

THE ATLANTA REGION'S PLAN

August 2015

THE REGION'S PLAN
POLICY FRAMEWORK



ATLANTA REGIONAL COMMISSION

What is The Policy Framework?

Atlanta is one of the world's most dynamic metropolitan areas, competing globally on the strength of its resilience, diverse population, robust economy, cultural assets and attractive lifestyles. The Region's Plan aims to "win the future" through collaboration that honors and leverages the uniqueness of the region's communities. This policy framework establishes directions for The Region's Plan, articulating a common vision for the future.

In 2014, the ARC Board adopted a planning framework for The Region's Plan update that focuses on a threefold vision of providing world-class infrastructure, building a competitive economy and ensuring the region is comprised of healthy and livable communities. This vision, along with six key goals set by the ARC Board, serves as the foundation for The Region's Plan Policy Framework. Objectives and policies to realize the vision and goals are outlined to provide an actionable roadmap for the region's future.

The objectives and policies presented in this document build off the work established in the region's last comprehensive plan, PLAN 2040, focusing on a sustainable region that balances social, economic and environmental needs of current and future generations.

Cover photo credit: Sinan Sinharoy for Atlanta BeltLine, Inc.

VOICES HEARD

Over the course of two years, ARC has employed a variety of techniques to engage a diverse range of community members. The input from these community voices has influenced these draft policies for The Region's Plan.

455

Community Conversations

6,300

Metro Atlanta Speaks Surveys

15,000

Online Surveys

360

Leadership Policy Discussions

300

Building Opportunity Series

300

Millennial's Advisory Panels

THE REGION'S PLAN VISION



Atlanta is one of the world's most dynamic metropolitan areas, competing globally on the strength of our diverse population, robust economy, myriad cultural assets and attractive lifestyles. We will 'win the future' through intensive collaboration that honors and leverages the uniqueness of our communities.



- GOALS** | Building the region as a globally recognized hub of innovation and prosperity
- Developing a highly educated and skilled workforce, able to meet the needs of 21st Century employers

GOAL:

BUILDING THE REGION AS A GLOBALLY RECOGNIZED HUB OF INNOVATION AND PROSPERITY

Ensure that our existing and emerging employment centers support innovation and balance job growth and economic development

The Region's Plan supports balanced growth throughout the region. Economically prosperous innovative regions are not created by accident, but are instead designed. The Region's Plan policies support equitable access to digital infrastructure, like high speed internet, to ensure all parts of the region can attract new employers and allow for innovation. The Region's Plan also encourages developing and enhancing existing and emerging employment centers, which serve as the backbone of the region's economy, through improvements in transportation and land use.



FREIGHT



START-UPS



FILM

Photo Credit: Swan House at the Atlanta History Center

GOAL:

BUILDING THE REGION AS A GLOBALLY RECOGNIZED HUB
OF INNOVATION AND PROSPERITY

Maintain the region's current successes in existing and emerging employment sectors

Over the last few decades, logistics, hospitality, information technology and life sciences have blossomed in the Atlanta region. Incentivizing start-up opportunities, local business development and expansion of successful ventures will ensure continued prosperity. The Region's Plan seeks to further improve the region's economic viability by preserving access to key intermodal freight facilities and by advancing policies that make the region more attractive to business.

GOAL:

DEVELOPING A HIGHLY EDUCATED AND SKILLED WORKFORCE, ABLE TO MEET THE NEEDS OF 21ST CENTURY EMPLOYERS



Work with local communities to implement a regional approach to workforce development

Having a well-trained workforce is critical to remaining competitive in the global 21st Century economy. To that end, a regional approach to workforce development is essential. We must improve coordination between educators, workforce organizations, employers and government. This approach ensures every student's educational success and equitable access to opportunities, career training and skill development.



GOALS

Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology

Secured, long-term water supply

GOAL:

ENSURING A COMPREHENSIVE TRANSPORTATION NETWORK,
INCORPORATING REGIONAL TRANSIT AND 21ST CENTURY TECHNOLOGY

Maintain and operate the existing transportation system to provide for reliable travel

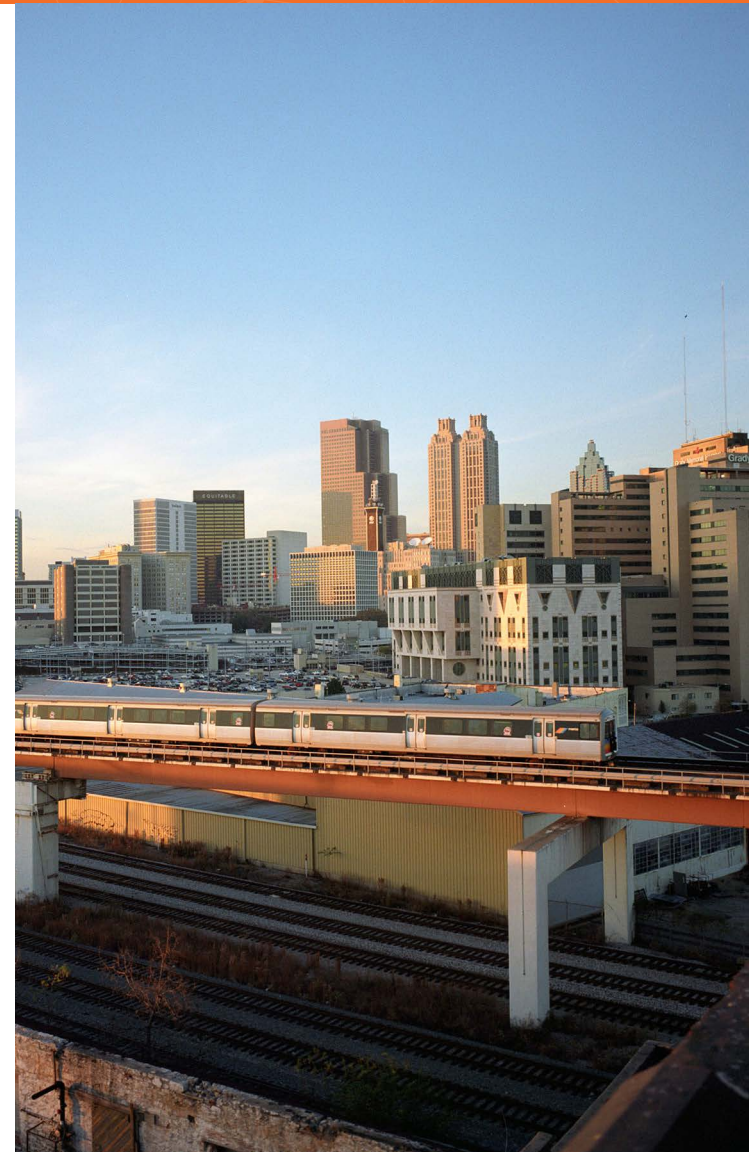
It is vital that the region focuses resources on maintaining and operating the existing transportation system before allocating resources to expand the current system. The Region's Plan prioritizes the maintenance of our transportation system while promoting trip reliability and system resiliency in the future.

Improve transit and non-single occupant vehicle options to boost economic competitiveness and reduce environmental impacts

71% of Metro Atlanta Speaks regional survey respondents said that improved public transportation is very important for the future. Transit provides people with travel options, serves as the main source of transportation for thousands of residents, helps mitigate congestion and improves air quality. For existing and emerging centers, The Region's Plan policies prioritize transit expansion projects in areas with transit-supportive land use and regulations to ensure implementation of transit in the region.

Strategically expand the transportation system while supporting local land use plans

When applicable based on a community's unique context, roadway expansions should be implemented as complete streets to accommodate people driving, riding transit, walking and bicycling. The expansion of roadways into rural areas should emphasize facilities that support economic competitiveness by improving multimodal connectivity between centers or by addressing critical safety needs.



GOAL:

ENSURING A COMPREHENSIVE TRANSPORTATION NETWORK,
INCORPORATING REGIONAL TRANSIT AND 21ST CENTURY TECHNOLOGY

Foster the application of advanced technologies to the transportation system

Technology has changed the way residents live and travel in the Atlanta region. New technologies provide travelers with real-time data to inform decisions and will continue to shape the way residents and goods move in the future. The Region's Plan supports the development and further application of existing technologies, such as user friendly smart phone apps, to improve the travel experience. The application of technologies, such as synchronized signal timing and advanced traffic management systems, improve how governments stay ahead of congestion.

Looking further into the future, the Region's Plan fosters the implementation of emerging technologies, such as interconnected autonomous vehicles, to ensure the region stays competitive and technologically ahead of the curve.

Promote an accessible and equitable transportation system

Many residents of the Atlanta region live in areas with low access to transit, or where people own few cars, making access to jobs and services difficult. Specifically, as our aging population grows and some no longer drive, accessing daily needs will be more of a challenge. It is vital to maintain and expand the comprehensive transportation system to ensure equal access for everyone.



GOAL:

SECURED, LONG-TERM WATER SUPPLY

Protect public water supplies and water quality

A clean abundant water supply is vital to the continued prosperity of the Atlanta region. Innovative approaches for better managing the supply and quality of our water resources support economic growth while also preserving the region's natural resources. This type of integrated water management, which includes a robust education program, is a key focus of the Metro Water District's 2016 Plan Update.

Implement a diverse approach to sustainable solutions for the region's water and environmental infrastructure

In planning for future investments in the Atlanta region's infrastructure, new approaches, such as addressing resiliency, must be considered to ensure those investments can adapt to changing conditions. Innovative practices, such as green infrastructure which better mimics natural conditions, is a nationally recognized approach for protecting water resources and infrastructure from current and future challenges. The Region's Plan encourages coordination between governmental bodies to develop sustainable solutions that safeguard public expenditures.





- GOALS** | Developing additional walkable, vibrant centers that support people of all ages and abilities
- Promoting health, arts and other aspects of a high quality of life

GOAL:

DEVELOPING ADDITIONAL WALKABLE, VIBRANT CENTERS THAT SUPPORT PEOPLE OF ALL AGES AND ABILITIES

In partnership with local communities, equitably and strategically focus resources in areas of need and importance

Strategically focusing resources and maximizing existing investments increases access to opportunities such as housing, services and employment. Transit-Oriented Development is one method to strategically focus resources to create mixed-income communities that make connections to employment opportunities, fresh foods, services and affordable housing along a transit route.

Invest in equitable and improved access to a variety of safe, quality housing, including options for aging in place

Too many of the region’s residents must accept housing located in unsafe or distant neighborhoods that does not meet their needs. Encouraging the development of a variety of housing near major employment centers ensures that residents of all means will have access to jobs and services while fostering diverse inclusive communities.

How important is it for the region to promote a variety of housing options that are connected to existing and future job centers via expanded transit?



44% Very Important
 25% Important
 19% Not that Important
 12% Unimportant

2015 Phase II The Region’s Plan Survey Respondents

GOAL:

PROMOTING HEALTH, ARTS AND
OTHER ASPECTS OF A HIGH QUALITY OF LIFE

Improve public health through the built environment

The design of communities can impact health. For example, access to parks and greenspace improve air quality and promote exercise. The Region's Plan policies seek to better integrate public health impacts into the planning process through public safety, encouraging walking and bicycling, identifying opportunities for local food production and planning for the expansion of green infrastructure.

Seniors practice Tai Chi at the Atlanta Botanical Gardens



Integrate sound environmental management principles

In order for the Atlanta region to maintain its high quality of life, it must retain its environmentally sensitive areas to support both humans and wildlife. Greenspace, like parks, wetlands and forests, help clean both water and air, protect health and preserve water quality. Considering changing trends in extreme weather is also important for managing infrastructure and community services in the future.

GOAL:

PROMOTING HEALTH, ARTS AND
OTHER ASPECTS OF A HIGH QUALITY OF LIFE

Promote the use of creative placemaking to build and maintain the character of communities

The Atlanta region is home to a diverse set of cultural resources that bring local character to the region's communities and help establish a sense of place. The Region's Plan policies seek to enhance placemaking by focusing on identifying regional cultural amenities, maximizing accessibility to these venues by all modes of transportation and encouraging the intersection of art and the built environment.

Foster coordination with regional partners to implement community priorities

The Region's Plan policies spell out some of ARC's key roles and commitments to the Atlanta region. Chief among those duties is ARC's role as a convener on topics of importance to the quality of life in the Atlanta region. For example, the ARC-led Educated Committee convenes experts from chambers of commerce, the United Way, the Community Foundation, ARC and local workforce investment boards to work together with education partners to support education in the region.



URBAN FARMING

Photo Credit: Truly Living Well Center for Natural Urban Agriculture

THE REGION'S PLAN OBJECTIVES AND POLICIES



GOALS	OBJECTIVES	IT IS THE POLICY OF THE ARC TO...
<p>BUILDING THE REGION AS A GLOBALLY RECOGNIZED HUB OF INNOVATION AND PROSPERITY</p>	<p>Ensure that our existing and emerging employment centers support innovation and balance job growth and economic development in the region</p>	<ol style="list-style-type: none"> 1. Fully leverage economic generators through planning, partnerships and investments 2. Support communities to achieve higher levels of investment and development in line with their local vision 3. Promote transit and active transportation modes to improve access 4. Promote equity of access to digital infrastructure like high speed internet 5. Support diverse housing options 6. Support engagement of a rapidly growing older workforce
	<p>Maintain the region's current successes in existing and emerging employment sectors</p>	<ol style="list-style-type: none"> 1. Maintain and improve the economic viability and accessibility of key intermodal freight facilities 2. Continue to grow the region as a top market for academic research, innovation, and commercialization 3. Encourage start-up opportunities, local business development and expansion by improving access to capital and incentives 4. Coordinate efforts to promote Metro Atlanta as a place to live, work, visit and do business 5. Advance public policies that make the entire region more attractive and competitive for business
<p>DEVELOPING A HIGHLY EDUCATED AND SKILLED WORKFORCE, ABLE TO MEET THE NEEDS OF 21ST CENTURY EMPLOYERS</p>	<p>Work with local communities to implement a regional approach to workforce development</p>	<ol style="list-style-type: none"> 1. Elevate public education to the top of local, regional and state policy and public awareness 2. Support education leaders in integrating best practices and innovative programs to positively impact PreK-12 classrooms 3. Support the creation of, and maturing of, a regional workforce development system 4. Promote the development of skills and education needed for key jobs within the region 5. Improve coordination between education, workforce organizations, employers and government 6. Develop and support comprehensive youth workforce development programs 7. Ensure equitable access for people of all ages, abilities and income levels to educational opportunities, career training, and skills development to match employer demands

GOALS	OBJECTIVES	IT IS THE POLICY OF THE ARC TO...
<p>ENSURING A COMPREHENSIVE TRANSPORTATION NETWORK, INCORPORATING REGIONAL TRANSIT AND 21ST CENTURY TECHNOLOGY</p>	<p>Maintain and operate the existing transportation system to provide for reliable travel</p>	<ol style="list-style-type: none"> 1. Prioritize data-supported maintenance projects over expansion projects 2. Promote system reliability and resiliency 3. Promote transit and active transportation modes to improve access
	<p>Improve transit and non-single-occupant vehicle options to boost economic competitiveness and reduce environmental impacts</p>	<ol style="list-style-type: none"> 1. Establish effective transit services that provide regional accessibility 2. Prioritize transit projects in areas with transit-supportive land use, plans and regulations 3. Promote bicycle transportation by developing safe and connected route options and facilities 4. Promote pedestrian-friendly policies and design 5. Enhance and expand Transportation Demand Management (TDM) programs
	<p>Strategically expand the transportation system while supporting local land use plans</p>	<ol style="list-style-type: none"> 1. Prioritize solutions that improve multimodal connectivity 2. Direct federal funding for road capacity expansion to the regional strategic transportation system, including the managed lanes system 3. Road expansion projects in rural areas should support economic competitiveness by improving multi-modal connectivity between centers 4. Implement a complete streets approach on roadway projects that is sensitive to the existing community
	<p>Provide for a safe and secure transportation network</p>	<ol style="list-style-type: none"> 1. Promote and enhance safety across all planning and implementation efforts; including support for the state strategic highway safety plan 2. Coordinate security and emergency preparedness programs across transportation modes and jurisdictions
	<p>Promote an accessible and equitable transportation system</p>	<ol style="list-style-type: none"> 1. Maintain and expand transportation options that serve the region's most vulnerable populations 2. Improve connectivity around transit stations and bus stops for all users 3. Increase funding for Human Services Transportation (HST) and Medicaid transportation services 4. Increase access to areas with essential services, including healthcare, education, recreation, entertainment and commercial retail

GOALS	OBJECTIVES	IT IS THE POLICY OF THE ARC TO...
<p>ENSURING A COMPREHENSIVE TRANSPORTATION NETWORK, INCORPORATING REGIONAL TRANSIT AND 21ST CENTURY TECHNOLOGY</p>	<p>Support the reliable movement of freight and goods</p>	<ol style="list-style-type: none"> 1. Provide safe and reliable access to freight land uses and major intermodal freight facilities 2. Promote the use of information technologies to foster the most efficient movement of freight 3. Preserve industrial land uses in proximity to existing freight corridors
	<p>Foster the application of advanced technologies to the transportation system</p>	<ol style="list-style-type: none"> 1. Pursue the application and use of advanced technologies 2. Encourage the application of passenger information technologies
<p>SECURED, LONG-TERM WATER SUPPLY</p>	<p>Protect public water supplies and water quality in coordination with the Metropolitan North Georgia Water Planning District</p>	<ol style="list-style-type: none"> 1. Encourage innovative approaches and leverage resources to secure, conserve and develop the region's water supplies 2. Encourage and support innovative approaches to improving water quality 3. Work with local jurisdictions to promote growth in a way that protects natural resources
	<p>Plan for and implement a diverse approach to sustainable solutions for the region's water and environmental infrastructure</p>	<ol style="list-style-type: none"> 1. Include system resiliency in water and other planning efforts 2. Plan for and support the implementation of regional green infrastructure 3. Encourage communication within and amongst governmental bodies

GOALS	OBJECTIVES	IT IS THE POLICY OF THE ARC TO...
<p>DEVELOPING ADDITIONAL WALKABLE, VIBRANT CENTERS THAT SUPPORT PEOPLE OF ALL AGES AND ABILITIES</p>	<p>Improve quality of life at the neighborhood, city, county and regional levels</p>	<ol style="list-style-type: none"> 1. Encourage development, redevelopment, and transportation improvements to consider impacts on neighborhoods and communities 2. Foster inclusive communities integrating residents of all ages, cultures and incomes 3. Promote and support urban design standards that enhance elements of accessibility and livability
	<p>In partnership with local communities, equitably and strategically focus resources in areas of need and importance</p>	<ol style="list-style-type: none"> 1. Encourage increased housing, services and equal employment opportunities for residents around transit stations 2. Focus investments in redevelopment opportunities of a regional scale 3. Implement targeted planning efforts for areas with infrastructure of strategic regional importance 4. Encourage equitable access to opportunities and resources for the region's disadvantaged and vulnerable populations
	<p>Invest in equitable and improved access to a variety of safe, quality housing, including options for aging in place</p>	<ol style="list-style-type: none"> 1. Support local jurisdictions through resources and technical assistance 2. Encourage local communities to increase housing options near large employment centers 3. Support the preservation of existing, and the construction of new, mixed-income housing near transit and employment centers 4. Encourage local communities to diversify housing options within existing neighborhoods, including equal access to housing options
	<p>Promote land development that expands the sustainable use of resources</p>	<ol style="list-style-type: none"> 1. Encourage appropriate redevelopment of the built environment in the region's developed areas 2. Balance investment to promote equitable growth in the region's communities as identified in regional and community plans

GOALS	OBJECTIVES	IT IS THE POLICY OF THE ARC TO...
<p>PROMOTE HEALTH, ARTS AND OTHER ASPECTS OF A HIGH QUALITY OF LIFE</p>	<p>Improve public health through the built environment</p>	<ol style="list-style-type: none"> 1. Integrate public health into initiatives, programs and investment priorities 2. Identify opportunities for local food production, access to healthy food options and nutrition education 3. Support regional greenspace networks, which may include green infrastructure, to foster improved conservation and recreation spaces 4. Promote public safety efforts to create vibrant 24-hour communities
	<p>Integrate sound environmental management principles that ensure the region's sustainability</p>	<ol style="list-style-type: none"> 1. Mitigate the impacts of impaired air quality 2. Advance technologies and strategies that improve energy efficiency and use renewable sources 3. Plan for the impacts of extreme weather events on community services and infrastructure, including system resiliency 4. Protect natural resources to attract and retain people and businesses
	<p>Promote the use of creative placemaking to build and maintain the character of communities</p>	<ol style="list-style-type: none"> 1. Identify cultural resources and promote the development of cultural amenities 2. Encourage opportunities for integration of public art into planning for infrastructure and public spaces 3. Foster improved access to cultural assets 4. Connect existing cultural partners with new audiences 5. Seek ways to activate underutilized spaces and transform them into community assets
	<p>Foster coordination with regional partners to implement community priorities</p>	<ol style="list-style-type: none"> 1. Encourage communities to improve resident participation in the planning process 2. Support regional policy through data and research 3. Foster improved coordination for federal, state and local programs 4. Serve as a convener on topics of importance to the quality of life of the region



ATLANTA REGIONAL COMMISSION

www.atlantaregional.com/theregionsplan

THE ATLANTA REGION'S PLAN



REGIONAL AGENDA

Cover Photo: Midtown Atlanta • Source: 12th & Midtown

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Photo: Downtown McDonough • Source: Rafterman Photography

A BLUEPRINT FOR A STRONGER REGION

ACC or SEC; White, Black, Hispanic or Asian; Boomer or Millennial; the residents who call metro Atlanta home have a strong interest in creating a stronger, more vibrant region while protecting the features that have made the region a magnet for people and businesses from across the country and the world.

To build a stronger economy and improve quality of life, the Atlanta region needs world class infrastructure, which includes a secure water supply and a transportation system for the 21st century; an competitive economy that is recognized as a global hub of technology with a competitive workforce; and healthy livable communities that have art and recreation and provide housing options for all ages and abilities.

With a population projected to grow to 8.1 million people by 2040, The Atlanta Region's Plan sets the framework for a stronger region to win in the future while continuing to sustain and improve the region's quality of life.

About ARC

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency created by the local governments in the Atlanta region pursuant to legislation passed by the Georgia General Assembly. ARC is not a government but is the forum through which officials of local governments in the Atlanta region confer to solve mutual problems and decide issues of region-wide importance. ARC engages in a continuous program of research, study, and planning of matters affecting the Atlanta region. As an area of greater than 1,000,000 population, ARC has authority under state laws as a Metropolitan Area Planning and Development Commission (O.C.G.A. 50-8-80).

In addition to being the official planning agency under state law for the 10-county region, ARC is also the transportation planning agency for the Atlanta region under federal law as the designated Metropolitan Planning Organization (MPO) for the 20-county area. In support of planning for transportation, ARC must develop a long-range forecast for population and households for a 20-county area to ensure transportation activities are consistent with efforts to improve air quality in this area. ARC provides planning staff to the 15-county Metropolitan North Georgia Water Planning District (MNGWPD), whose mission is to develop comprehensive regional and watershed-specific water resources plans for implementation by local governments. ARC also serves as the administrative agency for the 7-county Atlanta Regional Workforce Board (ARWB). Aging services and policy guidance are provided by ARC as the Area Agency on Aging (AAA).

In addition to mandated regional planning, ARC provides technical assistance to local governments as well as leadership programs including the Regional Leadership Institute (RLI), the LINK program, Community Planning Academy (CPA) and the MARC (Model Atlanta Regional Commission) youth leadership program.

Prior to 1989, six plans had been prepared for the Atlanta Region - in 1952, 1954, 1962, 1968, 1975, and 1984. Each plan represented an expression of how the region should grow and change in order to achieve future goals. Each plan was long-range and general in nature, allowed for local decision-making, and represented a benchmark in an ongoing planning process. Over the years, state legislation evolved, providing a framework for each of these planning efforts.

In 1989, the Georgia Planning Act set the stage for our most current planning approach. The Act requires all local governments and regional commissions in the state, including ARC, to prepare comprehensive plans that feature a “bottom-up” approach, with local plans coming first and regional plans following. This allows regional plans to combine, interrelate, and provide a regional umbrella for local planning efforts. The Act requires that all plans be formulated in accord with minimum planning standards prepared by the State Department of Community Affairs. Local governments in the Atlanta region prepared their required plans between 1991 and 1995 according to a schedule prepared by ARC. In 1997, the Commission and its staff prepared a Regional Development Plan called Detailing the Vision – A Development Plan for the Atlanta Region. This plan was prepared pursuant to the 1989 Georgia Planning Act, and it incorporated the local government plans produced between 1991 and 1995. Detailing the Vision was updated in 1999 and identified special target areas for regional plan implementation. Examples of these areas include small water supply watersheds, airport noise zones and rapid transit station areas, including proposed rapid transit rail extensions and commuter rail lines and stations.

In 2003, ARC published Regional Development Plan Land Use Policies – Livability for People and Places, which were refinements of the planning principles articulated in the 1997 Detailing the Vision and the 1999 update. In 2006, ARC developed Envision 6, which followed the “bottom up” approach introduced in the Georgia Planning Act and integrated a plan development process to support future updates of the Regional Transportation Plan and Regional Development Plan. Envision 6 included a Regional Transportation Plan that was based on forecasts and policy recommendations from the Regional Development Plan. The format of Envision 6 set the stage for PLAN 2040 which was adopted in 2011, which integrates the Regional Transportation Plan and Regional Development Plan into one unified policy framework.

This framework continues into The Atlanta Region’s Plan which provides vision, goals, objectives, and policy to ensure that the Atlanta region wins in the future.

Preserving Local Control

The Atlanta Region’s Plan provides a guide to local government planning and zoning. Metro Atlanta’s cities, towns, and counties have decision-making authority to adopt plans, zoning, and permit or deny development projects. Similarly, The Regional Plan’s forecast does not prescribe locations of growth but rather is developed in collaboration with the regional economists, the development community, and local governments.

Evaluation and Monitoring of The Atlanta Region’s Plan

ARC will conduct a range of monitoring activities and evaluation procedures to measure the effectiveness of The Atlanta Region’s Plan. This will include modifications to the Regional Work Program and the Unified Growth Policy Map as the region’s needs change over time based upon outreach, the Metro Atlanta Speaks Survey and input from the ARC committees.

ARC will also monitor local implementation of The Atlanta Region’s Plan through the Local Government Plan Implementation program. These are actions that local governments take to implement the goals and objectives of The Atlanta Region’s Plan. ARC will periodically meet with local government staffs and officials to monitor their progress and to offer assistance to assist in meeting the goals and objectives.

BUILDING A STRONGER REGION

ARC is the regional planning and intergovernmental coordination agency created by the local governments in the Atlanta region pursuant to legislation passed by the Georgia General Assembly. This document primarily addresses ARC responsibilities for comprehensive planning under state law as the designated Metropolitan Area Planning and Development Commission (MAPDC). As an area of greater than 1,000,000 population, ARC has authority under state laws as both a MAPDC and Regional Commission (RC), effective June 2009, as outlined by House Bill 1216 in 2008.

In addition to being the official planning agency under state law for the 10-county region, ARC is also the transportation planning agency for the Atlanta region under federal law as the designated Metropolitan Planning Organization (MPO) for an 20-county area.

ARC provides planning staff to the Metropolitan North Georgia Water Planning District (MNGWPD), whose mission is to develop comprehensive regional and watershed-specific water resources plans for implementation by local governments. ARC also serves as the administrative agency for the Atlanta Regional Workforce Board (ARWB). Aging and senior services are provided by ARC as the Area Agency on Aging.

The Atlanta Region's Plan considers regional priorities for each of these different roles, but primarily fulfills the requirements of the Regional Agenda as mandated by the Georgia Department of Community Affairs and the Regional Transportation Plan as mandated by U.S. Department of Transportation. As such, The Atlanta Region's Plan is a compilation of several key components.



The Regional Agenda

In 2014, the ARC Board adopted a planning framework for The Region's Plan update that focuses on a threefold vision of providing world-class infrastructure, building a competitive economy and ensuring the region is comprised of healthy and livable communities. This vision, along with six key goals set by the ARC Board, serves as the foundation for The Region's Plan Policy Framework, adopted by the ARC Board in 2015. Objectives and policies to realize the vision and goals are outlined to provide an actionable roadmap for the region's future. The Regional Agenda is the implementation section of The Atlanta Region's Plan. It dictates the programs and projects that implement the Regional Policy Framework. Below are the components of the Regional Agenda.

The **Regional Findings** are a required component of the Regional Agenda, and they constitute the list of issues and opportunities to be addressed in the plan. These begin on page 9.

The **Regional Development Map** is the Unified Growth Policy Map (UGPM) that is included in the Regional Development Guide. The UGPM is comprised of place types, such as Areas, Centers, and Places. Areas describe predominant land use patterns throughout the region. Places and Centers reflect concentrated uses that have generally defined boundaries and provide greater detail within Areas.

The **Regional Development Guide** is a required component of the Regional Agenda that elaborates on the UGPM by providing a defining narrative for each regional Area and Place. Among other things, it includes a written description, pictures, listing of specific land uses desirable in each Area and Place, and identification of Implementation Priorities, which are measures to achieve the desired development patterns. The UGPM and Regional Development Guide is <http://arcg.is/1Qg7ESy>.

The **Regional Resource Plan** is a required component under DCA's regional planning rules. It describes the regional policy for Regionally Important Resources (RIRs), such as areas of conservation and recreational value, historic and cultural resources, and areas of agricultural and scenic value.

The **Local Government Plan Implementation** includes Performance Standards for Local Governments. The standards are divided into minimum and excellence achievement thresholds. These standards are ways that local governments implement The Atlanta Region's Plan.

The **ARC Implementation Plan** section includes the Regional Five-Year Work Program, as well as ARC programs that implement The Atlanta Region's Plan. This section includes actions that ARC's partners are doing to implement the plan

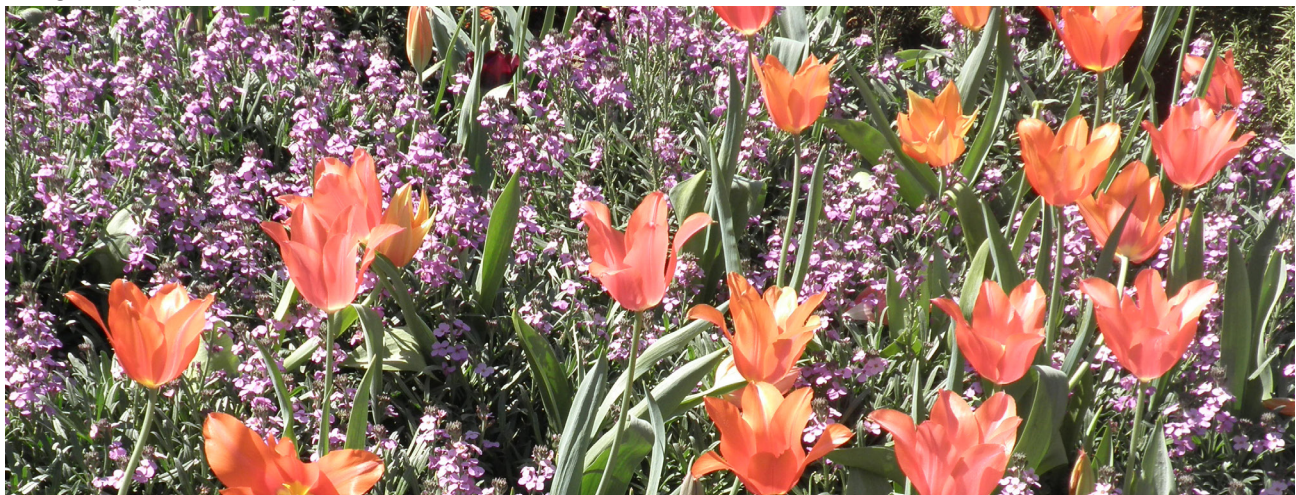


Photo: Atlanta Blooms Exhibit • Source: ARC

REGIONAL FINDINGS

The Atlanta region for perhaps the first time in history is experiencing a challenge to the fundamental conditions that have propelled the region to prosperity and growth for the past four decades. The Atlanta region has grown and expanded largely on the basis of national migration trends to the south; federal policies that enabled highway construction and decentralized growth; access to the world's busiest airport and the region's prominence as the economic capital of the south; inexpensive land; low cost of living, business costs and wages. The region also has proximity to major ports, substantial opportunity for higher education, and Fortune 500 business headquarters, as well as national facilities, such as the Center for Disease Control (CDC).

The region is currently emerging from a distressed economy as the result of the Great Recession. It is likely that conditions that were present prior to the Great Recession that enabled continuous and rapid growth will not return. There is a great deal of uncertainty as to how the federal government will invest in infrastructure in the future. Any substantial shifts in federal programs and policies will impact the regional strategies undertaken to support and manage growth in the region.

Atlanta has been one of the fastest-growing regions in the nation in recent years, accommodating large population and employment growth. This growth has brought many benefits to the region, including a change from a small regional center to a major international player economically.

To win in the future, the region needs to build upon its core assets to address the key challenges outlined on the following pages.



Photo: Atlanta Streetcar • Source: Central Atlanta Progress

Hartsfield-Jackson Atlanta International Airport is the region's greatest economic infrastructure asset.

The ARC Regional Economic Competitiveness Strategy lists Hartsfield-Jackson Atlanta International Airport as the region's greatest strength in terms of competitiveness. It is true, that no other region in the world can claim the world's busiest airport. With over 250,000 passengers a day, to over 225 destinations, 80 percent of the US population is within a two-hour flight.

The airport area is the one of the largest employment centers within the region and is the largest employment center south of I-20. It has a direct economic impact of 32.5 billion to the region's economy.

Hartsfield-Jackson Atlanta International Airport ranks fourteenth in the United States in terms of cargo hauled. This is an area that the airport is looking to expand upon, which will have an impact on employment and transportation needs in the southern half of the region.



Photo: Hartsfield Jackson International Atlanta Airport • Source: www.flickr.com

Our Higher Education Institutions are a beacon that attracts global talent to the region.

The region's institutions of higher education are tremendous incubators of innovation in metro Atlanta. The Atlanta MSA has 66 post-secondary institutions, enrolling over 275,000 students. The region is home to top-ranked colleges and universities: US News and World Report rank Spelman College and Morehouse College as the top two Historically Black Colleges and Universities nationally, the Georgia Institute of Technology's undergraduate engineering program is ranked #5 nationally, and Kennesaw State University (#4 Up-and-Coming Schools) has the largest nursing program in Georgia and is nationally recognized for its first-year and international programs.*

Additionally, the Atlanta Region's university research and development expenditures rank fifth in the nation. In 2009, colleges and universities in metro Atlanta combined for more than \$1.1 billion in academic research and development expenditures. These expenditures were concentrated in the life sciences and engineering fields: life sciences constituted 44.6 percent of all R&D funding while engineering comprised 34.9 percent.

Along with direct spending on research and development, metro Atlanta's higher education institutions contribute positively to the economy by enhancing commercialization opportunities as well as fostering startup companies from researchers at these institutions. Georgia Tech's VentureLab was ranked as the #2 University Business Incubator in the world by UBI Index in July, 2013. Technology graduates spur Atlanta's growing tech community as well and position the region to grow as an innovation hub.



Photo: Atlanta University Center • Source: Rafterman Photography

*Source: *Metro Atlanta's Future: Educate. Innovate. Collaborate.* Published by the Metro Atlanta Chamber of Commerce. 2013. Available at <http://www.metroatlantachamber.com/docs/>

The long-term economic success of the Atlanta region is dependent the availability of water.

The Atlanta region relies primarily on surface water from rivers and storage reservoirs as its main source of water supply. In fact, surface water provides more than 99 percent of the water supply in the areas covered by the Metropolitan North Georgia Water Planning District (MNGWPD). The Chattahoochee basin accounts for approximately 73 percent of the permitted available water supply in the MNGWPD. Residential water use, including single and multi-family use, accounts for 53 percent of the MNGWPD total water use.*

Lake Lanier and Allatoona Lake have played a key role in assuring an adequate water supply for the MNGWPD since their construction by the U.S. Army Corps of Engineers (Corps) in the 1950s. Current planning assumes that federal reservoirs will continue to operate to meet the water supply needs of the region. The Metro Water District continues to work with the Corps and other stakeholders to ensure Georgia's long-term water supply while also enabling good stewardship of our resources. The MNGWPD is currently working on an update to the Water Resource Management Plans and anticipates a final report by November 2016.



Photo: Panola Mountain State Park • Source: ARC

*Source: www.northgeorgiawater.org

The Atlanta region is a national leader in water efficiency and stewardship.

Our region needs access to quality supplies of water, and also must be good stewards of that supply. The Metro North Georgia Water Planning District includes 107 jurisdictions (a 15-county area). The District recommends 19 conservation measures in an effort to promote efficiency and responsible stewardship of a shared resource. These efforts have paid off. Since 2000, total water use in the region has dropped by more than 10 percent, even as the population has increased by 1 million. During that same time, per capita water use has dropped by more than 30 percent.

Over a shorter timeframe, the Atlanta metro area used 512 million gallons per day in 2009, down from 602 million gallons per day in 2006. These statistics highlight the region's commitment to good stewardship of our water resources.*



Photo: Lake Lanier • Source: ARC

*Source: www.northgeorgiawater.org

Transportation options are limited for many residents.

Current premium transit services offer convenient access to less than half of all existing major activity centers in the region. These premium services are important as they reliably move large amounts of workers and visitors to and from these crucial centers, which harbor the majority of the region's current employment.

During 2013, these operators moved on average over 475,000 people each day throughout the region, which is about 14 percent less than the average daily ridership estimates for 2009. Much of this decrease is explained by both service cuts by the major transit providers during the recession and the elimination of transit in Clayton County. This shutdown has left a large population of transit riders without reliable transportation options.

While transit service and ridership has stabilized somewhat in recent years, funding for transit operations remains an issue, as local sources of funding provide most of the operating funds for these services. In 2014, voters in Clayton County voted to approve their county being incorporated into the MARTA service area and paying the subsequent 1-percent sales tax. The inclusion of Clayton County will result in \$50 million of additional sales tax revenues annually – growing to \$60 million annually by FY 2024. This new revenue will not only be dedicated towards constructing premium fixed guideway transit connections to Clayton County, but it will also provide much welcomed funding support for the regional transit agency's operations.

MARTA will also benefit from the State's lifting of the "50/50" requirement, requiring the agency to spend 50% of sales tax revenues on operations and the other 50% on capital expenditures, as well as implementing new practices that promote operational stability operations and overall financial health.



Photo: Gwinnett County Transportation • Source: ARC

MARTA Rail is the backbone of our Regional transit system.

The rail component of the MARTA system is only located within a two county service area, yet 15 percent of the 10 county region's jobs are located within a half mile of a MARTA Heavy Rail station. In 2013, ARC estimated that there is current market demand over 53,000 new residential units within a half mile of existing MARTA stations. The region is responding to this demand for the first time in 10 years by opening up development opportunities on MARTA station properties, but these projects and stations need infrastructure investments to better connect to the community.

Current rail transit services offer convenient access to less than half of all existing major activity centers in the region. This rail service is important as it reliably transports workers, residents and visitors to and from these crucial centers, which harbor large concentrations of the region's current employment. While implementation of existing transit capital projects in the long-range element of the current RTP, as well, as a full realization of the region's long-range vision for transit expansion, could correct this situation.



Photo: MARTA • Source: Atlanta History Center

Opportunities for success are limited for too many residents.

The Atlanta region is perceived nationally as a place of opportunity for diverse populations. Historically, the city fostered many black-owned businesses in the early 20th century, many of which have grown into national enterprises. Metro Atlanta is ranked #4 in top 5 Metros for entrepreneurial activity, and Atlanta is the #1 city of young entrepreneurs.* Much of the growth is due to the region's relatively affordable housing, attractive quality of life, and breadth of educational opportunity. However, the factors that led to the region's rise are now shifting, and metro Atlanta has many challenges in providing a solid foundation for future growth.

Between 2000-2010, the number of individuals living in poverty in suburban areas of the region roughly doubled - from 350,000 to 700,000 people. This sharp increase has taken place in communities with limited resources to address the needs of this population. Most have limited transit access; schools are largely unprepared to deal with this shift; and historically, social support networks for poor populations have been concentrated on the inner city. Many individuals have slipped into poverty as a result of the Great Recession, and others due to the rising cost of living while wage growth has stagnated. The way our region addresses these challenges must be coordinated, taking into account the interconnectivity of land use, transportation, education, and economic development.



Photo: Georgia Institute of Technology • Source: Rafterman Photography

*Source: *Metro Atlanta's Future: Educate. Innovate. Collaborate.* Published by the Metro Atlanta Chamber of Commerce. 2013. Available at <http://www.metroatlantachamber.com/docs/>

A strong workforce starts with the access to quality education for all.

High-quality public education is a key building block for a successful regional economy. As our region rises to the challenge of addressing growing needs and limited resources, we must equip the region's children with a 21st-century education that gives them tools to take part in an innovative regional economy. Several school districts in the region have in recent years struggled with the threat of having their accreditation pulled, and the statewide controversy around the Common Core standards continues.

In the 10-county Atlanta region, 56 percent of all public school students are economically disadvantaged (eligible for free or reduced price lunch), and the average high school graduation rate is 68 percent. There is a negative relationship between economic disadvantage and student achievement - children in districts with a higher percentage of economically disadvantaged students graduate fewer students. This trend is alarming, as our region seeks to expand economic opportunity for all residents, and as businesses are drawn to communities that provide a high-quality education for students in a variety of industry-relevant fields.



Photo: Emory University • Source: Rafterman Photography

The need for transportation investments continues – but there is uncertainty in long-term revenue.

The region has experienced a significant decrease in its capacity to implement large-scale projects. The recent economic downturn was deep and prolonged, and transportation funding is not at levels needed to maintain and expand the region's infrastructure.

Transportation funding at the state and federal level has been in flux throughout the decade. While overall funding is almost back to pre-recession levels, this is primarily due to the increase in the cost of fuel. The past economic recession and improvements in fuel efficiency have contributed to a drop in fuel consumption. Total fuel tax revenue collected by the state is still at 2008 levels.

In 2015, the State of Georgia passed the Transportation Funding Act of 2015 (HB 170) when combined with other new transportation measures, creates new revenue that will be used to improve maintenance cycles and advance key projects. This new funding act will repurpose all state motor fuel tax revenues to be used for transportation, as well as introduced several new taxes and user fees, including a new hotel tax and heavy-vehicle fee, in support of transportation investments statewide. It is estimated that the act, which was subsequently signed and enacted by Governor Nathan Deal, will provide an additional \$800 million to \$1 billion of additional funding annually for transportation in Georgia from statewide tax revenues. This act provides some certainty for funding for funding at the state level.

Even before HB 170 was passed by the governor, budgeted state motor fuel receipts have increased 28% (\$186 million) between the 2011 and 2015 state budgets. This increase in transportation receipts, while insufficient to meet the overall demand for transportation project funding, has permitted GDOT to continue to support funding for critical programs.

Nationally, federal funding to Georgia remains flat, as the nation grapples with meager growth in revenues to the Highway Trust Fund (HTF). Federal resources comprise the second largest share of system expansion funds after local funding. The federal funds are generated largely by a tax on motor fuels. According to the Congressional Budget Office, the current trajectory of the HTF is unsustainable, steadily accumulating annual shortfalls covered by infusions from the general fund of the Treasury. While the MAP-21 transportation bill reauthorization has provided stable funding through FY 2014, congressional inaction in passing a new authorization bill has signaled that continued infusions of additional federal funds from other sources will likely be required to just maintain consistent transportation spending levels. This leads to extreme amounts of uncertainty in planning for the long-term and large transportation projects.



Photo: Area Road • Source: ARC

The composition of the region’s 8 million residents will be markedly different in 2040.

The Atlanta region has been one of the fastest-growing metropolitan areas in the nation for decades, reaching a population of four million at the turn of the century. The magnitude of growth in the Atlanta region has generated significant economic activity in the region but also has resulted in numerous challenges related to sustaining the economic, environmental and social health of the region.

The Atlanta region will undergo a dynamic shift in its racial and ethnic profile of the region over the next 30 years. Additionally, the region will also experience significant shifts related to the age of the population. The ratio of working-age individuals (18-65) to non-working age (65+) will change dramatically as the region will have many more non-working aged residents in 2040. The share of the population over the age of 65 will increase dramatically, as will the share of children in the region.

Meeting the needs of a changing population does not fall to social and education systems alone, but also to a built environment and supportive infrastructure that allows these individuals to be independent.



Photo: City of Stone Mountain • Source: ARC

IMPLEMENTATION WITH KEY REGIONAL PARTNERS

ARC coordinates with a variety of regional and local entities to implement the Goals and Objectives of The Atlanta Region's Plan. Chief among ARC's partners are the Community Foundation of Greater Atlanta, United Way, Metro Atlanta Chamber of Commerce as well as other important organizations. Some of the key regional programs that are implemented with partners are:

Regional Competitiveness Strategy Partnership

The Regional Competitiveness Strategy effort began in 2012 when ARC gathered more than 100 regional business, education, nonprofit, government and economic development leaders to evaluate the region's economic efforts. The Regional Economic Competitiveness Strategy incorporates best practices from communities throughout the region and around the country. Implementation of that strategy is now in the hands of the four committees with 350-plus volunteers. Representing all sectors, partners across the region are working collaboratively to align metro Atlanta's resources in four areas: Developing an Educated Workforce; Growing Prosperous Businesses; Supporting Innovative Entrepreneurs; and Developing Livable Communities.

Neighborhood Nexus

Neighborhood Nexus is a regional information system, providing data, tools and expertise as a catalyst to create opportunity for all of the region's citizens. Our goal is to support a regional network of information-led leaders and residents, government and businesses, advocates and service providers with information, tools and expertise that meet challenges, leverage assets and create opportunity.

Atlanta Aerotropolis Alliance

Since 2011, ARC has engaged local governments and businesses surrounding Hartsfield-Jackson Atlanta International Airport (ATL) in order to develop strategies for improving the economic benefits of the area. This includes increased intergovernmental cooperation, the creation of community improvement districts and in the creation of the Atlanta Aerotropolis Alliance. As a catalyst for economic development and investment, this 501(c)(6) non-profit organization is focused on helping to develop a vibrant "Aerotropolis" around the world's busiest airport. <http://www.atlantaaerotropolis.org/> ARC funded a Blueprint document in 2015 to determine new strategies to advance the areas growth. ARC will be working with key partners in the coming years to implement the Blueprint.

Regional Public Arts Program

The Atlanta Regional Public Art Program provides matching funding through a competitive grant process to help communities install public art across the 10 County Metro Atlanta Region. Each work of art will celebrate a community's unique identity while symbolizing the commonalities of our region.

For each cycle of funding, the program will provide a unifying regional theme. Participating organizations will select their artists and design a community engagement process to interpret the theme for their communities. ARC will provide training and technical assistance to support the collaborative public art process.

Atlanta Regional Collaborative for Health Improvement

The Atlanta Regional Health Collaborative is a partnership of hospital, public health, regional planning, academic, non-profit and philanthropic organizations and experts who have a stake in a comprehensive assessment of health priorities and a commitment to ensuring local investments in health are crafted in a way that improves health in Metro Atlanta.

Metro Atlanta Speaks

The Metro Atlanta Speaks public opinion survey gives elected, business and community leaders the knowledge they need to understand how Atlanta area residents rate the region and their own communities on critical policy issues. Annually, ARC asks almost 4,200 residents their thoughts about key regional issues such as transportation, education, the economy, the arts and aging in the Atlanta region.

ARC, along with community partners, plans to continue this survey so we can build on this valuable intelligence every year, and will use the information collected to evaluate the impact of The Atlanta Region's Plan.

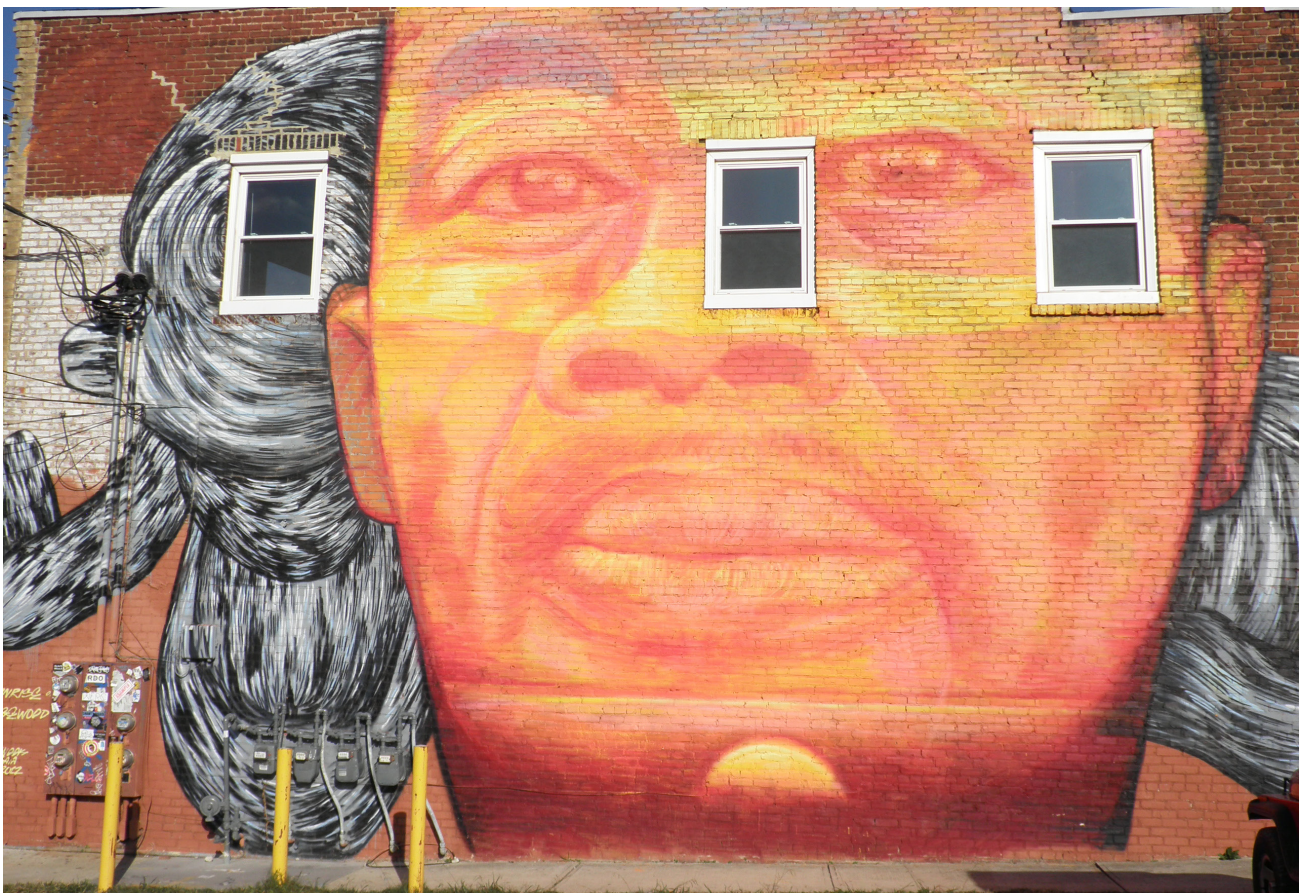


Photo: Sunrise Over Edgewood • Source: ARC

IMPLEMENTING THE BLUEPRINT

The Atlanta Region's Plan meets all state and federal regulatory requirements of the Regional Agenda and the Regional Transportation Plan, but also seeks to address other local/regional issues and needs to ensure that a comprehensive and forward-reaching process is undertaken. Energy, environmental, transportation, health and economic growth issues are integrated into the region's plans.

Many local governments have adopted local comprehensive plans, county transportation plans, and Livable Centers Initiative (LCI) studies during the past several years. The development of The Atlanta Region's Plan has involved close collaboration with local governments to assess community issues and growth needs specifically, to better integrate and improve the manner in which policy and infrastructure investments enhance community design, leverage market, and demographic trends, and reinforce transportation and land use integration.

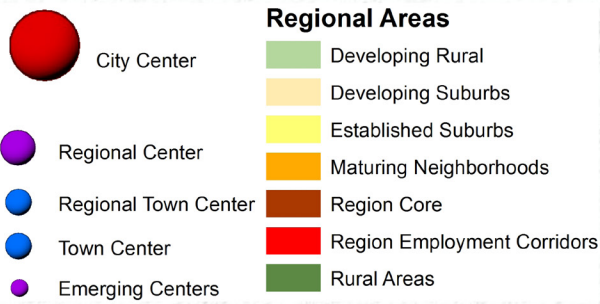
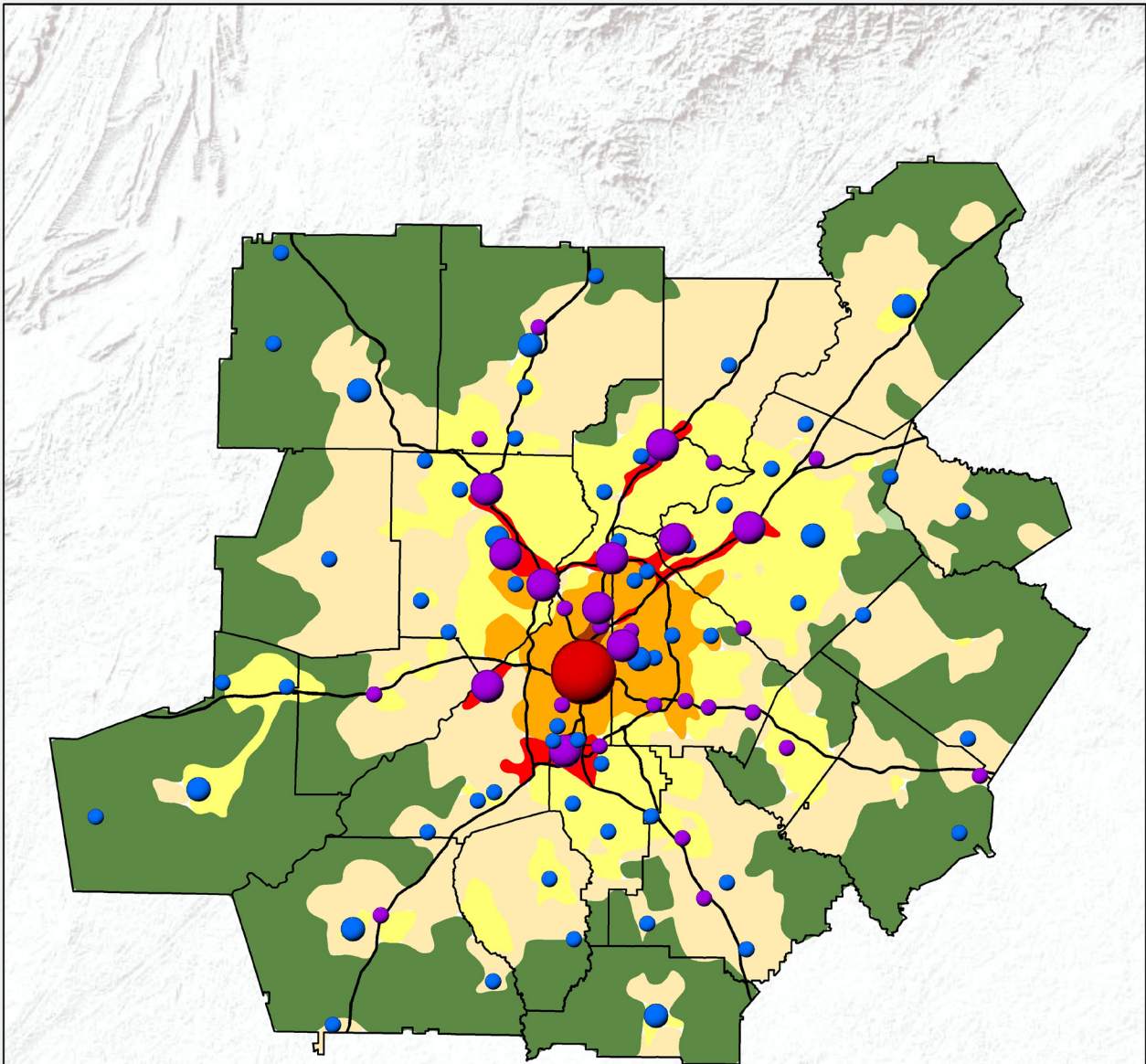
The Unified Growth Policy Map (UGPM), first adopted in 2006, created a stronger link between regional patterns of development and transportation needs. There is a need to better acknowledge and detail regional priorities by area type, with appropriate development design for centers and corridors, and The Atlanta Region's Plan provides this guidance through a more detailed and community-responsive UGPM.

The UGPM provides direction for future growth based on the Areas and Places within the region. The UGPM represents local plans as well as The Atlanta's Region's Plan policies and forecasts. Regional Areas directly influence the future forecasted growth of the region by describing future land use patterns in each part of the region. A large portion of the region's development landscape is built out, but opportunities still remain for redevelopment and new investment. Additional information on both the Development Guide and UGPM is available at ugpm.atlantaregional.com

The UGPM is comprised of Areas and Places. Areas describe predominant land use patterns throughout the region. Places reflect concentrated uses that have generally defined boundaries and provide greater detail within Areas. The Development Guide provides the following for each Area and Place identified on the UGPM:

- A detailed map showing the specific location in the region
- A written description that includes a defining narrative and issue summary
- Guidelines for recommended building height and development density
- Pictures that characterize development patterns that are typical and desirable
- Implementation Priorities that identify measures from ARC to achieve desired development patterns

On the following pages are descriptions of the key Areas and Places identified and described in the UGPM and Development Guide.



Sources: Esri, USGS, NOAA

Regional Core

The Region Core, shown in maroon, is the major economic, cultural and transportation hub of the region. This area is the densest in terms of employment, residential, and cultural offerings throughout the region, with the most developed transit service in the region. The Region Core can handle the most intense development due to the amount of infrastructure already in place; however this infrastructure may need improvements and enhancements due to its age and our region's changing lifestyle conditions. The lack of accessible public greenspace within the Region Core affects the area's aesthetics and overall quality of life for residents and workers.

The Region Core competes with other city central business districts in the Piedmont Atlantic Megaregion. Keeping this area as competitive as possible in order to lure additional high paying jobs and residents is critical. With a growing regional population and growing congestion, this center needs to maintain easy accessibility by expanding multi-modal transportation options and housing options.

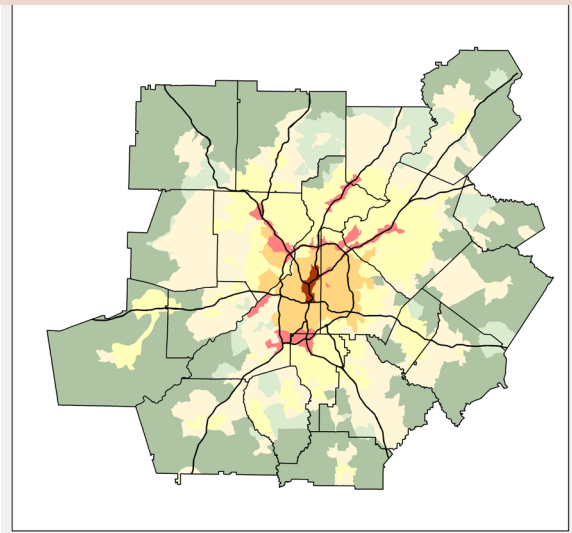


Photo: Center for Civil and Human Rights • Source: Central Atlanta Progress

Regional Employment Corridors

Regional Employment Corridors, shown in red, represent the densest development outside of the Region Core. Regional Employment Corridors connect several Regional Centers with the Region Core via existing capacity transportation facilities. These areas contain a large share of the region's jobs in relatively small land area. These areas are also increasing in both housing and job density, and are experiencing increased redevelopment and new uses in traditionally employment-focused areas.

There is a lack of accessible public greenspace within Regional Employment Corridors, which affects the overall aesthetics and quality of life for residents and workers.

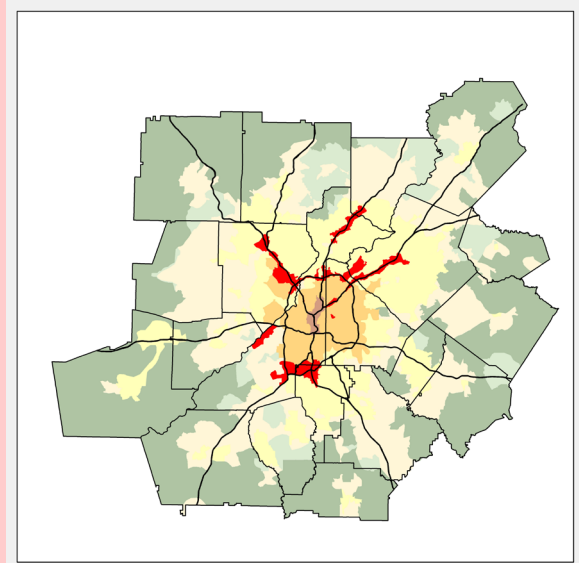


Photo: Hartsfield Jackson International Airport • Source: www.flickr.com

Maturing Neighborhoods

Maturing Neighborhoods, shown in orange, are areas in the region characterized by older neighborhoods that include both single- and multi-family development, as well as commercial and office uses at connected key locations.

These areas represent the largest part of the region that is facing infill and redevelopment pressures. In many cases, infrastructure is in place to handle additional growth, but in some areas, infrastructure is built out with limited capacity for expansion. This may constrain the amount of additional growth possible in certain areas. Many arterial streets in this area are congested due to their use as a regional routes for commuters. Limited premium transit service is available in these areas.

The demand for infill development, redevelopment and adaptive reuse of existing buildings in this area needs to be balanced with the preservation of existing single family neighborhoods, as well as the need for additional usable parks and greenspace close to residents, including amenities such as trails and sidewalks.

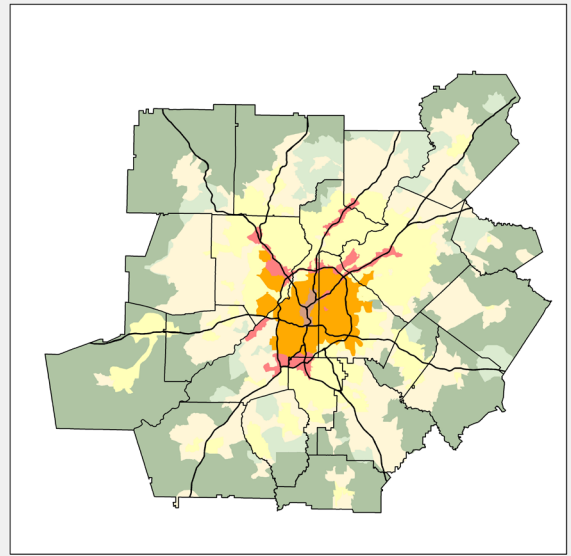


Photo: Ponce City Market • Source: The Reynolds Group, Inc.

Established Suburbs

Established Suburbs, in gold, are areas in the region where suburban development has occurred. These areas are characterized by single family subdivisions, commercial development, and office, industrial and multi-family development in limited locations.

These areas represent the part of the region that has recently reached “build out.” With few remaining large parcels for additional development, these are the areas in which the region may see the least amount of land use change outside of retail and commercial areas.

While there is still room for limited infill development, these areas will begin to focus more on redevelopment over the next 30 years. Preservation of existing single family neighborhoods is important, and wholesale change will most likely not occur in the single family subdivisions that make up a majority of these areas. However, infill and redevelopment will occur in areas of retail/commercial concentrations, especially commercial corridors.

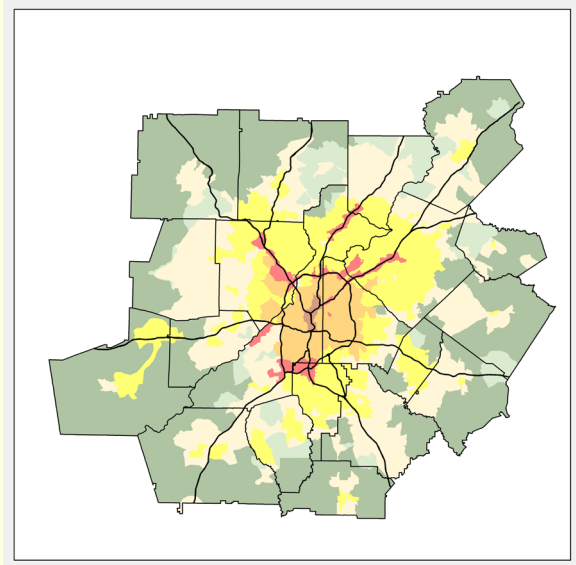


Photo: Avalon • Source: North American Properties

Developing Suburbs

Developing Suburbs, shown in light brown, are areas in the region where suburban development has occurred, and the conventional development pattern is present but not set. These areas are characterized by residential development with pockets of commercial and industrial development.

These areas represent the extent of the urban service area, and the region's first attempts at suburban smart growth can be found in these areas. There is a need in these areas for additional preservation of critical environmental locations and resources, as well as agricultural and forest uses.

Limited existing infrastructure in these areas will constrain the amount of additional growth that is possible. Transportation improvements designed for this land use pattern are needed within these developing suburbs.

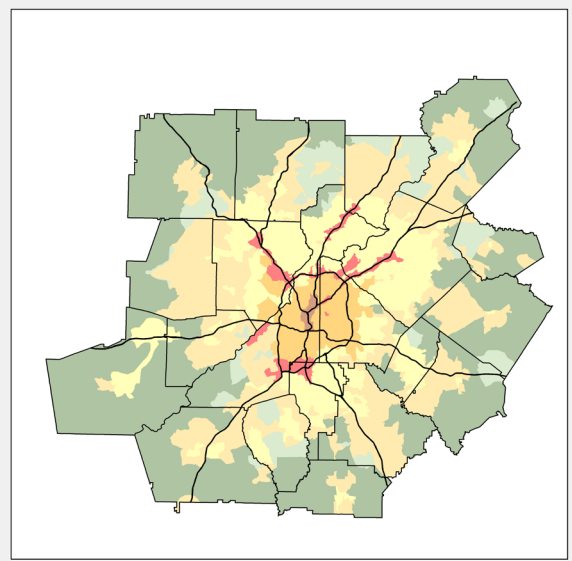


Photo: Southampton Neighborhood in Tyrone • Source: ARC

Developing Rural Areas

Developing Rural Areas, in light green, are areas in the region where little to no development has taken place, but where there is development pressure. These areas are characterized by limited single family subdivisions, individual large single family lots, agricultural uses, protected lands, and forests.

The region should strive to protect these areas by limiting infrastructure investments to targeted areas and supporting low-intensity development and conservation protection.

Limited existing infrastructure in these areas will constrain the amount of additional growth that is possible. Some transportation improvements may be needed in developing rural areas, appropriate to this land use pattern.

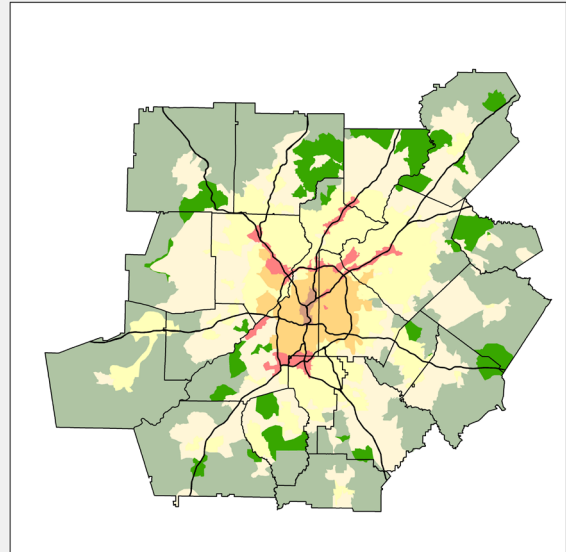


Photo: Downtown Senoia • Source: ARC

Rural Areas

Rural Areas, shown in dark green, are areas in the region where little to no development has taken place or where there is little development pressure. These areas are characterized by sporadic, large single family lots, agricultural uses, protected lands, and forests. These areas outline more central developed and developing areas and represent the limits of the urban service area in Atlanta region.

There is a desire by many residents and elected officials in these areas to keep them rural in character. Increased development threatens existing rural economic uses, such as forestry, agriculture and tourism. To maintain economic viability without undesirable development, these areas may be appropriate as “sending” areas in potential Transfer of Development Rights (TDR) programs.

The region should strive to protect these areas by limiting infrastructure investments to targeted areas and supporting low- intensity development and conservation protection. Limited existing infrastructure in these areas will constrain the amount of additional growth that is possible. Some transportation improvements may be needed in developing rural areas, appropriate to this land use pattern.

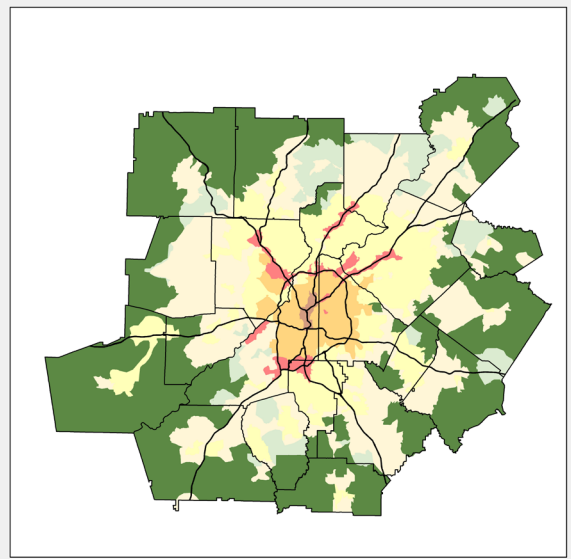
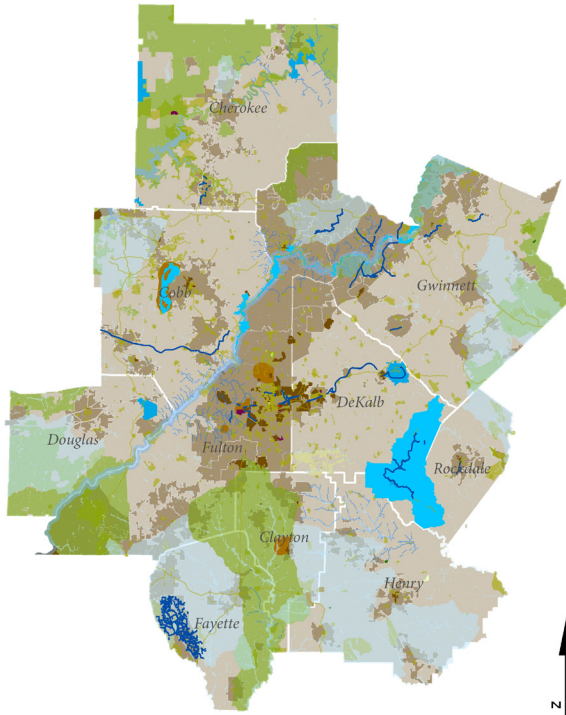


Photo: Chattahoochee Hills • Source: ARC

Regionally Important Resources

Regionally Important Resources Map



Regionally Important Resources are natural and cultural resource areas identified throughout the region. Included are:

- Greenspace and Recreation Resources
- Historic and Cultural Resources
- Areas that have Scenic and Agricultural Value

The Atlanta Region's Plan Regional Resource Plan enhances the focus on protection of these resources, while coordinating efforts to plan for their long-term stewardship. The Resource Plan is incorporated herein by reference. It includes a detailed listing of individuals Regionally Important Resources, as well as a description of the regional value and unique vulnerabilities of each. Guidelines for Appropriate Development Practices and Policies and Protection Measures have been developed for each resource.

Airport Investment Area



Aerotropolis Blueprint Concept

The Airport Investment Area represents the Hartsfield-Jackson International Airport and the surround area. It is one of the major economic and transportation hubs of the region, as well as one of the main economic generators in the southeast. Development within this area will be more specialized that in other areas due to the proximity to the airport, subsequent economic potential, and land use restrictions.

This area will see increased job growth in the form of class A office and industrial logistics space. While additional residential development in this area is allowed, it is only appropriate in certain locations. Jurisdictions should work together to develop a common strategy for economic development and land development capitalizing on Hartsfield-Jackson International Airport. In doing so, there will be a need to resolve conflicts between airport activities and surrounding land uses.

In 2015, ARC coordinated a planning effort with regional partners and stakeholders within the Airport Investment Area. The Aerotropolis Blueprint embodies a public-private vision for advancing the priorities of the partnership that has formed through the Atlanta Aerotropolis Alliance.

Regional Development Map

Regional Development Map

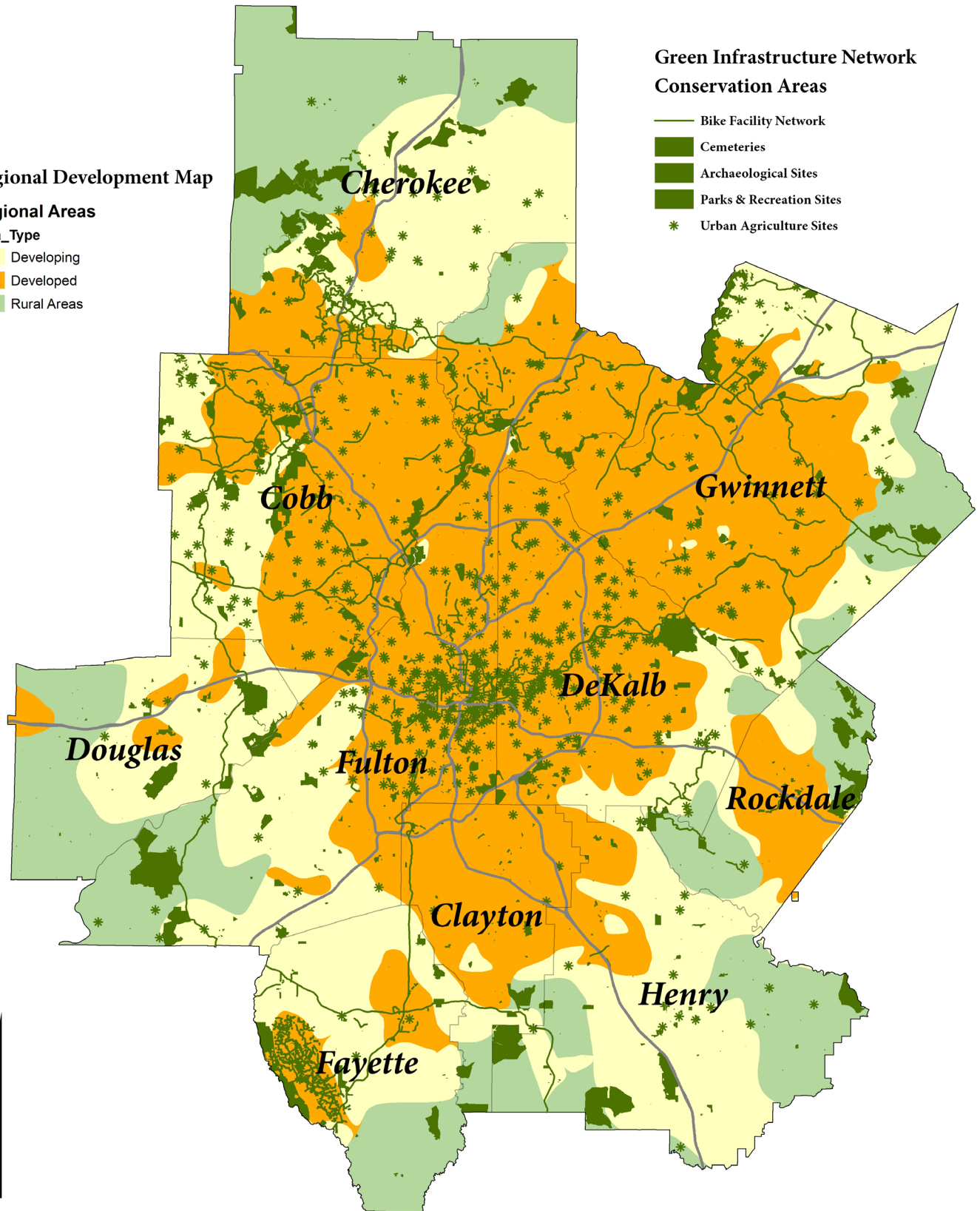
Regional Areas

Area_Type

- Developing
- Developed
- Rural Areas

Green Infrastructure Network Conservation Areas

- Bike Facility Network
- Cemeteries
- Archaeological Sites
- Parks & Recreation Sites
- Urban Agriculture Sites



The Regional Development Map is used to illustrate where new development will occur. The map is categorized in the following categories as prescribed by Georgia DCA.

Conservation Areas are areas to be protected to preserve important Regionally Important Resources. These areas correspond to the Green Infrastructure Network on the Regional Important Resource map.

Rural- Are areas not expected to require the provision of urban services. These areas correspond to the Rural Areas on the UGPM.

Developing- These areas are areas that will likely need require provision of new urban services. These areas correspond to the Developing Suburbs and Developing Rural Areas on the UGPM.

Developed- These areas are areas that where urban services are being provided. These areas correspond to the Region Core, Regional Employment Corridor, Established Suburbs and Maturing Neighborhoods on the UGPM.

With the complexity of the Atlanta region, the UGPM is the preferred method of mapping the future development of the region but the Regional Development Map illustrates easily where the region expects to grow and where the region does not expect to grow.



ARC CORE PROGRAMS

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RESILIENCY. Storms, floods, droughts, and winter weather have impacted the Atlanta region in recent years. While ARC does not play a role in the immediate aftermath of disasters. However, ARC can also plan for long-term resilience and help communities build in more resilient ways. To do this ARC will implement a coordinated, multi-disciplinary approach to resiliency planning to ensure the region will become more resilient to catastrophic events.

LADDERS OF OPPORTUNITY. ARC will integrate the U.S. DOT's policy initiative, "Ladders of Opportunity", into multiple work activities, such as the LCI program, transit visioning, the Poverty, Equity and Opportunity Committee, workforce development, and community engagement.

ARC will seek to implement the Ladders of Opportunity through the following concepts:

Work: Through the Workforce Solutions Division, ARC provides training to people in transportation careers. This helps underserved people find and keep good jobs in the transportation sector.

Connections: Through our transit visioning and transportation programming, ARC will provide people with reliable and affordable connections to employment, education, services and other opportunities. Planning transportation networks that provide low-cost reliable options enables more people to realize their economic potential and improves businesses' access to a diverse workforce

Revitalization: ARC's LCI program encourages redevelopment into our region's employment and town centers and has been widely successfully in changing the nature of our region's growth over the past 15 years. Moving forward ARC will seek to drive equitable business and residential developments designed to bring everyone closer to opportunities.

ARC oversees a wide range of programs, services, and investments through its existing annual work program and regional planning activities. Many of these activities are required by federal and state laws. Some are required to support local governments. As the region continues to grow and change, ARC must continuously review its programs and activities to determine where priorities have changed and where new resources may be needed to support local governments and the region's other organizations.

Aging and Health Services

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

The Aging Services Division is also responsible for a number of programs funded by both public and private sources: AgeWise Connection, the region's Aging and Disabilities Resource Connection, providing information and referral service, intake and screening for the Medicaid Waiver programs; specialized health benefits/insurance counseling

through the GeorgiaCares; advocacy activities including advocacy training for seniors; health and wellness initiatives to promote healthy aging; the Retired Senior Volunteer Program; and Lifelong Communities.

Air

The Atlanta region does not meet the current federal standards for ground-level ozone and fine particulate matter, two of the six pollutants regulated under the Clean Air Act. Every five years the Environmental Protection Agency (EPA) reviews existing pollution standards to ensure they are protective of public health. Over the years, as the Atlanta region has met older standards, new stricter ones have been put in place. This stair-step approach of meeting older standards then being required to meet new stricter standards has led to much improved air quality and public health in the Atlanta region, despite what has seemed like a continuous period of nonattainment.

To assist in attaining air quality requirements, ARC provides technical support in meeting state and federal mandates for air quality. The entire Atlanta region's transportation plan is tested for emissions and maintained to strict budgets. The Atlanta region receives Congestion Management and Air Quality (CMAQ) funding for transportation projects to improve the region's air. ARC helps select and manage the CMAQ projects. <http://www.atlantaregional.com/environment/air>

Atlanta Aerotropolis and Airport Area Planning

Since 2011, ARC has engaged local governments and businesses surrounding Hartsfield-Jackson Atlanta International Airport (ATL), in order to develop strategies for improving the area. This includes increased intergovernmental cooperation, the creation of community improvement districts and in the creation of the Atlanta Aerotropolis Alliance. As a catalyst for economic development and investment, this 501(c)(6) non-profit organization is focused on helping to develop a vibrant "Aerotropolis" around the world's busiest airport. <http://www.atlantaaerotropolis.org/>

The Alliance, with assistance from ARC, undertook an effort beginning in 2015 to turn the Aerotropolis vision into something tangible -- a master "Blueprint." Building off an initial market analysis, stakeholder interviews, a community visioning session and charrette, and existing land use and transportation plans, the Blueprint lays out a broad strategy for local governments and business leaders to best develop the airport area into the Atlanta region's premier activity center. It will provide a list of catalyst sites for developers, economic development policies for local governments, community and transportation improvements, and a branding strategy for the airport area. ARC will assist the Alliance and local governments in implementing the Blueprint.

Arts and Culture Coordination

The Atlanta Regional Commission (ARC) has long recognized the need for a robust arts and culture community to keep the region flourishing. As far back as Vision 2020 in the 1990s and continuing through Fifty Forward a decade later, ARC documented that thriving communities require more than infrastructure and a strong economy. The region's soul must be fed, and arts and cultural opportunities lead to a vibrant region.

With this in mind, the ARC board decided to continue the work begun by the Metro Atlanta Arts & Culture Coalition by incorporating arts and culture into our planning portfolio. Guided by an advisory committee of regional stakeholders and initiated by an interdisciplinary team of ARC staff, ARC identified six areas where the agency brings value to the regional arts and culture community:

- Visualizing data: understanding the dynamics, demographics and numbers that underpin the cultural economy of the region
- Building participation: encouraging collaboration to cultivate audiences and patronage

- Creating a sustainable workforce: supporting the education pipeline that will maintain the region's creative industries
- Supporting and developing leadership: ensuring the visibility of arts and culture to regional leadership
- Placemaking: creating livable, attractive and unique environments
- Fostering innovation: exploring new topics in arts, culture and creative industries

Awards

ARC annually honors trend-setting developments in the Atlanta region with the Developments of Excellence (DOE) Awards. Past winners have been honored for exemplifying urban revitalization, transit accessibility, affordable housing, conservation, and sustainability. The award is given to developments in the 10-county metro region, or within LCI study areas in the 20-county region, that exemplify the policies and practices of ARC's Regional Development Plan. <http://www.atlantaregional.com/land-use/developments-of-excellence>

ARC provides awards annually to local governments in the region that implement projects, programs and services that work collectively to achieve regional goals. In recognition of these successes, ARC developed the "CREATE Community Awards" in 2004. These awards recognize local government leadership, excellence and innovation in each of the following areas: Community Building & Involvement, Regional Prosperity & Economic Development, Educational Excellence, Application & Innovation in Technology and Environmental Sustainability.

Bike/Pedestrian Planning

Bicycling and walking are critical transportation options throughout the Atlanta region. Many shorter trips can be accomplished on foot or by bike, including commuting to work, accessing transit, and traveling within regional activity

centers. Many longer trips can pair walking or bicycling with regional transit for first- and last-mile connectivity. Walking and bicycling continue to grow in importance as the region pivots towards increased urban growth, individuals pursue healthier activities, and communities seek to become more competitive in attracting both businesses and residents.

The 2015 Atlanta Regional Bicycle & Pedestrian Plan – titled *Walk. Bike. Thrive!: A regional vision for a more walkable, bikeable, and livable metropolitan Atlanta* – focuses on improving walking, bicycling, and transit access options across the metropolitan Atlanta region. Specific focus areas for the plan's recommendations are community-scale walking and bicycling networks, first- and last-mile connections to regional transit systems, and the completion of a regional-scale trail network. The plan addresses walking and bicycling options to improve the mobility, safety, and economic competitiveness of both individuals and communities within the region.

Commute Options

Commute Options are intended to reduce traffic congestion and air pollution by eliminating single occupancy vehicle (SOV) trips and/or decreasing the length of those trips. Transportation Demand Management (TDM) encompasses a set of strategies to increase the use of commute options. The Mobility Services Division, under the Georgia Commute Options program, serves as the focal point for providing TDM to the Atlanta region, and administers the Georgia Commute Options program, including the regional Guaranteed Ride Home and provides technical and financial management for Employer Service Organizations (ESOs) who work with area employers to help establish and operate commute options programs for their employees. ARC developed the Atlanta Bike Challenge, which is a competition among Atlanta business to see who can get the most staff to bike - for commuting, transportation, or recreation - during a defined period, typically in October of each year.

Community Choices

Through the Community Choices program, ARC provides cities and counties with best practices known as “Toolkits”, training through the Community Planning Academy, and technical assistance and resources to help create communities that best suit their unique visions.

The Community Choices Toolkit is a collection of printed resources on community planning and quality growth. The tools provide citizen planners and elected and appointed officials with information they need to implement innovative community planning concepts in their jurisdictions. Through the Community Choices Implementation Assistance program, ARC provides select communities with the staff resources necessary to implement quality growth policies and plans.

The Community Planning Academy (CPA) offers high-quality, cost-effective training and workshops to appointed citizen planners, local elected officials and local government employees. CPA provides planners and decision makers with tools to make effective decisions regarding their community’s future. <http://www.atlantaregional.com/local-government/planning-assistance/best-practices>

Data and Analytics

ARC provides data support in a variety of formats to local government planning staff, planning partners, consultants and the general public. ARC manages Neighborhood Nexus which is a regional information system, providing data, tools and expertise as a catalyst to create an opportunity for all of the region’s citizens. ARC’s goal is to support a regional network of information-led leaders and residents, government and businesses, advocates and service providers with information, tools and expertise that meet challenges, leverage assets and create opportunity. <http://www.atlantaregional.com/info-center/overview>

ARC also release Geographic Information System (GIS) data via the ARC Open Data Portal. This direct link provides up to date GIS data

to the region’s local governments, citizens, and consultants.

Freight Planning

ARC undertakes major transportation planning work in many areas, including freight. The main objective of ARC’s freight planning effort is to develop a framework for facilitating and enhancing freight mobility and goods movement in the region, improving the region’s economic competitiveness, and minimizing environmental and community impacts.

The Atlanta Regional Freight Mobility Plan (2008) and the Atlanta Truck Route Master Plan (2010), have provided the guiding input for ARC’s freight policies. During 2015, ARC undertook the Atlanta Regional Freight Mobility Plan Update, which updates data, assumptions, and recommendations from the original plan document. ARC’s freight policy is also aligned with state freight policy as set by the Georgia Statewide Freight and Logistics Plan and national freight policy as set by the federal transportation funding bill, MAP-21. <http://www.atlantaregional.com/freight>.

Green Communities Program

The Green Communities Program is a voluntary certification program for jurisdictions in the 10-county Atlanta Region to encourage local governments to become more sustainable. ARC developed the program to assist local governments in reducing their overall environmental impact. Local governments earn points in 10 categories by implementing specific policies and practices that contribute to overall sustainability.

Green Communities set an example by conserving energy, investing in renewable energy, conserving water, conserving fuel, reducing waste and protecting and restoring the community’s natural resources. <http://www.atlantaregional.com/environment/green-communities>

Human Services Transportation (HST) Planning

HST includes a broad range of service options designed to meet the needs of the region's transportation disadvantaged population, including older adults, persons with disabilities, and individuals with lower incomes. Coordinating different HST programs helps improve the efficiency of limited transportation resources. Coordination also helps reduce duplication of services caused by the overlap of individual program efforts and encourages the efficient use of existing community resources. <http://www.atlantaregional.com/hst>.

Housing and Development

ARC leads many housing efforts, including quarterly Regional Housing Forums and housing studies funded through the Livable Centers Initiative (LCI). As the housing needs in the region change, ARC will continue to investigate new strategies to meet the region's housing needs.

ARC is a partner in the Regional Foreclosure Initiative known as Piece by Piece (PbP), which convenes local governments, state officials, non-profit leaders and others to tackle issues related to the foreclosure crisis in the Atlanta region.

PbP represents a coordinated effort to spur strategic action from the many regional stakeholders who care about protecting the long-term future of metro Atlanta's neighborhoods and communities.

LCI Program

The Livable Centers Initiative (LCI) is a program that provides planning grants and project construction funds on a competitive basis to local governments and non-profit organizations to prepare plans for the enhancement of existing centers and corridors consistent with regional development policies. The primary goals of the program are to:

Encourage a diversity of mixed-income residential neighborhoods, employment, shopping and

recreation choices at the activity center, town center, and corridor level;

Provide access to a range of travel modes, including transit, roadways, walking and biking, to enable access to all uses within the study area; and

Develop an outreach process that promotes the involvement of all stakeholders;

The ARC Board has approved \$16 million in study funds - \$1 million annually - for use in years 2000 to 2016. The ARC Board also approved an initial allocation of \$350 million for priority funding of transportation projects resulting from Livable Centers Initiative studies. An additional \$150 million was approved for these projects since the original commitment, for a total commitment of \$500 million dedicated to transportation projects resulting from completed LCI studies. <http://www.atlantaregional.com/land-use/livable-centers-initiative/implementation>

Leadership Programs

To better prepare current and empowering leaders, ARC manages to leadership programs to train leaders on issues, challenges, opportunities facing the Atlanta region,

LINK is a cross-sector, cross-country leadership exchange that brings together the region's most influential leaders to learn how metropolitan areas throughout the country are addressing the same issues and challenges faced by the Atlanta region.

During the trip, leaders from the Atlanta region engage in dialogue with their counterparts, exchanging ideas, resolutions, discoveries and solutions to explore innovative ideas and programs that have helped build partnerships and effect positive community change.

RLI is a comprehensive leadership program designed to better prepare a diverse group of community, government, business and nonprofit leaders to work collaboratively to address regional issues. RLI is designed to provide a unique learning

experience for emerging and existing leaders through an intensive one-week program that trains, empowers and supports leaders so they can create positive community change in the region. <http://www.atlantaregional.com/local-government/training--leadership-development>

Lifelong Communities

The Lifelong Communities Initiative works with local communities in the metro area to achieve three primary goals: promote housing and transportation options, encourage healthy lifestyles and expand information and access to services. Rather than a top-down prescription, strategies emerge from local community partnerships, forming the region's response to the growing aging population.

Designing a Lifelong Community, by definition, requires that residents, planners, and elected officials make decisions not only for the current population but also for the residents who will live in the community well into the future. Urban design and land use issues must first be addressed before any site in the Atlanta region can adequately support the specialized programs, policies, and building types of a Lifelong Community. <http://www.atlantaregional.com/aging-resources/lifelong-communities>

Local Comprehensive Planning

ARC is required under the Georgia Planning Act to provide support to local governments for comprehensive planning. A comprehensive plan outlines a framework for the development of an area, recognizing the physical, economic, social, political, aesthetic and related factors associated with it. A comprehensive plan is typically the result of thorough analysis, includes a long-range scope (usually 20 years or more) and provides the overall guiding principles for the growth and development of a community.

Project Delivery Task Force

One of the MAP-21 National Goals is to accelerate project delivery and reduce delays. In 2014,

ARC established the Project Delivery Task Force (PDTF), a multi-disciplinary, multi-modal, and multi-agency group to identify project delivery issues and challenges, and recommend improvements. The group is the first of its kind in the Atlanta region - it includes transportation professionals associated with every aspect of project delivery, including planning, design, environmental review coordination, and program delivery management.

Regional Competitiveness Strategy Implementation

The effort began in 2012 when ARC gathered more than 100 regional business, education, nonprofit, government and economic development leaders to create a Regional Economic Competitiveness Strategy that incorporates best practices from communities throughout the region and around the country. Implementation of that strategy is now in the hands of the Partnership and its 350-plus volunteers. Representing all sectors, partners across the region are working collaboratively to align metro Atlanta's resources in four areas: Developing an Educated Workforce; Growing Prosperous Businesses; Supporting Innovative Entrepreneurs; and Developing Livable Communities.

Regional Comprehensive Planning

ARC is required under the Georgia Planning Act to complete a regional comprehensive plan and work program. The Atlanta Region's Plan is metro Atlanta's framework and guiding plan to accommodate economic and population growth sustainably between 2015 - 2040. In developing The Region's Plan, ARC provides an opportunity for assessment, evaluation and identification of implementation programs. ARC and local governments develop regional policies and actions that direct resources for transportation investments and provides assistance to local governments. <http://theregionsplan.atlantaregional.com/>

Regional Resource Planning

ARC provides support to local governments and non-governmental organizations to undertake coordination of best practices and dialogue related to historic and cultural resources and greenspace needs. ARC conducts training programs and maintains a regional database of protected land areas. <http://www.atlantaregional.com/environment/protection-of-greenspace-and-cultural-resources>

Transportation Planning - General

As the federally designated Metropolitan Planning Organization (MPO), ARC studies and responds to a wide range of transportation issues and needs in the 20-county Atlanta region. ARC receives planning direction through federal rules and a periodic certification process. ARC's annual Unified Planning Work Program for transportation planning details activities for the calendar year. <http://www.atlantaregional.com/upwp>

Regional Transportation Plan

As the MPO, ARC develops the long-range Regional Transportation Plan (RTP) for the 20-county area and its short range element, the Transportation Improvement Program (TIP). The RTP includes a balanced mix of projects such as bridges, bicycle paths, sidewalks, transit services, new and upgraded roadways, safety improvements, transportation demand management initiatives and emission reduction strategies. By federal law, the RTP must cover a minimum planning horizon of 20 years and be updated every four years in areas such as Atlanta that do not meet federal air quality standards.

ARC funds, inventories and tracks regional, state and local transportation studies occurring in the 18-county transportation planning area, such as Comprehensive Transportation Plans. <http://www.atlantaregional.com/ctpprogram>. ARC's studies also provide a proactive planning approach to support the development of the RTP and TIP.

The Region's Plan Online Survey

The Region's Plan Online Survey is an online regional survey provided in English and Spanish as a part of the process to update The Region's Plan. This is a multi-phase survey that broadly asks questions focused on key components of the Plan, including Transportation, Workforce Development, Water Quality, and Quality of Life. The first phase of The Region's Plan Online Survey received over 8,000 responses

Transit Planning

Anchored by MARTA and served by three additional service providers, the regional transit system provides commuters and others with travel options. As part of the RTP, transit plays a major role in alleviating congestion and improving air quality while supporting the goals and policies of the Regional Development Plan. ARC, working with regional partners and service providers, reviews, analyzes and incorporates transit projects such as capital expenditure, operations and maintenance into its planning process. <http://www.atlantaregional.com/transit>

Transit Oriented Development

ARC works with MARTA and local governments will develop community support and visions for TOD at existing MARTA stations, and seek funding to assist in the implementation of those visions. ARC also serves as a technical resource to MARTA and local governments providing data, GIS support, and research into TOD within the Atlanta region.

ARC also serves as the staff to the Transformation Alliance. The Transformation Alliance is a partnership of nonprofits, developers, banks, transit providers and government agencies is committed to forging innovative solutions that address issues of economic vitality, job creation, equity and opportunity within a framework of well-planned, Equitable TOD.

Transportation Improvement Program

The Transportation Improvement Program (TIP) allocates federal funds for use in the construction

of the highest-priority transportation projects in the near term of the Regional Transportation Plan (RTP). The TIP must be consistent with the long-range objectives of the RTP and must be financially balanced. By federal law, the TIP must also be updated every four years in areas such as Atlanta that do not meet federal air quality standards. <http://www.atlantaregional.com/tip>

Water Resources

ARC has responsibility for on-going implementation of the Metropolitan River Protection Act (MRPA); providing technical assistance for multi-jurisdictional watershed protection programs; facilitating the Clean Water Campaign to address stormwater issues and conducting outreach concerning water efficiency and conservation, and providing planning staff for the Metropolitan North Georgia Water Planning District (MNGWPD). The MNGWPD is currently working an update to the Water Resource Management Plans and anticipates a final report by November 2016. ARC also supports regional activities for litigation arising from interstate water conflicts. ARC provides information to interested citizens, elected officials, the news media and other stakeholders, including information and documents about the range of issues associated with the tri-state water litigation. <http://www.northgeorgiawater.org/>

Workforce Services

As the administrator for the Atlanta Regional Workforce Development Board (ARWDB), ARC's Workforce Solutions Division implements the Workforce Innovation and Opportunity Act (WIOA) in a 7-county area, including: Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry, and Rockdale counties. Programs and services focus on meeting the needs of two primary clients: job seekers and businesses. Through a network of Career Resource Centers and youth program providers, ARC delivers programs and activities to dislocated workers, low-income adults, and youth to ensure a skilled and trained workforce that supports the regional economy. Business

services focus on providing work-based learning through programs such as On the Job Training, Internships, Apprenticeships, and Incumbent Worker Training. Additionally, Workforce Solutions provides rapid response services for displaced workers at companies facing closure or downsizing. In 2016, the five workforce boards that serve the 10-County Atlanta Region will create the first Regional Workforce Plan with a four-year strategy of regional and local implementation activities. <http://www.atlantaregional.com/workforce-solutions>.

In addition to the programs above ARC has identified projects that it will undertake over the next Five Years to implement the Atlanta Region's Plan. These projects are identified on the next few pages and will be updated annually to reflect the results of the evaluation and monitoring of The Atlanta's Region Plan.

The Chattahoochee Greenways/Blueways Study

The Chattahoochee River Recreation Access Study will provide a comprehensive view of existing and proposed river access and recreation resources as well as potential access and recreation opportunities for the entire length of the Chattahoochee River in the Atlanta Region. The primary focus will be on river access and trails, but will also address other recreational opportunities where they present themselves. Because of major differences in existing and proposed recreational access between the stretches of river upstream and downstream of Peachtree Creek, the two sections will be addressed separately. Upstream of Peachtree Creek, where significant recreational access exists and more is actively planned, staff will work with local governments, the Park Service and involved organizations to outline and inventory the existing recreation and access as well as proposed facilities with committed resources. Downstream of Peachtree Creek, where there are few river access points and recreation resources and fewer potential resources have been identified, staff will research existing recreational and cultural resource studies as well as and meet with local governments, the National Park Service Regional Office, involved organizations and local groups to identify existing and proposed river access and trails, including informal access points, as well as currently unidentified opportunities. From this research, an inventory of existing and potential recreational resources will be developed, as well as a guidance document setting out possible alternatives, including potential conservation and preservation areas. The two sections will be presented in one document. The project will be completed in 2016.

Regional Competitiveness Strategy Update

In 2012, ARC developed the Regional Economic Competitiveness Strategy for Metro Atlanta. This strategy is built on extensive input from stakeholders across the region, and supported by the leadership of Work Group and Steering Committee members. This strategy is t a roadmap for Metro Atlanta on issues affecting regional competitiveness, and reflects the economic development objectives and initiatives of local governments throughout the region. In 2017 ARC will update the strategy.

Regional Housing Study

To better understand where and what challenges the Atlanta region is facing in ensuring its workforce has quality housing, ARC will analyze at the regional level the challenges facing the development of affordable housing and assessments of public and private conditions affecting fair housing choice.

Metro Atlanta Speaks Survey

The Metro Atlanta Speaks public opinion survey gives elected, business and community leaders the knowledge they need to understand how Atlanta area residents rate the region and their own communities on critical policy issues. Annually, ARC asks almost 4,200 residents their thoughts about key regional issues such as transportation, education, the economy, the arts and aging in the Atlanta region.

ARC, along with community partners, plans to continue this survey so we can build on this valuable intelligence every year, and will use the information collected to evaluate the impact of The Atlanta Region's Plan.

New Voices Initiative

The Atlanta Regional Commission has a strong interest in engaging groups that have not traditionally been included in discussions about the future of the Atlanta Region. To advance this objective, ARC formally launched the New

Voices Initiative in 2013. ARC started with a target group that is widely seen as critical to the region's future - people in their 20s and 30s known to demographers as Millennials. This group represents the next generation of residents who will live and work in the Atlanta region, and shape and lead it for the next 30-40 years.

The Millennial Advisory Panel was formed in early 2015 to engage with ARC in policy dialogue related to the Atlanta Region's Plan development. The Panel, consisting of 135 Millennials from around the 10-county region, generated questions to guide policy discussions in March 2015. By starting with the formulation of questions, the Panel was able to reframe the policy discussions that followed. From April to June, panel members hosted over civic dinner parties and discussions related to the three dimensions of the Region's Plan - world-class infrastructure, healthy, livable communities, and competitive economy. Their work was summarized and eight themes became the focus for moving from ideas to action. In July, panel members joined one of eight action teams. Their final work products were a pitch to community leaders to take action and Op-Eds to make their case for action to an even broader audience. A Millennial Mixer with Community Leaders occurred on September 14 and action team activity has continued throughout the year.

In 2016, the New Voices Initiative will shift to the Global Atlanta community. Five key foreign-born populations will be invited to join ARC in discussions about the future of the Atlanta Region. These groups are: Latin American/Hispanic; Chinese; Korean; Asian-Indian; and Brazilian demographic groups. They were selected due to their presence and/or influence in the multi-cultural milieu of the Atlanta Region. The policy framework of the Atlanta Region's Plan will again serve as content for the conversations. By the end of 2016, ARC will have hosted numerous community meetings to build relationships and bring global voices to the ARC planning table.

Transportation Visioning for Communities

ARC will work with key partners and member governments to develop a vision for the Atlanta region. ARC will integrate new approaches to scenario planning into The Atlanta Region's Plan. Innovative community engagement techniques will be applied, including regional surveys. Scenario planning will use the region's vision as a starting point for solutions and measuring performance. This will also include performance measures for highway capacity decision-making and integrate freight considerations into highway capacity planning processes.



ATLANTA REGIONAL COMMISSION

PLAN 2040 Work Program Report of Accomplishments

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year				Implementation Measure			Current Status	
				2015	2016	2017	2018	2019	Plan & Coordinate	Review		Direct Service
Aging and Health Resources												
Facilitate Human Service Transportation Advisory Committee meetings and implementation of Human Service Transportation (HST) Plan.	Mobility/Accessibility Underserved Populations	\$30,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Implement models from the senior Mobility Program: Vouchers, Senior Pool, Volunteer Driver, Travel Training, Walkability Assessments.	Mobility/Accessibility Underserved Populations	\$293,000 annually	Federal, State, Local	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing	
Develop and deliver Lifelong Communities (LLC) trainings on transportation.	Mobility/Accessibility Underserved Populations	\$15,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Identify funding to implement programs.	Mobility/Accessibility Underserved Populations	\$10,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Build partnerships to coordinate and expand transportation services.	Mobility/Accessibility Underserved Populations	\$10,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Provide education and support the development of a Mobility Management One-Click Software System.	Mobility/Accessibility Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Implement a mobility management program through cross-divisional collaboration at ARC and collaboration with state and local transportation providers	Mobility/Accessibility Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Community Development												
Continue Livable Centers Initiative (LCI) program by providing planning and transportation funds to support existing and new LCI areas.	Mobility/Accessibility Mode Choice Economic Competitiveness	\$1,000,000 annually for planning studies	Federal	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing	
Assist local governments with implementation of their LCI plans by providing direct technical assistance or other resources to local government planning and transportation staff.	Mobility/Accessibility Mode Choice Economic Competitiveness	\$500,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing	
Research, evaluate, and implement best practices for flexing certain types of transportation funds to create new funding options for projects or incentivizing transit-oriented development (TOD) projects in conjunction with the LCI program.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	\$5,000,000 annually (average)	Federal, Local	X	X	X	X		✓	✓	Underway Anticipated Completion Date: 2018	

PLAN 2040 Work Program Report of Accomplishments

Ensure coordinated planning near transit by reviewing all proposed developments within transit corridors and station areas through the Area Plan Review (APR) program	Mobility/Accessibility Mode Choice Congestion Mitigation	\$30,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Provide assistance for or review of potential second Atlanta airport.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	\$25,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Provide land use technical assistance and support for the development of the Transportation Improvement Program (TIP), Regional Transportation Plan (RTP) and other transportation lead studies, e.g., MMCS, CTPs, SRTP.	Mobility/Accessibility Mode Choice	\$60,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Promote TOD at existing and proposed transit stations with particular emphasis on enhancing existing station areas through review and support of activities such as the MARTA design guidelines, TOD website and design charettes.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	\$60,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓	✓		Underway-Complete Anticipated Completion Date: Ongoing
Assist local governments with development of land use regulations that promote access management, walkable and bikable environments, and TOD through provision of model ordinances, resources, training and direct technical assistance.	Mobility/Accessibility Mode Choice Congestion Mitigation Economic Competitiveness	\$4,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓		✓	Underway-Complete Anticipated Completion Date: Ongoing
Improve data regarding historic and cultural resources to mitigate delays through Section 106 review process and improve implementation of transportation priorities.	Information Sharing	\$4,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓		✓	Underway-Complete Anticipated Completion Date: Ongoing

Natural Resources

No activities proposed at this time.

Research and Analytics													
Produce annual population and employment estimates for 20 counties that serve as the baseline for forecasting models that are a critical input to RTP project selection.	Information Sharing	\$350,000 annually	Federal, ARC Match	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Provide on-demand analyses/forecasts of economic impacts of potential major infrastructure and/or development investments--to inform stakeholder (Board, business, public) decisionmaking processes.	Information Sharing	\$165,500 annually	Federal, ARC Match	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing

Transportation, Access and Mobility

PLAN 2040 Work Program Report of Accomplishments

Provide commute options services, the regional Guaranteed Ride Home (GRH) program and maintain the TDM website as a one-stop TDM information shop for the region. Also, participate in CMAQ special projects such as construction mitigation and other efforts.	Mobility/Accessibility Mode choice Congestion mitigation	\$1,900,000 annually	CMAQ	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue the County Comprehensive Transportation Plan Program, while updating requirements to be consistent with PLAN 2040 vision, goals, objectives, and principles; and provide funding to counties to conduct new plans/updated existing plans.*	Mobility/Accessibility Mode Choice Congestion Mitigation	\$2,400,000 annually (average)	STP, Local	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Fund and conduct multimodal corridor and project scoping studies to select the most cost-effective solutions for regional corridors.*	Mobility/Accessibility Mode Choice Congestion Mitigation	\$2,500,000 annually (average)	STP, State, Local	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Provide Livable Centers Initiative (LCI) implementation support.*	Mobility/Accessibility Mode Choice Economic Competitiveness	see Community Development Division	see Community Development Division	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue to refine criteria and process for selecting projects such as bicycle, pedestrian, roadway operations, and safety projects to be included in the TIP through regular project solicitation cycles.*	Mobility/Accessibility Mode Choice Congestion Mitigation	N/A	PL, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue assisting state and local sponsors implement projects programmed in the TIP.	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	PL, Local, State	X	X	X	X	X	X			✓	Underway-Complete Anticipated Completion Date: Ongoing
Partner with Aging and Health Services to undertake Human Services Transportation and mobility management planning in coordination with planning partners, including future implementation of regional call center.*	Mobility/Accessibility Underserved populations	TBD	Federal, Local	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Support and participate in major regional studies and project development activities led by GDOT, MARTA, and other sponsors.	Mobility/Accessibility Congestion Mitigation	TBD	Federal, State, Local	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Monitor and update Congestion Management Process.*	Mobility/Accessibility Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Update regional Bicycle & Pedestrian Plan for application in the 2016 RTP update.	Mobility/Accessibility Mode Choice	TBD	Federal, Local	X						✓			Underway/Complete Anticipated Completion Date: End of 2015
Provide staff support to the Regional Transit Committee and continue to prioritize and identify funding for projects identified in Concept 3.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing

PLAN 2040 Work Program Report of Accomplishments

Implement truck route recommendations from the ASTRoMaP through coordination with local governments and freight industry, including identification of local truck routes in CTP updates.*	Mobility/Accessibility Congestion Mitigation Economic Competitiveness	TBD	Federal, State, Local, Private	X	X	X	X	X					✓	Underway-Complete Anticipated Completion Date: Ongoing
Produce annual PLAN 2040 plan management report, with sections devoted to ARC work program, TIP project delivery, and MAP-21 performance measures.*	Mobility/Accessibility Mode Choice Congestion Mitigation	TBD	Federal, Local	X	X	X	X	X	✓	✓			✓	Underway-Complete Anticipated Completion Date: Ongoing
Select and program projects consistent with defined emphasis areas for STP Urban, CMAQ and Transportation Alternatives funding programs.*	Mobility/Accessibility Mode Choice Congestion Mitigation	Up to \$100 million annually	Federal, Local	X	X	X	X	X	✓					Underway-Complete Anticipated Completion Date: Ongoing

Workforce Solutions

Participate in the cross-divisional human service transportation effort, including planning and support for the human services transportation plan, JARC/New Freedom and other funded projects, and implementation of a mobility management call center.	Mobility/Accessibility Underserved Populations	N/A	Federal, State, Local	X	X	X	X	X	✓					Underway-Complete Anticipated Completion Date: Ongoing
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* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year				Implementation Measure			Current Status	
				2015	2016	2017	2018	2019	Plan & Coordinate	Review		Direct Service
Aging and Health Resources												
Convene quarterly meetings of a Lifelong Communities (LLC) Coalition, assess LLC tools for implementation of LLC principles, and showcase LLC communities on ARC's website.	Health & Wellness Human Services Underserved Populations Information Sharing	\$20,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Establish training for Aging and Health Resources Division's volunteer network to deliver LLC presentation to community through general outreach strategy.	Health & Wellness Human Services Underserved Populations Information Sharing	\$12,500 annually	Federal, State, Local	X	X	X	X		✓		Underway Anticipated Completion Date: 2018	
Provide technical assistance to communities to support local government implementation of LLC.	Health & Wellness Human Services Underserved Populations	\$20,000 annually	Federal, State, Local	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing	
Provide ongoing technical assistance to Livable Centers Initiative (LCI) communities and Community Choice communities and others as identified.*	Health & Wellness Human Services Underserved Populations	\$15,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Prepare the 4-year Area Plan on Aging Plan.	Health & Wellness Human Services Underserved Populations	\$75,000 annually	Federal, State, Local	X	X	X	X		✓		Underway Anticipated Completion Date: 2018	
Serve as central access point for older adults and caregivers needing information and services.	Health & Wellness Human Services Underserved Populations Information Sharing	\$600,000 annually	Federal, State, Local	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing	
Expand and maintain the statewide aging resource database.	Health & Wellness Human Services Underserved Populations	\$300,000 annually	Federal, State, Local	X	X	X	X		✓		Underway Anticipated Completion Date: 2018	
Fund, administer and implement through contractual agreements with county governments and community organizations, a continuum of support services for older adults including neighborhood senior services centers.	Health & Wellness Human Services Underserved Populations	\$13,000,000 annually	Federal, State, Local	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing	
Implement the Community Care Services and Source Programs to delay/prevent institutionalization.	Health & Wellness Human Services Underserved Populations	\$6,000,000 annually	Federal, State, Local	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing	
Provide through contract the Senior Community Employment Services Program.	Health & Wellness Human Services Underserved Populations	\$266,000 annually	Federal, State, Local	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing	
Manage the Thanks Mom and Dad Fund to support delivery of aging services.	Health & Wellness Human Services Underserved Populations	\$20,000 annually	Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Manage the Retired Senior Volunteer Program to provide community outreach and education to older adults.	Health & Wellness Human Services Underserved Populations	\$130,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing	
Implement Health and Wellness Program to promote well being and independent living among older adults.	Health & Wellness Human Services Underserved Populations	\$100,000 annually	Federal, State, Local	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing	

Convene coalitions (Healthy Aging, Care Net, Aging Disability Resource Connection, Senior Employment Roundtable, Aging Resource Affiliate Group, Atlanta Mental Health, Human Services Transportation Advisory Committee) to foster collaboration across the aging network.	Health & Wellness Human Services Underserved Populations Information Sharing	\$25,000 annually	Federal, State, Local	X	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Partner with Emory University to implement the Atlanta Regional Geriatric Education Center.	Health & Wellness Human Services Underserved Populations	\$32,000 annually	Federal, Local	X	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Provide training on LLC principles through the Community Planning Academy	Health & Wellness Human Services Underserved Populations Information Sharing	TBD	TBD	X	X	X	X	X	X			Underway-Complete Anticipated Completion Date: Ongoing
Serve as Local Contact Agency to provide options counseling to nursing home residents that desire to return to the community	Health & Wellness Human Services Underserved Populations	TBD	TBD	X	X	X	X	X			✓	Underway-Complete Anticipated Completion Date: Ongoing
Implement Money Follows the Person to assist nursing home residents returning to their community	Health & Wellness Human Services Underserved Populations	TBD	TBD	X	X	X	X	X			✓	Underway-Complete Anticipated Completion Date: Ongoing
Implement Community-based Care Transitions Program	Health & Wellness Human Services Underserved Populations	TBD	TBD	X	X	X	X	X			✓	Underway-Complete Anticipated Completion Date: Ongoing
Implement intergenerational CATCH Project supported by Oasis	Health & Wellness Human Services Underserved Populations	\$70,000 annually	TBD	X								Underway/Complete Anticipated Completion Date: End of 2015
Implement Chronic Disease Self-Management Program	Health & Wellness Human Services Underserved Populations	\$20,000 annually	TBD	X								Underway/Complete Anticipated Completion Date: End of 2015

Community Development												
Continue to coordinate the Schools and Communities Forum. Host regular workshops and/or summits to address how to better coordinate land use and school siting.	Health & Wellness Public Sector Efficiency	\$10,000 annually	ARC	X	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Develop and produce two annual regional leadership development programs to explore Atlanta's challenges, learn how leaders can collaborate to address these challenges and learn from the best practices of leaders in other metro areas.	Leadership Development	\$162,000 annually	ARC, Enterprise Funds	X	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Review activities of other state, regional, and local agencies or organization for consistency with ARC policies and programs	Information Sharing Public Sector Efficiency	\$30,000 annually	ARC, DCA, Federal	X	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Establish a Sustainability Network that meets semi-annually for the exchange of information, ideas, best practices and training to promote sustainability initiatives.	Information Sharing	\$25,000 annually	ARC, DCA, Federal	X	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Explore options for the use of Health Impact Assessments (HIAs) for DRI Review and other agency initiatives.	Health & Wellness	\$50,000 annually	ARC, CDC, Georgia State, Georgia Tech	X						✓		Underway-Complete Anticipated Completion Date: Ongoing

Provide education and outreach on regional priorities by hosting events such as webinars, videos, guest speakers, field trips etc to provide professional development and certification maintenance opportunities for staff and elected officials in local governments.	Information Sharing Public Sector Efficiency	\$2,500 annually	ARC, DCA, Federal	X	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
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Natural Resources
No activities proposed at this time.

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

Transportation, Access and Mobility												
Partner with local governments, school districts and parents as part of a regional SchoolPool program.	Health & Wellness	\$50,000 annually	CMAQ	X	X	X	X	X	X	✓		Underway Anticipated Completion Date: Ongoing
Monitor and report regional safety/crash statistics, including emphasizing information at the county level.	Public Safety	TBD	Federal, Local	X	X	X	X	X	X	✓		Underway Anticipated Completion Date: Ongoing
Select and program projects consistent with goals of the Roadway Operations and Safety Program.*	Public Safety	\$10,000,000 to \$15,000,000 annually	Federal, State	X	X	X	X	X	X	✓		Underway Anticipated Completion Date: Ongoing
Apply the lessons learned from the PLAN 2040 Health Impact Assessment (HIA) in future RTP updates*	Health & Wellness	TBD	TBD	X	X	X	X	X	X	✓		Underway Anticipated Completion Date: Ongoing

Workforce Solutions												
Continue to support increased capacity at area colleges to training in high demand, high growth occupations through collaborative partnerships and grant applications.	Education & Training Economic Competitiveness	\$1,500,000 annually	USDOL, other Federal	X	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Continue the Individual Training Account system for the region, including review and monitoring of programs and schools funded under the WIA for performance and quality of instruction.	Education & Training Economic Competitiveness	\$5,000,000 annually	USDOL, other Federal	X	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing
Continue to fund and manage One-Stop Career Resources Centers throughout the 7-County ARWB region to assist job-seekers and businesses in finding employment placements through various employment, education, and training activities.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing

Continue to fund and manage Youth development project throughout the 7-county ARWB region to support education, training and employment for targeted, at risk youth who are the region's emerging workforce.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X						✓	Underway-Complete Anticipated Completion Date: Ongoing
Engage in new opportunities created by the Governor's Office of Workforce Development, Atlanta CareerRise, Juvenile Justice, Vocational Rehabilitation, ARCHI, local technical colleges and school systems and other state and community partners.	Education & Training Economic Competitiveness	TBD	TBD	X	X	X	X	X						✓	Underway-Complete Anticipated Completion Date: Ongoing

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Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year				Implementation Measure			Current Status	
				2015	2016	2017	2018	2019	Plan & Coordinate	Review		Direct Service
Aging and Health Resources												
Provide Lifelong Communities (LLC) services to developers.	Mobility/Accessibility Underserved Populations Stable, Affordable Housing	\$5,000 annually	Local	X	X	X	X	X			✓	Underway-Complete Anticipated Completion Date: Ongoing
Assess community housing options. Perform built environment assessment for communities and developers. Perform demographic analysis of communities. Develop and deliver LLC Trainings on Housing. Develop model zoning ordinances. Assist DeKalb County Board of Health on Active Living Planning efforts.	Mobility/Accessibility Underserved Populations Stable, Affordable Housing	\$30,000 annually	Federal, State, Local	X	X	X	X	X	✓	✓		Underway-Complete Anticipated Completion Date: Ongoing

Community Development												
Undertake the Community Planning Academy (CPA) to provide training on regional and local needs.	Information Sharing Public Sector Efficiency	\$35,000 annually	ARC	X	X	X	X	X			✓	Underway-Complete Anticipated Completion Date: Ongoing
Provide planning assistance to local governments.	Efficient Land Use Public Sector Efficiency	\$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue to advance the Livable Centers Initiative (LCI) Program by (1) providing implementation assistance for current study areas and (2) identifying new priority issues annually and providing support to address as needed.	Efficient Land Use	\$250,000 annually	Federal, ARC Match	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Provide assistance and technical support to the Piece by Piece Foreclosure Initiative.	Information Sharing Stable, Affordable Housing	\$8,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue to coordinate and support the Regional Housing Forums	Information Sharing Stable, Affordable Housing	\$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Outline a PLAN 2040 Implementation Strategy and coordinate agency actions to achieve stated outcomes.	Efficient Land Use	\$100,000 annually	Federal, State, ARC Match	X	X	X	X		✓			Revised to be The Atlanta Region's Plan Anticipated Completion Date: 2018
Provide additional design guidance and technical detail to implementing PLAN 2040 Regional Development Guide.	Efficient Land Use	\$8,000 annually	Federal, State, ARC Match	X					✓		✓	Complete
Assist with the planning and marketing of major redevelopment sites within the region *	Efficient Land Use Economic Competitiveness	\$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓	Underway-Complete Anticipated Completion Date: Ongoing
Review DRI procedures and thresholds for consistency with PLAN 2040 policies *	Efficient Land Use Public Sector Efficiency	\$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing
Review procedures and thresholds for comprehensive plans for consistency with PLAN 2040 policies *	Efficient Land Use Public Sector Efficiency	\$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing

Natural Resources										
No activities proposed at this time.										

Research and Analytics										
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Develop new mechanisms (WEAVE-Neighborhood Nexus, GISServer) and products (Regional Snapshots, city fiscal reports, Community Facilities datasets) to query, analyze, and present internal and third-party (state and federal agency) data for benchmarking social conditions and evaluating strategic planning options and/or contributing data to the plans themselves.	Information Sharing	\$150,000 annually	Foundation Grants, Federal, ARC Match, ARC Cash	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Maintain and/or update geographic layers for parcels, streets, city and other boundaries, and land use/ land cover (LandPro) information-- for 20 counties (or more per planning needs).	Information Sharing	\$350,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Pursue and manage cooperative purchases for aerial photography and other imagery formats to enhance local planning efforts	Information Sharing	\$40,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Acquire, process, and analyze private-sector datasets (e.g. CoStar, ESRI, Experian, etc) to refine internal small-area estimates and forecasts, and externally inform member government planning efforts	Information Sharing	\$75,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing

Transportation, Access and Mobility

Continue the Transportation Demand Management (TDM) Employer Services Program to provide support to employers through employer service organizations such as TMAs.*	Mobility/Accessibility Economic Competitiveness	\$2,000,000 annually (average)	Federal, State, Local	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Continue the Ridesharing and Regional TD Program for the operation of a full-service regional ridematching system, provision of ridematching services and information for employer service providers, administration of a regional Guaranteed Ride Home Program, coordination and development of TDM programs among regional organizations, and contracting assistance and contract management support for approved regional TDM projects.*	Mobility/Accessibility Economic Competitiveness	\$1,900,000 annually (average)	Federal, State, Local	X	X	X	X	X	X	✓	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Develop project evaluation criteria and select projects for the Transportation Alternatives Program (TAP).	Mobility/Accessibility Economic Competitiveness	\$9,400,000 annually (average)	Federal, State, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue to monitor and support programs previously funded under the Job Access and Reverse Commute Transit Program (FTA 5316).*	Mobility/Accessibility Economic Competitiveness	\$2,300,000 annually (average)	Federal, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue to monitor and support programs previously funded under the New Freedom Transit Program (FTA 5317).*	Mobility/Accessibility Underserved Populations	\$1,500,000 annually (average)	Federal, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing

Continue to support state-led programs funded under the Transit for Elderly and Persons with Disabilities Program (FTA 5310).*	Mobility/Accessibility Underserved Populations	\$1,200,000 annually (average)	Federal, Local	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue Equitable Target Area (ETA) analysis to support future planning decisions.	Mobility/Accessibility Underserved Populations	TBD	Federal, Local	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing

Workforce Solutions												
No activities proposed at this time.												

* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year					Implementation Measure			Current Status
				2015	2016	2017	2018	2019	Plan & Coordinate	Review	Direct Service	
Aging and Health Resources												
No activities proposed at this time.												

Community Development											
Develop programs and initiatives that implement the Regional Resource Plan.	Resource Protection	\$50,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Facilitate opportunities for regional partners to engage in dialogue regarding activities as they relate to conservation and preservation initiatives.	Information Sharing Resource Protection	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Undertake Resource Plan updates annually.	Resource Protection	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Review and update the Regional Greenspace Inventory annually.	Resource Protection	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Assist regional partners in converting foreclosed, abandoned, and stalled developments into greenspace or other civic space.	Resource Protection Efficient Land Use	\$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Promote regional land conservation mechanisms to improve efficiency in infrastructure investments while protecting environmental quality.	Resource Protection Efficient Land Use	\$60,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Promote incentives for redevelopment, adaptive reuse and appropriate infill design in areas of historic or cultural importance, including National Register districts, National Heritage Areas and local historic districts.*	Resource Protection Efficient Land Use	\$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Review RIR procedures and thresholds for consistency with PLAN 2040 policies *	Resource Protection Efficient Land Use Public Sector Efficiency	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓	Underway-Complete Anticipated Completion Date: Ongoing

Natural Resources											
Metropolitan River Protection Act Review and Administration.	Resource Protection Secure Water Supply Efficient Land Use	\$150,000 annually (average)	ARC	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Implementation of major long-term regional and watershed-specific plans for storm water management and wastewater management for Metro Water District with planning staff from ARC Natural Resources. <i>Joint effort with MNGWPD, local governments</i>	Resource Protection Secure Water Supply	\$1,354,000 annually (average)	Local, Georgia EPD	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Chattahoochee River-Lake Lanier Management System <i>Joint effort with U.S. Army Corps of Engineers, local governments</i>	Resource Protection Secure Water Supply	\$107,000 annually (average)	Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Green Communities Program	Energy Conservation Public Sector Efficiency	\$110,000 annually (average)	ARC	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing

Research and Analytics										
No activities proposed at this time.										

Transportation, Access and Mobility										
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Within the context of MAP-21 reauthorization, determine the role of an Environmental Coordination and Analysis Team during the major RTP update in 2016.	Public Sector Efficiency	TBD	ARC	X	X	X	X	X	✓	✓	Underway-Complete Anticipated Completion Date: Ongoing
Collaborate with NGOs and local governments on air quality and climate change issues	Resource Protection Air Quality	TBD	ARC	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing
Assist with continuation of GDOT's Regional Traffic Signal Optimization and Roadway Optimization Programs through commitment of regional funds under the Roadway Operations and Safety and the Freight Operations and Safety Programs.*	Energy Conservation Resource Protection Air Quality	\$10,000,000 to \$15,000,000 annually	Federal, State, Local	X	X	X	X	X	✓		Underway-Complete Anticipated Completion Date: Ongoing

Workforce Solutions											
No activities proposed at this time.											

* indicates an activity that may apply to multiple objectives.

Activity	Regional/Community Priority Addressed	Cost Estimate	Funding Source	Year				Implementation Measure			Current Status	
				2015	2016	2017	2018	2019	Plan & Coordinate	Review		Direct Service
Aging and Health Resources												
Provide consultation to Livable Centers Initiative (LCI) and Community Choices program to advance Lifelong Living Handbook and Lifelong Communities (LLC) guidelines in the Regional Development Guide.	Public Sector Efficiency Underserved Populations	\$10,000 annually	Federal, State, Local	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing
Serve as technical resource for local governments.	Public Sector Efficiency Underserved Populations	\$17,500 annually	Federal, State, Local	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Provide technical assistance to Community Development Division for review of Development of Regional Impact submittals and Local Comprehensive Plans.	Public Sector Efficiency Underserved Populations	\$10,000 annually	Federal, State, Local	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing

Community Development												
Convene committees comprised of leaders in business, non-profit and higher education communities to lead implementation of Regional Economic Competitiveness Strategy (2012 CEDS Update)	Economic Competitiveness Education & Training Job Creation	TBD	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Conduct the annual Regional Leadership Institute (RLI) and other regional leadership programs targeted to high level decision makers.	Leadership Development	\$129,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Conduct Leadership Involvement Networking and Knowledge (LINK) trips to increase knowledge and understanding of ARC Board of other regional centers in the U.S.	Information Sharing Leadership Development	\$250,000 annually	Enterprise Funds	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing
Convene regional leaders across sectors and jurisdictions to facilitate regional thinking and collaboration, through programs such as the CREATE Community Awards and the Annual Legislative Roundtable.	Information Sharing Leadership Development	\$73,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Provide on-demand management and operations assistance to local governments including strategic planning, facilitation, classification and compensation, market surveys and limited research.	Information Sharing Public Sector Efficiency	\$150,000 annually	ARC, Enterprise Funds	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing
Provide local officials involved in the planning process with knowledge and tools to make effective decisions about the future of their community.	Information Sharing Public Sector Efficiency	\$17,000 annually	ARC, Enterprise Funds	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Undertake the Community Choices program to assist local governments with quality growth implementation measures.	Information Sharing Public Sector Efficiency	\$20,000 annually	ARC	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing

Support the Airport Investment Area Study through coordination and technical assistance, including assistance in developing Atlanta Aerotropolis Alliance	Economic Competitiveness Information Sharing	\$20,000 annually	Federal, ARC Match	X	X	X												Underway Anticipated Completion Date: 2017
Facilitate opportunities for regional partners such as CIDs, Chamber of Commerce, etc. to engage in dialogue regarding activities as they relate to economic recovery.	Economic Competitiveness Information Sharing	\$10,000 annually	Federal, ARC Match	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
Undertake regional planning coordination and review activities including DRIs, IGRs, and local Comprehensive Plan and Solid Waste Reviews for consistency with regional and state priorities and requirements.	Economic Competitiveness Information Sharing Public Sector Efficiency	\$100,000 annually	Federal, ARC Match	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
Investigate executing inter-governmental agreements or Memoranda of Understanding to provide services to local governments at a cost savings, while also serving to supplement their staff and expertise	Economic Competitiveness Information Sharing Public Sector Efficiency	\$30,000 annually	Federal, ARC Match	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
Foster and support sustainable growth and development opportunities at the local level through researching and developing model codes and best management practices.	Economic Competitiveness Information Sharing Public Sector Efficiency	\$4,000 annually	Federal, ARC Match	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
Promote data sharing for GIS and other information among regional agencies and local governments	Economic Competitiveness Information Sharing Public Sector Efficiency	\$6,000 annually	Federal, ARC Match	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing

Natural Resources

Provide technical assistance to Community Development Division for review of Development of Regional Impact submittals and Local Comprehensive Plans.	Public Sector Efficiency Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
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Research and Analytics

Continue agile development (and ongoing use in plan development and policy evaluation) of state-of-the-art forecasting models, at the regional level (REMI PI+) and small-area (TAZ-D, PECAS), to more fully incorporate available historical data, to more rigorously model economic futures (continue scenario testing), and to provide richer detail on conditions in those possible futures.	Information Sharing	\$300,000 annually	Federal, ARC Match	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
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Transportation, Access and Mobility

Advocate for and coordinate regional Transportation Demand Management (TDM) activities within ARC. Manage TDM planning and programs.	Economic Competitiveness	\$150,000 annually	CMAQ	X	X	X	X	X	X									Underway-Complete Anticipated Completion Date: Ongoing
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Facilitate development of a strategic roadway system capacity program that addresses congested corridors and traffic bottlenecks.*	Economic Competitiveness	\$312,000,000 annually in TIP period (average)	Federal, State, Local, Private	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Facilitate development of a strategic transit expansion program to support regional economic, environmental, and accessibility objectives.*	Economic Competitiveness	TBD	Federal, State, Local, Private	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Select and program projects consistent with goals of the Freight Operations and Safety Program.*	Economic Competitiveness	\$10,000,000 to \$15,000,000 annually	Federal, State, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Select and program projects consistent with goals of the Transit Capital and Preventive Maintenance Program to modernize and maintain the regional system.*	Economic Competitiveness	\$20,000,000 to \$25,000,000 annually	Federal, State, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Prioritize sufficient funding through the RTP update process to maintain roads and bridges at an adequate state of repair.*	Economic Competitiveness	\$60,000,000 to \$80,000,000 annually	Federal, State, Local	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Provide technical assistance to Community Development Division for review of Development of Regional Impact submittals and Local Comprehensive Plans.	Public Sector Efficiency Underserved Populations	TBD	Federal, State, Local	X	X	X	X	X	X		✓		Underway-Complete Anticipated Completion Date: Ongoing

Workforce Solutions

Continue to support sector strategies (including biosciences, digital media entertainment, logistics/supply chain) and "skilled trades" initiative of Go Build Georgia;. Continue to work with the Industry Networks where feasible. Work with the Georgia Department of Economic Development, Chambers of Commerce and Development Authorities to bring economic prosperity to the region through utilization of the On-the-Job Training program.	Economic Competitiveness Education & Training Job Creation	\$1,000,000 annually	USDOL, other Federal	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue administration of the Workforce Investment Act providing low income youth and adults and dislocated workers with education, skills and credentials to enter/re-enter the workforce.	Economic Competitiveness Education & Training Job Creation	\$2,500,000 annually	USDOL, other Federal	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing
Continue to develop and support new initiatives in response to area workforce needs and opportunities, such as special projects in response to major business layoffs, openings or other events, such as military base closings, or opportunities such as targeted funding grants.	Economic Competitiveness Education & Training Job Creation	TBD	TBD	X	X	X	X	X	X	✓			Underway-Complete Anticipated Completion Date: Ongoing

* indicates an activity that may apply to multiple objectives.

Regional Work Program for 2016-2020									
Element COMPETITIVE ECONOMY									
Goal	Project	5-Year Work Program					Responsibility	Cost Estimate	Funding Source
		2016	2017	2018	2019	2020			
Building the region as a globally recognized hub of innovation and prosperity	Update the Regional Competiveness Strategy	X	X				Community Development	120,000	State, Local Dues
Maintain the region's current successes in existing and emerging employment sectors	Regional Workforce Plan	X					Workforce Development	Staff Time	State, Local Dues
Element HEALTHY LIVABLE COMMUNITIES									
Goal	Project	5-Year Work Program					Responsibility	Cost Estimate	Funding Source
		2016	2017	2018	2019	2020			
Developing additional walkable, vibrant centers that support people of all ages and abilities	Regional Housing Study	X	x	x			Community Development	Staff Time	State, Local Dues
Promoting health, arts and other aspects of a high quality of life	Metro Atlanta Speaks Survey	X	X	X	X	X	Research and Analysis	Staff Time	State, Local Dues
Promoting health, arts and other aspects of a high quality of life	New Voices Initiative	X					Strategic Relations	Staff Time	Federal
Developing additional walkable, vibrant centers that support people of all ages and abilities	Establish training for Aging and Health Resources Division's volunteer network to deliver LLC presentation to community through general outreach strategy.	X	X	X			Aging and Health Services		
Developing additional walkable, vibrant centers that support people of all ages and abilities	Prepare the 4-year Area Plan on Aging Plan.	X	X	X			Aging and Health Services	75,000	Federal, State, Local
Developing additional walkable, vibrant centers that support people of all ages and abilities	Expand and maintain the statewide aging resource database.	X	X	X			Aging and Health Services	300,000	Federal, State, Local

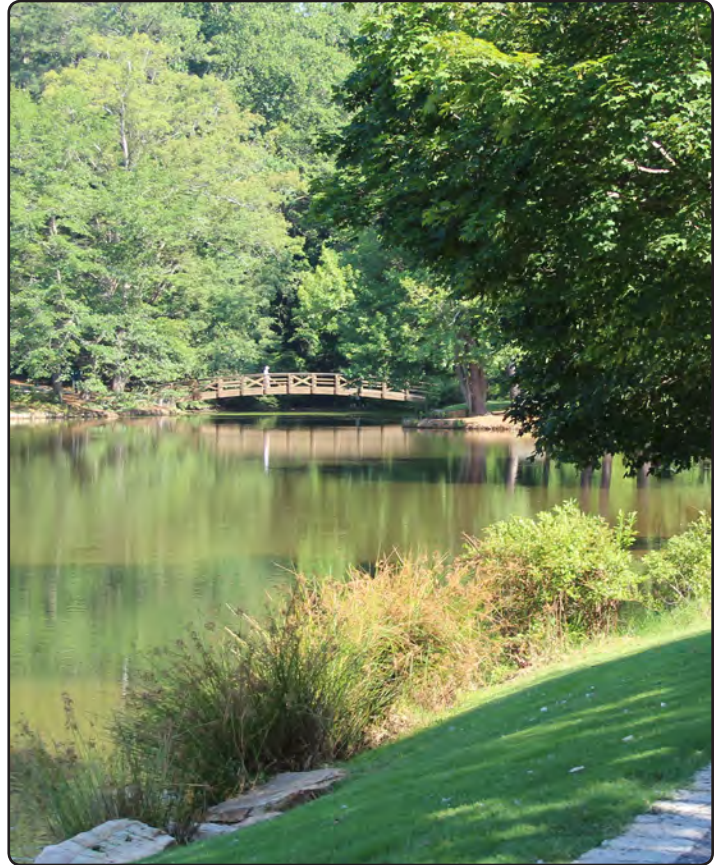
Regional Work Program for 2016-2020

Element		World Class Infrastructure					Responsibility	Cost Estimate	Funding Source
Goal	Project	5-Year Work Program							
		2016	2017	2018	2019	2020			
Secure Long-Term Water Supply	2016 Metro Water District Plan Update	X				X	Natural Resources Division	120,000	State, Local Dues
Secure Long-Term Water Supply	The Chattahoochee Greenways/Blueways Study	x	x				Natural Resources Division	Staff Time	State, Local Dues
Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology	Transportation Visioning for Communities	X	X				Transportation Access and Mobility	Staff Time	Federal
Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology	Transit Vision Update	X	X				Transportation Access and Mobility	Staff Time	Federal
Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology	Transportation Demand Management Plan Update		X	X			Mobility Services	Based upon Scope	Federal
Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology	Research, evaluate, and implement best practices for flexing certain types of transportation funds to create new funding options for projects or incentivizing transit-oriented development (TOD) projects in conjunction with the LCI program.	X	X	X			Community Development	Staff Time	Federal

Regional Work Program for 2016-2020
Programs

Element	Program	Timeframe					Responsibility	Cost Estimate (per year)	Funding Source
		2016	2017	2018	2019	2020			
Healthy Livable Communities	Livable Centers Initiative	X	X	X	X	X	Community Development	\$ 1,000,000.00	State, Local Dues
Healthy Livable Communities	Green Communities	X	X	X	X	X	Natural Resources	Staff Time	State, Local Dues
Competitive Economy	Atlanta Aerotropolis	X	X	X	X	X	Community Development	Staff Time	Federal
Healthy Livable Communities	Regional Resource Planning	X	X	X	X	X	Community Development	Staff Time	Federal
Competitive Economy	Local Comprehensive Planning	X	X	X	X	X			
Healthy Livable Communities	Regional Housing Forums	X	X	X	X	X	Community Development	Staff Time	ARC Funds and DCA Funds
Competitive Economy	Community Choices	X	X	X	X	X	Community Development	Staff Time	ARC Funds and DCA Funds
Competitive Economy	Community Planning Academy	X	X	X	X	X	Community Development	Staff Time	ARC Funds and DCA Funds
Healthy Livable Communities	TOD Station Area Plans and Data	X	X	X	X	X	Community Development	Staff Time	ARC Funds and DCA Funds
Competitive Economy	Assit the Competiveness Strategy Comittees on Implementation	X	X	X	X	X	Community Development	Staff Time	ARC Funds and DCA Funds
Healthy Livable Communities	Outline An Implementation Strategy and coordinate agency actions to achieve stated outcomes.	X	X				Community Development	Staff Time	ARC Funds and DCA Funds

THE ATLANTA REGION'S PLAN



LOCAL GOVERNMENT IMPLEMENTATION

Cover Photo: Downtown Senoia and Avondale Estates Source: ARC

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Photo: City Hall at Peachtree City Source: ARC

Introduction

Local governments are critical to the success of The Atlanta Region's Plan. Their responsibilities of providing infrastructure, land use decisions, and providing services are a key factor in the sustainability of the Atlanta region. The most important thing that a local government can do to implement The Atlanta Region's Plan is to take this responsibility very seriously.

This requires a local commitment to proactive planning, as well as the right set of planning tools, such as a current comprehensive plan, ordinances and other regulations that are consistent with the comprehensive plan, and trained decision makers who fully understand the impacts of their land use and infrastructure decisions.

Many local governments already do things that support the objectives of The Atlanta Region's Plan and many have plans and ordinances that are excellent examples of how The Atlanta Region's Plan can be implemented. These best practices should be promoted and shared throughout the region.

However, there is no "one size" fits all approach to implementing The Atlanta Region's Plan, and communities should be held responsible to achieve some minimum implementation of The Atlanta Region's Plan and as such the Georgia DCA rules require ARC to establish Minimum and Excellent standards for local government implementation of The Atlanta Region's Plan.

Implementation of Local Performance Standards

To ensure local government consistency with The Atlanta Region's Plan Objectives, ARC has established a Minimum and an Excellence threshold. The Minimum Standards are activities that are essential to the implementation of The Atlanta Region's Plan, while the Excellence Standards are activities that are desirable.

ARC is aware of the different needs and abilities of the local governments within the region, therefore there is a Basic and Advanced Level of Standards. Local Governments that have limited staff and growth plans are exempt from the Advance Level. Local Governments will have to July 30th, 2019 to complete the Minimum Standards.

Local Governments who are eligible for the Advanced Standards are required to complete fifty percent of the Advanced Standards in each Goal.

To be considered meeting the Excellence Standards, Local Governments are required to complete fifty percent of the Excellence Standards for each Goal and seventy-five percent of the Advanced Standards. In addition Local Governments can identify up to six innovation credits for either Advanced or Excellence Standards.

Local governments that achieve the Excellence Standard, will be designated as a Regional Leader in Sustainability. Incentives for Regional Leaders in Sustainability are still under development and are not finalized.

Local Governments who met the minimum and excellence standards through the Plan 2040 process will have their approval carried over to The Atlanta Region's Plan Local Performance Standards Process.

ARC anticipates providing assistance to local governments to meet all of the standards and implementation actions proposed in The Atlanta Region's Plan. It is the purpose of the planning standards to engage a coordination process with local governments and ensure continued effort to advance the regions planning. ARC is committed to working with local governments to provide technical assistance and support so as to achieve compliance with Minimum Standards in 100% of our jurisdictions.

COMPETITIVE ECONOMY

Objectives:

Ensure that our existing and emerging employment centers support innovation and balance job growth and economic development

Maintain the region's current successes in existing and emerging employment sectors

Work with local communities to implement a regional approach to workforce development

Goal: Building the region as a globally recognized hub of innovation and prosperity

MINIMUM STANDARDS

INNOVATION

Min I.1 Develop or maintain a website and local government contact that provides information related to government information, development requirements, economic incentives, job resources, etc. **(Required)**

Min I.2 Develop a process to share information, data and coordinate strategic actions with adjacent local governments, school boards and economic development agencies. **(Required)**

Min I.3 Evaluate the need for incentives or regulatory changes to support redevelopment of sites or areas that have good access to infrastructure or existing job centers. **(Advanced)**

Min I.4 Provide maps and locations of economic development opportunities or areas supported for redevelopment on the jurisdictions website. **(Advanced)**

EXCELLENCE STANDARDS

INNOVATION

Exc I.1 Develop a fiscal impact analysis review as part of the development review process for major development projects.

Exc I.2 Adopt and implement a Tax Allocation District (TAD).

Exc I.3 Develop business incubator space within the community.

Exc I.4 Develop a Local Business Requirement or preferences within purchasing procedures.

Exc I.5 Adopt and implement an Opportunity Zone.

Exc I.6 Develop a business retention and expansion program.

Exc I.7 Develop a process to align the resources and strategic actions of local governments and education and economic development agencies.



Goal: Developing a highly educated and skilled workforce, able to meet the needs of 21st century employers

MINIMUM STANDARDS

EDUCATION

Min E.1 Provide a venue for public access to technology, such as computer terminals, internet, educational software, etc. **(Advanced)**

EXCELLENCE STANDARDS

EDUCATION

Exc E.1 Develop a Main Street or a Downtown Development Authority within an established town center, or support the creation and/or continued operation of a Community Improvement District within a major employment center.

Exc E.2 Coordinate with large employers to implement employer-assisted housing programs and incentives to encourage residents to live near where they work.



Photo: Downtown Senoia Source: ARC

WORLD CLASS INFRASTRUCTURE

Objectives:

Maintain and operate the existing transportation system to provide for reliable travel

Improve transit and non-single occupant vehicle options to boost economic competitiveness and reduce environmental impacts

Strategically expand the transportation system while supporting local land use plans

Foster the application of advanced technologies to the transportation system

Promote an accessible and equitable transportation system



Goal: Ensuring a comprehensive transportation network, incorporating regional transit and 21st Century technology

MINIMUM STANDARDS

TRANSPORTATION

Min T.1 Participate in the development and updates of local Comprehensive Transportation Plans (CTP). **(Required)**

Min T.2 Evaluate options of funding sources for local government transportation construction programs. **(Required)**

Min T.3 Evaluate zoning and development regulations at existing rail station communities and adopt supportive transit oriented development (TOD) requirements. **(Required)**

Min T.4 Identify appropriate land uses for areas adjacent to future transit station locations in the city or county comprehensive plan based on the station location areas in the ARC Regional Transportation Plan (RTP), where applicable. **(Required)**

Min T.5 Identify future transit station locations in the city or county comprehensive plan based on the station location areas in the ARC Regional Transportation Plan (RTP), where applicable. **(Required)**

Min T.6 Adopt regulations that require developers to construct pedestrian accommodations internal to the development and along the street frontage of the project. **(Required)**

Min T.7 Participate in ongoing training through ARC's Community Planning Academy (CPA) on transportation related topics, including Lifelong Community principles and design guidelines, access management planning, etc., or equivalent trainings provided by GDOT, APA, etc. **(Advanced)**

Min T.8 Evaluate the need for access management regulations for priority transportation corridors in the jurisdiction, where warranted. **(Advanced)**

Min T.9 Evaluate community-wide bicycle and pedestrian transportation needs particularly for access to existing transit services. Determine priorities for future local projects. **(Advanced)**

Min T.10 Develop a Capital Improvement Element (CIE) and include in the Comprehensive Plan. Undertake management procedures to prioritize, fund and enact the capital investments identified. **(Advanced)**

Min T.11 Adopt clean fuel fleet policies consistent with Georgia Clean fuel Fleets Program standards. **(Advanced)**

Min T.12 Adopt Americans with Disabilities Act (ADA) transition plan for the jurisdiction (per federal requirements). **(Advanced)**

EXCELLENCE STANDARDS

TRANSPORTATION

Exc T.1 Develop a dedicated funding source and programs for transportation system maintenance and improvements.

Exc T.2 Adopt policies and regulations to implement access management plans for transportation corridors.

Exc T.3 Adopt parking facility design guidelines that require shared parking, parking maximums, pervious surface materials, and / or trees and landscaping, or other innovative parking policies that protect environmental quality. Include placement of parking behind buildings to encourage walkability.

Exc T.4 Adopt a community-wide bicycle and pedestrian transportation plan consistent with the 2016 Atlanta Region Bicycle Transportation & Pedestrian Walkways Plan.

Exc T.5 Participate in transportation demand management programs offered through regional Transportation Management Associations (TMAs), Employer Service Organizations (ESOs), and/or the Clean Air Campaign to provide travel options for employees to and from work.

Exc T.6 Adopt and implement a complete streets policy.

Exc T.7 Adopt ordinances or regulations to provide for and enhance roadway, bicycle, and pedestrian connectivity between neighborhoods and adjacent land uses to promote improve access and mobility.

Exc T.8 Develop and implement a transit access plan, including sidewalks, street crossings, bus shelters, etc. along with identifying priority areas for retrofitting existing roadways to meet minimum standards for providing accessibility to transit.

Exc T.9 Adopt a development review process to evaluate traffic impacts, design and accessibility issues, and compatibility with locally adopted land use and complete streets policies.

Exc T.10 Adopt a community-wide freight plan consistent with the 2016 Atlanta Region Freight Plan .

Exc T.11 Provide parking at city/county facilities for alternative vehicles such as Zip Car, scooters, bicycles, carpools and electric vehicles (including re-charging spaces).

Exc T.12 Coordinate with school districts to develop or maintain a “Safe Routes to School” program.

Exc T.13 Take steps to become Electric Vehicle ready.

Objectives:

Protect public water supplies and water quality

Goal: Secured, long-term water supply

MINIMUM STANDARDS

WATER

Min W.1 Identify Regionally Important Resources (RIR) in the jurisdiction and depict as Areas Requiring Special Attention, Conservation Areas, or similar classification on the Future Development Map in the local comprehensive plan. **(Required)**

Min W.2 Prepare an inventory of priority community green infrastructure resources that identifies, at minimum; passive parks, trails, forest and agricultural lands, water bodies stream buffers, and environmentally sensitive areas. The inventory should include a map of these areas. **(Required)**

Min W.3 Adopt a tree ordinance, forest conservations ordinance or equivalent legislation that requires minimum tree retention standards for developments of a certain size. **(Advanced)**

Min W.4 Prepare a code audit of local ordinances and development regulations to identify barriers to activities that would promote energy savings. **(Advanced)**

Min W.5 Identify projects within the Short Term Work Program of the local Comprehensive Plan that improves conservation and preservation of resources that contribute to the community's green infrastructure network. **(Advanced)**

EXCELLENCE STANDARDS

WATER

Exc W.1 Develop and maintain a comprehensive community Greenspace/Green Infrastructure Plan.

Exc W.2 Participate in mitigation activities that reduce potential disaster losses through FEMA's HMA programs or other sources.

Exc W.3 Identify all impervious surfaces within the community using GIS or similar method.

Exc W.4 Implement projects, policies, design criteria, ordinances, or other tools that mitigate the negative impacts of impervious surfaces. This should include guidance for grading and landscaping.

Exc W.5 Implement optional local management measures described in the Metropolitan North Georgia Water Planning District (MNGWPD) Watershed Management Plan.

Exc W.6 Develop and maintain a Community Forest Master Plan.

HEALTHY LIVABLE COMMUNITIES

Objectives:

In partnership with local communities, equitably and strategically focus resources in areas of need an importance

Invest in equitable and improved access to a variety of safe, quality housing, including options for aging in place

Goal: Developing additional walkable, vibrant centers that support people of all ages and abilities

MINIMUM STANDARDS

CENTERS

Min C.1 Prepare and support small area studies (e.g. LCI) for priority redevelopment areas within the jurisdiction. **(Advanced)**

Min C.2 Evaluate the jobs-housing-balance in Regional Centers, Regional Employment Corridors and Community Activity Centers as identified on the Unified Growth Policy Map (UGPM). Identify strategies and incentives aimed at increasing housing types and satisfying the desired jobs-housing balance. **(Advanced)**

Min C.3 Conduct code audit to identify regulatory barriers to construction of housing to meet the forecasted community needs and the attainment of the desired jobs-housing balance as identified in the comprehensive plan. **(Advanced)**

Min C.4 Coordinate housing program staff, land use planners, private and non-profits within the county to discuss best practices and actions to overcoming foreclosures. **(Advanced)**

Min C.5 Develop a coordination program or MOU with senior service providers or other entities regarding coordination of senior transportation, senior center location and programming, senior housing and other senior focused services. **(Advanced)**

Min C.6 Analyze the relationship between existing senior center locations, senior focused housing and other senior focused services to existing transportation options, land use plans and health and supportive services. **(Advanced)**

Min C.7 Assess the demographic and socio-economic data in the community in relation to existing senior center locations, senior focused housing and other senior focused services, and potential future locations. **(Advanced)**

EXCELLENCE STANDARDS

CENTERS

Exc C.1 Develop bilingual or multilingual services provided in key government operations.

Exc C.2 Implement an ongoing public engagement process with business leaders and owners and the general public, to sustain continued support and dialogue regarding comprehensive planning goals and objectives.

Exc C.3 Develop a program to mitigate the effects of property tax increases on existing residents in transit-enabled areas. The program should offer protection to existing residents if new development or increase valuations pose a threat.



Objectives:

Improve public health through the built environment

Integrate sound environmental management principles

Promote the use of creative placemaking to build and maintain the character of communities

Foster coordination with regional partners to implement community priorities

EXCELLENCE STANDARDS, CONTINUED

CENTERS

Exc C.4 Locate government and civic buildings in existing communities.

Exc C.5 Adopt regulatory changes to allow Accessory Dwelling Units (ADUs) in single-family neighborhoods.

Exc C.6 Implement actions to facilitate more workforce housing near major job centers and rail station communities.

Exc C.7 Develop or support a Housing Trust Fund to incentivize the construction of workforce housing.

Exc C.8 Provide better education or incentives that promote barrier-free housing options for individuals of all ages and abilities.

Exc C.9 Provide or offer support to programs that support multi- or single-family housing landlords' improvement of existing structures to preserve existing affordable housing.

Exc C.10 Implement a plan to eliminate barriers to housing construction and other development that seeks to meet forecasted community needs uncovered in a code audit.

Exc C.11 Leverage government owned properties for affordable housing and needed neighborhood amenities by identifying properties and working with partners to understand options.

Goal: Promoting health, arts and other aspects of a high quality of life

MINIMUM STANDARDS

QUALITY

Min Q.1 Provide or support the development of civic spaces (such as park venues and community buildings) for residents in the community. **(Required)**

Min Q.2 Identify locally designated historic districts and National Register historic districts in the local comprehensive plan. **(Required)**

Min Q.3 Identify Wellness Districts, as defined by the UGPM and Regional Development Guide, in the local comprehensive plan. **(Advanced)**

Min Q.4 Adopt regulation that promotes accessibility and connectivity to health and supportive services. **(Advanced)**

Min Q.5 Adopt policies that incentivize the provision of a mix of basic services and health and support services within a community. **(Advanced)**

Min Q.6 Provide a neighborhood watch program and support creation of neighborhood level programs. **(Advanced)**

Min Q.7 Provide education and outreach efforts that further community awareness of initiatives that promote sustainability. **(Advanced)**

Min Q.8 Prepare a code audit to identify development and activities that are recommended by the adopted Comprehensive Plan versus permissible in a jurisdiction's zoning and regulations. **(Advanced)**

Min Q.9 Develop an infill housing ordinance, or equivalent (e.g. tear downs). **(Advanced)**

Min Q.10 Adopt mixed-use development regulations that encourage housing choices. **(Advanced)**

Min Q.11 Adopt design regulations that encourage active ground floor retail spaces, pedestrian oriented design and pedestrian amenities in commercial districts. **(Advanced)**

Min Q.12 Prepare an inventory of vacant, underused or abandoned lots and subdivisions. Evaluate these parcels and prioritize infill and brownfield sites for redevelopment. **(Advanced)**

Min Q.13 Prepare an inventory of resources (including identified archaeological sites) that are listed on or qualify for the Georgia Register or National Register of Historic Places, or update a current inventory if prepared prior to 1995. **(Advanced)**

Min Q.14 Develop a program to engage citizen participation in government and planning initiatives. **(Advanced)**

Min Q.15 Provide training for at least 50% of the jurisdiction's planning commissioners by attending the introductory Community Planning Academy (CPA), or provide equivalent training for new planning commissioners within their first 6 months on the planning commission. **(Advanced)**

Min Q.16 Develop a coordination program or memorandum of understanding (MOU) with school boards or system personnel to share information on school siting, forecasts, joint use of facilities, infrastructure plans, bus routes, and safe routes to school. **(Advanced)**

EXCELLENCE STANDARDS

QUALITY

Exc Q.1 For areas identified as Wellness Districts in local comprehensive plans, adopt zoning ordinances and regulatory requirements to allow or require Lifelong Communities Principles.

Exc Q.2 Develop a process to conduct health impact assessments (HIA) to evaluate government plans or programs (such as comprehensive plans or transportation plans), large-scale developments (including DRIs), and other related projects that may impact community health.

Exc Q.3 Develop a communication program to distribute health tips, safety training and information on the other health related issues to employees and residents of the community.

Exc Q.4 Prepare and publish crime statistics or maps.

EXCELLENCE STANDARDS, CONTINUED

QUALITY

- Exc Q.5** Develop a coordination program or MOU with organizations such as Community Improvement Districts (CIDs) and neighborhood associations to develop public safety programs.
- Exc Q.6** Amend zoning codes and development regulations to eliminate regulatory barriers that obstruct the support of Lifelong Community (LLC) Principles identified in a code audit.
- Exc Q.7** Adopt regulations requiring all new civic buildings to meet green building standards through certification programs such as LEED, EarthCraft, Energy Star or similar.
- Exc Q.8** Adopt building codes that exceed the requirements of the ICC codes, such as the National Green Building Standard (2008), the ICC Green Construction Code or ASHRAE 189.1-2009.
- Exc Q.9** Participate in and/or receive recognition through a performance rating system or partnership.
- Exc Q.10** Identify projects within your community that have been recognized through a performance rating system focused on environmental quality in building or site design.
- Exc Q.11** Develop or support the protection and identification of Regionally Important Resources by local partners or community groups.
- Exc Q.12** Develop a distinctive wayfinding and signage system for key areas within the community.
- Exc Q.13** Implement an expedited plan and permit approval process for infill and mixed use projects.
- Exc Q.14** Adopt zoning regulations that support existing Livable Centers Initiative (LCI) Plan(s).
- Exc Q.15** Implement a program to identify, reuse, rehabilitate or dispose of vacant, abandoned and foreclosed properties.
- Exc Q.16** Develop incentives for the provision of underground or structure parking rather than surface.
- Exc Q.17** Develop a program or undertake planning that identifies and considers zoning, regulatory, public investments or other governmental support to convert declining shopping malls or centers and strip commercial corridors into residential, mixed-use or civic spaces.
- Exc Q.18** Become a certified Local Government by the Georgia Historic Preservation Division.
- Exc Q.19** Adopt parking maximums or reduced minimum parking requirements as a part of mixed-use zoning.
- Exc Q.20** Identify areas of active agricultural uses, including equestrian and livestock facilities, forestry uses, and operations that foster community-supported agriculture or other farm-to-market opportunities.

MISCELLANEOUS

Propose an innovative activity undertaken by the local government to further Objectives of the Local Government Plan Implementation Standards (Maximum of 6). **(Varies)**

PLAN 2040 & THE ATLANTA REGION'S PLAN

The Local Government Implementation Standards were first developed under the PLAN 2040 Policy Framework that include five Objectives. The refinement of these Objectives into the six Goals of The Atlanta Region's Plan resulted in the reorganization of the original Standards, however most were still relevant to the new Goals of this plan. For convenience, the following chart allows for comparison of the previous structure with the new organization.

New Number	Old Number	Standard
Min T.1	Min1.A	Participate in the development and updates of local Comprehensive Transportation Plans (CTP).
Min T.2	Min1.B	Evaluate options of funding sources for local government transportation construction programs.
Min T.6	Min1.C	Adopt regulations that require developers to construct pedestrian accommodations internal to the development and along the street frontage of the project.
Min T.5	Min1.D	Identify future transit station locations in the city or county comprehensive plan based on the station location areas in the ARC Regional Transportation Plan (RTP), where applicable.
Min T.12	Min1.E	Adopt Americans with Disability Act (ADA) transition plan for the jurisdiction, per federal requirements.
Min T.7	Min1.F	Participate in ongoing training through ARC's Community Planning Academy (CPA) on transportation related topics, including Lifelong Community principles and design guidelines, access management planning, etc., or equivalent trainings provided by GDOT, APA, etc.
Min T.8	Min1.G	Evaluate the need for access management regulations for priority transportation corridors in the jurisdiction, where warranted.
Min T.9	Min1.H	Evaluate community-wide bicycle and pedestrian transportation needs particularly for access to existing transit services. Determine priorities for future local projects.
Deleted	Min1.I	Incorporate Lifelong Community principles into local transportation plans.
Min T.11	Min1.J	Adopt clean fuel fleet policies consistent with Georgia Clean Fuel Fleets Program standards.
Exc T.3	Exc1.A	Adopt parking facility design guidelines that promote shared parking, parking maximums, pervious surface materials, trees and landscaping, placement of parking behind buildings, or other innovative parking policies.
Exc T.4	Exc1.B	Adopt a community-wide bicycle and pedestrian transportation plan consistent with the 2007 Atlanta Region Bicycle Transportation & Pedestrian Walkways Plan.
Exc T.1	Exc1.C	Develop a dedicated funding source and programs for transportation system maintenance and improvements.

New Number	Old Number	Standard
Exc T.2	Exc1.D	Adopt policies and regulations to implement access management plans for transportation corridors.
Exc T.9	Exc1.E	Adopt a development review process to evaluate traffic impacts, design and accessibility issues, and compatibility with locally adopted land use and complete streets policies.
Exc T.5	Exc1.F	Participate in transportation demand management programs offered through regional Transportation Management Associations (TMAs), Employer Service Organizations (ESOs), and/or the Clean Air Campaign to provide travel options for employees to and from work.
Exc T.12	Exc1.G	Coordinate with school districts to ensure they participate in a “Safe Routes to School” program.
Exc T.6	Exc1.H	Adopt and implement a complete streets policy.
Exc T.7	Exc1.I	Adopt ordinances or regulations to provide for and enhance roadway, bicycle, and pedestrian connectivity between neighborhoods and adjacent land uses to promote improved access and mobility.
Exc. T.10	Exc1.J	Adopt a local freight and truck route plan consistent with the Atlanta Regional Freight Mobility Plan and the Atlanta Region Strategic Truck Route Master Plan (ASTRoMaP).
Exc T.8	Exc1.K	Develop and implement a transit access plan, including sidewalks, street crossings, bus shelters, etc., along with identifying priority areas for retrofitting existing roadways to meet minimum standards for providing accessibility to transit.
Exc T.11	Exc1.L	Provide parking at city/county facilities for alternative vehicles such as Zip Car, scooters, bicycles, carpools and electric vehicles (including re-charging spaces).
Min Q.1	Min2.A	Provide or support the development of civic spaces, such as park venues and community buildings, for residents in the community.
Deleted	Min2.B	Adopt policies that encourage community design to facilitate access to basic and preventive healthcare.
Min Q.15	Min2.C	Provide training for at least 50 percent of the jurisdiction’s planning commissioners through the introductory Community Planning Academy (CPA), or provide equivalent training for new planning commissioners within their first six months on the commission.
Min E.1	Min2.D	Provide a venue for public access to technology, such as computer terminals, internet, educational software, etc.
Min Q.16	Min2.E	Develop a coordination program or memorandum of understanding (MOU) with school boards or school system personnel to share information on school siting, forecasts, joint use of facilities, infrastructure plans, bus routes, and safe routes to school.

New Number	Old Number	Standard
Min C.5	Min2.F	Develop a coordination program or MOU with senior service providers or other entities regarding coordination of senior transportation, senior center location and programming, senior housing and other senior-focused services.
Min Q.14	Min2.G	Develop a program to engage citizen participation in government and planning initiatives.
Min Q.6	Min2.H	Provide a neighborhood watch program and support creation of neighborhood level programs.
Min Q.5	Min2.I	Adopt policies that incentivize the provision of a mix of basic services and health and support services within a community.
Min Q.3	Min2.J	Identify Wellness Districts, as defined by the PLAN 2040 UGPM and Regional Development Guide, in the local comprehensive plan. [see also Exc2.F]
Exc C.1	Exc2.A	Develop bilingual or multilingual services provided in key government operations.
Exc C.2	Exc2.B	Implement an ongoing public engagement process with business leaders and owners and the general public, to sustain continued support and dialogue regarding comprehensive planning goals and objectives.
Deleted	Exc2.C	Provide training for 100 percent of the jurisdiction's planning commissioners through a Community Planning Academy (CPA) or equivalent training programs.
Deleted	Exc2.D	Provide or support education or training opportunities for civic organizations and non-profits with regard to transportation, development, environmental and safety issues.
Exc Q.5	Exc2.E	Develop a coordination program or MOU with organizations such as Community Improvement Districts (CIDs) and neighborhood associations to develop public safety programs.
Exc Q.1	Exc2.F	For areas identified as Wellness Districts in local comprehensive plans, adopt zoning ordinances and regulatory requirements to allow or require Lifelong Communities Principles. [see also Min2.J]
Exc Q.2	Exc2.G	Develop a process to conduct health impacts assessments (HIA) to evaluate government plans or programs (such as comprehensive plans or transportation plans), large-scale developments (including DRIs), and other related projects that may impact community health.
Exc Q.4	Exc2.H	Prepare and publish crime statistics or maps.
Deleted	Exc2.I	Provide community leadership programs or training targeted at both youth and adults.
Exc Q.3	Exc2.J	Develop a communication program to distribute health tips, safety training and other issues to employees and residents of the community.
Min T.3	Min3.A	Evaluate zoning and development regulations at existing rail station communities and adopt supportive transit-oriented development (TOD) requirements.

New Number	Old Number	Standard
Min Q.2	Min3.B	Identify locally designated historic districts and National Register historic districts in the local comprehensive plan.
Min T.4	Min3.C	Identify appropriate land uses for areas adjacent to future transit station locations in the city or county comprehensive plan based on the station location areas in the ARC Regional Transportation Plan (RTP), where applicable.
Deleted	Min3.D	Adopt a resolution to support and integrate Lifelong Community Principles in the local planning process.
Min Q.8	Min3.E	Perform a code audit to compare development and activities that are recommended in the adopted Comprehensive Plan to those that are permissible in the adopted zoning and development regulations.
Min C.3	Min3.F	Perform a code audit to identify regulatory barriers to the construction of housing to meet the forecasted community needs and the attainment of the desired jobs-housing balance as identified in the comprehensive plan. [see Exc3.B]
Min Q.12	Min3.G	Prepare an inventory of vacant, underused or abandoned lots and subdivisions. Evaluate these parcels and prioritize infill and brownfield sites for redevelopment.
Min Q.10	Min3.H	Adopt mixed-use development regulations that encourage housing choices.
Min C.2	Min3.I	Evaluate the jobs-housing-balance in Regional Centers, Regional Employment Corridors and Community Activity Centers as identified on the Unified Growth Policy Map (UGPM). Identify strategies and incentives aimed at increase housing types and satisfying the desired jobs-housing-balance.
Min C.1	Min3.J	Prepare and support small area studies (e.g., LCI, etc.) for priority redevelopment areas within the jurisdiction.
Min Q.11	Min3.K	Adopt design regulations that encourage active ground floor retail spaces, pedestrian-oriented design and pedestrian amenities in commercial districts.
Min Q.9	Min3.L	Develop an infill housing ordinance, or its equivalent (e.g. tear downs).
Min Q.4	Min3.M	Adopt regulation that promotes accessibility and connectivity to health and supportive services.
Min C.7	Min3.N	Assess the demographic and socioeconomic make-up of the community in relation to existing and potential future locations of senior centers, senior-focused housing and other senior-focused services.
Min C.6	Min3.O	Analyze the relationship between existing senior center locations, senior-focused housing and other senior-focused services to existing transportation options, land use plans and health and supportive services.
Min C.4	MIN3.P	Coordinate housing program staff, land use planners, private organizations and non-profits within the jurisdiction to discuss best practices and actions for overcoming foreclosures.

New Number	Old Number	Standard
Exc C.3	Exc3.A	Develop a program to mitigate the effects of property tax increases on existing residents in transit-enabled areas. The program should offer protection to existing residents if new development or increased valuations pose a threat.
Exc C.10	Exc3.B	Implement a plan to eliminate barriers to housing construction and other development that seeks to meet forecasted community needs uncovered in a code audit. [see Min3.F]
Exc C.5	Exc3.C	Adopt regulatory changes to allow Accessory Dwelling Units (ADU) in single-family neighborhoods.
Exc C.7	Exc3.D	Develop or support a Housing Trust Fund to incentivize the construction of workforce housing.
Deleted	Exc3.E	Create a Land Bank Authority.
Exc C.6	Exc3.F	Implement actions to facilitate more workforce housing near major job centers and station communities.
Deleted	Exc3.G	Evaluate codes, services and practices to identify regulatory barriers that obstruct the support of Lifelong Community (LLC) Principles. [see Exc3.H]
Exc Q.6	Exc3.H	Amend zoning codes and development regulations to eliminate regulatory barriers that obstruct the support of Lifelong Community (LLC) Principles identified in a code audit. [see Exc3.G]
Exc E.2	Exc3.I	Coordinate with large employers to consider employer-assisted housing programs and incentives to encourage residents to live near where they work.
Exc C.9	Exc3.J	Provide or support programs that support multi- or single-family housing landlords' improvement of existing structures to preserve existing affordable housing.
Exc Q.14	Exc3.K	Adopt zoning regulations that support existing Livable Centers Initiative (LCI) plan(s).
Exc C.4	Exc3.L	Locate government and civic buildings in existing communities.
Exc Q.13	Exc3.M	Implement an expedited plan and permit approval process for infill and mixed-use projects.
Exc Q.19	Exc3.N	Adopt parking maximums or reduced minimum parking requirements as a part of mixed-use zoning.
Exc Q.16	Exc3.O	Develop incentives for the provision of underground or structured parking rather than surface parking.
Exc Q.15	Exc3.P	Implement a program to identify, reuse, rehabilitate or dispose of vacant, abandoned and foreclosed properties.
Exc Q.17	Exc3.Q	Develop a program or undertake planning that identifies and considers zoning, regulatory, public investments or other governmental support to convert declining shopping malls or centers and strip commercial corridors into residential, mixed-use or civic spaces.

New Number	Old Number	Standard
Exc C.8	Exc3.R	Provide builder education or incentives that promote barrier-free housing options for individuals of all ages and abilities.
Min W.1	Min4.A	Identify Regionally Important Resources (RIR) in the jurisdiction and depict as Areas Requiring Special Attention, Conservation Areas, or similar classification on the Future Development Map in the local Comprehensive Plan.
Min W.2	Min4.B	Prepare an inventory of priority community green infrastructure resources that identifies at minimum parks, trails, forest and agricultural lands, water bodies, stream buffers and environmentally sensitive areas. The inventory should include a map of these areas.
Min W.4	Min4.C	Perform a code audit of local ordinances and development regulations to identify barriers to activities that promote energy savings.
Min W.3	Min4.D	Adopt a tree ordinance, forest conservation ordinance or equivalent legislation that requires minimum tree retention standards for developments of a certain size.
Min Q.13	Min4.E	Prepare an inventory of resources (including identified archaeological sites) that are listed on or qualify for the Georgia Register or National Register of Historic Places, or update a current inventory if prepared prior to 1995.
Min W.5	Min4.F	Identify projects within the Short Term Work Program (STWP) of the local Comprehensive Plan that improve conservation and preservation of resources that contribute to the community's green infrastructure network.
Min Q.7	Min4.G	Provide education and outreach efforts that further community awareness of initiatives that promote sustainability.
Exc Q.7	Exc4.A	Adopt regulations requiring that all new civic buildings to meet green building standards through certification programs such as LEED, EarthCraft, Energy Star or similar.
Exc Q.8	Exc4.B	Adopt building codes that exceed the requirements of the ICC codes, such as the National Green Building Standard (2008), the ICC Green Construction Code or ASHRAE 189.1-2009.
Exc W.1	Exc4.C	Develop and maintain a comprehensive community Greenspace/Green Infrastructure Plan.
	Exc4.D	Develop a dedicated funding source for greenspace acquisition, maintenance and development.
Exc Q.18	Exc4.E	Become a Certified Local Government by the Georgia Historic Preservation Division.
Exc W.2	Exc4.F	Participate in mitigation activities that reduce potential disaster losses through FEMA's HMA programs or other sources.
Exc Q.9	Exc4.G	Participate in and/or receive recognition through a performance rating system or partnership program focused on stewardship of community resources.

New Number	Old Number	Standard
Exc Q.10	Exc4.H	Identify projects within your community that have been recognized through a performance rating system focused on environmental quality in building or site design.
Exc W.3	Exc4.I	Identify all impervious surfaces within the community using GIS or similar method.
Exc W.5	Exc4.J	Implement optional local management measures described in the Metropolitan North Georgia Water Planning District Watershed Management Plan.
Exc Q.20	Exc4.K	Identify areas of active agricultural uses, including equestrian and livestock facilities, forestry uses, and operations that foster community-supported agriculture or other farm-to-market opportunities.
Min I.1	Min5.A	Develop or maintain a website and local government contact that provides information related to government information, development requirements, economic incentives, job resources, etc.
Min I.2	Min5.B	Develop a process to share information and data and coordinate strategic actions with local governments, school boards and economic development agencies in neighboring communities.
Min I.4	Min5.C	Provide maps and locations of economic development opportunities or areas supported for redevelopment on the jurisdictions website.
Min I.3	Min5.D	Evaluate the need for incentives or regulatory changes to support the redevelopment of sites or areas with good access to infrastructure or existing job centers.
Min T.10	Min5.E	Develop a Capital Improvement Element (CIE) and include it in the Comprehensive Plan. Undertake management procedures to prioritize, fund and enact the capital investments identified.
Exc I.7	Exc5.A	Develop a process to align the resources and strategic actions of local governments and education and economic development agencies.
Exc I.1	Exc5.B	Develop a fiscal impact analysis review as part of the development review process for major development projects.
Exc I.3	Exc5.C	Develop Business Incubator Space within the community.
Exc I.5	Exc5.D	Adopt and implement an Opportunity Zone.
Exc I.2	Exc5.E	Adopt and implement a Tax Allocation District (TAD).
Exc I.4	Exc5.F	Develop a Local Business Requirement or preferences within purchasing procedures.
Exc I.6	Exc5.G	Develop a Business Retention and Expansion Program.
Exc Q.12	Exc5.H	Develop a distinctive wayfinding and signage system for key areas within the community.
Deleted	Exc5.I	Become a Georgia "Work Ready" Community as established by the Governor's Office of Workforce Development.

New Number	Old Number	Standard
Deleted	Exc5.J	Become a Georgia “Camera Ready” Community as established by the Georgia Department of Economic Development.
Exc E.1	Exc5.K	Develop a Main Street, a Better Hometown Program, or a Downtown Development Authority within an established town center, or support the creation and/or continued operation of a Community Improvement District within a major employment center.
Exc W.4	Added	Implement projects, policies, design criteria, ordinances or other tools that mitigate the negative impacts of impervious surfaces. This should include guidance for grading and landscaping.
Exc C.11	Added	Leverage government owned properties for affordable housing and needed neighborhood amenities by identifying properties and working with partners to understand options.
Exc Q.11	Added	Develop or support the protection and identification of Regionally Important Resources by local partners or community groups.
Exc T.13	Added	Take steps to become Electric Vehicle ready.
Exc W.6	Added	Develop and maintain a Community Forest Master Plan.



ATLANTA REGIONAL COMMISSION