efforts for 50+ years and results from tree cutting limitations and proactive planting initiatives (for both public and private property).
- > Rural viewsheds at city edge and beautification points at gateways and gateway intersections... set a small-town gem within the perfect setting of its agrarian heritage.

Fixers

- >> Public input... identified as a “fixer” additional gateway improvements, point parks, and edge of town areas.
- >> Gateways and point parks... still needed at bypass intersections and downtown entrances.
- >> Loss of a sense of town-country... is actively in progress now with bypass sprawl, state routes parsed up with single-lot sprawl with disposable architecture and repetitive curbcuts, an erosion of scenic viewsheds, and lowest long-term benefit tax base development.

Needs

- >>> Complete design, funding, and development of beautification point (Clark Park) [WP.18-17].
- >>> Address previous economic deterioration and aesthetic issues caused by previous sprawl at city edges (e.g., commercial nodes, motel areas, bypass).

Opportunities

- >>>> Update tree canopy regulations [WP.19-17].
- >>>> Draft alternative compliance measures for environmental ordinances for development-impaired properties (e.g., tree bank) [WP.20-17].

PASSIVE RECREATION

Community Goals & Policies:

- Implement a comprehensive greenspace policy, specifically including protection, acquisition, and funding mechanisms for community-valued greenspaces.
- Insure that existing developments retain greenspace; new developments provide greenspace; and that public/institutional facilities and uses of greater density are linked to additional greenspaces.
- Work with the County to establish long-term policies that protect a defined edge between town and country for mutual growth management, quality-of-life, and tourism-related benefits.

Openspace

Openspace herein refers to undeveloped natural resource areas. Conservation of such areas is essential to protect our hydrological system, to reserve prime soil and tree canopy, to retain native habitats, to augment recreational opportunities, and to preserve historic settings and scenic viewsheds.

Greenspace

Active recreation, county-managed since 1985, is well organized and utilized. Madison complements this with passive recreation options - parks, playgrounds, and trails - for outdoor recreation for personal respite, families outings, unorganized play, and free non-reservation use. These improved greenspaces are dispersed citywide within a short walk of all neighborhoods and are intended to be fully connected by a network of existing sidewalks and future trails.

Beautification

One of the standard compliments about Madison is that it is beautiful and clean. A large part of the perception of that beauty is not about structures but about the connective space between (e.g., front yards, street trees, landscape plantings, flower boxes, and beautification points) and along our roadway. These items require regular maintenance, not mere installation and turning them over to a Street Department that is already at capacity.

Infrastructure



CONNECTIVITY

16 TRANSPORTATION

Community Goals & Policies:

- Work with the County and the School System to address transportation and traffic issues and concerns in a proactive, community-oriented manner.
- Continue successful implementation of water and wastewater long-term plans in compliance with bond agreements and explore opportunities to expand the gas system.
- Work with the County to establish long-term policies that protect a defined edge between town and country for mutual growth management, quality-of-life, and tourism-related benefits.

Roads and Streets

Madison grid-system distributes traffic fairly evenly and all such streets enjoy a fair to high level of service as indicated in thoroughfare planning. While well-prepared, plan implementation has been hampered by necessity for intergovernmental cooperation and service demands which strain the already taxed Street Department. Street design standards are outdated, and connectivity regulations have been set aside when economic strata of connecting areas brings political pressure. Citizens are increasingly seeking leadership solutions to traffic volume, speed, and noise on roads and streets.

Sidewalks and Bicycle Paths

Plans are underway to extend and infill sidewalks, while adding and integrating multi-modal options as much as possible. New design approaches for complete streets and multi-modal paths in tandem with trails are being integrated into normal planning practices. In a rural environment, education will be necessary to overcome the fear that overwhelms property owners in proximity to such connectivity features.

ADA Compliance

A 200 year old city offers a variety of challenges for retaining historic integrity while implementing ADA compliance. The City Manager is the ADA Coordinator, responsible for insuring compliance measures, responding to grievance complaints, and implementation ADA transition improvements.

Keepers

- > The street-grid system, established for Downtown Madison and extending into the adjacent traditional neighborhoods, remains efficient after nearly two centuries.
- > Extra cleaning and landscaping on state routes conveys that our community values its clean and tidy appearance.
- > Local leverage of state dollars for paving is an annual commitment and well spread throughout our community.

Fixers

- >> Public input... identified as a “fixer” is the “Bermuda Triangle” near old hospital on S Main Street.
- >> The Madison Plans Committee identified Downtown Truck Traffic - Bypass as one of the *Top 10 Challenges*.
- >> Tractor-trailor truck traffic along our Main Street (volume, speed, length, bypass intersection stacking, W. Washington St south turn, and thru Downtown traffic) is a dominant citizen concern and an increasing negative for the downtown, historic district, and tourism economy.
- >> Closing public hearing input indicates traffic noise - regardless of source - is a big concern for Main St residents.

Needs

- >>> Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034) [WP.21-17].

Opportunities

- >>>> Install speed awareness signs (N. Main/College Dr, S. Main Street/before triangle intersection, Wellington Rd/Pearl St), slowing traffic at high volume and high incident locations and encouraging self-regulation [WP.22-17].
- >>>> Update and implement *Major Thoroughfare Plan*, requesting same of DOT's Plan [WP.23-17].

Reference also the *Major Thoroughfare Plan (2007)* and the joint jurisdiction plan for *Connecting 4-County Multi-Modal Plan (2007)*.



WALKABILITY

Keepers

- > Madison's scale is very human and walkable.
- > Downtown Madison, and nearby residential areas on the grid-system, are well connected with sidewalks.
- > Public sidewalks, even along arterials, are heavily used by a diversity of ages for passive recreation and by tourists.

Fixers

- >> Public input... identified the historic bridge as a "fixer" and as a priority repairing and infilling sidewalks and connecting with a more expansive trail network.
- >> Use of non-designated turn lanes and speeding makes Downtown crosswalks perilous.
- >> Pedestrian crossing of Eatonton Road (HWY 441) at motels is frequent, hazardous, and occurs at all hours.

Needs

- >>> Allot annual budget for sidewalk infill and extension, beyond normal repairs [WP.24-17].

Opportunities

- >>>> The Norfolk-Southern bridge should be restored and opened for at least pedestrian and bicycle use [WP.25-17].
- >>>> Infill western side of Eatonton Rd sidewalks, enabling non-drivers to walk to the grocery store [WP.26-17].

*Reference also the **Madison Greenprint Addendum (2009)**, the city-level detail of the former **Morgan County Greenprint (2004)**; the **Madison Greenway & Trail Network Plan (2014)**; the joint jurisdiction plan for **Connecting Morgan County: A Bicycle and Pedestrian Plan (2016)**; and the **Madison-Morgan County: Tourism Product Development Resource Team Report (2018)**.*

ACCESSIBILITY

Keepers

- > Systematic upgrades of downtown and arterials sidewalks, particularly at intersections, has improved accessibility.

Fixers

- >> Public input... identified as a "fixer" the pedestrian crossing of Eatonton Rd (HWY 441) at motels which frequent, hazardous, occurs at all hours, and heavily utilized by the less able, elderly, and impaired.
- >> Downtown sidewalks vary and are challenging for ADA accessibility - raised tree curbing especially.
- >> ADA parking at places of public assembly is insufficient.

Needs

- >>> Prioritize infill sidewalk segments, as already identified in the **Major Thoroughfare Plan [WP.27-17]**.
- >>> Improve accessibility of sidewalks (uneven, roots, etc.) [WP.28-17].

Opportunities

- >>>> Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison, as tree replacement occurs to reduce tripping hazards and broaden access paths [WP.29-17].

*Reference also the **Madison ADA Transition Plan (2013)**.*

QUALITY COMMUNITY OBJECTIVE: TRANSPORTATION OPTIONS

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



Keepers

- > Public input... referenced Madison as a good place to live, repetitively using the terms: safe, clean, decent, quiet, caring, and family-friendly.
- > The public appears aware of volunteer fire department and its community service projects and generally cognizant of the budgetary financial savings from having a volunteer department.

Fixers

- >> Public input... identified as a "fixer" the need for more concentrated code enforcement (e.g., visible, exterior uses of front/side yards) and landlord and abandoned units.
- >> There is a public perception that that there is a lack of visibility and familiarity with new police officers.

Needs

- >>> As Madison's property crime rate remains equal to or higher than surrounding jurisdictions of similar size, more police visibility and neighborhood watch programs should be considered.

Opportunities

- >>>> Raise pay for volunteer fire force [WP.30-17].
- >>>> Complete a feasibility study to determine appropriate version and costs for equipment/technology (relative to body cameras, in-car computers, tag readers, and drone technology) to modernize police services [WP.31-17].



Keepers

- > Public input... noted that utility services are proficient and billing payments are easy.
- > Individual remarks noted senior-restrictive downtown options were charming and inclusive, but likely impractical.

Fixers

- >> Public input... expressed more interest in bill payment options (auto drafting specifically) and cessation of paper bill delivery.

Needs

- >>> There is not a service capacity study for all utilities.

Opportunities

- >>>> Complete SCADA system implementation for city facilities [WP.32-17].
- >>>> Complete full build-out, as-zoned study to determine service of existing zoned properties within city, improving industrial recruitment and avoiding EPD consent orders [WP.33-17].
- >>>> Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs [WP.34 -17].

QUALITY COMMUNITY OBJECTIVE: LOCAL PREPAREDNESS

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



Appendix B-1, Data Atlas - Police Report Incidents, Fire Report Incidents, Mutual Fire Aid & Hydrants, Waste Water System (city limits), Water System (city and beyond), Gas System (city and beyond), Sanitation Service

Services

MODERNITY

Keepers

- > Public input... internet service is poor, slow, and intermittent at best.
- > City website needs streamlining and information prioritization.

Fixers

- >> Public input... noted that full coverage of the Downtown would be an economic incentive and perhaps an interim goal.
- >> Realtors noted that some buyers are purchasing in the county only to discover lack of service; thus, homes and new development within the city becomes more desirable.

Needs

- >>> Pursue rural broadband development for Madison and Morgan County, prioritizing any efforts for Downtown Madison and direct service between Madison and Stanton Springs Industrial Park.

Opportunities

- >>>> Update website for public friendly options and new look [WP.35-17].
- >>>> Prepare a telecom technology refresh study for the current systems, serving six groups in current city facilities (Administration, Utility, Fire, Police, Chamber, CVB) [WP.36-17].
- >>>> Initiate feasibility study for rural broadband and attend the International Data Center Series conference [WP.37-17].

QUALITY OF LIFE

Community Goals & Policies:

- Provide an equivalent or improved level of public safety and public access to government as the community experiences growth.
- Continue public facilities capital improvements program, completing public safety and administration components.

First Responders & Emergency/Disaster Services

Madison has a proud, active Volunteer Fire Chief and Fire Department, which train vigorously and have secured lower ISO ratings because of improved service delivery and equipment. The Police Department is dedicated and able to recruit and retain new officers because of recent pay raises and take-home vehicles. The Code Officer and Animal Control Officer work cooperatively with both departments. The City participates in the Emergency/Disaster services plans and training with Morgan County and other jurisdictions.

Utilities and Sanitation

Madison operates several utility enterprise funds, providing utilities to customers within the city and some of the surrounding environs (Madison sold the electrical utility to GA Power in 1925). While proactive with the gas system, developers have to pay for extensions of water and sewer to their site as well as the replacement capacity fee. Sanitation and recycling services are now provided at curbside; however, elderly/disabled residents may still request backdoor service via the City Manager.

Internet Services

Madison and Morgan County are the prototypical market for the development of Rural Broadband (rural yet proximate to Athens-Covington markets). Madison is also perfect for professionals desirous of quiet or family-friendly living, while continuing careers in Atlanta. Emerging demands for broadband also includes the growth of distance medical, educational, and business meeting, eventually topping the booming demand for entertainment and gaming via broadband.

Housing

Appendix B-1, Data Atlas - Neighborhoods, Subdivisions & Developments, Housing Unit Types, Neighborhood Safety, Poverty Blocks & Subsidized Housing, Residential Vacancy, Conditions, Valuation, New Construction



STABLE

20

RESIDENTIAL DEVELOPMENT

Community Goals & Policies:

- Improve understanding of housing choices and housing needs in the city.
- Strengthen enforcement of the nuisances, unfit buildings, and demolition-by-neglect ordinances city-wide with particular attention to residential areas and residential properties
- Catalyze reinvestment and redevelopment of existing neighborhoods experiencing substandard conditions, disinvestment, vacancy and rental encroachment, and vandalism.
- Strengthen existing neighborhoods through encouragement of neighborhood associations, neighborhood watch, neighborhood cleanups, neighborhood identity meetings, etc.
- Encourage housing options addressing the elderly and special needs populations.

Residential Planning Areas

Madison uses historic residential planning areas (1969) to study demographics and housing over time for neighborhoods, subdivisions, and developments. While pressures continue for greenfield and infill development, there are developed lots (buildable lots with existing road frontage and utility access) in every existing planning area. A minimal amount of growth can be accommodated by infill development in the historic neighborhoods and existing subdivisions.

Single-Family Dwellings - New Starts & Average Home Sales

For the decade proceeding the recession, Madison and Morgan County new home starts were within \$5,000 of one another. Post-recession new home starts within the City have not recovered as well as the County and have a new disparity of nearly \$50,000. For the three year period studied for the plan, the average home sale for the 30650 zip code was \$212,000 (2,200 sq.ft.)

Planned Development Districts

Planned developments offer the highest degree of controlled zoning for new subdivisions. Although no longer for use in the residential portions of the historic district, this planning tool once revisited and streamlined can continue to encourage neo-traditional and smart growth choices (e.g., Valley Farm, Verandah Park, Anchorage) to meet state quality community objectives.

Keepers

> Public input... noted that there are single-family housing in stable neighborhoods for low-, mod-, and high-income individuals/families and most are in fairly good condition.
> Individual remarks noted senior-restrictive downtown options were charming and inclusive, but likely impractical.

Fixers

>> Public input... noted more robust code enforcement of derelict and abandoned houses is needed, but particularly focused on usage of yards and rental properties.
>> Landlord code enforcement was a reoccurring concern.

Needs

>>> Stabilization measures are needed to address Areas of Disinvestment (2009) and ACS data (2012-2016) which indicate poverty as an increasing concern for housing conditions and neighborhood stability.

Opportunities

>>>> Complete full build-out, as-zoned study, improving decision-makers' contextual understanding of utility coverage, transportation capacity, and rezoning implications [WP.38-17].
>>>> Document single-family rental properties and review policies for short-term rentals and property management [WP.39-17].
>>>> Pursue housing rehabilitation funds to stabilize housing in the Primary Target Area (Phase II-DURA) [WP.40-17].



AFFORDABLE

Keepers

> Public input... noted that new starts in Beacon Heights and the multi-family, senior-restricted Silver Lakes Court were great affordable additions to the community.

Fixers

>> Public input... identified lack of affordable and workforce housing as priority “fixer”; lack of construction of middle-class subdivisions as a conundrum; and homelessness as an item for further study.

>> For affordable or workforce markets, single-family housing is not viable, unless built by non-profit or subsidized.

>> Affordable single-family housing - both rental and ownership options - are needed.

Needs

>>> The Madison Plans Committee identified the Extended Stay Hotel-Motels as one of the *Top 10 Challenges*.

>>> Support the community’s homelessness study group and the senior living group with liaison attendance and data.

>>> Increase awareness of infill lots already available in neighborhoods of varying price points.

>>> Increase awareness of financial programs to assist home ownership and home stabilization.

Opportunities

>>>> Develop housing policy/program to incentivize affordable and/or workforce housing in areas of similar valuation [WP.41-17].



CHOICE

Keepers

> Public input... single-family is the preferred housing type.

Fixers

>> Public input... lack of smaller-sized homes for “singles, newlyweds, empty-nesters, and down-sizers” and availability of non-single family options: townhomes, apartments, etc.

>> No guidelines for inclusive housing options.

Needs

>>> The Madison Plans Committee identified the Extended Stay Hotel-Motels as one of the *Top 10 Challenges*.

>>> Opportunities for designated, code-standardized extended stay lodging is needed to address sheltered homeless, as opposed to lodging covertly shifting its land use to multi-family and deficient to multi-family requirements.

>>> Modern subdivisions are exclusively single-family; whereas historic neighborhoods contain the few remaining duplexes/triplexes, apartment homes, and live-work units. Only one new planned development proposes mixed residential and it is not currently under construction.

Opportunities

>>>> Facilitate one mixed-income, family-oriented complex, utilizing tax incentive programs (LIHTC/FHB) for DURA [WP.42-17].

QUALITY COMMUNITY OBJECTIVE: HOUSING OPTIONS

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

Cultural Assets



SCENIC

22 RESOURCE IDENTIFICATION

Community Goals & Policies:

- Extend an equal quality of protection as afforded to historic resources to her natural resources.

Sense of Town and Country

One of the most important aspects of Madison is that it still conveys its small town character. Ex-urban and county development pressures will influence sprawl along roadways and abutting city edges without strong, cooperative planning. Current and prior County future land use maps remain essentially the same for non-residential sectors, but a density relief value for county rural environs is depicted as an increased density ring up against Madison and Rutledge. Thus, the further erosion a sense of town-and-country is likely.

Historic Districts and Buildings

The Madison Historic District is locally designated, regionally recognized, and nationally listed on the National Register of Historic Places (Note: For each of these status conditions, the boundaries are not co-terminus, the same buildings are not necessarily considered contributing, and benefits and restrictions differ). Of note, the district contains one building of solitary significance (Bonar Hall) and one building is part of a thematic listing (Morgan County Courthouse). Madison also has one locally-designated property (Finney-Land House) and the *Madison Greenprint (2008)* identifies several properties eligible for local Landmark status because of their intact historic landscapes or original acreages; however, none have been designated to date.

Historic Sites

Increasingly, genealogy is becoming important to baby boomers. Cemeteries and archeological sites around the country are experiencing more care and heightened awareness at the local level and beyond. Each year the Cemetery Stewardship Commission learns more about proper repair techniques, specialized artisan works, and the history of fore bearers interred in the collective public burial ground. The expansion cemetery is being actively planned to bear up over time as a similarly important asset, while offering a new range of burial options to the community.

Keepers

> Public input... identified the small town character, immediate access to rural, and the feel of town-and-country instead of sprawled city edge as an important keeper.

Fixers

>> n/a

Needs

>>> Acknowledge the county's pressures and its valiant attempt to retain large acre zones for agricultural use and protection of prime agriculture soils.

>>> Establish a working relationship with County elected officials for discussion of residential growth pressures influencing both city and county growth patterns and endangering our shared agrarian heritage.

>>> Solicit property owner participation for landmark designation for those historic assets identified as potentially significant for retained historic landscapes.

Opportunities

>>>> Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation of land and/or protection of conservation values and scenic viewsheds [WP.43-17].

>>>> Coordinate city and county zoning ordinance updates for property along the city limit border, updating the Service Delivery Strategy as necessary [WP.44-17].



ARCHITECTURE

Keepers

- > Public input... identified the historic district and small town feel, and “quirky” (not all spit and polish), as priority keepers.
- > Madison has a remarkable and noted collection of historic architecture, primarily Victorian with some Antebellum and Craftsman period structures.
- > Madison’s Historic Preservation Commission and its staff are considered among the best in the state and enjoy a high degree of support from the elected body.

Fixers

- >> Empty historic structures are still subject to vandalism and fire (one of the most significant was lost recently).

Needs

- >>> Increased awareness of financial incentives for sensitive rehabilitation of historic properties.
- >>> Increased education of the difference between local designation, regional importance, and national recognition.

Opportunities

- >>>> Survey and prepare National Register paperwork (HPIFs) regarding mid-century resources for Madison Historic District update and for Beacon Heights Historic Neighborhood nomination [WP.45-17].
- >>>> Develop a program for documenting and promoting history of non-residential resources [WP.46-17].
- >>>> Revise and add interpretive programs (not solely based on residential architecture - which is dated and ignores tourism trends) [WP.47-17].

Reference also the Madison-Morgan County: Tourism Product Development Resource Team Report (2018).



CEMETERY

Keepers

- > Public input... identified as the largest historic site and greenspace - Madison Historic Cemeteries - likely the most underappreciated cultural asset (other than a known archeological site).

Fixers

- >> Continue cemetery repairs and see if it is possible that the Street Department can assist with minor ones to make repair funds stretch further.
- >> Identify better grounds maintenance techniques to protect the older stones from additional damage.

Needs

- >>> Initiate a permanent collection of obituaries, a website for storage/access, and document all known burials in existing four cemeteries [WP.48-17].
- >>> Determine a revenue source or a funding mechanism for revival of the position of a Cemetery Sexton, devoted as a full-time cemetery caretaker.

Opportunities

- >>>> Complete engineering for the cemetery expansion area, based upon the presented Conceptual Plan (Phase I construction) [WP.49-17].
- >>>> Draft a new policy manual with design guidelines for the cemetery expansion area [WP.50-17].

QUALITY COMMUNITY OBJECTIVE: SENSE OF PLACE

Protect and enhance the community’s unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community’s character.

HERITAGE

Keepers

- > Public input.... noted that the Madison Historic District is the primary historic attraction and very much valued.
- > Consensus was historic attractions, museums, and home tours are well-known and enjoy good volunteer support.

Fixers

- >> Some residents noted that too many city services are concentrated solely in the district, most notably R-O-W grooming, street tree planting, and leaf-and-limb pickup.
- >> Tourism study indicates that while historic attractions are well maintained assets, interpretive programs and lack of collaboration fail to address and/or leverage the product to remain fresh, meaningful, and experiential.

Needs

- >>> Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy (post-recession); consider original grant with earned supplemental funds based on new interpretive programs and/or collaboration [WP.51-17].

Opportunities

- >>>> Allocate restoration funds (Hotel/Motel, General Fund, etc.) to rehabilitate Welcome Center [WP.52-17].
- >>>> As the Central of Georgia Depot is rehabilitated, insure preservation of the interior historic spaces of heightened integrity (e.g., Cultural Center auditorium) [WP.53-17].

QUALITY COMMUNITY OBJECTIVE: SENSE OF PLACE

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.



RECREATIONAL

Keepers

- > Public input.... other forms of tourism are emerging, specifically agritourism and recreational tourism; while Madison has little actual agriculture, its businesses can feature Georgia-grown and locally made products.

Fixers

- >> Additional modern facilities are needed to accommodate regional sports events (planned Soccer Complex), statewide competitions (e.g., Bike Ride Across Georgia), and the luxury traveling retiree (e.g., upscale RV park, mid-range hotels).

Needs

- >>> Public input... Madison needs more commercialized entertainment (bowling alleys, theaters, inflatable play centers, etc). (Note: Comment always heard and public does not want to hear that it is almost entirely a population density driven land use; these land uses are also dated).
- >>> More activity-oriented activity and tourism is popular now (reference zip-lines, rock climbing, etc.)

Opportunities

- >>>> As a unique use which straddles the city limit line, support the development of the Safari Park by funding a grant writer to secure funding for utility extension to this Regional Tourism Destination [WP.54-17].

Reference also the *Appendix B-1, Natural & Cultural Resources - Heritage & Recreational Tourism and the Madison-Morgan County: Tourism Product Development Resource Team Report (2018).*



Appendix B-1, Data Atlas - National Register of Historic Places, Heritage & Recreational Tourism, Special Tax Districts, Downtown Development Area, Facade Grant Program Distribution, Arts & Entertainment Overlay District

Tourism

EXPERIENTIAL

Keepers

- > Public input... lots of community events, lots of family-focused and free activities.
- > Madison is fortunate to have an amazing volunteer workforce that makes the amount of event programming in the community possible.

Fixers

>> There appears to be increasing interest in adult-only entertainment venues (bars, alcohol-service options, etc.) but these comments are generally expressed in side discussions and not proffered for general discussion.

Needs

- >>> Study the impact of an open container law, excepting the Arts & Entertainment District, as a possible means to recruit and limit compatible hospitality land uses in the Downtown Core.
- >>> Establish a Public Arts Commission and inventory known public art [WP.55-17].
- >>> Create a temporary installation program for interim use during development of a Public Arts Master Plan [WP.56-17].

Opportunities

- >>>> Marketing funds - for CVB and Main Street - remain flat or have decreased despite increasing costs; Determine other revenue sources for funding, if augmented marketing and/or event activity is desired [WP.57-17].
- >>>> Determine which businesses lend themselves toward accessory uses, which might be experiential-oriented but would not necessarily be approved, not traditionally customary or incidental [WP.58-17].

Reference also the **Appendix B-1, Natural & Cultural Resources - Heritage & Recreational Tourism and the Madison-Morgan County: Tourism Product Development Resource Team Report (2018)**.

PRODUCT DEVELOPMENT

Community Goals & Policies:

- Promote Madison as a tourism destination, supplementing the heritage tourism product with special event programming, cooperative cultural arts ventures, and development of eco-tourism products (coordinating with the County's agritourism and recreational efforts).
- Encourage coordination and cooperation between local historic/cultural institutions, as well as with special event planners and recreational providers.

Destination Marketing

A newly independent Convention & Visitors Bureau (CVB) houses the Madison Welcome Center, which can now focus full-time on marketing the community. With a private board, two full-time employees, and a budget funded nearly 75% by Madison, CVB competes and excels against larger, more-endowed locales. The Welcome Center is open 360 days a year. Also of note, the CVB has sought outside evaluation on the first years of performance and product development.

Event Programming

The CVB collects a **Community Calendar of Events** for marketing purposes, and to promote the community, will often provide literature or an information booth. Madison Main Street organizes Downtown Madison's signature quarterly events:

- MadisonFest (Spring), Firefly Festival (Summer), Chili Cook-Off (Fall), Caroling by Candlelight (Winter)
- City of Madison - Independence Day Fireworks and Holiday Parade

In addition to coordinating the two city events noted above, Main Street often pilots a new event (Saturday in the Park), partners on an event for Downtown (Memorial Day Ceremony), and oversees private events held on city property (NAACP Parade & Festival). There are a significant number of private events.

Retail Accessory Uses

Increasingly, the trend is toward experiential entertainment (beer tasting, soap making, olive oil testing, art and alcohol activities, etc.) where one becomes involved either through participation or observation. These augment the heritage tourism experience when showcasing authenticity and local flavor or culture.

Growth



26

ECONOMIC DEVELOPMENT

Community Goals & Policies:

- Work through the Chamber and with the County to support mutual economic development goals, specifically a coordinated community strategy utilizing the Economic Development Director position and a proactive search for quality mid-size industrial employers (50-100).
- Continue aggressive pursuit of appropriate new enterprises – as well as retention and expansion of existing industries/businesses – compatible with employment needs, extant uses and infrastructure, a positive tax base, sustainability, and community-expressed preferences.

Expansion & Recruitment

The Chamber of Commerce (COC) houses the Economic Development Director position, jointly funded by Madison and Morgan County. There are two industrial development authorities - the Development Authority of Morgan County and joint-jurisdiction Development Authority of Jasper, Morgan, Newton, and Walton Counties. Freeport exists in both city and county jurisdictions.

Retention & Attraction

The Chamber represents the business sector of Madison and Morgan County, deriving half of its operating budget from its participating memberships. The Chamber cooperatively promotes Morgan County as an excellent place to live and invest, representing the county, its municipalities, the school system, the hospital, the business and industrial sectors, etc. The Chamber is also the business services provider for Madison and Morgan County.

Business Services

In addition to Chamber services, Madison Main Street supplements and coordinates additional services for businesses located in Downtown Madison and the defined service area. Area-only services include: 1) on-street parking, 2) brick sidewalks and street furnishings, 3) sidewalk cleaning and trash service, 4) destination and joint marketing, 5) joint tourism marketing with the CVB, 6) empowerment opportunities, 7) recruitment and incentive programs, and 8) city sidewalk, street, and event venue use, and 8) special event programming. The other special service area is the Corridor, supporting the interchange lights.

INDUSTRIAL

Keepers

- > Public input.... restated its preference for “multiple eggs in the basket” in lieu of a dominant, single employer.
- > Existing national and international industries (such as Mannington and Rema Tip Top) provide stable positions for a range of salaries and their expansion insures a thriving population and secure economy.

Fixers

- >> Establishment of new and expansion of existing industries is necessary to provide jobs for a growing population.
- >> Jobs without sufficient local workforce readiness and workforce housing merely adds commuters and compounds transportation concerns.

Needs

- >>> The Madison Plans Committee identified Workforce Development as one of the *Top 10 Challenges*.

Opportunities

- >>>> Complete a feasibility study for development of the northern zoned industrial area into an industrial park, rerouting traffic if possible to HWY 441 [WP.59-17].



COMMERCIAL

Keepers

- > Public input.... lauded the diversity of restaurants, from fine dining to fast food, and Greek to Mexican, for both citizens and visitors(also noted fast food heavy).
- > The Downtown businesses that area independently-owned retail and restaurants, from shoe stores to antiques, and BBQ to fine dining, provide opportunities for citizens and visitors to experience individuality and authenticity and set Downtown apart as a destination area.

Fixers

- >> Public input... noted that there is an excess in discount stores and lower market franchises (Note: This reflects Madison's demographics and interstate location site).
- >> Landscaping in general and parking lot trees are being poorly maintained.
- >> Use of existing space by new or expanding businesses would help fill voids left by previous businesses and add a sense of prosperity to areas previously thought neglected.
- >> Additional retail and grocery shopping options, especially chain clothing retailers and specialty food stores, is desired.

Needs

- >>> The Madison Plans Committee identified Business Retention / Attraction as one of the *Top 10 Challenges*.
- >>> Establish a citywide dark-sky fixture policy [WP.60-17].

Opportunities

- >>>> Bring code enforcement to bear where businesses are failing to adhere to proper maintenance, trimming inappropriately, not irrigating, or failing to honor approved landscape plans [WP.61-17].



SPECIALITY SERVICES

Keepers

- > Public input... consistently identified Downtown Madison as an asset and noted that Madison's entry areas are much improved due to the oversight of the Corridor Design Commission and gateway improvements.

Fixers

- >> Freshen up the Downtown streetscape; after 25 years it needs a little "punch."
- >> Continued road rash, frontage sprawl and multiple curbcuts, leads to the commonly identified "nowhere USA" and less effective transportation corridors.

Needs

- >>> Downtown street trees are reaching their life span; attempt replacment in a systematic instead of holistic fashion to not devoid the downtown canopy all at once.

Opportunities

- >>>> Develop a cooperative fire detection program, (perhaps as a matching grant) for shared party wall structures in Downtown Madison [WP.62-17].
- >>>> Work with property owners to implement temporary storefront insert program for Downtown, while buildings are in transition [WP.63-17].
- >>>> Complete a retail over-under study to determine the change in Downtown land use [WP.64-17].

QUALITY COMMUNITY OBJECTIVE: ECONOMIC PROSPERITY

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



Keepers

> Public input... identified recent city investments in the demolition of blighted conditions on 83N, the Gilmore House, and Canaan Corner Store as valued improvements.

Fixers

>> Public input... liquor store is an issue, compounded by loitering, public urination, and enforcement; Area beyond city limits to bypass “needs help and is run down”, perceived as inside city but without same degree of aesthetics.
>> Littering is a distinct problem and street trees are not respected by property owners (particularly 441N).

Needs

>>> The Madison Plans Committee identified the [Canaan Redevelopment Area](#) as one of the *Top 10 Challenges*.
>>> The Madison Plans Committee identified the [N. Main Redevelopment Area](#) as one of the *Top 10 Challenges*.

Opportunities

>>>> Complete implementation of the W. Washington Gateway Plan [WP.65-17].
>>>> Establish a partnership with the BOE to prepare a redevelopment study for Middle School site [WP.66-17].

*Reference also the city **Downtown Urban Redevelopment Plan (2011)**, the master plan for a 500 acre of the community experiencing 50%+ poverty and blighted conditions.*



Keepers

> Public input... identified sidewalks additions by the city and recent greenspace acquisitions for openspace, tot lot, and trails as hopeful investments into the area.

Fixers

>> Public input... tallied concerns regarding unofficial trailer parks with aged structures, multiple substandard lots.
>> Ensure all present and future multi-family sites have direct connectivity to the public sidewalk system given this is a modest area with many walking poor.

Needs

>>> Research a land bank, or similar incentive tools, to provide revenue funds to leverage any city funds devoted to improving areas where blighted conditions are determined to exist.
>>> Insure that Gilbert Park has all baseline amenities.

Opportunities

>>>> Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Areas of Disinvestment 3 and roughly delineated as South Madison URA [WP.67-17].

*Reference also the **B-1, Atlas - Land Use - Areas Requiring Special Attention & Redevelopment Areas**.*

QUALITY COMMUNITY OBJECTIVE: EDUCATIONAL OPPORTUNITIES

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



Appendix B-1, Data Atlas - Downtown Urban Redevelopment Area Overlay w/DDA, Opportunity Zones, Revitalization Area Strategy, Areas Requiring Special Attention, Proposed Redevelopment Areas

Revitalization

TERTIARY RAS

Keepers

> Public input... (not located here) but lots of excitement about a modern hospital and particularly the auxiliary land uses which will likely follow.

Fixers

>> Public input... was very concerned about the pending relocation of the Morgan County Hospital and what that meant for the reuse of the current site.

>> Concern was expressed over the potential loss of Walton Park as a health recreation site and as a memorial event site for honoring veterans on the Blue Star Highway.

Needs

>>> The Madison Plans Committee identified the Extended Stay Hotel / Motels as one of the *Top 10 Challenges*.

>>> The Madison Plans Committee identified Southside -Westend Redevelopment Area as one of the *Top 10 Challenges*.

>>> This mixed use area is complex and vitally needs a micro-planning study as it is challenged by industrial-uses flanking the railroad, a brownfield site, undeveloped single-family sites that buffer properties for the historic district and an individually NR listed property, single-family, duplexes and tri-plexes, professional offices (most medical which will likely relocated with the hospital), social services government facilities, and nursing home.

Opportunities

>>>> Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Areas of Disinvestment 4, 5, 6 and roughly delineated as East Madison URA [WP.68-17].

>>>> Establish a partnership with the Hospital Authority to secure the park land for passive recreation and veterans memorial [WP.69-17].

Reference also the B-1, Atlas - Land Use - Areas Requiring Special Attention & Redevelopment Areas.

ECONOMIC DEVELOPMENT

Community Goals & Policies:

- Pursue options for the provision of local workforce training and educational opportunities.
- Pursue options for revitalization of neighborhood commercial centers, replicating the incentives and measures employed in Downtown Madison.

Strategic Plans

Community revitalization plans constitute an intensively-focused Comprehensive Plan for a specific area, usually adopted for redevelopment purposes. Such plans necessitate additional public awareness and interaction, long-term strategies for guiding land use and implementing public infrastructure and services, and identification of vital public-private partnerships and non-city funding/programs. Most of all such plans require patience, often limited with public and officials, as systemic issues do not arise overnight and will not be solved overnight.

Inter-Agency & Intra-Agency Cooperation

While some concerns identified in master plans are not land use related, they can affect land use for the area or community as a whole. Georgia Power studies have consistently pointed to Morgan County's lack of workforce training and workforce housing. BOE is gearing up with a Career Academy; while, the City can have and has had a more direct impact upon workforce housing. As studies are completed for the Middle School, both workforce educational opportunities and housing will be at the forefront of discussions. To date, the Hospital Authority has not sought city cooperation for its site re-purposement.

Policy Implementation

Blighted conditions arise from multiple factors: generational and income shifts (Canaan area middle-class erosion), introduction of a new transportation facility (I-20 heralded decline of 83N and 441 N commercial areas), poor land use policy and decision-making (Orchard Grove Complex abutting Micah Way Duplexes), deficiency of options (lack of affordable housing and homeless shelter transitions three motels+ to unsuitable multi-family), etc. Acknowledging change, mistakes, and lessons learned is requisite to convert complaints into positive outcomes, and vital policy shifts demand advanced leadership and remain challenging.

Planning & Development

30

SMART, BALANCED, SUSTAINABLE GROWTH

Community Goals & Policies:

- Continue to engage and empower public participation in the comprehensive planning process.

Plan Implementation

Like many municipalities, Madison has its share of planning documents but plans which sit on shelves are a waste of human and financial resources. Following this planning process, plan confluence and integration should follow to increase efficiency and decrease plan conflicts. Ordinance alignment and capital improvement budgets follow. With the adoption of the new Comprehensive Plan, the addendums to the prior plan (e.g., Greenprint Plan and Addendum) as well as other city plans (e.g., Downtown Urban Redevelopment Plan) remain a part of this new guiding document.

Planning & Zoning Commission

As a newer board, the Planning and Zoning Commission primarily engages in zoning adjustments - rezoning, variances, and conditional uses. Professional training is required for new members and annual refreshment opportunities are offered as well. Planning staff attempts to offer two local training opportunities per annum (where elected officials and other appointed bodies are welcome), arranging speakers to provide additional training or exposure to planning topics. Planning commissioners are also asked periodically to participate in special topical planning engagements as such arise.

Land Use Documents

Land use documents and regulations are often included by reference in the Code of Ordinances given the size of the documents. As many as possible are placed online for public convenience. Planning staff is customer-service oriented, providing copies of regulations and assisting applicants in understanding application materials and the applicable procedural process (land disturbance permits to variance permits). Additionally, planning staff provides assistance and guidance to the various public planning boards and their work groups and attempts to integrate and overlap their planning efforts as much as possible.

COHESION



Keepers

- > Town is good as-is; growth rate is fine with most residents.
- > Business leaders are pleased with county growth rate and supportive of zoning decisions (city or county) creating more rooftops (thus more customers).

Fixers

- >> Public input...more proactive community development, relax zoning restrictions, and tighten zoning definitions.
- >> Lack of growth incentives; Madison is being outpaced by western neighbors - Monroe, Conyers, and Social Circle.
- >> At one of the open houses, attendees indicated that Madison's future was threatened by poor planning and a lack of respect for the historic district and its benefits to the community as a whole.

Needs

- >>> Have legal staff qualify procedural differences between legislative acts and administrative acts (quasi-judicial) and advise on policy updates.

Opportunities

- >>>> Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017) and prior plan addendums and other city policy documents [WP.70-17].
- >>>> Reconcile use-specific zoning and add definitions to reflect NACIS classifications, matching Occupation Tax Certificate categories [WP.71-17].



COMMUNICATION

Keepers

- > Public input... town halls held periodically by elected officials and those hosted thrice annually by the Planning Department in the URA area are appreciated.
- > Newsletters good at explaining policy changes and comparisons with surrounding counties (budget and taxes).
- > Mini-tours (e.g., one held by the Housing Team) are a great way to expose community leaders, public, and press to community development projects.

Fixers

- >> Public input... serve all areas of the community and spread efforts across city districts.
- >> Prefer more exposure of long-term planning initiatives and development projects, preferably online.

Needs

- >>> Encourage appointed boards to assist staff by:
 - 1) requesting a Council liaison, 2) providing an annual progress report to the Council, and 3) volunteering the Chair or a member of the board to make the presentation.
- >>> Continue to offer a speaker's bureau for civic group educational programming, encouraging each staff member to do at least two local and one state speaking engagement annually.

Opportunities

- >>>> For residential areas with expiring or no covenants, conduct a series of workshops to determine public interest in community planning districts (e.g., Gainesville) [WP.72-17].



COLLABORATION

Keepers

- > Public input... continued cooperation with County planning.

Fixers

- >> Public input... post more county, regional, and state items affecting Madison on city's Facebook feed or website.

Needs

- >>> Report as required and comment responsibly on proximate rezoning in Morgan County (HB489) and regional partner Developments of Regional Impact (DRIs).
- >>> Participate in county, regional, and state joint planning sessions and comment responsibly on Morgan County plans and Regional Plans.

Opportunities

- >>>> Reapply for PlanFirst designation [WP.73-17].

QUALITY COMMUNITY OBJECTIVE: EFFICIENT LAND USE

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

COMMUNITY VISION

32

MADISON PLANS COMMITTEE

Stakeholders were asked to visualize and describe a future Madison, as perhaps viewed by a grown child, a returning visitor, or prospective retiree. In doing so, there were more points of similarity than dissimilarity. As a collective body, our stakeholders want Madison to engage in smart growth and be more inclusive.



Vision Statement

The community vision (right) represents a synthesis of vision statements composed by individual Committee members.

The community vision for Madison is:

- > one of **shared pride** in the stature, heritage, and nature of our small town;
- > one of **shared desires** for balanced growth, opportunity, and options;
- > one of **shared values** of safety and neighborliness despite our differences
- > one of **shared community** for an enduring quality of life for future families

Visual Preferences

Giving form to words, the Madison Plans Committee reviewed and commented upon a series of photographs representing development design principles for various land uses. This Visual Preference Survey resulted in clear desired outcomes (far right, “Winners & Losers”) and provided vital guidance during land use planning.

OUR COMMUNITY VISION

20 Years From Now...

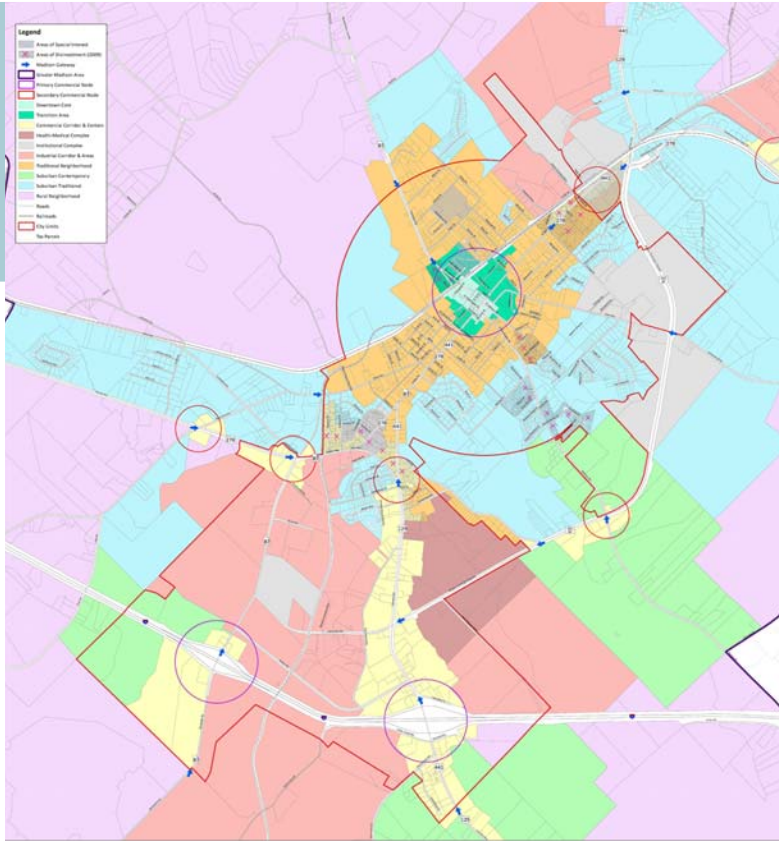
Madison is a small, close-knit community which proudly displays its natural beauty and historic heritage while embracing its bright future.

Madison has a vibrant economy comprised of a healthy balance of retail, commercial, office, and industrial business - offering enriching educational opportunities and housing options appropriate for all income levels and every phase of life.

Madison is a safe, peaceful town that embraces all its citizens and visitors and provides resources for all ages, income levels, and backgrounds.

Madison offers a range of employment opportunities and a variety of shopping, recreation, and entertainment options attractive to all – making Madison the small town in which to live, work, learn, and play.

Appendix A-3.7, MPC Visioning Report Consultant observed... that various individual vision contributions reiterated Madison’s small-town character, its architectural heritage, and its vibrancy. Community leaders recognize the potential for continued success and support healthy balanced growth but do not seek growth that compromises quality of life, heritage, and natural beauty, indicating that the balancing of quality of life factors with smart growth benefits should be a primary focus of City leadership.



LAND USE EVALUATION

The Madison Plans Committee drafted the basis for two new land use tools of the Comprehensive Plan, while planning staff compiled community assessment data, updated the existing land use map, and hosted a series of Open Houses to increase public access to planning data tools, ongoing programs, and planned projects.

Character Area Planning

Committee discussion addressed existing land uses, the city's developmental history, and the readily discernible areas of the community. For each area, the Committee specifically identified valued characteristic and discussed pending, potential, desirable, and less desirable land uses changes. Committee work resulted in a draft map and narratives for each area, ultimately resulting in the Land Use Guide.

VISUAL WINNERS

Although protective of the family-friendly and small-town environment, the Committee members identified opportunities for whimsy, improvement, and growth. Some might surprise you!



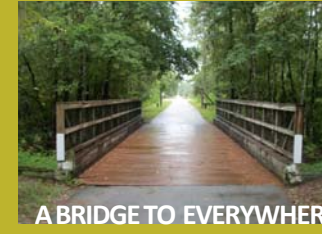
FIND-IT ART



CLEVER ALLEYS



SMART DRESSED INDUSTRY



A BRIDGE TO EVERYWHERE



HOME SMALL HOME

VISUAL LOSERS

As so often is the case, Committee members easily identified pot holes: land uses causing traffic, safety, and signs; unsightly work areas; residential isolation; and "that looks like _____, not Madison."



ROAD RASH



CITYfied SIGNAGE



KEEP ON TRUCK 'N



WON'T YOU NOT BE MY NEIGHBOR

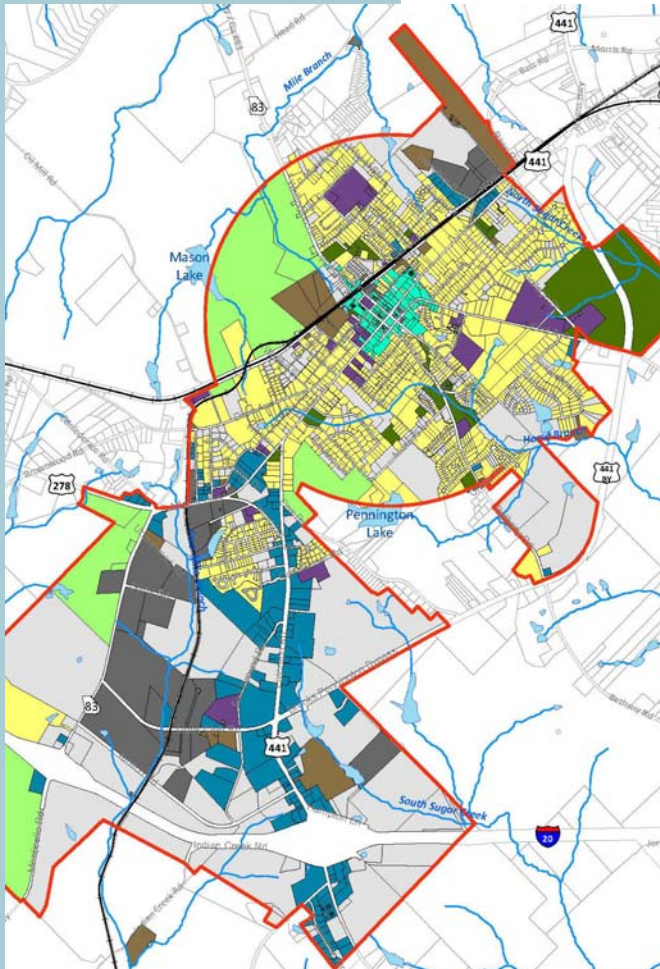


VERTICAL SUBURBIA

Land Use Guide

The Existing Land Use Map, used in concert with an articulated community vision and visual preferences for a future Madison, were instrumental to character area planning.

34



CHARACTER AREA PRINCIPLES

Pursuant to the rules of the Georgia Department of Community Affairs (DCA), the **Character Area Map** and the defining narratives for identified **Character Areas** provide the physical planning component of the Comprehensive Plan. Herein, these tools are collectively referred to as the Land Use Guide, forming the basis for future land use decision-making.

Character Areas

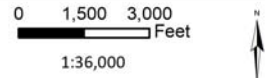
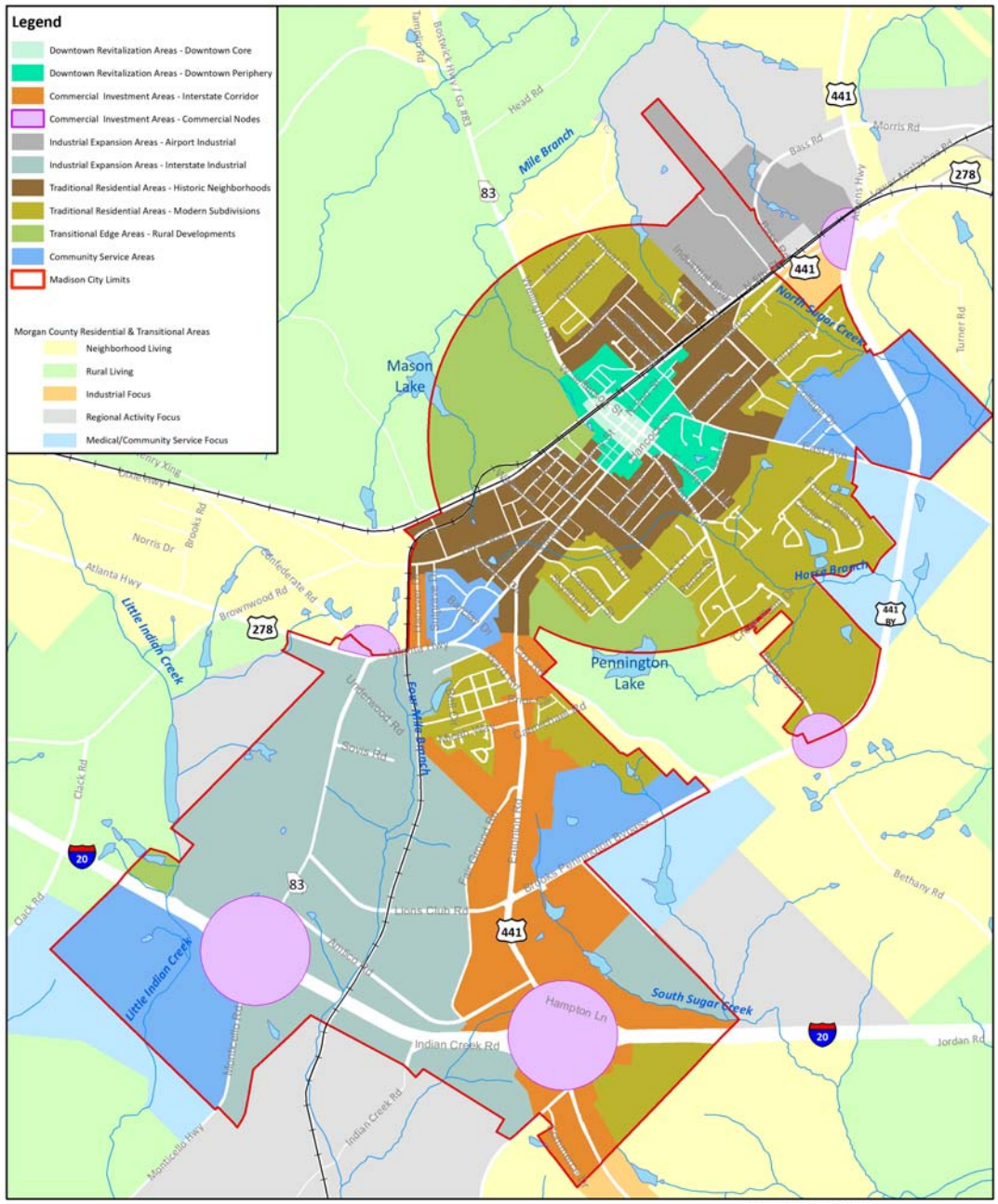
DCA defines a character area as a specific district or section of the community that:

- 1] Has **unique or special characteristics** to be preserved or enhanced (e.g., downtown, historic district, arts district, neighborhood, or transportation corridor);
- 2] Has **potential to evolve into a unique area** with more intentional guidance of future development through adequate planning and implementation (e.g., strip commercial corridor evolution to a village development);
- 3] **Requires special attention** due to unique development issues (e.g., rapid change of development patterns, economic decline)

Character Area Map

The Character Area Map (right) outlines 10 character areas for Madison, where a few constitute a smaller overlay for specific portions of a larger character area. Defining narratives for each area encompass considerations for land-use decision-making:

- a] general description of the character area;
- b] area-specific outcome-oriented vision;
- c] valued characteristics of the area;
- d] appropriate range of land uses;
- e] zoning compatibility notes; and,
- f] short-term implementation measures (investments and/or work) to reinforce the defining narrative for the area.



**LAND USE
Planning & Development
Character Areas - Madison**

CAM VS FLUM COMPROMISE

As a future land use tool, a Character Area Map (CAM) provides greater flexibility and affords a tailored fit as compared to a traditional future land use map (FLUM). Traditional FLUMs are no longer the state favored planning tool given the broad but singular land use classification system (e.g., commercial, institutional), which often led to decision-makers and the public readily confusing land use planning with zoning regulations.

Thus, the land-use based yet outcome-oriented Character Area Map (CAM) provides the basis of future land use decision-making. The map (left) shows the identified character areas for Madison, while the defining narratives on the following pages document valued characteristics and the outcome-oriented character area principles.

As presented, the CAM remains somewhat property and jurisdictional boundary-driven. With continued use, it should evolve to incorporate increasingly area-based planning principles.

Downtown Revitalization Areas

DOWNTOWN CORE

Downtown is: an enduring seat of local government and public landmarks; traditional central business district; place of public assembly and local welcome; special service area (Madison Main Street, includes the downtown periphery); historic destination and hub; and an emerging arts and entertainment district.

Vision & Outcome

Desired: mixed-uses within a single building, particularly second-floor residential; compatible infill - full lot coverage, zero-lot line, two-story maximum height; new businesses, uses, and activities attracting downtown-oriented foot traffic

Not Desired: non-occupational tax certificate uses at sidewalk level; non-retail use of premium storefronts; off-street surface parking; waiver/reduction of minimum parking requirements for residential, hospitality, and places of public assembly unless long-term parking arrangements exist in downtown periphery

APPROPRIATE LAND USES

restaurants, specialty retail, lodging, professional offices/services, lofts and apartments, attractions and venues

ZONING COMPATIBILITY NOTES

- Potential district [C-1]
Overlays: Downtown Development, Historic District, Arts & Entertainment

IMPLEMENTATION MEASURES

- 1] Develop an ongoing strategy to address and/or mitigate the high degree of vehicular traffic (i.e., semi-trailer trucks) and the deleterious impact upon businesses and hazardous conflict with pedestrian environment.
- 2] Prepare a downtown complete streets policy with designs to maximize public on-street parking, improve ADA accessibility, and address beautification options.
- 3] Update an over-under analysis, addressing dining/entertainment and shopping/visitation radii and marked change in bricks-and-mortar retail climate.



36

CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: brick, human scale, dense, and historic
- ☑ Acceptable Construction: adaptive reuse of historic structures; demolition of non-historic structures; infill of development pattern with similar architecture
- ☑ Primary Uses: government, professional, and retail; also restaurants, cultural attractions, and lodging
- ☑ Business-Oriented: primary floor (i.e., sidewalk level) for licensed, income-producing businesses
- ☑ Authenticity Preferred: locally-grown businesses, specialty retail, experiential, entertainment driven
- ☑ Open-Air: pedestrian friendly, noise tolerant, sidewalk uses, outdoor art and events, periodic street closures
- ☑ Streetscape: brick walks, street lights, furniture, street trees and grates, flower boxes, and on-street parking



CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: traditional residential appearance, unless industrial/warehouse character flanking railroad
- ☑ Acceptable Construction: adaptive reuse of historic structures; demolition of non-historic structures; infill of development pattern with similar architecture
- ☑ Primary Uses: professional; places of assembly and cultural attractions; lodging and residential density
- ☑ Income-Oriented: primarily income-producing properties - businesses or residential
- ☑ Open-Air: passive recreation, limited noise tolerance (business hours and weekends), outdoor venues
- ☑ Streetscape: similar to residential areas (e.g., concrete walks, street trees); beautification points, landscaping
- ☑ Parking: screened rear yards and virtually invisible decks

DOWNTOWN PERIPHERY

Formerly residential, the area surrounding Downtown Madison is: where non-residential uses converted, or often demolished, frame houses to accommodate the automobile culture and downtown proximity; for uses not dependent upon window shopping and foot traffic; and an essential buffer between an evolving downtown activity center and traditional neighborhoods.

Vision & Outcome

Desired: one use per lot (no mixed-uses except as defined or planned districts); mixture of land uses within the area instead; demolition of incompatible, intrusive structures; surface parking reclamation

Not Desired: further erosion of surviving industrial or residential character by commercial design (e.g., front yard parking, building signs, storefront design)

APPROPRIATE LAND USES

professional offices, destination businesses, places of public assembly, parking decks, lofts, apartments, live/work units, dense single-family, attractions, venues, greenspaces

ZONING COMPATIBILITY NOTES

- Potential districts [P-2, R-4, R-6, R-8]
 - Planned districts [PRD, PPD]
Overlays: Downtown Development, Historic District, Urban Renewal, Opportunity Zone

IMPLEMENTATION MEASURES

- 1] Complete blighted property abatement, catalyst project (CofGA Depot), and update Urban Redevelopment Plan subareas: W. Washington and N. Second St.
- 2] Prepare a long-term off-street parking implementation strategy, identifying joint opportunities to work with other public providers and public-private partnerships.



38

CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: traditionally-inspired; brick preferred
- ☑ Acceptable Construction: established facade line for single and outparcels; limited synthetics and neons
- ☑ Primary Uses: general commercial, shopping centers, office parks, high-turnover restaurants; franchises
- ☑ Auto-Oriented: controlled-access heavy traffic flow; caters to general public and surrounding jurisdictions
- ☑ Site Design: regular site identification and limited competitive sign clutter; greenspace perimeter and ample landscaping; shaded and screened parking
- ☑ Open-Air: noise tolerant; connective walkways; nightsky protective on-site lighting
- ☑ Streetscape: sidewalk continuity with pedestrian lighting and street trees

Commercial Investment Areas

INTERSTATE CORRIDOR

Extending along 441S toward I-20, the area is: the primary commercial corridor; most heavily-trafficked, illuminated city entrance; city and county business and employment destination area; strip commercial development with contemporary construction marking pre-annexation city edge development (motels, interchange).

Vision & Outcome

Desired: build-to, established facade line instead of setback minimum; interconnected sites; liner buildings; shaded and screened parking lots; redevelopment with more verticality at intersections leading to off-frontage

Not Desired: non-local materials (e.g., stone); additional mediocre architecture; sign clutter; close, repetitive individual curb-cuts; inappropriate undertrimming and maintenance of trees; colored, synthetic mulch and xeriscaping techniques

APPROPRIATE LAND USES

general business, restaurants, retail, professional offices and services; mixture of uses in off-frontage

ZONING COMPATIBILITY NOTES

- Potential district [C-3]
 - Planned districts [PCD, PPD]
Overlays: Corridor

IMPLEMENTATION MEASURES

- 1] Re-evaluate parking and vegetation ordinances to insure adequate cover and compliance measures for proper vegetation maintenance.



CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: traditionally-inspired by surrounding area
- ☑ Acceptable Construction: established facade line for single and outparcels; appropriate to vicinity
- ☑ Primary Uses: fuel centers, convenience stores, lodging, high-turnover restaurants; franchises
- ☑ Traffic-Oriented: high traffic (vehicular/pedestrian) desired; caters to general public but targets a specific group (traveling public/neighborhood residents)
- ☑ Site Design: regular site identification and limited competitive sign clutter; greenspace perimeter and ample landscaping; shaded and screened parking
- ☑ Open-Air: connective walkways; nightsky protective on-site lighting
- ☑ Streetscape: sidewalk continuity and ADA access

COMMERCIAL NODES

Commercial nodes are clusters of commercial development which generally: are centered at crossroads or intersections; mark secondary commercial areas; are convenience-oriented; and would generally be deemed intrusive to surrounding environs if not concentrated tightly at the node. Road nodes are vehicular-oriented; street nodes are vehicular and/or pedestrian dependent.

Vision & Outcome

Desired: respect scale of the established node

Not Desired: extension beyond the established node leading to linear development

APPROPRIATE LAND USES

- *highway vicinity:* restaurants, retail, fuel centers, lodging, travel services
- *residential vicinity:* convenience stores, laundry services, cafes, pet services

ZONING COMPATIBILITY NOTES

- Potential district [**C-4, highway**]
- Potential district [**C-2, residential**]
- Planned districts [**PCD**]
- Overlays:* Corridor

IMPLEMENTATION MEASURES

- 1] Re-evaluate co-tenancy regulations as well as height restrictions for nodes.

Industrial Expansion Areas

AIRPORT INDUSTRIAL

Located at the northern apex of the city limits, the airport area is distinguished and served by three transportation facilities - airport (City of Madison), railroads (CSX & Norfolk Southern), and highway (US 441); an employment center for small-scale and moderate-scale industrial investment; and an evolving industrial park.

Vision & Outcome

Desired: frontage greenspace buffer along Hwy 441 respectful of County's Neighborhood Living Area; e.g., The Arbors); use of Bass Road as a collector street

Not Desired: orientation, visibility, and direct access of industry from US 441 (continuation of road rash and disrespectful frontage toward County's Neighborhood Living areas); low-employment primary uses (storage, mini-warehouses); parking and outdoor storage not fenced and screened

APPROPRIATE LAND USES

medium-scale industrial uses; short subdivisions for small-scale industrial/commercial uses (e.g., Commerce Dr)

ZONING COMPATIBILITY NOTES

- Potential districts [C-5, I-1]
- Planned districts [PID]
Overlays: Urban Renewal, Opportunity Zone

IMPLEMENTATION MEASURES

- 1] Develop a micro-planning study to indicate steps necessary to consolidate and style the area and contiguous environs as a real industrial park.
- 2] Work with county and surrounding owners to realign Bass Road to be conducive to airport expansion, encourage truck traffic directly to Highway 441, and creation of a stylized industrial park entrance at the Bass Road intersection.
- 3] Extend utility services into Transitional Area as annexation occurs.

VALUED CHARACTERISTICS

- ✓ Architecture: utilitarian industrial warehouses, modest exterior upgrades, pre-fabricated metal buildings
- ✓ Acceptable Construction: industrial face-lifts for properties oriented to Bass Rd; short setbacks and higher lot coverage
- ✓ Uses: primarily light industry and manufacturing, given close proximity of dense single-family residential; some utility and trade service facilities
- ✓ Job-Oriented: employment center
- ✓ Parking: Mitigated frontage parking
- ✓ Open-Air: transit trails; employee-oriented openspace and pedestrian connectors
- ✓ Landscape & Signage: improved streetscape and landscaping; building signage given short setbacks





CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: design detailed facades visible from the corridor (road right-of-way); deep setbacks
- ☑ Acceptable Construction: more utilitarian designs and lot coverage off corridor; essential infrastructure
- ☑ Uses: industry and manufacturing occupying large sites and requiring transportation accessibility; limited utility providers/trade service facilities to reserve large sites
- ☑ Job-Oriented: employment center
- ☑ Parking: Limited and screened frontage parking
- ☑ Open-Air: transit trails; employee-oriented openspace and pedestrian connectors
- ☑ Landscape & Signage: corporate campus appearance from corridor; utilizing corridor design concepts

INTERSTATE INDUSTRIAL

Extending along 83S toward I-20, the area is: the primary industrial corridor; most rural, unlit, and perceived safest entrance by residents; a city and county industrial and employment destination area; single site industrial development marked on both ends by pre-annexation city edge development (gas stations). Two additional clusters include: land south of I-20 between 83S and 441S and area at end of Mary Magnan Boulevard between 441 Bypass and I-20.

Vision & Outcome

Desired: orientation, visibility, and direct access of industry from to HWY 83; corporate campus appearance (e.g., Bard Manufacturing) for road frontage

Not Desired: multiple curbcuts and increased mixture of vehicular and truck traffic; front facing loading docks; low-employment primary uses (storage, mini-warehouses); parking and outdoor storage not fenced and screened

APPROPRIATE LAND USES

medium-scale and large-scale industry; distribution and warehouses; short subdivisions for small-scale industrial

ZONING COMPATIBILITY NOTES

- Potential districts [I-1, I-2]
 - Planned districts [PID]
Overlays: Corridor

IMPLEMENTATION MEASURES

- 1] Complete a capacity study to reserve enough wastewater capacity for within the city limits as zoned; identify undesirable, resource dependent or consumptive industries; and determine viewshed protection to mitigate industrial impact.
- 2] Develop a city-sponsored congregate directional signage program (similar to Downtown signage by Main Street), to avoid illegal off-premises sign proliferation.



Traditional Residential Areas

HISTORIC NEIGHBORHOODS

Madison's historic residential areas within the original 1/2-mile city limit line and extending along early rights-of way include: a rural undeveloped area; a geographically-divided traditional minority neighborhood; and a nationally-recognized, regionally-important, and locally-protected historic neighborhood. Generally, these older areas are more diverse, reflect multiple developmental periods, and utilize blocks formed by civic planned grid-based streets.

Vision & Outcome

Desired: single-family scale and well-maintained, restored and renovated homes; privacy, safety, and quiet enjoyment of home

Not Desired: excessive growth by infill development; intrusion of non-residential uses; residential uses or accessory uses that increase or introduce private uses (e.g. parking, recreation, storage) along street frontages - the quasi-public realm

42

CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: frame, historic, one and two-story homes
- ☑ Acceptable Construction: restoration and renovation of historic structures; demolition of incompatible structures; infill of structures of similar character
- ☑ Primary Use: single-family residential
- ☑ Lots: small to estate size; building scale and setbacks reflect street heirarchy and relate era and lot size
- ☑ Non-Residential: not tolerant of non-residential uses except home-based businesses and places of assembly; small, walk-up neighborhood commercial nodes
- ☑ Open-Air: neighborhood parks, tot lots, openspaces
- ☑ Streetscape: generally 40' street profile w/limited curb and gutter, 5' concrete sidewalks (at least one side of street with green parkway) and street trees

APPROPRIATE LAND USES

single-family, home occupations, personal care homes, duplexes and apartment homes, churches, museums

ZONING COMPATIBILITY NOTES

- Potential districts [R, R-1, R-2, R-4, C-2]
 - Planned districts [PRD, outside HPO]
 Overlays: Historic District, Urban Renewal

IMPLEMENTATION MEASURES

- 1] Review policy for non-residential uses, performance and nuisance standards, and short term rental policy to insure prioritization of single-family land uses.
- 2] Review policy for non-single-family uses to insure accomodation of diversity and flexibility of housing choices without compromising single-family environs.
- 3] Prepare a complete streets standard detail applicable to traditional streets (old and new), adding connectivity and improving accessiblity for old streets.



CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: more homogenous and one-story
- ☑ Acceptable Construction: renovation and remodeling of structures; infill of structures of similar scale
- ☑ Primary Use: single-family subdivisions; dispersed multi-family complexes; manufactured-home parks
- ☑ Lots: more homogenous; building scale and setbacks are also more homogenous
- ☑ Non-Residential: not tolerant of non-residential uses within the cluster; dispersed multi-family small, walk-up neighborhood commercial nodes
- ☑ Open-Air: on-site openspace and private amenities
- ☑ Streetscape: generally 50' street profile w/curb and gutter; mixed levels of residential infrastructure; some sidewalks and street trees

MODERN SUBDIVISIONS

Within the original 1-mile city limit line and extending from the grid-system, these neighborhoods include: mid-century historic residential areas and enveloped rural areas; mid-century and contemporary subdivisions; and neo-traditional development. Such modern areas are relatively homogenous, reflect a single development period, and are insular via auto-centric design.

Vision & Outcome

Desired: single-family scale and well-maintained; dispersed multi-family and well-maintained; privacy, safety, and quiet enjoyment of home; improved community connectivity

Not Desired: excessive growth by infill development; teardowns, lot splits, McMansions; accessory uses that increase visible or audible uses (parking, commercial vehicles, storage, garbage, noise)

APPROPRIATE LAND USES

single-family, home occupations, personal care homes, churches, multi-family complexes, greenspace

ZONING COMPATIBILITY NOTES

- Potential districts [R-2, R-4, R-6, R-8, C-2]
 - Planned districts [PRD, PPD, PCD]
Overlays: Corridor

IMPLEMENTATION MEASURES

- 1] Review policy for non-residential uses, performance and nuisance standards, and short term rental policy to insure prioritization of single-family land uses.
- 2] Develop an implementation plan to improve community connectivity: sidewalks, trails, and ADA accessibility.



- CHARACTERISTICS**
- 44**
- VALUED CHARACTERISTICS**
- ☑ Architecture: brick and monumental/landmark
 - ☑ Acceptable Construction: architect-designed facilities (avoid mediocrity and trendy materials)
 - ☑ Primary Use: educational, medical, recreational, tourism
 - ☑ Pedestrian-Preferred: increasing connectivity and multi-modal options; shaded and screened parking
 - ☑ Site Design: regular site identification and limited competitive sign clutter; greenspace perimeter and ample landscaping; shaded and screened parking
 - ☑ Open-Air: outdoor sports facilities; noise tolerant evenings and weekends
 - ☑ Streetscape: sidewalk continuity with surrounding residential areas; potential transit stops

Community Services Areas

COMMUNITY SERVICE AREAS

Primarily clustered on the city edge, these areas are: over-sized lots with singular uses, perhaps which have been increasingly populated with additional buildings; size defined by a larger, collective service area - for instance countywide education or medical services and/or regional recreation or tourism facilities.

Vision & Outcome

Desired: new community landmarks of enduring architectural design; deep setbacks; campus architecture; well-designed and maintained landscaping

Not Desired: mediocre architecture, trendy materials, and clusters of small inconsequential structures; a paucity or overabundance of on-site directional signage; electronic signage (except scoreboards); light pollution; failure to acknowledge and plan for specific use-generated traffic or internal circulation; service areas visible from rights-of-way

APPROPRIATE LAND USES

places of assembly, education, active recreation, office parks, medical parks, greenspace, limited multi-family

ZONING COMPATIBILITY NOTES

- Residential districts [R6, R8, P1]
 - Planned districts [PPD, PCD]
Overlays: Corridor

IMPLEMENTATION MEASURES

- 1] Prioritize these areas where pressure to evolve can not be readily anticipated for small planning studies, area master plans, etc. to determine primary focus and/or anchor and further customize the Character Area Land Use Guide & Map.
- 2] Review policy for non-residential uses, performance and nuisance standards (light, noise, etc) to avoid impact on surrounding residential and agricultural environs.



Transitional Edge Areas

RURAL DEVELOPMENTS

Madison is the town center of an agrarian county and shares an agrarian heritage. The areas in close proximity of the city “string out and belly up” to the city limits and sometimes become part of the city proper. Few of these areas remain agricultural in land use when faced with transportation upgrades and development pressure.

Vision & Outcome

Desired: a development pattern that preserves a sense of town and country; different than strip development allowed by both city and county policies - past and present; accommodate county density push to preserve openspace elsewhere

Not Desired: more curbcuts yielding less effective roads and more road widening; ubiquitous large subdivisions, typical of urban county developments

CHARACTERISTICS

VALUED CHARACTERISTICS

- ☑ Architecture: frame, traditional, small-scale
- ☑ Acceptable Construction: traditional rural development patterns when no planned developments; limited small crossroad nodes for convenience and community service
- ☑ Primary Use: agricultural and single-family
- ☑ Lots: traditionally large acreage with a primary residence and a few tenant houses; rural heritage
- ☑ Non-Residential: row crops, pecan groves, forestry, pasture
- ☑ Open-Air: lots of openspace and rural vestiges
- ☑ Streetscape: limited Infrastructure, except in qualifying subdivisions with road buffering

APPROPRIATE LAND USES

single-family, residential subdivisions, agricultural

ZONING COMPATIBILITY NOTES

- Residential districts [R, R-1]**
 - Commercial district [PRD, PCD]
- Overlays: Corridor*

IMPLEMENTATION MEASURES

- 1] Prepare new zoning classification(s)** to correspond to county density push up against city boundary, considering possible use of proactive planning tools (corridor buffers, cluster zoning, transfer of development rights, limited curbcuts, etc.) as criteria for provision of services.

Service Delivery Areas

UTILITY PROVIDER - Madison, Morgan County, and Other

City of Madison is a service provide of wastewater, water, and natural gas:

- **wastewater service area:** includes inside the city limits, with only a few areas that can not be served, and a few abutting sites as well;
- **water service area:** includes inside the city limits and limited portions of the county via existing distribution lines extended to smaller towns for backup water supply, where they connect at a single point and their system begins distribution; and,
- **natural gas service area:** city, county, and beyond, including service to the multi-county industrial park - Stanton Springs.

Wastewater & The Transitional Areas

The wastewater system - well established, operated, and ample at present - does have a capacity limit and treatment tolerances are currently presenting a potential heavy capital investment in the near future.

- 1] Capacity to serve city property owners should be the primary consideration with a reasonable reserve held to meet the obligation to serve as yet undeveloped land in the city.
- 2] Annexation requests to secure service should be considered a higher priority than those not requesting annexation, as annexed properties would contribute to both the customer base and the city tax base.
- 3] Remaining capacity should be carefully prioritized to serving those areas with uses designed to: increase a positive shared tax base (i.e., identified regional activity and industrial areas), where city and county goals align (e.g., developments providing protection of scenic roadways and environmental resources), and which if annexed, would assist the city in avoiding emerging edges (developed areas now annexed populate the Top 10 Challenges).

Water and Gas & The Residential Areas

After ensuring sufficient reserve to serve its developing property owners, decisions to extend water and natural gas further in the service area should be based on development's ability to pay for said extensions, shared positive tax base growth, and where city and county policy coincide. Specific attention should be given to hydrological resources and the city's and county's shared desire for more housing choices, particularly in terms of workforce housing proximate to employment centers.



CHARACTERISTICS

46

VALUED COUNTY CHARACTERISTICS

- ✓ Town-and-country feel; definite feeling of entering a community and entering a rural landscape
- ✓ Agricultural heritage and scenic viewsheds
- ✓ Agricultural fields, pecan groves, forestry
- ✓ Farm fencing, rustic small outbuildings, pasture lands
- ✓ Naturalized areas (not streetscapes, nor parks)
- ✓ Historical or historic-style single-family homes on very large tracts well-dispersed along roadways
- ✓ Non-visible subdivisions perserving rural roadside - extended access road to behind tree lines, pasture lands and windbreaks, or other off-road frontages - dense, clustered, and even some mixed use
- ✓ Industrial, with substantial setbacks, fencing, and landscaping preserving rural roadside

Census Tract Areas

RESIDENTIAL AREAS & TRANSITIONAL AREAS

Morgan County's Comprehensive Plan (2016, MCPlan) identifies essentially three character areas in the shared census tract (approx. 50,000 acres). Madison only consists of 5,610 acres. Two residential character areas identified are Neighborhood Living and Rural Living, and the remaining character areas are collectively referred to herein as Transitional Areas.

Residential Areas

Neighborhood Living (approx. 17,000 acres; MC Plan, p42): Most comparable to the city's Modern Subdivision area, these areas are intended for medium and low density residential, with places for public assembly and recreation. As described, the development pattern includes limited municipal water availability; medium and large lots; high vehicular traffic and low pedestrian access; and use of conservation subdivisions.

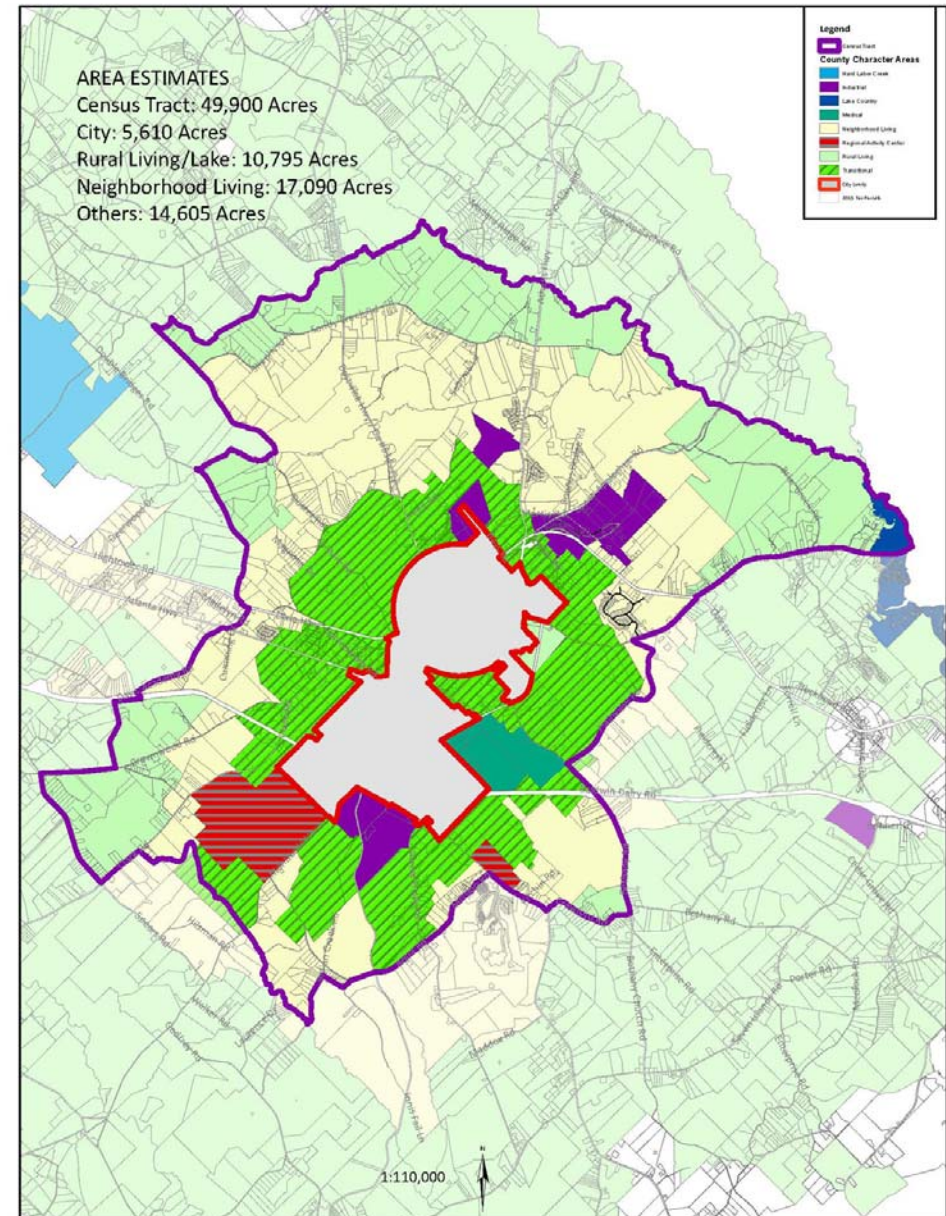
Rural Living (approx. 10,795 acres; MC Plan, p44):

Most comparable to the city's Rural Development area, these areas are intended for low density residential and agricultural residential uses, with agricultural and undeveloped natural areas. As described, the development pattern includes a mixture of low density residential and agricultural uses, some agri-tourism enterprise, and no pedestrian access.

Transitional Areas

Transitional Area (approx. 14,605 acres; MC Plan, p45; with Regional Activity, Industrial, Medical (Community Service), p43, p39, p41):

Collectively these areas represent emerging edge areas. As described, the development pattern is mixed. Primary land uses planned include commercial, industrial, residential (medium and high), mixed-use, and agriculture; thus, anything but low density residential and agriculture are possible. These are the areas most likely to pressure for city services without contributing to the city tax base (annexation), result in urban sprawl and loss of town-and-country appeal without proactive planning, and alleviate pressure for up-zoning in the county rural environs.



As noted, the MC Plan: Character Area Map has two residential and four potentially non-residential areas surrounding city limits predicted to transition over 20 years. To assist translation of that from the Madison Plan: Character Area Map and predict likely future land use transition and demand for services, the city map indicates the most comparable character area outside of the city limits in a lighter color to echo the abutting area within the city limits. Further analysis of sensitive environmental resources and wastewater capacity beyond city limits will continue to fine tune what transition is actually possible.

COMMUNITY AGENDA

SHORT TERM WORK PROGRAM

48

| ITEM | DESCRIPTION | SCHEDULE | ESTIMATE | LEADER |
|----------|--|-----------|---------------------------|------------|
| | LEADERSHIP [P10-11] | | | |
| WP.01-17 | <ul style="list-style-type: none"> Finalize Service Delivery Strategy within the extension period with joint-jurisdictions. | 2017-2018 | n/a | CM |
| WP.02-17 | <ul style="list-style-type: none"> Increase focus on mental health issues by the employee Wellness Committee. | 2018-2020 | \$1000/GF | HR |
| WP.03-17 | <ul style="list-style-type: none"> Supplement training opportunities for citizen planning boards. | 2017-2022 | \$2000/GF | P&D |
| | NATURAL RESOURCES - Water [P12-13] | | | |
| WP.04-17 | <ul style="list-style-type: none"> Prioritize acquisition of land or easements for environmentally sensitive land. | 2017-2022 | \$400,000 /SPLOST/grant | P&D; GCC |
| WP.05-17 | <ul style="list-style-type: none"> Draft openspace requirements where the first allocation is a public or communal ownership of the buffer. | 2018-2019 | n/a | P&D; GCC |
| WP.06-17 | <ul style="list-style-type: none"> Draft alternative ordinance compliance measures for stormwater management facilities and/or devices. | 2019-2020 | n/a | P&D; PZC |
| WP.07-17 | <ul style="list-style-type: none"> Evaluate potential impact of county's development suitability map and zoning policy for halo (hydro impact). | 2019-2022 | n/a | P&D; PZC |
| WP.08-17 | <ul style="list-style-type: none"> Conduct a public awareness campaign regarding increasing regulatory limits on F-O-G waste. | 2017-2019 | \$500/ENT | UT; PI |
| WP.09-17 | <ul style="list-style-type: none"> Seek WaterFirst designation. | 2017-2019 | n/a | UT; P&D |
| WP.10-17 | <ul style="list-style-type: none"> Complete a feasibility study for a new stormwater utility. | 2019-2022 | \$12,000/GF | Consultant |
| WP.11-17 | <ul style="list-style-type: none"> Draft alternative ordinance compliance measures for lot coverage (impervious/pervious) for land-locked industries. | 2018-2019 | n/a | P&D; PZC |
| | NATURAL RESOURCES - Land [P14-15] | | | |
| WP.12-17 | <ul style="list-style-type: none"> Develop a model bundling program for smaller conservation easements. | 2017-2019 | n/a | P&D; GCC |
| WP.13-17 | <ul style="list-style-type: none"> Incorporate hydrology data collection and update the Madison Greenprint. | 2018-2019 | n/a | P&D |
| WP.14-17 | <ul style="list-style-type: none"> Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3). | 2017-2022 | \$400,000 /SPLOST/grant | P&D; GCC |
| WP.15-17 | <ul style="list-style-type: none"> Complete design, funding, and development of model tot lot (Martin Tot Lot). | 2017-2019 | \$45,000/GF /SPLOST/grant | P&D; GCC |
| WP.16-17 | <ul style="list-style-type: none"> Complete design, funding, and development of final quadrant neighborhood park (Lambert Park). | 2018-2020 | \$125,000 /SPLOST/grant | P&D; GCC |

SHORT TERM WORK PROGRAM

| ITEM | DESCRIPTION | SCHEDULE | ESTIMATE | LEADER |
|----------|--|-----------|-------------------------|-----------------|
| | (con) NATURAL RESOURCES - Land [P14-15] | | | |
| WP.17-17 | <ul style="list-style-type: none"> Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST). | 2017-2022 | \$100,000 /SPLOST/grant | P&D; GCC |
| WP.18-17 | <ul style="list-style-type: none"> Complete design, funding, and development of beautification point (Clark Park). | 2019-2022 | \$15,000/GF /SPLOST/DDA | P&D; GCC |
| WP.19-17 | <ul style="list-style-type: none"> Update tree canopy regulations. | 2017-2019 | n/a | P&D; GCC |
| WP.20-17 | <ul style="list-style-type: none"> Draft alternative compliance measures for environmental ordinances for development-impaired properties. | 2017-2019 | n/a | P&D; GCC |
| | INFRASTRUCTURE [P16-17] | | | |
| WP.21-17 | <ul style="list-style-type: none"> Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034). | 2017-2022 | unknown | CM |
| WP.22-17 | <ul style="list-style-type: none"> Install speed awareness signs that would slow traffic at high volume and high incident locations. | 2019-2022 | \$6,000/GF | S&S |
| WP.23-17 | <ul style="list-style-type: none"> Update and implement <i>Major Thoroughfare Plan</i>, requesting same of DOT's Plan. | 2020-2021 | \$10,000/GF | Consultant; P&D |
| WP.24-17 | <ul style="list-style-type: none"> Allot annual budget for sidewalk infill and extension. | 2017-2019 | \$50,000/GF | S&S |
| WP.25-17 | <ul style="list-style-type: none"> Restore and reopen the Norfolk-Southern bridge for at least pedestrian and bicycle use. | 2018-2020 | unknown | P&D; GCC; S&S |
| WP.26-17 | <ul style="list-style-type: none"> Infill western side of Eatonton Road sidewalks, enabling non-drivers to walk to the grocery store. | 2017-2019 | \$35,000/GF /LDF | S&S |
| WP.27-17 | <ul style="list-style-type: none"> Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i>. | 2017-2019 | n/a | CM |
| WP.28-17 | <ul style="list-style-type: none"> Improve accessibility of sidewalks (uneven, roots, etc). | 2017-2022 | \$5,000/GF | S&S |
| WP.29-17 | <ul style="list-style-type: none"> Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison. | 2017-2022 | \$10,000/GF | S&S |
| | SERVICES [P18-19] | | | |
| WP.30-17 | <ul style="list-style-type: none"> Raise pay for volunteer fire force. | 2017-2019 | unknown/GF | CM |
| WP.31-17 | <ul style="list-style-type: none"> Complete a feasibility study to determine appropriate version and costs relative to equipment/technology to modernize police services. | 2017-2018 | unknown/GF | MPD |
| WP.32-17 | <ul style="list-style-type: none"> Complete SCADA system implementation for city facilities. | 2017-2018 | unknown/ENT | UT |
| WP.33-17 | <ul style="list-style-type: none"> Complete full build-out, as-zoned study to determine service of existing zoned properties within city, improving industrial recruitment and avoiding EPD consent orders. | 2019-2022 | n/a | P&D; PZC |
| WP.34-17 | <ul style="list-style-type: none"> Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs. | 2017-2019 | n/a | UT |
| WP.35-17 | <ul style="list-style-type: none"> Update website for more public friendly options and new look. | 2017-2019 | n/a | PI |
| WP.36-17 | <ul style="list-style-type: none"> Prepare a telecom technology refresh study for current systems. | 2017-2019 | n/a | Consultant |
| WP.37-17 | <ul style="list-style-type: none"> Initiate feasibility study for rural broadband and attend the International Data Center Series conference. | 2019-2022 | n/a | Consultant |

| ITEM | DESCRIPTION | SCHEDULE | ESTIMATE | LEADER |
|----------|--|-----------|---------------------------|-----------------|
| | HOUSING [P20-21] | | | |
| WP.38-17 | <ul style="list-style-type: none"> Complete full build-out, as-zoned study, improving decision-makers' understanding of utility coverage, transportation capacity, and rezoning implications. | 2019-2022 | n/a | P&D; PZC |
| WP.39-17 | <ul style="list-style-type: none"> Document single-family rental properties and review policies for short-term rentals and property management. | 2019-2022 | n/a | P&D; PZC; HOC |
| WP.40-17 | <ul style="list-style-type: none"> Pursue housing rehabilitation funds to stabilize housing in the Primary Target Area (Phase II-DURA). | 2019-2022 | \$15,000/In-Kind/donation | P&D; HOC |
| WP.41-17 | <ul style="list-style-type: none"> Develop housing policy/program to incentivize affordable and/or workforce housing in areas of similar valuation. | 2019-2021 | n/a | P&D; HOC |
| WP.42-17 | <ul style="list-style-type: none"> Facilitate one mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) for DURA. | 2017-2022 | n/a | DDA; HOC |
| | CULTURAL [P22-23] | | | |
| WP.43-17 | <ul style="list-style-type: none"> Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation. | 2018-2019 | n/a | P&D; PZC |
| WP.44-17 | <ul style="list-style-type: none"> Coordinate city and county zoning ordinance updates for property along the city limit border. | 2019-2022 | n/a | CM; P&D; PZC |
| WP.45-17 | <ul style="list-style-type: none"> Survey and prepare National Register paperwork (HPIFs) regarding mid-century resources. | 2018-2020 | n/a | MS; HPC; Intern |
| WP.46-17 | <ul style="list-style-type: none"> Develop a program for documenting and promoting the history of non-residential resources. | 2017-2019 | \$2,000/GF | P&D; HPC |
| WP.47-17 | <ul style="list-style-type: none"> Revise and add interpretive programs (not solely based on residential architecture). | 2018-2021 | n/a | P&D; HPC |
| | Cemetery [P23] | | | |
| WP.48-17 | <ul style="list-style-type: none"> Initiate a permanent collection of obituaries, a website for storage/access, and document all known burials. | 2017-2022 | \$250/GF | P&D; CSC |
| WP.49-17 | <ul style="list-style-type: none"> Complete engineering for the cemetery expansion area (Phase I construction). | 2018-2019 | \$15,000/ GF | P&D; CSC |
| WP.50-17 | <ul style="list-style-type: none"> Draft a new policy manual with design guidelines for the cemetery expansion area. | 2019-2022 | n/a | P&D; CSC |
| | TOURISM [P24-25] | | | |
| WP.51-17 | <ul style="list-style-type: none"> Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy. | 2019-2020 | n/a | MMS |
| WP.52-17 | <ul style="list-style-type: none"> Allocate restoration funds (Hotel/Motel, General Fund, etc.) to rehabilitate Welcome Center. | 2019-2022 | unknown | CM |
| WP.53-17 | <ul style="list-style-type: none"> Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity. | 2017-2020 | n/a | HPC; P&D; DDA |
| WP.54-17 | <ul style="list-style-type: none"> Support the development of the Safari Park by funding a grant writer to secure funding for utility extension. | 2018-2019 | \$20,000/GF /OneGA | Consultant |
| | Special Events & Public Art [P25] | | | |
| WP.55-17 | <ul style="list-style-type: none"> Establish a Public Arts Commission and inventory known public art. | 2017-2018 | n/a | P&D; PAC |

SHORT TERM WORK PROGRAM

| | DESCRIPTION | SCHEDULE | ESTIMATE | LEADER |
|----------|---|-----------|------------------------|--------------------|
| WP.56-17 | <p>(con) Special Events & Public Art [P25]</p> <ul style="list-style-type: none"> • Create a temporary installation program for interim use during development of a Public Arts Master Plan. | 2018-2019 | \$1,500 | P&D; PAC |
| WP.57-17 | <ul style="list-style-type: none"> • Determine other revenue sources for funding if augmented marketing and/or event activity is desired. | 2017-2019 | \$30,000/H-M | MMS; CVB |
| WP.58-17 | <ul style="list-style-type: none"> • Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental. | 2018-2019 | n/a | P&D; PZC |
| WP.59-17 | <p>GROWTH [P26-27]</p> <ul style="list-style-type: none"> • Complete a feasibility study for development of the northern zoned industrial area into an industrial park. | 2019-2020 | \$7,500/GF | Consultant |
| WP.60-17 | <ul style="list-style-type: none"> • Establish a citywide dark-sky fixture policy. | 2019-2020 | n/a | P&D; CDC |
| WP.61-17 | <ul style="list-style-type: none"> • Bring code enforcement to bear where businesses are failing to honor their approved landscape plans. | 2019-2020 | n/a | COD; CDC |
| WP.62-17 | <ul style="list-style-type: none"> • Develop a cooperative fire detection program for shared party wall structures in Downtown. | 2017-2019 | unknown /grant | MMS; MFD; DDA |
| WP.63-17 | <ul style="list-style-type: none"> • Work with property owners to implement temporary storefront insert program for Downtown. | 2019-2020 | \$3,000/GF | MMS; DDA |
| WP.64-17 | <ul style="list-style-type: none"> • Complete a retail over-under study to determine the change in Downtown land use. | 2018-2019 | n/a | P&D; MS |
| WP.65-17 | <p>REVITALIZATION [P28-29]</p> <ul style="list-style-type: none"> • Complete implementation of the W. Washington Gateway Plan. | 2017-2019 | \$2.0M/GEFA | P&D; DDA |
| WP.66-17 | <ul style="list-style-type: none"> • Establish a partnership with the BOE to prepare a redevelopment study for Middle School site. | 2017-2019 | \$75,000 /joint funded | P&D; DDA |
| WP.67-17 | <ul style="list-style-type: none"> • Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Areas of Disinvestment 3 (i.e., South Madison URA). | 2018-2019 | n/a | P&D; PZC; DDA; HOC |
| WP.68-17 | <ul style="list-style-type: none"> • Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Areas of Disinvestment 4, 5, 6 (i.e., East Madison URA). | 2019-2020 | n/a | P&D; PZC; DDA; HOC |
| WP.69-17 | <ul style="list-style-type: none"> • Establish a partnership with the Hospital Authority to secure park land for passive recreation and veterans memorial. | 2019-2021 | n/a | P&D; PZC; DDA; HOC |
| WP.70-17 | <p>PLANNING & DEVELOPMENT [P30-31]</p> <ul style="list-style-type: none"> • Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017) and prior plan addendums and other city policy documents. | 2018-2020 | n/a | P&D; PZC |
| WP.71-17 | <ul style="list-style-type: none"> • Reconcile use-specific zoning and add definitions to reflect NACIS classifications. | 2018-2020 | n/a | P&D; PZC |
| WP.72-17 | <ul style="list-style-type: none"> • Conduct a series of workshops to determine public interest in community planning districts. | 2019-2021 | \$500/GF | P&D; PZC; HOC |
| WP.73-17 | <ul style="list-style-type: none"> • Reapply for PlanFirst designation. | 2018-2019 | n/a | P&D |

Community Accountability

ECONOMIC DEVELOPMENT [ED]

Industrial Development

- ED 01 Initiate S.W.O.T. Analysis of Madison and Morgan County as it relates to industrial recruitment and tourism development.
- ED 02 Research the potential for City/ County re-designation of I1, I2, and/or C5 properties as it relates to industrial recruitment incentives and taxation.
- ED 03 Examine the potential for public-private partnership, utility relocation, and other site-related activities for a speculative building on the county property for industrial purposes.
- ED 04 Update Community Assessment for economic development.
- ED 05 Assess the potential to develop a viable rail site for Madison and Morgan County industrial development.
- ED 27 Explore value added tax abatement for speculative buildings and/or infrastructure improvements via state legislation.
- ED 28 Create brochure for new businesses, guiding them through due diligence for opening/expanding.
- ED 29 Establish and provide mentoring assistance for new businesses.

Tourism Development

- ED 06 Develop more extensive technology platform to further extend reach and impact to potential visitors through new mediums.
- ED 07 Explore hosting a Marketing Seminar such as (Maximum Contact/SBDC) for the inclusion of Chamber Community Members to assist us in maximizing our marketing efforts.
- ED 08 Explore cooperative upgrade of Architectural Walking Tour, specifically print and mobile application development.
- ED 09 Research the feasibility of marketing tourism products - such as brochures, guides and others such products - in the Welcome Center.
- ED 30 Hold social workshop for Chamber for Commerce members in conjunction with GEDCe.
- ED 31 Work with City/County Officials to establish improved filming parameters policy.
- ED 32 Develop tourism literature to promote the regional (7-county) bicycle trail being developed by the Antebellum Trail Association.
- ED 33 Create a Visitor Guide Mobile App and create a Visitor Guide Book.
- ED 34 Host Social Media workshops quarterly, assisting hospitality outreach and increasing home grown tourism and local consumerism.

Community Promotion: Business Services & Special Programs

- ED 10 Install and update community entrance signage (HWY 441 N & S).
- ED 11 Promote city's natural resources (e.g. historic gardens, trails, scented garden, sustainable garden containers) as a tourism product.
- ED 12 Bring specialized training opportunities to the Downtown business community.
- ED 13 Explore designation of Downtown as an Antiques, Cultural Arts, and Entertainment District.
- ED 14 Acquire the Madison Town Park Event Facility from the DDA.
- ED 15 Develop special event programming for Downtown's outdoor event facility – Town Park.
- ED 16 Initiate new niche marketing efforts for Downtown - special event rentals and co-operative effort as Madison as a wedding destination.
- ED 17 Explore public-private partnership for shopping/tourism shuttle for Downtown.
- ED 35 Initiate campaign to improve coordination and communication in and between Downtown merchants via MS Advisory Board, social media tools, and website development.
- ED 36 Identify new refuse container for sidewalk recycling for Downtown sidewalk cafes.
- ED 37 Explore cross-marketing and advertising for Downtown Madison with two proposed county tourism sites (441S & 83S).

DISPOSITION

COMPLETED
COMPLETED

COMPLETED

POSTPONED - Financial
COMPLETED
COMPLETED
POSTPONED - Financial
COMPLETED

COMPLETED
COMPLETED

COMPLETED
COMPLETED

COMPLETED
COMPLETED
COMPLETED
COMPLETED
COMPLETED

COMPLETED
ABANDONED
COMPLETED
COMPLETED
COMPLETED
COMPLETED
COMPLETED

COMPLETED
COMPLETED

COMPLETED
POSTPONED - Financial

REPORT OF ACCOMPLISHMENTS

COMMUNITY FACILITIES [CF] (con)

Utility Infrastructure & Distribution (con)

- CF 28 Install V- Notch Flow Channel w/ transmitter – Indian Creek Water Reclamation Facility.
- CF 29 Re-Valve, insulate & heat trace filter air system and trace water piping – ICWRF.
- CF 30 Phase-in SCADA upgrade for all wastewater lift stations (6 total: High School, CR Bard, 4th St, Northside, Bi-Lo, Municipal Bldg/ "New" Barn).
- CF 31 Installation of Sludge Press at South Side Waste Water Treatment Plant.
- CF 32 Complete SCADA system for all Water Towers (5 total: see CF #26), upgrading 3 existing SCADA and including MR system. Co-Op/ S.Main, Flat Rock, Woodcraft/GP).
- CF 33 Rehabilitate booster pump at Georgia Pacific.
- CF 34 Add add chlorine analyzer and construct building (College Dr Water Tower).
- CF 35 Replace lift station at High School.

Public Works: Streets, Sanitation, and Facility & Grounds Maintenance

- CF 06 Explore disposal options for municipal solid waste other than landfills.
- CF 07 Install 2-3 additional neighborhood traffic calming devices on streets with 35 mph or lower.
- CF 08 Install 2-3 speed comparison signs on arterial roads through residential and high-pedestrian areas where the speed limit is 35 mph or lower (N. Main, S. Main, W. Washington/Wellington).
- CF 09 Install infill sidewalks and address accessibility in a comprehensive and continuous fashion, with a 5yr plan for sidewalk compliance with ADA.
- CF 10 Determine feasibility of restoration/reconstruction of only city bridge crossing the railroad tracks.
- CF 36 Make improvements to the US 278, SR 24 SPUR & US 441 intersection. {CFE-02}
- CF 37 Add a hook lift hoist.

Public Safety: Police, Fire, Animal Control & Code Enforcement

- CF 11 Complete Phase II of the Public Safety Building (Wellington Building) for new facilities for the Police Department and Municipal Court Office.
- CF 12 Add defibrillators to all police cars strategic public locations and some police cars.
- CF 13 Introduce taser technology as a non-lethal option for law enforcement.
- CF 14 Complete Phase III of the Public Safety Building (Wellington Building) for final facilities for Police and Fire departments.
- CF 38 Add a new position in lieu of an Assistant Chief.
- CF 39 Add car to fleet, through retention of a car instead of sending to surplus.
- CF 40 Add anonymous tip line to the city website.
- CF 41 Establish a combined training program for all City and municipal law enforcement and emergency response agencies.
- CF 42 Purchase body cameras for uniform division.
- CF 43 Equip all sworn police vehicles with a rifle.
- CF 44 Purchase 15 sets of armor plate sets, utilizing 50% grant funding.
- CF 45 Purchase code enforcement vehicle.

Public Safety: Fire

- CF 15 Make the part-time firefighter position into a full-time position, becoming the Training Officer and Assistant Inspector.
- CF 16 Acquire needed equipment to staff a Rapid Entry Team (RIT) at all the structural fires to improve the safety of firefighters.
- CF 17 Explore potential and options for possible reduction of ISO rating by one category.
- CF 46 Complete feasibility study for a second Madison fire station in the southern part of the City.
- CF 47 Investigate the possibility of establishing a separate full time Fire Marshal position.
- CF 48 Explore adoption of reimbursement program to enable volunteers to take extended length classes, especially the public safety departments.

DISPOSITION

IN PROGRESS
COMPLETED
IN PROGRESS

COMPLETED
IN PROGRESS

COMPLETED
COMPLETED
COMPLETED

COMPLETED
IN PROGRESS - Reprise (TBD)

IN PROGRESS - Next STWP

IN PROGRESS - Reprise (TBD)

IN PROGRESS
ABANDONED
COMPLETED

COMPLETED

COMPLETED
COMPLETED
COMPLETED

COMPLETED
COMPLETED
COMPLETED
COMPLETED

COMPLETED
COMPLETED
COMPLETED
COMPLETED

COMPLETED

COMPLETED

COMPLETED
COMPLETED
ABANDONED
ABANDONED

Community Accountability

REPORT OF ACCOMPLISHMENTS

56

COMMUNITY FACILITIES [CF] (con)

Public Safety: Fire (con)

- CF 49 ~~Explore cooperative effort with County to~~ Acquire, store, and staff an aerial device.
- CF 50 Add a thermal imager to the equipment roster.
- CF 51 Explore potential and options for possible reduction of ISO rating by one category.
- CF 52 Add a thermal imager to the equipment roster.
- CF 53 Add part-time Firefighter to offset full-time position's non-firefighting work (Fire Marshal - annual business inspections, accelerated plan review, construction inspections, community education/awareness programs, etc.).

Public Safety: Animal Control & Code Enforcement

- CF 18 Complete a disaster preparedness and evacuation plan for Madison's animal population.
- CF 19 Offer additional public awareness programs (i.e. dog bite prevention class for school system).
- CF 54 Establish public-private partnership to extend neutering into low-mod neighborhoods.
- CF 55 Update Animal Control Disaster Plan.

Public Administration: Information, Records & Finances

- CF 56 Increase online services offered to the community via the website.
- CF 57 Continue to utilize monthly newsletter and utility inserts to communicate and educate the public.
- CF 20 Digitize all archival records of the Clerk's Office.
- CF 58 Refine installation of employee time-clock system for all employees.

HOUSING [HO]

- HO 01 Formalize the organizational structure and purpose of Madison AHOC and encourage the ongoing development of high quality housing for households of all income brackets and ages, and those with special needs.
- HO 02 Amend ordinances and regulations to provide incentives for an affordable housing component in all new developments – traditional single-family subdivisions, multi-family developments, and planned unit developments.
- HO 03 Amend ordinances and regulations to ensure that multi-family development develops in pattern, manner, and pace that reflects the community's sense of place and regional identity, respects the scale of traditional neighborhoods and established pace of development, and locates in areas of adequate infrastructure and transportation alternatives.
- HO 04 Strengthen ordinance and regulations to ensure that planned unit developments with housing options are allowed alternative mixtures and/or density of land use only in conjunction with preservation of significant natural or cultural resources and efficiency of energy, land, and services.
- HO 05 Research and develop plan/program for the construction and/or renovation of identified low- and moderate-income housing options, focusing on Areas of Disinvestment (PHASE I-DURA).
- HO 06 Amend ordinance and regulations to ensure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure.

DISPOSITION

COMPLETED
COMPLETED
COMPLETED
COMPLETED
COMPLETED
ABANDONED

COMPLETED
COMPLETED
COMPLETED
COMPLETED

COMPLETED
COMPLETED
POSTPONED - Next STWP
COMPLETED

COMPLETED

POSTPONED - Next STWP

COMPLETED

COMPLETED

COMPLETED

POSTPONED - Legal Issues

REPORT OF ACCOMPLISHMENTS

HOUSING (con)

- HO 07 Complete field inventory to collect reliable and comprehensive data on the state of housing.
- HO 08 Complete residential study, augmented with household, economic, public safety, recreation, etc.
- HO 09 Formalize housing team and apply for Georgia Initiative for Community Housing to educate local housing leadership.
- HO 10 Hold a series of housing workshops prior to next GICH Retreat to educate local housing leadership.
- HO 11 Develop methodology and strategy for identifying and addressing scope of heirs property in DURA.
- HO 12 Devise "Age-in-Place" brand with strategies to incentivize conversion and/or construction of aging-friendly housing.
- HO 13 Actively pursue homelessness data, investigate anecdotal reports, interview service providers, and prepare fact sheet.

LAND USE

- LU 01 In conjunction with the County, develop existing regulations and ordinances to establish an area adjacent to Madison's limits [aka: Service Delivery Area, Halo Area, Greater Madison Area, Transitional Area, Census Tract Area] with shared zoning, design, and service agreements for mutual benefit.
- LU 02 In conjunction with the County, review and where appropriate strengthen codes and ordinances related to construction and design (design guidelines) in order to preserve the high quality and integrity of the built environment.
- LU 03 Revise ordinances to require buffering or transitional spaces between adjacent higher and lower intensity land uses.
- LU 04 Improve negative stormwater conditions in at least one low-moderate income neighborhood.
- LU 05 Review and amend as necessary ordinances to prevent the filling, obstruction/destruction of natural drainage areas.
- LU 06 Revise regulations and ordinances to require that all new developments manage storm water runoff so that they hold the first inch of rainfall on site, runoff at build-out is not greater than that prior to development, and contaminants are not introduced into water bodies.
- LU 07 Revise regulations and ordinances to establish parking design standards and appropriate limits on the number of spaces.
- LU 08 Implement the *Major Thoroughfare Plan (2007)* with consideration given to the *East Georgia Multi-County Transportation Plan (2007)* to address transportation and traffic-calming issues in a comprehensive and community-oriented manner.
- LU 09 Revise regulations and ordinances to incentivize and require as necessary those aspects of transportation planning necessary to promulgate a distributed road network (grid system) as identified in the thoroughfare plan.
- LU 10 Revise regulations and ordinances to limit the number of access points and curb cuts on major thoroughfares arterials, and major collector roads by requiring new developments provide for shared driveways, larger frontages, frontage roads and other appropriate means in order to maintain efficient traffic flow on the roadways.
- LU 11 Implement the *Green Print (2003)* and the *Green Print Addendum (2008)* plan as guide for a comprehensive environmental protection program, in amendments to the Land Use Plan and as a factor in analyzing environmental impacts.
- LU 12 Revise environmental ordinances to provide additional protection for wetlands (zero wetlands loss), riparian, and groundwater recharge areas.
- LU 13 Develop implementation plan for the use of innovative land conservation tools and funding sources for greenspace protection.
- LU 14 Establish a permanent city policy for the perpetual management and protection of land set aside for conservation.
- LU 15 Initiate a lot build out analysis to determine the number of existing buildable sites for residential and non-residential development in Madison.
- LU 16 Create an ADA compliance plan for the city.
- LU 17 Apply for PlanFirst Program, recognizing comprehensive planning and implementation.
- LU 18 Establish Madison's first independent Planning & Zoning Commission and host legal training workshop for appointed and elected officials.
- LU 19 Adopt mirror building codes/fees, contract labor for building official services, incorporate building tech, plan review, and permitting processes, and secure land disturbance issuing authority status.
- LU 20 Host public input process and prepare independent Comprehensive Plan (20YR vision; 5YR agenda).

DISPOSITION

COMPLETED
COMPLETED
COMPLETED

COMPLETED
IN PROGRESS
IN PROGRESS
IN PROGRESS

ABANDONED
Reprise - Next STWP

POSTPONED - Reprise (TBD)

POSTPONED - Legal Issues
COMPLETED
POSTPONED - Reprise (TBD)
POSTPONED - Reprise (TBD)

POSTPONED - Reprise (TBD)

NOT STARTED - Next STWP

POSTPONED - Reprise (TBD)

POSTPONED - Legal Issues

COMPLETED

IN PROGRESS

COMPLETED

COMPLETED
COMPLETED

COMPLETED
COMPLETED
COMPLETED

COMPLETED

COMPLETED


Community Participation

PARTICIPATION TECHNIQUES

58

PUBLIC NOTICE - SAMPLES

Small Town: BIG PLANS
City of Madison Comprehensive Plan '17



THE CITY OF MADISON MAYOR & COUNCIL WILL HOLD THE INITIAL PUBLIC HEARING REGARDING THE 2017 COMPREHENSIVE PLAN:

Madison Public Safety Building
160 N. Main Street, Suite 400,
Madison, GA, 30650
January 11, 2016 @ 5:30 p.m.


AT THIS MEETING, THE CITY PLANNING DEPARTMENT WILL:

- 1 Review Georgia's Requirements for Quality Planning
- 2 Outline the Process and Timeline for the Comp Plan
- 3 Identify Opportunities for Citizen Participation

"Every 10 years, Georgian cities and counties are required to engage in proactive planning. The 2017 Plan will represent 50 years of local planning by Madison. I invite each of you to participate as we utilize the best tool that citizens have to influence the quality of life in their community and provide for years and generations to come."
-Mayor Fred Partman.

City of Madison
1 of the first 10 PlanFirst communities of Georgia's cities and counties

Small Town: BIG PLANS
City of Madison Comprehensive Plan '17



THE CITY OF MADISON MAYOR & COUNCIL WILL HOLD THE PUBLIC HEARING REGARDING THE 2017 COMPREHENSIVE PLAN:

Madison Public Safety Building
160 N. Main Street, Suite 400,
Madison, GA, 30650
October 1, 2018 @ 5:30 p.m.

AT THIS MEETING, THE CITY PLANNING DEPARTMENT WILL:

1. Review Georgia's Requirements for Quality Planning
2. Review the draft Comprehensive Plan: Community Goals, Needs & Opportunities, and Work Program
3. Review Community Involvement and Receive Further Public Comments

"Every 10 years Georgian cities and counties are required to engage in proactive planning. The 2017 Plan will represent 50 years of local planning by Madison. I invite each of you to participate as we utilize the best tool that citizens have to influence the quality of life in their community and provide for years and generations to come."
- Mayor Fred Partman

CITY OF MADISON NOTICE TO THE PUBLIC

THE CITY of Madison announces the continuance of the October 1, 2018 Public Hearing for the draft comprehensive plan at 5:30 pm on Monday, October 29, 2018 in the Public Meeting Hall, 160 N. Main Street, Suite 400, High Street Entrance, Madison, GA.

THE PURPOSE of the Public Hearing is to brief the community on the contents of the plan, provide an opportunity for final suggestions, and to notify the public of the submittal and adoption schedule. Written suggestions to provide the council advance reading time may be supplied to the City Clerk by October 22, 2018.

ALL INTERESTED should attend. Questions should be directed to the Department of Planning & Development by calling 706-342-1251 x207.

LEGAL ADVERTISEMENTS

- Morgan County Citizen, 31 Dec 2015, A9
- Morgan County Citizen, 13 Sep 2018, C2
- Morgan County Citizen, 11 Oct 2018, D5
- Morgan County Citizen, 18 Oct 2018, D5
- Morgan County Citizen, 25 Oct 2018, D5
- Morgan County Citizen, 2 Nov 2018, D5
- Morgan County Citizen, 6 Nov 2018, D5




Appendix A,
Participation Techniques
2016-2019

Quick Reference Extract
see appendix for more
detailed information

WEBSITE
www.madisonga.com

- NEWSLETTERS (utility distribution)**
- Madison Matters, Cover, Dec/Jan 16
 - Madison Matters, Cover, Feb/Mar 16
 - Madison Matters, Cover, Apr/May 16
 - Madison Matters, Center, Apr/May 16
 - Madison Matters, Cover, Oct/Nov 17
 - Madison Matters, Cover, Oct/Nov 18

POSTERS - Neighborhood Forum & Open House

Small Town: BIG PLANS
City of Madison Comprehensive Plan '17

TOPIC OPEN HOUSES

- March 19, 2016
LET'S FOCUS ON: RECREATION & BEAUTIFICATION
- May 21, 2016
LET'S FOCUS ON: HERITAGE & TOURISM
- July 16, 2016
LET'S FOCUS ON: HOME & NEIGHBORHOOD
- September 17, 2016
LET'S FOCUS ON: SAFETY & SERVICE
- November 19, 2016
LET'S FOCUS ON: REVITALIZATION & GROWTH


Not a Public Meeting Participant? Visit www.madisonga.com to learn how to get involved and more with suggestions to become a valued advocate for your neighborhood, and your city, for years to come.

Join us Saturday, 10:00 A.M. - 2:00 P.M. in the Meeting Hall, Suite 400 of the Public Safety Building, 160 N. Main St., High Street Entrance.

Small Town: BIG PLANS
City of Madison Comprehensive Plan '17

FIND YOUR LOCATION AND JOIN THE CONVERSATION

NEIGHBORHOOD FORUMS



Join us on Monday, 5:30 - 7:00 P.M. at the location nearest you.

Not a Public Meeting Participant? Visit www.madisonga.com to learn how to get involved and more with suggestions to become a valued advocate for your neighborhood, and your city, for years to come.

PUBLIC PARTICIPATION CALENDER - CUMULATIVE

| | | |
|--------------------------|----------------------------|-----------------------|
| January 11, 2016 | Mayor & Council | Public Hearing |
| January 28, 2016 | Planning Department | Neighborhood Forum |
| February 2, 2016 | Planning Department | Neighborhood Forum |
| February 4, 2016 | Planning Department | Neighborhood Forum |
| February 11, 2016 | Planning Department | Neighborhood Forum |
| February 15, 2016 | Planning Department | Neighborhood Forum |
| February 11, 2016 | MC Middle School | Focus Group |
| | MC High School | Focus Group |
| February 25, 2016 | Senior Center | Focus Group |
| | Prime-Timers | Focus Group |
| March 19, 2016 | Planning Department | Open House |
| July 16, 2016 | Planning Department | Open House |
| July 28, 2016 | Steering Committee | Group Meeting* |
| August 25, 2016 | Steering Committee | Group Meeting* |
| September 29, 2016 | Steering Committee | Group Meeting* |
| September 30, 2016 | Community Leaders | Interviews |
| October 31, 2016 | Steering Committee | Group Meeting* |
| November 19, 2016 | Planning Department | Open House |
| October 1, 2018 | Mayor & Council | Public Hearing |
| October 23, 2018 | Steering Committee | Group Meeting* |
| October 29, 2018 | Mayor & Council | Public Hearing |
| November 12, 2018 | Mayor & Council | Public Hearing |
| February 11, 2019 | Mayor & Council | Public Meeting |

BOLD (required) *Collective meetings facilitated by the Planning Consultant and attended by the Planning Department. The three work groups of the Steering Committee also met independently as necessary to complete assignments and gathered for group meeting for presentation and facilitated discussion.

MEETING SIGN-IN SHEET (sample)
COMMUNITYSURVEY FORM (example)

NEIGHBORHOOD FORUM
February 11, 2016

| Name | Home Address |
|----------------|----------------|
| Rick Stanton | 842 Park Lane |
| Patty Champion | 803 Hays St |
| Sarah McKeever | 2490 Coach Rd. |

| Name | Home Address |
|-------------------|----------------------------|
| ANN-MARIE KAUSH | 510 FOSTER STREET |
| AUDREY WINDOPE ST | 639 EUROPE AVE |
| BO JACKSON | 408 S. Main |
| Kathleen Leonard | 3556 16 th Main |
| Virginia Spawth | 808 So Main Street |
| Christie Spawth | 573 N. Main |
| Galie Jordan | 800 Crawford |
| Jane Howell | 408 S. Main St |

| Name | Home Address |
|---------------------|---------------------|
| Will & Kevin Meeler | 770 Foster St. |
| Barry Argowes | 2201 Nolan Stone Rd |
| TED ARNOLD | 591 S. MAIN ST. |

| Name | Home Address |
|---------------|---------------------|
| Yvonne Miller | 805 Park Lane |
| Joe Johnston | 840 Crawford Street |
| Jeff Miller | 805 PARK LN. |
| Maureen Roman | 855 William St. |
| Rick Stanton | 842 Park Lane |
| DAN LIND | 264 W. WATSON ST. |

Small Town: BIG PLANS
By the Wisconsin State Parks Dept

MADISON

BASICS - ANONYMOUS
 Your Street Name (only): Alpine
 Age: 52
 Gender: M F

QUALITY OF LIFE

1 How long have you and/or your family been a city resident? <5 yrs 5-10 yrs 10-20 yrs 20+ yrs

If you moved to the city in the last 10 years, why did you choose Madison? employment to be near family
 open business other

2 What do you like the best about living in Madison? small town cost of living
 caring community quiet town
 peaceful neighborhood low taxes
 family atmosphere ease of travel
 metropolitan proximity local activities
 shopping options crime
 property damage poverty
 race relations noise
 slacks to eat streams/roads
 lack of activities/events housing choices

3 How important are the following factors to you in Madison?

| | | | | | |
|----|---|--|-----------------------------------|--|-------------------------------------|
| Sa | safe place to live | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sb | clean and attractive | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sc | homestead atmosphere | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sd | adequate medical facilities | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input checked="" type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Se | vibrant and active downtown | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sf | selection of housing | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sg | quality schools | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sh | shopping opportunities | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Si | environmental quality of water/air | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sj | public services (library, fire, police) | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sk | travel with ease throughout city | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sl | walkability and sidewalks | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sm | availability of employment | <input checked="" type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |
| Sn | other (you may add more than one): | <input type="checkbox"/> very | <input type="checkbox"/> somewhat | <input type="checkbox"/> not at all | <input type="checkbox"/> no opinion |

COMMUNITY IMAGE/PERCEPTION

6 How would you rank Madison against other similar size cities as a place to live, work, and play? best in region below average
 generally good poor

7 Over the last 10 years, do you believe that the quality of life has? average no opinion
 improved stayed about the same
 declined

8 Would you recommend Madison as a good place to live to a friend/family? yes no
 main reason (whether yes or no):

References: Leader • Departments • Boards

| | |
|-----|------------------------------------|
| CM | City Manager Office |
| CC | City Clerk Office |
| COD | Code Enforcement Office/Officer |
| CSC | Cemetery Stewardship Commission |
| CVB | Convention & Visitors Bureau |
| DDA | Downtown Development Authority |
| FD | Finance Director Office |
| GCC | Greenspace Conservation Commission |
| HPC | Historic Preservation Commission |
| HOC | Housing Opportunity Commission |
| HR | Human Resources Office/Officer |
| M&C | Mayor & Council |
| MFD | Madison Fire Department |
| MPD | Madison Police Department |
| MMS | Main Street Office/Officer |
| P&D | Planning & Development Department |
| PAC | Public Arts Commission |
| PI | Public Information Office/Officer |
| PZC | Planning and Zoning Commission |
| S&S | Street & Sanitation Department |
| UT | Utility Department - Distribution |

References: Estimate • Costs • Grant

| | |
|---------|---|
| CDBG | Community Development Block Grant |
| CHIP | Community Home Investment Program |
| DDA | Downtown Development Authority |
| FHB | Federal Home Bank |
| GEFA | Georgia Environmental Finance Authority |
| GF | General Funds |
| H-M | Hotel-Motel Pass Through Tax |
| In-Kind | Donation of Materials and/or Labor |
| LIHTC | Low Income Housing Tax Credit |
| LDF | Local Development Funds |
| OneGA | One Georgia Grant Funds |
| SDS | Service Delivery Strategy |
| SPLOST | Special Purpose Local Option Sales Tax |
| ENT | Enterprise Funds (Sewer, Water, Gas) |

References: Places • Districts • Districts

| | |
|------|-----------------------------------|
| A&E | Arts & Entertainment Overlay |
| DURA | Downtown Urban Redevelopment Area |



Sincere Gratitude

For each of you who engaged in random or very deliberate acts of kindness during this extended process, please know your positivity and support were so very much appreciated.

~ Madison Planning & Development Staff



APPENDICES

APPENDIX A: PARTICIPATION TECHNIQUES

Public Awareness

| | |
|---------------------------------------|---|
| A-1.1 Public Notices | 1 |
| A-1.2 Newsletter Articles | 3 |
| A-1.3 Media Coverage | 5 |
| A-1.4 Public Hearings / Minutes | 7 |

Public Participation & Public Education

| | |
|--|----|
| A-2.1 Neighborhood Forums | 17 |
| <i>Advertising</i> | 17 |
| <i>Standard Agenda</i> | 18 |
| <i>Process Presentation</i> | 19 |
| <i>Call & Response - SWOT Analysis & Prioritization</i> .. | 22 |
| <i>Attendance Documentation</i> | 23 |
| A-2.2 Community Survey | 25 |
| <i>Results Report</i> | 25 |
| <i>City Survey - Blank Form</i> | 37 |
| <i>County Survey - Blank Form</i> | 39 |
| A-2.3 Focus Group Reports | 45 |
| <i>Younger Demographic</i> | 45 |
| <i>Older Demographic</i> | 49 |
| <i>Leadership Interviews</i> | 51 |
| A-2.4 Open Houses | 55 |

Stakeholder Involvement

| | |
|--|-----|
| A-3.1 Madison Plans Committee (MPC) Agendas | 57 |
| A-3.2 Presentation - Process & Participation | 63 |
| A-3.3 Work Groups: Homework Assignments | 73 |
| A-3.4 Work Product: Character Area Planning | 75 |
| <i>Character Area Descriptive Observations</i> | 77 |
| <i>Character Area Map Conceptualization</i> | 81 |
| <i>Character Area Adjustment Recommendations</i> | 83 |
| A-3.5 Work Product: Top 10 Challenges | 87 |
| A-3.6 Work Product: STWP Report Card | 97 |
| A-3.7 MPC Visioning Report | 111 |

APPENDIX B: ASSESSMENT TOOLS

| | |
|---|--------------------|
| B-1 Atlas | Companion Document |
| B-2 Regional Performance Standards Review | 117 |
| B-3 Quality Community Objectives Assessment | 123 |

APPENDIX C: IMPLEMENTATION STRATEGY

| | |
|---|-----|
| C-1 Report of Accomplishments | 131 |
| C-2 Short-Term Work Program (2017-2022) | 149 |
| C-3 Annual Update (FY18-19) | 157 |

DECEMBER 31, 2015 WWW.MORGANCOUNTYCITIZEN.COM News & Features A9

Obituaries

INDEX >>> Katherine Boardman, Virgil Bumgarner, Mother Delle Franklin, Dera Ann Luck, William Ross O'Dell, Jeanette V. Pinson

Virgil Jackson Bumgarner

Virgil Jackson Bumgarner, 85 of Madison, died December 23, 2015. He was the son of the late Clayton and Ola Rice Bumgarner. Mr. Bumgarner was preceded in death by his wife, Dorothy Shephard Bumgarner.

He is survived by one daughter, Connie Bumgarner Cunningham and Jimmy. He leaves one granddaughter, Emily Cunningham Lay and three great grandsons, Jim, John, and Jay-Lay. He is also survived by a sister, Jo MacCram and two brothers, Johnny Bumgarner and Bob Bumgarner. He was preceded in death by a brother, Bill.

Mr. Bumgarner was a lifelong resident of Morgan County. He grew up attending Sugar Creek Baptist Church. He worked in the timber industry and raised beef cattle. He enjoyed studying history and talking with people. He was a devoted Christian, spending countless hours reading his Bible.

Mr. Bumgarner's family received friends on Monday, December 28 from 1-2 p.m. The funeral service was held at 2 p.m. in the chapel of A.E. Carter Funeral Home. Interment followed at Sugar Creek Cemetery. Memorials may be made to the Alzheimer's Association.

Mother Delle Mathis Franklin

Mother Delle Mathis Franklin was born September 1, 1917 to the late Mrs. Mathis and Ada Crawford Mathis. On December 12, 2015 Delle made the transition from her earthly home to her Heavenly Mansion. She leaves to cherish her memories, eight children, 22 grandchildren, 40 great grandchildren.

We the family of Delle Mathis Franklin, acknowledge with deep appreciation the many expressions of love, concern, steadfast home to her Heavenly Mansion. She leaves to cherish her memories, eight children, 22 grandchildren, 40 great grandchildren.

She was preceded in death by her father W.R. O'Dell, his mother Helen O'Dell, his brother Tom O'Dell and sister Anne O'Dell Ozburn.

Bill is survived by his wife of 58 years Beverly O'Dell, his children, Angie O'Dell Ellis, Amy O'Dell, and Ross O'Dell as well as six grandchildren and his sister Jane

William Ross O'Dell

County Chamber of Commerce. Bill O'Dell died peacefully at home surrounded by his family. Bill O'Dell was born March 1, 1936 in Ellijay, son of W.R. O'Dell and Helen West O'Dell. Bill was raised in Newnan, and was a graduate of Newton high school. He was awarded a football scholarship from Clemson University and was awarded 2nd Team All Conference his senior year. He was drafted by the Pittsburgh Steelers but upon graduating with a degree in Textile Engineering he decided to start his business career.

While in Clemson he was a member of the ROTC and later served in the US Army at Fort Knox followed by 10 years of National Guard service in LaGrange.

He held the position of President and CEO of Wellington Leisure Products for 25 years. He served as President of the Georgia Textile Manufacturers Association and President of the American Cordage Institute. He served on the Board of Directors of the Bank of Madison.

Within the community he served as the chairman of the recreation board of Morgan County for three years. He was recognized as a volunteer of the year. He was a Board member of Madison-Morgan County Cultural Center and President of the Morgan

Katherine Baker Blackshear Boardman

Katherine Baker Blackshear Boardman passed away Monday, December 21, 2015. Kate was born May 15, 1935, the only child of Helen and Nona Blackshear. She was preceded in death by her husband, William K. Boardman.

She is survived by her children, William, Helen, Boardman of Clayton; David Robert Boardman and his wife, Sally Hunter Boardman of Madison; and Katherina Anne Boardman of Washington, Ga.

Kate earned her Bachelor of Liberal Arts from the University of Georgia, Master of Romance Languages from Duke University, Master of Counseling and Doctorate of Higher Education Administration from UGA. Dr. Boardman was on faculty at UGA's Career Planning and Placement Center and the executive director of Career Development Center of Northeast Georgia. She wrote a long-running column of career advice for the Athens Banner-Herald. Kate was an officer of First Presbyterian Church of Athens and an ordained member of Newnan International, serving terms as President of Athens (2004) and U. Government of Oconee County. Other interests included Alpha Gamma Delta, Public Works Board, The University Women's Club, The President's Olds Motion Picture Association (Past President), and Leadership Athens. She was a Contract Risky Males, playing in tournaments across the southeast, and known by her bridge friends and partners as "The Master Male".

A Service of Witness to the Remembrance (Sunday, January 3, 2 p.m., at First Presbyterian Church of Athens, 1111 E. Broad Ave., Athens. In lieu of flowers, memorials may be made to KGW's International program, charity fund at www.kgw.org, or to Washington-Wilkes County, Inc., P.O. Box 176, Washington, GA 30673.

Jeanette V. Pinson

Jeanette V. Hayes Pinson, 79 of Rutledge, died December 28, 2015. She was the daughter of James and Viola Crawford Pinson. She was married to the late James Ernest Pinson. Mrs. Pinson was retired from "Senior Child Care" retirement that she owned for many years. After retirement, she went back to work at "The Old Colonial Restaurant" where she worked another 17 years.

Mrs. Pinson was a member of Sandy Creek Baptist Church. She enjoyed reading and loved crossword puzzles.

Mrs. Pinson is survived by two daughters, Sarah Mullis of Madison and Cindy Taylor of Philadelphia, Penn. She also leaves two sisters, Claudia Kitchens and Sylvia McCall; and a brother, Bill Hayes.

Dera Ann Luck, 61 of Rutledge, died December 22, 2015. She was a native of Franklin County. She was born October 14, 1954 to Jessie Eugene Smith and Terie Williamson Smith. She was married to the late Charles A. Luck of Rutledge. Mrs. Luck was a homemaker and member of

the occasion. DAB aims to emphasize citizens' responsibilities for protecting and defending the Constitution, inform people that the Constitution is the basis for America's great heritage and the foundation for our way of life and lastly to encourage the study of the historical events which led to the framing of the Constitution. Sept. 17-23, Constitution Week is a great time to learn more about this important document and celebrate the freedoms it has given us.

Mayor Fred Periman signs a Proclamation which sets aside Sept. 17-23 for the observance of Constitution Week. The Henry Watson Chapter of the Daughters of the American Revolution, along with State and National DARE, ask the city annually to dedicate this specific date as an observance of Constitution Week. With great joy, the pioneers from The Presbyterian Church rang the church bell to honor

Special to the Citizen
Please note the following: General Membership Meeting of the NAACP Morgan County Branch. For the purpose of election of officers and all large members of the executive committee.

On October 4, at Calvary Baptist Church at 6:30 p.m. there will be a report of the Nominating Committee, receipt of Nominations by Petition, and election of the Election Supervisory Committee. All members whose memberships are current as of April 1st may be nominated for office or as an at-large member of the Executive Committee. In order to sign a nominating petition, or be elected to the Election Supervisory Committee, a member must be current as of 30 days prior to the October meeting.

On November 1, the election of officers and at-large members of the Executive Committee will take place at Calvary Baptist Church. Polls will open from 6:00 p.m. to 6:00 p.m.

In order to vote in a Branch election, one must be a member in good standing of the Branch 30 days prior to the election. A form of identification is required. Should a run-off election be necessary, run-off elections shall be conducted not less than ten (10) days after the original election.

We look forward to your participating in these activities.

Mrs. Sheila Tolbert, Secretary

C2 News & Features SEPTEMBER 13, 2018 WWW.MORGANCOUNTYCITIZEN.COM

Sept. 17-23, Constitution Week




Morgan county NAACP updates

For Michael & Brittany



Special to the Citizen
Special to the Citizen
Special to the Citizen

Small Town: BIG PLANS
City of Madison Comprehensive Plan '17

MADISON
THE CITY OF MADISON
MAYOR & COUNCIL
WILL HOLD THE PUBLIC HEARING REGARDING THE 2017 COMPREHENSIVE PLAN:

Madison Public Safety Building
160 N. Main Street, Suite 400,
Madison, GA 30650
October 1, 2018 @ 5:30 p.m.

AT THIS MEETING, THE CITY PLANNING DEPARTMENT WILL:

1. Review Georgia's Requirements for Quality Planning
2. Review the draft Comprehensive Plan: Community Goals, Needs & Opportunities, and Work Program
3. Review Community Involvement and Receive Further Public Comments

"Every 10 years Georgia cities and counties are required to engage in proactive planning. The 2017 Plan will represent 50 years of local planning by Madison. I invite each of you to participate as we utilize the best tool that citizens have to influence the quality of life in their community and provide for years and generations to come."

—Mayor Fred Periman

City of Madison
1 of the first 10 PlanFirst communities of Georgia's cities and counties

Answers from last week's puzzle.

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| R | O | D | E | O | S | E | M | I | T | E |
| D | E | M | A | R | C | U | S | C | O | M |
| I | C | D | I | A | T | H | E | S | I | S |
| D | I | A | S | T | A | N | R | U | I | L |
| O | P | T | S | P | E | N | E | S | S | A |
| E | R | C | A | R | S | A | M | B | I | D |
| E | T | O | N | | P | A | D | R | E | S |
| F | L | A | M | | R | E | I | S | | |
| S | A | L | U | T | E | S | A | N | D | |
| A | N | I | E | D | P | M | A | T | G | A |
| M | A | S | T | D | E | L | E | D | S | E |
| A | T | A | R | O | W | E | D | A | R | A |
| R | I | C | A | R | P | E | T | B | A | G |
| A | C | C | O | M | P | L | I | S | H | M |
| S | E | S | A | M | E | P | A | R | S | E |

Classified Ads 15/wk!
CALL 706-342-7440

> October 1, 2018 Continuance A
Morgan County Citizen, 11 Oct 2018, D5
Morgan County Citizen, 18 Oct 2018, D5
Morgan County Citizen, 25 Oct 2018, D5
October 1, 2018 Continuance B
Morgan County Citizen, 2 Nov 2018, D5
Morgan County Citizen, 6 Nov 2018, D5

Legal Advertising

FOR LEGAL ADVERTISING INFORMATION >>> Contact Monetary Powers at 706-342-7440 or morganlega@gmail.com

NOTICE OF SALE UNDER POWER... NOTICE OF DEBTS AND CREDITORS OF ESTATE... NOTICE TO DEBTS AND CREDITORS...

COUNTY OF MORGAN... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

OCTOBER 11, 2018

FOR LEGAL ADVERTISING INFORMATION >>> Contact Monetary Powers at 706-342-7440 or morganlega@gmail.com

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE OF SALE UNDER POWER... NOTICE OF DEBTS AND CREDITORS OF ESTATE... NOTICE TO DEBTS AND CREDITORS...

COUNTY OF MORGAN... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE OF SALE UNDER POWER... NOTICE OF DEBTS AND CREDITORS OF ESTATE... NOTICE TO DEBTS AND CREDITORS...

COUNTY OF MORGAN... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE OF SALE UNDER POWER... NOTICE OF DEBTS AND CREDITORS OF ESTATE... NOTICE TO DEBTS AND CREDITORS...

COUNTY OF MORGAN... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS... NOTICE TO DEBTS AND CREDITORS...

"The Morgan County Citizen... it's just like family... I HAVE to have it... -Ollie Mae Love... Ollie Mae knows what's happening in her county... Be like Ollie Mae... To subscribe, call 706-342-7440 or visit www.morgancountycitizen.com

CITY OF MADISON NOTICE TO THE PUBLIC... THE CITY OF Madison announces the continuance of the October 1, 2018 Public Hearing for the draft comprehensive plan at 5:30 pm on Monday, October 29, 2018 in the Council Meeting Hall, 500 N. Main Street, Suite 400, High Street Entrance, Madison, GA.

Quick Notes

Downtown Street Closings
 On Saturday, December 9, the following streets will be temporarily closed from 9:00 a.m. to 11:00 p.m. for a road race: Academy Street, First Street, Old Post Road, and Dixie Avenue (as well as intersecting streets along the route). Watch for runners!

On Saturday, December 9, the following streets will be temporarily closed from 3:15-5:00 p.m. for a parade: College Avenue, N. Main Street, W. Jefferson Street, and Second Street (as well as intersecting streets along the route). Watch for floats, walking participants, and families along the route.

City Holidays
 Madison City Hall will be closed to observe the Christmas holiday on Friday, December 22 and on Monday, December 25 and to observe the New Year's holiday on Monday, January 1.

Garbage On The Holiday Weeks
 Week of December 17-23: Thursday route shifts to Wednesday and Friday route shifts to Thursday. All other routes are the same.

Week of December 24-30: Monday route shifts to Tuesday and Tuesday route shifts to Wednesday. All other routes are the same.

Week of December 31-January 6: Monday route shifts to Tuesday. Tuesday route shifts to Wednesday.

Recycling On The Holidays
 The City's recycling vendor will provide regular service on Mondays throughout the holidays.

Planning Positivity for the New Year

As the year wanes and a new year dawns, the Steering Committee will meet again to call into service to review and comment on the progress for the Comprehensive Plan 1) the public input component gathered throughout 2016, 2) the community-agriculture and new character area map (new state terminology for final goals and future land use), and 3) the local work plan. The final review of Steering Committee meetings will culminate in a public hearing by the Mayor and Council in Spring 2018.



Steering Committee receives draft character area map.

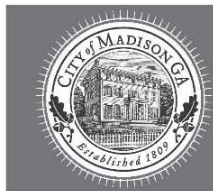
available human and financial resources. Madison's new plan aims for a 10-year horizon with a 5-year achievable program of work. Callahan sums up, "Hopefully, a little density but rooted in local character."



Steering Committee receives draft character area map.

"Although data-based per usual, our citizens can expect the city's newest edition to echo the user-friendly and executive summary approach outlined by the (NEGARC) Northeast Georgia Regional Commission's modern regional plan," shares Planning Director Monica Callahan. "Often such documents are dense, clunky and suffer from unrealistic aspirations, in lieu of offering retrospective observations and realistic objectives based on

Madison Matters, Cover, Oct/Nov 17
 Madison Matters, Cover, Oct/Nov 18



www.madisonga.com

132 N. Main St. P.O. Box 32 Madison, GA 30650 | Tel. (706) 342-1251

Quick Notes

Downtown Street Closings

Friday, October 12, 5:00 p.m. until Saturday, October 13, 5:00 p.m. for a festival: Second St. (W. Washington St. to W. Jefferson St.) and W. Jefferson St. (Second St. to Godfrey's).

Saturday, October 13, 7:00-11:00 a.m. for a road race: Academy St., First St., Old Post Rd., and Dixie Ave. as well as intersecting streets along the route. Please watch for runners.

Wednesday, October 31, 3:30-6:30 p.m. for the Spooktacular Halloween Costume Parade: Second St. (W. Washington St. to W. Jefferson St.)

City Holiday: Thanksgiving
 Madison City Hall will be closed to observe Thanksgiving on Thursday and Friday, November 22 & 23. Our doors will reopen bright and early at 8:00 a.m. on Monday, November 26.

Garbage On The Holiday
 Thanksgiving week, the Sanitation Department will run a short week schedule. If you normally see your friendly garbage man on Thursday or Friday, you will be served on Wednesday, November 21 that week. The "Junk Truck" will run on Wednesday as usual.

Gentle Reminder
 The leaf-and-limb truck runs a continuous route throughout the city on a daily basis, so there is no set time for pick-up. For safety, efficiency, and courtesy, please do not place yard waste in the following locations: on sidewalks or in roads, blocking gutters or drainage ditches, next to power poles or utilities, under power lines, blocking mailboxes or driveways, under trees with low hanging limbs.

Best Laid Plans

With great public participation in 2016, data collection in 2017, and composition this year, the Madison Comprehensive Plan is in final draft form. After a compliance check by the Northeast Georgia Regional Center, the plan proceeds for review by Georgia Department of Community Affairs (DCA) and returns to Mayor & Council for adoption after requisite revisions.

Planning Director Monica Callahan indicated that "the plan is very modest and dense, and even so, will likely still be considered too expansive by NEGARC recommendations and DCA expectations." While prior plans were very in depth, new plans for Social Circle, Covington, and Monroe reveal the new pattern for local planning. Callahan shared, "We put it to the side for awhile and ditched preliminary topical chapters. Hopefully we've now hit a happy medium. First drafts were closer to Gainesville[is plan], but after looking to Morgan County's adopted plan and surrounding cities, we reconsidered and essentially started over."

The plan does feature Character Area Planning-DCA's new recommendation for future land use maps. Each area on the map has a defining narrative about how the community expects that

area to be in the future and guidelines to assist decision-makers to achieve the land use goals for those areas. Character Area Planning is a departure from traditional land use mapping, where each parcel is assigned a singular future land use and often confused with zoning. Character Area Planning is ultimately outcome-oriented, where multiple land uses or implementation strategies may be considered to reach the outcome desired. It can be both less and more restrictive depending upon the proposal.

"Like other local planners" admits Callahan, "I am not entirely comfortable with the new approach. I see the rationale for using zoning overlays with design guidelines which has been used successfully to achieve desired outcomes-like in our Corridor. This is similar, but with land use. But I know people struggle without rigid black/white answers, and possible maybes make them lose perspective. It is going to be an adjustment for all of us." Periodic updates to the plan are expected as the City adjusts to the new framework and uses an annual update procedure for the work program to gauge success.


SAT. Oct. 13
 10:00 a.m. - 4:00 p.m.
Taste Chili! Tasting Starts At 12:30
Tasting Wristbands Go On Sale At Noon
\$5 Tasting Wristband -
Cast Your Vote For People's Choice
Explore! The Handmade Marketplace
Eat! Great Festival Food **Drink!** Ice Cold Beer
Listen! The Second St. music stage will feature:
 Poncho Mac • Carrie Bowen Band • Silver Strings Bluegrass
 Joe Willey & The Movin' Men, and Angela Easterling Duo
Compete! In the Krystal Chili Pup Eating Contest
 at 1:40. For info, <http://bit.ly/MADchiliuppeating>
Cook-off Trophies awarded at 3:20 from the Pavilion Stage - come support the winners!

APPENDIX A-1.3 MEDIA COVERAGE

Morgan County Citizen, 7 Jul 2016

Morgan County Citizen, 31 Aug 2016

Protect Historic Madison Website, downloaded Sep 2018



Madison moving in 'right direction' Mayor Perriman says

EDITOR / JULY 7, 2016 / NEWS / LEAVE A COMMENT

By Tia Lynn Ivey managing editor As a new fiscal year approaches on July 1, Madison Mayor Fred Perriman is proud of the progress accomplished in the last six months concerning comprehensive planning, a new trail system, the development of Silver Lakes Court, the Gilmore House, the coming Canaan Corner Store, the West Washington Street Gateway, and pursuing the expansion of affordable housing. "This is where we are after the first six months of the year. I'm happy to say that Madison is blooming in the right direction," Perriman. According ...

[Read More](#)



Madison holds 'Home and Neighborhood' open house event

EDITOR / AUGUST 31, 2016 / FRONT PAGE, NEWS / LEAVE A COMMENT

By Tia Lynn Ivey managing editor The City of Madison held an Open House last Saturday to present data to the public on the subjects of "Home and Neighborhood," as well as "Heritage and Tourism." City representatives provided information on the current housing stock in the city, opportunities for housing development, historic preservation, land maps and usage, environmental protection, and goals for the future. The city's open houses are all part of the process of comprehensive planning, which aims to establish a long-term plan that identifies specific long-term goals for ...

[Read More](#)



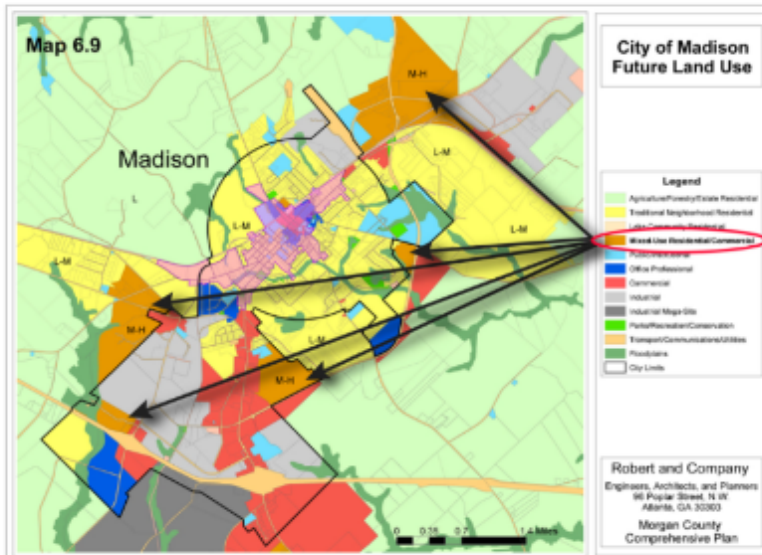
PROTECT HISTORIC MADISON

SAVE OUR HISTORIC NEIGHBORHOODS!

HOME THE ISSUE AT HAND WHAT YOU CAN DO TO HELP **LAND USE MAP & COMP. PLAN** LINKS TO INFO. CONTACT US GUEST EDITORIALS

The 2004 Comprehensive Plan specifically designates five areas for mid to high density development.

Map 6.9 City of Madison Future Land Use



Morgan County / Cities Joint Comprehensive Plan 2025

Concerned Citizens Website:

For reference, 2004 plan defines density (dwelling unit per acre):

HIGH – 0-.25 upa

MEDIUM (mid) – .25-1.0 upa


LOW – 1.0 upa

Current Comp Plan Reference:

Infill residential development proposed for 19 houses on a 12 acre tract within Historic District Overlay, were the land use density (L-M) plans a range of 1.0-.25 upa.

Review the rest of the website for other details. This is the expressed concern relevant to the Comp Plan.

your community - connect to news, events and information you care about. [View more information...](#)



City Services | Online Services | **MADISON GEORGIA** | Your Government | About Madison

Search Madison

Share | RSS | Email | Print

- Comprehensive Plan '17
- Cemetery Stewardship
- 2004 Joint Comprehensive Plan
- Corridor Management
- Greenspace Conservation
- Housing Opportunity
- Historic Preservation
- Planning & Zoning
- Public Arts Commission


Request Service | Pay Online | Stay Informed | Offer Opinion

Home > City Services > Planning & Development > Comprehensive Planning

Comprehensive Planning

Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



A public hearing was held **Oct 1, 2018** to provide public notice that the draft is complete and available online and at City Hall; to review the general contents of the plan; and to brief the public on the steps following submittal.

On **Oct 29, 2018** at a **Called Meeting**, the Mayor & Council will continue the final public hearing and review any additional public comments and plan revisions.

On **Nov 12, 2018** at a **Regular Meeting**, the Mayor & Council will consider the letter to transmit the plan to the Northeast Georgia Regional Commission (NEGARC). If NEGARC review is favorable, the plan proceeds to the Department of Community Affairs (DCA) for substantive review (usually 30-45 days). Thereafter, the plan returns to the **Mayor & Council** for consideration of the Resolution to Adopt.

Comprehensive Plan

[PLAN-FULL DRAFT](#)
[I - Community Participation](#)
[II - Community Assessment](#)
[III - Community Vision](#)
[IV - Community Agenda](#)

Appendix

[APPENDIX-FULL COPY](#)
[Participation Techniques](#)
[Assessment Tools](#)
[Implementation](#)

Atlas

[ATLAS-FULL DRAFT](#)
[Leadership](#)
[Natural & Cultural Resources](#)
[Community Facilities](#)
[Housing](#)
[Economic Development](#)
[Land Use](#)

How do we align with our County and Region plans?

[Northeast Georgia](#)
[Morgan County](#)
[Bostwick](#)
[Buckhead](#)
[Bulledge](#)
[Covington](#) | [Jackson](#) | [Monroe](#)
[Social Circle](#) | [Winterville](#)






Madison Plans Committee

- Fred Perriman, Mayor
- Joe Diletto, Councilmember
- David Nunn, City Manager
- James Woodard, MC Schools
- Megan Morris, MC Hospital
- Bob Hughes, MC Chamber
- Ellen Ianelli Sims, CVB
- Clifton Hanes, DDA
- Eric Joyce, HPC
- David Land, GSC
- Sonny Pennington, CDC
- Judy Thomas, HOC
- Lynn Treadwell, CSC
- Robert Trulock, P&Z
- Cheryl Bland
- Teresa Dorsey
- Deborah Massey
- Alan Orr
- Julie Speyer
- ...
- Jimmy Wyatt
- Facilitator, Jessica Tuller
- CP&CD Director, Monica Callahan
- [Contact Us](#)

FAQS

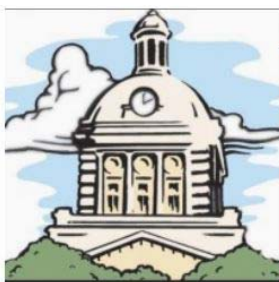
How is the public informed of the process?
 Is the city making an extra effort to increase public awareness?
 Can I get notices about city planning efforts?
 Can I review the previous comp plan?
 How can I also learn about or participate in the County Comp Plan?

[View All](#)

FIND US ON     

Home | Contact Us | Sitemap | Calendar | Powered by CivicPlus | About This Site | Mobile | Apps Download

132 North Main Street • Madison, Georgia 30650 • Main: (706) 342-1251 • cityhall@madisonga.com
 Mailing Address: City of Madison / City Hall • P.O. Box 32 • Madison, Georgia 30650



Housing practices lead to classism?

TIALYNN IVEY / NOVEMBER 2, 2018 / NEWS

The City of Madison's proposed Comprehensive Plan, a long-term visionary document laying out the goals for Madison's future, received some criticism from members of the public over the acknowledgement of classism and racism surrounding housing issues in the city and over how public input on the Comp Plan was gathered and assessed. Clint Buchanan spoke at Monday evening's public hearing on the proposed Comprehensive Plan, and questioned the council about the inclusion of classism and racism in a "self-assessment" portion on social and economic development of the plan to be ...

[Read More](#)

APPENDIX A-1.4 PUBLIC HEARINGS

Minutes, Mayor & Council, 11 Jan 2016, P1, P3

Minutes, Mayor & Council, 1 Oct 2018, P1-4

Minutes, Mayor & Council, 29 Oct 2018, P1-3

Minutes, Mayor & Council, 12 Nov 2018, P1, P4-5

January 11, 2016

The Regular Meeting of the Mayor and Council of the City of Madison was held Monday, January 11, 2016, at 5:30 PM at the City of Madison Public Safety Building Meeting Hall, located at 160 N Main Street, Suite 400. Present were the following; Mayor Perriman; Council Members Blanton, Crawford, DiLetto, and Peters-Reid; Manager Nunn; City Clerk Hawk; Planner Callahan; Main Street Director Huff; Finance Officer Stapp, and Attorney Lee Abney filling in for Attorney Reitman. Absent: Council Member Hodges and Attorney Reitman. A quorum was present. The meeting was called to order by Mayor Perriman. Mayor Perriman welcomed those in attendance. Opening prayer and Pledge of Allegiance were led by Morgan County Cub Scouts.

Legal Matters

Public Hearing - 2017 Comprehensive Plan – Schedule and Committee

Callahan shared that a public hearing is required at the beginning of Comprehensive Planning and at the end. She reminded council that the deadline for adoption is June 30, 2017. She briefly outlined the schedule. The timeline includes: public forums, special topic meetings, monthly surveys, formation of a steering committee to be named Madison Plans, meetings with focus groups, and draft documents to be displayed online Nov/Dec 2016. Abney opened the public hearing stating that there would be five minutes for proponents and opponents. A public hearing was conducted and with no comments, Abney closed the public hearing. DiLetto asked what type of things are considered in comprehensive planning. Callahan said planning will look at space for growth, allocating enough land for stores and homes, and Nunn would be leading conversations in utility provision. These topics will be addressed at various open houses. Crawford asked if annexation would it change the plan. Callahan said that it would not. Blanton commended Callahan on working to get more public involvement.

2017 Comprehensive Plan – Citizen Participation & Committee Appointment

Planning Director Callahan said that Jessica Tuller has been selected to provide additional public services for public facilitation during comp planning and has submitted a quote for working with elected officials and neighborhood forums. She indicated no additional funds as it is already budgeted. Callahan also spoke about the Madison Plans committee. She reviewed those who have agreed to serve: Mayor Fred Perriman, Council Member Joe DiLetto, City Manager Nunn, James Woodard, Megan Morris, Bob Hughes, Ellen Sims, Clifton Hanes, Eric Joyce, David Land, Sonny Pennington, Judy Thomas, Lynn Treadwell and Robert Trulock. She also reviewed names recommended by council. She stressed the importance of the committee to reflect community diversity. Nunn suggested that council write down names and find out where the circles overlap by Friday. The committee is not a formal appointment so this suggestion should work. Callahan reviewed the Neighborhood Forum maps and dates.

2017 Comprehensive Plan | Madison Plans Committee – Staff Report, Mollie Bogle, 11 Jan 2016

Recommendations - Leadership

- Fred Perriman, Mayor
- Joe DiLetto, Councilmember
- David Nunn, Manager
- James Woodard, School System
- Megan Morris, Hospital
- Bob Hughes, Chamber
- Ellen Ianelli, CVB

Recommendations – Active Citizens

- Clifton Hanes, Banking (DDA)
- Eric Joyce, Retired Hospitality (HPC)
- David Land, ED Consultant (GSC)
- Sonny Pennington, Development (CDC)
- Judy Thomas, Bus Driver (HOC)
- Lynn Treadwell, Retired Retail (CSC)
- Robert Trulock, Finance (P&Z)

Council Suggestions for 7 At-Large

- Bennie Williams, Retired Foreman
- Jimmy Wyatt, Industry
- Cheryl Bland, Educator
- Teresa Dorsey, Nurse
- Phyllis Clark, Georgia Power
- Sirredia Huff, Walton EMC
- Dena Gilbert, Human Resources
- Debra Massey, Insurance Agent
- Takita Wyatt, ETCO Staffing Agency
- Alan Orr, Attorney
- Sam Ball, Real Estate
- Julie Speyer, Business Owner

October 1, 2018

The Called Meeting of the Mayor and Council of the City of Madison was held Monday, October 1, 2018 at 5:30 PM at the City of Madison Public Safety Building Meeting Hall, located at 160 N Main Street, Suite 400. Present were the following: Mayor Perriman; Council Member Blanton, DiLetto, Peters-Reid, Hodges and Joyce; City Manager Nunn; City Clerk Hawk; and Planning Director Callahan. Absent: Finance Officer Stapp; Main Street Director Huff; and Attorney Carter. The meeting was called to order by Mayor Perriman and he welcomed those in attendance. Opening prayer and Pledge of Allegiance were led by members of council.

Legal Matters

2017 Comprehensive Plan

Callahan opened the meeting by explaining that, prior to the public hearing, she will review the Comprehensive Plan and the procedure that will follow once the plan is approved for transmittal.

Callahan explained the Comprehensive Plan (Plan) includes Leadership & Vision, Home & Neighborhood, Heritage and Tourism, Recreation & Beautification, Safety and services, and Revitalization and Growth. Comprehensive planning and community development draw the items together. The plan evaluates projected city development. She explained the Plan is mandatory, written for 20 years, but effective for 10 years. She said a 5-year short term work program is completed as well. Callahan said recently a new law was passed that provides an option to update the Plan yearly.

She noted the Madison Plans Committee (committee/stakeholders) table is acknowledged in the front of the Plan. Callahan said the Plan documents public hearings at the start of the plan and when the draft is complete. She said the steering committee added at-large members so that diversity reflected the community. The Plan addresses approximately 9 square miles inside the city limits and a halo area immediately abutting the city.

She explained that the four components of the Plan include: 1. Public Participation, 2. Needs and Opportunities, 3. Vision and Land use Guide, and 4. Work Program. Once complete the plan is sent the Northeast Georgia Regional Commission (NEGARC) and then to Department of Community (DCA) affairs for review. Callahan explained cities receive Qualified Local Government (QLG) Status when a Plan is complete. She said, as of right now, the city is not in compliance, but once the plan is approved QLG status will be reinstated.

Public Participation (1)

Callahan reviewed the community participation portion of the Plan. She said the agendas for the stakeholders is included in the plan as well as announcements in the newspaper, newsletter, website, and social media. She covered the various public participation opportunities (neighborhood forums, open houses, etc.).

She explained that stakeholder participation, produced: 3 favorite places, a wordel, and top 10 challenges. A Community Survey is included in the plan as well.

Needs & Opportunities (2)

Callahan said at public meetings individuals were asked to identify fixers/keepers.

She also noted the self-assessment tools used to evaluate the city and what has been established in the last 10 years. She explained review of local areas growing quickly; areas that used to be brownfields and those relieved of brownfield status; sensitive resources (historic and environmental); and places needing aesthetic improvement. Callahan relayed the map to could be found in the Atlas.

Callahan reviewed the Regional Performance Standards, a self-assessment of backsliding or forward motion of the community. She said there are two levels of performance standards and the city meet all standards (minimum and excellence). Additionally, the state Quality Community Objective self-assessment tool measures the community against other communities.

Callahan took questions about the assessment tools. Hodges asked who regulates performance standards. Callahan said the NEGARC checks the Plan for required components.

Callahan made a note that Part 2 (page 10-31) is not required by the state.

Leadership

Callahan said the elected body, professional staff, and volunteers are all part of leadership. She noted unnumbered work plan items are listed on the pages, but not officially numbered until the work program are confirmed. ** Callahan informed Mayor and Council that needs and opportunities will be synced with the short-term work program. This is a new requirement of the Plan by DCA.

Natural Resources

She said items in this portion include hydrology and green space. She said items that are included in the top 10 challenges were noted. Planner Bryce Jaeck noted water and greenspace on the corresponding map.

Infrastructure

Infrastructure includes street connectivity, sidewalks, and ADA compliance. Callahan asserted that street connectivity is a little bit in flux and asserted the plan needs an update. Planner Jaeck will re-write the ADA compliance plan in 2018.

City Services

Safety includes both Police and Fire. The pay scale is included in items that have already been implemented or are being discussed. Callahan said that as of October 1, 2018 the Plan is required to include a broadband component, labeled as modernity.

Housing

Callahan said a housing component is required in some cities but not Madison. However, a housing component was included in the Plan because the city has a housing committee addressing stability, affordability, and choice in housing. DiLetto asked about the number of building permits that have been issued for the year. Planner Mollie Bogle said 15 permits have been issued for single family new starts. Callahan said there was a lot of discussion of affordable housing including; downsizing, work force housing, and retirement housing. She said the City scored low on choice.

Cultural Assets

Callahan said that rural assets were discussed, and the edge of the city/county were of concern. She said rural residential zones will need to be reviewed with the county. Architecture is also addressed as a cultural asset as well as the cemetery. She noted two pages of the Plan are dedicated to tourism, including heritage, recreational tourism, and experiential tourism.

Growth

This portion includes industrial, commercial, special service areas, said Callahan. Callahan listed the corridor growth, business retention, and business attraction as priorities.

Vision and Land Use Guide (3)

Callahan said a committee work session was held where stakeholders created the Vision Statement. Callahan read the vision statement aloud. Callahan said character area mapping is new to the Plan and clarified the maps do not qualify as zoning.

Stakeholders were asked to participate in a visual preference survey, and Callahan said a wide range of comments were received. Negative comments included road rash, signage, trucking and how is located, and “will you not be my neighbor”. Lastly, stakeholders were asked to help with land use evaluation, also known as area planning. Callahan said they were asked to identify character defining areas and come up with defining narratives and valued characteristics. Callahan used Downtown as an example; goals and outcomes desired and not desired, appropriate land uses, and related zoning categories. Implementation measures are items to be considered to help the area become what has been described.

She explained Community Service Areas were previously called institutional or public service, or government, on land use maps. Callahan asserted it is hard to match zoning to those type of areas. For the new plan these types of areas were looked at as hubs, following the same format of the county, and could be community or recreational. Transitional edge areas are located on page 47, and Callahan asserted that this the second most important map in the plan. She said there are roughly 15,000 acres abutting the city limits that are expected to transition as reflected in the county comprehensive plan.

In closing, Callahan restated the plan is to be sent to the NEGARC if and when decides. After the NEGARC review, the plan it will be sent to DCA. If DCA sends the plan back with comments, changes will be made, and presented to Mayor and Council for final approval.

[See ** for Work Program (4) commentary]

Public Hearing

Mayor Perriman opened the public hearing.

George Coats inquired about QLG status and asked about re-instatement. Callahan said it expired in June of 2017 and QLG status will be re-enacted upon adoption of the Plan. Coats also asked how large a city would need to be to include a housing section in the plan. Callahan said the city is only required to provide the four sections reviewed. Coats commended the City on the newsletter that is sent to citizens.

Annie Hunt Burriss asked if the public hearing being held is serving as the second official public hearing for the Plan. Callahan responded, yes. Burriss expressed concern about the process in which the Plan was advertised and asked why so rushed. Nunn said that he asked staff to finish the Plan at an aggressive pace. He said the advertisement met legal requirements. He asserted that the Plan is now in the hands of Mayor and Council. Burriss noted a new law that went in to effect on October 1, 2018, and again asked about the rush. She asked if there was a grant pending. Nunn said yes, the One Georgia grant is pending. Perriman asked about the first public hearing. Callahan said the first public hearing was to notify the community that work will begin on the Plan, and the second notice announces the completion of the plan. Burriss asserted that the second hearing was not properly advertised. Callahan reviewed the dates of advertisement and said it met legal requirements. Burriss asserted her concerns about the process and the rush. She also asked why no questions were asked by Mayor and Council. Hodges said that she has followed the comprehensive plan process as it progressed. Burriss asserted that a lot has changed in 2 years. Burriss again expressed concern that the process was not followed because the new law, effective as of October 1, 2018 was not met. Callahan confirmed she reviewed the state requirements with the Regional Planner.

Discussion between Callahan, Burriss, and Mayor and Council continued regarding a potential delay in submitting the plan to the RC. It was determined that the submittal of the plan to the NEGARC will be delayed and will not meet the deadline requested by the One Georgia Grant writer.

Lynn Treadwell, who served on the committee, said she felt they worked hard and was well represented throughout the community. She said she resents people coming in and second guessing and asserted that seems to be the way as of late. Treadwell said she thinks everyone should be heard but rehashing everything is not productive.

Mael Bowman said he does not think that Council and the public have been communicating well, and said he was in agreement with Burriss regarding the process. He asserted that communication could improve between the governing body and the public.

DiLetto suggested a called meeting for the continuance of the Public Hearing for more public comments could be heard and a final decision to transmit to the NEGARC at the regular meeting in November. After further discussion DiLetto moved to table the 2017 Comprehensive Plan Public Hearing to October 29, 2018. Blanton second. Opportunity for discussion. Approved, vote unanimous (5:0).

Adjournment

With no further business, Mayor Perriman adjourned the called meeting.

October 29, 2018

The Called Meeting of the Mayor and Council of the City of Madison was held Monday, October 29, 2018 at 5:30 PM at the City of Madison Public Safety Building Meeting Hall, located at 160 N Main Street, Suite 400. Present were the following: Mayor Pro Tem Blanton, DiLetto, Hodges and Joyce; City Manager Nunn; Deputy Clerk Kocher; and Planning Director Callahan. Absent: Mayor Perriman; Council Member Peters-Reid; Clerk Hawk; Finance Officer Stapp; Main Street Director Huff; and Attorney Carter. The meeting was called to order by Mayor Pro Tem Blanton and he welcomed those in attendance. Pledge of Allegiance were led by members of council.

Blanton thanked those who have worked on the plan over the last couple of years. He also introduced Jessica Tullar and John Divine who were in attendance. He opened the floor to those who would like to speak.

Theresa Bishop distributed and reviewed a handout. She referenced standard procedure in which citizen input is required and raised concern about the method of citizen input during the planning period. Bishop asserted that the material handed out at open houses was limited in scope. She also quoted the staff report in which the term “anecdotal” was used and asserted that it was insulting to citizens who attended open houses and provided feedback. Bishop said she felt as though the term anecdotal was asserting that citizen input was comic relief. Additionally, she referenced the standard procedure in which a second hearing is to be conducted prior to transmitting the Plan to the Regional Commission. She asserted that sufficient public notice has not been provided.

Respectfully, Blanton and Joyce disagreed with her assessment of the report. Joyce referenced the many forms of advertisement included in the Plan and said he felt the effort to get public input was sufficient.

Callahan said the anecdotal comment was in reference to Open Houses and not Neighborhood Forums. She explained that the goal of the Open Houses was for the public to avail themselves of maps and data.

Bishop noted that the same questionnaire was distributed at both Neighborhood Forums in which she attended. Joyce asked if she felt her input listened to and incorporated. Bishop said “incorporated, probably not”. Hodges asked the citizen feedback be pulled and referenced in the Plan. Bishop also made a point that the surveys were anonymous.

Callahan further explained that feedback was “anecdotal” because it is not representative of the entire community. She then asked Jessica Tullar to provide input regarding efforts to get citizen input during the planning process. Tullar explained that, as a consultant, her primary goal was to help with public engagement. She also assisted with Neighborhood Forums and open houses. She said the forums were facilitated and attendees were given questions and exercises work through as a group. She explained that information was taken and compiled into a report. Tullar said Open Houses were topic specific.

Hodges asked for her thoughts on the use of the term anecdotal. Tullar said the term was used because they were people's opinions of the topics discussed at open houses. DiLetto asked how the information in the survey was compiled. Tullar said staff compiled surveys based on examples from other communities and put together surveys based on the need of the community. Tullar explained the process of reviewing data from surveys. She said the city received a good response for a city of our size.

Hodges asked Tullar if she had suggestions for improvement. Tullar said the city went above and beyond for public input and suggested a fire side chat for public input during the next planning period. Nunn asked for her thoughts on anonymous surveys. Tullar said that anonymous surveys are beneficial because individuals tend to be more open and honest.

Celia Murray asserted that the Plan should be more detailed in regard to traffic issues. She referenced the traffic problems on side streets due to narrow streets and pedestrian traffic. She asserted that nothing in plan addresses taking advantage of a tremendous opportunity for 441 to be a freight corridor, growth in traffic on 1-20, and increased traffic from the Port of Savannah. Nothing in plan that addresses, in more detail, how the City will capitalize on the growth opportunity and alleviate current traffic issues. Joyce said during his campaign he heard comments regarding the volume of truck traffic and asked for more strength to be added to the thoroughfare plan. Callahan said a traffic engineer or consultant would be hired to provide this type of update. Elected officials, staff and consultants discussed ideas on how to address the issue of the thoroughfare plan in the existing Plan. Callahan said when specific traffic plans were included in previous Plans they garnered negative remarks. Joyce reiterated that the current plan looks forward in five-year increments.

Blanton asked John Divine to elaborate on the length of the 2017 plan as opposed to previous plans. Devine said the North East Georgia Regional Commission (NEGARC) handles the plan for most counties in the region. He said Georgia Municipal Association (GMA) and the Association of County Commissioners said plans need to be less restrictive and less onerous planning standards. He said municipalities were asked to create plans that are usable rather than plans that are 200-300 pages. He said the Plan is an overarching plan of things that the City would like to work on.

Callahan asked Devine to review Short Term Work Program (STWP). Devine said STWP are submitted so that the NEGARC can see that Plans are being implemented. Callahan reviewed a few items that are currently being implemented on the 2018 STWP.

James Orr asked Callahan about the plans committee update on the thoroughfare plan. Joyce said Georgia Department of Transportation (GDOT) has a major role in developing that plan but said Callahan will do what she can locally. Callahan said she could request the four-county plan be updated. Orr also asked about the broadband component. Callahan said it is under services on page 19. She said there are 2 STWP items: attend a conference regarding broadband; and initiate a feasibility study for broadband. Orr read the requirement for broadband and asked how it was met. Callahan said that state was called upon for an example of how to write a broadband section.

Devine said this a new requirement as of October 1, 2018 and came directly from general assembly. He said the Plan is consistent with what the NEGARC staff is looking for currently.

Clint Buchanan thanked the planning team and staff for the amount of work put into the plan. He specifically asked about, appendix B 2. Social and Economic Development, Excellence Standards # 9. He asserted that the statement is harsh and asked why it was added. Callahan said the state wants to know if there are problems with exclusionary housing, and she asserted that there has not been interest in housing under \$300,000 in the historic district. Hodges said it is important to be honest, aware, and practice inclusion always. Joyce said that the statement is a sort of admission of issues the community faces, along with most other communities, and requested a modification of the language.

Blanton asked for further comments from council and staff. Joyce addressed the comments from the Historic Madison Coalition. He addressed the comment from the previous Plan which read “minimal growth can be accommodated by infill development in the historic areas” and requested it be added to the new Plan. Callahan said it does not change the degree of preservation for the district and has no problem with the comment. She asked Tullar if she felt anything needed to be added and Tullar clarified a few items.

Blanton asked about additional comments and asked when they should be submitted in order to appear in the next packet. Callahan clarified.

November 12, 2018

The Regular Meeting of the Mayor and Council of the City of Madison was held Monday, November 12, 2018 at 5:30 PM at the City of Madison Public Safety Building Meeting Hall, located at 160 N. Main Street, Suite 400. Present were the following: Mayor Perriman; Council Member Blanton, DiLetto, Peters-Reid, and Hodges; City Manager Nunn; City Clerk Hawk; Planning Director Callahan; Main Street Director Huff; Planner Bogle; Information Officer Kocher; and City Attorney Carter. Absent were the following: Council Member Peters-Reid; and Finance Officer Huff. The meeting was called to order by Mayor Perriman and he welcomed those in attendance. Opening prayer and Pledge of Allegiance were led by members of council.

Unfinished Business

Public Hearing (Continued) – 2017 Comprehensive Plan

Callahan summarized the updates to the Comprehensive Plan (Plan). [Clerk Hawk left the meeting and returned several minutes later]. Updates included: clarification of Green print inclusion on resource, update and implementation of Major Thoroughfare Plan and that of Department of Transportation (DOT), tourism items, and public art items. Callahan said that work items will be assigned numerically, grouped by topic, updated in the glossary prior to sending; however, this will not change any content. Additionally, Callahan added, appendix numbers will be reorganized because of insertion of support documentation.

Perriman re-opened the public hearing. Celia Murray reviewed the letter submitted by the Madison Morgan Historic Coalition and asserted that the historic district is economically vital to the community and is registered as RIR by the NEGARC. Murray expressed concern that the Plan does not afford much protection to the historic district. She referenced the land use guide. She asserted that the character area map will evolve over time but expressed concern that there is no direction on how the map will evolve. Murray said community input is supposed to be reflective of the community, however the data is two years old. Murray explained that the previous Plan afforded more protective language to the Historic District and urged elected officials to consider the contents.

Carol Winslow provided a handout of research in regard to financial projections and asked Mayor and Council to consider Impact Fees.

With no further comments the public hearing was closed.

Joyce expressed agreement to Murray's comments regarding minimal growth for the historic district. Callahan said appropriate density has not been something of community consensus yet. Joyce said if included in one, but not the other, doesn't it apply. Nunn reminded elected officials that there was a span of time in which the Plan was not worked on and the new Plan is written in a completely different style than previous Plans.

Callahan asserted that it is hard to write density that applies to the entire historic district because of the variation, as opposed to the similarity of a mid-century subdivision. She noted "infill of lots of similar character" would be better design-oriented guiding language. Joyce asked that "Minimal growth can be accommodated by infill development of historic areas" be specifically incorporated. Callahan noted the clause could be added to all existing neighborhoods, historic and mid-century to provide equal protection if limited infill was the goal.

Blanton asked that a choice be made between options provided, by Callahan, regarding the classism/racism. Hodges said she preferred version 4 and consensus was apparent.

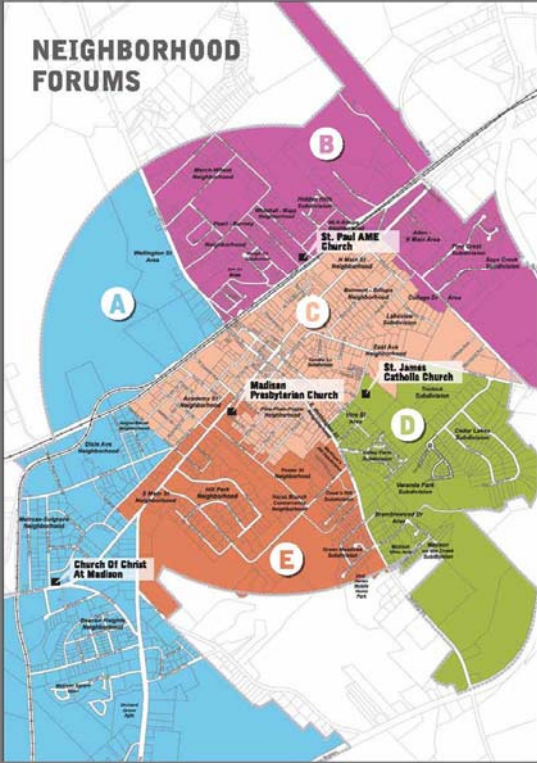
DiLetto moved to transmit the Plan to the NEGARC with the suggested changes. Blanton second. Opportunity for discussion. Approved, vote unanimous (4:0).



FIND YOUR LOCATION AND JOIN THE CONVERSATION

Over the next year, the City of Madison asks for your input to develop our comprehensive plan. We would like to encourage you to attend at least one of the five neighborhood forums held in January and February. This is a great opportunity to get involved and work with neighbors to envision a shared outcome for your neighborhood, and your city, for years to come.

Join us from **5:30-7:00 P.M.** at the location nearest you.



Not a Public Meeting Person? Visit www.MadisonGA.com, to leave feedback for the Monthly Online Survey (Feb.-Nov.), or come by City Hall, to pick up a Planning-In-The-Box Kit (March-June) for your personal use.

- FEBRUARY 2, 2016**
Forum A
Church of Christ At Madison
332 North Main St.
Beacon Heights Neighborhood
Dixie Ave. Neighborhood
Jaysco-Basson Neighborhood
Madison Square Business
Cantierbury Apartments
Madison Square Business
Orchard Grove Apartments
Madison Health & Rehab
- FEBRUARY 13, 2016**
Forum B
St. Paul A.M.E. Church
827 Fifth St.
5th St. Area
Allen-H. Main Area
College Area
Wallington St. Area
Anchorage Neighborhood (Town Walk)
Hards-Wheat Neighborhood
MLC-Billups Neighborhood
Pearl-Buray Neighborhood
Walker Bay Lane Neighborhood
Whitshill-Maps Neighborhood
Hidden Hills Subdivision
Hoop Circle Subdivision
Pinecrest Subdivision (Harper St.)
Sage Creek Subdivision
Dorset Morgan Homes
Gilmere Apartments
Silver Lakes Court Apartments
- FEBRUARY 4, 2016**
Forum C
First United Methodist Church
5th South Main St.
Academy St. Neighborhood
Bismarck-Billups Neighborhood
East Ave. Neighborhood
N. Main St. Neighborhood
Plan-Plan-Poplar Neighborhood
E. Washington St. Neighborhood
Candler Lane Subdivision
Lakewood Subdivision
Antebellum Living (In Progress)
Ball Park Lofts (In Progress)
Carriage Glen Apartments
Cassard Lane Townhomes
Ironhorse Lofts
James Madison Homes
James Madison Inn Lofts
Jefferson Square Parkside Lofts
Jefferson Ridge Townhomes
Madison House
Main St. Village Lofts (The Pig)
Parkview Lofts
Thompson Building Lofts
- JANUARY 25, 2016**
Forum D
St. James Catholic Church
543 West St.
Branthwood Dr. Area
Vine St. Area
Cedar Lakes Subdivision
Green Meadows Subdivision
Madison on the Creek Subdivision
Trulock Subdivision
Valley Park Subdivision
Veranda Park Subdivision
Bramblewood Apartments
Deer Haven Mobile Home Park (partial)
- FEBRUARY 11, 2016**
Forum E
Madison Presbyterian Annex
302 South Main St.
Foster St. Neighborhood
Hill Park Neighborhood
Horse Branch Conservancy
Neighborhood
S. Main St. Neighborhood
Cook's Hill Subdivision (Piper St.)
Markham's Hill Subdivision

APPENDIX A-2.1 NEIGHBORHOOD FORUMS

- Affirmative Marketing & Participation:
- > Posters
 - > Ad, *Morgan County Citizen*, 14 Jan 2016 - SAMPLE
 - > Use Your Words Exercise – Wordel
 - > Neighborhood Forum – Standard Agenda
 - > Neighborhood Forum – Process Presentation
 - > Keeper & Fixers Exercise – SWOT Highlights
 - > Post-Communication Summation
 - > Sign-In Sheets *pictures of available to document higher attendance and who attended



Over the next year, the City of Madison asks for your input to develop our comprehensive plan. We would like to encourage you to attend at least one of the five neighborhood forums held in January and February. This is a great opportunity to get involved and work with neighbors to envision a shared outcome for your neighborhood, and your city, for years to come.

Join us from **5:30-7:00 P.M.** at the location nearest you.

FEBRUARY 2, 2016
Forum A
Church of Christ At Madison
332 North Main St.
Beacon Heights Neighborhood
Dixie Ave. Neighborhood
Jaysco-Basson Neighborhood
Madison Square Business
Cantierbury Apartments
Madison Square Business
Orchard Grove Apartments
Madison Health & Rehab

FEBRUARY 13, 2016
Forum B
St. Paul A.M.E. Church
827 Fifth St.
5th St. Area
Allen-H. Main Area
College Area
Wallington St. Area
Anchorage Neighborhood (Town Walk)
Hards-Wheat Neighborhood
MLC-Billups Neighborhood
Pearl-Buray Neighborhood
Walker Bay Lane Neighborhood
Whitshill-Maps Neighborhood
Hidden Hills Subdivision
Hoop Circle Subdivision
Pinecrest Subdivision (Harper St.)
Sage Creek Subdivision
Dorset Morgan Homes
Gilmere Apartments
Silver Lakes Court Apartments

FEBRUARY 4, 2016
Forum C
First United Methodist Church
5th South Main St.
Academy St. Neighborhood
Bismarck-Billups Neighborhood
East Ave. Neighborhood
N. Main St. Neighborhood
Plan-Plan-Poplar Neighborhood
E. Washington St. Neighborhood
Candler Lane Subdivision
Lakewood Subdivision
Antebellum Living (In Progress)
Ball Park Lofts (In Progress)
Carriage Glen Apartments
Cassard Lane Townhomes
Ironhorse Lofts
James Madison Homes
James Madison Inn Lofts
Jefferson Square Parkside Lofts
Jefferson Ridge Townhomes
Madison House
Main St. Village Lofts (The Pig)
Parkview Lofts
Thompson Building Lofts

JANUARY 25, 2016
Forum D
St. James Catholic Church
543 West St.
Branthwood Dr. Area
Vine St. Area
Cedar Lakes Subdivision
Green Meadows Subdivision
Madison on the Creek Subdivision
Trulock Subdivision
Valley Park Subdivision
Veranda Park Subdivision
Bramblewood Apartments
Deer Haven Mobile Home Park (partial)

FEBRUARY 11, 2016
Forum E
Madison Presbyterian Annex
302 South Main St.
Foster St. Neighborhood
Hill Park Neighborhood
Horse Branch Conservancy
Neighborhood
S. Main St. Neighborhood
Cook's Hill Subdivision (Piper St.)
Markham's Hill Subdivision

Not a Public Meeting Person? Visit www.MadisonGA.com, to leave feedback for the Monthly Online Survey (Feb.-Nov.), or come by City Hall, to pick up a Planning-In-The-Box Kit (March-June) for your personal use.

FEBRUARY 2, 2016
Forum A
Church of Christ At Madison
332 North Main St.
Beacon Heights Neighborhood
Dixie Ave. Neighborhood
Jaysco-Basson Neighborhood
Madison Square Business
Cantierbury Apartments
Madison Square Business
Orchard Grove Apartments
Madison Health & Rehab

FEBRUARY 13, 2016
Forum B
St. Paul A.M.E. Church
827 Fifth St.
5th St. Area
Allen-H. Main Area
College Area
Wallington St. Area
Anchorage Neighborhood (Town Walk)
Hards-Wheat Neighborhood
MLC-Billups Neighborhood
Pearl-Buray Neighborhood
Walker Bay Lane Neighborhood
Whitshill-Maps Neighborhood
Hidden Hills Subdivision
Hoop Circle Subdivision
Pinecrest Subdivision (Harper St.)
Sage Creek Subdivision
Dorset Morgan Homes
Gilmere Apartments
Silver Lakes Court Apartments

FEBRUARY 4, 2016
Forum C
First United Methodist Church
5th South Main St.
Academy St. Neighborhood
Bismarck-Billups Neighborhood
East Ave. Neighborhood
N. Main St. Neighborhood
Plan-Plan-Poplar Neighborhood
E. Washington St. Neighborhood
Candler Lane Subdivision
Lakewood Subdivision
Antebellum Living (In Progress)
Ball Park Lofts (In Progress)
Carriage Glen Apartments
Cassard Lane Townhomes
Ironhorse Lofts
James Madison Homes
James Madison Inn Lofts
Jefferson Square Parkside Lofts
Jefferson Ridge Townhomes
Madison House
Main St. Village Lofts (The Pig)
Parkview Lofts
Thompson Building Lofts

JANUARY 25, 2016
Forum D
St. James Catholic Church
543 West St.
Branthwood Dr. Area
Vine St. Area
Cedar Lakes Subdivision
Green Meadows Subdivision
Madison on the Creek Subdivision
Trulock Subdivision
Valley Park Subdivision
Veranda Park Subdivision
Bramblewood Apartments
Deer Haven Mobile Home Park (partial)

FEBRUARY 11, 2016
Forum E
Madison Presbyterian Annex
302 South Main St.
Foster St. Neighborhood
Hill Park Neighborhood
Horse Branch Conservancy
Neighborhood
S. Main St. Neighborhood
Cook's Hill Subdivision (Piper St.)
Markham's Hill Subdivision

Use Your Words



At each forum, participants completed an index card sharing three descriptive words that they would use to describe Madison to a friend, family member, or visitor; consultant provided the Wordel.



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



District 3 / Map Area D
Neighborhood Forum
Thursday, January 28, 2016
5:30pm to 7:00pm
St. James Catholic Church

I. Welcome & Introduction

II. What is a Comprehensive Plan & Your Role

III. Overview of Tonight & “Ground Rules”

IV. Interactive Exercises

A. Table Groups:

THINK BIG – CITY-WIDE

i. What is going well? What do we want to make sure to keep?

ii. What is missing? What do we want to see fixed?

WORK SMALL -

iii. What are the keepers and fixers for our neighborhood?

iv. What do my family and neighbors talk the most that the city can address?
(not County, School, or Hospital issues)

B. Prioritization – THINK \$\$\$\$\$

C. Leave us with 3 Descriptive Words about Madison...

V. Conclusion

City of Madison

Neighborhood Forum – District 3 / Map Area D

Thursday, January 28, 2016

5:30 p.m. – 7:00 p.m.

St. James Catholic Church



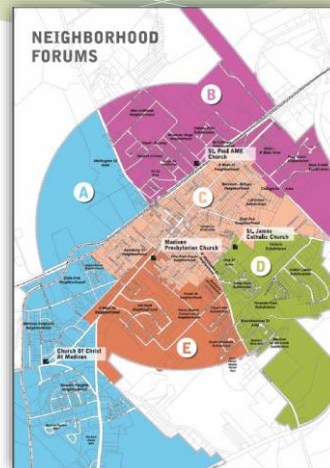
Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



Neighborhood Forum Overview

- * Welcome & introduction
- * Comp Planning Overview
- * Keepers vs. Fixers
- * Individual Tasks



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



What is Comprehensive Planning?

- * **Community-based, long-term roadmap for the city to achieve:**

- A growing / balanced economy
- Protection of important resources
- Adequate and affordable housing
- Efficient infrastructure investments
- Multi-jurisdictional coordination

- * **What does a community want to be, and how does it get there**



What is Comprehensive Planning?

- * **Community Assessment**

- Existing conditions
- Goals & Objectives

- * **Community Participation**

- Public visioning & influence

- * **Community Agenda**

- Implementation Program
- Short-term Work Program



Keepers vs. Fixers

* Think Big Picture

- Build on experience
- Don't get bogged down in the weeds
- Don't get stuck on the present
- Concentrate on what is most important to you –
 - *What's unique?*
 - *Should things be different in the future?*
 - *What should be preserved?*
 - *What should be strengthened?*
 - *What should be enhanced or improved?*



Small Town: BIG PLANS
City Of Madison Comprehensive Plan '17



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



KEEPERS – TALLY

TREES / PARKS / WALKABILITY / TRAILS & ACTIVE GSC [35]

PARKS / GREENSPACE / FACILITIES / BIRDS

WALKABILITY/TRAILS/PARKS

HISTORIC DISTRICT / ACTIVE HPC & TOURISM / HISTORIC DOWNTOWN [35]

HISTORIC CHARACTER / DISTRICT / CEMETERY / PRESERVATION

SMALL TOWN CHARACTER / ACCESS TO RURAL

PRESERVATION / HISTORIC DISTRICT / SMALL TOWN FEEL / QUIRKY

DOWNTOWN / CLEANLINESS / PLANTINGS [23]

CLEANLINESS / BEAUTIFUL / HEALTHY

LIFESTYLE

CLEANLINESS & NICE PLACE TO LIVE & SAFE /

POLICE DEPT

TREES / TREE CANOPY [16]

TREES & TREE CANOPY

GILMORE HOUSE & CANAAN STORE [6]

IMPROVEMENTS ON 83 [5]

FIXERS - TALLIES

MORE AFFORDABLE HOUSING OPTIONS

(LOW-MOD OPTIONS) / WORKFORCE &

MIDDLE CLASS [32]

ABANDONED HOUSES / LANDLORD

ENFORCEMENT

HOMELESS SHELTER / BOARDING HOUSE /

MOTEL

STORMWATER / INFRASTRUCTURE

MAINTENANCE [26]

STORMWATER IMPROVEMENTS/WATER

MANAGEMENT/EROSION

DRAINAGE/STORMWATER MANAGEMENT

TRAIL & SIDEWALK NETWORK / CONNECTIVITY / BRIDGE [17]

MORE TRAILS & GREENSPACE

PRESERVE & MORE PARKS & GREENSPACE TO BALANCE GROWTH

CITY-COUNTY EDGES / GATEWAY IMPROVEMENT [4]

FIX BERMUDA TRIANGLE NEXT TO HOSPITAL [4]

CITY & DOWNTOWN GATEWAY IMPROVEMENT [9]

PUBLIC DISCUSSION / OPENNESS / CITY-COUNTY RELATIONS [12]

PEDESTRIAN SAFETY / CROSSWALKS (AT MOTELS) [6]

Consumable Highlights

Small Town: BIG PLANS
City of Madison
Comprehensive Plan '17
MADISON

Neighborhood Forum Recap
Our year of Comprehensive Planning is a three step process: Community Assessment-city staff gathers data on existing conditions; Community Participation-public visioning; and Community Agenda-all information is compiled into an implementation program. With the Neighborhood Forums, we waded into the middle of the process and it was great!
Over 200 neighbors participated in the five Forums. The interaction and conversation was great. One table at the Forum C gathered folks who grew up here, a couple in residence for only six months, and someone planning to move to Madison! These diverse perspectives resulted in a comprehensive vision of what we as a community value and what direction we would like to take.

Tixers
VARIED HOUSING OPTIONS
PEDESTRIAN SAFETY & SIDEWALKS
CITY/COUNTY RELATIONSHIP
DETERIORATED HOUSING
MOTEL TRAFFIC
PEDESTRIAN SAFETY
BEAUTIFUL GATEWAYS
STORMWATER IMPROVEMENTS

Sage Advice
The planning team visited the Morgan County Senior Center and the Prime Times at Madison First United Methodist Church to benefit from the collective wisdom of our Seniors. Here is what they value the most about Madison:
• Small town convenience
• Caring community
• Quiet and Peacefulness
• Family atmosphere
When asked if seniors would recommend Madison as a good place to live to a friend or family members? **89% responded YES!**
Next up: Special Topic Open Houses on a Saturday every other month through November <http://bit.ly/MadCP17openhouses>

Vision of the Next Generation
Since planning is all about the future, the Planning Team sat down with groups of middle and high school students to gain their insight as part of our Community Participation process. These kids are sharp! While expected topics such as desired shopping, eating, and recreation opportunities came up, so did traffic planning, stormwater management, and greenspace/trail development. Because ours is a consolidated school system, input was from youth residing in both the city and the county—very valuable. Many thanks to Superintendent James Woodard, Principals Derrell Stephens and Jim Malanowski, and Teachers Debra Taylor and Travis Rice for all their help with this.

Survey Says
If you are not one of the 2016 City Survey respondents to date, you have not missed out. Watch for the survey direct to your home in August with your utility bill and either return it with your utility payments or separately in the utility payment dropbox. And remember, each of Madison's 3,979 residents are also county citizens, so participation in the County's Comprehensive Planning effort is important too. Take a moment and complete their survey as well.
<https://www.surveymonkey.com/r/MorganCountyCompPlan>

Keepers
CITY SERVICES
SMALL TOWN FEEL
WALKABLE
GOOD PARKS
CLEANLINESS
HISTORIC CHARACTER
TREE CANOPY

Follow Us On Facebook: Madison, GA APR '16 | MAY '16 VOL. 10 | NO. 5 Find Us Online: www.madisonga.com Follow Us On Facebook: Madison, GA APR '16 | MAY '16

After the forums, thanks for participation and public input received centerfold in the next newsletter, distributed to every city household and more via the monthly utility bill.

NEIGHBORHOOD FORUM

January 28, 2016

| Name | Home Address |
|--------------------|---------------------|
| JOE DIKETTO | 1665 FOUR LAKES DR. |
| CHRISTINE MCCOULEY | 757 JASPER ST. |

| Name | Home Address |
|----------------|------------------|
| Judi Williams | 575 Village Rd |
| Jeff Bubenheim | 580 Main Post Rd |
| Frederick Hunt | 990 East Ave |

| Name | Home Address |
|----------------|--------------|
| Bobby Crawford | |
| Bob Johnson | Police |
| MARTY PIRAMIAN | |
| BOB O'FERMAN | |

| Name | Home Address |
|---------------------|------------------------|
| WAILINE M. BAPTISTE | 465 East Washington St |
| Christopher Murray | 465 East Washington St |
| CASSANDRE H. GAWAN | 582 VINE ST. |
| KEVIN MCGOWAN | " " " " |
| DAVID LAND | W. WASHINGTON |

| Name | Home Address |
|------------------|------------------|
| Christie Lambert | 543 N. Main St. |
| ROBERT TULLOCK | 1040 EAST AVENUE |
| Maurcen Ronan | 855 William St. |
| Neil Horstman | 565 Sycamore St. |
| Ann-H Horstman | 565 Sycamore St. |

NEIGHBORHOOD FORUM

February 2, 2016

| Name | Home Address |
|--------------------|-----------------------|
| W.B. Casag | 1820 WASHINGTON |
| CHRISTINE MCCOULEY | 757 JASPER ST |
| FRANK WHEELER | 817 DIXIE AVENUE |
| CHRIS ANDERSON | 1660 FOUR LAKES DRIVE |
| CHRIS HODGES | 831 JASPER STREET |
| Bruce Gilbert | 845 DIXIE |

| Name | Home Address |
|----------------|----------------------|
| Maurcen Ronan | 855 William St. |
| Diane Bowen | 732 Bacon St. |
| Robert Barki | 1001 W WASHINGTON ST |
| STEVE WHITCOMB | 805 OLD POST ROAD |
| CHRISTI COPE | 967 OLD POST RD. |

| Name | Home Address |
|------------------------|----------------------------|
| Valentene Davis-Carter | 1161 Sulgrave Drive Madras |
| Fred Perriman | City of Madison |
| DANA BERTOR | 933 DIXIE AVE |
| DAWELLE BERTOR | 933 DIXIE AVE |
| Aaron Carter, Sr. | 1161 Sulgrave Drive. |

APPENDIX A-2.1 (continued)

- Sign-in Sheets, Neighborhood Forum, 28 Jan 2016
- Sign-in Sheets, Neighborhood Forum, 2 Feb 2016
- Sign-in Sheets, Neighborhood Forum, 4 Feb 2016
- Sign-in Sheets, Neighborhood Forum, 11 Feb 2016
- Sign-in Sheets, Neighborhood Forum, 15 Feb 2016

NEIGHBORHOOD FORUM

February 4, 2016

| Name | Home Address |
|----------------------|---------------------|
| Diane Allmond | 258 Academy Street |
| Catherine J. Spirett | 808 So Dixie Street |
| Carrie Roth | 968 Lakeland Dr |
| Erich Boeth | ✓ |

| Name | Home Address |
|--------------------|---|
| Jim Jones | 246 W. WASHINGTON ST. PROPERTY OWNER |
| Beth Scott | 552 Plum St., Madison |
| Rick Crown | 382 E WASHINGTON ST |
| RICHARD A. SIMPSON | 382 E. WASHINGTON ST. |
| Jeanne Dufit | Unit C 168 S. Main St Live C (Belo Apalachee River Rd) |
| Maurcen Ronan | 855 William St. |
| Bobby Crawford | 803 Harris ST |

| Name | Home Address |
|--------------------|---------------------|
| Juan Perazzo | 502 Candler Lane, m |
| Eric Joyce | 502 Candler Lane |
| Linda Grund | 511 Candler Ln |
| Christine McCouley | |

| Name | Home Address |
|---------------|---------------------|
| Jan Manos | 460 Academy |
| Paul Manos | " " |
| DAVID LAND | 264 WEST WASHINGTON |
| Fred Perriman | CITY OF MADISON |
| Bob McCouley | 3330 DIXIE |

| Name | Home Address |
|------------------------|----------------------|
| Deborah Britt | 817 Candler Lane |
| Karen Gentry | 288 E Washington St |
| Jose Esteban Rodriguez | 846 E WASHINGTON ST. |
| Shila McArdle | Alpharetta, GA |
| Christie Lambert | 543 N. Main St. |
| Janet Mason | 1041 DIXIE AVE |

| Name | Home Address |
|---------------|---------------------|
| Colleen Hall | 509 Candler Lane |
| Sally Tull | 651 N. Main |
| Beth Gook | 420 BELMONT ST. |
| Becky Vickery | 420 Belmont St. |
| Shannon Leub | 264 W Washington St |
| DAN LAWRENCE | 508 CANDLER LANE |
| Grady Tull | 651 North Main |

NEIGHBORHOOD FORUM

February 11, 2016

| Name | Home Address |
|----------------|----------------|
| Rick Blanton | 842 Park Lane |
| Patsy Crawford | 803 Harris St |
| Jack Meyer | 2430 Clark Rd. |

| Name | Home Address |
|---------------------------|--------------------|
| ANN-MARIE KLAUS | 510 FOSTER STREET |
| AUDREY WHITFIELD FT FROXY | 639 ELLIOTS AVE |
| RS JACKSON | 408 S. Main |
| Laurie Hannah | 356 N. Main |
| Carlene Annett | 808 So Main Street |
| Chris Bantat | 543 N. Main |
| Gailie Johnson | 800 Crawford |
| Jane Harrell | 408 S. Main St |

| Name | Home Address |
|---------------------|---------------------|
| Jill & Kevin Meeter | 770 Foster St. |
| Barry Argaves | 2201 Nolan Stone Rd |
| TED ARNOLD | 391 S. MAIN ST. |

| Name | Home Address |
|---------------|---------------------|
| Jamie Milley | 805 Park Lane |
| Joe Houston | 840 Crawford Street |
| Jeff Miller | 805 PARK LN. |
| Maureen Ronan | 855 William St. |
| Rick Blanton | 842 Park Lane |
| DAVID LIND | 264 W. WASHINGTON |

NEIGHBORHOOD FORUM

February 15, 2016

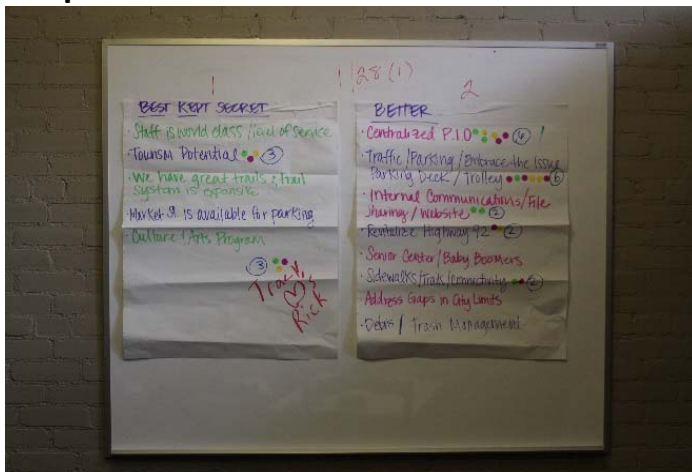
| Name | Home Address |
|---|-------------------------------|
| Morgan County Boardmembers Tommy Tisdale + Patsy Harris 490 Wellington St | |
| Frank Poirer | MEADOWS |
| Sharon Land | 264 W. Washington St |
| Marie S. Pommerehne | 1196 M.K. King Dr. Madison |
| DONALD HARRIS | 1770 OLD BUCKHEAD RD. Madison |

| Name | Home Address |
|--------------------|--------------------------|
| Bob McCauley | 3930 DIXIE HWY 50658 |
| Judy Thomas | 911 Morgan Circle |
| Sylvia Wilson | 1166 Milk St. Dr |
| Vevelyn Bagis | 809 Wellington St |
| DAVID LIND | W. WASHINGTON |
| Carrie Peters Reid | 848 N. Main |
| Maureen Ronan | 855 William St |
| Tracy Buntley | 1000 Priest Circle Lot 2 |
| Chris Bantat | 543 N. Main St. |
| Erica K. Vassley | P.O. Box 711, Madison |

| Name | Home Address |
|-------------------|-------------------------------|
| Jamie Magher | 691 Burney St. |
| Ann M. Bellant | 698 Pearl St |
| Para Phung | 584 Hough Circle |
| George Lee Wilson | 166 Milk Drive made up of 300 |
| Shirley Darling | 1098 Mepp St. |
| Rev. Michael Ross | 1181 Lewis Dr. |

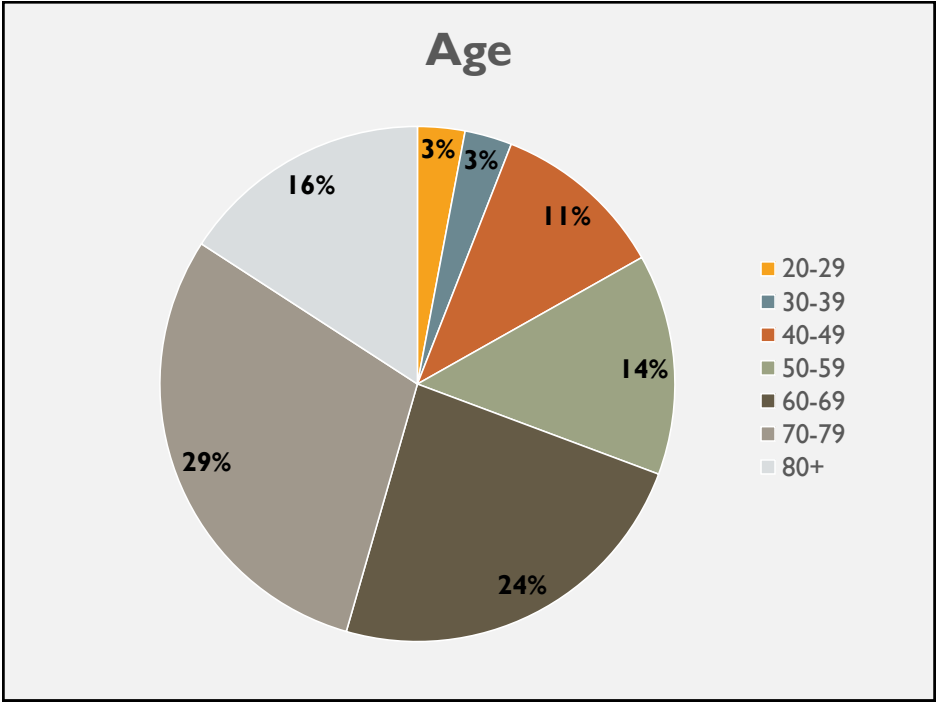
| Name | Home Address |
|-----------------|-----------------------|
| CARIE Roland | 1061 Bramblewood #212 |
| Cathy Campbell | 1165 Whitehall St. |
| Crystal Daniel | |
| Jane Royal | 262 W. Washington St. |
| Sonya Hipe | 764 Garnett St. |
| Cedrick Huff | 1197 Newman Dr. |
| Eddie Mac Lewis | 479 N. Main St |

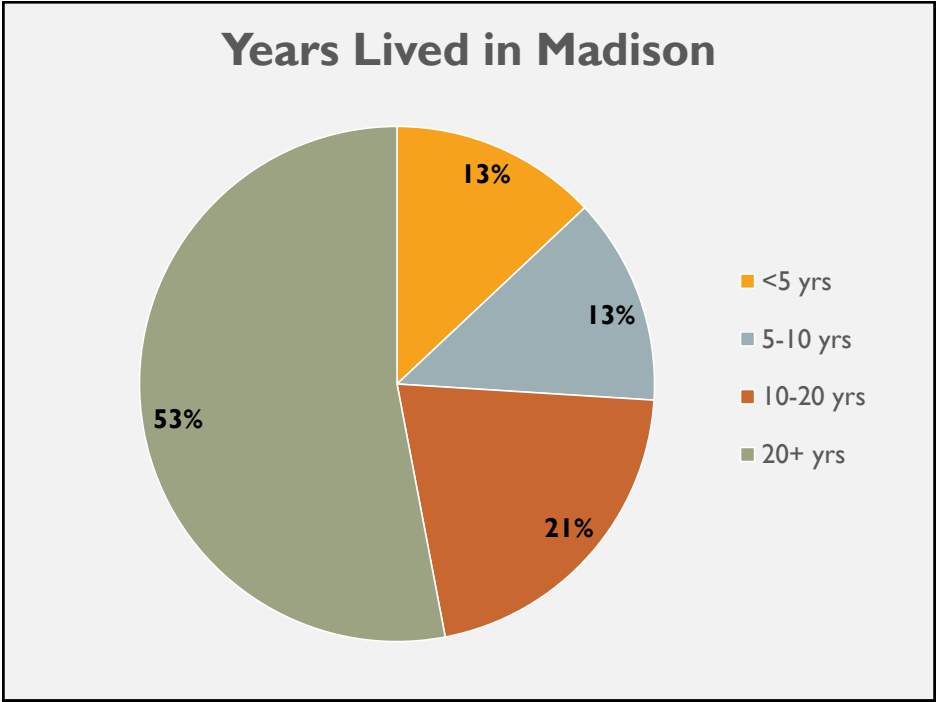
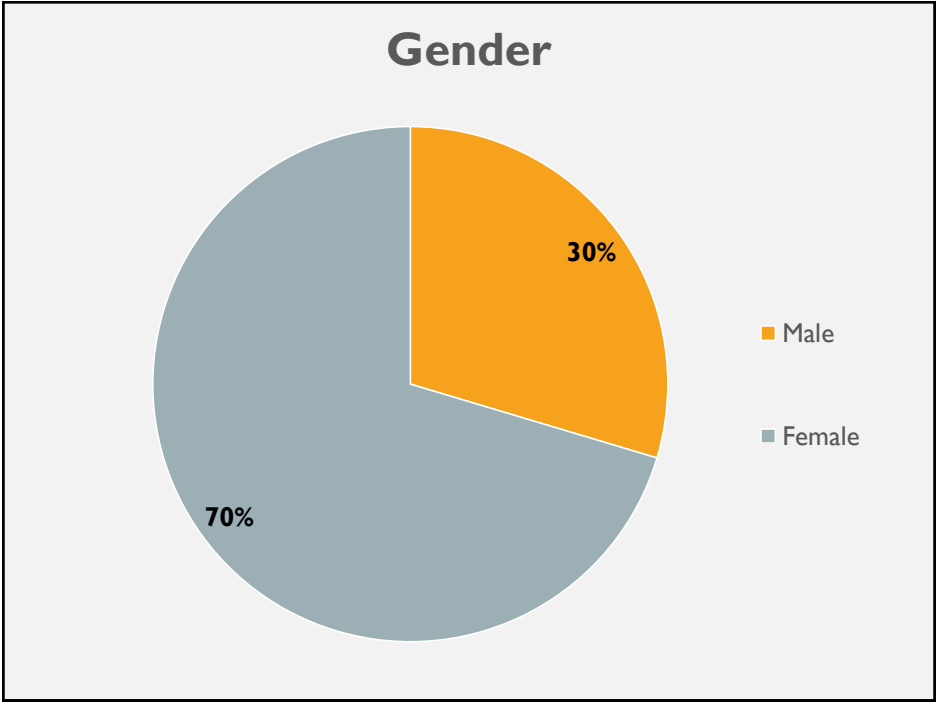
Keepers & Fixers

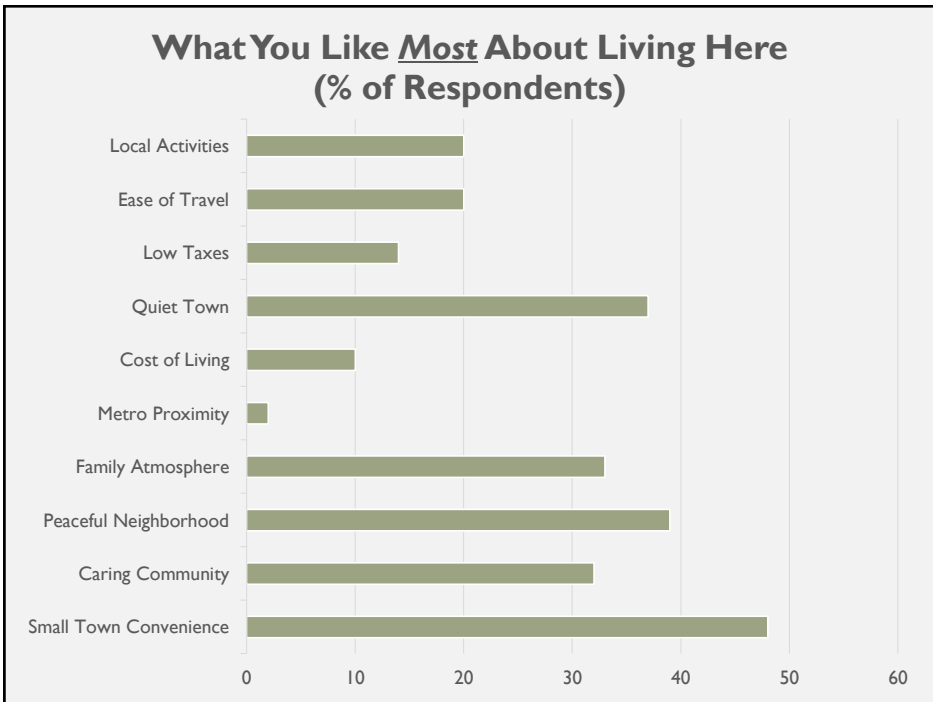
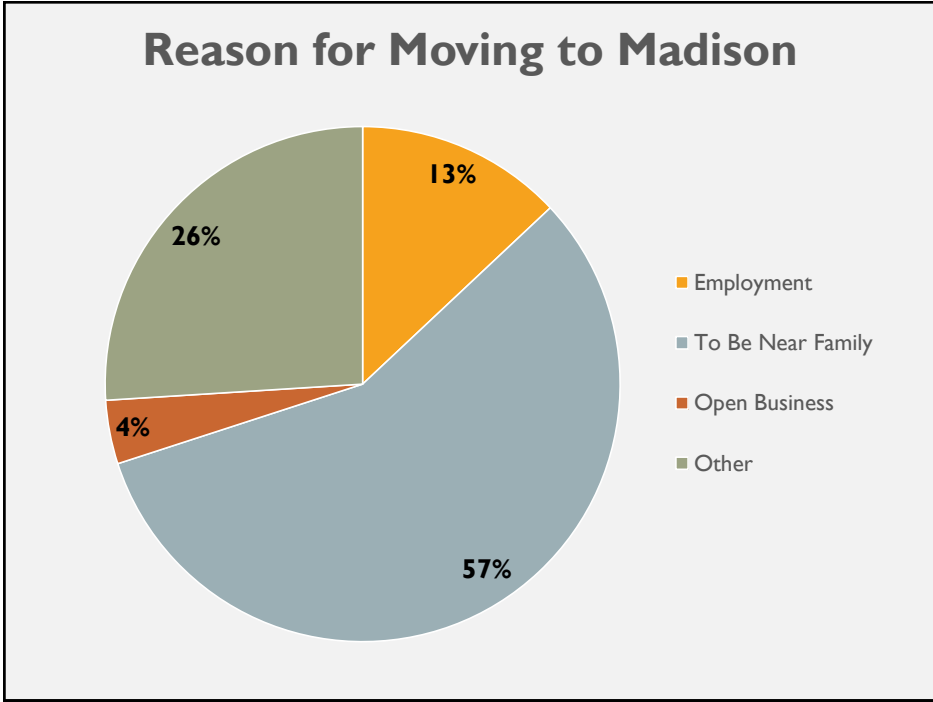


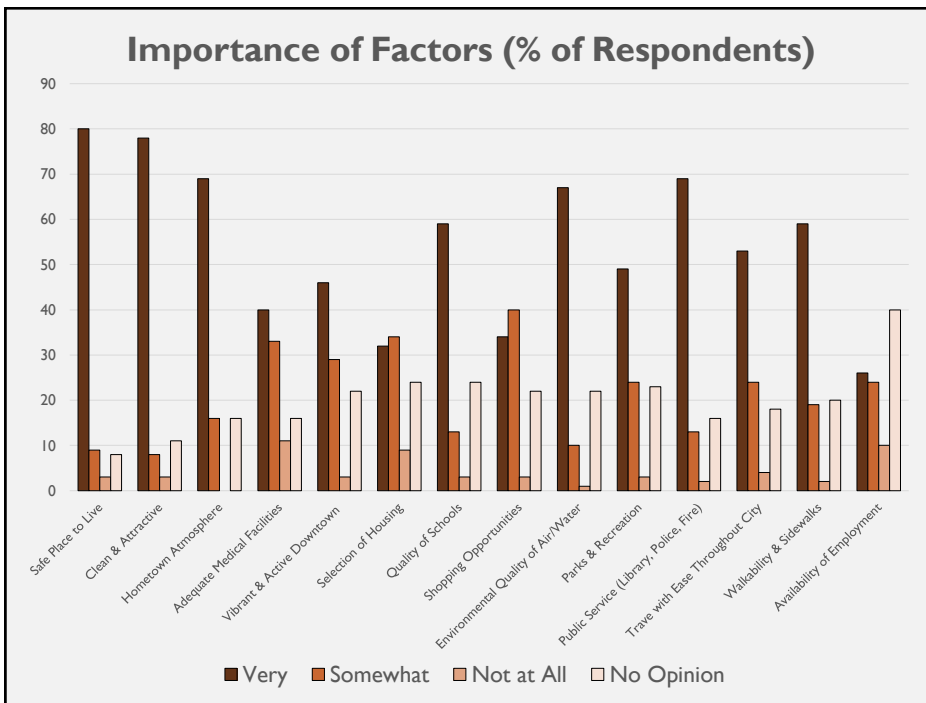
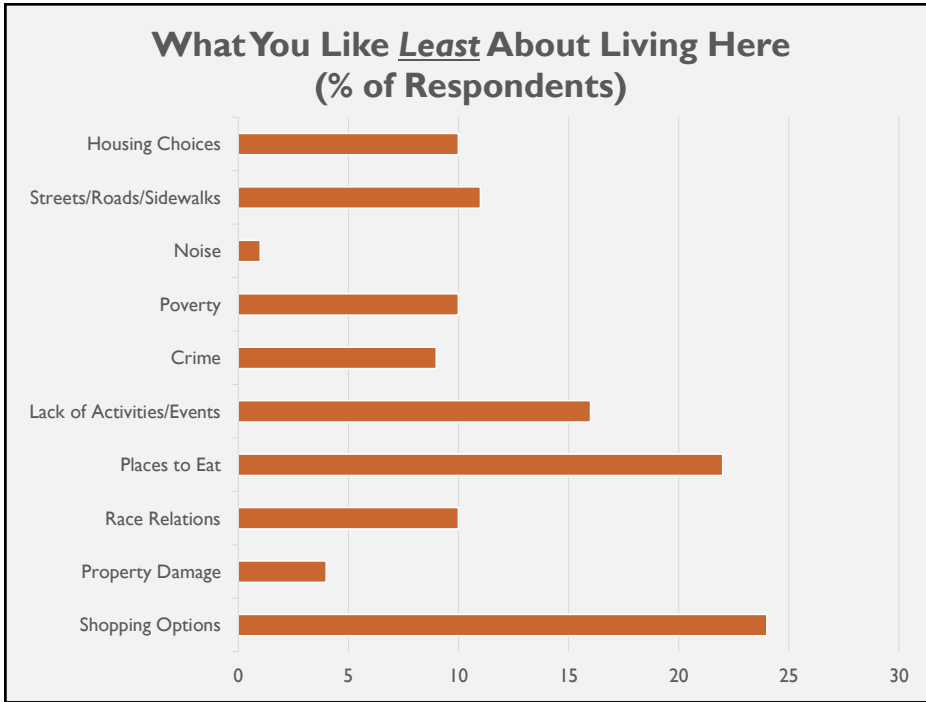
At the forums, neighbors clustered in small discussion groups to inventory Madison's assets and issues, reported back to the larger group here as "Best Kept Secret" and "Could Be Better".

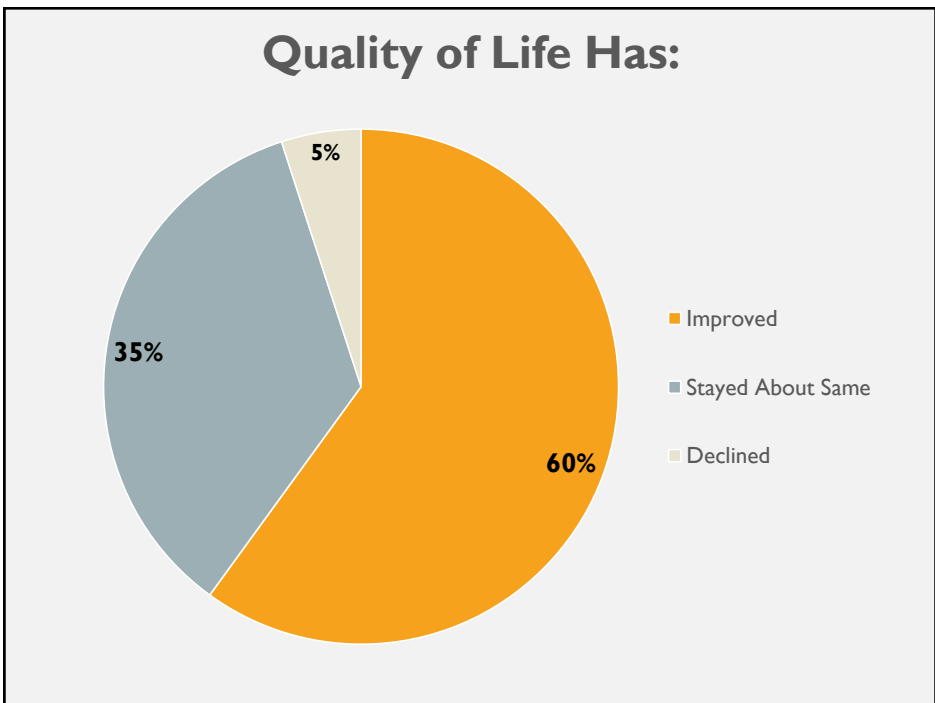
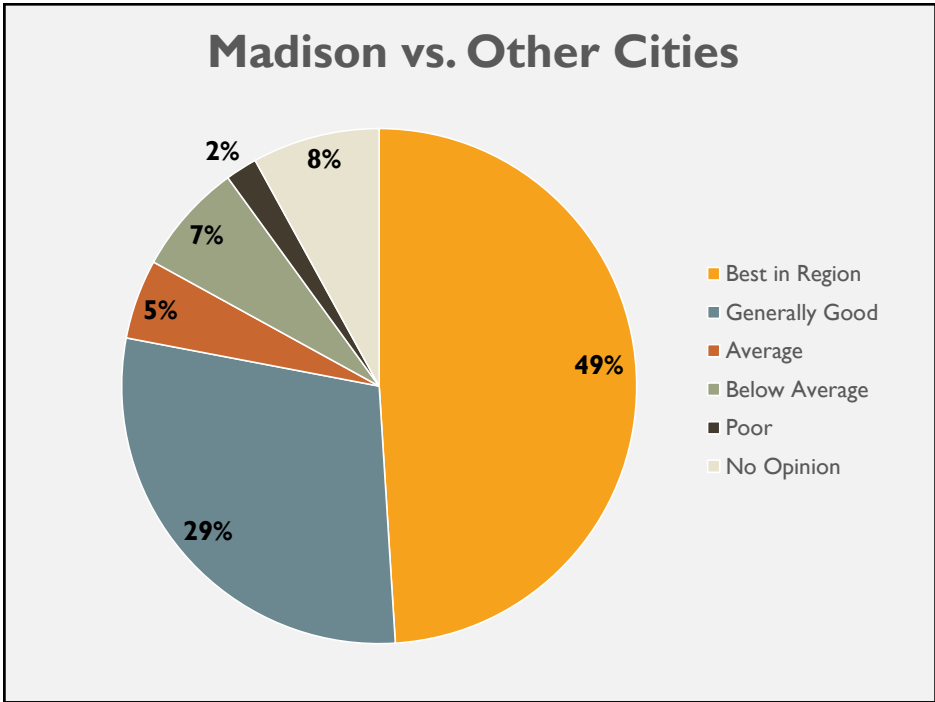
CITY OF MADISON
Community Survey Results

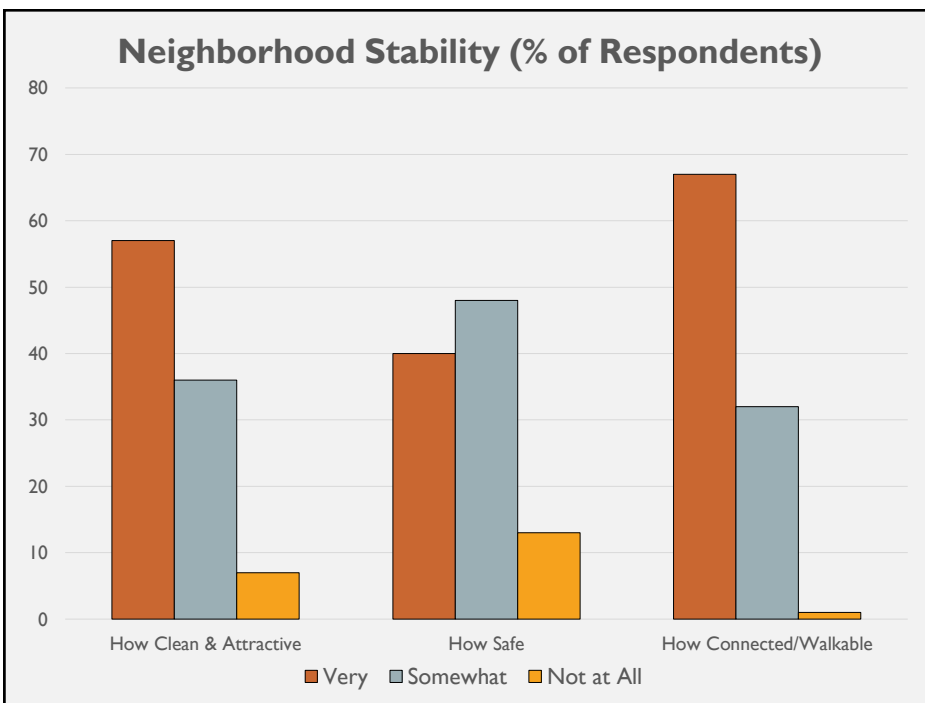
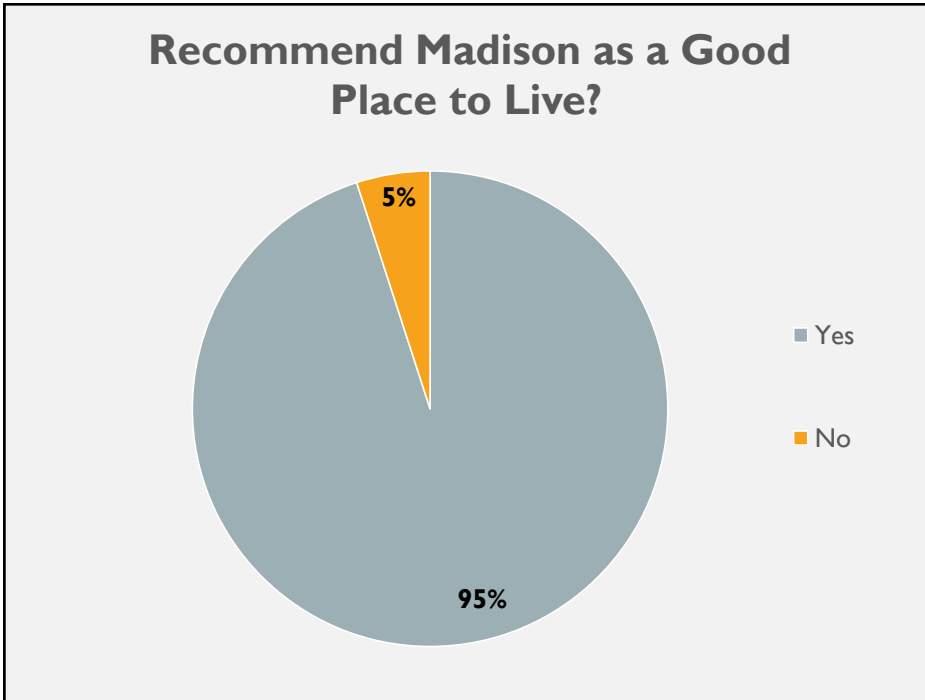


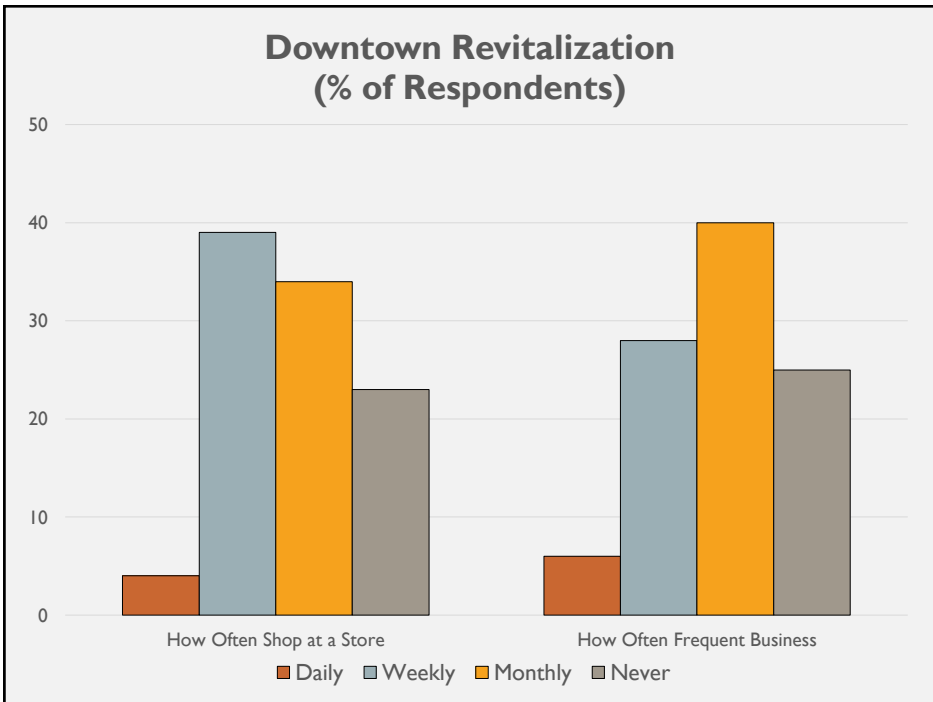
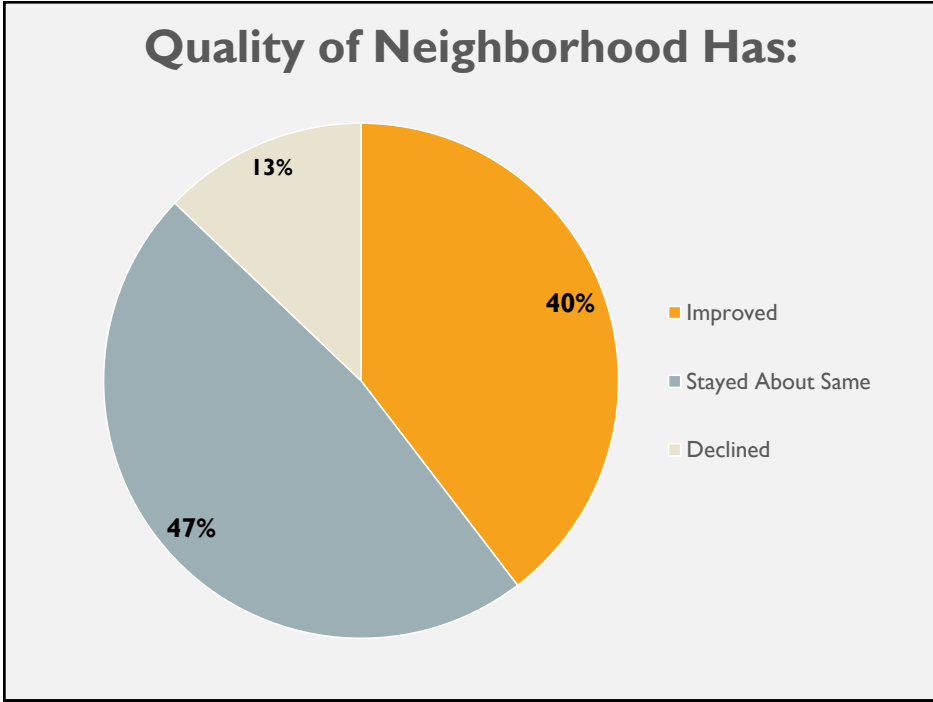


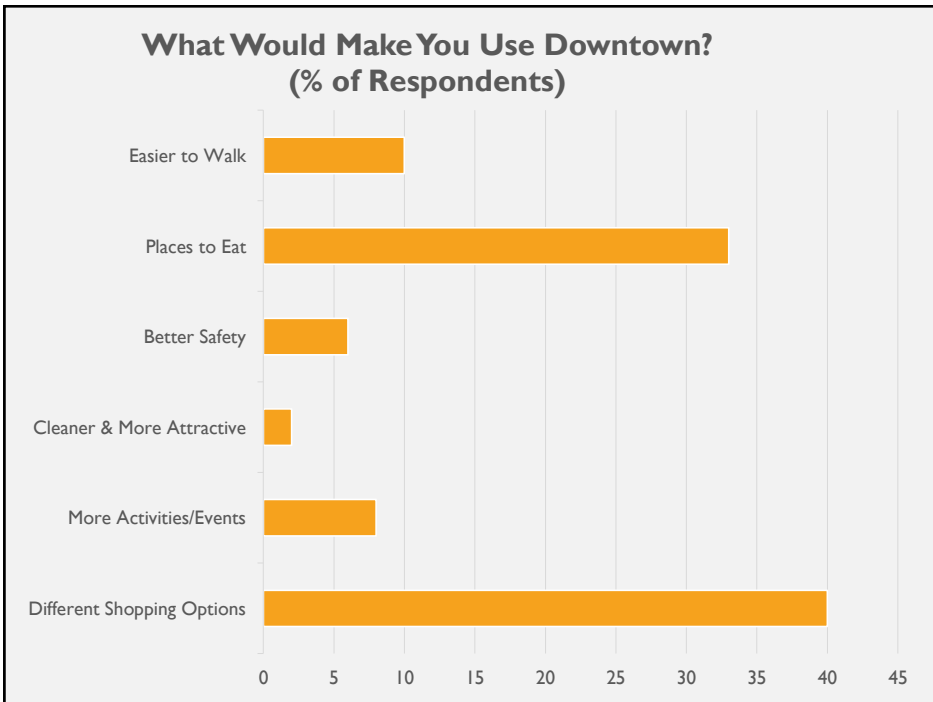
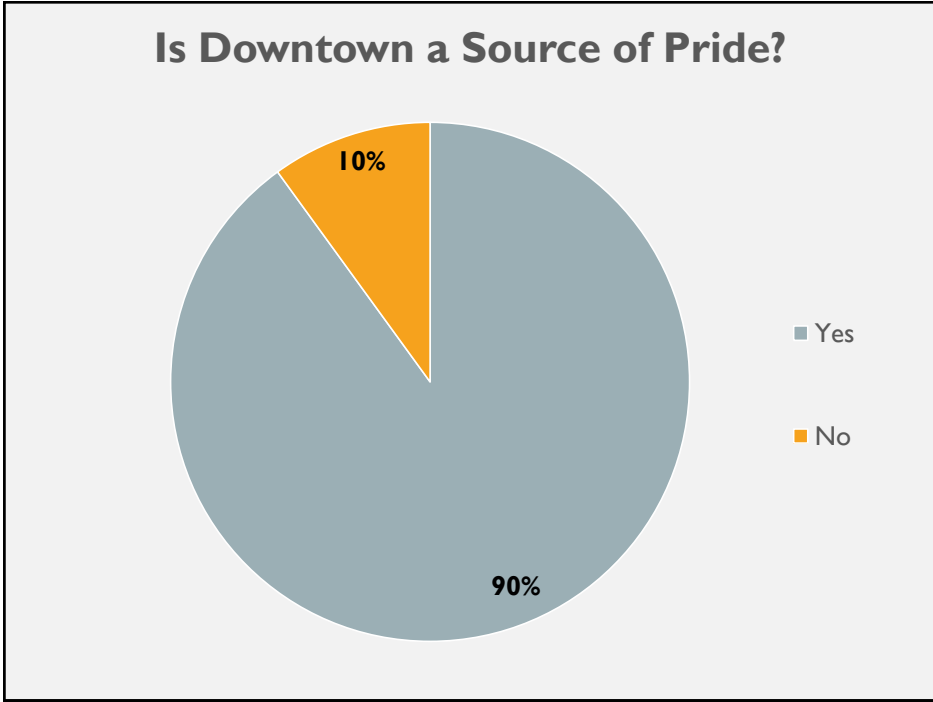


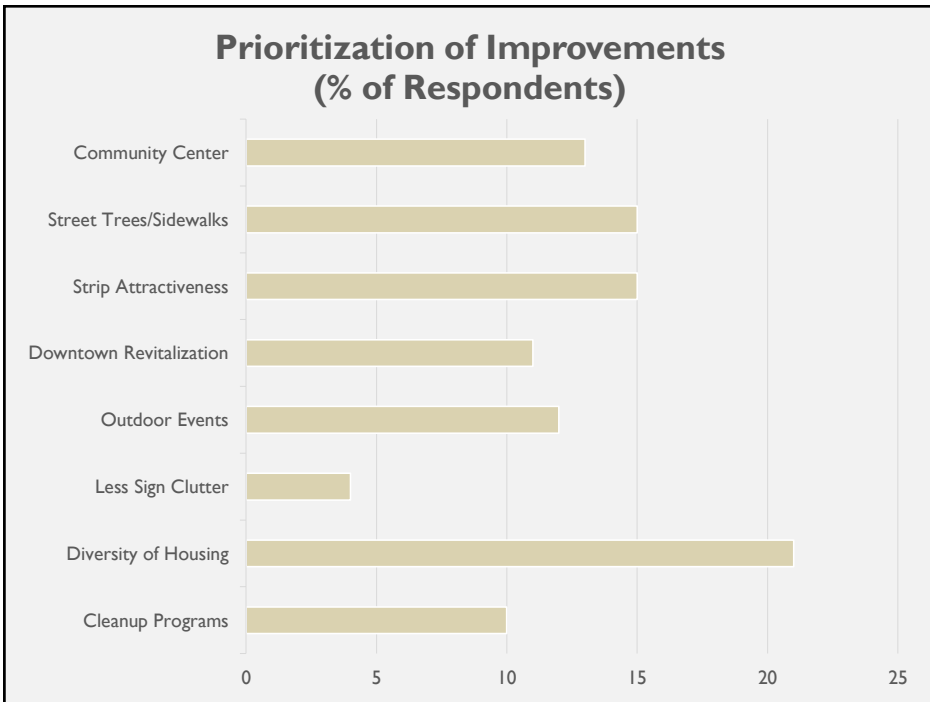
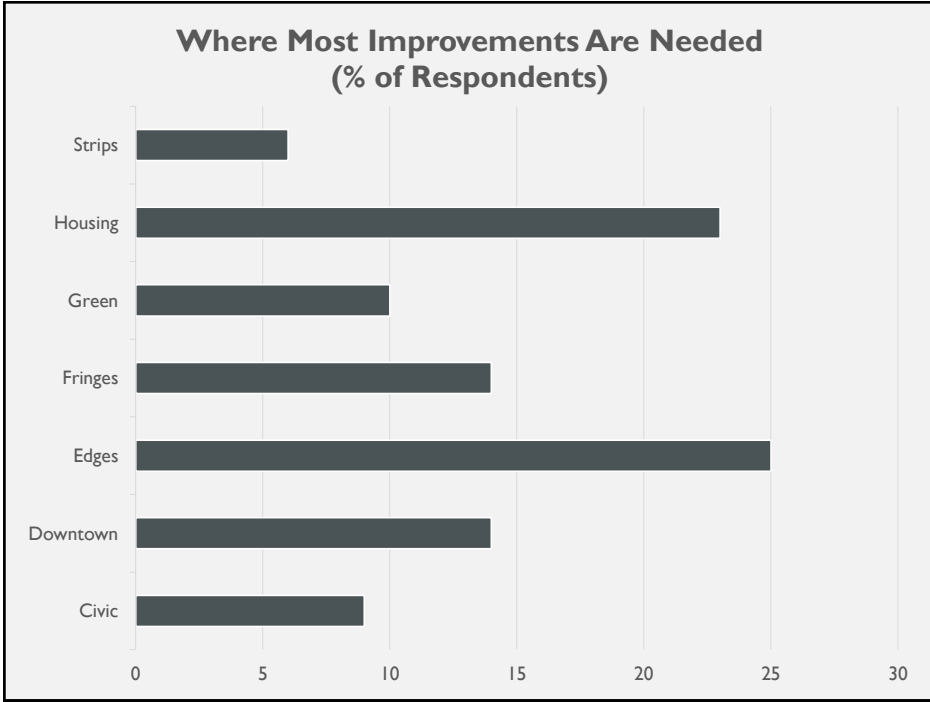


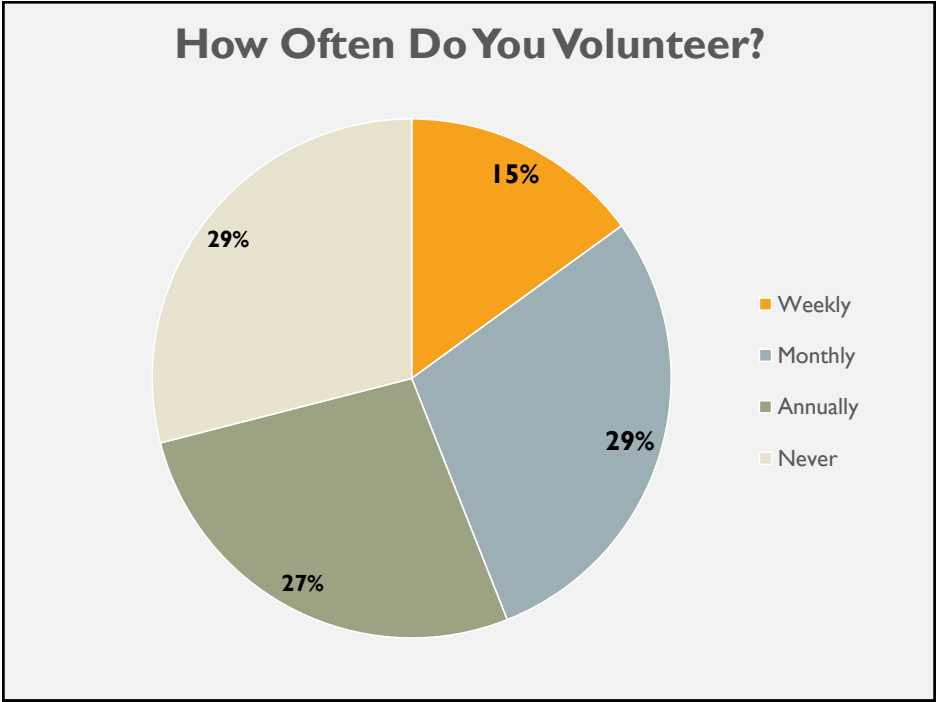
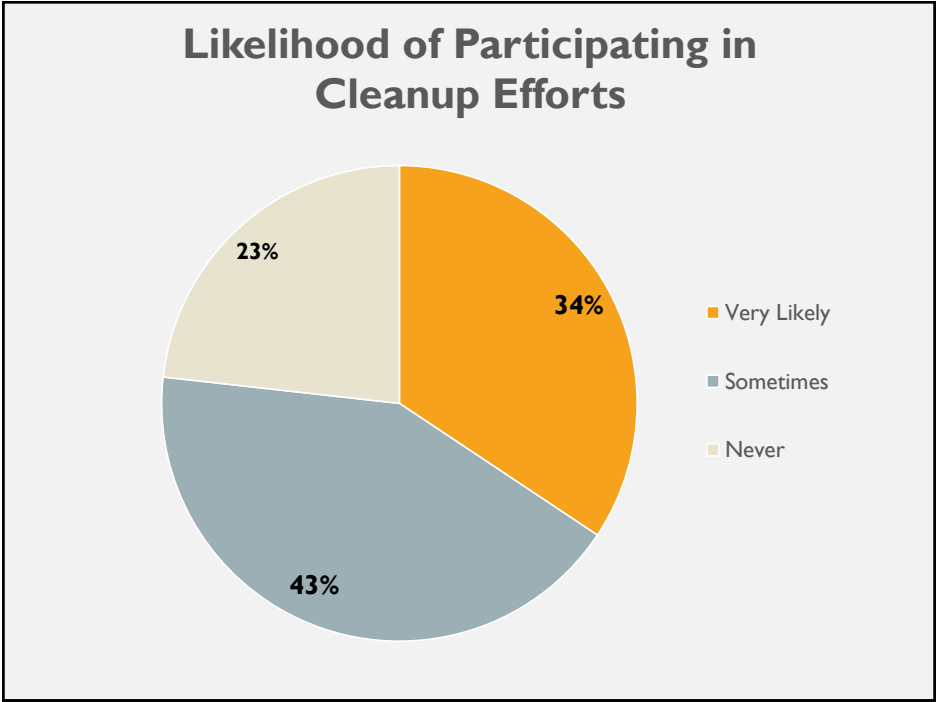


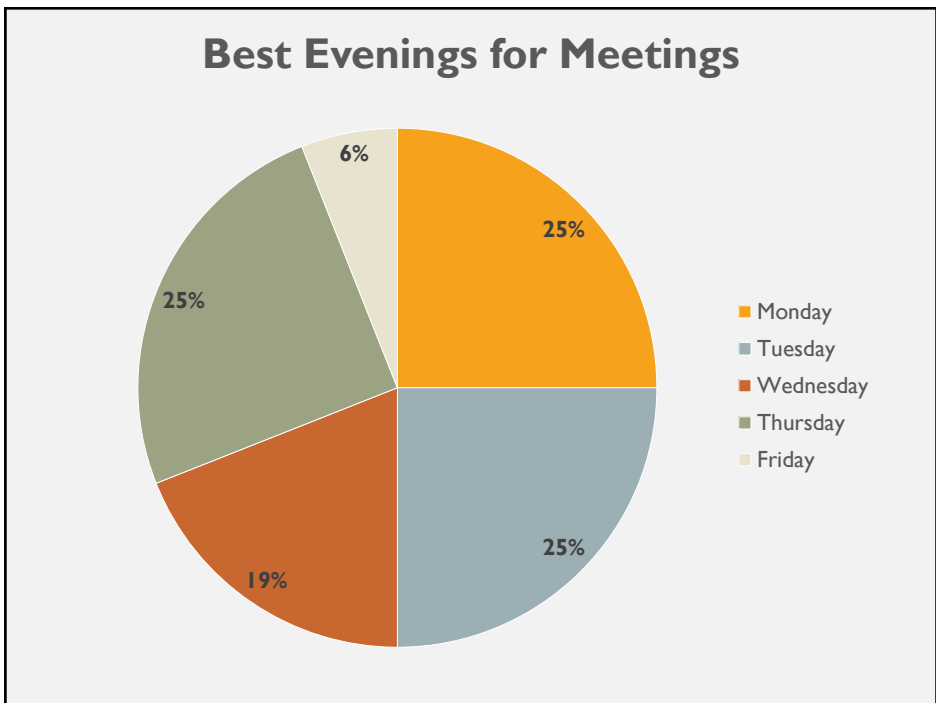
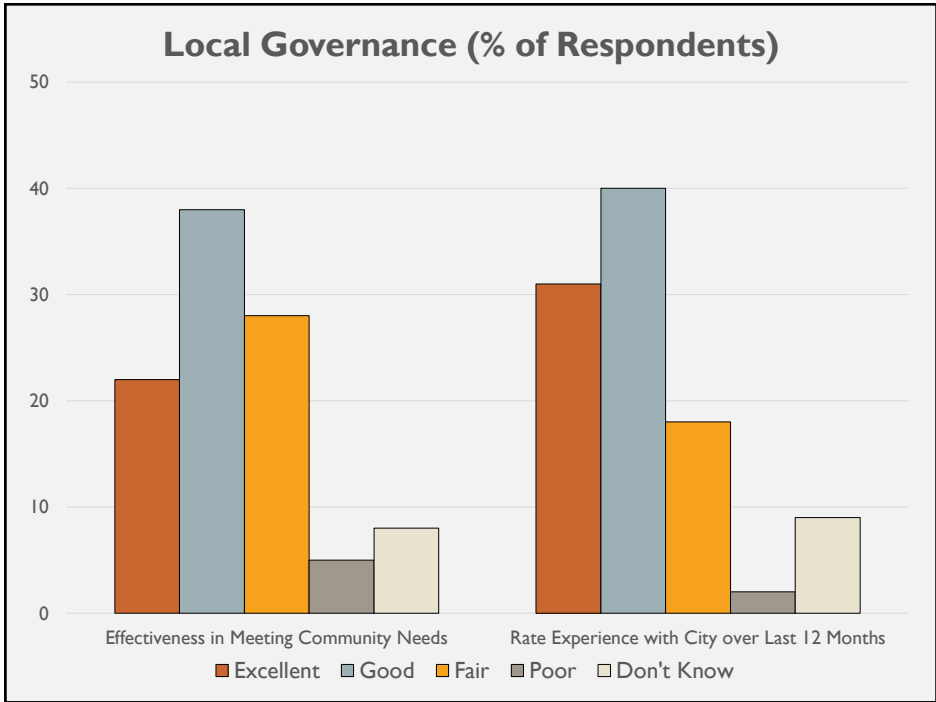


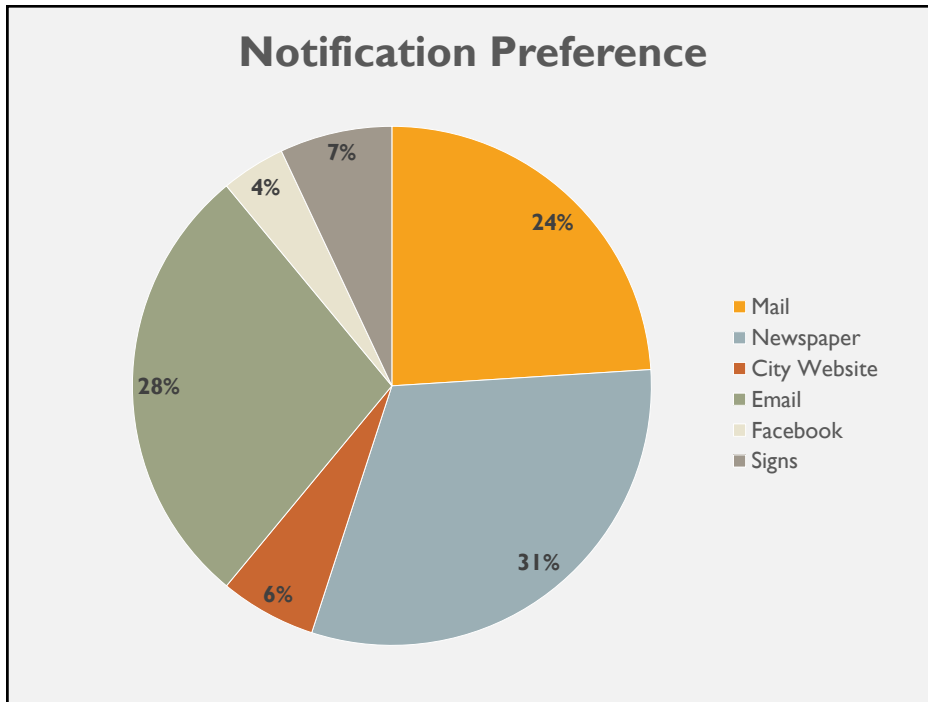














Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



BASICS – ANONYMOUS

Your Street (name only): _____

Age: _____

Gender: ___ M ___ F

QUALITY OF LIFE

- 1 How long have you and/or your family been a city resident? ___ <5 yrs ___ 5-10 yrs ___ 10-20 yrs ___ 20+ yrs
- 2 If you moved to the city in the last 10 years, why did you choose Madison? ___ employment ___ to be near family
 ___ open business ___ other: _____
- 3 What do you like the most about living in Madison? ___ small town ___ cost of living
 ___ convenience
 ___ caring community ___ quiet town
 ___ peaceful neighborhood ___ low taxes
 ___ family atmosphere ___ ease of travel
 ___ metropolitan proximity ___ local activities
- 4 What do you like the least about living in Madison? ___ shopping options ___ crime
 ___ property damage ___ poverty
 ___ race relations ___ noise
 ___ places to eat ___ streets/roads
 ___ lack of activities/events ___ housing choices
- 5 How important are the following factors to you in Madison?
- 5a safe place to live ___ very ___ somewhat ___ not at all ___ no opinion
- 5b clean and attractive ___ very ___ somewhat ___ not at all ___ no opinion
- 5c hometown atmosphere ___ very ___ somewhat ___ not at all ___ no opinion
- 5d adequate medical facilities ___ very ___ somewhat ___ not at all ___ no opinion
- 5e vibrant and active downtown ___ very ___ somewhat ___ not at all ___ no opinion
- 5f selection of housing ___ very ___ somewhat ___ not at all ___ no opinion
- 5g quality schools ___ very ___ somewhat ___ not at all ___ no opinion
- 5h shopping opportunities ___ very ___ somewhat ___ not at all ___ no opinion
- 5i environmental quality of water/air ___ very ___ somewhat ___ not at all ___ no opinion
- 5j parks and recreation ___ very ___ somewhat ___ not at all ___ no opinion
- 5k public services (library, fire, police) ___ very ___ somewhat ___ not at all ___ no opinion
- 5l travel with ease throughout city ___ very ___ somewhat ___ not at all ___ no opinion
- 5m walkability and sidewalk ___ very ___ somewhat ___ not at all ___ no opinion
- 5n availability of employment ___ very ___ somewhat ___ not at all ___ no opinion
- 5o other (you may add more than one): _____

COMMUNITY IMAGE/PERCEPTION

- 6 How would you rank Madison against other similar size cities as a place to live, work, and play? ___ best in region ___ below average
 ___ generally good ___ poor
 ___ average ___ no opinion
- 7 Over the last 10 years, do you believe that the quality of life has? ___ improved
 ___ stayed about the same
 ___ declined
- 8 Would you recommend Madison as a good place to live to a friend/family? ___ yes main reason (whether yes or no):
 ___ no _____

NEIGHBORHOOD STABILITY

- 9 How clean and attractive is your neighborhood? ___ very ___ somewhat ___ not at all
- 10 Over the last 5 years, do you believe the quality of neighborhood has... ___ improved ___ stayed same ___ declined
- 11 How safe is your neighborhood? ___ very ___ somewhat ___ not at all
- 12 What is the biggest safety concern? _____
- 13 How connected/walkable is the neighborhood? ___ very ___ somewhat ___ not at all

DOWNTOWN REVITALIZATION

- 9 How often do you shop at a store in Downtown Madison? ___ daily ___ weekly ___ monthly ___ never
- 10 How often do you frequent a downtown business (not a store)? ___ daily ___ weekly ___ monthly ___ never
- 11 Is downtown a source of pride? ___ yes main reason (whether yes or no):
___ no _____
- 12 What would make you more likely to use Downtown?
___ different shopping options ___ better safety
___ more activities/events ___ places to eat
___ cleaner and more attractive ___ easier walk

COMMUNITY INVESTMENT

- 13 Where do you think the city needs to make the most improvements? ___ civic ___ downtown ___ edges ___ fringes
___ green ___ housing ___ strips
- 14 What would you prioritize to improve the community?
___ cleanup programs ___ downtown revitalization
___ diversity of housing ___ strip attractiveness
___ less sign clutter ___ street trees/sidewalks
___ outdoor events ___ community center

COMMUNITY INVOLVEMENT

- 15 How likely would you be to participate in city cleanup/beautification efforts? ___ very likely ___ sometimes ___ never
- 16 Other than school activities, how often do you volunteer/participate in a community betterment activity? ___ weekly ___ monthly ___ annually ___ never

LOCAL GOVERNANCE

- 17 How would you rate effectiveness in meeting the community's needs? EXEC GOOD FAIR POOR Don't Know
- 18 How would you rate your experience with the city over the last 12 months? EXEC GOOD FAIR POOR Don't Know
- 19 What evenings of the week are best for you to attend public meetings? ___ M ___ T ___ W ___ R ___ F
- 20 What way do you prefer to be notified about public meetings and projects? ___ mail ___ newspaper ___ city website
___ email ___ facebook ___ signs

Morgan County Community Survey

Questions? If you have any questions about this survey or the Comprehensive Plan, please contact WFN Consulting at (770) 420-5634 or info@wfnconsulting.com.

Welcome!

Morgan County and the Cities of Bostwick, Buckhead, and Rutledge are updating their Comprehensive Plan, which will be the blueprint for growth and development over the next 20 years. The Plan will describe the community's vision for the future and outline how to achieve it. The City of Madison will be completing its own Comprehensive Plan through a separate process.

Your opinion counts! This survey asks for your thoughts on housing, transportation, businesses, and community facilities in Morgan County. Results will help express the community's vision, and serve as the foundation for strategies in the Comprehensive Plan. Your responses will be kept strictly confidential and will only be reported in summary format with the other survey responses.

Get involved! In addition to this survey, we will be holding several community workshops to develop ideas for the Comprehensive Plan. Everyone is welcome – please plan to attend and share your vision for Morgan County.

Project Kickoff Meetings

| | |
|---|--|
| <u>Monday, October 5 at 7 pm</u> Bostwick City Council Meeting Bostwick City Hall 5951 Bostwick Rd, Bostwick, GA 30623 | <u>Tuesday, October 20 at 5 pm</u> Morgan County Board of Commissioners Work Session Rutledge City Hall 112 Martha Lane, Rutledge, GA 30663 |
| <u>Monday, October 19 at 7 pm</u> Buckhead City Council Meeting Buckhead City Hall/Fire Station 4741 Buckhead Rd, Buckhead, GA 30625 | <u>Tuesday, October 20 at 7 pm</u> Rutledge City Council Meeting Rutledge City Hall 112 Martha Lane, Rutledge, GA 30663 |
| <u>Monday, November 9 at 7 pm</u> Buckhead City Hall/Fire Station 4741 Buckhead Rd, Buckhead, GA 30625 | <u>Tuesday, November 10 at 7 pm</u> Morgan County Administration Building 150 E. Washington Street, Suite 201, Madison, GA 30650 |
| <u>Tuesday, November 10 at 7 pm</u> Rutledge Fire Station 214 Fairplay Street, Rutledge, GA 30663 | <u>Thursday, November 12 at 7 pm</u> Bostwick Masonic Lodge 6052 Bostwick Rd, Bostwick, GA 30621 |

Community Visioning Workshops

Survey questions: 15
Estimated time to complete: 7-10 minutes



LAND DEVELOPMENT

1. As Morgan County continues to grow over the next 20 years, what type of new development would you most like to see? Please check any that apply.

- Single family housing
- Multifamily housing
- Housing in subdivisions
- Housing in downtowns
- Offices
- Stores, restaurants, and services
- Downtown businesses - Madison
- Downtown businesses - Bostwick, Buckhead, Rutledge
- Agriculture
- Tourism
- Industrial and warehousing
- Mixed-use developments
- No new development

Please share any thoughts about what type of development you would like to see in the County.

COMMUNITY GOALS

The next five questions ask you to identify top needs in Morgan County. For each item below, please rate how high of a priority you think it should be for the County.

2. Economic Development

Attraction of new office or industrial businesses

- | Not a priority | Low priority | Medium priority | High priority |
|--|--|---|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Attraction of new office or industrial businesses Not a priority | Attraction of new office or industrial businesses Low priority | Attraction of new office or industrial businesses Medium priority | Attraction of new office or industrial businesses High priority |

Attraction of new stores and restaurants

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Attraction of new stores and restaurants Not a priority | Attraction of new stores and restaurants Low priority | Attraction of new stores and restaurants Medium priority | Attraction of new stores and restaurants High priority |

Downtown revitalization and clean-up of vacant buildings

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Downtown revitalization and clean-up of vacant buildings Not a priority | Downtown revitalization and clean-up of vacant buildings Low priority | Downtown revitalization and clean-up of vacant buildings Medium priority | Downtown revitalization and clean-up of vacant buildings High priority |

Assistance for small businesses

- | | | | |
|--|--|---|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Assistance for small businesses Not a priority | Assistance for small businesses Low priority | Assistance for small businesses Medium priority | Assistance for small businesses High priority |

Not a priority Low priority Medium priority High priority

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Commercial development around new business anchors (ex: zoo and safari park) Not a priority | Commercial development around new business anchors (ex: zoo and safari park) Low priority | Commercial development around new business anchors (ex: zoo and safari park) Medium priority | Commercial development around new business anchors (ex: zoo and safari park) High priority |

Commercial development around new business anchors (ex: zoo and safari park)

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tourism related to the County's agricultural resources Not a priority | Tourism related to the County's agricultural resources Low priority | Tourism related to the County's agricultural resources Medium priority | Tourism related to the County's agricultural resources High priority |

Tourism related to the County's agricultural resources

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tourism related to Hard Labor Creek State Park and the Apalachee River Not a priority | Tourism related to Hard Labor Creek State Park and the Apalachee River Low priority | Tourism related to Hard Labor Creek State Park and the Apalachee River Medium priority | Tourism related to Hard Labor Creek State Park and the Apalachee River High priority |

Tourism related to Hard Labor Creek State Park and the Apalachee River

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Festivals, fairs, and other tourist activities Not a priority | Festivals, fairs, and other tourist activities Low priority | Festivals, fairs, and other tourist activities Medium priority | Festivals, fairs, and other tourist activities High priority |

Festivals, fairs, and other tourist activities

- | | | | |
|--|--|---|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Marketing of existing recreational activities Not a priority | Marketing of existing recreational activities Low priority | Marketing of existing recreational activities Medium priority | Marketing of existing recreational activities High priority |

Marketing of existing recreational and tourism activities

Please share other ideas about economic development in Morgan County.

3. Transportation

| | Not a priority | Low priority | Medium priority | High priority |
|---|--|--|---|---|
| Routine maintenance of existing roads and bridges | <input type="checkbox"/> Routine maintenance of existing roads and bridges Not a priority | <input type="checkbox"/> Routine maintenance of existing roads and bridges Low priority | <input type="checkbox"/> Routine maintenance of existing roads and bridges Medium priority | <input type="checkbox"/> Routine maintenance of existing roads and bridges High priority |
| Improved traffic flow | <input type="checkbox"/> Improved traffic flow Not a priority | <input type="checkbox"/> Improved traffic flow Low priority | <input type="checkbox"/> Improved traffic flow Medium priority | <input type="checkbox"/> Improved traffic flow High priority |
| Expanded sidewalk network | <input type="checkbox"/> Expanded sidewalk network Not a priority | <input type="checkbox"/> Expanded sidewalk network Low priority | <input type="checkbox"/> Expanded sidewalk network Medium priority | <input type="checkbox"/> Expanded sidewalk network High priority |
| Expanded network of bicycle and walking pathways | <input type="checkbox"/> Expanded network of bicycle and walking pathways Not a priority | <input type="checkbox"/> Expanded network of bicycle and walking pathways Low priority | <input type="checkbox"/> Expanded network of bicycle and walking pathways Medium priority | <input type="checkbox"/> Expanded network of bicycle and walking pathways High priority |
| Sidewalks and through roadways in new developments | <input type="checkbox"/> Sidewalks and through roadways in new developments Not a priority | <input type="checkbox"/> Sidewalks and through roadways in new developments Low priority | <input type="checkbox"/> Sidewalks and through roadways in new developments Medium priority | <input type="checkbox"/> Sidewalks and through roadways in new developments High priority |
| Transportation assistance for senior citizens | <input type="checkbox"/> Transportation assistance for senior citizens Not a priority | <input type="checkbox"/> Transportation assistance for senior citizens Low priority | <input type="checkbox"/> Transportation assistance for senior citizens Medium priority | <input type="checkbox"/> Transportation assistance for senior citizens High priority |

Please share other ideas about transportation in Morgan County.

Bottom of Form

4. Housing

| | Not a priority | Low priority | Medium priority | High priority |
|---|--|--|---|---|
| Residential growth (new housing and residents) | <input type="checkbox"/> Residential growth (new housing and residents) Not a priority | <input type="checkbox"/> Residential growth (new housing and residents) Low priority | <input type="checkbox"/> Residential growth (new housing and residents) Medium priority | <input type="checkbox"/> Residential growth (new housing and residents) High priority |
| Preservation of rural residential areas | <input type="checkbox"/> Preservation of rural residential areas Not a priority | <input type="checkbox"/> Preservation of rural residential areas Low priority | <input type="checkbox"/> Preservation of rural residential areas Medium priority | <input type="checkbox"/> Preservation of rural residential areas High priority |

Not a priority Low priority Medium priority High priority

Housing options for senior citizens Not a priority

Housing options for senior citizens Low priority

Housing options for senior citizens Medium priority

Housing options for senior citizens High priority

Housing options for senior citizens

Variety of housing sizes and types (single family, apartments, townhouses, etc.) Not a priority

Variety of housing sizes and types (single family, apartments, townhouses, etc.) Low priority

Variety of housing sizes and types (single family, apartments, townhouses, etc.) Medium priority

Variety of housing sizes and types (single family, apartments, townhouses, etc.) High priority

Variety of housing sizes and types (single family, apartments, townhouses, etc.)

Variety of housing prices Not a priority

Variety of housing prices Low priority

Variety of housing prices Medium priority

Variety of housing prices High priority

Variety of housing prices

Mix of uses (housing integrated with commercial development) Not a priority

Mix of uses (housing integrated with commercial development) Low priority

Mix of uses (housing integrated with commercial development) Medium priority

Mix of uses (housing integrated with commercial development) High priority

Mix of uses (housing integrated with commercial development)

Code enforcement Not a priority

Code enforcement Low priority

Code enforcement Medium priority

Code enforcement High priority

Code enforcement

Please share other ideas about housing in Morgan County.

5. Natural and Cultural Resources

| | Not a priority | Low priority | Medium priority | High priority |
|--|---|---|--|--|
| Farmland preservation | <input type="checkbox"/> Farmland preservation Not a priority | <input type="checkbox"/> Farmland preservation Low priority | <input type="checkbox"/> Farmland preservation Medium priority | <input type="checkbox"/> Farmland preservation High priority |
| Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality) | <input type="checkbox"/> Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality) Not a priority | <input type="checkbox"/> Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality) Low priority | <input type="checkbox"/> Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality) Medium priority | <input type="checkbox"/> Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality) High priority |

Farmland preservation

Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality)

Not a priority **Low priority** **Medium priority** **High priority**

Preservation of existing parks and open space

Preservation of existing parks and open space
Not a priority Preservation of existing parks and open space
Medium priority Preservation of existing parks and open space
High priority

Land set aside for future parks and open space

Land set aside for future parks and open space
Low priority Land set aside for future parks and open space
Medium priority Land set aside for future parks and open space
High priority

Greenspace and parks included in new developments

Greenspace and parks included in new developments
Low priority Greenspace and parks included in new developments
Medium priority Greenspace and parks included in new developments
High priority

Gateway signs for downtowns and major corridors

Gateway signs for downtowns and major corridors
Low priority Gateway signs for downtowns and major corridors
Medium priority Gateway signs for downtowns and major corridors
High priority

Preservation of historic buildings and downtowns

Preservation of historic buildings and downtowns
Low priority Preservation of historic buildings and downtowns
Medium priority Preservation of historic buildings and downtowns
High priority

Please share other ideas about natural and cultural resources in Morgan County.

6. Community Facilities and Infrastructure

Not a priority **Low priority** **Medium priority** **High priority**

Maintenance of existing parks, athletic fields, and aquatic center

Maintenance of existing parks, athletic fields, and aquatic center
Not a priority Maintenance of existing parks, athletic fields, and aquatic center
Low priority Maintenance of existing parks, athletic fields, and aquatic center
Medium priority Maintenance of existing parks, athletic fields, and aquatic center
High priority

Expanded recreational opportunities or programs

Expanded recreational opportunities or programs
Not a priority Expanded recreational opportunities or programs
Low priority Expanded recreational opportunities or programs
Medium priority Expanded recreational opportunities or programs
High priority

Maintenance of schools and educational services

Maintenance of schools and educational services
Low priority Maintenance of schools and educational services
Medium priority Maintenance of schools and educational services
High priority

Improved schools and educational services

Improved schools and educational services
Low priority Improved schools and educational services
Medium priority Improved schools and educational services
High priority

Expanded water/sewer services

Expanded water/sewer services
Not a priority Expanded water/sewer services
Low priority Expanded water/sewer services
Medium priority Expanded water/sewer services
High priority

Not a priority **Low priority** **Medium priority** **High priority**

Stormwater/drainage system improvements

Stormwater/drainage system improvements
Not a priority Stormwater/drainage system improvements
Low priority Stormwater/drainage system improvements
Medium priority Stormwater/drainage system improvements
High priority

Expanded emergency services (law enforcement, fire, EMT)

Expanded emergency services (law enforcement, fire, EMT)
Not a priority Expanded emergency services (law enforcement, fire, EMT)
Low priority Expanded emergency services (law enforcement, fire, EMT)
Medium priority Expanded emergency services (law enforcement, fire, EMT)
High priority

Expanded medical services and facilities

Expanded medical services and facilities
Not a priority Expanded medical services and facilities
Low priority Expanded medical services and facilities
Medium priority Expanded medical services and facilities
High priority

Please share other ideas about community facilities and infrastructure in Morgan County.

7. When you think about your community 20 years from now, what things do you hope will remain the same?

8. When you think about your community 20 years from now, what improvements or changes would you like to see?

9. Thinking about your favorite place to visit, if you could copy something about it and bring it to Morgan County, what would it be?

GENERAL INFORMATION

To help us get a sense of who participated in the community survey and what part of Morgan County they are from, please share the following information. Your responses will be kept strictly confidential and only reported in summary with other participants.

10. Please choose where you live and work from the dropdown list.

I live in I live in menu

I work in I work in menu

I own or manage a business in I own or manage a business in menu

Comments:

11. Please check your age.

- Under 18
- 18 to 30
- 31 to 45
- 46 to 64
- 65 and older

12. Please check your race/ethnicity.

- White
- Black
- Hispanic
- Asian
- Other (please specify)

13. Please check your household income.

- Under \$25,000
- \$25,000 to \$50,000
- \$50,001 to \$75,000
- \$75,001 to \$100,000
- Over \$100,000

14. Please share your name and address. We'll only use this information to see what parts of the County are represented in the survey. If you would like to receive emails about additional ways to participate in the Comprehensive Planning process, please provide an email address.

Name
Address
City
State
Email

15. Please share any general comments below.

Thank you for your participation!

MADISON PUBLIC INPUT

MCMS & MCHS Students

February 11, 2016

Responses came from the following questions:

How many live in the City?

How often do you go into Madison & why?

What's the best thing about Madison?

What's not so great? What's missing?

What are Madison's biggest threats?

If it were a person, what would be Madison's reputation?

In 10 to 15 years from now, will you come back? Why/Why not?

What is that "one thing" about Madison that you would change?

Live in Madison/Why go to Madison: As a matter of perspective and background for answers below, the "City of Madison" was described by the students to encompass the area stretching from McDonald's to Heritage Park. Only a small handful of Middle School students live in the City limits of Madison, while nearly one-half of the High School students live in Madison. Several students commented that even though they do not live in the city, they go into town a lot for a variety of reasons including:

- Grocery – Ingles and Walmart
- Jewelry store, antiques, and bank
- Hang out with friends
- Amici's Pizza and Chop House
- Town Park and Events
- Post Office
- Hair Cut
- Job
- Sports/recreation

What is the best thing: When asked to offer what they believe to be the best thing about Madison, the High School students had more to say. Middle School students said the "old town look" and Amici's were the best things about Madison, with one student describing Amici's as "heaven". Other thoughts included:

- Know where everything is
- Madison Drugs
- Walkable
- Good tourist attraction
- Town Park and events
- Greenspace overall – no real urban spot with too much hard surface
- Small-town appeal
- Historical aspect
- Quiet but filled
- Downtown – walkability and historic houses
- Firefly event
- Not very industrial like Covington and Conyers
- Historic home tour – great but congested
- Everyone knows everyone
- Clean, nice downtown
- Trees
- Amici's / Food

What is not great or is missing: As expected, all students were more forthcoming with thoughts and ideas on what would make Madison an even greater place to live. Ideas shared on what Madison needs to improve or to add include the following:

- Concerts in the park – weekends; kid-friendly/desired music; battle-of-the-bands; "same old thing"/need more events (too stale)
- Need more continuity/consistency of events – like host one each month
- Park/Rec field needs to be updated
- Coffee house with Wi-Fi, couches and cheaper coffee / Wi-Fi café
- High School student hangout / place to do homework (community space)
- Green Trail / Nature walk – more connectivity, wayfinding signage

- Sidewalks – some need repair (tree roots); need to add more (at library/schools) and crosswalks
- Need bike lanes – Dixie Hwy and 278
- Need more jobs for teenagers
- Shopping – attractive to tourists but not drawing locals because close too early and too expensive
- Shopping – needs to be “everyday” and affordable; like Georgia Square Mall
- Hobby Lobby, Nike and other outlets, Technology store
- More Restaurants – Downtown restaurants are too crowded.
 - Middle School students said “more chain restaurants” and
 - High School students said more “In Between Restaurants” like Barbaritos and Food Trucks
- Entertainment/Cultural – ice skating, drive-in, Dave & Busters, paint ball, zoo, art museum, “Rush”/SkyZone (indoor recreational), movie theater (like “Ricky Dee’s”), bowling, lazer tag, etc.
- Left-turn problematic at Arbors
- More schools – bus rides too long
- Need to change mix-up of school ages on bus
- Trucks should use bypass
- Need light at turn by Hospital
- Traffic lights not synced
- Roads – pot holes; stormwater runoff; E. Jefferson Road; need more connected roads
- Parking – Downtown / need more
- Don’t expand city limits to Bostwick

Madison’s biggest threats: Surprisingly, the thoughts shared by the students were somewhat opposing. The Middle School students seemed to appreciate the “old town look” and “small-town feel” of Madison, while the High School students want more change and progress as illustrated by their suggestion that such protective policies as the historic district are too restrictive. Other threats perceived by the Middle School include:

- Traffic
- Drugs

- Too much “new”
- Don’t want to be Alpharetta, Atlanta, Greenville, Athens, Indianapolis, or San Francisco

Additionally, the High School students offered the following as threats to Madison:

- Potential for incompatible development
- Unwillingness to change/progress – specifically, the lack of adequate broadband/Wi-Fi
- Historic code – have to live in home to have a B&B

If it were a person, what would be

Madison’s reputation: This was an interesting question to pose, as it resulted in a wide range of answers.

- Middle School students offered:
 - Kind of popular by not
 - Between “normal and popular”
 - Old School
 - Classic
 - Small
 - Short-bearded dude who talks about the old days
 - Needs to touch up – paint, clean, pave roads, truck traffic
- High School students suggested:
 - Southern
 - Neat and tidy
 - Historic
 - Nostalgic
 - Conservative Grandma – can joke with but some off limits
 - Strand of pearls, not a choker
 - Fancy
 - Old-fashioned
 - Old
 - Middle-aged
 - Artistic
 - Land Barron / Old Money
 - Business/Entrepreneur
 - Southern charm with a splash of sass

In 10 to 15 years from now, will you come back to Madison: Answers provided were somewhat predictable given the age of the participants and the long list of “needs” offered earlier in the discussions. On the whole, most of the respondents have no plans to return to Madison, at least not until they are ready to raise a family. Being described as a family-friendly town and being a good place to raise a family were common theme among the students. Other ideas of what would attract Middle School students back to Madison included:

- Nature / tree cover
- Art
- Expansion of the city in terms of businesses/entrepreneurship and population diversity
- Family
- Major league baseball

Several High School students emphatically proclaimed they would not return to Madison, explaining that Madison is not a good city for the 20-something-year olds because there is limited affordable housing options and no night life. Several said they may consider moving back when they are ready to raise a family. Additionally, the students stressed that Madison is too small and that one cannot have a “private moment”. Other comments included:

- Not enough opportunity – jobs, housing, shopping
- Nothing to do / No social life
- Need more shops, live music, karaoke, bar/night life places
- More food options – small/local, eclectic places to eat and hang out
- People do not forget
- More affordable houses
- Community College

What is that “one thing” about Madison you would change: The Middle School students only offered a specific property in Madison, the old BI-LO shopping center. They suggested turning it into a “Dave & Busters” or similar type family entertainment place.

High school students expressed that Madison is too commercial and too “national-brand”. And, they do not want it to be. Some of the students also shared that they do not want Madison to become too big, but they would like to see more “young-people” stores and more variety of shops in Downtown.

In conclusion, the students were engaged in the focus group activity and offered great insight into what is important to the young people of Madison, Morgan County. About fifty (50) students between the Middle and High schools participated, and they offered a variety of ideas for how Madison could be strengthened to attract them back home after their next steps, whether college, military or job opportunities.

MADISON PUBLIC INPUT

Senior Center & Prime-timers February 25, 2016

Responses came from the following questions:

What are Madison's "Keepers"?

What is working well and should be maintained or kept?

What does Madison need to bring in?

What are Madison's "Fixers"?

What's not so great? What's missing?

What are Madison's "Keepers" / what is

working well: While most of the Senior Center visitors live in the County, they offered great insight into what they believe makes Madison a great city. Topping their list of "Keepers" are the Senior Center, the schools, historic homes (i.e. the historic district), and the churches. Other "Keepers" included:

- Small-town feel
- Parks, greenspace
- Stores
- Transit
- Aquatic Center
- Library
- Hospital

Thoughts about what should be brought to Madison and how some of the "Keepers" could be improved also were discussed. At the top of the "Bring to Madison" discussion was low income housing, particularly for older residents on fixed incomes. It also was mentioned that more independent living within complexes that have assistance if needed, perhaps a development that combines independent and assisted living units so that residents can age in place as their needs change. Other thoughts about what Madison

needs to bring in are more jobs, grocery store options, more activities for all age groups, and stores – especially those which offer plus size clothing and home goods. With regard to improving some "Keepers," several Senior Center participants expressed interest in seeing the transit expanded and having continued improvements to the hospital.

Prime-timers shared similar thoughts about what are "Keepers" for Madison. Like the Senior Center participants, Prime-timers agree that the schools and churches in Madison are good and should be maintained. Also, Prime-timers enjoy the trees, parks/greenspace, and aquatic center; and believe they along with the public services (library, parks, police, fire, etc.) are "Keepers" which should continue to be strengthened and enhanced when/where possible. And like the Senior Center visitors, the Prime-timers agree that the hospital and medical choices are "Keepers" but should be expanded and updated when possible.

Unlike the Senior Center focus group, most of the Prime-timers live in the City of Madison which perhaps explains why their top "Keepers" differed. Topping the Prime-timers' list of "Keepers" are the people and small-town feel, the cleanliness of the city and its maintenance staff, and the Boys & Girls Club. Other "Keepers" included:

- Cultural Center
- Shopping
- Emergency services & Fire Department
- Garbage and yard trash pick-up
- Local activities/events
- Town Park/Downtown events
- Safety
- Icehouse & other Downtown developments
- Courthouse & Jail/Justice Center
- Museums
- Strong sense of community
- Heritage House
- Therapy place
- Ice art
- Emergency notification
- Adequate real estate

What are Madison’s “Fixers” / what is not great or is missing: These two focus groups were more like-minded on the “Fixers” of Madison. The “Fixers” topping the lists can be grouped into broad categories: housing, shopping and entertainment, road network, and pedestrian safety. More specifically, the “Fixers” receiving the most discussion are:

1. Housing: need more diverse housing options, specifically senior apartments and assisted-living facility
2. Shopping and Entertainment:
 - a. Movie theater
 - b. More grocery stores
 - c. More retail shopping and restaurants (non-fast food chains, like Chili’s and Longhorn’s)
 - d. More activities at the Cultural Center for all ages
 - e. Recreational activities for all ages
3. Road Network:
 - a. Road maintenance (pot holes)
 - b. Complete the Bypass
 - c. Re-do striping and/or add to clearly delineate parking vs. roadway turn lane parking areas being used as turn lanes)
 - d. Install additional traffic lights like at Bethany Road, at the Walmart and Captain D’s and KFC
 - e. Add turn signals
 - f. Controlled access at “Triangle” to help with traffic congestion
 - g. Pave Crawford Street
 - h. Micah Way access to Hwy 441
 - i. Install speed bumps (Cornwall Street/Main Street)
4. Pedestrian Safety:
 - a. Expand sidewalk network by installing new sidewalks and connecting existing ones;
 - b. Add crosswalks particularly along roadway between Senior Center split and Downtown;
 - c. Improve accessibility of sidewalks (uneven, tree roots)
 - d. Pedestrian access at the schools

Other ideas shared on “fixers” and what Madison needs to improve or to add included:

- Stormwater runoff control
- Access road to Laurel Cemetery/ railroad crossing is bad
- Weaker historic district/less emphasis on historical society
- Senior check-in service for those who live alone
- More police on patrol
- Clean up – area behind Icehouse and near railroad tracks
- More airport to west
- Decrease school taxes/property taxes; school-tax exemption
- New jobs; better paying jobs
- Trees obstructing views – Main Street
- Expand/improve public transit
- Pick up recyclables
- Bakery
- Physical therapists & medical para-professionals
- Carwash opportunities
- Animal control – coyotes, deer and loose dogs

In conclusion, fewer people participated in the Senior Center focus group than the Prime-timers session. Most of those who did attend the Senior Center focus group do not live inside the City of Madison, while all but a small handful of the Prime-timers live in the city. Both groups offered great insight into what makes Madison a great place to live and what it can do to make it even better.

Topping the list of “Keepers” are the Senior Center, schools, historic character, churches, small-town feel, cleanliness of the city, and the Boys & Girls Club. On the other hand, the top “Fixers” fall into four broad categories – housing, shopping and entertainment, road network, and pedestrian safety – with additional outliers named above. Of upmost importance to these two groups, though, is senior housing choices including apartments, independent units and assisted-living facility.

MADISON PUBLIC INPUT

Individual Interviews September 30, 2016

Responses came from the following questions:

What do you like most about living in Madison?

What is that one thing you would change?

What are Madison's greatest assets? What are Madison's "Keepers"?

What is Madison's greatest challenge?

If you could designate your tax dollars, where or on what service or program would you spend your dollars?

What are three words you would use to describe Madison?

In 20 years, the City of Madison is...?

What do you like most about living in

Madison: Of the eight individuals who were interviewed, only two are "natives" of Madison, having been born and raised there. The others relocated to Madison from other places, but all have lived in Madison for 20 years or longer. Small-town feel, quality of life, and proximity to Atlanta and Athens topped the list of what these interviewees enjoy about living in Madison. Other reasons included the following:

- Great place to raise a family
- Great schools
- Inclusive native of the people
- Historic character and rural openness
- Cultural events

What is that one thing you would change:

Seven out of the eight interviewees listed housing as that "one" thing they would change. Among those who listed housing, the lack of

available housing at affordable price points and substandard housing conditions were discussed.

Other "Fixers" topping the lists included the following:

- Increase marketing and strengthen communication
- Enhance the quality of education – The schools are lacking rigor and standard of excellence. Schools should expand recruitment to attract talented teachers.
- Expand tree areas; add more trees
- Density – as Madison grows, it should be "smart growth" and not sprawl
- Walkability must be a priority
- Fiber/broadband and high-speed service are desired
- More jobs
- Better parking for merchants

What are Madison's greatest

assets/"Keepers": The only common "Keepers" among the interviewees were its "small-town hospitality and inclusivity" and the Historic District, sharing the historic district and other landmarks should continue to be supported and protected. Other "Keepers" included:

- Cemeteries and Cemetery Commission
- Library / headquarters for Uncle Remus
- Hospital
- Schools
- Greenspace

What is Madison's greatest challenge:

Topping the list of greatest challenges was job growth. Several interviewees suggested that Madison needs more jobs, especially college-education-required and high-tech jobs. Other challenges named included the following:

- Development pressure – large, 1000+ unit neighborhoods in the County will result in Madison looking and functioning more like Monroe and Covington, which would not be good.
- NIMBYs want to close “gates of Madison” and have no new growth, but that is not realistic.
- Eatonton Highway – bypass guidelines for design standards
- Poverty and homelessness – not everyone should be or wants to be a homeowner. Need church groups to help financially versus the City, which should determine what is needed.
- Growing division between the City and County
- SPLOST allocation – Allocate 1% of SPLOST annually to hospital and 1% of the City SPLOST to GICH/Housing
- Corridor design standards and aesthetics
- Race

If you could designate your tax dollars, where or on what service/program would you spend your dollars: Among the eight interviewees, two stated they would allocate their tax dollars to Public Safety to increase salaries/wages. Housing was another common answer. More specifically, using tax dollars to the extent possible to create multiple solutions and increase housing opportunities at all price points. Ideas suggested for housing included (1) repurposing the old Middle School for senior housing apartments and/or assisted-living facility, (2) allowance of tiny homes in the appropriate locations, and (3) developing single-family style structures which function as multi-family with several rental (or owner-occupied) units.

Other ideas for how the interviewees would designate their personal tax dollars include:

- Expansion of trails, sidewalks and bike paths

- Tree plantings
- Recreational Department “active adult” programming like lectures and pottery/art classes
- High-speed broadband/fiber, whether private or as a public utility
- Education – diversify and expand teaching methods

What are three words you would use to describe Madison:

Responses were as follows:

- Historic, southern, small-town
- Welcoming/inviting, supportive, beautiful
- Charming, progressive, prosperous, beautiful
- Ease of living/small-town living with big-city convenience, cultural advantages, friendliness/acceptance
- Friendly, restaurants (good variety), fortunate with government leadership and staff
- Inviting, inclusive, concerned – continued to work to be best town to live, not just visit (synergy/blend of the best)
- Small-town, charming, vibrant
- Hospitality, tourism, small-town

In 20 years, the City of Madison is...: Overall, interviewees reflected positively on Madison’s future. They envision Madison as a thriving, progressive small town that remains safe, charming and inviting. Walkable, green, inclusive and family-friendly also described Madison’s future. Only one interviewee shared concern for Madison’s future, stating they fear Madison will be an Atlanta exurb, like Lawrenceville, in 20 years. The interviewee remains hopeful Madison will be prosperous and rooted in neighborhood/community, rather than become lost in a suburb.

In conclusion, the individuals who participated in one-on-one interviews reflected positively on Madison and its quality of life. All offered great insight into what makes Madison a great place to live and what it can do to strengthen its quality of life. Topping the list of “Keepers” are Madison’s small-town feel, historic character, greenspace and schools. Rising to the top of the “Fixers” list were housing and job growth. Interviewees envision a future in which Madison is a vibrant, safe small-town community where everyone is welcome and has an opportunity to live, work and play.



TOPIC OPEN HOUSES

Over the next year, the City of Madison asks for your input to develop our comprehensive plan. We would like to encourage you to attend the informational Topic Open Houses listed below. This is a great opportunity to get involved and work with neighbors to envision a shared outcome for your neighborhood, and your city, for years to come.

Join us Saturdays, **10:00 A.M.–2:00 P.M.** in The Meeting Hall, Suite 400 of The Public Safety Building, 160 N. Main St., High Street Entrance.

March 19, 2016
LET'S FOCUS ON: RECREATION & BEAUTIFICATION

May 21, 2016
LET'S FOCUS ON: HERITAGE & TOURISM

July 16, 2016
LET'S FOCUS ON: HOME & NEIGHBORHOOD

September 17, 2016
LET'S FOCUS ON: SAFETY & SERVICE

November 19, 2016
LET'S FOCUS ON: REVITALIZATION & GROWTH

Not a Public Meeting Person?
 Visit www.MadisonGA.com, to leave feedback for the Monthly Online Survey (Feb.–Nov.), or come by City Hall, to pick up a Planning-In-The-Box Kit (March–June) for your personal use.

Drop in to gain insight and give input on this specific topic. Kids and big kids are welcome!

TOPIC OPEN HOUSES: RECREATION & BEAUTIFICATION

Saturday, March 19, 2016
 10 a.m. – 2:00 p.m.
 The Meeting Hall
 Suite 400
 The Public Safety Building
 160 N. Main Street
 High Street entrance

Small Town: BIG PLANS
 City of Madison
 Comprehensive Plan '17

- ### APPENDIX A-2.4 OPEN HOUSES
- Topical Specialized Focus for Access & Answers:
- > Posters
 - > Custom Topical Ad & Tearsheet - SAMPLE (ran the two weeks prior to the open house)
 - > March 19 drew most attendees but still less than 50
 - > Not well attended so May 21-July 16 (combined)
 - > Not well attended so Sep 17-Nov 19 (combined)
 - > Data Atlas Maps displayed; Dept heads available

Best of the Best: 'Hail Mary'

Mary lived across the street from an ice cream parlor, with her husband and three children. Her two sons are the same age as ours and attended the same school. Shortly after we moved into the neighborhood, the boys were fast friends. Mary and I shared carpools, dates, and fondly. She's RN in the surgical unit at the regional hospital and a no-nonsense individual. Mary gets things done. I admire her tenacity and take-no-excuses approach to life. It serves her children well; both sons were salutatorians. The second son graduated from the Naval Academy and her younger daughter graduated in the top five of her class. Hard work, no excuses, and Mary's rule for success, set them apart. I watched Mary and tried to glean what I could from her child-rearing methods. I discovered she set her children up for confidence and success. The children were well dressed and groomed. On the days big tests were scheduled at school, Mary enforced her rule for success: the boys wore a tie, and dressed as if going to church, and their sister usually wore a dress and Sunday shoes. Mary's idea was that like an interview, you feel confident and perform better, if dressed to succeed. It was more than dressing up. The added bonus was a positive can-do attitude. Ding if it didn't work her children were mentally prepared for the challenges ahead. I like to refer to her rule as the "Hail Mary." It can be game-changer, and failure, missing and losing. I can't help but think about Mary's approach to confidence and success after viewing clips of Mrs. Clinton as Secretary of State and as a United States Senator. Often, as she stepped around the world, and walked the halls of Congress, she appeared disheveled, so making in need of a hair appointment and wearing rather ill fitting clothes. What was she thinking? I found myself calling for the Hail Mary. I myself, would you willingly skip annual bonuses if your government told you it would help influence them? Yeah, I didn't think so. And apparently Boeing doesn't think so either. — I'm not a politician, well-connected company managed to get itself on a short list of companies exempt from the current trade embargo with Iran. How convenient. Apparently the expediency of pleasing big donors trumps the so-called "national interest" that applies to everyone else. Justice for all indeed.

Fowler's HEATING & AIR
 706-816-5113
 NEW 14 SEER systems up to 3 tons with 10 year parts warranty for \$3400.00 (or less, depending on size) Limited time. Call today for the details or visit www.fowlers-hvac.com

Small Town: BIG PLANS
 City of Madison
 Comprehensive Plan '17

TOPIC OPEN HOUSES: RECREATION & BEAUTIFICATION

Saturday, March 19, 2016
 10 a.m. – 2:00 p.m.
 The Meeting Hall
 Suite 400
 The Public Safety Building
 160 N. Main Street
 High Street entrance

Drop in to gain insight and give input on this specific topic. Kids and big kids are welcome!

TOPIC OPEN HOUSES: RECREATION & BEAUTIFICATION

Great doctors matter. Morgan Memorial matters.

Introducing Dr. Craig Benson of Morgan Physician Services

Morgan Memorial Hospital is pleased to welcome Dr. Craig Benson, a primary care/family practice physician, to our community. A native of Gatlinburg, Tennessee, Dr. Benson has practiced medicine since 2004. He and his wife, Rachel, have three daughters and look forward to making Madison their home.

Office: 10755, Main St., Suite 100, Madison
Appointments: (706) 438-1275

MORGAN MEMORIAL HOSPITAL
 Building Now for Our Future.
www.org

Craig Benson, D.O.
 Medical Degree: West Virginia School of Osteopathic Medicine, Lending West Virginia
 Family Practice Internship: University of Tennessee Medical Center, Knoxville, Tennessee
 Affiliations: American Osteopathic Association, American Medical Association, American Society of Addiction Medicine
 Service: United States Navy Medical Corps, Medical Officer



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



Madison Plans Committee

Thursday, July 28, 2016

5:30pm to 7:00pm

Public Safety Building

160 N. Main Street,
Meeting Hall, Suite 400
High Street Entrance

- I. Welcome & Introduction

- II. Overview of Comprehensive Planning
 - A. What is a Comprehensive Plan
 - B. Character Areas
 - C. Short Term Work Program

- III. Overview of Process & Roles
 - A. Over of Comprehensive Planning Process
 - B. Roles: Jessica, City Staff & Plans Committee
 - C. Project Deliverables

******* DINNER *******

- IV. Summary of Activities to Date
 - A. Survey
 - B. Neighborhood Forums
 - C. Topic Open Houses

- V. Next Steps: Work Groups & Tasks
 - A. Next Meeting
 - B. Work Groups & Tasks
 - C. Next Meeting: **Thursday, August 25 at 5:30pm**



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



Madison Plans Committee
Thursday, August 25, 2016
5:30pm to 7:00pm
Madison Public Safety Building

- I. Welcome
- II. Overview of Tonight & “Ground Rules”
- III. Interactive Exercises
 - A. Comments/Questions: Public Survey Results & Focus Group Results
 - B. Comp Plan Section Review – POPULATION – Feedback
 - C. Community Leader Photo Log Assignment

~ DINNER IS SERVED! ~

- D. Work Group Reports:
 - i. Gold Star Task – “Draft a Character Area Map for Madison and its surrounds”
 1. Use state guidelines to define different visual/use areas in Madison (focusing on existing and evolving development areas)
 2. Pinpoint areas of special attention (development nodes, community gateways, areas in need of aesthetic improvements, transition areas)
 - ii. Red Star Task: “Itemize, prioritize, and strategize solutions for Madison’s *Top 10 Challenges*”
 1. Identify Madison’s most challenging fixers/issues/undertakings
 2. Rank the highest priorities, discussing impediments to success
 - iii. Blue Star Task: “Evaluate Madison’s performance on existing work plan”
 1. Review current work program and determine completeness
 2. Redefine and update incomplete tasks as necessary
- IV. Next Steps:
 - A. Comp Plan Section Review – NATURAL RESOURCES
 - B. Work Group Tasks:
 - i. Gold Star Task – Practitioner Interviews, identify what is already up next
 - ii. Red Star Task: CA Map Areas, drafting general descriptions and outcomes
 - iii. Blue Star Task: Pick 4+1 Lottery, highest return on human and financial resources
 - C. Next Big Meeting: **Thursday, Sept 22 (5:30-7:00 pm)**



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



Madison Plans Committee
Thursday, September 29, 2016
5:30pm to 7:00pm
Madison Welcome Center

- I. Welcome

- II. Overview of Tonight

- III. Tonight's Fun-Filled Interactive Exercises
 - A. Our 3 Favorite Places – Let's Discuss

 - B. A Community Vision Statement – Write it Down

 - C. VISUAL PREFERENCE SURVEY **

~ DINNER IS SERVED! - PIZZA!!! ~

 - D. VISUAL PREFERENCE SURVEY **

 - E. A Community Vision Statement – Presentations and Preferences

 - F. Next Big Meeting: **Thursday, Oct TBA (5:30-7:00 pm)**
***Results will be summarized in Jessica's report.*

**PLEASE HAND IN YOUR ASSIGNMENTS TO YOUR WORK GROUP CHAIR, IF YOU HAVEN'T PLEASE.
NEXT MEETING WILL FOCUS ON CHARACTER AREA MAP NARRATIVE AND MAP REVIEW.**



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



Madison Plans Committee
Monday, October 31, 2016
5:30pm to 7:00pm
Madison Public Safety Building

- I. Welcome

- II. Overview of Tonight

- III. Work Group Presentations
 - A. Review of Visualization Meeting Products

 - B. Summary of Community Assessment & Performance Evaluation

~ DINNER IS SERVED! ~

- C. Character Area Narratives – Presentation & Review of Committee Work

- D. Character Area Map – Presentation & Review of Staff Work



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



Madison Plans Committee
Tuesday, October 23, 2018
5:30pm to 7:00pm
Madison Public Safety Building

- I. Welcome
- II. Review of the Process
- III. Community Assessment
- IV. STWP

~ DINNER IS SERVED! ~

- V. Character Area Map
- VI. Character Areas
 - A. Goals & Outcomes
 - B. Appropriate Land Uses
 - C. Zoning Compatibility Notes

Any last minute committee member comments please forward to Planning (planning@madisonga.com) by noon tomorrow so that those may be included in the Council's distribution packet.

October 1, 2018 Continuation Public Hearings by Mayor & Council:

October 29, 2018 and November 12, 2018 – 5:30 PM, Madison Meeting Hall, 160 N. Main Street

City of Madison

Plans Committee Meeting

Thursday, July 28, 2016

5:30 p.m. – 7:00 p.m.



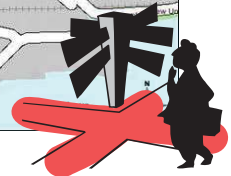
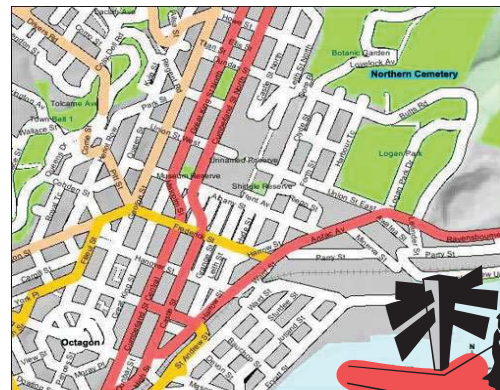
Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



What is Comprehensive Planning?

- * **Community-based, long-term roadmap for the city to achieve:**
 - *A growing / balanced economy*
 - *Protection of important resources*
 - *Adequate and affordable housing*
 - *Efficient infrastructure investments*
 - *Multi-jurisdictional coordination*
- * **What does a community want to be, and how does it get there**



What is Comprehensive Planning?

- * **Community Assessment**

- Existing conditions
- Goals & Objectives

- * **Community Participation**

- Public visioning & influence

- * **Community Agenda**

- Character Areas
- Implementation Program

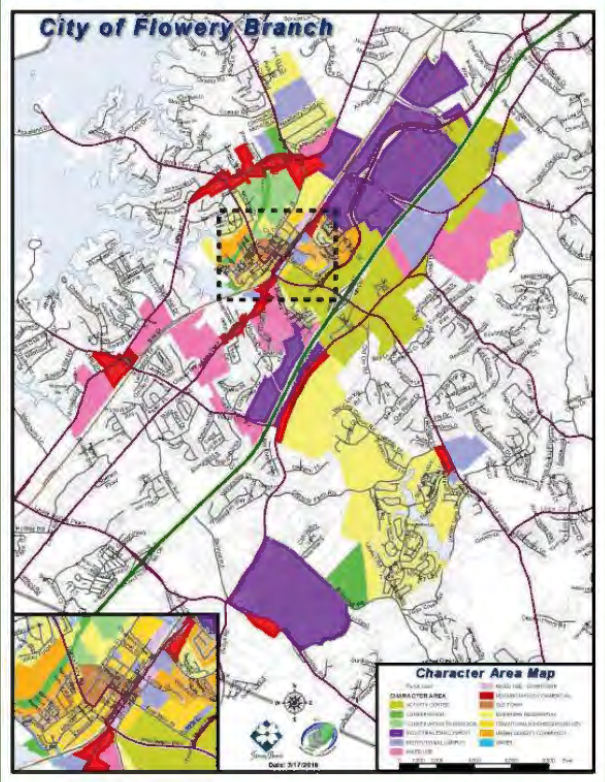


Character Areas

- * **Special geographic areas that...**

- Have unique or special characteristics to be preserved or enhanced,
- Have potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation, or
- Require special attention due to unique development issues.





Old Town

VISION: Old Town will be an area comprising generally with the city's redevelopment area boundary. Old Town will incorporate subsequent revitalization and future preservation elements of a compact, attractive pedestrian-friendly, downtown with historic fabric. It will become "The Gem of South West" (also also designation for "Old Town Downtown" character area).

USES AND INTENSITIES: Primarily mixed use and main street-style commercial including retail and services, restaurants, restaurants, offices, civic buildings and town, institutional and residential and public parks and civic green spaces. Intensive are governed by different Florida Rules (FARs) in the central business district.

MAJOR FEATURES: Rectangular or square block lot and street pattern of varying lot sizes, retained and old improvements where required, including new sidewalks, pedestrian paths, street trees and other pedestrian landscape features.

REGULATIONS: To be implemented by a redevelopment plan, Central Business District (CBD) zoning, TPO zoning, and historic district boundary.

QUALITY / COMMUNITY / OBJECTIVES: Appropriate business, heritage preservation, open space preservation, transportation alternatives, housing opportunities, infill development, variety of place.

Representative: [Image of Old Town street scene]

Themed Street District Visuals: [Image of a street scene with historic buildings]

Example of Themed Plaza: [Image of a public square or plaza]

Conservation

VISION: An interconnected system of environmentally sensitive lands and open corridors which protect the environment, enhance water quality, and provide diverse recreational opportunities.

USES AND INTENSITIES: Since these are open land areas should be set aside for preservation, uses are limited to preserve natural features, recreational, outdoor activities may apply.

MAJOR FEATURES: City parks and open spaces, environmentally sensitive areas such as wetlands or riparian corridors, connected to facilitate habitat movement and providing for maximum higher quality environments. Access is limited to environmentally sensitive areas and may include trails, 3-12 mile in total length.

REGULATIONS: Implemented by an appropriate zoning district, special environmental overlay regulations.

QUALITY / COMMUNITY / OBJECTIVES: Open space preservation, environmental protection, regional connectivity, topographical characteristics.

City Park on Lake Lanier: [Image of a park area near water]

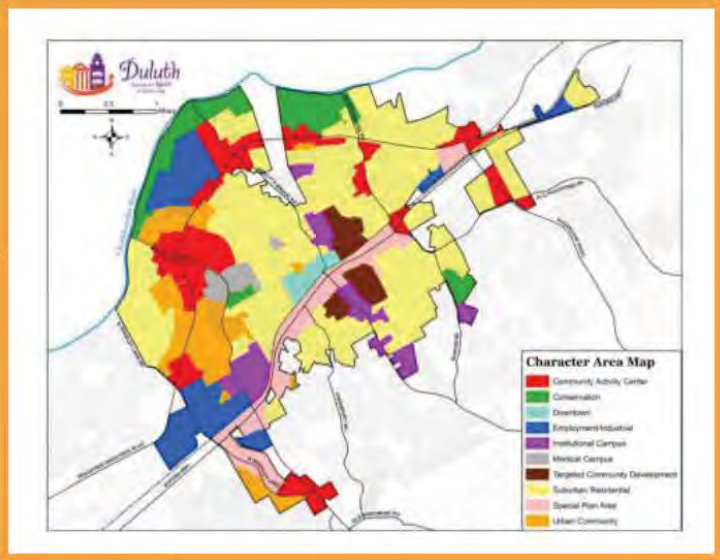
Connectivity of Open Spaces (Dashed): [Diagram showing green corridors connecting parks]

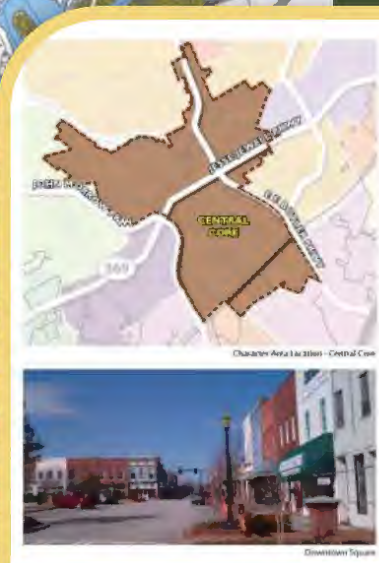
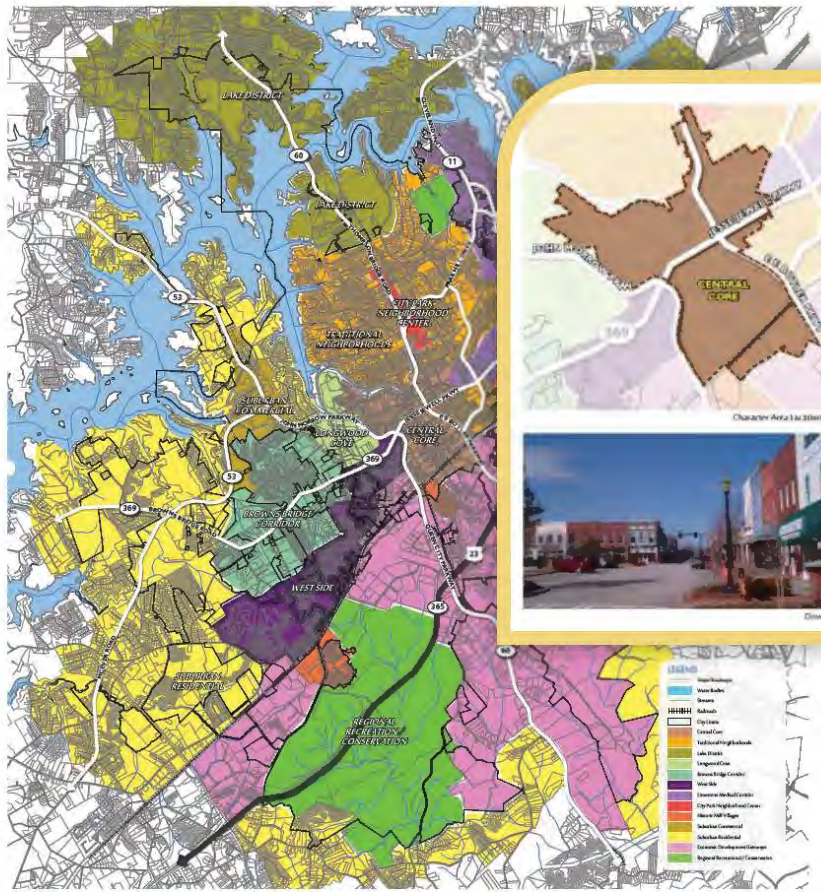
Cross Section, Typical Multi-Use Trail: [Diagram of a trail cross-section with trees and a path]

Within crown buffers and flood zones, Flowery Branch hopes to acquire land for greenways that will protect riparian habitat and provide recreation consistent with the City's overall vision.

Buford Highway Corridor Character Area Policies

1. Land use and zoning decisions within the Buford Highway Corridor Character Area should be generally consistent with the spirit and intent of the *Buford Highway Corridor Plan* prepared by Kinley-Horn and Associates in 2010 and amended in 2013. A guide to the referenced plan can be found below.





FUTURE DEVELOPMENT STRATEGY

1. CENTRAL CORE

The Central Core character area is the historic heart of Gainesville, centered on the Square and extending to the east, west, and south. The area includes three subareas with similar historic prominence and urban identity but different mixes of existing and future uses: Downtown / Midtown, the Brenau Quarter, and the Oak / Rowley / Washington Corridors. The vision for each subarea is described below.

Subarea 1a: Downtown / Midtown

Existing Situation: Gainesville's Downtown and Midtown are the traditional economic centers of the city – Downtown as the regional staging point and the seat of Hall County, and Midtown as the industrial district and rail corridor for the Norfolk Southern Railroad. Downtown has maintained its governmental role but has shifted from everyday basics to destination retail, services and special events. Midtown also has preserved some of its early manufacturing near the rail lines, but small commercial uses and warehouse retail have replaced most of the scattered housing between PLK Jr. Boulevard and College Avenue.

Area Vision: Downtown should continue to evolve as the symbolic heart of the city and the seat of local government, but should strive for additional office and housing to provide a more sustainable mix of uses. Historic preservation and sensitive infill are key to maintaining the strong sense of place, and compatible development should be a priority to complete the south side of the Square. Recent public improvements to Midtown including the Greenway and the Jesse Jewell pedestrian bridge have begun a long-term transition to more diverse land uses including a mixed-use core along Main and Bradford streets; banking multifamily (ideally mixed-income) housing; a multimodal transportation node at the Amtrak station, and an office / conference / hospitality extension of Downtown across Jesse Jewell Parkway.

CHARACTER AREAS
Gainesville Comprehensive Plan

Urban College, Inc. • The Jungler Company • Chad Robinson Inc. • Nancy Berman • Moody Advisory Group

DOWNTOWN/MIDTOWN: QUALITY COMMUNITY OBJECTIVES

| Category | Yes | Comments |
|-----------------------------|-----|--|
| Traditional Neighborhoods | | Residential development is appropriate in Downtown and Midtown but in a mixed-use format, not traditional residential-only neighborhoods |
| Infill Development | X | Future development potential in Midtown (and to some extent Downtown) exists largely in infill opportunities |
| Sense of Place | X | The Downtown square, the Midtown greenway, and the rail station area contribute greatly to Gainesville's sense of place |
| Transportation Alternatives | X | Downtown and Midtown are the multimodal centers of Gainesville and mobility will expand with future intercity and commuter rail |
| Regional Identity | X | Gainesville's historic role as regional rail and urban center of the Northeast mountains is still relevant for Downtown and Midtown |
| Heritage Preservation | X | Historic preservation is key to maintaining Downtown's uniqueness, architectural diversity, and links to the past |
| Open Space Preservation | | Downtown and Midtown are fully urbanized and do not have open space preservation issues |
| Environmental Protection | | Environmentally sensitive areas in Downtown or Midtown and brownfield assessments and creek restoration should continue to be explored |
| Growth Preparedness | X | Future Midtown development should be capable of absorbing substantial new residential units and long-term office and retail space |

| | | |
|---------------------------|---|--|
| Appropriate Businesses | X | Small businesses should be encouraged to locate in Downtown and Midtown, and existing businesses should be retained |
| Employment Options | X | Downtown and Midtown should increase and diversify its share of Gainesville employment over time |
| Housing Choices | X | Future housing in Midtown should offer urban products in a variety of types, and expand options for different household income levels |
| Educational Opportunities | X | Adult / continuing education classes should be encouraged, especially at the Featherbone Community and the Brenau Graduate Center (at the former Georgia Mountains Center) |
| Regional Solutions | X | The Midtown Greenway serves as a necessary link to the Central Hall Trail |
| Regional Cooperation | | The future of the area is not contingent on regional cooperation |



Aerial view of Midtown

| DOWNTOWN/MIDTOWN: IMPLEMENTATION MEASURES | |
|---|---|
| Goals | Implementation Measures |
| Land Use | <ul style="list-style-type: none"> Undertake a detailed redevelopment planning effort for Downtown and the northern portion of Midtown to develop strategies for city-owned underutilized parcels Revise the existing zoning in Midtown to allow for urban residential and mixed-use development Consider adopting urban design guidelines for Downtown and Midtown |
| Economic Development | <ul style="list-style-type: none"> Continue to promote Downtown through Main Street Gainesville, and consider expanding to Midtown as urban redevelopment occurs Continue to offer business investment incentives through the Opportunity Zone and redevelopment support through the TAD Support the creation of a new conference facility to replace the Georgia Mountains Center |
| Housing | <ul style="list-style-type: none"> Redevelop Green-Hunter homes either as mixed-income housing or as commercial / mixed-use with possible mixed-income replacement housing elsewhere in Midtown Target mixed-income high quality multifamily housing development to take advantage of the open space investment in the Midtown Greenway and related parks |
| Natural & Cultural Resources | <ul style="list-style-type: none"> Implement the recommendations of the Historic Resources Phase II -V surveys for new or expanded districts or additional listings (Re)assess the feasibility of Flat Creek restoration east of the Midtown Greenway, possibly in conjunction with a district stormwater management utility |

| | |
|---------------------------------|--|
| Community Facilities & Services | <ul style="list-style-type: none"> Determine the feasibility and funding strategy of creating a skate park in the former railroad interchange "triangle" or on the former Gainesville Feed Mill property Reclaim the former rail spur / brownfield area along the CSX right-of-way at the foot of Chestnut Street as a new urban park / greenway |
| Transportation | <ul style="list-style-type: none"> Study congestion mitigation measures on Jesse Jewell and E. E. Butler parkways as part of a broader Downtown / Midtown plan Upgrade MLK Jr. Boulevard to a "Complete Street" focused on pedestrian improvements, from Queen City Parkway to E. E. Butler Parkway Undertake phased streetscape improvements on Main and Bradford streets to link Downtown with a long-term future intermodal transit center at or near the Amtrak station Expand the Midtown Greenway along the disused CSX interchange track right-of-way to connect to Newtown and New Holland |
| Intergovernmental Coordination | <ul style="list-style-type: none"> Work with Hall County to relocate / redevelop the North Georgia Detention Center to a use more compatible with the desired mixed-use character of Midtown |

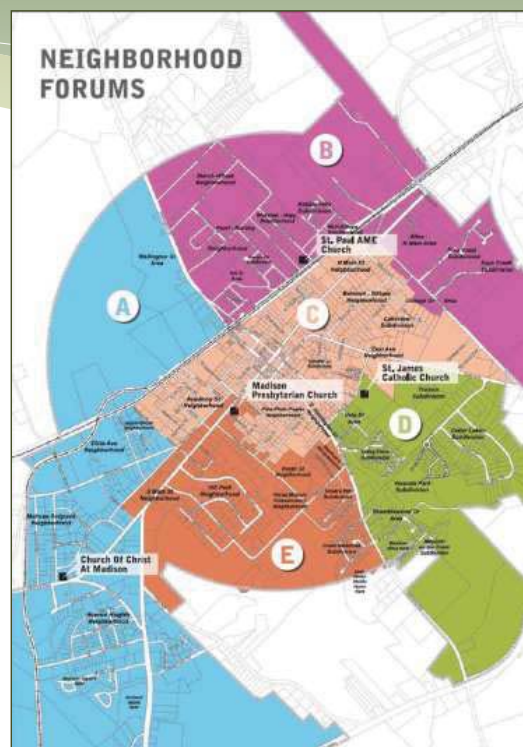
SHORT-TERM WORK PROGRAM

| PROJECT | TIMEFRAME | COST ESTIMATE | RESPONSIBLE PARTY | FUNDING SOURCE |
|---|-----------|---------------|-------------------|--|
| Continue Downtown Revitalization Plan, build Town Green and complete remaining Downtown Revitalization items | 2015-2019 | \$3,000,000 | Town | Local, DCA-LDF, QG; CDBG; DOT-TE |
| Construct Multi-Use Trail to link key destinations within the Town | 2015-2019 | \$1,000,000 | Town | Grants, DOT |
| Construct new police/court facility and library in downtown area. (Construction Competed, debt service only) Plan for Expansion | 2015-2019 | \$2,053,000 | Town | Local, Impact Fees |
| Develop riverwalk trail system along the Mulberry River. (Phase II) Repair Flood Damage | 2016-2019 | \$250,000 | Town | Local; DCA-LDF; QG; NR-Greenspace; RTP; LWCF; DOT-TE, SPLOST |
| Acquire and construct additional parks and recreation facilities and equipment. | 2016-2018 | \$225,000 | Town | Local; DCA-LDF; QG; NR-Greenspace, RTP, LWCF, |
| Maintain, staff, and equip municipal police department to ensure an adequate level of service able to accommodate increased growth including communications | 2015-2019 | \$1,000,000 | Town | Local, fines/forfeitures |
| Address all transportation needs throughout the Town on an as needed basis. | 2015-2019 | \$1,250,000 | Town, GDOT | Local; GDOT |
| Relocate Utilities for road improvements | 2015-2016 | \$200,000 | Town, GDOT | DOT, TAD, SPLOST, Bonds |
| Hwy 53 Widening and Signalization (North of I-85) | 2016-2019 | \$100,000 | Town | Town, GDOT, SPLOST, IGA |



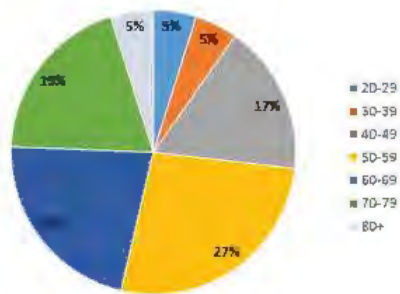
Public Involvement

- * Neighborhood Forums
 - Describe Madison
 - Keepers vs. Fixers
- * Special Topic Open Houses
 - Recreation & Beautification
 - Heritage & Tourism
 - Home & Neighborhood
 - Safety & Service
 - Revitalization & Growth
- * Individual Survey

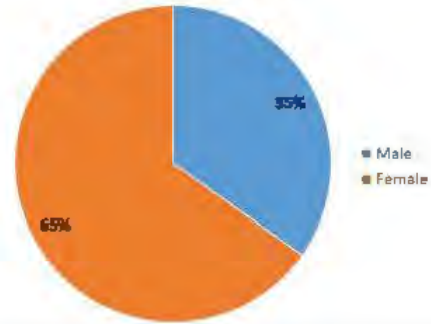




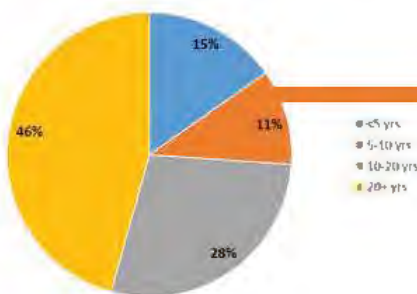
Age Distribution



Gender Distribution



Number of Years Lived in City



Reason for Moving to Madison in Past 10 Years



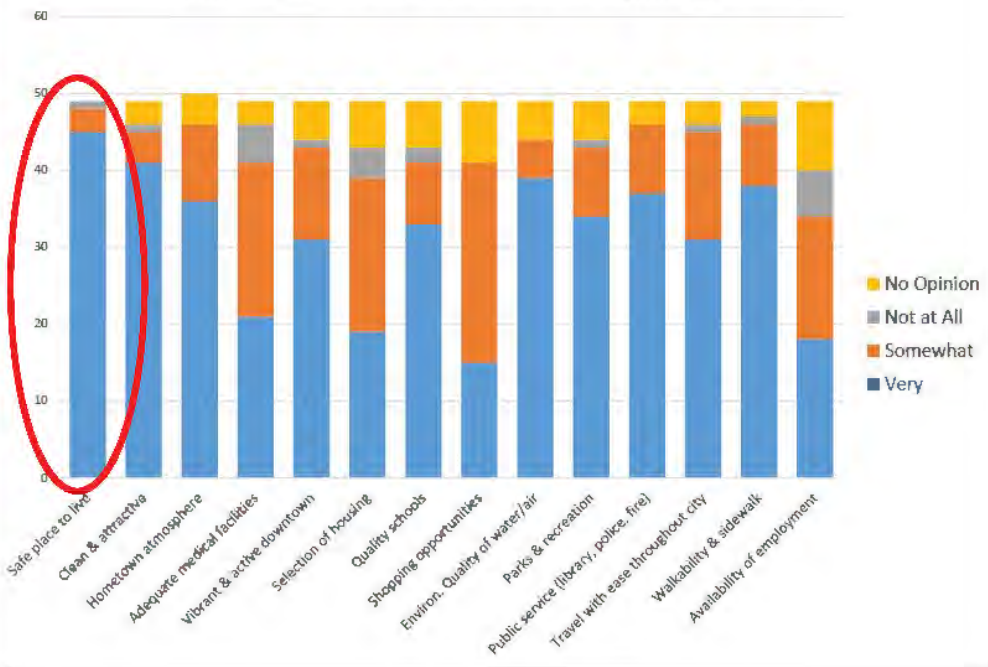
What You Like Most About Madison



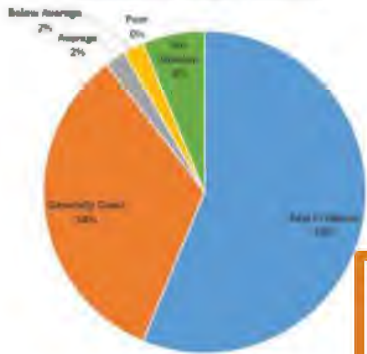
What You Like Least About Living in Madison



Importance of Factors for Living in Madison



Community Image/Perception



Where Does the City Need to Make the Most Improvements

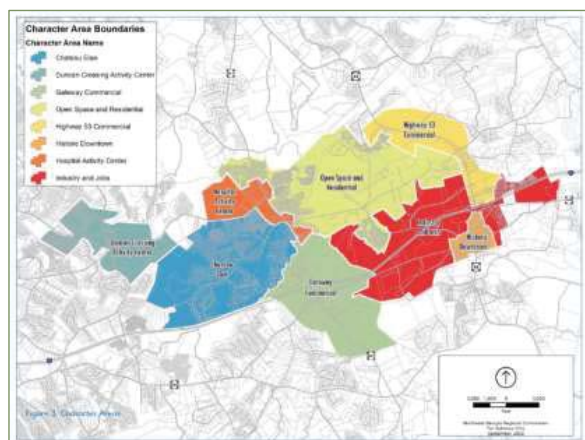




Next Steps

- * **Work Groups**
 - Describe Groups
 - Homework Task
 - Deadline: August 15th

- * **Next Meeting: August 25**



The goal is to create an overarching Character Area map for the entire city.

Staff has state guidelines on what visually and functionally defines a character area – and samples from other communities. Let Monica know if you need meeting space, staff support, maps, information, etc. Please use the information you have heard and discussed tonight from the citizen feedback surveys and citizen town halls, as well as your background as a community leader.

Your task is to coordinate and give comments on Madison's character areas by August 15. The next meeting is group meeting is August 25; staff will use your input to create a draft Character Map for the full group to discuss.

- **Group A** – identifies the draft map and area description for each CA
- **Group B** – develops a draft short list of goals and objectives for each CA
- **Group C** – identify tools, programs, resources, needs to achieve those goals and objectives for each CA

The goal is to itemize, prioritize, and strategize solutions for Madison's Top 10 Challenges.

Staff has a draft list for a starting point but feel free to disregard and create your own. Please use your time effectively by concentrating on non-political topics. *(yes, we all want more intergovernmental cooperation, have ideas about the new hospital, have opinions about education expansion, and would like to give economic development advice – but please remember this is a CITY plan and can not assign tasks or compel cooperation of other governmental entities.)* Let Monica know if you need meeting space, staff support, maps, information, etc. Please use the information you have heard and discussed tonight from the citizen feedback surveys and citizen town halls.

Your task is to itemize, prioritize, and strategize solutions for the Top 10 (properties, threats, issues) – no more than 1 page with picture per priority item. The next meeting is group meeting is August 25; staff will use your input to create a draft Character Map for the full group to discuss.

- **Group B** – identifies Top 10 and drafts informal page about each (identification, classification, next steps)
- **Group C** – identify tools, programs, resources, needs to achieve the problem-solving
- **Group A** – utilizes preps draft % budget and time budget to prioritize financial and human resources

The goal is to review outstanding work plan items.

Staff has a summary of the prior Comp Plan & Update STWPs & Special Topic Boards tasks. Staff will provide meeting space, staff support, maps, information, etc. Please use the information you have heard and discussed tonight from the citizen feedback surveys and citizen town halls.

Your task is to coordinate and give comments on Madison's character areas by August 15. The next meeting is group meeting is August 25; staff will use your input to create a draft Character Map for the full group to discuss.

- **Group C** – review and critic prior STWP items and itemize current actions (boards/depts) not on the STWP
- **Group A** – use the QCO to evaluate the community and whether the draft STWP improves the score
- **Group B** – develop draft community agenda (timeframes, resources, partnerships, assignments)



Small Town: BIG PLANS
City Of Madison Comprehensive Plan '17



WORK GROUP A

GOAL: Create Character Areas map for the entire city

Staff has state Georgia DCA or The State has established guidelines on what defines a character area visually and functionally – and samples from other communities. Let Monica know if you need meeting space, staff support, maps, information, etc. Use the information shared from the citizen feedback surveys and citizen town halls, as well as your background as a community leader.

Your task is to coordinate within your work groups and provide guidance/input on Madison’s character areas by **August 15**. Staff will use your input to create a draft Character Areas Map for the full group to discuss at the next Plans Committee meeting.

NOTES: _____

CONTACTS: Staff, Monica Callahan mhcallahan@madisonga.com 706-342-1251 x207

REMINDER Next Committee Meeting: **Thursday, August 25 at 5:30pm**



Small Town: BIG PLANS
City Of Madison Comprehensive Plan '17



WORK GROUP B

GOAL: Refine base map and develop Character Area descriptions

The Gold Star Group has drafted a base map identifying existing areas as well as expansion places for similar character. Use the base map as a cue to outline discernible boundaries and prepare draft descriptions for Character Areas, refining the base map as necessary. Identify what characteristics of each area your committee feels are important to retain and to what degree change might be needed or tolerable. Please keep in mind public input to date. For future areas, contemplate overall balance of land use needs as jurisdiction/property owner-blind as possible.

Your task is to coordinate within your work group and provide suggestions by **September 12**. You may use a short paragraphs or bullet point to summarize your work product. Staff will also participate to complete the second draft of the map.

NOTES: _____

CONTACTS: Staff, Monica Callahan mhcallahan@madisonga.com 706-342-1251 x207

CHARACTER AREAS

Downtown Core:

- Traditional central business district
- Primarily professional, specialty retail, hospitality, restaurants, entertainment, government, churches
- Architecturally appropriate infill; adaptive reuse of historic structures
- Upper floor and adaptive reuse residential
- Accessible buildings
- High pedestrian use
- Maximum building coverage of lot
- No more than three stories
- Parking on streets and designated lots
- High degree of vehicular traffic
- Higher noise level
- Generally local businesses (vs. franchises)
- Higher use public greenspaces/parks
- Urban Infrastructure (curb and gutter, streetlights, sidewalks, piped drainage)
- Downtown appropriate treescape

Downtown Perimeter **[can blend with Downtown Core as appropriate]:**

- Mixed use professional, restaurants, churches, residential (including higher density),
- Includes urban renewal zones
- High degree of vehicular traffic on major arteries
- Less pedestrian use than Downtown Core
- Less pedestrian accessible than Downtown Core
- Diversified housing consisting primarily of 19th century architectural styles
- Trails and other pedestrian/multi-modal connectors from central business district to residential neighborhoods, parks, and schools
- More extensive treescapes than Downtown Core
- Complementary public greenspaces
- Similar infrastructure as Downtown Core

Commercial Corridor and Centers:

- Primarily commercial possibly mixed with professional, institutional, and large churches
- Buildings oriented to highway (90°)
- On-site parking
- High degree of vehicular traffic

- Pedestrian and multi-modal access but limited crosswalks with connectors to residential neighborhoods
- Larger setbacks for buildings
- Landscape features and signage controls, i.e., strong corridor design and/or zoning standards
- Limited open space
- Regional commercial uses with franchises predominant
- Varied commercial nodes, e.g., big box; smaller-scale mixed, interchange, transient residential
- Modified urban infrastructure (i.e., similar to downtown but less extensive)

Areas of Special Focus (outlined in blue or shaded):

- Typically existing multi-use area including single and multi-family residential, institutional, commercial, churches, and/or industrial
- Gateway areas for East and West Washington, GA 83, US 278 & 441
- Currently traditional commercial, industrial and hospitality structures with poor aesthetics
- Needs reasonable pedestrian access and use with designated crosswalks
- High vehicular traffic on major arteries
- Requires intense future land use/redevelopment plans to maintain mixed use while upgrading area
- Strong corridor design and/or zoning standards to include treescapes
- Possible pocket parks for employees/residents

Medical/Health Complex:

- Mixed use related to presence of hospital, e.g., doctors' offices, laboratories, rehab, assisted living, senior transition housing
- Possible higher tech professional/industrial
- High vehicular access along corridor
- Transit trails with internal treescapes, parks and greenspaces relevant for employees, residents, and patients
- Significant pedestrian access and use
- Urban infrastructure

Institutional Complex:

- Single or mixed Institutional use (Government Services, Educational, Hospital, Public Safety, Transportation)
- Higher vehicular traffic
- Transit area (predominantly morning and afternoon)

- Some pedestrian and multi-modal use and access with connectors to neighborhoods
- High degree of open space especially for recreation
- Larger tracts for campus development
- Treescapes/natural buffers along major corridors, e.g., bypass
- Urban infrastructure

Industrial Corridor and Sites:

- High degree of access for vehicular traffic
- Essential industrial infrastructure (industrial grade roads, sewer, water, gas, drainage)
- On-site parking
- Large setbacks and campus appearance along corridors
- Greater lot coverage off corridors
- Employee oriented open space and pedestrian connectors
- Transit trails
- Landscape and signage controls, i.e., strong corridor design and/or zoning standards

Suburban Neighborhood (Traditional):

- Moderate pedestrian access
- Limited through transit
- Predominantly single family residential
- Varying architectural styles
- Small to estate sized lots
- Single/limited entry points into neighborhood (but without controlled access)
- Roadways often curvilinear with cul de sacs, i.e., non-grid pattern
- Limited on street parking
- Mixed levels of residential infrastructure (e.g., curb and gutter, sidewalks, street lights, drainage) but with sewer and water
- Treescapes, parks, trails, tot lots, and other open spaces
- Possible but limited small neighborhood nodes for appropriate commercial, professional, institutional, traditional churches

Suburban Neighborhoods (Contemporary):

- Similar to preceding but with more diversified suburban neighborhood types to include gated communities, multi-family complexes with amenities, transitional senior housing, traditional apartments, affordable housing, new town villages
- Building heights not to exceed three stories and preferably no more than two
- Internal greenspaces
- Transit pedestrian/multi-modal connectors tied to neighborhoods

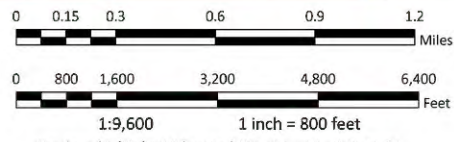
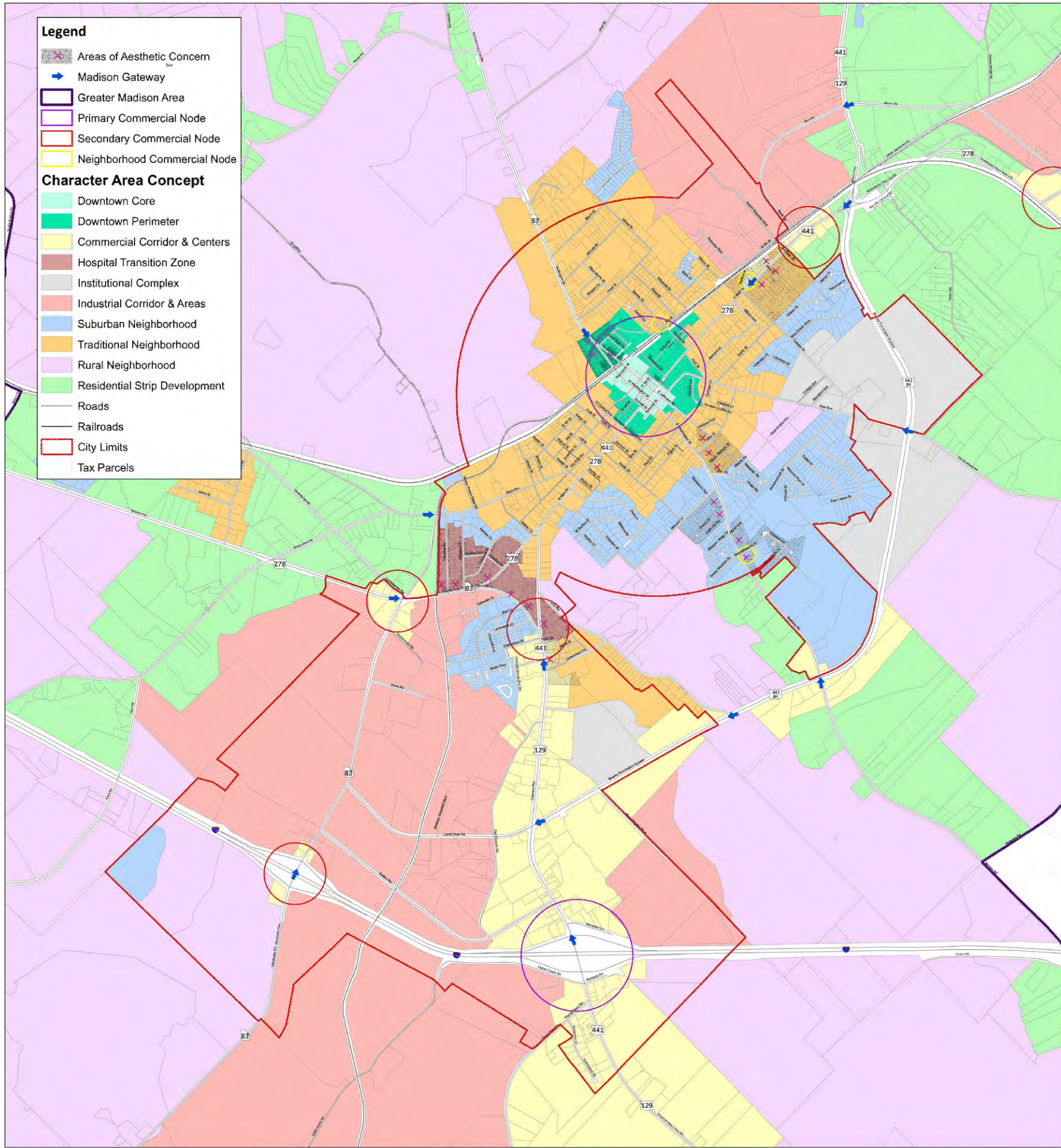
Traditional Neighborhoods:

- Moderate pedestrian access
- Multiple points of vehicular access with primarily grid traffic patterns
- Predominantly single family residential
- Small to estate sized lots
- Historic and mid-to-late 20th century structures
- High degree of vehicular traffic along major arteries
- Limited on street parking
- Consistency of front yard setbacks in each neighborhood
- Mixed levels of residential infrastructure (e.g., curb and gutter, sidewalks, street lights, drainage) but with sewer and water
- Treescapes, parks, trails, tot lots, and other open space
- Possible but limited small neighborhood nodes for appropriate commercial, professional, institutional, traditional churches
- Protective covenants for predominately historic neighborhoods, i.e., Historic District overlay

Rural Neighborhoods:

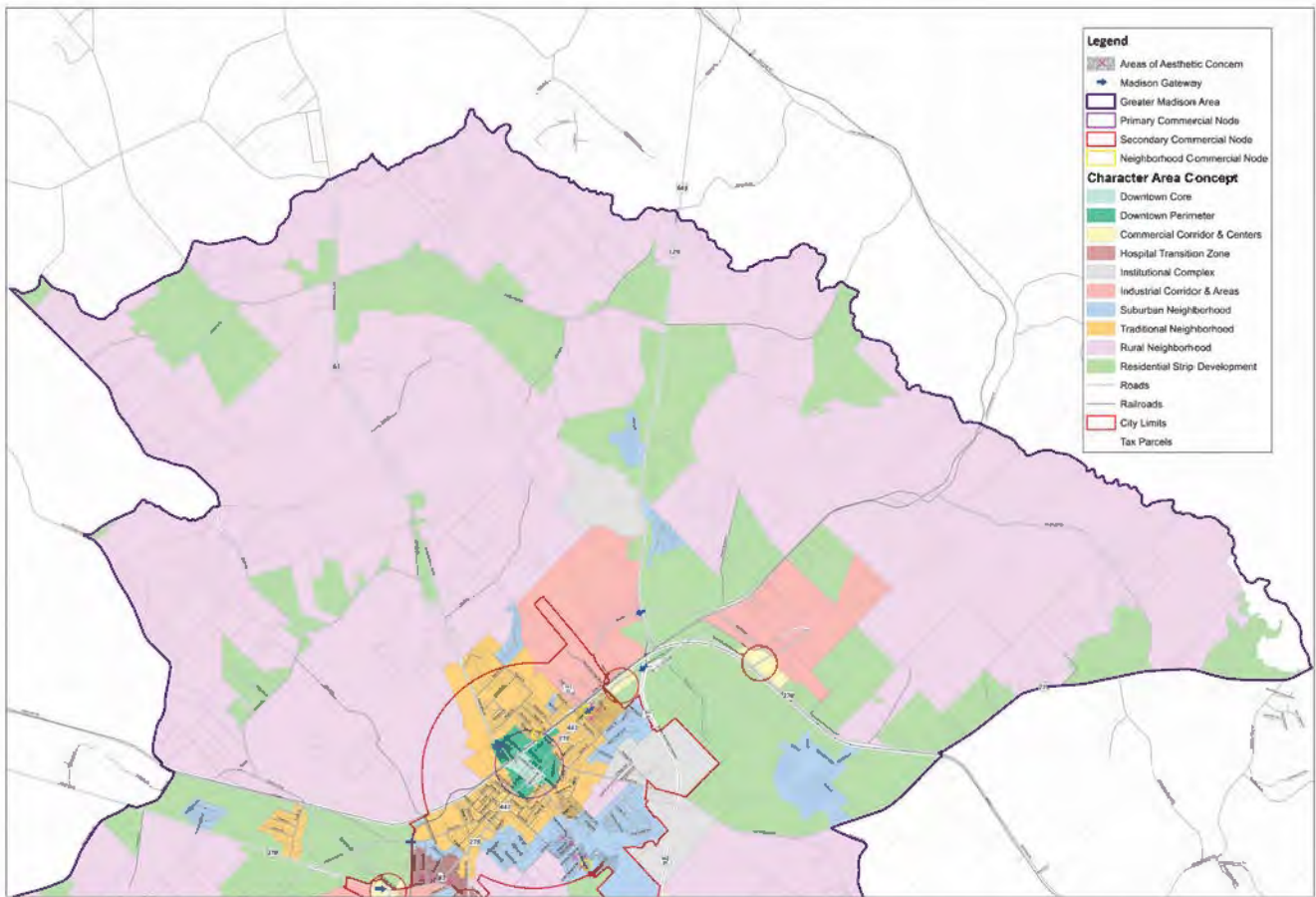
- Traditional rural development patterns when no planned developments
- Limited Infrastructure except in qualifying subdivisions with road buffering
- Possible use of corridor buffers, cluster zoning, transfer of development rights, limited curb cuts, etc., as criteria for provision of services
- Limited pedestrian access outside developments except for transit trails and bike paths/lanes
- Large setbacks to protect against future road widening and to maintain rural character
- Typically larger lots (5 acres or greater) except in qualifying subdivisions
- High degree of vehicular access along federal, state, and county roads
- Limited small crossroad nodes for appropriate commercial, institutional, professional, traditional churches

- Legend**
-  Areas of Aesthetic Concern
 -  Madison Gateway
 -  Greater Madison Area
 -  Primary Commercial Node
 -  Secondary Commercial Node
 -  Neighborhood Commercial Node
- Character Area Concept**
-  Downtown Core
 -  Downtown Perimeter
 -  Commercial Corridor & Centers
 -  Hospital Transition Zone
 -  Institutional Complex
 -  Industrial Corridor & Areas
 -  Suburban Neighborhood
 -  Traditional Neighborhood
 -  Rural Neighborhood
 -  Residential Strip Development
 -  Roads
 -  Railroads
 -  City Limits
 -  Tax Parcels

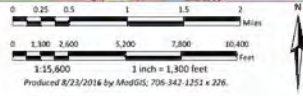


**Madison Character Area Concept
MADISON PLANS**

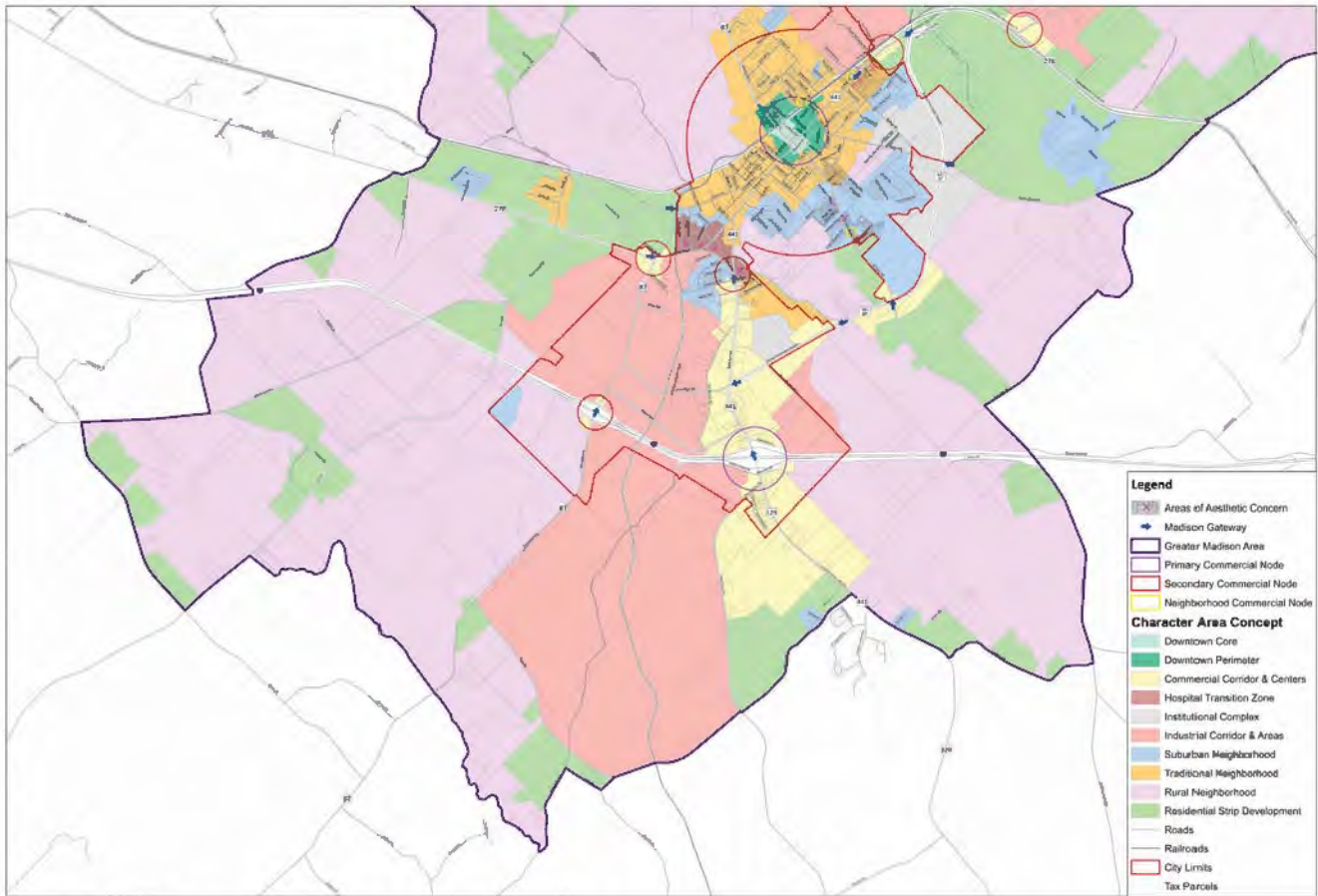
Produced 8/23/2016 by MadGIS; 706-342-1251 x 226.



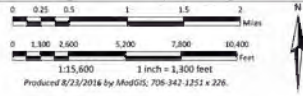
- Legend**
- Areas of Aesthetic Concern
 - Madison Gateway
 - Greater Madison Area
 - Primary Commercial Node
 - Secondary Commercial Node
 - Neighborhood Commercial Node
- Character Area Concept**
- Downtown Core
 - Downtown Perimeter
 - Commercial Corridor & Centers
 - Hospital Transition Zone
 - Institutional Complex
 - Industrial Corridor & Areas
 - Suburban Neighborhood
 - Traditional Neighborhood
 - Rural Neighborhood
 - Residential Strip Development
- Roads
Railroads
City Limits
Tax Parcels



**Greater Madison Area Character Area Concept - Section A
MADISON PLANS**



- Legend**
- Areas of Aesthetic Concern
 - Madison Gateway
 - Greater Madison Area
 - Primary Commercial Node
 - Secondary Commercial Node
 - Neighborhood Commercial Node
- Character Area Concept**
- Downtown Core
 - Downtown Perimeter
 - Commercial Corridor & Centers
 - Hospital Transition Zone
 - Institutional Complex
 - Industrial Corridor & Areas
 - Suburban Neighborhood
 - Traditional Neighborhood
 - Rural Neighborhood
 - Residential Strip Development
- Roads
Railroads
City Limits
Tax Parcels



**Greater Madison Area Character Area Concept - Section B
MADISON PLANS**

MADISON COMPREHENSIVE PLANNING
Red Star Working Group: Key Character Area Adjustments
(October 25, 2016)

1. *County Coordination:* Proposed character area recommendations have been coordinated with and are generally compatible with those to be proposed by County planning staff.

As Listed in New Legend

2. *Areas of Aesthetic Concern Changed to Areas of Special Focus and Expanded:* The indicated areas have issues beyond simply aesthetics, to include urban decline, redevelopment, and brownfields. Additionally, several key areas had not been noted, e.g., the current middle school site, North Main between the city limits and the bypass, all of the West Washington Street Gateway URP, possibly some areas out East Washington.
3. *Gateway Designations Increased:* While the actions taken to address and protect may vary between locations, all road entrances into Madison should receive special attention as gateways wherever city limit signs are found, e.g., US441 South, SR 83 North, US278 West, SR 83 South.
4. *Add Primary Commercial Node:* While Exit 114 is the primary commercial node which now exists, eventually Exit 113 will become similarly important and should be planned for accordingly.
5. *Add Secondary Commercial Nodes:* There were several additional locations which would seem to qualify as Secondary Commercial Nodes, e.g., Bypass & Bethany Road, possibly but less definitively US 278 and Brownwood
6. *Downtown Core (no changes)*
7. *Transition Area (no changes)*
8. *Commercial Corridor & Center Boundaries Adjusted:* There were several areas where Commercial Corridor boundaries were reduced (e.g., west side of US441 South, north and south of Bypass to become part of Health-Medical Complex) and expanded (e.g., between city limits and Bypass on North Main, southwest quadrant of SR83 and I-20 to reflect reality of zoo and reasonable future commercial demand at interchange, possible commercial at US278 and Brownwood, parcel at SR83 and US278). Within Commercial Corridor there can be variations of type and design, e.g., true corridor, campus, big box, zoo development area (which perhaps should be a stand-alone character area given its unique nature and how it might best develop).

- 9. Institutional Designations Expanded and Boundaries Adjusted:* Certain institutional areas were left out (e.g., airport, public safety complex, current hospital and middle school sites) and other required some modest adjustments (e.g., possible expansion of Bill Woods Park, new hospital site [see following], airport expansion).
- 10. Adding Health-Medical Complex Designation:* The previous working group had designated Institutional at the location of the proposed new hospital. Several changes were made to this. The rationale is as follows. First, the area previously designated was larger than the gifted hospital site but considerably smaller than the area which might benefit from association with the hospital and what might eventually grow up around it. Second, County planners viewed certain contiguous land in the county in its Transition character area as being suitable for hospital-medical-higher tech-senior facilities. Third, Institutional did not fully reflect what would be the public-private mix of activities which might ideally develop in this area. In light of the preceding, a special character area designation was created and the area encompassed was significantly expanded from the original Institutional.
- 11. Industrial Areas and Corridor Adjustments:* Industrial boundaries were adjusted in the following locations: adjacent to the airport; the areas north of the Bypass, US278 East, and US441 North; in the county south of the bypass towards Aqua Road and west of the city limits over to Brownwood; and south of the proposed Hospital-Medical Complex. As with Commercial Corridor, there can be sub-character areas reflecting more traditional industrial development patterns (e.g., airport area, off Lions Club road), what is found along SR 83 out to the interstate, large campus developments, etc.
- 12. Traditional Neighborhood Remained Essentially As Is:* Only suggested change was the addition of some land in the county between the city limits and bypass on the east side of North Main.
- 13. Suburban Neighborhood Divided into Suburban Traditional and Suburban Contemporary and Designated Areas Adjusted and Expanded:* It was felt that two types of suburban neighborhood were appropriate, one primarily inside the city limits (traditional) and the other primarily outside (contemporary). The former would be what has developed since World War II and would include Beacon Heights, Cedar Lakes, Veranda Park, etc., which do not adhere to classic grid pattern development with their more limited access and non-linear streets but without being gated. Contemporary Suburban would be more versatile and could include gated communities, residential (to include multi-story residential) complexes with recreational facilities, senior complexes, and other residential types more typical in the past 20-30 years which have met the needs of a changing population and housing preferences. To accommodate this somewhat modified delineation, what was previously designated as Suburban Neighborhood became Suburban Traditional and expanded into parts of several previous Residential Strip Development (now eliminated [see below]) and Rural Neighborhood areas.

Suburban Contemporary areas were then added around interchanges and major intersections where there was good vehicular access from these likely higher density residential areas to institutional, commercial, industrial, and recreational areas.

- 14. Eliminate Residential Strip Development and Replace with Rural Neighborhood (a previous designation with a somewhat different meaning):* Residential Strip Development was eliminated because, while there were sections along some rural roads where this pattern was evident, there were large portions where it was not, and this was not a type development which it was felt should be highlighted and accepted. Thus, everything which earlier was Residential Strip Development and Rural Neighborhood character areas became simply Rural Neighborhood unless already redesignated above. Rural Neighborhood areas would attempt to retain their rural character (at least from the road) but would potentially have access to city-provided sewer and water and possibly be part of conservation or other types of subdivisions appropriate to this designation.



Small Town: BIG PLANS
 City Of Madison Comprehensive Plan '17



WORK GROUP B

GOAL: Itemize, prioritize, and strategize solutions for Madison’s “Top 10 Challenges”

Develop a list of our “Top 10 Challenges” using the staff-generated draft and shared public input to date as the foundation. Please note: this is the CITY’s plan. Focus on the challenges facing the City of Madison, what your City staff can be tasked to do, and how **your City tax dollars** should be used to address the City’s challenges. Let Monica know if you need meeting space, staff support, maps, information, etc. Use the information shared from the citizen feedback surveys and citizen town halls.

Your task is to itemize, prioritize, and strategize solutions for the Top 10 (properties, threats, issues) – no more than 1 page and pic per priority item. Coordinate within your work groups and provide written report on Madison’s “Top 10 Challenges” by **August 15**. Staff and consultant will incorporate this report for discussion by the full group at the next Plans Committee meeting.

NOTES: _____

CONTACTS: Staff, Monica Callahan mhcallahan@madisonga.com 706-342-1251 x207

REMINDER Next Committee Meeting: **Thursday, August 25 at 5:30pm**

Madison's Top Ten Challenges

Madison Plans Committee
Red Star Recommendations
August 2016



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



- 1.** **Canaan Redevelopment Area (to include middle school site)**
- 2.** **West End/Westside/South Core Redevelopment Area
(to include current hospital site)**
- 3.** **North Main Redevelopment Area
(to include portion in county from city limit to bypass)**
- 4.** **Business Retention/Attraction
(to include essential business incentives/tools/support)**
- 5.** **Workforce Development
(to include vocational school possibly at middle school site)**
- 6.** **Sewer-Water Utilities
(to include infrastructure, annexation, and service area issues)**
- 7.** **Storm Water Management**
- 8.** **Downtown Truck Traffic/Bypass**
- 9.** **Diversified Housing
(to include assisted/transition/workforce/young married/homeless)**
- 10.** **Extended Stay Hotels/Motels
(Eatonton Road near Old South and I-20 interchange)**

MADISON COMPREHENSIVE PLAN ADVISORY COMMITTEE
Top Ten Challenges: Final Cut by Red Star Group
(August 10, 2016)

I. Proposed Top Ten Challenges

1. Canaan Redevelopment Area (to include middle school site)
2. West End/Westside/South Core Redevelopment Area (to include current hospital site)
3. North Main Redevelopment Area (to include portion in county from city limit to bypass)
4. Business Retention/Attraction (to include essential business incentives/tools/support)
5. Workforce Development (to include vocational school possibly at middle school site)
6. Sewer-Water Utilities (to include infrastructure, annexation, and service area issues)
7. Storm Water Management
8. Downtown Truck Traffic/Bypass
9. Diversified Housing (to include assisted/transition/workforce/young married/homeless)
10. Extended Stay Hotels/Motels (Eatonton Road near Old South and I-20 interchange)

II. Other Top Vote Getters

1. Gateway Planning & Improvement (can be part of several top ten challenges)
2. Downtown Service Areas
3. Downtown Parking Garage
4. City-County Relations
5. Retaining/Attracting 25-50 Year Olds
6. Junction of US441S & US278S
7. Historic Preservation Fund

III. Others Considered

1. Brownfields (can be part of several of top ten challenges)
2. Parks & Trails Network
3. Urban Forest
4. Landlord Neglect Regulations/Enforcement
5. Highway 83/I-20 Eco Exit
6. Entertainment Nodes
7. Resolution of LOST-SPLOST
8. City-County Advisory Board
9. Expanded Transportation Options
10. Pedestrian Safety
11. Supportive Regulations & Services for Businesses
12. Economic Development Strategy, Incentives, and Resources
13. Hospital & Middle School Sites (blended with related redevelopment area)
14. Assisted /Transition/Young Married Housing (blended into Diversified Housing)
15. Strengthened Support Network for At Risk Residents

MADISON COMPREHENSIVE PLAN ADVISORY COMMITTEE
Top Ten Challenges: Final Cut by Red Star Group
(August 10, 2016)

1. Canaan Redevelopment Area (to include the middle school site)

The Canaan Redevelopment areas is bounded by the railroad tracks on the southeast, Tanyard Branch on the southwest, the city limits on the northwest, and Wheat and Whitehall Streets on the northwest and includes the middle school site in its entirety. This area is currently the focus of a number of initiatives which will continue deep into the time frame of the new comprehensive plan and include:

- DDA's West Washington Street Urban Renewal Project to economically revitalize this important and heavily traveled gateway into Madison
- Major surface water management project to redress longstanding drainage and water quality issues
- Greenspace Conservation Commission's West Washington Greenway concept with its range of park and trail components to include a trailhead (see following) and the possible reestablishment of the historic Silver Lakes recreation area
- Restoration of the historic Central of Georgia depot by the DDA and Historic Madison-Morgan Foundation for use as a trailhead and neighborhood and public use facility and is considered a catalyst project to help spur redevelopment of this area
- Housing upgrades for disadvantaged families under the City's GICH initiative
- DDA's repurposing of the Gilmore House and construction of the "Corner Store," both of which address neighborhood needs which have been long neglected

Each of these will require continued community support, both public and private, for at least five years to come and most likely for several of these for some years beyond that. Yet with all that is now being done in this area, a major new challenge faces this part of Madison, which includes the poorest neighborhoods in our community. Within 3-4 years, the middle school will be relocated. Once this occurs, the property must be repurposed so it remains the asset to the Canaan area it presently is while meshing with the initiatives now underway in Canaan rather than competing with or duplicating their efforts.

2. South Central Redevelopment Area (to include the current hospital site)

The South Central Redevelopment Area is bounded on the north by Dixie Avenue, Walker Circle, and Cornwall and Barclay Drives; on the east by Eatonton and Cox Roads; on the south by properties on both sides of Carmichael Road and Micha Way; and on the west by the city limit. It includes Beacon Heights and the current hospital site in their entirety. Except for the work of the Corridor Design Commission and two housing initiatives, this has generally been a neglected area for public involvement although it comprises two of our major gateways into the city (SR83 and US278), many of the city's long term industrial partners, significant workforce housing, and a key segment of the planned citywide trail network (i.e., that portion along Four Mile Branch). Additionally, it includes at least two areas of concern, the brownfield where a dry

cleaners once existed and the two informal residential motels on Eatonton Road. Additionally, this part of the city lacks a neighborhood park and tot lots convenient to the Beacon Heights neighborhood. An additional challenge will face the area when the hospital is relocated over the next two years with its present site requiring repurposing in a manner compatible with residential neighbors and the bordering historic district. Successfully addressing this will require working closely with the Hospital Authority and County government. Finally, during the neighborhood forum held in this part of town, a number of concerns were raised which included flooding and the absence of sidewalks and generally safe pedestrian access throughout the district to include crossing of major roads with heavy traffic counts.

3. North Main Redevelopment Area

The North Main Redevelopment Area is bounded on the northwest by the railroad tracks, on the southwest by College Drive, on the southeast by the residential neighborhood on Harper Street; and on the northeast by US441 and the US441 Bypass with approximately half of this redevelopment area presently in the county. This is one of the four major gateways into Madison and one of its most challenged. The city portion of the proposed redevelopment area is part of the DDA's Urban Renewal Area more broadly and an Urban Redevelopment Project specifically. To date, the DDA and City have acquired significant property in the northeast quadrant of College and North Main and are working to design a project which meets city needs while being compatible with the neighborhood. Additionally, a ±4 acre neighborhood park is being planned for the northeast corner of College and Main for which most of the necessary land has been acquired with some portion of this done with funding from an anonymous donor. This park will be linked to the planned city-wide trail system which will parallel both sides of the railroad tracks and then cross Main Street through the point park in front of the Golden Pantry. With the moving of the Middle School from its current location in Canaan to the consolidated educational campus planned on the other side of Main Street, safer access will be required for children traveling on foot and bicycle from Canaan to and from after school activities. This in part can be benefitted by the proposed trail system but will also require safe crossings of Main Street. Perhaps the most challenging opportunity in this area is revitalizing the commercial properties along North Main Street and beautifying the public rights of way so this becomes an entryway into Madison that it has the potential to be. To accomplish this will require working closely with County government so what is done benefits both city and county residents, businesses, and property owners.

4. Business Attraction/Retention

Madison does not own nor control industrial land or buildings. This limits the "product" that can be offered to industries/manufacturers and coupled with a limited budget, the marketing efforts are constrained. In spite of this, Madison/Morgan County currently has over 1200 manufacturing jobs with an average weekly wage of \$ 969. The Development Authority of Morgan County can issue Industrial Revenue Bonds for large industries yielding tax deferrals, the local taxing authorities also offer 100% Freeport on inventories, and local government cooperates through

public/private partnerships in providing infrastructure assistance. There are no such incentives for small businesses/entrepreneurs which make up a larger number of jobs in our community. Steps should be taken to establish and operate a revolving loan fund for small start-ups and institutions like the Chamber of Commerce should be encouraged to re-institute and coordinate entrepreneur classes on developing business plans and other needed training to better equip small organizations to be successful in the future.

5. Workforce Development

One of the Challenges Madison faces is the long term depletion of a skilled workforce and the challenges of connecting with the workforce of the future. To address these challenges, the school system in partnership with other elements in the community has embarked on several different initiatives. The Mentoring One Morgan program, Work Based Learning (WBL), KA\$H (Knowledge, Attitude, Skills, Habits) are examples of efforts between the School System and the business community to teach our youth the importance of soft skills and education in their future success. Efforts should be supported by the community at large in making these initiatives successful. The local manufacturers should be encouraged to support WBL through programs similar to 12 for Life implemented in Carroll County in conjunction with Southwire Corporation. Business and government should actively support these and other programs intended to fill the “workforce pipeline” to increase Madison’s attractiveness to manufacturing and other business enterprises. Completion of and participation in the College and Career Academy and supporting GMC and Ga Piedmont Technical College to strengthen their presence should also be a focus for this crucial challenge facing Madison.

6. Sewer and Water Utilities

Madison’s ability to grow residentially and provide the necessary commercial-industrial base for creating jobs and a strong tax base is dependent on having adequate sewer and water utilities that are operationally and financially efficient, safe for residential users and the environment, and have sufficient capacity and protected resources, e.g., ground and surface water sources. Presently, parts of the system have aged treatment and conveyance systems and equipment that may require replacement or modernizing. The demand for water will grow, not only locally but throughout the region, with new and existing users looking to lock up access to what may become an increasingly scarce resource. Additionally, demands will be placed on both utilities to expand their service areas in the city and county. Decisions made as to when and where to expand such services will play a major role in determining how development occurs and whether it occurs in a manner consistent with development patterns of our current and future comprehensive plans. Further, the relationships between service areas and city-county boundaries and agreements will require close cooperation between all local governments, i.e., the four cities and the counties. To fail to do so could result in governmental and operational inefficiencies and less than desirable development patterns.

7. Surface Water Management

Over the past year, abnormally heavy rains have highlighted flooding and other drainage problems in virtually every part of the city. These were identified in each of the neighborhood forums held as part of the ongoing comprehensive planning process. As further development occurs, these problems could become exacerbated and new ones created unless we correct existing problems and plan appropriately for future growth and site specific development. Further, the issue is not simply one of drainage and flooding but also insuring water quality as surface water drains into our recharge areas, surface water sources, and recreational water bodies. On an ongoing basis, the City has tried to address many of these problems when funds and grants were available. A major effort is now underway to correct longstanding drainage and water quality problems emanating from the downtown and developed areas out West Washington and Wellington Streets. Additionally, smaller initiatives are planned for locations such as Horse Branch in the area of Valley Farms. Yet, in spite of these projects and the existence of state regulations with which the City requires compliance, more needs to be done to address existing and possible future problems and needs. One option may be the establishment of surface water management utilities/authorities for the major watersheds within the city and coordination with the county where these watersheds exit the city limits so as not to create downstream problems.

8. Downtown Truck Traffic / Bypass

As we watch wonderful trucks trying to make the turn at highway 83 and 441, sweeping hard to the left and forcing north bound traffic to panic as they intrude into the oncoming space, we lament that we can't fix that problem without running a route off 83 around the west side of Madison or connecting 83 to 441 with some kind of short route. We as a city cannot do much to improve that situation. However, there is a huge problem that we can easily fix but don't seem have the political will to do so. Large trucks routinely enter Madison on North Main and South Main drive through town to I 20 and from I 20 to 441 North. A large percentage of these dangerous and destructive practices could be stopped simply by not allowing large truck traffic through downtown. Many logging trucks and trucks carrying hazardous materials go through downtown playing Russian roulette with our safety. We have a by pass that is very functional but underused. Finding a way to make truckers more aware of their folly and forcing them to use the by pass can be done with minimum of funds.

9. Diversified Housing (to include assisted/transition/workforce/young married/homeless)

When speaking with new comers, real estate professionals, seniors, young professionals, some thing becomes very clear very fast. We not only need a more diverse housing market, we need inventory. Seniors need affordable and market priced housing. Silver Lakes would be a good target example with some tweaks. Patio homes would also be a grand addition in a dense gated community. Small developments like the Massey conversion on Park St. are great additions. A high density luxury apartment or condo complex has to be envisioned. It needs to be gated with amenities. It could serve as temporary rentals or investment grade housing. There is a sever

shortage of rental property especially in the upper levels (\$1200 plus) and lower levels (sub \$500). Family housing is at a premium now and could get worse if and when Madison attracts businesses of any type. There are limited options for family housing construction. Veranda Park is the only area that comes to mind for new construction of any numbers. Housing options and opportunities go hand in hand with growth in industry and other business. The city MUST consider the welfare of all its citizens when considering zoning and development. Those that have the means to absorb property tax burdens must be considerate of those that have a difficult time doing so.

10. Extended Stay Hotels/Motels (Eatonton Road near Old South and I-20 Interchange)

Since the preparation of the current comprehensive plan, a trend has become more prevalent in Madison whereby local hotels/motels have transitioned from being primarily a location for short term stays to extended or permanent stay facilities. This began with the early “in town” motels, one on North Main (actually in the county rather than city and part of the North Main Redevelopment Area) and the two across from each other on Eatonton Road north of Ingles and south of the historic district. Reportedly several of the motels at the Exit 114 interchange have trended in this direction as well. This development has apparently evolved for various possible market reasons. Either there is inadequate traveler demand to make all our motels financially viable, extended stay facilities are more profitable, and/or they are located in proximity to services and amenities desired by those living in these facilities that make them more attractive due to convenience or lack of transportation. Regardless of the reasons, we may now have facilities with full time residents not meeting code for multi-family buildings, residential housing existing in areas which were not intended for such use, and residents of these facilities possibly paying more monthly than if they lived in apartments of a similar or greater size and attractiveness. Yet, the solution is not simply to regulate extended stay use out of existence through enforcement of existing regulations or the adoption of new ones. The fact remains that these facilities are meeting a housing need not currently being met satisfactorily in our community. Furthermore, it is understood that there may be socio-cultural issues as to why some residents may wish to remain where they are rather than moving to what most people would consider a more attractive, less expensive living option. As a consequence and in conjunction with addressing the related challenge of more diversified housing of all sorts within Madison, this issue needs to be evaluated in depth and appropriate solutions found which are considerate of these facilities current residents and owners but also the overall health and welfare of the community as a whole.



Small Town: BIG PLANS
 City Of Madison Comprehensive Plan '17



WORK GROUP A

GOAL: Pick 4 + 1 Lottery: Community Leaders at work!

Red Star Group has provided the Top 10 Challenges as well as thorough and thoughtful background information. Use the information to select four of the challenges (and add an additional one of your choosing, if you like) for critical problem-solving. For five specific challenges, brainstorm and think outside the box, keeping in mind human and financial resources required.

Your task is to coordinate within your work group and provide suggestions by **September 12**. You may use a short paragraphs or bullet point to summarize your work product. Let staff know if you need additional information or guidance.

NOTES: _____

CONTACTS: Staff, Monica Callahan mhcallahan@madisonga.com 706-342-1251 x207

REMINDER Next Committee Meeting: **Thursday, September 22 at 5:30pm**



Small Town: BIG PLANS
City Of Madison Comprehensive Plan '17



WORK GROUP C

GOAL: Evaluate outstanding work plan items

Staff has a summary of the prior Comp Plan & Update STWPs & Special Topic Boards tasks. Staff will provide meeting space, staff support, maps, information, etc. Use the information shared from the citizen feedback surveys and citizen town halls.

Your task is to coordinate within your work groups and give comments on outstanding/uncompleted work plan items by August 15. Staff and consultant will incorporate this report for discussion by the full group at the next Plans Committee meeting.

NOTES: _____

CONTACTS: Staff, Monica Callahan mhcallahan@madisonga.com 706-342-1251 x207

REMINDER Next Committee Meeting: **Thursday, August 25 at 5:30pm**

Work Plan Report Card

Madison Plans Committee
Blue Star Recommendations
August 2016



Small Town: BIG PLANS

City Of Madison Comprehensive Plan '17



1. **ECONOMIC DEVELOPMENT ITEMS (p2-3) - blue**
Industrial Development (items need to be related to what the city participates/funds)
Convention & Visitors Bureau (items need to be related to what the city participates/funds)
Main Street (1 item completed; 2 ongoing items to be removed or specific)
DDA/URA (4 items completed; 2 remain in progress)

2. **NATURAL & CULTURAL RESOURCE ITEMS (p4-5) - green**
GSC (2 items complete; 2 items in progress; 1 ongoing items to be removed or specific)
HPC (2 items complete; 4 items in progress; 1 not started)

3. **COMMUNITY FACILITY ITEMS (p6-7) - orange**
Utility (3 items complete; 2 items in progress; 1 ongoing items to be removed or specific; 1 not started)
Street & Sanitation (2 items in progress; 1 ongoing items to be removed or specific; 1 not started)
Police (1 item complete; 1 item in progress)
Fire (1 item complete)
Animal Control (1 item complete)
Records (1 item not started)

4. **HOUSING (p6-8) - red**
Housing (1 item complete; 1 item not started)

5. **LAND USE (p9-10) - purple**
Land Use (3 item complete; 5 items not started; 1 postponed; 1 abandoned)

MADISON PLANS COMMITTEE

Blue Star Group

Consolidated Committee Group Meeting Minutes – August 4, 2016 and August 15, 2016

Blue Star Group Members:

- Fred Perriman
- Lynn Treadwell
- James Woodard
- Libby Whitaker
- Eric Joyce
- Allen Orr
- Julie Speyer
- Teresa Dorsey

08/04/2016

- In attendance at this meeting were:
 - Libby Whitaker
 - Mayor Fred Perriman
 - Eric Joyce
 - Allen Orr
 - Lynn Treadwell
 - Monica Callahan – Presiding
- The Blue Star Group's task is to take the 2014 Short Term Work Program ("STWP") Update – used for budgeting – and evaluate the projects currently on the list to identify what needs to be removed, kept, modified, or added.
- There are 5 areas which include:
 - Economic Development;
 - General
 - Convention and Visitor's Bureau
 - Special Projects and Main Street

- Downtown Development & Urban Redevelopment
 - Natural & Cultural Resources;
 - Greenspace Conservation
 - Corridor Management & Historic Preservation
 - Cemetery Stewardship
 - Community Facilities;
 - Utility Services
 - Street & Sanitation Services
 - Public Safety – Police
 - Public Safety – Fire
 - Animal Control
 - Public Records
 - Housing; and
 - Community Development
 - Land Use
 - Planning & Zoning
- Ideally, each of the five major areas above should have approximately 5-8 items to be feasibly accomplished in a 5-year STWP.
- Page 2 of the STWP was bypassed and agreed upon to revisit upon completion of the other areas. Thus, the group began its analysis on Page 3, with Economic Development (“ED”) Project 10.
- **Economic Development**
 - Special Projects and Main Street
 - ED 10 – Entrance and directional signage will be completed by end of year (“EOY”). This item will be removed.
 - ED 11 – This will be abandoned, as green tourism is not pursuing a grant.
Planter boxes
 - ED 12 – This will stay on the list.
 - ED 13 – DCF did put something (?) together, but this will be deleted.
 - ED 14 – Completed, will be removed from list
 - ED 15 – Completed, will be removed from list

- ED 16 – Completed, will be removed from list
- ED 34 – Completed, will be removed from list
 - Here, a conversation took place about the makeup of the MS advisory board, and that it could be reformulated, ideally to include 5-7 members, but this would involve reviewing bylaws and will likely take place next year
 - The group also discussed areas to improve awareness of community events. It was noted the city currently puts on four events per year: Madison Fest, Firefly Festival, Chili Cookoff, and Caroling by Candlelight
 - Mr. Joyce and Ms. Treadwell broached subject of the possibility of hosting more kid-friendly events.
 - Ms. Callahan mentioned that each school is granted 1 free use of Town Park
 - Additionally, the City is replacing trash cans and tree grates and planters around the downtown areas
 - Sidewalk infill will be done as funds become available, mainly in the form of repairs on primary roadways and in BOE area
- Downtown Development and Urban Redevelopment
 - ED 18 – Completed, will be removed from list
 - ED 19 – Completed, will be removed from list
 - ED 20 – Completed, will be removed from list
 - ED 21 – Completed, will be removed from list
 - ED 22 – Completed, will be removed from list
 - ED 23 – This project will be abandoned and taken off the list, as the Council declined reducing local deadline of 45 days to reflect state minimum requirements of 15 days
 - ED 24 – This item will be kept on the list as In Progress, and there will be a new park there
 - ED 26 – Completed, will be removed from list
 - ED 27 – This will be completed by EOY, and will be removed from list

- ED 28 – Completed, will be removed from list
- ED 30 – Completed, will be removed from list
- ED 35 – Completed, will be removed from list
- ED 36 will remain on the list as it is still in the works
- ED 37 this will remain on the list
 - This project will be complete within 2 years
 - All buildings on the left-hand side heading north on Highway 83 in this redevelopment zone will be razed before the Christmas holiday
 - The pond capacity is actually 3x over DDA needs, so it can accept some additional inflow
 - A “37(a)” will be added concerning the “triangle” development. This will include redevelopment of the Adrian’s Place and liquor store property. Both buildings will be razed and both will move into a new building within two years, with one on either side of a middle space, which can be used in myriad ways.
- ED 38 – This item will remain on the list, and many items were discussed
 - First, use of the Bromfield property, but there may have to be a leakage abatement upon discovery of old tanks
 - Second is the N. Main gateway, entering from 441/bypass
 - Another is near the current hospital site along Eatonton hwy to the new Main Street Vet location (which would include the Motor Inn area)
 - There is also a potential for moving the alternative school, and while the alternative school has been discussed as moving onto the new school campus, the purpose is separation, so this idea was not discussed in depth
 - Here, the conversation turned to the MCMS site as a potential for mixed housing (low income and market rate(\$850/mo rent)) - however, it has also been discussed as a future site for the Boy’s and Girl’s Club

- Orchard Grove ranges from \$350-\$500/mo, and Silver Lakes rents at \$550/mo
- The level down from Silver Lakes community is public/\$8 housing, the only difference between the two being that \$8 is privately owned
- The needs for housing to be addressed primarily include homes for sale at or under \$150,000 or which rent for less than \$850/mo, as well as elder care
- A gift of land will be the primary way this can be accomplished
- If a funeral home was purchased, the DDA would want to assist
- **Natural & Cultural Resources**
 - Greenspace Conservation
 - NCR 1 – This item will be kept, and there is going to be a greater shift to preserving riparian areas
 - NCR 2 – This item will stay, and the tree ordinance will be re-written
 - NCR 3 – This item will stay – there is a plan, but it has not been formalized. The emphasis here is that it must be passive – no pay-to-play. North Main’s intersection with College Ave. is getting one. The goal is for every child w/in the city to be able to walk to a park w/in 10 minutes
 - NCR 4 – This item will be removed. District 1 is receiving one, and it has been identified where in District 4 a park needs to go but it is not currently in the acquisition plan
 - NCR 5 – This item will be complete, and will be removed from the list
 - NCR 6 – This item will be re-written to state that we are to identify land for a second “tot lot” as the first has been developed
 - NCR 7 – This item is In Progress, and the next stage is to the depot. This item will stay.
 - Corridor Management & Historic Preservation
 - NCR 8 – Completed, will be removed from list

- NCR 9 – This project will stay. There has been an idea floated to consider the Hwy. 83 south entrance to Madison an “eco-exit” because of the beautiful nature of the landscape there.
 - NCR 10 – This item will stay. Many of the mid-century modern neighborhoods such as Beacon Heights are currently designated as non-contributing. In the coming years, there will be a focus on attempting to re-designate these areas as contributing to the historic districts of Madison.
 - NCR 11 - Completed, will be removed from list
 - NCR 12 – This item will also stay. There needs to be a renewed/continued focus on integrating our historic entities and local heritage with the schools, as they contain the next generation of people who will contribute to the ongoing historic nature of the community
 - NCR 17 – This item will be kept, as TDRs are continuing benefits to preserving our resources
 - One suggestion to add was promotion of residential historic rehabilitation tax credits
- Cemetery Stewardship
 - NCR 13 – Completed, will be removed from list
 - NCR 14 - Completed, will be removed from list
 - Added will be an identification of funding sources
 - Also added will be identification of funds for maintenance of stones; possible suggestions included a fundraiser or match/additional allocation from city
 - NCR 15 – This is in progress and will stay on the list
 - NCR 16 – Will be completed soon, will be removed from list
- **Housing**
 - Community Development
 - H2 – This will stay. Ga. Init. C.H. – secured \$300,000 for maintenance
 - Housing will come in congregate – not single family – form
 - Identification of congregate infill is the priority

- There will also be advocacy for duplex-style housing in existing single-family structures
- We are getting a land trust, and donations or gifts will be the target for future development of affordable housing
- The Canaan neighborhood will have an heir property problem, and outreach has been conducted to solicit pro bono legal services to clear titles
- H3 – This will also stay
- There was also mention of adding an item for programmatic funds for house repair, especially in senior homes, potentially branding as “Live Long” homes, which are designed to be lived in until passing. Establishing a brand could help age-in-place housing become more successful

08/15/2016 – in attendance were Monica Callahan, Dr. James Woodard, Libby Whitaker, Allen Orr, and Eric Joyce, and the group continued its discussion, picking up where the last meeting left off with community facilities

- **Community Facilities**

- Utility Services

- CF 1 - Completed, will be removed from list as the municipalities now have enough lines to reach all municipalities and they cannot run dry
- CF 2 – will be completed and removed from list
- CF 3 - Completed, will be removed from list – we have run more gas lines to surrounding areas, especially poultry
- CF 4 - Completed, will be removed from list
- CF 5 – In progress, keep on list – this is an expensive venture, but is important. It will likely get a changed completion date to 2019
- CF 22 - Completed, will be removed from list
- CF 23 - Completed, will be removed from list
- CF 24 – We are unsure of the status of this at this point, City Manager to relay information to Ms. Callahan.
- CF 25 – We are unsure of the status of this at this point, City Manager to relay information to Ms. Callahan.

- CF 26 - Completed, will be removed from list
 - CF 30 - We are unsure of the status of this at this point, City Manager to relay information to Ms. Callahan.
 - CF 31 - Completed, will be removed from list
 - CF 32 - Completed, will be removed from list
 - CF 33 – In progress, City Manager to update Ms. Callahan
 - CF 34 - Completed, will be removed from list
- Street & Sanitation Services
- CF 6 – This will be removed as an inadequately defined task
 - CF 7 - Completed, will be removed from list but may want to adopt a policy – mention was made of the need for traffic calming in front of MCES, and there was a discussion about the difficulty in having that frontage be split between city and county, and that it would be easier if that area in front of MCES was all city property. Mention was made that it was a neutral outcome if the city were to acquire that area
 - CF 8 – In progress. There need to be 4, but we are on the list for 3 from DOT – there is a need for one coming off bypass onto East avenue.
 - CF 9 – Keep. New Streets to include would be East Avenue, as well as a connection piece between the high school up to the BOE by the tennis courts, as many students walk this path. There were discussions of other connections, including in front of the McDonald’s and the Steak-N-Shake. Funding for this is in the local development fund, heading towards bidding on these two items. Additionally, utility permits are held for the Beacon Heights to Ingles crossing
 - There is additional push for a crosswalk from 5th street across 83, which may push all the way down to Pearl Street. Although the middle school will relocate, Pearl is still a major entrance to the neighborhood
 - A connection all the way traversing Vine street was also mentioned
 - CF 10 – Keep on list, feasibility study needed
 - CF 21 - Completed, will be removed from list

- Public Safety – Police
 - CF 12 – Completed, will be removed from list
 - CF 14 - Completed, will be removed from list
 - CF 27 - Completed, will be removed from list
 - CF 28 - Completed, will be removed from list
 - CF 29 - Completed, will be removed from list
- Public Safety – Fire
 - CF 16 – Unsure of completion progress. Ms. Callahan will ask chief.
 - CF 20 – Complete
- Animal Control
 - CF 17 – This item will be removed from list
 - CF 35 – This item will stay
 - CF 36 - Completed, will be removed from list
- Public Records
 - CF 19 – This item will be removed for lack of pressing need on STWP
- Additional considerations for Community Facilities included a feasibility study on establishing an internet utility. It was noted that Councilwoman Hodges had inquired into this. Further, public wifi was addressed as a need, and an item should be added to consider boosting the downtown blanket. Finally, perhaps one additional item would be to work with County on Charter/AT&T service locations, instead of having to rely on Athens/Milledgeville
- **Land Use**
 - Community Development
 - LU 1 – This item will be re-written. City will perform almost a feasibility study on establishing the “Greater Madison Area” – a special zoning designation with a design component in which city and county residents obtain benefits
 - LU 2 – This item will be removed. There is talk of another special residential zone that will feel more rural with less infrastructure – between 2-5 acres for \$300,000 homes on the model of Saye Creek and Harper Ct.
 - LU 3 – To be removed.

- LU 4 - Completed, will be removed from list
- LU 5 – To be removed.
- LU 6 – To be removed.
- LU 7 – Keep on list
- LU 8 – Keep on list, but combine with LU 9
- LU 9 – Keep on list, but combine and rewrite to fit with LU 8
- LU 10 – To be removed
- LU 11 - Completed, will be removed from list
- LU 12 – This item will stay, with a major focus being on riparian areas
- LU 13 - Completed, will be removed from list
- LU 14 – In progress, establishing a land trust by FY end
- LU 15 - Completed, will be removed from list
- LU 16 - Completed, will be removed from list

The group then circled back to the economic development goals on page 2 of the STWP, and were encouraged to think of ways to work with the CVB and Chamber.



Small Town: BIG PLANS
City Of Madison Comprehensive Plan '17



WORK GROUP C

GOAL: Start construction of next 5 year work program

Blue Star Group has provided an evaluation of the in progress and outstanding tasks on the current Short Term Work Program. Contact civic board chairs and department heads and use the 2004 STWP (which had lots of great ideas) to determine what items have been contemplated, anticipated, or may need to be revived for the next five years of work and budget.

Your task is to coordinate within your work group and provide suggestions by **September 12**. Please use the STWP chart format to add new items per category. Let staff know if you need additional information or guidance.

NOTES: _____

CONTACTS: Staff, Monica Callahan mhcallahan@madisonga.com 706-342-1251 x207

REMINDER Next Committee Meeting: **Thursday, September 22 at 5:30pm**

MADISON PUBLIC INPUT

Plans Committee
September 29, 2016

Responses came from the following questions and preference survey:

What are your three favorite spots in the City where you spend your free time?

Visual Preference Survey: residential, office/commercial, industrial, downtown area, and gateways into town

In 20 years, the City of Madison is...?

What are your three favorite spots in the City where you spend your free time: Asking this question of such a well-engaged group of citizens could have resulted in a wide variety of responses. However, almost eighty percent (80%) of the Plans Committee participants listed “Downtown Restaurants” as one of their favorite spots to spend their free time. Many of the responses specified Town 220, Chop House, and Ricardo’s as their favorites.

Although “Downtown Restaurants” received the highest overall favorable vote, “Home” accounts for fifty percent (50%) of the responses given for ***the most favorite spot*** (or the #1 place in town) to hang out during free time. Overall “Home” represents sixty-four percent (64%) of the top three favorite spots in which to spend leisure time.

Various forms of parks and recreation amenities frequently offered as a favorite spot in town. More specifically, these included City/Town Park, the Recreation Department (Old Buckhead Road), Wellington Road, tennis courts and recreation fields, and trails. These collectively account for the third highest noted “favorite spot” to spend free time.

The next most frequently named favorite spot in town to spend free time is the Cemetery. Five out of the seven “Cemetery” responses were listed as either the #1 or #2 choice. Lastly, inclusion of the historic district either specifically stated or referenced as “old houses on walking tour/Academy and Old Post Road and Dixie Avenue” as a favorite spot received the fifth highest number of responses.

While the above named five favorite spots represent over 80% of all responses, several additional “outlier” choices were offered. These included: Perk Avenue (coffee shop, which could be lumped with “Downtown Restaurants”), Plainview Baptist Church, Hanes Farm (Monticello Road), Cracker Barrel, shopping, Cultural Center, and industrial property ride-thru.

Most of the Plans Committee identified “favorite spots” within the “Downtown Core” and “Residential Core” areas on the “Zones: City of Madison” map provided during the meeting for reference. Protection and enhancement of these two sections of Madison should remain a focus for City leadership.

Visual Preference Survey Results: During the Plans Committee meeting, a series of photographs representing development design principles for various land uses were reviewed by the participants. Working in table groups and individually, the Plans Committee members selected their visual preferences for Downtown, the gateways, commercial areas, industrial development, single-family homes, residential neighborhoods, and non-single family development. The preferred design principles are outlined below:

- ✓ **Downtown:** Marked as being good examples for what is visually preferred in Downtown are Photos #2 (alleyways), #4 and #6 (public art – frog and deer). While it was recognized that Madison does not currently have a lot of alleyways, folks like the flowers and walkways shown in the

photo. They believe such plantings soften the large building space. Similarly, participants noted they do like the idea of public art but perhaps not the animals shown. One thought offered is to limit whimsical art pieces to slightly secluded spaces to add “surprises” as one walks around the City. It also was suggested that public art could take the form of historic signage or serve as “cues” for a scavenger history interpretative project like in Greenville, SC.

- ✓ Gateways: Photos #1 (tree-lined boulevard), #2 (sign with stone and landscaping), and #7 (wooden bridge with pathway) ranked among the highest visually for the “Gateways” leading into Madison. No one really likes the wider roadways, but it was recognized that if such necessary streets could be improved with the tree-lined center median. The scene in Photo #1 was described as a “boulevard” and was ranked as one of the more visually preferred designs – particularly for larger roadways. Most who commented on the gateway signage ideas marked Photo #2 as their visual preference, noting how they liked the greenery and the layering of the vegetation, stone and signage. One respondent noted they liked the design but that stone is not really a “Madison” material, so perhaps keep the overall design but use brick or other material common to Madison.

The third most preferred visual was illustrated in Photo #7, which is of a wooden bridge along a paved path. Those who voted for this suggested such a feature would be good for the recreational and park areas and for walking/biking trails.

Several identified Photo #3 as a favorable “look” for downtown/gateways, noting the courtyard or pocket park would be a good concept for Downtown. The “Tremont” sign also received favorable votes, while Photo #6 which is the “Carmel Arts &

Design District” was not chosen as any respondents’ visual preference for Madison’s gateways or district signs. The one comment was “No!” – not for Madison.

The lower plantings at the busy intersection in Photo #8 received one favorable and one unfavorable vote, but neither offered thoughts as to why. Lastly, visual preference Photo #9 represents an off-road, wooded trail. It was suggested that this type of design best fits the trails if used in the City. Others feel this scene is too rural and should be used in the County.

- ✓ Commercial: Examples of the top three preferred design principles for the “Commercial” areas are illustrated in Photos #4 (urban-like mixed-use), #9 (tree-lined parking aisles in large parking lots), and #3 (Burger King). Photo #4 appears to suggest an urban-like, mixed-use or residential development with an industrial district flavor, with flat roof lines, brick, glass and metal accents. Features noted for its high-rank among the visual preference survey include the low-scale, visual interest; parking is to the rear, planting strip between the street and sidewalk. Several respondents suggested that such a development concept would fit well in the “Hospital Area” (yellow area highlighted on the map) or mixed into commercial areas with similar architecture.

The second most well liked example was shown in Photo #9, which illustrated a well-landscaped parking lot. Long parking aisles appear to have trees planted along the length of the parking aisles, rather than only in “end islands” or within a handful of islands spaced every so many parking space. People like the idea of having the trees situated in a way to provide optimal shade for as many parking spaces as possible. Lastly, Photo #3 which shows a newer, more urban-looking Burger King restaurant, was cited as being an example of creative design, having good

landscaping, and good signage design. When compared to the commercial development depicted in Photo #1, the Burger King photo offered façade treatments that were more visually preferred over what is shown in Photo #1.

The “campus-style” residential-looking office complex in Photo #2 received a few favorable comments. Specifically, folks liked the greenspace and “campus” feel. Mixed reviews were shared regarding the design in Photo #6. Some feel the architecture is not visually pleasing, while others said the architecture is acceptable in the right place, suggesting the “right place” to be outside of Downtown (perhaps in the “Hospital Area”).

✓ **Industrial:** Among the most visually preferred designs for industrial development are those represented in Photos #5 (“campus-like” with bench looking over pond), #1 (landscape sign area at entry to office/industry), and #6 (“campus-style” with large green grassy area). The common theme is “greenspace” and more campus-feel with less hardscape overall, and which is required to be well buffered and landscaped against adjacent roadways. The greenspace courtyard between two brick buildings in Photo #4 and the greenspace in Photo #8 were the redeeming feature for these designs.

✓ **Residential:**

- **Single-Family:** The top three visual preferences included Photos #9 (1/1.5 story house with front porch), #4 (large, traditional house with large yard) and #5 (one-story Small House). Common to all three are traditional-looking architecture and lack of front-facing garages.
- **Subdivision/Neighborhood:** Development principles illustrated in Photos #1, #7 and #4 were among the highest ranking visual preferences for neighborhoods. Specifically, participants identified the more traditional development pattern of a

street grid lined with street trees and having a planting strip between the sidewalk and roadway as desirable.

- **Non-Single Family:** Photos #5 (3-story historic-looking with columns), #8 (2-story, flat-roofed brick building) and #6 (multi-story townhomes with tile roof and front porches) ranked among the highest visually for “Non-Single Family” development. The common factors among these examples are the traditional character in architecture and expansive mature landscape setting.

In contrast, the participants shared which of the examples of development principles are not preferred for Madison. Comments on visual preferences for Downtown and the gateways were fewer in number and less negative overall. Those expressed for the other types of land uses – commercial, industrial and residential – provided a wider range of ideas and emotions. Some development concepts evoked stronger negative feedback than others, and for the most part, these were the visual examples with large expanses of hardscape, less tree canopy, or reflective of suburban sprawl and development character.

✗ **Downtown and Gateways:** Only one emphatic “No” was offered among these two categories, and that was in regards to gateways. Photo #5 – “Gateway South District” sign was described as having a “city feel” rather than a “homely look/feel” and was marked as not being preferred visually for Madison.

✗ **Commercial:** A greater number of “negative” opinions were shared on examples of commercial, industrial, and residential. For commercial development, most agreed that the scene depicted in Photo #1 illustrated typical suburban sprawl oriented to and around the automobile, and was an undesirable approach to future development in Madison. This specific example received

several resounding “No” and “Negative” comments. The only negative feedback offered on Photo #5 is that the roadway is too large and too wide. While the materials used in Photo #7 were noted as “okay/good,” the architecture was reviewed as terrible. Finally, according to participants, the design concept depicted in Photo #8 offered nothing redeeming.

✘ **Industrial:** While the use represented generally was accepted and even welcomed, the development designs depicting more a “campus-style” with grass and other landscaping received the most positive feedback. Specifically noted on some designs as undesirable are the sprawl into the countryside with proper buffers or landscaping (Photos #3 and #7), a lack of trees and landscaping (Photo #9), too much hardscape (Photos #7 and #9), and too much parking (Photo #9). Other comments shared on Photos #3, 7 and 9 included “No” and “Bad” comments.

✘ **Residential:** On the whole, the Plans Committee agreed that the historic and traditional-style architecture with the garage in the rear (or at least not included as a front-facing feature) ranked highest in the visual preference survey. The “Tiny House” concept (Photo #3) was not well received by most, although a few noted it would be a great starter home. Also, the more “suburban-style” architecture was criticized, specifically Photo #6 which depicts a smaller, brick façade house with the garage on the front and sidewalks by the street. It was noted as “bad” for Madison, and a few said “No” to this development concept.

With respect to the neighborhood or subdivision design preferences, the more traditional development pattern prevailed as the most preferred. The neighborhood images evoked more emotion than the other two residential categories. Resounding “No’s” were offered on Photos #2, #5, #6 and #8. The least visually

preferred was the gated community concept depicted in Photo #2. It was described as “awful”. Similarly, the patterns illustrated in Photos #5 and #6 ranked among the least preferred for Madison. The housing style in Photo #5 was described as “cookie-cutter” and being too cluttered, and the townhome concept in Photo #6 was seen as “terrible” in design but no specific explanation was offered. Lastly, the subdivisions with a cul-de-sac street design as illustrated in Photo #8, generally were not favored.

Among the non-single family residential category, the more suburban-style apartment complexes with large parking lots and fewer trees depicted in Photos #1 and #4 were the least preferred. It was offered that such developments have too much unbroken hardscapes and are awful in design. While it was recognized Madison needs more duplexes, the style illustrated in Photo #2 received mixed feedback. Several liked the architectural style but suggested that the garages should not be front-facing. Similarly, several participants feel the development concept shown in Photo #3 would be good – **if** what is seen in the photo is the rear façade and **if** the townhomes have a rear, alleyway access.

Overall, most of the Plans Committee participants preferred the traditional, historic building pattern and diversity in architectural character offered in older, more traditional in-town neighborhoods.

In twenty years, the City of Madison is: As a way to engage the Plans Committee in visioning for Madison’s future, each participant was asked to complete the statement “In twenty years, the City of Madison is...” using present-tense declarative sentences. The following vision is a compilation of the recurring themes and characteristics of the future Madison:

Twenty years from now...

The City of Madison is a small, close-knit community which proudly displays its natural beauty and historic heritage while embracing its bright future. Madison has a vibrant economy comprised of a healthy balance of retail, commercial, office and industrial business; yet offers enriching educational opportunities and housing options appropriate for all income levels and every phase of life. It is a safe, peaceful town which embraces all its citizens and visitors; and provides resources for all ages, income levels, and backgrounds. Madison offers a range of employment opportunities and a variety of shopping, recreation, and entertainment options for all its citizens – making Madison *the* small town to live, work, learn and play.

In conclusion, Madison’s “Downtown” and “Residential Core” are highly valued and regarded as the best features of the City. These areas are called “home” for many and were frequently considered as “favorite spots” in which to spend one’s leisure time.

Traditional architecture and development patterns, characterized by diverse housing styles and a tree-lined street grid with sidewalks, ranked highest visually. In contrast, typical suburban-style development designs typified by “geographies to nowhere” (i.e. cul-de-sac streets) and expansive hardscapes with little landscaping, are less desired.

These values are reflected in the various individual vision statements, as are Madison’s small-town character, its historic and architectural heritage, and its vibrancy. Citizens recognize Madison’s potential for continued success and support healthy, balanced growth; but do not want to see the town’s quality of life, heritage and natural beauty compromised in the name of growth. The City’s small-town personality, its compassionate people, its heritage, and natural beauty are part of what makes Madison a desirable community – and what makes the City of Madison a good place for all.

APPENDIX B-1

LEADERSHIP

Governance

Election Districts 1
 Election District Population 2

Population

Density and Poverty Rates 3
 Age 4
 Black 5
 White 6

NATURAL & CULTURAL RESOURCES

Hydrology

Waterbodies 7
 Watersheds 8
 Ground Water Recharge Areas 9
 Wetlands 10
 Floodplains 11

Land Features

Tree Canopy 12
 Parks & Conservation Easements 13
 Conservation Use (CUVA) Properties 14
 Trail Network - Current and Proposed 15

Cultural Assets

National Register of Historic Places 16
 Design Overlay District - Historic Preservation . 17
 Design Overlay District - Corridor Design 17
 Historic Landscapes & Openspaces 18
 Heritage & Recreational Tourism 19

COMMUNITY FACILITIES

Infrastructure

Government Facilities 20
 Streets & Sidewalks 21
 Sidewalks & ADA Crosswalks 22
 Downtown Sidewalks & ADA Crosswalks 23

Services

Police Report Incidents 24
 Fire Report Incidents 25
 Mutual Fire Aid and Hydrants 26

Utilities

Waste Water System: Madison City Limits 27
 Water System: Madison City Limits 28
 Water System: Greater Madison Area 29
 Gas System: Madison City Limits 30
 Gas System: Greater Madison Area 31
 Sanitation Service 32

HOUSING

Neighborhoods

Neighborhoods, Subdivisions & Developments . 33
 Poverty Blocks & Subsidized Housing 34
 Neighborhood Safety 35
 Housing Unit Types 36

Residential

Vacancy 37
 Conditions 38
 Valuations 39
 New Construction 40

ECONOMIC DEVELOPMENT

Industrial and Business

Special Tax Districts 41
 Developed & Undeveloped Properties 42
 Occupancy 43
 Occupancy - Detail: Downtown Core 44

Downtown Revitalization Area

Downtown Development Area 45
 Facade Grant Program Distribution 47
 Arts & Entertainment Overlay District 48

Downtown Urban Redevelopment Area

Downtown URA Overlay with DDA 46
 Opportunity Zones 49
 Revitalization Area Strategy Area 49

LAND USE

Planning & Development

Existing Land Uses 50
 Areas Requiring Special Attention 51
 Redevelopment Areas 52

*** Character Area Maps ***

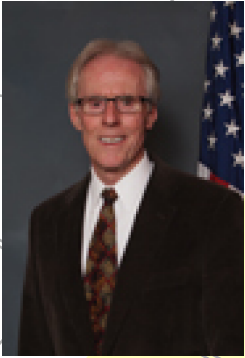
Character Areas - Madison 53
 Character Areas - Section A 54
 Character Areas - Section B 55



Fred Perriman
Mayor



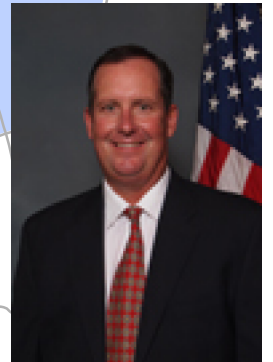
Carrie Peters-Reid
District 1



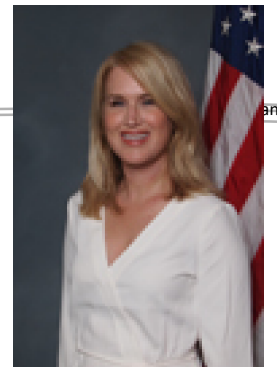
Eric Joyce
District 2



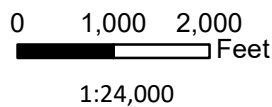
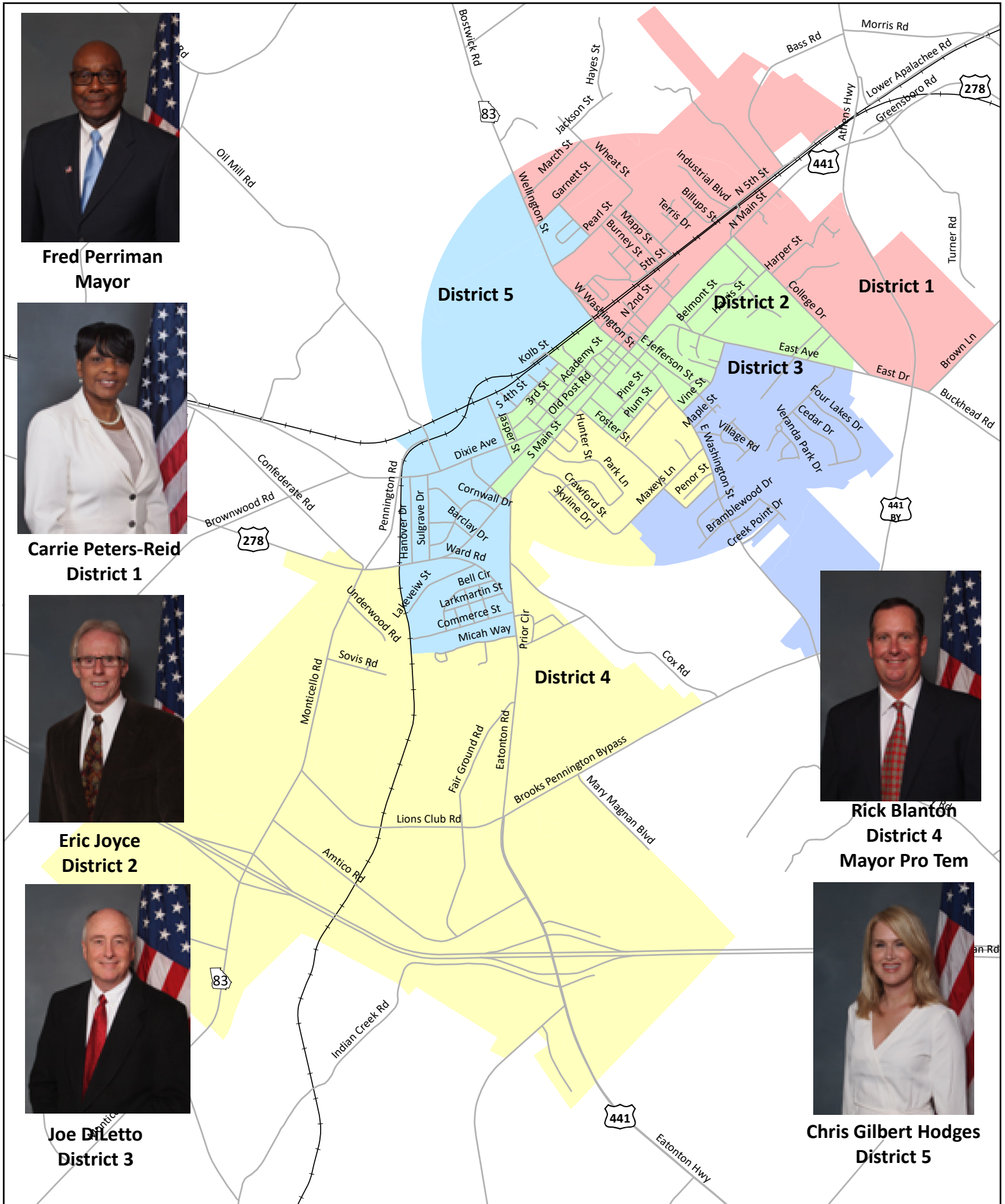
Joe DiLetto
District 3



Rick Blanton
District 4
Mayor Pro Tem



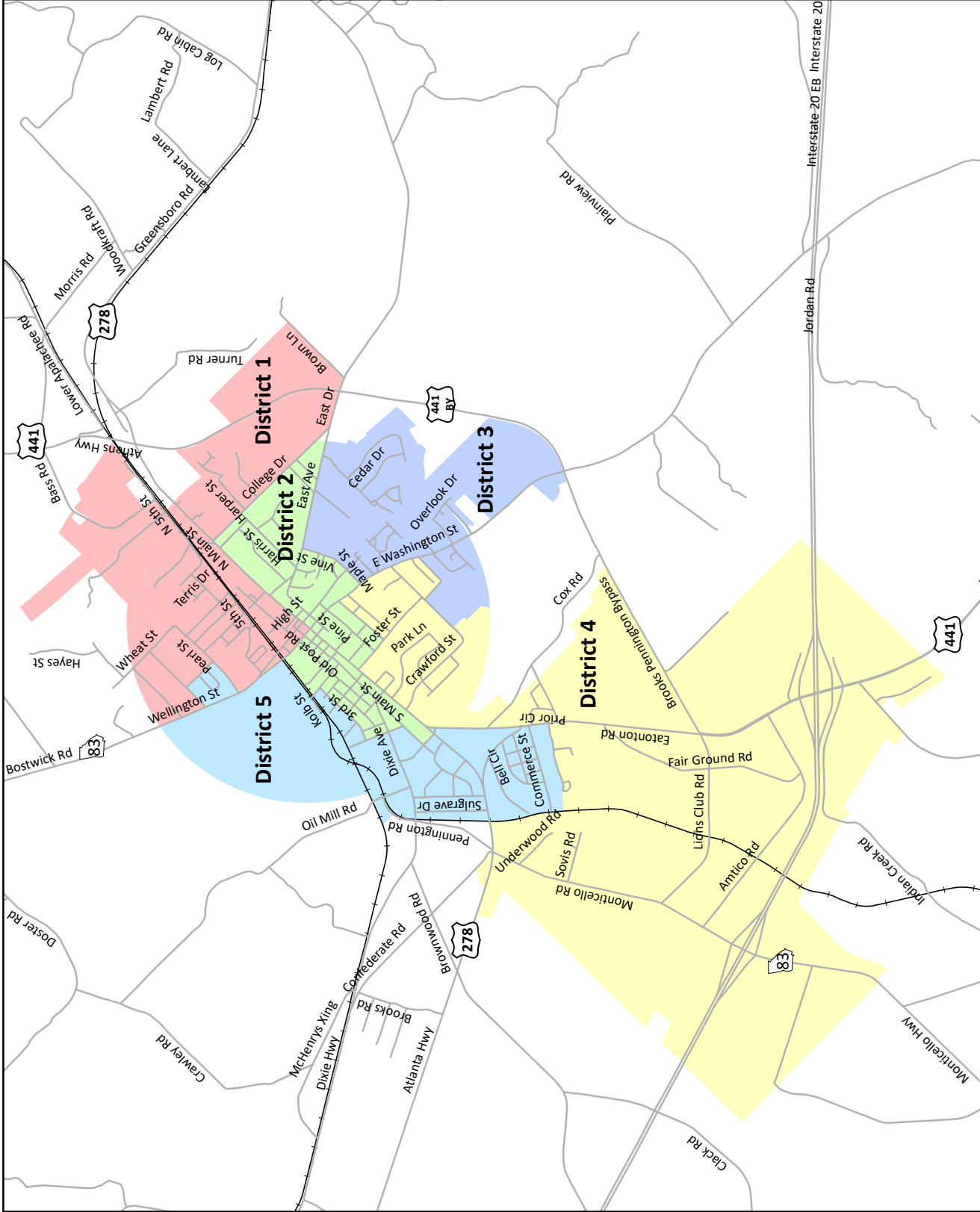
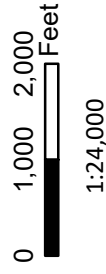
Chris Gilbert Hodges
District 5



LEADERSHIP
Governance
Election Districts



**LEADERSHIP
Governance
Election District
Population**



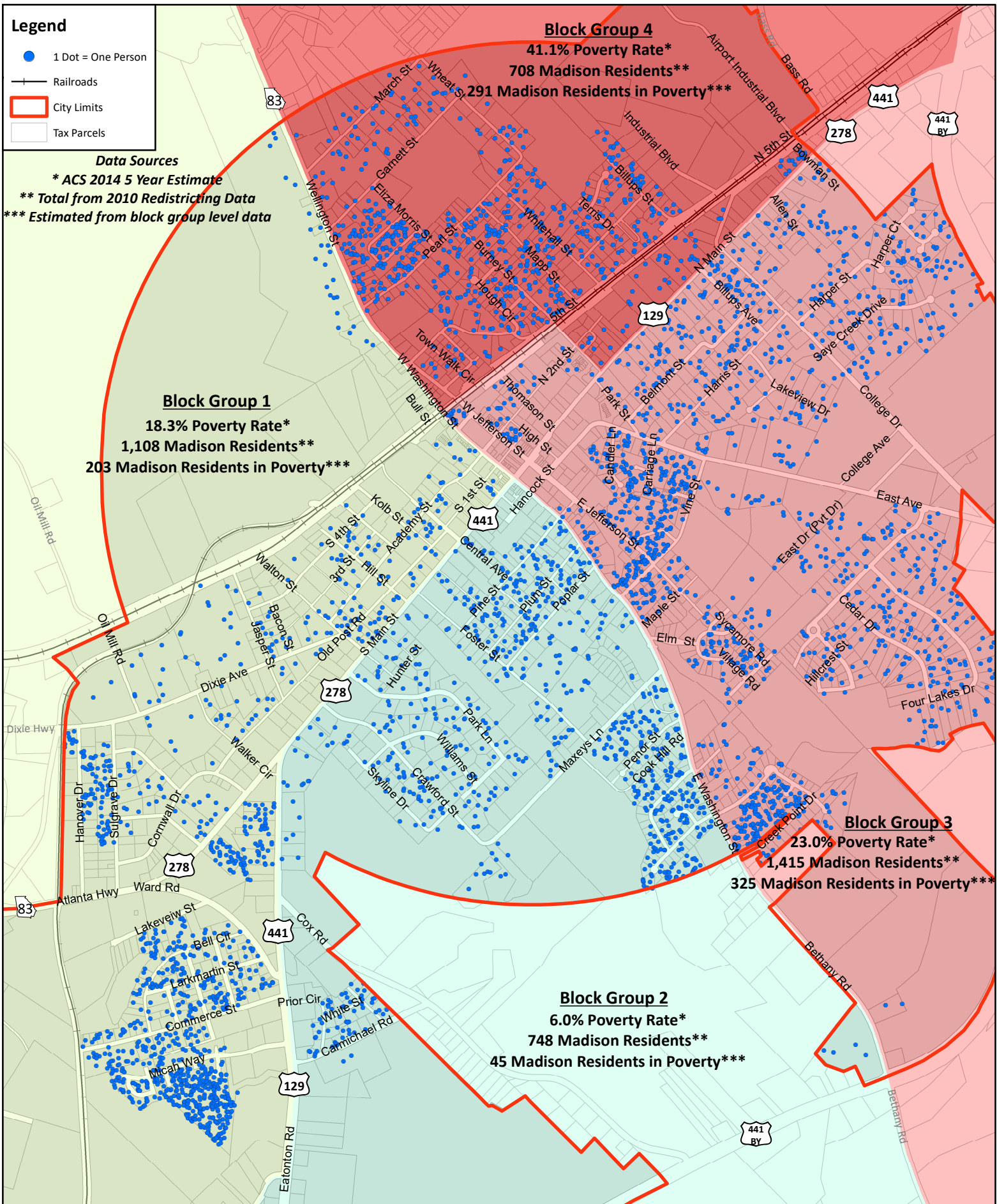
| District | Total Population | Black Population | White Population | Other Population | Total Adult Population | Black Adult Population | White Adult Population | Other Adult Population | Black Adult Percentage | White Adult Percentage | Other Adult Percentage |
|---------------|------------------|------------------|------------------|------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| District 1 | 790 | 523 | 246 | 21 | 602 | 405 | 188 | 9 | 67.28% | 31.23% | 1.50% |
| District 2 | 787 | 151 | 618 | 18 | 585 | 92 | 484 | 9 | 15.72% | 82.74% | 1.54% |
| District 3 | 800 | 465 | 327 | 8 | 595 | 345 | 247 | 3 | 57.98% | 41.51% | 0.50% |
| District 4 | 803 | 365 | 404 | 34 | 574 | 234 | 317 | 23 | 40.77% | 55.22% | 4.01% |
| District 5 | 799 | 309 | 427 | 63 | 574 | 204 | 333 | 37 | 35.54% | 58.01% | 6.45% |
| TOTALS | 3979 | 1813 | 2022 | 144 | 2930 | 1280 | 1569 | 81 | - | - | - |

Legend

- 1 Dot = One Person
- Railroads
- ▭ City Limits
- ▭ Tax Parcels

Data Sources

- * ACS 2014 5 Year Estimate
- ** Total from 2010 Redistricting Data
- *** Estimated from block group level data

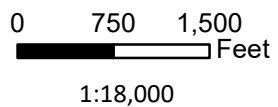


Block Group 1
18.3% Poverty Rate*
1,108 Madison Residents**
203 Madison Residents in Poverty***

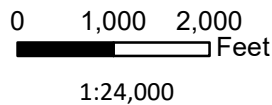
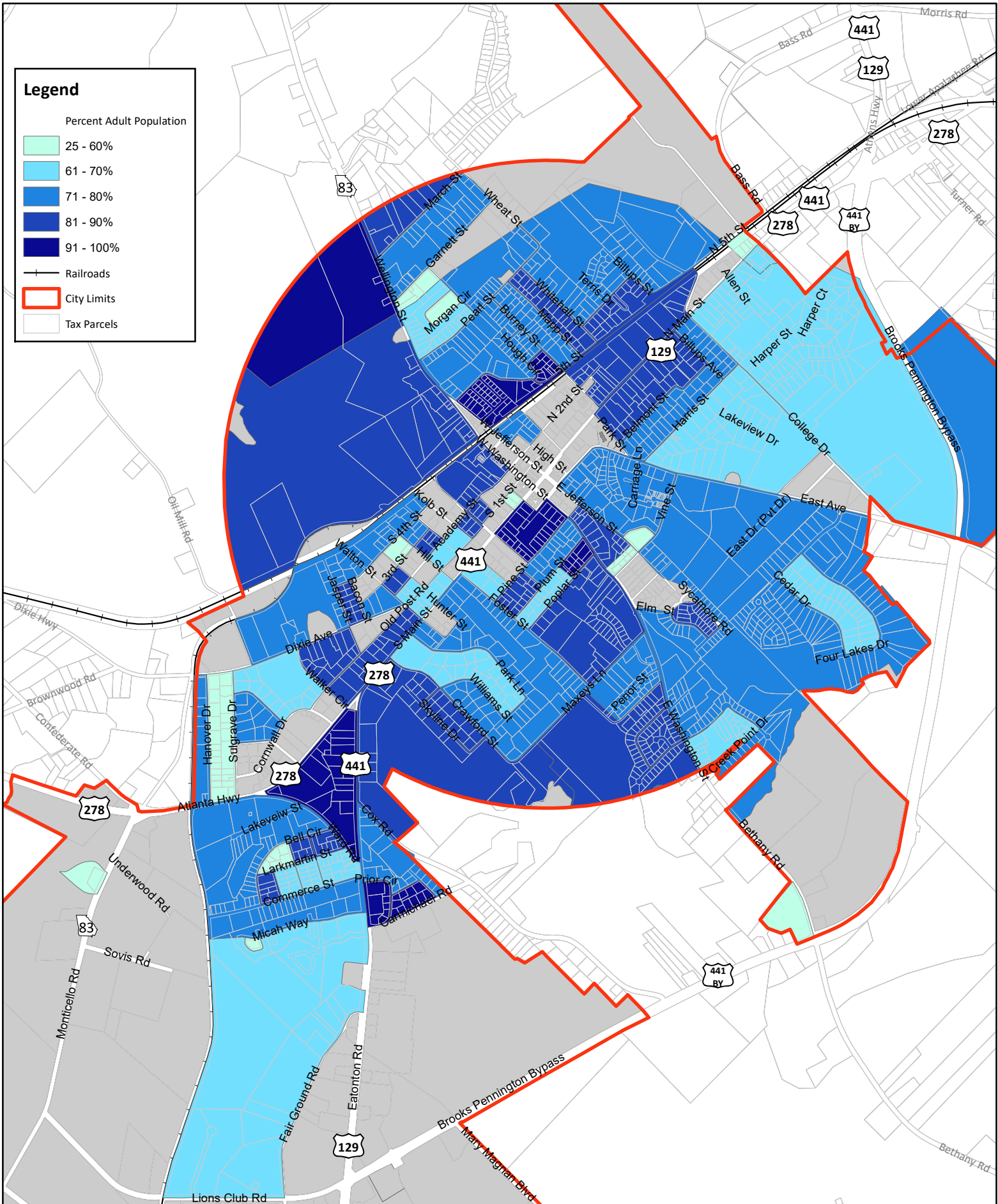
Block Group 4
41.1% Poverty Rate*
708 Madison Residents**
291 Madison Residents in Poverty***

Block Group 3
23.0% Poverty Rate*
1,415 Madison Residents**
325 Madison Residents in Poverty***

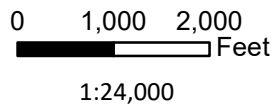
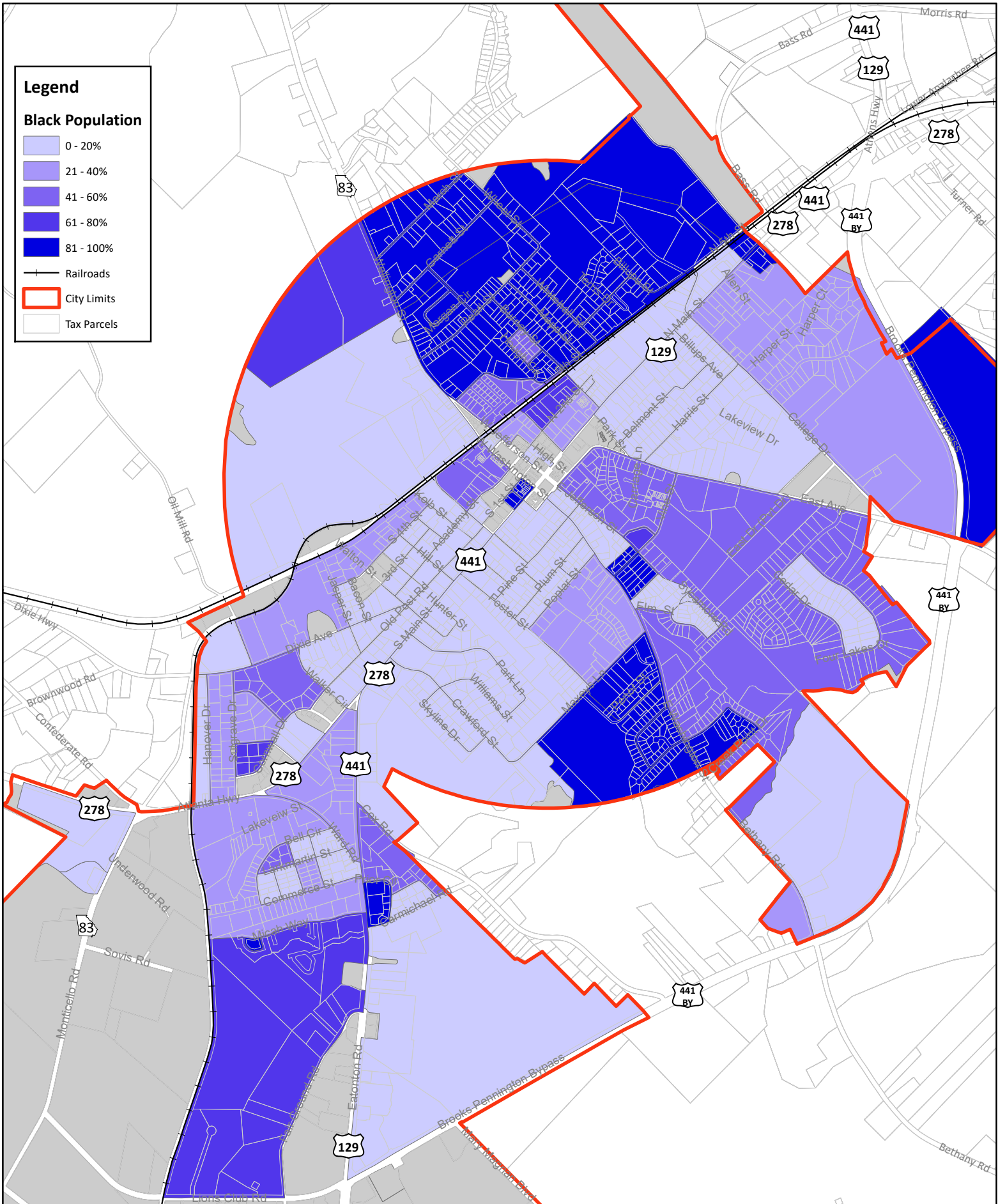
Block Group 2
6.0% Poverty Rate*
748 Madison Residents**
45 Madison Residents in Poverty***



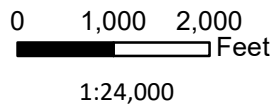
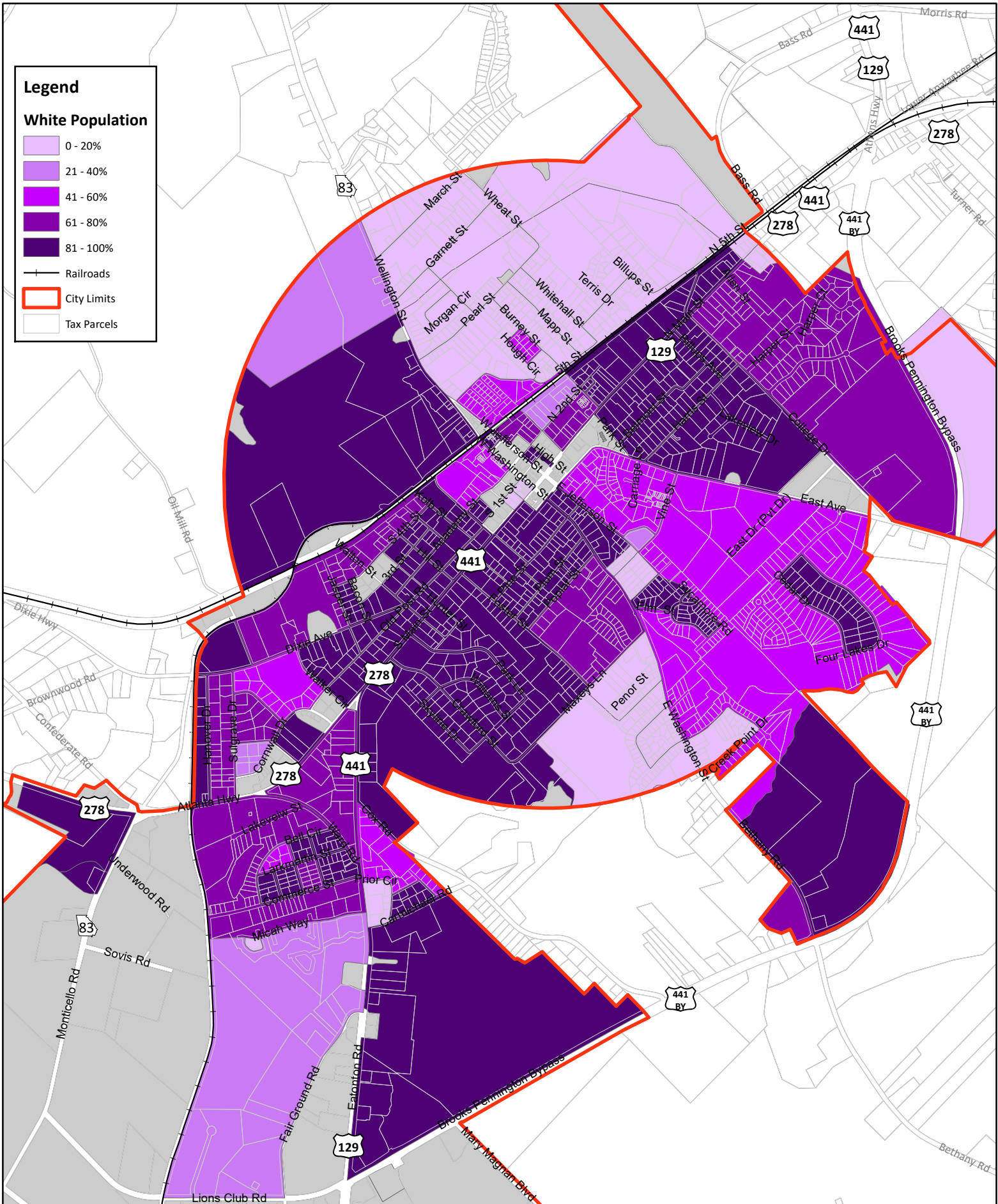
**LEADERSHIP
Population
Population Density and Poverty Rates**



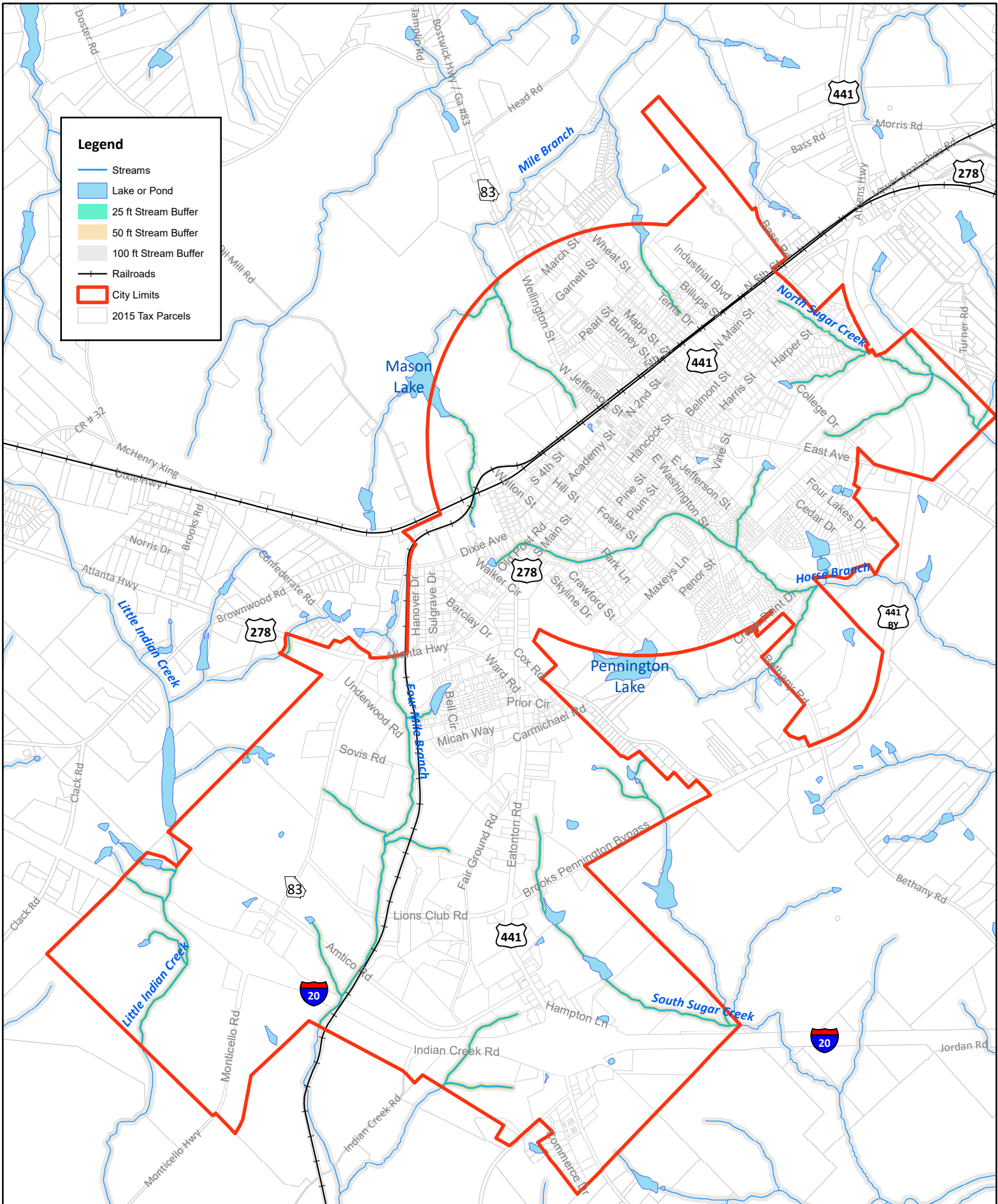
LEADERSHIP
Population: Age
 2010 Census Block Data



LEADERSHIP
Population: Black Population
 2010 Census Block Data

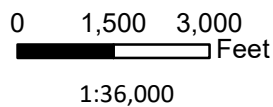


LEADERSHIP
Population: White Population
 2010 Census Block Data



Legend

- Streams
- Lake or Pond
- 25 ft Stream Buffer
- 50 ft Stream Buffer
- 100 ft Stream Buffer
- Railroads
- City Limits
- 2015 Tax Parcels



NATURAL & CULTURAL RESOURCES
Hydrology
Waterbodies

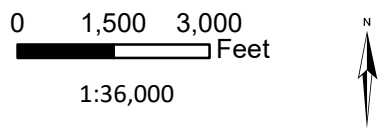
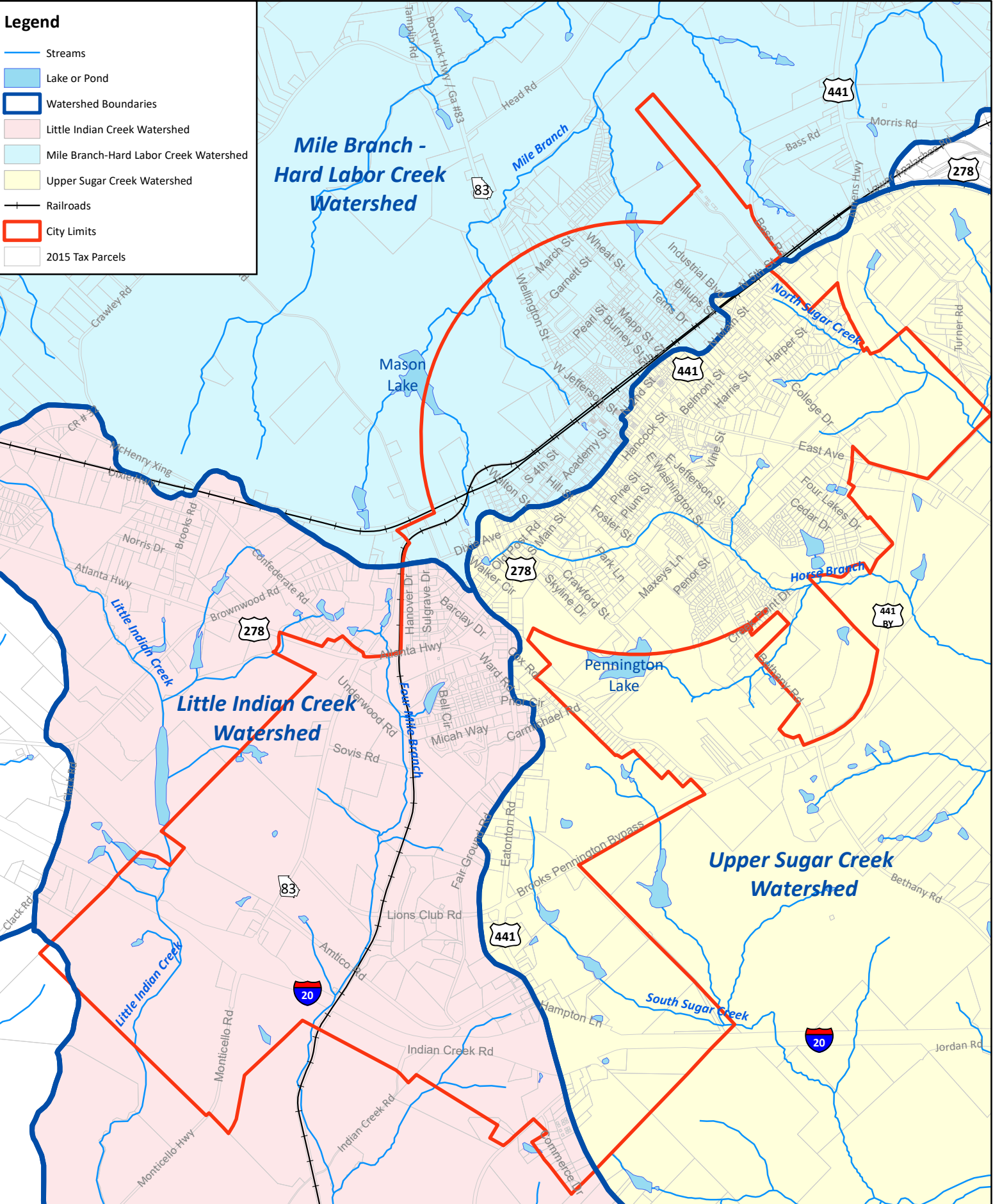
Legend

- Streams
- Lake or Pond
- Watershed Boundaries
- Little Indian Creek Watershed
- Mile Branch-Hard Labor Creek Watershed
- Upper Sugar Creek Watershed
- Railroads
- City Limits
- 2015 Tax Parcels

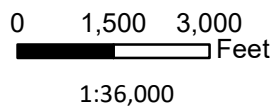
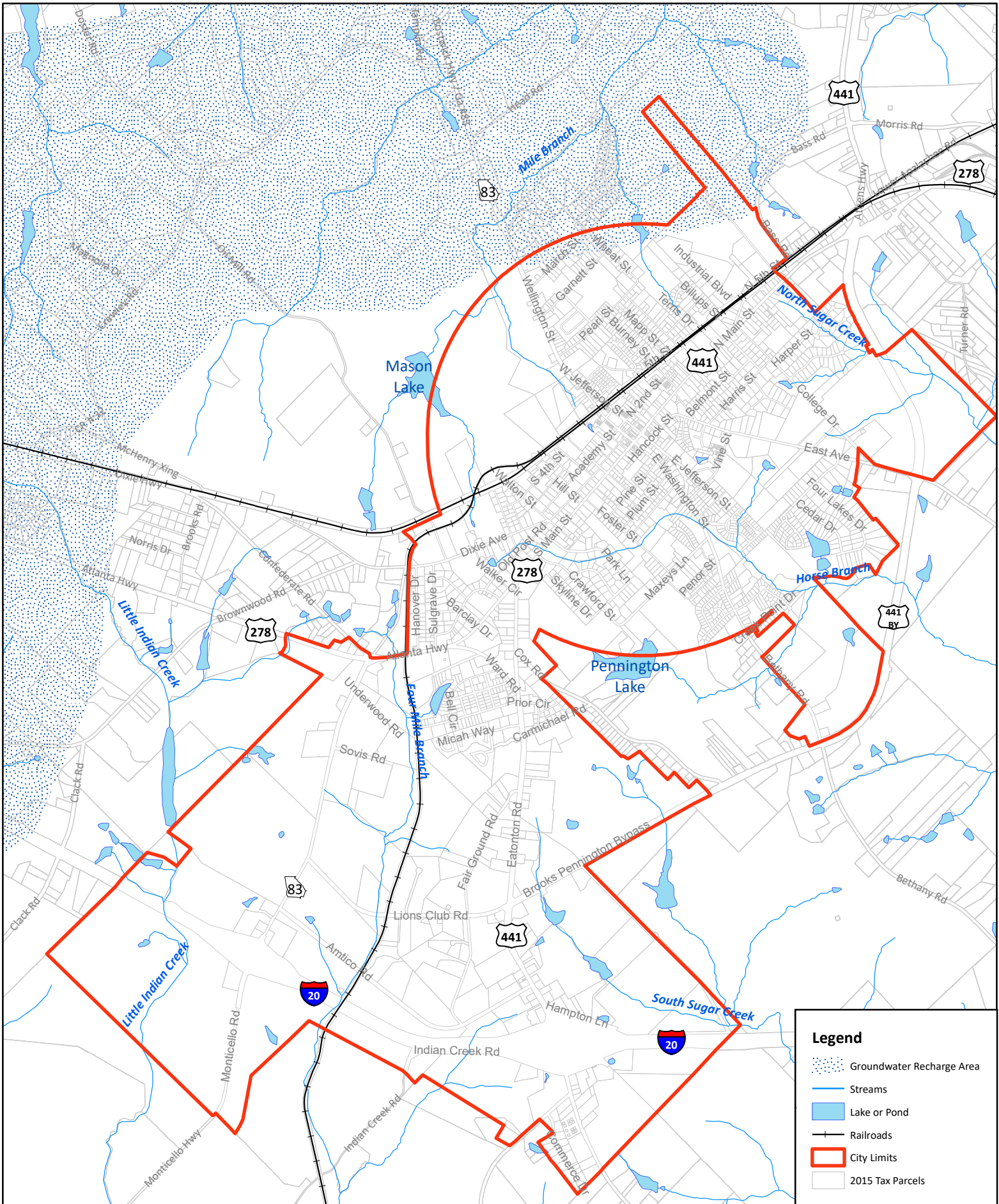
**Mile Branch -
Hard Labor Creek
Watershed**

**Little Indian Creek
Watershed**

**Upper Sugar Creek
Watershed**



**NATURAL & CULTURAL RESOURCES
Hydrology
Watersheds**



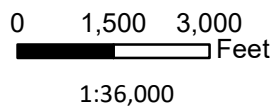
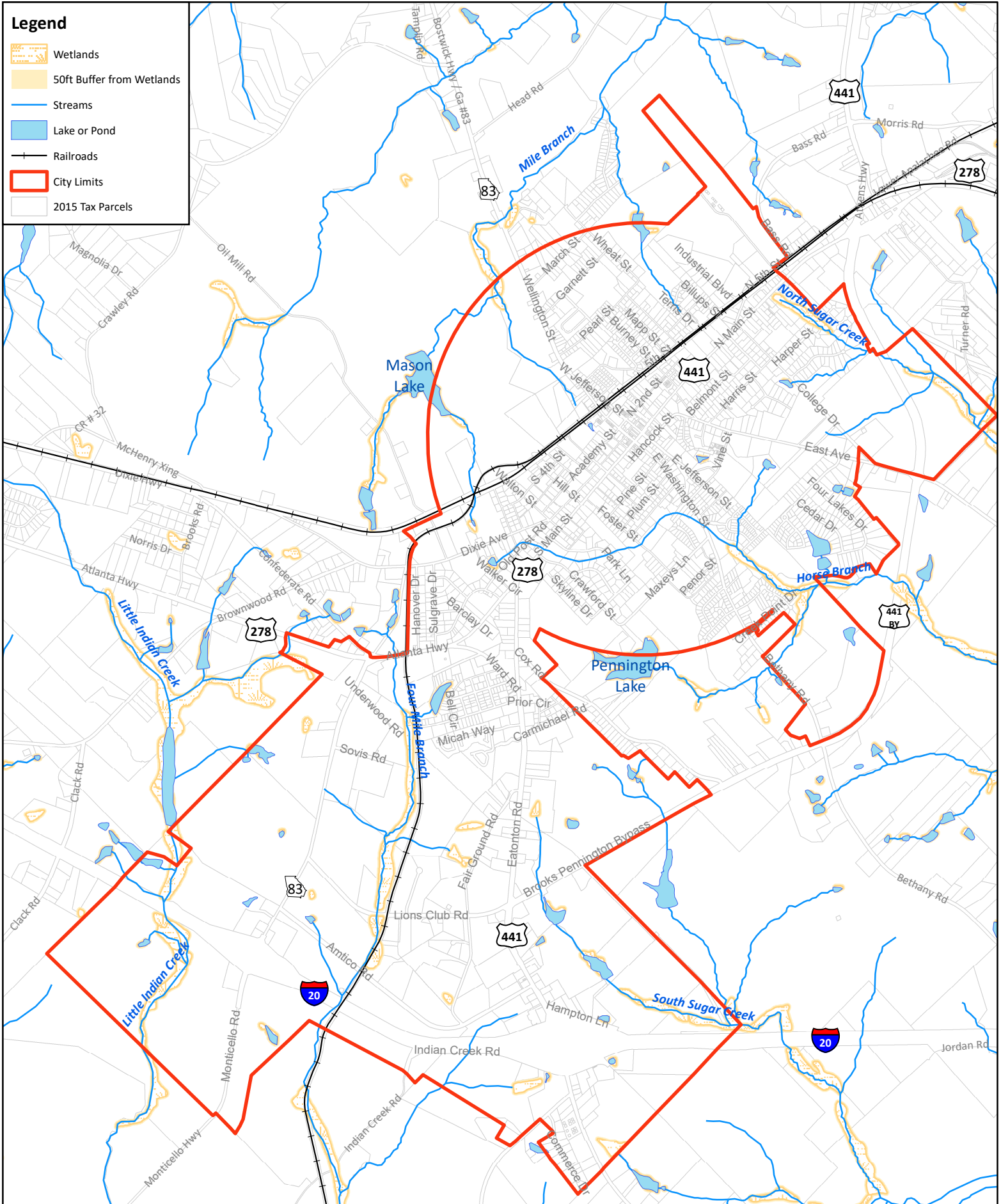
NATURAL & CULTURAL RESOURCES

Hydrology

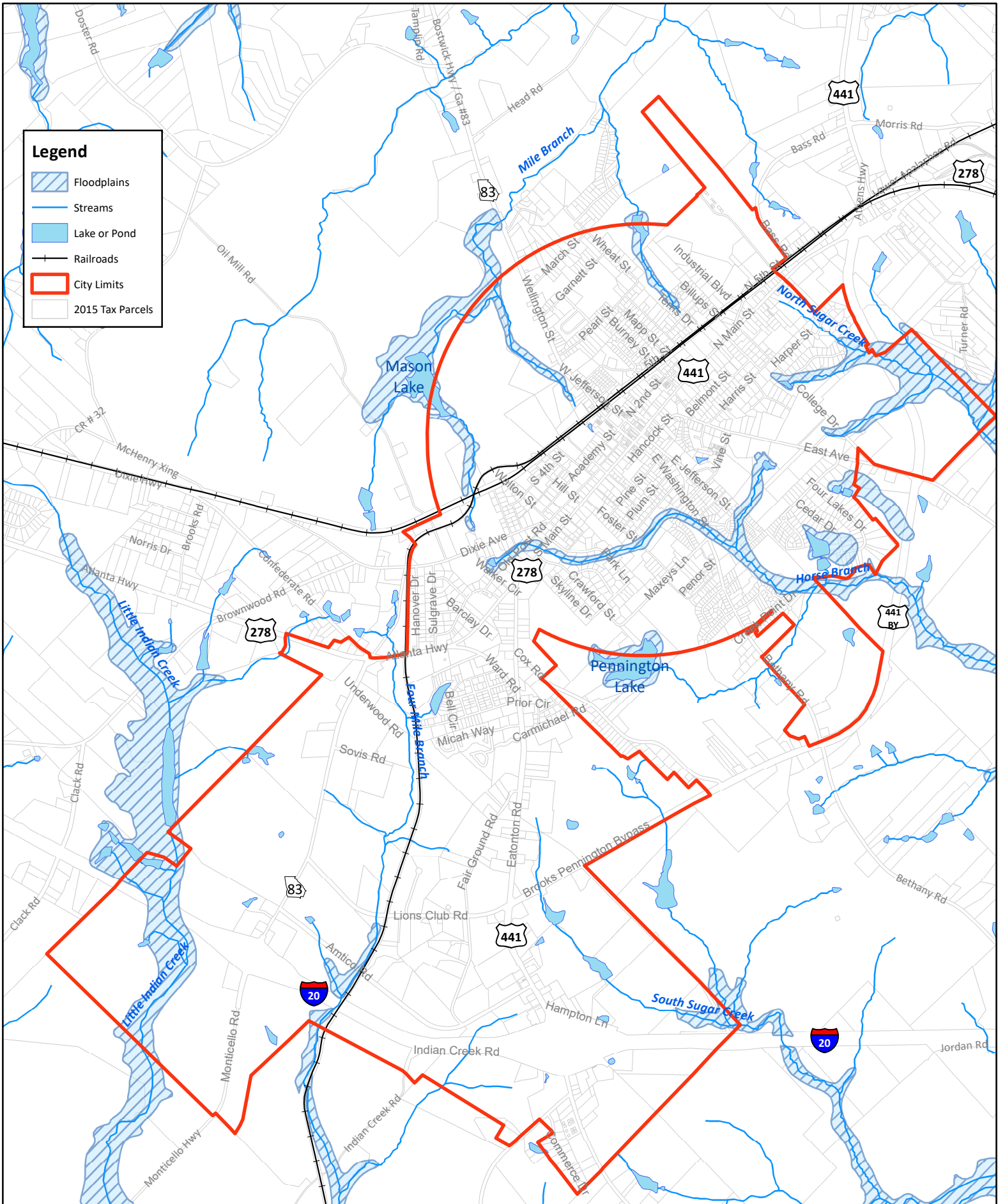
Groundwater Recharge Areas

Legend







- Wetlands
- 50ft Buffer from Wetlands
- Streams
- Lake or Pond
- Railroads
- City Limits
- 2015 Tax Parcels

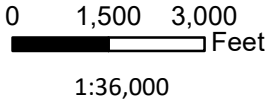


NATURAL & CULTURAL RESOURCES
Hydrology
Wetlands

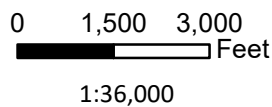
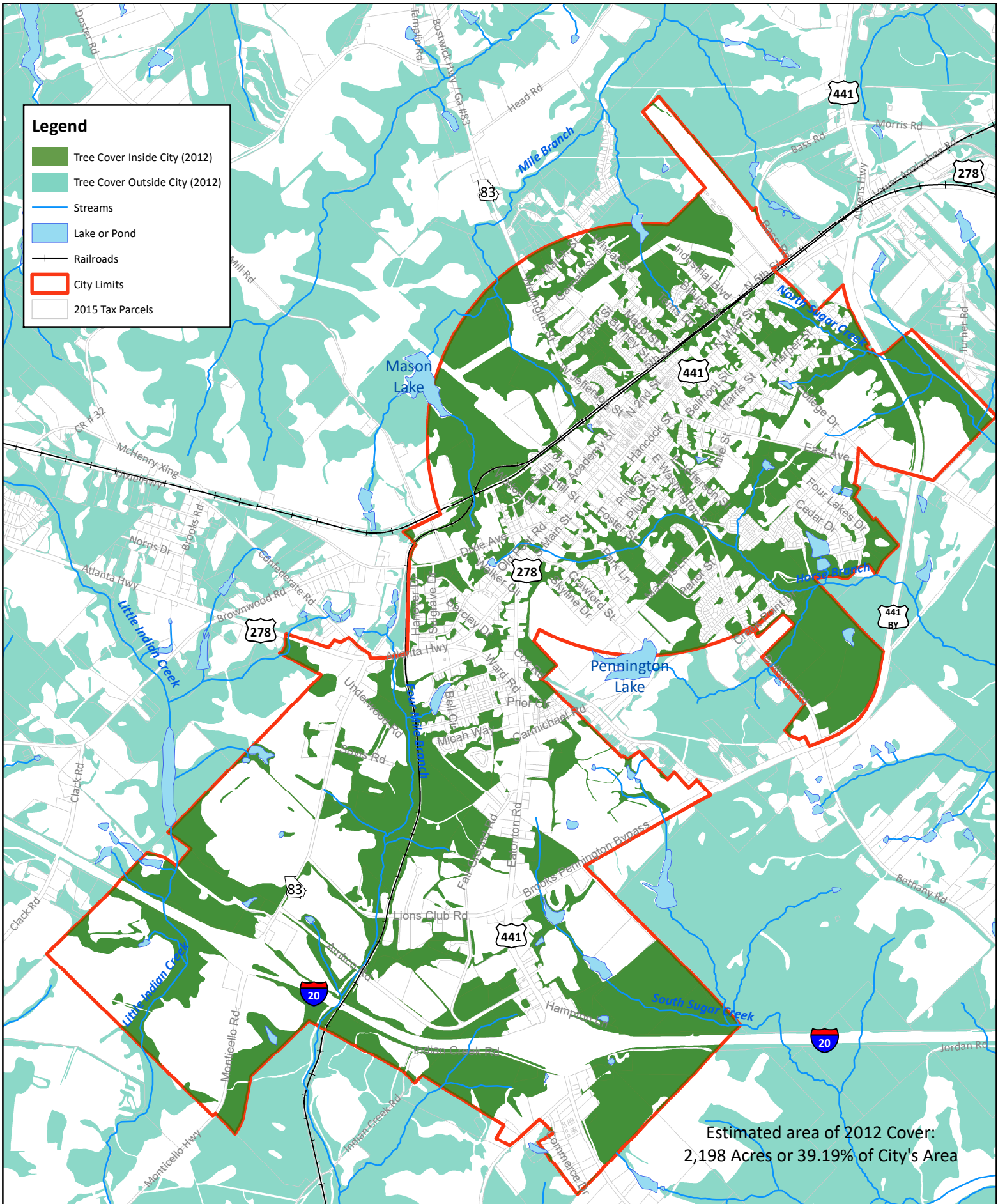


Legend

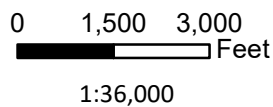
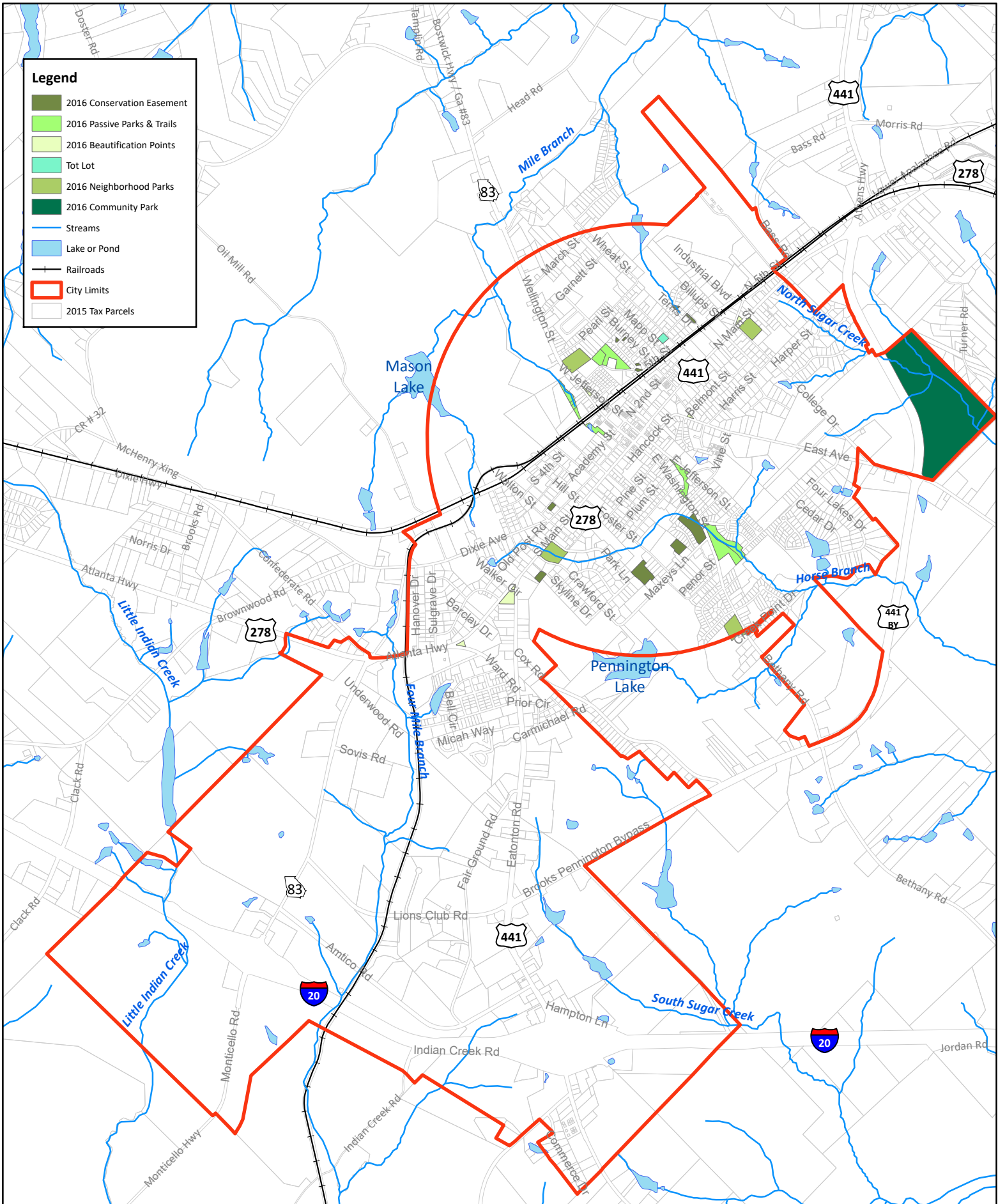
-  Floodplains
-  Streams
-  Lake or Pond
-  Railroads
-  City Limits
-  2015 Tax Parcels



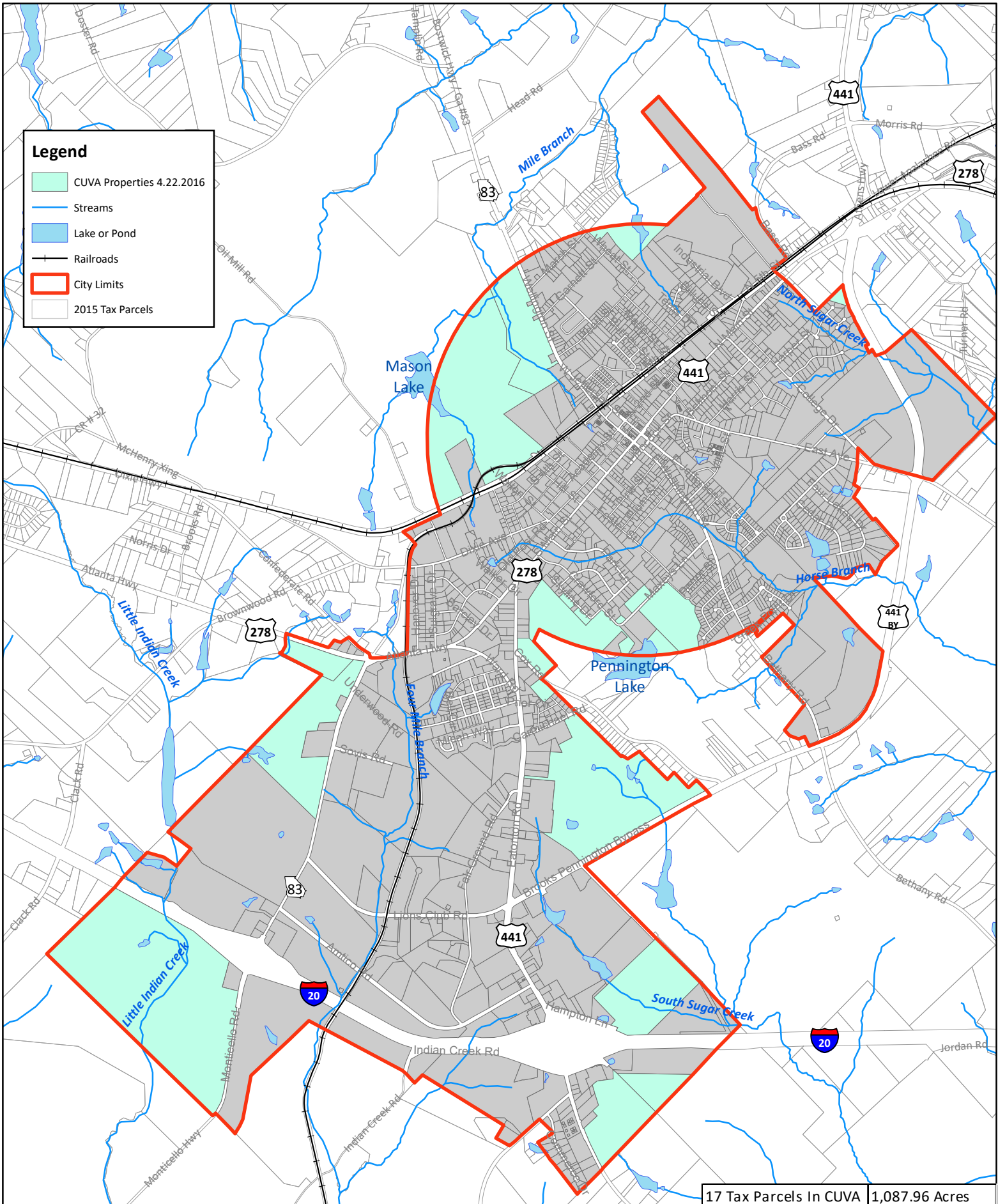
NATURAL & CULTURAL RESOURCES
Hydrology
Floodplains



NATURAL & CULTURAL RESOURCES
Land Features
Tree Canopy



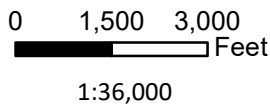
NATURAL & CULTURAL RESOURCES
Land Features
Parks & Conservation Easements




Legend

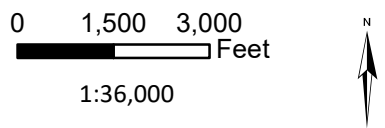
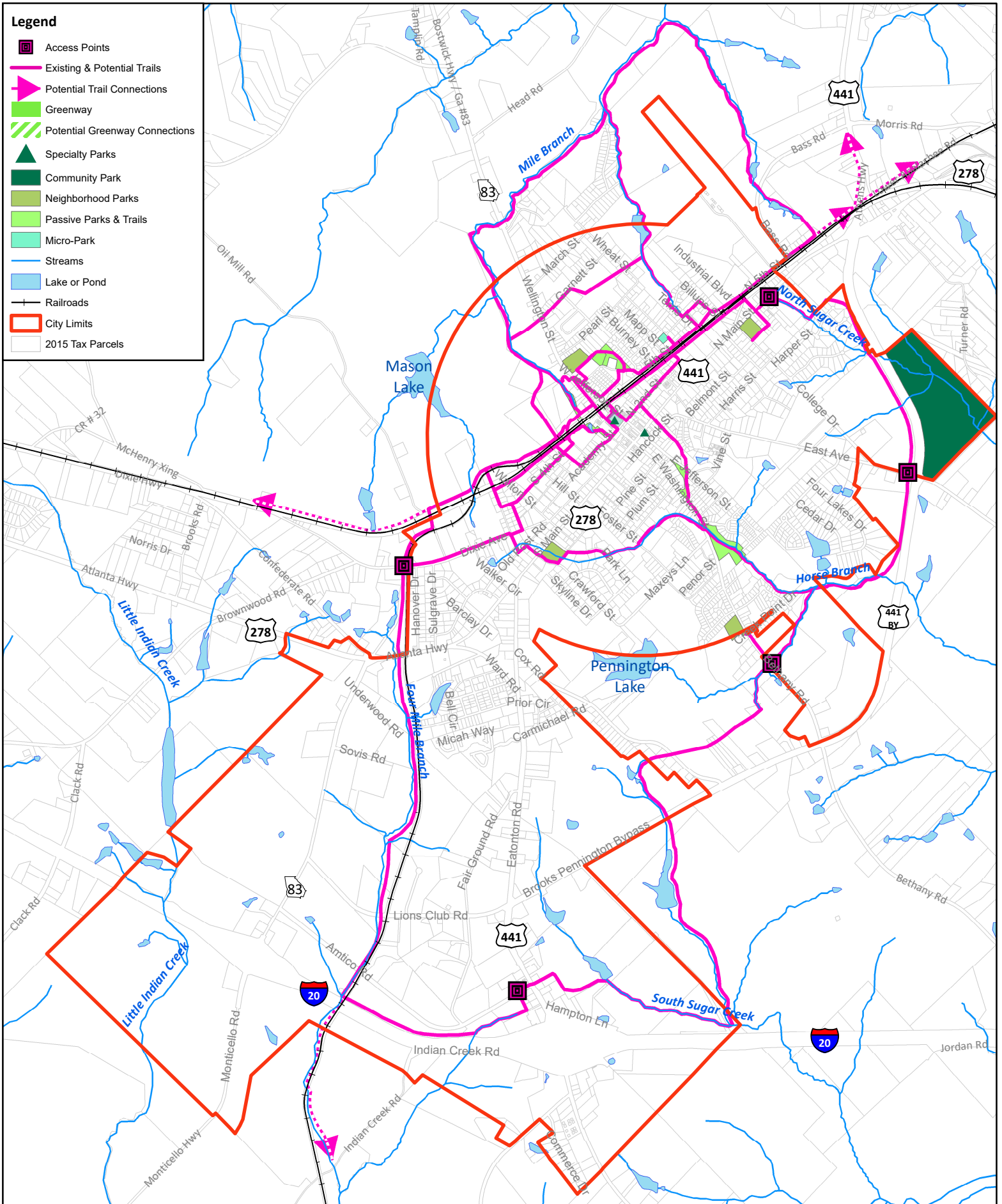
- CUVA Properties 4.22.2016
- Streams
- Lake or Pond
- Railroads
- City Limits
- 2015 Tax Parcels

17 Tax Parcels In CUVA 1,087.96 Acres



NATURAL & CULTURAL RESOURCES
Land Features
Conservation Use (CUVA) Properties

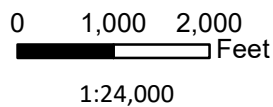
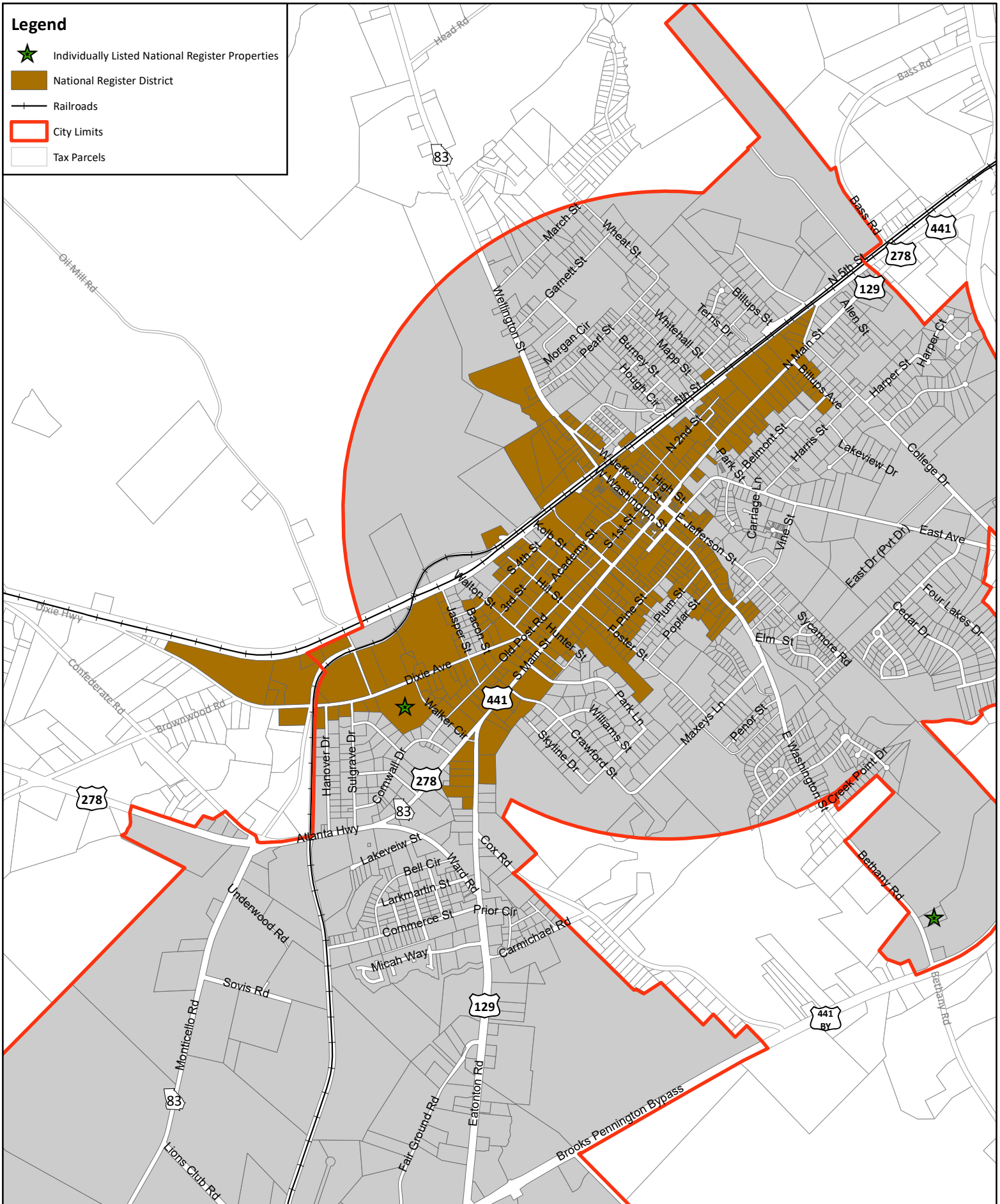
- Legend**
-  Access Points
 -  Existing & Potential Trails
 -  Potential Trail Connections
 -  Greenway
 -  Potential Greenway Connections
 -  Specialty Parks
 -  Community Park
 -  Neighborhood Parks
 -  Passive Parks & Trails
 -  Micro-Park
 -  Streams
 -  Lake or Pond
 -  Railroads
 -  City Limits
 -  2015 Tax Parcels



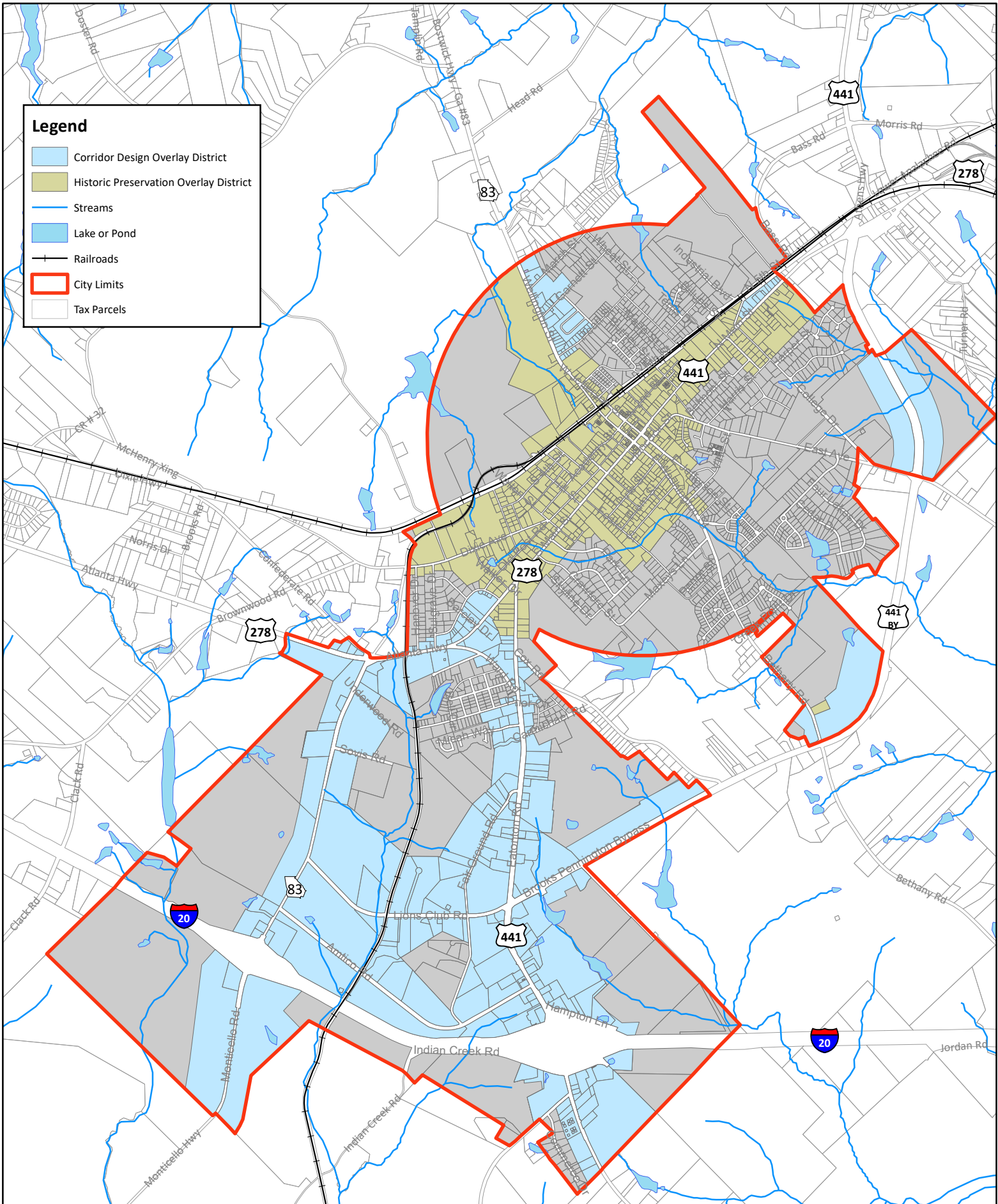
NATURAL & CULTURAL RESOURCES
Land Features
Current & Proposed Trail Network

Legend

- ★ Individually Listed National Register Properties
- National Register District
- Railroads
- City Limits
- Tax Parcels

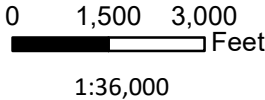


NATURAL & CULTURAL RESOURCES
Cultural Assets
National Register of Historic Places



Legend

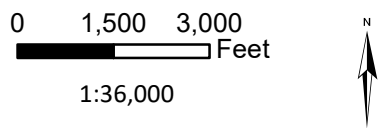
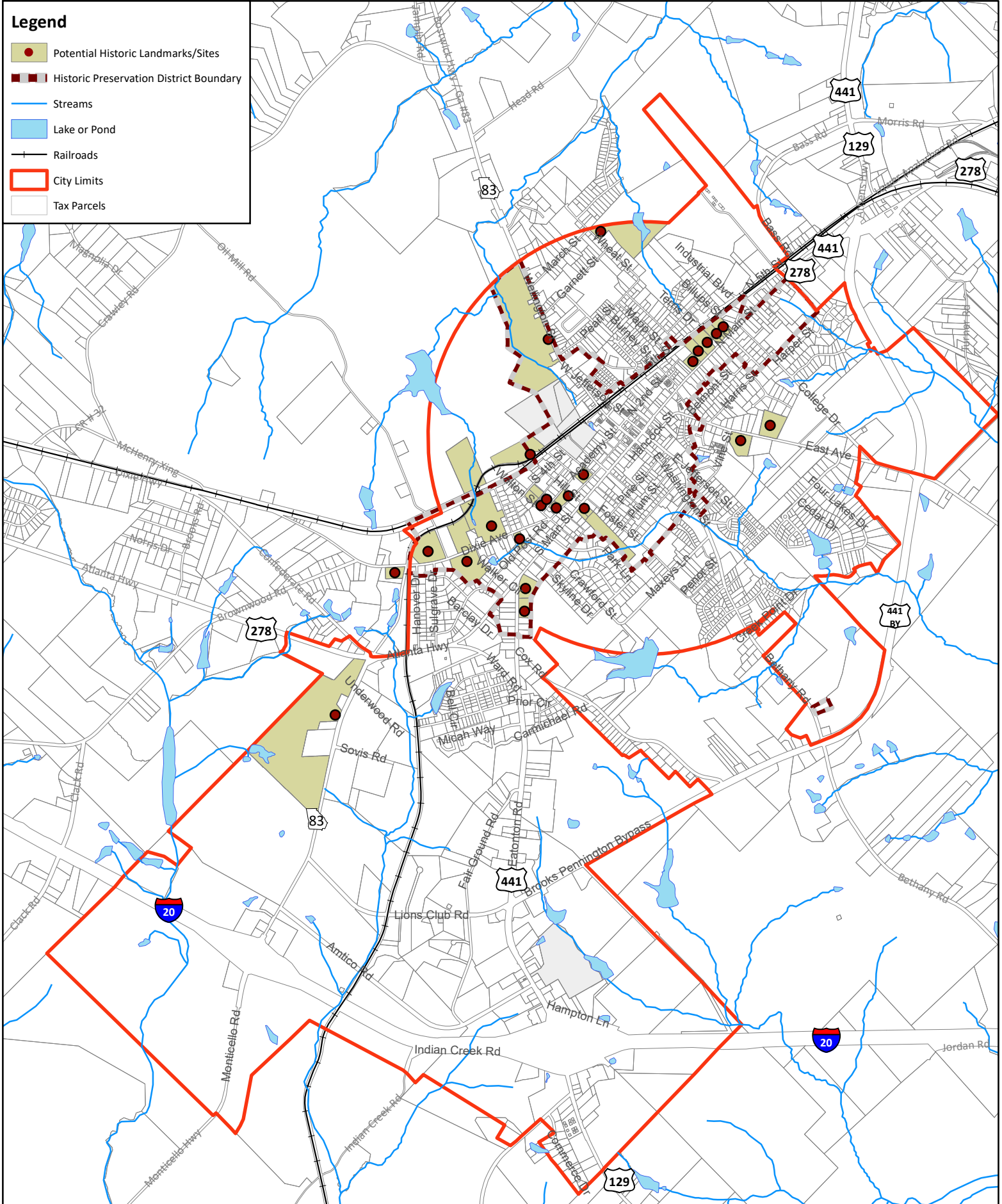
- Corridor Design Overlay District
- Historic Preservation Overlay District
- Streams
- Lake or Pond
- Railroads
- City Limits
- Tax Parcels



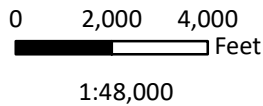
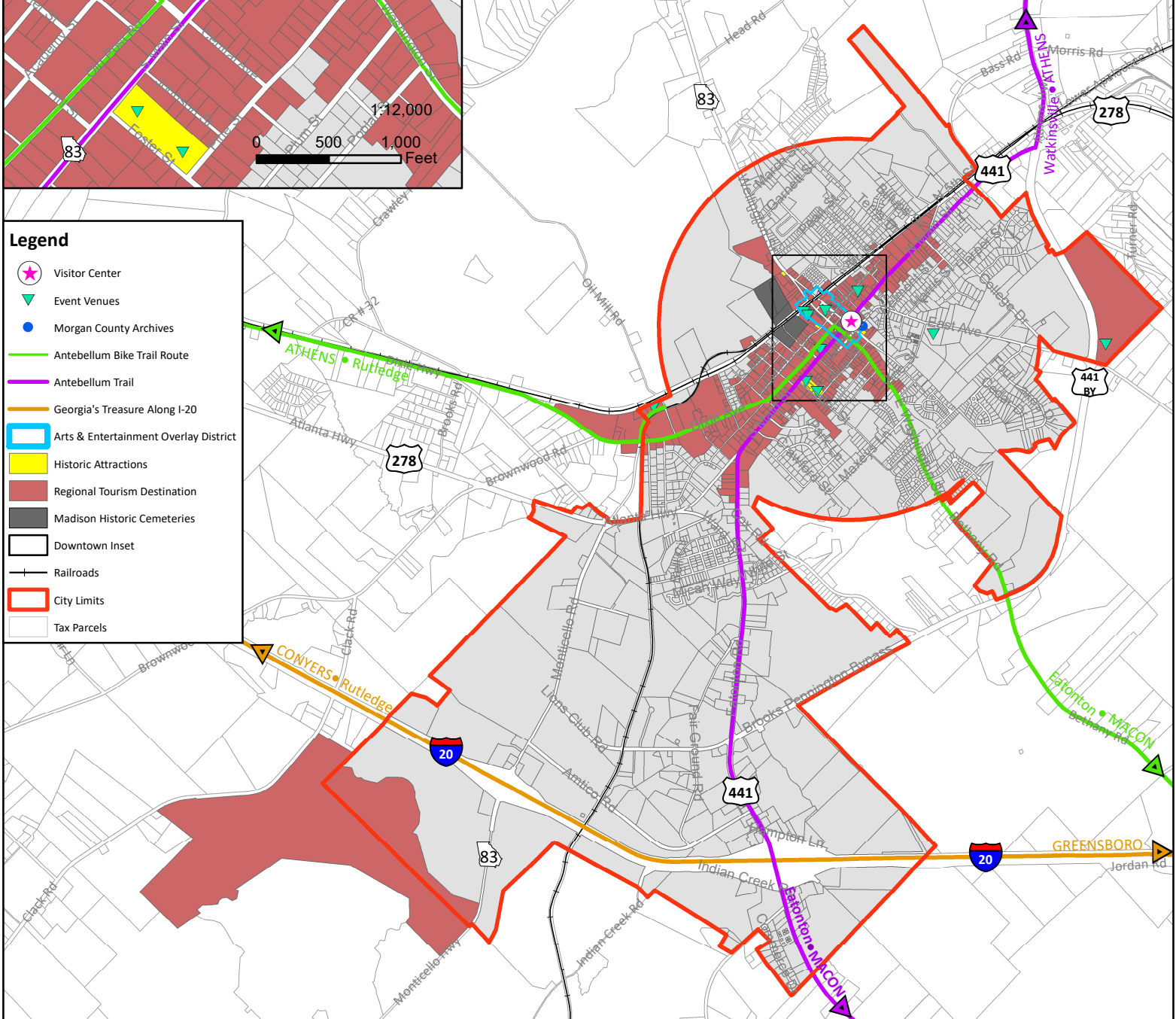
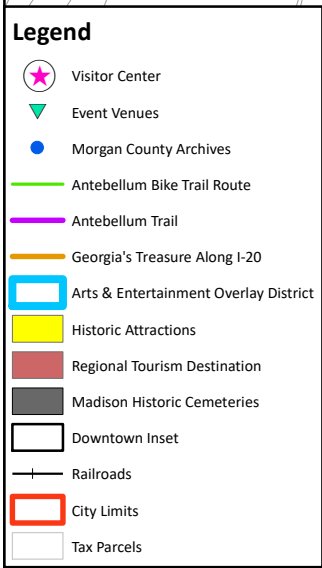
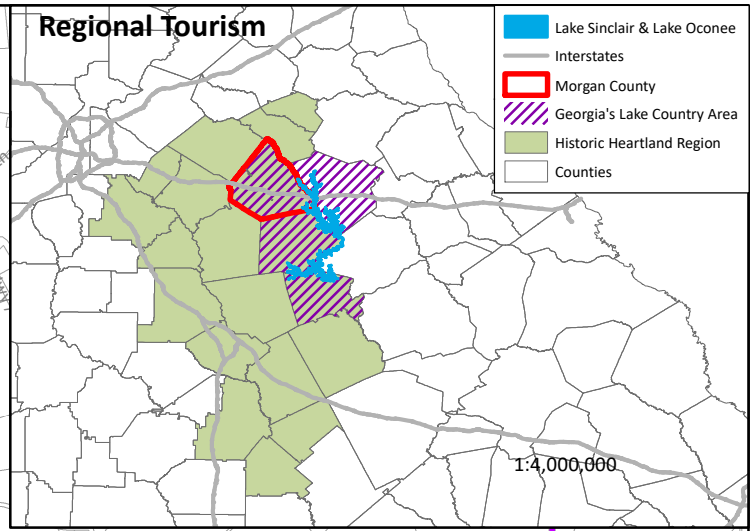
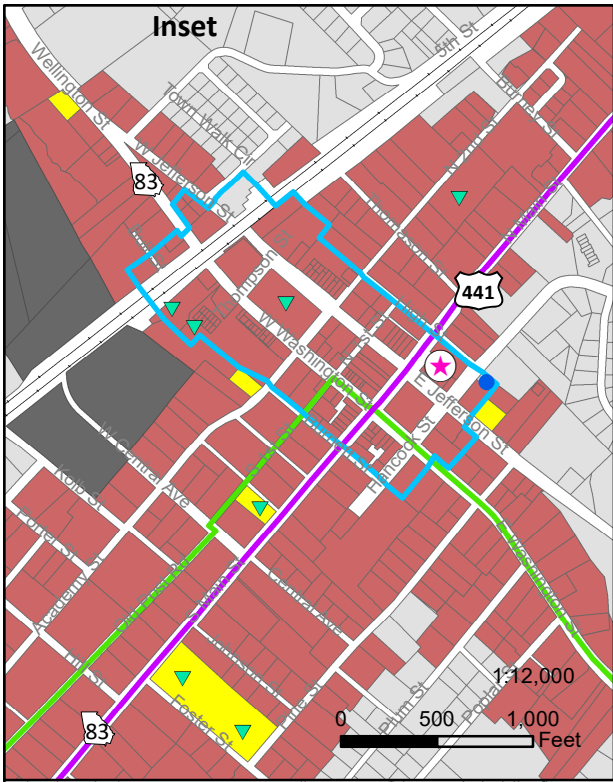
NATURAL & CULTURAL RESOURCES
Cultural Assets
Design Overlay Districts

Legend

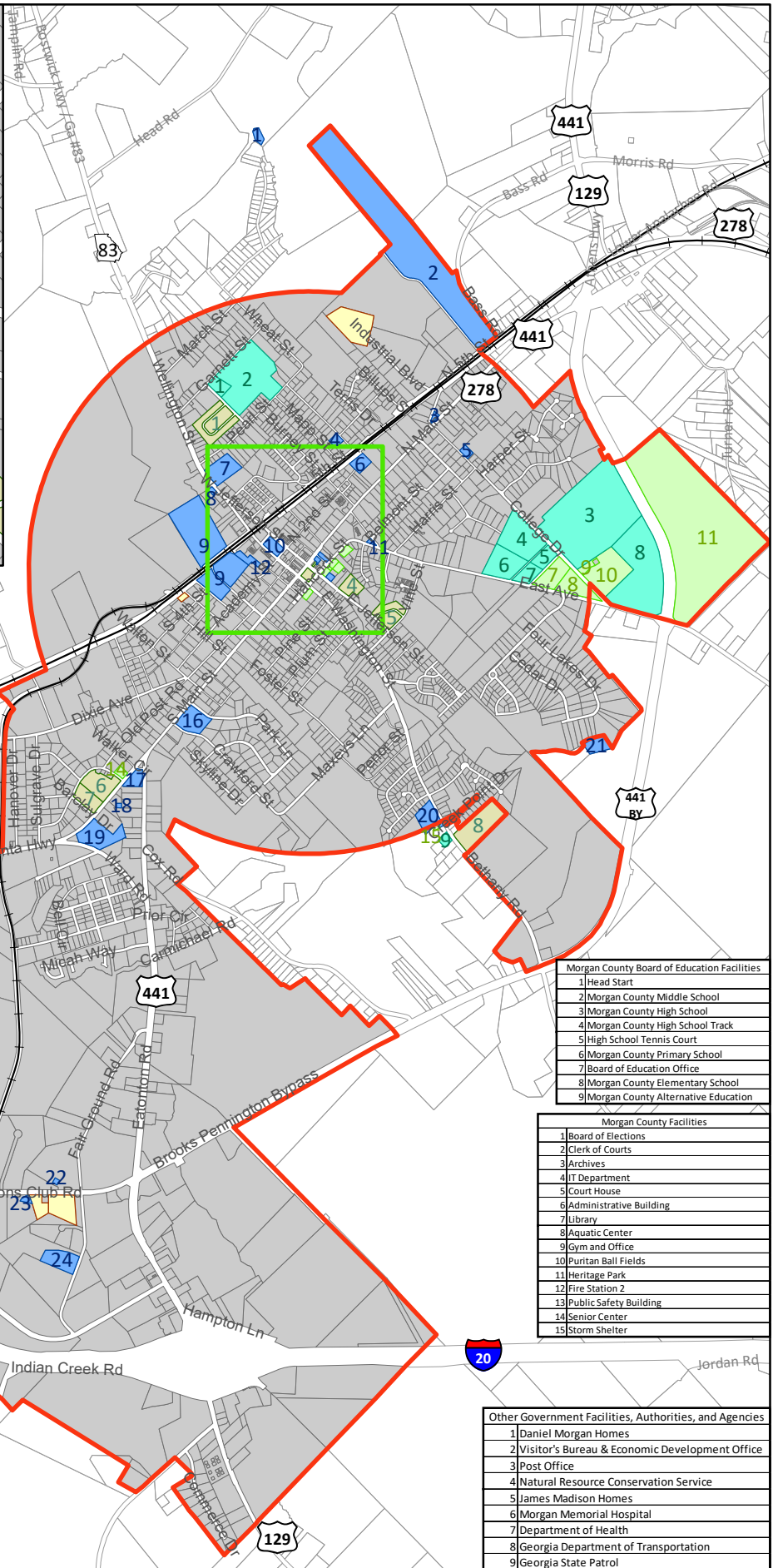
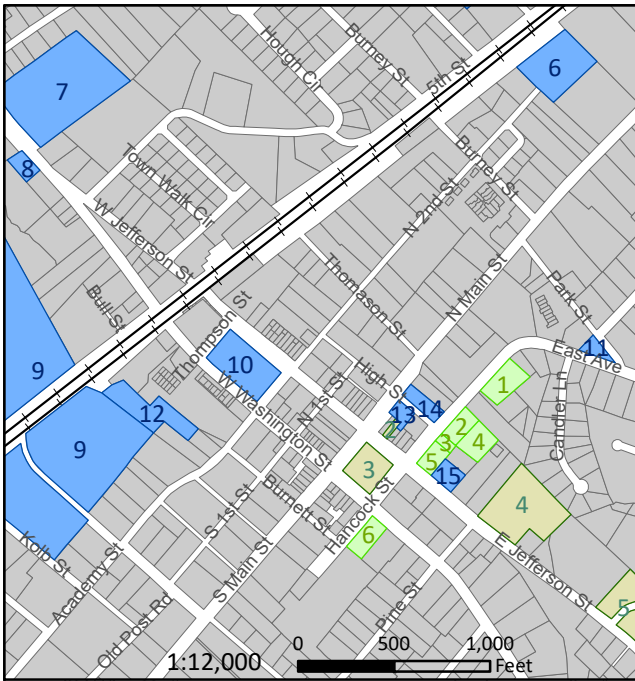
- Potential Historic Landmarks/Sites
- ▬ Historic Preservation District Boundary
- Streams
- ▭ Lake or Pond
- Railroads
- ▭ City Limits
- ▭ Tax Parcels



NATURAL & CULTURAL RESOURCES
Cultural Assets
Historic Landscapes & Openspaces



NATURAL & CULTURAL RESOURCES
Cultural Assets
Heritage & Recreational Tourism



| City of Madison Facilities | |
|----------------------------|---|
| 1 | Northside Wastewater Pump Station |
| 2 | Madison Airport |
| 3 | Cox Elliot Park |
| 4 | Future Tot Lot |
| 5 | Water Tower - College Dr |
| 6 | Water Treatment Facility - N 2nd St |
| 7 | Wellington Park |
| 8 | Richter Cottage |
| 9 | Madison Cemeteries |
| 10 | Town Park |
| 11 | Bell Park |
| 12 | Round Bowl Spring Park |
| 13 | City Hall |
| 14 | Public Safety Building |
| 15 | Rose Cottage & Rogers House |
| 16 | Hill Park |
| 17 | Walton Park |
| 18 | Water Tower - S Main St |
| 19 | Atkinson Park |
| 20 | Gilbert Park |
| 21 | Water Reclamation Facility - East Side |
| 22 | Water Tower - Lions Club Rd |
| 23 | Historic Cemetery |
| 24 | Municipal Building |
| 25 | Water Reclamation Facility - Indian Creek |
| 26 | Water Tower - GA 83* |
| 27 | Water Intake Facility - Sandy Creek* |
| 28 | Water Tower - Georgia Pacific* |
| 29 | Water Treatment Facility - US 278* |
| 30 | Water Intake Facility - Lake Oconee* |

* Not shown on this map

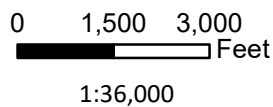
| Morgan County Board of Education Facilities | |
|---|-------------------------------------|
| 1 | Head Start |
| 2 | Morgan County Middle School |
| 3 | Morgan County High School |
| 4 | Morgan County High School Track |
| 5 | High School Tennis Court |
| 6 | Morgan County Primary School |
| 7 | Board of Education Office |
| 8 | Morgan County Elementary School |
| 9 | Morgan County Alternative Education |

| Morgan County Facilities | |
|--------------------------|-------------------------|
| 1 | Board of Elections |
| 2 | Clerk of Courts |
| 3 | Archives |
| 4 | IT Department |
| 5 | Court House |
| 6 | Administrative Building |
| 7 | Library |
| 8 | Aquatic Center |
| 9 | Gym and Office |
| 10 | Puritan Ball Fields |
| 11 | Heritage Park |
| 12 | Fire Station 2 |
| 13 | Public Safety Building |
| 14 | Senior Center |
| 15 | Storm Shelter |

| Other Government Facilities, Authorities, and Agencies | |
|--|--|
| 1 | Daniel Morgan Homes |
| 2 | Visitor's Bureau & Economic Development Office |
| 3 | Post Office |
| 4 | Natural Resource Conservation Service |
| 5 | James Madison Homes |
| 6 | Morgan Memorial Hospital |
| 7 | Department of Health |
| 8 | Georgia Department of Transportation |
| 9 | Georgia State Patrol |




Legend

- City of Madison
- Morgan County
- Board of Education
- Other Government
- Electric (Not numbered)
- Inset Area
- Railroads
- City Limits
- Tax Parcels












COMMUNITY FACILITIES Infrastructure Government Facilities

Legend

-  Traffic Calming Device - Recent Installment
-  Existing Sidewalk
-  Future Sidewalk (Funded)

Road Repair Funded by State Grants

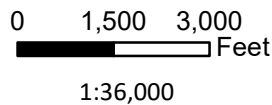
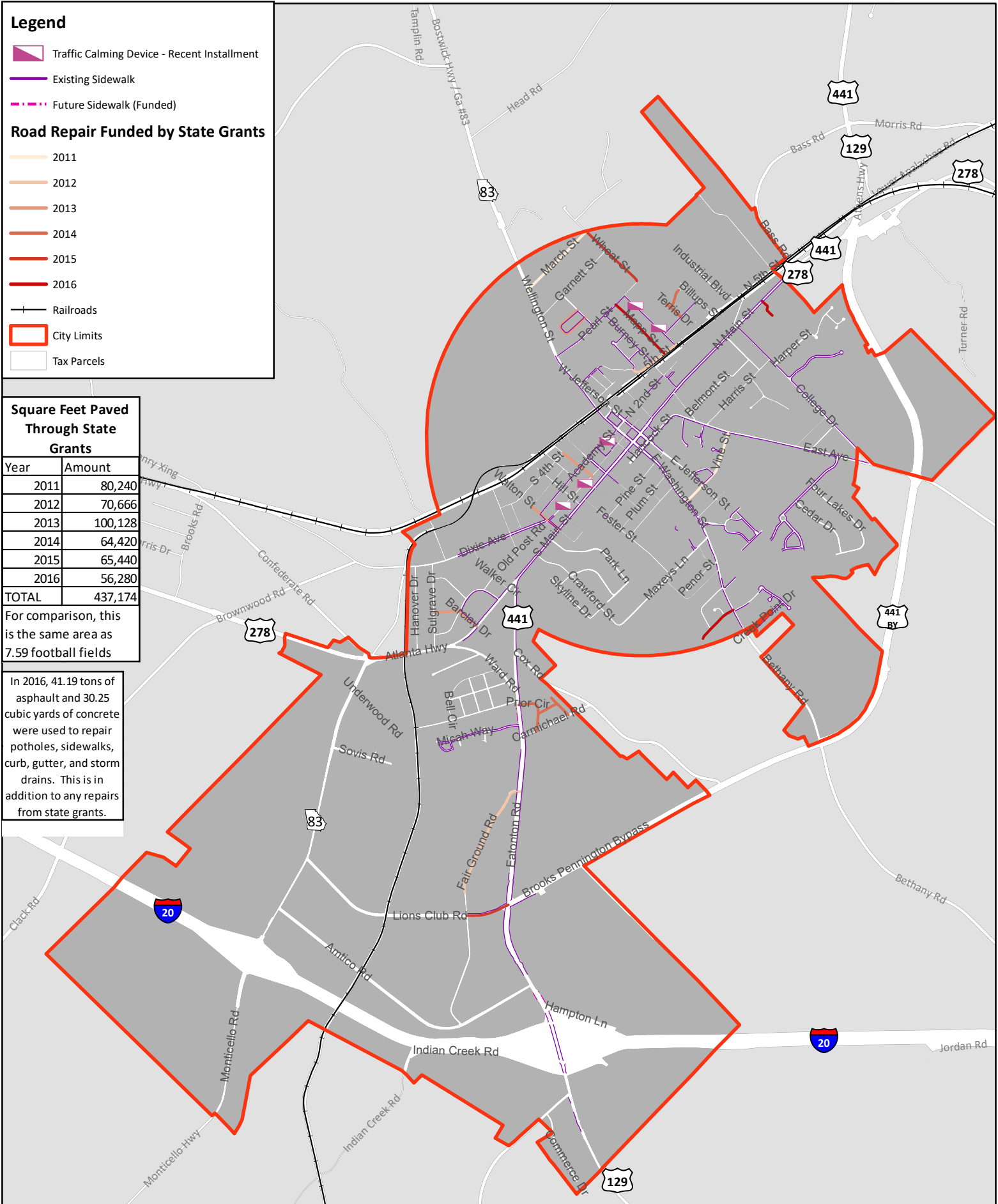
-  2011
-  2012
-  2013
-  2014
-  2015
-  2016
-  Railroads
-  City Limits
-  Tax Parcels

Square Feet Paved Through State Grants

| Year | Amount |
|--------------|----------------|
| 2011 | 80,240 |
| 2012 | 70,666 |
| 2013 | 100,128 |
| 2014 | 64,420 |
| 2015 | 65,440 |
| 2016 | 56,280 |
| TOTAL | 437,174 |

For comparison, this is the same area as 7.59 football fields

In 2016, 41.19 tons of asphalt and 30.25 cubic yards of concrete were used to repair potholes, sidewalks, curb, gutter, and storm drains. This is in addition to any repairs from state grants.

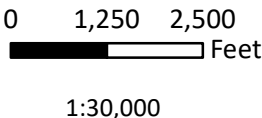
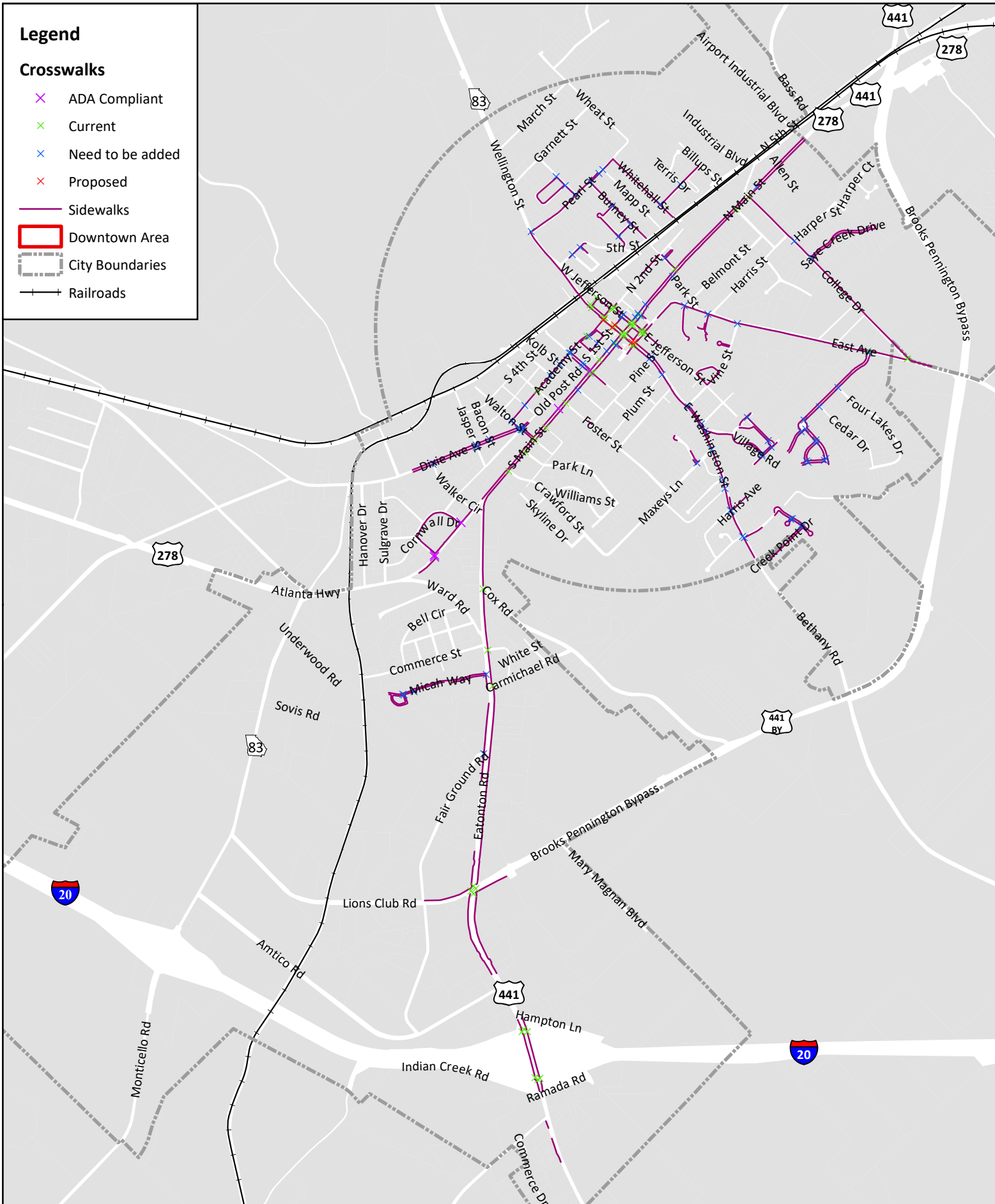


COMMUNITY FACILITIES Infrastructure Streets & Sidewalks

Legend

Crosswalks

- ✕ ADA Compliant
- ✕ Current
- ✕ Need to be added
- ✕ Proposed
- Sidewalks
- Downtown Area
- City Boundaries
- Railroads

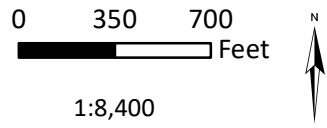
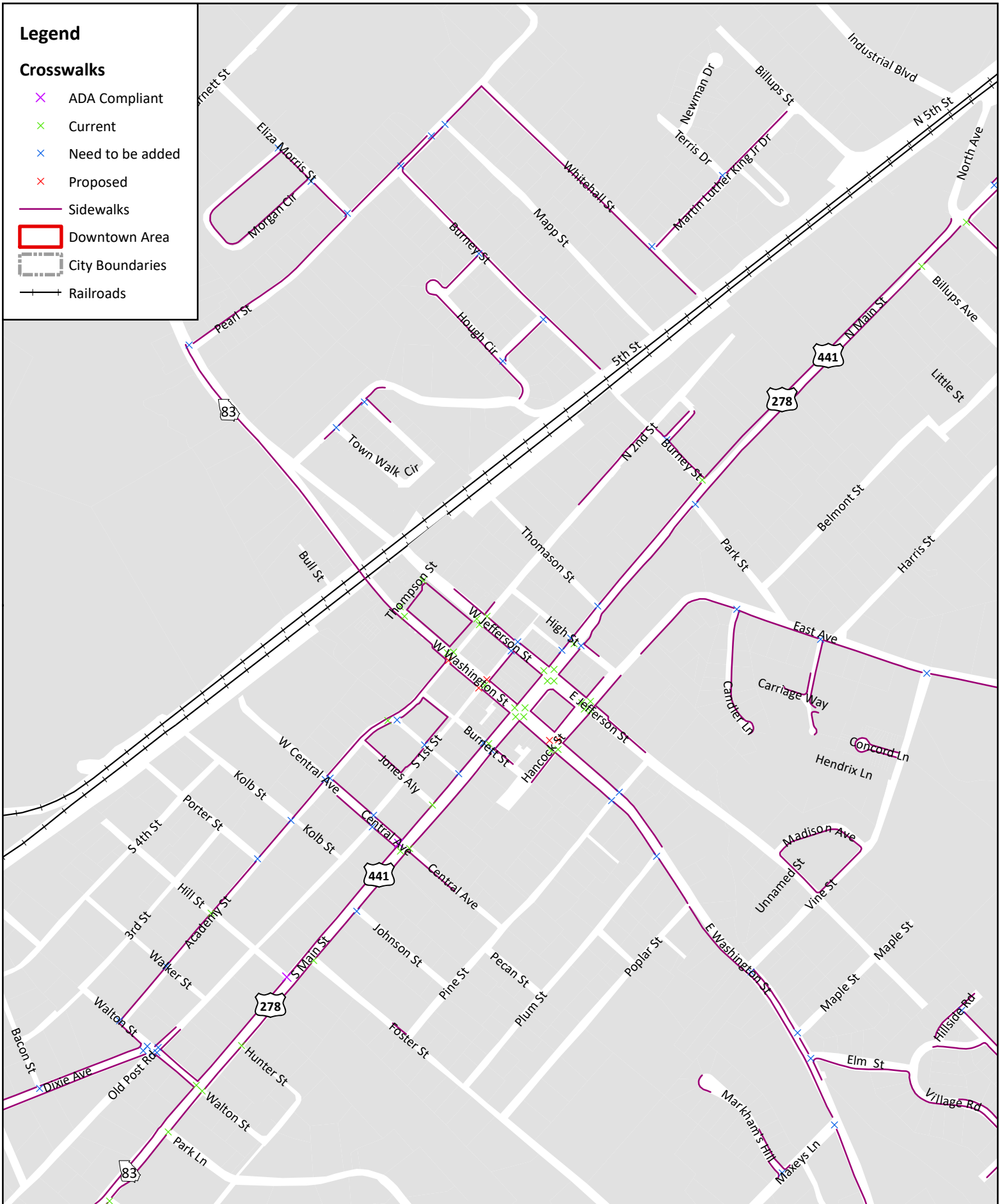


COMMUNITY FACILITIES Infrastructure Sidewalks & ADA Crosswalks

Legend

Crosswalks

- ✕ ADA Compliant
- ✕ Current
- ✕ Need to be added
- ✕ Proposed
- Sidewalks
- Downtown Area
- City Boundaries
- Railroads



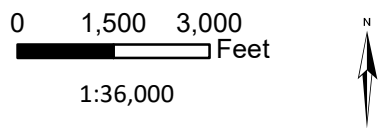
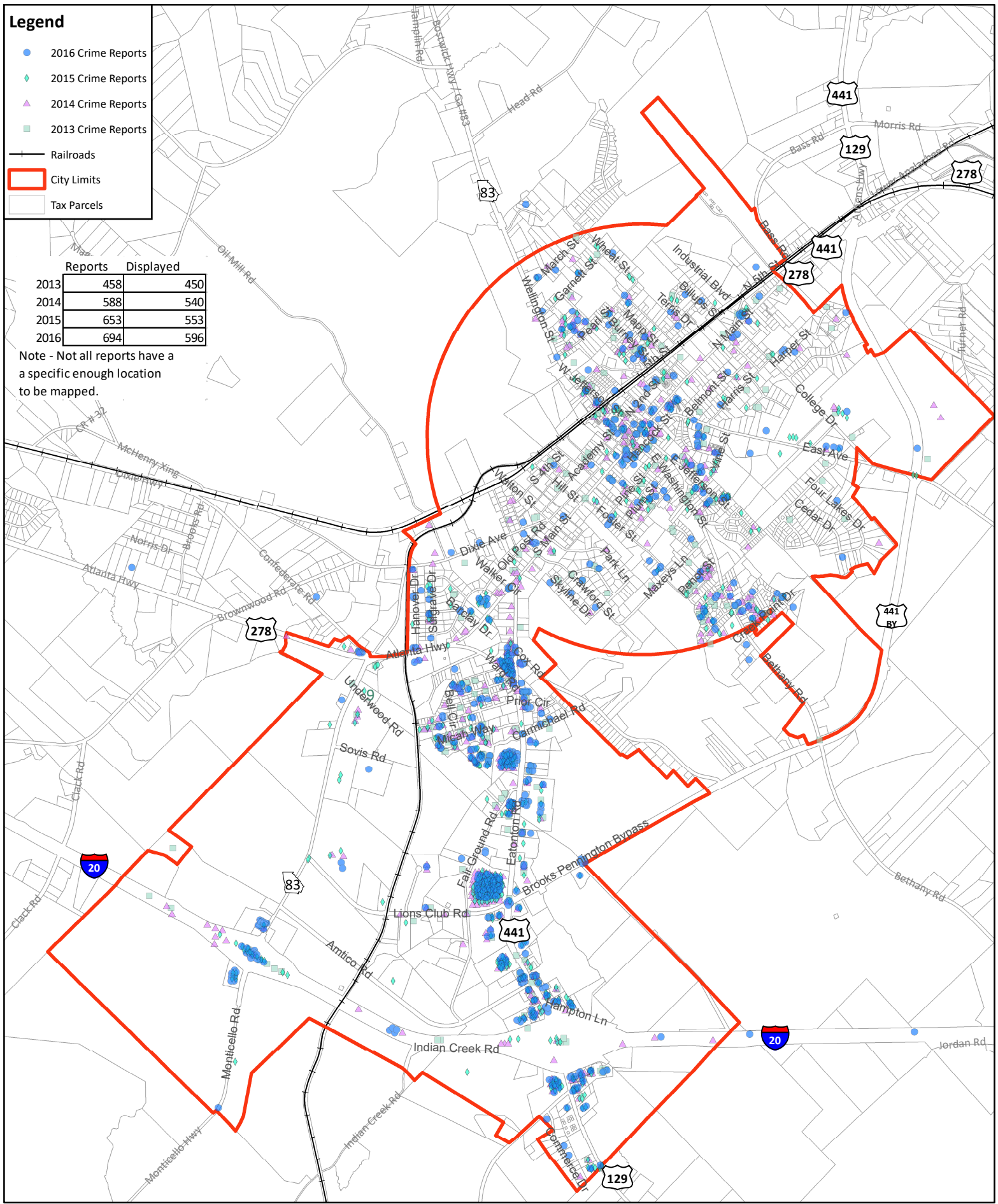
**COMMUNITY FACILITIES
Infrastructure
Downtown Sidewalks & ADA Crosswalks**

Legend

- 2016 Crime Reports
- ◆ 2015 Crime Reports
- ▲ 2014 Crime Reports
- 2013 Crime Reports
- Railroads
- City Limits
- Tax Parcels

| Year | Reports | Displayed |
|------|---------|-----------|
| 2013 | 458 | 450 |
| 2014 | 588 | 540 |
| 2015 | 653 | 553 |
| 2016 | 694 | 596 |

Note - Not all reports have a specific enough location to be mapped.



**COMMUNITY FACILITIES
Services
Police Report Incidents**

Legend

- Primary Structure Fires 2016*
- Other Active Incidents 2016*
- False Calls 2016*
- Primary Structure Fires 2015**
- Other Active Incidents 2015**
- False Calls 2015**
- Primary Structure Fires 2014
- Other Active Incidents 2014
- False Calls 2014

- Railroads
- City Limits
- Tax Parcels

| 2016 | Number | Percent |
|------------------------|------------|----------|
| Structure Fires | 2 | 1.80% |
| Other Active Incidents | 66 | 59.46% |
| False Calls | 43 | 38.74% |
| TOTAL | 111 | - |

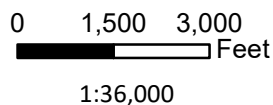
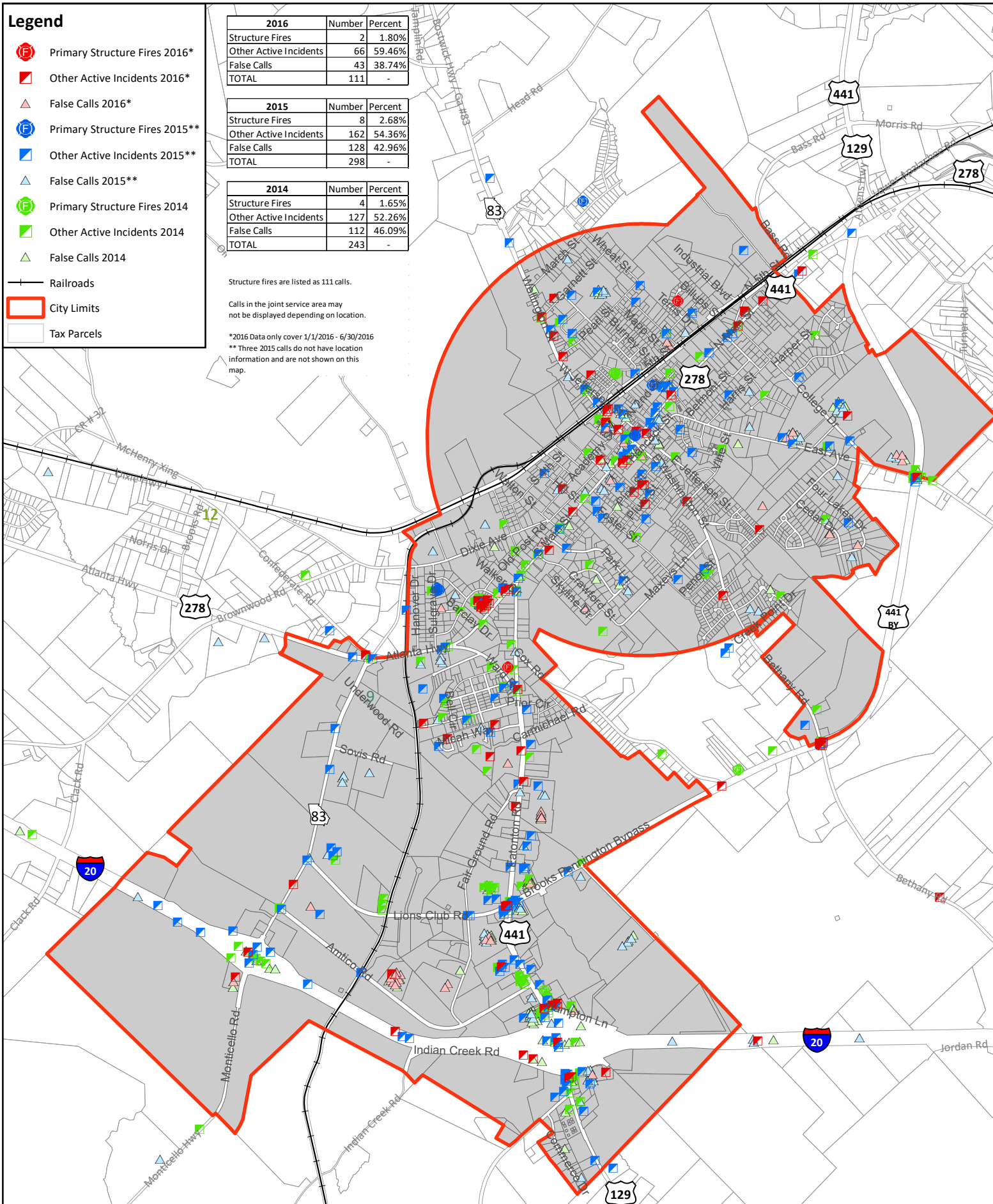
| 2015 | Number | Percent |
|------------------------|------------|----------|
| Structure Fires | 8 | 2.68% |
| Other Active Incidents | 162 | 54.36% |
| False Calls | 128 | 42.96% |
| TOTAL | 298 | - |

| 2014 | Number | Percent |
|------------------------|------------|----------|
| Structure Fires | 4 | 1.65% |
| Other Active Incidents | 127 | 52.26% |
| False Calls | 112 | 46.09% |
| TOTAL | 243 | - |

Structure fires are listed as 111 calls.

Calls in the joint service area may not be displayed depending on location.

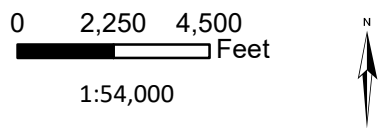
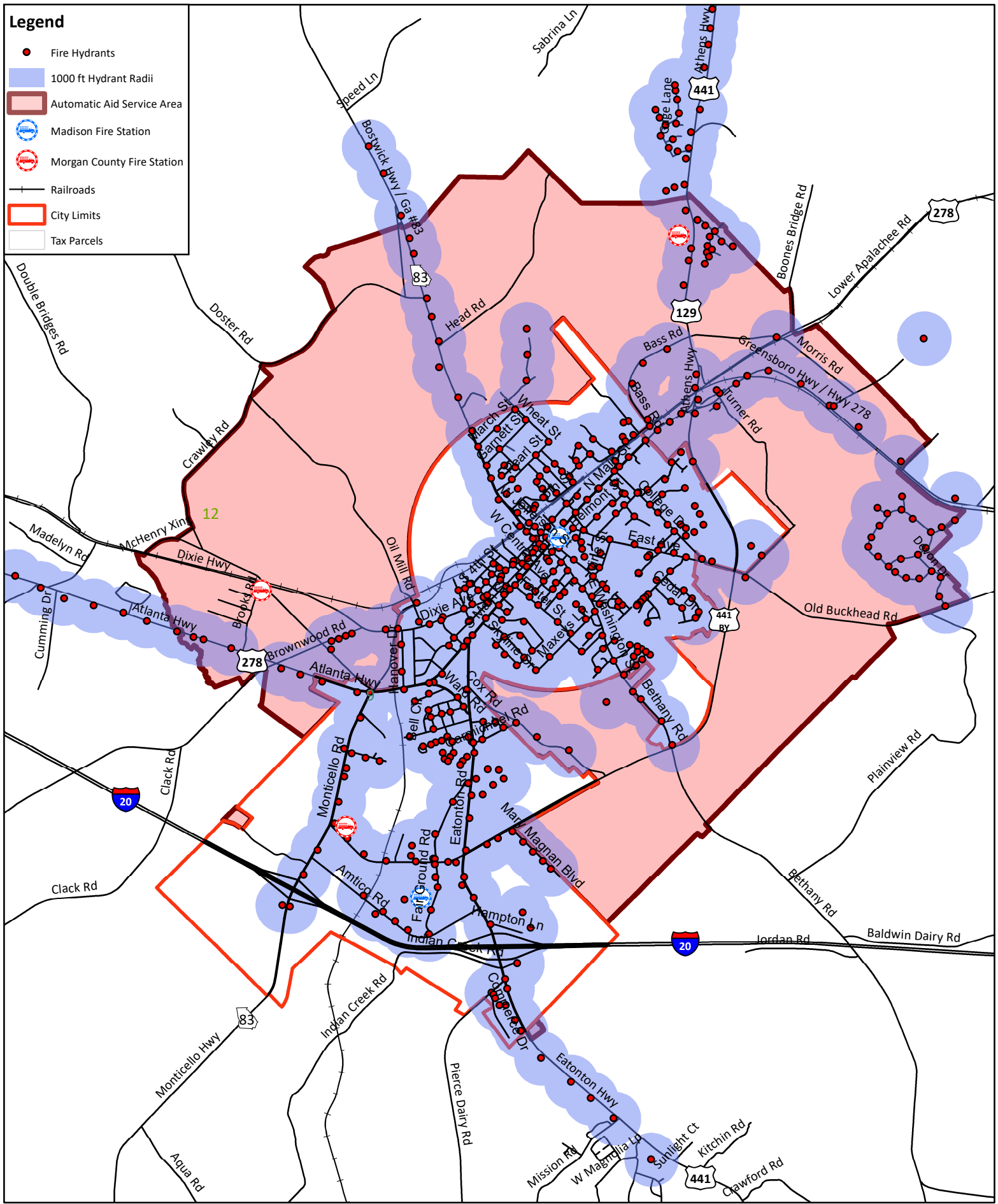
*2016 Data only cover 1/1/2016 - 6/30/2016
 ** Three 2015 calls do not have location information and are not shown on this map.



COMMUNITY FACILITIES Services Fire Report Incidents

Legend

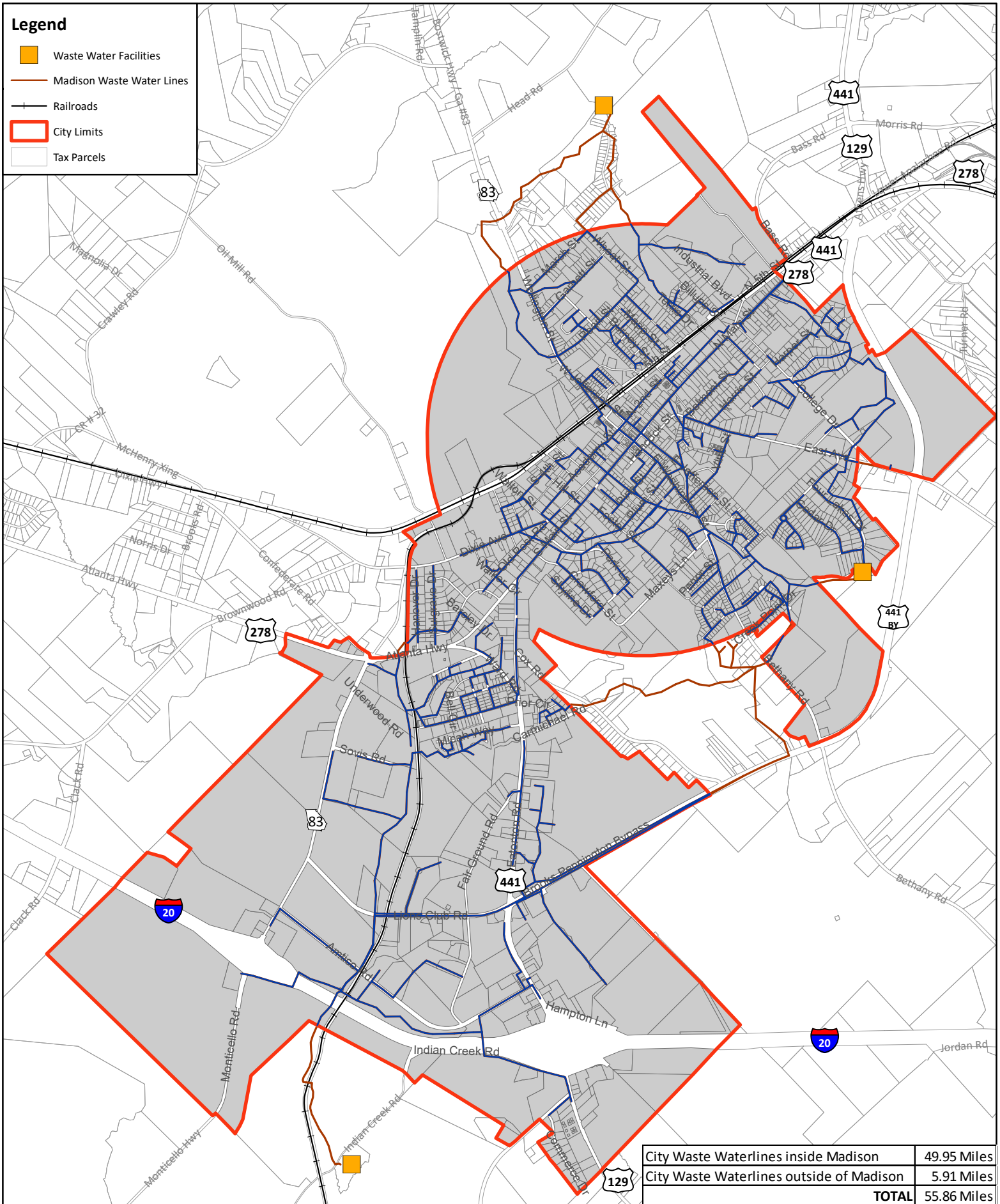
- Fire Hydrants
- 1000 ft Hydrant Radii
- Automatic Aid Service Area
- Madison Fire Station
- Morgan County Fire Station
- Railroads
- City Limits
- Tax Parcels



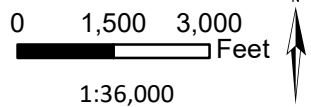
COMMUNITY FACILITIES
Services
Mutual Fire Aid and Hydrants

Legend

- Waste Water Facilities
- Madison Waste Water Lines
- Railroads
- City Limits
- Tax Parcels

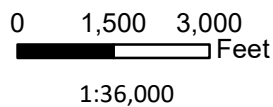
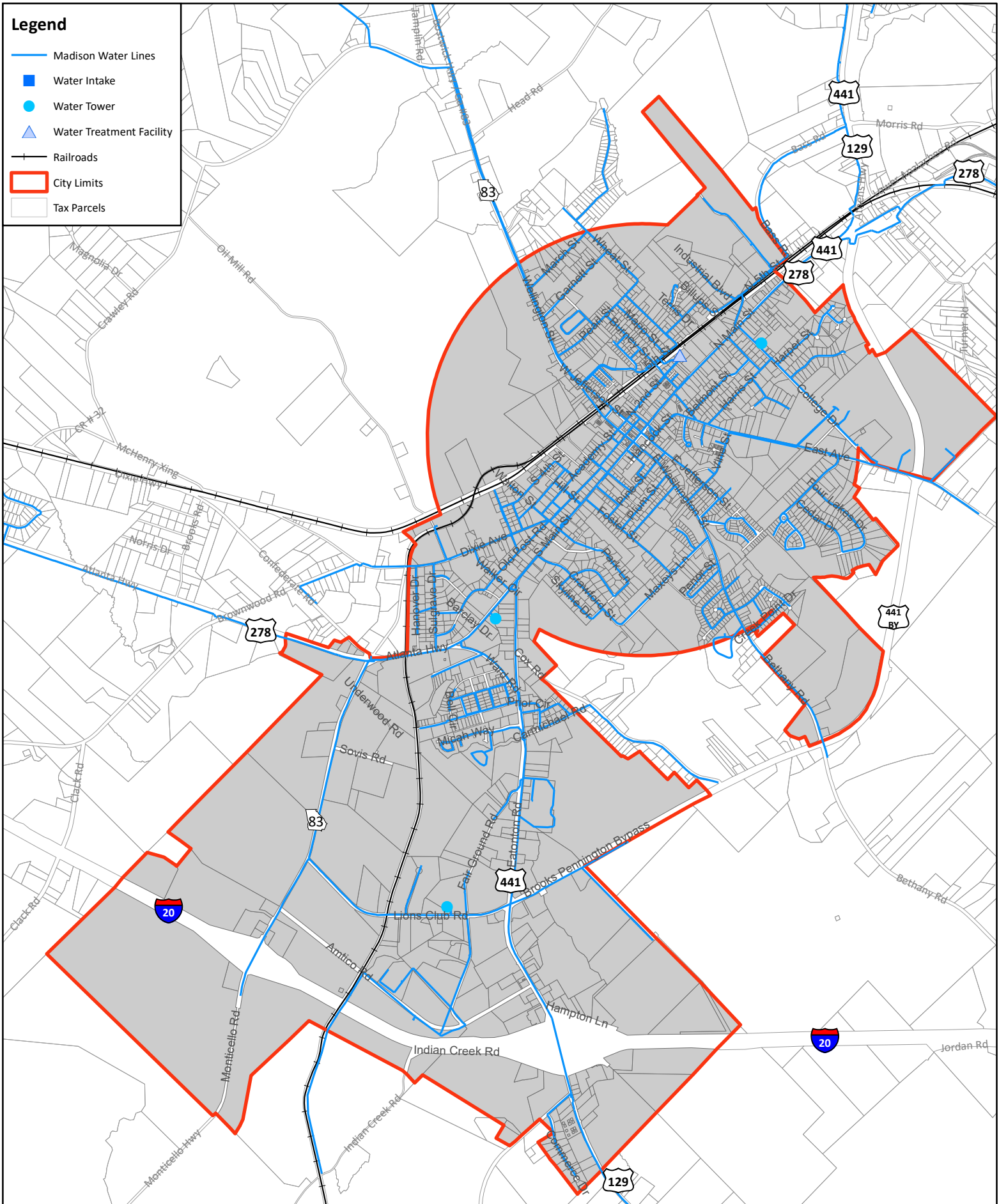


| | |
|--|--------------------|
| City Waste Waterlines inside Madison | 49.95 Miles |
| City Waste Waterlines outside of Madison | 5.91 Miles |
| TOTAL | 55.86 Miles |



COMMUNITY FACILITIES
Utilities
Waste Water System: Madison City Limits

- Legend**
- Madison Water Lines
 - Water Intake
 - Water Tower
 - ▲ Water Treatment Facility
 - Railroads
 - City Limits
 - Tax Parcels

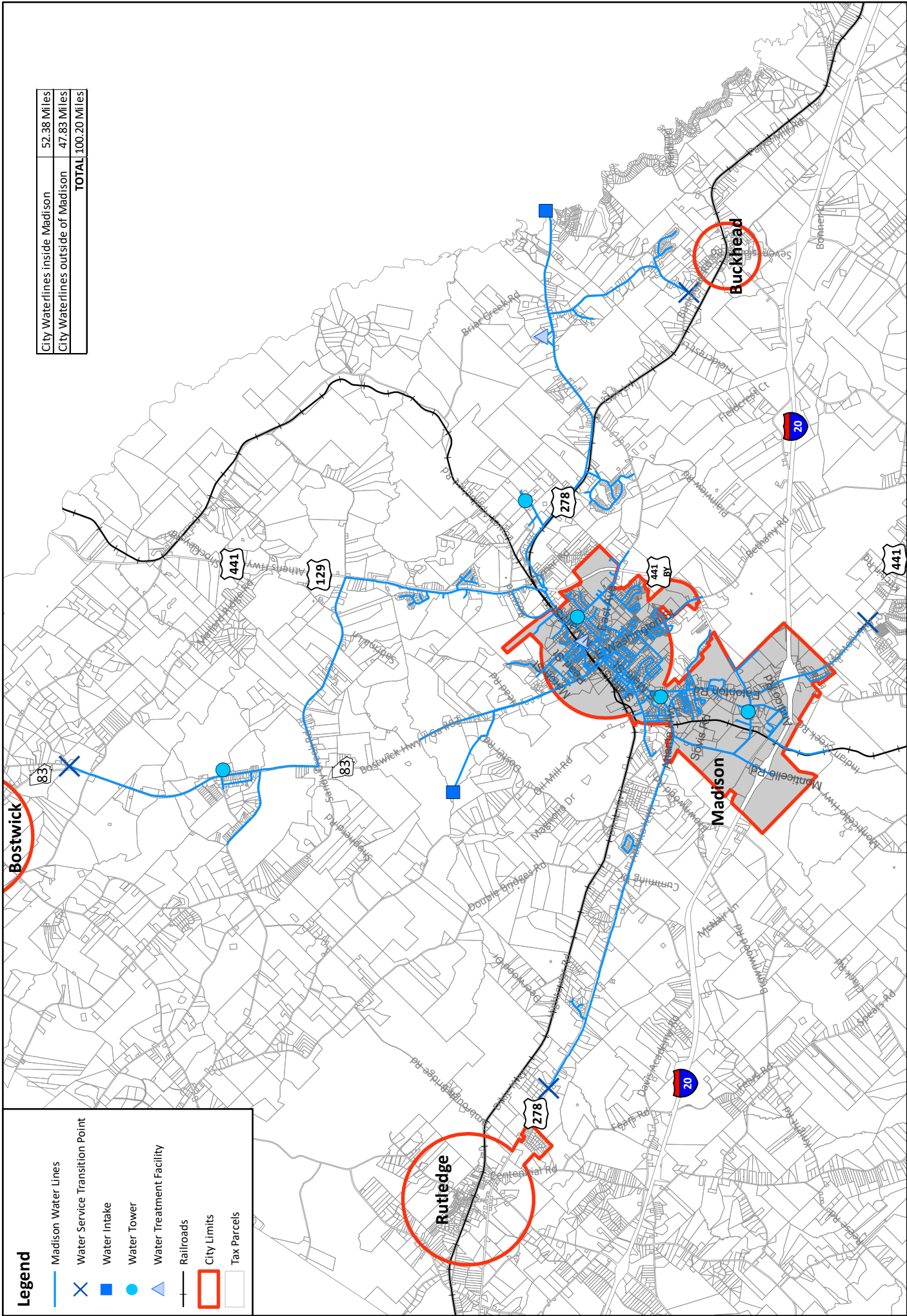


COMMUNITY FACILITIES
Utilities
Water System: Madison City Limits

Legend

- Madison Water Lines
- ✕ Water Service Transition Point
- Water Intake
- Water Tower
- ▲ Water Treatment Facility
- Railroads
- City Limits
- Tax Parcels

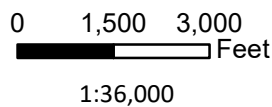
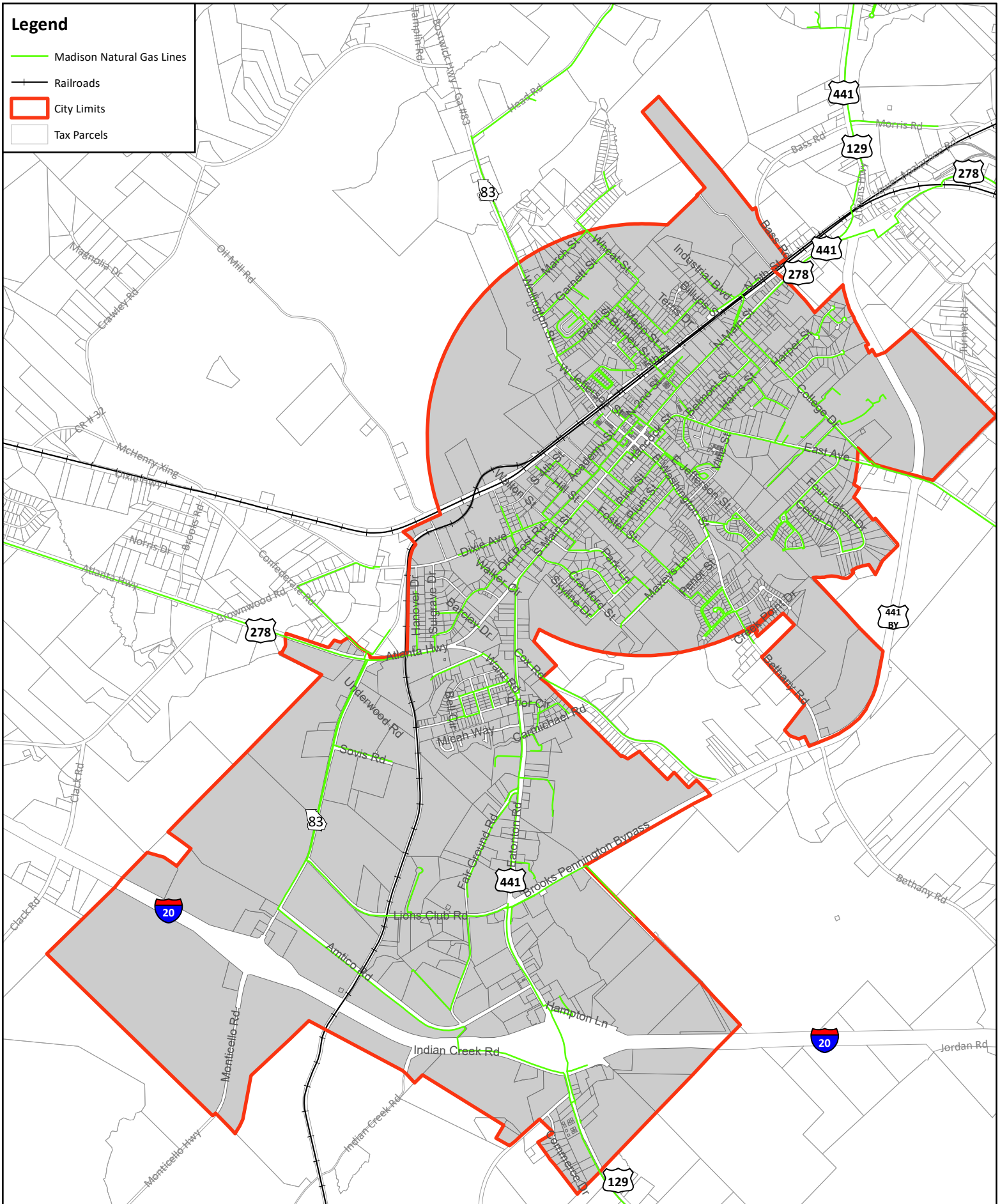
| | |
|------------------------------------|---------------------|
| City Waterlines inside Madison | 52.38 Miles |
| City Waterlines outside of Madison | 47.83 Miles |
| TOTAL | 100.20 Miles |



COMMUNITY FACILITIES
Utilities
Water System: Greater Madison Area

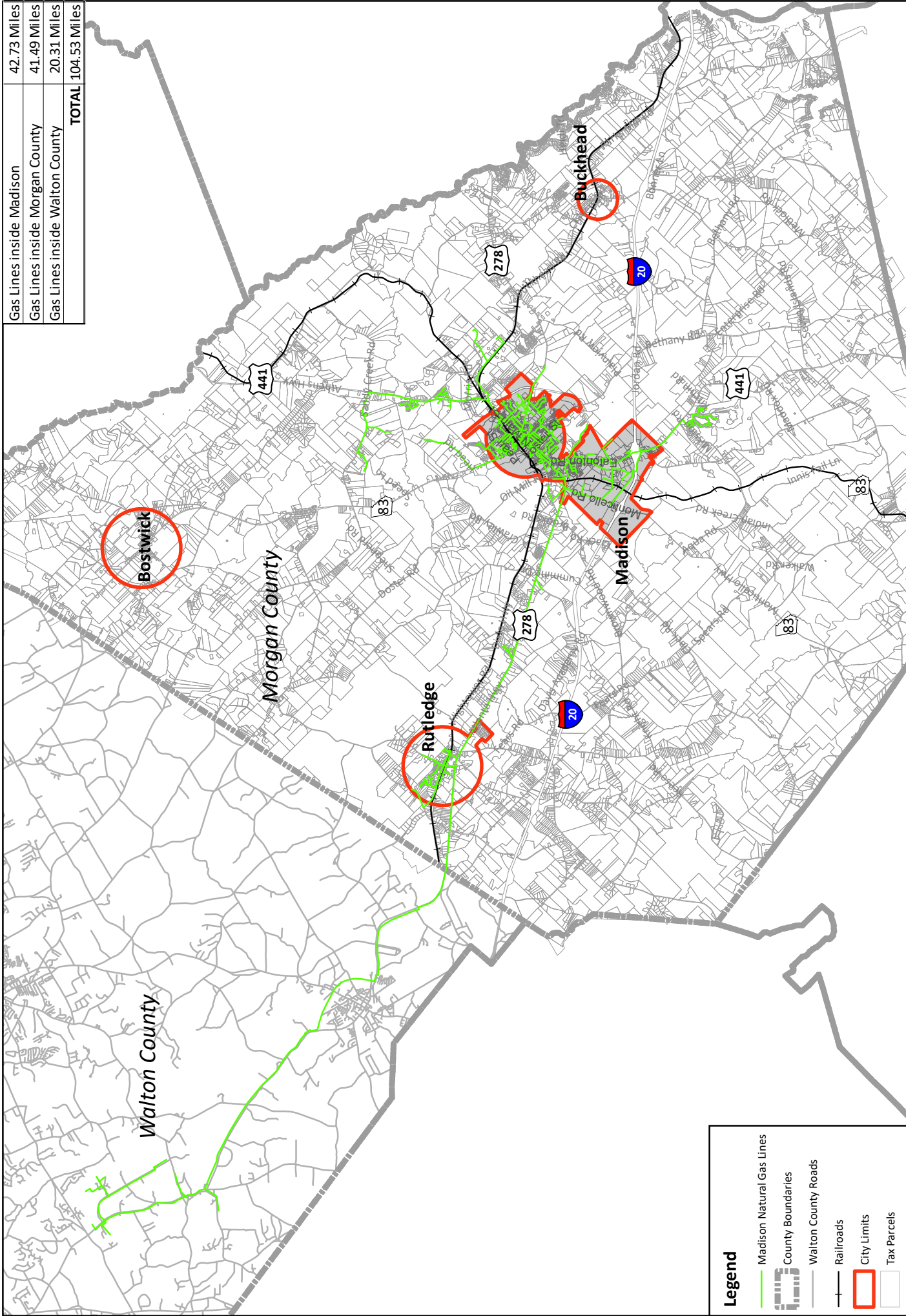
Legend

- Madison Natural Gas Lines
- Railroads
- ▭ City Limits
- ▭ Tax Parcels



COMMUNITY FACILITIES
Utilities
Gas System: Madison City Limits

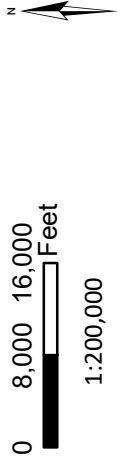
| | |
|--------------------------------|---------------------|
| Gas Lines inside Madison | 42.73 Miles |
| Gas Lines inside Morgan County | 41.49 Miles |
| Gas Lines inside Walton County | 20.31 Miles |
| TOTAL | 104.53 Miles |



COMMUNITY FACILITIES

Utilities

Gas System: Greater Madison Area



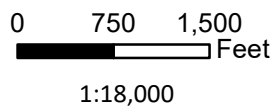
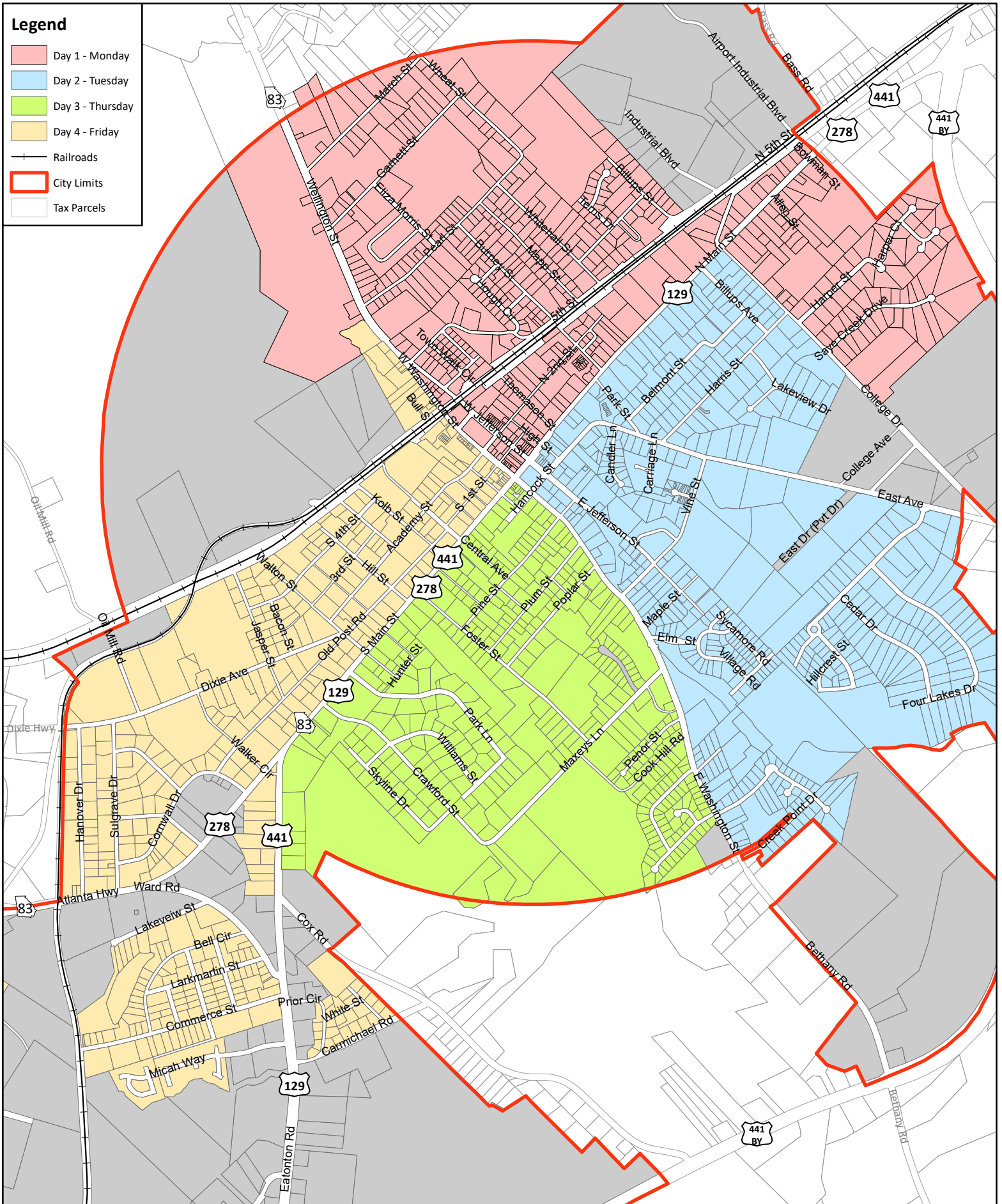
Legend

- Madison Natural Gas Lines
- County Boundaries
- Walton County Roads
- Railroads
- City Limits
- Tax Parcels



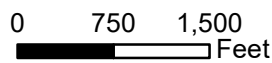
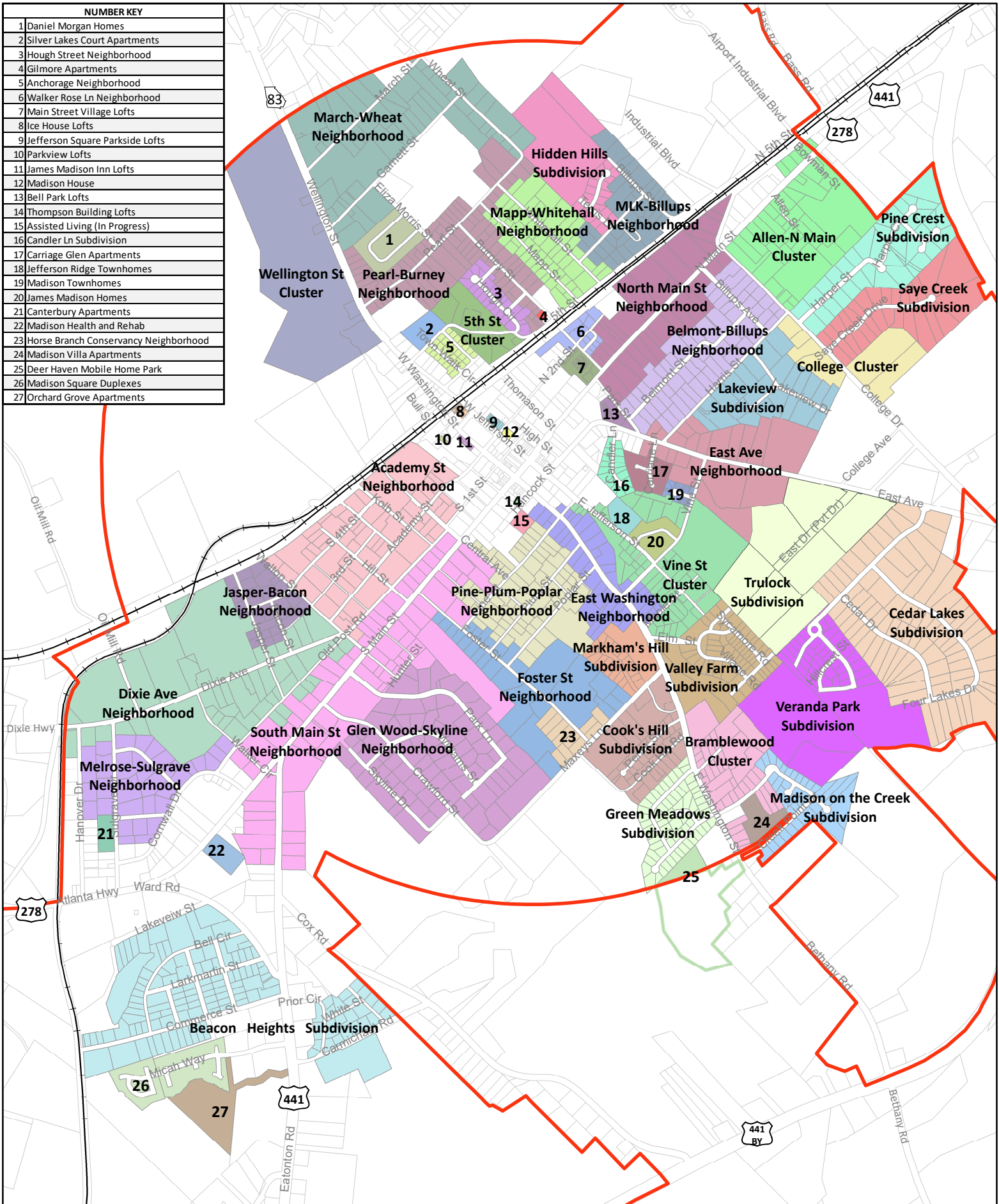
Legend

- Day 1 - Monday
- Day 2 - Tuesday
- Day 3 - Thursday
- Day 4 - Friday
- Railroads
- City Limits
- Tax Parcels



COMMUNITY FACILITIES
Utilities
Sanitation Service

| NUMBER KEY | |
|------------|---------------------------------------|
| 1 | Daniel Morgan Homes |
| 2 | Silver Lakes Court Apartments |
| 3 | Hough Street Neighborhood |
| 4 | Gilmore Apartments |
| 5 | Anchorage Neighborhood |
| 6 | Walker Rose Ln Neighborhood |
| 7 | Main Street Village Lofts |
| 8 | Ice House Lofts |
| 9 | Jefferson Square Parkside Lofts |
| 10 | Parkview Lofts |
| 11 | James Madison Inn Lofts |
| 12 | Madison House |
| 13 | Bell Park Lofts |
| 14 | Thompson Building Lofts |
| 15 | Assisted Living (In Progress) |
| 16 | Candler Ln Subdivision |
| 17 | Carriage Glen Apartments |
| 18 | Jefferson Ridge Townhomes |
| 19 | Madison Townhomes |
| 20 | James Madison Homes |
| 21 | Canterbury Apartments |
| 22 | Madison Health and Rehab |
| 23 | Horse Branch Conservancy Neighborhood |
| 24 | Madison Villa Apartments |
| 25 | Deer Haven Mobile Home Park |
| 26 | Madison Square Duplexes |
| 27 | Orchard Grove Apartments |



1:18,000

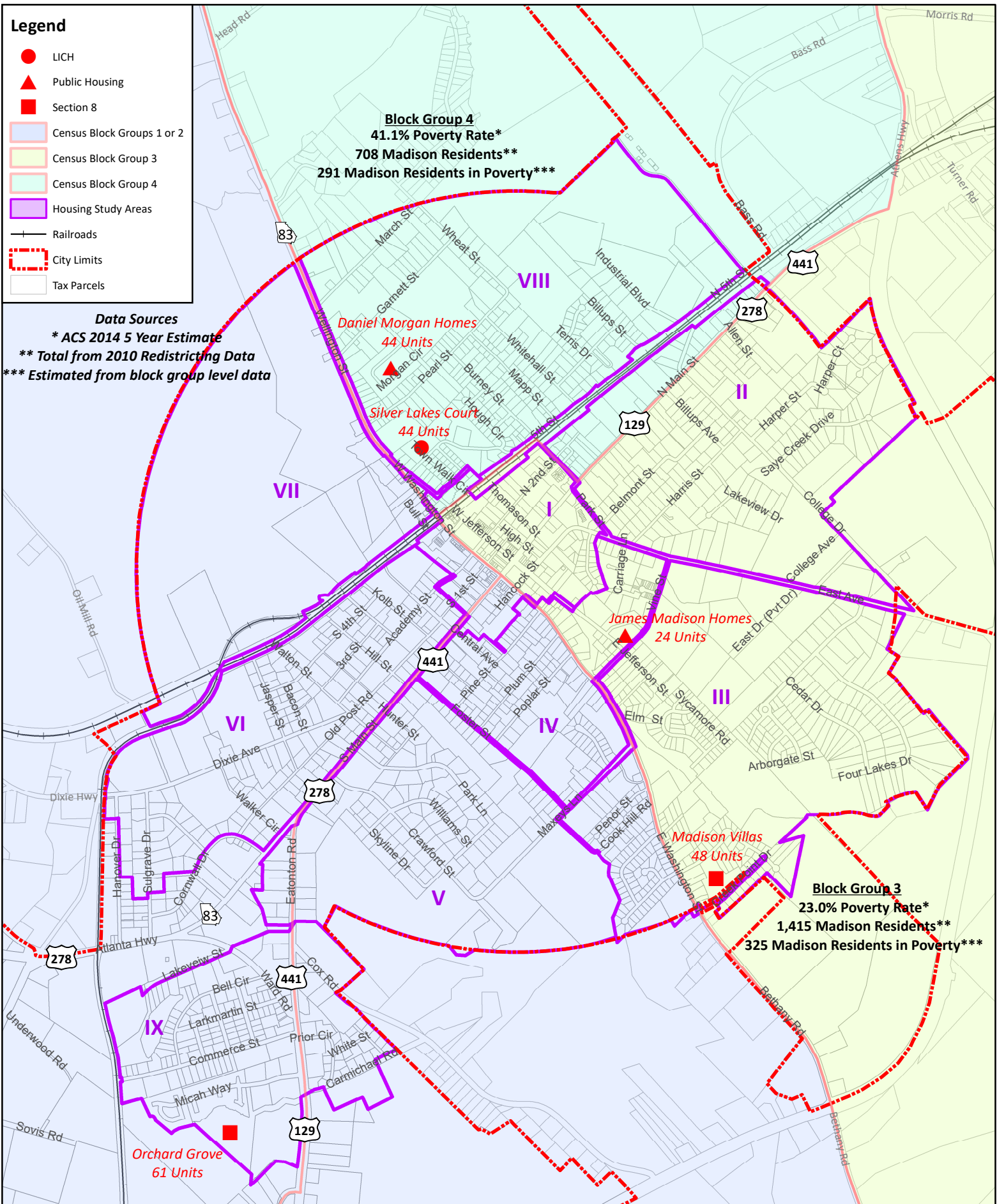
HOUSING Neighborhoods Neighborhoods, Subdivisions & Developments

Legend

- LICH
- ▲ Public Housing
- Section 8
- Census Block Groups 1 or 2
- Census Block Group 3
- Census Block Group 4
- Housing Study Areas
- Railroads
- City Limits
- Tax Parcels

Data Sources

- * ACS 2014 5 Year Estimate
- ** Total from 2010 Redistricting Data
- *** Estimated from block group level data



Block Group 4
41.1% Poverty Rate*
708 Madison Residents**
291 Madison Residents in Poverty***

Daniel Morgan Homes
44 Units

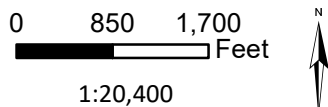
Silver Lakes Court
44 Units

James Madison Homes
24 Units

Madison Villas
48 Units

Orchard Grove
61 Units

Block Group 3
23.0% Poverty Rate*
1,415 Madison Residents**
325 Madison Residents in Poverty***

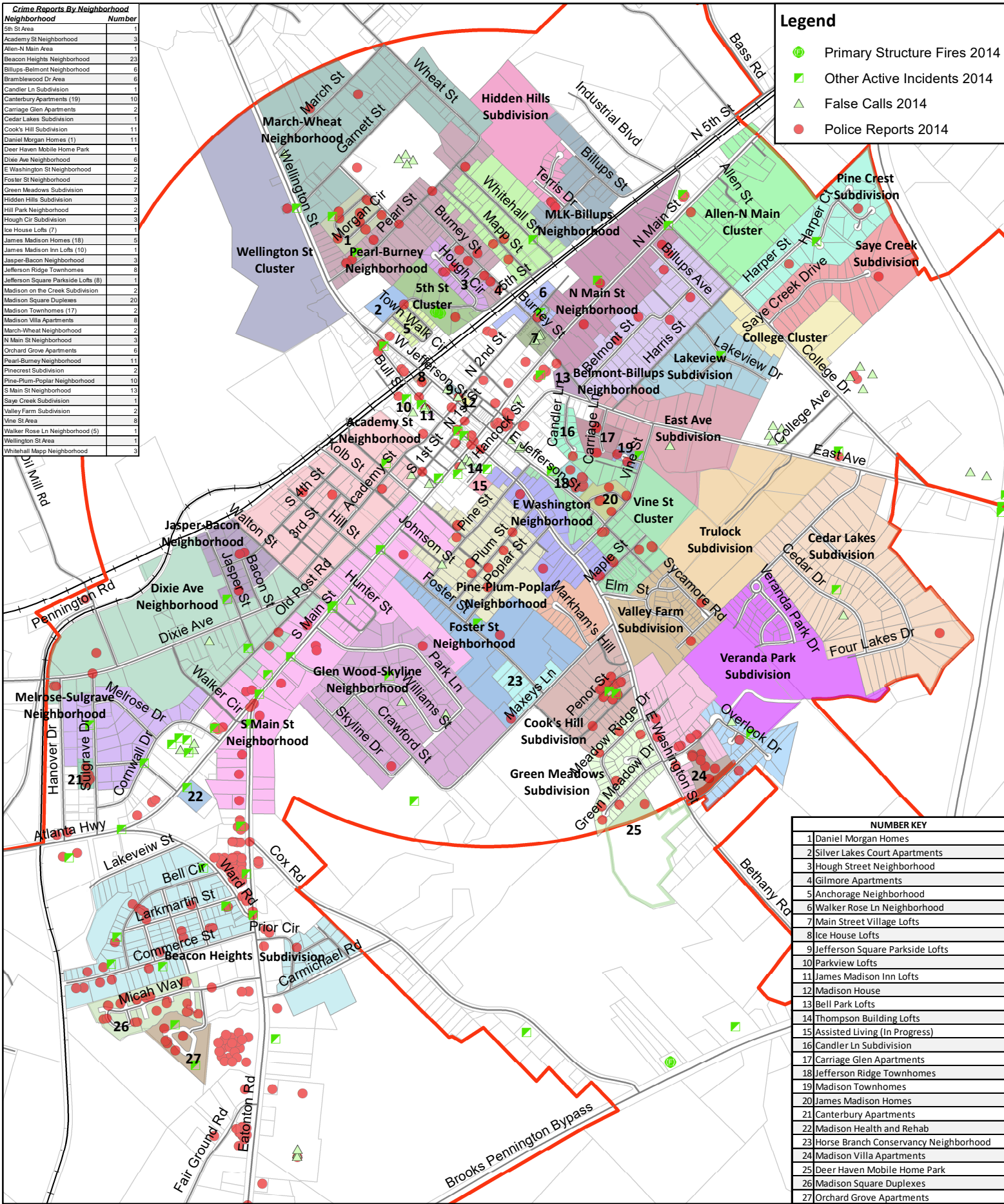


HOUSING
Neighborhoods
Poverty Blocks & Subsidized Housing

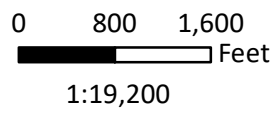
| Crime Reports By Neighborhood | Neighborhood | Number |
|-------------------------------------|--------------|--------|
| 5th St Area | | 1 |
| Academy St Neighborhood | | 3 |
| Allen-N Main Area | | 1 |
| Beacon Heights Neighborhood | | 23 |
| Billups-Belmont Neighborhood | | 6 |
| Bramblewood Dr Area | | 6 |
| Candler Ln Subdivision | | 1 |
| Canterbury Apartments (19) | | 10 |
| Carriage Glen Apartments | | 2 |
| Cedar Lakes Subdivision | | 1 |
| Cook's Hill Subdivision | | 11 |
| Daniel Morgan Homes (1) | | 11 |
| Deer Haven Mobile Home Park | | 1 |
| Dixie Ave Neighborhood | | 6 |
| E Washington St Neighborhood | | 2 |
| Foster St Neighborhood | | 2 |
| Green Meadows Subdivision | | 7 |
| Hidden Hills Subdivision | | 3 |
| Hill Park Neighborhood | | 2 |
| Hough Cir Subdivision | | 3 |
| Ice House Lofts (7) | | 1 |
| James Madis on Homes (18) | | 5 |
| James Madis on Inn Lofts (10) | | 1 |
| Jasper-Bacon Neighborhood | | 3 |
| Jefferson Ridge Townhomes | | 8 |
| Jefferson Square Parkside Lofts (8) | | 1 |
| Madison on the Creek Subdivision | | 2 |
| Madison Square Duplexes | | 20 |
| Madison Townhomes (17) | | 2 |
| Madison Villa Apartments | | 8 |
| March-Wheat Neighborhood | | 2 |
| N Main St Neighborhood | | 3 |
| Orchard Grove Apartments | | 6 |
| Pearl-Burney Neighborhood | | 11 |
| Pinecrest Subdivision | | 2 |
| Pine-Plum-Poplar Neighborhood | | 10 |
| S Main St Neighborhood | | 13 |
| Saye Creek Subdivision | | 1 |
| Valley Farm Subdivision | | 2 |
| Vine St Area | | 8 |
| Walker Rose Ln Neighborhood (5) | | 1 |
| Wellington St Area | | 1 |
| Whitehall Mapp Neighborhood | | 3 |

Legend

- Primary Structure Fires 2014
- Other Active Incidents 2014
- ▲ False Calls 2014
- Police Reports 2014



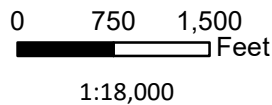
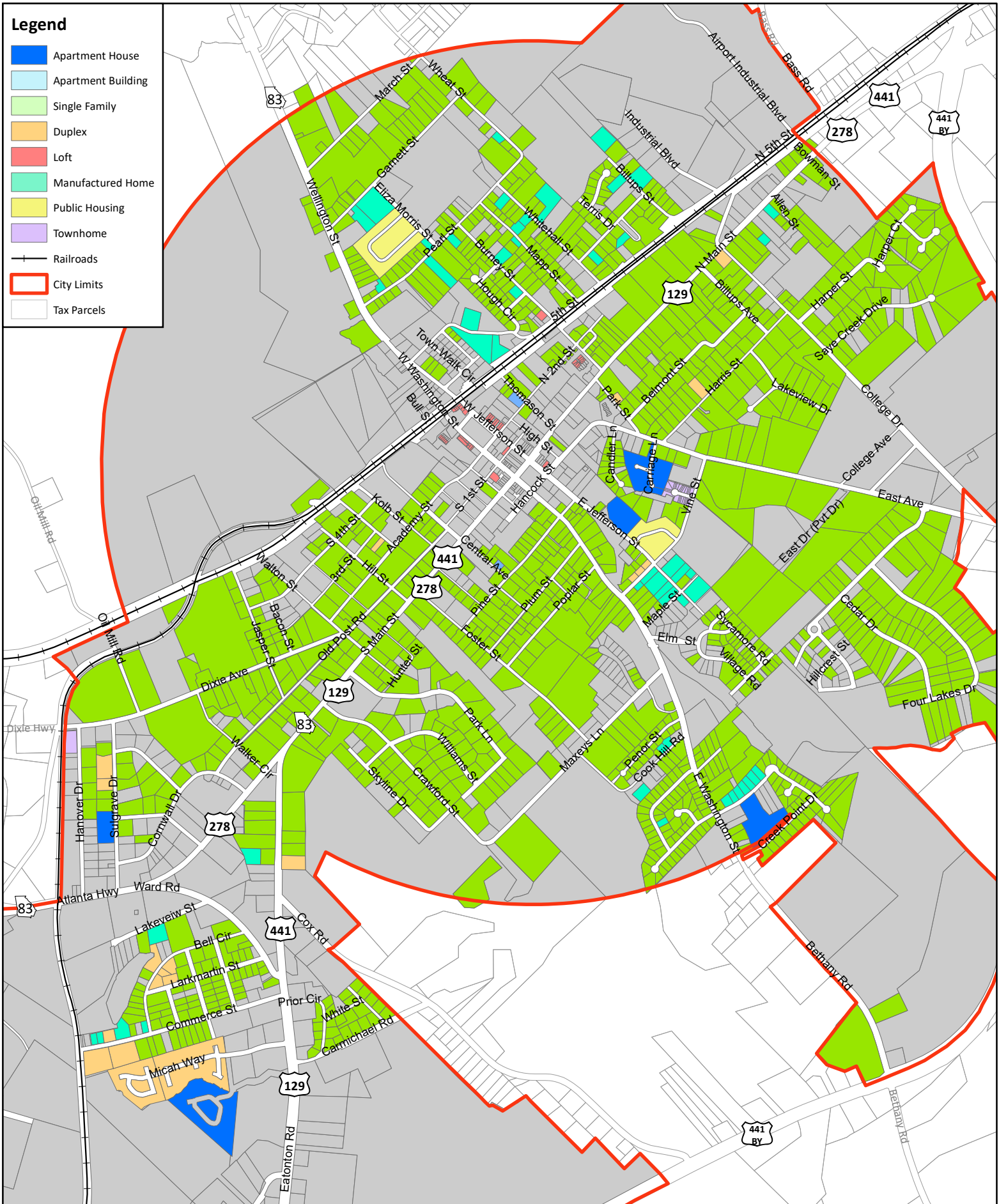
| NUMBER KEY | |
|------------|---------------------------------------|
| 1 | Daniel Morgan Homes |
| 2 | Silver Lakes Court Apartments |
| 3 | Hough Street Neighborhood |
| 4 | Gilmore Apartments |
| 5 | Anchorage Neighborhood |
| 6 | Walker Rose Ln Neighborhood |
| 7 | Main Street Village Lofts |
| 8 | Ice House Lofts |
| 9 | Jefferson Square Parkside Lofts |
| 10 | Parkview Lofts |
| 11 | James Madison Inn Lofts |
| 12 | Madison House |
| 13 | Bell Park Lofts |
| 14 | Thompson Building Lofts |
| 15 | Assisted Living (In Progress) |
| 16 | Candler Ln Subdivision |
| 17 | Carriage Glen Apartments |
| 18 | Jefferson Ridge Townhomes |
| 19 | Madison Townhomes |
| 20 | James Madison Homes |
| 21 | Canterbury Apartments |
| 22 | Madison Health and Rehab |
| 23 | Horse Branch Conservancy Neighborhood |
| 24 | Madison Villa Apartments |
| 25 | Deer Haven Mobile Home Park |
| 26 | Madison Square Duplexes |
| 27 | Orchard Grove Apartments |



HOUSING Neighborhoods Neighborhood Safety

Legend

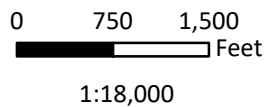
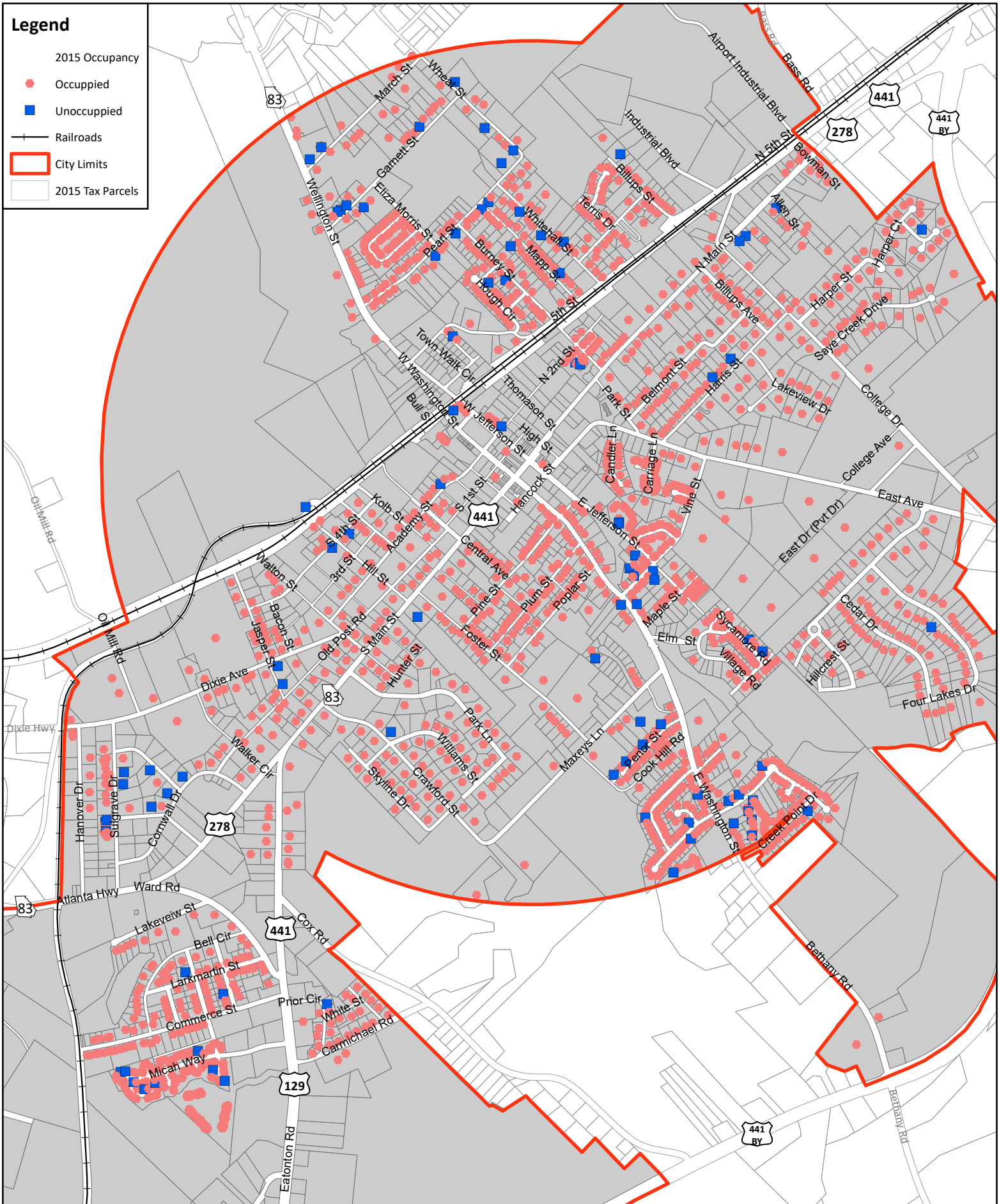
- Apartment House
- Apartment Building
- Single Family
- Duplex
- Loft
- Manufactured Home
- Public Housing
- Townhome
- Railroads
- City Limits
- Tax Parcels



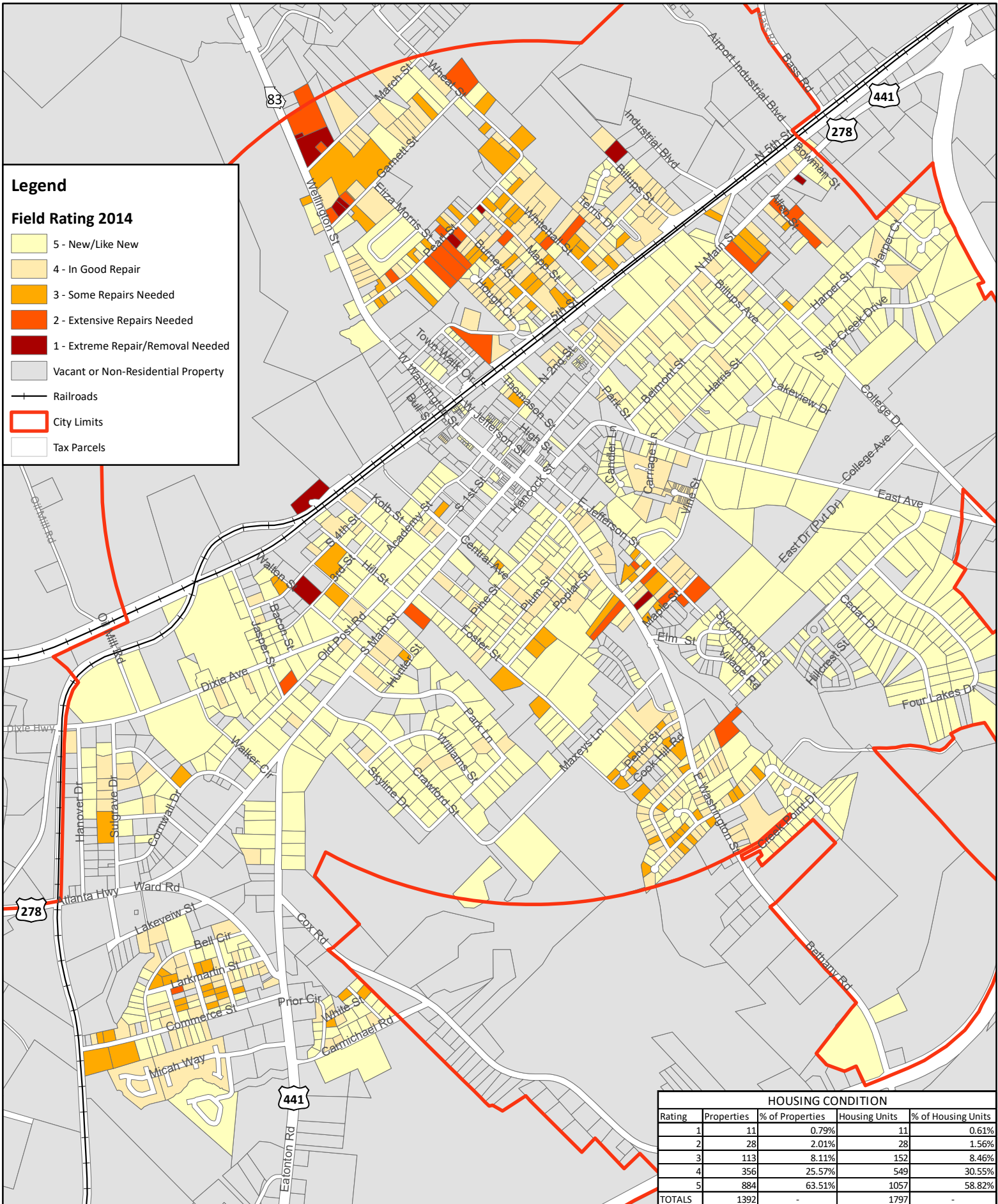
HOUSING
Neighborhoods
Housing Unit Types

Legend

- 2015 Occupancy
 - Occupied (Red dot)
 - Unoccupied (Blue square)
- Railroads (Black line with cross-ticks)
- City Limits (Red outline)
- 2015 Tax Parcels (White outline)



HOUSING Residential Vacancy

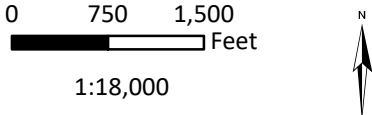


Legend

Field Rating 2014

- 5 - New/Like New
- 4 - In Good Repair
- 3 - Some Repairs Needed
- 2 - Extensive Repairs Needed
- 1 - Extreme Repair/Removal Needed
- Vacant or Non-Residential Property
- Railroads
- City Limits
- Tax Parcels

| HOUSING CONDITION | | | | |
|-------------------|-------------|-----------------|---------------|--------------------|
| Rating | Properties | % of Properties | Housing Units | % of Housing Units |
| 1 | 11 | 0.79% | 11 | 0.61% |
| 2 | 28 | 2.01% | 28 | 1.56% |
| 3 | 113 | 8.11% | 152 | 8.46% |
| 4 | 356 | 25.57% | 549 | 30.55% |
| 5 | 884 | 63.51% | 1057 | 58.82% |
| TOTALS | 1392 | - | 1797 | - |

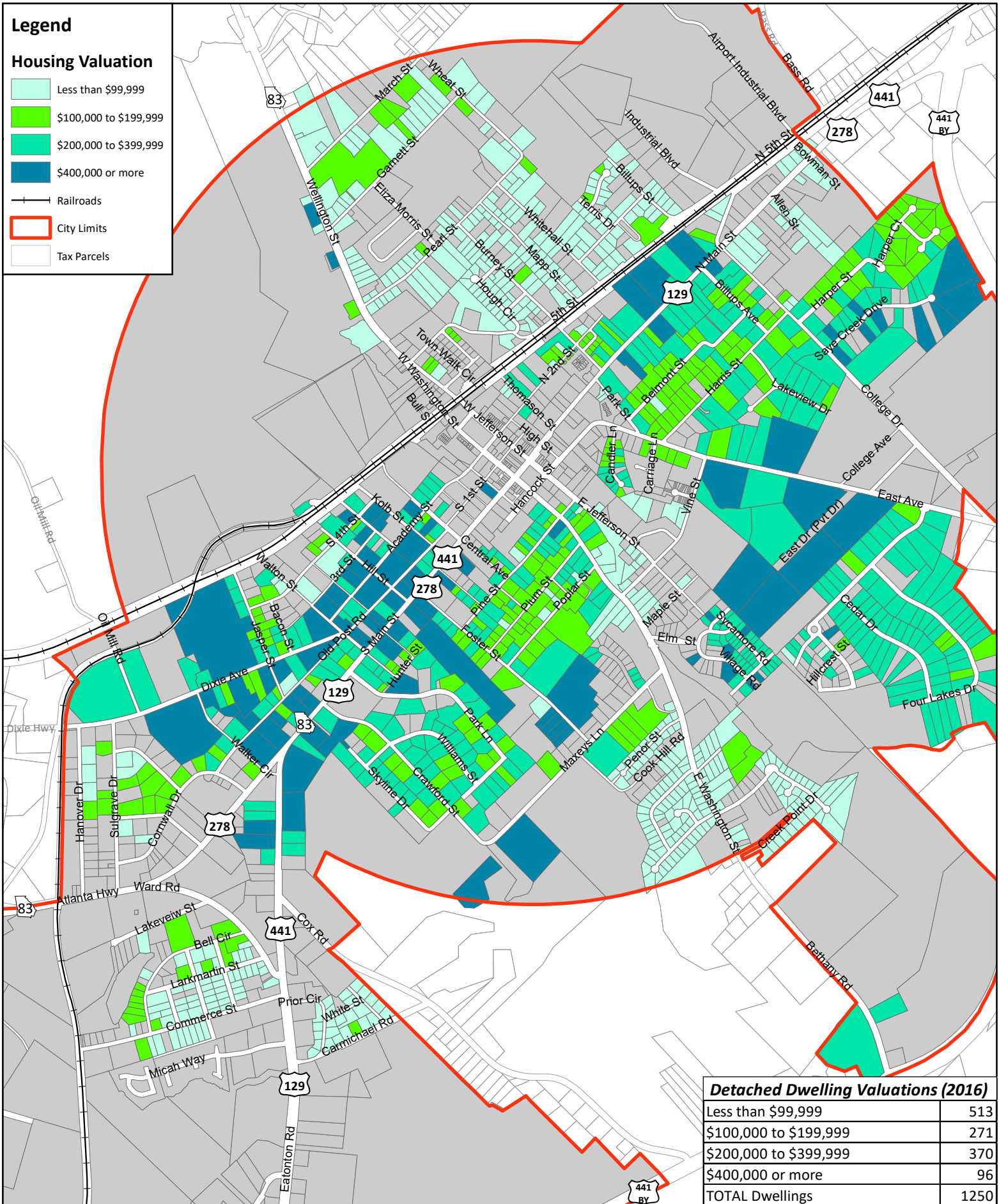


HOUSING Residential Conditions

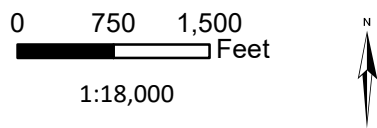
Legend

Housing Valuation

- Less than \$99,999
- \$100,000 to \$199,999
- \$200,000 to \$399,999
- \$400,000 or more
- Railroads
- City Limits
- Tax Parcels



| Detached Dwelling Valuations (2016) | |
|--|-------------|
| Less than \$99,999 | 513 |
| \$100,000 to \$199,999 | 271 |
| \$200,000 to \$399,999 | 370 |
| \$400,000 or more | 96 |
| TOTAL Dwellings | 1250 |



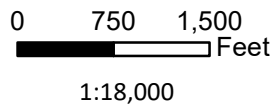
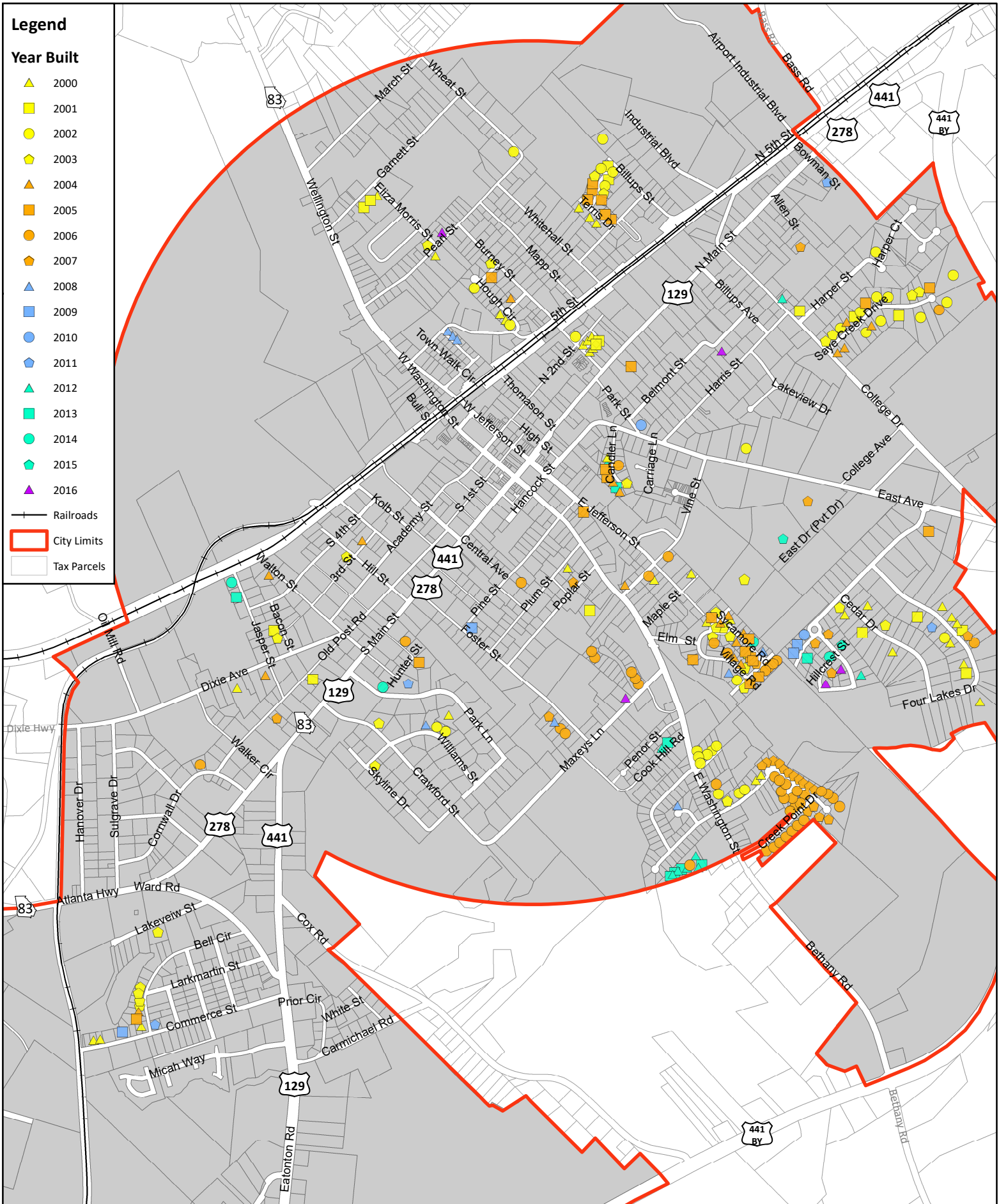
**HOUSING
Residential
Valuations**

Legend

Year Built

- ▲ 2000
- 2001
- 2002
- ◆ 2003
- ▲ 2004
- 2005
- 2006
- ◆ 2007
- ▲ 2008
- 2009
- 2010
- ◆ 2011
- ▲ 2012
- 2013
- 2014
- ◆ 2015
- ▲ 2016

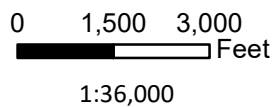
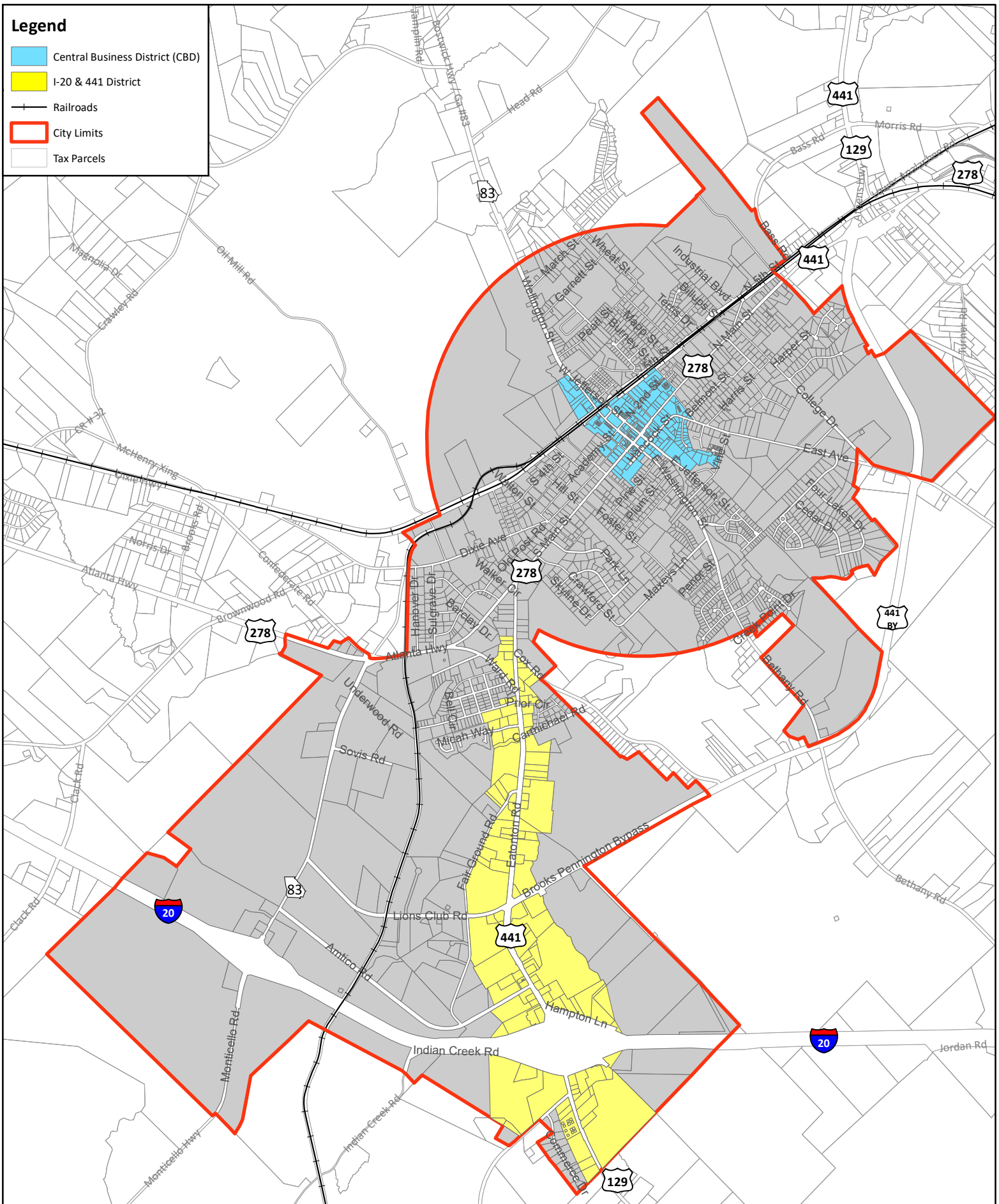
- Railroads
- ▭ City Limits
- ▭ Tax Parcels



HOUSING Residential New Construction

Legend

- Central Business District (CBD)
- I-20 & 441 District
- Railroads
- City Limits
- Tax Parcels



**ECONOMIC DEVELOPMENT
Industrial & Business
Special Tax Districts**

Legend

Business Properties

- Developed
- Undeveloped

Industrial Properties

- Developed
- Undeveloped

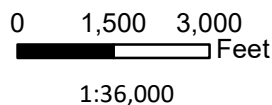
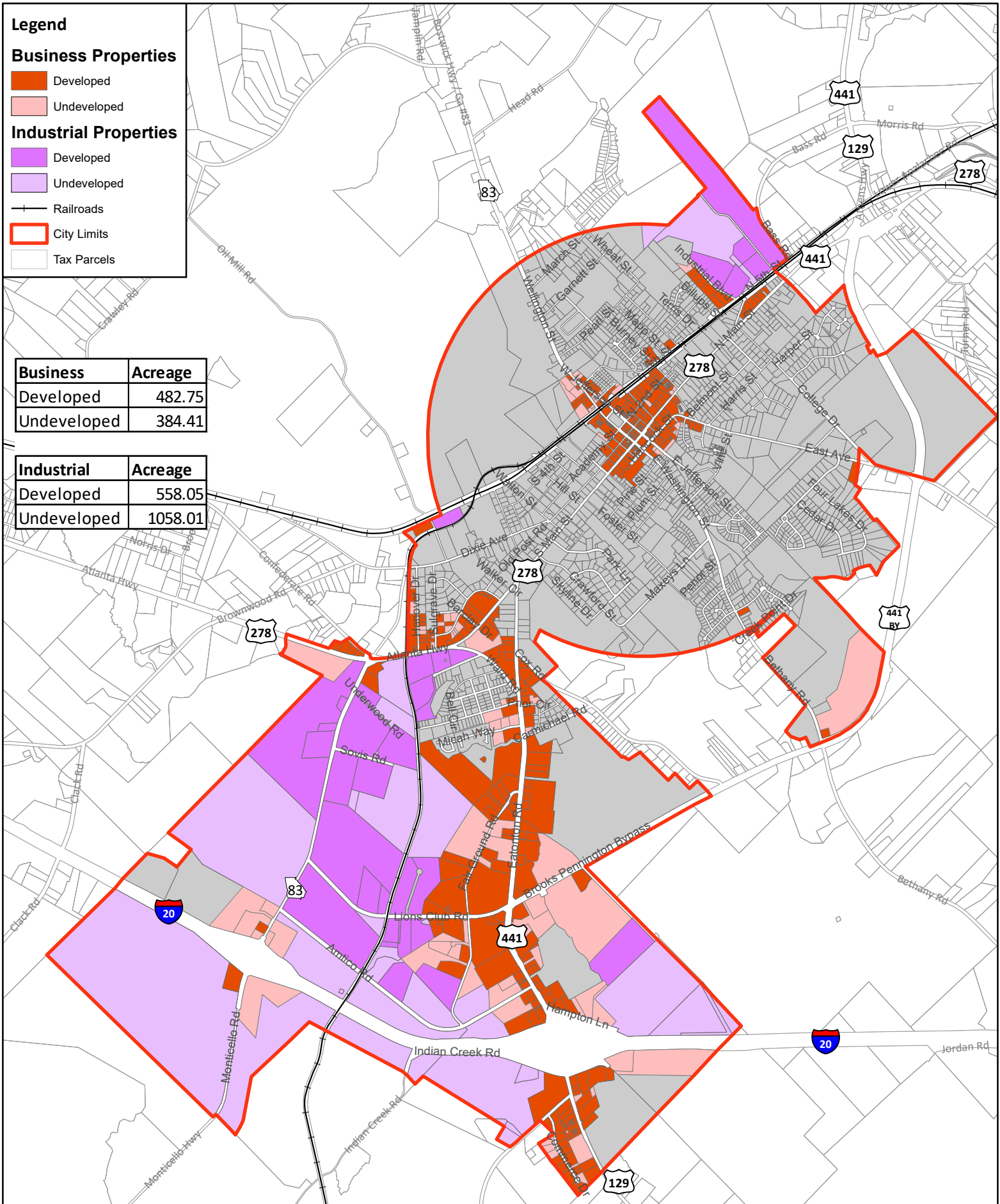
— Railroads

City Limits

Tax Parcels

| Business | Acreege |
|-------------|---------|
| Developed | 482.75 |
| Undeveloped | 384.41 |

| Industrial | Acreege |
|-------------|---------|
| Developed | 558.05 |
| Undeveloped | 1058.01 |



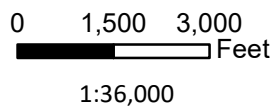
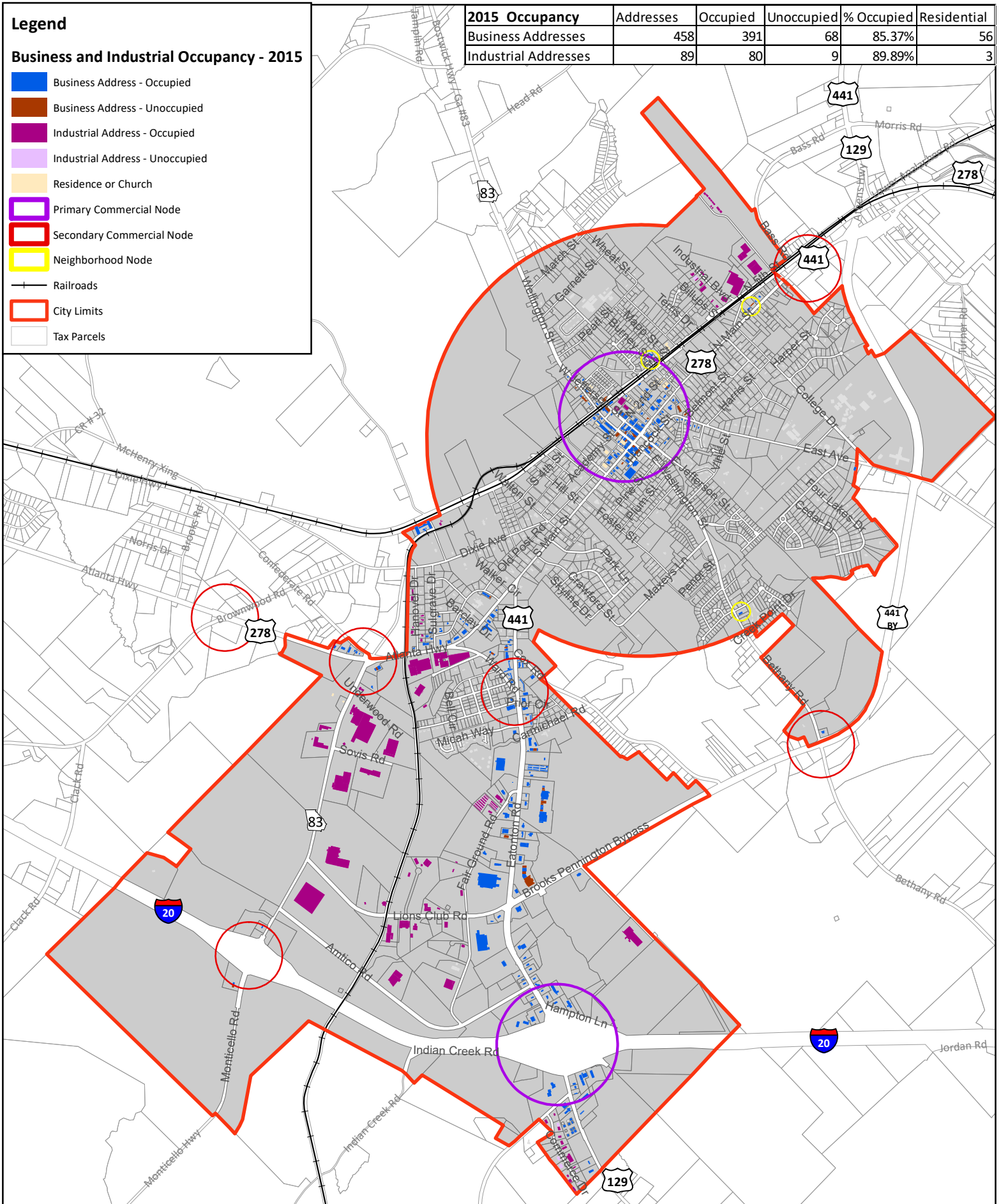
ECONOMIC DEVELOPMENT
Industrial & Business
Developed & Undeveloped Properties

Legend

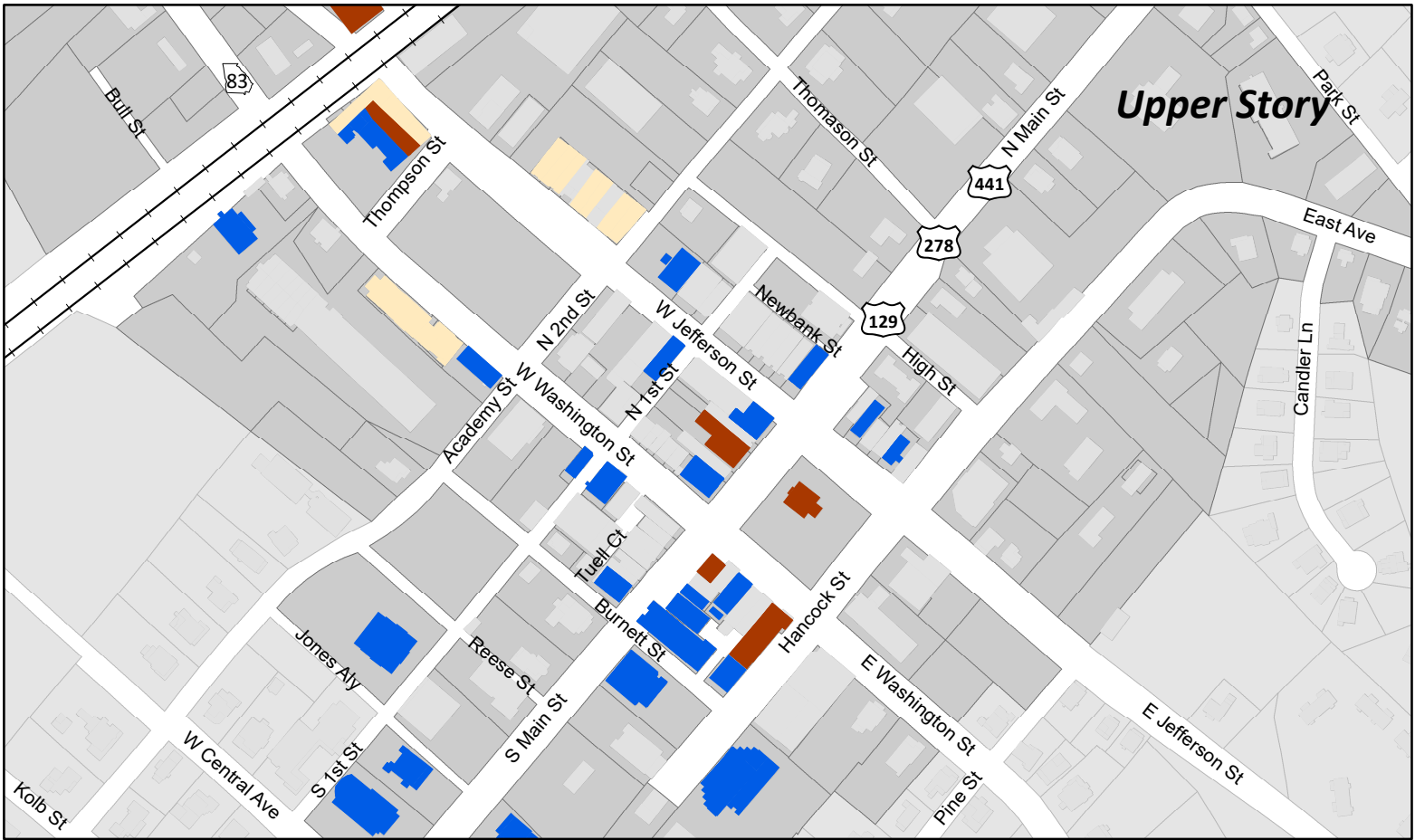
Business and Industrial Occupancy - 2015

- Business Address - Occupied
- Business Address - Unoccupied
- Industrial Address - Occupied
- Industrial Address - Unoccupied
- Residence or Church
- Primary Commercial Node
- Secondary Commercial Node
- Neighborhood Node
- Railroads
- City Limits
- Tax Parcels

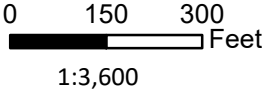
| 2015 Occupancy | Addresses | Occupied | Unoccupied | % Occupied | Residential |
|----------------------|-----------|----------|------------|------------|-------------|
| Business Addresses | 458 | 391 | 68 | 85.37% | 56 |
| Industrial Addresses | 89 | 80 | 9 | 89.89% | 3 |



ECONOMIC DEVELOPMENT
Industrial & Business
Occupancy

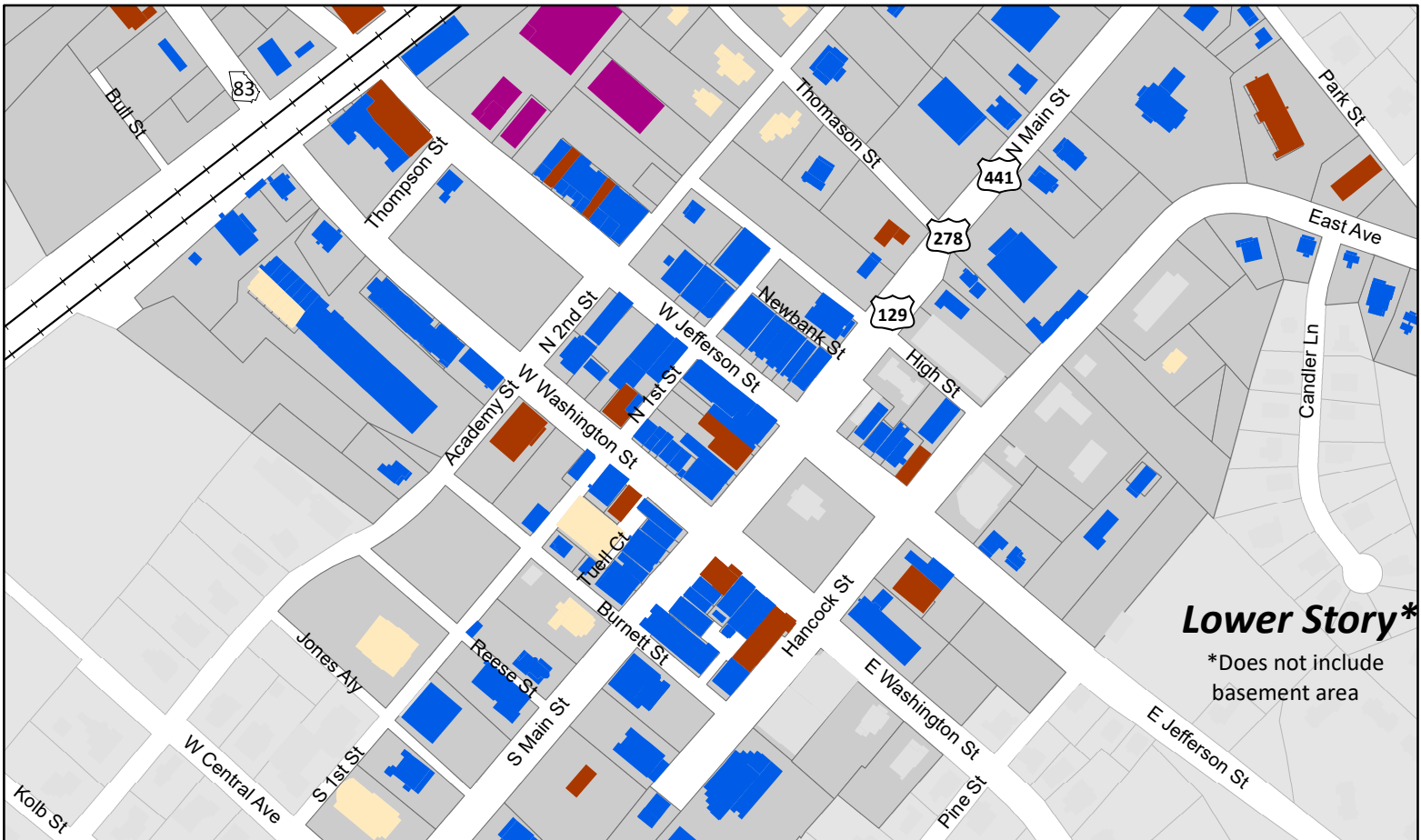


Upper Story



**ECONOMIC DEVELOPMENT
Industrial & Business
Occupancy - Detail: Downtown Core**


Legend on preceding map

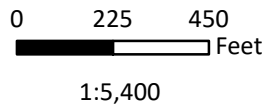
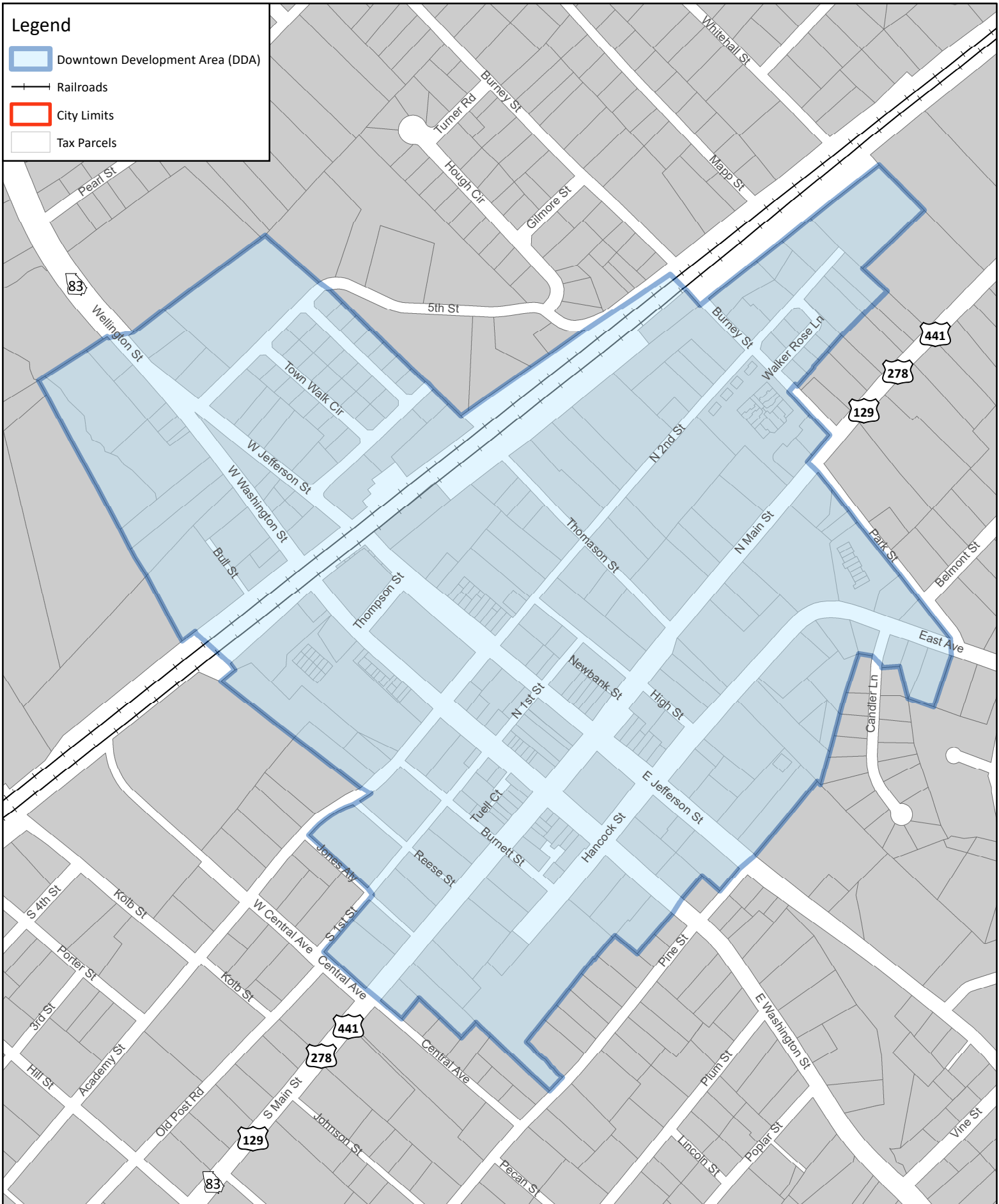


Lower Story*

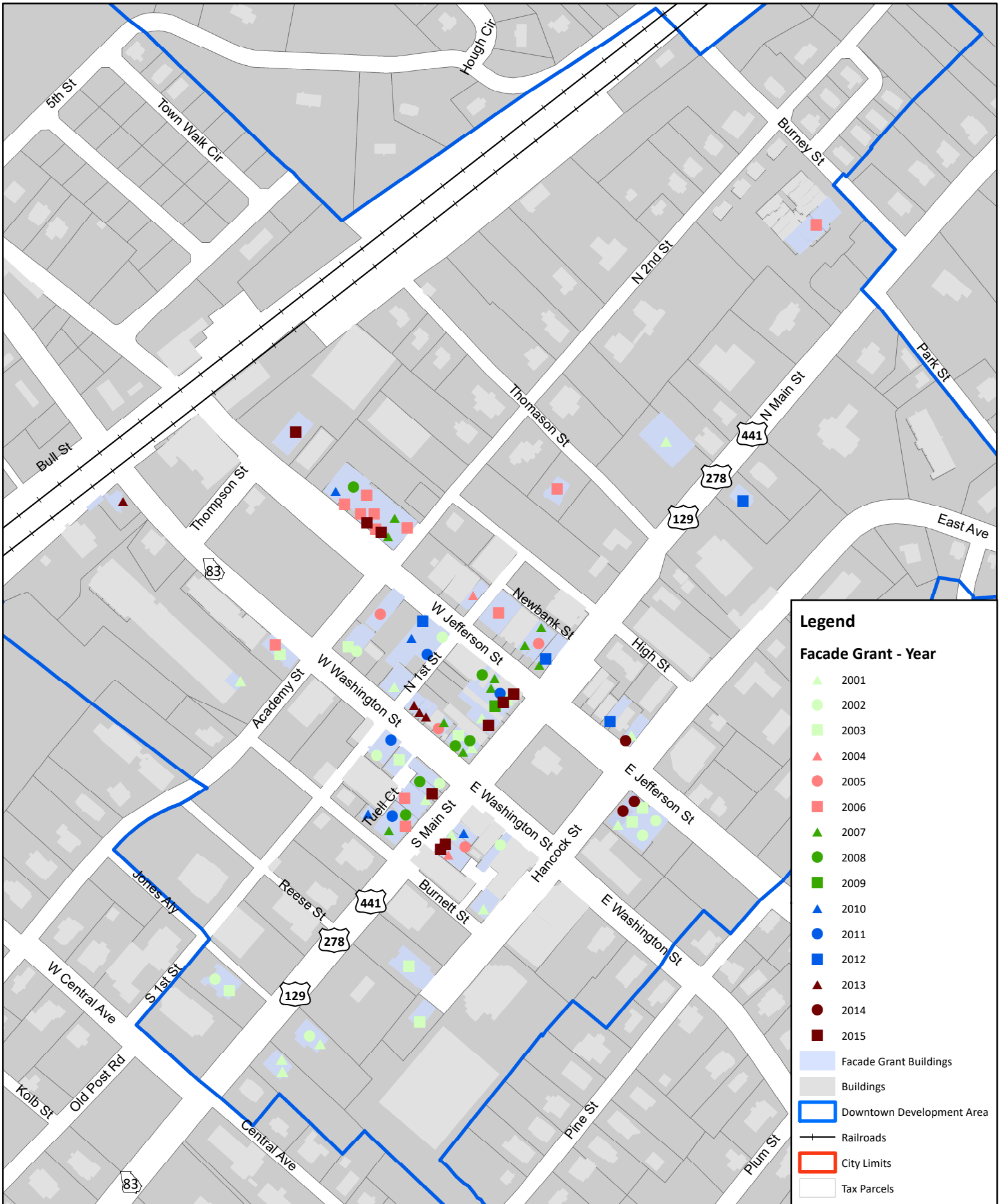
*Does not include basement area

Legend

-  Downtown Development Area (DDA)
-  Railroads
-  City Limits
-  Tax Parcels



**ECONOMIC DEVELOPMENT
Downtown Revitalization Area
Downtown Development Area**



Legend

Facade Grant - Year

- ▲ 2001
- 2002
- 2003
- ▲ 2004
- 2005
- 2006
- ▲ 2007
- 2008
- 2009
- ▲ 2010
- 2011
- 2012
- ▲ 2013
- 2014
- 2015

- Facade Grant Buildings
- Buildings
- ▭ Downtown Development Area
- Railroads
- ▭ City Limits
- ▭ Tax Parcels

MADISON
GEORGIA

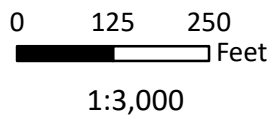
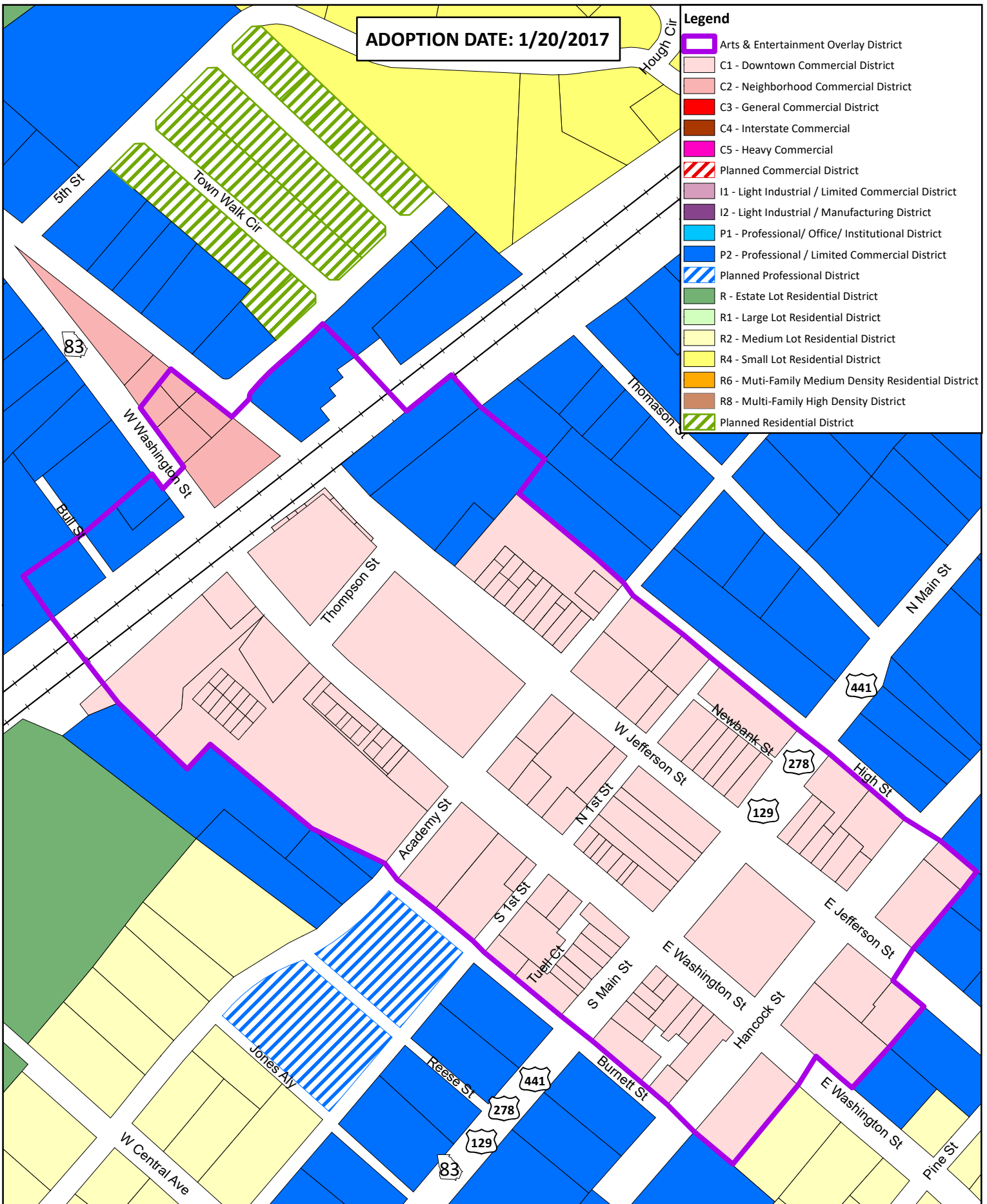
0 150 300 Feet
1:3,600

ECONOMIC DEVELOPMENT
Downtown Revitalization Area
Facade Grant Program Distribution

ADOPTION DATE: 1/20/2017

Legend

- Arts & Entertainment Overlay District
- C1 - Downtown Commercial District
- C2 - Neighborhood Commercial District
- C3 - General Commercial District
- C4 - Interstate Commercial
- C5 - Heavy Commercial
- Planned Commercial District
- I1 - Light Industrial / Limited Commercial District
- I2 - Light Industrial / Manufacturing District
- P1 - Professional/ Office/ Institutional District
- P2 - Professional / Limited Commercial District
- Planned Professional District
- R - Estate Lot Residential District
- R1 - Large Lot Residential District
- R2 - Medium Lot Residential District
- R4 - Small Lot Residential District
- R6 - Multi-Family Medium Density Residential District
- R8 - Multi-Family High Density District
- Planned Residential District

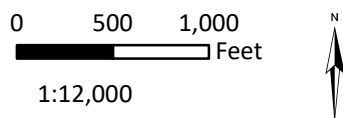
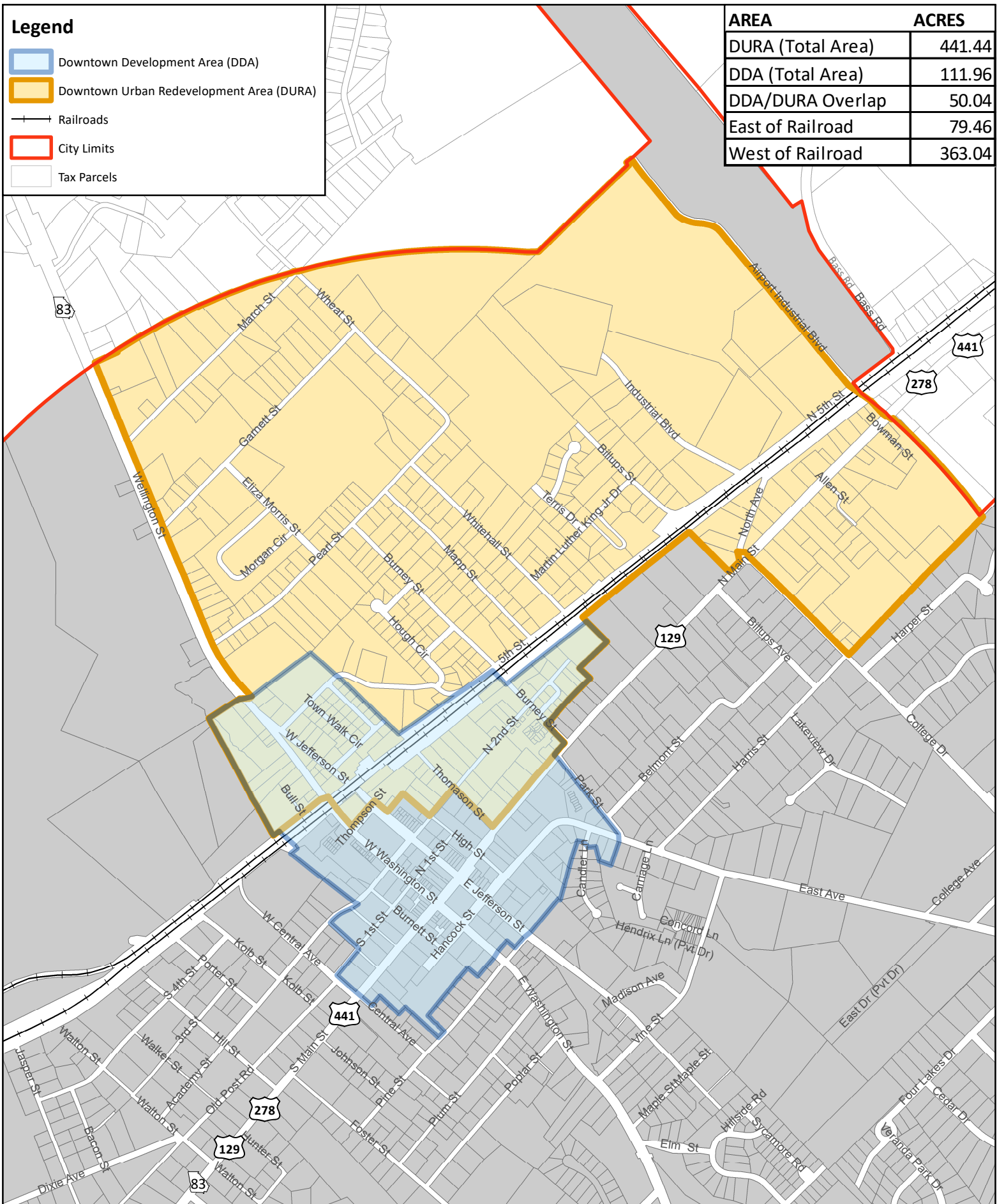


ECONOMIC DEVELOPMENT
Downtown Revitalization Area
Arts & Entertainment Overlay

Legend








- Downtown Development Area (DDA)
- Downtown Urban Redevelopment Area (DURA)
- Railroads
- City Limits
- Tax Parcels

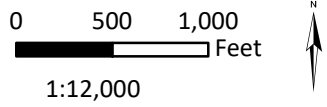
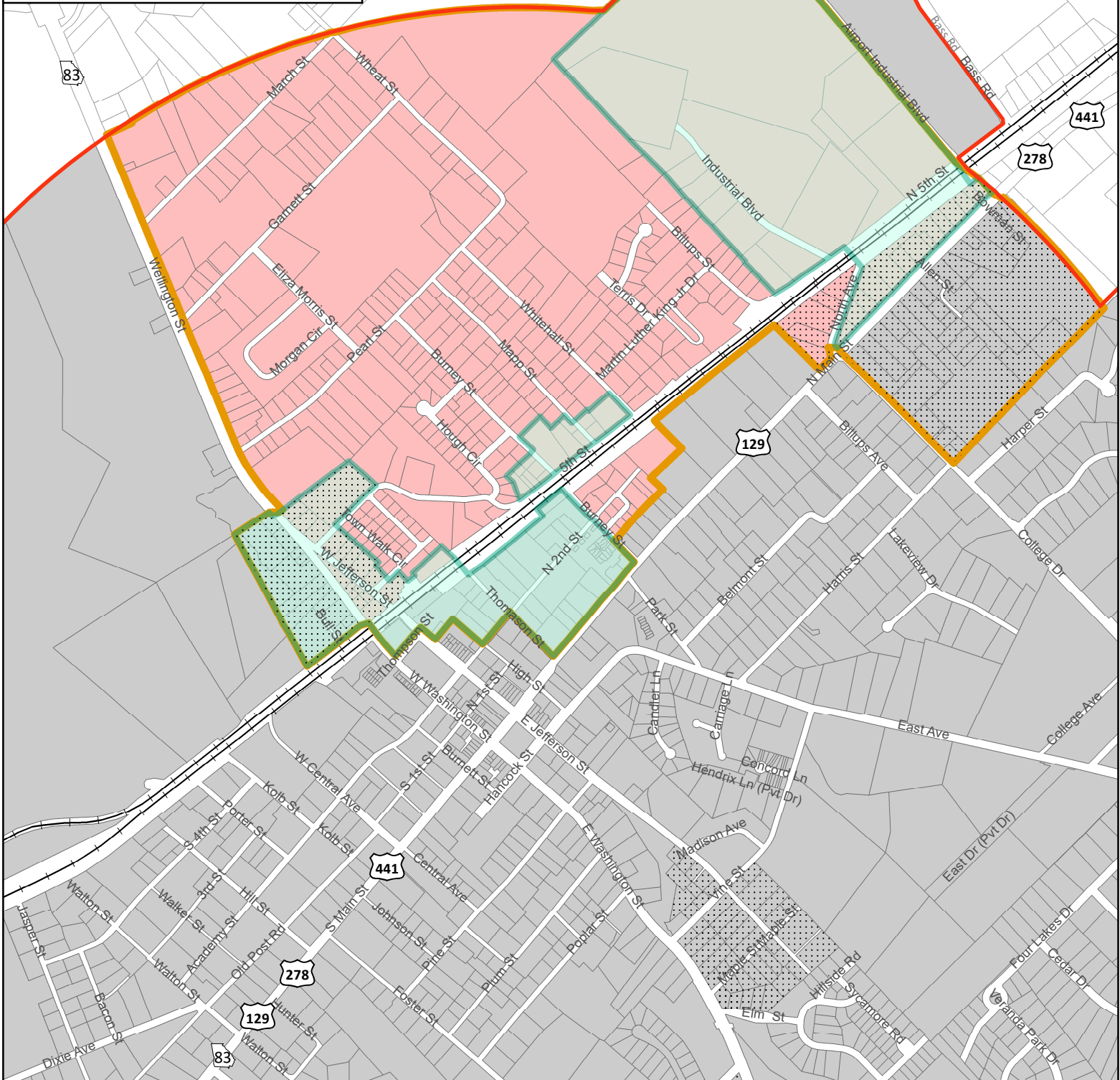
| AREA | ACRES |
|-------------------|--------|
| DURA (Total Area) | 441.44 |
| DDA (Total Area) | 111.96 |
| DDA/DURA Overlap | 50.04 |
| East of Railroad | 79.46 |
| West of Railroad | 363.04 |



ECONOMIC DEVELOPMENT
Downtown Urban Redevelopment Area
Downtown URA Overlay with DDA

Legend

-  Area of Disinvestment (2009)
-  Downtown Urban Redevelopment Area (2011)
-  Opportunity Zone (2011)
-  Revitalization Area Strategy (2012)
-  Railroads
-  City Limits
-  Tax Parcels

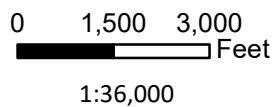
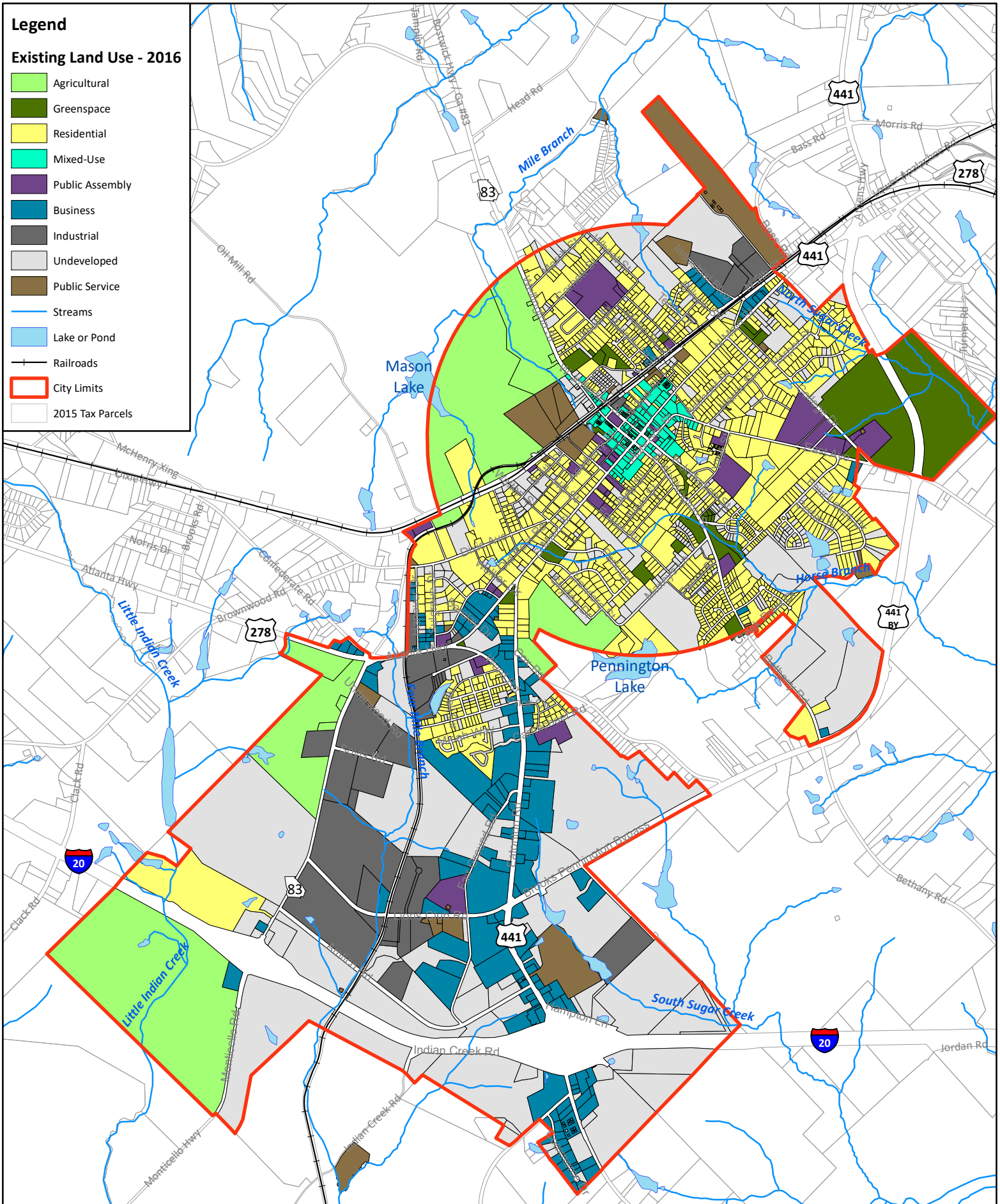


ECONOMIC DEVELOPMENT
Downtown Urban Redevelopment Area
Opportunity Zones & Revitalization Area Strategy

Legend

Existing Land Use - 2016

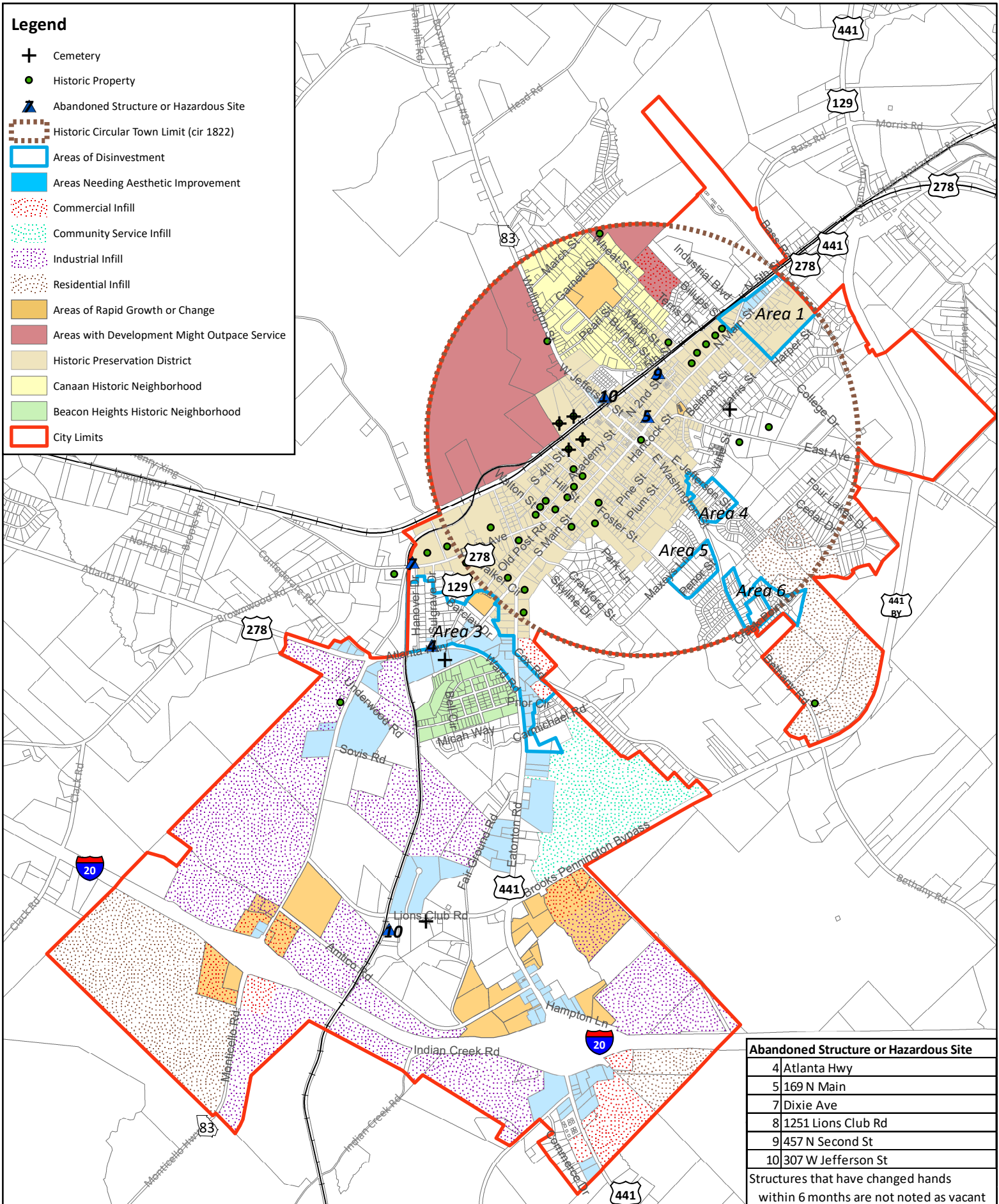
- Agricultural
- Greenspace
- Residential
- Mixed-Use
- Public Assembly
- Business
- Industrial
- Undeveloped
- Public Service
- Streams
- Lake or Pond
- Railroads
- City Limits
- 2015 Tax Parcels



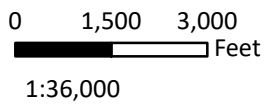
LAND USE
Planning & Development
Existing Land Uses

Legend

- Cemetery
- Historic Property
- Abandoned Structure or Hazardous Site
- Historic Circular Town Limit (cir 1822)
- Areas of Disinvestment
- Areas Needing Aesthetic Improvement
- Commercial Infill
- Community Service Infill
- Industrial Infill
- Residential Infill
- Areas of Rapid Growth or Change
- Areas with Development Might Outpace Service
- Historic Preservation District
- Canaan Historic Neighborhood
- Beacon Heights Historic Neighborhood
- City Limits



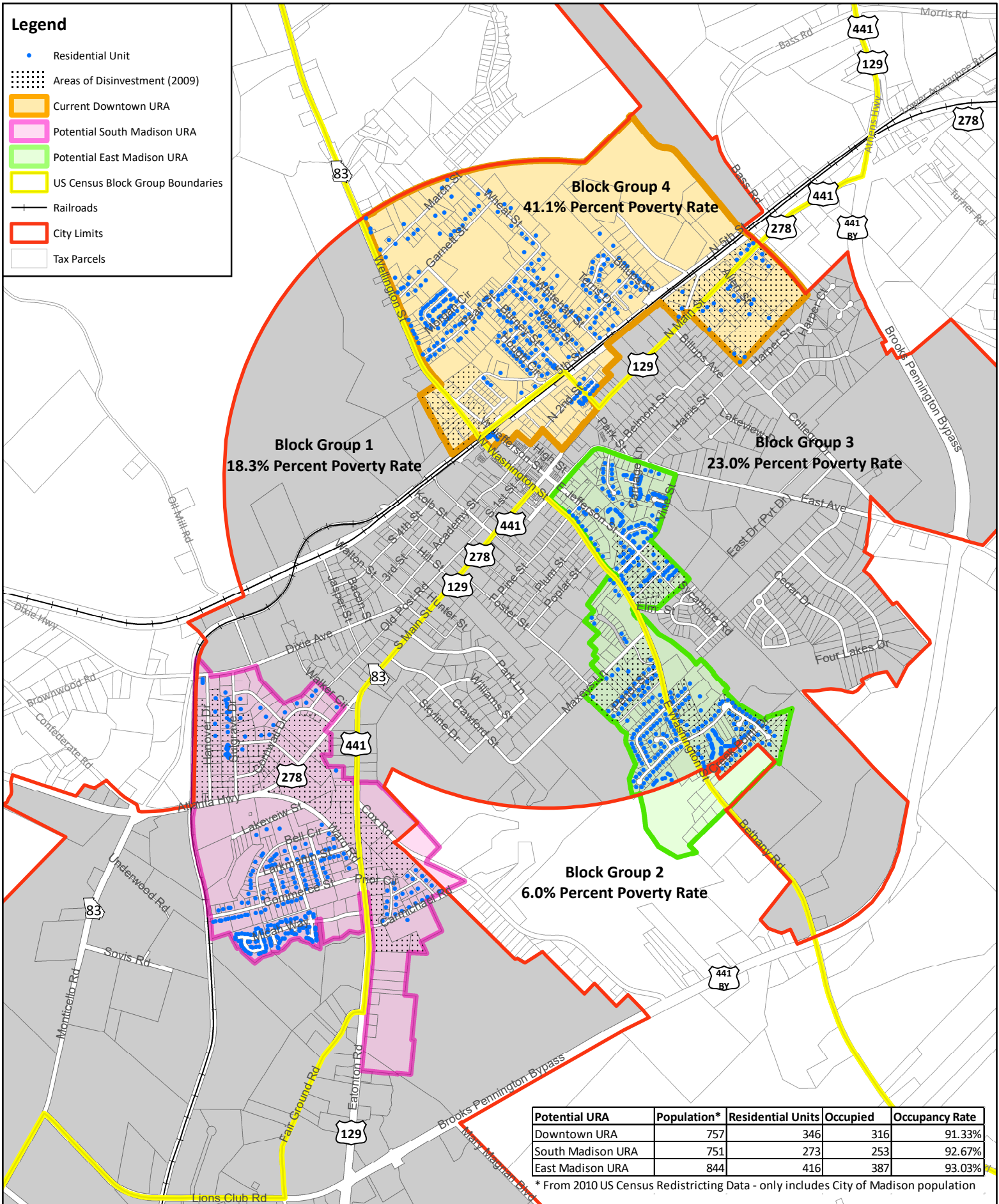
| Abandoned Structure or Hazardous Site | |
|--|--------------------|
| 4 | Atlanta Hwy |
| 5 | 169 N Main |
| 7 | Dixie Ave |
| 8 | 1251 Lions Club Rd |
| 9 | 457 N Second St |
| 10 | 307 W Jefferson St |
| Structures that have changed hands within 6 months are not noted as vacant | |



**LAND USE
Planning & Development
Areas Requiring Special Attention**

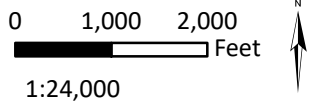
Legend

- Residential Unit
- Areas of Disinvestment (2009)
- Current Downtown URA
- Potential South Madison URA
- Potential East Madison URA
- US Census Block Group Boundaries
- Railroads
- City Limits
- Tax Parcels



| Potential URA | Population* | Residential Units | Occupied | Occupancy Rate |
|-------------------|-------------|-------------------|----------|----------------|
| Downtown URA | 757 | 346 | 316 | 91.33% |
| South Madison URA | 751 | 273 | 253 | 92.67% |
| East Madison URA | 844 | 416 | 387 | 93.03% |

* From 2010 US Census Redistricting Data - only includes City of Madison population

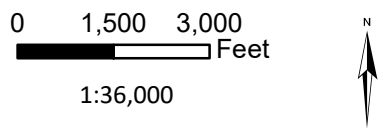
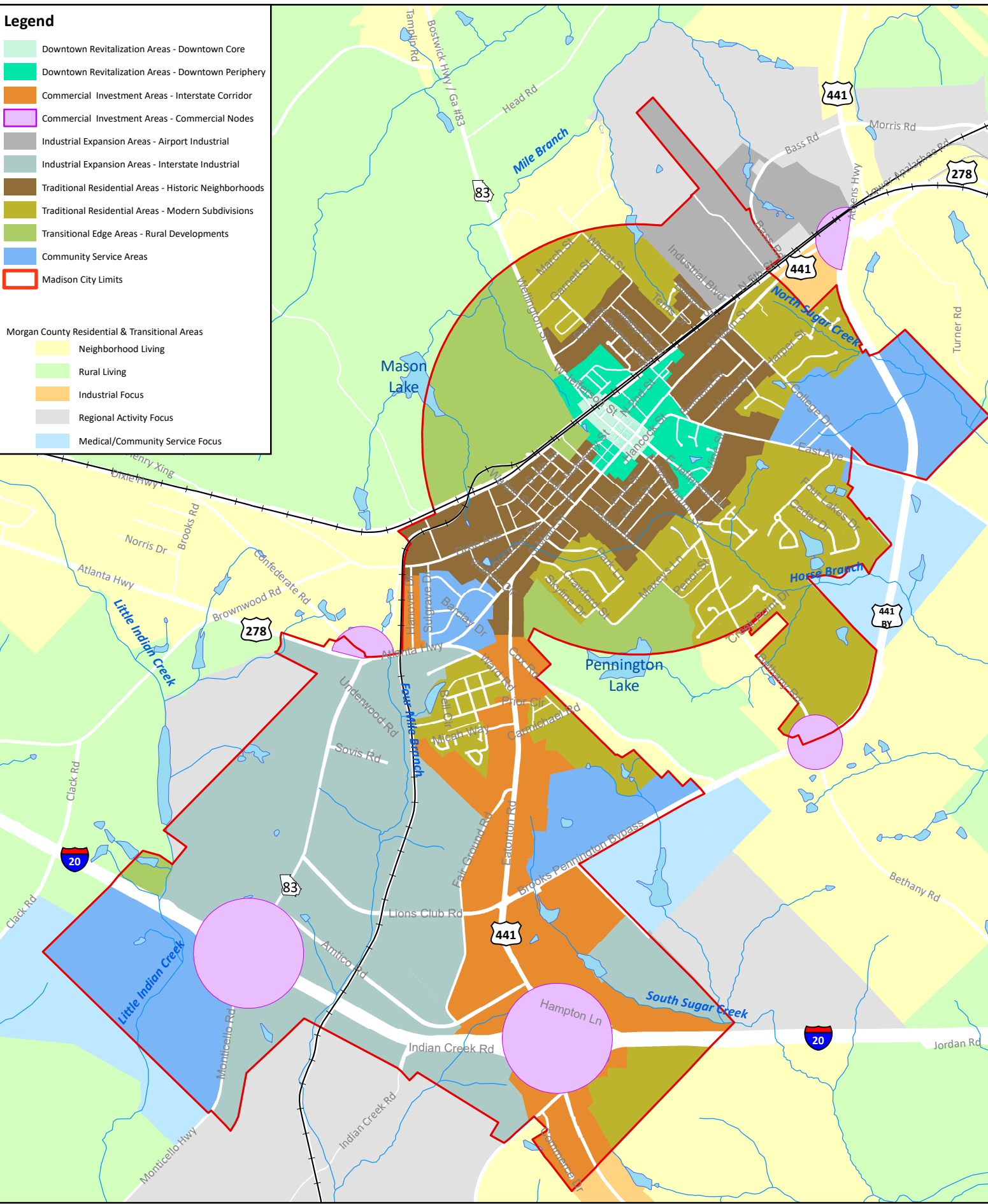


**LAND USE
Planning & Development
Redevelopment Areas**

Legend

- Downtown Revitalization Areas - Downtown Core
- Downtown Revitalization Areas - Downtown Periphery
- Commercial Investment Areas - Interstate Corridor
- Commercial Investment Areas - Commercial Nodes
- Industrial Expansion Areas - Airport Industrial
- Industrial Expansion Areas - Interstate Industrial
- Traditional Residential Areas - Historic Neighborhoods
- Traditional Residential Areas - Modern Subdivisions
- Transitional Edge Areas - Rural Developments
- Community Service Areas
- Madison City Limits

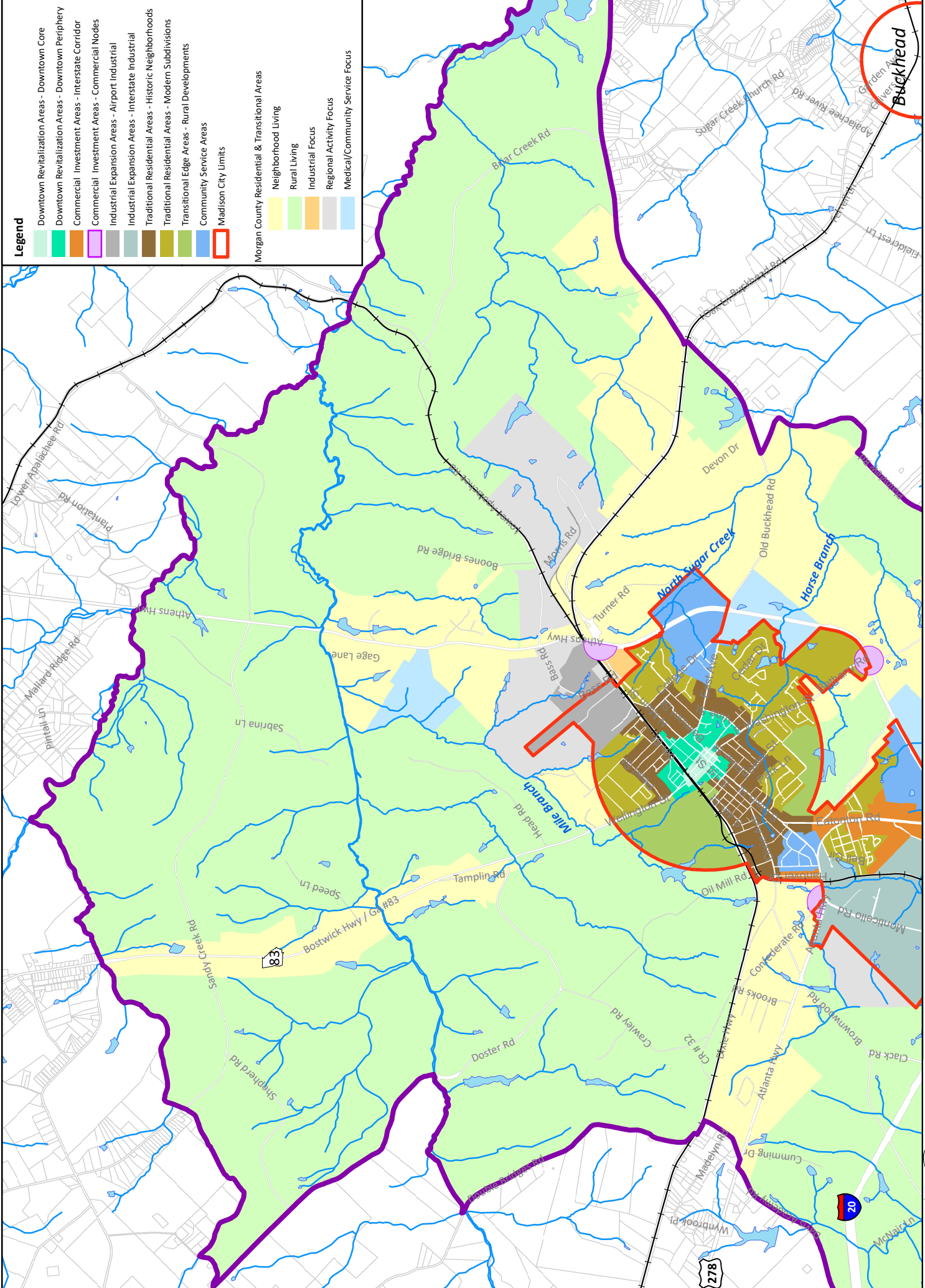
- Morgan County Residential & Transitional Areas
- Neighborhood Living
 - Rural Living
 - Industrial Focus
 - Regional Activity Focus
 - Medical/Community Service Focus



LAND USE
Planning & Development
Character Areas - Madison

Planning & Development Character Areas - Section A

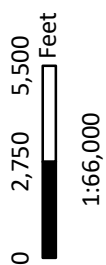
LAND USE



Legend

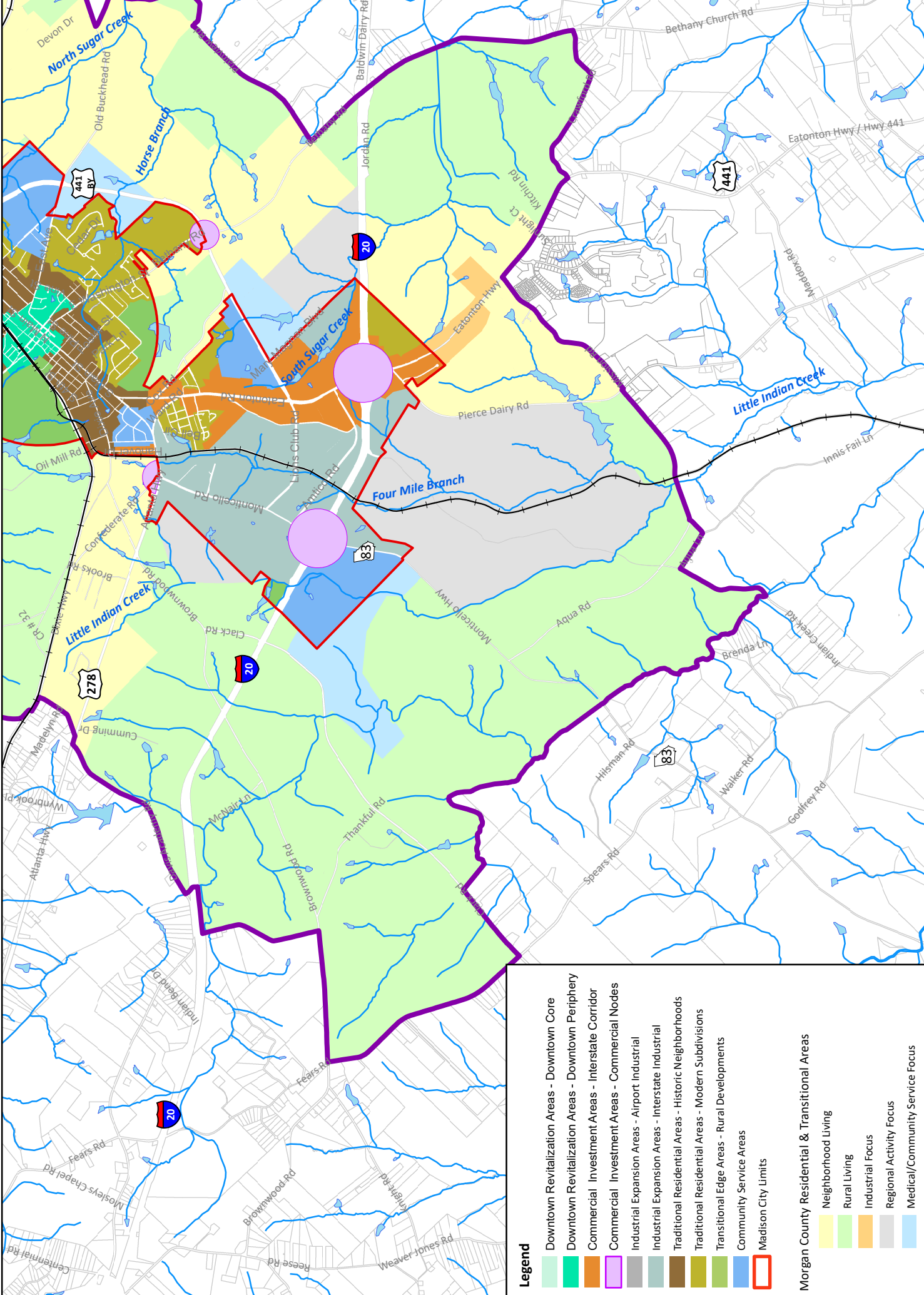
- Downtown Revitalization Areas - Downtown Core
- Downtown Revitalization Areas - Downtown Periphery
- Commercial Investment Areas - Interstate Corridor
- Commercial Investment Areas - Commercial Nodes
- Industrial Expansion Areas - Airport Industrial
- Industrial Expansion Areas - Interstate Industrial
- Traditional Residential Areas - Historic Neighborhoods
- Traditional Residential Areas - Modern Subdivisions
- Transitional Edge Areas - Rural Developments
- Community Service Areas
- Madison City Limits

- Morgan County Residential & Transitional Areas
- Neighborhood Living
- Rural Living
- Industrial Focus
- Regional Activity Focus
- Medical/Community Service Focus



Planning & Development Character Areas - Section B

LAND USE



Legend

- Downtown Core
- Downtown Revitalization Areas - Downtown Core
- Commercial Investment Areas - Interstate Corridor
- Commercial Investment Areas - Commercial Nodes
- Industrial Expansion Areas - Airport Industrial
- Industrial Expansion Areas - Interstate Industrial
- Traditional Residential Areas - Historic Neighborhoods
- Traditional Residential Areas - Modern Subdivisions
- Transitional Edge Areas - Rural Developments
- Community Service Areas
- Madison City Limits

Morgan County Residential & Transitional Areas

- Neighborhood Living
- Rural Living
- Industrial Focus
- Regional Activity Focus
- Medical/Community Service Focus



The **Northeast Georgia Plan 2035** (April 19, 2012, as amended) provides a planning and coordination tool for the Northeast Georgia region, encompassing approximately 3,260 square miles, 54 municipalities, and 12 counties (Barrow, Clarke, Elbert, Greene, Jackson, Jasper, Madison, Morgan, Newton, Oconee, Oglethorpe, Walton).

Madison is part of the **Northeast Georgia** region, where counties are largely rural in nature and both counties and cities are experiencing increasing exurban development pressures from the Atlanta metropolitan region to the immediate west. The most direct regional influences are to the north (Athens, University of Georgia, town/gown culture) and to the east (Lake Oconee, Ritz Carlton, luxury resort/retiree culture). [NOTE: Morgan County also abuts Putnam County, Middle Georgia Region.]

Since 1963, the **Northeast Georgia Regional Commission** (NEGARC, located in Athens) has served as a resource for planning, economic development, grant writing, workforce training, and aging services. As part of its planning services, the NEGARC assists communities within its jurisdiction and also produces the region's plan which includes the Regional Assessment, Stakeholder Involvement Program, and Regional Agenda. According to the Georgia Department of Community Affairs (DCA), "The Regional Vision is intended to paint a picture of what the region desires to become, providing a complete description of the development patterns to be encouraged." The Guiding Principles for the *NEGA Northeast Georgia Plan 2035* (p26) outline implementation objectives in order to meet the region's shared vision.

To that end, the *Northeast Georgia Plan 2035* (p27) sets forth Performance Standards to be used by local government to ensure implementation of the Regional Agenda across Northeast Georgia. DCA expects all community to meet the **Minimum Standards** within three (3) years of adoption of the Regional Agenda. Since these standards are seen as essential to implementing the Agenda, the NEGARC and DCA will assist governments in achieving them. **Excellence Standards** are deemed desirable for implementation of the plan and typically refer to best practices in planning and development.

Communities must meet all Minimum Standards. At least two (2) of the Excellence Standards from each category must be met to qualify for the state's "Regional Steward Incentives Package" through DCA.

The review that follows was completed by the Madison Planning & Development Department and reviewed by the City of Madison Mayor & Council as part of the decennial plan development process.

| Minimum Standards | | | |
|---|----------|----------|---|
| Minimum Standard | Yes | No | Comments |
| 1. Comprehensive Plan. Update the local Comprehensive Plan, including the Future Development Map and/or Future Land Use Map, at regular intervals as required by the State of Georgia. | X | | This review is an appendix to the Madison Comprehensive Plan (2017), as submitted on 1 Oct 2018. Upon plan adoption, the City of Madison will be in compliance with the minimum planning standards. |
| 2. Future Land Use Guidance. Utilize the Future Development Map and/or Future Land Use Map to steer new development to appropriate areas of the community. | X | | The Future Land Use/Development Map, having utilized Character Area Principles, will be used by the Madison Planning & Development Department, the Madison Planning & Zoning Commission, and the Mayor and Council to guide future land use decisions. |
| 3. Service Delivery Strategy. Update the Service Delivery Strategy (SDS) and Capital Improvements Element (CIE), where applicable as required by the State of Georgia. | X | | The SDS between Morgan County and its communities is in progress, proceeding currently under an extension approved by DCA. Completion is anticipated within that period of time and given that it covers utilities, a plan update addressing utilities and land use will likely be necessary. |
| 4. Development of Regional Impact. Submit potential Developments of Regional Impact (DRIs) to the Regional Commission per the Development Thresholds established the department of Community Affairs. | X | | Bryce Jaeck, GIS Planner for Madison Planning & Development Department, actively submits potential DRIs for review by regional partners; this has become easier now that Madison is now the Issuing Authority for its jurisdiction. |
| 5. Environmental Planning Criteria. Comply with the Georgia Department of Natural Resources' Part V Environmental Planning Criteria by adopting appropriate ordinances for Groundwater Recharge Areas, Wetlands Protection, and River Corridor Protection, where applicable. | X | | The Flood Damage Prevention Ordinance was updated in 2017. The Soil Erosion & Sedimentation Control Ordinance was updated in 2018. [SUGGESTION: It would be helpful if notices for future requisite updates were sent to planning@madisonga.com in addition to notices to the Mayor and/or City Manager.] |
| 6. Pre-Disaster Mitigation Plan. Updated the local pre-disaster mitigation plan per the standards established by the Federal Emergency Management Agency (FEMA). | X | | The Pre-Disaster Hazard Mitigation Plan was updated in 2016. |
| 7. Tax Assessor Data. Share updated Tax Assessor's data tables and land parcels with the Northeast Georgia Regional Commission annually, where applicable. | X | | Tax Assessor data tables and land parcels for Morgan County are managed by their GIS Officer, but the position has a good bit of turnover. Madison's GIS Planner maintains our databases and planning maps and procures Morgan County information as possible. |
| 2017 PERFORMANCE REVIEW | 7 | 0 | 7 of 7 MINIMUM STANDARDS MET |

| Excellence Standards | | | |
|--|----------|----------|--|
| DEVELOPMENT PATTERNS | | | |
| Excellence Standard | Yes | No | Comments |
| 1. Develop and adopt a zoning ordinance that is revised and updated regularly to reflect the community vision. | X | | Madison established zoning c1969 with usually two to four sectional updates over a 4-5 yr period. However, since a use-specific land use table was implemented in 2000, text amendments for land use adjustments have become more frequent but offers more control. |
| 2. Develop, adopt, and implement policies and regulations to preserve agricultural land activities. | | X | |
| 3. Incentivize redevelopment and the enhancement of existing of commercial and industrial areas through mechanisms such as TDRs, Opportunity Zones, Enterprise Zones, etc. | X | | Madison has been proactive in this respect. The Downtown Development Authority pursued and received Opportunity Zone designation and the Greenspace Conservation Commission with assistance from the Madison-Morgan Conservancy was successful in seeking City creation of a Transfer of Development Rights program (1 of 4 in Georgia). |
| 4. Develop, adopt, and implement policies and regulations to encourage connectivity within the community. | | X | Madison has the 2017 Major Thoroughfare Plan to provide guidance for transportation and connectivity, but implementation progress has been nominal. |
| 5. Maintain a geographic information system (GIS) that utilizes in-house staff or a third party, such as the Regional Commission. | X | | MadGIS has operated for more than 10 years in house providing moderate GIS functionality commensurate with budgeting and staff capabilities but exceeding those of similar-sized cities and non-urban counties. For 2018, Madison is utilizing a third-party vendor to upgrade field and GIS documentation for all utilities. |
| 6. Develop GIS data for address points and/or building footprints. | | X | An address point file has been created. In 2013, a building foot print shapefile was created by the Morgan County. MadGIS will update these to match new construction as updated aerial imagery becomes available to assist in the update. |
| 2017 PERFORMANCE REVIEW | 3 | 3 | 3 of 6 EXCELLENCE STANDARDS MET |
| RESOURCE CONSERVATION | | | |
| Excellence Standard | Yes | No | Comments |
| 1. Maintain current electronic inventories of environmental and historic resources in the community. | X | | HPC periodically updates the full HRS and MadGIS maintains a list of all sensitive resources for the Madison Greenprint (2008), receiving augmentation in 2017 with mapping of all hydrological resources. |
| 2. Adopt a tree ordinance. | X | | Madison has both a minimum tree canopy and a preventive tree clearance ordinance (c1990). In 2018, an updated tree ordinance is being proposed to make the ordinance more consumable for the general public and to extend it to residential developed properties. |
| 3. Adopt a water conservation policy. | | X | Madison intends to pursue Water First status for 2019. |
| 4. Monitor impaired streams and rivers to determine pollution sources and implement mitigation strategies. | | X | Madison adopted a Final Watershed Protection Plan in 2010 and updates are in progress. |
| 5. Designate a local historic district and establish an active historic preservation commission through the adoption of an historic overlay ordinance. | X | | Madison established a commission (1987), designated a local district (1989), and depicted the preservation overlay district boundary on the zoning map. |
| 6. Actively seek state and/or federal historic designations nominations for districts and/or properties. | | X | Madison is in the processing of surveying and updating/writing nominations for eligible mid-century resources and mid-century subdivisions. |
| 2017 PERFORMANCE REVIEW | 3 | 3 | 3 of 6 EXCELLENCE STANDARDS MET |

| COMMUNITY FACILITIES & INFRASTRUCTURE | | | |
|---|----------|----------|---|
| Excellence Standard | Yes | No | Comments |
| 1. Develop and adopt a Capital Improvements Element (CIE) according to state law. | | X | A CIE is no longer prepared following the repeal of the Impact Fee Ordinance; a STWP Annual Review and departmental distribution in tandem with annual budgeting serves as an interim CIE-like tool. |
| 2. Develop and adopt and impact fee ordinance according to state law. | | X | Mayor and Council stated a preference to raise taxes across the full tax base to accommodate infrastructure and service demands for new growth. |
| 3. Partner with local boards of education to identify new school locations in areas connected by appropriate infrastructure. | | X | BOE is consolidating and augmenting the 1908 A&M School campus to pull all educational facilities to one site and service area, even receiving a bypass curbcut. |
| 4. Develop, adopt, and implement local bicycle and/or pedestrian plans. | X | | Madison paid 50% for NEGARC to produce the <i>Connecting Morgan County: A Bicycle and Pedestrian Plan (2015)</i> . Elements of the plan have been given consideration in the city's comprehensive plan, have been utilized as part of multi-modal trail planning efforts, and will be appended to the Thoroughfare Plan (2007) during pending updates. |
| 5. Develop, adopt, and implement plans to protect and create public greenspaces such as parks, greenways, and other recreational facilities. | X | | Madison has been very proactive regarding openspace, greenspace, and passive recreation planning since the guidance provided by the <i>Madison Greenprint (2008)</i> . Prior and current SPLOST include greenspace acquisition/improvement allotments. City/DDA/GCC have co-piloted a TDR program protecting 25 acres of sensitive resources; and City/DDA have acquired the 4th quadrant neighborhood park, a fee simple lot and lot donated for two playground, and jointly acquired with neighborhood support a sensitive riparian area. |
| 6. Become an official partner with the Georgia Safe Routes to School Resource Center. | | X | |
| 7. Develop and adopt a local Transit Development Plan. | | X | Morgan County currently provides public transit. |
| 8. Participate in regional transit initiatives. | | X | |
| 2017 PERFORMANCE REVIEW | 2 | 6 | 2 of 8 EXCELLENCE STANDARDS MET |
| SOCIAL & ECONOMIC DEVELOPMENT | | | |
| Excellence Standard | Yes | No | Comments |
| 1. Maintain a current and navigable community website. | X | | Yes, with content management software via Civic Plus. In 2017-2018, there is a rebranding and more customer service friendly software upgrades, so a "new website" is currently under production with soft splash for 2019. |
| 2. Participate actively in regional tourism planning and promotion efforts. | X | | Madison participates in both the Historic Heartland Association and Lake Country marketing alliances. |
| 3. Maintain a working relationship with the local Chamber of Commerce to encourage economic development activities that support the community's vision. | X | | Of the \$170,000 Chamber of Commerce budget, roughly 51% comes from membership with Morgan County providing about 25% and Madison/Morgan County citizens providing an additional 25% - approximately \$41,000 per annum. |
| 4. Develop and adopt an Urban Redevelopment Plan, where applicable. | X | | DDA of Madison received URA powers in 2009 and began implementation of the URP in 2011. Progress is visually apparent with several catalyst projects and grants funded (CDBG, USDA, RDF) to improve the area. |
| 5. Seek and/or maintain the Opportunity Zone designation for an applicable portion of the community from the Georgia Department of Community Affairs. | X | | DDA of Madison does maintain the Opportunity Zones and reports as required by Jan 31 of each year. |

APPENDIX B-2 COMMUNITY ASSESSMENT

Regional Performance Standards: 2017 Review

| | | | |
|---|----------|----------|--|
| 6. Seek and/or maintain the Certified Work Ready Community designation from the State Workforce Investment Board. | | X | N/A Program. The Chamber and BOE work with the NEGA Work Force Development Board to assist job placement. In 2018, we have realigned with Athens Technical College for training/workforce development. |
| 7. Seek and/or maintain the Entrepreneur-Friendly Community designation from the Georgia Department of Economic Development. | X | | Morgan County sought status, and is still designated, as Entrepreneur-Friendly. |
| 8. Develop and implement plans, policies, and regulations to address blighted areas within the community. | X | | The City has adopted an URP, an annual building condition survey, a prioritized code enforcement list, received grants to assist homeowner of deteriorated but viable housing units, and DDA has purchased and cleared a dilapidated, abandoned per year. |
| 9. Actively seek to achieve a diverse supply of rental and ownership options to accommodate households of all income levels with the community. | X | | Madison has studied a range of housing issues (vacant lots and undeveloped land, valuations, neighborhood destabilization, market demand, rising construction, costs, homelessness, and objections to modest infill. Variable housing options are being explored for current /future Urban Redevelopment Areas to avoid further classism and racism conflicts in more affluent areas. VERSION 2: Variable housing options are being explored for current /future Urban Redevelopment Areas to avoid further classism conflicts. VERSION 3: Variable housing options are being explored for current /future Urban Redevelopment Areas to avoid possible biases based on class or race in more affluent areas. VERSION 4: Variable housing options are being explored for current /future Urban Redevelopment Areas to accommodate more economically inclusive and socially diverse neighborhoods. |
| 10. Seek assistance from the Georgia Initiative for Community Housing (GICH) to address specific housing needs. | X | | Madison is a GICH alumnus community (2017 graduate). Specific housing needs being addressed are affordable, workforce, congregate, and senior. |
| 11. Participate in the Certified Literate Community Program of the Technical College System of Georgia. | | X | |
| 12. Develop and implement an Existing Industry Program (EIP) or a Business Retention and Expansion Program (BREP). | | X | As informal BREP activity, Development Authority of Morgan County assisted expansion of two industries issuing \$65 M in revenue bonds. |
| 2017 PERFORMANCE REVIEW | 9 | 3 | 9 of 12 MINIMUM STANDARDS MET |
| GOVERNMENT RELATIONS | | | |
| Excellence Standard | Yes | No | Comments |
| 1. Establish formal agreements with neighboring communities for sharing utilities, transportation, recreation, solid waste management, and other services, resources, and facilities. | | X | |
| 2. Provide input and feedback during neighboring communities comprehensive plan process and the DRI review process when applicable. | X | | Bryce Jaeck, GIS Planner for Madison Planning & Development Department, provides extensive and substantive commentary on regional partner DRIs via the appropriate process, when affecting Madison. |
| 3. Participate regularly in the Northeast Georgia Bicycle and Pedestrian Task Force. | | X | |
| 4. Communicate with school boards for locating new schools, creating partnerships for recreation and education, and/or establishing Safe Routes to School programs. | X | | The City's Urban Renewal Agency (DDA) agreed (2018) to conduct feasibility studies and contemplate Middle School redevelopment (in URA and soon obsolete with BOE educational campus consolidation). Recreation and education options will be given consideration. |

APPENDIX B-2 COMMUNITY ASSESSMENT

Regional Performance Standards: 2017 Review

| | | | |
|---|-----------|----------|--|
| 5. Participate in the development of the Comprehensive Economic Development Strategy (CEDS) for the Northeast Georgia region. | | X | |
| 6. Participate actively on the Northeast Georgia Regional Solid Waste Management Authority. | | X | |
| 7. Participate actively in multi-county economic developments (e.g. Joint Development Authorities, Work Ready Regions, etc.) | X | | Madison is fully supportive and proud of the multi-county JDA for Stanton Springs, and is one of the cooperative utility providers for the development park. |
| 2017 PERFORMANCE REVIEW | 3 | 7 | 3 of 7 MINIMUM STANDARDS MET |
| | | | |
| 2017 PERFORMANCE REVIEW | 39 | 0 | EXCELLENCE STANDARDS MET |

In 1999, the Board of the Department of Community Affairs adopted the Quality Community Objectives (QCOs) as a statement of the development patterns and options that will help Georgia preserve her unique cultural, natural and historic resources while looking to the future and developing to her fullest potential. The Office of Planning and Quality Growth has created the Quality Community Objectives Assessment to assist local governments in evaluating their progress toward sustainable livable communities.

This assessment is meant to give the community an idea of how it is progressing toward reaching these objectives set by the Department, but no community will be judged on progress. The assessment is a tool for use at the beginning of the comprehensive planning process, much like a demographic analysis or a land use map, showing a community “you are here.” Each of the fifteen QCOs has a set of yes/no questions, with additional space available for assessors’ comments. The questions focus on local ordinances, policies and organizational strategies intended to create and expand quality growth principles.

A majority of “yes” answers for an objective may indicate that the community has in place many of the governmental options for managing development patterns. “No’s” may illuminate the need to focus planning and implementation efforts for those governments seeking to achieve these Quality Community Objectives.

This initial assessment is meant to provide an overall view of the community’s policies, not an in-depth analysis. There are no right or wrong answers to this assessment. Its merit lies in completion of the document and the ensuing discussions regarding future development patterns as governments undergo the comprehensive planning process.

Should a community decide to pursue a particular objective, it may consider a “yes” to each statement a benchmark toward achievement. Please be aware, however, that this assessment is an initial step. Local governments striving for excellence in quality growth may consider additional measures to meet local goals.

This assessment was completed by Madison Planning & Development Department and reviewed by the City of Madison Mayor & Council as part of the decennial plan development process.

| Development Patterns | | | |
|--|-----|----|---|
| Traditional Neighborhoods | | | |
| <i>Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.</i> | | | |
| Statement | Yes | No | Comments |
| 1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district. | X | | |
| 2. Our community has ordinances in place that allow neo-traditional development “by right” so that developers do not have to go through a long variance process. | | X | No, not by right. Pre-approval of aesthetics is requisite to complete a zoning application and an additional public hearing has been appended; such districts now have more public hearings than a standard rezone. Planned development districts have been removed as an option from historic residential areas. |
| 3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate. | X | | The CDC reviews new development and insures the planting of canopy street trees, as well as on-site shade coverage for all parking lots. Plan compliance and maintenance issues are becoming an increasing issue. |
| 4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in the summer. | X | | Madison has been a Tree City USA for 25+ years. |
| 5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe. | X | | As a GICH Community, Madison’s new HOC has coordinated multiple neighborhood cleanups with private partners and hosts a bi-annual Public Safety Day with help from fire, police, and ems. |
| 6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose. | X | | The Street Department provides additional sidewalk cleaning and public trashcans in high pedestrian areas, parks, and city properties. Sidewalk extensions and ADA improvements have been prioritized. |
| 7. In some areas several errands can be made on foot, if so desired. | X | | |
| 8. Some of our children can and do walk to school safely. | X | | |
| 9. Some of our children can and do bike to school safely. | X | | |
| 10. Schools are located in or near neighborhoods in our community. | X | | All Morgan County School System schools are currently located inside of the city limits near large residential developments. BOE built a Career Academy. BOE also secured a new public entrance from the bypass and will consolidate the educational campus by 2019. |
| Infill Development | | | |
| <i>Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.</i> | | | |
| Statement | Yes | No | Comments |
| 1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/ or infill development. | X | | Planning & Development maintains a list to assist Main Street with backfill of downtown occupancies and to assist the Chamber of Commerce with economic development for the city. Generally, an occupancy inventory is completed each January (in time for the Opportunity Zone Report). |
| 2. Our community is actively working to promote brownfield redevelopment. | X | | The DDA has recently completed abatement and mitigation in the W. Washington Gateway, a 40-acre area once with brownfields and greyfields. |

| | | | |
|--|-----|----|--|
| 3. Our community is actively working to promote greyfield redevelopment. | X | | |
| 4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road). | X | | Two areas of older linear development are planned for nodal redevelopment with potential transportation improvements. W. Washington is in progress. |
| 5. Our community allows small lot development (5,000 square feet or less) for some uses. | X | | |
| Sense of Place | | | |
| <i>Traditional downtown areas should be maintained as the focal point of the community, or for newer areas where this is not possible, the development activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing and entertainment.</i> | | | |
| Statement | Yes | No | Comment |
| 1. If someone dropped from the sky into our community, he or she would know immediately where he or she was, based on our distinct characteristics. | X | | |
| 2. We have delineated the areas of our community that are important to our history and heritage, and have taken steps to protect those areas. | X | | Madison has been a Certified Local Government for 25+ years. HPC ensures protection through local designation, sensitive change through design review, and maintenance through periodic evaluation. |
| 3. We have ordinances to regulate the aesthetics of development in our highly visible areas. | X | | |
| 4. We have ordinances to regulate the size and type of signage in our community. | X | | |
| 5. We offer a development guidebook that illustrates the type of new development we want in our community. | X | | Madison has developed standards for review and illustrated guidelines for modifications to existing properties, infill construction, and new development. New guidelines are also included in the comp plan characteristics that will assist with non-overlay areas. |
| 6. If applicable, our community has a plan to protect designated farmland. | n/a | | |
| Transportation Alternatives | | | |
| <i>Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.</i> | | | |
| Statement | Yes | No | Comments |
| 1. We have public transportation in our community. | X | | County served by 5311 Program through NEGRDC. |
| 2. We require that new development connect with existing development through a street network, not a single entry/ exit. | | X | Both residential and commercial development are increasingly insular. Policy, political will, and public opinion place less priority on community connectivity, and more upon the individual or developer preference. |
| 3. We have a good network of sidewalks to allow people to walk to a variety of destinations. | X | | |
| 4. We have a sidewalk ordinance in our community that requires all new developments to provide user-friendly sidewalks. | X | | Madison also requires all general commercial development to construct an on-site extension to connect to the public infrastructure. |
| 5. We require that newly built sidewalks connect to existing sidewalks wherever possible. | X | | |
| 6. We have a plan for bicycle routes through our community. | X | | Madison participated in the development of the countywide Bike/Ped and the City trails plan also incorporates a multi-modal path to the school. |
| 7. We allow commercial and retail development to share parking areas wherever possible. | X | | |

| Regional Identity | | | |
|--|-----|----|---|
| <i>Each region should promote and preserve a regional “identity,” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.</i> | | | |
| Statement | Yes | No | Comments |
| 1. Our community is characteristic of the region in terms of architectural styles and heritage. | X | | The Madison Historic District is now a recognized Regionally Important Resource (RIR). |
| 2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products. | X | | |
| 3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal, etc). | X | | Madison Main Street encourages downtown authenticity, local products, and mom-and-pop establishments as to complement heritage tourism. |
| 4. Our community participates in the Georgia Department of Economic Development’s regional tourism partnership. | X | | |
| 5. Our community promotes tourism opportunities based on the unique characteristics of our region. | X | | |
| 6. Our community contributes to the region and draws from the region, as a source of local culture, commerce, entertainment and education. | X | | A new A&E Overlay District, allowing a broader range of hospitality and service choices, has been added over the downtown core. |

| RESOURCE PROTECTION | | | |
|--|-----|----|--|
| Heritage Preservation | | | |
| <i>The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.</i> | | | |
| Statement | Yes | No | Comments |
| 1. We have designated historic districts in our community. | X | | Mid-century modern resources are under evaluation. |
| 2. We have an active historic preservation commission. | X | | The HPC has been active since establishment in 1987. The Historic Preservation Ordinance (1988, amended) was updated to revise the design review section (2017). |
| 3. We want new development to complement our historic development, and we have ordinances in place to ensure this. | X | | Since 2009, approximately 10 SF residences, 11 lofts, 44 apartments, and 26,400 SF of commercial space were approved for rehabilitation or appropriate infill. |
| Open Space Preservation | | | |
| <i>New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/ wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.</i> | | | |
| Statement | Yes | No | Comments |
| 1. Our community has a greenspace plan. | X | | The GSC sponsored the city’s <i>Green Print (2008)</i> . New hydrology mapping occurred as part of comp plan. |
| 2. Our community is actively preserving greenspace, either through direct purchase or by encouraging set-asides in new development. | X | | Madison has accepted multiple land and conservation easement donations since prior evaluation, recently roughly a 40-acre fee simple greenspace tract and including a multi-modal trail connecting our largest residential areas with the school system. |

| 3. We have a local land conservation program, or we work with state or national land conservation programs, to preserve environmentally important areas in our community. | X | | There is an active private land conservation partner – the Madison-Morgan Conservancy, advising and supporting land conservation efforts. GSC is working with a local land trust to develop a model transferable conservation easement bundling program for smaller parcels to alleviate some of the costs associated with placing conservation easements on private property. |
|---|-----|----|--|
| 4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity. | X | | |
| Environmental Protection | | | |
| <i>Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.</i> | | | |
| Statement | Yes | No | Comments |
| 1. Our community has a comprehensive natural resource inventory. | X | | |
| 2. We use this resource inventory to steer development away from environmentally sensitive areas. | X | | |
| 3. We have identified our defining natural resources and taken steps to protect them. | X | | |
| 4. Our community has passed the necessary “Part V” environmental ordinances and we enforce them. | X | | |
| 5. Our community has a tree preservation ordinance which is actively enforced. | X | | The GSC has proposed revisions to strengthen the tree ordinance. |
| 6. Our community has a tree-replanting ordinance for new development. | X | | |
| 7. We are using stormwater best management practices for all new development. | X | | The DDA is using Georgia’s Clean Water funds to construction this first quasi-public joint stormwater facility to serve a 40-acre redevelopment area. |
| 8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc). | X | | |

SOCIAL & ECONOMIC DEVELOPMENT

Growth Preparedness

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

| Statement | Yes | No | Comments |
|--|-----|----|----------|
| 1. We have population projections for the next 20 years that we refer to when making infrastructure decisions. | | X | |
| 2. Our local governments, the local school board, and other decision-making entities use the same population projections. | X | | |
| 3. Our elected officials understand the land-development process in our community. | X | | |
| 4. We have reviewed our development regulations and/or zoning code recently, and believe that our ordinances will help us achieve our QCO goals. | X | | |

APPENDIX B-3 COMMUNITY ASSESSMENT

Quality Community Objectives: 2017 Assessment

| | | | |
|--|-----|----|---|
| 5. We have a Capital Improvements Program that supports current and future growth. | | X | A CIE is no longer prepared following repeal of the Impact Fee Ordinance. The STWP Annual Review and distribution to departments in tandem with annual budgeting serves as an interim tool. |
| 6. We have designated areas of our community where we would like to see growth, and these areas are based on a natural resources inventory of our community. | X | | |
| 7. We have clearly understandable guidelines for new development. | X | | |
| 8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community. | X | | |
| 9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development. | X | | Madison has a monthly newsletter distributed to 4000 utility households as well as staff-maintained website. A website package with more public-friendly shortcuts is underway at present. |
| 10. We have a public-awareness element in our comprehensive planning process. | X | | |
| Appropriate Businesses | | | |
| The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities. | | | |
| Statement | Yes | No | Comments |
| 1. Our economic development organization has considered our community's strengths, assets and weaknesses, and has created a business development strategy based on them. | X | | |
| 2. Our economic development organization has considered the types of businesses already in our community, and has a plan to recruit businesses and/or industries that will be compatible. | X | | Main Street has a committee developing a Downtown recruitment package. |
| 3. We recruit firms that provide or create sustainable products. | | X | |
| 4. We have a diverse jobs base, so that one employer leaving would not cripple our economy. | X | | Madison citizens have recognized this characteristic, articulated a desire to continue to recruit diverse and clean small-scale companies, and expressed such through the comprehensive planning process. However, the last industrial expansion did not mirror the requested size and intends to employ 4 times the workforce. |
| Employment Options | | | |
| A range of job types should be provided in each community to meet the diverse needs of the local workforce. | | | |
| Statement | Yes | No | Comments |
| 1. Our economic development program has an entrepreneur support program. | X | | |
| 2. Our community has jobs for skilled labor. | X | | |
| 3. Our community has jobs for unskilled labor. | X | | |
| 4. Our community has professional and managerial jobs. | X | | |
| Housing Choices | | | |
| A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market demands. | | | |
| Statement | Yes | No | Comments |
| 1. Our community allows accessory units like garage apartments or mother-in-law units. | X | | |

APPENDIX B-3 COMMUNITY ASSESSMENT

Quality Community Objectives: 2017 Assessment

| | | | |
|---|-----|----|---|
| 2. People who work in our community can afford to live in our community. | | X | Workforce housing is greatly needed for those recently hired in our expanding industrial sectors. |
| 3. Our community has enough housing for each income level (low, moderate and above-average). | | X | Although a need for more low and moderate housing has been articulated, single-family options have not been abundant, high quality, nor sustainable. HOC has set a goal to retain every viable affordable housing unit and is working to identify additional housing choices and requisite policy changes. |
| 4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and maintaining small setbacks. | X | | |
| 5. We have options available for loft living, downtown living, or “neo-traditional” development. | X | | |
| 6. We have vacant and developable land available for multi-family housing. | | X | One such site was recently redeveloped but there are not any remaining already properly zoned parcels. |
| 7. We allow multi-family housing to be developed in our community. | X | | |
| 8. We support community development corporations that build housing for lower income households. | X | | Silver Lakes, a 44-unit, low- to mod-income, senior apartment complex was just completed adjacent to our Downtown through the partnership of the Madison DDA and Parallel Housing using LIHTC. |
| 9. We have housing programs that focus on households with special needs. | | X | |
| 10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas. | | X | No, there has been recent controversy regarding infill of small houses behind larger homes, even in areas where that is the traditional development pattern. However, that is likely due anything being development and/or to the scale of the overall project. Two or three tenant houses behind a large house may or may not have solicited the same concern/ |
| Education Opportunities | | | |
| <i>Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.</i> | | | |
| Statement | Yes | No | Comments |
| 1. Our community provides workforce training options for its citizens. | X | | The BOE’s Career Academy offers alternative educational opportunities for residents. |
| 2. Our workforce training programs provide citizens with skills for jobs that are available in our community. | X | | |
| 3. Our community has higher education opportunities, or is close to a community that does. | X | | The Georgia Military College opened and has already expanded a facility in Downtown Madison. |
| 4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose. | X | | The joint development park, Stanton Springs, is advancing those opportunities for our County and community. |

| GOVERNMENTAL RELATIONS | | | |
|---|-----|----|---|
| Regional Solutions <i>Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.</i> | | | |
| Statement | Yes | No | Comments |
| 1. We participate in regional economic development organizations. | X | | |
| 2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues. | X | | |
| 3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc. | X | | |
| 4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders. | X | | |
| Regional Cooperation <i>Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.</i> | | | |
| Statement | Yes | No | Comments |
| 1. We plan jointly with our cities and county for comprehensive planning purposes. | | X | Since the last planning period, the County is longer provides limited planning and zoning, environmental enforcement, plan review, or building inspection services for Madison. However as County residents, City representatives participated the County's Comprehensive Plan public engagement process and encouraged Madison residents to do so as well. |
| 2. We are satisfied with our Service Delivery Strategy. | X | | The City and County are presently negotiating new terms. |
| 3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems or to craft region-wide strategies. | X | | |
| 4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of general concern. | X | | |

2012-2017 Short Term Work Program (STWP) & Annual Work Program Updates

| Project Number | Description | Comments by Leader/Division, Implementation Strategy | NOTES |
|----------------|--|--|-------|
| | | Bob Hughes, Economic Development | |
| ED 01 | Initiate S.W.O.T. Analysis of Madison and Morgan County as it relates to industrial recruitment and tourism development. | COMPLETED. | |
| ED 02 | Research the potential for City/ County re-designation of I1, I2, and/or C5 properties as it relates to industrial recruitment incentives and taxation. | COMPLETED. | |
| ED 03 | Examine the potential for public-private partnership, utility relocation, and other site-related activities for a speculative building on the county property for industrial purposes. | COMPLETED. | |
| ED 04 | Update Community Assessment for economic development. | POSTPONED. Postponed until supplemental funding can be procured. | |
| ED 05 | Assess the potential to develop a viable rail site for Madison and Morgan County industrial development. | COMPLETED: 2016 Only site identified is in County. | |
| ED 27 | Explore value added tax abatement for speculative buildings and/or infrastructure improvements via state legislation. | COMPLETED. | |
| ED 28 | Create brochure for new businesses, guiding them through due diligence for opening/expanding. | POSTPONED. Postponed until supplemental funding can be procured. | |
| ED 29 | Establish and provide mentoring assistance for new businesses. | COMPLETED. Note - After program establishment, ongoing items are not listed in the STWP. | |

2012-2017 Report of Accomplishments
 City of Madison, Georgia

| Ellen Ianelli, Convention & Visitors Bureau | |
|---|---|
| ED 06 | Develop more extensive technology platform to further extend reach and impact to potential visitors through new mediums. |
| ED 07 | Explore hosting a Marketing Seminar such as (Maximum Contact/SBDC) for the inclusion of Chamber Community Members to assist us in maximizing our marketing efforts. |
| ED 08 | Explore cooperative upgrade of Architectural Walking Tour, specifically print and mobile application development. |
| ED 09 | Research the feasibility of marketing tourism products - such as brochures, guides and other such products - in the Welcome Center. |
| ED 30 | Hold social workshop for Chamber for Commerce members in conjunction with GEDCe. |
| ED 31 | Work with City/County Officials to establish improved filming parameters policy. |
| ED 32 | Develop tourism literature to promote the regional (7-county) bicycle trail being developed by the Antebellum Trail Association. |
| ED 33 | Create a Visitor Guide Mobile App and create a Visitor Guide Book. |
| ED 34 | Host Social Media workshops quarterly, assisting hospitality outreach and increasing home grown tourism and local consumerism. |
| | COMPLETED. |
| | COMPLETED. Chamber/MainStreet item. <i>Note - Similar items to be relocated to MainStreet.</i> |
| | COMPLETED. |
| | COMPLETED. |
| | COMPLETED. Chamber item. <i>Note - Similar items to be relocated to Chamber.</i> |
| | COMPLETED: 2016 Development of local filming fee schedule drafted and adopted. |
| | COMPLETED. |
| | COMPLETED. |
| | COMPLETED. |

2012-2017 Report of Accomplishments
 City of Madison, Georgia

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|---|---|
| ED 10 | Install and update community entrance signage (HWY 441 N & S). | COMPLETED: 2016 Both oversized community gateway directional signage installed. Ann Huff, Special Projects & Main Street |
| ED 11 | Promote city's natural resources (e.g. historic gardens, trails, scented garden, sustainable garden containers) as a tourism product. | ABANDONED. <i>Note - Previously noted as completed as scented garden refurbished and flower boxes featured; however, overall marketing effort deleted.</i> |
| ED 12 | Bring specialized training opportunities to the Downtown business community. | COMPLETED: 2016 Three trainings: 1 w/CVB (hospitality training), 1 w/Chamber for downtown merchants (generational marketing), 1 w/DDA for real estate professionals and property owners. <i>Note - After program establishment, sans a specific push ongoing items are not</i> |
| ED 13 | Explore designation of Downtown as an Antiques, Cultural Arts, and Entertainment District. | COMPLETED: 2017 Arts & Entertainment Overlay Supplemental alcohol service parameters adopted. |
| ED 14 | Acquire the Madison Town Park Event Facility from the DDA. | COMPLETED. |
| ED 15 | Develop special event programming for Downtown's outdoor event facility – Town Park. | COMPLETED. |
| ED 16 | Initiate new niche marketing efforts for Downtown - special event rentals and co-operative effort as Madison as a wedding destination. | COMPLETED. |
| ED 17 | Explore public-private partnership for shopping/tourism shuttle for Downtown. | COMPLETED. |
| ED 35 | Initiate campaign to improve coordination and communication in and between Downtown merchants via MS Advisory Board, social media tools, and website development. | COMPLETED. |
| ED 36 | Identify new refuse container for sidewalk recycling for Downtown sidewalk cafes. | COMPLETED: 2017 Sidewalk cafes refuse & recycling cans installed. <i>NEXT - Five year phased installation to address remaining single cans (@\$12,000 per annum).</i> |
| ED 37 | Explore cross-marketing and advertising for Downtown Madison with two proposed county tourism sites (441S & 83S). | POSTPONED: 2017 Postponed until supplemental funding can be procured. <i>NEXT - Support CVB request for 2% Hotel/Motel for destination cross-marketing and other supplemental marketing.</i> |

| Project Number | Description | NOTES | |
|----------------|---|--|--|
| | | Comments by Leader/Division, Implementation Strategy | Monica Callahan, Community Development |
| ED 18 | Develop parking strategy, including short-, mid-, and long-term planning options for DDA. | COMPLETED. | |
| ED 19 | Facilitate funding and support the Façade Grant Program matching façade improvement funds to downtown businesses in the DDA. | COMPLETED. <i>Note - After program review and update, ongoing items are not listed in the STWP.</i> | |
| ED 20 | Work with Main Street to fulfill their request to fund, purchase, and install bike racks and pet amenities throughout the DDA. | COMPLETED. | |
| ED 21 | Request and repurpose surplus properties – W. Washington, N. Second Street, and College Street – within the DDA and DURA. | COMPLETED. | |
| ED 22 | Explore partnerships and initiate renewal programs in the DURA to develop a Revitalization Area Strategy in order to obtain preferred grant status. | COMPLETED. | |
| ED 23 | Outline and formalize the accelerated zoning process for redevelopment within the DURA. | ABANDONED. | |
| ED 24 | Amend the URP to include Overall Plan & Build Out Maps for all remaining areas of the DURA, completing design charrettes or workshops as necessary for neighborhood commercial areas. | COMPLETED: 2017 Concept plans for new park, transportation, and housing options prepared. NEXT – Prepare 5 year update with Build Out maps – post-Comp Plan in tandem with any proposed URPs. | |
| ED 25 | Seek intergovernmental agreement, partnerships, and grants to implement prioritized revitalization | COMPLETED. | |
| ED 26 | Identify opportunities to utilize the slum and blight tool of DCA – the Redevelopment Fund – and to use the grant/loan option to garner a local revolving fund for local businesses. | COMPLETED. | |
| ED 38 | Redevelop the Gilmore House property to remove slum and blight and invest in smaller-scale revitalization of the Canaan Historic Neighborhood. | COMPLETED: 2016 Complete and fully occupied; community room in use as rental. | |
| ED 39 | Relocate and stabilize the Central of Ga depot as a catalyst project in W. Washington St. Gateway. | COMPLETED. | |
| ED 40 | Explore use and draft proposal for pilot Transfer of Development Rights (TDR) program. | COMPLETED. | |

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|---|---|
| ED 41 | Engage in property management and prepare redevelopment proposals for BoomTown Block. | COMPLETED: 2016 Sold building to investor and assisted with historic designation and tax credit applications; future parking partnership facilitation. |
| ED 42 | Rehabilitate and repurpose the Central of Ga depot with Public Boardwalk as a catalyst project in the W. Washington St. Gateway. | COMPLETED: 2016 Completed PHASE I: exterior restoration and fundraising for Phase II initiated. <i>NEXT – Insure PHASE II: interior rehabilitation seeks funding sources and protects historic interior of freight room.</i> |
| ED 43 | Address stormwater, transportation, and connectivity in the W. Washington St. Gateway. | COMPLETED: 2017 Planning and engineering phase complete. GEFA funding and IGA between City-DDA to finance \$2.0M project. <i>NEXT – Remediation first; scope unknown as yet. Then, schedule procurement, cost engineer, and construct stormwater facility.</i> |
| ED 44 | Prepare RFP for future residential housing opportunities – affordable, senior, and continuum of care options. | COMPLETED: 2016 Standardized RFP drafted. <i>NEXT – Finalize assembly and secure secondary site for new housing opportunities in the DURA.</i> |
| ED 45 | Seek business operator and funding for construction of the Canaan Corner Store. | COMPLETED: 2017 Construction nearing finish line and local entrepreneur begins tenancy in Spring 2017. |
| ED 46 | Establish parking and finish last business incubator unit at the Gilmore Property. | COMPLETED: 2017 USDA grant applied for and received to construct parking lot for several businesses and community room upgrades. <i>NEXT – Schedule procurement and construction.</i> |
| ED 47 | Facilitate demolition of unfit building and donation of property to contribute to redevelopment objectives for N. Main Street Neighborhood. | COMPLETED: 2017 Requisite acquisition of empty residences for demolition(s) finished. Two elective residences beyond budget. <i>NEXT – For plan implementation, final desired (but not requisite) is a historic residence for rehabilitation objectives.</i> |
| ED 48 | Complete environmental remediation, cleanup, and pre-development activities to create marketable lots on N. Second Street (W/RII & III). | IN PROGRESS: 2017 Remediation for on-site, above-ground storage tanks commenced - well(s) drilled and EPD reports. 2018 Testing ongoing. <i>Note – Indications are this will be an ongoing item.</i> |

| Project Number | Description | Comments by Leader/Division, Implementation Strategy | NOTES |
|------------------------------|---|--|---|
| | | Mollie Bogle, Greenspace Conservation | |
| NC 01 | Acquire and protect large areas of undeveloped land to protect environmentally sensitive resources (riparian areas, tree canopy, wildlife habitat) and to conserve significant greenspace and open space. | | COMPLETED: 2016 Use of new SPLOST funds has been prioritized and in progress. 2017 Full allocation of funds has been allotted, though not fully expended to date; leverage report pending. <i>NEXT – New items to be added to future STWP for new allocations if next SPLOST passes.</i> |
| NC 02 | Revise existing regulations to prevent clear-cutting prior to development and require the retention of certain types and/or quantities of trees and specify appropriate canopy levels of either existing or planned trees at the completion of the project. | | IN PROGRESS: 2016 Consultant or additional volunteer time needed for completion. 2017 Draft revisited by committee and is not likely to be completed by end of FY16-17. <i>NEXT – Item to be transferred to STWP 2017-2022.</i> |
| NC 03 | Establish a passive park and trails plan, to insure all residential areas enjoy an established minimum level of service and to provide connectivity of such. | | POSTPONED: 2014 Part I (Spine w/ Trailhead) of plan completed. 2015 Part II in committee work, in tandem with City-County Bike-Ped Plan; draft completed. 2016 No further progress. 2017 Postponed while project specific work draws focus. <i>NEXT – Item to be added to future STWP.</i> |
| NC 04 | Identify and acquire a 5-acre neighborhood park in one of the two underserved areas - District 1&4. | | COMPLETED: 2015 Lot 1 (of 3) acquired. 2016 Lot 2 (of 3) acquired. 2017 Successive attempt to acquire Lot 3 (of 3) have been fruitless; moving on with Plan B approach. <i>NEXT – District 4 park is a 10 YR objective, not a 5 year work item and is no longer include with this work item.</i> |
| NC 05 | Install park amenities in in existing neighborhood park – Gilbert Park (formerly Washington Park). | | COMPLETED: 2016 Parking to be shared by park and storm shelter installed with gravel for interim use. |
| NC 06 {CHE-04} | Acquire and develop first tot lot, a small playground park for safe play for children 6 and under. | | IN PROGRESS: 2015 Lot acquired on Whitehall Street (\$6,500 SPLOSTpe1). 2016 POSTPONED . Postponed for availability of funds; Impact Fee funds no longer available for leverage. 2017 Equipment money in hand; lot development fundraising planned. <i>NEXT – Item to be transferred to STWP 2017-2022.</i> |
| NC 07 {CHE-03} | Develop one component of the trail system, identified to promote community health through passive recreation (too general as crafted by public input; modified to be project specific). | | IN PROGRESS: 2016 POSTPONED . Postponed availability of funds; Impact Fee funds no longer available for leverage; grant funding in progress. 2017 Planning and design started. <i>NEXT – Item to be transferred to STWP 2017-2022.</i> |
| NC 15 | Establish a Transferable Development Rights (TDR) ordinance, program, and land bank to allow for greenspace conservation. | | COMPLETED. <i>Note - Previously in Land Use items.</i> |
| NC 16 | Acquire land for one component of the trail system, identified to promote community health through passive recreation. | | COMPLETED. |

2012-2017 Report of Accomplishments
City of Madison, Georgia

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|--|---|
| NC 17 | Pursue funding and acquire and protect large areas of undeveloped land to protect environmentally sensitive resources (riparian areas, tree canopy, wildlife habitat) and to conserve significant greenspace and open space. | COMPLETED: 2016 Some acquisition and gifts of property. 2017 SPLOST funding passed for \$700,000 for greenspace leverage; \$400,000 acquisition funds \$300,000 improvement funds. <i>NEXT – Update Greenprint assets and Greenspace Acquisition policy.</i> |
| NC 18 | Develop N. Main Park, including all neighborhood park basics (cleanup, signage, picnic area, etc.). | IN PROGRESS: 2017 Concept Plan finished and engineering budgeted for FY 18-19. <i>NEXT – Item to be transferred to STWP 2017-2022.</i> |
| NC 19 | Develop Trailhead at the Central of Georgia Depot. | IN PROGRESS: 2017 Phase I completed – exterior renovation. Partner engaged in fundraising. <i>NEXT – Item to be transferred to STWP 2017-2022.</i> |
| NC 20 | Acquisition for trail system, identified to promote community health through passive recreation. | IN PROGRESS: 2017 Identification of “model mile” complete and conceptual plan complete. Acquisition discussion begun with five landholders. <i>NEXT – Item to be transferred to STWP 2017-2022.</i> |
| NC 21 | Evaluate the TDR program for citywide benefits. | COMPLETED. |
| NC 08 | Implement new designs for gateways (441 intersection corners). | COMPLETED. Ken Kocher, Design Services - Historic Preservation, Corridor Management, Sign Coordination, Public Arts |
| NC 09 | Update regulations to continue to address sign clutter and protect scenic viewsheds and community character. | IN PROGRESS: 2017 Interim sign revisions for individual sections underway; delayed by Comp Plan rewrites and staff reallocation to Building Office duties; pending additional rewrites. <i>NEXT – Item to be added to future STWP.</i> |
| NC 10 | Identify and gain designation for significant historic properties or areas in Madison that are outside of the current historic district boundaries. | COMPLETED: 2015-2016 Mid-century resources in district re-evaluated. 2017 Historic windshield survey conducted for mid-century resources beyond district boundaries to determine resources, costs, and future surveys. |
| NC 11 | Identify and access significance of mid-century modern resources – downtown, district, beyond. | COMPLETED. |
| NC 12 | Partner with cultural and historic entities, school system, Main Street, etc. to initiate public awareness campaign and local heritage education. | COMPLETED: 2016 Determine range of agencies and activities to be considered. 2017 Three (3) projects/activities planned per annum (MCHS, MCLS, Cultural Center, MCAAM, and others HMIMF, etc.). <i>Note - After annual calendar establishment, ongoing items are not listed in the STWP.</i> |

| Project Number | Description | Comments by Leader/Division, Implementation Strategy |
|----------------|--|--|
| NC 22 | Identify potential landmark properties, framework for their designation, and potential benefits for the TDR Ordinance. | COMPLETED: 2016 Rules of procedure for “Landmark Registration” adopted. 2017 Historic properties identified/not identified in Greenprint to be re-evaluated utilizing criteria and GreenPrint opportunities updated |
| NC 23 | Identify alternative development standards and potential community benefits for rural heritage/scenic preservation and eco-tourism friendly development parameters (83 Interchange). | IN PROGRESS: 2017 Rural-friendly zoning research in progress as well as eco-oriented development standards. NEXT – Item to be transferred to STWP 2017-2022. |
| NC 13 | Analyze and implement alternative vegetative buffer around the perimeter of the cemeteries. | COMPLETED. Bynce Jaeck, Cemetery Stewardship |
| NC 14 | Identify and plan as necessary future expansion areas for cemetery. | COMPLETED: 2016 Cemetery Expansion Master Plan finalized and approved; Budgeted for geo-tech survey for FY17-18. NEXT – Request budget for engineering and construction documents. |
| NC 24 | Update heritage literature for the cemetery and outdoor sculpture. | IN PROGRESS: 2016 Literature revised and distributed; research regarding history and artisans continued. 2017 Cemetery heritage website created for history and future obituary project. NEXT – Item to be transferred to STWP 2017-2022. |
| NC 25 | Install new perimeter fence on Kolb Street. | COMPLETED: 2016 Completed last leg and trimmed up trees the rest of the way to the railroad until future funding for additional fencing secured. |
| NC 26 | Repair tree root damage for vehicular access from Central Ave Gate to CSX Railroad. | IN PROGRESS: 2017 Some root mitigation completed; root removal and repaving project for Central Avenue possible by end of FY 16-17. 2018 Completed. |
| NC 27 | Install removable bollards in Old Cemetery and New Cemetery to forestall additional vehicular damage. | COMPLETED: 2017 Installed in New Cemetery; Old Cemetery bollards are postponed for reconsideration. |
| NC 28 | Identify funding sources for headstone maintenance; sponsor fundraiser and request city matching allocation (proposed Biennial program). | COMPLETED: 2017 Fundraiser success and matching funds budgeted; grant with Colonial Dames; focus Old Cemetery repairs. |

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|--|---|
| | | Rusty Johnson, Utility Infrastructure & Distribution |
| CF 01 | Extend/improve water service in County and municipalities to ensure adequate fire flows to meet fire-fighting needs. | COMPLETED. Note - After service strategy review and update, ongoing items are not listed in the STWP. |
| CF 02 | Review service delivery boundaries for water and wastewater service established under HB 489. | IN PROGRESS: 2017 Extension applied for and negotiation in underway with County. 2018 Status - COMPLETED. |
| CF 03 | Complete feasibility examination to extend gas service in surrounding vicinity in a similar manner to current southeastern extensions. | COMPLETED: 2016 PROGRESS. Extended, Mission Rd area. 2017 PROGRESS. Extended, 2mi, HWY278 toward Greensboro. Note - After service strategy review and update, ongoing items are not listed in the STWP. |
| CF 04 | Upgrade the low pressure distribution system within the city from 40 psi to 50 psi to better provide existing and future customers. | COMPLETED. |
| CF 05 | Phase in radio read technology for water and gas meters. | COMPLETED. 2013 STARTED. 2014 PROGRESS. 2015 PROGRESS. 2016 PROGRESS. Multi-year phased project, anticipated to take another 36 months. 2017 PROGRESS. 50% complete with water and gas meters. 2018 BUDGETED. Hiring vendor for 100% completion of water and gas by end of FY 18-19. |
| CF 21 | Expand 16" main from Mary Magnum to Bethany Road. | NOT STARTED: 2017 NOT STARTED. 5YR objective; funds and other priorities have prevented to date. 2017 NOT STARTED. Same comment. 2018 NOT STARTED. Same comment. NEXT – Item to be added to future STWP. |
| CF 22 | Relocate mains on state and county roads. | COMPLETED. Note - After service strategy review and update, ongoing items are not listed in the STWP. |
| CF 23 | Relocate sewer in Beacon Heights area. | IN PROGRESS: 2016 BUDGETED. To be completed in FY 16-17. 2017 NOT STARTED. Same comment. 2018 BUDGETED. To be completed in FY 18-19. |

| Wayne Ghann, Utility Facility Management | |
|--|---|
| CF 24 | Convert Northside Wastewater Treatment facility to a pump station. IN PROGRESS: 2016 STARTED. Conversion of facility underway with anticipated FY 16-17 completion. 2017 STARTED. Construction still in progress. 2018 COMPLETED. Placed into service Spring 2018. |
| CF 25 | Add a de-chlorinator. COMPLETED. |
| CF 26 | Add a rotary press sludge disposal (Southside Wastewater Treatment Plant and Northside Wastewater Treatment Plant). COMPLETED. |
| CF 27 | Add SCADA system for Lions Club Water Tower & Chlorine analyzer. COMPLETED. |
| CF 28 | Install V- Notch Flow Channel w/ transmitter – Indian Creek Water Reclamation Facility. IN PROGRESS: 2015 STARTED. 2016 PROGRESS. Alternative engineering in progress to consider repairs at 10% of anticipated cost. 2018 BUDGETED. Installation to be completed prior to end of FY18-19 (\$45,000). |
| CF 29 | Re-Valve, insulate & heat trace filter air system and trace water piping – ICWRF. COMPLETED. |
| CF 30 | Upgrade SCADA for remaining facilities: Phase-in SCADA upgrade for all wastewater lift stations (6 total: High School, CR Bard, 4 th St, Northside, Bi-Lo, Municipal Bldg/"New" Barn). IN PROGRESS: 2017 BUDGETED. 2018 STARTED. Installation to be completed prior to end of FY18-19 (\$75,000). |
| CF 31 | Installation of Sludge Press at South Side Waste Water Treatment Plant. COMPLETED. |
| CF 32 | Complete SCADA system for all two Water Towers (Woodcraft and Co-Op) (5 total: see CF #26), upgrading 3 existing SCADA and including MR system. Co-Op/S.Main, Flat Rock, Woodcraft/GP). IN PROGRESS: 2016 COMPLETED. Installed at Woodcraft and Co-Op. 2017 BUDGETED. 2018 STARTED. Installation to be completed prior to end of FY18-19 (\$160,000). |
| CF 33 | Rehabilitate booster pump at Georgia Pacific. IN PROGRESS: 2017 BUDGETED. 2018 COMPLETED. Spring 2018. |
| CF 34 | Add SCADA system for Water Tower (College Dr) and add chlorine analyzer and construct building (College Dr Water Tower). 2017 COMPLETED. |
| CF 35 | Replace lift station at High School. IN PROGRESS: 2017 BUDGETED. 2018 Status - COMPLETED. |

| Project Number | Description | NOTES |
|------------------------------|---|--|
| | Erin Tewksbury, Public Works - Street, Sidewalks, Sanitation Services, Facility & Grounds Maintenance | Comments by Leader/Division, Implementation Strategy |
| CF 06 | Explore disposal options for municipal solid waste other than landfills. | COMPLETED. |
| CF 07 | Install 2-3 additional neighborhood traffic calming devices on streets with 35 mph or lower. | IN PROGRESS: 2016 NOT STARTED. Have yet to adopt developed policy and number per year; list specific projects per annum to include. 2017 STARTED. Whitehall, Acadmey and Larkmartin complete. <i>NEXT – Add every other year specific list of item only.</i> |
| CF 08 | Install 2-3 speed comparison signs on arterial roads through residential and high-pedestrian areas where the speed limit is 35 mph or lower (N. Main, S. Main, W. Washington/Wellington). | IN PROGRESS: 2016 NOT STARTED. Waiting for DOT response. 2017 STARTED. Using funds to install others on local streets while awaiting action from DOT. <i>NEXT – Item to be added to future STWP.</i> |
| CF 09 | Install infill sidewalks and address accessibility in a comprehensive and continuous fashion, with a 5yr plan for sidewalk compliance with ADA. | IN PROGRESS: 2016 PROGRESS. Infill projects permitted (441N Interchange and Beacon Heights) to be budgeted in FY 16-17. 2017 PROGRESS. 441N Interchange and Beacon Heights completed. <i>NEXT – Add every other year specific list of item only.</i> 2018 PROGRESS. Secured annual line item addition to budget of \$50,000 dedicated to sidewalks. |
| CF 10 | Determine feasibility of restoration/reconstruction of only city bridge crossing the railroad tracks. | IN PROGRESS: 2017 NOT STARTED. Utility lines have been removed; Norfolk-Southern is owner and have relationship with short line tenant. 2018 STARTED. Feasibility study completed and contact initiated; cost estimated in progress and anticipated prior to end of FY18-19. |
| CF 36 {CFE-02} | Make improvements to the US 278, SR 24 SPUR & US 441 intersection . | ABANDONED: 2016 Postponed for GDOT action and availability of funds; impact Fee funds no longer available for leverage. |
| CF 37 | Add a hook lift hoist. | COMPLETED. |

| Project Number | Description | NOTES | |
|----------------|--|---|-------------------------|
| | | Comments by Leader/Division, | Implementation Strategy |
| | | Bill Ashburn, Public Safety – Police | |
| CF 11 | Complete Phase II of the Public Safety Building (Wellington Building) for new facilities for the Police Department and Municipal Court Office. | COMPLETED. | |
| CF 12 | Add defibrillators to all police cars strategic public locations and some police cars. | COMPLETED. | |
| CF 13 | Introduce taser technology as a non-lethal option for law enforcement. | COMPLETED. | |
| CF 14 | Complete Phase III of the Public Safety Building (Wellington Building) for final facilities for Police and Fire departments. | COMPLETED. | |
| CF 38 | Add a new position in lieu of an Assistant Chief. | COMPLETED. | |
| CF 39 | Add car to fleet, through retention of a car instead of sending to surplus. | COMPLETED. | |
| CF 40 | Add anonymous tip line to the city website. | COMPLETED. | |
| CF 41 | Establish a combined training program for all City and municipal law enforcement and emergency response agencies. | COMPLETED. | |
| CF 42 | Purchase body cameras for uniform division. | POSTPONED: 2016 POSTPONED. Technology considerations. 2016 POSTPONED. Concerns about data storage to be addressed. 2017 NOT STARTED. 2018 Status - COMPLETED. | |
| CF 43 | Equipment all sworn police vehicles with a rifle. | COMPLETED: 2016 NOT STARTED. 2017 COMPLETED. | |
| CF 44 | Purchase 15 sets of armor plate sets, utilizing 50% grant funding. | IN PROGRESS: 2017 STARTED. Grant application and award. 2018 Status - COMPLETED. | |
| CF 45 | Purchase code enforcement vehicle. | IN PROGRESS: 2017 BUDGETED. 2018 Status - COMPLETED. | |

| Tim Carter, Public Safety – Fire Gene Port – Fire Marshal Services | |
|--|--|
| CF 15 | Make the part-time firefighter position into a full-time position, becoming the Training Officer and Assistant Inspector. COMPLETED. |
| CF 16 | Acquire needed equipment to staff a Rapid Entry Team (RET) at all the structural fires to improve the safety of firefighters. COMPLETED. |
| CF 17 | Explore potential and options for possible reduction of ISO rating by one category. COMPLETED. |
| CF 46 | Complete feasibility study for a second Madison fire station in the southern part of the City. COMPLETED: 2018 UPDATE. Station 2 construction for ladder truck and special operations equipment completed. |
| CF 47 | Investigate the possibility of establishing a separate full time Fire Marshal position. ABANDONED. |
| CF 48 | Explore adoption of reimbursement program to enable volunteers to take extended length classes, especially the public safety departments. ABANDONED. |
| CF 49 | Explore cooperative effort with County to Acquire, store, and staff an aerial device. COMPLETED: 2012 ABANDONED. [REPRISE] 2016 City-initiated acquisition of ladder truck. |
| CF 50 | Add a thermal imager to the equipment roster. COMPLETED. |
| CF 51 | Explore potential and options for possible reduction of ISO rating by one category. COMPLETED. |
| CF 52 | Add a thermal imager to the equipment roster. COMPLETED. |
| CF 53 | Add part-time Firefighter to offset full-time position's non-firefighting work (Fire Marshal - annual business inspections, accelerated plan review, construction inspections, community education and awareness programs, etc.). ABANDONED. |

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|--|---|
| | | Sherry MacKean, Public Safety – Animal Control |
| CF 18* | Complete a disaster preparedness and evacuation plan for Madison’s animal population. | COMPLETED. |
| CF 19* | Offer additional public awareness programs (i.e. dog bite prevention class for school system). | COMPLETED. |
| CF 54 | Establish public-private partnership to extend neutering into low-mod neighborhoods. | COMPLETED. |
| CF 55 | Update Animal Control Disaster Plan. | COMPLETED. |
| | | Philip Malcom, Public Safety – Code Enforcement |

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|---|--|
| | | Ken Kocher – Public Information |
| CF 56 | Increase online services offered to the community via the website. | COMPLETED. |
| CF 57 | Continue to utilize monthly newsletter and utility inserts to communicate and educate the public. | COMPLETED. Note - After review of current use and update, ongoing items are not listed in the STWP. |
| | | Ashley Hawk – Public Records |
| CF 20* | Digitize all archival records of the Clerk’s Office. | POSTPONED. Clerk Position and duties being updated and divided. NEXT – Item to be transferred to STWP 2017-2022. |
| | | Karen Stapp – Public Finances |
| CF 58 | Refine installation of employee time-clock system for all employees. | COMPLETED. |

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy Bryce Jaeck, Housing Opportunity |
|----------------|---|---|
| HO 01 | Formalize the organizational structure and purpose of Madison AHOC and encourage the ongoing development of high quality housing for households of all income brackets and ages, and those with special needs. | COMPLETED. |
| HO 02 | Amend ordinances and regulations to provide incentives for an affordable housing component in all new developments – traditional single-family subdivisions, multi-family developments, and planned unit developments. | POSTPONED: NEXT - To be revisited post-data collection and analysis determining what “affordable” means locally. NEXT – item to be revisited in future STWP. |
| HO 03 | Amend ordinances and regulations to ensure that multi-family development develops in pattern, manner, and pace that reflects the community’s sense of place and regional identity, respects the scale of traditional neighborhoods and established pace of development, and locates in areas of | COMPLETED. |
| HO 04 | Strengthen ordinance and regulations to ensure that planned unit developments with housing options are allowed alternative mixtures and/or density of land use only in conjunction with preservation of significant natural or cultural resources and efficiency of energy, land, and services. | COMPLETED. TNDs removed and PDD site dimensions altered and “Shared Benefits Test” incorporated. Note - No directive yet to revisit succession of regressive zoning actions now impairing intent and purpose of flexible zoning tool – limiting mixture and/or density of land use, introducing unprecedented buffers, banning SF housing alternatives in historic areas, increasing procedural requirements, and housing price point concerns for stock less than \$350,000. |
| HO 05 | Research and develop plan/program for the construction and/or renovation of identified low- and moderate-income housing options, focusing on Areas of Disinvestment (PHASE I-DURA): | IN PROGRESS: Adoption of first URA, incorporating two Areas of Disinvestment. Construction: Formation of private sector partnerships – (1) Habitat – affordable SF, (2) Parallel Housing/WODA – affordable MF (seniors). Renovation: Receipt of first housing grant funds (CHIP; \$306,000) (CDBG; \$500,000). 2018 CHIP complete; CDBG completion anticipated by end of FY18-19. |
| HO 06 | Amend ordinance and regulations to ensure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure. | POSTPONED: Postponed due to potential legal exposure and additional zoning work load; awaiting resolution to schedule policy updates. 2018 Legal action remains. |
| HO 07 | Complete field inventory to collect reliable and comprehensive data on the state of housing. | COMPLETED: Citywide inventory complete; baseline for comprehensive housing policy and code enforcement. |
| HO 08 | Complete residential study, augmented with household, economic, public safety, recreation, etc. | COMPLETED: Provided housing data for Comp Plan. |
| HO 09 | Formalize housing team and apply for Georgia Initiative for Community Housing to educate local housing leadership. | COMPLETED: 2017 Successful completion of program. |

| | | NOTES | |
|-----------------------|--|---|--|
| Project Number | Description | Comments by Leader/Division, Implementation Strategy | |
| HO 10 | Hold a series of housing workshops prior to next GICH Retreat to educate local housing leadership. | COMPLETED: 2017 Workshops aided networking and establishing partnerships with housing-related agencies. | |
| HO 11 | Develop methodology and strategy for identifying and addressing scope of heirs property in DURA. | IN PROGRESS: 2017 Test cases are in progress in tandem with housing grants to determine range of issues and potential solutions; HOC currently facilitates will workshops for pro bono legal assistance. 2018 Strategy to be drafted by end FY18-19. | |
| HO 12 | Devise "Age-in-Place" brand with strategies to incentivize conversion and/or construction of aging-friendly housing. | IN PROGRESS: 2017 Fact sheets in progress with new policy research for 2018. 2018 Strategy to be drafted by | |
| HO 13 | Actively pursue homelessness data, investigate anecdotal reports, interview service providers, and prepare fact sheet. | IN PROGRESS: 2017 In progress with fact sheets in progress and to be completed by end FY18-19. 2018 Field investigation annual inspections and upon request. | |

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|--|--|
| | Monica Callahan, Comprehensive Planning Mollie Bogle, | Comments by Leader/Division, Implementation Strategy |
| LU 01 | In conjunction with the County, develop existing regulations and ordinances to establish an area adjacent to Madison's limits [aka: Service Delivery Area, Halo Area, Greater Madison Area, Transitional Area, Census Tract Area] with shared zoning, design, and service agreements for mutual benefit. | ABANDONED. Completed independently by County. <i>NEXT - Add an independent growth study for transitional area.</i> |
| LU 02 | In conjunction with the County, review and where appropriate strengthen codes and ordinances related to construction and design (design guidelines) in order to preserve the high quality and integrity of the built environment. | POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i> |
| LU 03 | Revise ordinances to require buffering or transitional spaces between adjacent higher and lower intensity land uses. | POSTPONED. Postponed due to potential legal exposure and additional zoning work load; awaiting resolution to schedule policy updates. 2018 Legal action remains. |
| LU 04 | Improve negative stormwater conditions in at least one low-moderate income neighborhood. | COMPLETED. 2013 stormwater installation completed in Canaan Historic Neighborhood. |
| LU 05 | Review and amend as necessary ordinances to prevent the filling, obstruction or destruction of natural drainage areas. | POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i> |
| LU 06 | Revise regulations and ordinances to require that all new developments manage storm water runoff so that they hold the first inch of rainfall on site, runoff at build-out is not greater than that prior to development, and contaminants are not introduced into water bodies. | POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i> |
| LU 07 | Revise regulations and ordinances to establish parking design standards and appropriate limits on the number of spaces. | POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i> |
| LU 08 | Implement the <i>Major Thoroughfare Plan (2007)</i> with consideration given to the <i>East Georgia Multi-County Transportation Plan (2007)</i> to address transportation and traffic-calming issues in a comprehensive and community-oriented manner. | NOT STARTED. Implementation requires City Manager and Street Department buy in and scheduling. <i>NEXT - 5YR Update.</i> |
| LU 09 | Revise regulations and ordinances to incentivize and require as necessary those aspects of transportation planning necessary to promulgate a distributed road network (grid system) as identified in the thoroughfare plan. | POSTPONED. Postponed due to Building Office and Planning & Zoning additional work load. <i>NEXT - Item to be revisited in future STWP.</i> |
| LU 10 | Revise regulations and ordinances to limit the number of access points and curb cuts on major thoroughfares arterials, and major collector roads by requiring new developments provide for shared driveways, larger frontages, frontage roads and other appropriate means in order to maintain efficient traffic flow on the roadways. | POSTPONED. Postponed due to potential legal exposure and additional zoning work load; awaiting resolution to schedule policy updates. 2018 Legal action remains. |

2012-2017 Report of Accomplishments
City of Madison, Georgia

| Project Number | Description | NOTES Comments by Leader/Division, Implementation Strategy |
|----------------|---|--|
| LU 11 | Implement the <i>Green Print (2003)</i> and the <i>Green Print Addendum (2008)</i> plan as guide for a comprehensive environmental protection program, in amendments to the Land Use Plan and as a factor in analyzing environmental impacts. | COMPLETED. Utilized as a baseline planning tool for several projects, policy, processes – Trails Projects, TDR Policy, Greenspace Acquisition Policy, Zoning Reports, etc. <i>NEXT – Integrate hydrology and update assets and opportunities.</i> |
| LU 12 | Revise environmental ordinances to provide additional protection for wetlands (zero wetlands loss), riparian, and groundwater recharge areas. | IN PROGRESS: 2016 Flood damage ordinance updated. 2017 Alternative compliance measures requisite to balance more stringent policies in progress and to be completed FY18-19. |
| LU 13 | Develop implementation plan for the use of innovative land conservation tools and funding sources for greenspace protection. | COMPLETED. Adopted by Council; piloted by DDA; adopted policy expansion for citywide use. |
| LU 14 | Establish a permanent city policy for the perpetual management and protection of land set aside for conservation. | COMPLETED. Establishment of land bank and/or land trust considered as well as developing partnership/tools with existing agencies. |
| LU 15 | Initiate a lot build out analysis to determine the number of existing buildable sites for residential and non-residential development in Madison. | COMPLETED. All developed lots (legal lot of record, road frontage, utility access) identified and mapped, also coded by valuation area. <i>NEXT – Focus upon undeveloped residential-zoned parcels.</i> |
| LU 16 | Create an ADA compliance plan for the city. | COMPLETED. Adopted by Council as first ADA Plan with objectives and a program of work. <i>NEXT – 5YR Update.</i> |
| LU 17 | Apply for PlanFirst Program, recognizing comprehensive planning and implementation. | COMPLETED. Three (3) year designation (1 of inaugural 10). |
| LU 18 | Establish Madison’s first independent Planning & Zoning Commission and host legal training workshop for appointed and elected officials. | COMPLETED: 2016 New board appointed and trained; Planner I to staff and train new commission. |
| LU 19 | Adopt mirror building codes/fees, contract labor for building official services, incorporate building tech, plan review, and permitting processes, and secure land disturbance issuing authority status. | COMPLETED: 2016 Planning Dept absorbed work load; SafeBuilt retained. |
| LU 20 | Host public input process and prepare independent Comprehensive Plan (20YR vision; 5YR agenda). | COMPLETED: 2016 Yearlong public engagement performed. 2017 Analysis and draft (with 6-8 months hiatus) and full redraft. 2018 Presentation and supplemental public hearings. |

* Numbers may differ slightly from Annual Reports to address duplication error(s).

Notes represent reports from 2016 interviews and 2017 updates. 2018 reports have been added in red. Grey indicates completed items reported and items contracted/anticipated to be completed within current FY 2018-2019.

2017-2022
Short Term Work Program

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--------------------------------|--|----------|-------|-------|-------|-------|---------------------|----------------------|---------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| LEADERSHIP & VISION | | | | | | | | | | |
| Public Administration | | | | | | | | | | |
| WP.01-17 | Finalize Service Delivery Strategy within the extension period with joint-jurisdictions. | X | - | - | - | - | Manager | N/A | N/A | |
| Public Records | | | | | | | | | | |
| Public Finances | | | | | | | | | | |
| Community Promotion | | | | | | | | | | |
| WP.51-17 | Heritage Tourism Grants Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy. | - | - | X | - | - | Special Projects | N/A | N/A | |
| WP.57-17 | Marketing Budget Determine other revenue sources for funding if augmented marketing and/or event activity is desired. | X | X | - | - | - | Special Projects | \$30,000 | H-M | |
| Community Outreach | | | | | | | | | | |
| WP.03-17 | Volunteer Training Supplement training opportunities for citizen planning boards. | X | X | X | X | X | City Planner | \$2,000 | GF | |
| Human Resources | | | | | | | | | | |
| WP.02-17 | Wellness Committee Increase focus on mental health issues by the employee Wellness Committee. | - | X | X | - | - | Human Resources | \$1,000 | GF | |
| Public Information | | | | | | | | | | |
| WP.35-17 | Website Re-Branding Update website for more public friendly options and new look. | X | X | - | - | - | Information Officer | Staff Time | N/A | |
| Facilities Management | | | | | | | | | | |
| WP.52-17 | Welcome Center Allocate restoration funds to rehabilitate Welcome Center (City Hall & Fire Station / CVB Offices. | - | - | X | X | X | Manager | \$80,000 \$20,000 | GF H-M | |

2017-2022
Short Term Work Program

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--|--|----------|-------|-------|-------|-------|-------------------|----------------|------------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| RECREATION & BEAUTIFICATION | | | | | | | | | | |
| Greenspace Conservation | | | | | | | | | | |
| WP.04-17 | Land Acquisition Policy Update Prioritize acquisition of land or easements for environmentally sensitive land. | X | X | X | X | X | P&D GCC | \$400,000 | SPLOST /grant(s) | |
| WP.05-17 | Openspace Requirements Draft openspace requirements where the first allocation is a public or communal ownership of the buffer. | - | X | - | - | - | P&D GCC | N/A | N/A | |
| WP.12-17 | Model Easement Bundle Develop a model bundling program for smaller conservation easements. | X | X | X | - | - | P&D GCC | N/A | N/A | |
| WP.14-17 | SPLOST Leverage Report Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3). | X | X | X | X | X | P&D GCC | \$400,000 | SPLOST GF/grant | |
| WP.15-17 | Tot Lot Complete design, funding, and development of model tot lot (Martin Tot Lot). | X | X | - | - | - | P&D GCC | \$45,000 | SPLOST GF/grant | |
| WP.16-17 | Neighborhood Park Complete design, funding, and development of final quadrant neighborhood park (Lambert Park). | - | X | X | - | - | P&D GCC | \$125,000 | SPLOST GF/grant | |
| WP.17-17 | Trail Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST). | X | X | X | X | X | P&D GCC | \$100,000 | SPLOST GF/grant | |
| WP.18-17 | Beautification Point Complete design, funding, and development of beautification point (Clark Park). | - | - | X | X | X | P&D GCC | \$15,000 | SPLOST GF/DDA | |
| WP.19-17 | Vegetation Ordinance Update tree canopy regulations. | X | X | - | - | - | P&D GCC | N/A | N/A | |
| RECREATION & BEAUTIFICATION | | | | | | | | | | |
| Corridor Management | | | | | | | | | | |
| WP.60-17 | Night Sky Pollution Establish a citywide dark-sky fixture policy. | - | - | X | - | - | P&D CDC | N/A | N/A | |
| WP.61-17 | Landscape Plan Bring code enforcement to bear where businesses are failing to honor approved landscape plans. | - | - | X | - | - | COD CDC | N/A | N/A | |

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|---|---|----------|-------|-------|-------|-------|-------------------|-----------------------|---------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| SAFETY & SERVICE | | | | | | | | | | |
| Public Works | | | | | | | | | | |
| WP.21-17 | HWY83 Bypass Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034). | X | X | X | X | X | City Manager | UNK | UNK | |
| WP.22-17 | Speed Awareness Signs Install speed awareness signs that would slow traffic at high volume and high incident locations. | - | - | X | X | X | S&S | \$6,000 | GF | |
| WP.24-17 | Sidewalk Budget Allot annual budget for sidewalk infill and extension. | X | X | - | - | - | City Manager S&S | \$50,000 per annum | GF | |
| WP.25-17 | Historic Bridge Develop plan to restore and reopen the Norfolk-Southern bridge (bike/ped/passenger vehicle). | - | X | X | - | - | P&D S&S GCC | UNK | TBD | |
| WP.26-17 | HWY441S Sidewalks Infill western side of Eatonton Road sidewalks. | X | X | - | - | - | S&S | \$120,000 / \$6,500 | SPLOST / LDF | |
| WP.27-17 | Infill Sidewalks Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i> . | X | X | X | X | X | City Manager S&S | \$50,000 | SPLOST /grant | |
| WP.28-17 | Accessibility Upgrades Improve accessibility of sidewalks (uneven, roots, etc.). | X | X | X | X | X | S&S | \$5,000 per annum | GF | |
| WP.29-17 | Downtown Tree Grates Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison. | X | X | X | X | X | S&S | \$10,000 per annum | GF | |
| Fire | | | | | | | | | | |
| WP.30-17 | Volunteer Pay Scale Raise pay for volunteer fire force. | X | X | - | - | - | City Manager MFD | \$15 >> \$20 per call | GF | |
| Police | | | | | | | | | | |
| WP.31-17 | Equipment Study Complete feasibility study to determine appropriate version and costs relative to equipment/technology to modernize police services. | X | X | - | - | - | MPD | N/A | N/A | |
| Code Enforcement [no items provided] | | | | | | | | | | |
| Animal Control [no items provided] | | | | | | | | | | |
| Public Utilities | | | | | | | | | | |
| WP.08-18 | FOG Public Awareness Implement FOG waste public awareness campaign. | X | X | - | - | - | UT PI | \$500 | ENT | |
| WP.09-17 | Water First Designation Seek WaterFirst designation. | X | X | - | - | - | UT P&D | N/A | N/A | |
| WP.10-17 | Stormwater Feasibility Study Compete a new feasibility study for a new stormwater utility. | - | - | X | X | - | Consultant UT | \$12,000 | GF | |

2017-2022
Short Term Work Program

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|-------------------------------------|---|----------|-------|-------|-------|-------|----------------------------|----------------|---------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| SAFETY & SERVICE (CON) | | | | | | | | | | |
| WP.32-17 | SCADA Implementation Implement SCADA system at two (2) water facilities: Madison Water Plant (N. Second St) and Oconee Water Plant (Briar Ln). | X | X | - | - | - | UT | \$160,000 | ENT | |
| WP.33-17 | City Full Service Capacity Complete full build-out as-zoned study to determine service of existing zoned properties. | - | - | X | X | X | P&D UT | N/A | N/A | |
| Public Utilities (continued) | | | | | | | | | | |
| WP.34-17 | Sewer Ordinance Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs. | X | X | - | - | - | City Manager UT | N/A | N/A | |
| Broadband | | | | | | | | | | |
| WP.36-17 | Telecom Update Study Prepare a telecom technology refresh study for current systems. | X | X | - | - | - | Consultant City Manager | N/A | GF | |
| WP.37-17 | Rural Broadband Study Initiate feasibility study for rural broadband and attend the International Data Center Series Conference. | - | - | X | X | X | Consultant City Manager | N/A | GF | |

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--------------------------------|---|----------|-------|-------|-------|-------|------------------------|----------------|------------------------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| HOME & NEIGHBORHOOD | | | | | | | | | | |
| WP.39-17 | Residential Rental Policy Review Document single-family rental properties and review policies for short-term rentals and property management. | - | - | X | X | X | P&D P&Z; HOC | N/A | N/A | |
| WP.40-17 | Housing Rehabilitation II Pursue housing rehabilitation funds to stabilize housing in Primary Target Area (PHASE II-DURA). | - | - | X | X | X | Consultant P&D; HOC | \$15,000 | DCA /in-kind donations | |
| WP.41-17 | Affordable-Workforce Housing Program Develop housing program/policy to incentivize affordable housing and workforce housing in areas of similar valuation. | - | - | X | X | - | P&D HOC | N/A | N/A | |
| WP.42-17 | Workforce Housing Complex Facilitate one (1) mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) for DURA. | X | X | X | X | X | P&D DDA; HOC | N/A | N/A | |

2017-2022
Short Term Work Program

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|-------------------------------|---|----------|-------|-------|-------|-------|------------------------|----------------|---------------------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| HERITAGE & TOURISM | | | | | | | | | | |
| Historic Preservation | | | | | | | | | | |
| WP.45-17 | Mid-Century Resources Survey and prepared National Register paperwork (HPIFs) regarding mid-century resources (in and out of extant district). | - | X | - | - | - | P&D HPC Intern | N/A | N/A | |
| WP.46-17 | Non-Residential Resources Develop a program for documenting and promoting the history of non-residential resources. | X | X | - | - | - | MSS HPC | \$2000 | N/A | |
| WP.53-17 | Depot Preservation Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity. | X | X | X | - | - | P&D HPC DDA; GCC | \$250 | GF | |
| Cemetery Stewardship | | | | | | | | | | |
| WP.48-17 | Obituary Project Initiate a collection of obituaries, website storage/access, and document all known burials. | X | X | X | X | - | P&D CSC | \$250 | GF | |
| WP.49-17 | Cemetery Expansion Area Complete engineering for cemetery expansion and Phase I construction documents. | - | X | - | - | - | P&D CSC | \$15,000 | GF | |
| WP.50-17 | Policy Manual Addendum Draft a policy manual with design guidelines for the cemetery expansion area. | - | - | X | X | X | P&D CSC | N/A | N/A | |
| Tourism | | | | | | | | | | |
| WP.47-17 | Interpretive Product Updates Revise and add interpretive programs (not solely based on residential architecture). | X | X | X | X | - | MMS HPC | N/A | N/A | |
| WP.54-17 | GA Safari Park Support the development of the Safari Park by funding a grant writer to secure funding for utility extension. | - | X | - | - | - | Consultant | \$20,000 | GF One GA | |
| Public Arts | | | | | | | | | | |
| WP.55-17 | Public Arts Initiative Establish a Public Arts Commission (PAC) and inventory known public art. | X | - | - | - | - | P&D PAC | N/A | N/A | |
| WP.56-17 | Interim Public Art Create a temporary installation program for interim use during the development of a Public Arts Master Plan. | - | X | - | - | - | P&D PAC | \$1,500 | GF Grants Donations | |
| Special Events | | | | | | | | | | |
| WP.58-17 | Arts & Entertainment Uses Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental. | - | X | X | - | - | MMS P&D PZC | N/A | N/A | |

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|------------------------------------|--|----------|-------|-------|-------|-------|-------------------------|----------------|---------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| REVITALIZATION & GROWTH | | | | | | | | | | |
| Economic Development | | | | | | | | | | |
| WP.59-17 | Industrial Style Study Complete a feasibility study for development of the northern zoned industrial area into an industrial park. | - | - | X | - | - | P&D COC | \$7,500 | Consultant | |
| Downtown Development | | | | | | | | | | |
| WP.62-17 | Fire Prevention Initiative Develop a cooperative fire detection program for shared party wall structures in Downtown. | X | X | - | - | - | MMS MFD DDA | UNK | Grant | |
| WP.63-17 | Store Insert Initiative Work with property owners to implement temporary storefront insert program for Downtown. | - | - | X | - | - | MMS DDA | \$3,000 | GF | |
| WP.64-17 | Over-Under Study Complete a retail over-under study to determine the change in Downtown land use. | - | X | - | - | - | MMS DDA | N/A | N/A | |
| Urban Renewal | | | | | | | | | | |
| WP.65-17 | W. Washington Gateway Plan Complete implementation of the W. Washington Gateway Plan. | X | X | - | - | - | P&D DDA | \$2.0M | GEFA | |
| WP.66-17 | Middle School Site Redevelopment Plan Establish a partnership with the BOE to prepare a redevelopment study for the Middle School Site. | - | X | X | - | - | P&D DDA HOC | \$75,000 | BOE DDA | |
| WP.67-17 | South Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 3 (i.e., South Madison URA). | - | X | - | - | - | P&D PZC DDA & HOC | N/A | N/A | |
| WP.68-17 | East Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 4,5,6 (i.e., East Madison Area). | - | - | X | X | - | P&D PZC DDA & HOC | N/A | N/A | |
| WP.69-17 | Walton Park & Blue Star Memorial Establish a partnership with the Hospital Authority to secure park land for passive recreation and veterans' memorial. | - | - | X | X | - | P&D GCC | N/A | N/A | |

2017-2022
Short Term Work Program

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|-----------------------------------|---|----------|-------|-------|-------|-------|----------------------------|----------------|---------------|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| PLANNING & DEVELOPMENT | | | | | | | | | | |
| WP.06-17 | Stormwater Regulations Draft alternative ordinance compliances measures for stormwater management facilities and/or devices. | - | X | - | - | - | P&D PZC | N/A | N/A | |
| WP.07-17 | Halo Area Water Impact Study Evaluate potential impact of county's development suitability map and zoning policy for the halo, upon sensitive hydrological resources. | - | - | X | X | - | P&D PZC | N/A | N/A | |
| WP.11-17 | Lot Coverage Regulations Draft alternative ordinance compliances measures for lot coverage for land-locked industries. | - | X | - | - | - | P&D PZC | N/A | N/A | |
| WP.13-17 | Greenprint Plan Update Incorporate hydrology data collection and update the Madison Greenprint. | - | X | - | - | - | P&D | N/A | N/A | |
| WP.20-17 | Environmental Regulations Draft alternative compliance measures for environmental ordinances for development-impaired properties. | X | X | - | - | - | P&D GCC | N/A | N/A | |
| WP.23-17 | Thoroughfare Plan (2007) Update and implement <i>Major Thoroughfare</i> , requesting same of DOT's Plan. | - | - | - | X | - | Consultant P&D | \$10,000 | GF | |
| WP.38-17 | Residential Build-Out Study Complete full build-out, as-zoned study. | - | - | X | X | X | P&D P&Z; HOC | N/A | N/A | |
| WP.43-17 | Rural Residential Zoning District Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation. | - | X | - | - | - | P&D PZC | N/A | N/A | |
| WP.44-17 | Halo Area Zoning Coordination Coordinate city and county zoning ordinance updates for property along the city limit border. | - | - | X | X | X | City Manager P&D PZC | N/A | N/A | |
| WP.70-17 | Policy Conflict Resolution Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017), addressing prior plan addendums and other city policy documents. | - | X | - | - | - | P&D PZC | N/A | N/A | |
| WP.71-17 | Land Use Table Update Reconcile use-specific zoning and add definitions to reflect NACIS classifications. | - | X | X | - | - | P&D PZC | N/A | N/A | |
| WP.72-17 | Community Planning Workshops Conduct a series of workshops to determine public interest in community planning districts. | - | - | X | X | - | P&D PZC; HOC | \$500 | GF | |
| WP.73-17 | Plan First Designation Reapply for PlanFirst Designation. | - | X | - | - | - | P&D | N/A | N/A | |

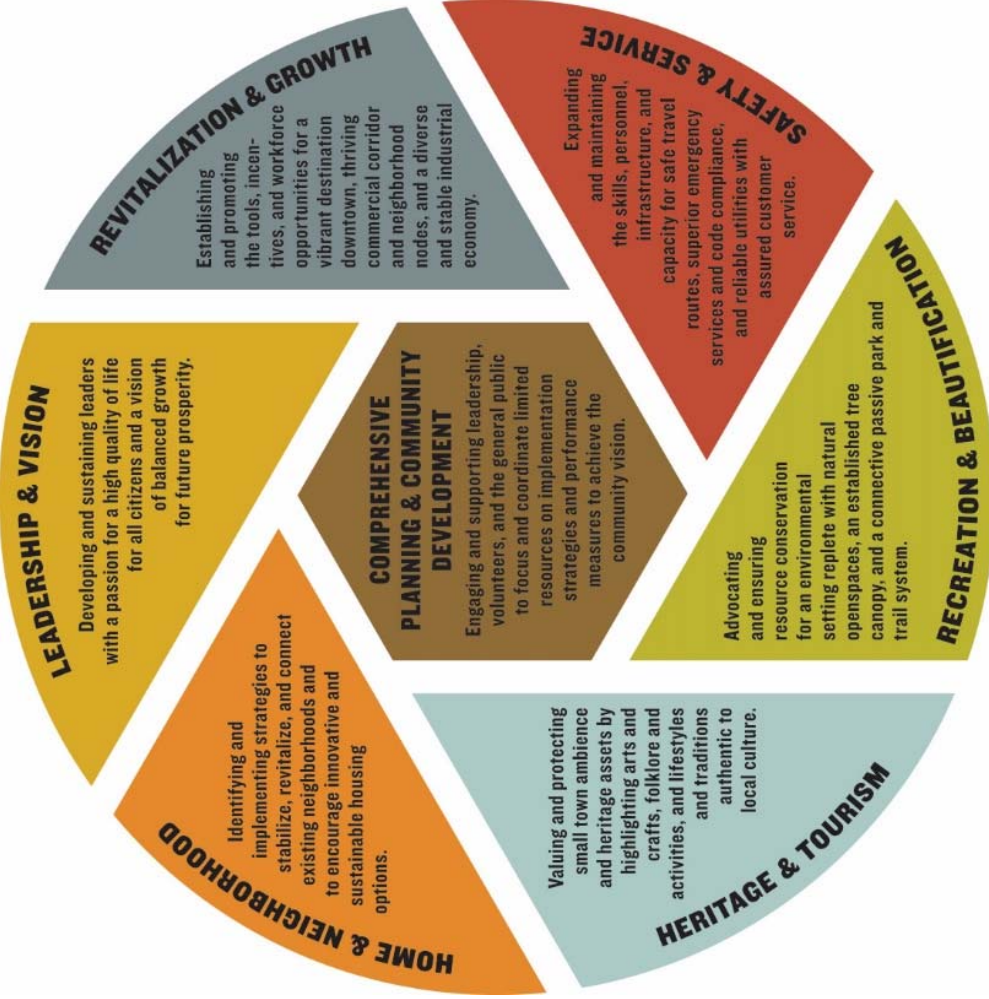
ACRONYM & ABBREVIATION KEY

REFERENCES: Leader • Departments • Boards

- CM City Manager Office
- CC City Clerk Office
- COC Chamber of Commerce
- COD Code Enforcement Office/Officer
- CSC Cemetery Stewardship Commission
- CVB Convention & Visitors Bureau
- DDA Downtown Development Authority
- FD Finance Director Office
- GCC Greenspace Conservation Commission
- HPC Historic Preservation Commission
- HOC Housing Opportunity Commission
- HR Human Resources Office/Officer
- M&C Mayor & Council
- MFD Madison Fire Department
- MPD Madison Police Department
- MIMS Madison Main Street Office/Officer
- P&D Planning & Development Department
- PAC Public Arts Commission
- PI Public Information Office/Officer
- PZC Planning and Zoning Commission
- S&S Street & Sanitation Department
- UT Utility Department – Distribution

REFERENCES: Estimate • Costs • Grant

- CDBG Community Development Block Grant
- CHIP Community Home Investment Program
- DDA Downtown Development Authority
- FHB Federal Home Bank
- GEFA Georgia Environmental Finance Authority
- GF General Funds
- H-M Hotel-Motel Pass Through Tax
- In-Kind Donation of Materials and/or Labor
- LIHTC Low Income Housing Tax Credit
- LDF Local Development Funds
- OneGA One Georgia Grant Funds
- SDS Service Delivery Strategy
- SPLOST Special Purpose Local Option Sales Tax
- ENT Enterprise Funds (Sewer, Water, Gas)



REFERENCES: Places • Districts • Overlays

- A&E Arts & Entertainment Overlay
- DURA Downtown Urban Redevelopment Area

2018 STWP Report
11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--------------------------------|--|----------|-------|-------|-------|-------|-------------------|---------------------------|---------------|---|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| LEADERSHIP & VISION | | | | | | | | | | |
| Public Administration | | | | | | | | | | |
| WP.01-17 | Finalize Service Delivery Strategy within the extension period with joint-jurisdictions. | X | X | - | - | - | Manager | N/A | N/A | 2018 COMPLETED. Extension received (FY17-18); City-County approved – awaiting signatures (Dec '18). |
| WP.74-18 | Joint Building Office Services Negotiate supplemental service arrangement for Building Inspection Services for singular Regional Tourism Attraction (GA Safari Park). | - | X | - | - | - | City Manager | Staff Time | N/A | 2018 COMPLETED. County agreed to provision of plan review/permits/inspections for single project; adopted mirror zoning district (Dec '18). |
| WP.75-18 | Relationship Building Implement a regular meeting schedule with local governments (City, County, BOE). | - | - | X | X | X | City Manager | Staff Time; Official Time | N/A | |
| Public Records | | | | | | | | | | |
| WP.76-18 | Open Records Efficiency Determine w/ IT method to enable Clerk to independently access all city emails. | - | X | - | - | - | City Clerk | Consultant | GF | 2018 COMPLETED. Clerk can now process all staff email to speed ORAR processing. |
| WP.77-18 | Meeting Facilitation Acquire agenda management software for scheduling of M&C docket. | - | - | X | - | - | City Clerk | \$2,000 | GF | |
| WP.78-18 | Record Management Establish electronic filing system; remodel long-term storage; inventory physical records. | - | - | X | X | X | City Clerk | \$3,000; Intern Time | GF | 2018 STARTED EARLY. Conditioned long-term storage to be complete by end of FY18-19. |
| Public Finances | | | | | | | | | | |
| WP.79-18 | OS Management Migrate from Access OS to an online OS, migrating six current data systems for proficiency. | - | X | X | - | - | Finance Director | \$10,000 | GF | 2018 STARTED. Two systems to be completed by end of fiscal year (Jun '19). |
| WP.80-18 | Online Payments Expand online payment types to include: permit fees, license rentals, vendors, etc. | - | X | X | - | - | Finance Director | TBD | GF | 2018 NOT STARTED. Awaiting website rebranding and re-initialization (Jan '19). |
| WP.81-18 | Accounts Payable Add a full-time position to allow for a dedicated Human Resource Officer & Payroll Clerk. | - | - | - | X | X | Finance Director | \$35,000 | GF | |
| Community Promotion | | | | | | | | | | |
| WP.51-17 | Heritage Tourism Grants Determine if Heritage Tourism grants should return to a reward-based program instead of a subsidy. | - | - | X | - | - | Special Projects | N/A | N/A | |
| WP.57-17 | Marketing Budget Determine other revenue sources for funding if augmented marketing and/or event activity is desired. | X | X | - | - | - | Special Projects | \$30,000 | H-M | 2018 STARTED. 2% approved by Council (FY17-18); Local decision not supported by State Representative. 2018 IN PROGRESS. 1% approved by Council (Dec '18); State Representative support unknown. |
| Community Outreach | | | | | | | | | | |
| WP.03-17 | Volunteer Training Supplement training opportunities for citizen planning boards. | X | X | X | X | X | City Planner | \$2,000 | GF | 2018 STARTED. Zoning Worksession (Frank Jenkins – FY17-18); Complete Streets Worksession (NEGARC – Dec '18). |

**2018 STWP Report
11 Dec 2018 Update & Summary**

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--|---|----------|-------|-------|-------|-------|---------------------|----------------------|---------------|---|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| LEADERSHIP & VISION (CONTINUED) | | | | | | | | | | |
| WP.83-18 | Public Service Internship Re-implement the annual co-op civic service internship(s) with BOE. | - | - | X | X | X | City Planner | \$5,000 (\$2,500@) | GF | |
| WP.84-18 | Civic Awareness Develop a Civic Academy, improving knowledge of local government and public participation. | - | - | - | X | X | City Planner | \$1,000 | GF | |
| Human Resources | | | | | | | | | | |
| WP.02-17 | Wellness Committee Increase focus on mental health issues by the employee Wellness Committee. | - | X | X | - | - | Human Resources | \$1,000 | GF | 2018 STARTED. Held successful Mental Health Month event (Mar '18) and has planned Wellness Fair for 3 rd Q (Jan-Mar). |
| WP.85-18 | Benefits Package Establish Health Savings Accounts system to augment benefits program. | - | - | X | - | - | Human Resources | Staff Time | N/A | |
| WP.86-18 | Intra-Net Portal Establish website portal for human resource and payroll services and train personnel. | - | - | X | X | - | Information Officer | Staff Time | N/A | |
| Public Information | | | | | | | | | | |
| WP.35-17 | Website Re-Branding Update website for more public friendly options and new look. | X | X | - | - | - | Information Officer | Staff Time | N/A | 2018 COMPLETED. Design (FY17-18), data transferal (Nov '18); training (Dec '18); live (Jan '18). |
| WP.87-18 | Live Video Stream Implement live streaming of Mayor & Council meetings. | - | X | X | - | - | Information Officer | Staff Time | N/A | 2018 NOT STARTED. Awaiting website rebranding and re-initialization (Jan '19). |
| WP.88-18 | Welcome Packet Upgrade to branded digital welcome packet and post online. | - | - | X | X | - | Information Officer | Staff Time | N/A | |
| Facilities Management | | | | | | | | | | |
| WP.52-17 | Welcome Center Allocate restoration funds to rehabilitate Welcome Center (City Hall & Fire Station / CVB Offices). | - | - | X | X | X | Manager | \$80,000 \$20,000 | GF H-M | 2018 NOT STARTED. Budgeted for FY18-19 – but no work started as additional funding not secured. |
| WP.82-18 | Town Park Usage Review and update special event rental policy for advent of city ownership. | - | - | X | X | - | Special Projects | N/A | N/A | |
| WP.89-18 | Custodial Staff Add a full-time position for property management services to cover all city facilities. | X | X | - | - | - | Finance Director | \$35,000 | GF | 2018 COMPLETED. Hired new position (Oct '18). |
| WP.90-18 | Meeting Hall Usage Review and update the facility use policy and forms for the public Meeting Hall. | - | X | - | - | - | City Clerk | N/A | N/A | 2018 COMPLETED. Updated facility use policy at M&C Work-session; adopted (Dec '18). |
| WP.91-18 | Town Park Phased [4YR] repairs/maintenance: PHASE 1 – Fountain & Gazebo; PHASE 2 – Pavilion & Cottage; PHASE 3 – Fence (center and top side); PHASE 4 – Fence (3 sides). | X | X | X | X | - | Finance Director | \$15,000 per annum | GF | 2018 STARTED. Fountain serviced/painted and Gazebo painted (FY17-18). 2018 PROGRESS. Pavilion and Cottage painted. |
| WP.92-18 | Smith Cottage Design and rehabilitate Smith Building to relocate some administration functions (P&D Department). | - | - | X | - | - | City Manager | \$50,000 | GF | 2018 STARTED EARLY. Usage program and layout in progress. |
| WP.93-18 | City Hall Implement Phase II for City Hall for administrative functions (Manager/Clerk/Finance and Utility Offices). | - | - | - | X | - | City Manager | \$1,000,000 | SPLOST GF | |

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--|--|----------|-------|-------|-------|-------|-------------------|----------------|------------------|---|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| RECREATION & BEAUTIFICATION | | | | | | | | | | |
| Greenspace Conservation | | | | | | | | | | |
| WP.04-17 | Land Acquisition Policy Update Prioritize acquisition of land or easements for environmentally sensitive land. | X | X | X | X | X | P&D GCC | \$400,000 | SPLOST /grant(s) | 2018 STARTED. SPLOST approved \$400,000 for greenspace acquisition; policy update pending. |
| WP.05-17 | Openspace Requirements Draft openspace requirements where the first allocation is a public or communal ownership of the buffer. | - | X | - | - | - | P&D GCC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). |
| WP.12-17 | Model Easement Bundle Develop a model bundling program for smaller conservation easements. | X | X | X | - | - | P&D GCC | N/A | N/A | 2018 STARTED. Met twice with Athens Land Trust, an amenable partner; parameters and draft discussed for standardized transferable easement. |
| WP.14-17 | SPLOST Leverage Report Leverage every dollar allocated for acquisition in the new SPLOST (\$1 to \$3). | X | X | X | X | X | P&D GCC | \$400,000 | SPLOST GF/grant | 2018 STARTED. Draft of report on last SPLOST in progress with brainstorming on new leverage. |
| WP.15-17 | Tot Lot Complete design, funding, and development of model tot lot (Martin Tot Lot). | X | X | - | - | - | P&D GCC | \$45,000 | SPLOST GF/grant | 2018 STARTED. Engineering completed; neighborhood challenge fundraiser completed and matching donor presentation for Spring build. |
| WP.16-17 | Neighborhood Park Complete design, funding, and development of final quadrant neighborhood park (Lambert Park). | - | X | X | - | - | P&D GCC | \$125,000 | SPLOST GF/grant | 2018 STARTED. Conceptual re-design complete; engineering budgeted for 3 rd Q (Jan-Mar) with spring grading and baseline element installation. |
| WP.17-17 | Trail Leverage current land donations to complete acquisition for "model mile" (Horse Branch Trail EAST). | X | X | X | X | X | P&D GCC | \$100,000 | SPLOST GF/grant | 2018 STARTED. Discussion initiated with 4/5 of properties owners; presentation for potential donation approval (Spring '19). |
| WP.18-17 | Beautification Point Complete design, funding, and development of beautification point (Clark Park). | - | - | X | X | X | P&D GCC | \$15,000 | SPLOST GF/DDA | |
| WP.19-17 | Vegetation Ordinance Update tree canopy regulations. | X | X | - | - | - | P&D GCC | N/A | N/A | 2018 STARTED. Final draft composed by GCC; staff and legal review underway; presentation scheduled to M&C (Feb '19). |
| WP.94-18 | W. Washington Greenway Design connective greenspace network for the W. Washington Gateway. | - | X | - | - | - | P&D DDA GCC | \$750 | GF | 2018 STARTED. Selected and participated in National Conservancy Workshop (Nov '18); recap and concept planning for 3 rd Q (Jan-Mar). |
| WP.95-18 | Beautification Point Complete design, funding, and development of beautification point (Clark Park). | - | X | X | X | X | P&D GCC | \$15,000 | SPLOST GF/grant | |
| RECREATION & BEAUTIFICATION | | | | | | | | | | |
| Corridor Management | | | | | | | | | | |
| WP.60-17 | Night Sky Pollution Establish a citywide dark-sky fixture policy. | - | - | X | - | - | P&D CDC | N/A | N/A | |
| WP.61-17 | Landscape Plan Bring code enforcement to bear where businesses are failing to honor approved landscape plans. | - | - | X | - | - | COD CDC | N/A | N/A | |

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|-----------------------------|---|----------|-------|-------|-------|-------|-------------------|------------------------|---------------|--|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| SAFETY & SERVICE | | | | | | | | | | |
| Public Works | | | | | | | | | | |
| WP.21-17 | HWY83 Bypass Seek County support and request DOT outline next steps to accelerate the 83N bypass (2034). | X | X | X | X | X | City Manager | UNK | UNK | |
| WP.22-17 | Speed Awareness Signs Install speed awareness signs that would slow traffic at high volume and high incident locations. | - | - | X | X | X | S&S | \$6,000 | GF | 2018 STARTED. Four purchased but none installed to date on these state highway routes; permits have not been requested yet. |
| WP.24-17 | Sidewalk Budget Allot annual budget for sidewalk infill and extension. | X | X | - | - | - | City Manager S&S | \$50,000 per annum | GF | 2018 COMPLETED. Established a regular line item to be budgeted (FY17-18) and annual site selection. |
| WP.25-17 | Historic Bridge Develop plan to restore and reopen the Norfolk-Southern bridge (bike/ped/passenger vehicle). | - | X | X | - | - | P&D S&S GCC | UNK | TBD | 2018 STARTED. Structural report completed by consultant and forwarded to City Manager (Dec '18). |
| WP.26-17 | HWY441S Sidewalks Infill western side of Eatonton Road sidewalks. | X | X | - | - | - | S&S | \$120,000 \$6,500 | SPLOST / LDF | 2018 COMPLETED. Completed from Commerce Drive to Ingles. |
| WP.27-17 | Infill Sidewalks Prioritize infill sidewalk segments, as already identified in the <i>Major Thoroughfare Plan</i> . | X | X | X | X | X | City Manager S&S | \$50,000 | SPLOST /grant | 2018 STARTED. Budgeted at \$50,000 per annum; FY17-18 (Exit 114 Area); FY18-19 (Vine St. Area) |
| WP.28-17 | Accessibility Upgrades Improve accessibility of sidewalks (uneven, roots, etc.). | X | X | X | X | X | S&S | \$5,000 per annum | GF | 2018 STARTED. W. Washington St btw/1st & Academy. |
| WP.29-17 | Downtown Tree Grates Install tree grates, in lieu of tree curbing, for all brick sidewalks (but not tree islands) in Downtown Madison. | X | X | X | X | X | S&S | \$10,000 per annum | GF | 2018 STARTED. Budgeted at \$50,000 per annum; FY16-17 (4/S. Main); FY17-18 (1/Wash-3/Post Office); FY18-19 (1/Jeff-3/TBD). |
| WP.96-18 | Downtown Trash Cans Phased [5YR] replacement of single can shrouds on Downtown sidewalks. | - | X | X | X | X | S&S | \$15,000 per annum (6) | GF | 2018 STARTED. 12 Downtown Madison (FY18-19). |
| WP.97-18 | Cemetery Hire Hire full-time position specifically for the cemeteries to provide full City Care. | - | - | X | - | - | S&S | \$35,000 | GF | |
| WP.98-18 | Street Department Education Obtain CDL license(s) for two employees. | - | X | - | - | - | S&S | \$500 per course | GF | 2018 COMPLETED. One completed (Dec '18) and one in progress to finish (Jan '19). |
| WP.99-18 | Downtown Street Lights Phased [10YR] replacement of Downtown streetlights. | - | - | X | X | X | S&S | \$25,000 per annum (5) | GF | |
| Fire | | | | | | | | | | |
| WP.30-17 | Volunteer Pay Scale Raise pay for volunteer fire force. | X | X | - | - | - | City Manager MFD | \$15 >> \$20 per call | GF | 2018 COMPLETED. Implemented pay increase (FY17-18). |
| WP.100-18 | Temporary Station Build and certify temporary facility for storage of ladder truck. | X | X | - | - | - | MFD | \$300,000 | GF | 2018 COMPLETED. Issued Certificate of Occupancy (FY17-18). |
| WP.101-18 | Madison South Station Identify and acquire new site for station, converting temporary station (50'x100') for public works use. | - | X | X | X | - | MFD | \$1.3 M | SPLOST | 2018 STARTED. Conceptual architectural plans acquired by Manager. |

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|---|---|----------|-------|-------|-------|---------------------|-------------------|----------------|---|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| SAFETY & SERVICE (CON) | | | | | | | | | | |
| Fire (con) | | | | | | | | | | |
| WP.102-18 | Confined Space Rescue Equipment Acquire equipment and train all firefighters - CSR certification. | - | X | X | - | MFD | \$30,000 | GF | 2018 STARTED EARLY. Half purchased (FY18-19); 50% for next fiscal year and followed by training. | |
| WP.103-18 | Engine Acquire new engine and retain existing as reserve engine. | - | - | X | - | MFD | \$400,000 | GF | 2018 STARTED EARLY. Budgeted under current SPLOST to occur (Apr '19). | |
| WP.104-18 | Tool Conversion Acquire HURST rescue tools, converting all to battery to require less maintenance. | - | - | X | - | MFD | \$25,000 | GF | | |
| WP.105-18 | Personnel Evaluate budget for addition of two part-time positions to cover evening shift. | - | - | X | X | City Manager MFD | \$15,000 each | GF | | |
| Police | | | | | | | | | | |
| WP.31-17 | Equipment Study Complete feasibility study to determine appropriate version and costs relative to equipment/technology to modernize police services. | X | X | - | - | MPD | N/A | N/A | 2018 COMPLETED. Estimates prepared for addressing future capital investments. | |
| WP.106-18 | Certification Have one additional officer attain in-house Post Instructor Certification (none current/3 preferred). | - | X | - | - | MPD | N/A | GF | 2018 NOT STARTED. | |
| WP.107-18 | Personnel Hire two additional uniform officers (plus adds \$40,000 @ for car/equipment with each new hire). | - | - | X | - | City Manager MPD | \$45,000 @ | GF | | |
| WP.108-18 | Drone Technology Add drone technology, equipment and/or services, including night vision software. | - | - | X | - | MPD | UNK | Safety Grant | | |
| WP.109-18 | Tag Reader Technology Prepare a cost study and proposal for installing tag reader technology. | - | - | X | - | MPD | N/A | N/A | | |
| Code Enforcement [no items provided] | | | | | | | | | | |
| Animal Control [no items provided] | | | | | | | | | | |
| Public Utilities | | | | | | | | | | |
| WP.08-18 | FOG Public Awareness Implement FOG waste public awareness campaign. | X | X | - | - | UT PI | \$500 | ENT | 2018 NOT STARTED. Commencement coincides with calendar year (Jan '19). | |
| WP.09-17 | Water First Designation Seek WaterFirst designation. | X | X | - | - | UT P&D | N/A | N/A | | |
| WP.10-17 | Stormwater Feasibility Study Compete a new feasibility study for a new stormwater utility. | - | - | X | - | Consultant UT | \$12,000 | GF | | |
| WP.32-17 | SCADA Implementation Implement SCADA system at two (2) water facilities: Madison Water Plant (N. Second St) and Oconee Water Plant (Briar Ln). | X | X | - | - | UT | \$160,000 | ENT | 2018 COMPLETED. Contractor completed setup and quality control test (Sep '18). | |
| WP.33-17 | City Full Service Capacity Complete full build-out as-zoned study to determine service of existing zoned properties. | - | - | X | X | P&D UT | N/A | N/A | | |

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|---|--|----------|-------|-------|-------|-------|----------------------------|------------------------|---------------|---|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| SAFETY & SERVICE (CONTINUED) | | | | | | | | | | |
| Public Utilities (continued) | | | | | | | | | | |
| WP.34-17 | Sewer Ordinance Draft a Sewer Ordinance to aid water treatment compliance and limit plant upgrade costs. | X | X | - | - | - | City Manager UT | N/A | N/A | 2018 STARTED. Model ordinance sent to CM for legal review and consideration (Dec '18). |
| WP.110-18 | Utility Operator Hire Hire additional Operator. | X | - | - | - | - | City Manager UT | \$30,000 /Year | ENT | 2018 COMPLETED. Hired position (FY17-18). |
| WP.111-18 | Utility Operator Education Obtain Class II Operator Status. | - | - | X | X | X | UT | Staff Time; \$250 @ | ENT | |
| WP.112-18 | Equipment Purchase Purchase Vacuum Truck. | - | X | - | - | - | UT | \$75,000 | ENT | 2018 COMPLETED. Purchased and awaiting delivery (Dec '18). |
| WP.113-18 | SCADA Implementation Implement SCADA system at two (2) wastewater facilities: Southside (Four Lakes) & Indian Creek (I-20). | - | - | X | - | - | UT | \$75,000 | ENT | |
| WP.114-18 | Filter System Installation Install filter system and adjust supplement system at Madison Water Plant. | - | - | X | - | - | UT | TBD | ENT | |
| WP.115-18 | Well Building Construction Construct well building at Madison Water Plant. | - | - | X | - | - | UT | TBD | ENT | |
| WP.116-18 | Pump Building Construction Construct pump building at Oconee Water Plant. | - | X | * | - | - | UT | \$21,000 | ENT | 2018 STARTED EARLY. Budgeted under current year and to occur prior to end of FY18-19. |
| WP.117-18 | Design Development Report Complete Design Development Report, including an alternative engineering pilot at Southside Wastewater Plant. | - | X | X | - | - | Consultant UT | \$5,000 | GF | 2018 STARTED. Initiated design/development for chemical portion; EPD update filed; pilot study will extend beyond the FY18-19. |
| WP.118-18 | Southside Plant Updates Install headworks, upgrades for ammonia (copper and zinc), and a tertiary intervention for FOG waste at Southside Wastewater Plant. | - | - | X | X | X | UT | TBD | Capital | |
| Broadband | | | | | | | | | | |
| WP.36-17 | Telecom Update Study Prepare a telecom technology refresh study for current systems. | X | X | - | - | - | Consultant City Manager | N/A | GF | 2018 COMPLETED. Evaluation report and recommendations received. |
| WP.37-17 | Rural Broadband Study Initiate feasibility study for rural broadband and attend the International Data Center Series Conference. | - | - | X | X | X | Consultant City Manager | N/A | GF | 2018 COMPLETED. Consultant and Manager attended the conference; initial evaluation reports received. |
| WP.119-18 | Free Downtown WIFI Conduct feasibility study to compile costs and strategy for internet coverage Downtown. | - | - | X | - | - | Consultant City Manager | UNK | TBD | |

2018 STWP Report
11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|--------------------------------|--|----------|-------|-------|-------|-------|------------------------|----------------|------------------------|--|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| HOME & NEIGHBORHOOD | | | | | | | | | | |
| WP.39-17 | Residential Rental Policy Review Document single-family rental properties and review policies for short-term rentals and property management. | - | - | X | X | | P&D P&Z; HOC | N/A | N/A | |
| WP.40-17 | Housing Rehabilitation II Pursue housing rehabilitation funds to stabilize housing in Primary Target Area (PHASE II-DURA). | - | - | X | X | X | Consultant P&D; HOC | \$15,000 | DCA /in-kind donations | 2018 STARTED EARLY. Request for leverage partnership made (Dec 2018). <i>NOTES: PHASE II – CDBG Tentative Schedule: Apr '19 App; Oct '19 Announcement; Jan '20 paperwork execution; Mar '20 budget; Actual Availability and Use of Funds FY 2020-21 and FY 2021-22 use of funds; six months</i> |
| WP.41-17 | Affordable-Workforce Housing Program Develop housing program/policy to incentivize affordable housing and workforce housing in areas of similar valuation. | - | - | X | X | - | P&D HOC | N/A | N/A | 2018 STARTED EARLY. Reviewed starter ideas with Council at Worksession (Dec '18). |
| WP.42-17 | Workforce Housing Complex Facilitate one (1) mixed-income, family-oriented complex utilizing tax incentive programs (LIHTC/FHB) for DURA. | X | X | X | X | X | P&D DDA; HOC | N/A | N/A | 2018 STARTED. DDA has parcel under contract and due diligence completed. |
| WP.120-18 | Subdivision Regulations Update Amend ordinance and regulations to ensure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure. | - | - | X | X | X | P&D HOC, PZC GSC | N/A | N/A | |
| HERITAGE & TOURISM | | | | | | | | | | |
| Historic Preservation | | | | | | | | | | |
| WP.45-17 | Mid-Century Resources Survey and prepared National Register paperwork (HPIFs) regarding mid-century resources (in and out of extant district). | - | X | X | - | - | P&D HPC Intern | N/A | N/A | |
| WP.46-17 | Non-Residential Resources Develop a program for documenting and promoting the history of non-residential resources. | X | X | X | - | - | MSS HPC | \$2000 | N/A | 2018 STARTED. Research in process for downtown commercial buildings. |
| WP.53-17 | Depot Preservation Insure preservation of the Central of GA Depot's interior historic spaces of heightened integrity. | X | X | X | - | - | P&D HPC DDA; GCC | \$250 | GF | |
| Cemetery Stewardship | | | | | | | | | | |
| WP.48-17 | Obituary Project Initiate a collection of obituaries, website storage/access, and document all known burials. | X | X | X | X | X | P&D CSC | \$250 | GF | 2018 STARTED. 1 st focus, Madison Memorial; Overall approximately 383 obituaries to date (@4,000 known burials). |
| WP.49-17 | Cemetery Expansion Area Complete engineering for cemetery expansion and Phase I construction documents. | - | X | - | - | - | P&D CSC | \$15,000 | GF | 2018 STARTED. Quote secured and work authorized; to be completed within FY18-19. |

| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | Responsible Party | Estimated Cost | Funding Source |
|-------------------------------------|---|-------|-------|-------|-------|-------|-------------------|----------------|--|
| HERITAGE & TOURISM (con) | | | | | | | | | |
| Cemetery Stewardship (con) | | | | | | | | | |
| WP.50-17 | Policy Manual Addendum Draft a policy manual with design guidelines for the cemetery expansion area. | - | - | X | X | X | P&D CSC | N/A | N/A |
| WP.121-18 | Interpretive Exhibit Prepare a plan and budget for an outdoor interpretive exhibit for New Cemetery. | - | X | X | - | - | P&D CSC | N/A | 2018 NOT STARTED. Postponed for additional research. |
| WP.122-18 | Wellhouse Rehabilitation Prepare a plan and budget for wellhouse rehabilitation for use as an information kiosk, respite, and toolshed. | - | X | X | - | - | P&D CSC | N/A | 2018 STARTED. Quote procurement in process; seeking in-kind partnerships. |
| WP.123-18 | Central Axis Improvement Prepare a plan and budget for tree replacement and installation of retaining wall and parking along W. Central Ave. (between Old & MM). | - | - | X | X | - | P&D CSC | N/A | N/A |
| Tourism | | | | | | | | | |
| WP.47-17 | Interpretive Product Updates Revise and add interpretive programs (not solely based on residential architecture). | X | X | X | X | - | MMS HPC | N/A | N/A |
| WP.54-17 | GA Safari Park Support the development of the Safari Park by funding a grant writer to secure funding for utility extension. | - | X | - | - | - | Consultant | \$20,000 | GF One GA |
| Public Arts | | | | | | | | | |
| WP.55-17 | Public Arts Initiative Establish a Public Arts Commission (PAC) and inventory known public art. | X | - | - | - | - | P&D PAC | N/A | N/A |
| WP.56-17 | Interim Public Art Create a temporary installation program for interim use during the development of a Public Arts Master Plan. | - | X | - | - | - | P&D PAC | \$1,500 | GF Grants Donations |
| WP.124-18 | Public Arts Master Plan Develop a 10YR Master Plan with implementation strategy and private participation model for a city public arts initiative. | - | - | X | - | - | P&D CSC | N/A | N/A |
| Special Events | | | | | | | | | |
| WP.58-17 | Arts & Entertainment Uses Determine which businesses lend themselves toward accessory uses not traditionally customary or incidental. | - | X | X | - | - | MMS P&D PZC | N/A | N/A |
| REVITALIZATION & GROWTH | | | | | | | | | |
| Economic Development | | | | | | | | | |
| WP.59-17 | Industrial Style Study Complete a feasibility study for development of the northern zoned industrial area into an industrial park. | - | - | X | - | - | P&D COC | \$7,500 | Consultant |

**2018 STWP Report
11 Dec 2018 Update & Summary**

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | Funding Source | Progress Measures & Comments |
|--|--|----------|-------|-------|-------|-------------------------|-------------------|----------------|--|------------------------------|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| REVITALIZATION & GROWTH (CON) | | | | | | | | | | |
| Downtown Development | | | | | | | | | | |
| WP.62-17 | Fire Prevention Initiative Develop a cooperative fire detection program for shared party wall structures in Downtown. | X | X | - | - | MMS MFD DDA | UNK | Grant | | |
| WP.63-17 | Store Insert Initiative Work with property owners to implement temporary storefront insert program for Downtown. | - | - | X | - | MMS DDA | \$3,000 | GF | | |
| WP.64-17 | Over-Under Study Complete a retail over-under study to determine the change in Downtown land use. | - | X | - | - | MMS DDA | N/A | N/A | | |
| Urban Renewal | | | | | | | | | | |
| WP.65-17 | W. Washington Gateway Plan Complete implementation of the W. Washington Gateway Plan. | X | X | - | - | P&D DDA | \$2.0M | GEFA | | |
| WP.66-17 | Middle School Site Redevelopment Plan Establish a partnership with the BOE to prepare a redevelopment study for the Middle School site. | - | X | - | - | P&D DDA HOC | \$75,000 | BOE DDA | 2018 STARTED. DDA entered into agreement with BOE for Middle School site; data collection in process; site closure anticipated (Dec '19). | |
| WP.67-17 | South Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 3 (i.e., South Madison URA). | - | * | X | - | P&D PZC DDA & HOC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). | |
| WP.68-17 | East Madison URA Plan Prepare a baseline study and/or Urban Redevelopment Plan, encompassing Area of Disinvestment 4,5,6 (i.e., East Madison Area). | - | - | X | - | P&D PZC DDA & HOC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). | |
| WP.69-17 | Walton Park & Blue Star Memorial Establish a partnership with the Hospital Authority to secure park land for passive recreation and veterans' memorial. | - | - | X | - | P&D GCC | N/A | N/A | | |
| PLANNING & DEVELOPMENT | | | | | | | | | | |
| WP.06-17 | Stormwater Regulations Draft alternative ordinance compliances measures for stormwater management facilities and/or devices. | - | X | - | - | P&D PZC | N/A | N/A | | |
| WP.07-17 | Halo Area Water Impact Study Evaluate potential impact of county's development suitability map and zoning policy for the halo, upon sensitive hydrological resources. | - | - | X | X | P&D PZC | N/A | N/A | | |
| WP.11-17 | Lot Coverage Regulations Draft alternative ordinance compliances measures for lot coverage for land-locked industries. | - | X | - | - | P&D PZC | N/A | N/A | | |
| WP.13-17 | Greenprint Plan Update Incorporate hydrology data collection and update the Madison Greenprint. | - | X | - | - | P&D | N/A | N/A | 2018 STARTED. Data collection completed and draft initiated. | |

2018 STWP Report 11 Dec 2018 Update & Summary

2017-2022 with 2018 Items

| STWP # | ITEM Short Title Brief Description | Schedule | | | | | Responsible Party | Estimated Cost | \$\$\$ Source | Progress Measures & Comments |
|---|--|----------|-------|-------|-------|-------|----------------------------|------------------------|---------------|---|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| PLANNING & DEVELOPMENT (CON) | | | | | | | | | | |
| WP.20-17 | Environmental Regulations Draft alternative compliance measures for environmental ordinances for development-impaired properties. | X | X | X | - | - | P&D GCC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). |
| WP.23-17 | Thoroughfare Plan (2007) Update and implement <i>Major Thoroughfare</i> , requesting same of DOT's Plan. | - | - | - | X | - | Consultant P&D | \$10,000 | GF | |
| WP.38-17 | Residential Build-Out Study Complete full build-out, as-zoned study. | - | - | X | X | X | P&D P&Z; HOC | N/A | N/A | |
| WP.43-17 | Rural Residential Zoning District Create a new rural residential zone, prioritizing low infrastructure requirements in exchange for conservation. | - | X | - | - | - | P&D PZC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). |
| WP.44-17 | Halo Area Zoning Coordination Coordinate city and county zoning ordinance updates for property along the city limit border. | - | - | X | X | X | City Manager P&D PZC | N/A | N/A | |
| WP.70-17 | Policy Conflict Resolution Evaluate and clarify as necessary any conflicts between the Comprehensive Plan (2017), addressing prior plan addendums and other city policy documents. | - | X | X | - | - | P&D PZC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). |
| WP.71-17 | Land Use Table Update Reconcile use-specific zoning and add definitions to reflect NACIS classifications. | - | X | X | X | - | P&D PZC | N/A | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). |
| WP.72-17 | Community Planning Workshops Conduct a series of workshops to determine public interest in community planning districts. | - | - | X | X | - | P&D PZC; HOC | \$500 | GF | |
| WP.73-17 | Plan First Designation Reapply for PlanFirst Designation. | - | X | - | - | - | P&D | N/A | N/A | |
| WP.125-18 | ADA Plan (2013) Complete 5YR update to plan, revise, and prioritize realistic implementation schedule. | - | X | X | - | - | P&D | N/A | N/A | 2018 STARTED. Interim report underway for completion by year end (Dec '18). |
| WP.126-18 | Transition Area Study Complete an intensive land use study of County-classified densification areas for utility service, environmental impact, and viewshed protection. | - | X | X | X | - | P&D PZC Consultant | Staff Time \$15,000 | N/A | 2018 STARTED. Cursory city examination of immediately abutting narrow land use categories; further study imperative. |
| WP.127-18 | Building Code Audit Review building codes and recommend minimums for quality construction. | - | X | X | - | - | P&D Consultant | Staff Time \$5,000 | N/A | 2018 NOT STARTED. Awaiting adoption of Comprehensive Plan (Dec '18). |
| WP.128-18 | Subdivision Regulations Update regulations to insure that traditional subdivisions with more than 25 units must seek review to insure adequacy of connectivity, greenspace, and infrastructure. | - | - | X | X | - | P&D PZC | S&V Time | N/A | |
| WP.129-18 | Parking Requirements Revise to address land use, minimum mitigation, and alternative compliance options. | - | - | X | - | - | P&D CDC | Staff & Volunteer | N/A | |

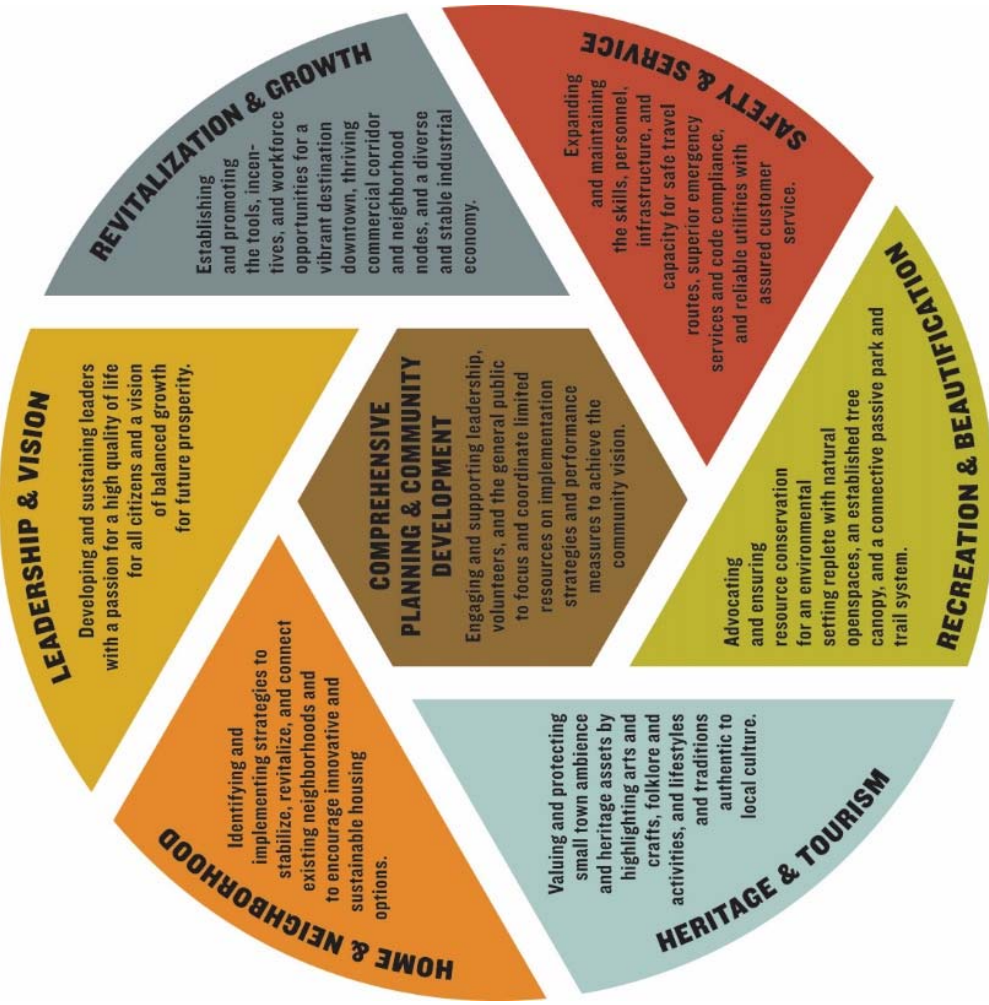
ACRONYM & ABBREVIATION KEY

REFERENCES: Leader • Departments • Boards

- CM City Manager Office
- CC City Clerk Office
- COC Chamber of Commerce
- COD Code Enforcement Office/Officer
- CSC Cemetery Stewardship Commission
- CVB Convention & Visitors Bureau
- DDA Downtown Development Authority
- FD Finance Director Office
- GCC Greenspace Conservation Commission
- HPC Historic Preservation Commission
- HOC Housing Opportunity Commission
- HR Human Resources Office/Officer
- M&C Mayor & Council
- MFD Madison Fire Department
- MPD Madison Police Department
- MIMS Madison Main Street Office/Officer
- P&D Planning & Development Department
- PAC Public Arts Commission
- PI Public Information Office/Officer
- PZC Planning and Zoning Commission
- S&S Street & Sanitation Department
- UT Utility Department – Distribution

REFERENCES: Estimate • Costs • Grant

- CDBG Community Development Block Grant
- CHIP Community Home Investment Program
- DDA Downtown Development Authority
- FHB Federal Home Bank
- GEFA Georgia Environmental Finance Authority
- GF General Funds
- H-M Hotel-Motel Pass Through Tax
- In-Kind Donation of Materials and/or Labor
- LIHTC Low Income Housing Tax Credit
- LDF Local Development Funds
- OneGA One Georgia Grant Funds
- SDS Service Delivery Strategy
- SPLOST Special Purpose Local Option Sales Tax
- ENT Enterprise Funds (Sewer, Water, Gas)



REFERENCES: Places • Districts • Overlays

- A&E Arts & Entertainment Overlay
- DURA Downtown Urban Redevelopment Area

**2018 STWP Report
11 Dec 2018 Update & Summary**

2017-2022 with 2018 Items

| STWP # | # ITEM Short Title Brief Description | Anticipated Completion | | | | | Completed | Started (*ahead of schedule) | Other | Progress Measures & Comments |
|--|---|------------------------|-------|-------|-------|-------|---|---|--------------------------|--|
| | | 17/18 | 18/19 | 19/20 | 20/21 | 21/22 | | | | |
| COMMUNITY AGENDA ACCOUNTABILITY | | | | | | | | | | |
| LEADERSHIP & VISION | | | | | | | | | | |
| 27 | 2017-2022 Plan #01-03, #35, #51-52, #57 (7 items) 2018 Update #74-93 (20 Items) | 0 | 7 | 8 | 5 | 7 | #01, #35, #74, #76, #89, #90 #92* | #02, 03, #57, #78*; #79, #91, #92* | #52, #80, #87 | 2018 TOTAL (27) . Completed (6); Started (7). Not Started (3) – 2 awaiting website rebranding and 1 on hold for additional funding. |
| RECREATION & BEAUTIFICATION | | | | | | | | | | |
| 13 | 2017-2022 Plan #04-05, #12, #14-19, #60-61 (11 items) 2018 Update #94-95 (2 Items) | 0 | 3 | 5 | 0 | 5 | - | #04, #12, #14-17, #19, #94 | #5 | 2018 TOTAL (13) . Completed (0); Started (8). Not Started (1) – 1 awaiting adoption of Comp Plan. |
| SAFETY & SERVICE | | | | | | | | | | |
| 42 | 2017-2022 Plan #08-10, #21-22, #24-34, #36-37 (18 items) 2018 Update #96-119 (24 Items) | 1 | 12 | 11 | 5 | 13 | #24, #26, #30-33, #36-37, #98, #100, #110, #112 | #22, #25, #27-29, #34, #96, #101-103, #116*, #117 | #8, #106 | 2018 TOTAL (27) . Completed (11); Started (12). Not Started (2). |
| HOME & NEIGHBORHOOD | | | | | | | | | | |
| 5 | 2017-2022 Plan #39-42 (4 items) 2018 Update #120 (1 Items) | 0 | 0 | 0 | 1 | 4 | - | #40*, #41*, #42 | - | 2018 TOTAL (5) . Completed (0); Started (3). |
| HERITAGE & TOURISM | | | | | | | | | | |
| 15 | 2017-2022 Plan #45-5-, #53-56, #58 (11 items) 2018 Update #121-124 (4 Items) | 1 | 3 | 7 | 2 | 2 | #55 | #46, #48, #49, #54, #56, #122 | #121 | 2018 TOTAL (15) . Completed (1); Started (6). Not Started (1) – Additional research needed. |
| REVITALIZATION & GROWTH | | | | | | | | | | |
| 9 | 2017-2022 Plan #59, #62-#69 (9 items) | 0 | 1 | 6 | 2 | 0 | - | #65, 66, #69 | #66, #67 | 2018 TOTAL (9) . Completed (0); Started (3); Not Started (5) – 2 awaiting adoption of Comp Plan. |
| PLANNING & DEVELOPMENT | | | | | | | | | | |
| 18 | 2017-2022 Plan #06-07, #11, #13, #20, #23, #38, #43-44, #70-73 (13 items) 2018 Update #125-129 (5 Items) | 0 | 3 | 7 | 5 | 3 | - | #13, #125, #126 | #20, #43, #70, #71, #127 | 2018 TOTAL (18) . Completed (0); Started (3); Not Started (5) – 2 awaiting adoption of Comp Plan. |
| SUMMARY | | | | | | | | | | |
| 129 | 2017-2022 Plan TOTAL of 73 Items 2018 Update TOTAL of 56 Items | 2 | 29 | 44 | 20 | 34 | 18 Completed | 42 Started | 14 Not Started | 2018 TOTAL: 14% Complete; 33% In Progress |

CONTENTS: Departments and boards should incorporate community agenda items into work programs (i.e., **1-3-5 Plan**). However, all items from individual work programs may not necessarily be listed herein (e.g., singular equipment expenditures less than \$2,500 – a new phone; ongoing programs – annual tree planting; filling an existing position – etc.). Any items seeking specifically state/federal public funds should be identified as early as possible for inclusion.

UPDATES: Communicate revisions and additions by mid-November so that progress may be included in the end of year Annual Report(s) to the Mayor and Council and the early year draft Budget(s). Use the schedule to ensure pacing of financial and human resources for multiple programs/projects and mark items as: Complete, Started, In Progress, Not Started, Postponed, Abandoned – with a brief note, completion date, final cost, etc.

RESOLUTION

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Comprehensive Plan Update for the City of Madison, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW THEREFORE, BE IT RESOLVED by the City of Madison, Georgia, that the Comprehensive Plan Update for the City of Madison, Georgia, dated as October 2018 and adopted February 2019, as approved by the Georgia Department Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Commission shall be notified of said adoption within seven (7) days of the adoption of this resolution.

Adopted this 11th day of February, 2019.

CITY OF MADISON, GEORGIA

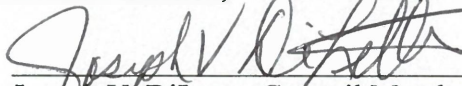
By:



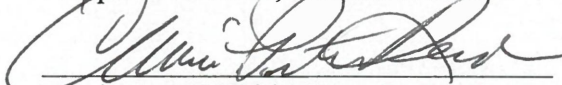
Fred Perriman, Mayor



Richard Blanton, Council Member



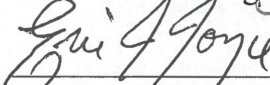
Joseph V. DiLetto, Council Member



Carrie Peters-Reid, Council Member

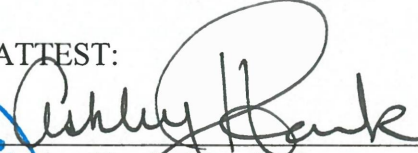


Chris Gilbert Hodges, Council Member

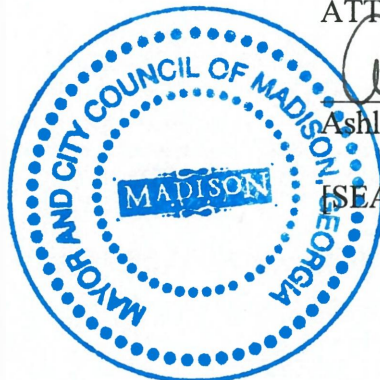


Eric Joyce, Council Member

ATTEST:



Ashley Hawk, City Clerk



[SEAL]