What's in my plan?

An overview of the Minimum Standards for
Local Comprehensive Planning

Georgia® Department of
Community Affairs

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Obligatory Warm-Fuzzy Quote

"…When we build, let us think that we build for ever. Let it not be for the present delight, nor for present use alone; let it be such work as our descendants will thank us for, and let us think as we lay stone on stone, that a time is to come when those stones will be held sacred because our hands have touched them, and that the people will say when they see them,

"See! _This_ is our parents did for us."

John Ruskin, _The Seven Lamps of Architecture_

Regulatory Framework

- Georgia Planning Act of 1989
  - Minimum Standards for Local Comprehensive Plans
    - Local Comprehensive Plans
      - Local Zoning & Development Regulations

The Standards: *Overview*

- Menu of Plan Elements (Community Chooses)

- Each Element Has Only Brief, Flexible Guidance

- Only Three Elements are Required of All

- Five Elements are Required for Some Communities (depending on local conditions)

- Substitution of Existing Plans/Elements Encouraged

- No Update Required for Some Plan Elements

- Other Elements Updated Every Five Years

- RCs and communities can adapt the rules to fit local needs (e.g. plans may be significantly scaled-down for very small communities)
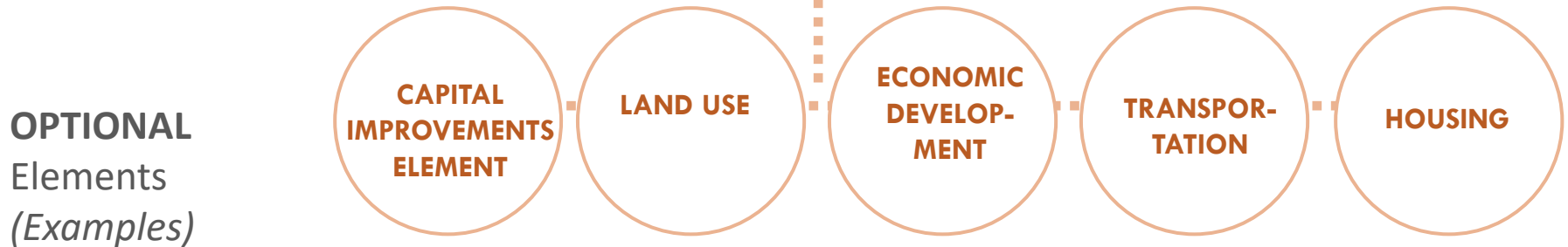
Menu of Plan Elements

REQUIRED for all

- COMMUNITY GOALS
- NEEDS & OPPORTUNITIES
- BROADBAND SERVICES ELEMENT
- COMMUNITY WORK PROGRAM

REQUIRED for some communities

OPTIONAL Elements *(Examples)*

- CAPITAL IMPROVEMENTS ELEMENT
- LAND USE
- ECONOMIC DEVELOP-MENT
- TRANSPOR-TATION
- HOUSING

| TARGET AREAS | PUBLIC SAFETY | GREENSPACE | EDUCATION | RECREATION | HUMAN SVCS | |
| INTER-GOVERNMENT COORDINAT'N | SOLID WASTE MANAGE-MENT | INFRA-STRUCTURE & FACILITIES | COMMUNITY SUSTAIN-ABILITY | HISTORIC & CULTURAL RESOURCES | DISASTER RESILIENCE | NATURAL RESOURCES |

**Visual Concept by Ozgur Basak Alkan, Perkins+Will

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Standards & Examples

REQUIRED
for all

COMMUNITY GOALS

NEEDS & OPPORTUNITIES

BROADBAND SERVICES ELEMENT

COMMUNITY WORK PROGRAM

DCA Provides Tools

- Statistical and demographic data provided by DCA for FREE, upon request

- QCOs provide useful "conversation starters"

> *Use to educate the public and fact-check their input*

> ***No requirement*** *that it be included in the final document—if it is (typically as an appendix), it can be an excellent source of data and stats about your community to aid continued decision-making*

Standards & Examples

REQUIRED for all

COMMUNITY GOALS

NEEDS & OPPORTUNITIES

BROADBAND SERVICES ELEMENT

COMMUNITY WORK PROGRAM

- *REQUIRED FOR ALL communities*
- *1 or a Combination of any of the following:*
  - General Vision Statement
  - List of Community Goals
  - Community Policies
  - Character Areas & Defining Narrative

- *This element is created ONCE potentially drawing from previous plans.*

- *Updated at the discretion of the local government.*

Vision Statement

FROM THE RULES

- **"General Vision Statement.** Include a general statement that **paints a picture** of what the community desires to become, providing a **complete description of the development patterns** to be encouraged within the jurisdiction."

Vision Statement

"We want our community to be a happy, friendly place where people want to live, play, and do business."

This is useless to the community.

Vision Statement

Or, you can provide a much more detailed narrative like this.
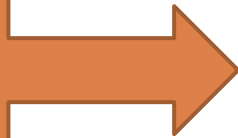
VISION STATEMENT - A statement of Goals, Objectives, Principles, Policies & Standards

The Vision Statement is a collaborative effort of the   Commissioners; Planning Commission; Parks, Recreation, and Streets Board; Community and Economic Development Committee; local Chamber of Commerce; and community input through a focus group, electronic survey of local residents, and public hearings. The previous Master Plan, dated February 22, 2005, served as the foundation for this plan. The Vision Statement is the cornerstone of the Master Plan and contains a summary of the goals of the community and specific objectives to support those goals.

The   prides itself on being a caring community with small town values and character that endeavors to ensure that present and future residents are able to enjoy this lifestyle. Residents have stated that   is a wonderful place to live and raise a family and have expressed a strong desire that   's small-town character be protected and enhanced.

The goal of this Master Plan is to establish a guide to ensure that the characteristics that make   unique are preserved and strengthened in future years.

A number of objectives are key to realizing this vision:

(1) *Small Town Character -* Citizen input attests to their strong desire to maintain the small town or village characteristics that are the essence of   . A small town or village can be described as a clustered community with homes in close proximity to a town center with commercial businesses, public facilities, and pedestrian traffic. In concert with the objectives of ensuring some growth and protecting   's small town image, this Master Plan outlines steps toward incremental and limited growth and a town population of approximately 6,500 in the foreseeable future (see the Municipal Growth Element Section).

(2) *Town Center -* Much of what gives   its small town character is the Town's Old Town Center and associated historic structures. To enhance and maintain the Town, a Streetscape Concept Plan has been developed, approved, and begun (see Appendix D). When completed, this plan will strengthen and improve the appearance and safety of   's core downtown and business district and may encourage renovation. The aim of any future development in the Commercial District should be to enhance these desirable features and incorporate them into the design of new construction in an aesthetically consistent manner. Additionally, the restoration of old structures is encouraged (See Appendix C) and guidelines are included in this plan to promote construction and upgrades of buildings in the Central Business and Commercial Districts that are in harmony with existing older architecture.

(3) *Schools -* Maintaining schools in   and ensuring these schools have opportunities and resources at least equal to other schools in the County is a high priority for Town residents. The Town of   needs to continue to inform the Board of Education and local legislators of   's unique location within the Agricultural Reserve and the impact of our unique

Vision Statement

Or, you can provide a much more detailed narrative like this.

location on school population. Given the stabilization of the _____ High School enrollment through the creation of the _____ High School magnet curriculum programs, consideration should be given to creating magnet programs at _____ Middle School if student enrollment declines.

(4*)* *Business Community/Economic Development* **-** The linchpin to a Town's identity and existence is a strong and vibrant business community. Local businesses contribute to the economic and social fabric of the community by providing basic goods and services, local job opportunities and non-profit organization support. In order to maintain _____ 's small town character, it is imperative to encourage, sustain and promote the economic viability of _____ 's businesses. The Town's Community and Economic Development Committee (CEDC) needs to continue and expand its efforts to encourage support of existing businesses and seek creative efforts to encourage viable businesses to locate in _____ .

(5) *Streetscape/Parks & Recreation* **-** The Town of _____ should continue to be improved consistent with the current *Plan for Park and Recreation Facilities* and current Streetscape Plan. Under these plans, the continued implementation of the Park and Recreation Plan will create a more pedestrian friendly community by connecting neighborhoods to community recreational facilities and the Town Central Business District. The continued implementation of the Streetscape Plan along Fisher Avenue will enhance the appearance and appeal of the downtown area while contributing to the integration of the business, residential, park, and recreation resources in Town. In addition to providing facilities for active recreation, it is also important to preserve green space within the Town by encouraging land uses and densities compatible with the adjacent agricultural preserve and by conserving sensitive natural resource areas.

(6) *Water/Sewer Quality* **-** Ensuring safe, adequate water and wastewater capacity is essential for the health and safety of Town residents and the preservation of _____ as a desirable place to live. The _____ <State Agency> is responsible for monitoring and managing the State's aquifers. _____ and the Town work together to ensure that the aquifer continues to be a source of high quality water and that groundwater withdrawal rates are less than recharge. This partnership has been successful and _____ is fortunate to have an adequate supply of high quality water that requires very little treatment. _____ is taking pro-active measures to reduce naturally occurring radon and alpha emitters in the groundwater to an extent that surpasses State and Federal guidelines and standards.

This Plan is designed to ensure that development within and adjacent to the Town's boundaries is compatible with its rural setting in an agricultural preserve and that the resources, health and safety of the Town are not adversely impacted. Consistent with this goal, the Town has enacted stringent requirements for petroleum products storage and a Wellhead Protection Ordinance that recognizes areas of influence external to the Town's limits. Protection of the wellhead area to minimize the risk of ground water contamination is a continuing concern to the Town and State. The Town must remain vigilant to ensure that existing Town Codes and Regulations limiting potentially detrimental activity in the wellhead areas are enforced. Continued monitoring of the wellhead protection area within the Town and in adjacent areas is of critical concern.

Vision Statement

Or, you can provide a much more detailed narrative like this.

The Town and State are also concerned with wastewater discharge. During the past six years, the Town has made major improvements to its wastewater treatment plant and reduced the level of contaminants entering   Creek; however, efforts need to continue to reduce the amount of inflow and infiltration (I&I) of groundwater into the wastewater system. The reduction of I&I increases treatment efficiency and reduces the cost of processing input that is not wastewater.

(7) **_Historical Heritage/Tourism_** -   has a long history and roots that run deep, including local families whose ancestors lived in and settled the Town and its surrounding areas. The Town was a key crossroads during the Civil War and large encampments of soldiers bivouacked in and around   . While   can never become a major Civil War destination like   , its location in beautiful rural surroundings, its location on the way to other nearby points of interest such as   and   and its historical legacy does offer an opportunity for visitors. This Plan provides support for initiatives to promote   as a place to visit or live.

In support of these efforts to build on the Town's historic assets,   has adopted and should maintain   designation as   a   heritage   area.   Volunteer groups in   have developed initiatives to help support the Town's heritage area status and there should be plenty of assistance in the form of time and energy from Town volunteers to take advantage of available grants and programs.

Structuring the Comp Plan
Goals – Policies - Activities

- **Goals** articulate a set of broad, overarching ideals for which the community is working.
  - <u>Policies</u> provide ongoing guidance and direction to local officials for making decisions that support achieving the community's vision/goals.
    - *Implementation Activities* specific activities the community plans to undertake (e.g. activities, initiatives, programs, ordinances, administrative systems) in order to implement policies and achieve goals

Structuring the Comp Plan

Goals – Policies - Activities

- **Goal 1: Our community will employ innovative tools and processes to attract new businesses that complement our Vision and retain existing ones.**
  - Policy 1:A → Collaborate with the development authority to provide financial incentives to local businesses.
    - *Activity 1:A(1)* Increase funding to existing façade restoration program by at least 5%.
  - Policy 1:B → Ensure that review processes do not unnecessarily hamper (re)development.
    - *Activity 1:B(1)* Develop a simple process flowchart that the lay public can understand and provide it to each applicant at the beginning of every review process
    - *Activity 1:B(2)* Revise our zoning ordinance to provide an "expedited review" path for projects that meet a set of specified "Excellence" criteria.

List of Community Goals

FROM THE RULES

- **List of Community Goals.** Include a listing of the goals the community seeks to achieve.

List of Community Goals: *Examples*

- **Economic Prosperity:** We encourage development or expansion of businesses and industries that are suitable for the community.
- **Resource Management:** We ensure the efficient use of natural resources and we identify and protect environmentally sensitive areas.
- **Efficient Land Use:** We maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.
- **Local Preparedness:** We identify and put in place the prerequisites for the type of future the community seeks to achieve.
- **Sense of Place:** We protect and enhance our community's unique qualities.
- **Regional Cooperation:** We cooperate with neighboring jurisdictions to address shared needs.
- **Housing Options:** We provide an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community.
- **Transportation Options:** We address the transportation needs, challenges and opportunities of all community residents.
- **Educational Opportunities:** We make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, and pursue their life ambitions.
- **Community Health:** We 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.

List of Community Goals:

Using the QCOs as a resource

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.

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.

Community Policies

FROM THE RULES

- **Community Policies.** …provide **ongoing guidance and direction** to local government officials for making decisions consistent with achieving the Community Goals. These are **general, guiding principles** that you want to help define your community.

Community Policies: *Good Example*

Land Use

- Review and update our comprehensive plan on a regular basis to ensure planned growth, and enact appropriate growth management ordinances.

- Decisions on new development will contribute to, not take away from, our community's character and sense of place.

- Encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.

- Seek development whose design, landscaping, lighting, signage, and scale add value to our community.

- Use land efficiently to avoid the costs and problems associated with urban sprawl.

- Preserve the rural character of our community and provide the opportunity for agricultural and forestry activities to remain a vital part of the community.

- Gateways and corridors will create a "sense of place" for our community.

- Encourage the development of downtown as a vibrant center of the community in order to improve overall attractiveness and local quality of life.

- Commit to creating walkable, safe, and attractive neighborhoods throughout the community, where people have easy access to schools, parks, and necessary services (grocery store, drug store) without having to travel by car.

- Creation of recreational facilities and set-aside of greenspace are important.

- Commit to providing pleasant, accessible public gathering places and parks throughout the community.

- Commit to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in Greenfield (previously undeveloped) areas of the community.

Character Areas

FROM THE RULES

- **'Character Area'** means a specific geographic area or district within the community that:

  - has **unique or special characteristics to be preserved or enhanced** (such as a downtown, a historic district, and arts district, a neighborhood, or a transportation corridor);

  - has **potential to evolve into a unique area** with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern); or

  - **requires special attention** due to unique development issues (rapid change of development patterns, economic decline, etc.).

- Each character area is a planning sub-area within the community where more **detailed, small-area planning** and implementation of certain policies, investments, incentives, or regulations may be applied in order to preserve, improve, or otherwise influence its future development patterns in a manner consistent with the Community Goals.

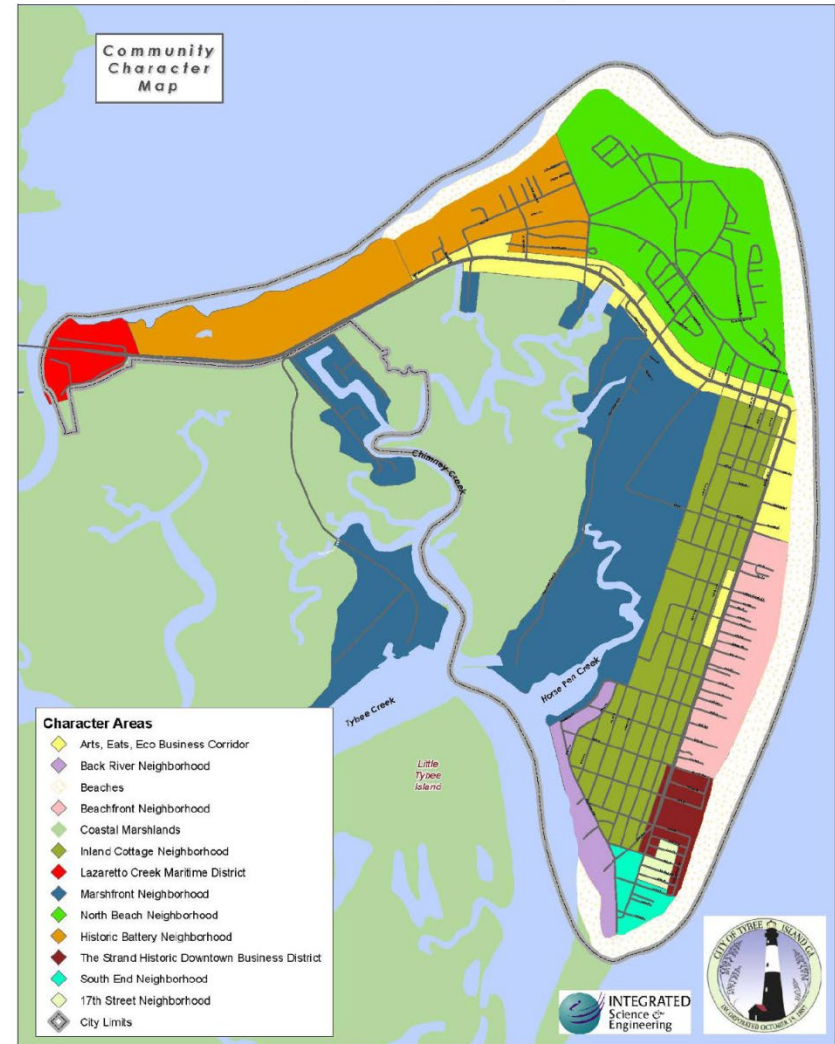# The Character Area Map

FROM THE RULES

- **Character Areas Map and Defining Narrative.** Identify and map the **boundaries of existing or potential character areas** (see definition in Chapter 110-12-1-.05) **covering the entire communi**ty, including existing community sub-areas, districts, or neighborhoods. …Community improvement districts, tax allocation districts, Livable Centers Initiative planning areas, designated redevelopment areas and the like are good candidates for delineation as character areas.

The Character Area Map

- **It's a map—it should reflect basic, cartographic, common sense**
  - No blank spots,
  - Map & Legend should match,
  - Map and Text (Defining Narrative) should match.
  - At a high enough resolution to be easily read, not blurry
  - *A properly oriented North-arrow is always handy

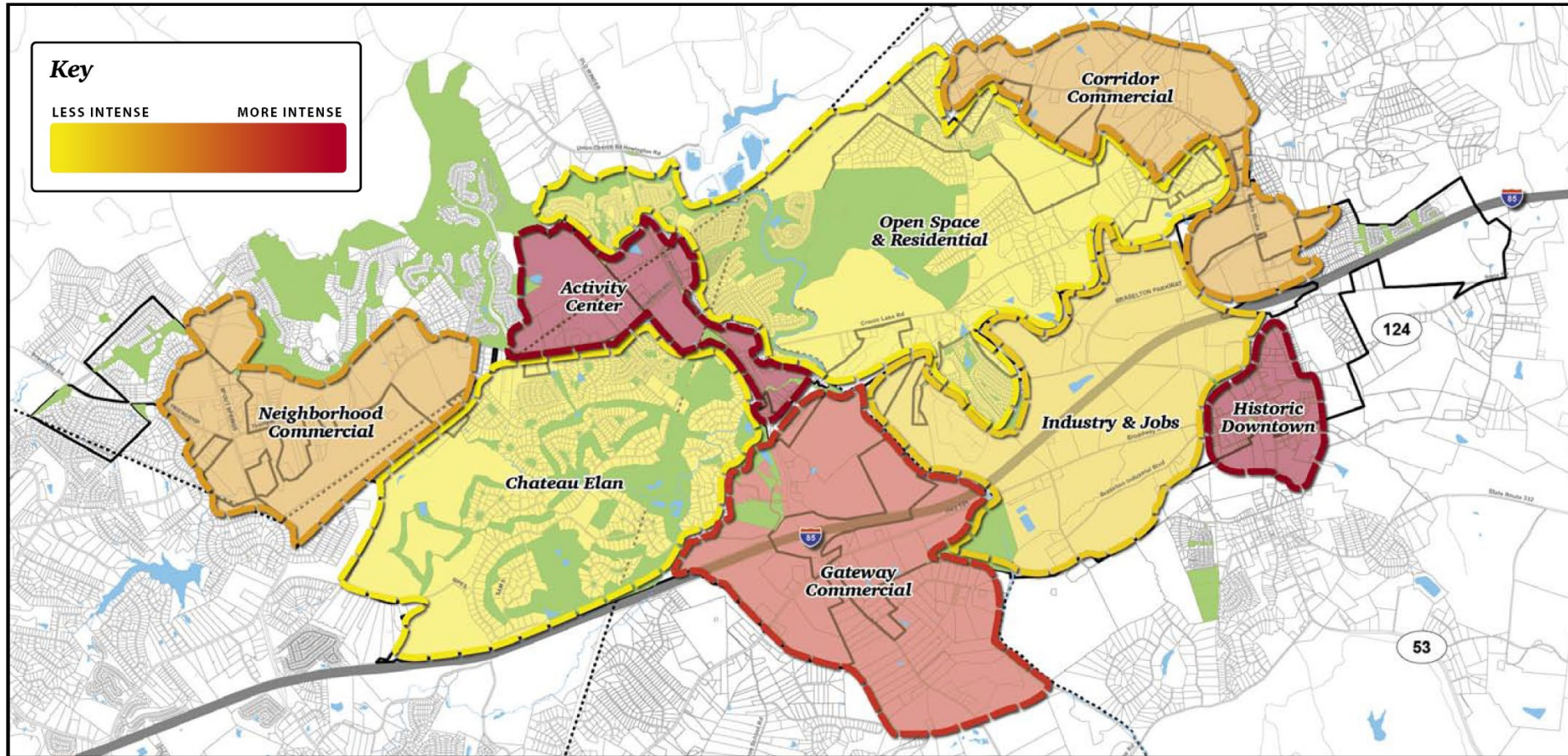- **A high-quality map can do more than simply illustrate boundaries . . .**
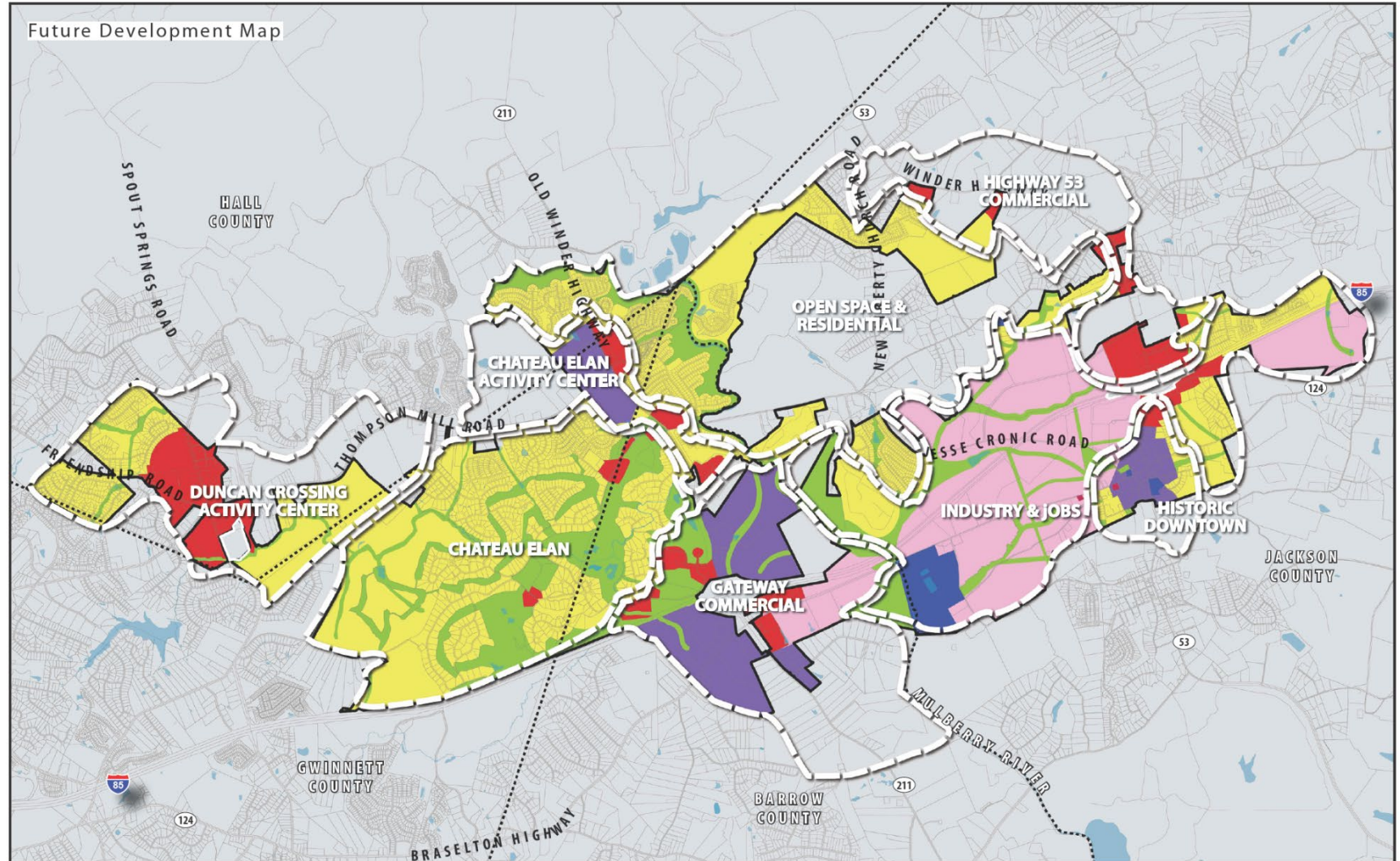
Character Area Maps
Good Examples

Figure 1: Community Character Map

Character Area Maps

Good Examples

Future Development Map

Legend:
- Character Area Boundaries
- Town Limits
- County Lines
- Residential
- Commercial
- Public/Institutional
- Industrial
- Park/Recreation/Conservation
- Mixed Use
- Transportation/Communication/Utilities
- Water Bodies

Character Area
Defining Narrative

- Detailed discussion of EACH character area presented on the map

- Required to Include
  - Basic description with text and **Illustrations/photos/etc.**
  - Allowable land uses
  - Implementation measures

Defining Narrative
Good Example

Suburban Area Developing

This area has seen much residential development pressure over recent years and will likely continue during the plan horizon. The appeal of this area to developers and buyers may be the country-like atmosphere, while still being in close proximity to the amenities associated with city life. This area was not previously serviced by City of Moultrie utilities until development began. The potential for annexation into the City of Moultrie in the near future exists if current annexation practices continue. Much residential development has been approved for the area but only a small amount has begun construction. The finished homes located here are large detached single-family houses on large lots, situated on a curvi-linear street pattern with no connectivity to neighboring subdivisions.   Pedestrian access is low, as there are no sidewalk provisions as of yet.

Vision: An area of low density single-family development with links to the city by way of decentralized services that still maintains a suburban feel and fosters a neighborhood atmosphere.

Development Patterns

- *Urban growth or service boundaries that discourage/prohibits development outside border.*
- *Site plans, building design and landscaping that are sensitive to natural features of the site, including topography and views.*
- *Clustering development to preserve open space within the development.*
- *New developments that contain a mix of residential, commercial uses and community facilities at small enough scale and proximity to encourage walking between destinations.*
- *Site built single-family housing that incorporates traditional colonial design elements including columns, shutters, large front porches and any other additional elements reminiscent of Southern plantation style homes.*
- *Residential development that offers a mix of housing types (single family homes, town homes, live/work units and apartments) densities and prices in the same neighborhood.*
- *Distribution of affordably-price homes throughout locality/region.*
- *Retrofitting existing residential communities to improve pedestrian and bicycle access and connectivity with nearby commercial areas.*

Specific Land Uses

- *Single-family residential*
- *Light Commercial*
- *Community Facilities (i.e. Community Centers, schools, libraries etc.)*
- *Recreational Facilities*

Defining Narrative
Good Example

□

Implementation Tool Box

Conservation Subdivision Ordinance
Residential or mixed use developments with a significant portion of site set aside as undivided, protected open space while dwelling units or other uses are clustered on remaining portion of site.

Maximum Block Length, Width and/or Perimeter
Maximum distances for block length, width and/or perimeter, to keep the scale of development small and allow for short distances that are walkable by pedestrians.

Landscaping Guidelines/Ordinance
Such an ordinance should include but is not limited to requirements for protection of existing trees, planting of trees that will create a certain amount of shade over time, establishment of landscaped strips as buffers between developments, etc.

Adopt Inclusive Land Use Regulations
Requiring developers to include a certain percentage of affordable homes in a market-rate home development.

Standards & Examples

REQUIRED
for all

COMMUNITY
GOALS

**NEEDS &
OPPORTUNITIES**

ROADBAND
SERVICES
ELEMENT

COMMUNITY
WORK
PROGRAM

•*REQUIRED FOR ALL communities*

•*Update **EVERY 5 YEARS** with in-depth community involvement*

•*Previous plan's Needs & Opportunities, current statistical and demographic data, and the QCOs are typically used as starting points.*

•*Like a SWOT Analysis.*

Needs and Opportunities

FROM THE RULES

☐ **Needs and Opportunities.** (Required for all local governments, updates required every five years.) … locally agreed upon list of Needs and Opportunities the community intends to address. …The list must be developed by **involving community stakeholders** in carrying out a **SWOT** (strengths, weaknesses, opportunities, threats) or similar analysis of the community.

SWOT
Strengths

Consider this from the community's point of view. Involve the citizens and organizations that make up your community. Don't be modest. Be realistic.

- *What are your advantages?*

- *What do you do well?*

- *What relevant resources are available to you?*

- *What do other people see as your strengths?*

SWOT

Weaknesses

Consider these questions from internal and external viewpoints: Do other people/organizations seem to perceive weaknesses that you do not see? Are other communities doing better than you? It is best to be realistic now, and face any unpleasant truths as soon as possible.

- *What could your community improve?*

- *What do you do poorly?*

- *What should you avoid?*

SWOT

Opportunities

Look at your strengths and ask yourself whether these open up any opportunities. Alternatively, look at your weaknesses and ask yourself whether you could open up opportunities by eliminating them.

- *Where are the positive opportunities for your community?*
- *What are the promising trends?*

Useful opportunities can come from such things as:

- *Changes in technology and markets on both broad and narrow scales*
- *Changes in government policy*
- *Changes in social patterns, population profiles, life styles, etc.*
- *Local conditions*

SWOT

Threats

Carrying out this analysis will often be illuminating – both in terms of pointing out what needs to be done, and in putting problems into perspective.

- *What obstacles do you face?*

- *Are the threats facing your community undergoing change (more or less threatening)?*

- *Is changing technology threatening your position?*

- *Could any of your weaknesses seriously threaten your community?*

Needs and Opportunities

- Should be comprehensive
- A simple list is common and *totally* acceptable—but some are more creative
- It should make sense for the community
- NOT a "to-do" list (that comes later)

Needs and Opportunities

Good Example

Good Example (City of Covington)

Community Facilities and Services Issues

1. **Meeting the Service Demands of Explosive Population Growth.** Recently, the City has experienced rapid population growth, and this growth is expected to continue throughout the planning horizon. With that growth has come increasing demands for public services. Careful planning is required to ensure that adequate services are available over the next 20 years.

2. **Diminishing Supply of Regional Water.** Septic and land application systems are consumptive uses of water. As a result, there may be future political pressure to develop sewer systems with surface water discharges, as opposed to continued use of septic systems or land application systems.

3. **Solid Waste Planning.** Both the City and County currently are operating under a 1993 Solid Waste Master Plan. Under state law, the Solid Waste Master Plan will need to be updated by 2008.

Community Facilities and Services Opportunities

1. **Expanding the City's Trail System.** The County Recreational Authority has plans to expand the City's trail system, providing both recreational and practical pedestrian and bicycle connections between local housing and City destinations.

Needs and Opportunities
Other Techniques…

□ Identify observed trends or events then explain the specific needs and opportunities that may result. For example:

TREND→ Eleven percent increase in retired population since the last census.

NEADS: ~Increased access to medical services

           ~Greater variety in senior-oriented recreational activities

OPPORTUNITIES: ~Expanded volunteer base for local nonprofits

           ~More potential daytime "neighborhood watch" members

Standards & Examples

COMMUNITY GOALS ··· NEED OPPORTU... · BROADBAND SERVICES ELEMENT · ...MUNITY ...ORK ...GRAM

REQUIRED for all

- **_REQUIRED FOR ALL_** _communities_

- _Updates at the discretion of local government_

- _Can be very simple, some work has already been done_

Achieving Connectivity Everywhere
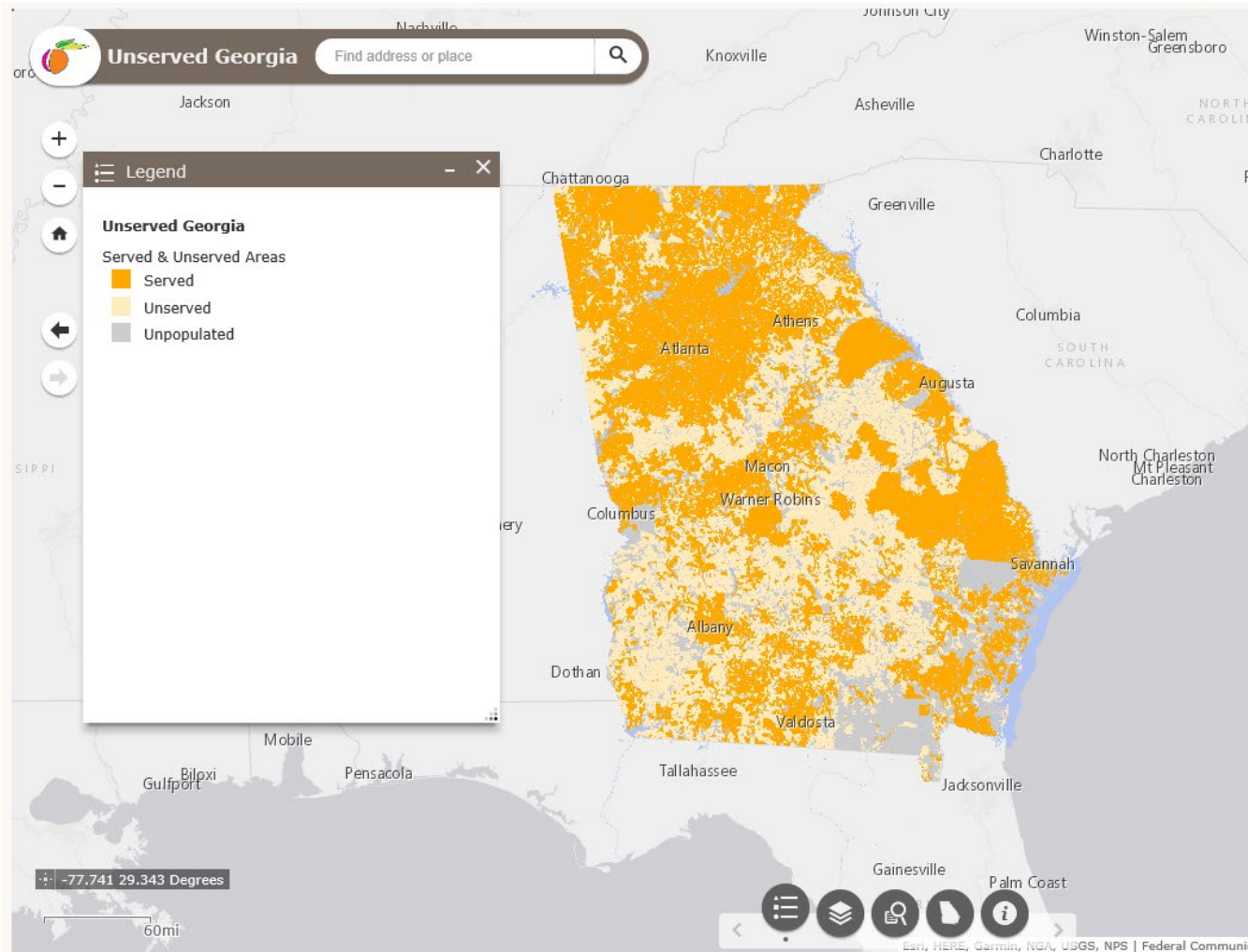
Achieving Connectivity Everywhere

• **2017's Achieving Connectivity Everywhere (ACE) Act. Established a framework for expanding broadband internet access throughout the state.**
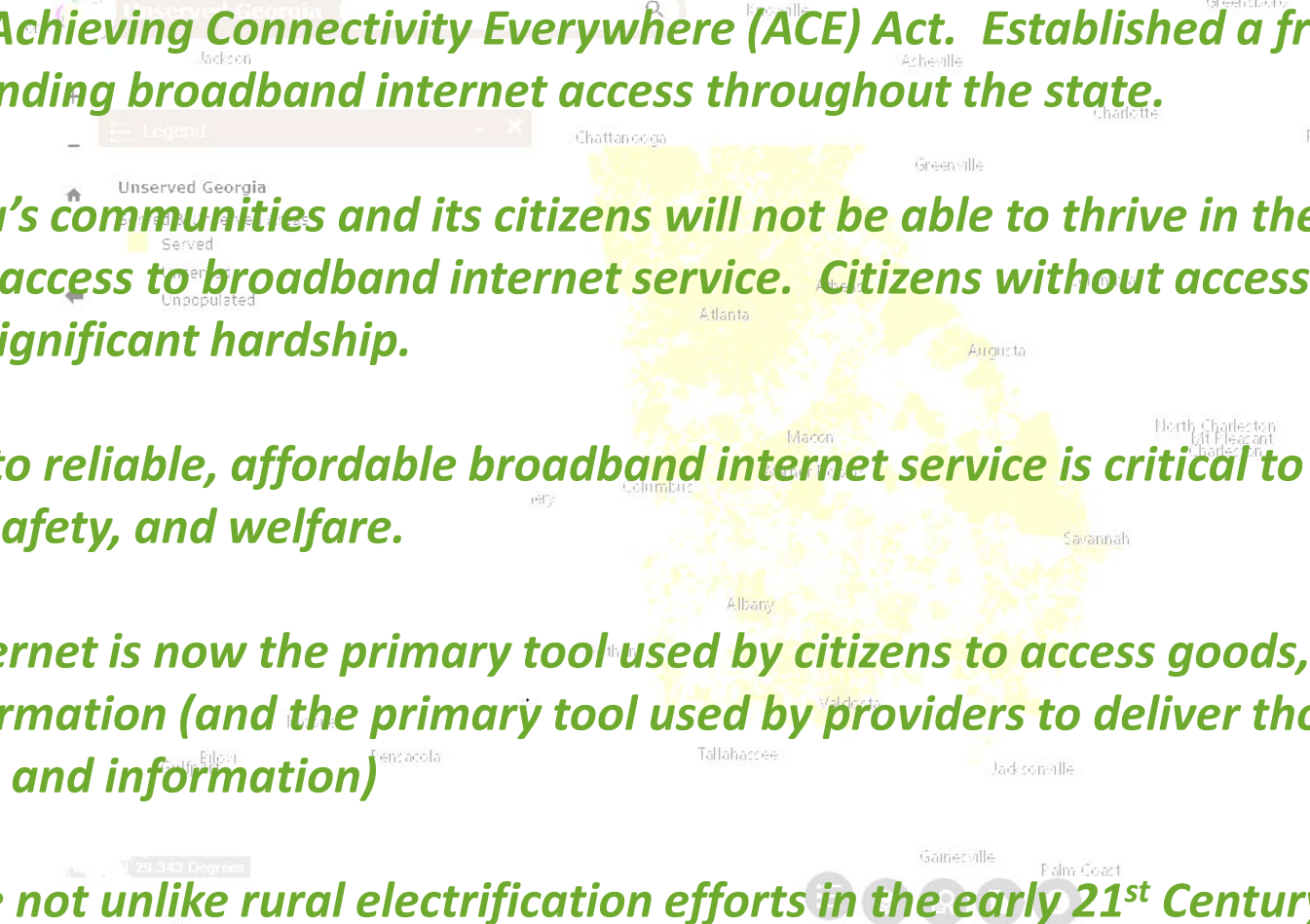
• **Georgia's communities and its citizens will not be able to thrive in the future without access to broadband internet service. Citizens without access are likely to face significant hardship.**

• **Access to reliable, affordable broadband internet service is critical to public health, safety, and welfare.**

• **The internet is now the primary tool used by citizens to access goods, services, and information (and the primary tool used by providers to deliver those goods, services, and information)**

• **This the not unlike rural electrification efforts in the early 21st Century.**

Broadband Services Element

FROM THE RULES

☐ **Broadband Services Element.** (Required for all local governments, updates at local discretion.) …an action plan for the promotion of the **deployment of broadband services by broadband service providers into unserved areas** within its jurisdiction. The action plan must describe steps for the **promotion of reasonable and cost-effective access** to broadband to parts of the local government's jurisdiction designated by the Department as **unserved areas.** The local action plan required pursuant to this element may include, but shall not be limited to, any **assessments, studies, ordinances, and/or goals** to achieve certification as a Broadband Ready Community or designation of facilities and developments as Georgia Broadband Ready Community Sites. Each local comprehensive plan should contemplate and seek to implement this element in a manner which stresses the importance of broadband deployment across this state, and that broadband services should be considered as important as other necessary utilities.

Broadband Services Element

Examples ("Baby Steps"

☐ **Goal:** Our citizens will have ready, reliable, and affordable access to broadband internet service.

☐ **Need/Opportunity:** Citizens in a number of areas in our community are unable to take advantage of a variety of goods, services, and information due to lack of access to broadband internet service.

☐ **Project/Activity:** Review our development regulations to identify (and eliminate) unnecessary obstacles to the expansion of broadband internet infrastructure.

Standards & Examples

REQUIRED for all · · · COMMUNITY GOALS · · NEEDS & OPPORTUNITIES · · BROADB SERVIC ELEME

COMMUNITY WORK PROGRAM

- *REQUIRED FOR ALL communities*

- *Update EVERY 5 YEARS with in-depth community involvement.*

- *A Report of Accomplishments and a new Five-Year Work Program.*
  - Report of Accomplishments = Status Report
  - Work Program = "To Do" List

- *Use previous Work Program as a starting point.*

Planning as Priority-Setting

Long Term   *Immediate*

| Community Goals | | Needs & Opportunities |

Community Work Program
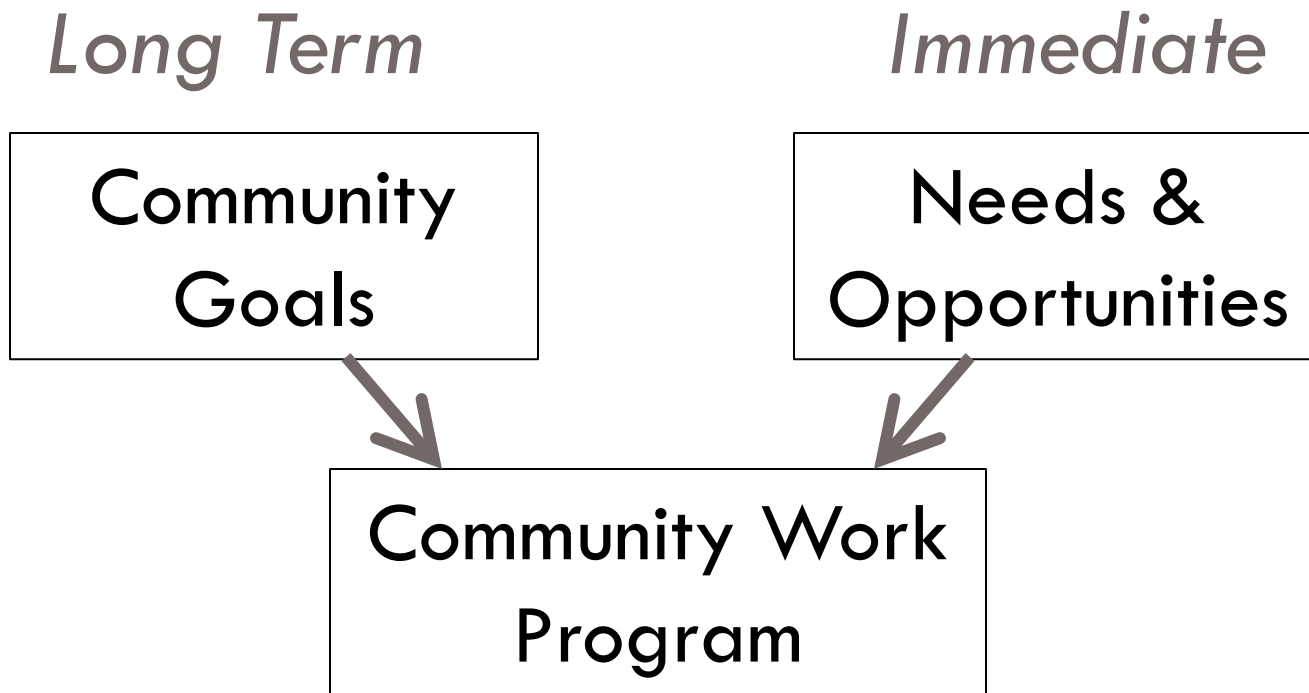
Plans deal with both the immediate and the long term but pull it all together in the Work Program

Community Work Program

<u>FROM THE RULES</u>

Community Work Program. (Required for all local governments, updates required every five years.) …the **<u>specific activities</u>** the community plans to undertake during the next five years …This includes any **<u>activities, initiatives, programs, ordinances, administrative systems</u>** …(Note that **<u>general policy statements should not be included in the Community Work Program</u>**, but instead should be included in the Policies section of the Community Goals.) …

Community Work Program

<u>FROM THE RULES, cont'd.</u>

The Community Work Program must include the following information for each listed activity:

- Brief description of the activity;

- Legal authorization for the activity, if applicable;

- Timeframe for initiating and completing the activity;

- Responsible party for implementing the activity;

- Estimated cost (if any) of implementing the activity; and

- Funding source(s), if applicable.

Community Work Program

- **Focuses both on the projects that will incrementally move you toward your vision over the long-term—<u>AND</u>– the projects that are necessary to meet the community's immediate needs**

- **This is simple. There's a basic template that most communities use—it's just a matter of filling in blanks.**

- **This is the place where you will find specific projects/activities. Hopefully it avoids inclusion of "projects" that begin with words like "encourage", "promote" and "consider."**

- **No clear responsible party, cost estimate, funding source, and/or start and end dates →Probably a policy statement or a non-specific project that shouldn't have been included in the CWP**

Community Work Program

Good Example

Our Community 2030 – Union City Comprehensive Plan   **Final Draft**

Type of Action/ Strategy	Action/ Implementation Strategy	Responsible Party	Time Frame					Cost	Funding Source	Strategy Ref. Number
			11	12	13	14	15			
Inventory/ Assessment	Develop an inventory of vacant and/or unoccupied Brownfield and Greyfield areas to identify sites that are suitable for development and redevelopment	Comm. Dev.	✓	✓	✓			Staff Time	GF	DP-4.6.1
Inventory/ Assessment; Master Plan/Small Area Plan	Develop small area plans for prioritized Brownfield and Greyfield areas and develop incentives to encourage redevelopment	Comm. Dev.	✓	✓				$50,000	GF, Federal Grants	DP-4.6.2; DP-4.6.3; DP-4.6.4; DP-3.1.3
Inventory/ Assessment	Conduct housing study to identify housing stock existing conditions and future needs in the city (including affordable housing)	Comm. Dev.	✓	✓				$30,000	GF	SED-1.1.2; SED-1.2.1
Inventory/ Assessment	Develop a market study to determine demand for shopping, dining and entertainment options	Chamber, Comm. Dev.	✓					$30,000	GF, LCI, TAD	SED-2.1.2
Inventory/ Assessment, Functional Plan	Develop assessment of existing sidewalk/pedestrian network and identify improvement needs	Comm. Dev., Public Serv.	✓					$70,000	GF, LCI	DP-8.2.1; DP-2.1.2; DP-2.1.3
Master Plan/ Small Area Plan	Develop corridor master plans for U-COR-Mixed Use, U-COR-Residential, S-COR Mixed Use and S-COR-Residential areas	Comm. Dev.	✓	✓	✓	✓	✓	$140,000	GF, LCI	DP-4.1.3; DP-3.1.1; DP-3.1.2; SED-3.2.1; DP-4.1.1; SED-2.1.2; SED-2.2.1; SED-2.2.2; SED-2.2.3

Community Work Program

Other Ideas…

Description	Responsible Party	2014	2015	2016	2017	2018	Reference
Install Trees in Historic District (authority: 2011 Street Enhancement Program, adopted 10/10/2011)	PWks, Cdev, Hist		10 Trees/year, 3, years, $150/per tree; $4500 total				Goals: 1-3 Pols: 3a, 4b N/O: 13-15
Construct New City Hall (authority: CIE / Impact Fee Program, adopted 04/05/2012)	See below		Max = $1.55M				
Property Acquisition	Commission, Fin	$300					Goals: 5 Pols: 3b-f, 8a-b N/O: 4, 5-7, 16, 21
Design	Consultant TBD, Cdev, Hist	~$100K					
Build	Consultant TBD, Wks, Cdev			~$1.15M			
Buffer / Contingency	As needed					X	

Community Work Program
Report of Accomplishments

- A Report on the status of all the projects that were included in the previous work program

- It looks just like an STWP. Addition of columns for "Completed", "In-Progress", "Postponed", "Not Accomplished/Cancelled" Try to use the standard terms:

    <u>Completed</u> = the project is *finished*, the program is established
    <u>Ongoing</u> = the project is *started*, work to complete it will continue
    <u>Postponed</u> = work *did not start* at the expected time, *but will* in the future
    <u>Not Accomplished</u> = *cancelled*, will not be carried forward

- Any item noted "Postponed/Cancelled" should include an explanation

- Anything "In-Progress" or "Postponed" should also be carried over into the new Work Program. Items postponed beyond five years are sometimes added in a new section for "Long-Term Projects".

Menu of Plan Elements

REQUIRED for all

- COMMUNITY GOALS
- NEEDS & OPPORTUNITIES
- COMMUNITY WORK PROGRAM

REQUIRED for some communities

- CAPITAL IMPROVEMENTS ELEMENT
- LAND USE
- ECONOMIC DEVELOPMENT
- TRANSPORTATION
- HOUSING

OPTIONAL elements

TARGET AREAS	PUBLIC SAFETY	GREENSPACE	EDUCATION	RECREATION	HUMAN SVCS
INTER-GOVERNMENT COORDINAT'N	SOLID WASTE MANAGE-MENT	INFRA-STRUCTURE & FACILITIES	COMMUNITY SUSTAIN-ABILITY	HISTORIC & CULTURAL RESOURCES	DISASTER RESILIENCE

NATURAL RESOURCES

Standards & Examples

REQUIRED for some communities

CAPITAL IMPROVEMENTS ELEMENT

LAND USE

ECONOMIC DEVELOPMENT

TRANSPORT-ATION

HOUSING

Standards & Examples

CAPITAL IMPROVEMENTS ELEMENT

TRANSPORT-ATION

HOUSING

•*REQUIRED FOR SOME:* communities charging impact fees

•*Updates required annually. SEPARATE RULES provide more detailed guidance.*

Standards & Examples

REQUIRED for qualifying communities

| CAPITAL IMPROVEMENT ELEMENT | **LAND USE ELEMENT** | TRANSPORT-ATION | HOUSING |

• **REQUIRED FOR SOME:** *communities with zoning and similar development regs*

• *Updated every Five Years*

• *Options:*
  • Traditional Land Use Map, and/or
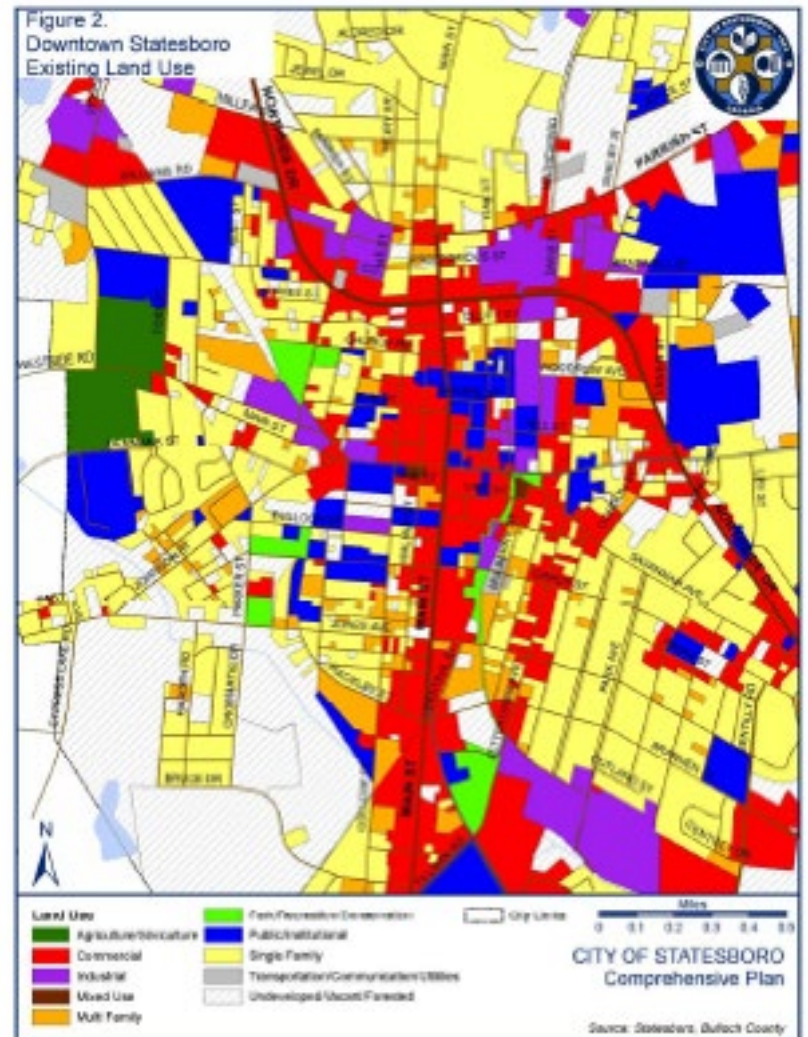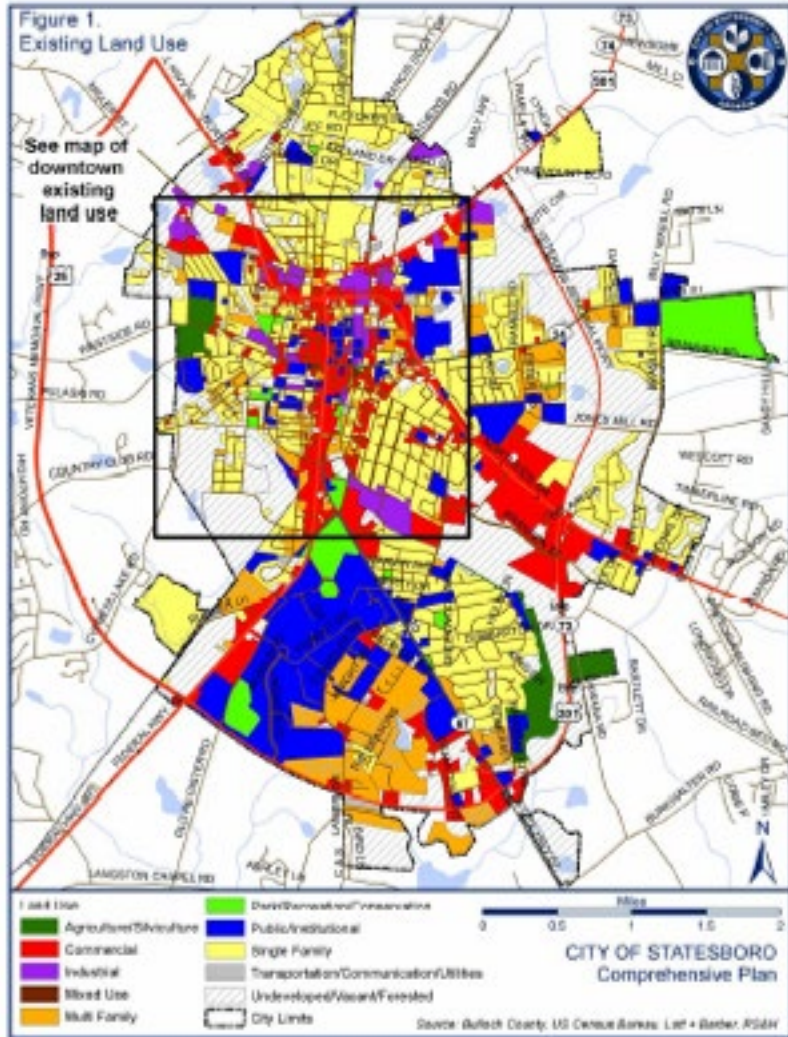 • Character Area Map & Defining Narrative
    ↳ (also satisfies requirement for Community Goals element)

Land-Use Map & Narrative

- No blank spots—entire community covered

- Parcel-specific

- May use insets to provide better detail in dense areas

- A properly oriented North Arrow always helps

- Narrative simply explains what each land-use category is within the context of your community

Land-Use Map
Good Example

Standards & Examples

REQUIRED for some communities

CAPITAL IMPROVEMENTS ELEMENT

LAND USE

ECONOMIC DEVELOPMENT

TRANSPORT- ATION

HOUSING

Standards & Examples

| CAPITAL IMPROVEMENTS ELEMENT | LAND USE | ECONOMIC DEVELOPMENT | TRANSPORT-ATION | HOUSING |

- *These three have **additional analytical requirements**—specific items that must be considered when planning*

- *Work draws from previous planning efforts and existing plans:*
    - *CEDSs*
    - *MPO Transportation Plans*
    - *Consolidated Plans*
    - ***The priorities from these plans are extracted and built into the comp plan into the appropriate sections of the comp plan (like the Broadband Services Element)***

- Updated when the underlying plan has changed since the last Comp Plan Update

Standards & Examples

REQUIRED for quali...

CAPITAL IMPROVEMENTS ELEMENT

LA... U...

ECONOMIC DEVELOPMENT ELEMENT

...T-

HOUSING

REQUIRED for communities in Job Tax Credit Tier 1

Economic Development

High-Priority items from stand-alone Economic Development Plan are pulled into the Comprehensive Plan.

Goals & Policies →

Regional Comprehensive Economic And Community Development Goals 2012-2016

Job Creation And Retention

GOAL 1.   ENSURE that all counties are adequately prepared to accommodate continued industrial development in the region.

OBJECTIVE 1. DEVELOP regionally significant industrial and commercial sites with complete infrastructure in place that can immediately accommodate prospects coming into or expanding in the region.

OBJECTIVE 2. IMPROVE each county's competiveness for industrial development.

- Use market research and analysis to assist small business and industry to identify markets and expand their customer base etc
- Use best available data and research to inform regional priorities.

Industrial Development

GOAL: CONTINUE to diversify the manufacturing base.

OBJECTIVE 1: FOCUS industrial recruitment on diversified industry types that are compatible with available labor supply.

OBJECTIVE 2: DIVERSIFY the region's economic base to decrease reliance on a major industry sector and lessen the impact of economic cycles.

Strategy 1: Assist business and manufacturing to start up and/or expand in the region through programs such as:

- Export trade assistance
- Expand alternative financing assistance including SBA 504, EDA Revolving Loan Fund, USDA IRP and other funding programs, and partner with other funding agencies
- Industrial planning, engineering and other services
- Business planning and other services

Economic Development

High-Priority items from stand-alone Economic Development Plan are pulled into the Comprehensive Plan.

Needs & Opportunities →

7. Layoff aversion (retrain or reassign employees rather than laying off)

Opportunities (From outside region)

1. Changing business models can open the door for new businesses (what will come after current changes in manufacturing?)
2. Redefine job perception among students- emphasize importance of technical skills
3. Teach critical thinking skill set to make workforce more flexible

Innovation in Infrastructure

Strengths (Within region)

1. Water Resources- quality, amount of water
2. Broadband- public/private partnership
3. Interstate System/ Highways (Connecting metro areas and rural areas and meeting the needs of these diverse areas)
4. Sustainability in conservation, culture of natural resources conservation
5. Georgia Power/Georgia EMCs, etc –Dalton Utilities, Plant Bowen, Plant Hammond, Rocky Mountain Project
6. Air Carrier System

Weaknesses

1. Aging infrastructure
2. Public Perception of public sector spending (impact on local leaders/elected officials)

Opportunities

1. Savannah Harbor Deepening –rail, roads
2. Proximity to Chattanooga/Birmingham/Alabama
3. Funding infrastructure- TSPLOST and what happens after

Threats

1. Funding (grants more competitive), local taxing ability and public opinion
2. Governmental regulations
3. Water Dispute FL/AL/GA

Workforce Development

Strengths

Economic Development

High-Priority items from stand-alone Economic Development Plan are pulled into the Comprehensive Plan.

Specific Projects →

Vital Projects

All fifteen counties within the northwest Georgia region have established economic development objectives and implementation activities in their local comprehensive plans. The following is a listing of those local implementation activities identified in each county's plan. This plan also incorporates by reference the individual projects listed in each county's comprehensive plan and work programs, as well as projects listed in the Northwest Georgia regional comprehensive plan.

Floyd County

- Develop a revolving loan fund with capital assets of $1 million dollars.
- Create a small business advisory body composed of retired executives and others who could provide guidance to small business owners or startup operations.
- Study the organization and focus of industrial development activities.
- Construct a rail spur to the Floyd County Industrial Park.
- Complete the development of the first and second phases of Technology Parkway.
- Tennis Center of Georgia at Berry College
- Full-service hotel and conference center on West Third

Gilmer County

- Industrial Site Feasibility Studies
- Industrial Park Development
- Targeted Industry Analysis and recruitment programs
- Business and Industrial Expansion Technical Assistance
- Implement the State's recommended Business Retention Program
- Include entrepreneurial training in all school levels
- Preparation of a retiree development strategy
- Development of Active Adult and Continuing Care Retirement Communities
- Water and Sewer lines to new hospital-City of Ellijay
- Expansion of broadband and wireless services
- Marketing of available industrial and commercial sites
- Working with existing industries and employers to retain and add jobs

Standards & Examples

REQUIRED for qualifying communities

ECONOMIC
DEVELOPMENT

TRANSPORTATION ELEMENT

REQUIRED for communities in an MPO

**From the Columbus-Phenix City Long Range Transportation Plan

Transportation

High-Priority items from stand-alone Regional Transportation Plan are pulled into the Comprehensive Plan.

Goals & Policies ➔

Table 2-1
Goals and Strategies
2030 Long Range Transportation Plan

Goal Statements	Strategies
Preserve the quality and capacity of transportation facilities and the street and highway network by using and developing all modes of transportation to their highest and most efficient use.	Pavement Management System • Congestion Management Study • Mapped Street Ordinance Transportation Efficiency Act for the Twenty-First Century (TEA-21) Corridors • Multi Modal • Freight/Rail Concerns • Air Quality Issues
Develop and implement appropriate land use controls to help relieve and prevent congestion from occurring to the point that it compromises the functional ability of the primary thoroughfare system.	• Comprehensive Plan Coordination – Macro • Project Review – Micro
Develop and expand present and alternative modes of transportation, such as increased bikeways, walkways, and motorized public transportation.	• Develop and protect alternative mode corridors • Expand public transportation • Congestion Management System • Intelligent Transportation System • Transportation Demand Management
Develop and implement policies that enhance and protect the environment. This includes a Multi Modal Transportation System which includes an Alternative Transportation System. This type of system aids in relieving traffic congestion, reducing air pollution and offers energy saving alternative modes of transportation.	• Congestion Management System • Intelligent Transportation System • Maintenance Management Systems • Monitoring Air Quality

**From the Columbus-Phenix City Long Range Transportation Plan

Transportation

High-Priority items from stand-alone Regional Transportation Plan are pulled into the Comprehensive Plan.

Specific Projects ➔

7.6 Proposed Major Projects

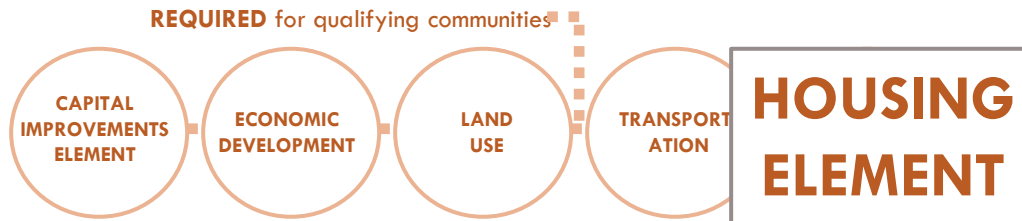The list of proposed major projects are presented in Table 7-4 on the following pages.

Studies

Beyond the projects proposed several needs were identified for which specific project potentials could not be immediately identified. These needs require further more detailed corridor studies. Studies A-F, presented in Table 7-3 below, are recommended to address transportation congestion, connectivity and safety issues within the Columbus-Phenix City Metropolitan Planning Region.

Table 7-3
Suggested Transportation Studies

Study	Study Area	Study Purpose
A	Buena Vista/Andrews Road/Brennan/St Mary's "Spider Web" intersection and railroad crossing.	Connectivity/safety/improved mobility for traffic in this area.
B	Alternative route to connect St. Mary's Road and Cusseta Road	Connectivity/Alternative Route for the community.
C	US 80 extension study	Connectivity/Alternative Route for the community.
D	High speed and/or light rail study for Columbus region.	Examining alternatives to the private vehicle for local and longer distance traffic.
E	US Highway 80/2nd Avenue interchange	Safety issue due to high accident rate/capacity issues.

Standards & Examples

REQUIRED for qualifying communities

CAPITAL IMPROVEMENTS ELEMENT — ECONOMIC DEVELOPMENT — LAND USE — TRANSPORTATION — **HOUSING ELEMENT**

REQUIRED for HUD Entitlement communities

Housing

High-Priority items from stand-alone Local Consolidated Plan are pulled into the Comprehensive Plan.

Goals, Policies, Specific Projects →

2010-2015
SUMMARY OF CONSOLIDATED PLAN STRATEGIES

Homeless

Goal: Work with current service providers to increase the number of emergency shelter and transitional units.

Objectives:

1. Provide at least 5 additional emergency shelter units (beds) for individuals and families by 2015.
2. Provide at least 10 additional transitional housing units by 2015.

Goal: Work with existing agencies to provide assistance to and reduce the number of at-risk persons and families.

Objectives:

1. The SGCEH, LAMP, The Salvation Army, and other agencies provide case management for at-risk families.
2. Valdosta Housing Authority will continue its public housing program for very low-income families.
3. Collaborate with Coastal Plains, LAMP, and the Salvation Army to provide emergency rental and utility assistance to at-risk households.
4. Support programs that provide services to at-risk persons and families through referrals and public information programs.

Goal: Work with current agencies to coordinate program and funding opportunities to ensure the efficient and effective delivery of services to those in need.

Objective:

1. Provide technical assistance to service providers in identifying funding sources to assist with the implementation of programs.

Special Needs

Goal: Support agencies and programs that work to improve the quality of life of our citizens with special needs.

Objectives:

1. Work with local agencies to provide long-term transitional beds and on-going services for women with addictive diseases and their children.
2. Seek supportive housing opportunities and other housing opportunities for the elderly and mentally ill in collaboration with local agencies and project developers.
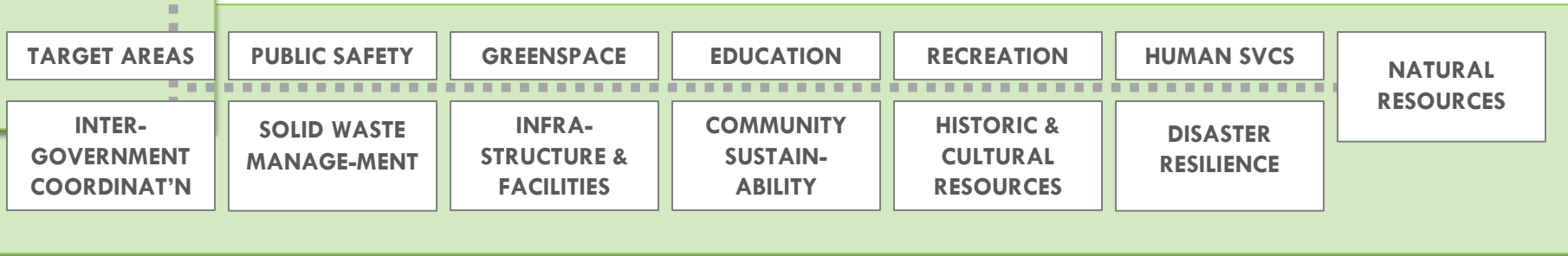
Menu of Plan Elements

REQUIRED for all

COMMUNITY GOALS · · · NEEDS & OPPORTUNITIES · · · BROADBAND SERVICES ELEMENT · · · COMMUNITY WORK PROGRAM

REQUIRED for some communities

CAPITAL IMPROVEMENTS ELEMENT · · · ECONOMIC DEVELOPMENT · · · LAND USE · · · TRANSPORTATION · · · HOUSING

OPTIONAL elements

| TARGET AREAS | PUBLIC SAFETY | GREENSPACE | EDUCATION | RECREATION | HUMAN SVCS | NATURAL RESOURCES |
| INTER-GOVERNMENT COORDINAT'N | SOLID WASTE MANAGE-MENT | INFRA-STRUCTURE & FACILITIES | COMMUNITY SUSTAIN-ABILITY | HISTORIC & CULTURAL RESOURCES | DISASTER RESILIENCE | |

Optional Elements

- Any of the 5 "Required for Some" elements may have been used as "Optional" elements in building your plan

- The same approach used to incorporate transportation, housing, and economic development plans can be used for all of your other free-standing plans, as well. Greenspace Plans, Rec Plans, Hazard Mitigation Plans, LCIs, Water/Sewer Plans, etc.

- If you don't have a free-standing, special purpose plan, your next comprehensive plan update might be a good segue into that!

Then, What?

PlanFirst is DCA's program to recognize and reward communities that clearly demonstrate an established pattern of successfully implementing their Local Comprehensive Plans.

REPUTATIONAL INCENTIVES

- Statewide recognition for community achievement

- Use of the PlanFirst logo

- Highlighted on the PlanFirst webpage

- PlanFirst plaque/trophy indicating dates of designation

- Free slots for attendance at any Community Planning Institute event

FINANCIAL INCENTIVES

- Eligibility to apply for State CDBG funding every year rather than every other year

- Employment Incentive Program, the Redevelopment Fund Program, and the Downtown Development Revolving Loan Fund Program

- ½ percent interest rate reduction in GEFA loans.

Like Potato Chips, You Can't Have Just one

"A man has made at least a start on discovering the meaning of human life when he plants shade trees under which he knows full well he will never sit."

Elton Trueblood, <u>The Life We Prize</u>

These plans are *our* shade trees.

QUESTIONS?