A RESOLUTION

ADOPTING THE REGIONAL PLAN OF

THE CENTRAL SAVANNAH RIVER AREA REGIONAL COMMISSION

WHEREAS, the Georgia Department of Community Affairs promotes and standardizes regional planning within the State of Georgia; and

WHEREAS, the intent of the regional planning process is to: involve all segments of the region in developing a vision for the future of the region; generate pride and enthusiasm about the future of the region; engage the interest of regional policy makers and stakeholders in implementing the plan; and provide a guide to everyday decision-making for use by government officials and other regional leaders; and

WHEREAS, the Central Savannah River Area Regional Commission has developed the Central Savannah River Area (CSRA) Regional Plan 2040 for its thirteen-county region; and

WHEREAS, the CSRA Regional Plan 2040 presents the CSRA's vision for the future and a strategy to achieve this vision; and

WHEREAS, the CSRA Regional Commission's Planning Department and other staff served as a technical advisory group for the plan's development; and

WHEREAS, the Georgia Department of Community has reviewed the transmitted CSRA Regional Plan 2040 and has notified the CSRA Regional Commission that the plan meets the Minimum Standards and Procedures for Regional Planning.

NOW, THEREFORE, BE IT RESOLVED, that the Council of the Central Savannah River Area Regional Commission hereby adopts the CSRA Regional Plan 2040.

BE IT FURTHER RESOLVED that Andy Crosson, Executive Director of the CSRA RC, is instructed by the Council to forward a copy of this resolution, and the adopted CSRA Regional Plan 2040 to the Georgia Department of Community Affairs.

I hereby certify that the above and foregoing resolution was duly adopted by the Central Savannah River Area Regional Commission's Council on the 6th Day of June 2019 and recorded in the official minutes of the Central Savannah River Area Regional Commission.
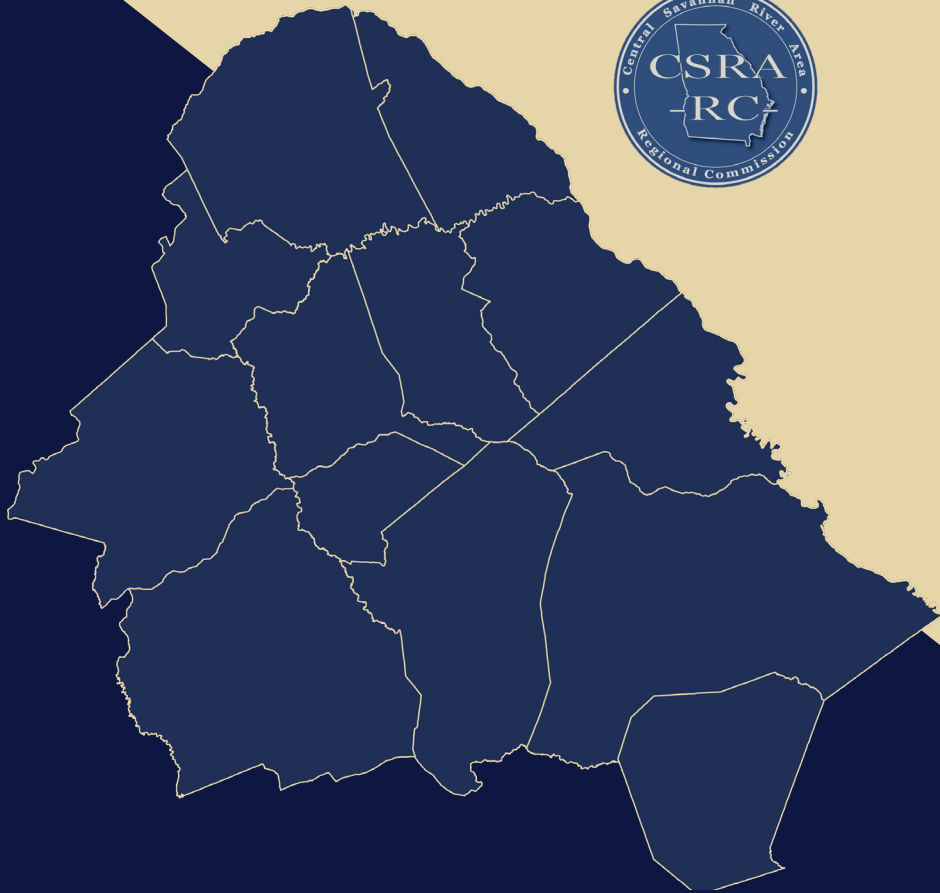
John Graham, Chairman

ATTEST:

Anthony Crosson, Executive Director

CSRA

Regional Plan 2040

CSRA-RC Central Savannah River Area Regional Commission

OUR COUNTIES
BURKE
COLUMBIA
GLASCOCK
HANCOCK
JEFFERSON
JENKINS
LINCOLN
MCDUFFIE
AUGUSTA-RICHMOND
TALIAFERRO
WARREN
WASHINGTON
WILKES

CSRA

Regional Plan

This page is intentionally left blank.

CSRA
Regional Plan

TABLE OF CONTENTS

This document was prepared in 2018 and 2019.

EXECUTIVE SUMMARY

Regional Overview

The Central Savannah River Area (CSRA) is bordered on the eastern side by the Savannah River and anchored by the city of Augusta at the heart of east-central Georgia. The Savannah River provides recreation and tourism for the CSRA border counties. Five counties in Georgia and two in South Carolina form a metropolitan cluster and regional core that leads out to the surrounding rural areas of the region. To the north, west, and south of the urban core, the rural CSRA is occupied by a lush agricultural belt where food and service crops are produced in the rich soil and livestock are nurtured for sale at market. The fall line of the ancient seashore helps define the geography of the CSRA as it crosses the region, transforming scenic landscapes of relatively flat terrain into gently rolling hills. This diverse surrounding promotes a high quality of life for the livelihood and growth of CSRA communities and citizens.

Legend	
——	Major Roads
——	Interstate Highways
┼	Railroad
▨	Fort Gordon
▩	CSRA Cities
▢	CSRA Counties
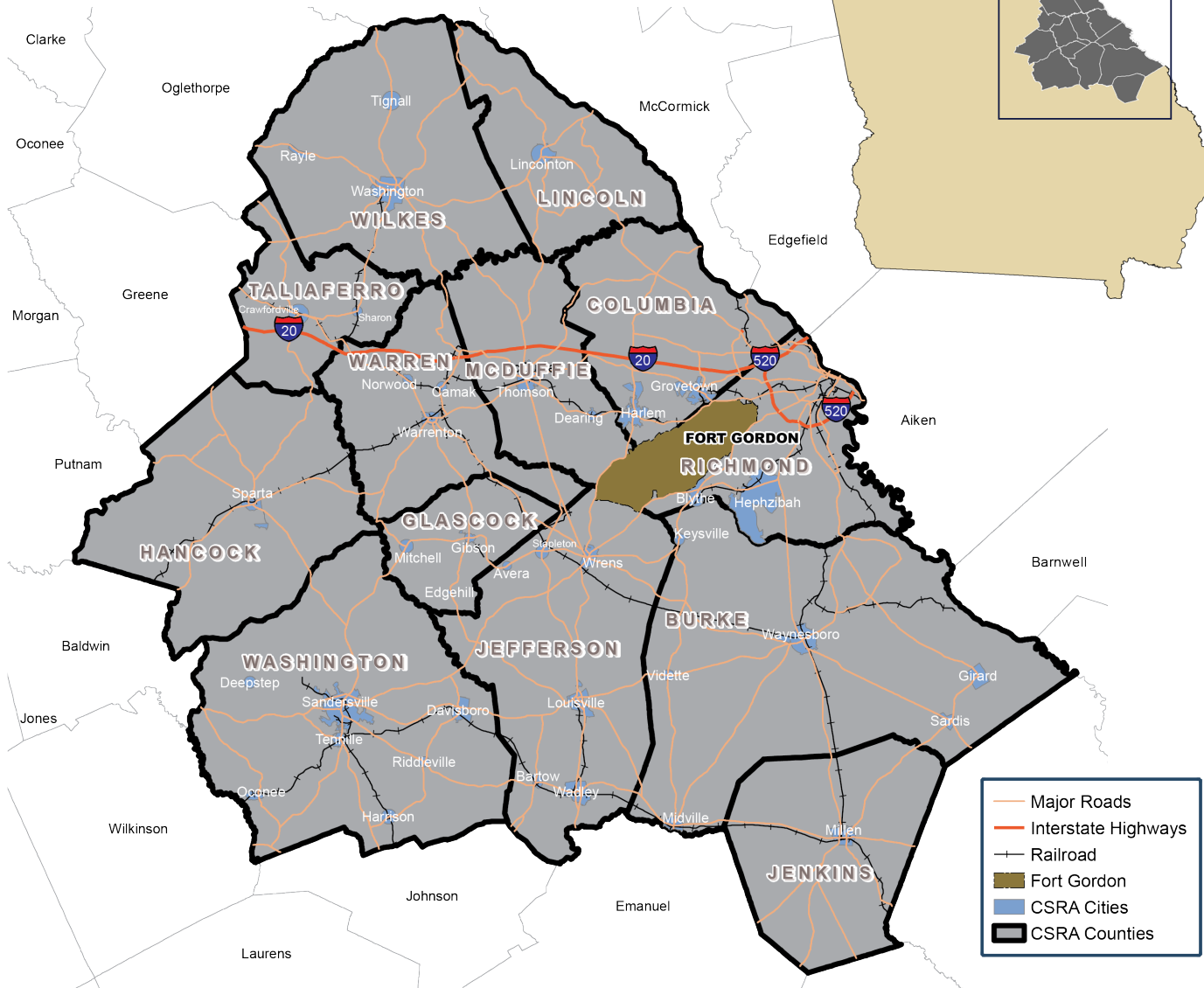
The CSRA region encompasses an area of nearly 6,500 square miles, with 465,126 residents according to the U.S. Census Bureau's 2015 American Community Survey. Located in east-central Georgia along the Savannah River, the CSRA region includes 13 counties: Burke, Columbia, Glascock, Hancock, Jefferson, Jenkins, Lincoln, McDuffie, Richmond, Taliaferro, Warren, Washington, and Wilkes. The largest city in the CSRA is Augusta – a major component of the economic core of the region. The Augusta-Richmond County, GA-SC Metropolitan Statistical Area (MSA) includes Richmond, Columbia, Burke, Lincoln and McDuffie counties in Georgia and Aiken and Edgefield counties in South Carolina.

This region represents both urban and rural interests - with two urban counties holding over 300,000 residents combined, and the balance of the region's counties containing anywhere from just over 1,700 residents to about 24,000. Augusta-Richmond and Columbia counties were the nexus of over 90 percent of regional population growth (81,745 residents) between 1990 and 2015. As urban areas have grown, some rural areas have experienced decline. These shifts in population affect the overall resident quality of life, including availability of basic services like high-speed internet and health care, affordable housing, and daily work commutes. The state of Georgia's recently adopted Achieving Connectivity Everywhere (ACE) Act will require all communities to think outside the box and plan for broadband (aka highspeed internet) deployment throughout their jurisdictions. Improving broadband access for the region will help our healthcare, public safety and educational institutions provide better service, enable individual connectivity, and greatly improve the accessibility of commerce to other parts of the state and nation.

One emerging regional development factor is the planned growth at Fort Gordon, slated to bring several thousand soldiers and associated contractors to the region over the next several years through the U.S. Army Cyber Center of Excellence. This growth will directly affect the counties adjacent to Fort Gordon and will likely have extended effects across the region as these new residents search for housing, recreation, and retail opportunities and require local public services. To address impacts of land use and encroachment on Fort missions, McDuffie, Augusta-Richmond, Columbia, Burke and Jefferson Counties are participating in a Joint Land Use Study (JLUS). Some recommendations from the forthcoming final JLUS report are included in this document as implementation activities.

While Fort Gordon has a measurable impact on the regional economy, it is not the only player. Another major growth industry for this region is energy. This includes is Plant Vogtle, a nuclear power plant that is expanding with the construction of two core reactors. This multi-billion dollar construction project has affected favorably the economy of several neighboring counties and created a need for housing, community facilities, land use controls, transportation improvements, and intergovernmental cooperation.

Another major sector in the region is healthcare. Indeed, this region boasts 10 hospitals and an expanding network of prompt care centers. The Medical College of Georgia at Augusta University is also located in this region; health professionals are trained here to be care providers at all levels, from doctors to certified nursing and occupational health assistants. In this region, some larger, urban hospitals have increased capacity; while some rural hospitals have closed or are struggling.

The CSRA contains a wealth of natural, cultural and environmental resources that provide the region with numerous social, economic, and environmental benefits. The rural portions of the region have some of the most beautiful and interesting natural and cultural resources. These less densely populated small towns, counties, and agricultural areas can both promote and protect critical resources and sectors like farming through agritourism and heritage tourism. This may enable them to achieve a higher quality of life through an expanded economy and increased public access to resources. With that said, whether urban or rural, our natural and cultural resources are in need of protection if we want to continue reaping their benefits. For example, the region's watersheds will need to be monitored to ensure future development does not render them vulnerable. Additionally, many of the nearly 200 federal and state designated historic districts and sites lack preservation plans or protection ordinances, and this can be remedied.

Although the urban and rural areas sometimes choose to address challenges differently, many basic community needs are the same, and cities and counties must work together to find common solutions. One of the biggest successes for the region's transportation planning and intergovernmental coordination was the passage of the Transportation Investment Act (TIA) in 2012. This approved a 10-year, one percent (1%) sales tax to fund regional and local transportation improvements such as replacing bridges, widening roads and adding sidewalks. This funding significantly enhances the CSRA region's transportation network and creates jobs for contractors, surveyors, and an ever expanding workforce.

CSRA Regional Commission Responsibilities

The CSRA Regional Commission (CSRA RC) is based in Augusta, GA and serves the previously mentioned thirteen counties along with 41 municipalities, providing services in the areas of planning and land-use development, grant writing and administration, economic development, historic preservation, and geographic information systems development and implementation to member jurisdictions.

Additionally, the CSRA RC is the home of the Area Agency on Aging (AAA) for the region and serves the 13 counties in the region as well as Screven County. In this capacity, the CSRA RC works with local providers to ensure that services for seniors are provided and monitored. By utilizing pass-through funds from state and federal sources, the Commission's AAA serves as a gateway for programs and resources aimed at helping aging residents improve the quality of their lives before and during their retirement years.

The CSRA RC is also the parent company of CSRA Business Lending. CSRA Business Lending makes loans to small and start-up businesses for the purposes of creating jobs and economic development opportunities within its service area.

CSRA Regional Vision

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

What's the Regional Plan?

The CSRA Regional Plan (the Plan) is the long-range plan for the management of the region's projected growth by local governments and the CSRA Regional Commission. The Plan's horizon is twenty years but will be updated every five (5) years to address changing regional conditions. The CSRA Regional Commission Council, supported by CSRA RC staff, undertook the process of a full update of its regional plan. The regional vision statement included herein encompasses the best of the committee's and the public's input for the present and future development of the CSRA region. A regional Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, resident comments, and online survey results were utilized in defining regional goals, priority needs and opportunities, and an implementation plan. Feedback mechanisms for the Plan included public hearings and listening sessions. Goals and needs were developed and categorized by the following subject areas: economic development, natural and cultural resources, community facilities and services, housing, land Use and transportation, and Intergovernmental coordination. The CSRA's vision and goals, together with an appraisal of socioeconomic, land use, and environmental opportunities and threats, set the strategic direction for the regional work program. The regional work program then defines priorities and timing for implementation.

The Plan document is divided into four (4) sections:

Regional Goals - This section looks at the future of the region and lays out a road map for it. The goals section includes supporting policies that operate as guidance for decision-makers. It is supported by SWOT analysis, community survey, and other data gathered to inform the plan creation (included in the appendices). The "Regional Goals" section includes maps that depict future development and descriptions of desired development patterns.

Regional Needs and Opportunities - This section examines areas in which needs exist, as well as strengths that can be built on for the future. Every item designated as a priority in this section is tied to an implementation strategy and action items in the implementation program.

Implementation Program - This section includes concrete strategies and actions aimed at realizing the vision and addressing the priority regional needs and opportunities.

Appendices - This section contains data tables, acronym explanations and other information and analysis used in the formulation of the three plan components mentioned above.

Stakeholder Involvement Summary

Public involvement was the key to learning what regional needs were to be addressed. During the process, the RC gathered information and comments from stakeholders and the public through multiple events such as public hearings, steering committee input, listening sessions, an online survey, and social media. CSRA RC staff created a dedicated space on the CSRA RC website to serve as a portal for information about the plan. Stakeholder feedback was used directly in plan development, from the SWOT analysis to the specific implementation measures that form our regional work program.

Our involvement process included the following engagement activities:
- Identified key stakeholders in addition to the general public, designating CSRA RC's Council as the plan's Steering Committee and RC staff as a Technical Advisory Group
- Held two public hearings and three community listening sessions
- Partnered with the Augusta Food Oasis for two (of the three previously mentioned) listening sessions to inform residents about both the Regional Plan overall and more specifically regional food access, which had emerged as a topic of importance.
- Published an online survey to gather additional resident input, with links provided on the RC website, social media, and emails
- Provided a dedicated space on the CSRA RC website to serve as a portal for information about the plan
- Distributed information at RC partner events
- Utilized social media to post information on agency Facebook and Twitter pages
- Created an informational lobby display for the RC office entrance area, along with handouts for citizens with general plan information

Regional Goals and Priorities

Economic Development Goal – to cultivate and maintain a vibrant, diversified economy that expands job opportunities in the region, develops a qualified workforce, supports downtowns as multi-use destinations, and improves the quality of life for all residents
- Create and promote agricultural, natural, and heritage tourism opportunities and assets
- Increase job opportunities through business expansion, attraction and retention
- Develop better- qualified workers

Natural and Cultural Resources Goal – to protect and preserve natural, environmental and cultural resources in the region from development pressure, build a network of connected communities, and highlight our historic resources and natural assets
- Protect natural resources and historic properties

Community Facilities and Services Goal – to provide community facilities and services throughout the region that encourage appropriate development and more walkable, mixed use communities that enhance the overall quality of life for all residents
- Improve and expand infrastructure across region, including water and sewer expansion, flood and drainage improvements, sidewalk construction, and increased broadband access
- Increase access to healthy, affordable food
- Provide resources for residents that allow them to choose whether to age in place or move into housing developments or care facilities for older adults

Housing Goal – to provide a range of housing types and choices, available in urban and rural areas, that is safe and physically and economically accessible to all residents
- Rehabilitation, redevelopment, or removal of vacant and/or dilapidated structures
- Additional housing supply and variety

Land Use and Transportation Goal - to effectively utilize existing infrastructure to ensure the coordination of land use and transportation planning in support of improved resident quality of life, including provisions for pedestrians, trails and bicycles, housing, access to recreation and green space, and protected natural and historic areas
- Improvement and repair of roads and bridges, including increased street connectivity
- Reduce, eliminate, or prevent encroachment on Fort Gordon military installation

Intergovernmental Coordination Goal – to create a culture of collaborative planning and government decision-making, wherein communities join together to define commonalities and development strategies that benefit multiple jurisdictions to further effective growth, increase access to resources, generate cost savings, and promote healthy, active residents
- Examine the possibility of regional code enforcement through the RC

Actions to be Pursued

The following are some key strategies and actions the Regional Commission, in partnership with local governments and other agencies, will be undertaking over the next five (5) years. Additional strategies and actions are located in the "Implementation Program" portion of this document. These strategies and implementation items are considered the CSRA region's important steps towards growing and developing this area with cooperation and inclusiveness for a better quality of life for citizens, business and industry in the region's cities and counties.

STRATEGY: Provide support to local organizations/agencies currently engaged in agritourism and/or heritage tourism and coordinate with local governments to choose target areas for promotion.
      ACTION Utilize GIS to create thematic or location-based story maps in different counties or groups of counties that highlight unique assets.

STRATEGY: Review and update important city/county documents.
      ACTION: Survey HPCs to pinpoint weaknesses in existing historic preservation ordinances.

STRATEGY: Maintain existing infrastructure and secure funding for new infrastructure as needed.
      ACTION: Help communities (as identified annually) secure funding and/or agreements for broadband deployment /expansion and other infrastructure needs through grant writing, data collection, and document/plan updates.

STRATEGY: Examine and update local land use polices as they relate to community food systems.
      ACTION: Create and distribute resident fact sheets/guides for doing specific things like having raised beds, composting, or keeping chickens in counties with zoning.

STRATEGY: Educate the public and local government officials on what is currently available and what's missing in our regional food system.
      ACTION: Create a regional map of farmer's markets, community/school gardens, etc.

STRATEGY: Increase the number of GICH communities.
      ACTION: Assist communities interested in GICH with creation or updates of housing inventories and action plans including the cities of Washington, Waynesboro and Sandersville.

STRATEGY: Implement the 2018 Joint Land Use Study recommendations.
      ACTION: Host the inaugural meeting between Fort personnel and local governments to review development projects and activities and assess challenges.

REGIONAL GOALS

REGIONAL VISION

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

REGIONAL GOALS & POLICIES

REGIONAL DEVELOPMENT MAPS

REGIONAL VISION

REGIONAL PRIORITIES

PLAN IMPLEMENTATION PROGRAM

REGIONAL GOALS and SUPPORTING POLICIES

Economic Development Goal – to cultivate and maintain a vibrant, diversified economy that expands job opportunities in the region, develops a qualified workforce, supports downtowns as multi-use destinations, and improves the quality of life for all residents

- Focus on downtown commercial and residential development, including adaptive reuse of existing buildings and tourism efforts
- Support local efforts to increase academic achievement
- Establish partnerships with community organizations to help reduce unemployment in target areas and support workforce development programs
- Focus on both attracting new industry and retaining existing industry, including the expansion and development of industrial parks
- Leverage existing assets to help recruit new businesses
- Promote industrial development in existing industrial parks with available space or ability to expand
- Encourage cleanup and reuse of brownfield sites
- Promote and utilize natural, agricultural and cultural sites to promote heritage and agri-tourism
- Actively support the chambers of commerce and development authorities and work toward shared outcomes
- Promote economic development tax incentives through the creation of enterprise and opportunity zones

Natural and Cultural Resources Goal – to protect and preserve natural, environmental and cultural resources in the region from development pressure, build a network of connected communities, and highlight our historic resources and natural assets

- Improve/increase standards that provide protection to sensitive wetland habitat
- Utilize form-based codes or design guidelines to protect the design and character of historic structures while exercising flexibility in their use
- Promote the use of historic preservation rehabilitation tax credits
- Preserve corridors suitable for the development of multi-use trails
- Ensure that new public investments, such as water or transportation infrastructure projects, enhance or maintain rather than diminish natural resources
- Consider natural and cultural resources impacts when making land use or other planning decisions
- Encourage development styles that incorporate or augment natural resources
- Periodically update historic resource surveys
- Look for opportunities to link natural, agricultural, and/or cultural sites together to create tourist and resident experiences
- Preserve and protect Clarks Hill Lake, the Savannah and Oconee rivers, and other waterfront areas and promote opportunities for public access, recreation, and appropriate economic development
- Encourage participation in the Governor's Greenspace Program
- Preserve and promote National Heritage Areas and Scenic Byways
- Review and update zoning and land development ordinances relating to environmental protection or historic properties
- Protect all water basins within the CSRA region from contamination and monitor/manage the use of those water resources

Community Facilities and Services Goal – to provide community facilities and services throughout the region that encourage appropriate development and more walkable, mixed use communities that enhance the overall quality of life for all residents

- Maintain and upgrade existing infrastructure and buildings to adapt to changing conditions and community needs
- Consider long-term costs when expanding infrastructure
- Examine street networks around targeted senior centers for connectivity/walkability between the center and the surrounding area
- Maximize infrastructure investments by promoting infill development where possible and appropriate
- Utilize infrastructure developments to create desired development patterns.
- Encourage the location of schools near existing neighborhoods or inside new neighborhood developments
- Periodically review recreational programs and facilities to improve accessibility and use
- Examine the presence of food deserts and the ability to improve food access in those areas
- Create low-impact development alternatives that allow storm water to flow through filtration, detention/retention systems that allow for more natural treatment of runoff
- Support farmer's markets, pocket parks and community gardens
- Improve accessibility to library services and educational programs
- Promote access to healthy, local food, especially among disadvantaged populations
- Maintain capital improvement plans, including an inventory of the current condition of infrastructure
- Establish and maintain local and regional recycling programs

Housing Goal – to provide a range of housing types and choices, available in urban and rural areas, that is safe and physically and economically accessible to all residents

- Support the creation of a range of housing options throughout the community, including within planned-unit developments
- Existing housing stock should be examined and periodically inventoried
- Support programs that address substandard housing and vacant and dangerous buildings that do not conform to codes
- Evaluate existing vacant structures, including historic or former industrial, as opportunities for adaptive reuse as housing or mixed developments
- Incorporate open space, natural landscape, and common greenspace in new residential development
- Encourage neighborhood development with access to recreational facilities
- Encourage housing in the upper floors of downtown commercial buildings
- Discourage deferred maintenance of housing in historic districts and promote historic preservation tax credit programs for housing rehabilitation
- Encourage mixed-income developments that include market-rate and subsidized options, including partnerships with developers
- Review and develop ordinances that will encourage affordable and mixed-income housing and strengthen residential clean up and downtown revitalization
- Target development in areas with existing infrastructure and along existing corridors in order to have opportunity to expand capacity for redevelopment
- Utilize urban redevelopment plans for development decisions
- Participate in CHIP, GICH, and CDBG Housing rehab programs

Land Use and Transportation Goal - to effectively utilize existing infrastructure to ensure the coordination of land use and transportation planning in support of improved resident quality of life, including provisions for pedestrians, trails and bicycles, housing, access to recreation and green space, and protected natural and historic areas

- Coordinate land use decisions with transportation decisions
- Promote growth in areas with existing infrastructure investments
- Ensure that development decisions are made with an understanding of current and future real estate and demographic trends
- Encourage development that enhances community character and supports the vernacular scale and style
- Promote mixed-use developments, such that residences are not always separated from workplaces, shops and recreational and educational facilities
- Evaluate proposed new development to ensure that it does not overburden existing infrastructure
- Periodically review land use ordinances for consistency with new regulations and community changes
- Examine proposed land uses within close proximity to Fort Gordon for compatibility issues and communicate with the Fort on potential conflicts
- Reduce the amount of impervious surface in new developments and increase tree plantings to reduce storm water runoff
- Make targeted transportation investments that will capture longterm value
- Create connections between neighborhoods and other neighborhoods, shopping, recreation, and employment centers
- Work toward connectivity in the road network where possible and modify development regulations to allow for context sensitive design, including the use of Complete Streets policies
- Include multiple modes of transportation in transportation plans and investments
- Capacity improvements to local thoroughfares should consider improved traffic flow through access management in addition to widening options
- Encourage developments to link to and expand upon existing bicycle and pedestrian facilities
- Adjust public transit availability to improve access to employment as conditions change
- Hold design workshops to identify redevelopment strategies for street, district or neighborhood improvements.
- Utilize appropriate land use regulation tools to prevent encroachment onto Fort Gordon
- Participate in GDOT's annual STIP process.

Intergovernmental Coordination Goal – to create a culture of collaborative planning and government decision-making, wherein communities join together to define commonalities and development strategies that benefit multiple jurisdictions to further effective growth, increase access to resources, generate cost savings, and promote healthy, active residents

- Communicate with Fort Gordon on development projects in areas nearby
- Consider consolidation/coordination of code enforcement efforts across jurisdictional boundaries
- Inventory existing resources and look for opportunities to consolidate
- Coordinate plans with neighboring jurisdictions
- Support and encourage multi-jurisdictional/regional infrastructure sharing, such as water systems and broadband connections.
- Work regionally on economic development, facilities, recreation and planning projects, including growth management plans for areas facing development pressure
- Hold annual/semi-annual meetings to discuss projects and funding sources between city/county/ school board/development authority
- Establish formal agreements for intergovernmental coordination and shared services/facilities

REGIONAL DEVELOPMENT MAPS

Regional Land Use Map

The map on the following page represents an important part of the Regional Vision. The map was compiled by examining current trends, existing local regulations, and desired development patterns for the next 20 years. This map includes the Fort Gordon military installation, which represents parts of each of the defined land use categories as you travel from areas where residential and administrative functions predominate, to where training exercises take place. The installation is an important asset to the region.

Conservation and Development Map

Conservation Areas represent areas to be preserved in order to protect important resources or environmentally sensitive areas of the region. The conservation designation on this map is intended as a guide for local governments in targeting land for conservation actions, which could range from continuing existing protections for groundwater or other natural resources to outright purchase. Conservation areas are depicted as an overlay on the land use areas previously displayed in the Regional Land Use Map to identify possible conflicts. Those potential conflict areas of overlap are depicted on the Areas Requiring Special Attention Map as threatened resources.
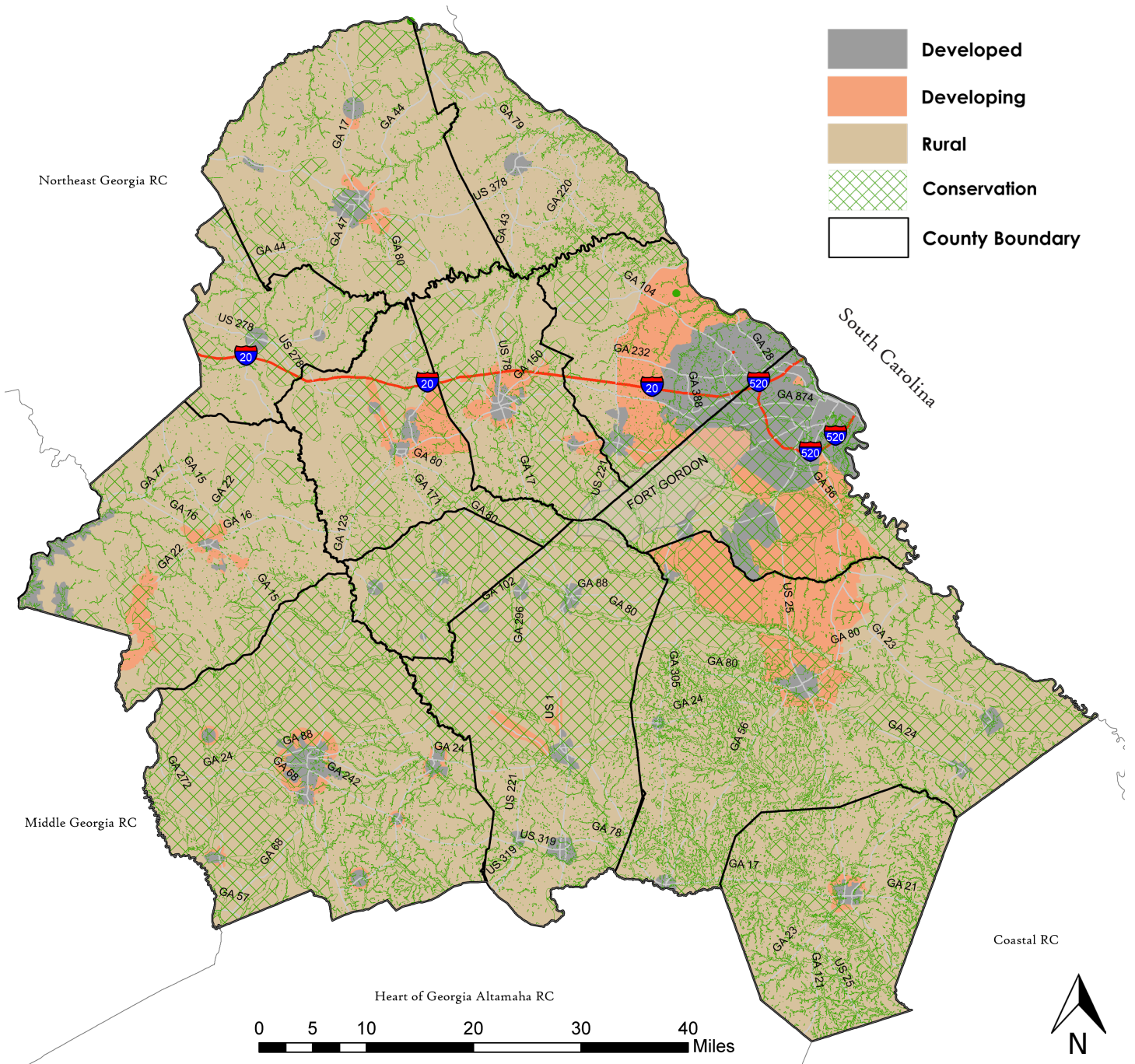
Areas Requiring Special Attention Map

The Areas Requiring Special Attention map identifies areas that may need targeted monitoring or mitigation due to a variety of factors including potential development conflicts, opportunities for economic growth, change of land uses, rapid development, poverty, potential for infill or redevelopment needs.

Regional Land Use Map

Developed: Areas exhibiting increasingly dense development patterns and where higher levels of public services (i.e., water, sewer, etc.) are already being provided at the time of plan preparation

Developing: Areas that will exhibit increasingly dense development patterns and will require provision of new public services (i.e., water, sewer, etc.) during the planning period

Rural: Areas not expected to become developed or require increased provision of public services during the planning period

Prepared: November 2018 by CSRA RC Planning Department

Conservation and Development Map

"Conservation" on this map represents important natural and cultural resources and environmentally sensitive areas of the region, including wetlands and groundwater recharge areas. These conservation areas include those identified in the CSRA's Regionally Important Resource Plan, adopted by the CSRA Regional Commission board in 2011.

Additional considerations regarding land use and development in and near conservation areas must be made. Areas of overlap between "Conservation" and "Developed" or "Developing" land use categories are included in the "Threatened Regionally Important Resources" category on the Areas Requiring Special Attention Map.

Legend:
- Developed
- Developing
- Rural
- Conservation
- County Boundary

Northeast Georgia RC

South Carolina

Middle Georgia RC

Heart of Georgia Altamaha RC

Coastal RC

0 5 10 20 30 40 Miles

N

Prepared: November 2018 by CSRA RC Planning Department

Defining Narrative:
Areas requiring special attention

The Areas Requiring Special Attention Map (located on the next page) identifies areas that may need targeted monitoring or mitigation due to a variety of factors including potential development conflicts, opportunities for economic growth, change of land uses, rapid development, poverty, potential for infill or redevelopment needs. The map contains the following categories:

Threatened Regionally Important Resources
Areas identified in the Regionally Important Resources Plan where significant natural or cultural resources are likely to be impacted by development. This includes areas identified on the Regionally Important Resource Map (located in the aforementioned plan) that overlap the "Developed" or "Developing" areas of the Regional Land Use Map, and the portions of the Conservation and Development Map where the "Conservation" Areas overlap the "Developed" or "Developing" areas.

Rapid Development
Areas where rapid development or change of land uses are likely to occur, especially where the pace of development has and/or may outpace the availability of community facilities and services, including transportation

Redevelopment
Areas in need of or currently experiencing redevelopment. These areas include:
• The need for significant improvements to aesthetics or attractiveness
• The potential for infill development
• Levels of poverty and/or unemployment that is substantially higher than the region as a whole, indicating significant disinvestment

The narrative on pages 20-26 includes the following information for each of the three areas noted above:

• A written description and images to illustrate what types, forms, styles, and patterns of development are to be encouraged in the area
• A listing of specific types of land uses recommended for the area
• Identification of recommended implementation measures to achieve the desired development patterns for the area, including planning, infrastructure development, regulation and other actions. These are meant as a menu of possibilities, not an all-inclusive list

Areas Requiring Special Attention Map

Legend:

- Threatened Regionally Important Resources
- Rapid Development
- Redevelopment
- Fort Gordon

- County Boundary
- Major Roads
- Interstate Highways
- City Boundary
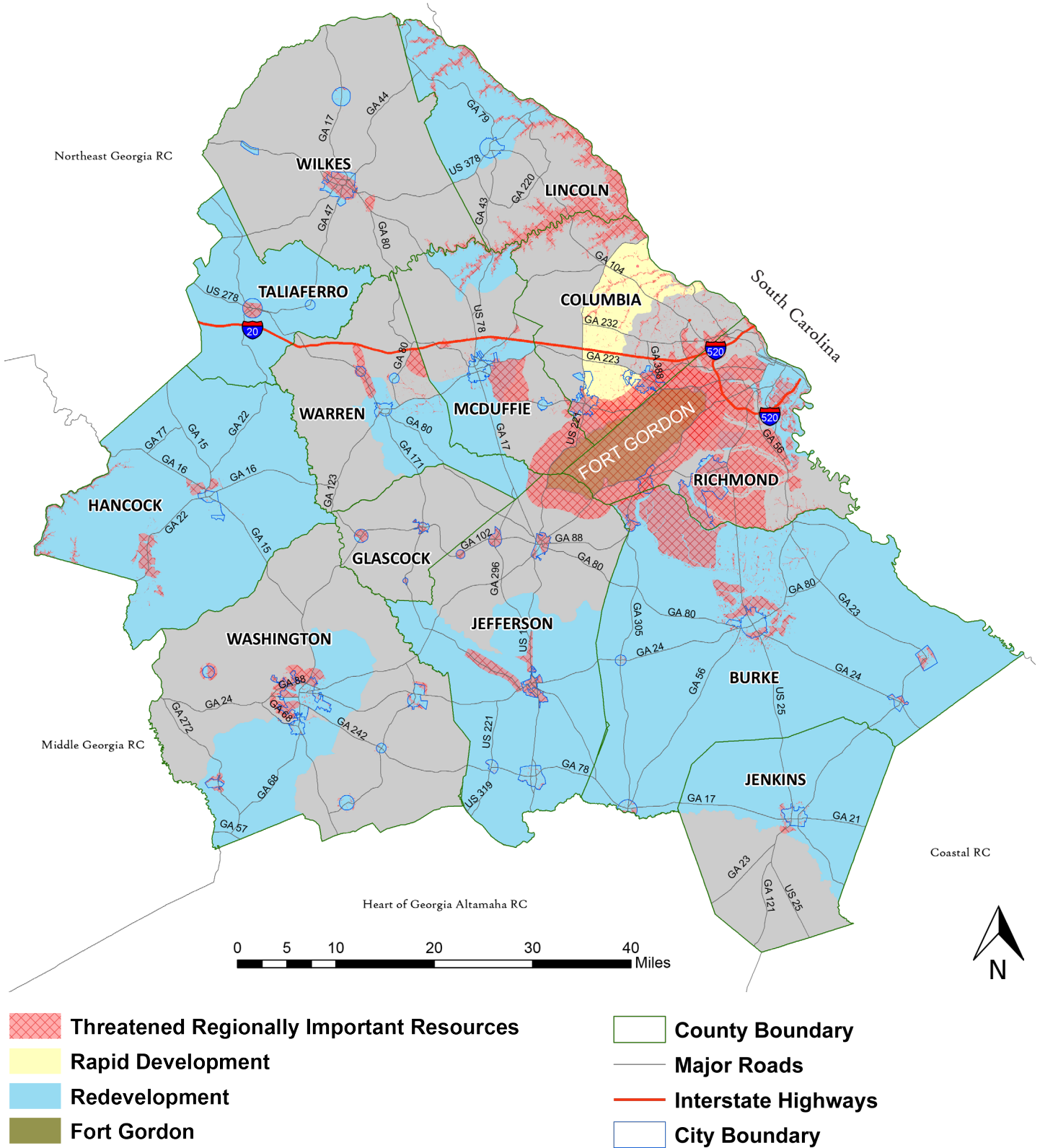
Prepared: November 2018 by CSRA RC Planning Department

Threatened Regionally Important Resources

Threatened regionally important resources are areas identified in the Regionally Important Resources Plan (adopted in 2011) where significant natural or cultural resources are likely to be impacted by development. This includes areas identified on the Regionally Important Resource Map that overlap the "Developed" or "Developing" areas of the Regional Land Use Map, and the portions of the Conservation and Development Map where the "Conservation" Areas overlap the "Developed" or "Developing" areas.

Recommended Development Patterns
- Clustering development to preserve open space within the development site.
- Using significant site features (view corridors, water features, farmland, wetlands, etc.) as amenities for the development.
- Preservation of environmentally sensitive areas by setting them aside as public parks, trails, or greenbelts.
- Site plans, building design and landscaping that are sensitive to natural features of the site, including topography and views.
- Using infrastructure availability to steer development away from areas of natural, cultural, and environmentally sensitive resources.

Appropriate Land Uses:

Residential | Parks/Recreation | Agricultural

These areas generally are more suited to very low-density or clustered housing development, recreational facilities, agricultural use or wildlife management areas. The specific types of land uses are less important than the manner in which individual sites are developed. Local governments should evaluate on a case-by-case basis.

Implementation Measures

- Mapping - Comprehensive mapping of the community's environmentally sensitive areas in order to create strategy for protection and preservation.
- Conservation Easements - A mechanism for protection of natural resources or open space that involves donation of private property development rights in exchange for income tax, property or estate tax benefits.
- Land Acquisition - "Fee simple" purchase of land in order to permanently protect natural resources, open space or farmland.
- Low Impact Development (LID) - Using various land planning and design practices and technologies to conserve and protect natural resource systems and reduce infrastructure costs.
- Scenic Byway Nomination - Nominating and designating certain roads for recognition and preservation of their unique or significant intrinsic scenic, natural, archaeological, historic or cultural qualities.
- Water Resource Management - Managing and protecting water supply, watersheds and coastal areas; providing safe drinking water and wastewater treatment services.
- Agricultural Buffers (DCA Model Code 4-3) - Requiring new non-agricultural development adjacent to designated agricultural land to provide an agricultural buffer to minimize future potential conflicts between them.
- Agricultural Land Use Regulations (DCA Model Code 4-1) - Encouraging preservation of agricultural operations and reducing conflicts between agricultural and non-agricultural land uses.
- Agricultural Zoning - Establishing zoning districts with very large minimum lot size requirements appropriate for agricultural uses in order to protect farmland and rural character and limit development of urban uses.
- Conservation Subdivision Ordinance - Residential or mixed use developments with a significant portion of site set aside as undivided, protected open space while dwelling units or other uses are clustered on remaining portion of site.
- Environmental Planning Criteria - Establish local protection for such as water supply watersheds, groundwater recharge areas, wetlands, and certain protected mountains and rivers in accordance with Georgia DNR Rules.
- Environmental Regulations (DCA Model Code 2-1) - DCA Model Code module, consistent with the Georgia Rules for Environmental Planning Criteria.
- Riparian Buffers - Requiring strips of land along banks of streams and rivers to be preserved to protect water quality.
- Stormwater Management Ordinance - Mitigating the impact of urban development on watersheds, aquatic habitat, stream flow and geometry, and water quality.

Rapid Development

Rapid Development areas are those where rapid development or change of land uses are likely to occur, especially where the pace of development has and/or may outpace the availability of community facilities and services, including transportation.

Recommended Development Patterns

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

Appropriate Land Uses:

Residential | Commercial | Public/Institutional | Parks/Recreation | Mixed-Use
Agriculture (small scale) | Light Industrial/warehouses

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

Implementation Measures

- Analyze Financial Impacts of Growth - Using the financial and fiscal impacts of development patterns on the local economy and on local budgets to help determine types of development patterns desired and needed.
- Assessing Impact of Annexation - Annexation provides a method to assure the orderly provision of urban services to densely populated or developed areas located on the fringe of a municipality.
- Smart Growth Audit - Reviewing growth policies and implementation measures to identify impediments to achieving livable, mixed-use, walkable communities with open space and urban amenities
- Compact Development - Refers to the practice of developing land in a compact way rather than a sprawling fashion, and configuring buildings on a block or neighborhood scale that makes efficient use of land and resources
- Streamlined Development Permitting - Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.
- Form-Based Codes (DCA Model Code 5-6) - Land use codes that focus more on the form of development rather than on restricting particular uses
- Maximum Block Length, Width and/or Perimeter - Maximum distances for block length, width and/or perimeter, to keep the scale of development small and allow for short distances walkable by pedestrians
- Maximum Setback Requirement - Requiring the distance between the right-of-way and buildings to be at a maximum distance rather than a minimum distance. Setting maximums forces development to come closer to the street for walkability, traffic calming, higher density and a more traditional urban feel.
- Mixed Use Zoning - Zoning that allows different types of uses (such as housing, shopping, and offices) to locate within the same district, provided these uses are reasonably related and compatible

Redevelopment

Redevelopment areas are those in need of or currently experiencing redevelopment. These areas include:
- The need for significant improvements to aesthetics or attractiveness
- The potential for infill development
- Levels of poverty and/or unemployment that is substantially higher than the region as a whole, indicating significant disinvestment

In our region, these redevelopment areas include:
- Numerous vacant industrial properties scattered throughout the region;
- Parts of commercial corridors in the urbanized area and others extending out of smaller cities and towns in the region;
- Portions of many downtown areas in both larger cities and smaller towns;
- Residential neighborhoods that have seen disinvestment in recent decades
- Brownfield or grayfield sites suitable for infill

Appropriate Land Uses:

Residential (varying densities and types) | Commercial (neighborhood scale, office and retail) |
Public/Institutional | Parks/Recreation | Mixed-Use
Agriculture (small scale) | Industrial

Industrial development is desirable in certain scenarios and should be considered case-by-case, examining the current and future land use in the area of the proposed industrial use. Parks or other recreational facilities should be considered in proximity to residential areas.

Recommended Development Patterns

- Revitalization of existing neighborhood commercial centers to capture more market activity and serve as community focal points
- Redevelopment of older commercial strips in lieu of new construction
- Improvement of sidewalk and street appearance and amenities of commercial centers
- Commercial structures (shopping, warehouses, offices, etc.) located near street front, with parking in rear of buildings, making community more attractive and more pedestrian-friendly
- Addition of neighborhood commercial centers on appropriate infill sites to serve surrounding neighborhood
- Accommodation of big box retail in a way that complements surrounding uses, such as breaking up the facade to look like a collection of smaller stores
- Infill development on vacant sites closer in to the center of the community. These sites, with existing infrastructure in place, are used for new development, matching character of surrounding neighborhood in lieu of more development on greenfield sites.
- Landscaped raised medians separating traffic lanes
- New housing opportunities that are created out of former, underused commercial, warehouse, or industrial spaces
- Residential development with healthy mix of uses (corner groceries, barber shops, drugstores) within easy walking distance of residences
- Addition of new uses to single-use sites (e.g. restaurants and shopping added to office parks)
- New developments that contain a mix of residential, commercial uses and community facilities at small enough scale and proximity to encourage walking between destinations
- Location of parking at rear or side of buildings to minimize visibility from the street
- On-street parking in downtowns where appropriate
- Reduced parking requirements for commercial and residential developments, particularly when nearby parking alternatives or public transit is available
- Use of landscaped tree islands and medians to break up large expanses of paved parking
- Parking lots that incorporate on-site stormwater mitigation or retention features, such as pervious pavements
- Retrofitting existing residential communities to improve pedestrian and bicycle access and connectivity with nearby commercial areas
- Grayfield redevelopment that converts vacant or under-utilized commercial strips to mixed-use assets
- New industry or other major employers located close in to town, making jobs accessible to all residents by way of transit, walking, or bicycling
- Brownfield redevelopment that converts formerly industrial/ commercial sites to mixed-use
- Reuse of existing vacant or underutilized structures (e.g. commercial centers, office spaces, warehouses) to accommodate new community facilities

Implementation Measures

- Reuse of Grayfields - Re-using sites such as abandoned shopping centers for transit-oriented, mixed-use development
- Urban Redevelopment - Using Georgia's legal redevelopment tools to revitalize central business districts
- Access Control Measures - Providing reasonable access to developments, while preserving the safe flow of traffic on an arterial or major collector, often a strip mall environment. Techniques like managing where and how approaches or signals are allowed, use of medians, creation of turn lanes, and supportive local ordinances improve the driving atmosphere. In some cases they also make movement easier and safer for pedestrians and bicyclists.
- Bikeway Plan - Providing connectivity to residential neighborhoods, schools, parks, rails-to-trails, community facilities, and neighborhood-related retail centers and ensuring that bicycling is a convenient, safe, and practical means of transportation throughout the community
- Right-of-Way Improvements - Any type of public improvement made in a roadway's "right-of-way," which is the strip of land that includes the road itself and the narrow band of publicly owned property on either side of the road where sidewalks, curbing, and utility lines are typically located
- Sidewalk and Pedestrian Network Design - An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.

Implementation Measures (cont):

- Targeted Corridor Study and Redevelopment - Identifying and planning for improvement needs along a strip commercial corridor. Using public incentives or urban redevelopment powers to encourage revitalization of problem properties, such as declining shopping centers or abandoned "big box" stores
- Flexible Parking Standards - Revising land development regulations to remove rigid parking requirements that typically result in an oversupply of unnecessary parking spaces. Revisions may include reducing the number of required parking spaces, or allowing shared parking between adjacent facilities.
- Flexible Street Design Standards - Revising street design requirements in local development regulations to adjust streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking
- Choosing Businesses to Recruit and Support - identifying businesses that best suit the community, finding training opportunities to match the need of the local workforce, and recruiting new businesses by identifying and marketing existing labor force qualifications
- Surveying the Local Workforce - Gathering information on the composition, worker satisfaction, commuting patterns, etc., of the local labor force
- Agricultural Marketing - Assisting local farmers in selling their products. This can include agri-tourism, farmers' markets, and similar activities.
- Brownfield Site Remediation - Clean-up of contaminated properties - may involve removal, containment or on-site treatment. Remediation can be started by private property owners or by local governments.
- Existing Industry Program - Analysis of rate and causes of growth/decline in local businesses. Addressing needs and problems of existing businesses to improve local environment for business retention/expansion.
- Infill Development Program - A comprehensive strategy for encouraging infill development in particular areas of the community, while also regulating this development to assure the quality of life in affected neighborhoods. An effective program will include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density and location of new infill projects.
- Land Value Taxation - A property tax system based on the site-only value of the land, not taking into account improvements (buildings, etc.) on the land. This encourages efficient use of land, particularly in urban areas, and leads to infill and rehabilitation in existing neighborhoods. Land value taxation is similar to a split-rate property tax (see that recommendation).
- Streamlined Development Permitting - Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.
- Community Visioning - Defining a community's hopes and aspirations through intensive participation at public meetings
- Design Charette - An intensive, multi-disciplinary, interactive and creative workshop process that enables discussion and teamwork among stakeholders (including architects, community groups, developers, and neighbors) in the development of ordinances or the design of particular projects
- Tax Allocation Districts - Establishing a redevelopment district (area with vacant commercial or residential properties, blighted conditions, and/or need for environmental remediation) to provide public financing for redevelopment activities through the pledge of future incremental increase in property taxes generated by the resulting new development

This page is intentionally left blank.

REGIONAL NEEDS AND OPPORTUNITIES

CSRA REGIONAL PLAN

The **Regional Needs and Opportunities** section examines areas in which needs exist, as well as strengths that can be built on for the future. Within this section, items identified as priorities are noted in *green*, and those items are directly tied to strategies and actions in the "Implementation Program" portion of this planning document.

ECONOMIC DEVELOPMENT

NEEDS	OPPORTUNITIES
• More commercial businesses • More options for dining, shopping and other services, particularly in rural areas • Better qualified workers • Improved broadband access and quality • Revitalized downtowns • To replace lost industry jobs • To support aging farmers • K- 12 Public School Improvement • Business attraction and retention	• Build on the current medical sector in new ways and in new locations • Create and promote agricultural, natural, and heritage tourism opportunities and assets • Additional space available for development inside of industrial parks and land available in other areas for other commercial use • Emphasize the charming small towns in rural areas for development • Expansion of Dual Enrollment programs between area high schools and nearby colleges • Expansion of the solar industry • Renovate, reuse, or demolish vacant buildings • Increase job opportunities through business expansion, attraction and retention

NATURAL and CULTURAL RESOURCES

NEEDS	OPPORTUNITIES
• Additional recreation options • Protect the quality of drinking water sources and sensitive natural areas, including the Savannah River • Protect natural resources and historic properties • Protect prime farmland from encroaching suburban development • To restore or salvage fabric of many historic neighborhoods that is being lost • To preserve and rehab deteriorated historic buildings	• Expansion of existing walking trails and parks • Promotion of community assets like local museums • To include greenspace in new developments • Support and expand local farms and farmers • Expand timber industry with proper protections and regulations for tree replanting, buffer areas, etc • Utilizing the presence of agriculture as a component of regional identity • Abundant wetlands and floodplain areas offers the opportunity for green space preservation in new developments.

COMMUNITY FACILITIES and SERVICES

NEEDS

- More recreation opportunities for residents
- Improve and expand infrastructure across region, including water and sewer expansion, flood and drainage improvements, sidewalk construction, and increased broadband access
- To compare resources to projected growth
- To examine ability to provide resources with shrinking tax base in areas with declining populations
- Increase access to healthy, affordable food
- Increased resources for aging residents
- To create easy access to parks and playgrounds within or near neighborhoods
- To site schools in areas with pedestrian facilities to enable children to walk safely to and from school
- To create preservation plans for historic resources listed in the National Register of Historic Places, including National Historic Landmarks, State Historic Parks and Sites
- To preserve the fabric of many historic neighborhoods
- Foster local quality of life improvements to address barriers to health, wellness and workforce development within the region to improve the overall quality of life.

OPPORTUNITIES

- Create community centers that can be rented out
- Promotion the scenic byway and historic sites nearby
- Growth and expansion of school and community gardens
- Reuse of property owned by the land banks
- Developments that include connections to trails and bike/ped infrastructure and/or community greenspace
- Provide resources for residents that allow them to choose whether to age in place or move into housing developments or care facilities for older adults
- To improve the walkability of schools and surrounding areas
- Growing interest in historic neighborhoods and places is generating new resources for preserving historic buildings
- Monitoring efforts and watershed protection measures can protect the region's aquifers, rivers and lakes

HOUSING

NEEDS

- Additional housing supply and variety
- More diverse housing options
- Additional housing for rent or purchase
- Additional quality, available affordable/workforce housing
- Redevelopment and/or rehabilitation of deteriorated housing stock
- Demolition of vacant, dilapidated structures
- Resolution of heir property issues
- Age-friendly housing – 55+, retirement communities
- Workforce housing, particularly in proximity to jobs
- Removal of deteriorated, abandoned mobile homes
- Reinvestment in existing, older neighborhoods
- Rehabilitation, redevelopment, or removal of vacant and/or dilapidated structures

OPPORTUNITIES

- Available land for housing development
- Reinvest in existing residential neighborhoods
- Infill housing
- Homeownership credit counseling to assist those with bad credit to take advantage of a CHIP property for purchase
- Ability to create mixed-income developments or replace dilapidated housing with affordable housing
- Future development can include more of a focus on mixing residential uses with retail and office uses
- Job growth in some areas, such as around Plant Vogtle in Burke County, is generating demand for new housing.

LAND USE and TRANSPORTATION

NEEDS	OPPORTUNITIES
• Improved code enforcement • Updated digital zoning maps • Current, codified ordinances that address current conditions • Age-friendly accommodations • Containment of sprawl • Reduce, eliminate, or prevent encroachment on Fort Gordon military installation • Better coordination with planning and public works departments prior to siting facilities like schools • To address needs of changing demographics, including younger residents who desire non-traditional living • To create more connected areas and mixed use developments, enabling resident ability to walk or bike to destinations • Improved options for cyclists and pedestrians • Repair of aging road networks and bridges • Paved roads within municipal limits • Better public transit access in some areas • Improvement and repair of roads and bridges, including increased street connectivity	• Creating form-based codes in downtowns to retain character and allow a mix of uses • Utilizing the RC to create or update GIS maps and review ordinances • Shared code enforcement • Use of property owned by land banks • Existing neighborhoods can be made more attractive through targeted investments and infill development • Development of multi-use trails

INTERGOVERNMENTAL COORDINATION

NEEDS	OPPORTUNITIES
• Better coordination between different local governments with respect to land use • Regional scale economic development • Consideration from both urban and rural areas of differing needs and goals and effort to find commonalities	• The Regional Commission provided regional planning services as an avenue for governments to address conflicting visions • Additional opportunities to consolidate government services or in the future • Examine the possibility of regional code enforcement through the RC

IMPLEMENTATION PROGRAM

PERFORMANCE STANDARDS

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

The *Minimum Standards* are considered to be essential activities needed for consistency with the CSRA Regional Plan 2040. The intent is to ensure a consistent and predictable basic level of local requirements across the region. The Regional Commission and DCA can provide technical and training assistance to local governments to help them achieve the minimum standard.

The *Excellence Standards* are envisioned as desirable activities for implementation of the plan and include planning and development best practices. Local governments that reach this standard will be recognized at the RC's annual June meeting.

Recognizing the differing resources of area local governments, the CSRA Regional Plan 2035 created three tiers of local governments: Suburban/Urbanized, Rural/Smaller City, and Rural/Smaller City – population under 2,500. This 2040 update contains only two tiers (Rural County/Smaller City and Suburban/Urbanized) and is used only in evaluating the Excellence Standards.

To achieve the Excellence Standard recognition, a **Rural County/ Smaller City** government must achieve at least 25 percent of the standards in each category. A **Suburban/Urbanized** government must meet 40 percent of the standards in each category.

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

Minimum Standards

The following are the Minimum requirements for governments. Each requirement is worth one point. In order to meet the standard, **all governments** need 75 percent of all possible points (some of the standards do not apply to all governments). There are no separate standards for urban vs. rural.

- Updates local Comprehensive Plan at regular intervals as required by the State of Georgia
- Utilize the Future Development Map, Character Area Map and/or Future Land Use Map to guide development decisions, including steering new development to appropriate areas of the community
- Has a memorandum of understanding or similar with Fort Gordon that promotes communication and coordination of land use decisions
- Has a local representative at meetings between Fort Gordon and its bordering counties
- Holds occasional joint meetings of the planning commission and elected officials
- Has intergovernmental or mutual aid agreements for emergency response and assistance as needed
- Staff or elected officials participate in DCA's Community Planning Institute or in training hosted by the CSRA Regional Commission or other agencies on various topics covered in the regional plan or local comprehensive plan
- Identifies locally designated historic districts and National Register historic districts in the local comprehensive plan
- Addresses retention, expansion and creation of businesses in the economic development section and/or policies of the local comprehensive plan
- Addresses investment in the upkeep and expansion of public infrastructure in the community facilities section and/or policies of the local comprehensive plan
- Updates the Service Delivery Strategy (SDS) as required by the State of Georgia
- Periodically reviews zoning and subdivision ordinances to ensure that they fit with desired development patterns (setbacks, density maximums/minimums, mixed uses)
- Ordinances and resolutions that have the effect of law are contained in one document
- Staff can be reached via email and have the ability to send and receive attachments
- Has some form of land development regulations (subdivisions, mobile homes, signs, telecommunications towers, environmental protection ordinances)
- Land use regulations allow for a range of housing options (single-family detached, townhouses, duplexes, apartments, etc.) and a mix of uses (such as allowing residential and commercial together in the same district)
- Maintains compliance with the Georgia Department of Natural Resources' (DNR) Rules for Environmental Planning Criteria by adopting appropriate ordinances for Groundwater Recharge Areas, Wetlands Protection, and River Corridor Protection, where applicable
- Participates in the federal government's E-verify program and provides current documentation to Georgia Department of Audits
- Coordinates with neighboring communities and the region in promoting economic development and tourism initiatives (e.g. Joint Development Authorities, tourism product development surveys, expansion of broadband access)
- Periodically reviews and updates zoning and other land development regulations (including text and map as appropriate) to match current planning efforts and documents
- Participates in annual U.S. Census' Boundary Annexation Survey and submits boundary changes/ annexations to DCA
- Shares updated Tax Assessor's data tables and land parcel shapefiles with the RC annually, where applicable
- Updates the local pre-disaster mitigation plan per the standards established by the Federal Emergency Management Agency (FEMA)

Excellence Standards

To achieve the Excellence Standard, a **Rural County/Smaller City** government must achieve at least 25 percent of the standards in each category. A **Suburban/Urbanized** government must meet 40 percent of the standards in each category.

Rural County/Smaller City Governments		
Burke County	Jenkins County	Sandersville
McDuffie County	Lincoln County	Waynesboro
Washington County	Warren County	Washington
Jefferson County	Glascock County	Hephzibah
Wilkes County	Grovetown	Millen
Hancock County	Thomson	Harlem
Taliaferro County	Gibson	Mitchell
Louisville	Dearing	Rayle
Wrens	Crawfordville	Girard
Wadley	Harrison	Sharon
Davisboro	Stapleton	Camak
Warrenton	Keysville	Deepstep
Lincolnton	Bartow	Vidette
Tennille	Midville	Riddleville
Sparta	Oconee	Edge Hill
Sardis	Avera	
Blythe	Norwood	

Suburban/Urbanized Governments
Augusta-Richmond County
Columbia County

Housing

- Provides quality affordable housing options (range of size, cost, density) to make it possible so that those who work in the community can also live there
- Encourage efforts to stimulate infill housing development in existing neighborhoods.
- Has a written housing plan or strategy
- Has conducted a housing needs survey during the last decade
- Has a written plan or policy for the demolition of unsafe or abandoned properties (includes having a dilapidated buildings ordinance)
- Participates in the Georgia Initiative for Community Housing (GICH) program
- Has a housing strategy that distributes affordable housing throughout the jurisdiction, and encourages mixed-income housing to attempt to ensure that developments contain some affordable housing
- Key staff or elected officials attend housing training on a recurring basis
- Has included an inclusionary provision in the zoning ordinance that requires developers to make a percentage of housing units in new residential developments available to low and moderate income households
- Conducts periodic housing assessments to determine existing conditions and current and future needs
- Has a streamlined review process or other incentives for developments that include affordable housing
- Has an administrative procedure to enforce the state minimum standard building codes (Building, Residential, Fire, Plumbing, Mechanical, Electric and Energy Conservation

Economic Development

- Supports downtown efforts (i.e. Downtown Development Authority, Better Hometown, Main Street, etc.)
- Has a how-to guide for starting a local business
- Conducts a Business Retention and Expansion Process (BREP) Survey, or an Existing Industry Program (EIP) Survey and update it at least every five years
- Has an Urban Redevelopment Plan and seeks enterprise and opportunity zone designations as appropriate
- At least one staff member or elected official has attended training offered by the Georgia Academy for Economic Development within the past five years
- Maintains a written/digital inventory of sites available for commercial and manufacturing
- Conducts a Labor Market Information (LMI) Analysis to identify industry sectors best suited to a local community's available workforce, and what training might be required to attract potential employers
- Members of the planning commission and other land development boards and commissions undergo training on a recurring basis

Land Use

- Periodically reviews permitting process to assess whether it should be streamlined
- Has community appearance ordinances (litter control, sign ordinance, dilapidated properties, landscaping, design control, etc.)
- Has a zoning/land use ordinance and a certified code enforcement officer
- Has subdivision regulations
- Has guidelines that has incentives, encourage or require developers to protect/preserve open space, natural resources, and wildlife habitat
- Has GIS data that is available to the public
- Has an environmental resource inventory that maps the community's environmentally sensitive areas (such as floodplains, wetlands, significant stands of old growth trees, etc. in order to make rational decisions about areas best suited to set aside as open space
- Members of the planning commission and other land development boards and commissions undergo training on a recurring basis
- Land development rules include overlay ordinances for important gateways, airports, corridors, environmentally sensitive areas, city center, and other important areas
- Zoning code allows accessory dwelling units or other accessory uses by right in some zoning districts
- Has a process or procedure to allow construction on existing substandard lots
- Land development regulations require street trees where appropriate within new development
- Development standards provide incentives for low-impact design, follow green growth guidelines or include other quality growth approaches
- Has a public nuisance ordinance to control nuisances such as loud noises, stagnant water, abandoned vehicles, the accumulation of junk, excessively tall weeds and grass, etc.
- Zoning ordinance allows planned unit developments (PUDs), traditional neighborhood districts or similar districts that require site plan approval
- Zoning ordinance has incentives for the reuse of closed, decommissioned or obsolete (grayfields and/or brownfield) uses
- Zoning ordinance requires that new infill development is compatible with its neighborhood and maintains the harmony and character of existing areas
- Has and maintains a capital improvements plan or similar document
- Has a unified development code (all ordinances relating to development are in one place), to help streamline the development process

Transportation

- Addresses more than one kind of transportation activity (e.g. roads, sidewalks, rail) in the transportation section or policies of the comprehensive plan
- Is a Safe Routes to School (SRTS) partner or has SRTS partner schools
- Has a local transit assessment or transit development plan
- Parking standards have been rewritten to include lower minimum parking requirements, place parking behind buildings and address other parking-related issues
- Streets use wayfinding signage for tourism, shopping districts, downtown, etc.
- Implements policies and regulations to encourage connectivity within the community, including provision of sidewalks and/or multi-use paths in new developments and connection of pedestrian facilities to existing infrastructure where applicable

Community Facilities

- Has a website or landing page containing community information
- Participates in the Certified Literate Community Program (CLCP) through the Technical College System of Georgia
- Has a community education group that provides annual training in zoning, planning or community issues
- There is a searchable up-to-date inventory of private wells and septic systems in the jurisdiction
- Has a community-wide recreation plan
- Has a stormwater management plan and/or ordinance
- Has a water quality monitoring program
- Has an inspection, maintenance, and monitoring program for private septic systems
- Has a written maintenance and replacement plan for infrastructure (water, sewer, electric, streets, sidewalks, etc.), including maintenance of existing facilities before extending facilities into new areas.
- Participates in Federal Emergency Management Agency's Community Rating System (CRS) program to reduce flood losses, to facilitate accurate insurance ratings and to promote the awareness of flood insurance

Natural and Cultural Resources

- Implements policies and regulations for preservation and protection of agricultural land, including buffers
- Maintains a comprehensive inventory of cultural, archaeological, and historic resources
- Has a historic preservation ordinance under the Georgia Historic Preservation Act and has an active historic preservation commission
- Participates in a stream cleanup program such as Adopt-A-Stream or Rivers Alive
- Has a recycling program
- Has a tree protection ordinance that requires review of clearing, grading and other land disturbance activities
- Is a Keep Georgia Beautiful affiliate
- Updates the local solid waste management plan periodically
- Has a water conservation ordinance

Intergovernmental Coordination

- Has written agreements for the services that are on file in the SDS
- Has processes for collaborative planning, provision of shared services/facilities, and decision-making with neighboring jurisdictions
- Works jointly with neighboring jurisdictions on developing solutions for shared regional issues (e.g. growth management, natural resource protection, transportation, air quality, etc.)

REGIONAL WORK PROGRAM

This section of the implementation program includes the following:

- A *Report of Accomplishments*, based on activities from the last Regional Work Program Update in 2016

- A new *Regional Work Program* that identifies specific actions the Regional Commission, in partnership with its member jurisdictions and other agencies, plans to undertake during the next several years (2019-2023) to address the priority needs and opportunities from the previous section.

A list of acronyms used in this section is located in the "Appendices" section of the Plan.

Report Of Accomplishments

Economic Development			
Issues/Priorities	Activity	Status	Comments
P2, P4, P5, E3, E4, E10, R10	Assist and train local economic developers and community leaders in marketing, dealing with prospects, forming incentive packages, and strategic planning.	On-going	This is an on-going process and will not appear in the 2019 Regional Work Program.
P9, E4, E8, I2	Cooperate with state agencies in marketing efforts.	On-going	This is an on-going process and will not appear in the 2019 Regional Work Program.
P2, P4, E1, E2, E5, E9, I2	Support major regional projects such as the Warren County Regional Industrial Park for Georgia Ready for Accelerated Development program.	On-going	This is an on-going function of the commission and are not included in the 2019 Regional Work Program.
E1, E10, E11	Promote economic development tax incentives through the creation of enterprise and opportunity zones.	On-going	This activity has been transferred to the policy section.
E5	Support activities that develop water/sewer and transportation infrastructure.	On-going	This is an on-going function of the commission and are not included in the 2019 Regional Work Program.
E5, I4, I5, I8	Foster and support economic growth through regional cooperation opportunities to share infrastructure (both conventional and technological) development across county boundaries.	On-going	These activities have been revised and transferred to the policy section.
E2, E10, R5	Support activities that encourage the development of infrastructure with the intent of attracting "Green" industries (i.e. Alternative fuels, environmentally sustainable manufacturing, etc.)	On-going	

E5, E6, E7	Support and encourage downtown tourism and business attraction.	On-going	This activity has been revised and transferred to the policy section.
E5, E6, E7, T4	Assist in developing and promoting Main Street, Better Hometown, Plan First, Water First and similar programs.	On-going	These are on-going functions of the commission and are not included in the 2019 Regional Work Program.
E9, E10, E11, R1	Assist in developing and implementing downtown master plans, urban redevelopment plans, revitalization area strategies and similar documents in eligible downtowns where requested.	On-going	These are on-going functions of the commission and are not included in the 2019 Regional Work Program.
E5	Develop and implement training opportunities for unemployed or underemployed residents for the purpose of bolstering the local workforce through workforce development program. Also provide leadership training and work-ready skills for individuals 14-21 years old.	On-going	

Rural Industry/Resource Management			
Issues/ Priorities	Activity	Status	Comments
P2, E5	Create a diversification plan or series of strategies that promote the development of other economic activities.	Canceled	
E5	Maximize alternative uses for kaolin resources.	Canceled	
E5, L5, R5	Support initiatives that enable the diversification of the silviculture/wood products industries.	Canceled	
E5, R5	Work to build on the potential for biomass energy as an export.	On-going	This is an on-going process and will not appear in the 2019 Regional Work Program.
L5, R3, R5, R6	Balance between resource extraction and resource/land conservation.	Canceled	
P2, E5	Participate or lead local planning, grant writing, or program administration related to local tourism.	On-going	This is an on-going process and will not appear in the 2019 Regional Work Program.
F10, F11	Encourage the preservation of recreational and economic development opportunities along the Savannah and Oconee Rivers.	On-going	This activity has been revised and transferred to the policy section.

Housing			
Issues/ Priorities	Activity	Status	Comments
P12, H1, H6, H8	Coordinate with state and local agencies to develop housing action plans.	On-going	
H1, H7	Partner with developers to encourage housing development.	On-going	
H1, H7	Encourage housing development along existing corridors.	On-going	
H1, H6, H8, R1, R12	Assist communities with housing related projects such as Community Home Investment Program; GICH and CDBG Housing Rehab projects.	On-going	These activities have been revised and transferred to the policy section.
H1, H3	Prepare development codes that encourage affordable and mixed income housing developments subject to preferred community design.	On-going	
I1, I3	Coordinate with local governments, state, and regional agencies to develop strategic housing plans for the region.	Canceled	

Community Facilities			
Issues/ Priorities	Activity	Status	Comments
P13, F1, R2, F3, F8, F9, F12, F13	Develop infrastructure plans that identify needs and priorities.	Canceled	
T9, F1, F2, F3, F6, F8, F9, F0, F11, F12	Seek funding for facilities and infrastructure improvements	On-going	This is an on-going function of the commission and is not included in the 2019 Regional Work Program.
F4, I4	Support and encourage regional infrastructure sharing between counties, such as water system, and broadband connections.	On-going	These activities have been revised and transferred to the policy section.
F14	Assist with the establishment of local and regional recycling programs.	On-going	
F14	Identify brownfields and encourage their redevelopment.	On-going	This is an on-going function of the commission and is not included in the 2019 Regional Work Program.
Multiple	Preserve and protect the region's historical resources by assisting local governments and other entities with historic preservation initiatives.	On-going	This activity has been revised in the 2019 RWP as: Develop an updated model ordinance for historic preservation use in our area

Land Use			
Issues/ Priorities	Activity	Status	Comments
P8, H3, H4, L1, L3, L7, R2, R3	Develop regulations to encourage appropriate development.	On-going	These activities have been revised and transferred to the policy section.
P3, P8, P10, P11, H3, H5, L1, L7	Locate new development along existing infrastructure corridors.	On-going	
P1, H5, L5, R2, R6, R8, R9	Encourage preservation of green space and natural resource areas.	On-going	
P1, P3, P5, P6, P7, P14, H2, H4, H5, H9, L1, L4, L6	Encourage growth in already developed areas.	On-going	
L4, L6, L7, L8, T2, T6, T11	Hold design workshops to identify redevelopment strategies for street, district or neighborhood improvements.	On-going	This activity has been revised and transferred to the policy section.
Multiple	Conduct an ordinance review program which provides local governments research assistance regarding potential changes to their existing ordinance.	On-going	This activity has been revised in the 2019 RWP as: Re-initiate community ordinance review program to review ordinances and create a list of communities requesting assistance, including those looking for opportunities to consolidate cities and counties under one zoning code.
Multiple	Provide administrative, educational, and technical support to local governments which supports the management of county and/or municipal land development and use regulations.	On-going	These are on-going functions of the commission and are not included in the 2019 Regional Work Program.
L2, L5, L7, L8, T6, T7	Work with local jurisdictions to review land use regulations for areas near Fort Gordon.	On-going	
L2	Mitigate transportation issues within communities surrounding Fort Gordon.	On-going	This item has been revised in the 2019 RWP as: Write the RFP for a small area study around the Grovetown/Harlem area wherein significant growth is due to occur

Areas Facing Intense Development Pressures			
Issues/Priorities	Activity	Status	Comments
L3, L8, R8	Develop growth management plan for areas facing development pressures.	On-going	These activities have been revised and transferred to the policy section.
L3, L8, R8	Coordinate with abutting local governments to promote regional planning.	On-going	

Areas That Can Sustain Higher Densities			
Issues/Priorities	Activity	Status	Comments
L3, L8, R8	Encourage renovation of existing buildings for adaptive reuse.	On-going	These activities have been revised and transferred to the policy section.
R8, L1, L2, L5	Encourage commercial development in downtowns.	On-going	

Fort Gordon			
Issues/Priorities	Activity	Status	Comments
L2, 11	Update, implement and/or revise recommendations contained in the Joint Land Use Study or other planning document.	On-going	This activity has been revised into the following strategy in the 2019 RWP: Implement the 2018 Joint Land Use Study recommendations
L2, 11	Convene the adjacent communities and officials from Fort Gordon on a semi-annual basis to address potential concerns related to encroachment.	On-going	This activity has been revised in the 2019 RWP as: Host the inaugural meeting between Fort personnel and local governments to review development projects and activities and assess challenges
L2	Utilize appropriate land use regulation tools to prevent encroachment.	On-going	This activity has been revised and transferred to the policy section.
L2	Assist local governments associated with Fort Gordon with growth management policies.	On-going	This activity has been revised in the 2019 RWP as: Pursue funding for a growth study for the counties near Fort Gordon in Georgia and South Carolina.
Multiple	Increase accessibility to Fort Gordon.	On-going	This is an on-going process and will not appear in the 2019 Regional Work Program.
Multiple	Create a Work Program as a part of the new Joint Land Use Study.	On-going	This activity has been revised into the following strategy in the 2019 RWP: Implement the 2018 Joint Land Use Study recommendations

	Potential Water Cooperation		
Issues/Priorities	Activity	Status	Comments
I1, I3	Develop strategic connection plans.	On-going	This is an on-going process and will not appear in the 2019 Regional Work Program.
R6, I1, I3	Encourage legislative creation of a CSRA Water Commission.	On-going	
I3, I4	Foster continued cooperation between local governments and the Corps of Engineers.	On-going	This is an on-going function of the commission and are not included in the 2019 Regional Work Program.
R6	Protect Clarks Hill Lake and the Savannah River for the continued recreational, economic, and other benefits to the region.	On-going	These activities have been revised and transferred to the policy section.
R6	Protect all water basins within the region from contamination and manage use of the water resources.	On-going	

Performance Standards			
Issues/Priorities	Activity	Status	Comments
Multiple	Engage in programs or activities to assist local governments in meeting the performance standards.	On-going	These are on-going functions of the commission and are not included in the 2019 Regional Work Program.
Multiple	Hold meetings to assess local governments' progress toward meeting standards.	On-going	
R4, R7, R11	Assist local governments with technical planning assistance for identified needs.	On-going	
Multiple	Assist local governments to ensure timely and economical implementation of identified issues.	On-going	

Transportation			
Issues/Priorities	Activity	Status	Comments
I1, I3, I4, T1, T2, T5, T6, T7, T8, T9, T10, T11	Support the implementation of TIA-10 through advisory committee oversight.	On-going	This activity has been reworded in the 2019 Regional Work Program as "Support the implementation of TIA-10 through advisory committee oversight and staff attendance and recording of minutes at Citizen Review Panel meetings throughout the year."
I1, I3, I4, T1, T2, T5, T6, T7, T8, T9, T10, T11	Continue participation in GDOT's annual STIP process.	On-going	This activity has been revised and transferred to the policy section.
T2	Modify land development regulations on a case-by-case basis to allow for context sensitive (complete street) thoroughfare design.	On-going	This activity has been revised and transferred to the policy section.

	Regional Commission Review		
Issues/Priorities	Activity	Status	Comments
Multiple	Review and comment on long-range transportation plans for consistency with the Regional Plan.	On-going	These are on-going functions of the commission and are not included in the 2019 Regional Work Program.
Multiple	Review Developments of Regional Impact in close proximity to resources identified in the Regionally Important Resources (RIR) Plan with respect to RIR recommendations.	On-going	
Multiple	Review all Developments of Regional Impact (DRIs), including those submitted by neighboring Regional Commissions.	On-going	
Multiple	Review statewide plans and programs for local and regional application.	On-going	
Multiple	When requested, review local land use plans to identify potential land use conflicts and provide technical assistance in resolving the issues of incompatible uses or zoning districts.	On-going	
Multiple	When requested, review local ordinances for consistency with plans, other ordinances, and community goals.	On-going	
Multiple	Monitor the progress of local governments toward implementing the Regional Plan	On-going	

Regional Work Program 2019-2023

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Create and promote agricultural, natural, and heritage tourism opportunities and assets.	Provide support to local organizations/ agencies currently engaged in this work and coordinate with local governments to choose target areas for promotion.	Utilize GIS or similar software to create thematic or location-based story maps for different counties or groups of counties that highlight unique assets.	Classic South, Clarks Hill Partnership, development authorities, chambers of commerce, historical societies, local governments	Years 1-5 $2,500 - 35,000 per project		
		Create a publicly accessible database of historic landmarks, festivals, and attractions for our region.	GADEcD, Classic South, development authorities, chambers of commerce, historical societies	Years 1-5 TBD		
Increase job opportunities through business expansion, attraction and retention.	Support major employers in the region and promote specialized growth sectors, such as cyber.	Survey hi-tech and niche manufacturers about skills needs.	DCA, Clarks Hill Partnership, development authorities, local governments	Year 4 Staff Time		
Develop better-qualified workers.	Utilize workforce development programs to bolster the local workforce.	Develop and implement training opportunities for unemployed or underemployed residents, and provide leadership training and work-ready skills for individuals 14-21 years old.	Technical College System of GA, local governments, WIOA	Varies Annually		
Protect natural resources and historic properties.	Review and update important city/county documents.	Work with 2 counties to update solid waste management plans.	DCA, Local governments	Years 3-5 Staff Time		
		Survey HPCs to pinpoint weaknesses in existing historic preservation ordinances.	DNR/HPD, UGA, local governments (HPCs)	Year 3 Staff Time		
		Develop an updated model ordinance for historic preservation use in our area.	DNR/HPD, UGA, local governments (HPCs)	Years 4-5 $10,000 - 20,000	Year 6	
Improve and expand infrastructure across region, including water and sewer expansion, flood and drainage improvements, sidewalk construction, and increased broadband access.	Maintain existing infrastructure and secure funding for new infrastructure as needed.	Assess the number of local governments that want to update their comprehensive plan to include a broadband element.	Local governments, private sector, DCA	Years 1- 2 Staff Time		
		Help communities (as identified annually) secure funding and/or agreements for broadband deployment /expansion and other infrastructure needs through grant writing, data collection, and document/ plan updates.	Local governments, CSRA RC, private sector, DCA, USDA, EPA			Staff Time
		Create service area maps to support current SDS documents.	Local governments, private sector, DCA	Years 2-5 TBD		

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Increase access to healthy, affordable food.	Educate the public and local government officials on what is currently available and address what is missing in our regional food system.	Create a report for the Augusta Food Oasis steering committee on a regional food policy council.	Local governments, CSRA AAA, Georgia Grown, GADEcD, Local governments, Augusta Food Oasis, Georgia Organics	Year 1-4 Staff time		
		Create a regional map of farmer's markets, community/school gardens, etc.		Years 2-4 Staff Time		
		Host a one-to-three day agritourism tour and/or workshop.		Year 5 $3,000-9,000		
		Fund at least one community garden with an older adult focus.	USDA, AAA. DHS, Local governments, Augusta Food Oasis	Years 2-3 $2,000-5,000 per garden		
	Examine and update local land use polices as they relate to community food systems.	Create and distribute resident fact sheets/guides for doing specific things like having raised beds, composting, or keeping chickens in counties with zoning.	Georgia Organically Grown, Local governments, Augusta Food Oasis, Georgia Organics, UGA Extension, AAA	Years 2-5 Staff Time + intern support	Year 6-7 Staff Time + intern support	
		Survey local governments to determine which ones want to make changes to zoning/land development policies in support of local growing, and review their ordinances.	Local governments, Augusta Food Oasis, Georgia Organics, UGA Extension	Years 1 - 3 Staff Time		
Provide resources for residents that allow them to choose whether to age in place or move into housing developments or care facilities for older adults.	Increase participation in and the sustainability of evidence-based health and wellness programs.	Conduct targeted satisfaction survey of participants enrolled in evidence-based programs to determine the impact on their lives and if performance measure in the AAA Strategic Plan 2016-2020 have been met.	CSRA AAA, DHS, AARP, local governments, GACares, Elderly Legal Services, UGA Extension offices	Years 1-2 TBD		
	Re-envision the senior center to become an integrated focal point in the community for healthy, active aging and access to services to help older adults.	Increase community events that occur at senior centers across the region with a focus on bringing new people from civic groups, businesses, and the faith community.	CSRA AAA, DHS, AARP, local governments, GACares, Elderly Legal Services, UGA Extension offices	Years 1-3 Staff Time		
		Utilize the centers across the region as a central site for holding education and application sessions around support programs (e.g. GACares, legal services, etc.) offered by the RC and its partners.	CSRA AAA, DHS, AARP, local governments, GACares, Elderly Legal Services, UGA Extension offices	Years 1-3 Staff Time		
		Hire a Meals on Wheels coordinator who works directly with the senior centers throughout the region on their congregate and home-delivered meal programs.	CSRA AAA	Year 1		

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Rehabilitation, redevelopment, or removal of vacant and/or dilapidated structures.	Increase the number of GICH communities.	Assist communities interested in GICH with creation or updates of housing inventories and action plans including the cities of Washington, Waynesboro and Sandersville.	UGA/Carl Vinson, GICH, local governments, housing authorities	Years 1-5 $8,000 - 50,000 per project		
		Write application for the City of Louisville to become a GICH member.	GICH, local government, housing authority	Years 1-2 Staff Time		
	Improve code enforcement.	Develop and/or adopt a model nuisance ordinance or similar document.	Local governments, DCA, UGA/Carl Vinson	Year 5 TBD	Years 6-8 TBD	
		Develop a sample/model heir property section for inclusion in subdivision regulations.	UGA/Carl Vinson GICH, local governments, DCA, CSRA AAA	Years 4-5 TBD	Year 6 TBD	
	Assist communities in applying for housing rehab grant funds.	Apply for CHIP grants for housing rehabilitation for Millen, Waynesboro, Taliaferro County, Thomson, Sandersville, Warrenton, Lincoln County, and Wadley.	Local governments, DCA, USDA	Years 1-3 TBD		
		Apply for CDBG grants for rehabilitation of owner occupied housing and/or clearance of abandoned units for Millen, Waynesboro, Thomson, Sandersville, Warrenton, Lincoln County, and Wadley.	Local governments, DCA, USDA	Years 1-3 TBD		
Additional housing supply and variety.	Construct and rehab housing units for rental and home ownership.	Apply for CHIP grants and/or other funding for new construction for Millen, Waynesboro, Thomson, and Sandersville.	DCA, USDA, Local governments, private sector, GICH, CHDOs	Years 1-3 TBD		
Improvement and repair of roads and bridges, including increased street connectivity.	Utilize planning documents, TSPLOST, maintenance projects to implement improvements.	Reestablish the TIA roundtable and hold regional stakeholder meetings.	GDOT, local governments	Years 1-3 Staff Time		
		Support the implementation of TIA-10 through advisory committee oversight and staff attendance and recording of minutes at Citizen Review Panel meetings throughout the year.	GDOT, local governments	Years 1-4 $10,000		
		Conduct walk audits through Safe Routes to School and assist schools with implementation of audit recommendations.	GDOT, SRTS Resource Center, local governments	Years 2-4 Staff Time	Years 6 and 8	

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Reduce, eliminate, or prevent encroachment on Fort Gordon military installation	Implement the 2018 Joint Land Use Study recommendations	Host the inaugural meeting between Fort personnel and local governments to review development projects and activities and assess challenges.	Fort Gordon, local governments, development authorities	Year 2 or 3 TBD		
		Write the RFP for a small area study around the Grovetown/Harlem area, where significant growth is due to occur.	Fort Gordon, local governments, development authorities, school board, GDOT	Years 2-3 Staff Time		
		Update community comprehensive plans in the JLUS study area to reflect recommended comp plan inclusions from the final report.	Fort Gordon, local governments, OEA, DCA	Years 2-3 Staff Time		
		Craft and adopt military overlay planning districts, character areas or zones in affected counties.	Fort Gordon, local governments, OEA, DCA	Years 1-3 TBD		
		Pursue funding for a growth study for the counties near Fort Gordon in Georgia and South Carolina.	Fort Gordon, local governments, OEA, DCA	Years 1-2 Staff Time		
Examine the possibility of regional code enforcement through the RC	Coordinate participating local governments around a shared set of land use and/or building codes	Survey counties to determine which would be interested in regional code enforcement.	Local governments, RC	Year 1-2 Staff Time		
		Assist communities interested in regional code enforcement with adoption of universal building codes (e.g. IBC, IRC).	Local governments, RC, UGA/Carl Vinson GICH	Years 2-3 Staff Time		
		Re-initiate community ordinance review program to review ordinances and create a list of communities requesting assistance, including those looking for opportunities to consolidate cities and counties under one zoning code.	Local governments, RC, DCA	Years 1-3 Staff Time		
		Create an intergovernmental agreement for participating jurisdictions defining the codes to be used and fee structure.	Local governments, RC, DCA, GMA, ACCG	Years 4-5 TBD		
Foster local quality of life improvements to address barriers to health, wellness and workforce development within the region to improve the overall quality of life.	Support local governments in efforts to engage with health care providers to bring programs to underserved areas of the region.	Participate in the U.S. Department of Defense Innovative Readiness Training Program for medical care in rural areas.	Department of Defense, Local Governments, RC	Years 1-3 $10,000 per project (In-Kind)		Staff Time

APPENDICES

APPENDICES

SWOT ANALYSIS

As a part of the regional planning process, the CSRA RC held two public hearings, three listening sessions, provided information at partner events, and conducted an online survey.   Community conversations, listening sessions and the online survey were critical pieces in conducting the regional Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. This section serves as a summary of common findings.

STRENGTHS
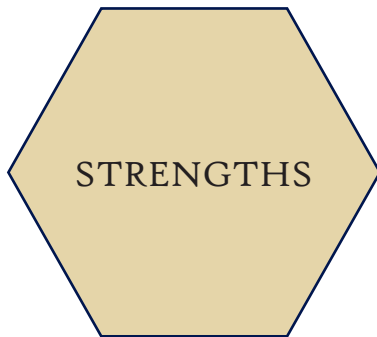
- Low cost of living in some areas (compared to the state or nation)
- Military presence (Fort Gordon)
- Cyber growth
- Access to healthcare in some areas
- Quality hospitals and medical centers
- Diversity
- History and culture
- Friendly communities
- Regional location – easy access to Atlanta, Savannah & Columbia
- Continued strong growth of the metropolitan economy
- Availability of adequate long-term water supply
- Intellectual capital (higher education)
- International branding of Augusta (Master's Golf Tournament)
- Strong entrepreneurial spirit
- Parallels in strategies among economic development organizations
- Lakeshore and other natural features
- Charming small towns
- Good use of TSPLOST funds
- Available land suitable for development
- Airports
- Colleges and universities

WEAKNESSES

- Transportation
- Fewer job opportunities
- Lack of broadband access and quality
- Lack of housing stock or diversity in some areas
- Vacant, dilapidated buildings
- Aging farmers
- Lack of resources/funding for seniors(ex: transportation, housing)
- Lack of "living wages" jobs available.
- Unfinished infrastructure projects.
- Lack of tech-oriented skilled workers.
- K-12 education
- Slow/no population growth in some areas
- High unemployment in some areas
- Struggling rural hospitals
- Shrinking rural populations
- Food desserts
- Insufficient resources for seniors
- Old/Deteriorated infrastructure
- No land use ordinances or code enforcement in some areas

OPPORTUNITIES

- Cyber industry expansion
- Business/workforce development
- TSPLOST renewal for transportation improvements
- Creation of new sidewalks and trails
- Tourism
- Use of rivers/lakes
- Fort Gordon mission growth
- Energy sector growth (i.e. Plant Vogtle, Solar)
- Area recreational facilities
- High tech/Biotech sector growth
- Strong entrepreneurial local business community
- Growing national economy
- Utilizing form-based codes and/or planned unit developments to allow for mixes of land uses
- Adaptive reuse of properties owned by land banks
- Development of school and community gardens
- Telehealth/telemedicine expansion
- Existing trails system expansion

THREATS

- Lack of resources to implement projects
- People who don't want change
- Lack of qualified workforce
- Government regulations (Federal/State)
- Fluctuating commodity prices, particularly in natural resources
- Declining Industry Sectors
- Declining local revenue base
- Loss of anchor industries and jobs in rural areas
- Lack of broadband infrastructure in rural counties
- Future base realignment and closure rounds
- Potential of overlap with other economic development organizations
- Encroachment on Fort Gordon
- Too much regional competition (plentiful supply of well-located office space and land available in the southeast and therefore no compelling need for an employer to locate here)

ANALYSIS of QUALITY COMMUNITY OBJECTIVES

Economic Prosperity

Throughout the region, expansion and support of existing businesses is a priority. Small business development is encouraged through various means, including the establishment of business incubators, support of farmer's markets, and other means. Although there has been a decline in traditional manufacturing jobs, communities are looking for other ways to continue to grow the local economy through tourism and expanding industries like solar farming. A range of job types should be provided in each community to meet the diverse needs of the local workforce.

Resource Management

Many communities express the desire to protect their natural resources as a community goal and designate areas for conservation and low-impact development, in part through the use of "character areas" in the comprehensive plan. Other approaches include the adoption of protection ordinances for groundwater recharge areas and wetlands, use of greenspace in new residential development and allowance for conservation subdivisions, residential use of solar panels and commercial solar farming in the zoning ordinance. The Regional Commission produced a model solar ordinance for communities with and without zoning that has been used in the area. Additionally, groups like the Central Savannah River Land Trust have worked with counties and municipalities across the CSRA region to permanently preserve several thousand acres of land through conservation easements.

Efficient Land Use

The majority of counties and many cities in the CSRA region utilize zoning and other land use controls to promote efficient and appropriate land use within their jurisdiction. Although uncommon in the region, the use of form-based codes in city centers or activity nodes encourages the reuse of existing structures, maintains community character, supports areas where infrastructure already exists, and increases compatible infill development. Another tool communities use is the planned-unit development; these encourage mixed uses and reduce commuting between residential and non-residential uses. There are still many infill and redevelopment opportunities in downtowns across the region and in traditional neighborhoods that have experienced disinvestment. Some cities have worked with the Regional Commission to create urban redevelopment plans that define target areas for community reinvestment. Communities should also utilize the Regional Commission to assist with brownfield cleanup grants.

Local Preparedness

As a part of the comprehensive planning process, communities discuss areas for infrastructure improvements and possibilities for funding. However, several communities do not have capital improvements plans or regularly updated solid waste management plans. These discussions and others have also revealed a need for the creation, review and update, or consolidation of land use ordinances in some communities in order to accommodate changing conditions. For example, the communities adjacent to Fort Gordon are participating in a Joint Land Use Study (JLUS), and the creation of a military overlay zone is one of the recommendations targeted at mitigating the encroachment of incompatible land uses, which could negatively affect Fort mission expansion and resident quality of life.

One of the biggest successes for the region's transportation planning was the passing of the Transportation Investment Act (TIA) in 2012. This approved a 10-year, one percent (1%) sales tax to fund regional and local transportation improvements. Regional leaders have already begun discussions for a second phase of TIA, which could be on the ballot in 2020 and begin collections in 2022.

Sense of Place
Overall, the region contains a variety of unique physical characteristics and places, from the Augusta Canal and Ogeechee River, to Main Street communities, scenic byways and National Register Historic sites. Efforts to protect and enhance these features include: use of urban redevelopment plans and/or form-based code, establishment of design review and certificate-of- appropriateness requirements for historic districts, designation of character areas and community nodes, and creation of zoning overlays with additional restrictions or permissions on development. Some of this activity tends to occur in more populous areas, but it is needed everywhere.

Regional Cooperation
In general, jurisdictions work together in furthering regional and multi-jurisdictional needs. Sometimes the urban and rural areas have competing interests and visions, and more cooperation is needed. Many jurisdictions participate in joint initiatives or organizations, such as the Augusta Regional Transportation Study (ARTS) Metropolitan Planning Organization (MPO), Unified Development Authority (UDA), JLUS, TIA, and tourism product development studies. More specifically, counties and their municipalities often work together on providing shared services like water, sewer, and fire protection and some are considering consolidation of land development ordinances in order to more efficiently and effectively provide code enforcement. That level of cooperation could be applied more regionally.

Housing Options
Across the board, residents desire a greater range of housing options in price and type. Many of the communities in the region lack housing diversity and also struggle with vacant, dilapidated structures. A point for widespread consideration on housing diversity has been how to meet the needs of both younger residents and their families and a growing senior population.

Additionally, tension sometimes exists for residents who live in one community and work in another. Places with higher housing costs sometimes force residents within certain incomes to live in neighboring areas and commute to work. The opposite is true for residents who enjoy the character of smaller towns, but cannot find a suitable place to work near their home. GICH communities bring together a team of citizens within a community who want to take responsibility for housing options for low income residents. This is a win-win situation for a community as housing inventories, action plans, and a desire to better all sections of a community's residential housing are analyzed and steps taken to assist with safe, affordable, and rehabilitated housing for all. Several cities in the CSRA region have participated in the GICH program, and more will join in the future.

Transportation Options
Car travel is the predominant mode of transportation for most residents. Limited access to public transit exists through local bus systems. Sidewalks and multi-use paths are not prevalent throughout the region, although communities have expressed wanting to expand and improve bicycle and pedestrian facilities. Several communities are using or are considering urban redevelopment plans, pedestrian, trails and greenway plans that promote walkability as well as development or expansion of trail systems, sidewalks, and multi-use paths.

Educational Opportunities

Most communities in the region strive to make workforce training available for local jobs. For example, in the emerging industry of cyber, the region is focusing on providing coursework in this area and establishing one of the first programs of its kind in the country. There are a variety of colleges, universities, and vocational programs throughout the region. In some areas, dual enrollment programs have been established or are in the works between local colleges and local high schools.

Most communities in the region strive to make education and training available for local jobs, those available now and looking into the future. Participating in the Quick Start program, Job Training Partnership, and conducting meetings with existing employers to determine skills needed to obtain jobs are a few ways that local governments work to provide training. Another method is partnering with educational institutions to provide postsecondary coursework and training in emerging fields like cyber security. In some areas, dual enrollment programs have been established or are under consideration between local colleges and high schools. Considering those who aren't (yet) college-bound, the Burke Build Project, which was initiated by the Regional Commission, provides 16-24 year olds residing in Burke or Jenkins counties the opportunity to obtain their high school diploma or GED while also gaining valuable construction training and credentialing. Opportunity exists to expand this program.

Community Health

Across the region are a diverse network of providers - public, private, and non-profit - that serve the most basic needs of the disadvantaged. Although there is a community culture of giving and helping neighbors, additional initiatives and projects that promote and encourage health and wellness are needed.

Rural hospitals are struggling financially and are seeking new ways of providing healthcare like telemedicine. Large urban hospitals have opened primary care facilities in rural areas that continue to challenge the legitimacy of rural hospitals. Technical schools are offering certificate programs licensed by the Georgia Board of Nurses such as for LPN (licensed practical nurses) and CNA (certified nursing assistant). These programs assist especially with breaking a cycle of poverty in rural single parent homes where a higher standard of living can be achieved while concurrently training workforce and providing local staff for healthcare providers.

CSRA Area Agency on Aging (AAA) offers a health and wellness program with evidenced-based classes centered on federal and state initiatives. These include: Chronic Disease Self-Management, Diabetes Self-Management, and Tai Chi for Health. It is very important to provide these services to individuals and their caregivers because they allow them to live healthily and independently. The Area Agency on Aging is able to provide workshops to all local community organizations, businesses, hospitals, senior centers, churches and the general public; it should be utilized across each of is 14 counties.

DATA and MAPPING SUPPLEMENT

Population

Total Population

Table 1 provides the population of each county in the Central Savannah River Area (CSRA) according to the U.S. Census Bureau from 1990 to 2015. The total population for the CSRA reached 465,126 in 2015 which is a gain of over 86,614 new residents over a period of 25 years. This was an increase of 22.88 percent over this time period which is low in comparison to the State of Georgia as a whole which grew approximately 54 percent during the same period of time.

The majority of population growth between 1990 and 2015 was located in the Augusta Metropolitan Planning Organization Area which includes the Unified Augusta-Richmond County and Columbia County. These two counties have increased in population by 81,745 new residents, which represents 94 percent of area population growth.

The Central Savannah River Area contains five counties which have lost residential population between 1990 and 2015. These counties have lost a total of 2,378 residents. The jurisdiction that experienced the greatest loss of population is Jefferson County at 1,034. Wilkes County and Warren County have lost 606 and 517 residents respectively.

Table 1: Population for CSRA Counties 1990 - 2015						
					1990 - 2015	
County	1990	2000	2010	2015	Change	Percent Change
Burke	20,579	22,243	23,316	23,007	2,428	11.80%
Columbia	66,031	89,288	124,053	136,204	70,173	106.27%
Glascock	2,357	2,556	3,082	3,087	730	30.97%
Hancock	8,908	10,076	9,429	8,881	-27	-0.30%
Jefferson	17,408	17,266	16,930	16,374	-1,034	-5.94%
Jenkins	8,247	8,575	8,340	8,922	675	8.18%
Lincoln	7,442	8,348	7,996	7,720	278	3.74%
McDuffie	20,119	21,231	21,875	21,582	1,463	7.27%
Richmond	189,719	199,775	200,549	201,291	11,572	6.10%
Taliaferro	1,915	2,077	1,717	1,721	-194	-10.13%
Warren	6,078	6,336	5,834	5,561	-517	-8.51%
Washington	19,112	21,176	21,187	20,785	1,673	8.75%
Wilkes	10,597	10,687	10,593	9,991	-606	-5.72%
CSRA Region	378,512	419,634	454,901	465,126	86,614	22.88%

Source: U.S. Census Bureau, American Community Survey, Staff Calculations

Population Projections

Table 2 provides population projections for each county within the CSRA from the year 2020 through 2050. According to information from the Georgia Governor's Office of Planning and Budget (GOPB), the population of the region will continue to grow as a whole by approximately 25 percent during this time period.

Table 2: Georgia Residential Population Projections by County: Georgia Counties, 2020-2050						
County	2020	2030	2040	2050	Change 2020-2050	Percent Change 2020-2050
Burke County	23,175	23,059	22,193	21,032	-2,143	-9.25%
Columbia County	160,541	201,807	249,263	305,680	145,139	90.41%
Glascock County	3,239	3,442	3,541	3,605	366	11.29%
Hancock County	8,003	6,706	5,455	4,477	-3,526	-44.06%
Jefferson County	16,190	15,785	14,964	14,139	-2,051	-12.67%
Jenkins County	9,346	9,370	9,201	8,980	-366	-3.92%
Lincoln County	7,401	6,672	5,739	4,857	-2,543	-34.37%
McDuffie County	22,267	22,716	22,376	21,703	-563	-2.53%
Richmond County	207,182	210,404	208,482	203,352	-3,830	-1.85%
Taliaferro County	1,632	1,501	1,339	1,174	-458	-28.06%
Warren County	5,230	4,784	4,329	3,925	-1,305	-24.95%
Washington County	20,672	20,365	19,774	19,131	-1,542	-7.46%
Wilkes County	9,635	9,000	8,288	7,705	-1,931	-20.04%
CSRA	494,512	535,611	574,944	619,760	125,248	25.33%
Georgia	10,895,213	12,173,406	13,413,400	14,709,321	3,814,108	35.01%

Source: Governor's Office of Planning and Budget, 2015 Series, Regional and Change Calculations by CSRA RC

The majority of this growth will come from population growth in Columbia County, which is projected to grow by 90 percent and become our most populous county with over 300,000 residents. The only other jurisdiction projected to have population growth is Glascock County at 11 percent growth.

The population projections also indicate that all counties except the previously mentioned Columbia and Glascock will see net population decline over the next 30 years. Looking short-term, 2020-2030, Augusta-Richmond County and McDuffie counties are projected to see small increases. These could be reflective of the anticipated growth at Fort Gordon, wherein several thousand soldiers and contractors will be moving to our area. If changes at the Fort were not considered in the GOPB calculations, the projections for our regional growth may be higher. Looking long-term, Hancock County is projected to see the highest level of population loss at 44 percent by 2050. Lincoln County is projected to have a reduction of residents by 34 percent. Lastly, Taliaferro County, Warren County, and Wilkes County are each projected to see a 20+ percent loss in residential population. Population losses could be the result of outward migration or death, particularly in areas where the percentage of adults currently over 65 is significantly higher than the percentage of adults of 25-34 (who are most likely to have children) or residents 19 years and younger.

The projected population growth in Columbia County will offset population loss for the region and potentially increase residential population in jurisdictions adjacent to it if those residents want a slower pace of life while away from work. However, it is important to realize that a number of rural jurisdictions may be harmed by outmigration as an anticipated increase in job opportunities in the urban areas may draw residents away from rural places, particularly those of child-bearing age.

Age Distribution

Tables 3a and 3b illustrate the age of population of residents of the CSRA in 2015. Based on data from the Census Bureau, the CSRA is relatively balanced in age distribution. The largest age group in the region is individuals aged between 15 and 24 years old; the smallest age group is individuals aged less than 5 years old.

Approximately 61 percent of the region's population is under 45 years of age. The location of Fort Gordon, Augusta University, and Paine College may influence this number as the 25-34 year age range is the second largest age group in the area.

The CSRA offers a variety of living experiences which is an asset as this provides residents of all age groups the opportunity to find an area and lifestyle suitable for their individual needs. The urban areas in the CSRA contain the largest percentage of 15-24 and 25-34 age groups. Rural communities have higher percentages of older residents with most of the CSRA rural counties having populations of 65 and older which make up more than 15 percent of their residents.

The region as a whole should consider how to sustain population gains that occur over the next 10-15 years over the following 10-15 years and beyond. The region also has to consider regional assets and how the rural and urban counties can best work together to market Within that, the larger challenge for urban and rapidly growing areas will be structuring quality growth and planning for the service, facility and housing needs of new residents while avoiding sprawl, encroachment on sensitive areas and infrastructure burdens. The rural areas face a different challenge - how to increase their attractiveness to younger populations while simultaneously striving to meet the needs of aging residents, particularly those who want to age in place.

TABLE 3a: Population by Age for the CSRA 2015 (Ages 0-34)									
County	TOTAL POPULATION	0-4 YEARS		5 – 14 Years		15-24 years		25-34 years	
		Percent	Population	Percent	Population	Percent	Population	Percent	Population
Burke	23,007	7.2	1,660	15.2%	3,494	13.9%	3,186	12.4%	2,849
Columbia	136,204	6.4	8,732	15.1%	20,652	13.2%	17,996	13.3%	18,127
Glascock	3,087	5.1	156	15.4%	477	12.2%	377	9.0%	279
Hancock	8,881	4.8	423	9.0%	800	13.4%	1,187	12.6%	1,117
Jefferson	16,374	6.8	1,107	13.6%	2,226	13.2%	2,148	12.0%	1,962
Jenkins	8,922	5.4	486	16.5%	1,475	11.4%	1,017	10.2%	909
Lincoln	7,720	4.7	362	10.9%	844	11.5%	889	9.2%	711
McDuffie	21,582	7.0	1,501	14.5%	3,136	12.5%	2,705	11.7%	2,528
Richmond	201,291	7.2	14,528	13.1%	26,258	14.5%	31,648	15.8%	31,843
Taliaferro	1,721	5.0	86	6.5%	111	12.5%	215	11.4%	197
Warren	5,561	6.0	335	12.2%	678	12.9%	717	9.5%	529
Washington	20,785	6.0	1,244	12.5%	2,597	13.4%	2,790	12.6%	2,620
Wilkes	9,991	6.3	626	11.3%	1,131	11.9%	1193	10.6%	1,058
CSRA REGION	**465,126**	**6.72%**	**31,246**	**13.73%**	**63,879**	**14.20%**	**66,068**	**13.92%**	**64,729**

Source: U.S. Census Bureau, American Community Survey, Staff Calculations

County	TOTAL POPULATION	35-44 years		45-54 years		55-64 years		65 and Older	
		Percent	Population	Percent	Population	Percent	Population	Percent	Population
Burke	23,007	11.3%	2,600	13.5%	3,106	13.0%	2,991	13.4%	3,083
Columbia	136,204	14.2%	19,341	14.3%	19,477	12.1%	16,481	11.3%	15,391
Glascock	3,087	14.2%	438	15.2%	469	11.5%	355	17.5%	540
Hancock	8,881	11.8%	1,048	14.2%	1,261	15.9%	1,412	18.5%	1,643
Jefferson	16,374	11.3%	1,850	13.5%	2,210	13.5%	2,210	16.3%	2,669
Jenkins	8,922	11.3%	1,008	13.2%	1,178	13.5%	1,204	18.5%	1,651
Lincoln	7,720	11.2%	865	15.3%	1,181	17.1%	1,320	19.9%	1,536
McDuffie	21,582	12.1%	2,611	13.8%	2,978	13.1%	2,827	15.4%	3,324
Richmond	201,291	11.4%	22,947	11.6%	23,350	12.5%	25,161	13.5%	27,174
Taliaferro	1,721	11.6%	200	11.7%	201	17.4%	299	20.9%	360
Warren	5,561	9.7%	539	14.1%	784	15.5%	862	19.5%	1,084
Washington	20,785	11.9%	2,473	15.0%	3,118	13.3%	2,764	15.3%	3,180
Wilkes	9,991	10.3%	1,029	14.2%	1,419	14.4%	1,439	21.0%	2,098
CSRA REGION	465,126	12.24%	56,926	13.46%	62,606	12.55%	58,365	13.18%	61,307

TABLE 3b POPULATION BY AGE FOR THE CSRA 2015 (Ages 35-65 and Older)

Source: U.S. Census Bureau, American Community Survey, Staff Calculations

Race & Ethnicity

Tables 4a and 4b illustrate the racial distribution of the population within the Central Savannah River Area in 2015. The totals of the percentages are averages rather than totals for these tables. The largest racial population within the CSRA is characterized by the U.S. Census Bureau as White at 52.65 percent of the population.

The Black or African American racial group comprises 41.73 percent of the total regional population and in combination with the white racial group make up over 94 percent of the total population in the CSRA.

A total of six counties in the region have a majority population of members of the white racial group and seven counties have a majority population of Black or African-American residents. Burke County is nearly evenly split between both of these racial groups. Columbia County has the largest percentage of Asian residents with just over 4 percent.

Those residents who define themselves as two or more races represent the third largest racial group in the region at 2.18 percent, and those who identify themselves as Asian alone represent 2 percent of the population. All other racial groups represent approximately 1 percent or less of the area population.

TABLE 4a RACE DISTRIBUTION

County	TOTAL POPULATION	White		African - American		American Indian		Asian Alone	
		Population	Percent	Population	Percent	Population	Percent	Population	Percent
Burke	23,007	11,004	47.8%	11,460	49.8%	7	0.00%	47	0.20%
Columbia	136,204	102,806	75.5%	22,623	16.6%	456	0.30%	5,481	4.02%
Glascock	3,087	2,728	88.4%	214	6.9%	0	0.00%	0	0.00%
Hancock	8,881	2,179	24.5%	6,503	73.2%	0	0.00%	35	0.39%
Jefferson	16,374	7,101	43.4%	8,925	54.5%	17	0.10%	20	0.12%
Jenkins	8,922	5,589	62.6%	2,992	33.5%	0	0.00%	20	0.22%
Lincoln	7,720	5,110	66.2%	2,514	32.6%	0	0.00%	21	0.27%
McDuffie	21,582	12,153	56.3%	9,024	41.8%	0	0.00%	12	0.06%
Richmond	201,291	78,651	39.1%	110,369	54.8%	622	0.30%	3436	1.70%
Taliaferro	1,721	689	40.0%	1,013	58.9%	0	0.00%	9	0.52%
Warren	5,561	2,089	37.6%	3,271	58.8%	0	0.00%	71	1.28%
Washington	20,785	9,476	45.6%	10,935	52.6%	0	0.00%	108	0.52%
Wilkes	9,991	5,315	53.2%	4,232	42.4%	0	0.00%	74	0.74%
CSRA REGION	**465,126**	**244,890**	**52.65%**	**194,075**	**41.73%**	**1,102**	**0.24%**	**9,334**	**2.0%**

Source: U.S. Census Bureau, American Community Survey, Staff Calculations

TABLE 4b RACE DISTRIBUTION

County	TOTAL POPULATION	Native Hawaiian and Pacific Islander		Some Other Race		Two or More Races		
		Population	Percent	Population	Percent	Population	Percent	
Burke	23,007	0	0.00%	371	1.61%	118	0.50%	
Columbia	136,204	0	0.00%	1,445	1.06%	3,393	2.50%	
Glascock	3,087	0	0.00%	9	0.29%	136	4.40%	
Hancock	8,881	0	0.00%	124	1.40%	40	0.50%	
Jefferson	16,374	0	0.00%	138	0.84%	173	1.10%	
Jenkins	8,922	0	0.00%	123	1.38%	198	2.20%	
Lincoln	7,720	0	0.00%	6	0.08%	69	0.90%	
McDuffie	21,582	0	0.00%	206	0.95%	187	0.90%	
Richmond	201,291	483	0.20%	2,325	1.20%	5,405	2.70%	
Taliaferro	1,721	0	0.00%	5	0.29%	5	0.30%	
Warren	5,561	5	0.10%	31	0.56%	94	1.70%	
Washington	20,785	0	0.00%	58	0.28%	208	1.00%	
Wilkes	9,991	1	0.10%	264	2.64%	105	1.10%	
CSRA REGION	**465,126**	**489**	**0.1%**	**5,105**	**1.1%**	**10,131**	**2.18%**	

Source: U.S. Census Bureau, American Community Survey, Staff Calculations

Income

Table 5: CSRA Region - Household Income Distribution		
	2016	2021 Projection
> $15,000	31,365	32,777
$15,000 - $24,999	22,105	21,050
$25,000 - $34,999	20,569	21,613
$35,000 to $49,999	25,641	17,721
$50,000-$74,999	31,806	34,460
$75,000-$99,999	20,391	24,101
$100,000-$149,999	17,359	22,126
$150,000-$199,999	5,824	7,753
$200,000+	5,193	6,139
Source: ESRI Business Analyst		

Economic Development

Economic Base

Figure1: CSRA Industry Mix, 2010 - 2017
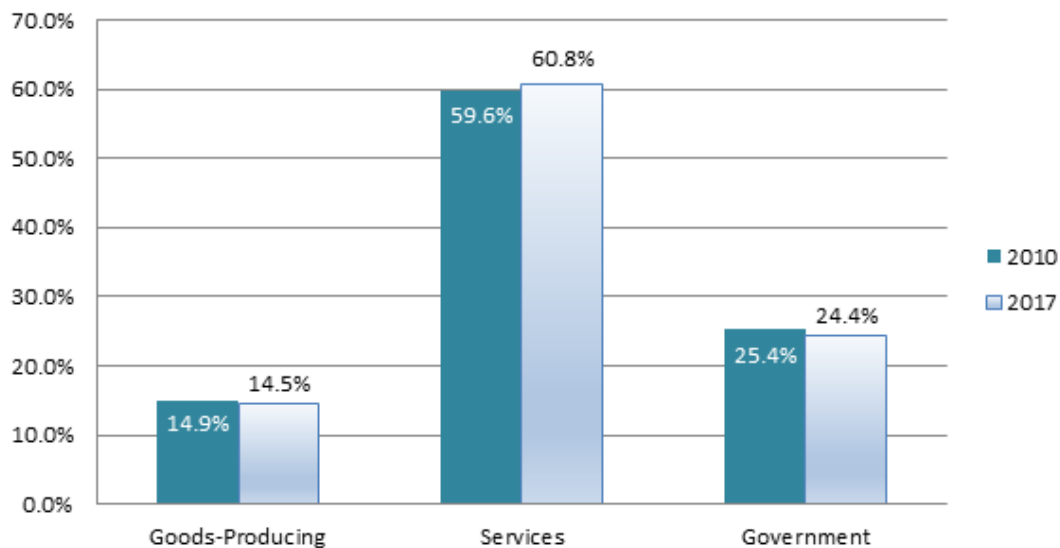
Source: Georgia Department of Labor Local Area Profile

Industry Mix

The CSRA's employment base is largely a mix of small businesses across a variety of sectors. There are 9,298 businesses in the region, employing 198,473 CSRA residents. The majority of businesses employ ten or fewer people. Major employers such as utility firms, education institutions, and government agencies supplement the small business sector of the economy.

A majority of jobs in the region are in service-producing industries (Figure 1). Approximately 60 percent of the CSRA's jobs are in this sector, followed by government (24.4 percent) and goods producing (14.5 percent). These data highlight the move toward service industries that has occurred over several decades.

Table 6: CSRA Total Jobs by Sector, 2010-2018				
	2010		2018	
	Number	Percent	Number	Percent
Farm	3,277	1.53%	3,577	1.50%
Forestry, fishing, and related activities	866	0.40%	738	0.31%
Mining, quarrying, and oil and gas extraction	590	0.28%	551	0.23%
Utilities	208	0.10%	235	0.10%
Construction	11,597	5.41%	11,303	4.75%
Manufacturing	15,335	7.16%	15,901	6.69%
Wholesale trade	4,406	2.06%	5,787	2.43%
Retail trade	22,495	10.50%	25,071	10.54%
Transportation and warehousing	3,773	1.76%	4,571	1.92%
Information	2,718	1.27%	2,684	1.13%
Finance and insurance	6,658	3.11%	6,675	2.81%
Real estate and rental and leasing	6,675	3.11%	7,515	3.16%
Professional, scientific, and technical services	8,791	4.10%	13,093	5.50%
Management of companies and enterprises	732	0.34%	842	0.35%
Administrative and support and waste management and remediation services	14,148	6.60%	17,738	7.46%
Educational services	2,477	1.16%	2,656	1.12%
Health care and social assistance	20,736	9.68%	23,668	9.95%
Arts, entertainment, and recreation	3,216	1.50%	3,862	1.62%
Accommodation and food services	14,768	6.89%	16,819	7.07%
Other services (except government and government enterprises)	13,257	6.19%	16,380	6.89%
Government and government enterprises	57,564	26.86%	58,177	24.46%
Total	**214,287**		**237,843**	

Sources: U.S. Bureau of Economic Analysis, CA 25 and CA 25N; GA DOL; Calculations by CSRA RC
Note: Excludes numbers that were non-disclosed.

Figure 2: CSRA Total Jobs by County, 2017
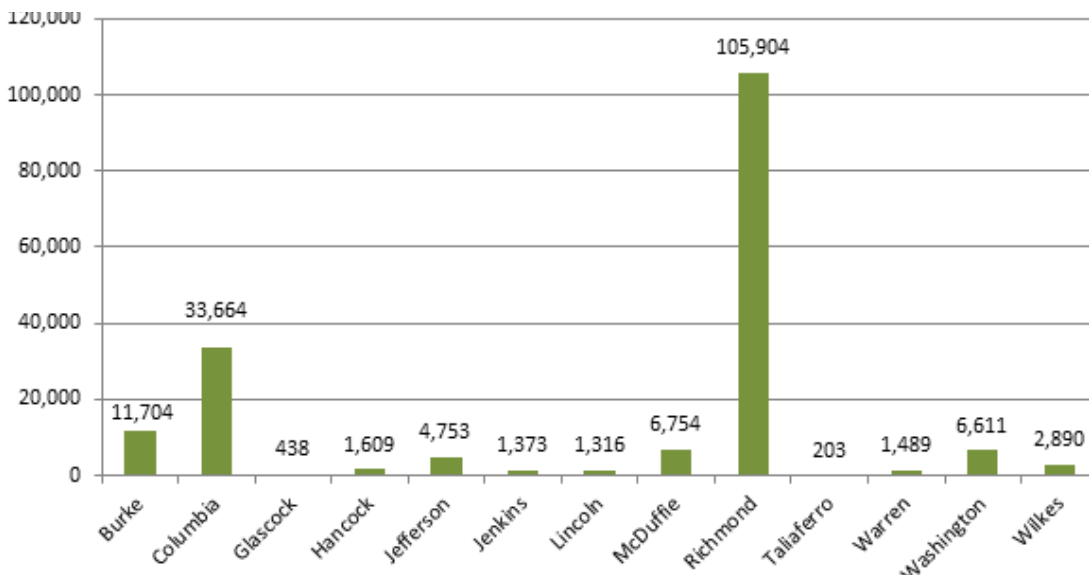
Source : U.S. Bureau of Labor Statistics

Overall, between 2010 and 2017, the region has seen an increase in the number of jobs. The majority of the CSRA's jobs are located in the more urban counties. Together, Augusta-Richmond and Columbia counties account for approximately 78 percent of jobs within the region (Figures 2 - 4).

Figure 3: CSRA Urban and Rural Jobs Balance, 2017
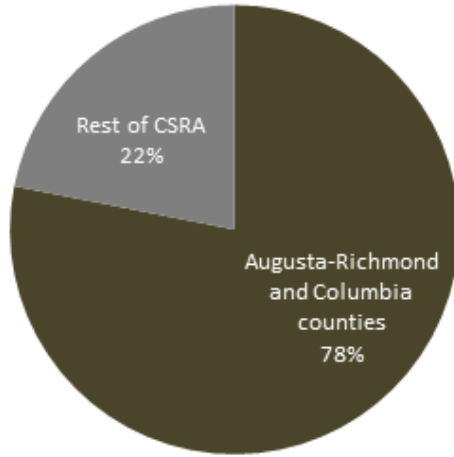
Source : U.S. Bureau of Labor Statistics

Figure 4: CSRA Job Growth by County, 2000 - 2016
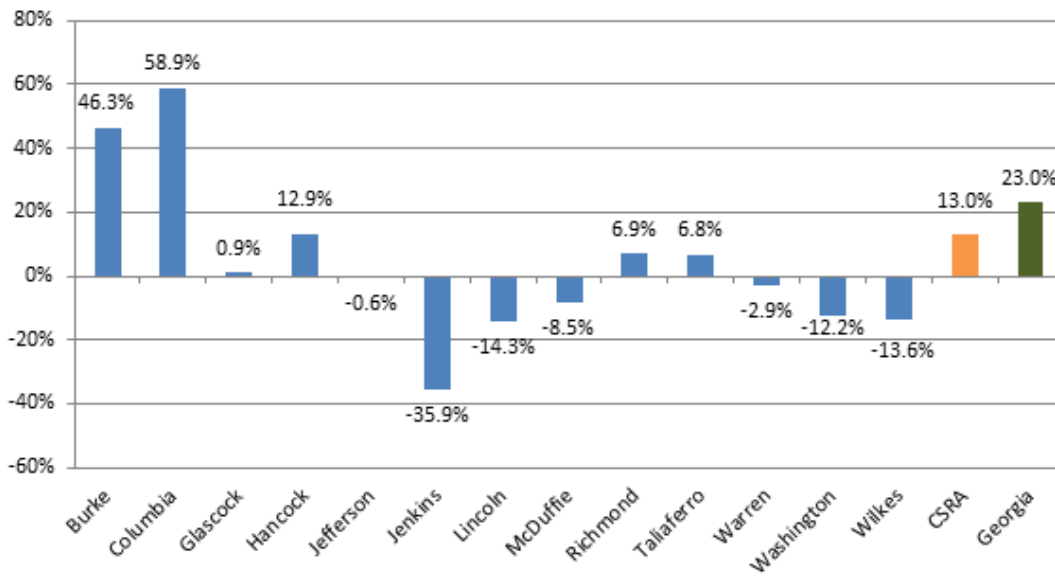
Source: Bureau of Economic Analysis, CA-25 and CA-25N; Calculations by CSRA RC

Location Quotient

Location quotients are analytical tools used to determine which industries are concentrated in a region by comparing each industry's share of employment to the same measure for the nation as a whole. The CSRA's location quotient for a particular industry (i.e. manufacturing) is the ratio of the manufacturing share of total employment in the region to the manufacturing share of total employment in the United States. If the ratio is greater than 1, the industry is of more importance in the region than the U.S. as a whole and is, therefore, likely to be an exporting industry.

Table 7: Location Quotient, CSRA and the United States, 2018					
	CSRA		United States		
Industry	Jobs	Percent	Jobs	Percent	Location Quotient
Natural Resources & Mining	2,014	1.5%	1,872,879	1.6%	0.96
Construction	7,124	5.3%	6,686,142	5.5%	0.96
Manufacturing	15,035	11.2%	12,296,697	10.2%	1.10
Trade, Transportation & Utilities	30,733	22.9%	27,002,877	22.4%	1.02
Information	2,130	1.6%	2,796,947	2.3%	0.68
Financial Activities	5,018	3.7%	7,953,761	6.6%	0.57
Professional & Business Services	22,763	16.9%	20,024,917	16.6%	1.02
Education & Health Services	25,818	19.2%	21,654,265	18.0%	1.07
Leisure & Hospitality	19,019	14.2%	15,556,625	12.9%	1.10
Other Services	4,397	3.3%	4,387,613	3.6%	0.90
Unclassified	296	0.2%	271,898	0.2%	0.98
Total	**134,347**		**120,504,621**		
Source: US Bureau Labor Statistics Quarterly Census of Employment and Wages; Omits jobs classified as non-disclosed.					

Table 7 presents location quotients for the CSRA and the nation. The CSRA's primary export sectors are manufacturing, leisure and hospitality, and education and health services, all with location quotients at or above 1. The relatively low location quotients for information (0.68) and finance (0.57) suggest the region has not achieved its full employment potential in these sectors.

Major Regional Employers

Military Sector

The U.S. Department of Defense is a major employer in the CSRA. Fort Gordon is the Augusta area's largest employer and drives the regional economy. Occupying approximately 55,600 acres in four counties, Fort Gordon is the largest communications training facility in the Armed Forces and is the focal point for the development of tactical communications and information systems. According to the Fort Gordon Alliance, Fort Gordon accounts for about 24,000 civilian and military jobs and generates over $2.4 billion dollars in economic activity and tax revenue annually.

Fort Gordon was recently designated the Army Cyber Center of Excellence, and several thousand new soldiers and contractors are expected to our area in the coming years. The region is working to provide a skilled workforce capable of occupying some of the jobs that will be associated with growth in cyber and in Fort missions in general. Initiatives like the Fort Gordon Cyber District (through the Fort Gordon Alliance) and the Cybersecurity Support Technical Apprenticeship (through Augusta Tech and Unisys Corp) seek to support both the growing tech economy in the region and the Fort.

Fort Gordon is also home to members of the other Armed Forces and is a center for joint forces training and operations. Fort Gordon's neighboring communities must remain mindful of land use and other potential conflicts that could negatively affect Fort Gordon's current missions or ability to expand in our area.

Health Care

The health industry employs more than 25,000 medical professionals in the CSRA. Among the CSRA region's major medical facilities are: Augusta University Medical Center, University Hospital, Dwight D. Eisenhower Army Medical Center, Charlie Norwood VA Medical Center, Doctors Hospital, and Trinity Hospital. Georgia Health Sciences University consolidated with Augusta University in 2012. The medical program consistently ranks among the nation's top 100 medical schools and has received national recognition for its work in the field of telemedicine, where it is considered a pioneer. Dwight D. Eisenhower Hospital and Veteran's Administration Hospital are exclusively for military personnel.

Energy Sector

The Savannah River Site (SRS), a U.S. Department of Energy facility, is the largest energy sector employer in the region, with over 12,000 employees. Although located in South Carolina, it is a major employer for CSRA residents. The facility's functions include producing Tritium, a radioactive hydrogen gas used to enhance the explosive yield of nuclear warheads, and cleanup activities related to old nuclear weapons. SRS is home to the nation's only operating radiochemical separations facility.

Located in Burke County, Plant Vogtle is a nuclear power plant that is expanding with the construction of two new core reactors. Plant Vogtle units 3 and 4 project employs several thousand workers and will be the first new nuclear units built in the United States in the last three decades. This multi-billion dollar construction project has affected favorably the economy of several neighboring counties and created a need for housing, community facilities, land use controls, transportation improvements, and intergovernmental cooperation. According to Georgia Power, the units are expected to be in service by 2022. Once complete, the Vogtle site will produce enough electricity to power 500,000 Georgia homes and businesses.

Labor Force

Occupational Profile

The occupational profile of the CSRA reflects the work performed by the region's residents, whether they work in the CSRA or another region.

Occupational profiles for CSRA residents (as of 2016) are presented in Table 8. The workforce is somewhat diversified with Services occupations (53.6 percent) accounting for the highest share of employment, followed by Sales, Office & Administrative Support (19.4 percent), and both Management/Professional/Financial and Production/Transportation/Material Moving occupations (10.2 percent). The smallest shares of occupations are found in Farming/Fishing/Forestry (0.3 percent) and Construction/Extraction/Maintenance (6.2 percent). The decline in the Farming/Fishing/Forestry and Management/Professional/Finance are reflective of more general economic shift away from agriculture-based business and the shift toward service-based business. Although small compared to the other sectors, occupations like farming and kaolin mining are still valued in the region. Cities and counties should protect valuable farmland and mineral resource areas.

Table 8: Occupational Profile of CSRA Residents				
	2010		2016	
	Number	Percent	Number	Percent
Management/Professional/Financial	67,591	36.6	18,134	10.2
Services	35,087	19	94,927	53.6
Sales, Office & Admin Support	40,997	22.2	34,423	19.4
Farming/Fishing/Forestry	1,108	0.6	482	0.3
Construction/Extraction/Maintenance	10,157	5.5	11,060	6.2
Production/Transportation/Material Moving	29,732	16.1	18,045	10.2
Total	184,672	100	177,071	100

Sources: U.S. Bureau of the Census; ESRI Business Analyst; Calculations by CSRA RC

Table 9: CSRA Employment by Industry				
	2010		2018	
	Number	Percent	Number	Percent
Agriculture/Forestry/Fishing/Hunting/Mining	3,509	1.9	2,982	1.5
Construction	11,265	6.1	7,026	3.5
Manufacturing	16,805	9.1	15,512	7.8
Wholesale Trade	4,247	2.3	8,350	4.2
Retail Trade	20,683	11.2	44,589	22.4
Transportation/Warehousing/Utilities	10,711	5.8	10,334	5.2
Information	2,955	1.6	4,105	2.1
Finance/Insurance/Real Estate/Rental/ Leasing	8,495	4.6	8,907	4.5
Services	95,106	51.5	116,437	58.5
Public Administration	10,896	5.9	13,130	6.6
Total	184,672		206,648	

Sources: U.S. Bureau of the Census; ESRI Business Analyst; Calculations by CSRA RC

Industry employment trends reflect the region's occupational profile. Services (58.5 percent) account for the highest share of employment among CSRA residents (Table 9). Other important industries include Retail Trade (22.4 percent), Manufacturing (7.8 percent) and Public Administration (6.6 percent).

County	< 10 minutes	10-14 minutes	15-19 minutes	20-24 minutes	25-29 minutes	30-34 minutes	35-44 minutes	45-59 minutes	60+ minutes	Mean Travel Time to Work
Burke	15.7%	10.1%	12.8%	9.5%	6.3%	18.5%	9.5%	10.6%	7.0%	26.7 minutes
Columbia	5.9%	13%	18.9%	20.3%	8.2%	16.7%	4.6%	7.9%	4.6%	24.9 minutes
Glascock	8.9%	11.6%	5.9%	17.4%	9.8%	16%	7.8%	9.8%	12.7%	30.2 minutes
Hancock	20.8%	4.9%	15.9%	5.1%	4.4%	19.0%	10.2%	9.3%	10.4%	26.7 minutes
Jefferson	25.7%	13.7%	10.2%	7.7%	5.2%	11.8%	7.7%	10.2%	7.8%	24.6 minutes
Jenkins	26.5%	9.6%	10.8%	11.9%	0.7%	14.9%	10.9%	7.2%	7.5%	23.1 minutes
Lincoln	15.9%	8.0%	8.0%	12.8%	3.6%	14.9%	7.4%	15.3%	14.1%	31 minutes
McDuffie	13.1%	17.9%	16.4%	6.3%	3.8%	15%	10.1%	10.9%	6.4%	27.4 minutes
Richmond	12.0%	17.8%	25.2%	17.8%	5.3%	11.4%	3.1%	4.2%	3.1%	20.4 minutes
Taliaferro	15.8%	5.9%	8.3%	7.5%	11.3%	12.8%	13.9%	13.3%	11.2%	32.1 minutes
Warren	11.8%	11.2%	18.3%	20.7%	2.2%	12.9%	5.0%	7.3%	10.7%	26.7 minutes
Washington	24.1%	21.7%	15.2%	12.2%	2.4%	7.9%	6.1%	4.3%	6.0%	20.6 minutes
Wilkes	24.4%	16.6%	14.4%	11.3%	2.3%	6.5%	1.8%	5.8%	16.8%	26.5 minutes

Table 10: Travel Time to Work

Source: 2012-2016 American Community Survey 5-Year Estimates

Income & Wages

Incomes throughout the CSRA have historically been lower than the state average. With the exception of Columbia County, average CSRA per capita income is approximately 24 percent below the state average (Table 11). However, income levels in twelve of thirteen CSRA counties have increased at a faster rate than the state average in the past sixteen years.

Table 11: Per Capita Personal Income 2000 - 2016 (not adjusted for inflation)				
	2000	2010	2016	2000-2016 percent change
Burke County	$ 17,865	$ 27,901	$ 33,809	89.2%
Columbia County	$ 30,613	$ 39,746	$ 45,908	50.0%
Glascock County	$ 20,073	$ 24,573	$ 29,809	48.5%
Hancock County	$ 13,681	$ 20,505	$ 26,448	93.3%
Jefferson County	$ 18,902	$ 26,135	$ 32,820	73.6%
Jenkins County	$ 18,362	$ 25,539	$ 27,342	48.9%
Lincoln County	$ 20,027	$ 28,072	$ 34,167	70.6%
McDuffie County	$ 22,973	$ 27,727	$ 33,592	46.2%
Richmond County	$ 22,946	$ 30,477	$ 35,526	54.8%
Taliaferro County	$ 15,922	$ 21,139	$ 26,161	64.3%
Warren County	$ 18,008	$ 26,137	$ 32,477	80.3%
Washington County	$ 20,742	$ 25,079	$ 30,424	46.7%
Wilkes County	$ 20,833	$ 25,414	$ 29,758	42.8%
CSRA Average	$ 20,072	$ 26,803	$ 32,172	60.3%
Georgia Average	$ 28,740	$ 34,643	$ 42,159	46.7%
USA	$ 30, 602	$ 40,277	$ 49,246	60.9%

Source: U.S. Bureau of Economic Analysis, CA 1; Calculations by CSRA RC

Table 12: Average Wages per Job, 2000 - 2016				
	2000	2010	2016	2000-2016 percent change
Burke County	$ 28,678	$ 40,398	$ 70,428	146%
Columbia County	$ 24,888	$ 34,039	$ 38,683	55%
Glascock County	$ 24,207	$ 24,226	$ 26,347	9%
Hancock County	$ 20,427	$ 27,763	$ 35,679	75%
Jefferson County	$ 25,046	$ 33,236	$ 36,621	46%
Jenkins County	$ 20,763	$ 27,597	$ 30,864	49%
Lincoln County	$ 20,775	$ 28,536	$ 31,596	52%
McDuffie County	$ 23,772	$ 31,952	$ 34,600	46%
Richmond County	$ 29,178	$ 42,059	$ 46,470	59%
Taliaferro County	$ 17,252	$ 24,120	$ 24,086	40%
Warren County	$ 25,427	$ 29,715	$ 39,722	56%
Washington County	$ 29,616	$ 33,568	$ 35,881	21%
Wilkes County	$ 22,629	$ 29,615	$ 32,705	45%
CSRA Average	$ 24,051	$ 31,294	$ 37,206	55%
Georgia Average	$ 34,316	$ 44,924	$ 51, 572	50%

Source: U.S. Bureau of Economic Analysis, CA 30; Calculations by CSRA RC

Wages constitute the largest component of income. At $37,206, the average wage per job in the CSRA is well below the state average of $51,572 (Table 12). Since 2000, the average wage per job in the CSRA has increased faster (55 percent) than in the state (50 percent). In the region, wages are highest in Burke County ($70,428) and lowest in Taliaferro County ($24,086). Burke County has experienced a significant increase in wages due to the expansion of Plant Vogtle and the need for skilled workforce jobs.

Unemployment

As of December 2016, the CSRA's unemployment rate was 6.4 percent, higher than the state and national averages. The CSRA's unemployment rate has traditionally been slightly above the state and national averages. Since 2010, the region has experienced a significant decline in the overall unemployment. This is a major improvement from the early years following the economic recession.

Figure 5: Unemployment Rate by County, Dec. 2016
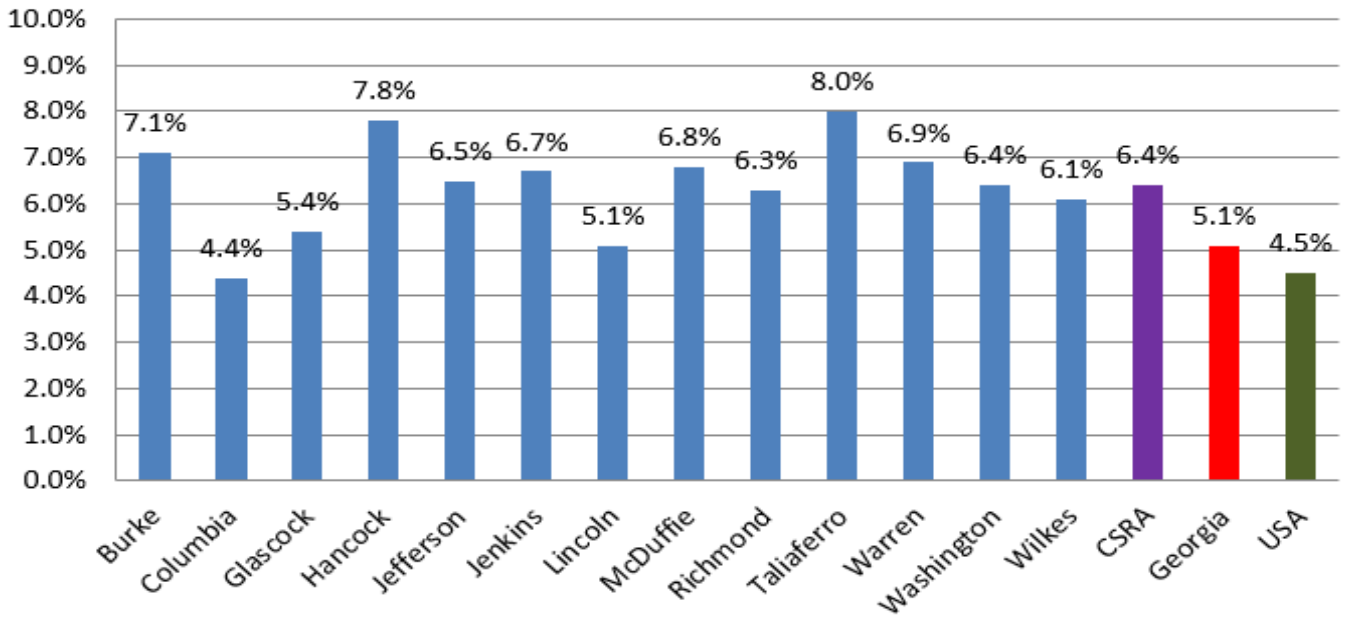
Sources: Georgia Department of Labor; U.S. Bureau of Labor Statistic

Figure 6: Unemployment Rate 2000 - 2016

	00	02	04	06	08	10	12	14	16
CSRA	4.3%	5.6%	5.5%	5.7%	7.0%	10.7%	10.0%	8.0%	6.1%
Georgia	3.6%	5.0%	4.8%	4.7%	6.2%	10.5%	9.2%	7.1%	5.4%
USA	4.0%	5.8%	5.5%	4.6%	5.8%	9.6%	8.1%	6.2%	4.9%
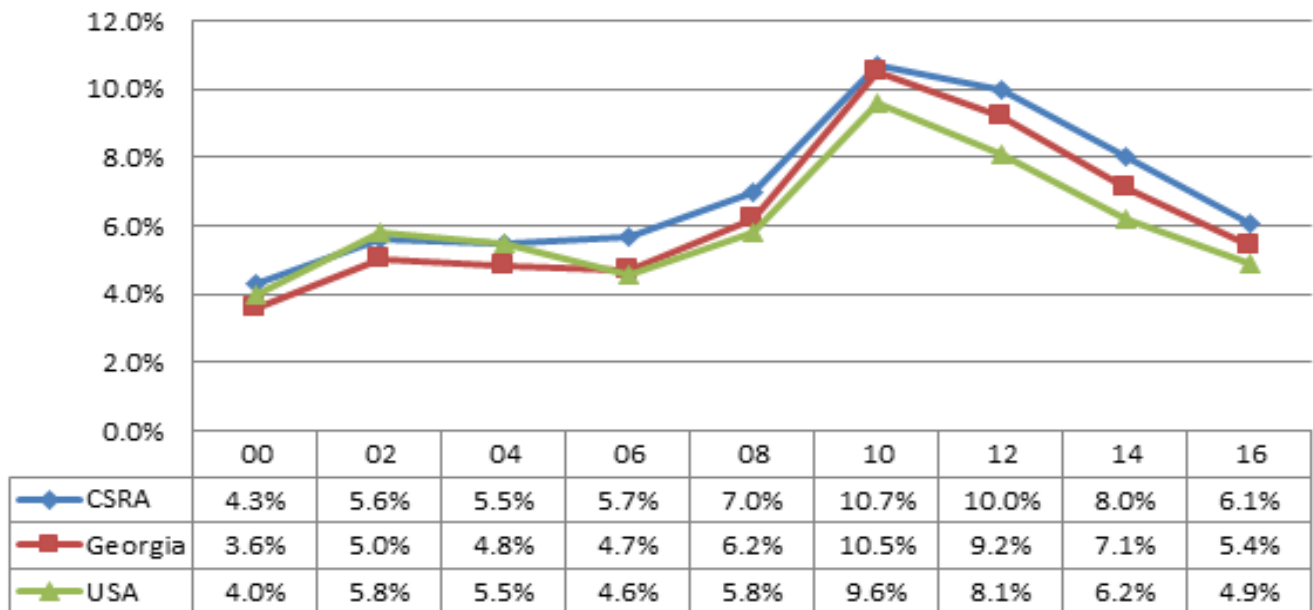
Sources: Georgia Department of Labor

Economic Trends

Projected Job Growth
The CSRA economy was built on traditional industries such as manufacturing, which remains a critical sector in some areas. Changes in the regional economy have made growth industries such as health care and social services, as well as cyber and information technology, the areas in which job creation will occur. These industries will play an increasing role in the region's employment picture over the next decade.

The following projected job projections are based on the "Georgia Area Workforce Trends: Projections to 2018." The analysis is at the Workforce Innovation and Opportunity Act Service Area (WIOA) as defined by the Georgia Department of Labor. WIOA #12 includes Richmond, Burke, Jefferson and Jenkins counties. WIOA #13 encompasses 10 counties in east central Georgia: Columbia, Glascock, Hancock, Lincoln, McDuffie, Taliaferro, Warren, Washington and Wilkes. For analysis purposes, the two service areas must be examined separately because WIOA #13 includes Screven County, which is not part of the CSRA.

WIOA Area #12 – Richmond , Burke, Jefferson and Jenkins
Given the increase of employment in the retail and services industries and Augusta's status as a major regional health care center -- retail, service, and nursing occupations dominate the list of job sectors with the highest projected gains (Figure 7).

Figure 7: Occupations with the Most Openings Through 2024
WIOA Area #12

Occupation	Openings
Receptionists & Information Clerks	300
Nursing Assistants	300
Office Clerks, General	360
General and Operations Managers	360
Laborers and Freight, Stock, and Material...	540
Combined Food Preparation & Serving Workers	540
Customer Service Representatives	600
Cashiers	600
Waiters &Waitresses	600
Registered Nurses	780
Retail Salespersons	960
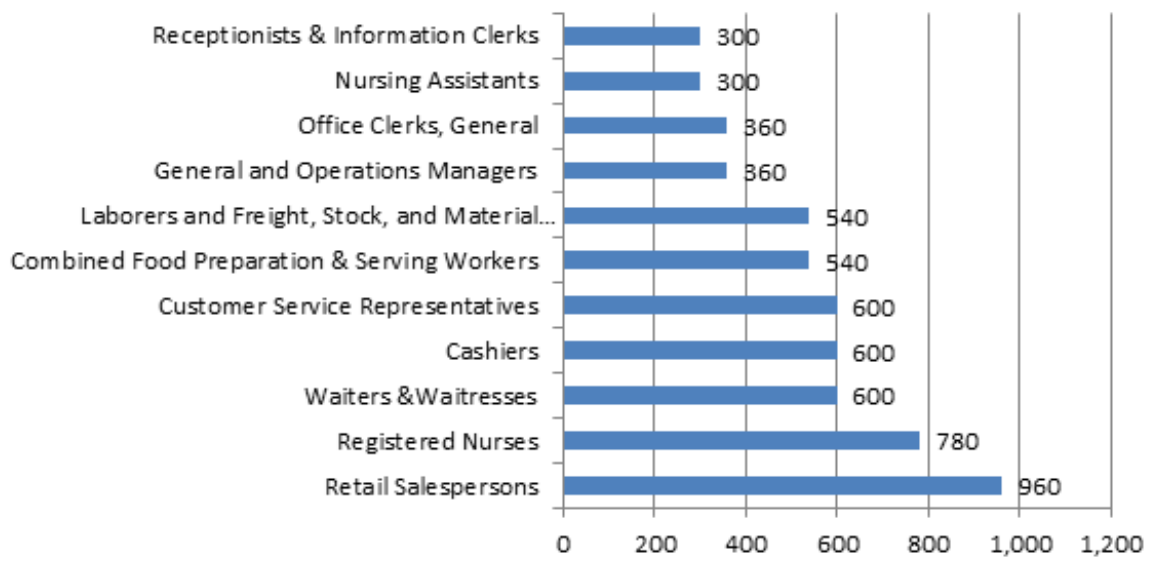
A 2014 to 2024 employment projection is detailed in Table 13. The projection depicts that the Health Care & Social Assistance and Professional, Scientific, & Technical Services sectors will account for the vast majority of industry growth rates. Only seven sectors have projected growth. However, 2018 employment numbers reveal that Health Care & Social Assistance, Construction, Administrative Support and Waste Management, Accommodation and Food Services, and Arts, Entertainment and Recreation have surpassed their 2024 projections.

Table 13: Top Industry Growth Sectors through 2024, WIOA Area #12				
	2014 Estimated Employment	2024 Projected Employment	Total 2014-2024 Employment Change	2014-2024 Percent Change
Health Care and Social Assistance	18,813	21,382	2,569	1.29%
Professional, Scientific, and Technical Services	4,312	5,724	1,412	2.87%
Construction	4,059	4,522	463	1.09%
Administrative Support and Waste Management	9,176	9,579	403	0.43%
Accommodation and Food Services	10,565	10,932	367	0.34%
Finance and Insurance	1,974	2,051	77	0.38%
Arts, Entertainment, and Recreation	1,473	1,521	48	0.32%
Source: Georgia Department of Labor Area Workforce Trends: Projections to 2024				

WIOA Area #13 – East Central Georgia

The fastest growing occupations in WIOA #13 are diverse and associated with retail and service industries (Figure 8). As with WIOA Area #12, Area #13's job openings are dominated by retail and service positions. However, the registered nurse occupation is not present, possibly because the medical nexus is in Augusta.

**Figure 8: Occupations with the Most Openings Through 2024
WIOA Area #13**

The top ten industries in WIOA Area #13 with the highest job growth are listed in Table 14. The Retail Trade and Health Care & Social Assistance sectors are projected to be the lead growth sectors, accounting for almost half the projected job growth through 2024. Based on 2018 employment numbers, the top industry growth sectors are on track with the 2014-2024 projections or near surpassing 2024 projection numbers.

Table 14: Top Industry Growth Sectors through 2024, WIOA Area #13				
	2014 Estimated Employment	2024 Projected Employment	Total 2014-2024 Employment Change	2014-2024 percent Change
Retail Trade	7,912	10,116	2,204	27.86%
Health Care & Social Assistance	6,049	7,977	1,928	31.87%
Educational and Social Services	6,764	7,705	941	13.91%
Accommodation and Food Services	5,340	6,066	726	13.60%
Professional, Scientific, and Technical Services	1,779	2,464	685	38.50%
Construction	3,182	3,788	606	19.04%
Finance & Insurance	2,135	2,605	470	22.01%
Manufacturing	6,795	7,226	431	6.34%
Waste Management & Admin. Support	2,706	3,074	368	13.60%
Arts, Entertainment, and Recreation	645	896	251	38.91%
Source: Georgia Department of Labor Area Workforce Trends: Projections to 2024				

Between 2012 and 2016, 2,728 job losses were reported to the Georgia Department of Labor (DOL) for listing in the Business Layoff & Closure listing directory (Figure 9). It is important to note that these represent only major employers which are required to report closures by federal labor law requirements. It does not include employers that are not required to report closures (smaller employers), or jobs impacted directly and indirectly by major employer closures, such as suppliers.

Figure 9: Major Job Losses in the CSRA, 2012 - 2016
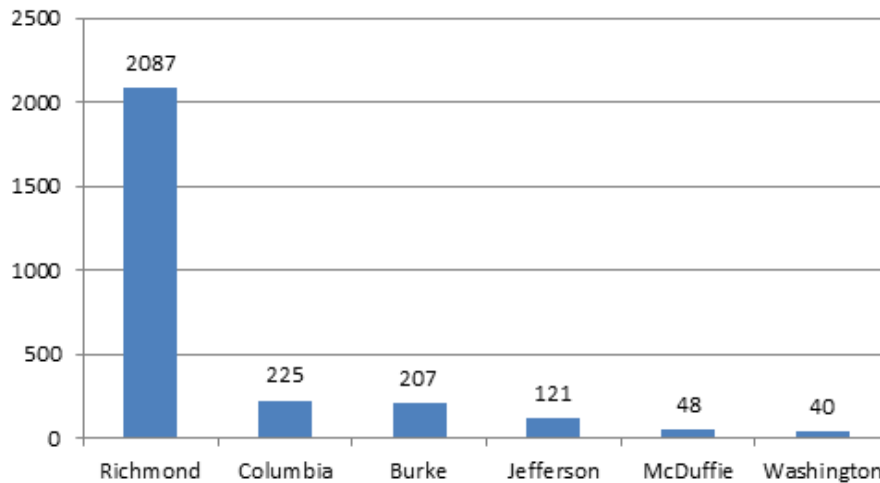
Source: GDOL Business Layoff & Closure Listing http://www.dol.state.ga.us/em/layoff_closure_listing.htm

Richmond and Burke counties have been particularly hard hit with plant closures, reflected in unemployment rates that are at or higher than the state and national averages. Although the numbers of jobs lost in the rural areas is lower than the urban areas, losses in those areas are often more detrimental to the local economy because there are fewer opportunities for residents to find a new job in those areas. That becomes a critical problem for residents with limited transportation. In part because of this situation, job retention and creation is a top regional priority in the CSRA.

Economic Resources

DCA Opportunity Zones

In accordance with O.C.G.A. 48-7-40.1(c)(4), areas that display "pervasive poverty, underdevelopment, general distress, and blight" and are located "within or adjacent to one or more contiguous census block groups with a poverty rate of 15 percent or greater" may be designated as Opportunity Zones by the Georgia Department of Community Affairs. Local governments seeking this designation must also have an Enterprise Zone or urban redevelopment plan in place that identifies the targeted census block groups. New or existing businesses within these designated zones that create two or more jobs can receive a job tax credit of $3,500 per eligible job created, which can be taken against the business's Georgia income tax liability and payroll withholding tax. Current Opportunity Zone designations in the CSRA region are as follows:

Augusta-Richmond County - Harrisburg-West End & Laney Walker (2 Zones)
Columbia County
Tennille (Washington County)

Federal Qualified Opportunity Zones

In 2018, the U.S. Department of Treasury designated 260 census tracts within Georgia as Qualified Opportunity Zones, 27 of which are located in the CSRA region. Poverty and income were used to determine eligible tracts. Investments in business ventures or real estate through Opportunity Funds may provide tax savings for individuals who invest in the funds. DCA will provide information on program rules as they are developed. The CSRA Qualified Opportunity Zones (by tract number and county) are as follows:

Census Tract 9504 Burke
Census Tract 9502 Burke
Census Tract 9501 Burke
Census Tract 4804 Hancock
Census Tract 9604 Jefferson
Census Tract 9603 Jefferson
Census Tract 9601 Jenkins
Census Tract 9701 Lincoln
Census Tract 9504 McDuffie
Census Tract 9502 McDuffie
Census Tract 110 Richmond
Census Tract 107.10 Richmond
Census Tract 105.04 Richmond
Census Tract 10 Richmond
Census Tract 14 Richmond
Census Tract 106 Richmond
Census Tract 7 Richmond
Census Tract 15 Richmond

Census Tract 104 Richmond
Census Tract 6 Richmond
Census Tract 3 Richmond
Census Tract 2 Richmond
Census Tract 9 Richmond
Census Tract 102 Taliaferro
Census Tract 9704 Warren
Census Tract 9507 Washington
Census Tract 9504 Washington

Enterprise Zones

The state Enterprise Zone program began as a result of the Enterprise Zone Employment Act, enacted in 1997 by the General Assembly. The program encourages private business reinvestment and rehabilitation in areas suffering from disinvestment, underdevelopment, and economic decline.

The Enterprise Zone area must meet at least three of the following five criteria:
1. Pervasive poverty established using the most current United States decennial census prepared by the U. S. Bureau of Census.
2. Unemployment Rate (average for preceding yr.) at least 10% higher than State or significant job dislocation.
3. Underdevelopment evidenced by lack of building permits, licenses, land disturbance permits, etc. lower than development activity within local body's jurisdiction.
4. General distress and adverse conditions (population decline, health and safety issues etc.).
5. General Blight evidenced by the inclusion of any portion of the nominated area in an urban redevelopment area.

Four (4) areas in the CSRA region have designated Enterprise Zones:
Augusta-Richmond County
City of Camak
City of Thomson
City of Washington

Incentives include local property tax exemption and local abatement or reduction in occupation taxes, regulatory fees, building inspection fees, and other fees that would otherwise be imposed on qualifying business.

Development Organizations

Table 15 identifies various development organizations that support economic development initiatives in the CSRA. All play different but complementary roles in recruiting and sustaining jobs in the region. County Chambers of Commerce promote the region to visitors and are responsible for non-industrial business recruitment, while Development Authorities focus on industrial recruitment. Downtown Development Authorities focus on recruiting and sustaining downtown businesses. Regional economic development organizations, such as the CSRA Unified Development Authority serve to promote the economic development of the CSRA, and encourage cooperation among economic development organizations.

The large number of economic development organizations reflects the region's emphasis on creating and sustaining jobs. Gradual losses in traditional manufacturing industries and a declining population base have resulted in concern about the CSRA's economic future, particularly in the rural areas. Some communities are looking into expand into other industries like tourism and film to generate new revenue.

Table 15: CSRA Economic Development Organizations		
	Number of Employees	Mission/Purpose
Augusta Metro Chamber of Commerce	10	Supporting and strengthening local businesses, and facilitating the location of new businesses
Burke County Chamber of Commerce	1	Promoting the health and general well-being of Burke County
Burke County Development Authority	2	Promoting the health and general well-being of Burke County
Columbia County Convention and Visitors Bureau	2	To recruit and support business location in Columbia County
Columbia County Development Authority	2	To encourage new and expanding economic growth in the County
Development Authority of Augusta, GA	3	Attract new business to the Augusta-Richmond County area
Development Authority of Washington County	1	Leading the economic development for the county
Forward McDuffie	3	Attract new business to McDuffie County
Jefferson County Chamber of Commerce	1	Supporting and strengthening local businesses, and facilitating the location of new businesses
Jefferson County Development Authority	2	Supporting and strengthening local businesses, and facilitating the location of new businesses
Jenkins County Chamber of Commerce	1	To recruit and support business location in Jenkins County
Jenkins County Development Authority	1	To recruit and support business location in Jenkins County
Lincoln County Development Authority	1	Promote economic development in our county, to create jobs and enhance the quality of life for citizens
Lincoln County Chamber of Commerce	1	Supporting and strengthening local businesses, and facilitating the location of new businesses
Warren County Chamber of Commerce	1	To play an active profitable role in the community
Warren County Development Authority	1	To assist existing industries, and prospective companies with expansion or site location.
Washington County Chamber of Commerce	2	To provide the leadership necessary for the growth and development of all East Central Georgia
Washington Downtown Development Authority	1	Promote downtown Washington for investment
Washington Economic Development Authority	1	Promote the City of Washington for business location
Washington Urban Redevelopment Authority	1	Revitalize needed parts of the City of Washington
Washington-Wilkes Chamber of Commerce	2	Promoting Washington-Wilkes County for investments and business location
Washington-Wilkes Payroll Development Authority	1	Promoting Washington-Wilkes County for investments and business location
CSRA Business Lending	3	To assist CSRA small business through partnerships with area banks
CSRA Regional Commission	5	To provide planning, management and information services to members in a professional, ethical, cost effective and efficient manner; and to serve as a forum for addressing local government and its citizens' needs.

Economic Development Programs & Tools

In Georgia, the direct actions that local governments can take to encourage economic development have historically been less limited than in other states. In the past two decades, several important tools have been made available to local communities to help encourage development and attract or retain jobs. These include:

- Community redevelopment financing (similar to tax increment financing)
- Tax abatement
- Community empowerment zone designation
- Community renewal programs
- Tax deferrals and exemptions for certain business investments
- Industrial revenue bonds

The CSRA's county development authorities have formal business incentive programs and evaluate each request for assistance on a case-by-case basis. Incentives decisions are made by the respective development authorities and local governments based on the availability of resources, and the cost-benefit of providing the incentives.

Table 16 (on the next page) inventories local, state and federal development programs and tools.

Incentive	Provider	Explanation
		Table 16: Economic Development Programs and Tools
Revenue Bonds	Local	Financing instruments issued through development authorities. Both taxable and tax-exempt revenue bond financing is available at competitive, below-prime interest rates. RBs provide financing for land, building and equipment acquisition for new and expanding manufacturing plants.
SPLOST Funds	Local	The development authorities also have SPLOST funds available for short-term loans.
CSRA Revolving Loan Fund	Local	CSRA Revolving Loan Fund – An internal revolving loan fund of CSRA Business Lending. Loans up to $150,000 are available for most purposes.
OneGeorgia Edge Fund	State	Special financial assistance is provided to eligible applicants for locating economic development projects. Response to applications is quick due to the sensitive nature of projects and their tight timeframes. Eligible applicants include city/county governments, development authorities or other public entities.
OneGeorgia Equity Fund	State	The purpose of this fund is to provide a program of financial assistance that includes grants or loans and any other form of financial assistance to provide for infrastructure, services, facilities and improvements.
Georgia's Business Expansion and Support Act Job Tax Credit	State	Tax liability for any one-year may be reduced by a maximum of 100 percent. Eligible businesses include those involved in manufacturing, warehousing, distribution, processing, tourism and research and development. This credit may be carried forward up to ten years. For Augusta, a $2,500 tax credit is available for the creation of 10 jobs
Georgia's Business Expansion and Support Act Investment Tax Credit	State	Available to manufacturers or telecommunications companies having a presence in Georgia for at least 5 years. The company must spend at least $50,000 on an expansion project.
Optional Investment Credit	State	Larger credits can, depending on location, offset up to 90 percent of a manufacturer's increased income tax liability following a major expansion. These larger investment tax credits can be carried forward for 10 years but may not be taken in conjunction with the job or investment tax credits. For Augusta, a minimum investment of $10 million results in an 8 percent tax credit.
Retraining Tax Credit	State	Firms providing retraining for employees may receive a tax credit of 25 percent of their costs, up to $500 per participant, to a maximum of 50 percent of state income tax liability.
Corporate Headquarters Tax Credit	State	Companies establishing or relocating their headquarters to Georgia may be eligible for a tax credit if the headquarters is defined as the principal central administrative offices of a company. New jobs created at the new headquarters must be full-time and must pay above the average wage.
Ports Job Tax Credit	State	Companies that increase traffic shipped through Georgia ports by 10 percent or more in a year may be eligible for larger job tax credits. The amount of the bonus tax credit for qualifying firms is $1,250 per job. Applicants must also be eligible for job tax credits under the B.E.S.T. legislation.
Research and Development Tax Credit	State	A tax credit is allowed for expenses of research conducted within Georgia for any business or headquarters of any such business engaged in manufacturing, warehousing and distribution, processing, telecommunications, tourism and research and development industries.
Sales Tax Exemptions	State	In certain circumstances, sales tax exemptions are available for manufacturing machinery, raw materials, purchase for resale, machinery purchased new and used directly in the manufacturing process, pollution control equipment, machinery components, computer equipment, primary material handling and electricity.
Small Company Business Growth Tax Credit	State	A tax credit is granted for any business or headquarters of any such business engaged in manufacturing, warehousing, and distribution, processing, telecommunications, tourism, and research & development industries having a state net taxable income which is 20 percent or more above that of the preceding year if its net taxable income in each of the two preceding years was also 20 percent or more.
SBA Loans	Federal	SBA 504 can be used for fixed assets, such as land, buildings, machinery and fixtures. SBA 7(a) and Low-Doc can be used for most purposes, including inventory, working capital, vehicles and business acquisitions. CSRA Business Lending administers the SBA 504 program. A bank is the lender on the 7(a) and Low-Doc programs, with the SBA guaranteeing the loans

Sources: OneGeorgia Authority; Georgia Business Expansion and Support Act; SBA Loan Program; CSRA Business Lending

OneGeorgia

CSRA counties have historically participated in a variety of state and federal programs and services designed to foster and promote economic growth. Community Development Block Grants (CDBG), Georgia Department of Transportation (GDOT) industrial access funding, and the Governor's Discretionary Fund (GDF) have all been used to support local economic development initiatives.

The State government also provides assistance through discretionary grants and loans to local governments under the OneGeorgia program for industrial infrastructure and other economic development support programs. During the last several years, infrastructure improvements for economic development have accelerated. Since 2001, OneGeorgia grants have been awarded to 57 CSRA projects totaling $32,297,076 (Table 17).

Table 17: Awarded CSRA OneGeorgia Funds by County				
Recipient	Number of Awards	Awards Amount	Award Type	Major Projects
Burke County	4	$3,480,000	EDGE	Acquisition and rehabilitation of former Kwikset facility; Construction of 30,000 sf facility
Columbia County	1	$ 115,968	EQUITY	Road improvements to support John Deere plant
Glascock County	1	$ 500,000	EQUITY	Land acquisition to develop the county's first industrial park
Hancock County	3	$ 2,715,000	EQUITY, EDGE	Construction of a 67,000 sf. facility
Jefferson County	6	$ 2,999,954	EQUITY, EDGE	Land acquisition and water infrastructure
Jenkins County	5	$ 2,134,630	EQUITY	Airport improvements, land acquisition, infrastructure improvements
Lincoln County	4	$ 1,595,600	EQUITY, EDGE	Building acquisition, sewer line extension
McDuffie County	4	$ 2,000,000	EQUITY	Airport improvements, rail spur, industrial park development
Richmond County	12	$ 9,530,842	EQUITY, EDGE	Facility construction, equipment acquisition
Warren County	5	$ 2,447,006	EQUITY	Water and rail infrastructure improvements, land acquisition
Washington County	8	$ 3,215,218	EQUITY, EDGE	Airport improvements, site preparation, infrastructure improvements
Wilkes County	4	$ 1,562,858	EQUITY, EDGE	Land acquisition, building rehabilitation
Total	57	$32,297,076		
Source: Georgia Department of Community Affairs				

- The EDGE Fund provides financial assistance to eligible applicants that are being considered as a relocation or expansion site and are competing with another state for location of a project.
- The Equity Fund provides a program of financial assistance that includes grants and loans to finance activities that will assist in the recruitment and retention of employment opportunities in areas of greater need.

Four-Year Colleges and Technical Schools

Although many educational institutions have broad missions that include meeting the needs of a wide range of individuals and employers, it is primarily regional two- and four- year institutions that are best able to focus on and respond to regional economies. Technical colleges in particular have done an excellent job of responding to the needs of small and mid-sized businesses and have demonstrated they can successfully juggle a variety of missions.

Table 18 presents an inventory of area technical and comprehensive four-year colleges. Technical colleges graduate thousands of CSRA students annually in over 100 diploma and certificate programs that include a wide variety of technical skills. Four-year colleges and universities are important for businesses needing highly-skilled workers as they provide advanced educational opportunities for CSRA residents. They also serve as major employers, generating significant economic impacts.

CSRA residents will hopefully be able to benefit from increased collaboration between area colleges and universities with businesses and K-12 educational institutions to develop a qualified workforce capable of meeting the needs of existing and expanding business through new degree programs, apprenticeships, and dual enrollment options.

Table 18: Technical and Comprehensive Colleges in the CSRA		
School	**Enrolled Students**	**Program Areas**
Augusta University	8,824	Undergraduate, graduate & professional
Augusta Technical College	6,192	Associate degree, certificates and diplomas in technical fields
East Georgia College-Augusta Campus	482	Liberal arts
Jefferson County Campus (Satellite of Sandersville Technical College)	**	Certificates and diplomas in technical fields
Georgia Southern University-Statesboro Campus	20,418	Comprehensive undergraduate, graduate & professional
McDuffie Campus (Satellite of Augusta Technical College)	**	Certificates and diplomas in technical fields
Medical College of Georgia-Augusta Campus	680	Medicine, health sciences, doctoral
Ogeechee Technical College	2,708	Certificates and diplomas in technical fields
Paine College	534	Liberal Arts
Oconee Fall Line Technical College	1,959	Associate degree, certificates and diplomas in technical fields
Southeast Technical College	1,713	Associate degree, certificates and diplomas in technical fields
University of Phoenix (Augusta Campus)	N/A	Undergraduate professional programs
Waynesboro/Burke County Campus (Satellite of Augusta Technical College)	**	Certificates and diplomas in technical fields
*Source: Collegeboard.com; ** included in flagship college numbers; N/A: Not Available*		

Quick Start Program
The award-winning Quick Start program, administered by state technical colleges, offers companies screening of potential workers as well as specific training at no cost to the employer. This program benefits new and existing businesses. Quick Start covers two areas: manufacturing and service training. The manufacturing training covers company orientation, core skills, job-specific skills, productivity enhancement, employee involvement, and human resource development. The service training covers company orientation, customer service, interaction skills, product information training, job procedures, and professional development.

Job Training Partnership
CSRA counties participate in the Job Training Partnership, a federally-funded program established to prepare youth and adults facing employment barriers by providing job training and other services that will result in increased employment and earnings. The program trains or retrains workers to find better jobs, and offers employers reduced training costs, wage subsidies, screening and tax credits.

High School Performance
Public school systems are critical in providing the education and skill foundation for future employees and business leaders. The quality of public schools is also a significant consideration to business leaders deciding where to locate their companies. The CSRA counts nearly two dozen high schools that enroll thousands of students. How these schools perform on state and national standardized tests helps to measure readiness for higher education and employment opportunities.

Scholastic Aptitude Test Scores
The SAT is among the widest used college admissions tests. SAT scores throughout the CSRA fall below the state and national averages. The 2016 average score for the region as a whole (1,308) is 10.3 percent below the state average and 11.9 percent below the national average (Figure 10). Columbia County is the only county in the CSRA with SAT scores above both the state and national averages. Taliaferro County High School was not included in this analysis, as fewer than 15 students took the exam. Low test scores have been particularly concerning to industrial recruiters, who indicate that a skilled workforce is usually at the top of business location decisions.

Figure 10: Average SAT Scores, 2016
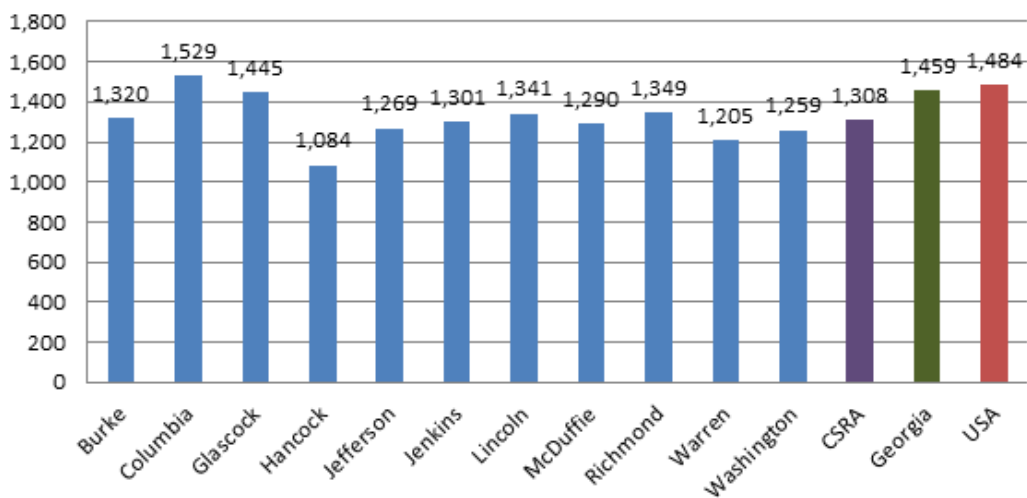
Housing

Housing Types, Age and Mix

The CSRA's housing stock includes both owned and rental units and mix of housing types. The majority of the region's housing stock is classified as single-family (Table 19). Approximately 36 percent of occupied housing units are rental units and 64 percent are owner units, which represents some regional capacity to address different housing needs (Table 20). The region's vacancy rate is relatively high 18 percent, a figure that has increased since 2010, when it stood at 15 percent. Observations, resident conversation and housing inventories suggest that the region's housing stock is not adequate. According to the 2010 distribution of vacant housing units, almost 36 percent were unavailable for purchase or rent. In addition, a significant portion of housing is substandard. Age of housing stock is also a factor, with most being built before the 1980s in the region's rural counties (Table 21). In areas where residents are also low-income, housing repair can be a major issue. Some home owners have been able to utilize Community HOME Investment Program (CHIP) grants for housing rehab, although issues of heir property has been a problem. The CSRA has a need for more housing options for those who are working lower-wage jobs, retired, aging in place, and in poverty. Housing constructed through CHIP could fill some of this need. The demand for affordable housing is rising in the region, and although many residents want to see single-family homes in their area, apartments, duplexes, and other multi-family options are necessary.

Table 19: Physical Housing Characteristics, 2012-2016				
County	Total Units	Single Family	Multi-Family	Manufactured
Burke	8,082	55.9%	11.4%	32.7%
Columbia	45,623	87.9%	6.2%	5.8%
Glascock	1,105	51.8%	2.2%	4.6%
Hancock	2,813	56.2%	6.4%	37.4%
Jefferson	5,855	61.5%	11.2%	27.3%
Jenkins	3,554	65.0%	4.1%	30.8%
Lincoln	3,457	63.5%	3.4%	33.1%
McDuffie	8,067	66.9%	10.8%	22.3%
Richmond	72,470	68.0%	24.4%	7.6%
Taliaferro	748	55.4%	6.0%	38.6%
Warren	2,204	51.9%	13.8%	34.3%
Washington	7,381	62.1%	7.7%	30.2%
Wilkes	3,975	72.5%	9.6%	17.9%
Source: US Census Bureau, 2012-2016 American Community Survey 5-Year Estimates				

Condition and Occupancy

Table 20: CSRA Household Units by Occupancy Status and Tenure, 2010-2016				
	2010		2016	
	Number	Percent	Number	Percent
Total Housing Units	213,733	100	201,643	100%
Occupied	181,712	85.0	165,334	82.0
Owner	119,139	55.7	105,945	64.1
Renter	62,573	29.3	59,389	35.9
Vacant	32,021	15.0	36,309	18.0
Source: 2010 Census, 2012-2016 American Community Survey 5-Year Estimates				

County	-1939	1940-1949	1950-1959	1960-1969	1970-1979	1980-1989	1990-1999	2000-2009	2010-2013
Burke	850	366	612	867	1498	1797	1853	1831	150
Columbia	330	256	776	2288	6386	11450	12257	15161	3239
Glascock	237	40	176	197	141	241	347	112	15
Hancock	458	153	280	490	819	910	1159	992	28
Jefferson	733	343	709	765	1618	975	1374	605	136
Jenkins	584	211	490	671	948	483	981	350	9
Lincoln	342	92	188	521	1065	956	1072	521	31
McDuffie	360	302	579	1308	2360	1593	1716	977	76
Richmond	6227	4712	9332	12375	15258	14589	11751	11038	1623
Taliaferro	149	47	94	128	223	170	158	89	15
Warren	493	150	201	439	707	396	373	188	8
Washington	1024	431	698	1004	1382	1468	1772	1174	85
Wilkes	597	306	517	797	1123	709	673	428	10

Table 21: Age of Housing Stock

Source: US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Value of Housing Stock

Between 2010 and 2016, about half of CSRA counties experienced an increase in the median housing value, with Lincoln County experiencing the largest increase of 20 percent. Lincoln County has several areas along the lake that are already subdivided for housing developments that were left unbuilt after the recession; some of those areas have experienced a renewed interest. Columbia County has the highest median housing values by far, and that number continues to rise. Augusta-Richmond County's housing values have remained stable. Counties such as Jenkins and Taliaferro have experienced substantial declines in the median housing value (Figure 11).

Figure 11: CSRA Counties Median Housing Values, 2010-2016
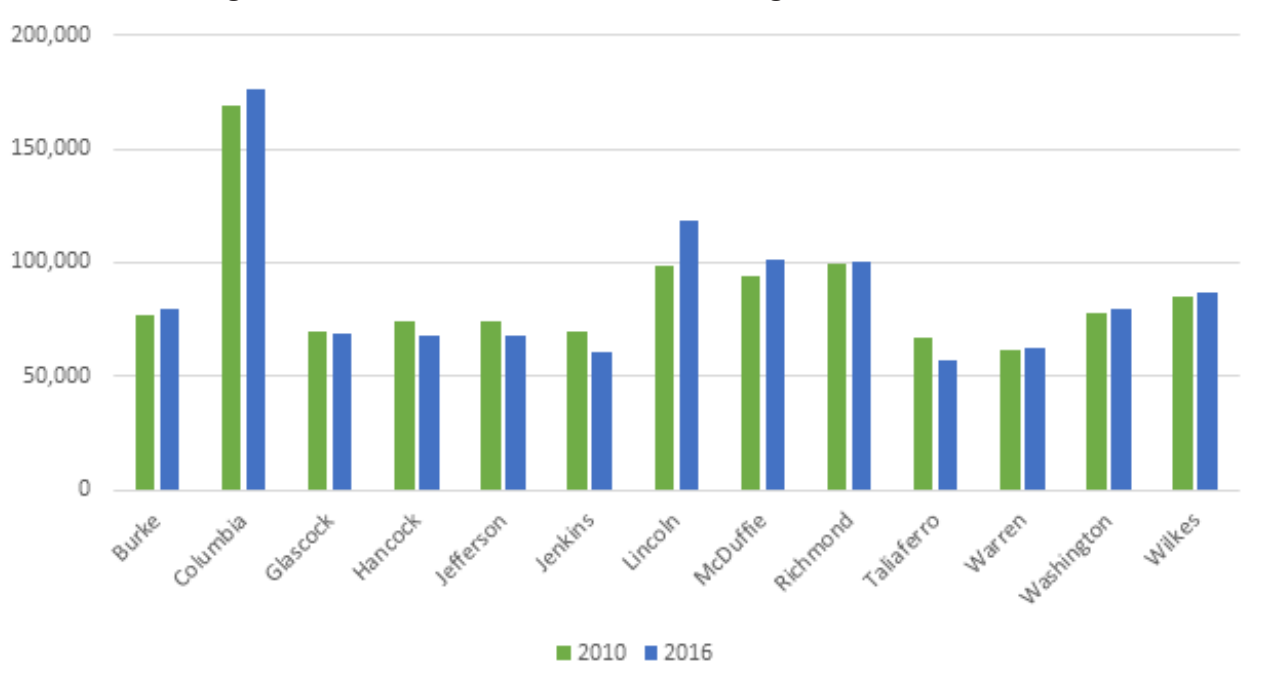
Figure 12: Building Permits by County, 2016
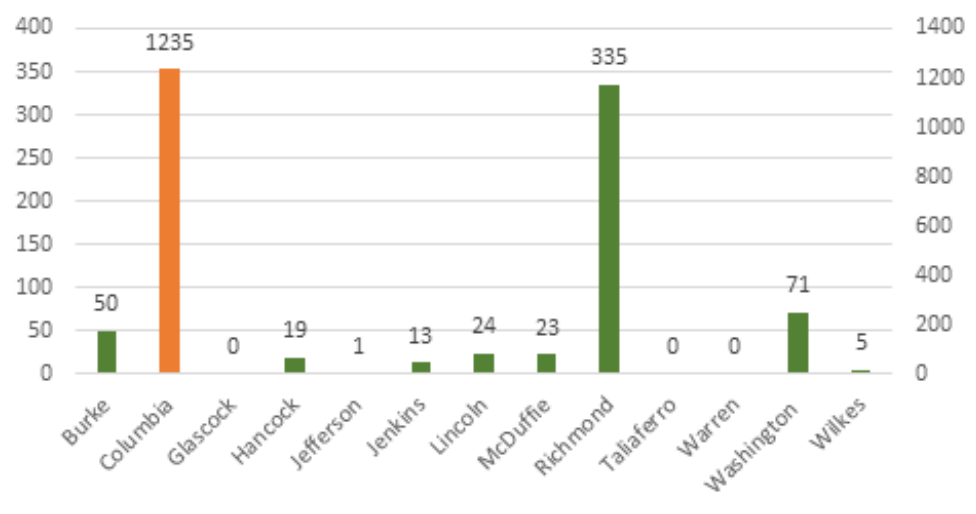
Source: The Georgia County Guide 2018

Augusta-Richmond and Columbia counties accounted for over 95 percent of all CSRA building permits in 2016 (Figure 12). The low number of building permits in the rural CSRA is another indication of housing need in those counties.

Cost-Burdened Households

Nine (9) out of 13 CSRA counties have cost-burdened residents spending 30% or more of their income on housing costs (Table 13). Between 2010 and 2016, some counties have experienced a decline in the amount of income spent on housing costs while some have experienced an increase. None of the CSRA counties are severely cost-burdened, paying 50% of their income or more toward housing costs. With more than half of the CSRA counties spending more their 30% of their income on housing, there is a need for more affordable housing options throughout the Region. When considering the creation of housing for homeownership, some community members and housing industry professionals have expressed concerns over potential consumers not having the necessary credit scores for purchasing. Perhaps programs on financial literacy and credit counseling that are already being offered can be more widely marketed and resources provided to assist residents post-program.

Figure 13: Percent of Income Spent on Housing, 2010 - 2016
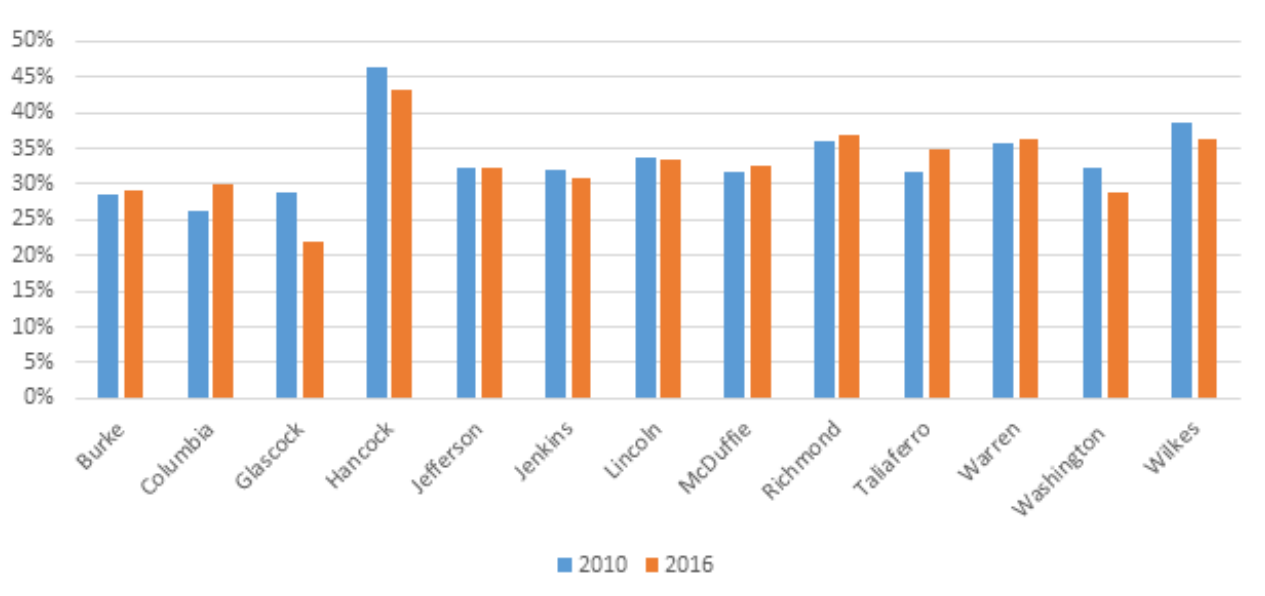
Special Housing Needs

Aging Residents

The CSRA Area Agency on Aging (AAA) is housed within the CSRA Regional Commission. The AAA serves as an action center for aging issues in East Central Georgia by performing intake and assessment, providing options counseling, care consultation, case management, identifying community priorities, allocating and developing resources, building public-private partnerships and connecting CSRA residents to aging solutions that fit their needs and lives.

With more seniors choosing to remain in their homes or with relatives, housing retrofits, home-delivered meals, and home caregivers are needed to support this action. The Elderly and Disabled Waiver Program (EDWP) is a Medicaid program to assist older and/or functionally disabled consumers, their families, and caregivers in achieving safe, self-reliant lives through a range of community based services. Participants must meet the same medical, functional and financial eligibility criteria as for placement in a nursing facility under Medicaid. The CSRA Regional Commission contracts with On My Watch, Inc. to provide care coordination services to program consumers throughout the region. During FY2018, the EDWP program served 686 clients in the community instead of a nursing facility, saving over $30 million Medicaid dollars. Personal Support Services is the most frequently utilized service, followed by the Emergency Response System and Home-Delivered Meals. The monthly average cost of services for EDWP is nearly 1/3 of the cost of a nursing home stay. As of November 2018, the EDWP has a waiting list of 75. Approximately 20-25 people are pulled from the waiting list each month and moved into service, representing a fast turnaround from the time placed on the list to the time put into service.

Our aging residents want and need a variety of choices in housing. Some communities have attempted to address housing needs though the creation of senior living facilities/communities or zoning districts specifically for senior housing. Conversations with seniors during the listening sessions revealed that although the existence of housing specifically for seniors is good, sometimes restrictions on income present an access barrier to seniors who have both the desire and means to support themselves, while also wanting to live in a community of peers.

Victims of Domestic Violence

According to the Georgia Commission on Family Violence, between 2003 and 2015, 1,550 Georgia citizens have lost their lives due to domestic violence. To support residents experiencing domestic violence and educate the community on the issue, services and training are provided through emergency shelters and other agencies. However, different providers serve different parts of the region. SafeHomes of Augusta is a state certified domestic violence center and a GA Family Violence Agency for the East Central Georgia region, serving the following counties: Burke, Columbia, Glascock, Jefferson, Lincoln, McDuffie, Richmond, Taliaferro, Warren, and Wilkes. SafeHomes' offices are located in Richmond County, and include a 30-day, 33-bed emergency shelter. Aside from housing, necessities such as clothing, food, weekly support groups, and legal advocates are made available free-of-charge to residential shelter clients. During the 30 days in shelter, the goal is to help clients obtain permanent, safe and affordable housing and a means of financial support, while eliminating other barriers that may exist post-stay. The Circle of Love Center, Inc in Greensboro serves Hancock County. The 30-day shelter also serves Greene, Morgan, Putnam, and Baldwin counties, provides domestic violence awareness training, and evaluates individual cases to provide emergency housing or transportation needs. The Citizens Against Violence, Inc in Statesboro serves Washington and Jenkins counties. This 21-bed emergency shelter (Safe Haven) also serves Screven, Candler, Bulloch and Effingham counties and operates a rapid rehousing program. The center also has over a dozen apartments used for transitional housing for families with no home to return to.

Supportive systems like these described above require the existence of good quality affordable housing in areas that make clients feel safe. Housing that is in close proximity to employment, grocery stores and other public facilities that enables clients to transition back into everyday life is also important.

Homelessness
The State of Georgia Continua of Care (CoC) work to collect and share data on the sheltered and unsheltered homeless population within their respective jurisdictions. In the last 10 days of January 2017, a "Point in Time Count" of the homeless population was conducted across the United States. Data was collected by the 9 CoC regions in Georgia, counting individuals and families who were homeless in their respective jurisdictions on various nights. The Augusta- Richmond Continuum of Care provides permanent supportive housing, rapid rehousing, coordinated intake and assessment, prevention services to people experiencing homelessness and victims of domestic violence. DCA manages the Georgia Balance of the State CoC (152 counties), using a statistical sampling methodology and predictive model developed by the statistics faculty at Kennesaw State University to arrive at a predictive count of unsheltered homeless persons.

Definitions used in the Point in Time Count:

Sheltered Homeless – lives in emergency shelter, transitional housing for homeless persons, or a hotel or motel with the stay being paid for by an organization

Unsheltered Homeless – lives in a car, park, abandoned building, encampment, dilapidated building, on the sidewalk, or similar location

Table 22: 2017 Homeless Persons (CSRA Counties)			
County	Sheltered	Unsheltered	Total
Burke	0	11	11
Columbia	0	35	35
Glascock	0	1	1
Hancock	0	4	4
Jefferson	0	7	7
Jenkins	0	2	2
Lincoln	0	3	3
McDuffie	0	8	8
Richmond	199	246	445
Taliaferro	0	1	1
Warren	0	2	2
Washington	0	9	9
Wilkes	0	4	4
TOTAL	199	333	532
	Source: Georgia's 10,000: 2017 Report on Homelessness, Kennesaw State University		

Facilities like Family Promise of Augusta and Mercy Ministries provide assistance for families and individuals through day centers, transitional housing, crisis intervention and case management and daily meals. Although homeless populations exist in other parts of the CSRA, many counties lack adequate facilities.

People with Mental, Physical, or Developmental Disabilities

Georgia's Department of Behavioral Health and Developmental Disabilities Region 2 Office serves the CSRA Region. The Department provides behavioral health and developmental disabilities services. Housing and residential services for those with behavioral or developmental disabilities is one of the Department's priorities.

As mentioned previously, the Elderly and Disabled Waiver Program (EDWP) is a Medicaid program to assist older and/or functionally disabled consumers, their families, and caregivers in achieving safe, self-reliant lives through a range of community based services. Participants must meet the same medical, functional and financial eligibility criteria as for placement in a nursing facility under Medicaid. The CSRA Regional Commission contracts with On My Watch, Inc. to provide care coordination services to program consumers throughout the region. During FY2018, the EDWP program served 686 clients in the community instead of a nursing facility, saving over $30 million Medicaid dollars. Personal Support Services is the most frequently utilized service, followed by the Emergency Response System and Home-Delivered Meals. The monthly average cost of services for EDWP is nearly 1/3 of the cost of a nursing home stay. As of November 2018, the EDWP has a waiting list of 75. Approximately 20-25 people are pulled from the waiting list each month and moved into service, representing a fast turnaround from the time placed on the list to the time put into service.

Persons with HIV/AIDS

Housing Opportunities for Persons with AIDS (HOPWA) is a federally funded HUD program that offers housing solutions and support services for low-income persons living with HIV/AIDS. The Balance of State and the Augusta-Richmond HOPWA jurisdictions cover the CSRA Region. The HOPWA program provides stable housing to those experiencing homelessness and those at risk of becoming homeless. Stable housing supported by the HOPWA program creates an environment that allows those living with HIV/AIDS to maintain their HIV care and become virally suppressed.

Jobs-Housing Balance

The mean travel time to work in the CSRA region is less than 30 minutes. However, this does not reveal enough information about the Jobs-Housing Balance in the region and its respective counties, especially in terms of affordability. This requires examining housing and transportation costs combined. Households in the Region spend more than half of their monthly incomes on housing and transportation costs (Table 23). On average, Taliaferro County households spend over 85% of their monthly income on housing and transportation. Jefferson, Hancock, and Warren counties are not far behind. With half of the Region's counties already using more than 30% of their income toward housing, the inclusion of transportation costs negatively impacts the affordability of living in the CSRA. Factors that can contribute to high transportation costs include working outside of the region or state, lack of affordable housing where one works, and lack of access to public transportation or a vehicle for personal use.

Table 23: Average Housing and Transportation Costs as A Percentage of Monthly Income	
County	Percent (%) of Monthly Income
Burke	52%
Columbia	66%
Glascock	58%
Hancock	76%
Jefferson	83%
Jenkins	78%
Lincoln	58%
Source: ACS 2015 and Center for Neighborhood Technology's Housing and Transportation Affordability Index	

Table 23: Average Housing and Transportation Costs as A Percentage of Monthly Income	
McDuffie	54%
Richmond	52%
Taliaferro	86%
Warren	76%
Washington	63%
Wilkes	73%
Source: ACS 2015 and Center for Neighborhood Technology's Housing and Transportation Affordability Index	

Community Facilities and Services

Local community facilities such as parks, water and sewage services, public water, libraries, and medical facilities are mostly located within incorporated municipalities. Access to some public facilities, however, remains a concern as rural county populations are widely dispersed.

What little growth has occurred in rural CSRA counties has been in unincorporated areas. Should this trend persist, those counties will incur increasing infrastructure costs related to residential and commercial development (such as water and sewer lines, county roads, etc.). Most of the CSRA's infrastructure is in incorporated cities. The more residents move out into the unincorporated areas, the higher those costs will be.

Community facilities in the region are primarily locally maintained and operated. Most CSRA counties have annual expenditures for services such as fire and police protection, road maintenance, and library facilities. Most operate solid waste management systems of varying capacity and service. Zoning, building inspection and regulations are services that are not widely provided in the region outside the urbanized area. Smaller, sparsely populated counties typically struggle to support planning, zoning and code enforcement services because of financial, administrative and managerial restrictions.

Water Supply and Treatment
Access to adequate water supply is of both residential and commercial importance in the region. Many communities suffer from deterioration of parts of the local water systems due to aging lines or constrained growth opportunities due to undersized lines, which inhibit increased flow and carrying capacity. Water is provided by metropolitan counties, while the smaller, sparsely populated counties in the region are either provided for by their incorporated cities, use private means such as wells, or contract for services with private companies. Counties such as Hancock have looked into creating partnerships with neighboring counties in order to supply water to border areas. Cities that are rapidly growing, both in population and land mass due to annexation, must remain vigilant about ensuring adequate service in areas already served, along with targeting infrastructure expansion in the most appropriate areas for growth. Having adequate water supply and properly sized lines also helps with fire protection in assuring capacity and proper flow.

Sewerage Systems and Wastewater Treatment
Sewer service is not widespread in the region. Like water, sewer service is primarily offered at the city level, and unincorporated areas use septic systems. Some cities have extended sewer service outside of city boundaries and have agreements with the county for how those unincorporated areas are served.

Solid Waste
Within the CSRA region, five (5) counties (McDuffie, Wilkes, Burke, Lincoln and Augusta-Richmond) provide for both collection and disposal of solid waste in landfills and transfer stations. The other counties either provide dumpster sites for residents or collection through contracts with private haulers, who themselves dispose of the waste, usually in one of the nearby counties.

Broadband
Explosive growth in wireless and fiber-optic communication has provided many urban areas in Georgia with excellent broadband infrastructure. In many larger cities of the state, there are multiple providers who compete by offering lower prices and faster broadband speeds. However, not all the regions of the state have benefited from fiber-optic growth. Most areas of the CSRA outside of the urbanized parts of Columbia and Augusta-Richmond counties lag in both choice and quality of service. The disparity increases as you move west across the region toward Hancock County. Most of these areas are not served by any land broadband service provider, making slower satellite Internet service the only option. One major challenge facing the rural areas in particular is download speeds (actual versus maximum advertised). Modern business and home-use needs require ever-growing download speeds, and it is not uncommon in many major urban areas for the vast majority of speeds to be between 100 mbps and 1 gigabit. Figure 14 presents download speeds for the CSRA region. Over one-third of the region's download speeds are greater than 10Mbps (primarily in the urban area), compared to less than 10% in the rural areas. According to the Federal Communications Commission (FCC), a minimum download speed for a household using 2 devices at once for functions like email, browsing, and Internet radio is 3-8 Mbps (Megabits per second). Figures 15a and 15b (on the next page) are FCC listed general guidelines for minimum download speeds.

In today's high-tech economy, broadband infrastructure is as vital to business development decisions as water, sewer and transportation systems. Broadband is critical in attracting and cultivating new employers as well as keeping existing businesses competitive. From small businesses to large manufacturers, broadband is a critical element in operating efficiency and access to the global marketplace. The CSRA RC considers broadband the region's top infrastructure priority and has been aggressively pursuing state and federal funding to remedy this deficiency by extending broadband infrastructure to areas of the region that currently lack it. Several communities have indicated an interest in the state's new Broadband Ready designation, and RC staff will be working with cities and counties to update comprehensive plans and undertake other activities to achieve the designation and extend services.

Figure 14: Percentage of Connections in the CSRA by Download Speed
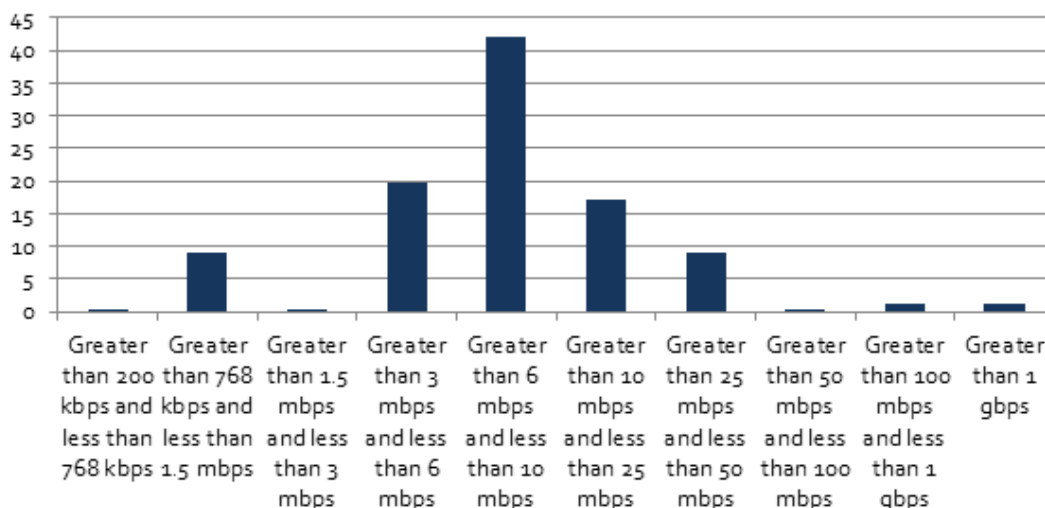
Source: CSRA Digital Economy Plan, 2014

Figure 15a: FCC Published Minimum Download Speeds for Households

	Light Use (Basic functions: email, browsing, basic video, VoIP, Internet radio)	Moderate Use (Basic functions plus one high-demand application: streaming HD video, multiparty video conferencing, online gaming, telecommuting)	High Use (Basic functions plus more than one high-demand application running at the same time)
1 user on 1 device	Basic	Basic	Medium
2 users or devices at a time	Basic	Medium	Medium/Advanced
3 users or devices at a time	Medium	Medium	Advanced
4 users or devices at a time	Medium	Advanced	Advanced

Source: https://www.fcc.gov/research-reports/guides/household-broadband-guide

Figure 15b: FCC Published Minimum Download Speeds Overall

Activity	Minimum Download Speed (Mbps)
GENERAL USAGE	
General Browsing and Email	1
Streaming Online Radio	Less than 0.5
VoIP Calls	Less than 0.5
Student	5 - 25
Telecommuting	5 - 25
File Downloading	10
Social Media	1
WATCHING VIDEO	
Streaming Standard Definition Video	3 - 4
Streaming High Definition (HD) Video	5 - 8
Streaming Ultra HD 4K Video	25
VIDEO CONFERENCING	
Standard Personal Video Call (e.g., Skype)	1
HD Personal Video Call (e.g., Skype)	1.5
HD Video Teleconferencing	6
GAMING	
Game Console Connecting to the Internet	3
Online Multiplayer	4

Source: https://www.fcc.gov/reports-research/guides/broadband-speed-guide

Fire and Police Protection

In our region, firefighting services are provided by both full-time and volunteer firefighters. Despite having several dozen fire stations spread throughout the region, and one of the highest firefighter per capita rates in the state, most CSRA counties have relatively high fire insurance ratings, indicating a need for additional funding for equipment or human resources. According to the 2018 Government Management Indicators (GOMI) survey, Augusta-Richmond and Columbia counties reported the highest ISO rating for the region with a 1, and 3 counties reported the region's lowest rating, 9 (Hancock, Taliaferro, Warren). The rest of the counties reported between 4 and 8.

The various municipal police departments and sheriff's offices in the CSRA counted several hundred police officers, the vast majority in Augusta-Richmond and Columbia counties. Like other services, several counties provide police protection for their incorporated jurisdictions. Crime rates throughout the CSRA are approximately similar to those found in other regions of the state.

Stormwater
According to the 2018 GOMI survey, the majority of CSRA counties list stormwater as a provided service. However, only five (5) counties reported having adopted a stormwater management ordinance: Columbia, Jefferson, McDuffie, Washington and Lincoln.

Libraries
The CSRA has seven (7) different library systems serving the region, counting a total of 37 libraries.

Table 23: Regional Library Systems Serving CSRA Counties		
Library System	_CSRA Counties Served_	_Number of Libraries*_
Augusta-Richmond County	Augusta-Richmond	6
Bartram Trail	McDuffie, Taliaferro, Wilkes	3
Greater Clarks Hill	Burke, Columbia, Lincoln, Warren	8
Jefferson County	Jefferson	3
Oconee	Glascock, Washington	5
Screven-Jenkins	Jenkins	2
Uncle Remus	Hancock	10
Total		**37**
*Reflects the total number of libraries in the system, not just libraries physically located in the CSRA		

Hospitals
The Augusta area is renowned for its concentration of medical facilities. Its hospital bed per capita rate is among the highest in the nation, led by the area's major hospitals: Georgia Health Sciences Medical Center (formerly MCGHealth Medical Center), Doctor's Hospital, and University Hospital (Table 25). Each of these has increased the number of beds in its facility since the last plan update in 2013. Additionally, over the last several years, urgent care facilities, a less-expensive alternative to the traditional emergency room, have increased the number of locations in the region, particularly in the urban areas. Like many other parts of the state, the rural hospitals have struggled. Some counties in the CSRA have no hospital at all, which forces residents to travel. This becomes a concern for residents with health concerns and those who are aging or have young children in those areas.

Table 25: CSRA Hospitals		
Hospital	_County_	_Number of Hospital Beds_
Burke Medical Center	Burke	40
Jefferson Hospital	Jefferson	37
Jenkins County Hospital	Jenkins	25
McDuffie Regional Medical Center	McDuffie	47
Georgia Health Sciences Medical Center	Augusta-Richmond	478
Doctors Hospital of Augusta	Augusta-Richmond	354
University Hospital	Augusta-Richmond	812
Trinity Hospital of Augusta	Augusta-Richmond	231
Washington County Regional Medical Center	Washington	116
Wills Memorial Hospital	Wilkes	25
Total		**2,165**

CSRA Roads, Railroads and Bridges

Legend:
- Bridges
- Major Roads
- Interstate Highways
- Railroad
- Fort Gordon
- CSRA Cities
- CSRA Counties
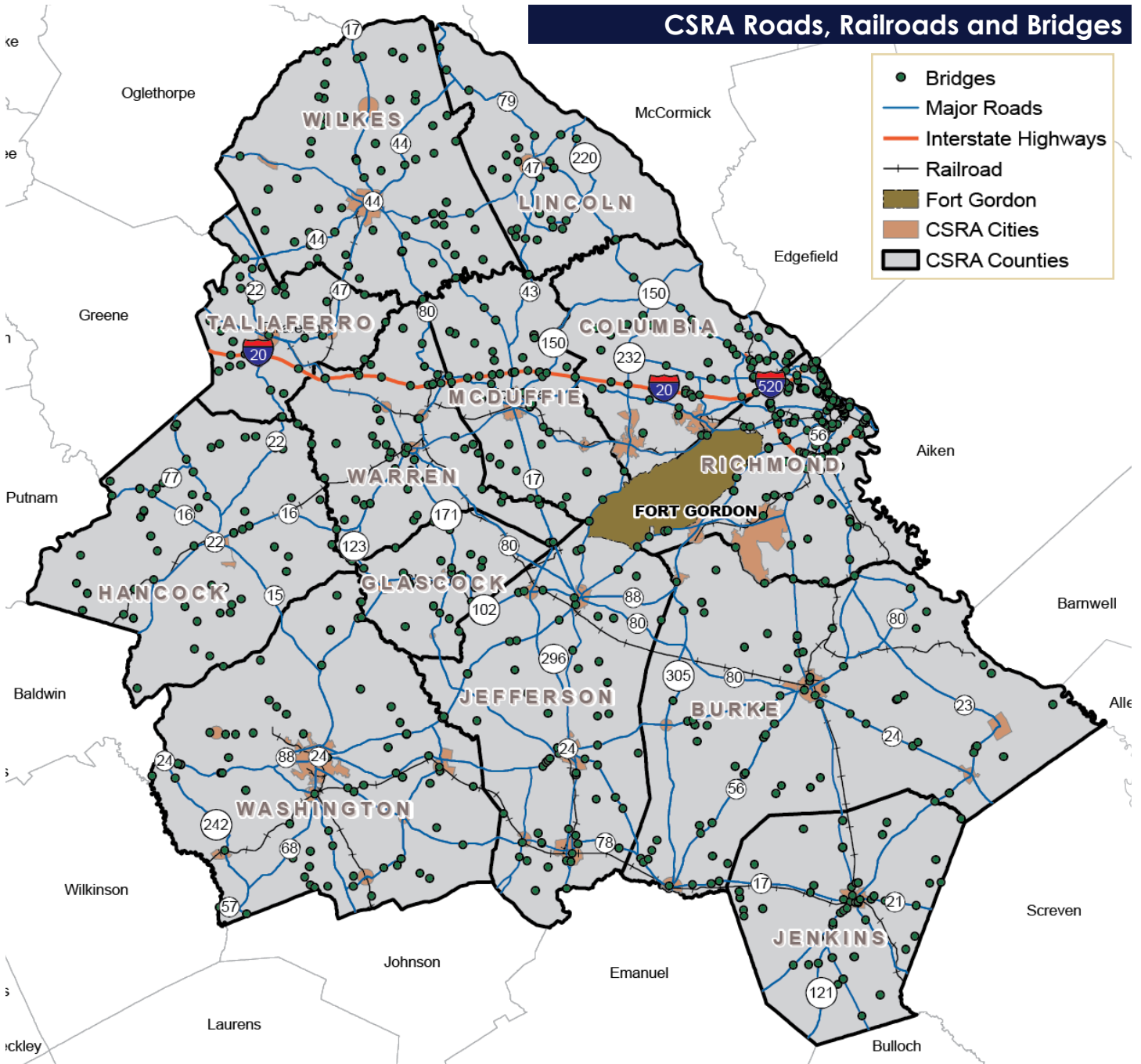
Road Network

The CSRA has a small network of interstates and four-lane U.S. highways that provide east-west and north-south access to regional and national markets. Interstates 20 and 520, as well as U.S. 1 and U.S. 25 link the CSRA's major cities to each other as well as to the state's major cities, such as Atlanta, Macon, and Savannah. However, the highway system does not meet traveler and freight mobility needs throughout the region. The interstates and U.S. 1 and U.S. 25 cover only a part of the CSRA, leaving entire areas in the northern and southern part of the region without adequate highway infrastructure.   Additionally, there are bridges across the region that are structurally deficient, functionally obsolete, or lack bicycle and pedestrian facilities.

Safety and vehicular transportation

The number of annual crashes accidents has dramatically increased throughout the CSRA Region since 2012. The majority of crashes occur in the more urbanized areas of the region; this makes sense since the majority of vehicular activity occurs in those areas. The two graphs below reflect the difference in the urban and rural areas. None of the rural counties had more than 800 recorded crashes over the study period. Augusta-Richmond County has consistently been over that amount since 2013. With a push to add more bicycle and pedestrian facilities to our roads, increased public transit routes, recent passage of the Georgia Hands-Free Driving law, and redesigned roadways in Augusta-Richmond and Columbia counties, residents hope to see a decrease in the number of accidents over the next few years.

Figure 16: Annual total Number of Vehicular Crashes in CSRA Rural Counties
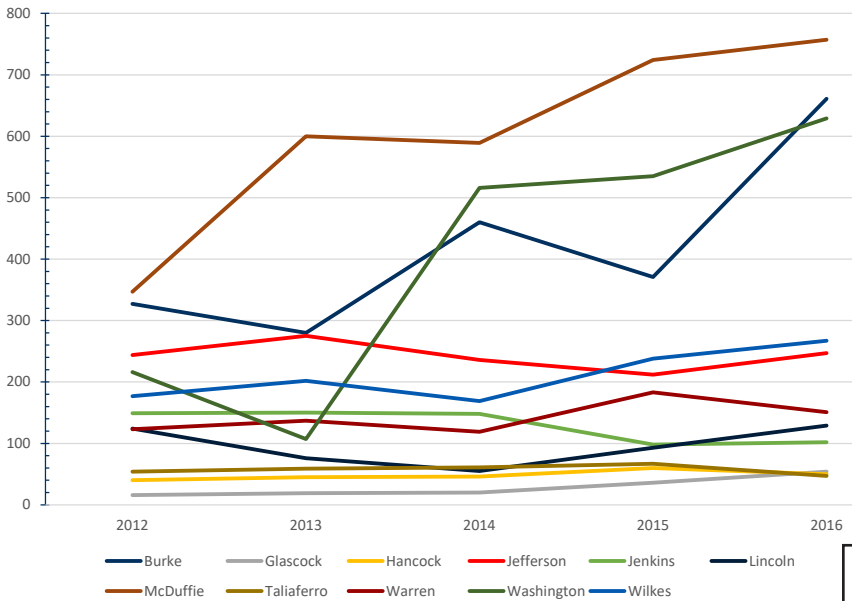
Figure 17: Annual total Number of Vehicular Crashes in CSRA Urban Counties
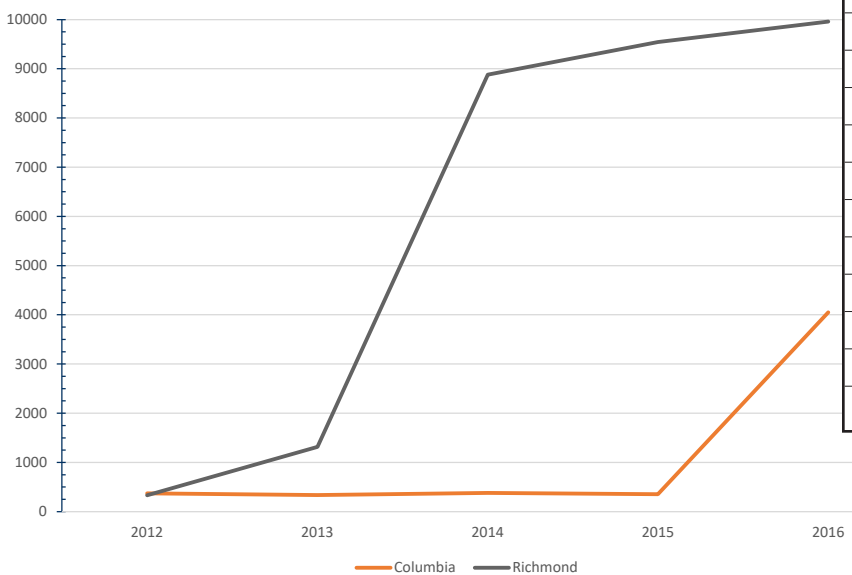
Table 26: Annual Total Number of Vehicular Crashes All CSRA Counties					
	2012	2013	2014	2015	2016
Glascock	16	19	20	36	54
Hancock	40	45	46	60	50
Taliaferro	54	59	61	67	47
Warren	123	137	119	183	151
Lincoln	124	76	55	93	129
Jenkins	149	150	148	98	102
Wilkes	177	202	169	238	267
Washington	216	107	516	535	629
Jefferson	244	275	236	212	247
Burke	327	280	460	371	661
Richmond	333	1,315	8,879	9,541	9,957
McDuffie	347	600	589	724	757
Columbia	373	336	379	353	4,051
CSRA Total	*2,523*	*3,601*	*11,677*	*12,511*	*17,102*

Legend:
- Bicycle Corridor
- Constructed Multiuse Trail
- Conceptual Multiuse Trail
- Transit Service Area
- CSRA
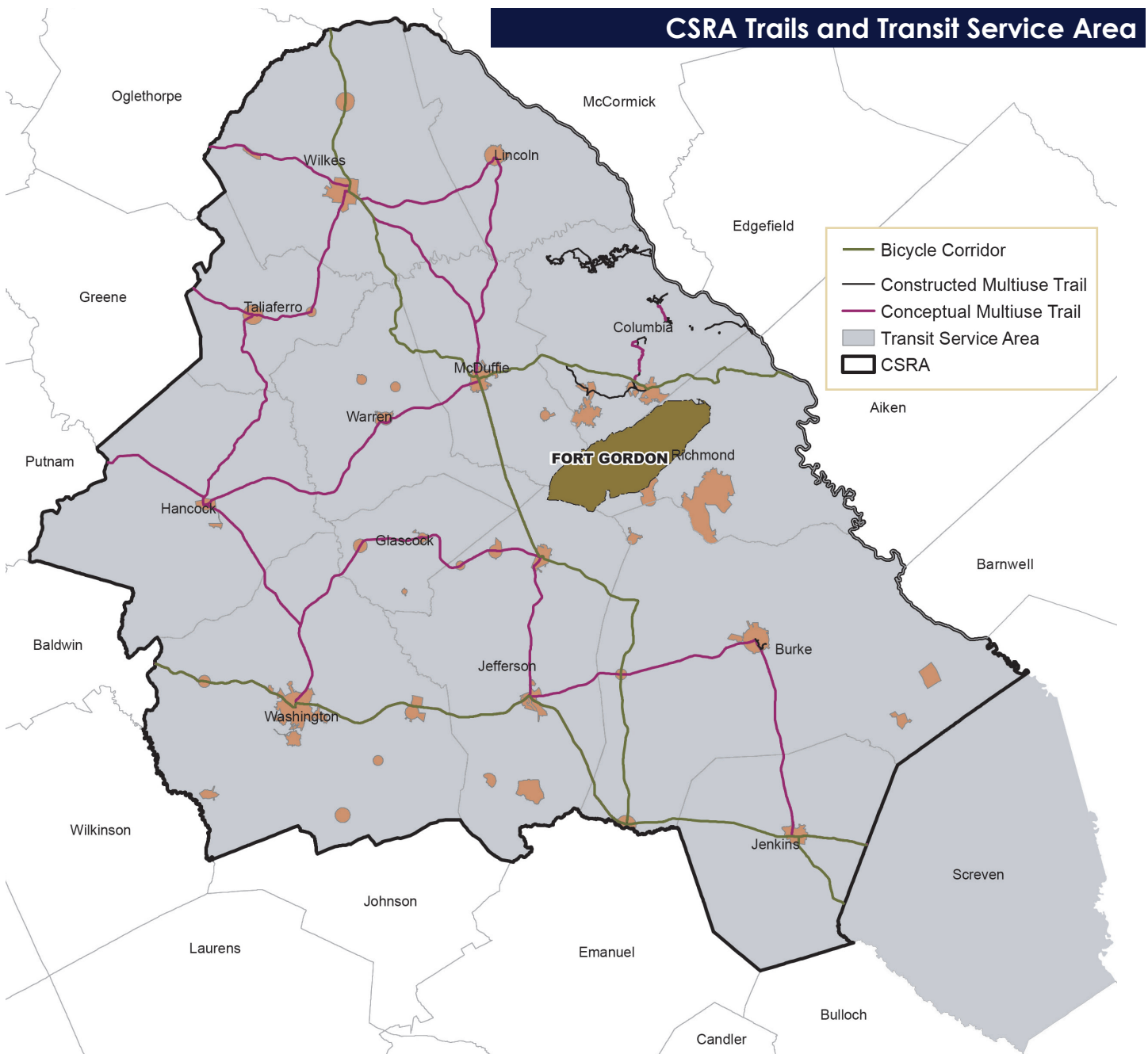
Alternative Modes of Transportation

Fixed-route public transit in the CSRA is limited to Augusta-Richmond County. Augusta Public Transit operates nine routes from Monday through Saturday; buses include bike racks. The rest of the CSRA is served with demand-response service, paid for by state and federal agencies that provide transportation benefits, such as Medicare and Medicaid.

The CSRA developed a bicycle and pedestrian plan in 2005. The plan aimed to designate a regional bicycle network as well as recommend actions to improve pedestrian facilities, particularly in downtown areas.

CSRA cities and counties have been very active in implementing numerous bicycle and pedestrian improvements. Most of the region's Transportation Enhancements projects have been focused on these transportation modes, both to improve facilities and as part of wider downtown revitalization, and for recreation efforts.
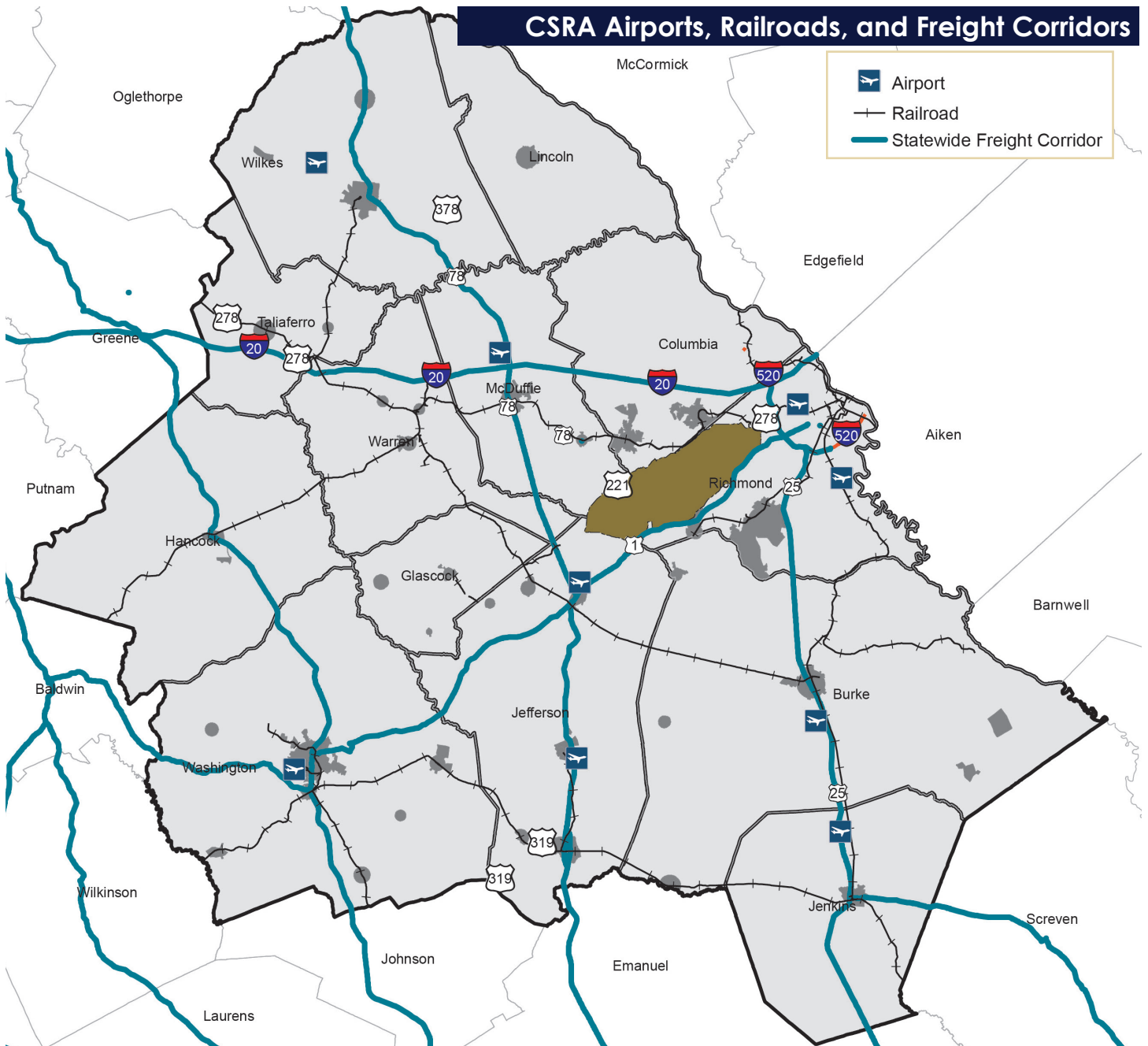
Trucking, Rail, and Air

The CSRA has two primary rail freight carriers: Norfolk Southern and CSX Rail Service.

Counties in metro Atlanta and Savannah account for the majority of the state's inbound and outbound truck flows. For example, Fulton County accounts for 22% of flows (over 66 million tons). Outside of these areas, Augusta-Richmond County has a large inbound flow of truck tonnage (over 5 million tons), partially due to it being a population center. A positive for our region overall is that the majority of truck travel occurs on the Interstate, and we have the benefit of I-20 and I-520.

There are nine (9) public, general aviation airports that service the CSRA, but only Augusta Regional Airport provides regularly-scheduled commercial flights.

Transportation and Land Use Connection

Because transportation and land use are directly connected, governments must consider the impacts and effects that decisions on future land development and transportation infrastructure management have one another. Land use and transportation planning in the region must coordinate if the jurisdictions ever hope to achieve more sustainable communities. This coordinated planning effort allows us to create places with a balance of uses, mixed uses, preserved local character, and greater access to recreation, employment, services, transportation options, and so much more.

While the transportation system serves automobiles relatively well, it is less friendly to other users. Many streets are designed only with vehicle traffic in mind, making them unsafe or unpleasant for pedestrians and cyclists. Moreover, development patterns in many cases continue to separate uses and rely on arterial roads to make connections. These two factors limit mobility for residents and contribute to inactivity and growing obesity levels for children and adults in the region. As a manner of practice, communities with zoning, subdivision regulations and other land use-related controls should consider, among other things, the following:

- Creation of Planned Unit Developments classification in the ordinance
- Encourage conservation subdivisions and cluster developments
- Providing incentives or requiring that linkages be made between new developments and bike/ped/recreation facilities
- Allow mixed uses in certain zoning districts
- Allowing /encouraging the upper floors of downtown buildings for residential and the ground floor for commercial/office
- Implementing a Complete Streets policy and design guidelines
- Utilizing the expansion of water/sewer infrastructure as a means to guide growth to desired areas
- Examine the street networks around senior centers for walkability/usability
- Perform walk audits with SRTS at local schools to address issues

There are more issues with traffic and congestion in the more urban areas of the region. One critical point is the 1-20 bridge crossing over the Savannah River between Georgia and South Carolina. This crossing contains two lanes in each direction and operates as a primary freight route between the two states; sometimes a bottleneck is created in that area. During busy times like Master's week, commuters can expect delays and some take to using longer, alternative routes like I-520.

Rapidly expanding areas in Columbia County experience congestion along major thoroughfares like Robinson Ave and Washington Rd. The construction of a new gate at Fort Gordon between Grovetown and Harlem presents potential land use and transportation challenges, as that gate may affect traffic pattern and volume in the area (redirected from other gates) and increase residential and commercial builders' desire for nearby property. A recommendation of the Joint Land Use Study will be to conduct a small area study of the land between Grovetown and Harlem to more closely examine land use, infrastructure and transportation impacts.

The Augusta Regional Transportation Study (ARTS) Metropolitan Planning Organization (MPO) is the regional transportation agency and covers Augusta-Richmond County and parts of Columbia, Aiken, and Edgefield counties. As part of the ARTS Congestion Management Process, 52 corridors were surveyed over a 5-year period (2010-2014) and identified as "not presently congested", "at risk of congestion", "marginally congested", or "seriously congested". Twenty (20) roads were labeled "seriously congested" including sections of 13th Street, 15 Street, Wheeler Road, Wrightsboro Road, Robinson Avenue, Flowing Wells Road, and Belair Road. The full list of roads is available in the "Transportation Vision 2040" long range transportation plan for the ARTS MPO.

With that said, it must be noted that the goal of transportation planning is not to build roadways that never experience congestion. Communities have to consider the future and the fact that targeting improvements and expanding road capacity can encourage unintended development. Some communities may need to do a "road diet" and actually remove an automobile travel lane in certain areas (like downtowns) and replace it with on-street parking, wider sidewalks, bike lanes or other traffic calming measures.

Within the MPO area and across the region, transportation improvements have taken place over the last couple of years that may not otherwise have happened until later in the future. Thanks to the passage of the TIA (aka TSPLOST) in 2012 - much-needed transportation improvements have taken place across the entire region, either through the projects designated on the region's final project list, or through the 25% discretionary funds. TIA represents a 1% transportation sales tax to fund regional and local transportation improvements, of which 75% of funds go to a predefined project list. Discretionary funds are used on a variety of projects, such as airports, roads, bridges, bike lanes, and pedestrian facilities. The funds can be used on any new or existing transportation projects, including operation and maintenance or as a match for state and/or federal funds.

The CSRA TIA Project list at a glance:

Total Projects: 84
Projects Under Construction: 16
Projects Completed: 40
TIA Funds Budgeted (2011 Dollars): $713,019,813
Total Expenditure to Date: $160,234,172
Tax Revenue Collected o Date: $376,616,735

Projects from the 2012 TIA list are staggered into three (3) "bands" covering different points of the 10-year collection window: Band 1 (2013-15), Band 2 (2016-19), and Band 3 (2020-22). Types of projects include; road widening, road resurfacing, bridge restoration or replacement, bike/ped facilities, public transit operations and maintenance, intersection improvements, sidewalks, signals, medians, frontage roads, truck routes, and passing lanes. Communities across the board are supportive of TIA and elected officials have begun conversations about a TIA 2022, facilitated by the Regional Commission. More information on the TIA program such as project status and budgets can be found at www.ga-tia.com.

Table 27: Projects by County

County	Number of Projects (on the approved TIA investment list)
Burke	5
Columbia	8
Glascock	1
Hancock	3
Jefferson	3
Jenkins	1
Lincoln	2
McDuffie	3
Richmond	50
Taliaferro	1
Warren	2
Washington	2
Wilkes	3

Source: GDOT

STAKEHOLDER INVOLVEMENT REPORT

Identification of Stakeholders

Stakeholder input and feedback was used directly in plan involvement at every phase, from the SWOT analysis to the specific implementation measures that form our regional work program. Identified stakeholders represent a variety of disciplines and backgrounds and helped to guide plan development. These individuals and groups include policy makers and others able to affect the plan, local advocates, those affected by the plan, and partners in plan implementation.

Stakeholders:

CSRA RC's county and municipal governments and their residents
Central Savannah River Area Regional Commission Council
CSRA Area Agency on Aging and Age-Friendly Augusta
City and County Administrative, Planning and Zoning staff
Georgia Department of Community Affairs
Georgia Department of Transportation
Fort Gordon Joint Land Use Study steering committee
Main Street programs and historical societies
Development authorities and Chambers of Commerce
Housing authorities
Augusta Food Oasis steering committee

Participation Techniques

During the process, the RC gathered information and comments from stakeholders and the public through multiple events such as public hearings, steering committee input, listening sessions, a digital survey, and social media. CSRA RC staff utilized both print and digital distribution channels, which served to support each other in the process, either as a conduit for sending information or an opportunity to gather resident input.

Steering Committee Members

The CSRA Regional Commission's Council served as the Regional Plan's Steering Committee.

Member	Jurisdiction	Member	Jurisdiction
Mayor Hardie Davis	Augusta-Richmond	Chairman Charles Ware	Taliaferro County
Mayor Robert Buckwitz	Hephzibah	Mayor Herman Milner	Crawfordville
Mr. John Luther	Private Sector	Mr. George Hughes	Private Sector
Commissioner Terri Kelly	Burke County	Chairman John Graham	Warren County
Councilman Richard Byne	Waynesboro	Mayor Chris McCorkle	Warrenton
Chairman Ron Cross	Columbia County	Reverend Felton Poole	Private Sector
Mayor George James, III	Grovetown	Chairman Horace Daniel	Washington County
Chairman Lori Boyen	Glascock County	Mayor James Andrews	Sandersville
Mayor Gregg Kelley	Gibson	Mr. Otis Hilson	Private Sector
Mr. Lee Griffin	Private Sector	Chairman Sam Moore	Wilkes County
Chairman Sistie Hudson	Hancock County	Mayor Ames Barnett	Washington
Mr. William Evans, Jr.	Sparta	Mr. Hollis Winn	Private Sector
Ms. Latunya Goodwin	Private Sector	Tat Thompson	Columbia County
Chairman Mitchell McGraw	Jefferson County	Joyce Blevins	McDuffie County
Mayor Larry Morgan	Louisville	Molly Howard	Jefferson County
Mr. Josephus Nelson	Private Sector	Julian Roberts III	Augusta-Richmond
Chairman James Henry	Jenkins County	Adam Nelson	Columbia County
Mayor Albert Rocker	Millen	President Terry Elam	Augusta Tech
Chairman Walker Norman	Lincoln County	Dr. Lloyd Horadan	Sandersville Tech
Mayor Henry Brown	Lincolnton		
Mr. Gary Edwards	Private Sector		
Chairman Charlie Newton IV	McDuffie County		
Mayor Ken Usry	Thomson		

Technical Advisory Group

Staff of the CSRA RC's Planning Department and other RC staff served as a Technical Advisory Group.

Technical Advisory Group Members:
   Martin Laws, former Director of Planning
   Regina Pyles, Director of Planning
   Anne Floyd, Director of Local Government Services; Historic Preservation Planner
   Linda Griljava, Director of Community Development
   Michael Strickland, Economic Development Project Manager

Partnerships and Information Distribution

The Regional Commission's Planning Department partnered with CSRA Area Agency on Aging, other RC departments, and the Augusta Food Oasis/Georgia Organics to distribute information at their events or speak to a group of constituents in their sector. The Regional Commission staff also utilized social media to post plan updates or listening session information on the Facebook and/or Twitter pages for the RC, local government, and CSRA AAA.

Lastly, the Planning Department created an informational lobby display for the RC office entrance area, along with handouts for citizens with general plan information and local food asset surveys for distribution at events.

Public Hearings

Two public hearings were held during the regional planning process - one to initiate the process and another after the draft plan was made available for public review to get final comments prior to submitting the plan to DCA. Staff also presented information on the process itself, opportunities for input, ways to access plan information, and the plan's recommendations to stakeholders and the public. The first hearing was held as part of a regularly scheduled RC Council meeting and the second at the RC headquarters. CSRA RC staff was present at both hearings to review plan elements and receive input from attendees.
Hearing Dates:
- October 26, 2017 - CSRA RC Council Meeting - Thomson, GA
- October 30, 2018 - CSRA RC Headquarters - Augusta, GA

Listening Sessions

The RC also held three public listening sessions in three different counties, two of which operated as a partnership event with the Augusta Food Oasis to inform residents about food access and gather paper surveys on the locations of food assets. Before the meetings, staff asked host communities to share the event on their social media or email to their lists (if applicable). This didn't always result in a bigger attendance day-of, but the staff did notice increased traffic in the online community survey. At the meetings staff also set up tablets and laptops to enable any attendees to fill out the surveys in real-time.
Session Dates:
- July 17, 2018 - Grovetown
- July 26, 2018 - Warrenton
- October 30, 2018 - Augusta

05

CITYOFGROVETOWN.COM
CSRA Regional Commission - Community Listening Session

CSRA
Regional Plan

PUBLIC LISTENING SESSION

CSRA RC Office
3626 Walton Way Extension, Suite 300
Augusta, GA 30909

October 30, 2018
1:00 – 5:00 PM

Topics Covered:

Regional Data

Regional SWOT

Regional Goals

Regional Needs and Opportunities

Implementation Program

Notes:

WARRENTON

GROVETOWN

AUGUSTA

Website, Online Survey and Social Media Posts

During the plan development process, the Regional Commission provided a dedicated space on its website to serve as a portal for information about the plan, contact info for questions or comments, draft documents, and important dates.

The Regional Commission also utilized Survey Monkey to create and publish an online survey to gather additional resident input, with links provided on the RC website, social media, and emails. Over 100 surveys were received, and the results compiled to look for trends, commonalities within open-ended questions, and overall rankings for the "topics of regional importance" section of the survey. These results served as data for the SWOT analysis and helped to shape the conversation around community goals, needs and opportunities, and work program items.

As mentioned previously, the Regional Commission also utilized Facebook and Twitter to provide information, including specific posts for community goals and the listening sessions.

Thank you for taking this survey!

The Central Savannah River Area is creating a plan for the future and needs your input. Let your voice be heard! Please take a few minutes to help shape our community for tomorrow and have impact on the projects that we decide to undertake.

Topics of Regional Importance

* 1. Rank the following QUALITY OF LIFE regional topics in terms of importance to you.

- Parks and Trails
- Rural Broadband
- Access to Healthy/Affordable Food
- Preservation of Cultural Resources
- Arts, Theater and Entertainment
- Aging Resources

* 2. Rank the following HOUSING related regional topics in terms of importance to you.

- Preservation of Historic Resources
- Removal of Dilapidated Buildings
- Neighborhood Development
- Workforce Housing
- Housing for Seniors
- Housing for Low Income Residents

* 3. Rank the following INFRASTRUCTURE regional topics in terms of importance to you.

- Rural Broadband Infrastructure
- Roads and Bridges
- Water and Sewer Infrastructure
- Storm Water Drainage Infrastructure
- Airports and Commercial Transportation
- Rail

* 4. Rank the following ECONOMIC regional topics in terms of importance to you.

- Rural Broadband Infrastructure
- Brownfield Redevelopment
- Job Creation
- Agri-Tourism/Heritage Tourism
- Business Attraction and Retention
- High Tech, Biotech, and Cyber Industry Clusters

* 5. Rank the following EDUCATIONAL regional topics in terms of importance to you.

- Public K - 12 Education
- Private K - 12 Education
- Public Universities
- Private Universities
- Technical Colleges
- Apprenticeship Programs

Transportation

* 8. How satisfied are you with the transportation options in your locality?

- ○ Very satisfied
- ○ Satisfied
- ○ Neither satisfied nor dissatisfied
- ○ Dissatisfied
- ○ Very dissatisfied

* 9. What types of transportation improvements would you like to see increased locally or regionally? Check all that apply.

- ☐ Public transit (bus, trolley, rail, etc)
- ☐ Sidewalks
- ☐ Bike lanes
- ☐ Multi-use trails
- ☐ Widened highways with additional lanes
- ☐ None of the above

Other (please specify)

Housing

* 6. How satisfied are you with the variety of housing in your locality?

⚪ Very satisfied

⚪ Satisfied

⚪ Neither satisfied nor dissatisfied

⚪ Dissatisfied

⚪ Very dissatisfied

* 7. What types of housing would you like to see in your locality? Check all that apply.

☐ Single-family homes

☐ Townhouses

☐ Apartments

☐ Duplexes/Triplexes

☐ Modular homes

☐ Manufactured homes

10. How satisfied are you with the regional transportation infrastructure in the CSRA?

⚪ Satisfied

⚪ Neither Satisfied nor Dissatisfied

⚪ Dissatisfied

⚪ Very Dissatisfied

Other Topics

14. Does your locality have a zoning or land use ordinance?

⚪ Yes

⚪ No

⚪ I don't know

15. Does your locality have a farmer's market?

⚪ Yes

⚪ No

⚪ I don't know

Recreation

* 11. How satisfied are you with the recreational opportunities in your locality?

⚪ Very satisfied

⚪ Satisfied

⚪ Neither satisfied nor dissatisfied

⚪ Dissatisfied

⚪ Very dissatisfied

* 12. Do you use public facilities such as parks, trails, and ball fields?

⚪ Yes

⚪ No

13. Are there any recreation programs or facilities you would like to see in your locality?

* 19. What are the greatest external threats impacting this region as a whole or your particular area of the region? Consider the kinds of obstacles we face, standards/policies that are changing, etc.

1

2

3

CSRA Regional Plan Update 2018

Goals and Projects

20. What is your NUMBER ONE goal for the region?

21. What kinds of projects would you like to see happen in/for the region?

CSRA Regional Plan Update 2018

SWOT

* 16. What are the greatest strengths of this region as a whole or of your particular area of the region? Consider what we do well, advantages we have, knowledge/skills/resources we have, etc.

1

2

3

* 17. What are the greatest weaknesses of this region as a whole or of your particular area of the region? Consider things we can improve upon, knowledge/skills/resources we are lacking, etc.

1

2

3

* 18. What are the greatest opportunities available to this region as a whole or to your particular area of the region? Consider untapped resources, areas where we can expand, etc.

1

2

CSRA Regional Plan Update 2018

* 22. What is your age?

○ 17 or younger

○ 18-20

○ 21-29

○ 30-39

○ 40-49

○ 50-59

○ 60 or older

* 23. In what county do you currently reside?

* 24. How would you identify yourself?

○ Resident

○ Elected/Appointed Official

○ Local Government Staff

25. Do you have additional comments you would like to make in regards to the Regional Plan and regionalism?

LIST OF ACRONYMS

AAA	Area Agency on Aging
AARP	American Association of Retired Persons
ACCG	Association of County Commissioners in Georgia
ACS	American Community Survey
ARDA	Augusta Regional Development Alliance
ARTS	Augusta Regional Transportation Study
CDBG	Community Development Block Grant
CHIP	Community HOME Investment Program
CHDO	Community Housing and Development Organization
CMP	Congestion Management Process
CNA	Certified Nursing Assistant
CoC	Continua of Care
CSRA AAA	Central Savannah River Area Regional Commission Area Agency on Aging
CSRA RC	Central Savannah River Area Regional Commission
CSX	CSX Transportation Inc.
DCA	Department of Community Affairs
DHS	Department of Human Services
DOL	Georgia Department of Labor
DNR/HPD	Georgia Department of Natural Resources/Historic Preservation Division
DRI	Development of Regional Impact
EDWP	Elderly and Disabled Waiver Program (formerly CCSP)
EPA	Environmental Protection (Federal)
EPD	Environmental Protection Division (State)
GARC	Georgia Association of Regional Commissions
GDEcD	Georgia Department of Economic Development
GDF	Governor's Discretionary Fund
GDOT	Georgia Department of Transportation
GEFA	Georgia Environmental Finance Authority
GHFA	Georgia Housing & Finance Authority
GICH	Georgia Initiative for Community Housing
GIS	Geographic Information Systems (utilized for mapping)
GMA	Georgia Municipal Association
GOMI	Government Management Indicators
GOPB	Governor's Office of Planning and Budget
GTA	Georgia Transmission Authority
HD	High definition
HOPWA	Housing Opportunities for Persons with AIDS
HPC	Historic Preservation Commission
HPD	Georgia Dept. of Natural Resources Historic Preservation Division
HUD	United States Department of Housing and Urban Development

IBC	International Building Code
IRC	International Residential Code
JLUS	Joint Land Use Study (for Fort Gordon)
LG	Local Government
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
NPS	National Park Service
OEA	Office of Economic Adjustment
RC	Regional Commission
RIR	Regionally Important Resource
RFP	Request for Proposals
SRTS	Safe Routes To School
STIP	Statewide Transportation Improvement Program
TIA	Transportation Investment Act
TE	Transportation Enhancement
TSPLOST	Transportation Special Purpose Local Option Sales Tax
UDA	CSRA Unified Development Authority
UGA	University of Georgia
UGA Extension	University of Georgia Extension Service
USDA	United States Department of Agriculture
WIOA	Workforce Innovation and Opportunity Act

Visit our Website
https://csrarc.ga.gov

Give us a Call
706-210-2000

Contact our Planning Department
planning@csrarc.ga.gov

Follow us on Facebook
https://www.facebook.com/CSRARC/

CSRA

Regional Plan 2040

Prepared by the Planning Department