

CSRA REGIONAL PLAN 2035 REGIONAL AGENDA



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Regional Agenda

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Introduction

The Regional Agenda is the culmination of the process of creating the CSRA Regional Plan 2035. It follows the adoption of the Regional Assessment – a data-driven snapshot of the region today – and the Stakeholder Involvement Program, which outlined methods for community participation in the planning process. The Regional Agenda sets out a vision for the future of the CSRA region and, through a detailed implementation program, the means for realizing that vision. The Agenda – and particularly the ways in which it intersects with local governments – is the product of extensive input and dialogue. It aims to be a useful part of the ongoing conversation about the future of the region for years to come.

Using This Document

The Regional Agenda is divided into four primary parts.

- The **Regional Vision** looks at the future of the region. It includes maps that project where development should take place and the forms it takes in different parts of the region.
- The **Regional Issues and Opportunities** section examines areas in which needs exist, as well as strengths that can be built on for the future. Every item in this section is tied to an implementation recommendation in the following section.
- The **Implementation Program** includes concrete steps and methods aimed at realizing the vision and addressing the regional issues and opportunities.
- Finally, the **Evaluation and Monitoring** section includes the method in which the Regional Commission and CSRA local governments will work in partnership to gauge progress toward realizing the vision.

Plan Development

The creation of the Regional Agenda began with the completion of the Regional Assessment in August 2012. With that foundation in place, CSRA planning staff began an extensive process of engaging local communities in developing the Agenda. The process included identifying stakeholders in each of the 13 member counties and inviting them to forums that were held on a county-by-county basis to solicit input on the plan. Additional public forums were held to gather input on a regional basis. The Regional Commission website served as a clearinghouse for plan documents and other information, and the Regional Commission board's executive committee served as the steering committee for the planning process.

1. Regional Vision

1.1 Vision Statement

The vision of the Central Savannah River Area is to remain a place that reflects the best of what the United States has to offer – a place where residents innovate and create and where commerce thrives; a place where residents are healthy and active because their surroundings encourage physical fitness; and, fundamentally, a place full of natural and man-made beauty, where residents take pride in and draw sustenance from their everyday surroundings.

More specifically, the CSRA in the year 2035 will offer:

- A vibrant economy that takes advantage of the abilities of all its residents;
- Healthy and active residents;
- Abundant and easily-accessible green space;
- Well-protected and managed natural and cultural resources;
- Neighborhoods that encourage interaction and allow many trips to be made on foot or bicycle;
- Communities and neighborhoods that include a mix of uses;
- Improved air and water quality;
- Strong educational facilities and rich supplies of human capital;
- A vibrant arts and cultural presence in communities of all sizes;
- Communities that work for residents of all ages – from the youngest to the oldest;
- A better range of housing choices, with more housing types offered and more affordable options available; and
- A strong culture of cooperative planning and government decision-making.

1.2 Regional Development Maps

The maps on the following pages represent an important part of the Regional Vision. The maps were compiled by examining current trends and existing local regulations. They also incorporated the Regionally Important Resource Map for the region, adopted as part of the Regionally Important Resources plan by the CSRA Regional Commission in 2011.

The first map, the Regional Development Map (page 6), illustrates desired future land use patterns for the 20-year planning period. The patterns are arranged into five broad categories:

- Developed: Areas exhibiting urban type development patterns and where urban services (water, sewer, etc.) are already being provided at the time of plan preparation;
- Developing: Areas that will likely become urbanized and require provision of new urban services (water, sewer, etc.) during the planning period.
- Rural: Areas not expected to become urbanized or require provision of urban services during the planning period;
- Conservation: Areas to be preserved in order to protect important resources or environmentally sensitive areas of the region. These areas correspond to the CSRA's Regionally Important Resource plan, adopted by the CSRA Regional Commission board in 2011. The conservation designation on this map is intended as a guide for local governments in targeting land for conservation actions, which could range from continuing existing protections for groundwater or other natural resources to outright purchase.
- Military: Fort Gordon.

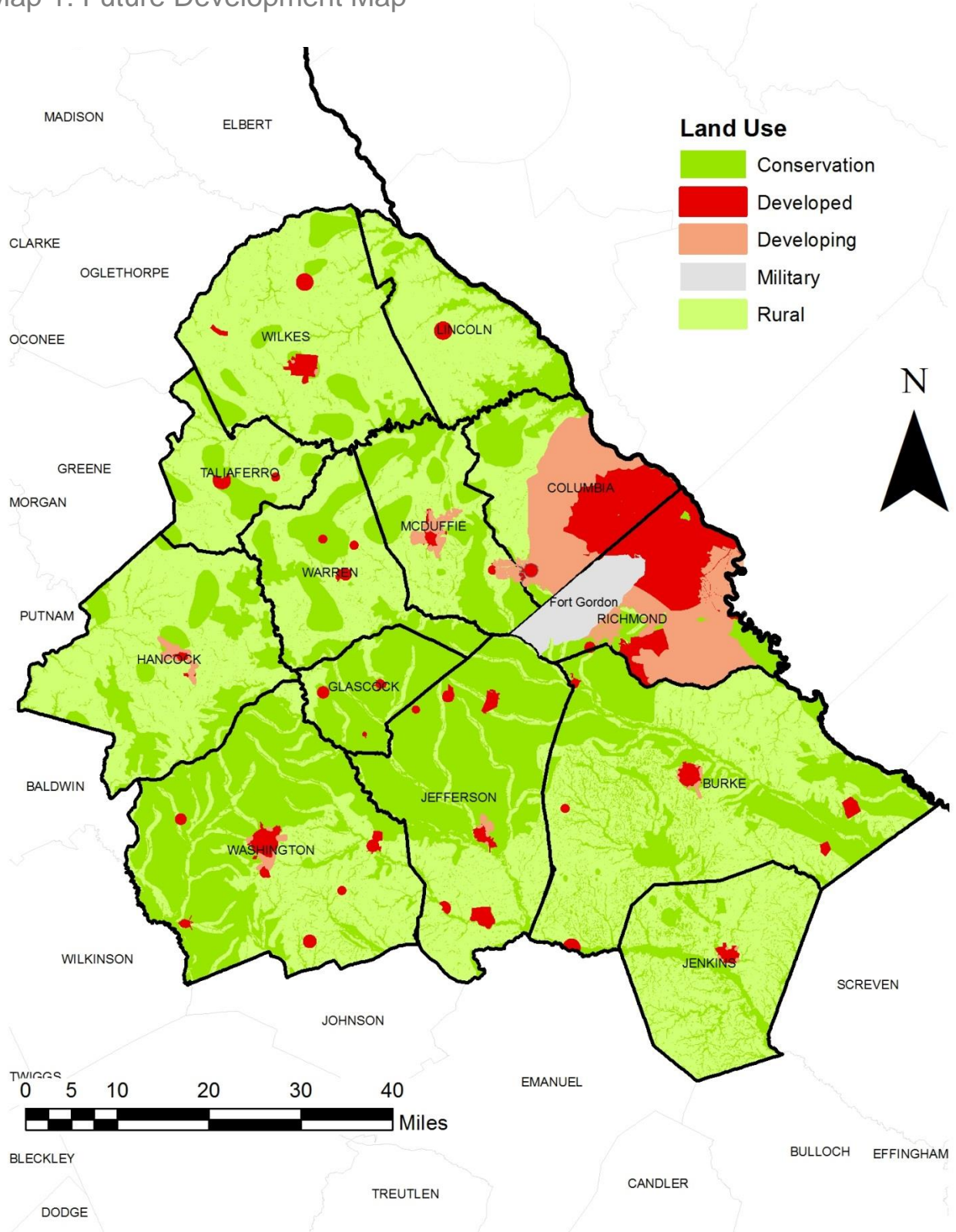
The second map, the Areas Requiring Special Attention map (page 7), indicates the location of areas in need of more specific strategies and approaches. The identification of these areas followed a more thorough analysis of projected development patterns in the region. The categories include those suggested by the Department of Community Affairs as means of identifying areas in need of attention.

Several categories are indicated on the map:

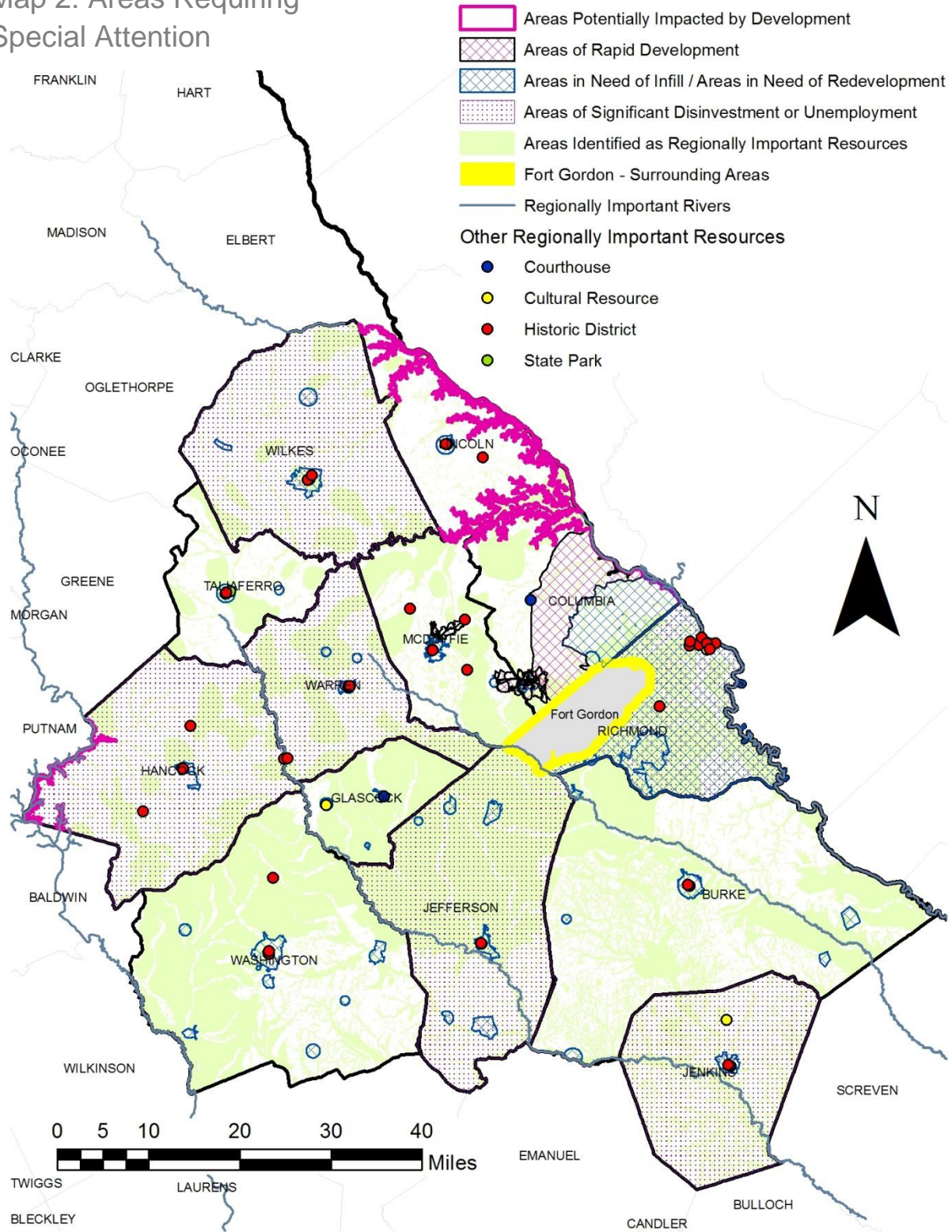
- Areas where significant natural or cultural resources are likely to be impacted by development;
- Areas where rapid development or change of land uses are likely to occur;
- Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors);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

Note: Some of the categories overlap on the map.

Map 1: Future Development Map



Map 2: Areas Requiring Special Attention



1.3 Defining Narrative

The following pages include a critical aspect of interpreting the Future Development Maps – a “defining narrative” that spells out specific recommended strategies for each individual Area Requiring Special Attention.

Separate narratives are included for the major categories indicated on the map:

- Areas where significant natural or cultural resources are likely to be impacted by development; other natural resources identified as Regionally Important Resources.
- Areas of rapid development.
- Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness.
- Areas with significant infill development opportunities.
- Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the region as a whole.
- Fort Gordon.
- Other Regionally Important Resources.

This narrative includes the following information for each of these areas:

- A written description and images to illustrate what types, forms, styles, and patterns of development are to be encouraged in the area.
- A listing of specific types of land uses recommended for the area.
- Listing of recommended Quality Community Objectives – broad principles pertaining to land use, housing, transportation, resource management and other areas – recommended for the area.
- Identification of recommended implementation measures to achieve the desired development patterns for the area, including planning, infrastructure development, regulation and other actions. These are meant as a menu of possibilities, not an all-inclusive list.

Areas where significant natural or cultural resources are likely to be impacted by development; other natural resources identified as Regionally Important Resources

Description

These areas include:

- Water resources, particularly in the fast-growing suburban portions of the urbanized portions of the region surrounding Augusta;
- Lakefront areas in Columbia, Hancock and Lincoln counties;
- Areas where kaolin, a type of clay that is a significant area export, is mined;
- Areas where timbering or other economically significant activities take place;
- Historic and cultural sites in rural areas;
- Areas along rivers and in groundwater recharge areas.



Environmentally sensitive areas can be set aside as public parks.



Clustering development can preserve natural features.

Recommended Development Patterns

- Clustering development to preserve open space within the development site.
- Using significant site features (view corridors, water features, farmland, wetlands, etc.) as amenities for the development.

Areas where significant natural or cultural resources are likely to be impacted by development; other natural resources identified as Regionally Important Resources

- Preservation of environmentally sensitive areas by setting them aside as public parks, trails, or greenbelts.
- Site plans, building design and landscaping that are sensitive to natural features of the site, including topography and views.
- Using infrastructure availability to steer development away from areas of natural, cultural, and environmentally sensitive resources.

Appropriate Land Uses

The specific types of land uses are less important than the manner in which individual sites are developed. However, these areas generally are more suited to very low-density or clustered housing development, recreational facilities, agricultural use or wildlife management areas.

Recommended Quality Community Objectives

- Open Space Preservation
 - Environmental Protection
- (Full definitions of Quality Community Objectives are available in Appendix A)

Implementation Measures

Inventory

- Mapping
Comprehensive mapping of the community’s environmentally sensitive areas in order to create strategy for protection and preservation.

Program

- Conservation Easements
A mechanism for protection of natural resources or open space that involves donation of private property development rights in exchange for income tax, property or estate tax benefits.
- Land Acquisition
“Fee simple” purchase of land in order to permanently protect natural resources, open space or farmland.
- Low Impact Development (LID)
Using various land planning and design practices and technologies to conserve and protect natural resource systems and reduce infrastructure costs.
- Scenic Byway Nomination
Nominating and designating certain roads for recognition and preservation of their unique or significant intrinsic scenic, natural, archeological, historic or cultural qualities.

Regulation

- Water Resource Management
Managing and protecting water supply, watersheds and coastal areas; providing safe drinking water and wastewater treatment services.
- Agricultural Buffers (DCA Model Code 4-3)
Requiring new non-agricultural development adjacent to designated agricultural land to provide an agricultural buffer to minimize future potential conflicts between them.

Areas where significant natural or cultural resources are likely to be impacted by development; other natural resources identified as Regionally Important Resources

- **Agricultural Land Use Regulations (DCA Model Code 4-1)**
Encouraging preservation of agricultural operations and reducing conflicts between agricultural and non-agricultural land uses.
- **Agricultural Zoning**
Establishing zoning districts with very large minimum lot size requirements appropriate for agricultural uses in order to protect farmland and rural character and limit development of urban uses.
- **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.
- **Environmental Planning Criteria**
Establish local protection for such as water supply watersheds, groundwater recharge areas, wetlands, and certain protected mountains and rivers in accordance with Georgia DNR Rules.
- **Environmental Regulations (DCA Model Code 2-1)**
DCA Model Code module, consistent with the Georgia Rules for Environmental Planning Criteria.
- **Riparian Buffers**
Requiring strips of land along banks of streams and rivers to be preserved to protect water quality.
- **Stormwater Management Ordinance**
Mitigating the impact of urban development on watersheds, aquatic habitat, stream flow and geometry, and water quality.

Areas of rapid development

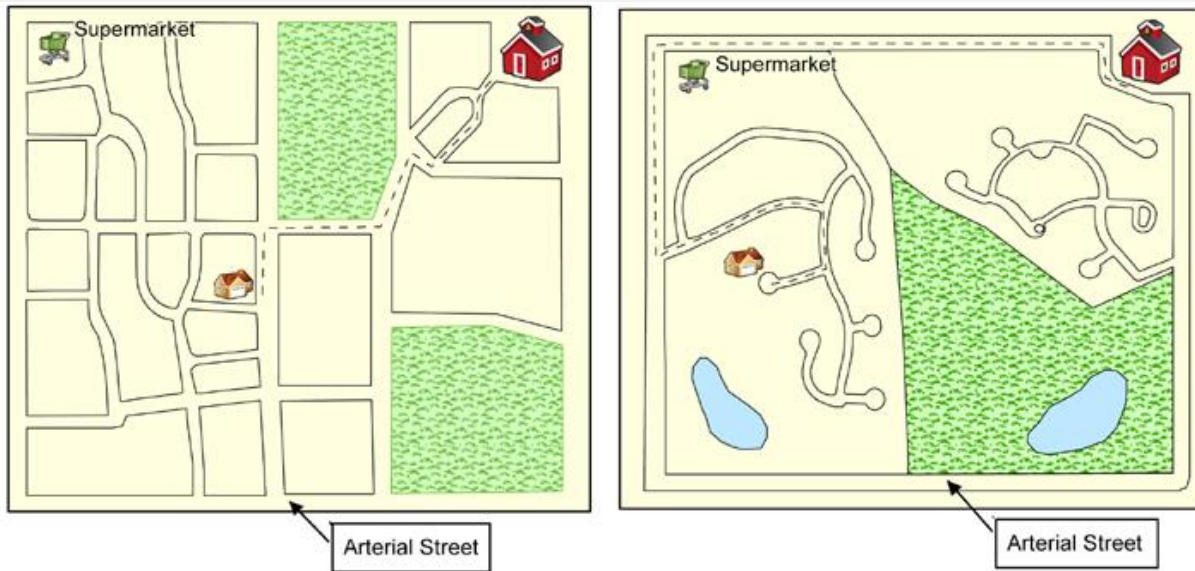
Description

These areas include:

- Areas on the urbanizing fringe surrounding Augusta. These areas are characterized by automobile-oriented development that is straining road capacities due to the lack of other travel options. In many cases, these areas are without the natural gathering places that characterize traditional patterns of development, places such as parks, squares or walkable commercial areas.
- The area along U.S. 78 north of Thomson;
- The area in Columbia and McDuffie counties stretching from Grovetown to Harlem to Dearing;
- Areas where public infrastructure is unevenly provided, spurring development but also creating future liabilities.



New development can take the form of traditional town centers.



A street network with more connectivity, such as the one on the left, can create shorter trips (graphic from Lehigh Valley Planning Commission).

Areas of rapid development

Recommended Development Patterns

- Homes, shops, small businesses, and institutions grouped together in villages or attractive mixed use centers that serve adjacent neighborhoods. Centers are very pedestrian friendly, and include pleasant community gathering spaces. Residences bring round-the-clock activity to the area.
- Use of village centers in new developments that accommodate residents' commercial and service needs.
- Commercial structures (shopping, warehouses, offices, etc.) located near street front, with parking in rear of buildings, making community more attractive and more pedestrian-friendly.
- Street layouts that match those in older parts of community and connect to the existing street network at many points.
- Developments that have easy access to nearby transit, shopping, schools and other areas where residents travel daily.
- Commercial and other areas where the appearance of signs is managed.
- Traffic calming measures such as narrower streets and raised pedestrian crossings.
- New residential development that matches the mix of housing types and styles of older, closer-in neighborhoods of the community.
- New developments that contain a mix of residential, commercial uses and community facilities at small enough scale and proximity to encourage walking between destinations.
- Location of parking at rear or side of buildings to minimize visibility from the street.
- Reduced parking requirements for commercial and residential developments, particularly when nearby parking alternatives or public transit is available.
- Community schools developed at smaller scale and located in neighborhoods where students can walk to class.

Appropriate Land Uses

All land uses should be allowed in these areas. The critical consideration is that residential and commercial activities should not be separated from each other. New areas should not be developed with only one land use, but instead should include a mix of uses in a more traditional pattern of development.

Recommended Quality Community Objectives

- Traditional Neighborhoods
- Sense of Place
- Open Space Preservation
- Transportation Alternatives
- Growth Preparedness
- Housing Opportunities
- Regional Identity

(Full definitions of Quality Community Objectives are available in Appendix A)

Areas of rapid development

Implementation Measures

Inventory

- **Analyze Financial Impacts of Growth**
Using the financial and fiscal impacts of development patterns on the local economy and on local budgets to help determine types of development patterns desired and needed.
- **Assessing Impact of Annexation**
Annexation provides a method to assure the orderly provision of urban services to densely populated or developed areas located on the fringe of a municipality.
- **Smart Growth Audit**
Reviewing growth policies and implementation measures to identify impediments to achieving livable, mixed-use, walkable communities with open space and urban amenities

Program

- **Compact Development**
Refers to the practice of developing land in a compact way rather than a sprawling fashion, and configuring buildings on a block or neighborhood scale that makes efficient use of land and resources.
- **Streamlined Development Permitting**
Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.

Regulation

- **Form-Based Codes (DCA Model Code 5-6)**
Land use codes that focus more on the form of development rather than on restricting particular uses.
- **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 walkable by pedestrians.
- **Maximum Setback Requirement**
Requiring the distance between the right-of-way and buildings to be at a maximum distance rather than a minimum distance. Setting maximums forces development to come closer to the street for walkability, traffic calming, higher density and a more traditional urban feel.
- **Mixed Use Zoning**
Zoning that allows different types of uses (such as housing, shopping, and offices) to locate within the same district, provided these uses are reasonably related and compatible.

Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors)

Description

These areas include:

- Numerous commercial corridors in the urbanized area, such as Washington Road, Gordon Highway and Wrightsboro Road;
- Parts of commercial corridors extending out of smaller cities and towns in the region;
- Portions of many downtown areas in both larger cities and smaller towns;
- Residential neighborhoods in Augusta and smaller towns that have seen disinvestment in recent decades.



Some commercial areas offer the potential for redevelopment.



Landscaped medians can improve the appearance and pedestrian-friendliness of multilane roads.

Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors)



New "big box" stores can be designed to better resemble traditional patterns of development.

Recommended Development Patterns

- Revitalization of existing neighborhood commercial centers to capture more market activity and serve as community focal points.
- Redevelopment of older strip commercial centers in lieu of new construction further down the strip.
- Improvement of sidewalk and street appearance and amenities of commercial centers.
- Commercial structures (shopping, warehouses, offices, etc.) located near street front, with parking in rear of buildings, making community more attractive and more pedestrian-friendly.
- Addition of neighborhood commercial centers on appropriate infill sites to serve surrounding neighborhood.
- Accommodation of big box retail in a way that complements surrounding uses, such as breaking up the facade to look like a collection of smaller stores.
- Infill development on vacant sites closer in to the center of the community. These sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood in lieu of more development on greenfield sites.
- Landscaped raised medians separating traffic lanes.
- New housing opportunities that are created out of former, underused commercial, warehouse, or industrial spaces.
- Residential development with healthy mix of uses (corner groceries, barber shops, drugstores) within easy walking distance of residences.
- Addition of new uses to single-use sites (e.g. restaurants and shopping added to office parks).
- New developments that contain a mix of residential, commercial uses and community facilities at small

Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors)

enough scale and proximity to encourage walking between destinations.

- Location of parking at rear or side of buildings to minimize visibility from the street.
- On-street parking.
- Reduced parking requirements for commercial and residential developments, particularly when nearby parking alternatives or public transit is available.
- Use of landscaped tree islands and medians to break up large expanses of paved parking.
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements.
- Retrofitting existing residential communities to improve pedestrian and bicycle access and connectivity with nearby commercial areas.
- Grayfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets.

Appropriate Land Uses

Currently, many of these corridors include only commercial uses. A broader range of uses should be allowed or encouraged, including residential uses.

Recommended Quality Community Objectives

- Sense of Place
- Traditional Neighborhoods
- Transportation Alternatives

(Full definitions of Quality Community Objectives are available in Appendix A)

Implementation Measures

Inventory

- Corridor Study
Identifying and planning for improvement needs along a strip commercial corridor. The study typically involves key stakeholders (property owners, businesses, neighborhood leaders, service providers) to achieve consensus on improvements to be made along the corridor.

Program

- Strategies for Reuse of Grayfields
Re-using sites such as abandoned shopping centers for transit-oriented, mixed-use development. Urban Redevelopment/Downtown Development (DCA Model Code 5-5)
Using Georgia’s legal redevelopment tools to revitalize central business districts.
- Access Control Measures
Providing reasonable access to developments, while preserving the safe flow of traffic on an arterial or major collector, often a strip mall environment. Techniques like managing where and how approaches or signals are allowed, use of medians, creation of turn lanes, and supportive local ordinances improve the driving atmosphere. In some cases they also make movement easier and safer for pedestrians and bicyclists.

Areas in need of redevelopment and/or significant improvements to aesthetics or attractiveness (including strip commercial corridors)

- **Bikeway Plan**
Providing connectivity to residential neighborhoods, schools, parks, rails-to-trails, community facilities, and neighborhood-related retail centers and ensuring that bicycling is a convenient, safe, and practical means of transportation throughout the community.
- **Right-of-Way Improvements**
Any type of public improvement made in a roadway's "right-of-way," which is the strip of land that includes the road itself and the narrow band of publicly owned property on either side of the road where sidewalks, curbing, and utility lines are typically located.
- **Sidewalk and Pedestrian Network Design**
An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.
- **Community Visioning**
Defining a community's hopes and aspirations through intensive participation at public meetings.

Regulation

- **Targeted Corridor Redevelopment**
Using public incentives or urban redevelopment powers to encourage revitalization of problem properties, such as declining shopping centers or abandoned "big box" stores, along a commercial strip corridor.
- **Flexible Parking Standards**
Revising land development regulations to remove rigid parking requirements that typically result in an oversupply of unnecessary parking spaces. Revisions may include reducing the number of required parking spaces, or allowing shared parking between adjacent facilities.
- **Flexible Street Design Standards**
Revising street design requirements in local development regulations to adjust streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.

Areas with significant infill development opportunities, including scattered vacant sites, large abandoned structures, or sites that may be environmentally contaminated

Description

These areas include:

- Significant portions of Augusta-Richmond County where disinvestment has occurred and the infrastructure and traditional street grid are well-positioned to support substantial amounts of development;
- Older suburban areas around the urban core that are beginning to see disinvestment. These areas are candidates for suburban “retrofits” that can better connect them with surrounding neighborhoods, make them more accessible to pedestrians, create more of a sense of place, and provide a community amenity for residents;
- Numerous vacant industrial properties scattered throughout the region;
- Brownfield or grayfield sites.



Aging strip commercial centers offer possibilities for infill development.



Former industrial properties can be reused for other purposes.

Areas with significant infill development opportunities, including scattered vacant sites, large abandoned structures, or sites that may be environmentally contaminated



Infill development can take a number of forms and can significantly enhance an area's appearance and activity.

Recommended Development Patterns

- Addition of neighborhood commercial centers on appropriate infill sites to serve surrounding neighborhood.
- New industry or other major employers located close in to town, making jobs accessible to all residents by way of transit, walking, or bicycling.
- Infill development on vacant sites closer in to the center of the community. These sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood in lieu of more development on greenfield sites.
- Brownfield redevelopment that converts formerly industrial/ commercial sites to mixed-use developments.
- **Grayfield** redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets.
- Reuse of existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities.

Appropriate Land Uses

Land uses to be allowed include residential development of varying densities and types and neighborhood-scaled commercial development. Industrial development is also desirable where appropriate.

Recommended Quality Community Objectives

- Infill Development
- Housing Opportunities
- Traditional Neighborhoods

(Full definitions of Quality Community Objectives are available in Appendix A)

Areas with significant infill development opportunities, including scattered vacant sites, large abandoned structures, or sites that may be environmentally contaminated

Implementation Measures

Program

- **Brownfield Site Remediation**
Clean-up of contaminated properties, which may involve removal, containment or on-site treatment. Remediation can be started by private property owners or by local governments.
- **Infill Development Program**
A comprehensive strategy for encouraging infill development in particular areas of the community, while also regulating this development to assure the quality of life in affected neighborhoods. An effective program will include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density and location of new infill projects.
- **Land Value Taxation**
A property tax system based on the site-only value of the land, not taking into account improvements (buildings, etc.) on the land. This encourages efficient use of land, particularly in urban areas, and leads to infill and rehabilitation in existing neighborhoods. Land value taxation is similar to a split-rate property tax (see that recommendation).
- **Streamlined Development Permitting**
Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.
- **Community Visioning**
Defining a community's hopes and aspirations through intensive participation at public meetings.
- **Design Charette**
An intensive, multi-disciplinary, interactive and creative workshop process that enables discussion and teamwork among stakeholders (including architects, community groups, developers, and neighbors) in the development of ordinances or the design of particular projects.

Regulation

- **Tax Allocation Districts**
Establishing a redevelopment district (area with vacant commercial or residential properties, blighted conditions, and/or need for environmental remediation) to provide public financing for redevelopment activities through the pledge of future incremental increase in property taxes generated by the resulting new development.
- **Enterprise Zones**
Offers incentives such as tax exemptions or fee abatements to private businesses to reinvest and rehabilitate underdeveloped or declining areas.
- **Targeted Corridor Redevelopment**
Using incentives or urban redevelopment powers to encourage revitalization of problem properties, such as declining shopping centers or abandoned "big box" stores, along a commercial strip corridor.

Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the region as a whole

Description

These areas include:

- Hancock, Jenkins and Warren counties, where unemployment is several percent higher than the regional as a whole;
- Jefferson and Wilkes counties, which have each seen negative job growth of more than 18 percent since 1990;
- Portions of Augusta-Richmond county where significant disinvestment has occurred;
- At least portions of all the region's 11 rural counties.



Streetscape projects can help generate new investment.



Former industrial sites can be converted into office spaces.

Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the region as a whole

Recommended Development Patterns

- Addition of neighborhood commercial centers on appropriate infill sites to serve surrounding neighborhood.
- Improvement of sidewalk and street appearance and amenities of commercial centers.
- Infill development on vacant sites closer in to the center of the community. These sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood in lieu of more development on greenfield sites.
- New employment centers located close in to town, making jobs accessible to all residents by way of transit, walking, or bicycling.
- Brownfield redevelopment focused on creating new employment opportunities.

Appropriate Land Uses

All land uses should be allowed in these areas, but a particular emphasis should be placed on land uses that generate substantial employment opportunities. In some currently industrial areas, residential uses should not be allowed, to prevent incompatible uses from making an area less appealing for new industrial or similar investment – including medical facilities, light manufacturing and warehouse/distribution facilities.

Recommended Quality Community Objectives

- Employment Options
- Educational Opportunities

(Full definitions of Quality Community Objectives are available in Appendix A)

Implementation Measures

Inventory

- **Choosing Businesses to Recruit and Support**
Process for identifying businesses that best suit the community. This requires gaining knowledge about local assets and capabilities, as well as the desires of the community.
- **Evaluating Business Formation in Your Community**
Analysis of rate and causes of growth/decline in local businesses.
- **Identifying Workforce Training Resources**
Finding training opportunities to match the need of the local workforce. These may be from formal educational programs, private providers, specialized workforce training (such as from a department of labor), or other sources.
- **Surveying the Local Workforce**
Gathering information on the composition, worker satisfaction, commuting patterns, etc., of the local labor force.

Program

- **Agricultural Marketing**
Assisting local farmers in selling their products. This can include agri-tourism, farmers' markets, and similar activities.
- **Brownfield Site Remediation**

Areas of significant disinvestment, levels of poverty, and/or unemployment substantially higher than average levels for the region as a whole

Clean-up of contaminated properties, which may involve removal, containment or on-site treatment. Remediation can be started by private property owners or by local governments.

- Existing Industry Program
Addressing needs and problems of existing businesses to improve local environment for business retention and expansion.
- Matching Labor Needs with Workforce Availability
Recruiting new businesses by identifying and marketing existing labor force qualifications.

Fort Gordon

Description

These areas include:

- Fort Gordon and surrounding areas



Residential development in the areas near the facility should be avoided.

Recommended Development Patterns

- Development patterns that protect the facility from incompatible land uses.
- Patterns that preserve open space by clustering development on land farther away from the base.

Appropriate Land Uses

Typically, residential uses should be discouraged or disallowed in this area. Retail commercial uses should also be discouraged.

Recommended Quality Community Objectives

- Regional Cooperation
- Regional Solutions

(Full definitions of Quality Community Objectives are available in Appendix A)

Implementation Measures

Inventory

- Identify Areas of Planning Coordination
Local governments should strive to maintain consistency, regarding goals, objectives, plans and programs, with other local governments, agencies and authorities:
 - Comprehensive plans of adjacent or potentially affected local governments
 - Annexation, municipal incorporation, and joint service delivery areas
 - Applicable portions of plans of school boards and other public entities related to the siting of new facilities that may require local government service support and affect land use patterns

Fort Gordon

Program

- Establish Processes for Joint Decision-Making About Facilities and Infrastructure
Create and maintain processes for joint decision-making, and strategies for collaborative planning, about facilities and infrastructure:
 - location and extension of public facilities (with the entities responsible for provision and maintenance of the public facilities)
 - siting of facilities with county-wide significance, such as water supply reservoirs, water and wastewater treatment facilities, solid waste disposal facilities, etc.

Regulation

- Land development regulations
Restrictions on incompatible uses within the fort's buffer zone.

Areas identified on the Regionally Important Resources map not previously addressed

Description

These areas include:

- Cultural and government resources (historic districts, courthouses, historic sites).



Streetscape improvements can add to the appearance and function of these areas.



Courthouse restoration projects can improve the appearance of historic landmarks while also ensuring downtowns remain vital.

Areas identified on the Regionally Important Resources map not previously addressed

Recommended Development Patterns

- Traditional downtown areas maintained as the focal point of the community. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.
- Improvement of sidewalk and street appearance and amenities of commercial centers.
- Traffic calming measures, such as narrower street widths, raised pedestrian crossings, or rough pavement materials.
- Location of parking at rear or side of buildings to minimize visibility from the street.
- Reduced parking requirements for commercial and residential developments, particularly when nearby parking alternatives or public transit is available.

Appropriate Land Uses

All land uses should be allowed in these areas. The critical consideration is that residential and commercial activities should not be separated from each other.

Recommended Quality Community Objectives

- Sense of Place
- Heritage Preservation
- Regional Identity

(Full definitions of Quality Community Objectives are available in Appendix A)

Implementation Measures

Inventory

- Walkability Audit
An assessment based on commonly used measurements such as connected street networks, high densities of intersections, few dead-ends, short block lengths, and mixed land uses in close proximity to each other.

Program

- Certified Local Government Program: Preservation through Local Planning
Georgia Historic Preservation Division program offering certification to local governments that protect historic resources with a historic preservation ordinance and preservation commission. Certification carries eligibility for federal historic preservation grant funds, opportunities for technical assistance, and improved communication and coordination among local, state, and federal preservation activities.
- Main Street Program
Main Street is a self-help community development program designed to improve a downtown's quality of life. The program includes a small-cities program called the Better Hometown Program, which focuses on cities with a population less than 5,000 and the "Classic" Main Street Program, which focuses on cities with a population between 5,000 and 50,000.
- Georgia Register of Historic Places Nomination
State's official listing of historic buildings, structures, sites, objects, and districts worthy of preservation. Designation offers eligibility for incentives for preservation and rehabilitation.
- National Register of Historic Places Nomination

Areas identified on the Regionally Important Resources map not previously addressed

National official list of cultural resources considered worthy of preservation, including districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture. Designation offers eligibility for preservation benefits and incentives, such as federal tax benefits and federal funding when available.

- **Adaptive Use**
The conversion of a building for new uses, often from a non-housing use to a housing use. For example, a warehouse converted to apartments, a gas station converted to a hair salon, a school building converted to condominiums, etc.
- **Downtown Specific Plans (DCA Model Code 5-1)**
A study and specific plan for downtown core areas that protect and enhance their unique character.
- **Land Value Taxation**
A property tax system based on the site-only value of the land, not taking into account improvements (buildings, etc.) on the land. This encourages efficient use of land, particularly in urban areas, and leads to infill and rehabilitation in existing neighborhoods. Land value taxation is similar to a split-rate property tax (see that recommendation).
- **Sidewalk and Pedestrian Network Design**
An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.

Regulation

- **Historic Preservation (DCA Model Code 5-4)**
DCA Model Code module for protecting places, districts, sites, buildings and structures having historic or cultural or aesthetic value.
- **Historic Preservation Ordinance**
Georgia Historic Preservation Division's model ordinance requiring protection of locally designated historic properties and districts.
- **Historic Resources Design Standards**
Georgia Historic Preservation Divisions' model design standards for infill and material changes to historic properties or districts to maintain historic integrity and significance.
- **Form-Based Codes (DCA Model Code 5-6)**
Builds on the idea that physical form is a community's most intrinsic and enduring characteristic, and encourages a certain physical outcome—the form of a community, block, or building—so that planners, citizens and developers can move from a shared physical vision to a built reality. Form-based codes are different from conventional codes based on use, process, performance or statistics, none of which envision or require any particular physical outcome.
- **Minimum Building Frontage**
Land use regulation designed to ensure that the development has a street “presence.” Areas with buildings that frame the street are inviting to pedestrians. Building frontage is especially important in older urban areas and traditional neighborhoods.

2. Issues and Opportunities

The development of the Regional Assessment portion of the CSRA Regional Plan 2035 included the generation of a list of Issues and Opportunities for the CSRA region. Since then, that list has been revised according to additional input and consideration. These Issues and Opportunities were used to shape the succeeding elements of the plan, including the Performance Standards and Regional Work Program, found in sections 3 and 4 of this document. In recognition of the different needs and resources of urban and rural areas, this list contains generally applicable issues and opportunities but also includes additional issues and opportunities particularly relevant to rural or to urban areas. This is done simply as means of organizing the list, not as a fundamental distinction between the different types of issues and opportunities.

The following are the final issues and opportunities for the CSRA Regional Plan 2035:

(Note: the issues and opportunities are coded by topic – for example, the first Population issue is coded P1. This is so issues and opportunities addressed in the Implementation section of this document can be easily identified).

Central Savannah River Area – ISSUES AND OPPORTUNITIES	
TOPIC: Population/Demographics	
P1.	Issue: The area’s population is projected to grow 27 percent by 2035, to a total of 575,000, creating demand for new housing and potentially contributing to additional sprawl and added cost for local governments.
P2.	Issue: Population growth is not evenly distributed. Augusta and Columbia County have seen population growth, while eight of the 11 rural counties have lost population.
P3.	Issue: Much of the population growth in all areas is taking place away from existing infrastructure, creating additional short- and long-term costs for local governments.
P4.	Issue: Household incomes lag the state average.
P5.	Issue: The CSRA is aging rapidly. The proportion of residents 45 years and older has increased 10 percent since 1990, while the proportion of residents under 29 years declined by 8 percent.
P6.	Opportunity: Demand for housing creates the opportunity to reinvest in existing residential neighborhoods and to create new places that offer a high quality of life while conserving resources and reducing financial pressure on local governments.
P7.	Opportunity: Maximize the value of new development by designing it in a way that minimizes long-term infrastructure costs.
P8.	Opportunity: Lower labor costs create the opportunity to attract new industries – if workforce training is adequate.
P9.	Opportunity: The demand for medical and other services for the elderly will grow. Future seniors also likely will look for an environment that allows them to stay active, creating demand for walkable, mixed-use neighborhoods.
TOPIC: Population/Demographics - Rural Issues and Opportunities	
P10.	Issue: Of the development that is occurring, much is not occurring within city boundaries. In many cases, infrastructure and services to support development are lacking or are created at high cost.
P11.	Issue: Relatively little diversity in housing stock.
P12.	Opportunity: Rural counties and towns can leverage their unique attributes to attract or retain residents and investment. A focus can be placed on improving existing neighborhoods and infrastructure.
TOPIC: Population/Demographics - Urban Issues and Opportunities	
P13.	Issue: In some areas, population growth threatens to outpace the ability to provide services.
P14.	Opportunity: In some areas, redevelopable land creates the opportunity to locate housing closer to places to work and shop.
TOPIC: Housing	
H1.	Issue: Housing is generally affordable, but a significant amount of housing in the region is of poor quality.
H2.	Issue: Current housing stock does not meet changing demographics and consumer preferences, both of which are leading to demand for smaller units.
H3.	Issue: While housing itself is affordable, much of it is located far from workplaces. When considering the combined costs of housing and transportation, the housing burden for residents is higher.

Central Savannah River Area – ISSUES AND OPPORTUNITIES	
H4.	Opportunity: Certain types of housing stock, such as mobile homes, can be replaced with higher-quality housing over time. Using traditional community designs with smaller lots means the cost of new housing need not be burdensome.
H5.	Opportunity: Transportation costs (both for government and individuals) can be taken into account when planning land development. Future development can include more of a focus on mixing residential uses with retail and office uses. Infill development can be encouraged.
TOPIC: Housing – Rural Issues and Opportunities	
H6.	Issue: In many areas, a large percentage of housing is in the form of mobile homes, which provide an affordable alternative but which tend to deteriorate relatively quickly. Many are abandoned or in poor condition.
H7.	Opportunity: Job growth in some areas, such as around Plant Vogtle in Burke County, is generating demand for new housing.
TOPIC: Housing - Urban Issues and Opportunities	
H8.	Issue: Some neighborhoods are struggling with disinvestment. Vacant and dilapidated housing is a problem.
H9.	Opportunity: A growing preference toward urban living among some age groups creates additional demand for traditional neighborhoods.
TOPIC: Economic Development	
E1.	Issue: the CSRA's job base is shifting. The service sector now accounts for 60 percent of all CSRA jobs, an increase of 20 percent since 1990.
E2.	Issue: Many jobs are low-wage.
E3.	Opportunity: The medical sector is a major employer in the region and is likely to continue to grow in the future. Opportunities may exist to build on the current medical sector in new ways and places.
E4.	Opportunity: The region's low cost of living and low wages offer the opportunity to attract new industries.
Topic: Economic Development - Rural Issues and Opportunities	
E5.	Issue: Employment trends are uneven, with the urbanized area adding jobs while many rural counties continue to lose jobs. The issue is not Georgia-specific, as agricultural consolidation and mechanization have been draining jobs away from rural counties for decades, but it presents a problem for rural counties.
E6.	Issue: Options for dining, shopping and other services are limited in some parts of region.
E7.	Issue: Many downtowns in rural counties need revitalization.
E8.	Opportunity: Rural areas may lack some infrastructure but may possess other strengths not found in urban areas.
E9.	Opportunity: Many industrial parks have additional space available for development.
Topic: Economic Development - Urban Issues and Opportunities	
E10.	Issue: The employment base needs to be diversified.
E11.	Issue: Some goods and services are not easily accessible in some neighborhoods.
Topic: Land Use	
L1.	Issue: Growth in recent decades has taken the form of sprawl well beyond city and town centers. As transportation costs increase, the need to more closely align residences and workplaces becomes more pressing.
L2.	Issue: Suburban growth continues to encroach on Fort Gordon, potentially hindering the facility's mission in the future.
L3.	Issue: The location of schools, parks and other facilities often is made without regard to whether the surrounding area is ideal for the development the facilities will encourage.
L4.	Opportunity: Many local governments are allowing or encouraging a greater mix of uses in new development. Relatively low land costs creates the opportunity for infill development in urban areas.
Topic: Land Use – Rural Issues and Opportunities	
L5.	Issue: There is a growing conflict in many areas between traditional agricultural uses and suburban residential uses.
Topic: Land Use – Urban Issues and Opportunities	
L6.	Issue: Changing demographics and consumer preferences (especially among younger residents) is creating relatively less demand for low-density suburban living and greater demand for more urban living.
L7.	Issue: Land use patterns in many cases continue to separate uses. The inability to walk to destinations is contributing to a lack of activity and growing obesity levels.
L8.	Opportunity: Existing neighborhoods can be made more attractive through targeted investments, while infill development can provide additional housing opportunities.
Topic: Transportation	
T1.	Issue: Interstates 20 and 520, as well as U.S. 1 and U.S. 25 link the CSRA's major cities to each other as well as to the state's major cities, such as Atlanta, Macon, and Savannah. However, the road system does not fully meet needs throughout the region, with some areas not served by highways.
T2.	Issue: While the transportation system serves automobiles relatively well, it is less friendly to other users. Many streets are designed only with vehicle traffic in mind, making them unsafe or unpleasant for pedestrians and cyclists.

Central Savannah River Area – ISSUES AND OPPORTUNITIES	
T3.	Issue: Development patterns in many cases continue to separate uses and rely on arterial roads to make connections. These two factors limit mobility for many residents and contribute to inactivity and growing obesity levels for children and adults in the region.
T4.	Opportunity: Some economic activity is less dependent on highway access. Focusing on other attributes not present in other areas could help improve competitiveness.
T5.	Opportunity: As roads are repaved or other improvements are made, the opportunity exists to create new or improved facilities for cyclists and pedestrians.
Topic: Transportation – Rural Issues and Opportunities	
T6.	Issue: Lack of sidewalks along some main roads and commercial corridors.
T7.	Issue: Lack of a transit system with predictable service.
Topic: Transportation – Urban Issues and Opportunities	
T8.	Issue: There is a lack of street connectivity in many suburban areas.
T9.	Issue: The presence of sidewalks is spotty in many suburban areas.
T10.	Issue: Transit system lacks frequency and a complete network of destinations.
T11.	Opportunity: Growing interest in bicycling creates support for creating networks of trails and lanes and can create a “safety in numbers” effect that will encourage more cycling.
Topic: Community Facilities	
F1.	Issue: Most areas of the CSRA outside of the urbanized parts of Columbia and Augusta-Richmond Counties lag in both choice and quality of broadband service. Most of these areas are not served by any land broadband service provider, making slower satellite internet service the only option.
F2.	Issue: Many neighborhoods do not have easy access to parks and playgrounds. Many facilities are built at a large scale and in remote areas rather than as neighborhood facilities.
F3.	Issue: Many playgrounds contain outdated equipment and designs.
F4.	Issue: A focus on expansion rather than rehabilitation of infrastructure has led to a growing financial burden and increasing maintenance issues for many communities.
F5.	Issue: The siting and design of new schools adds to demands on the transportation system by placing them in areas accessible only by cars, generating more trips and adding to trip length.
F6.	Opportunity: The CSRA RC considers broadband the region’s top infrastructure priority and has been aggressively pursuing state and federal funding to remedy this deficiency by extending broadband infrastructure to areas of the region that currently lack it.
F7.	Opportunity: Efforts can be made to improve the walkability of schools and surrounding areas. Increasing consumer demand for urban neighborhoods can play a role in the location of school facilities.
Topic: Community Facilities – Rural Issues and Opportunities	
F8.	Issue: In some areas, multiple water and sewer providers do not achieve efficiencies of scale. Smaller providers face financial difficulties.
F9.	Issue: Development is limited in some areas due to the condition of sewer infrastructure.
F10.	Issue: Recreational opportunities are limited in some areas.
F11.	Opportunity: Land already held publicly could be used for more recreational activities.
Topic: Community Facilities – Urban Issues and Opportunities	
F12.	Issue: Stormwater drainage is a problem in some areas.
F13.	Issue: Some playgrounds need to be modernized.
F14.	Opportunity: Recycling programs can diminish the need for waste disposal.
Topic: Natural and Cultural Resources	
R1.	Issue: Many historic buildings are in poor condition and in danger of being lost.
R2.	Issue: Suburban development continues to occupy prime farmland.
R3.	Issue: Development around watersheds in several counties has the potential to affect water quality.
R4.	Issue: The CSRA has a rich history and counts no less than 184 properties and districts listed in the National Register of Historic Places, including National Historic Landmarks, State Historic Parks and Sites. Most of these resources, however, lack preservation plans.
R5.	Opportunity: Farmland and forests continue to dominate the landscape. Timber is a major industry in the area, and farmland makes up 22 percent of the area’s land mass.
R6.	Opportunity: The region’s aquifers, rivers and lakes provide abundant water resources. Monitoring efforts and watershed protection measures can protect those resources for future generations.
R7.	Opportunity: Growing interest in historic neighborhoods and places is generating new resources for preserving historic buildings. Agencies, including the Regional Commission, are able to create preservation plans and provide other

Central Savannah River Area – ISSUES AND OPPORTUNITIES	
	assistance in protecting these resources.
Topic: Natural and Cultural Resources – Rural Issues and Opportunities	
R8.	Issue: In many cases, no distinction is made between areas that should remain rural and other areas.
R9.	Opportunity: Abundant wetlands and floodplain areas offers the opportunity for green space preservation in new developments.
R10.	Opportunity: Agricultural history contributes to identity.
Topic: Natural and Cultural Resources – Urban Issues and Opportunities	
R11.	Issue: The fabric of many historic neighborhoods is rapidly being lost.
R12.	Opportunity: A growing interest in preservation and in urban living may create additional opportunities to revitalize historic neighborhoods.
Topic: Intergovernmental Coordination	
I1.	Issue: Coordination between different local governments with respect to land use is not always present.
I2.	Issue: Economic development is often best viewed and pursued at a regional scale, but that sometimes is not the case in reality.
I3.	Opportunity: The Regional Commission provides regional planning services and an avenue for governments to address conflicting visions.
I4.	Opportunity: The CSRA RC provides a means for greater coordination. It serves as the Economic Development District for the region and serves as the coordinating mechanism for the CSRA Unified Development Council and Unified Development Authority, which provide marketing, development coordination and other services for the region.
I5.	Opportunity: There may be additional opportunities to consolidate government services.
Topic: Intergovernmental Coordination – Urban Issues and Opportunities	
I6.	Issue: Rural areas may not share the same needs and goals of more urbanized areas.
Topic: Intergovernmental Coordination – Rural Issues and Opportunities	
I7.	Issue: Urban areas may not share the same needs and goals of more rural areas.
I8.	Opportunity: Previous consolidation has set a potential example for future service consolidation.

3. Implementation Program

Having established a Regional Vision and identified Regional Issues and Opportunities, the focus of this document now turns to making the vision a reality and addressing these issues. This section deals with the implementation of the CSRA Regional Plan 2035.

3.1 Guiding Principles

The following list of “guiding principles” are policy recommendations intended to provide ongoing guidance and direction to regional leaders for making decisions consistent with achieving the CSRA’s Regional Vision or addressing Regional Issues and Opportunities.

The policies contained here can be applied in determining, for example, whether land use decisions or investments in new or upgraded public facilities would be consistent with the CSRA Regional Plan 2035. They are intended as general recommendations and may not always apply in every case. They are divided into categories for clarity, but many decisions may involve considerations that cut across multiple categories.

Housing

- We ensure that a range of housing options is available in local communities.
- Our community is striving to eliminate substandard housing.
- We plan for future housing needs, taking into account future infrastructure and transportation costs for governments and residents.
- We work to ensure that housing has access to recreational facilities.

Economic Development

- Our development efforts involve a focus on both attracting new industry and retaining existing industry.
- We collaborate with other economic development groups and entities.
- We support workforce development programs.
- Our strategy to attract new development includes leveraging existing assets.

Land Use

- We ensure that land use decisions are made hand-in-hand with transportation decisions.
- Our community promotes growth in areas with existing infrastructure investments.
- We ensure that development decisions are made with an understanding of current and future real estate and demographic trends.
- We promote development that enhances communities.
- We ensure that a mix of uses is possible, that residences are not always separated from workplaces, shops and recreational and educational facilities.
- We take care to ensure that new development does not overburden existing infrastructure.
- We commonly take opportunities to strengthen existing neighborhoods where possible.

Transportation

- We ensure that transportation decisions are made hand-in-hand with land use decisions.
- We focus on making targeted transportation investments that will capture value on a long-term basis.
- We work toward connectivity in the road network where possible.
- Our community ensures that transportation plans and investments include options in addition to driving.
- Our transportation plans and investments include multiple modes of transportation.

Community Facilities

- Our community makes maintenance of existing infrastructure is a priority.
- We consider long-term costs when expanding infrastructure.
- Our community maximizes infrastructure investments by promoting infill development where possible.
- We use infrastructure developments to create desired development patterns.
- We encourage the location of schools near existing neighborhoods.

Natural and Cultural Resources

- We ensure that new public investments – such as water or transportation infrastructure projects – enhance or maintain rather than diminish natural resources.
- We consider natural and cultural resources are considered when making land use or other planning decisions.
- Our community promotes and creates access to natural and cultural resources when possible.
- We encourage development styles that incorporate or augment natural resources.

Intergovernmental Coordination

- Our community plans with neighboring jurisdictions.
- We share services and facilities with neighboring communities where possible.
- We work regionally on economic development and planning projects.

3.2 Performance Standards

In order to help realize the Regional Vision set out in this document, local governments will be assessed on progress toward implementing a set of performance standards – measurable steps that can be taken by counties and municipalities in the region.

The performance standards include two levels of achievement – Minimum and Excellence. Both include measurable goals and incentives created by the state. The minimum standard is aimed at ensuring a basic, predictable level of capabilities and standards across the region. As required by the Georgia Department of Community Affairs, all local governments in the region are expected to attain the minimum standard within three years of adoption of the regional plan, or risk losing Qualified Local Government status.

The excellence standard, by contrast, is envisioned as including desirable, rather than essential, activities and includes a menu of best practices drawn from across Georgia. Governments attaining the Excellence Standard will be recognized by the CSRA Regional Commission and will become eligible for the Regional Steward Incentives Package, a yet-to-be-defined incentive package envisioned by the Department of Community Affairs.

In an age of limited resources, local governments are finding new ways to provide services in a more efficient fashion. This document recognizes and encourages this trend by allowing for flexibility in how the standards are met. Many local governments share planning and service responsibilities. In situations where governments meet a requirement while jointly providing services through a mutual agreement such as a Service Delivery Strategy, joint planning document, Memorandum of Understanding or similar arrangement, all governments in the arrangement receive credit for meeting the requirement. Likewise, if another governmental agency or other organization performs a task that fulfills a standard in that community, then the local government can receive credit.

Both sets of standards were arrived at after significant consultation with local governments throughout the region. The aim was to create standards that reflect the resources, relevant issues and capabilities of local governments in the CSRA region.

Minimum Standards

The minimum standards are considered to be essential activities needed to obtain consistency with the CSRA Regional Plan 2035. The intent is to ensure a consistent and predictable basic level of local capabilities across the region.

The Regional Commission and DCA can provide technical and training assistance to local governments to help them achieve the standard.

Recognizing the differing resources of area local governments, the CSRA Regional Plan 2035 creates three tiers of local governments: Suburban/Urbanized, Rural/Smaller City, and Rural/Smaller City – population under 2,500.

Rural/Smaller City Communities

- Burke County
- McDuffie County
- Washington County
- Jefferson County
- Wilkes County
- Hancock County
- Jenkins County
- Lincoln County
- Warren County
- Glascock County
- Grovetown
- Thomson
- Sandersville
- Waynesboro
- Washington
- Hephzibah
- Millen
- Harlem

Rural/Smaller City – Population Under 2,500 Communities

- Taliaferro County
- Louisville
- Wrens
- Wadley
- Davisboro
- Warrenton
- Lincolnnton
- Tennille
- Sparta
- Sardis
- Blythe
- Gibson
- Dearing
- Crawfordville
- Harrison
- Stapleton
- Keysville
- Bartow
- Midville
- Oconee
- Avera
- Norwood
- Mitchell
- Rayle
- Girard
- Sharon
- Camak
- Deepstep
- Vidette
- Riddleville
- Edge Hill

Suburban/Urbanized Communities

- Augusta/Richmond County
- Columbia County

Rural/Smaller City and Rural/Smaller City – Population Under 2,500 Standards

The following are the Minimum requirements for governments in the categories of Rural/Smaller City and Rural/Smaller City – population under 2,500. Each requirement is worth one point. In order to meet the standard, a Rural/Smaller City government needs 75 percent of all possible points (some of the standards do not apply to all governments). Governments in the Rural-Smaller City – population under 2,500 categories need 60 percent of the possible points.

Rural/Smaller City and Rural/Smaller City – population under 2,500 governments that have achieved any Suburban/Urbanized government standards or Excellence standards may also count them as one point each toward meeting the Minimum requirements.

The standards are grouped into general topics for the purposes of clarity in intent, but in scoring they will be considered as a whole.

Rural/Smaller City Standards	
Intergovernmental cooperation	
1.	We develop local comprehensive plans jointly with all other local governments within the county (i.e. cities and county).
2.	We develop local solid waste management plans jointly with other local government entities within the county.
3.	Our local government has a memorandum of understanding or similar with Fort Gordon (if applicable) that promotes communication and coordination of land use decisions.
4.	We hold occasional joint meetings of the planning commission and elected officials.
5.	We have intergovernmental agreements for emergency response and assistance. Counties bordering South Carolina have mutual aid agreements with agencies in that state.
Training/capabilities	
6.	Our staff or elected officials participate in DCA's Community Planning Institute or in training hosted by the CSRA Regional Commission on various topics (each training session attended, regardless of the number attending, counts as one point).
7.	Our newly elected officials are certified by the UGA Carl Vinson Institute.
8.	Our city or county clerk has undergone training at the University of Georgia's (UGA) Carl Vinson Institute or similar.
9.	Our Development Authority board members (if applicable) receive appropriate development authority training.
Comprehensive/other planning	
10.	We identify locally designated historic districts and National Register historic districts (if applicable) in the local comprehensive plan.
11.	The economic development portion of the local comprehensive plan includes strategies for retention, expansion and creation of businesses.
12.	We address more than one kind of transportation activity (such as roads, sidewalks, rail, and so on) in the transportation policies of the local comprehensive plan.
13.	We address investment in the upkeep and expansion of public infrastructure in the community facilities and services component and/or policies of the local comprehensive plan.
14.	We actively participate in preparation and maintenance of updates to Service Delivery Strategies, and have written agreements for the services that are on file and available for public review.
15.	Our comprehensive plan identifies Regionally Important Resources in the jurisdiction and depicts them as Areas Requiring Special Attention, Conservation Areas, or similar on the Future Development Map in the local comprehensive plan.
16.	Our community has an approved hazard mitigation plan.
17.	Our comprehensive plan meets state standards.
18.	We periodically review zoning and subdivision ordinances to ensure that they fit with desired development patterns (setbacks, density maximums/minimums, mixed uses), if applicable.
19.	We maintain and update a solid waste management plan.
Open/accessible government	
20.	We comply with Georgia's open records act and open meetings law.
21.	We comply with Georgia's Zoning Procedures Law (if applicable).
22.	Our ordinances and resolutions that have the effect of law are contained in one document.
23.	Our local government can be reached via email, and we have the ability to send and receive attachments.
Basic land use/code standards (if applicable)	
24.	Our land use regulations allow for a range of housing options (single-family detached, townhouses, duplexes, apartments, etc.), if applicable.
25.	We allow mixed uses (such as allowing residential and commercial together in the same district).
26.	We have a public nuisance ordinance to control nuisances such as loud noises, stagnant water, abandoned vehicles, the accumulation of junk, excessively tall weeds and grass, etc.
27.	We have some form of land development regulations (subdivisions, mobile homes, signs, telecommunications towers, environmental protection ordinances).

Suburban/Urbanized Standards

The following are additional standards for Suburban/Urbanized governments. Each standard is worth one point. In order to meet the minimum requirement, a Suburban/Urbanized government

must have 75 percent of possible Rural/Smaller City points and 75 percent of possible Suburban/Urbanized points, calculated separately.

Suburban/Urbanized Standards	
Intergovernmental cooperation	
1.	We hold occasional joint planning sessions with our school board in relation to future facility needs and the desired location of any new facilities.
Comprehensive/other planning	
2.	We have prepared a redevelopment plan or in-depth planning study for downtown or a similar special district.
3.	We preserve and enhance rural character by discouraging development in areas that have been deemed unsuitable or an area requiring special attention.
4.	We have a bicycle/pedestrian plan (can be done jointly with other agencies).
5.	We target development of water and sewer facilities to encourage growth in appropriate areas and discourage it in inappropriate ones.
6.	We maintain a current inventory of available sites and buildings suitable for development.
7.	We have adopted and implemented a stormwater management plan and/or ordinance.
Open/accessible government	
8.	Our ordinances are available online, such as with Municode.
Zoning/implementation	
9.	Our zoning ordinance allows small lot sizes (1/4 acre or smaller) for single-family houses.
10.	We require road connectivity between adjacent subdivisions and between parking lots where appropriate.
11.	We have a process/checklist for reviewing the function/stripping of streets when repaving occurs so that changes (such as adding on-street parking, changing lane width or adding bicycle lanes) can occur at that time.
12.	We require development of pedestrian facilities, such as sidewalks and walking paths.

Excellence Standards

Excellence Standards include activities that go beyond the Minimum Standards and are considered to be desirable activities for local governments. To achieve the Excellence Standard, a Rural/Smaller City government must achieve at least 25 percent of the standards in each category. A Suburban/Urbanized government must meet 40 percent of the standards in each category.

Governments attaining the Excellence Standard will be recognized by the CSRA Regional Commission and will become eligible for the Regional Steward Incentives Package envisioned by the Georgia Department of Community Affairs.

The Excellence Standard includes seven categories of standards: Housing, Economic Development, Land Use, Transportation, Community Facilities, Natural and Cultural Resources, and Intergovernmental Coordination/Governmental Capabilities. The standards in each category can be found on the following pages.

Housing

Excellence Standards - Housing	
1.	We provide quality affordable housing options (range of size, cost, density) to make it possible so that those who work in the community can also live there.
2.	We encourage efforts to stimulate infill housing development in existing neighborhoods.
3.	We conduct periodic housing assessments to determine existing conditions and current and future needs.
4.	Our community has a written housing plan or strategy.
5.	We have conducted a housing needs survey during the last decade.
6.	Our community has a written plan or policy for the demolition of unsafe or abandoned properties.
7.	We have a streamlined review process, or other incentives are provided, for developments that include affordable housing.
8.	We participate in the Georgia Initiative for Community Housing (GICH) program.
9.	Our community has a housing strategy that distributes affordable housing throughout the jurisdiction, and we encourage mixed-income housing to attempt to ensure that developments contain some affordable housing.
10.	Our key staff or elected officials attend housing training on a recurring basis.
11.	We have Included an inclusionary provision in the zoning ordinance that requires developers to make a percentage of housing units in new residential developments available to low and moderate income households.
12.	We have and enforce a dilapidated and boarded building ordinance.

Economic Development

Excellence Standards – Economic Development	
1.	We maintain on our website a mapped property inventory of development possibilities and areas supported for redevelopment.
2.	Our community upgrades and develops infrastructure (water, sewer, natural gas, broadband, etc.) and leverages it as an economic development tool.
3.	We collaborate regionally to promote tourism.
4.	We have a defined industry recruitment strategy.
5.	We have an existing business retention plan or program.
6.	Our community coordinates with neighboring communities in promoting economic development initiatives (e.g. Joint

Excellence Standards – Economic Development	
	Development Authorities).
7.	We support downtown efforts (i.e. Downtown Development Authority, Better Hometown, Main Street, etc.)
8.	Our streets use wayfinding signage for tourism, shopping districts, downtown, etc.
9.	We have a how-to guide for starting a local business.
10.	We maintain a website with business information.
11.	We conduct a Business Retention and Expansion Process (BREP) Survey, or an Existing Industry Program (EIP) Survey and update it at least every five years.
12.	We have prepared an Urban Redevelopment Plan and created subsequent enterprise and opportunity zones.
13.	Our community participates in the Certified Literate Community Program (CLCP) under the Georgia Department of Technical and Adult Education.
14.	At least one of our staff members or elected officials has attended training offered by the Georgia Academy for Economic Development within the past five years.
15.	We maintain a written inventory of sites available for commercial and manufacturing.
16.	We have conducted a Labor Market Information (LMI) Analysis to identify industry sectors best suited to a local community's available workforce, and what training might be required to attract potential employers.
17.	Our community participates in multi-county economic development efforts.

Land Use

Excellence Standards – Land Use	
1.	We periodically formally review our permitting process to assess whether it should be streamlined.
2.	Our zoning code allows accessory dwelling units or other accessory uses by right in at least some zoning districts.
3.	We have held in the last five years a targeted planning process or design charette for an Area Requiring Special Attention, a corridor or a neighborhood to improve aesthetics or function, to create investment opportunities, or for another purpose.
4.	Our land development regulations require street trees where appropriate within new development.
5.	We periodically perform formal review of and make updates to zoning and other land development regulations (including text and map as appropriate) to match comprehensive plan and other planning efforts.
6.	We require or provide incentives for provision of sidewalks and/or multi-purpose paths for new developments.
7.	Our development rules include design overlay ordinances for important gateways, corridors, and city center areas.
8.	We have community appearance ordinances (litter control, sign ordinance, dilapidated properties, landscaping, design control, etc.).
9.	We require or provide incentives for new developments to include open/green space (cluster development, conservation subdivisions).
10.	We have an impact fee ordinance in accordance with state law.
11.	Our development standards provide incentives for low-impact design, follow green growth guidelines or include other quality growth approaches.
12.	We have a zoning ordinance.
13.	Our zoning ordinance allows planned unit developments (PUDs), traditional neighborhood districts or similar districts that require site plan approval.
14.	Our zoning ordinance incentivizes the reuse of closed, decommissioned or obsolete (grayfields and/or brownfield) uses.
15.	Our zoning ordinance requires that new infill development is compatible with its neighborhood and maintains the harmony and character of existing areas.
16.	We have subdivision regulations.
17.	We have a process or procedure to allow construction on existing substandard lots.
18.	Our code enforcement officer is certified.
19.	We have a community education group that provides annual training in zoning, planning or community issues.
20.	We require new construction to be at least three feet above FEMA (Federal Emergency Management Agency) designated floodplains.
21.	We have a legal sign ordinance.
22.	We have a GIS that is available to the public.

Excellence Standards – Land Use	
23.	We participate in Federal Emergency Management Agency's Community Rating System (CRS) program to reduce flood losses, to facilitate accurate insurance ratings and to promote the awareness of flood insurance.
24.	We have a form-based zoning district targeted to downtowns or other special districts.
25.	We have a unified development ordinance (all ordinances related to development are in one document)
26.	Members of our planning commission and other land development boards and commissions undergo training on a recurring basis.

Transportation

Excellence Standards – Transportation	
1.	Our parking standards have been rewritten to include lower minimum parking requirements, place parking behind buildings and address other parking-related issues.
2.	Our subdivision regulations require connection of pedestrian facilities to existing infrastructure where applicable.
3.	We make continuing efforts to improve sidewalks.
4.	We perform regular maintenance of streets and sidewalks.
5.	Our local transportation improvements are consistent with all existing bicycle and pedestrian plans.
6.	We employ access management techniques for public roads.
7.	We have a local transit assessment or transit development plan.
8.	We participate in regional transportation-related forums.
9.	We use traffic calming measures such as raised crosswalks, narrower traffic lanes, fewer lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians.
10.	We have a pedestrian master plan at the local or regional level.
11.	We have a bike plan at the local or regional level.
12.	We are a Safe Routes to School partner.
13.	We encourage the development of bicycling facilities such as bike racks and designated bike lanes.
14.	We have a designated path for joggers, bicyclists and/or pedestrians that serves a valuable purpose as a recreational or fitness use or as a transportation alternative.
15.	Shared parking is allowed in our commercial areas.
16.	Our street design standards are context-sensitive.
17.	We have a plan for a multi-use trail network.
18.	We have an airport overlay district.

Community Facilities

Excellence Standards – Community Facilities	
1.	We work with neighboring jurisdictions throughout the region to provide broadband access
2.	We have local land development ordinances and standards that: Discourage individual lot septic systems in developments that exceed a density threshold of one dwelling unit per acre. Require connections to a public or community water / wastewater system(s) when available or nearby. Prohibit the installation of new septic systems within 100 feet of any river and within 50 feet of any state water body.
3.	We have an inspection, maintenance, and monitoring program for private septic systems.
4.	We have a water quality monitoring program.
5.	We have a stormwater management plan and/or ordinance.
6.	We have and maintain a capital improvements plan or similar document.
7.	We have a community-wide recreation plan.
8.	We have a written maintenance and replacement plan for infrastructure (water, sewer, electric, etc.)
9.	There is a searchable up-to-date inventory of private wells and septic systems in our jurisdiction.

Excellence Standards – Community Facilities	
10.	We have a formal policy of making maintenance of existing infrastructure a priority before extending new infrastructure into additional areas.
11.	Our community has built a model playground site (which meets ADA accessibility standards).
12.	We have incentives for solar power and other sustainable technologies.

Natural and Cultural Resources

Excellence Standards – Natural and Cultural Resources	
1.	Our zoning code includes an agricultural district to allow for preservation of farmland in identified areas.
2.	Our zoning code includes a conservation or open space district to allow for the preservation of park land, greenways, and environmentally sensitive areas.
3.	We maintain a comprehensive inventory of cultural, archaeological, and historic resources.
4.	We have guidelines that encourage or require developers to protect open space, natural resources, and wildlife habitat.
5.	We have a historic preservation ordinance under the Georgia Historic Preservation Act and have an active historic preservation commission.
6.	We have a water conservation ordinance.
7.	We participate in a stream cleanup program such as Adopt-A-Stream or Rivers Alive.
8.	We have a litter prevention ordinance.
9.	We have a recycling program.
10.	We have a tree protection ordinance that requires review of clearing, grading and other land disturbance activities.
11.	Our waste disposal fees are on a “pay per throw” (unit-based or variable rate structure) basis so households are charged according to the amount of waste disposed.
12.	We require agricultural buffers where non-agricultural land abuts agricultural land.
13.	We have an environmental resource inventory that maps the community's environmentally sensitive areas (such as floodplains, wetlands, significant stands of old growth trees, etc. in order to make rational decisions about areas best suited to set aside as open space.
14.	Our community is a Keep Georgia Beautiful affiliate.
15.	We offer or contract to provide curbside collection of solid waste.
16.	We have a collection center for solid waste and recyclables.
17.	We have administrative procedures to enforce the state minimum standard building codes (Building, Residential, Fire, Plumbing, Mechanical, Fuel Gas, Electric and Energy Conservation).
18.	We maintain compliance with the Georgia Department of Natural Resources’ (DNR) Rules for Environmental Planning Criteria.

Intergovernmental Coordination/Governmental Capabilities

Excellence Standards – Intergovernmental Coordination/Governmental Capabilities	
1.	We plan and services and facilities with neighboring jurisdictions.
2.	We work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management, natural resource protection, transportation, air quality, etc.).
3.	We have joint processes for collaborative planning and decision-making with neighboring jurisdictions.
4.	We provide input and feedback, as applicable, during the review process of Developments of Regional Impact.
5.	We plan with local governments outside our county.
6.	We meet with surrounding local governments at least annually.
7.	We have a joint countywide planning commission.
8.	We coordinate with neighboring communities in promoting economic development initiatives (e.g. Joint Development Authorities).

Excellence Standards – Intergovernmental Coordination/Governmental Capabilities	
9.	Our clerk has received certification from University of Georgia's Carl Vinson Institute.
10.	We have a unified development code (all ordinances relating to development are in one place), to help streamline the development process.

3.3 Strategies and Regional Work Program

This section identifies and describes activities the CSRA Regional Commission plans to perform during the next five years in order to implement the CSRA Regional Plan 2035. It also includes recommended activities that actors other than the Regional Commission may take to implement the regional plan.

The activities listed are separated into the following categories:

- **Planning and Coordination.** Activities performed by the Regional Commission to assist local governments and other regional actors to act consistently with the regional plan. Actions include outreach, education, and technical assistance such as more detailed sub-area planning, new or revised local development regulations, incentives, public investments and infrastructure improvements.
- **Review.** Activities by other actors in the region that require review and comment by the Regional Commission. The findings from the review are advisory in nature.

The following information is included for each listed activity:

- Brief description of the activity;
- Desired timeframe for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity;
- Funding source(s), if applicable; and
- Issues and Opportunities addressed.

Planning and Coordination

Economic Development					
ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/OPPORTUNITIES
1. Assist and train local economic developers and community leaders in marketing, dealing with prospects, forming incentive packages, and strategic planning.	2013-2018	RC, Local, GADEcD	N/A	N/A	P2, P4, P5, E3, E4, E10, R10
2. Cooperate with state agencies in marketing efforts.	2013-2018	RC, Local, GADEcD	N/A	N/A	P9, E4, E8, I2
3. Support major regional projects such as the Warren County Regional Industrial Park.	2013-2018	RC, Local, GADEcD	\$2,000	RC, Local	P2, P4, E1, E2, E5, E9, I2
4. Promote economic development tax incentives through the creation of enterprise and opportunity zones.	2013-2018	RC, local, Ga DCA	N/A	RC, Local	E1, E10, E11

Economic Development

5. Support activities that develop water/sewer and transportation infrastructure.	2013-2018	UDC, RC, GADEcD	\$5,000	RC, UDC, GADOT	E5
6. Foster and support economic growth through regional cooperation opportunities to share infrastructure (both conventional and technological) development across county boundaries.	2013-2018	RC, UDC, GADEcD	N/A	RC, Local	E5, I4, I5, I8
7. Support activities that encourage the development of infrastructure with the intent of attracting "Green" industries (i.e. Alternative fuels, environmentally sustainable manufacturing, etc.)	2013-2018	RC, UDC, GADEcD	N/A	RC, Local	E2, E10, R5
8. Support and encourage downtown tourism and business attraction	2013-2018	RC, GADEcD	N/A	RC, Local, DCA	E5, E6, E7
9. Assist in developing and promoting Main Street, Better Hometown, and similar programs.	2013-2018	RC, GADEcD	N/A	RC, Local, DCA	E5, E6, E7, T4
10. Assist in developing and implementing downtown master plans, urban redevelopment plans, revitalization area strategies and similar documents in eligible downtowns where requested.	2013-2018	RC,DCA, GADEcD	\$15,000 - \$50,000 per plan	RC, Local, DCA	E9, E10, E11, R1

Rural Industry / Resource Management

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Create a diversification plan or series of strategies that promote the development of other economic activities.	2013-2018	Cities, Counties, Chambers, Development Authorities, RC	\$20,000	Cities/ Counties, Chambers, Development Authorities, RC, GADEcD	P2, E5
2. Maximize alternative uses for kaolin resources.	2013-2018	Cities, Counties, Chambers, Development Authorities, RC	Staff time	Cities/ Counties, Chambers, Development Authorities, RC, GADEcD	E5
3. Support initiatives that enable the diversification	2013-2018	Cities/Counties,	Staff time	Cities/ Counties,	E5, L5, R5

Rural Industry / Resource Management

of the silviculture/wood products industries.		Chambers, Development Authorities, RC		Chambers, Development Authorities, RC, GADEcD	
4. Work to build on the potential for biomass energy as an export.	2013-2018	Cities/Counties, Chambers, Development Authorities, RC	Staff time	Cities/Counties, Chambers, Development Authorities, RC, GADEcD	E5, R5
5. Balance between resource extraction and resource/land conservation.	2013-2018	Cities/Counties, Chambers, Development Authorities, RC	Staff time	Cities/Counties, Chambers, Development Authorities, RC, GADEcD	L5, R3, R5, R6
6. Participate or lead local planning, grant writing, or program administration related to local tourism.	2013-2018	Cities/Counties, Chambers, CVBs, Historic Preservation Boards, RC	\$5,000-\$30,000	Local, DCA, DNR, private foundations.	P2, E5

Housing

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/OPPORTUNITIES
1. Coordinate with state and local agencies to develop housing action plans.	2013-2018	Cities, Counties, RC	\$8,000	DCA, Local, GHFA	P12, H1, H6, H8
2. Partner with developers to encourage housing development.	2013-2018	Cities, Counties, RC	Staff time	Local Incentives	H1, H7
3. Encourage housing development along existing corridors.	2013-2018	Cities, Counties, RC	Staff time	Local Incentives, DCA, HUD	H2, H3, H7, H9
4. Assist communities with housing related projects such as Community Home Investment Program; GICH and CDBG Housing Rehab projects.	2013-2018	Cities, Counties, RC	\$20,000	DCA, Local, Federal	H1, H6, H8, R1, R12
5 Prepare development codes that encourage affordable and mixed income housing developments subject to preferred community design.	2013-2018	Cities, Counties, RC	\$30,000	RC, Local, DCA	H1, H3
6. Coordinate with local governments, state, and regional agencies to develop strategic housing plans for the region.	2013-2018	EC/EZ, RC, Local	\$5,000 / update	Local, DCA, HUD, USDA	I1, I3

Community Facilities

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Develop infrastructure plans that identify needs and priorities.	2013-2018	RC, Local, UDC	\$15,000-\$25,000	Local, DCA, USDA, GEFA	P13, F1, R2, F3, F8, F9, F12, F13
2. Seek funding for facilities and infrastructure improvements	2013-2018	RC, Local, UDC	\$25,000-\$50,000	Local, DCA, USDA, GEFA, NTIA	T9, F1, F2, F3, F6, F8, F9, F0, F11, F12
3. Support and encourage regional infrastructure sharing between counties, such as water system, and broadband connections.	2013-2018	RC, Local, UDC, GADEcD	\$25,000-\$50,000	Local, DCA, USDA, GEFA, NTIA	F4, I4
4. Assist with the establishment of local and regional recycling programs.	2013-2018	RC, Local,	\$15,000	Local, DCA, GEFA, private, EPD	F14
5. Identify brownfields and encourage their redevelopment.	2013-2018	RC, Local, UDC	\$10,000	Local, DCA, EPD, EPA	L4, L8

Land Use

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Develop regulations to encourage appropriate development.	2013-2018	RC, Local	\$8,000 - \$50,000	Local, DCA	P8, H3, H4, L1, L3, L7, R2, R3
2. Locate new development along existing infrastructure corridors.	2013-2018	Cities/Counties	Staff time	Local incentives, Private developers	P3, P8, P10, P11, H3, H5, L1, L7
3. Encourage preservation of green space and natural resource areas.	2013-2018	RC, Local, EPD	\$5,000	RC, Local, DCA, EPD, DNR	P1, H5, L5, R2, R6, R8, R9
4. Encourage growth in already developed areas.	2013-2018	RC, Local	Staff time	Local incentives, Private developers	P1, P3, P5, P6, P7, P14, H2, H4, H5, H9, L1, L4, L6
5. Hold design workshops to identify redevelopment strategies for street, district or neighborhood improvements.	2013-2018	RC, Local	\$10,000	Local, DCA	L4, L6, L7, L8, T2, T6, T11

Areas Facing Intense Development Pressures

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Develop growth management plans for	2013-2018	Cities/Counties, RC	\$25,000	Local, UDC, DCA,	L3, L8, R8

areas facing development pressures.				GADEcD	
2. Coordinate with abutting local governments to promote regional planning.	2013-2018	Cities/Counties, RC, UDC,	\$10,000	Local, DCA	R8, L1, L2, L5

Areas That Can Sustain Higher Densities

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Encourage renovation of existing buildings for adaptive reuse.	2013-2018	Local, RC	\$10,000	Local, DCA, USDA, HUD, Private funds	L8, H1, H2, H3, H4
2. Encourage commercial development in downtowns.	2013-2018	Local, Chambers, Development Authorities, UDC, RC	\$10,000	Local, Chambers, Development Authorities, Private, DCA	E8, E9, L4

Fort Gordon

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Implement recommendations contained in the Joint Land Use Study.	2013-2018	Adjacent counties and cities, Fort Gordon, Planning & Zoning Officials, RC	\$10,000	Local, Federal grants	L2, I1
2. Convene the adjacent communities and officials from Fort Gordon on a semi-annual basis to address potential concerns related to encroachment.	2013-2018	Adjacent counties and cities, Fort Gordon, Planning & Zoning Officials, RC	Staff time	Local, RC	L2, I1
3. Utilize appropriate land use regulation tools to prevent encroachment.	2013-2018	Adjacent counties and cities, Fort Gordon, Planning & Zoning Officials, RC	\$15,000	Local, Federal grants	L2

Potential Water Cooperation

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Develop strategic connection plans.	2013-2018	Cities/Counties, RC, UDC	\$10,000	Local, GEFA, Rural Water	I1, I3

2. Encourage legislative creation of a CSRA Water Commission.	2013-2018	Cities/Counties, RC	Staff time	RC	R6, I1, I3
3. Foster continued cooperation between local governments and the Corps of Engineers.	2013-2018	Cities/Counties, Corps of Engineers, RC	\$1,000	Local	I3, I4
4. Protect Clarks Hill Lake and the Savannah River for the continued recreational, economic, and other benefits to the region.	2013-2018	Cities/Counties, Corps of Engineers, RC	Staff time	Local, RC, DCA, Federal grants	R6
5. Protect all water basins within the region from contamination and manage use of the water resources.	2013-2018	Cities/Counties, Corps of Engineers, RC	Staff time	Local, RC, DCA, Federal grants	R6

Transportation

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Support the implementation of TIA-10 through advisory committee oversight.	2013-2018	RC	Staff time	DOT	I1, I3, I4, T1, T2, T5, T6, T7, T8, T9, T10, T11
2. Continue participation in GDOT's annual STIP process	2013-2018	Local government RC	Staff time	DOT	I1, I3, I4, T1, T2, T5, T6, T7, T8, T9, T10, T11
3. Modify land development regulations on a case-by-case basis to allow for context sensitive (complete street) thoroughfare design.	2013-2018	Local government, RC	\$20,000	Local government	T2

Performance Standards

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Engage in programs or activities to assist local governments in meeting the performance standards.	2013-2018	RC	Staff time	RC, DCA	Multiple
2. Hold meetings to assess local governments' progress toward meeting standards.	2013-2018	RC	Staff time	RC, DCA	Multiple
3. Assist local governments with technical planning assistance for identified needs.	2013-2018	RC, DCA, Various other state agencies	Staff time	RC, DCA, Various other state agencies	R4, R7, R11
4. Assist local	2013-2018	RC, DCA,	Staff time	RC, DCA,	P2, P7, E5, E7

governments to ensure timely and economical implementation of identified issues.		Various other state agencies		Various other state agencies	
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Review

Regional Commission Review

ACTIVITY	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE	ISSUES/ OPPORTUNITIES
1. Review and comment on long-range transportation plans for consistency with the Regional Plan.	2013-2018	RC	Staff time	RC, DCA, Various other state agencies	T1, T2, T3, T5, T6, T8, T9, T11
2. Review Developments of Regional Impact in close proximity to resources identified in the Regionally Important Resources (RIR) Plan with respect to RIR recommendations.	2013-2018	RC	Staff time	RC, DCA, Various other state agencies	I1, I6, I7
3. Review all Developments of Regional Impact (DRIs), including those submitted by neighboring Regional Commissions.	2013-2018	RC	Staff time	RC, DCA, Various other state agencies	I1
4. Review statewide plans and programs for local and regional application.	2013-2018	RC	Staff time	RC, DCA, Various other state agencies	T1, T7, T10, I6, I7
5. When requested, review local land use plans to identify potential land use conflicts and provide technical assistance in resolving the issues of incompatible uses or zoning districts.	2013-2018	RC	Staff time	RC, DCA, Various other state agencies	I3, I6, I7
6. When requested, review local ordinances for consistency with plans, other ordinances, and community goals.	2013-2018	RC	Staff time	RC, DCA, Various other state agencies	I3, I6, I7
7. Monitor the progress of local governments toward implementing the Regional Plan	2013-2018	RC	Staff time	RC, DCA	T3, F5, F7

4. Evaluation and Monitoring

This chapter deals with the CSRA Regional Commission's responsibilities in monitoring and evaluating progress toward plan implementation and working with local governments in their efforts to meet the plan's performance standards. The regional commission views this activity as a partnership with a two-way flow of ideas and information. While the Regional Commission will monitor and assist local governments in their efforts, it also will receive feedback from local governments and use that feedback to improve and modify the plan.

This effort includes a range of specific actions. These actions fall into three main categories, as follows:

Local Government Assessment

The Regional Commission will conduct periodic Quality Growth Effectiveness assessments of each local government in the region. These assessments will review progress toward meeting performance standards and in implementing other portions of the CSRA Regional Plan 2035.

These assessments will begin with an initial consultation, to take place during the year following adoption of the Regional Agenda. During this initial meeting, the Regional Commission will explain the Regional Plan and encourage local governments to:

- Coordinate decisions with the guiding principles found in the Agenda;
- Coordinate identification of local character areas in local comprehensive plans with the Regional Development Map for the region;
- Take steps toward meeting performance standards;
- Identify character areas into local planning documents.

This initial meeting also will include an assessment of progress toward the performance standards. Local governments will be asked to perform a self-review before the meeting, and the Regional Commission will discuss any steps needed to be taken to attain the Minimum or Excellence standard.

The Regional Commission will schedule a second meeting with local governments that do not meet the Minimum standard at the time of the initial meeting. This meeting will take place no later than a year before the deadline for Qualified Local Government status.

A series of final meetings will take place during at the time of the deadline, to inform communities of their status and to learn of any changes since previous meetings.

Survey of Regional Leaders

The Regional Commission will conduct occasional surveys of regional leaders as to whether the strategies identified in the plan are being implemented.

Assessment of Plan Implementation and Impact

As part of the Report of Accomplishments included with each annual update of the Regional Work Program, the Regional Commission will survey changes and developments in the region to determine whether the plan is being effectively implemented and if it is having the desired impact on regional development patterns. Based on the results of this survey, the Regional Commission will identify impediments to implementation and possible solutions or needed amendments of the regional plan.

Additional Steps to Promote the Plan

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

The Regional Commission will consult with staff of the Department of Transportation, Department of Natural Resources, Georgia Environmental Facilities Authority and other appropriate state agencies to encourage them to coordinate their activities with the Regional Agenda.

Appendix A

This section provides greater detail and explanation on each of the recommended Quality Community Objectives referred to in the Regional Vision.

EDUCATIONAL OPPORTUNITIES

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.

EMPLOYMENT OPTIONS

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

ENVIRONMENTAL PROTECTION

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

GROWTH PREPAREDNESS

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

HERITAGE PRESERVATION

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

HOUSING OPPORTUNITIES

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 needs.

OPEN SPACE PRESERVATION

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

REGIONAL COOPERATION

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.

REGIONAL IDENTITY

Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

REGIONAL SOLUTIONS

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.

SENSE OF PLACE

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

TRADITIONAL NEIGHBORHOODS

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

TRANSPORTATION ALTERNATIVES

Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.