



Three Rivers

REGIONAL COMMISSION



Regional Plan

2019-2039

December 2019

Three Rivers Regional Plan Update 2019-2039

Prepared by:



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Adopted December 12, 2019

By the Three Rivers Regional Council

RESOLUTION

ADOPTION OF THE THREE RIVERS REGIONAL COMMISSION REGIONAL PLAN 2019 - 2039

WHEREAS, the Georgia Planning Act authorizes the Department of Community Affairs to establish specific rules and procedures for the development of Regional Plans and a Regional Work Program; and

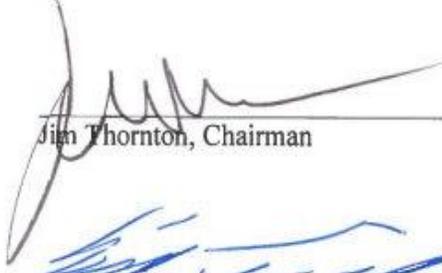
WHEREAS, the Three Rivers Regional Commission has performed an updated to its Regional Plan and Regional Work Program for the period 2019-2039; and

WHEREAS, the Regional Plan was submitted to the Georgia Department of Community Affairs for a regional review; and

WHEREAS, the Plan has received approval by the Georgia Department of Community Affairs;

NOW THEREFORE BE IT RESOLVED that the Council of the Three Rivers Regional Commission hereby adopts the Three Rivers Regional Commission Regional Plan 2019-2039.

ADOPTED, this 12th day of December, 2019.



Jim Thornton, Chairman



Kirk Fjelstul, Executive Director

2019 THREE RIVERS REGIONAL COUNCIL MEMBERS

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Ms. Kay Pippin, Mayor, City of Jackson
Mr. Terry Nolan, Non-Public Member, Butts County

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County

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VACANT, Non-Public Member, Upson County

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VACANT, Governor's Appointee
VACANT, Governor's Appointee
VACANT, Governor's Appointee
Mr. John Rainwater, Lt. Governor's Appointee
VACANT, Speaker's Appointee

***Council Chair**

**** Vice Chair**

***** Council Secretary**

Three Rivers Regional Commission

2019 Regional Plan Executive Team (Technical Advisory Committee)

TRRC Council Members

Bennie Horton, Lamar County
Curtis Brown, Jr., Troup County
Donna Armstrong-Lackey, Carroll County
Douglas Hollberg, Spalding County
Greg Wright, Coweta County
Jim Thornton, Troup County
Kay Pippin, Butts County
Lee Boone, Heard County
Norman Allen, Upson County
Shirley Hines, Meriwether County

Three Rivers RC Planning Staff

Jeannie Brantley, Planning Director
Kim Dutton, Planner
Cymone Haiju, Planner
Paul Jarrell, Planner
Sam Mukoro, GIS Planner

Stakeholders

David Rast, Coweta County Planner
Dick Morrow, Business Owner
Frankie Willis, Trucks, Inc.
Janet Hyde, Carroll County Planner
Jennifer Rogers, Heart & Soul Coordinator
Kathy Knowles, Heard County Dev. Auth.
Kathy Oxford, Lamar County IDA
Leigh Threadgill, LaGrange City Planner
Tavores Edwards, Coweta Transportation
Theron Gay, Meriwether County Manager

Department of Community Affairs

Elizabeth Smith, Senior Planner
Corinne Thornton, Regional Services Dir.

The Executive Team is composed of ten members of our TRRC Council and their appointed stakeholder(s).

Three Rivers Regional Commission

Member Government Listing

*Denotes County Seat

Butts County

Jackson*
Flovilla
Jenkinsburg

Carroll County

Carrollton*
Bowdon
Mount Zion
Roopville
Temple
Villa Rica
Whitesburg

Coweta County

Newnan*
Grantville
Haralson
Moreland
Senoia
Sharpsburg
Turin

Heard County

Franklin*
Centralhatchee
Ephesus

Lamar County

Barnesville*
Aldora
Milner

Meriwether County

Greenville*
Gay
Lone Oak
Luthersville
Manchester
Warm Springs
Woodbury

Pike County

Zebulon*
Concord
Meansville
Molena
Williamson

Spalding County

Griffin*
Orchard Hill
Sunnyside

Troup County

LaGrange*
Hogansville
West Point

Upson County

Thomaston*
Yatesville

Table of Contents

Executive Summary	1
Introduction	1
Stakeholder Involvement and Public Participation Process	2
Regional Vision and Goals Summary	4
Priority Needs and Opportunities	5
Key Strategies and Actions	6
Consideration of Local, Regional, and Statewide Plans	6
Regional Goals	7
Regional Goals and Policies	7
Regional Land Use Map	13
Conservation and Development Map	16
Areas Requiring Special Attention (ARSA) Map	18
Regional Needs and Opportunities	29
Economic Development	29
Transportation	30
Housing & Land Use	31
Community Facilities	32
Natural & Cultural Resources	32
Regional and Intergovernmental Coordination	33
Regional Implementation Program	34
Performance Standards	34
Local Government Performance Standards Update	38
Strategies and Regional Work Program	41
Report of Accomplishments	42

TRRC Regional Work Program 2019- 2023	49
TRRC Regional Work Program 2019- 2023	50
TRRC Regional Work Program 2019- 2023	51
TRRC Regional Work Program 2019- 2023	52
Appendix.....	53
Appendix A. SWOT Analysis.....	53
Appendix B. Analysis of Consistency with Quality Community Objectives	56
Appendix C. Data and Maps	60
Appendix D. Stakeholder Involvement Report.....	126

Executive Summary

Introduction

The Three Rivers Regional Commission (TRRC) is located in west central Georgia and is made up of 10 counties and 43 municipalities. The 10 counties include Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup, and Upson. The population of the region is approximately 500,000. Unlike other regions in Georgia, the Three Rivers Region does not have one large population center but contains multiple mid-size cities which include Carrollton, Newnan, LaGrange, and Griffin.

The region gets its name from the three major rivers which flow through the region; the Chattahoochee, Flint, and Ocmulgee. These rivers provide much of the region's culture, natural beauty and overall identity.

This regional plan is intended to provide a region-wide vision for the future while capitalizing on the unique assets and common goals. The structure of the regional plan will include the following elements:

- Regional Goals
 - Goals and Policies
 - Regional Development Maps
- Needs and Opportunities
- Implementation Program
 - Performance Standards
 - Regional Work Program



Stakeholder Involvement and Public Participation Process

At the start of the planning process to update the Regional Plan, TRRC wanted to make a special effort to reach as many local stakeholders and cover as much of the region as possible. The TRRC region is geographically, socially, and economically diverse. The public involvement process as executed was meant to capture that diversity.



Our methodology included:

- Regional Council;
- Executive Team –Planning/Technical Advisory Committee;
- Regional Listening Sessions;
- Social Media;
- Online Survey

The Three Rivers Regional Council was utilized to oversee the Regional Plan update and members volunteered in various roles to support the process and its promotion. A sub-committee of the council, the Planning and Projects Committee, was given the task to form the Regional Plan Executive Team and to serve as a Technical Advisory Committee. The Executive Team was tasked to develop the required plan elements and was comprised of a wide range of stakeholders representing multiple interests and sectors. After the Regional Plan Kick-Off meeting, the first task to gather regional stakeholder input was conducting listening sessions throughout the region. Six listening sessions were held in various places including Carrollton, LaGrange, Griffin, Barnesville, Thomaston, and Newnan. To promote the listening sessions, the TRRC Facebook page was used and various council members volunteered to appear

Three Rivers
REGIONAL COMMISSION

PUBLIC LISTENING SESSIONS

COME HELP SHAPE THE FUTURE OF OUR REGION

The Three Rivers Regional Commission invites local residents, elected officials, business stakeholders, community representatives and other key leaders to our Public Listening Sessions. We are soliciting your views on issues such as housing, transportation, and economic development. Your input is valuable to the development of our new Five-Year Regional Plan Update.

Register Here: <https://bit.ly/trrcrp2018>

For more information, call: 678-692-0510

Schedule for the Three Rivers RC Public Listening Sessions

- SPALDING COUNTY —
Wednesday, October 17, 2018
6:00 pm – 8:00 pm
Spalding County Senior Center
885 Memorial Drive - Griffin, GA
- CARROLL COUNTY —
Thursday, October 18, 2018
10:00 am – 12:00 pm
The Burson Center
500 Old Bremen Rd - Carrollton, GA
- LAMAR COUNTY —
Tuesday, October 23, 2018
10:00 am – 12:00 pm
Barnesville Civic Center
685 Forsyth St - Barnesville, GA
- TROUP COUNTY —
Tuesday, October 23, 2018
6:00 pm – 8:00 pm
Michael Daniel Recreation Center
1320 Lafayette Pkwy - LaGrange, GA
- COWETA COUNTY —
Wednesday, October 24, 2018
10:00 am – 12:00 pm
Fairgrounds Conference Center
275 Pine Rd - Newnan, GA
- UPSON COUNTY —
Wednesday, October 24, 2018
6:00 pm – 8:00 pm
Thomaston Upson Civic Center
101 Civic Center Dr - Thomaston, GA

in informational videos. The listening sessions were facilitated by UGA Archway and by TRRC planning staff. Each listening session consisted of a SWOT analysis, a visioning exercise to help develop a regional identity, and a regional map review. The SWOT analysis was used as a basis to develop the list of regional needs and opportunities.

An online survey consisting of 10 questions was made available to gather additional input for those who could not attend the public listening sessions.

Regional Vision and Goals Summary

REGIONAL VISION

Three Rivers will strive to maintain an effective level and management of services to constituent governments, to promote sustainable economic growth, to participate in regional collaborative efforts and to serve as a regional convener, to promote and protect the region's quality of life, cultural heritage and natural resources.

LIST OF REGIONAL GOALS

Economic Development

To achieve a growing and balanced economy, consistent with the prudent management of the state's resources, that equitably benefits all segments of the population.

Natural and Cultural Resources

To conserve and protect the environmental, natural and cultural resources of Georgia's communities, regions and the state.

Transportation

Encourage a multi-modal approach to the regional transportation network which includes adequate access for industry, connectivity, and mobility.

Community Facilities

To ensure the provision of community facilities and services throughout the state to support efficient growth and development patterns that will protect and enhance the quality of life of Georgia's residents.

Housing

To ensure that all residents of the state have access to quality residential options.

Land Use

Support efficient growth and development patterns that will promote sustainable economic development, best use of existing infrastructure, protection of natural and cultural resources and quality housing development.

Intergovernmental Coordination

To ensure the coordination of local planning efforts with other local service providers and authorities, with neighboring communities and with state and regional plans and programs.

Priority Needs and Opportunities

The following list of priority needs and opportunities was developed utilizing information gathered from the SWOT at each regional listening session. Stakeholders were asked to identify the most important from the full list.

ECONOMIC DEVELOPMENT

Priority Needs and Opportunities:

- There is a priority need for the expansion of broadband to serve rural communities.
- There is a need for a regional approach to economic development and a need to identify regional marketing strategies that target our assets.
- This is a high priority need to improve education and workforce skills in our Region.

TRANSPORTATION

Priority Need and Opportunity:

- There is a high priority need for improving transportation infrastructure, safety and mobility throughout the region.

HOUSING AND LAND USE

Priority Need and Opportunity:

- There is a high priority need for quality workforce, special needs, and senior housing in our region.

COMMUNITY FACILITIES

Priority Need and Opportunity:

- There is a need to improve community facilities such as water and sewer infrastructure.

NATURAL AND CULTURAL RESOURCES

Priority Need and Opportunity:

- There is a need to protect historic structures and cultural and natural resources for the preservation of our regional identity and the environment.

REGIONAL AND INTERGOVERNMENTAL COORDINATION

Priority Need and Opportunity:

- There is a need for better coordination among governments in our region in all areas of planning.

Key Strategies and Actions

To address the Priority Regional Needs and Opportunities and to implement the Regional Goals, key strategies and actions were developed and incorporated into the Regional Work Program. Each strategy includes specific action items to be completed by the Regional Commission in partnership with constituent governments and other partners. The key strategies are listed below and the corresponding action items are found in the Regional Work Program.

- Develop, promote, and support efforts and strategies to improve regional identity, regional collaboration, and regional marketing and tourism.
- Advocate for, and support the expansion of telecommunications technology infrastructure and broadband capability and access within the Region.
- Support local government efforts to improve the built environment and sustainable development through project planning and funding assistance.
- Utilize existing programs and support efforts to enhance workforce development and job skills improvements and to further educational attainment within the Region.
- Seek to protect historic resources of the region and promote adaptive reuse when possible.
- Educate communities of the need for improved housing and the development of sustainable housing initiatives.
- Serve as an identifier and monitor of regional issues and opportunities while developing sustainable solutions and/or strategies for goal attainment.
- Identify funding to support infrastructure expansion.
- Identify multi-jurisdictional projects and initiatives to support access and expansion of facilities.

Consideration of Local, Regional, and Statewide Plans

The development of the Regional Plan included the review of and supporting information from other applicable plans and resources. Plans reviewed as part of this process include:

- Three Rivers Comprehensive Economic Development Strategy (CEDS).
- Three Rivers Regionally Important Resources Plan (RIR).
- Three Rivers Bicycle and Pedestrian Plan.
- Regional Water Plans for the Middle North Georgia Water Planning District, the Middle Chattahoochee, the Middle Ocmulgee, and the Upper Flint.
- Regional Plans from the Atlanta Regional Commission, the Middle Georgia Regional Commission, the River Valley Regional Commission, the Northwest Regional Commission, and the Northeast Regional Commission.
- Statewide Comprehensive Outdoor Recreation Plan (SCORP).
- Individual Tourism Resource Team reports from Butts, Meriwether, Pike, Spalding, and Upson Counties.
- Local Comprehensive Plans.
- Comprehensive Transportation Plans from Carroll, Coweta, Troup and Spalding Counties.
- Other local redevelopment plans, LCI studies, and master plans.

Regional Goals

Regional Goals and Policies

The following list of goals and policies was compiled by reviewing the previous Regional Plan, the needs and opportunities, and from discussions with regional stakeholders. The listed goals correspond with the state planning goals and objectives.

Each goal is supported by policies which are intended to help achieve the overall goal. These policies will be implemented, in partnership, with the regional commission and constituent governments and other regional players.

ECONOMIC DEVELOPMENT

Goal: To achieve a growing and balanced economy, consistent with the prudent management of the state's resources, that equitably benefits all segments of the population.

Policies:

1. Assist local governments in the implementation of projects identified in the Comprehensive Economic Development Strategy for the Three Rivers Region;
2. Identify business clusters and regional partnerships.
3. Support accessibility to existing sites designed for commercial and industrial uses and encourage the utilization of downtown areas and existing industrial parks;
4. Assist local governments in the development of an effective database of available sites and conditions;
5. Promote the development of a regional chamber of commerce;
6. Improve the awareness and accessibility of financing mechanisms designed to support small business development and retention;
7. Build upon existing revolving loan programs;
8. Encourage the use of Community Development Block Grants and Economic Improvement Programs;
9. Assist local governments in their grant writing efforts through a regional database of grants;
10. Provide grant writing and administrative services to local governments to promote new and expanding entrepreneurship, business and community development and throughout the region;
11. Assist local governments in the expansion of public facilities & services needed to sustain industrial growth;
12. Perform needs assessment for public facilities & service demands for economic development;

13. Assist the West Georgia Broadband Authority and/or its individual governments in seeking funding for the expansion of broadband services;
14. Form a region-wide broadband committee to support the expansion of broadband services throughout the region;
15. Promote local government development of utility and infrastructure planning;
16. Promote the use of infrastructure planning in development of local future land use plans;
17. Establish partnerships with local governments and the business community;
18. Conduct Developments of Regional Impact (DRIs) in support of economic development growth for local governments throughout the region while taking into account historic and natural resources, sustainable community facilities, housing and land use;
19. Encourage economic base studies and strategic plans designed to clarify the regional strengths and weaknesses; Inventory neighboring regional economies and their trends;
20. Perform national business trends study to identify new industries for targeting recruitment;
21. Support local workforce development initiatives; and
22. Promote historic preservation and cultural tourism as a tool for economic development.

TRANSPORTATION

Goal: Encourage a multi-modal approach to the regional transportation network which includes adequate access for industry, connectivity, and mobility.

Policies:

1. Promote increased East/West connectivity;
2. Promote the development of the import/export highway;
3. Increase transit options for future economic expansion and mobility;
4. Promote increased beautification of gateways & highway corridors within the region;
5. Prioritize unpaved roads throughout the region which need improvement to provide additional connectivity;
6. Expand workforce transportation options;
7. Promote and market regional airports;
8. Seek transportation funding to support infrastructure improvements; and
9. Increase direct access to and proximity to the region's three interstates for some communities which hinder economic expansion and mobility;
10. Support multi-modal transportation and increased connectivity;
11. Promote increased bike and pedestrian infrastructure;
12. Promote the adoption and implementation of Complete Streets Policies;
13. Encourage and support Safe Routes to School Projects throughout the Three Rivers Region;
14. Promote corridor initiatives such as The Ray in Troup County and the I-75 Coalition, and the HWY 27 Association; and
15. Implement and update the Three Rivers Bicycle and Pedestrian Plan.
16. Assess the need for expansions/ duplications of existing transportation programs, such as 5311 grants;
17. Promote the inclusion of demands for public transportation in local development strategies and comprehensive plans;

18. Develop regional strategies for inclusion in statewide commuter/ passenger rail programs;
19. Improve regional communication/ planning for road infrastructure;
20. Improve communications with State Department of Transportation;
21. Increase awareness of State Transportation Improvement Plans;
22. Develop a regional transportation plan with the local governments to be used in development of local future land use strategies;

HOUSING

Goal: To ensure that all residents of the state have access to quality residential options.

Policies:

1. Encourage the utilization of future 319(h) grants for the maintenance of septic and other wastewater systems;
2. Encourage consistency in local regulations for manufactured housing;
3. Encourage the development of regulations and policies for special needs housing/group homes;
4. Improve availability for quality residential options, particularly for single families and elderly;
5. Survey/ research conditions necessary for sustainable and economically accessible housing & neighborhoods;
6. Assist local governments to seek funding in their efforts to rehabilitate substandard housing;
7. Determine the feasibility for a regional housing advisory council;
8. Improve local government means for addressing declining and substandard housing;
9. Catalog available resources and assistance programs for housing and neighborhood redevelopment;
10. Promote the use of Community Development Block Grants and HOME Programs; and
11. Promote the use of the Georgia Initiative for Community Housing (GICH) Program.

LAND USE

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

Policies:

1. Prepare and plan for growth from metropolitan Atlanta;
2. Encourage regional governments to become proactive in land use planning;
3. Promote stronger “nodal” patterns of development and the reduction/proliferation of strip development;
4. Offer regional workshops and decision maker educational forums;
5. Develop future land use strategies consistent with infrastructure plans;

6. Protect agricultural and rural areas from intrusion of high density development;
7. Direct more development closer to urban centers;
8. Develop an inventory and promote the region's prime agricultural lands;
9. Provide model policies and regulations promoting infill development, denser development, and conservation subdivisions;
10. Create an inventory of local industries for local governments;
11. Develop and implement a curriculum for a one-day training for Planning Commissioners for local governments;
12. Improve coordination and consistency among local government land use plans and regulations and develop a coordinated review process such as the utilization of a regional advisory council;
13. Identify, map and promote the areas with potential for industrial development; and
14. Encourage the use of urban growth boundaries.

COMMUNITY FACILITIES

Goal: To ensure the provision of community facilities and services throughout the state to support efficient growth and development patterns that will protect and enhance the quality of life of Georgia's residents.

Policies:

1. Educate local governments on funding resources available for local infrastructure improvement/enhancement projects such as water and sewer capacity;
2. Promote development of utility and infrastructure planning by local governments;
3. Promote the use of infrastructure plans in the development of local future land use plans;
4. Assist governments in the update of their Service Delivery Strategies, as requested, in coordination with the update of their comprehensive plan updates;
5. Assess the need for a regional public facilities and services advisory council;
6. Maintain a map and database of critical facilities for the region;
7. Collaborate with the Chattahoochee Riverkeeper, Flint Riverkeeper, and other environmental groups for watershed related projects and conduct local school education;
8. Improve telecommunications, especially broadband, infrastructure for advanced industrial and economic growth;
9. Partner with the Federal Communications Commission to catalog issues, resources involved with telecommunication technology and develop a needs assessment for telecommunication demands from economic development studies;
10. Assist member governments with GIS services for various mapping projects;
11. Assist local governments in seeking funding for the development of recreational parks;
12. Assist local governments in the development and/or implementation of hazard mitigation plans;
13. Ensure adequacy of solid waste disposal and recycling programs;
14. Expand existing recycling programs and encourage the development of new recycling programs;
15. Utilize local recycling success stories for a model for other cities within the region; and
16. Promote the development of multi-use trails.

NATURAL AND CULTURAL RESOURCES

Goal: To conserve and protect the environmental, natural and cultural resources of Georgia's communities, regions and the state.

Policies:

1. Support regional water planning efforts to address water issues across jurisdictional boundaries;
2. Assist local governments to preserve and protect the region's scenic areas;
3. Develop catalog of the region's recognized scenic areas;
4. When appropriate, update the Three Rivers RIR Plan and encourage governments to regularly review and consult the Plan for activities that impact natural and cultural resources;
5. Promote the preservation and protection of regional wetland areas;
6. Promote the region's parks and scenic areas;
7. Study the potential need for a regional advisory council on natural resource management;
8. Improve river corridor protection in the region;
9. Develop a clearinghouse of updated resources and tools for river corridor protection;
10. Encourage the establishment of local "Adopt a Stream" networks to assist in maintaining quality of river corridors;
11. Promote the development of regional water/blue trails;
12. Assist local governments to improve general protection of historic resources from adverse development;
13. Develop up-to-date region-wide inventory of historic resources, including effective mapping information;
14. Assess existing historic resource protection measures;
15. Increase awareness of resources, threats, and protection measures to local governments and assisting agencies.
16. Review Georgia Department of Transportation Section 106 projects which may have adverse effects on historic resources;
17. Increase promotion of regional heritage tourism;
18. Include information on the region's historic resources in the development of a strategic plan for recreation and tourism;
19. Review proposed telecommunications tower projects, for possible adverse effects on historic resources;
20. Increase community participation in ongoing heritage education programs and events through improved awareness and connections to civic functions;
21. Improve the protection and revitalization of historic downtown areas;
22. Promote the establishment of downtown development authorities and participation in the Main Street Program;
23. Promote strategic plans for downtown revitalization;
24. Develop inventory of downtown revitalization tools and resources;
25. Provide focus workshops to improve communication and awareness;
26. Support the local historic preservation commissions;
27. Assist local governments interested in becoming a Certified Local Government (CLG);

28. Encourage the listing of structures and districts on the National Register of Historic Places;
and
29. Encourage the adoption of historic preservation ordinances.

REGIONAL AND INTERGOVERNMENTAL COORDINATION

Goal: To ensure the coordination of local planning efforts with other local service providers and authorities, with neighboring communities and with state and regional plans and programs.

Policies:

1. Organize a regional intergovernmental focus group to discuss shared needs and opportunities for increased coordination of planning efforts;
2. Identify multi-jurisdictional projects and initiatives;
3. Inform local governments of available training and funding opportunities;
4. Continue to assure that local governments maintain their appropriate QLG status through monthly evaluations and communication;
5. Review local government CIE and Comprehensive Plans; and
6. Serve as a regional convener for region-wide issues and initiatives.

Regional Land Use Map

The Regional Land Use Map consists of three distinct general land use categories:

- 1) **Developed**
- 2) **Developing**
- 3) **Rural**

Land use and development patterns help to define a community's overall character. Patterns of existing land use will affect the location, type, and extent of future growth within the Three Rivers Region.

The local jurisdictions of the Three Rivers Regional Commission created a Regional Development Map based upon current trends and existing local plans. The purpose of this map is to illustrate desired future land use patterns for the 20 year planning period 2019 to 2039.

DEVELOPED

Developed areas exhibit urban-type development patterns (i.e., medium to high- density residential, commercial development and industrial development, etc.) and where urban services (i.e., public services of water, sewer, etc.) are provided at the time of plan preparation. These areas are also located primarily along Interstate and major highway corridors and inside of city limits. Developed areas within the Three Rivers Region are concentrated within the four largest cities Carrollton, Lagrange, Griffin, and Newnan which contain very little vacant land to accommodate new growth.

DEVELOPING

The developing areas, as depicted on the map, are typically areas that are adjacent to the developed areas, have been subject to annexations from the developed areas, and have access to, or are within, the expansion areas of utility services including water and or sewer. Many of these areas also face development for residential uses due to the nearby location of major destinations. These destinations may include major employers, schools, or areas of rapid growth and areas that are expected to become urbanized and will require the provision of new urban services (i.e., public services of water, sewer, etc.) during the planning period. Developing areas are generally located to on the outskirts of developed areas and along major highway and interstate corridors. Specific examples include the Highway 34 corridor between Newnan and Peachtree City, the Highway 29 corridor between Lagrange and West Point and the Highway 61 corridor between Carrollton and Villa Rica.

RURAL

The remainder of the Region falls into the rural category due to agricultural and forestry uses, the absence of water and or sewer, and relatively low-density residential, and conservation. Very little development in these areas is expected to occur within the next 20 years. In addition, many of the Region's rural areas are designated as conservation areas (see the Conservation and Development Map), in which development is unlikely due to the associated costs and environmental factors. This includes areas not expected to become urbanized or require the provision of urban services. Rural areas comprise the biggest land areas in our region. While this is a region-wide occurrence in every county, the two most rural counties are Heard and Meriwether.

Conservation and Development Map

Conservation areas are defined as the green infrastructure network on the Regionally Important Resources Map as well as critical environmentally sensitive areas such as groundwater recharge areas, priority forest, farmland, and wetlands.

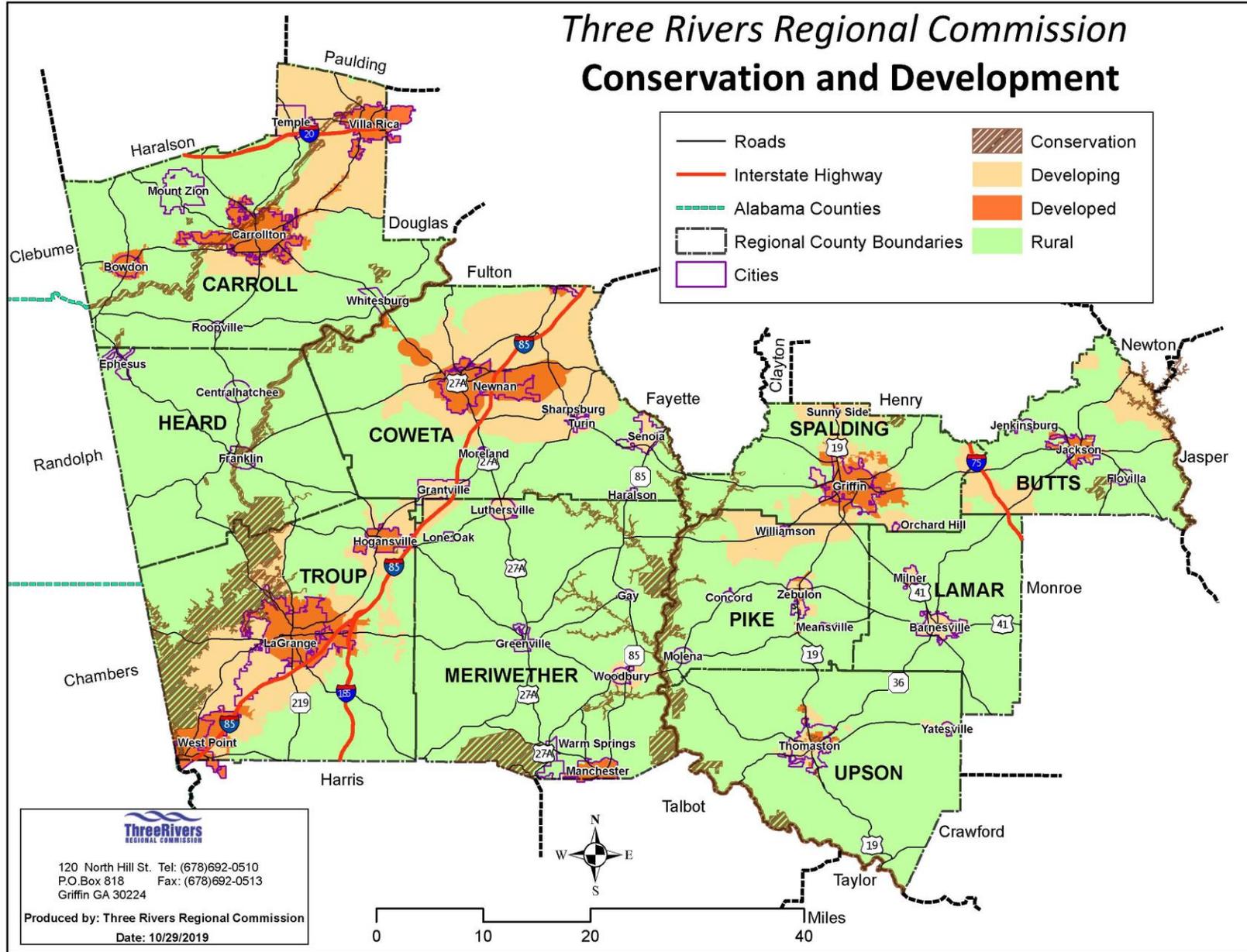
Conservation resources provide unique opportunities for recreation and eco-tourism activities. These areas also protect wildlife habitats by creating, buffering, and preserving, habitat areas and corridors. Conservation areas also reserve significant working agricultural or forest resources, and/or creates opportunities for local food production activities.

Conservation areas are designed to conserve, protect, and enhance natural lands for the benefits of enjoyment of present and future generations. Trees and vegetation provide a habitat for wildlife, mitigate the effects of the sun and wind, help to restore carbon thus reducing atmospheric carbon dioxide, reduce stormwater runoff and soil erosion, and filter pollutants. Additionally, trees and other vegetation enhance the aesthetic value of the region. One of the indicators of a healthy community and a high quality of life is an environment that is conserved and enjoyed by its residents. The Three Rivers Region has identified several conservation resources including state parks, wildlife management areas, significant recreational parks and a federally-owned and operated fish hatchery.

Areas to be preserved in order to protect important regional resources or environmentally sensitive areas of the TRRC Region include: the Chattahoochee River Corridor, the Flint River Corridor, and the Ocmulgee River Corridor. Next to the river corridors are many Georgia State Parks and a few passive recreational parks. These facilities are listed in our Regionally Important Resources Plan.

There are also four Wildlife Management Areas (WMA) in the Three Rivers Region: West Point WMA in Troup County and Heard County, Joe Kurz WMA in Meriwether County, Sprewell Bluff WMA in Upson County, and Big Lazar WMA in Upson County. A portion of the Big Lazar WMA is located on Gum Creek in Talbot County, Georgia. The Wildlife Management Areas are owned by a variety of agencies including the Georgia Department of Natural Resources and the Army Corps of Engineers. These areas are popular for seasonal hunting of deer, turkey, dove, squirrels and rabbits. There are also areas available for primitive camping. Boat access is available to the Flint River from the Joe Kurz Wildlife Management Area and to West Point Lake from the West Point WMA.

Three Rivers Regional Commission Conservation and Development



Three Rivers
REGIONAL COMMISSION

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Produced by: Three Rivers Regional Commission
Date: 10/29/2019

Areas Requiring Special Attention (ARSA) Map

THREATENED REGIONALLY IMPORTANT RESOURCES

A Regionally Important Resource is defined as a natural or historic resource that is of sufficient size or importance to warrant special consideration by the local governments having jurisdiction over that resource. The Georgia Planning Act of 1989 authorizes the Department of Community Affairs (DCA) to establish procedures for identifying Regionally Important Resources statewide. The Three Rivers Regional Commission Regionally Important Resources areas consists of three primary categories: Water, Conservation and Cultural/Heritage Resources. Water resources include rivers, wetlands and groundwater recharge areas. Conservation resources include the management of the human use of natural resources to provide the maximum benefit to current generations, while maintaining the capacity to meet the needs of future generations. Cultural and/or Heritage resources encompass archaeological, traditional, and built environment resources, including but not necessarily limited to buildings, structures, objects, districts, and sites.

Three water resources were identified as threatened within the region. The Chattahoochee and Flint Rivers are regularly threatened by forces largely outside of the Three Rivers Region. Both rivers have increased chances of impact from growth and development from metro Atlanta. The Apalachicola, Chattahoochee, Flint (ACF) water basin was included on the America's Most Endangered Rivers List in 2016 due to an outdated water management plan and excessive water use. The Flint River was also named to this list in 2013. Although much improved over the years, the Chattahoochee River still faces impacts from storm-water pollution, development, and increased consumption.



Chattahoochee River



Flint River

The third threatened Regionally Important Resource is the Little Tallapoosa River in Carroll County. It was listed due to the river traversing urbanized and developing portion of the City of Villa Rica and City of Carrollton. The Little Tallapoosa provides drinking water to the cities of Carrollton, Temple and Villa Rica. According to the Trust for Public Land, challenges for the watershed include rapid growth, proliferation of on-site septic systems and intensive agricultural uses.

Desired Development Patterns

- Passive recreation and parks, conservation, rural and low density development, trail systems

Desired Land Uses

- Bicycle, pedestrian, and equine trails, passive recreation and conservation uses



Example: Flint River Boat Ramp Access

Implementation Measures

- Provide proper protections and encourage best management practices of natural and cultural resources
- Encourage citizen involvement with environmental protection and education to include increasing Georgia Adopt-a-Stream groups
- Establish overlay districts to local zoning which protect water resources
- Consider the impacts of new development for long-term affects
- Improve local, regional, and state level coordination in the protection and management of identified resources
- Evaluate new tools for conserving land and promoting current methods already in place such as protective buffers, easements, agricultural and forestry best management practices
- Partner with the local Resource, Conservation and Development councils to identify best management practices and other programs
- Establish increased buffer zones near conservation and water resources
- Increase access and use of natural resources especially the three major rivers in the region
- Encourage river trails and blueways for increased eco-tourism
- Protect, enhance, and promote the natural and recreational qualities of the Region's scenic river corridors
- Protect, preserve, and enhance the historic qualities of the scenic corridor that include historic resources and local histories
- Increase collaboration and partnerships with environmental organizations such as the Georgia Conservancy, Trust for Public Land, and both the Chattahoochee and Flint Riverkeepers
- Collaborate with the Regional Water Planning Districts

AREAS OF RAPID DEVELOPMENT

Areas of Rapid Development are areas where land use changes, population growth, new construction, or other types of development are occurring at a fast pace relative and without adequate infrastructure and community facilities and services.

Within the Three Rivers Region, these areas correspond with much of the developing areas shown on the Regional Land Use Map. Specific locations of rapid development include the north industrial expansion of the City of West Point and the south industrial expansion of the City of LaGrange to the south. Northeast Carroll and Northeast Coweta Counties are also growing at a rapid pace. In Carroll County particularly, infrastructure is limited along Highway 61 North despite growth pressures. The City of Griffin experiences high growth rates along US 41 North between Griffin and Henry County. The Interstate 75 intersection with GA Highway 16 is seeing increased industrial growth.



Rapid Development Corridor in Villa Rica, GA

Desired Development Patterns

- Increased accessibility and safety for all users including vehicles, pedestrians, and cyclists
- Encourage development to locate closer to the center of the community and to connect to older developments and residential neighborhoods via the street network and trails
- Mixed use centers that increase the inclusion of commercial, residential, and institutional which create more livable spaces
- Redevelopment and reuse of older strip commercial sites
- Residential development that offers a mix of quality housing including various types, density, and costs
- Encourage the use of landscape buffering at commercial centers and between uses



Example: Quality Design in Coweta County, GA



Example: Connected Street Network

Desired Land Uses

Institutional (government and education), Commercial and retail, Light industrial, Service and office, High-density residential, Suburban residential, Entertainment and community gathering, Greenspace

Implementation Measures

- Site and building designs should be sensitive to the site's natural features and environmental characteristics
- Minimize site clearance, grading, and disturbance to the construction footprint as a way of preserving natural features such as trees
- Encourage higher density and mixed-use development to minimize impact of development and that offers increased connectivity and decreased car dependence
- Encourage alternative storm-water infrastructure such as raingardens and swales
- Promote beautification measures along roadway corridors



Example: Stormwater Best Practice Swale Design



Example: Tree Preservation Best Practices for Development

AREAS OF REDEVELOPMENT

Areas of Redevelopment are areas which need significant improvement, vacant and infill potential, where significant conditions of blight and/or disinvestment have been observed and/or areas where levels of poverty and/or unemployment are higher than the region as a whole. Levels of poverty in the region are highest in Butts County, Meriwether County and Upson County. The highest unemployment rates are in Meriwether, Lamar, and Upson Counties.

Within the Three Rivers Region, a majority of the cities contain areas of in need of redevelopment including commercial corridors, and mill villages. Specific areas which are being addressed locally include Bankhead Highway in Carrollton, LaFayette Parkway, Hamilton Road, and Whitesville Road corridors in LaGrange, and the North Hill Street corridor in Griffin. Mill villages within the region, especially LaGrange and Griffin are locations in need of redevelopment. In the City of LaGrange, efforts in the Hillside neighborhood mill village.

Areas of particular disinvestment are included as part of state and federal Opportunity Zones which have been designated in the cities of Carrollton, West Point, LaGrange, Griffin, Newnan, and Thomaston.



Example: Hillside Neighborhood Redevelopment, LaGrange, GA



Example: Sensitive Residential Infill, Bowdon, GA.



Example: Sensitive Commercial Infill, Senoia, GA.



Example: City of Carrollton, Bankhead Corridor Complete Streets Policy Implementation & Road Diet

Desired Development Patterns

- Encourage infill development on vacant sites throughout the community and that compliments the design and character of the neighborhood
- Redevelopment and adaptive re-use of historic structures, industrial and commercial sites
- Revitalization of existing neighborhood commercial centers to capture more market activity and serve as community focal points
- Improvement and expansion of sidewalks to encourage walkability and accessibility
- Implement road diets along corridors

Desired Land Uses

Single and multi-family residential, Mixed-use, Neighborhood commercial centers, Institutional, Parks and Open Space

Implementation Measures

- Consider the adoption of a Complete Streets policy
- Implement road diets and traffic-calming mechanisms where appropriate
- Establish multi-modal linkages between uses
- Establish guidelines for new development and redevelopment that encourage structures to be located closer to the street and minimize large surface parking
- Implement appropriate commercial and housing infill development
- Provide incentives and public improvements to encourage redevelopment and infill development
- Promote a mix of housing sizes, types, and income levels within neighborhoods
- Partner with various state and federal entities for the sustainable and sound provision of infrastructure, housing, and employment in areas of disinvestment
- Apply for applicable grants and other funding sources such as Community Development Block Grants (CDBG), USDA Rural Development grants and loans
- Participate in programs and initiatives such as the Georgia Institute for Community Housing (GICH), and EDA for the sustainable and sound provision of infrastructure, housing, and employment in areas of disinvestment
- Consider the adoption of overlay zoning and historic preservation ordinances
- Promote the adoption of historic districts
- Establish neighborhood identities

Regional Needs and Opportunities

The following list of Needs and Opportunities was compiled from the SWOT discussions held at the six Regional Plan Listening Sessions and finalized with regional stakeholders. The list represents the various needs within the 10-county region. Priority Needs and Opportunities are included as part of the Regional Work Program.

Economic Development

PRIORITY NEEDS & OPPORTUNITIES:

- There is a priority need for the expansion of broadband to serve rural communities.
- There is a need for a regional approach to economic development and a need to identify regional marketing strategies that target our assets.
- This is a high priority need to improve education and workforce skills in our Region.

Other Needs:

- There are areas of the region which need additional industry and economic investment
- Expansion of broadband throughout the region
- Need for increased training and education for skilled workforce
- Expand technology based jobs
- Promote industry that produces products not just warehousing
- Need for higher paying jobs to increase quality of life
- Expansion entrepreneur program offerings
- Educate all local governments on available funding resources
- Need to promote tourism as a tool for economic development
- Lack of disposable income with workforce
- Capitalize on closeness to airport and ATL, Columbus, and Macon
- Broadband accessibility is needed in much of the region
- Retain our youth after 18; most leave the area, population loss
- Need to diversify the economy
- Need to address drug usage as a hindrance to job attainment
- Need to address the existence of blight and vacant economic spaces

Other Opportunities:

- Continue planning for economic growth and business recruitment
- Excellent educational opportunities with local universities, technical colleges, and public and private schools, college and career academies
- Film industry offers employment, education and tourism, tax credits
- Diverse business communities
- The location between major urban centers such as Atlanta, Columbus, and Macon
- Workforce development programs through TRRC Work Source Georgia
- Excellent innovation opportunities
- Manufacturing sector as a strong employment market
- Low unemployment within the region
- The revitalization and vibrancy of downtowns within the region
- Strong medical industry for community growth, health, and employment
- The existence of public/private partnerships to promote growth
- Branding and marketing of the region to capitalize on unique economic assets

Transportation

PRIORITY NEED & OPPORTUNITY:

There is a high priority need for improving transportation infrastructure, safety and mobility throughout the region.

Other Needs:

- The region lacks East/West connectivity
- There is a lack of transportation funding to support infrastructure improvements
- Need to promote the development of the import/export highway
- Need to increase transit options for future economic expansion and mobility
- Gateways & corridors within the region need increased beautification
- There is a high percentage and of unpaved roads throughout the region which need improvement to provide additional connectivity
- There is a need for increased workforce transportation options
- Increasing traffic within the region may affect quality of life and infrastructure
- Need to capitalize on the regional airports
- There is a lack of direct access to and proximity to the region's three interstates for some communities which hinder economic expansion and mobility

Other Opportunities:

- Proximity to Atlanta and the airport
- Interstates in the region offer access to business markets and ease of travel
- There is adequate north/south connectivity
- Rail access offers opportunities for economic and industrial expansion
- Regional transit systems offer mobility options
- Regional airports offer access to local business markets

Housing & Land Use

PRIORITY NEED & OPPORTUNITY:

There is a high priority need for quality workforce, special needs, and senior housing in our region.

Other Needs:

- Need to address housing blight
- Housing that is affordable for those in the regional workforce
- We need to ensure quality housing
- Need to address disparity between owner and renter based housing stock
- Growth planning due to encroachment from Atlanta
- Region wide market/affordable housing plan needed
- Need to address aging homes and maintenance
- Ensure all communities within the region plan for future growth
- There is a lack of region wide homeless shelters due to ordinance restraints

Other Opportunities

- Regional housing offers both urban and rural settings
- Potential for growth in rural counties while maintaining small town character
- Land availability for future housing development
- Rural character and small town feel

Community Facilities

PRIORITY NEED & OPPORTUNITY:

There is a need to improve community facilities such as water and sewer infrastructure.

Other Needs:

- Address aging community facilities
- A regional development authority
- Regional brochure of available facilities
- Need to address duplication of services
- Take advantage of educational opportunities
- Lack of structured activities for youth
- Promotion of resources of TRRC
- Lack of funding for community facilities

Other Opportunities:

- Various funding opportunities
- Amphitheaters

Natural & Cultural Resources

PRIORITY NEED & OPPORTUNITY:

There is a need to protect historic structures and cultural and natural resources for the preservation of our regional identity and the environment.

Other Needs:

- Expand local tourism
- TRRC asset story map
- Promote wine and beer industry
- Coordinate all local trail plans to facilitate connectivity
- Need to address pollution and trash especially along roadways
- Need a regional authority to address wastewater treatment facilities

Other Opportunities:

- Great downtowns with small town feel and aesthetics
- Adaptive reuse of historic structures
- Trail systems: Greenbelt, Thread, LINC
- Lakes and local rivers
- Parks in the region
- Planning capabilities

Regional and Intergovernmental Coordination

PRIORITY NEED & OPPORTUNITY:

There is a need for better coordination among governments in our region in all areas of planning.

Other Needs:

- Expand infrastructure, services, and communications, especially broadband in areas of limited access

Other Opportunities:

- Convening of regional stakeholders and elected officials
- Increased cooperation between municipal and county governments
- Regional topic forums

Regional Implementation Program

The Regional Implementation Program is the overall strategy for achieving the Regional Vision and for addressing the Regional priority Needs and Opportunities. This includes any specific activities to implement the plan during the next five years. The Implementation Program must include the following two components: Performance Standards and a Regional Work Program.

Performance Standards

Performance Standards establish two achievement thresholds, a Minimum Standard and an Excellence Standard. The performance standards may include recommendations for fitting local character areas into the larger regional planning context, implementation measures to achieve the desired development patterns for the region, recommended new or revised local development regulations, incentives, public investments, infrastructure improvements, or other measures deemed appropriate.

Minimum Performance Standards

Minimum Performance Standards are recommended essential activities for local governments to undertake for consistency with the regional plan. They provide a basic level of local government performance that contributes to the implementation of the regional plan. The intent is to ensure a consistent and predictable basic level of governance across the region. All local governments in the region are expected to maintain the Minimum Standards found within the regional plan. Local governments are separated into three categories, each with a corresponding set of Minimum Standards.

Local Government Categories

Category 1 Governments

Category 1 Governments are those cities with fewer than 1,000 residents. There are no counties in the TRRC Region with fewer than 10,000 residents. The following activities should be met in order for a local government to achieve the *Minimum Standard* for Category 1 governments:

- Clerk certification by the University of Georgia's (UGA) Carl Vinson Institute of Government.
- Elected official certification by the UGA Carl Vinson Institute of Government.
- Adoption of a local government comprehensive plan as required by state law.
- Adoption of the Service Delivery Strategy as required by state law.
- Adoption of a Solid Waste Management Plan as required by state law.
- Adoption of Pre Disaster Mitigation Plan as required by federal law.

- The ability to send and receive email attachments.
- Those local governments with historic preservation commissions send the members of the commission to the required trainings as established by the Georgia DNR Historic Preservation Division.
- The local government has adopted the appropriate Department of Natural Resources (DNR) Part V. Environmental Planning Criteria.
- Each local government should be in compliance with E-verify (DOAA).

Category 2 Governments

Category 2 Governments are those cities with 1,000 – 20,000 residents and those counties with 10,000 – 50,000 residents. In order to achieve the *Minimum Standards* for a Category 2 Government, all of the performance standards for Category 1 Governments should be met, plus the following:

- The local government has adopted administrative procedures to enforce the state minimum standard building codes and international building codes.
- The local government has adopted subdivision regulations.
- The local government has posted adopted ordinances and codes to the Municode website.
- The local government maintains an updated website.
- Newly elected municipal and county planning commission members attend training.

Category 3 Governments

Category 3 Governments are those cities with more than 20,000 residents and those counties with more than 50,000 residents. In order to achieve the *Minimum Standards* for a Category 3 Government, all of the performance standards for Category 1 and Category 2 Governments should be met, plus the following:

- The local government has adopted a Unified Planning Work Program in the last twelve months as applicable (Metropolitan Planning Organizations).
- The local government has completed a Congestion Management Process in the last five years-as applicable (MPO).
- The local government has completed a Comprehensive Transportation Plan or participated in the completion of a Joint Comprehensive Transportation Plan in the last five years.

Excellence Performance Standards

Excellence Standards should be selected as desirable activities for local governments to undertake for consistency with the regional plan. The intent is to lay out a menu of recommended best practices for local governments to select for implementation. When a local government has implemented at least 75% of the additional performance standards, no further activities are required to maintain the Standard of Excellence.

The following activities should be met to achieve the Excellence Standard:

HOUSING

1. Have a written housing plan.
2. Have a written housing inventory.
3. Conduct periodic Housing Assessments to determine existing conditions and current and future needs.
4. Provide quality residential options.
5. Provide for housing alternatives at multiple income levels.
6. Participate in the Georgia Initiative for Community Housing (GICH).

ECONOMIC DEVELOPMENT

1. Maintain a current inventory of available sites and buildings suitable for development.
2. Become a Georgia Certified Literate Community.
3. Become a Georgia Department of Labor Georgia Best Community.
4. Participate in the Georgia Department of Economic Development Entrepreneur-Friendly Community Initiative.
5. Coordinate with neighboring communities in promoting economic development initiatives
6. Participate in regional tourism efforts.
7. Become a Main Street Community.
8. Attend Development Authority training.
9. Establish an Enterprise Zone (offers incentives such as tax or fee exemptions).
10. Establish an Opportunity Zone (Georgia Tax Credit program).
11. Participate in the Georgia Academy for Economic Development.

TRANSPORTATION

1. Create bike and pedestrian trails that connect to downtown areas, residential areas, employment centers, etc.
2. Create public/private partnerships to build greenway trails.
3. Develop an impact fee for roads.
4. Participate in a public transit program.
5. Adopt a Complete Streets Policy.

COMMUNITY FACILITIES AND SERVICES

1. Develop and implement a water quality monitoring program.
2. Develop and implement a storm water management plan and ordinances.
3. Develop and maintain a Capital Improvements Plan.
4. Establish a Senior Citizen Center.
5. Establish a Boys and Girls Club.
6. Develop and implement a master recreation plan.

NATURAL AND CULTURAL RESOURCES

1. Adopt a litter prevention ordinance.
2. Have a recycling program.
3. Adopt a historic preservation ordinance and appoint a historic preservation commission.
4. Promote the listing National Register-listed properties and districts.
5. Designate local historic districts and sites.
6. Become a certified local government under the National Park Service and Georgia Historic Preservation Division.
7. Adopt a tree ordinance and participate in the Tree City USA Program.
8. Provide incentives for conservation subdivision design.
9. Adopt and implement a water conservation ordinance.
10. Implement a Georgia Adopt-A-Stream program.
11. Implement a Rivers Alive program.
12. Become a WaterFirst community.

LAND USE

1. Develop policies and regulations that support quality residential subdivisions.
2. Attend planning and zoning training.
3. Adopt and maintain a zoning ordinance.
4. Adopt and maintain subdivision regulations.
5. Include greenspace requirements in subdivision regulations.
6. Adopt and maintain an impact fee ordinance.
7. Adopt an infill development ordinance and/or guidelines.
8. Adopt special overlay districts to promote design and development standards.

INTERGOVERNMENTAL COORDINATION

1. Develop a joint comprehensive plan with other local governments in our county.
2. Review the comprehensive plan community work program quarterly.
3. Implement more than half of the current comprehensive plan community work program.
4. Have a mutual aid agreement with another local government.
5. Share at least one public service (water, sewer, police, etc.) with another local government.
6. Meet with surrounding local governments at least quarterly.

Evaluation and Monitoring

As part of the evaluation and monitoring process for local government performance, the Commission staff will schedule periodic reviews with each jurisdiction via survey. Checklists and timelines will be used to assess progress toward achieving either the minimum or excellent performance standards. Additionally, local government progress will be included as part of the agenda at biennial plan assessment meetings held with each local government at the request of the Commission. TRRC staff will identify ways in which local governments can implement strategies and goals.

Local Government Performance Standards Update

In 2014, the Commission inventoried existing policies and ordinances related to implementation of the Regional Vision and developed a baseline of local governance with which to measure the progress of jurisdictional improvement. As of November 2019, the following local governments have not yet documented compliance with the Minimum Planning Performance Standards established by the TRRC in 2014.

Local Government Performance Standards Update		
Local Government	Minimum Performance Standard(s) Not Met	Specific Action Steps Taken to Assist Government (Optional: Also, identify resources that may aid LG achievement)
Ephesus (Heard County)	The local government has a unified code of ordinances, so that all ordinances and resolutions that have the effect of law are contained in one document.	Encourage the adoption of a unified code of ordinances.
Yatesville (Upson County)	The local government has a unified code of ordinances, so that all ordinances and resolutions that have the effect of law are contained in one document.	Encourage the adoption of a unified code of ordinances.

Category 1 Governments

(Cities with fewer than 1,000 in Population and
Counties with fewer than 10,000 in Population)

CITIES	
Flovilla	Gay
Jenkinsburg	Greenville
Roopville	Lone Oak
Whitesburg	Luthersville
Haralson	Warm Springs
Moreland	Woodbury
Sharpsburg	Concord
Turin	Molena
Centralhatchee	Meansville
Ephesus	Williamson
Franklin	Orchard Hill
Aldora	Sunny Side
Milner	Yatesville
COUNTIES	
NONE	

Category 2 Governments

(Cities with 1,000 to 20,000 in Population and
Counties with 10,000 to 50,000 in Population)

CITIES	COUNTIES
Jackson	Butts
Bowdon	Heard
Mount Zion	Lamar
Temple	Meriwether
Villa Rica	Pike
Grantville	Upson
Senoia	
Barnesville	
Manchester	
Zebulon	
West Point	
Thomaston	
Hogansville	

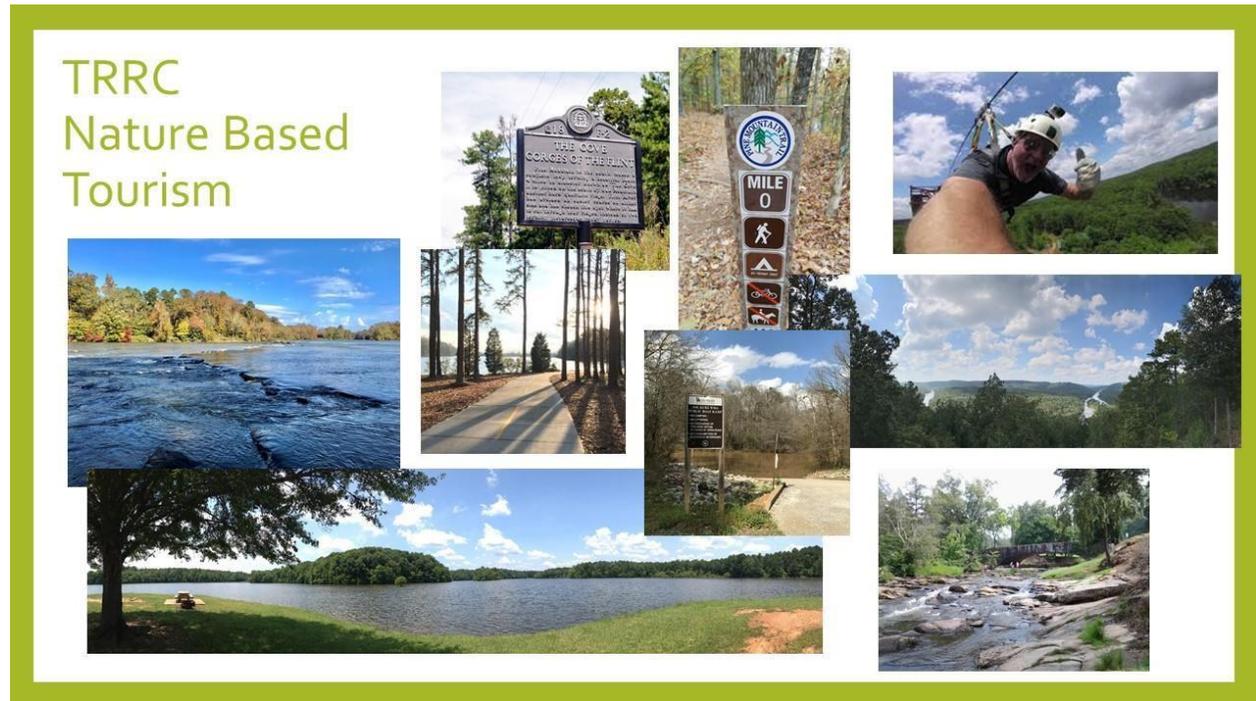
Category 3 Governments

(Cities with more than 20,000 in Population and
Counties with more than 50,000 in Population)

CITIES	COUNTIES
Carrollton	Carroll
Newnan	Coweta
Griffin	Spalding
Lagrange	Troup

Strategies and Regional Work Program

The Regional Work Program identifies specific activities the Three Rivers Regional Commission will undertake over the next five years in its effort to successfully implement the Regional Plan and address the Regional Commission priority Needs and Opportunities. Specific strategies to be taken by actors other than the Regional Commission, designed to assist in the implementation of the Regional Plan, are also included.



Report of Accomplishments

The activities listed below are the activities the Regional Commission will undertake to implement the regional plan during the upcoming five-year period. The Regional Work Program will be monitored by the Three Rivers Regional Commission (TRRC). The TRRC will assist local governments and other partners with the activities that must be carried out within the five year review period.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed	Status
PLANNING AND COORDINATION ACTIVITIES							
ECONOMIC DEVELOPMENT							
1	Continue to provide grant writing and administrative services to local governments to promote new and expanding business development and entrepreneurship throughout the region.	2016-2020	TBD	N/A	RC	ED-O-1,6, 8,12, ED-I-1,2 ,9 CF-I-3,11,17 CF-O-5, P-I-3,4 P-O-5,6	Ongoing. Re-worded and moved to Policies.
2	Continue to review Developments of Regional Impact in support of economic development growth for local governments throughout the region.	2016-2020	\$20,000	DCA, RC	RC	CF-O-2, CF-I-11, IC-2,3,4 IC-O-2,3 LU-I- 8 LU-O-1,2,3,4 ED-O-8 NC-I-6 NC-O-6	Ongoing. Re-worded and moved to Policies.
3	Assist local governments in promoting economic development through historic preservation and cultural tourism.	2016-2020	N/A	HPD, DCA, RC	RC	ED-O-7,8,12 ED-I-9 T-I-3, H-O-6, NC-I-8, O-8,9	Ongoing. Re-worded and moved to Policies.
4	Continue to assist the West GA Broadband Authority and/or is individual governments in seeking funding for the expansion of broadband services	2016-2020	\$10,000	EDA, USDA, ARC	RC	ED-I-6	Ongoing. Re-worded and moved to Policies.
5	Assist local governments in the implementation of projects identified in the Comprehensive Economic Development Strategy for the Three Rivers Region.	2016-2020	TBD	EDA, RC	LG, RC	ED-1,7,8,9	Ongoing. Re-worded and moved to Policies.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed	Status
PLANNING AND COORDINATION ACTIVITIES							
NATURAL AND CULTURAL RESOURCES							
1	Continue to participate in the RiverWay South Water Planning Program to preserve, protect and promote the heritage of the Apalachicola, Chattahoochee, and Flint (ACF) watershed.	2016-2020	N/A	USDA	RiverWay South, RC	ED-O-12 H-6, NC-O-7,10	Dropped. Program no longer exists.
2	Continue to support water planning issues that affect the region.	2016-2020	\$5,000	GEFA, USDA	LG, RC	NC-I-1,5 NC-O-2,4, 12	Ongoing. Re-worded and moved to Policies.
3	Continue to review Developments of Regional Impact that protect natural and cultural resources.	2016-2020	\$20,000	DCA, RC	RC	NC-I-1,2,3,14,15 NC-O-5,7,11,12	Ongoing. Re-worded and moved to Policies.
4	Assist the Historic Preservation Commission for the City of Griffin, as requested, in the implementation of its Historic Preservation Ordinance.	2016-2020	\$2,000	DCA, LG	LG, RC	NC-I- 8,10,11,12 NC-O-7,9	Completed.
5	Continue serving on the West Georgia Textile Trail Board of Directors and providing technical assistance.	2016-2020	UNK	HPD, RC	RC	NC-I-7,8,9 NC-O-7,8,10	Completed.
6	Maintain and update the Three Rivers RIR Plan and encourage governments to regularly review and consult the Plan for activities that impact natural and cultural resources.	2016-2020	\$3,000	DCA, RC	RC	NC-I 5,7	Ongoing. Re-worded and moved to Policies.
7	Assist the City of Villa Rica in cataloging its historic properties to be a Certified Local Government for DNR.	2016-2020	\$10,500	LG, RC, DNR, DCA	LG, RC	HR-II,15,17	Completed.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/Opportunity Addressed	Status
PLANNING AND COORDINATION ACTIVITIES							
COMMUNITY FACILITIES AND SERVICES							
1	Continue to educate local governments on funding resources available for local infrastructure improvement/enhancement projects.	2016-2020	N/A	N/A	RC	CF-I-1,6,7,14,15 CF-O-1 T-I-3	Ongoing. Re-worded and moved to Policies.
2	Assist local governments in seeking funding for the development of recreational parks.	2016-2020	N/A	Not Determined	RC	CF-I-2,4,5,12 CF -O-3	Ongoing. Re-worded and moved to Policies.
3	Assist local governments in the development and/or implementation of hazard mitigation plans.	2016-2020	N/A	LG, GEMA	LG, RC	CF-O-7	Ongoing. Re-worded and moved to Policies.
4	Continue to review Developments of Regional Impact that support logical and sustainable community facilities and services that are best suited for the region.	2016-2020	\$20,000	DCA, RC	RC	CF-I-1,5 NC-I-1,2, NC-O-10,11, CF-O-3	Ongoing. Re-worded and moved to Policies.
5	Assist member governments with GIS services for various mapping projects to include cemetery, waterlines, etc.	2016-2020	TBD	DCA, EDA	LG, RC	ED-I-8,10 HR-I- 2	Ongoing. Re-worded and moved to Policies.
6	Provide technical assistance transportation planning activities that are local or multijurisdictional in nature.	2016-2020	TBD	LG, RC, GDOT	LG, RC	LU-I2,8 CF-I- 9,11,13	Ongoing. Re-worded and moved to Policies.

7	Maintain a map and database of critical facilities for the region.	2016-2020	\$3,000	DCA, RC	RC	CF-I-12	Ongoing. Re-worded and moved to Policies.
8	Assist local governments in obtaining CDBG Grants for infrastructure projects in the region to enhance local services and support project development.	2016-2020	\$5,000	DCA, LG, RC	LG, RC	ED-I-7,8 CF-I-1	Ongoing. Re-worded and moved to Policies.
9	Assist governments in the update of their Service Delivery Strategies, as requested, in coordination with the update of their comprehensive plan updates.	2016-2020	\$3,000.00 each	DCA, RC	RC	IC-I-1,2,3,4, O-2 LU-O-1-4	Ongoing. Re-worded and moved to Policies.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity	Status
PLANNING AND COORDINATION ACTIVITIES							
HOUSING							
1	Assist local governments to seek funding in their efforts to rehabilitate substandard housing.	2016-2020	N/A	N/A	LG, RC	HI-1-9 H-O-1	Ongoing. Re-worded and moved to Policies.
2	Continue to review Developments of Regional Impact that support logical and sustainable housing facilities that are best suited for the region.	2016-2020	\$20,000	DCA, RC	RC	HI-1, 9 HO-1-5 NC-I-6	Ongoing. Re-worded and moved to Policies.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed	Status
PLANNING AND COORDINATION ACTIVITIES							
LAND USE							
1	Encourage the use and implementation of the Regionally Important Resources (RIR) Plan and Regional Agenda for Three Rivers RC.	2016-2020	\$5,000	DCA, RC	RC	NC-I-1,2,3 NC-O-12, CF-O-3	Ongoing. Re-worded and moved to Policies.
2	Perform an annual update to the Three Rivers Regional Plan.	2016-2020	\$5,000	DCA, RC	RC	NC-I-14, NC-O-12	Ongoing. Re-worded and moved to Policies.
3	Assist governments in the preparation of full Comprehensive Plan Updates: Butts County and the Cities of Jackson, Jenkinsburg and Flowilla; Pike County; Cities of Zebulon, Concord, Molena, Meansville; Heard County and the City of Franklin and Towns of Centralhatchee and Ephesus; Spalding County and the Cities of Sunnyside and Orchard Hill	2016-2020	\$15,000 each	DCA, LG	LC, RC	IC-O-2 LU-I-9 LU-O-1,2,3,4	Completed.
4	Assist the Cities of Bowdon, Temple Thomaston, Sharpsburg, Williamson, and Milner with the update of its land use and zoning maps.	2016-2020	\$1,000 each	LG, RC	LG, RC	IC-O-2 LU-I-9 LU-O-1,2,3,4	Completed.
5	Continue work on activities in support of the development of an East-West Corridor from LaGrange to Macon.	2016-2020	N/A	GDOT, LG	GDOT, LG, RC	IC-I-1,2,3,4 IC-O-1,2,3 T-I-7	Ongoing. Re-worded and moved to Policies.
6	Develop and implement a curriculum for a one-day training of Planning Commissioners for local governments.	2016-2020	\$15,000	LG, RC	RC	IC-I-1,2,3,4 IC-O-1,2,3; I-I- 1	Dropped. No longer a priority.
7	Develop a training of Development of Regional Impact for local governments.	2016-2020	\$2,000	LG, RC	RC	IC-I-1,2,3,4 IC-O-1,2,3; I-I- 1	Dropped. Addressed at the PIMs.
8	Continue to assure that local governments maintain their appropriate QLG status through monthly evaluations and communication.	2016-2020	\$8,000	DCA, RC	RC	LU-I-9 IC-O-2 LU-O-1,2,3,4	Ongoing. Re-worded and moved to Policies.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed	Status
PLANNING AND COORDINATION ACTIVITIES							
TRANSPORTATION							
1	Update the Regional Transit Development Plan for Pike County.	2016-2017	\$35,000	GDOT	GDOT, LG, RC	CF-I-4; ED-I-7,8; T-I-4,5	Completed.
2	Continue to encourage and support Safe Routes to School Projects throughout the Three Rivers Region.	2016-2020	\$20,000	GDOT	GDOT, School Districts, RC	CF-O-4, T-O-1,3,5, CF-O-1,2	Ongoing. Re-worded and moved to Policies.
3	Continue to develop and maintain the Three Rivers RC Bicycle and Pedestrian Plan.	2016-2020	\$35,000	GDOT	GDOT, LG, RC	CF-O-4, T-O-1,2,3,5, CF-O-1,2,5	Ongoing. Re-worded and moved to Policies.
4	Promote the expansion of the Regional Transit System to all member counties.	2016-2020	UNK	GDOT, LG, RC	LG, RC	ED-I-7,8; T-I-4,5; CF-I-4	Completed.

Activity #	Description of Activity	Timeframe	Estimated Cost	Funding Source	Responsible Party	Issue/ Opportunity Addressed	Status
REVIEW ACTIVITIES							
1	Continue to perform reviews of Developments of Regional Impact that may impact the region.	2016-2020	\$20,000	DCA, RC	RC	IC-I-4 IC-O-1,2,3 NC-O- 11,12,15	Ongoing. Re-worded and moved to Policies.
2	Review regional projects which could have an effect on sites listed within the Regionally Important Resources Plan (RIR)	2016-2020	\$5,000	DCA, RC	RC	NC-I- 1,2,3,9,11, 12,14 NC-O-12	Ongoing. Re-worded and moved to Policies.
3	Review proposed telecommunications tower projects for possible adverse effects on historic resources.	2016-2020	\$5,000	HPD, RC	RC	NC-I-11, NC-O-9,11	Ongoing. Re-worded and moved to Policies.
4	Assist local historic preservation commissions in the review of applications for Certificates of Appropriateness (COA) as needed.	2016-2020	\$4,000	HPC, RC	RC	NC-I- 8,10,11,12 NC-O-9	Ongoing. Re-worded and moved to Policies.
5	Review Georgia Department of Transportation Section 106 projects which may have adverse effects on historic resources.	2016-2020	\$5,000	GDOT, RC	RC	NC-I-7,8,10 NC-O-6,9,11	Ongoing. Re-worded and moved to Policies.
6	Review local government CIE and Comprehensive Plans as required.	2016-2020	TBD	DCA, RC	RC	IC-O-2 LU-O-1-4	Ongoing. Re-worded and moved to Policies.
7	Review local government Service Delivery Strategies.	2016-2020	UNK	DCA, RC	RC	IC-I-1,2,3,4, O-2 LU-O-1-4	Ongoing. Re-worded and moved to Policies.

TRRC Regional Work Program 2019- 2023

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
There is a priority need for the expansion of broadband to serve rural communities.	Advocate for and support the expansion of telecommunications technology infrastructure and broadband capability and access within the Region.	Assist local governments with incorporation of a broadband component in their comprehensive plan updates in 2019, 2020, 2021, 2022, and 2023.	Local Governments, DCA, USDA	\$2,000 per year		
		Form a TRRC Broadband Committee	RC Council, Local Governments	\$5,000 per year		
		Assist Meriwether County in obtaining Broadband Ready Designation by 2020.	GDOT, Private	Staff Time	Staff Time	
There is a high priority need for improving transportation infrastructure, safety and mobility throughout the region.	Support local government efforts to improve the built environment and sustainable development through project planning and funding assistance.	Hold a TSPLIT workshop in the TRRC region in 2020 to educate the local governments and citizens on the importance of TSPLOST.	RC, GDOT	\$3,000		
		Hold two Complete Streets workshops per year in 2019, 2020, 2021, 2022, and 2023.	RC, GDOT	\$1,000		
		Conduct a feasibility study for the Import-Export Highway to support increased east-west connectivity.	GDOT	\$10,000		

TRRC Regional Work Program 2019- 2023

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
This is a high priority need to improve education and workforce skills in our Region.	Utilize existing programs and support efforts to enhance workforce development and job skills improvements and to further educational attainment within the Region.	TRRC Workforce will assist youth with completion of college applications, FAFSA aid forms, and provide financial assistance for completion of college applications.	RC, EDA, DCA, private partners	Staff time	Staff Time	
There is a need to protect historic structures and cultural and natural resources for the preservation of our regional identity and the environment.	Seek to protect historic resources of the region and promote adaptive reuse when possible.	Attend the Georgia State Historic Preservation Conference in 2019, 2020, 2021, 2022, and 2023.	RC, HPD, Local Governments	\$500 per year		
		Assist the City of Bowdon and City of Villa Rica in the designation and expansion of local historic districts.	RC, HPD, Local Governments	Staff time		
		Conduct environmental reviews for Section 106 projects including communications tower and transportation construction projects and propose appropriate mitigation options.	RC, HPD, Local Governments, Private consultants	Staff time		

TRRC Regional Work Program 2019- 2023

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
There is a need for a regional approach to economic development and a need to identify regional marketing strategies that target our assets.	Develop, promote, and support efforts and strategies to improve regional identity, regional collaboration, and regional marketing and tourism. Ensure that local comprehensive plan updates include these strategies.	Complete an annual update of the CEDS in 2019, 2020, 2021, 2022, and 2023.	EDA	\$40,000 per year	\$95,000 per year	
		Complete the updates to Comprehensive Plans for Troup County, Lagrange, Hogansville, and West Point during 2019-2020.	Local Governments	\$70,000		
		Complete the updates to the Comprehensive Plans for Grantville, Haralson, Moreland, Senoia, Sharpsburg, and Turin during 2020-2021.	Local Governments	\$70,000		
		Complete the updates to the Joint Comprehensive Plan for Heard County, Centralhatchee, Franklin, and Ephesus for 2021-2022 and for Butts County in 2021-2022.	Local Governments	\$70,000		
		Complete the updates to the Joint Comprehensive Plans for Meriwether and Upson Counties in 2022-2023 and for Mount Zion, Roopville, and Temple in 2022-2023.	Local Government	\$70,000		
		Create a regional tourism story-map.	RC, GDEcD	Staff Time	Staff Time	
		Compile individual jurisdictional statistical snapshots and radial data.	DCA, RC, ESRI	Staff Time	Staff Time	

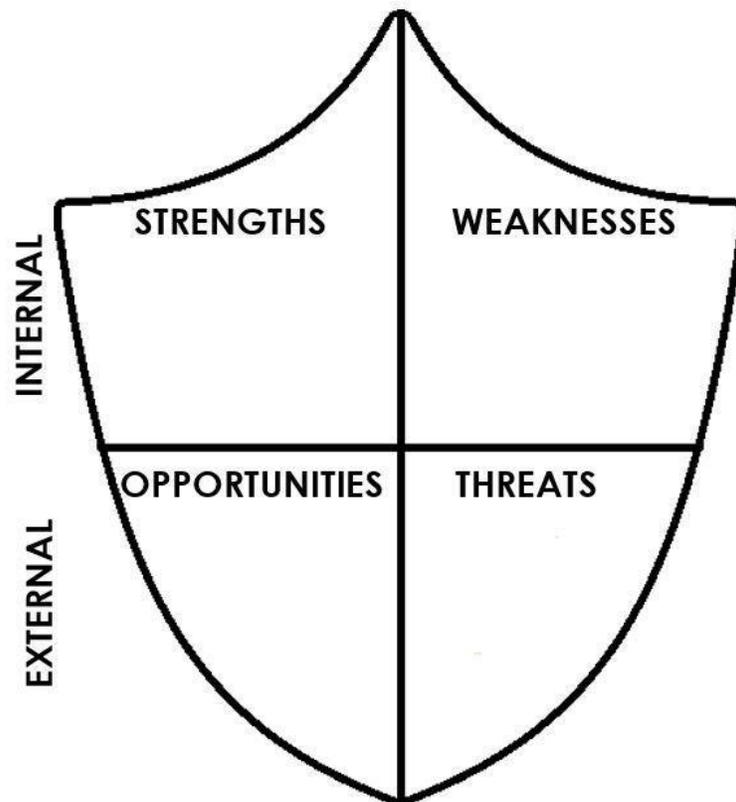
TRRC Regional Work Program 2019- 2023

Priority	Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
There is a high priority need for quality workforce, special needs, and senior housing in our region.	Educate communities of the need for improved housing and the development of sustainable housing initiatives.	TRRC will assist pursuing GICH for Jackson and Thomaston in the next 5 years.	RC, Local Governments	Staff Time		
There is a need for better coordination among governments in our region in all areas of planning.	Serve as an identifier and monitor of regional issues and opportunities while developing sustainable solutions and/or strategies for goal attainment.	Hold a bi-annual TRRC Regional Issues Forum in 2020 and 2022.	RC, Local Governments	\$2,000		
There is a need to improve community facilities such as water and sewer infrastructure.	Identify funding to support infrastructure expansion.	Hold a bi-annual TRRC Regional Infrastructure Grant & Loan Workshop in 2021 and 2023.	RC, EDA, GEFA, ARC			

Appendix

Appendix A. SWOT Analysis

As part of the public engagement process for the regional plan, the Three Rivers Regional Commission planning staff conducted 6 public listening sessions throughout the month of October 2018. Participants were asked to independently fill out this SWOT shield (below) and afterwards create a new shield with their table by building consensus. To synthesize the SWOT results, if a topic or issue was mentioned at least two times at the table consensus level from different public listening sessions across the region, it was included on the final list of regional strengths, opportunities, weaknesses, and threats, shown below. The individuals' SWOT data was used to give more context and details to inform these overarching themes and final results. The SWOT information from the public engagement process has informed the TRRC Regional Plan's needs, opportunities, goals, and strategies.



STRENGTHS

Proximity to Atlanta

- Proximity to the Hartsfield Airport
- Other big cities within reach
- Great rural access to metropolitan areas

Natural Resources

- Affordable, available land for development
- Available natural resources for development
- Water resources: West Point Lake and Flint River

Educational Institutions

- Three Rivers is a hub for post-secondary education

Nature-based Tourism

- Excellent nature-based recreation destinations

Medical Facilities

Vibrant Downtowns

WEAKNESSES

Skilled Workforce

- Uneducated & a tight labor market

Housing

- A need for more residential options across the income levels

Lack of Broadband

Lack of Public Transit Options

Lack of Identity

Poverty Rate

OPPORTUNITIES

Entrepreneurship Development

Import/Export Highway

Tourism

Increase Citizen Involvement

Leadership Pipeline for Younger Generations

T-SPLOST

Regional Development Authority

Film Industry

Commuter Rail

Regional Airport Development

Mental Health Facility Development

Beautification Projects

THREATS

Crime

Drugs

Unequal Distribution of Economic Growth/ Unequal Investment

Growth Encroachment from Atlanta

- Traffic Congestion
- Crime
- Rapid Urbanization

Sprawl/ Unplanned Growth

Appendix B. Analysis of Consistency with Quality Community Objectives

The following narrative is in response to the Georgia Department of Community Affairs Quality Growth Assessment Tool questions. According to the Department of Community Affairs, the Quality Growth Assessment Tool is meant to give a community an idea of how it is progressing toward reaching objectives set by the Department, but each of the fifteen Quality Community Objectives has a set of yes or no statements, with additional space available for comments. The statements focus on local ordinances, policies, and organizational strategies intended to create and expand quality growth principles.

ECONOMIC PROSPERITY

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

Most counties within the Three Rivers Region contain Chambers of Commerce and Development Authorities. These agencies work to recruit and retain businesses, industries, and increase jobs in their respective communities. In more recent years, the Chambers and Development Authorities have been working towards diversifying the economy. The Three Rivers Regional Commission is designated as the Three Rivers Economic Development District (TREDD) under the U.S. Economic Development Administration. As part of the designation, TRRC completes a Comprehensive Economic Development Strategy (CEDS) which is used as a guide for regional economic development efforts.

RESOURCE MANAGEMENT

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

The Three Rivers Regional Commission's Regionally Important Resources Plan contains a comprehensive listing of the natural resources in the region. This document is an invaluable tool for the cities and counties for identifying and protecting environmentally sensitive areas. The RIR Plan contains protections and best management recommendations. Two of the three major rivers within the Region have been identified as a threatened resource due to pollution and development pressures. This includes the Chattahoochee and Flint Rivers. All communities within the Region are required to adopt the Part V Environmental Criteria. A number of communities in the Three Rivers Region participate in the Tree City USA program. They include Flovilla, Griffin, Jackson, LaGrange, Luthersville, Newnan, Thomaston, and Yatesville. Many communities within the Region also have incorporated greenspace and conservation into their development regulations and ordinances.

EFFICIENT LAND USE

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

Many municipalities and several counties in the Three Rivers Region have water, sewer, and other infrastructure available for commercial and residential development. Zoning and other development ordinances are utilized in a majority communities throughout the region. New developments are increasingly implementing greenspace measures and focusing on walkability. Local governments are encouraged to make use of existing infrastructure, appropriate infill development, and the adaptive re-use of historic structures.

LOCAL PREPAREDNESS

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

Communities in the Three Rivers Region must be prepared to face the challenges of growth from within and from adjacent metropolitan areas. All of the local governments in the Region update their Comprehensive Plan to set a vision for growth to help guide policy decisions. Other plans could include master plans, joint transportation plans, and Capital Improvement Elements. These plans help guide growth in the region, taking into account important community assets and character.

SENSE OF PLACE

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

Historic downtowns and town centers are integral to sense of place and identity of the Region. There are both local historic districts as well as National Register districts. Many communities have historic preservation ordinances, active historic preservation commissions and are designated as part of the Georgia Main Street Program. The Region's downtown districts are also undergoing revitalization efforts. These areas offer community gathering places and a high level of livability including a mix of commercial and residential activity and walkability. Communities within the Region are also approaching new development and areas of redevelopment with strategies which will improve and maintain community character.

REGIONAL COOPERATION

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

Increased regional coordination in all areas of planning and economic development was identified as a priority. The Regional Commission will strive to be a convener for shared regional issues and initiatives such as the expansion of infrastructure, services and broadband access.

HOUSING OPTIONS

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

Communities in the Three Rivers Region provide a mixture of housing choices for residents. In the larger communities, there are apartments, lofts, duplexes, senior housing, and single family homes ranging in price for low to mid to high income levels. The majority housing type remains single family. There is a need for increased workforce housing throughout the region.

TRANSPORTATION OPTIONS

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

All member governments in the Three Rivers Regional Commission now participate in a regional public transportation service. The regional public transportation program is administered by the Three Rivers Regional Commission on behalf of the member governments, and was the first regional rural/suburban public transit service area established within the state. The regional approach has proved to be a cost effective way to provide public transportation within the service area. Public transportation is used to assist people to obtain and retain employment, receive regular medical attention, provide access to job training, provide access to commercial zones, and quality of life enhancement purposes. The Three Rivers Region contains both state and local bike routes. State bike routes include 5, 15, and 45. The Regional Commission also seeks to increase bike and pedestrian access and connectivity. Communities are encouraged to adopt Complete Streets policies and participate in Safe Routes to School.

EDUCATIONAL OPPORTUNITIES

Make educational and training opportunities readily available to enable all community residents to

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

The Three Rivers Region is home to many opportunities for higher learning and vocational training. Among the colleges and universities in the region are: West Georgia Technical College with campuses in Carrollton, Newnan, LaGrange, Franklin and Greenville; Southern Crescent Technical College with campuses located in Butts, Lamar, Pike, Spalding and Upson Counties; Gordon College is located in Barnesville; Lagrange College is located in Lagrange, the University of West Georgia is located in Carrollton and Newnan; and the University of Georgia has a campus in Griffin. Other programs include the Quick Start Program which provides customized work force training free of charge to qualified Georgia businesses. WorkSource Three Rivers plays a key role in economic growth within the Region by providing training and supportive services to foster a qualified and competitive workforce.

COMMUNITY HEALTH

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

The Region is served by a number of hospitals which offer advanced care including Tanner Medical System, Piedmont-Newnan, WellStar-West Georgia, WellStar-Spalding Regional Hospital, Upson Regional, Warm Springs Medical Center and the Cancer Treatment Centers of America. There are also a number of local clinics and specialized care facilities. The Region is also home to the Roosevelt Warm Springs Institute which was utilized by Franklin D. Roosevelt.

Appendix C. Data and Maps

POPULATION ANALYSIS

Total Population

According to the U.S. Census Bureau, the region saw an increase in population by 21% from 2000 to 2010. During the same time period, the population of the state of Georgia increased from 8,186,453 to 9,687,653, an 18.3% increase. The following table shows the population of the region by county for 2000, 2010, estimated population in 2017, and projected population for 2040.

Population				
County	2000 Population	2010 Population	2017 Population Estimate	2040 Projected Population
Butts	19,621	23,747	23,556	58,443
Carroll	88,041	110,667	114,898	155,302
Coweta	90,166	127,915	138,015	235,587
Heard	11,024	11,837	11,607	11,315
Lamar	16,001	18,264	18,282	30,832
Meriwether	22,520	21,830	21,152	19,172
Pike	13,564	17,918	17,919	22,699
Spalding	58,521	64,066	64,192	70,685
Troup	58,902	67,053	69,433	88,781
Upson	27,747	27,060	26,241	25,304
TRRC Total	406,107	490,357	505,295	718,120
Georgia	8,186,453	9,687,653	10,099,320	14,709,321

Source: 2000/2010 Population Source: Decennial Census, 2017 Population Source: US Census American Community Survey Estimates 2040 Projections Source: Georgia Governor's Office of Planning and Budget

According to the U.S. Census Bureau, the 2017 population for the region was an estimated 510,054 people. Based on estimates from the Governor’s Office of Planning and Budget, the population for the region in 2040 is projected to increase by about 41% to 718,120 people. This increase is slightly lower than the state of Georgia’s projection, a 45.6% gain in the same period. Given the location of the region between the urban areas of Atlanta, Macon, and Columbus along with having large rural areas within the region, the region’s population projections being slightly lower than the state as a whole is expected. Population decline is anticipated in many of the small, rural counties of the region such as Heard, Meriwether and Upson counties.

Population Changes Over Time			
County	2000-2010	2010-2017	2017-2040 Projections
Butts	21.03%	-0.16%	146.49%
Carroll	25.70%	5.08%	33.55%
Coweta	41.87%	9.82%	67.71%
Heard	7.37%	-2.22%	-2.24%
Lamar	14.14%	1.12%	66.93%
Meriwether	-3.06%	-3.47%	-9.02%
Pike	32.10%	0.03%	26.65%
Spalding	9.48%	0.76%	9.50%
Troup	13.84%	4.06%	27.24%
Upson	-2.48%	-3.13%	-3.47%
TRRC Total	20.75%	4.02%	40.80%
Georgia	18.34%	4.25%	45.65%

Source: American Community Survey, 2017

Age Distribution

The United States Census Bureau makes county age distribution data available in 5-year groups, starting with 0-4 years old, 5-9 years of age, and so forth up to the 80-84 year old range. All persons over the age of 85 are grouped as one. The region's population is skewing toward a younger age range, especially in the more urban counties. In 8 of the 10 counties, the largest age bracket represented is 20-24 or younger. Much of this can be attributed to the trend of young professionals moving to more urbanized areas; and this is expected to continue over the next 20 years.

Carroll County and Lamar County exhibited the greatest percentage of persons 15-19 years of age at 9.4% and 9.9% respectively. While this is considerably higher than every other county in the region, it is likely attributed to the University of West Georgia and Gordon College and their large number of college students.

Distribution of Population by Age Group, 2017 (largest age groups bolded)

2017 Age Distribution	Butts	Carroll	Coweta	Heard	Lamar	Meriwether	Pike	Spalding	Troup	Upson	Georgia
Total Population	23,556	114,898	138,015	11,837	18,282	21,152	17,919	64,192	69,443	26,241	10,099,320
Under 5 years	5.9%	5.9%	6.3%	5.7%	5.5%	5.9%	4.8%	6.7%	6.1%	6.4%	6.5%
5 to 9 years	6.1%	5.8%	6.5%	5.1%	5.4%	6.4%	6.4%	6.6%	7.1%	6.8%	7.0%
10 to 14 years	5.7%	7.7%	8.1%	8.0%	6.3%	6.2%	8.5%	6.9%	7.3%	6.1%	7.0%
15 to 19 years	5.2%	9.4%	6.8%	7.0%	9.9%	6.4%	8.0%	6.5%	7.1%	6.5%	7.0%
20 to 24 years	7.7%	8.8%	5.7%	6.3%	8.9%	5.7%	5.3%	6.4%	7.7%	6.3%	7.2%
25 to 29 years	7.2%	7.0%	6.2%	5.4%	5.1%	5.7%	5.4%	6.4%	6.4%	5.4%	6.9%
30 to 34 years	6.7%	6.0%	6.3%	4.9%	5.0%	5.7%	5.5%	6.4%	6.3%	4.8%	6.8%
35 to 39 years	7.1%	6.2%	6.3%	5.9%	5.1%	5.1%	6.8%	5.8%	5.8%	6.3%	6.7%
40 to 44 years	7.0%	6.5%	7.1%	6.4%	6.9%	5.8%	6.9%	6.4%	6.3%	6.2%	7.0%
45 to 49 years	6.9%	5.6%	7.5%	7.9%	6.3%	6.5%	8.2%	6.2%	6.5%	6.6%	6.3%
50 to 54 years	7.3%	6.4%	7.6%	7.8%	6.6%	8.0%	7.2%	6.9%	7.0%	7.5%	5.4%
55 to 59 years	6.5%	5.7%	7.0%	6.8%	7.4%	8.4%	7.4%	6.0%	7.0%	8.3%	6.3%
60 to 64 years	6.2%	6.2%	5.9%	7.3%	5.6%	5.9%	5.3%	6.4%	5.4%	5.3%	5.4%
65 to 69 years	4.9%	4.6%	4.8%	5.8%	5.0%	6.9%	4.7%	5.6%	4.7%	6.1%	4.4%
70 to 74 years	3.8%	3.5%	3.0%	3.9%	5.2%	4.8%	4.1%	4.4%	3.3%	4.3%	3.1%
75 to 79 years	2.8%	1.7%	2.8%	2.2%	2.7%	3.3%	2.6%	2.7%	2.4%	3.0%	2.1%
80 to 84 years	1.3%	1.7%	1.1%	1.5%	1.2%	2.1%	2.4%	2.1%	1.8%	2.5%	1.4%
85 and older	1.6%	1.4%	0.9%	1.9%	1.8%	1.4%	1.6%	1.4%	1.5%	1.6%	1.2%

Source: American Community Survey, 2017

Race and Ethnicity

The table below shows race and ethnic distribution in the region in 2017. All ten counties had majority white populations. The second highest group was black populations. And these top two categories have been the highest for the last several decades. Other minorities made up a very small amount of the populations and are expected to slowly and slightly increase in the region over the next 20 years. When compared with the neighboring River Valley Region, the data on race and ethnicity population trends is similar with white and black populations comprising the largest two races.

Race/Ethnicity in the Three Rivers Region, 2017										
2017 Race/Ethnicity	Butts	Carroll	Coweta	Heard	Lamar	Meriwether	Pike	Spalding	Troup	Upson
White	69.3%	74.8%	76.8%	85.3%	66.3%	57.7%	88.1%	63.0%	59.0%	70.1%
Black	28.3%	18.8%	17.6%	10.0%	29.0%	38.4%	10.3%	33.0%	35.2%	28.2%
Hispanic or Latino of Any Race	3.1%	6.7%	6.8%	0.7%	2.3%	2.1%	1.5%	4.3%	3.7%	2.3%
American Indian/Alaska Native	0.1%	0.4%	0.1%	0.1%	0.1%	0.1%	0.0%	0.4%	0.1%	0.4%
Asian	0.6%	0.8%	1.8%	0.5%	0.1%	0.6%	0.2%	1.0%	2.0%	0.7%
Hawaiian/Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.9%	2.9%	1.2%	0.1%	0.1%	0.9%	0.1%	0.0%	0.0%	0.0%
Two or More Races	0.8%	2.1%	2.5%	4.0%	3.9%	2.1%	1.3%	1.5%	2.3%	0.6%
Total Population	23,556	114,898	138,015	11,837	18,282	21,152	17,919	64,192	69,443	26,41

Source: American Community Survey, 2017

The table below shows the percentage of people living in poverty in the Three Rivers Region over time. Since 2000, the percentage of people living in poverty has increased in every county, sometimes doubling. In the Three Rivers Region as a whole, the percentage has doubled from 9.9 percent in 2000 to 19.3 percent in 2017. This is very similar to Georgia’s rate as it has almost doubled since 2000.

Percentage of People Living in Poverty in the Three Rivers Region		
County	2000	2017
Butts	8.6%	23.5%
Carroll	10.0%	18.6%
Coweta	6.1%	11.6%
Heard	10.5%	17.4%
Lamar	8.1%	20.8%
Meriwether	13.6%	22.7%
Pike	6.9%	12.3%
Spalding	12.4%	21.6%
Troup	12.2%	21.3%
Upson	11.2%	22.7%
TRRC Total	9.9%	19.3%
Georgia	9.9%	16.9%

Source: US Census 2000 and 2017 US Census American Community Survey

Income

The region's income distribution shows that the highest percentages of households were in the income distribution brackets of (\$25,000-49,999), (\$10,000-\$24,999) and (\$50,000-\$74,000). For the state of Georgia and the U.S., the highest percentages of households were in the income distribution brackets (\$25,000- 49,999) and (\$100,000+). Historically and over the next 20 years, it is expected that these three household income brackets will continue to be the majority.

Three Rivers Region Income: 2017								
County	Per Capita Income	Median Household Income	Income Distribution by percentage of Households					
			0 - \$9,999	\$10,000 - \$24,999	\$25,000-49,999	\$50,000 - \$74,999	\$75,000 - \$99,999	\$100,000 +
Butts	\$21,236	\$39,655	8.2%	21.1%	30.8%	14.5%	10.0%	15.5%
Carroll	\$23,139	\$46,844	8.4%	16.8%	27.8%	19.0%	11.8%	16.3%
Coweta	\$31,548	\$67,570	5.2%	12.1%	20.4%	19.0%	14.8%	29.7%
Heard	\$20,946	\$44,897	8.9%	20.8%	26.0%	19.7%	11.9%	12.6%
Lamar	\$20,458	\$41,157	13.9%	19.1%	26.0%	15.7%	11.4%	14.0%
Meriwether	\$19,679	\$36,368	11.1%	26.5%	22.6%	18.7%	11.7%	9.4%
Pike	\$25,176	\$52,377	7.7%	13.0%	26.7%	16.9%	12.3%	23.3%
Spalding	\$21,675	\$42,398	9.3%	20.0%	26.8%	19.2%	11.0%	13.7%
Troup	\$22,091	\$53,500	11.1%	18.8%	25.4%	20.3%	10.1%	14.4%
Upton	\$19,624	\$47,339	15.7%	19.8%	30.8%	15.6%	9.2%	8.9%
TRRC	\$20,390	\$47,210	10.0%	18.8%	26.3%	17.9%	11.4%	15.8%
Georgia	\$25,737	\$49,620	8.7%	16.9%	24.8%	18.0%	11.4%	20.4%
US	\$28,930	\$53,889	7.2%	15.9%	23.5%	17.8%	12.1%	23.5%

Source: U.S. Census Bureau's Population Estimates Program, American Community Survey, 2017 U.S. Census Bureau

Per Capita Income

For the year 2017, the entire region, with the exception of Coweta County, is below the state per capita personal income. This is the same in regards to the region's comparison to the U.S. per capita income. Coweta County's per capita personal income is \$31,548, while the incomes for Georgia and the United States are \$25,737 and \$28,930, respectively.

Per Capita Income In Three Rivers Counties, 2017			
County	Per Capita Personal Income	Percentage Relative to Georgia	Percentage Relative to the US
Butts	\$21,236	83%	73%
Carroll	\$23,139	90%	80%
Coweta	\$31,548	123%	109%
Heard	\$20,946	81%	72%
Lamar	\$20,458	79%	71%
Meriwether	\$19,679	76%	68%
Pike	\$25,176	98%	87%
Spalding	\$21,675	84%	75%
Troup	\$22,091	86%	76%
Upson	\$19,624	76%	68%
Georgia	\$25,737	100%	89%
U.S.	\$28,930	112%	100%

Source: American Community Survey, 2017

ECONOMIC DEVELOPMENT

The Three Rivers Regional Commission region has grown into a vibrant multi-cultural region, with an emerging role in the international economy. One of the most pressing issues facing the region is consistent high poverty and unemployment rates. The region has experienced quite a few DRI's (Development of Regional Impact).

Economic Development means a vitalized local economy with better job opportunities, a healthier commercial tax base, fewer commercial vacancies and the retention of a wide variety of places for entertainment, to eat, shop, and bank. Continued economic growth in the Three Rivers Economic Development District means all of these things. Three River's economic development objectives encompass growth and commercial development for local businesses creating jobs, and compatibility among existing and new uses leading to a higher quality of life for the residents in the region.

DRIs are likely to have regional effects beyond the local government jurisdiction in which they are located. The Georgia Planning Act of 1989 authorized the Department of Community Affairs (DCA) to establish procedures for review of these large-scale projects. These procedures are designed to improve communication between affected governments and to provide a means of revealing and assessing potential impacts of large-scale developments before conflicts relating to them arise. At the same time, local government autonomy is preserved since the host government maintains the authority to make the final decision on whether a proposed development will or will not go forward. The Three Rivers Regional Commission determines and reviews all DRIs in its region. We consider DRIs as an integral part and contributor to the economy in the region, and the CEDS is heavily used, along with all TRRC planning documents, to evaluate the DRIs. Three Rivers Regional Commission has a page dedicated for DRI on its website, and it is easily accessible by this link <http://www.threeriversrc.com/planning-dri.php>.

Kia Motors Manufacturing is one of the most successful growth stories the auto industry has experienced. The brand's success is due, in large part, to its U.S. assembly plant – Kia Motors Manufacturing Georgia (KMMG) – that has produced over 1.5 million vehicles in West Point, Georgia since 2009. That state-of-the-art plant – which represents an investment of more than \$1.1 billion – is responsible for the creation of more than 14,000 jobs in West Point and the Three Rivers Region.

The Three Rivers Economic Development District (TREDD) has a strong network of historic downtowns and main streets, which provide amenities, jobs, and luxuries that residents desire for a high quality of life. Employment centers are located in all ten counties.

The development and industrial authorities within the region play an integral role in the local and regional economic development. It helps city leaders support workforce development by connecting economic development efforts with workforce development and working with the business community to identify talent needs, and convening stakeholders to align disparate activities toward a common goal.

Another major addition to the TREDD is the Sentury Tire Plant. Sentury is a Chinese manufacturer

of tires for cars and aviation. The company was ranked in 2015 as the 50th largest tire maker in the world by sales according to the trade publication, Tire Business. The company's original and primary manufacturing site is located in its hometown of Qingdao, near the Qingdao Liuting International Airport. Its other manufacturing facility is in Thailand where it opened a factory in 2015 with a capacity to produce 12 million units per year. The Chinese tire manufacturer entered a multi-million dollar deal with the State of Georgia to move to the City of LaGrange, Georgia initially adding 1,000 jobs to the region.

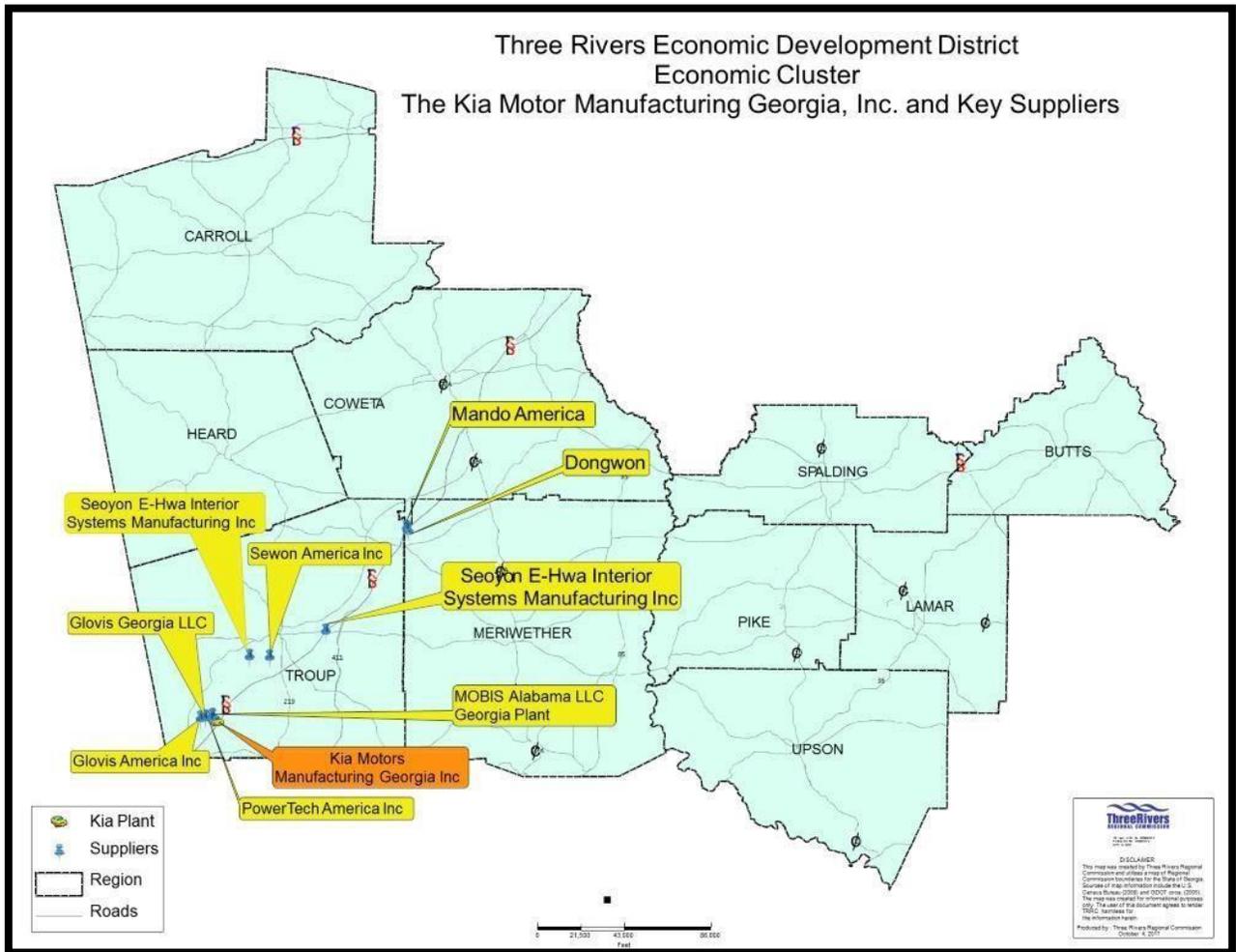
In addition, to Troup County, both Coweta and Butts Counties have seen some major proposed industrial developments in the region. In Coweta County, the Orchard Hill Business Park will be the location of several new large scale business prospects. In Butts County, a Dollar General Distribution Center will located near Interstate 75.

Lastly, a large number of film production has moved from the state of California to the state of Georgia due to tax incentives. And when compared to the state of Georgia's economic base with other 2000 film industry-related companies according to the Georgia Department of Economic Development, the Three Rivers Region also has a strong film industry presence within the state's economy.

Industry Snapshot				
Description	2006 Jobs	2015 Jobs	2006 - 2015	2006 - 2015% Change
Crop and Animal Production	1,547	749	798	52%
Mining, Quarrying, and Oil and Gas	178	116	62	35%
Utilities	1,208	1,176	32	3%
Construction	13,310	9,191	4,119	31%
Manufacturing	29,905	29,094	811	3%
Wholesale Trade	5,225	5,417	192	4%
Retail Trade	20,662	22,006	1,344	7%
Transportation and Warehousing	3,607	4,015	408	11%
Information	3,144	2,600	544	17%
Finance and Insurance	4,481	3,456	1,025	23%
Real Estate and Rental and Leasing	1,967	1,600	367	19%
Professional, Scientific, and Technical	3,458	4,182	724	21%
Management of Companies and	886	1,371	485	55%
Administrative and Support and	10,550	16,003	5,453	52%
Educational Services	1,032	1,675	643	62%
Health Care and Social Assistance	16,097	21,253	5,156	32%
Arts, Entertainment, and	1,535	1,498	37	2%
Accommodation and Food Services	13,048	14,782	1,734	13%
Other Services (except Public	4,839	5,411	572	12%
Government	30,460	27,303	3,157	10%
TOTAL	167,249	173,379	6,130	4%

Source: American Community Survey, 2017

The top industry in the Three Rivers Region is manufacturing. The second top industry is Retail Trade. Southwire in Carroll County remains one of the top manufactures of copper wire in the world. Other top industries include Kia Motors in Troup County and industries in nearby counties such as Mando that supply parts for the Kia Company. The map below shows the impact of the Kia Plant in the region.

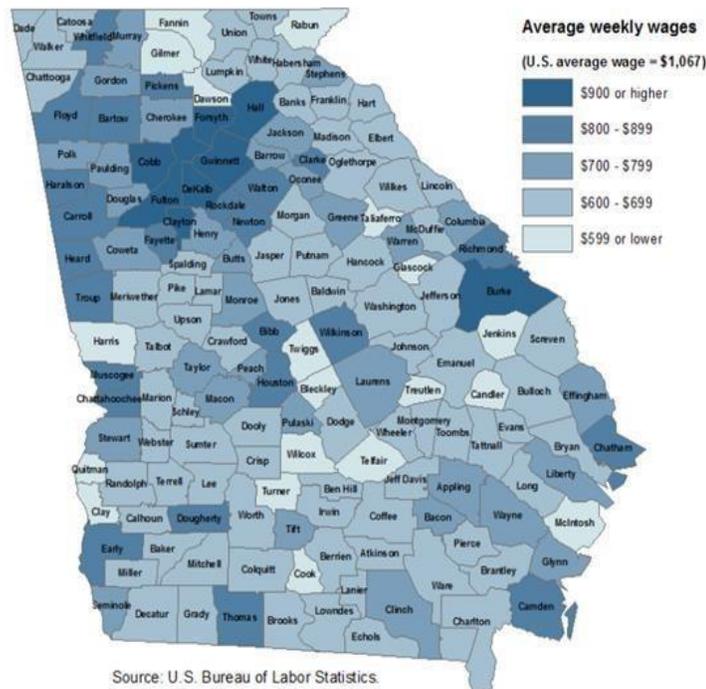


Labor Force

The table below shows the top 10 largest employers in the TRRC region. This includes a wide variety of employment from healthcare, retail, education, and manufacturing. The next figure displays geographically the average weekly wage across the state. Healthcare and education are expected to remain the top employers over the next 20 years.

Ten Largest Employers 2018
Homenurse, Inc.
Kia Motors Manufacturing Georgia, Inc.
Piedmont Newnan Hospital, Inc.
Southwire Company
Surge Staffing, LLC.
Tanner Medical Center, Inc.
University of West Georgia
Walmart
Wellstar Health System
Yamaha Motor Manufacturing

Source: Georgia Department of Labor Area Labor Profile updated September 2018.



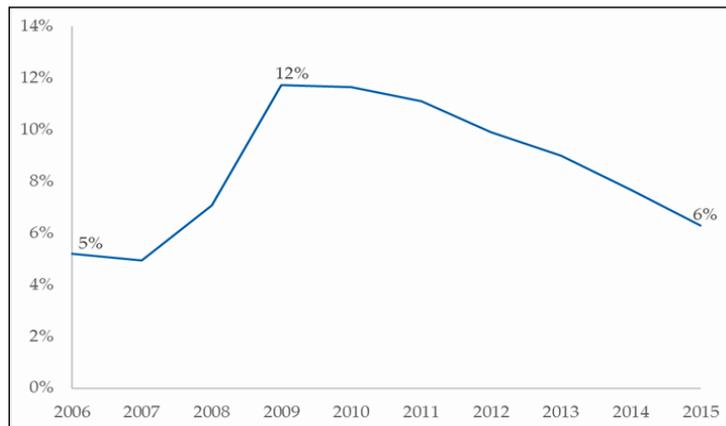
The unemployment numbers as of 2018 are found in the table below. The rates in Coweta, Pike, and Troup Counties are now below the state average.

Unemployment Rate	
County	2018
Butts	4.0%
Carroll	4.0%
Coweta	3.4%
Heard	3.9%
Lamar	4.6%
Meriwether	5.0%
Pike	3.6%
Spalding	4.7%
Troup	3.7%
Upson	4.4%
Region	3.9%
Georgia	3.9%

Source: GA Department of Labor, 2018

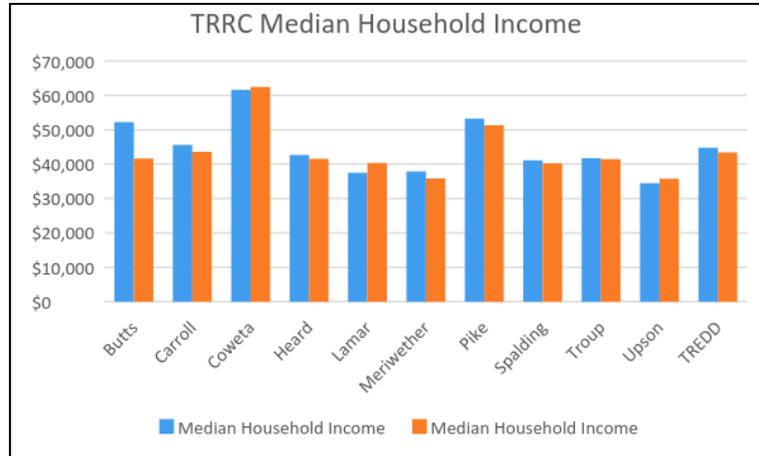
As seen in graph, the unemployment rate spiked in 2009 but has returned to pre-recession levels. The unemployment rate for the TRRC region has decreased steadily since the recession, and is only 0.2% higher than the state overall.

Regional Unemployment Rate Trend, 2006-2015



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

Despite the growing economy and higher rates of employment, the median household income of the TRRC region was estimated to decrease from the 2010 census to the present. Coweta, Lamar, and Upson Counties were the only three to have increases median household income.



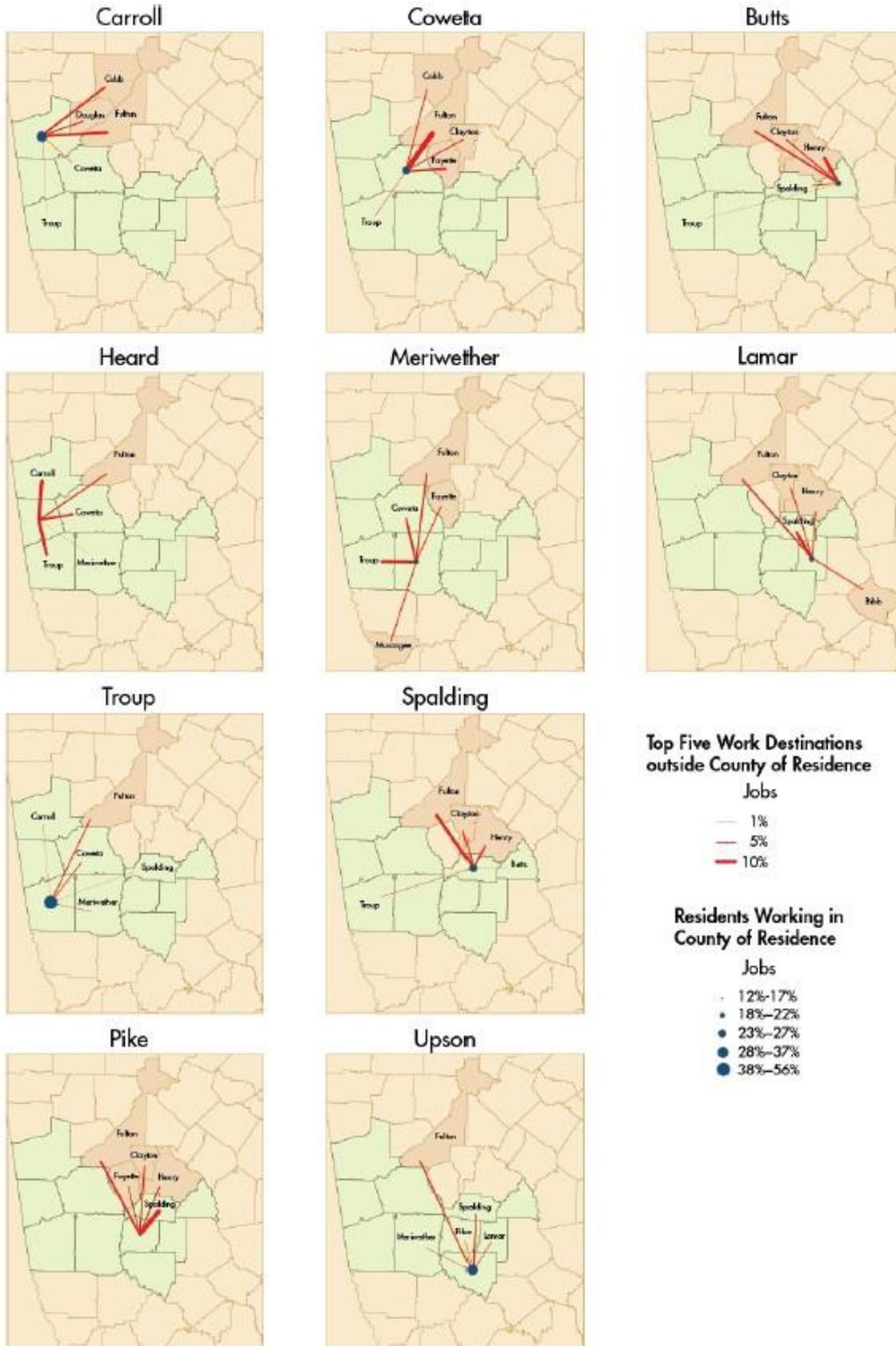
Source: American Community Survey, 2016

According to the American Community Survey, seven of ten counties within the TRRC region show a decrease in the median household income. Butts County had the most drastic change from the year 2010 to 2016, with a decrease of 25%. Lamar County had the highest increase within the region.

Median Household Detailed Income			
County	2010	2016	Change
Butts	\$52,257	\$41,667	-25.42%
Carroll	\$45,559	\$43,586	-4.52%
Coweta	\$61,550	\$62,461	1.46%
Heard	\$42,685	\$41,525	-2.79%
Lamar	\$37,536	\$40,344	6.96%
Meriwether	\$37,845	\$35,832	-5.62%
Pike	\$53,213	\$51,338	-3.65%
Spalding	\$41,100	\$40,246	-2.12%
Troup	\$41,770	\$41,489	-0.68%
Upson	\$34,509	\$35,774	3.54%
TRRC	\$44,802	\$43,426	-0.82%

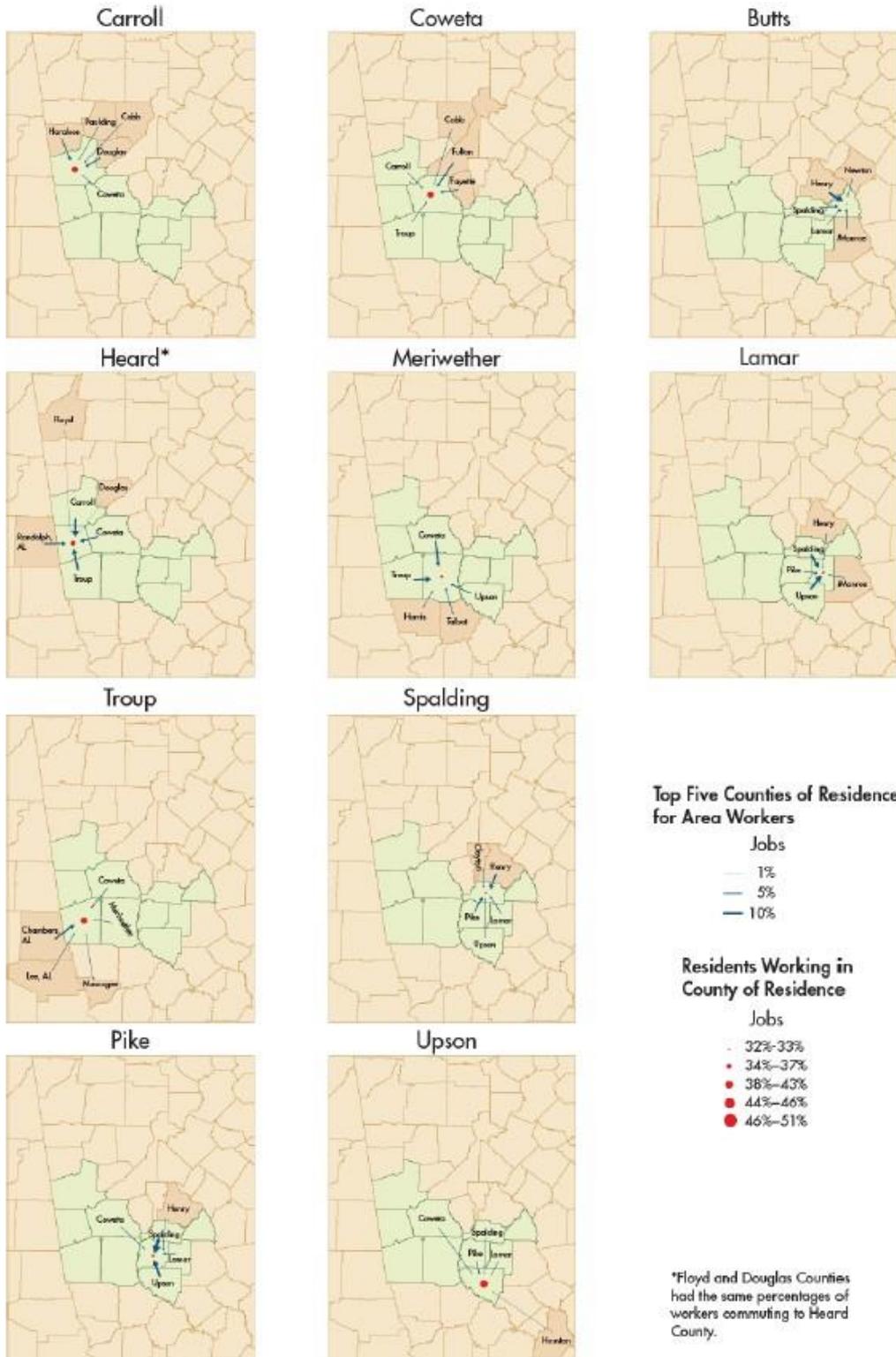
Source: US Census, American Community Survey

Three Rivers Region Commuting Outflow Patterns, 2017



Source: Three Rivers Workforce Development Board Local Plan, 2017. Carl Vinson Institute

Three Rivers Region Commuting Inflow Patterns, 2017



Source: Three Rivers Workforce Development Board Local Plan, 2017. Carl Vinson Institute

Economic Resources

The Three Rivers region is privileged to have many opportunities for higher education located here. They are a critical part of the overall workforce development strategy. These resources provide training through a wide range of programs. The Technical College Adult Education programs offer basic skills literacy improvement training which strengthens individual's educational level. The WIOA funded GED/Work Readiness/Work Experience activity as well as other WIOA programs help build the area workforce by focusing on educational improvement, development of soft skills training, and by providing work based learning opportunities. Many of the colleges partner with local industries, such as Southwire, to provide training and experience to the workforce.

The Three Rivers region also has several initiatives such as Carroll Tomorrow, Leadership Coweta, Leadership Spalding-Griffin, Carroll County Leadership Academy, the Burson Center, Youth Leadership Upson, Leadership Meriwether, Leadership Troup, Leadership Pike, and Leadership Butts.

The many organizations in the Three Rivers region offer opportunities for personal growth, education, and career/job employment success. Georgia Department of Labor (GDOL) Career Centers are focusing on new strategies that help place employees in the right job or help individuals assess training options to build skills for long-term job retention.

Economic Trends

The 2017-2022 Three Rivers Comprehensive Economic Development Strategy (CEDS) is an economic roadmap to diversify and strengthen the regional economy by bringing together the public and private sectors. As a performance-based plan, the CEDS plays a critical role in adapting to global economic conditions by fully utilizing the Region's unique advantages to maximize economic opportunity for its residents by attracting private investment that creates jobs. The following excerpt from the CEDS summarizes the Region's economic resources and trends.

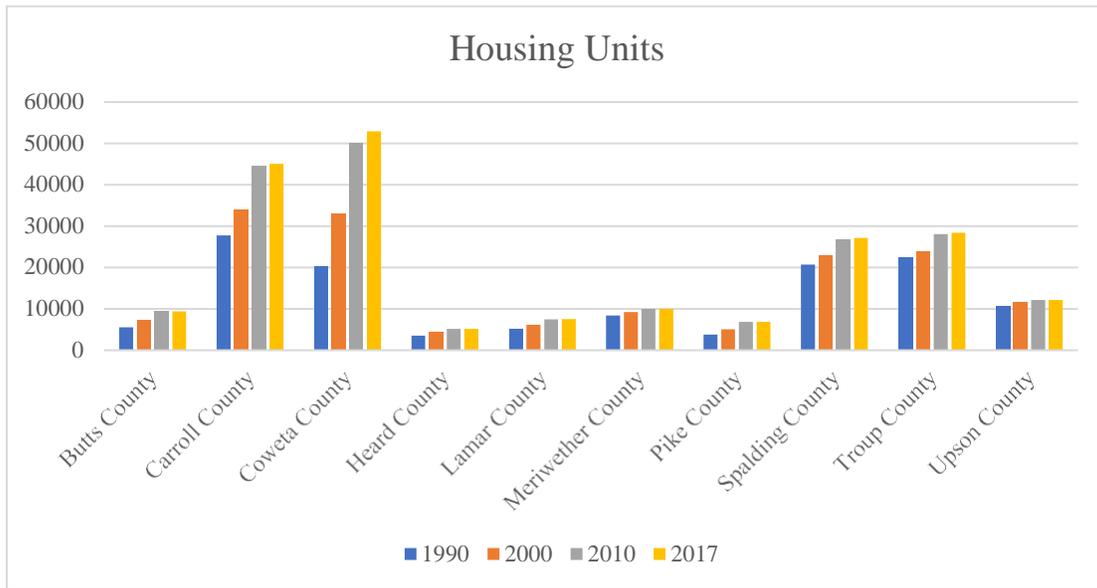
According to the Three Rivers Regional Commission Workforce Development Board Local Plan 2016-2019, the ten-county region is economically and geographically diverse. The region encompasses three interstates, several population centers, and is adjacent to a large metropolitan area. The area's economy is relatively diverse and includes several major industries including manufacturing, healthcare, and logistics. On the next page, the table shows a high-level overview of the region's industries. The largest percentage increase in jobs over the past ten years have been in educational services, administrative and support, waste management and remediation services, management of companies and enterprises, health care and social assistance, professional and scientific services, accommodation, and food service. The largest percentage decrease in jobs over the past ten years have been in crop and animal production, mining, quarrying, oil and gas extraction, construction, finance and insurance, real estate, rental and leasing. The most specialized industries, when compared to the United States as a whole, are manufacturing, utilities, administrative and support, waste management, and remediation services. These trends are expected to continue over the next 20 years.

Top 10 Fastest Growing Industries, 2006-2015					
Description	2006 Jobs	2015 Jobs	2006 - 2015 Change	2006 - 2015 % Change	2015 Earnings Per Worker
Temporary Help Services	3,965	7,618	3,654	92%	\$24,527
Automobile Manufacturing	2	3,359	3,357	176,976%	\$81,344
General Medical and Surgical Hospitals	3,981	7,147	3,166	80%	\$66,695
Services for the Elderly and Persons with Disabilities	671	1,885	1,214	181%	\$15,905
Full-Service Restaurants	5,127	6,142	1,014	20%	\$17,683
Warehouse Clubs and Supercenters	1,409	2,389	981	70%	\$30,339
Supermarkets and Other Grocery (except Convenience) Stores	2,988	3,881	892	30%	\$23,357
Other Motor Vehicle Parts Manufacturing	174	1,050	876	503%	\$56,848
Motor Vehicle Seating and Interior Trim Manufacturing	0	637	637	N/A	\$51,764
Corporate, Subsidiary, and Regional Managing Offices	852	1,360	509	60%	\$105,550

Source: American Community Survey, 2017

HOUSING

The Three Rivers Region has experienced most of its growth during the period 1990 to 2010 due to increasing demand from newer residents, and job growth and increased economic development in Coweta County and Carroll County during this period. Since 2010, there has still been housing stock growth in the region. However, the gains have been modest (0.5-1.08% increases) and with a net zero change in Butts County. According to the Census, Upson County experienced a housing stock decline from 12,161 housing units to 12,147 housing units between 2010 and 2017. Over the coming two decades, these trends of a concentration of housing units in Carroll County and Coweta County are likely to continue.



Housing Units by Year				
County	1990	2000	2010	2017
Butts	5,536	7,380	9,357	9,357
Carroll	27,736	34,067	44,607	45,097
Coweta	20,413	33,182	50,171	52,929
Heard	3,536	4,512	5,148	5,181
Lamar	5,066	6,145	7,474	7,558
Meriwether	8,409	9,211	9,957	9,980
Pike	3,797	5,068	6,820	6,878
Spalding	20,702	23,001	26,777	27,178
Troup	22,426	23,824	28,046	28,380
Upson	10,667	11,616	12,161	12,147

Sources: 1990 Census, 2000 Census, 2010 Census, and 2013-2017 American Community Survey 5-Year Estimates

Housing Types and Mix

The following chart illustrates that the housing stock of the Three Rivers Region is primarily composed of single family, detached residential options with all counties having over 60% of this type of housing. Multifamily housing options and are concentrated in larger population areas that also have the most housing type diversity. Troup County, Coweta County, and Carroll County. When compared to the state (24.4%), the Three Rivers Region has notably less multifamily housing options but has a higher prevalence of mobile homes (1%-21% higher than Georgia's percentage). This composition is indicative of the region's history. During the 1970s and 1980s, there was a trend in individuals purchasing mobile homes; and following the adoption of zoning regulations, the prevalence of mobile homes has continued to decline.

Quality of the existing housing stock can be determined by examining home values. As of the 2017 census, a majority of the housing share in the region is valued at \$50,000 to \$99,999 in Spalding County, Troup County, Carroll County, Heard County, Pike County, and Upson County. Still, the second largest share of the region's housing is valued at \$100,000 to \$149,999. Notably, in Pike County, a significant portion of its housing (33%) was built during the early 2000s and 22.6% of its current housing is valued at \$200,000 to \$299,999.

Total Housing Units and Unit Types- 2017					
County	Total Units	Single Family 1-unit, detached	Multi-Family (2 Units or More)	Mobile Homes	Others (Boats, RVs, Vans, etc.)
Butts	9,357	78.2%	10.2%	11.0%	0.6%
Carroll	45,097	73.6%	15.5%	10.9%	0%
Coweta	52,929	83.0%	13.6%	3.2%	0.1%
Heard	5,181	61.7%	7.1%	30.4%	0.8%
Lamar	7,558	73.8%	10.6%	15.6%	0%
Meriwether	9,980	73.9%	5.9%	20.2%	0%
Pike	6,878	83.6%	4.6%	11.8%	0%
Spalding	27,178	76.2%	16.4%	7.4%	0%
Troup	28,380	73.7%	18.7%	7.6%	0%
Upson	12,147	70.3%	11.2%	18.4%	0.1%
TRRC	204,685	-	-	-	-
Georgia	4,203,288	66.5%	24.4%	9.1%	0.1%

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Housing Value for Owner-occupied Units									
County	Owner-occupied Units	Less than \$50,000	\$50,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 to \$299,999	\$300,000 to \$499,999	\$500,000 to \$999,999	\$1,000,000 or more
Butts	5,628	12.2%	29.2%	17.7%	16.4%	15.5%	7.1%	0.7%	1.2%
Carroll	26,355	10%	27.6%	27.2%	16.2%	11%	6%	1.7%	0.4%
Coweta	36,672	3.8%	8.4%	18.4%	23%	26.1%	16.7%	3%	0.5%
Heard	3,046	17%	32.8%	17.7%	11.7%	11%	8.6%	0.6%	0.6%
Lamar	4,339	9.1%	21.2%	28%	16.1%	18%	6.4%	1.2%	0.1%
Meriwether	5,533	22.2%	31.7%	19.8%	10.9%	7.9%	5.2%	1.1%	1.2%
Pike	4,968	5.6%	19.9%	17.9%	19.7%	22.6%	11.9%	1.6%	0.8%
Spalding	14,404	11.4%	31.9%	21.6%	16.3%	11.2%	5.4%	1.5%	0.6%
Troup	14,074	13%	24.7%	22.9%	17.2%	13.1%	6.4%	2%	0.5%
Upson	6,600	17.8%	42.8%	19.9%	8.9%	7.2%	2.6%	0.6%	0.2%

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Condition and Occupancy

The vast majority of the region's housing was built during the 1990s and between 2000 and 2009. This suggests that the region's housing stock is not currently suffering with an aging housing stock as older, more developed parts of the country may be experiencing. However, over the next 20 years, housing built in the 1990s will need 30-year replacement and rehabilitation work (e.g. roof warranties typically last 20 to 50 years) in order to remain attractive and valuable. There is a significant drop in housing construction since 2014, with less than 1% of all existing housing in the region being built since that time.

In addition, many Three Rivers communities developed alongside historical railroad lines and in mill villages. These communities have the oldest housing in the region, all of which are most vulnerable to deterioration and disrepair. Mobile homes are also a concern because they depreciate and deteriorate most rapidly. When compared to the state's percentage of mobile homes (9.1%), Butts County, Carroll County, Heard County (30.4%), Meriwether County (20.2%), and Upson County (18.4%) have higher percentages of this type of housing.

The Three Rivers Region's housing stock is characteristically single family, detached housing with a majority of housing units occupied by homeowners. In terms of the proportion of units that are owner-occupied and renter-occupied, there is a higher number of home-owner occupied units than renter-occupied units. These trends, among the others discussed in this section, are expected to continue over the next 20 years. In terms of vacancy rates, Coweta County has the region's most competitive market with a significantly low homeowner vacancy rate (0.7%) and a rental vacancy rate that is half that of the state's (7.4%). It also has the region's highest median rent at \$986. Lamar County has the region's highest rental vacancy rate and Spalding County (4.9%) and Upson County (4.2%) are near-tied in having the region's highest homeowner vacancy rates, double that of the state of Georgia (2.1%).

Housing Units, Built											
County	Total Housing Units	Built 2014 or later	Built 2010 to 2013	Built 2000 to 2009	Built 1990 to 1999	Built 1980 to 1989	Built 1970 to 1979	Built 1960 to 1969	Built 1950 to 1959	Built 1940 to 1949	Built 1939 or earlier
Butts	9,357	0.2%	1%	21.7%	22.1%	13.1%	17.3%	8.8%	4.1%	2.4%	9.2%
Carroll	45,097	0%	0.8%	26.7%	19.7%	17%	13%	7%	4.9%	3.3%	7.5%
Coweta	52,929	1.6%	3.4%	31.6%	26.3%	13.9%	9.1%	4.1%	4.1%	2%	3.9%
Heard	5,181	0.6%	0.3%	14.8%	20.8%	24%	15.4%	8.1%	5%	5.7%	5.2%
Lamar	7,558	0.9%	1.3%	20.8%	19.6%	9%	16.7%	9.3%	8.3%	4.1%	9.9%
Meriwether	9,980	0%	1.7%	17.8%	19.6%	16%	10.6%	12%	6.5%	4%	11.7%
Pike	6,878	0.5%	2.5%	33.3%	18.7%	13.1%	12.1%	6.4%	2.1%	2.1%	9.2%
Spalding	27,178	0.6%	1.9%	16.3%	18.2%	13.3%	17.7%	10.9%	9.7%	6.4%	5.1%
Troup	28,380	0.9%	2.3%	16.8%	16%	15.5%	16.5%	8%	10.6%	5.1%	8.1%
Upson	12,147	0.1%	1.1%	10%	15.7%	15.8%	18.7%	11.3%	9.8%	7.7%	9.6%

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Housing Units by Occupation, 2013-2017			
County	Total Housing Units	Owner-occupied Units	Renter-occupied Units
Butts	9,357	5,628	3,729
Carroll	45,097	26,355	18,742
Coweta	52,929	36,672	16,257
Heard	5,181	3,046	2,135
Lamar	7,558	4,339	3,219
Meriwether	9,980	5,533	4,447
Pike	6,878	4,968	1,910
Spalding	27,178	14,404	12,774
Troup	28,380	14,074	14,306
Upson	12,147	6,600	5,547

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Vacancy and Unit Value, 2013—2017				
Geography	Homeowner Vacancy Rate	Rental Vacancy Rate	Owner-occupied Units Median Value (dollars)	Renter-occupied Units Median Gross Rent (dollars)
Georgia	2.1%	7.4%	\$158,400	\$927
Butts	3.7%	7.4%	\$121,500	\$796
Carroll	1.7%	5.1%	\$119,600	\$820
Coweta	0.7%	3.2%	\$190,700	\$986
Heard	3.4%	5.3%	\$100,500	\$642
Lamar	2.2%	14.4%	\$132,400	\$646
Meriwether	2%	3.6%	\$91,300	\$749
Pike	2.9%	6.7%	\$162,000	\$753
Spalding	4.9%	8.9%	\$112,400	\$818
Troup	2.2%	4.5%	\$125,000	\$792
Upson	4.2%	4.5%	\$84,900	\$615

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Cost of Housing

Owner-occupied housing costs vary across the ten counties that compose the Three Rivers Region. Among owner-occupied units, a majority of the region’s housing falls within the \$50,000 to \$99,999 cost range. In terms of the Three Rivers Region’s ability to meet the housing needs of residents and workers over the next twenty years, Coweta County (\$192,000) and Pike County (\$162,000) have the highest regional median home values for owner-occupied housing while Meriwether County (\$91,300) and Upson County (\$84,900), notably, have the region’s lowest median home values and are therefore the most accessible options for residents and workers seeking to purchase a home. And in terms of rental housing accessibility for the coming two decades, in every county, except Coweta County, over 60% of renter-occupied housing units have rental costs between \$500 and \$999. There is a high need for quality workforce and senior housing in the region.

Housing Costs, 2013--2017									
County	Owner-occupied Units	Less than \$50,000	\$50,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 to \$299,999	\$300,000 to \$499,999	\$500,000 to \$999,999	\$1,000,000 or more
Butts	5628	12.2%	29.2%	17.7%	16.4%	15.5%	7.1%	0.7%	1.2%
Carroll	26355	10%	27.6%	27.2%	16.2%	11%	6%	1.7%	0.4%
Coweta	36672	3.8%	8.4%	18.4%	23%	26.1%	16.7%	3%	0.5%
Heard County	3046	17%	32.8%	17.7%	11.7%	11%	8.6%	0.6%	0.6%
Lamar	4339	9.1%	21.2%	28%	16.1%	18%	6.4%	1.2%	0.1%
Meriwether	5533	22.2%	31.7%	19.8%	10.9%	7.9%	5.2%	1.1%	1.2%
Pike	4968	5.6%	19.9%	17.9%	19.7%	22.6%	11.9%	1.6%	0.8%
Spalding	14404	11.4%	31.9%	21.6%	16.3%	11.2%	5.4%	1.5%	0.6%
Troup	14074	13%	24.7%	22.9%	17.2%	13.1%	6.4%	2%	0.5%
Upson	6600	17.8%	42.8%	19.9%	8.9%	7.2%	2.6%	0.6%	0.2%

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Housing Median Value, 2013--2017	
Geography	Owner-occupied Units – Median Value (dollars)
Georgia	\$158,400
Butts	\$121,500
Carroll	\$119,600
Coweta	\$190,700
Heard	\$100,500
Lamar	\$132,400
Meriwether	\$91,300
Pike	\$162,000
Spalding	\$112,400
Troup	\$125,000
Upton	\$84,900

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Housing Rent Cost, 2013--2017								
Geography	Occupied Units Paying Rent							
	Less than \$500	\$500 to \$999	\$1,000 to \$1,499	\$1,500 to \$1,999	\$2,000 to \$2,499	\$2,500 to \$2,999	\$3,000 or more	Median (dollars)
Georgia	10.2%	47.7%	31.7%	7.7%	1.7%	0.5%	0.4%	\$927
Butts	9.4%	67.1%	22.8%	0.5%	0.3%	0%	0%	\$796
Carroll	11.2%	66.2%	20.6%	1.4%	0.2%	0.1%	0.2%	\$820
Coweta	6.5%	45.5%	36.3%	8.8%	2%	0.7%	0.2%	\$986
Heard	23.4%	60.6%	16%	0%	0%	0%	0%	\$642
Lamar	21.9%	63.4%	14.7%	0%	0%	0%	0%	\$646
Meriwether	18%	61.8%	20.1%	0.1%	0%	0%	0%	\$749
Pike	11%	64.8%	23.4%	0.9%	0%	0%	0%	\$753
Spalding	9.8%	63.8%	25.1%	1.3%	0%	0%	0%	\$818
Troup	15%	63%	20.2%	1.4%	0.2%	0%	0.2%	\$792
Upton	28.8%	63.2%	7.4%	0.6%	0%	0%	0%	\$615

Source: 2013-2017 American Community Survey 5-Year Estimates, DP04 Housing

Cost-Burdened Households

Cost-burdened households are households that pay 30% or more of their net income on total housing costs. In terms of future regional housing needs by 2039, for renters, cost-burdened households make up, on average, 7.58% percent of all renter households and 7.03% of all homeowners with a mortgage in the Three Rivers Region. The Region has a wide range in its share of cost-burdened households. The percent of cost-burdened renter households is highest in Coweta County (10.6%), Pike County (10.3%), Upson County (10%), and Spalding County (9.5%), all of which are higher than the state's percentage (9%). Cost-burdened homeowners with a mortgage are concentrated in Butts County (9.5%), Heard County (10%), and Lamar County (9.6%), all of which are significantly higher than the state's percent (6.4%).

Severely cost-burdened households pay 50% or more of their net income on total housing costs. As the table below shows, the Three Rivers Region's average percentage of severely cost-burdened households for both renters and homeowners is 13.59%, slightly lower than that of the state of Georgia and the United States as a whole. Still, certain counties have higher percentages than the state and the nation and deserve special focus for meeting the needs of severely cost-burdened households, including Spalding County (16.53%), Troup County (16.53%), and Meriwether County (16.42%). This data can serve to aid in the development of housing programs and economic incentives for private investment to meet the needs of residents and workers at different economic levels.

To determine regional housing needs for the coming 20 years, it is important to evaluate socioeconomic characteristics of these households. Consistently across all Three Rivers counties, the largest household income group makes \$25,000 to \$49,999 a year (see Population Analysis). This income group may find it difficult to find homeownership opportunities in housing markets with a higher percentage of cost-burdened homeowners with a mortgage such as in Butts County, Heard County, and Lamar County, as noted earlier. For households making \$25,000 a year, rental housing is most financially attractive in Upson County, Heard County, Lamar County, and Spalding County where the median range for rent is from \$615 per month to \$646. While Coweta County has the highest median rent for the region at \$986, the rest of the region offers rental options below the state's median rent (\$927).

Roughly 10% of the Three Rivers Region population earns less than \$10,000 a year. This household income group's portion of their county population is lowest in Coweta County (5.2%) and highest in Upson County (15.7%). Based on the median home values and median rents across the region, this household income group is the most likely to have difficulty finding financially attractive, quality housing options. Lastly, an evaluation of unemployment trends may also reveal concentrations of households in need of financially attractive housing options. However, between 2006 and 2015, there has been a trend of lower unemployment (see Population Analysis). In terms of future regional needs, Carroll County (5%), Heard County (5.1%), Lamar County (5.6%), Meriwether County (5.8%), Spalding County (5.8%), and Upson County (5.6%) have higher unemployment rates when compared to that of the state (4.85%). The following two tables provide further insights on cost-burdened households by unit type.

Cost Burdened Households Paying 30%-34.9% of Household Income				
Geography	Number of Renter Households	Percent of All Renter Households	Number of Mortgaged Homeowners	Percent of All Mortgaged Homeowners
Georgia	112,175	9%	97,798	6.4%
Butts	74	3.5%	318	9.5%
Carroll	1,143	8.6%	981	5.7%
Coweta	1,356	10.6%	1596	6%
Heard	37	3.2%	169	10%
Lamar	134	7.7%	229	9.6%
Meriwether	95	4.6%	163	6.1%
Pike	86	10.3%	214	6.9%
Spalding	795	9.5%	533	5.9%
Troup	731	7.8%	361	4.3%
Upson	310	10%	200	6.3%

Source: American Community Survey, 2013-2017, 5-Year Estimates. Gross Rent As A Percentage Of Household Income (GRAPI) And Selected Monthly Owner Costs As A Percentage Of Household Income (SMOCAP)

Household Cost Burden, 2013--2017			
Geography	Total Households	Severely Cost Burdened Households (Housing Costs Exceed 50% of Income)	Percentage of Severely Cost Burdened Households (Over 50% of Income)
Butts	8,053	1,017	12.63%
Carroll	41,123	5,380	13.08%
Coweta	50,531	5,675	11.23%
Heard	4,379	431	9.84%
Lamar	6,263	865	13.81%
Meriwether	8,108	1,331	16.42%
Pike	5,963	822	13.79%
Spalding	23,475	3,910	16.66%
Troup	24,679	4,080	16.53%
Upson	10,263	1,345	13.11%
TRRC	182,837	24,856	13.59%
Georgia	3,663,104	525,019	14.33%
United States	118,825,921	17,391,545	14.64%

Source: American Community Survey, 2013-2017

The following tables offer a deeper evaluation of the socioeconomic characteristics of cost-burdened households within the region. The first table provides data on those lower income households with an income from social security and/or public assistance. Concentrations of this population can reveal where attention is needed to ensure quality housing. This population is highest in Carroll, Coweta, Spalding, and Troup Counties. The second table depicts the 2017 median earnings of major categories of occupations within the Three Rivers Region. Those workers in the service occupations within the healthcare industry, personal care occupations, and life, physical, and social science occupations are among the lowest earners across the ten county area and are most severely impacted by cost-burden in housing. This occupational trend is expected to continue.

Number of Individuals with Social Security and/or Public Assistance, 2017								
County	Total SSI Recipients	Category		Age			SSI Recipients also Receiving OASDI	Amount of Payments (thousands of dollars)
		Aged	Blind and Disabled	Under 18	18–64	65 or older		
Butts	750	55	695	103	506	141	255	436
Carroll	3,414	210	3,204	513	2,342	559	1,090	2,024
Coweta	2,140	192	1,948	307	1,417	416	686	1,223
Heard	337	14	323	28	239	70	138	186
Lamar	548	45	503	67	376	105	206	310
Meriwether	865	79	786	107	558	200	336	438
Pike	403	24	379	49	281	73	139	219
Spalding	2,790	149	2,641	396	1,961	433	927	1,727
Troup	2,398	155	2,243	404	1,557	437	827	1,339
Upson	1,170	55	1,115	119	852	199	375	667

Source: U.S. Social Security Administration, SSI Recipients by State and County, 2017. https://www.socialsecurity.gov/policy/docs/statcomps/ssi_sc/2017/

**Occupation By Median Earnings in the Past 12 Months (In 2017 Inflation-Adjusted Dollars)
for the Civilian Employed Population 16 Years and Over**

Category	Butts	Carroll	Coweta	Heard	Lamar	Meriwether	Pike	Spalding	Troup	Upson
Overall Median Earnings:	31,311	30,504	39,377	31,005	30,113	26,648	35,965	30,168	30,072	27,832
Management, business, science, and arts occupations	43,676	45,725	58,198	40,370	47,557	40,822	48,926	42,414	49,727	41,674
Management, business, and financial occupations	44,500	52,313	71,794	50,506	48,992	46,985	51,926	48,776	52,248	50,541
Management occupations	56,288	50,077	79,188	40,781	48,185	54,118	60,087	50,069	58,266	50,324
Business and financial operations occupations	30,435	57,720	56,484	96,250	55,568	40,806	40,893	37,289	41,425	51,125
Computer, engineering, and science occupations	52,200	65,114	72,699	62,396	51,122	42,182	83,214	42,134	61,604	50,111
Computer and mathematical occupations	52,375	64,250	64,035	103,000	66,250	40,278	109,417	41,638	58,813	57,647
Architecture and engineering occupations	120,972	68,147	83,156	70,431	50,791	49,286	80,521	58,929	61,603	50,775
Life, physical, and social science occupations	9,231	37,279	69,238	60,417	-	16,597	32,031	26,719	71,563	48,693
Education, legal, community service, arts, and media occupations:	31,250	39,318	45,026	26,667	39,402	27,174	39,740	35,010	41,962	22,625
Community and social service occupations	37,018	35,643	38,965	14,766	40,625	34,773	30,294	36,250	40,115	20,288
Legal occupations	-	50,357	61,750	-	-	-	42,813	57,460	26,833	-
Education, training, and library occupations	19,929	39,531	45,375	27,059	48,361	26,649	40,604	34,250	42,128	32,961
Arts, design, entertainment, sports, and media occupations	30,583	27,083	46,128	-	19,479	11,739	45,050	12,008	44,942	15,000
Healthcare practitioners and technical occupations	58,225	51,709	50,076	40,426	49,205	32,222	51,207	42,500	46,563	35,583
Health diagnosing and treating practitioners and other technical occupations	59,850	62,330	65,290	50,385	56,058	72,841	56,023	59,297	63,841	36,544

Category	Butts	Carroll	Coweta	Heard	Lamar	Meriwether	Pike	Spalding	Troup	Upson
Health technologists and technicians	25,648	36,185	33,131	24,592	42,663	23,963	32,260	31,335	29,901	31,958
Service occupations:	15,406	17,032	16,658	15,517	12,284	17,682	18,475	17,232	14,113	16,396
Healthcare support occupations	15,625	17,312	26,500	14,110	12,875	16,667	25,200	21,275	20,498	18,256
Protective service occupations:	38,147	39,458	41,976	34,083	36,167	50,817	31,106	45,417	31,576	37,557
Fire-fighting and prevention, and other protective service workers including supervisors	41,806	38,520	36,518	35,625	36,375	51,033	30,870	45,449	30,000	32,070
Law enforcement workers including supervisors	37,305	41,848	46,520	33,750	35,750	31,354	32,679	44,875	31,768	38,182
Food preparation and serving related occupations	10,180	13,053	10,804	12,545	10,370	14,286	13,182	13,053	10,284	13,464
Building and grounds cleaning and maintenance occupations	14,441	21,266	18,653	32,550	12,298	18,605	19,516	16,329	14,311	18,125
Personal care and service occupations	4,018	10,392	11,915	12,396	9,059	16,750	14,265	16,484	12,885	13,295
Sales and office occupations:	30,391	25,967	30,775	24,000	22,266	24,959	29,601	24,608	26,398	22,048
Sales and related occupations	33,158	24,678	31,410	22,826	21,413	25,088	28,482	22,483	22,004	17,904
Office and administrative support occupations	29,833	26,422	30,421	24,574	22,773	24,918	30,132	24,655	28,679	23,320
Natural resources, construction, and maintenance occupations:	33,115	36,283	46,741	37,868	31,389	30,884	41,619	37,094	31,272	30,293
Farming, fishing, and forestry occupations	-	22,273	26,531	-	12,188	2,500-	2,500-	16,111	11,108	13,929
Construction and extraction occupations	31,865	31,701	36,547	34,817	27,281	21,075	38,056	33,910	26,813	24,655
Installation, maintenance, and repair occupations	42,436	46,796	52,122	43,971	33,963	44,924	44,821	39,740	40,842	42,155
Production, transportation, and material moving occupations:	30,941	32,512	35,766	31,731	33,080	27,349	35,115	27,021	29,077	31,944
Production occupations	30,227	36,651	34,073	40,216	34,643	24,310	33,237	25,705	28,686	34,811
Transportation occupations	40,581	37,052	52,179	21,369	32,151	37,476	35,893	41,713	31,701	31,028
Material moving occupations	26,827	20,643	23,481	30,750	30,987	28,125	36,214	21,450	27,083	28,429

Source: American Community Survey, 2017, B24011

In order to evaluate future trends in cost-burdened households throughout the region, the tables below consider patterns in the age of householders, household size, and race in their relationship to median household income and therefore the ability of these households to attain the median housing costs the region offers. The largest age of householder group is householder 45 to 64 years for every county. In terms of race, whites make up the majority of the region’s population (see Population Analysis). According to the table below, Upson County has the lowest median household income for this racial group at \$40,166. The average household size is just under 3 persons in every county (see the ten tables on household types, one per county, below); and the median household income for 3-person households ranges from over \$80,000 in Coweta County to over \$47,000 in Butts County. These tables provide further details within each county in the region on the prevalence of household types that may be vulnerable to cost-burden including single parent households and households taking care of senior family members.

Age of Householder By Median Household Income in the Past 12 Months (In 2017 Inflation-Adjusted Dollars)										
Category	Butts	Carroll	Coweta	Heard	Lamar	Meriwether	Pike	Spalding	Troup	Upson
Householder under 25 years	39,138	25,324	33,038	25,938	30,134	-	24,097	22,659	25,076	18,063
Householder 25 to 44 years	38,171	55,269	70,324	53,170	37,220	39,226	61,108	42,695	44,118	39,375
Householder 45 to 64 years	53,464	54,761	83,488	58,059	41,975	46,775	69,282	49,147	52,328	46,423
Householder 65 years and over	28,707	35,093	49,407	24,563	42,083	30,442	39,792	37,552	34,009	28,786

Source: American Community Survey, 2017, B19049

Median Household Income by Household Size, 2017

Geography	1-Person Households	2-Person Households	3-Person Households	4-Person Households	5-Person Households	6-Person Households	7-or-More-Person Households
Butts	\$21,720	\$43,147	\$47,917	\$83,846	\$41,173	No data	\$74,260
Carroll	\$25,512	\$50,413	\$60,538	\$66,889	\$59,282	\$60,848	\$49,612
Coweta	\$35,830	\$68,447	\$80,745	\$86,411	\$79,269	\$77,188	\$73,790
Heard	\$17,282	\$49,860	\$66,299	\$65,510	\$45,806	\$95,769	\$55,893
Lamar	\$21,447	\$52,391	\$52,381	\$66,875	\$58,309	\$51,205	\$128,026
Meriwether	\$18,231	\$41,380	\$51,623	\$52,924	\$67,689	\$59,154	No data
Pike	\$23,605	\$52,216	\$65,368	\$87,111	\$85,375	\$105,329	No data
Spalding	\$23,218	\$52,845	\$52,043	\$52,955	\$58,920	\$63,149	\$52,179
Troup	\$19,811	\$51,542	\$51,927	\$62,072	\$56,295	\$59,866	\$47,083
Upson	\$18,646	\$42,090	\$61,205	\$56,528	\$50,583	\$75,670	\$45,227
Georgia	\$29,494	\$59,572	\$65,613	\$76,146	\$68,761	\$64,858	\$66,963
United States	\$30,161	\$64,579	\$73,944	\$85,422	\$78,826	\$75,356	\$78,922

Source: American Community Survey, 2017, Engagementnetwork.org

Median Household Income by Race/ Ethnicity of Householder, 2017

Geography	Non-Hispanic White	Black	Asian	American Indian / Alaska Native	Native Hawaiian / Pacific Islander	Other Race	Multiple Race	Hispanic/ Latino
Butts	\$44,985	\$30,768	\$135,724	No data	No data	No data	\$81,875	\$102,287
Carroll	\$50,114	\$34,265	\$35,046	\$23,694	No data	\$34,799	\$29,653	\$40,087
Coweta	\$74,895	\$41,135	\$65,599	\$53,438	No data	\$68,306	\$67,917	\$49,423
Heard	\$46,269	\$25,313	No data	No data	No data	No data	No data	\$16,635
Lamar	\$47,171	\$23,750	No data	No data	No data	No data	\$58,269	\$31,706
Meriwether	\$50,120	\$24,314	No data	No data	No data	No data	\$46,174	No data
Pike	\$57,111	\$27,857	No data	No data	No data	No data	\$65,962	No data
Spalding	\$52,990	\$27,295	\$250,001	\$43,427	No data	No data	\$52,083	\$43,406
Troup	\$53,796	\$29,736	\$62,366	No data	No data	\$30,123	\$29,821	\$30,373
Upson	\$40,166	\$25,637	No data	No data	No data	No data	No data	\$19,665
Georgia	\$61,880	\$40,112	\$73,101	\$39,767	\$45,833	\$38,946	\$51,404	\$43,162
United States	\$63,256	\$38,183	\$80,398	\$40,315	\$57,372	\$44,168	\$52,926	\$46,627

Source: American Community Survey, 2017, Engagementnetwork.org

Household Types and Size, Butts County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	8,053	4,063	480	1,217	2,293
Average household size	2.60	3.18	2.97	3.13	1.20
HOUSEHOLD TYPES					
Households with one or more people under 18 years	34.8%	43.5%	66.7%	58.4%	0.1%
Households with one or more people 60 years and over	38.9%	36.0%	20.4%	32.6%	51.3%
Householder living alone	23.7%	(X)	(X)	(X)	83.4%
Householder 65 years and over	11.0%	(X)	(X)	(X)	38.8%
UNITS IN STRUCTURE					
1-unit structures	78.2%	87.4%	80.4%	61.2%	70.3%
2-or-more-unit structures	9.5%	3.5%	8.3%	19.8%	14.9%
Mobile homes and all other types of units	12.3%	9.1%	11.3%	19.0%	14.7%
HOUSING TENURE					
Owner-occupied housing units	69.9%	85.1%	38.5%	44.7%	62.9%
Renter-occupied housing units	30.1%	14.9%	61.5%	55.3%	37.1%

Source: American Community Survey, 2017, S1101

Household Types and Size, Carroll County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	41,123	20,760	2,175	5,303	12,885
Average household size	2.71	3.31	3.44	3.40	1.33
HOUSEHOLD TYPES					
Households with one or more people under 18 years	35.7%	46.4%	68.4%	65.2%	0.7%
Households with one or more people 60 years and over	34.3%	34.3%	22.0%	25.7%	40.1%
Householder living alone	25.0%	(X)	(X)	(X)	79.7%
Householder 65 years and over	8.8%	(X)	(X)	(X)	28.2%
UNITS IN STRUCTURE					
1-unit structures	76.9%	89.2%	64.7%	68.0%	62.9%
2-or-more-unit structures	13.1%	3.3%	17.9%	20.5%	24.9%
Mobile homes and all other types of units	10.0%	7.5%	17.4%	11.5%	12.2%
HOUSING TENURE					
Owner-occupied housing units	64.1%	80.7%	53.5%	42.6%	47.9%
Renter-occupied housing units	35.9%	19.3%	46.5%	57.4%	52.1%

Source: American Community Survey, 2017, S1101

Household Types and Size, Coweta County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	50,531	29,346	2,275	6,541	12,369
Average household size	2.72	3.20	3.23	3.20	1.24
HOUSEHOLD TYPES					
Households with one or more people under 18 years	39.3%	46.2%	60.5%	71.7%	1.9%
Households with one or more people 60 years and over	33.7%	32.6%	28.6%	24.9%	42.0%
Householder living alone	20.2%	(X)	(X)	(X)	82.4%
Householder 65 years and over	7.5%	(X)	(X)	(X)	30.6%
UNITS IN STRUCTURE					
1-unit structures	85.7%	94.3%	89.4%	69.3%	73.3%
2-or-more-unit structures	11.2%	3.1%	6.4%	27.4%	22.7%
Mobile homes and all other types of units	3.1%	2.6%	4.2%	3.3%	4.0%
HOUSING TENURE					
Owner-occupied housing units	72.6%	83.8%	61.0%	43.8%	63.3%
Renter-occupied housing units	27.4%	16.2%	39.0%	56.2%	36.7%

Source: American Community Survey, 2017, S1101

Household Types and Size, Heard County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	4,379	2,283	191	554	1,351
Average household size	2.62	3.15	3.29	3.54	1.24
HOUSEHOLD TYPES					
Households with one or more people under 18 years	34.0%	41.3%	51.3%	65.9%	6.3%
Households with one or more people 60 years and over	43.6%	38.5%	39.3%	33.6%	56.8%
Householder living alone	25.7%	(X)	(X)	(X)	83.3%
Householder 65 years and over	13.6%	(X)	(X)	(X)	44.1%
UNITS IN STRUCTURE					
1-unit structures	61.8%	66.3%	60.7%	62.5%	54.3%
2-or-more-unit structures	7.2%	2.7%	4.7%	12.3%	13.1%
Mobile homes and all other types of units	30.9%	31.0%	34.6%	25.3%	32.6%
HOUSING TENURE					
Owner-occupied housing units	69.6%	81.4%	75.9%	40.4%	60.6%
Renter-occupied housing units	30.4%	18.6%	24.1%	59.6%	39.4%

Source: American Community Survey, 2017, S1101

Household Types and Size, Lamar County - 2017					
Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	6,263	2,742	223	850	2,448
Average household size	2.72	3.54	3.58	4.41	1.13
HOUSEHOLD TYPES					
Households with one or more people under 18 years	24.8%	36.8%	16.1%	55.8%	1.4%
Households with one or more people 60 years and over	43.3%	41.4%	54.7%	37.4%	46.3%
Householder living alone	36.2%	(X)	(X)	(X)	92.6%
Householder 65 years and over	13.0%	(X)	(X)	(X)	33.3%
UNITS IN STRUCTURE					
1-unit structures	76.9%	87.5%	100.0%	63.2%	67.8%
2-or-more-unit structures	10.9%	0.9%	0.0%	29.2%	16.7%
Mobile homes and all other types of units	12.2%	11.7%	0.0%	7.6%	15.5%
HOUSING TENURE					
Owner-occupied housing units	69.3%	87.4%	92.8%	36.8%	58.1%
Renter-occupied housing units	30.7%	12.6%	7.2%	63.2%	41.9%

Source: American Community Survey, 2017, S1101

Household Types and Size, Meriwether County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	8,108	3,742	373	1,528	2,465
Average household size	2.57	3.13	2.74	3.45	1.16
HOUSEHOLD TYPES					
Households with one or more people under 18 years	27.0%	28.9%	50.4%	56.5%	2.3%
Households with one or more people 60 years and over	45.4%	47.2%	32.2%	42.2%	46.6%
Householder living alone	27.1%	(X)	(X)	(X)	89.2%
Householder 65 years and over	10.1%	(X)	(X)	(X)	33.1%
UNITS IN STRUCTURE					
1-unit structures	75.7%	84.2%	81.2%	71.4%	64.6%
2-or-more-unit structures	5.9%	0.7%	3.5%	7.0%	13.5%
Mobile homes and all other types of units	18.4%	15.1%	15.3%	21.6%	21.9%
HOUSING TENURE					
Owner-occupied housing units	68.2%	85.9%	49.3%	50.5%	55.2%
Renter-occupied housing units	31.8%	14.1%	50.7%	49.5%	44.8%

Source: American Community Survey, 2017, S1101

Household Types and Size, Pike County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	5,963	3,545	321	585	1,512
Average household size	2.96	3.52	3.73	3.87	1.15
HOUSEHOLD TYPES					
Households with one or more people under 18 years	33.2%	43.5%	43.9%	45.1%	2.1%
Households with one or more people 60 years and over	39.2%	33.6%	39.9%	50.1%	48.1%
Householder living alone	23.3%	(X)	(X)	(X)	91.7%
Householder 65 years and over	9.0%	(X)	(X)	(X)	35.4%
UNITS IN STRUCTURE					
1-unit structures	84.8%	93.7%	67.6%	69.6%	73.5%
2-or-more-unit structures	4.3%	0.8%	0.0%	5.1%	13.2%
Mobile homes and all other types of units	10.9%	5.5%	32.4%	25.3%	13.3%
HOUSING TENURE					
Owner-occupied housing units	83.3%	92.5%	62.3%	62.1%	74.4%
Renter-occupied housing units	16.7%	7.5%	37.7%	37.9%	25.6%

Source: American Community Survey, 2017, S1101

Household Types and Size, Spalding County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	23,475	10,438	1,035	4,646	7,356
Average household size	2.68	3.18	3.48	3.76	1.19
HOUSEHOLD TYPES					
Households with one or more people under 18 years	30.9%	35.7%	43.2%	66.1%	0.1%
Households with one or more people 60 years and over	42.6%	45.9%	41.4%	24.6%	49.3%
Householder living alone	26.4%	(X)	(X)	(X)	84.3%
Householder 65 years and over	11.6%	(X)	(X)	(X)	37.1%
UNITS IN STRUCTURE					
1-unit structures	78.9%	87.5%	84.7%	68.6%	72.3%
2-or-more-unit structures	13.9%	5.4%	9.4%	24.9%	19.6%
Mobile homes and all other types of units	7.2%	7.1%	5.9%	6.5%	8.1%
HOUSING TENURE					
Owner-occupied housing units	61.4%	79.7%	61.9%	33.1%	53.1%
Renter-occupied housing units	38.6%	20.3%	38.1%	66.9%	46.9%

Source: American Community Survey, 2017, S1101

Household Types and Size, Troup County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	24,679	11,133	793	4,802	7,951
Average household size	2.75	3.35	3.84	3.85	1.13
HOUSEHOLD TYPES					
Households with one or more people under 18 years	35.5%	44.4%	55.0%	69.3%	0.8%
Households with one or more people 60 years and over	37.9%	37.7%	33.0%	25.6%	46.2%
Householder living alone	29.0%	(X)	(X)	(X)	89.9%
Householder 65 years and over	11.2%	(X)	(X)	(X)	34.7%
UNITS IN STRUCTURE					
1-unit structures	75.7%	86.7%	76.7%	70.8%	63.1%
2-or-more-unit structures	17.6%	6.3%	14.0%	23.4%	30.3%
Mobile homes and all other types of units	6.7%	7.0%	9.3%	5.9%	6.6%
HOUSING TENURE					
Owner-occupied housing units	57.0%	76.3%	56.9%	31.3%	45.6%
Renter-occupied housing units	43.0%	23.7%	43.1%	68.7%	54.4%

Source: American Community Survey, 2017, S1101

Household Types and Size, Upson County - 2017

Category	Total	Married-couple family household	Male householder, no wife present, family household	Female householder, no husband present, family household	Nonfamily household
Total households	10,263	4,582	387	1,249	4,045
Average household size	2.50	3.18	3.75	3.88	1.19
HOUSEHOLD TYPES					
Households with one or more people under 18 years	41.8%	39.5%	22.7%	35.5%	48.1%
Households with one or more people 60 years and over	34.4%	(X)	(X)	(X)	87.3%
Householder living alone	14.3%	(X)	(X)	(X)	36.2%
Householder 65 years and over	27.0%	37.2%	62.3%	63.4%	0.8%
UNITS IN STRUCTURE					
1-unit structures	72.6%	83.5%	43.4%	62.5%	66.1%
2-or-more-unit structures	11.9%	2.5%	5.2%	24.7%	19.1%
Mobile homes and all other types of units	15.5%	13.9%	51.4%	12.8%	14.8%
HOUSING TENURE					
Owner-occupied housing units	64.3%	78.9%	35.1%	44.4%	56.7%
Renter-occupied housing units	35.7%	21.1%	64.9%	55.6%	43.3%

Source: American Community Survey, 2017, S1101

Special Housing Needs

The chart below illustrates the special housing needs in the region for those households with residents who are diagnosed with HIV/AIDS, based on data from local health departments and the U.S. Center for Disease Control and Prevention. The rate of HIV/AIDS per 100,000 people is lower in the Three Rivers Region at 215.44 when compared to the nation (362.3) and the state (588). Notably, those areas most likely to require special housing needs attention because of HIV prevalence are in Butts County (424.7) and Spalding County (301.2) which have the highest rates in the region. It is important to note that these counties have lower HIV prevalence rates when compared to that of the state's (588).

Other special housing needs populations include the homeless and residents with a disability. Overall, the Three Rivers Region does not have a high number of homeless individuals. However, Troup County (123) and Carroll County (68) have the highest numbers and any attention to meeting the housing needs of this population over the coming two decades should be concentrated in these areas of the region. Heard County (19.4%) and Meriwether County (20.9%) have the highest regional representation of residents with a disability.

Special Housing Needs - HIV			
County	Population Age 13+	Population with HIV/AIDS	Population with HIV/AIDS, Rate (Per 100,000 Pop.)
Butts	20,016	85	424.7
Carroll	94,832	173	182.4
Coweta	113,522	223	196.4
Heard	9,684	15	154.9
Lamar	15,559	35	224.9
Meriwether	17,818	42	235.7
Pike	15,119	9	59.5
Spalding	52,789	159	301.2
Troup	57,214	107	187
Upson	22,129	54	244
TRRC	418,682	902	215.44
Georgia	8,411,439	49,463	588
United States	268,159,414	971,524	362.3

Sources: US Department of Health & Human Services, Health Indicators Warehouse. Centers for Disease Control and Prevention, National Center for HIV/AIDS, Viral Hepatitis, STD, and TB Prevention, 2015. Engagementnetwork.org. <http://map.aidsvu.org?state=GA>

Percent of Residents with a Disability, 2017	
County	Percent
Butts	16.9%
Carroll	15.2%
Coweta	10.8%
Heard	19.4%
Lamar	13.8%
Meriwether	20.9%
Pike	13.2%
Spalding	16.4%
Troup	16.5%
Upson	16.6%

Source: American Community Survey, 2013-2017
5-Year Estimates, S1810.

Total Homeless Population, 2017	
County	Number
Butts	9
Carroll	68
Coweta	27
Heard	6
Lamar	7
Meriwether	10
Pike	8
Spalding	39
Troup	123
Upson	10
TRRC	307

Source: DCA Report on Homelessness, 2017.

Jobs-Housing Balance

According to the American Planning Association, one way to measure jobs-housing balance is to divide the number of jobs by the number of housing units in a geographic area (e.g. county, city, and region). This ratio reveals the proportional relationship between jobs and housing and whether there is an equilibrium or balance between these two provisions. The ratio number is a snapshot indication that can help plan for long-term needs. A low ratio number indicates a bedroom community with a high number of housing units compared to jobs; and a high ratio number indicates a geographic area of employment opportunities with less housing options. A ratio number between 1.3 and 1.7 suggests a geographic area within equilibrium, with a 1 to 1 relationship being ideal. In the Three Rivers Region, Spalding County (0.8), Carroll County (0.9), and Troup County (1.379) are the closest to this ideal equilibrium. In terms of those areas within the region which may require further attention to address jobs-housing balance over the coming 20 years, Heard, Meriwether, Lamar and Pike Counties had the lowest jobs-housing ratios in the region. The data on regional housing costs and household incomes examined previously within this housing analysis section can be used to evaluate whether sufficient financially attractive housing is available and appropriately distributed within the region. In addition, the highest average weekly wages of workers (see Population Analysis), are geographically clustered in Carroll County, Heard County, and Troup County are geographically clustered and are between \$800 to \$899.

By examining the commuting patterns of the resident and nonresident workforce, it can be determined whether there is a jobs-housing balance. According to 2017 research from the Three Rivers Workforce Development Board Plan (see Population Analysis) on the outflow patterns of workers within the region, the top five work destinations for workers within the region are in Coweta County, Carroll County, Troup County, Meriwether County, and Spalding County. In addition, upon examining inflow commuting patterns, 38%-43% of residents in Upson County, Carroll County, and Coweta County live and work within their county. The plan also indicates that 8.3% of the workforce in Troup County lives in Chambers County, AL.

While not statistically significant and not a representative sample of the region, in the Regional Plan Survey nearly 60% of respondents said over the next 20 years they would like to see more accessory dwelling units; over 60% said they would like to see more multifamily townhouses; and over 60% said they would like to see more mixed use development land uses. These may be future zoning and community development opportunities in order to create attractive residential options for the region's nonresident workforce.

Jobs Housing Balance, 2013--2017			
County	Jobs	Total Housing Units	Jobs-Housing Ratio
Butts	7,040	9,357	0.752
Carroll	40,728	45,097	0.903
Coweta	40,157	52,929	0.759
Heard	1,983	5,181	0.383
Lamar	3,503	7,558	0.463
Meriwether	4,764	9,980	0.477
Pike	3,061	6,878	0.445
Spalding	22,472	27,178	0.827
Troup	39,149	28,380	1.379
Upson	6,652	12,147	0.548

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, September 2018. American Community Survey, 2013-2017 5-Year Estimates. American Planning Association, Jobs-Housing Balance, PAS Report 516.

COMMUNITY FACILITIES AND SERVICES

Community Facilities include buildings/sites and services that support efficient growth and development patterns that protect and enhance quality of life. These amenities are often the most direct connection between the citizens, the elected government, and the public servants. The following sections are a description of the community facilities operated by the local governments of the Three Rivers Region.

Water Supply/Treatment and Sewerage Systems/Treatment

Most of the Three Rivers Region remains rural in character and mostly relies on driven wells and septic tanks for residential water and sewage service. Within select urban centers and near the growing metropolitan Atlanta fringe, portions of the region receive complete water and sewage service. However, some regionally significant water supply systems exist within the region.

The City of Griffin supplies service to the greater Griffin area and some of Spalding County. The Butts County water supply system feeds portions of Butts and Lamar Counties. Other regionally significant water supply systems include: The City of LaGrange provides water service to portions of Troup County and to the nearby City of Greenville (Meriwether County); The City of Manchester operates as the water supply source for Talbot County, to the south of Meriwether County; and The Carroll County water supply system provides service to Carrollton and Cleburne, Alabama.

Although they currently serve their purpose, many of our communities aging water and sewerage systems are in need of repair and/or upgrade.

Public Safety and Fire Protection

Currently, all jurisdictions in the Three Rivers Region provide complete police or fire services for their citizens, either on their own or through coordination with another jurisdiction. Throughout the planning process, no significant issues or concerns have arisen regarding the provision of these services.

The Region is also home to 6 offices for the Georgia State Patrol; located in Griffin, LaGrange, Villa Rica, Newnan, Manchester and Thomaston. The Newnan office directs service for Heard and Coweta counties, the LaGrange office serves Troup County, and the Villa Rica office serves Carroll County. Upson and Pike Counties are served by the Thomaston office, while the Griffin office serves Lamar, Spalding, and Butts Counties. The Manchester office serves Meriwether County. Service provided by the Georgia State Patrol is currently regarded as sufficient for the present as well as for the future planning period.

Solid Waste

Solid waste facilities are located throughout the Three Rivers Region. All counties have convenience centers. Most cities provide trash services to residents. Many cities and counties also have recycling programs in place. Landfills are located in Carroll, Spalding, and Meriwether Counties.

Storm Water

The majority of counties and cities in the region use ditches to handle storm water, with many of the cities having minor curb and gutter systems.

Public Health

A total of nine hospitals and medical centers campuses serve the Three Rivers region, providing at least basic medical care. Upson Regional Medical Center and Spalding Regional Hospital provide emergency and general medical services to residents of the Three Rivers Region, as well as for surrounding counties. Sylvan Grove Hospital in Jackson also provides basic medical care. McIntosh Trail MH/ MR/ SA in Griffin provides residents with mental health services, including substance abuse counseling. Piedmont Newnan hospital has two facilities both located in the City of Newnan, and are currently building a state of the art hospital to replace the two current facilities. Piedmont Newnan has full-care facilities which serve the needs of the citizens of not only Coweta County, but Heard County and surrounding areas. Tanner Medical Center has two hospitals within the region; a facility in Carrollton and a facility in Villa Rica. Both are full-care facilities serving Carroll and Haralson counties as well as others in the region. West Georgia Medical is located on U.S. 29 and Vernon Road in LaGrange. The hospital is designated a regional care facility and operates as a non-profit institution governed by a board of trustees. Based on the formula of four beds per- thousand population, the hospital has a sufficient inpatient capacity to meet projected population growth. Improvements in outpatient and home care services will continue to reduce the per-capita need for inpatient care. Each county within the region also has a public health department in addition to well qualified physicians.

Libraries

The Georgia Public Library Service (GPLS) is a unit of the University of Georgia. Its mission is to improve the quality of life for all Georgians by providing information and by encouraging reading, literacy and education through the continuing support and improvement of Georgia's public libraries.

Regional Libraries	
Library System	Regional Counties Served
Flint River Regional Library System	Butts, Lamar, Pike, Spalding
Pine Mountain Regional Library System	Meriwether, Upson
West Georgia Library	Carroll, Heard
Coweta Public Library	Coweta
Troup Harris Regional Library	Troup

Parks

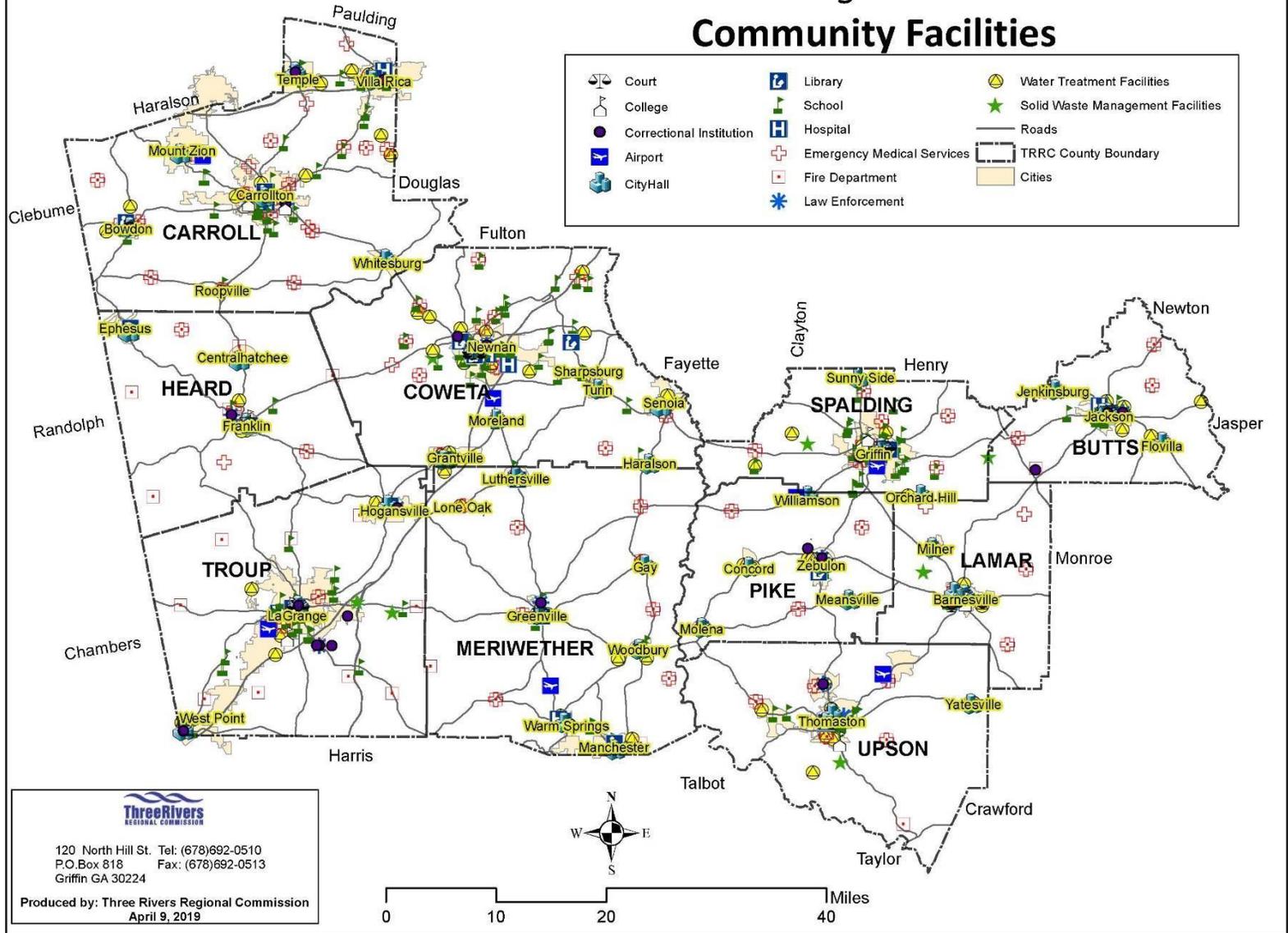
Parks are conservation areas which are designed to conserve, protect, and enhance natural lands for the benefits of enjoyment of present and future generations. One of the indicators of a healthy community and a high quality of life is an environment that is conserved and enjoyed by its residents. These conservation resources include three (3) state parks, three (3) wildlife management areas, and eight (8) local passive recreational parks.

The Three Rivers Region has identified several conservation resources as regionally important. These resources involve the following state parks:

- Chattahoochee Bend State Park
- High Falls State Park (Portion)
- Indian Springs State Park

The following map represents each type and location of community facilities throughout the Three Rivers Region.

Three Rivers Regional Commission Community Facilities

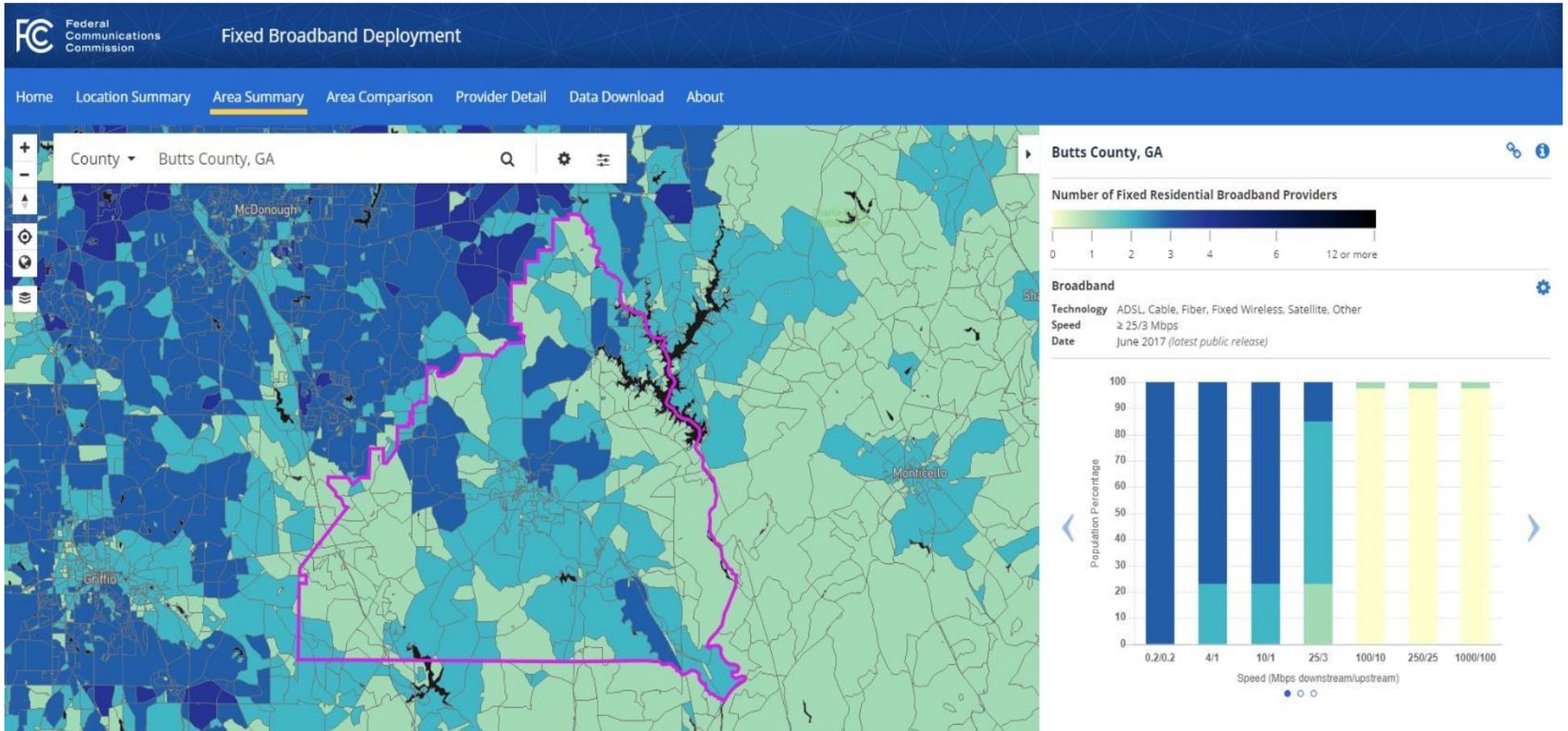


Broadband

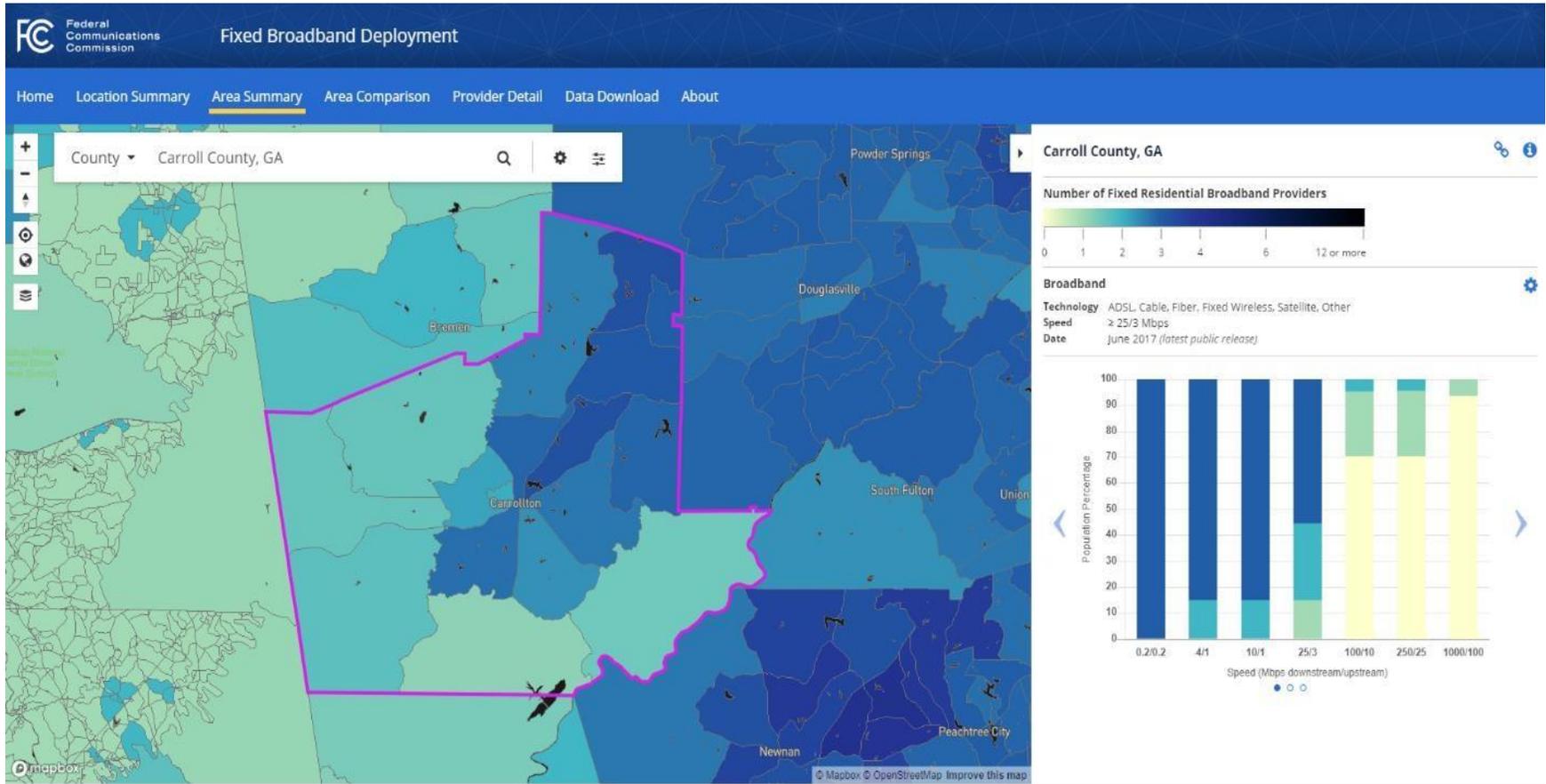
Broadband has become essential to business, education, healthcare, agriculture, and overall quality of life. While broadband coverage is good in the more urban areas of the Three Rivers Region, the rural areas remain either unserved or poorly served. Broadband service must be increased for the region to remain viable.

The coverage maps on the following pages demonstrate the availability of broadband by county. The darker the blue, the better the coverage.

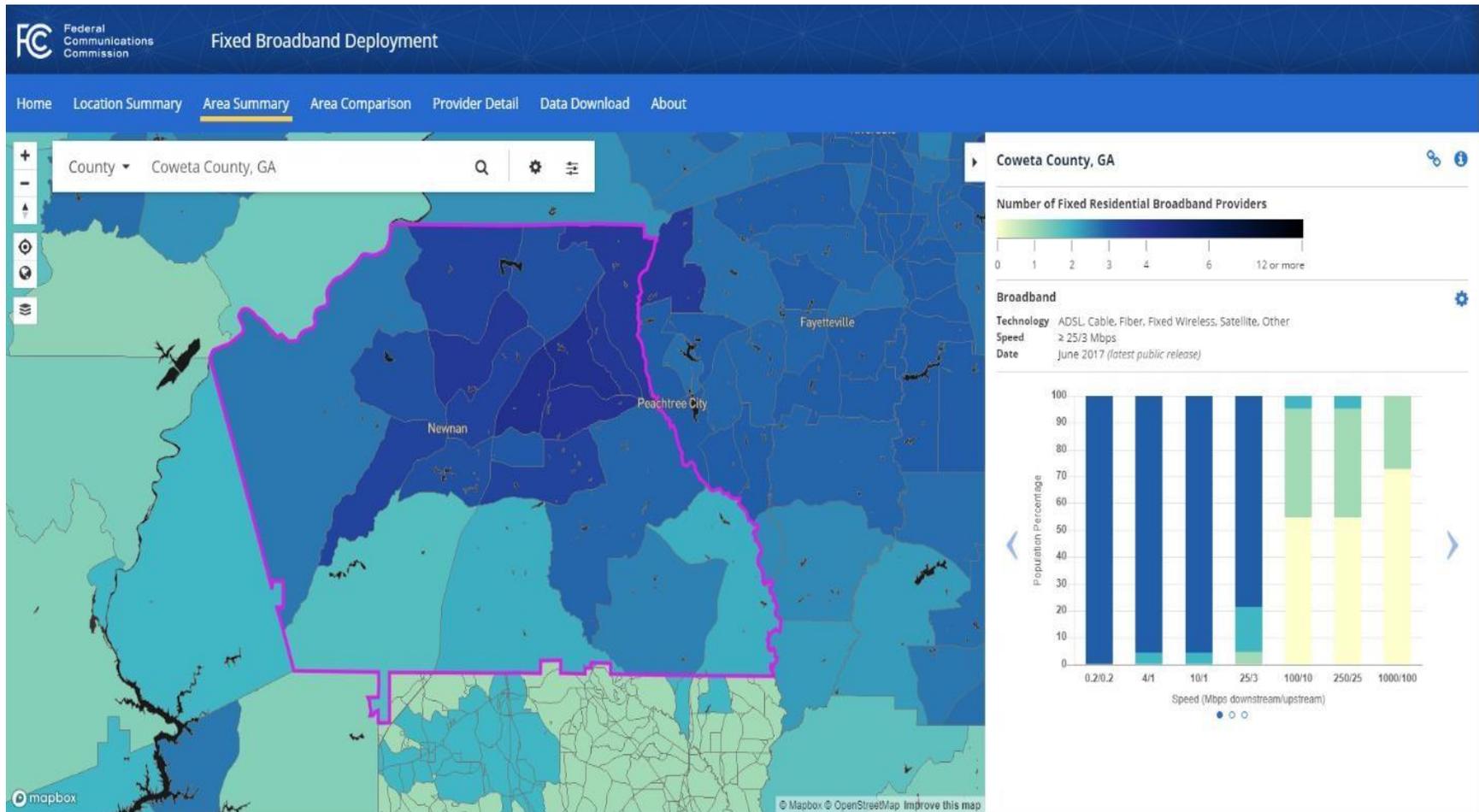
Butts County Broadband Coverage Map



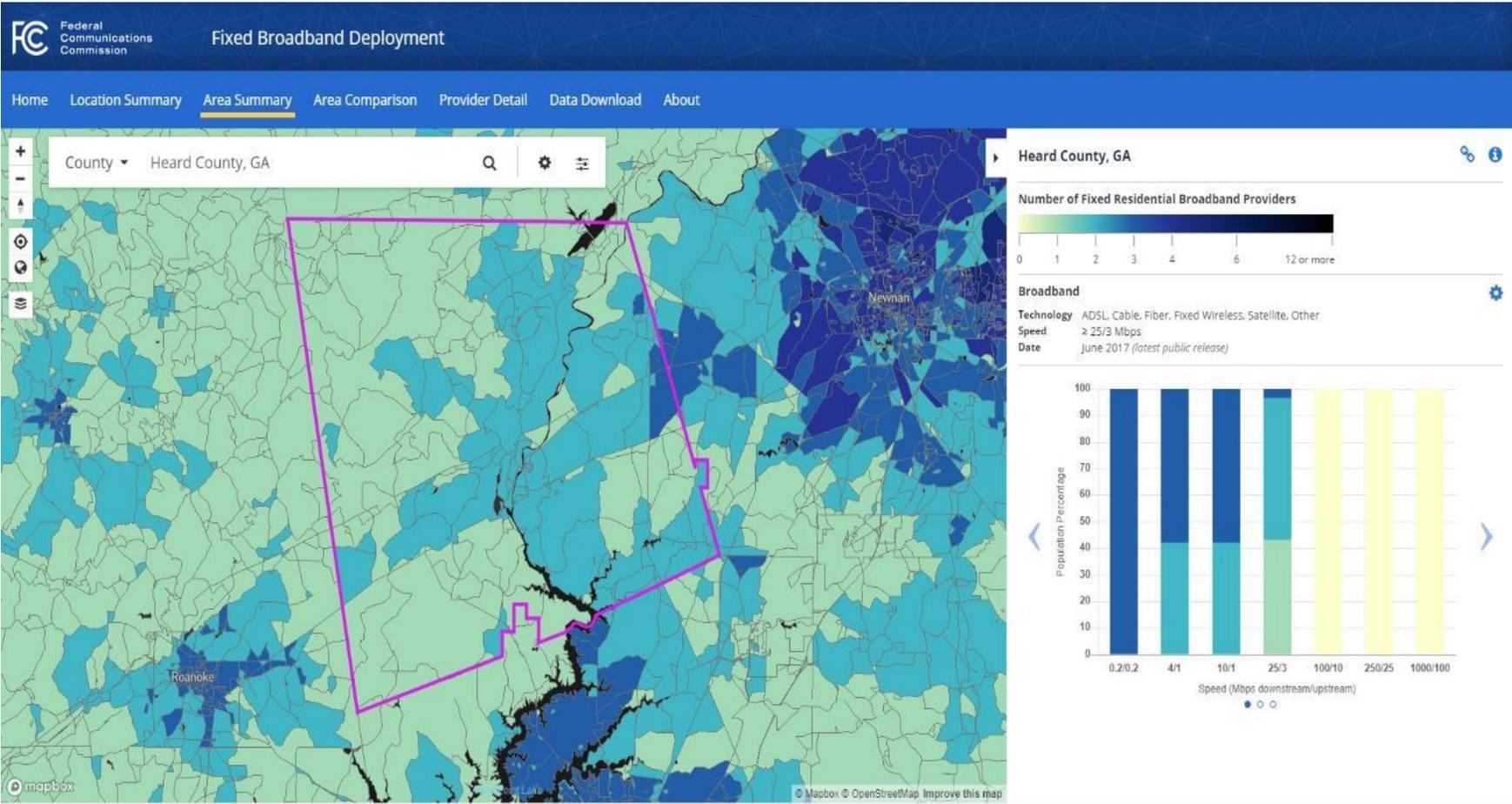
Carroll County Broadband Coverage Map



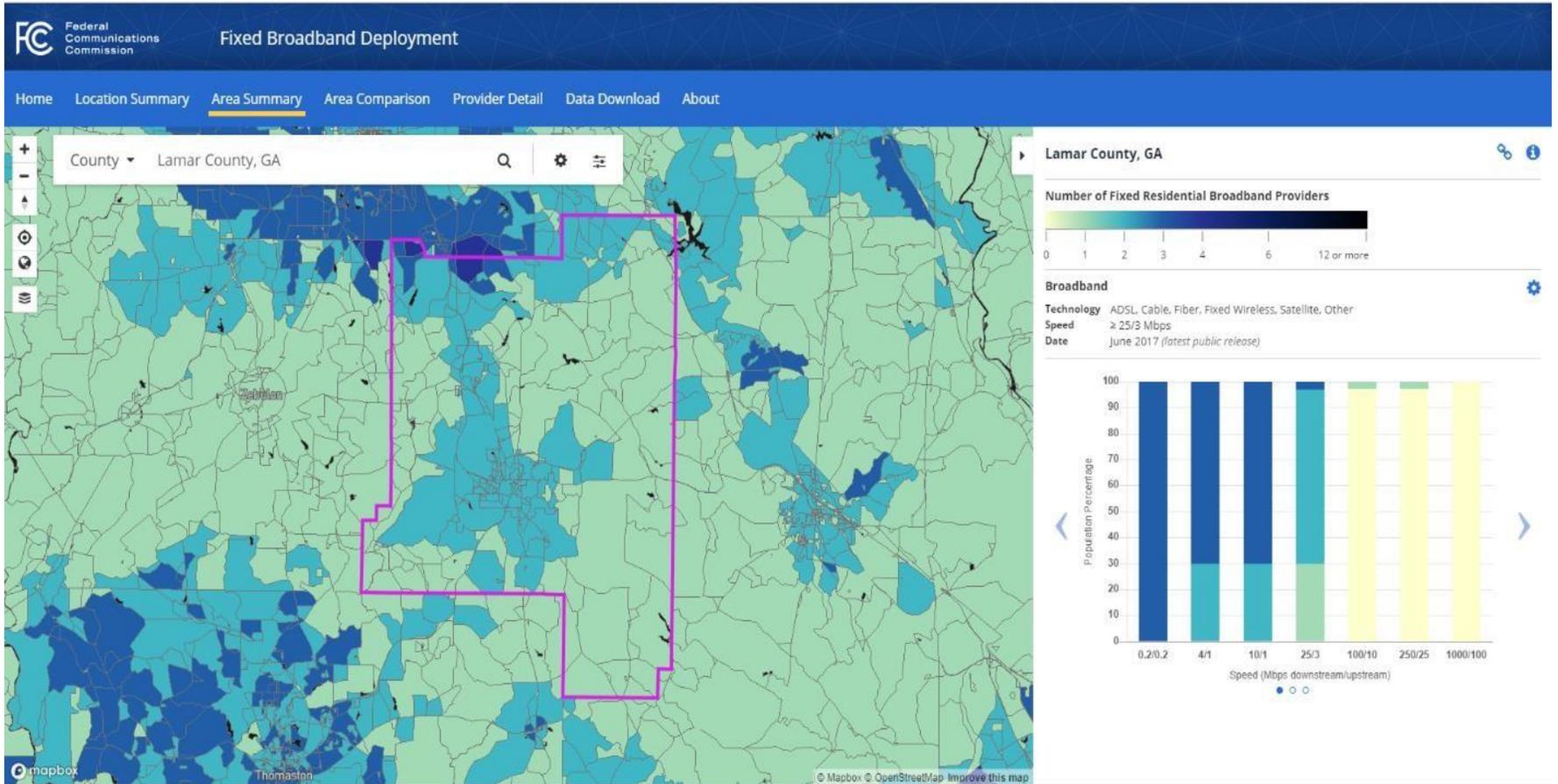
Coweta County Broadband Coverage Map



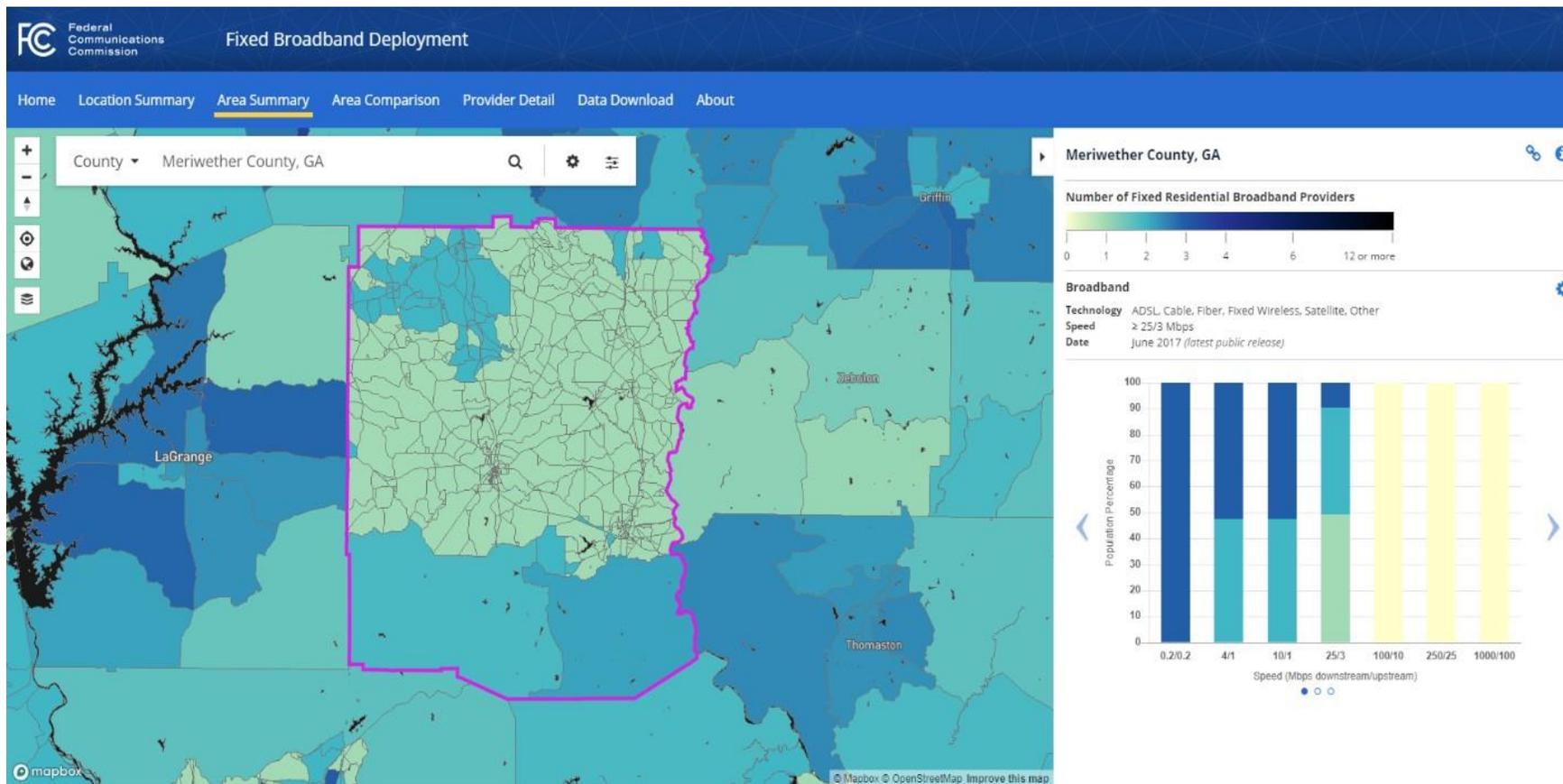
Heard County Broadband Coverage Map



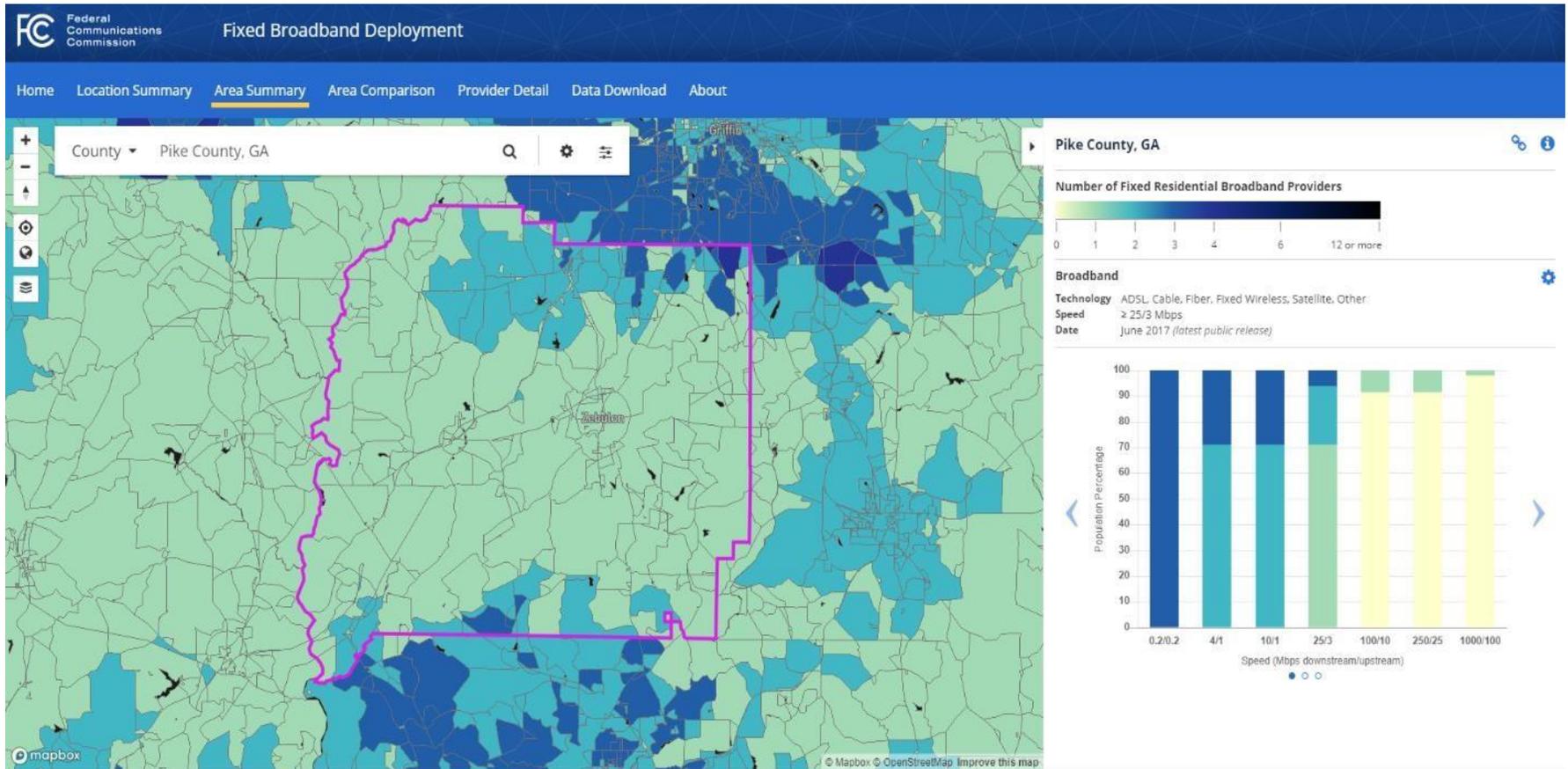
Lamar County Broadband Coverage Map



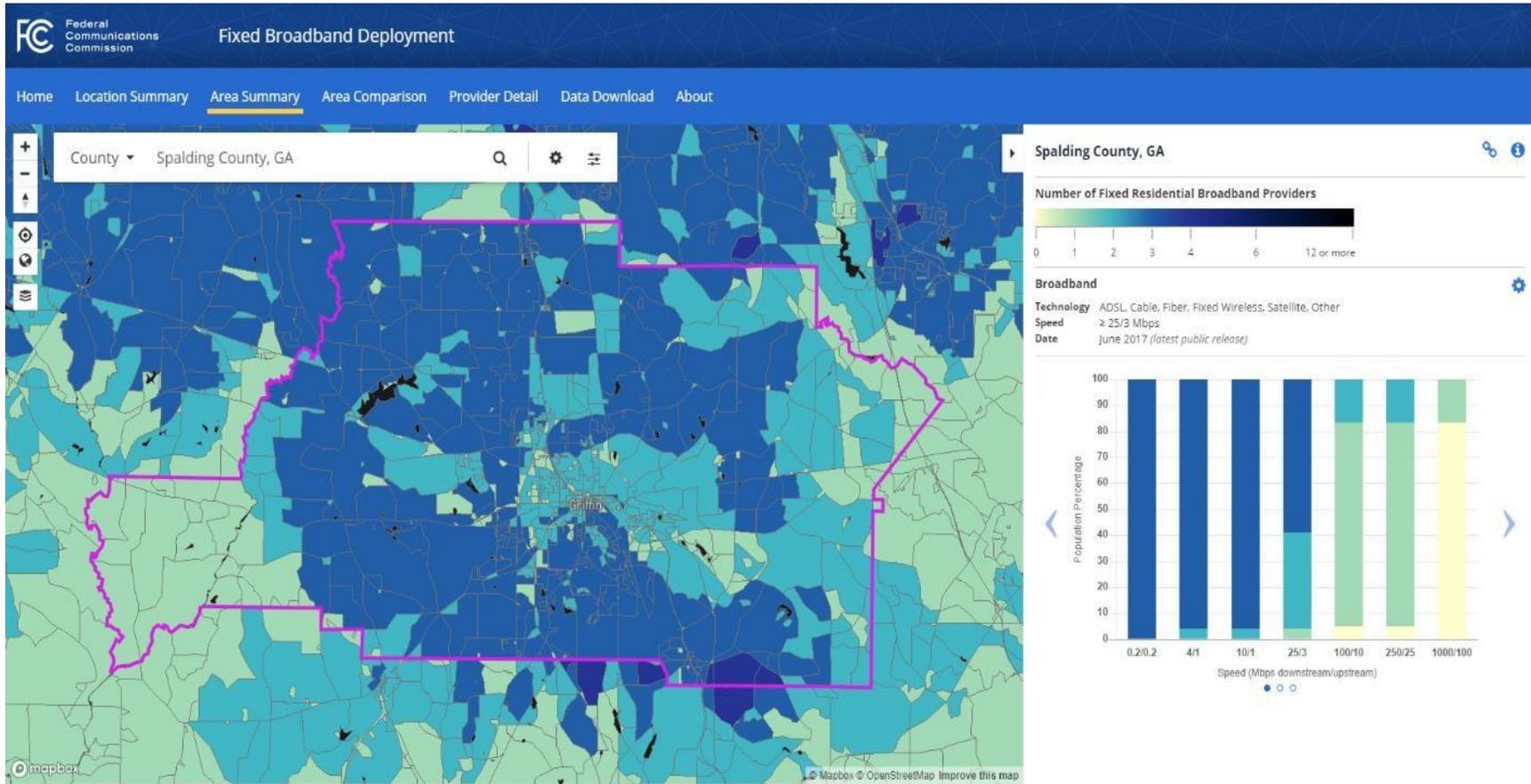
Meriwether County Broadband Coverage Map



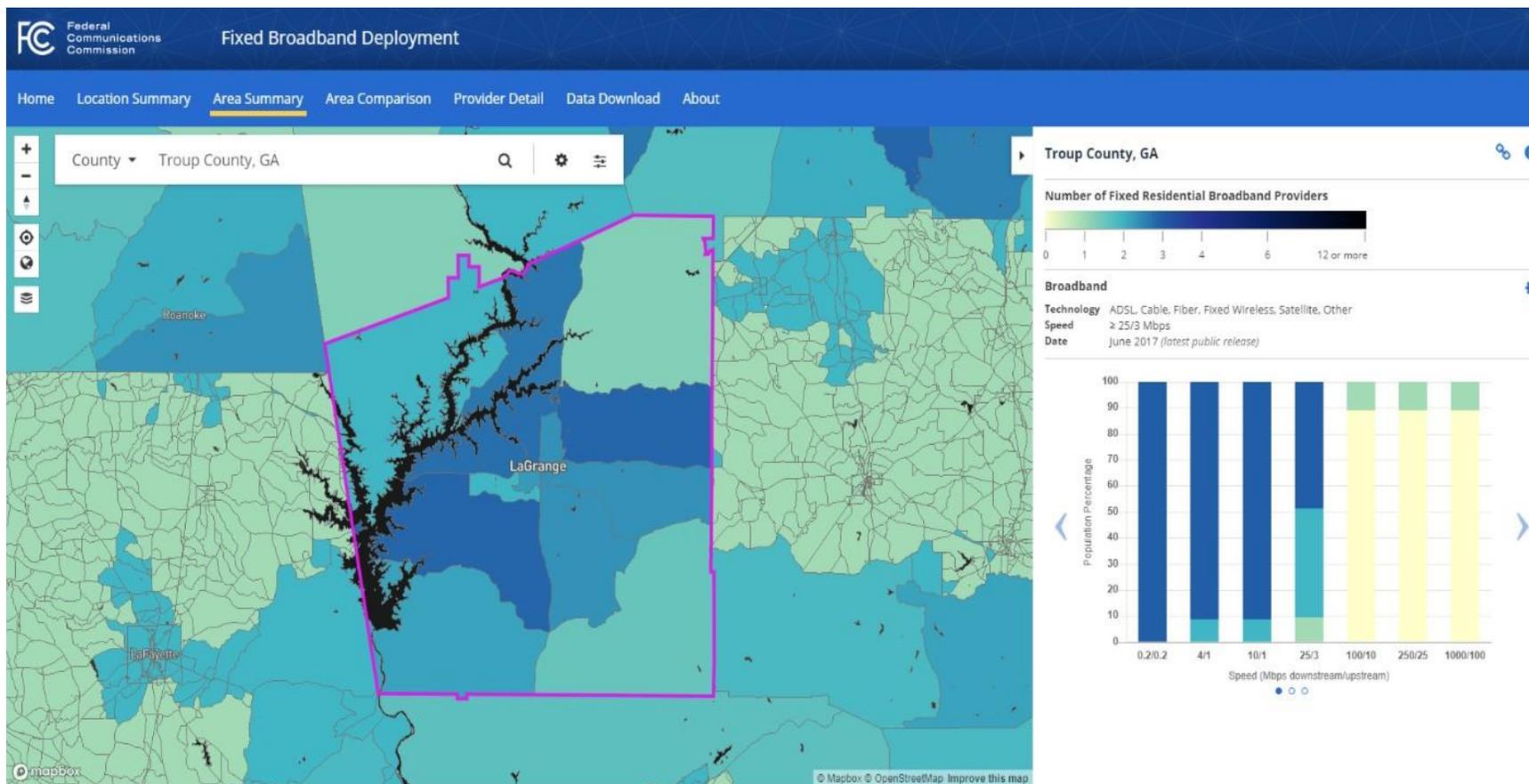
Pike County Broadband Coverage Map



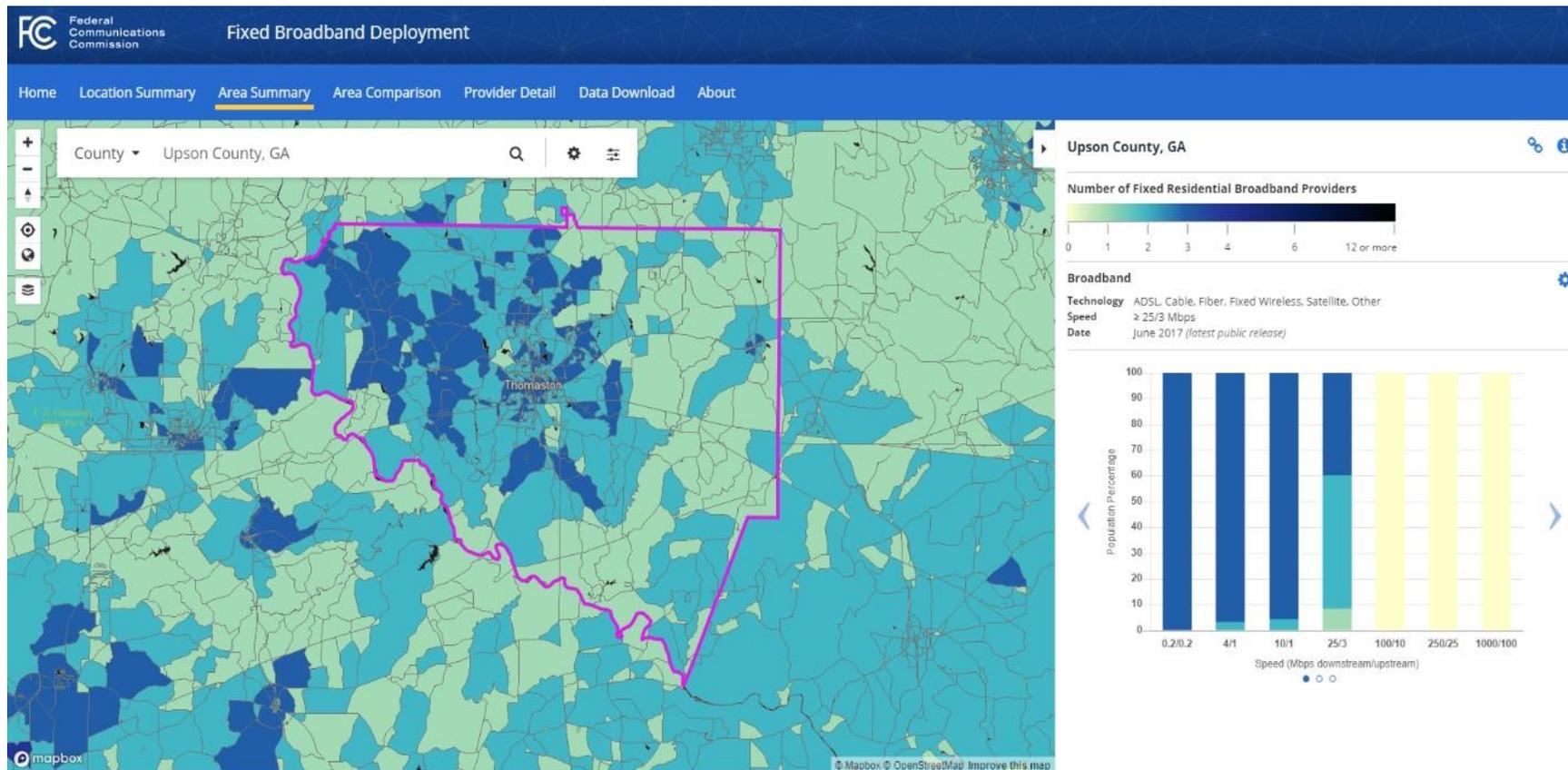
Spalding County Broadband Coverage Map



Troup County Broadband Coverage Map



Upson County Broadband Coverage Map



TRANSPORTATION SYSTEM

The following map identifies the service areas and levels of services for the Three Rivers Region's transportation system including the highway network, railroads, and state bike routes.

Road Network and Alternative Modes

The road network on the map below includes US routes and state routes. The local road network is extensive. In some counties, the local road network is made up of a high percentage of unpaved roads. This can limit connectivity, growth, and safety. Alternative modes of transportation are limited to the five state bike routes located within the region. This includes State Route 5, 15, and 45. Local bike route systems are located in Carroll and Coweta Counties. Multi-use trails as alternative modes of transportation are increasing in the region but remain local assets. These include the Carrollton Greenbelt, the LaGrange Thread, and the LINC Trail in Newnan.

Railroads and Airports

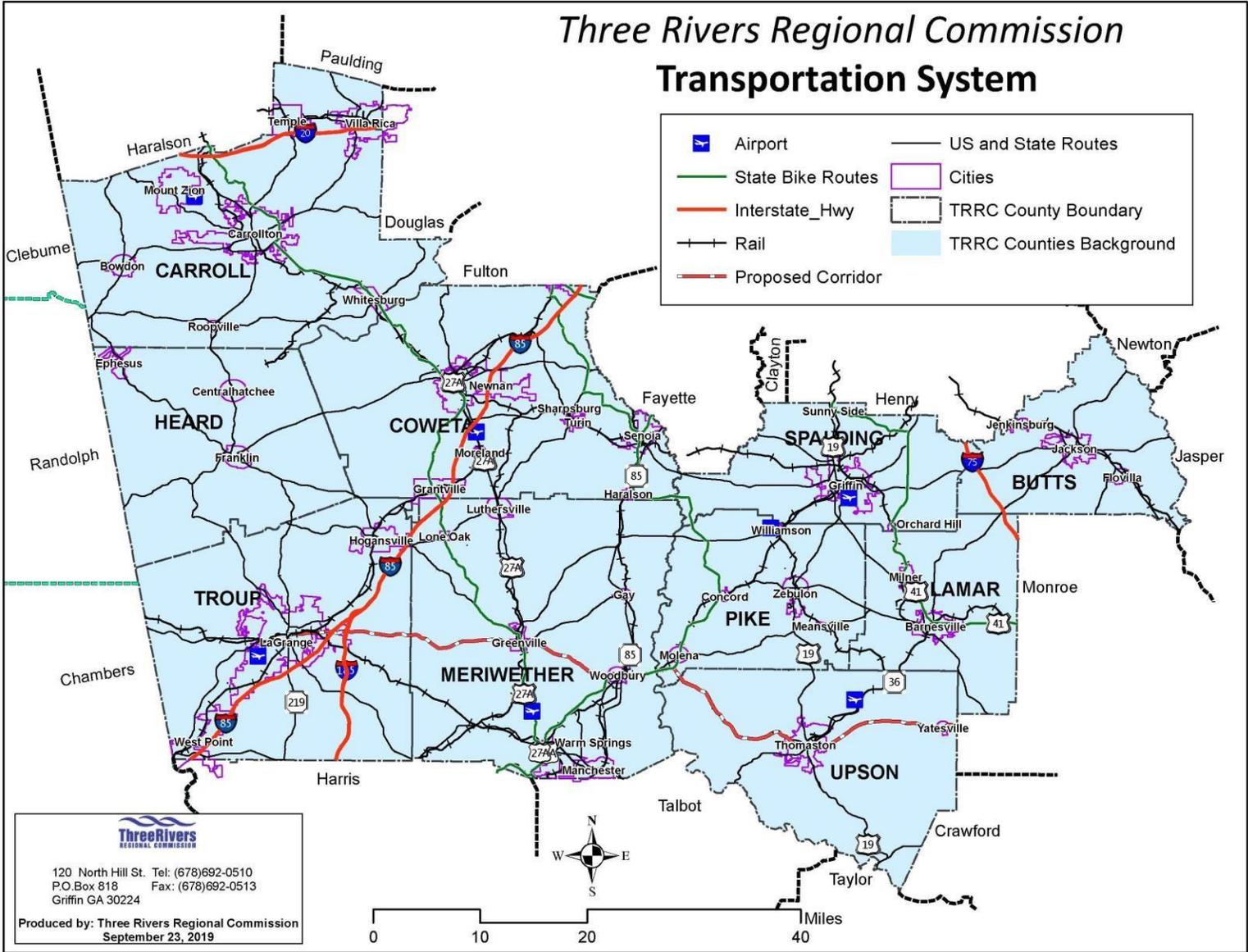
As indicated on the map, the region is served by a number of rail networks. Norfolk Southern and CSX are the two railroad companies which operate in the region. These rail networks serve local industry and commercial operations as well as linking regional and multi-state intermodal operations. Within the City of Manchester in Meriwether County, the CSX rail yard has the potential for use as an inland port if highway access and other infrastructure was improved.

Regional airports are located within a number of TRRC counties and serve as logistical hubs for commercial companies. Many of these are expanding their runway capacity or building new facilities altogether. Airports within the TRRC Region are included on the Community Facilities Map.

Transportation, Trucking, and Land Use

Transportation corridors within the region experiencing significant traffic congestion are limited largely to the cities with 25,000 population and up. Within these cities congestion exists where residential and commercial land uses have increased beyond the capacity of the roadways which they are located. Region wide congestion and connectivity issues remain on GA Highway 16 as it is the only major east-west travel corridor. Within the TRRC region, it serves as a commercial travel route linking Interstate 75 in the east to Carrollton in the west. Additionally, linking the Port of Savannah to I-85 creates opportunity for increased east-west connectivity. The "Import-Export Highway" is a proposed route between Macon and LaGrange. This route would utilize existing highway corridors and would allow trucks to bypass the City of Atlanta, as shown on the Transportation System Map.

Three Rivers Regional Commission Transportation System



Appendix D. Stakeholder Involvement Report

The regional planning process is an opportunity to join with community members and public and private regional leaders to envision the future. It is important that the public and regional influencers be involved throughout the planning process. By integrating the input of citizens, business owners, city and county officials, and other stakeholders, a regional plan can be well-informed and guided to shape the Three Rivers Region over the coming 20 years.

STEERING COMMITTEE AND IDENTIFICATION OF STAKEHOLDERS

The Executive Team, or Technical Advisory Committee for the TRRC Regional Plan is composed of members of the Three Rivers Regional Commission's Council and their appointed stakeholder(s). This composition ensures region-wide representation and adequate representation from both the TRRC Council and regional stakeholders. Council Members chose regional stakeholders including business and industry leaders, city and county staff, civic leaders in order to capture a wide diversity of interests and perspectives. Each member of this group was able to provide feedback, advise the planning team and participate in the creation of each of the regional plan's elements throughout the planning process at Executive Team meetings. The first Executive Team Meeting was held November 29, 2018 at Turin Town Hall. There were a total of five (5) Executive Team meetings, each held at Turin Town Hall.

**Three Rivers Regional Commission
2019 Regional Plan Executive Team (Technical Advisory Committee)**

TRRC Council Members

Bennie Horton, Lamar County
Curtis Brown, Jr. Troup County
Donna Armstrong-Lackey, Carroll County
Douglas Hollberg, Spalding County
Greg Wright, Coweta County
Jim Thornton, Troup County
Kay Pippin, Butts County
Lee Boone, Heard County
Norman Allen, Upson County
Shirley Hines, Meriwether County

Council Appointed Stakeholders

David Rast, Coweta County Planner
Dick Morrow, Business Owner
Frankie Willis, Trucks, Inc.
Janet Hyde, Carroll County Planner
Jennifer Rogers, Heart & Soul Coordinator
Kathy Knowles, Heard County Dev. Auth.
Kathy Oxford, Lamar County IDA
Leigh Threadgill, LaGrange City Planner
Tavores Edwards, Coweta Transportation
Theron Gay, Meriwether County Manager

Department of Community Affairs

Elizabeth Smith, Senior Planner
Corinne Thornton, Regional Services Director

Three Rivers RC Planning Staff

Jeannie Brantley, Planning Director
Kim Dutton, Planner
Cymone Haiju, Planner
Paul Jarrell, Planner
Sam Mukoro, GIS Planner

PARTICIPATION TECHNIQUES

The State of Georgia Standards and Procedures for Regional Planning in 2017 (O.C.G.A. 110-12-6) require that two (2) public hearings and three listening sessions be held in association with the development of the Regional Plan Update. TRRC held the first public hearing on September 27, 2018 to initiate the regional planning process. A second public hearing was held on April 25, 2019 to share a draft of this Regional Plan. A third public hearing was held on May 23, 2019, which provided an additional update on the draft plan.

To ensure due process and public participation throughout the planning process, TRRC used the following participation techniques: a public notice was placed in regional media outlets 15 days before each public hearing event; an email invitation was sent to Executive Team members with public listening session registration a survey link to share with constituents; an online survey was conducted for 45 days to gather public input on regional needs and opportunities; Executive Team members created short videos that were shared on the TRRC Facebook page, highlighting our region's greatest features and encouraging the public to attend our listening sessions. Three Rivers held 6 listening sessions across the region in the month of October 2018 and had nearly 100 attendees. Lastly, TRRC partnered with Build the Crowd, LLC, Georgia EMC, and the University of Georgia's Archway Program to facilitate a uniquely designed public engagement process for each listening session, consisting of a SWOT Analysis and a creative Regional Identity exercise.

EVIDENCE AND DOCUMENTATION

This Appendix section of the plan captures all evidence and proper documentation of the Three Rivers Region's stakeholder involvement throughout the regional planning process. It includes a snapshot of the TRRC website information that was publically available on the regional plan's public hearings, schedule for the overall process, the current regional plan, the flyer and registration link for the public listening sessions, a list of TRRC Council members and their stakeholders who served on the technical advisory committee, and a link to the regional plan update survey.

This section of the Appendix also includes sign-in sheets and meeting invitations for all events, the public listening session agenda, agendas for all Executive Team meetings, newspaper article and tear-sheet public hearing advertisements, photos from meetings, and the questions and results from the TRRC Regional Plan survey.

The Three Rivers Regional Commission's Regional Planning Website

TRRC | COUNCIL | BUSINESS | NEWS | STAFF

Three Rivers
REGIONAL COMMISSION

Aging Workforce Transportation Planning

Planning

Regional Planning

In accordance with O.C.G.A. 50-9-1, the Georgia Department of Community Affairs (DCA) is provided the authority to establish standards and procedures for Regional Planning. To remain eligible for state funding programs, the Three Rivers Regional Commission (TRRC) must prepare, adopt, maintain, and implement a regional plan that meets the established planning requirements for a regional plan.

TRRC Regional Plan Update for 2019 - 2023

Three Rivers RC (TRRC) is in the process of updating its Regional Plan for 2019-2023. **The updated plan is due on July 1, 2019.** An Executive Team made up of one (1) representative from each county government and two (2) staff members from the Georgia Department of Community Affairs will help to guide the development of the updated Regional Plan. A series of activities have been planned to help generate interest in the update process.

Three Rivers RC encourages our member governments, local and state partners, community leaders, and local residents to become involved in the update process and share your input to help shape the future of our region.

TRRC REGIONAL PLAN LOCAL EVENTS:

- A **Kick-Off Meeting/Public Hearing** will be held on Thursday, September 27, 2018 at 11:15 a.m. in Turin, GA to commence the start of the TRRC Regional Plan Update Process.
- A **Kick-Off Meeting/Public Hearing** - [Click Here](#) for the notice.

SCHEDULE FOR THE TRRC REGIONAL PLAN UPDATE

Three Rivers RC has developed a schedule for the Regional Plan Update Process. Please click on the link below to view or download a copy.

- [Schedule for the TRRC Regional Plan Update](#)

REGIONAL PLAN STEERING COMMITTEE AND EXECUTIVE TEAM

The Three Rivers Regional Commission Council serves as the Regional Plan Steering Committee. The Three Rivers RC Executive Team serves as an advisory committee to the Regional Plan Steering Committee. The Executive Team consists of ten (10) members of the TRRC Council and ten (10) members from various public and private sectors.

- [Click Here](#) for a list of the Regional Plan Steering Committee
- [Click Here](#) for a list of the TRRC Executive Team

Website Address: <https://www.threeriversrc.com/planning-regional.php>



Schedule for 2019-2023 TRRC Regional Plan Update

Meeting	Elements	Work Session Agenda	Tentative Date
Public Hearing #1 Kick-Off Meeting	TRRC Executive Team & Stakeholders	<ul style="list-style-type: none"> Plan Update Process & Requirements Identify Additional Stakeholders 	TRRC Planning Committee Meeting September 27th 11:15am Turin City Hall
Listening Session #1 SWOT Analysis Griffin, Spalding County	SWOT Analysis	<ul style="list-style-type: none"> Conduct a SWOT analysis and identify regional priorities, needs and opportunities Regional identity exercise Gather feedback on regional development maps 	October 17, 2018 6 pm—8 pm Spalding County Senior Center Griffin, GA
Listening Session #2 SWOT Analysis Carrollton, Carroll County	SWOT Analysis	Same as Above	October 18, 2018 10 am—12 pm The Burson Center Carrollton, GA
Listening Session #4 SWOT Analysis Barnesville, Lamar County	SWOT Analysis	Same as Above	October 23, 2018 10 am—12 pm Barnesville Civic Center Barnesville, GA
Listening Session #3 SWOT Analysis LaGrange, Troup County	SWOT Analysis	Same as Above	October 23, 2018 6 pm—8 pm Michael Daniel Rec. Center LaGrange, GA
Listening Session #5 SWOT Analysis Newnan, Coweta County	SWOT Analysis	Same as Above	October 24, 2018 10 am—12 pm Fairgrounds Conference Center Newnan, GA
Listening Session #6 SWOT Analysis Thomaston, Upson County	SWOT Analysis	Same as Above	October 24, 2018 6 pm—8 pm Thomaston-Upson Civic Center Thomaston, GA
Three Rivers RC Executive Team Meeting #1	TRRC Executive Team	<ul style="list-style-type: none"> Review Regional Listening Sessions Results Identify Regional Needs and Opportunities based on Listening Sessions Feedback 	Turin City Hall November 29, 2018 11:15am-12:30pm
Three Rivers RC Executive Team Meeting #2	TRRC Executive Team	<ul style="list-style-type: none"> Create List of Regional Goals and Policies Review Comprehensive Economic Development Strategy (CEDS) for Inclusion of Goals and Priority Projects in the Regional Plan Create Performance Standards in order to Implement Goals 	Turin City Hall January 24, 2019 11:15am-12:30pm
Three Rivers RC Executive Team Meeting #3	TRRC Executive Team	<ul style="list-style-type: none"> Update Regional Development Maps (Land Use Map and Conservation and Development Map) Update Areas Requiring Special Attention Map (ARSA) and Corresponding Narrative 	Turin City Hall February 28, 2019 11:15am-12:30pm



Schedule for 2019-2023 TRRC Regional Plan Update

TRRC Council Progress Report	TRRC Executive Team	<ul style="list-style-type: none"> Regional Plan Update Status Summary 	TRRC Council Meeting February 28, 2019
Three Rivers RC Executive Team Meeting #4	TRRC Executive Team	<ul style="list-style-type: none"> Update Regional Work Program Items: <ul style="list-style-type: none"> report on accomplishments incorporate priority needs and opportunities Develop a 1-page Action Guide of specific actions to undertake in the next 5 years based on regional goals 	Turin City Hall March 28, 2019 11:15am-12:30pm
Three Rivers RC Public Hearing #2	TRRC Executive Team	<ul style="list-style-type: none"> Present Draft Regional Plan and Executive Summary 	Turin City Hall April 25, 2019 11:15am-12:30pm
Executive Team Meeting #4		<ul style="list-style-type: none"> Review Draft Regional Plan 	Turin City Hall May 2, 2019 11:15am-12:30pm
Present Draft to TRRC Council		<ul style="list-style-type: none"> Review Draft Regional Plan 	TRRC Council Meeting May 2, 2019
Three Rivers RC Executive Team Meeting #6 and Public Hearing #3		<ul style="list-style-type: none"> Additional Review of Draft Regional Plan 	Turin City Hall May 23, 2019 1:15am-12:30pm
Submission to DCA for Review			July 8, 2019
TRRC Council Adoption			August 22, 2019

Notes:

- One (1) Representative from each County will act as the Three Rivers Executive Team.
- Each County will appoint one (1) individual to serve as a stakeholder and become a part of the Executive Team.
- TRRC is responsible for scheduling and documenting two (2) public hearings and six (6) listening sessions during the regional planning process.



**REGIONAL PLAN
PUBLIC HEARING & KICK-OFF MEETING**

Thursday, September 27,

2018 11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll, Coweta, Heard, Lamar,
Meriwether, Pike, Spalding, Troup and Upson

Kick Off – Public Hearing

Three Rivers Regional Commission Regional Plan 5-Year Update

The Three Rivers Regional Commission will be conducting a public hearing on Thursday, September 27, 2018 at 11:15 a.m. in the meeting room of the Turin Town Hall located at 47 Turin Road, Turin, GA. This will serve as the first public hearing to announce the start of the update process for the Three Rivers Regional Plan, which is due to be completed in 2019. The purpose of this hearing is to brief the communities on the process to be used to develop and update the Regional Plan, announce opportunities for public participation in development of the plan, and obtain input on the proposed planning process

Persons with special needs relating to disability access or foreign language should contact Three Rivers Regional Commission's office at 678-692-0510. Persons with hearing disabilities may consider using the Georgia Relay Service, at 1-800-255-0135.

All persons are invited to attend the public hearing. If you would like more information, please contact Jeannie Brantley at the Three Rivers Regional Commission, 678-692-0510.



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll,
Catoosa, Cherokee, Coweta, DeKalb, Elberton, Fannin,
Franklin, Gilmer, Habersham, Hall, Hardee, Heard, Henry,
Meriwether, Pike, Spalding, Troup and Upson

AGENDA

Planning and Projects Committee

September 27, 2018

Turin Town Hall

11:15 a.m.

Welcome

Call to order

Invocation and Pledge of Allegiance

Approval of August 23, 2018 Minutes (action item)

Approval of Agenda (action item)

Adoption Resolution for the TRRC Annual Implementation Program

(Regional Plan Update) – presented by Jeannie Brantley

Kick-Off Meeting (Public Hearing) for the TRRC Regional Plan – presented by

Jeannie Brantley

Other Business

Date and Location of Next Meeting – October 25, 2018

Adjournment

The TRRC staff is committed to providing equal access to all of its programs, services and activities regardless of race, color, national origin, religion, sex, familial status, disability or age. Any individual who needs an accommodation because of a disability should contact **Jan Perez at (678) 692-0510** or jperez@threeriversrc.com as far in advance of the meeting as possible.

SIGN-IN SHEET

Planning & Projects Committee Meeting
 Thursday, September 27, 2018 @ 11:15 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
GREG WRIGHT	807 Collinsworth Rd PALMETTO, GA 30228	678 423 6807	gwright@utility.org
Janet Hyde	423 College St Carrollton GA 30117	770-830-5861 x 2051	jhyde@carrollcountyga.com
Kathy Crawford	100 Commerce Pl. Barnesville GA 30204	678-690-4357	kathy.crawford@cityofbarnesville.com
CARLINE FURNAN	PO Box 3065 Lagrange GA 30241	706 340 6461	carline.furnan@laga.ga.gov

SIGN-IN SHEET

Planning & Projects Committee Meeting
Thursday, September 27, 2018 @ 11:15 a.m.
Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
ALGER M E COY	Meadowcreek		
LEE BOONE	ON file		
BENNIE HORTON	HAMR ST.		

SIGN-IN SHEET

Planning & Projects Committee Meeting
 Thursday, September 27, 2018 @ 11:15 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
David Rast	22 East Broad St. NANNAN, GA 30063	770-254-2635	drast@conecta.ga.us
Doug Delloese	P.O. Box 286 Griffin Ga. 30224	770-409-3264	griffindsh@aol.com
Curtis Brasen			CBS@BUILDTHECROWD.COM
Jim Thornton			



REGIONAL PLAN

PUBLIC LISTENING SESSIONS

The Three Rivers Regional Commission is holding Public Listening Sessions on its Regional Plan Update in several communities throughout the ten-county region. You are encouraged to come help shape the future of our region. This invitation is extended to local residents, elected officials, business stakeholders, community representatives and other key leaders. We are soliciting your views on issues such as housing, transportation, and economic development. Your input is valuable to the development of our new Five-Year Regional Plan Update. The Listening Session Schedule is as follows:

- October 17, 2018 - 6:00 pm - 8:00 pm
Spalding County Senior Center - 885 Memorial Drive, Griffin, GA
- October 18, 2018 - 10:00 am - 12:00 pm
The Burson Center - 500 Old Bremen Rd, Carrollton, GA
- October 23, 2018 - 10:00 am — 12:00 pm
Barnesville Civic Center - 685 Forsyth St., Barnesville, GA
- October 23, 2018 - 6:00 pm — 8:00 pm
Michael Daniel Recreation Center - 1220 Lafayette Pkwy, LaGrange, GA
- October 24, 2018 - 10:00 am — 12:00 pm
Fairgrounds Conference Center - 275 Pine Rd., Newnan, GA
- October 24, 2018 - 6:00 pm — 8:00 pm
Thomaston-Upson Civic Center - 101 Civic Center Dr., Thomaston, GA

For More Information, Contact Jeannie Brantley (678) 692-0510.

POLICE

The individuals listed have been cited/arrested/charged in Troup County. However, this is not an admission of

guilt. All parties are considered innocent until proved guilty.

• Thursday night about 8 p.m., officers with the LaGrange Police Department responded to the Shell fuel station on Vernon Street in reference to reports of a theft in progress.

While en route police were advised that the suspect had concealed something under his shirt and possibly stolen some money from an office.

Police were able to find locate the suspect on South Greenwood Street near Margarite Street and he admitted to having been at

taking anything.

The suspect, Michael Rashaun Haines-Trent, told police that he was simply looking for the bathroom inside the store and had wandered into the manager's office while searching for the bathroom, but didn't take anything.

A pat down search of Haines revealed some change in his pocket, but he claimed it was his from an earlier purchase.

Haines was then detained and escorted back to the Shell station where an employee confirmed seeing him exiting the back room with a handful of change. The employee also noticed an unusual bulge protruding out from under his shirt, so she called 911 as Haines fled the store.

Police checked the office in question and found drawers open and papers were flung all over the floor. The office was neat and orderly prior to the incident, according to the

The manager the only thing they could initially determine that was missing was some nickels and quarters and a counterfeit \$20 bill.

Police later reviewed security video that showed Haines entering the office twice. During the second time in the office, Haines was seen concealing unknown items under his shirt and grabbing the fake bill and loose change. Haines was then placed

under arrest and transported to the Troup County Sheriff's Office to be booked into the jail.

While at the jail, Detention Officers located a handful of change and a counterfeit \$20 bill inside the sock on Haines right foot. The change consisted mostly of nickels and quarters, which matched the stolen change as described by the Shell manager.

An employee at the nearby Checker's restaurant later located and returned the rest of the stolen property,

cards and the store's empty night deposit bags. As a result, Haines, age 32, was booked into the Troup County Jail charged with Theft by Taking and Criminal Trespass.

• Thursday morning about 11:50 a.m., officers took a walk-in report at the LaGrange Police Department in reference to Financial Transaction Card Fraud. Officers spoke to the complainant, who stated she noticed her bank account

statement was not accurate, and it was showing multiple charges that she did not make. She stated she then went to her bank and spoke with them about the charges and confirmed the fraudulent charges.

The victim stated she was given a print out with several fraudulent charges totaling over \$300. One of the charges was completed at a local business, the Kroger Commerce Avenue.

The victim advised her credit card must have

been misused, but she does not know how or when.

This incident is still under investigation.

• West Point Police responded to an incident of Criminal Trespass which was reported on Interstate 85 Southbound.

• West Point Police responded to a motor vehicle accident which was reported on Kia Parkway.

Kenneth D. Teal, LLC
Attorney At Law

- Injury Law
- Criminal Defense

706-845-7971

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PUBLIC NOTICE

Kick Off – Public Hearing
Three Rivers Regional Commission
Regional Plan 5-Year Update

The Three Rivers Regional Commission will be conducting a public hearing on Thursday, September 27, 2018 at 11:15 a.m. in the meeting room of the Turin Town Hall located at 47 Turin Road, Turin, GA. This will serve as the First Public to announce the start of the update process for the Three Rivers Regional Plan, which is due to be completed in 2019. The purpose of this hearing is to brief the communities on the process to be used to develop and update the Regional Plan, announce opportunities for public participation in development of the plan, and obtain input on the proposed planning process.

Persons with special needs relating to disability access or foreign language should contact Three Rivers Regional Commission's office at 678-692-0510. Persons with hearing disabilities may consider using the Georgia Relay Service, at 1-800-255-0135.

All persons are invited to attend the public hearing. If you would like more information, please contact Jeannie Brantley at the Three Rivers Regional Commission, 678-692-0510.

Local Police Assist with Arrest of Violent Wanted Fugitive

Staff Writer

LaGrange Police have assisted in the arrest of a man wanted out of Paulding County for an alleged violent aggravated assault.

Wednesday evening about 5 p.m., officer with the LaGrange Police Department assisted an agent with the United States Marshals Southeast Regional Fugitive Task Force in apprehending a violent wanted fugitive.

Authorities located the wanted suspect, Dariel Shyvon Harris, in the 100 block of Youngs Mill Road

after mobile surveillance was completed in two separate undercover vehicles.

Police say Harris has warrants for his arrest through the Paulding County Sheriff's Office for multiple alleged offenses including Aggravated Assault by Strangulation and Aggravated Assault with a Deadly Weapon.

When Harris was found and taken into custody, a firearm was recovered in the waistband of his shorts. It was later confirmed to be a firearm that was stolen from the victim of the pre-

vious aggravated assault.

Harris, age 29, was arrested and transported to Troup County Sheriff's Office where he was briefly held prior to being released to officials from Paulding County.

The stolen firearm and other evidence from this incident were turned over to the agent handling the felony assault case.

The author of this article can be reached via email at info@troupcountynews.net.

Annual LaGrange Christmas Parade to Celebrate Carmichael and "Miracle on Main Street"

Bobby Carmichael, a long-time community leader who most recently retired as Executive Director of the Downtown LaGrange Development Authority (DLDA), will serve as the Grand Marshal for the 42nd Annual LaGrange Christmas Parade on November 29 in downtown LaGrange.

The theme for this year's parade, "Miracle on Main Street," was inspired by Carmichael's accomplishments in his role at DLDA and the leadership he has provided through decades of community service. "The revitalization of downtown LaGrange is due in part to Bobby's vision and collaborative spirit," said parade coordinator LeTisha Smith. "Working in conjunction with the Callaway Foundation and city officials, Bobby played an integral role in the planning and negotiations that resulted in completion of several projects, most notably, the opening of the Courtyard by Marriott hotel on Lafayette Square."

A native of Columbus and graduate of Auburn University, Carmichael began his career with Synovus in 1980 as Vice President of Sumter Bank & Trust in Americus. In 1990, he was promoted to President of CB&T in Manchester and was named President & CEO of Commercial Bank & Trust in LaGrange in 1991. For more than 20 years, he has been a champion for business growth through his involvement with the Chamber, industrial development authority and downtown development. Serving as Chamber Board Chairman in 1996, Carmichael spearheaded efforts to move the Chamber offices to its current location. In 2011, he became Executive Director of the Downtown LaGrange Development Authority and Development Authority of LaGrange and launched an aggressive plan in partnership with the Callaway Foundation and City of LaGrange to make the community one of the top economic development

destinations in the southeast. In recognition of these efforts, the Chamber awarded him the 2016 Tom Hall Award for Innovation and the grand marshal designation upon his retirement earlier this year. The parade festivities will begin at 5:30 pm on Lafayette Plaza when Carmichael will join Mayor Jim Thornton to light the city's Christmas tree. The parade will follow at 6:00 PM, beginning at Granger Park to downtown LaGrange along Church Street. It will continue down Bull Street to Broome Street and return up Main Street past Lafayette Square on its way back to the starting point.

This annual holiday tradition, presented by the LaGrange-Troup County Chamber of Commerce, features floats, marching bands, and a special guest appearance from Santa Claus to kick off the Christmas season. Entry forms may be found on the Chamber's website (la-grangechamber.com).

HOROSCOPE

ARIES (March 21 - April 20): Aries, today you will have to dial down your emotional reactions. You will need a task-oriented to the work on your plate. Using your innate diplomacy will help you get through with a top-notch result. At some point, you will parry with an inflexible person. This person will be assuaged if you remember some of your in-born negotiating techniques.

TAURUS (April 21 - May 21): Taurus will not be able to put confusing thoughts aside today. Everything is a jumble, from impatience in career success, to questions such as, "Why do I need all this?" Thrown into the mix is a longing for time alone with your beloved. It is important that you give yourself the antidote you need for the problem you choose to focus on. Put aside other things and try to get clarity on what you want now.

GEMINI (May 22 - June 21): Gemini can expect obstacles today in the performance of your official duty. These problems are minuscule, but still cause anxiety. You fear that these problems will put your painstaking recent work in jeopardy. Fear not! You will retain your potential for success. Continue the chosen path, regardless of the noise around you. The main thing is for you remain calm.

CANCER (June 22 - July 23): Cancer, today, you will not show enthusiasm in either personal or official affairs. Your sense of futility will increase by the hour. Try to get yourself into the swing. Everyone experiences setbacks like this. Don't overreact. Show kindness to yourself. Take a break. Your torpor will ease after you have made the most of your leisure activities.

LEO (July 24 - Aug. 23): Leo will assume an important role in the fate of a small group today. Taking into account your high visibility among these people, it is you who will be charged with seeking an answer to a number of very complex issues. Try to behave as responsibly and attentively as possible. This evening is dedicated to rest and restoration. Watch out if someone tries to pull you into an argument. Keep interaction to a minimum, and the best rest for you is in leisure time alone.

VIRGO (Aug. 24 - Sept. 23): Virgo will hold yourself to impossible standards today. Don't set yourself up for failure. Avoid a negative feedback loop. Pull back from these self-recriminations. It is advisable to pull back on your efforts. This day is suitable for theory, but not for practice. Keep this in mind and don't be hard on yourself if things don't turn out as planned.

LIBRA (Sept. 24 - Oct. 23): Libra, today you should not bother looking for compromise in a relationship with someone close to you. You and this person do not work together well, as you both have control issues. Instead, think about how you can develop a solo project. Chances are that this move will be key to your financial prosperity. If you need valuable advice, ask it from people with a wealth of life experience.

SCORPIO (Oct. 24 - Nov. 22): Scorpio should not enter into a back and forth with someone today. This advice is especially relevant for communication with your superiors. There is a risk that your excessive free thinking will be misinterpreted. Positivity awaits you in relationships with your family or friends. People close to you will gladly listen to stories about your problems, calm you down, encourage you and help you with valuable recommendations.

SAGITTARIUS (Nov. 23 - Dec. 21): Sagittarius, today will seem very long and difficult. It will be difficult for you to switch to a productive mode, since you are still in the weekend frame of mind. Fortune smiles on those who do not have to go to work today. In this case, rest up and recharge your battery. Turn off your cell, refrain from long sessions on social networks, or too much screen time.

CAPRICORN (Dec. 22 - Jan. 20): Capricorn will hear many accolades about your undeniable merits today. You will be flattered that others appreciate your appearance, professionalism, tact, financial instinct or other distinct qualities. Enjoy receiving the compliments, but stay humble. This evening, think about romance. If you have a partner, arrange a date for two. If you are single, try internet dating.

AQUARIUS (Jan. 21 - Feb. 19): Aquarius will spend this day with the uncomfortable feeling that you don't fit in. Don't dwell on this sensation. Today you shine in the areas of analysis and calculations. If you want to, work on your budget to set aside money for an expensive purchase (not now, but in the future).

PISCES (Feb. 20 - Mar. 20): Pisces will spend this day productively, but at the same time you may wrestle with an unreasonably heavy workload. Refrain from going at everything too hard. Pace yourself or you'll run out of gas by the afternoon. This will not happen if you conserve your energy. Take frequent breaks. Keep your priorities in order.

THREE RIVERS COMMISSION

Listening session scheduled

BY KAREN GUNNELS
STAFF WRITER
KAREN@GRIFFINDAILYNEWS.COM

Since the Three Rivers Regional Commission is in the process of developing its updated regional plan for 2019-2023, a public listening session to give residents a chance to offer input will be held at the Spalding County Senior Center from 6 to 8 p.m. Wednesday.

Griffin Mayor Doug Holberg, who also serves as a TRRC council member for Spalding County, said the meeting in Spalding County is the first of six listening sessions to be held across the state through October.

"The Three Rivers Commission is in the process of rebranding itself, and we would like your input," Holberg said at Tuesday's Griffin Board of Commissioners meeting. "Our goal is to have 100 or more people attend."

In its announcement of the listening sessions, the TRRC is asking for citizen input on issues such as housing, transportation and economic development.

Each listening session will also involve an analysis to help assess the region's "strengths, weaknesses, opportunities and threats."

"The Three Rivers Regional Commission invites local residents, elected officials, business stakeholders, community representatives and other key leaders to public listening sessions," according to TRRC information. "Your input is valuable to the development of our new five-year regional plan update."

THE GRIFFIN DAILY NEWS 12/13/2018

County on ethics

BY RAY LIGHTNER
STAFF WRITER
RAY@GRIFFINDAILYNEWS.COM

The Spalding County Board of Commissioners will be discussing possible changes to the current ethics ordinance at workshop Monday at 3 p.m.

There are no public comments scheduled for the workshop, County



GREAT GRIFFIN CLEANUP

Above: More than 100 city employees took part in the Great Griffin Cleanup, which continues all weekend. City employees gathered for lunch of grilled hot dogs and hamburgers Friday afternoon before heading out to remove unsightly litter and debris from seven zones around the city. City of Griffin Human Resources Director Miles Davis gives participating employees some directions before they left for their assigned areas.

Right: City employee Taylor Banton picked up litter and debris around the area of Second Street in Griffin.

PHOTOS BY KAREN GUNNELS/DAILY NEWS

Invitation To Three Rivers RC Public Listening Sessions

[View Report](#)

[Campaign Preview](#) [HTML Source](#) [Plain-Text Email](#) [Details](#)



**YOU'RE INVITED TO OUR
REGIONAL PLAN PUBLIC
LISTENING SESSIONS**



Dear Planning Partner,

The Planning Department of the Three Rivers Regional Commission (TRRC) is in the process of updating its Regional Plan for the period 2019-2023. The purpose of the Regional Plan will be to foster a regional identity, identify a

shared vision and create a path for the growth, sustainability, and prosperity of the ten-county service area. TRRC provides assistance to local governments in areas to include Planning, Aging, Transportation, and Workforce Development.

An Executive Team consisting of one (1) representative from each county, one (1) Stakeholder from each county, and two (2) DCA staff will help to guide the development of the updated Regional Plan. In order to be successful in this endeavor, we solicit your participation.

In accordance with O.C.G.A 50-8-1, to remain eligible for state funding programs, TRRC must prepare, adopt, maintain, and implement a regional plan that meets the established planning requirements as provided by the Georgia Department of Community Affairs (DCA).

During the month of October 2018, TRRC will be hosting a series of six (6) Public Listening Sessions in communities around the region to gather local input into the development of the updated Regional Plan. We encourage you to attend a least one of these sessions, and we ask that you help spread the word by inviting your colleagues, business and economic development leaders, community leaders, and other local and state officials.

Here are a few things you need to know to provide us with your input and to stay engaged in the Regional Plan update process:

- **Flyer** - A flyer detailing the upcoming events is below or it can be found at the following link: https://www.threeniversrc.com/planning-regional_5_3464882052.pdf
- **Registration** - To register to attend a listening session, click the link below or click the following link: <http://bit.ly/trrc2018>
- **Survey** - We have also developed a 10-question survey that will only take a few minutes to complete. Please complete a survey and help us to distribute it to others for their input. A link to the survey is as follows: <http://bit.ly/trrcsurvey>
- **Website** - Updated information on the Regional Plan's progress is available on our website by visiting the following: <https://www.threeniversrc.com/planning-regional.php>
- **Social Media** - Follow TRRC on Facebook at: www.facebook.com/threeniversrc
- **Feel free to share this information!!**

If you have any questions or need additional information, please feel free to contact Cymone Haiju at 678-692-0510 or Kim Dutton at 770-254-4508.

[REGISTER HERE!](#)

SPREAD THE WORD!!

Please share this with your colleagues and other business associates!!



PUBLIC LISTENING SESSIONS



COME HELP SHAPE THE FUTURE OF OUR REGION

The Three Rivers Regional Commission invites local residents, elected officials, business stakeholders, community representatives and other key leaders to our Public Listening Sessions. We are soliciting your views on issues such as housing, transportation, and economic development. Your input is valuable to the development of our new Five-Year Regional Plan Update.

Register Here: <https://bit.ly/trrcrp2018>

For more information, call: 678-692-0510

Schedule for the Three Rivers RC Public Listening Sessions

— SPALDING COUNTY —

Wednesday, October 17, 2018
6:00 pm -- 8:00 pm
Spalding County Senior Center
885 Memorial Drive - Griffin, GA

— CARROLL COUNTY —

Thursday, October 18, 2018
10:00 am -- 12:00 pm
The Burson Center
500 Old Bremen Rd - Carrollton, GA

— LAMAR COUNTY —

Tuesday, October 23, 2018
10:00 am — 12:00 pm
Barnesville Civic Center
685 Forsyth St. - Barnesville, GA

— TROUP COUNTY —

Tuesday, October 23, 2018
6:00 pm — 8:00 pm
Michael Daniel Recreation Center
1220 Lafayette Pkwy - LaGrange, GA

— COWETA COUNTY —

Wednesday, October 24, 2018
10:00 am — 12:00 pm
Fairgrounds Conference Center
275 Pine Rd. - Newnan, GA

— UPSON COUNTY —

Wednesday, October 24, 2018
6:00 pm — 8:00 pm
Thomaston-Upson Civic Center
101 Civic Center Dr. - Thomaston, GA

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement

Posts

 **Three Rivers Regional Commission** 
October 15, 2018 at 8:12 AM · 🌐 · 🌐

Lee Boone – Chairman, Heard County BOC
TRRC Porch-side Chat for the Regional Plan Update Project



 1 2 Shares 102 Views

 Like  Comment  Share

Link: <https://www.facebook.com/threeriversrc/videos/1786898061437275/>

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement

 **Three Rivers Regional Commission**
October 15, 2018 at 8:30 AM · 🌐 · 🌐

Bennie Horton - Commissioner, Lamar County BOC
TRRC Porch-side Chat for the Regional Plan Update Project



1 Share 69 Views

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Link:

<https://www.facebook.com/threeriversrc/videos/vb.118350292147709/338046516972888/?type=2&theater>

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement

 **Three Rivers Regional Commission**
October 15, 2018 · 🌐

Jennifer Rogers, Thomaston-Upson Community Heart & Soul
TRRC Porch-side Chat for the Regional Plan Update Project



51 Views

 Like  Comment  Share

Link:

<https://www.facebook.com/threeriversrc/videos/vb.118350292147709/349007392342118/?type=2&theater>

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement

 **Three Rivers Regional Commission**
October 11, 2018 at 1:53 PM · 🌐 · 🌐

Curtis Brown, Jr. - GM of Build the Crowd, LLC
TRRC Porch-Side Chats for the Regional Plan Update Project



👍 1 2 Shares 90 Views

👍 Like 💬 Comment ➦ Share

Link:

<https://www.facebook.com/threeriversrc/videos/vb.118350292147709/252766385435263/?type=2&theater>

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement

 **Three Rivers Regional Commission**
October 9, 2018 · 🌐

Kay Pippin, Mayor, City of Jackson
TRRC Porch-side Chat for the Regional Plan



👍 2 111 Views

👍 Like 💬 Comment ➦ Share

Link:

<https://www.facebook.com/threeriversrc/videos/vb.118350292147709/1455497064583353/?type=2&theater>

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement

 **Three Rivers Regional Commission**
October 9, 2018 · 🌐

Please take a moment to fill out our short survey! <http://bit.ly/trrcsurvey>



SURVEYMONKEY.COM
TRRC Regional Plan's Community Input Survey
Web survey powered by SurveyMonkey.com.
Create your own online survey now with SurveyMonkey's expert certified FREE templates.

2 Shares

 Like  Comment  Share

The Three Rivers Regional Commission's Facebook Campaign for Public Engagement



Three Rivers Regional Commission

September 25, 2018 · 🌐

Come help shape the future of our region! Free tickets here:
<https://bit.ly/trrcrp2018>



PUBLIC LISTENING SESSIONS



COME HELP SHAPE THE FUTURE OF OUR REGION

The Three Rivers Regional Commission invites local residents, elected officials, business stakeholders, community representatives and other key leaders to our Public Listening Sessions. We are soliciting your views on issues such as housing, transportation, and economic development. Your input is valuable to the development of our new Five-Year Regional Plan Update.

Register Here: <https://bit.ly/trrcrp2018>

For more information, call: 678-692-0510

Schedule for the Three Rivers RC Public Listening Sessions

— SPALDING COUNTY —

Wednesday, October 17, 2018
5:00 pm – 8:00 pm
Spalding County Senior Center
885 Memorial Drive - Griffin, GA

— CARROLL COUNTY —

Thursday, October 18, 2018
10:00 am – 12:00 pm
The Burson Center
500 Old Bremen Rd - Carrollton, GA

— LAMAR COUNTY —

Tuesday, October 23, 2018
10:00 am – 12:00 pm
Barnesville Civic Center
685 Forsyth St. - Barnesville, GA

— TROUP COUNTY —

Tuesday, October 23, 2018
6:00 pm – 8:00 pm
Michael Daniel Recreation Center
1220 Lafayette Hwy - LaGrange, GA

— COWETA COUNTY —

Wednesday, October 24, 2018
10:00 am – 12:00 pm
Fairgrounds Conference Center
275 Pine Rd. - Newnan, GA

— UPSON COUNTY —

Wednesday, October 24, 2018
6:00 pm – 8:00 pm
Thomaston-Upsan Civic Center
101 Civic Center Dr. - Thomaston, GA

1 Share



Like



Comment



Share

SWOT DISCUSSION AGENDA

Prep:

- Registration-have permanent markers and name tags. You can't use flip chart markers for this as they smear.
- Room set up-Be sure that room is set up for small group discussions with multiple round/rectangular tables and maybe 5-8 chairs each. Try to avoid anyone sitting with their back to the front.
- Have Ground Rules written on a flipchart sheet.
- Supplies:



Upon Arrival:

- Participants will sign in and make their own name tag using permanent marker
- IDEA: To mix up cliques, you can have the name tags prenumbered to correspond with a table. So you would have seven tables each with a numbered tent card. Then prenumber each name tag 1, 2, 3, 4, 5, 6, 7...and repeat. People will typically walk in together and this can mix it up easily.

FACILITATORS' AGENDA

Welcome & Purpose (15 min)

- Introduce Three Rivers Regional Commission and facilitator
- Do 2-3 Ice-Breaker questions
- Manage Expectations: (1) Be Present (verbally adding engaged, limit use of phone, etc.) (2) Be Open (agree to disagree, contribute, let others contribute, etc.) (3) Be _____ (then I let them add one or two more). This allows me to add if I see any issues.
- Housekeeping-tell where restrooms are, location logistics, etc.
- Purpose of the meeting: *The purpose of today's meeting is to gather your insights into our region's strengths, weaknesses, opportunities, and threats. We also want to hear your ideas on what is our regional identity. We are updating our regional plan this year and want to design an action plan and a story that explains to businesses and tourists what our region has to offer them and why they should come here. Your input today will be shared with our region's governmental leaders and used to inform our strategy moving forward.*

SWOT Discussion (15 min)

- Have a flip chart with a SWOT Grid on it similar to this:



- Reference the grid as you explain that:
 - *SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.*
 - *The first two (Strengths & Weaknesses) are internally focused-For today, that means these are the strengths and weakness of the communities within this region. These are things that local leaders have the ability to impact. For example, local ordinances can be created to protect or develop an asset. RC STAFF INSERT LOCAL EXAMPLE.*
 - *The second two (Opportunities & Threats) are externally focused. This means these are opportunities and threats that we do NOT have local control for example federal regulations or the climate. RC STAFF INSERT LOCAL EXAMPLE.*
 - *Point out that the left side of the grid are items that are helpful and the right side are items that can be hurtful.*

Table Talk (30 min):

Instructions:

1. *Individually complete the SWOT Shield and prepare to share the contents of your shield at your table. Reference the examples from the four pre-made flip charts that have RC staff items already listed. NOTE: Premade flip charts will have color coordinated headers for dot voting later. STRENGTHS WEAKNESSES OPPORTUNITIES and THREATS*
2. *After each person at your table has shared their contents, come to consensus on at least one but no more than 2 items for each of the SWOT categories. Consensus is a general agreement that you can all live with.*
3. *Once your table has come to consensus, record your top 1-2 for each SWOT categories on the flip chart your table was given.*
4. *Pick a spokesperson to share your table's flip chart contents with the large group. Does anyone have questions?*
5. *Walk around and listen to discussions and be available for questions.*
6. *After about 7 minutes say Be sure everyone has time to share.*
7. *At the halfway mark say You should start to record your items now.*
8. *NOTE it will likely take about 3-5 minutes for each spokesperson share, calculate how much time to end with.*

Regional Identity Exercise (30 minutes or less):

Instructions:

1. *Post 1 flip chart on the wall with the header "Our Three Rivers Regional Identity".*
2. *Now we use this SWOT analysis and work together to capture the essence of the Three Rivers regional identity.*
3. *For our last exercise today, we will answer the question: What assets make Three Rivers a great place to live, to visit, and to invest in? Let's focus on this big list of all the assets in this region. It's important as we start to figure out what our regional identity is to ask what makes us unique and what our assets that we look at this list. NOTE Pass out blank sheets of white plain paper, 1 per person. As I read it, make notes if anything else that comes to you.*
4. *Give each table one large post-it note to record on.*
5. *Now considering our Strengths and Opportunities, work at your table to develop 1-3 sentences that "tells the story of the region". You can think of it like a tagline, commercial, or slogan. Be collaborative and creative. You have about 15 minutes and be sure to encourage everyone at your table to contribute. Pick a spokesperson who will prepare to share.*
6. *Individually invite each spokesperson to share out and instruct them to Post your sticky on the flip chart at the front of the room.*
7. *When all have shared and stickies are on the flip chart, compliment them on being creative and collaborative. Highlight similarities and/or the diversity of their work.*

Stations Exercise (30 min):

Instructions:

1. Collect all SWOT analysis and regional identity papers.
2. Now, for our last exercise we will ask you to visit each of our stations in the room and leave a comment. We have 4 stations for you to visit: our Work Program items for the region and 3 maps that describe our region's development patterns.
3. Your comments are anonymous and each station's volunteer is there to answer any of your questions. Individually invite each spokesperson to the front to share their flip chart contents.
4. After you have commented at each station, the event is concluded! Remember to take our survey online. We will share the SWOT results with you via email in mid-November.
5. Thank you to the Three Rivers Regional Commission for creating this event; and a special thanks to the _____ [venue] for hosting us today. Thank you all for coming!

TRRC PUBLIC LISTENING SESSION - SPALDING COUNTY

Wednesday, October 17, 2018 - 6:00 pm to 8:00 pm

Spalding county Senior Center - 885 Memorial Drive, Griffin, GA

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NAME	AGENCY/COMMUNITY	EMAIL	TELEPHONE
Tom Cook	City of Jackson	den.cook@cityofjacksonga.com	
MAX GALLMAN	GRIFIN SPALDING CHAMBER	ameliapl12@aol	
Kay Pippin	Jackson	=	
Bonnie Morset	Spalding City Steering Committee	bonnie@bonnomoret.com	
Doug Hubbard	Griffin		
Dick Morean	Griffin		7-412-3246
Jimmy Sims			
Kim Dutton	TRRC		
Paul Jarrell	TRRC		
Cymone Hainju	TRRC		
Jeanne Bentley	TRRC		
Studdy Rice	Chamber-Griffin		

TRRC PUBLIC LISTENING SESSION - SPALDING COUNTY

Wednesday, October 17, 2018 - 6:00 pm to 8:00 pm

Spalding county Senior Center - 885 Memorial Drive, Griffin, GA

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NAME	AGENCY/COMMUNITY	EMAIL	TELEPHONE
MARKUS SEITZMAN	City of Griffin	msc@cityofgriffin.com	770-229-6409
Mike Vots	City of Griffin	mvots@cityofgriffin.com	770-229-6402
CLAY DAVIS	Sun City	claydavis410@gmail.com	678-603-1730
Miles Newville	City of Griffin	mnewville@cityofgriffin.com	770-233-2923
Tommy Jones	City of Griffin	TJones@cityofgriffin.com	678-618-2025
Patricia Key	City of Griffin	pkc@cityofgriffin.com	770-990-6476
Doug Hollbers	City of Griffin	doug.hollbers@griffin.ga.gov	770-463-3264
Brian D. Keaton	"	Bkeaton@cityofgriffin.com	678-602-0391
MENNY SMITH	"	ksmith@cityofgriffin.com	770-229-6408
Phil Francis	C.O.G	philfrancis@cityofgriffin.com	770-229-6421
Barbara Jo Miller	American Crescent	barbarajo.ced@scsach.edu	770-467-6038
Pritton Miller	Senator Jackson	priton-miller@senator.jackson.ga.gov	770-661-0999

BARNESVILLE Public Listening Session October 23, 2018 10am-12pm

Name	Organization	Email Address	Phone Number
Kim Dutton	TRRC		
Paul Jarrell	TRRC		
Cymon Hairie	TRRC		
Seannie Batten	TRRC		



TRRC PUBLIC LISTENING SESSION - CARROLL COUNTY

Thursday, October 18, 2018 - 6:00 am to 12:00 pm
The Burson Center - 500 Old Breeman Rd, Carrollton, GA

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NAME	AGENCY/COMMUNITY	EMAIL	TELEPHONE
Nadaw Sorokser	Times - Georgian	nsorokser@times-georgian.com	707-364-0737
Janet Hyde	Carroll County	jhyde@carrollcountyga.com	77830-5861
Donna Sackey	Carroll Tomorrow		
Kim Dutton	TRRC		
Cymone Hajje	TRRC		
Paul Jarrell II	TRRC		
Pat Kneuf	Candidate State Legis		
J.R. Charles	Carroll Tomorrow	JRC@carroll-ga.org	

TRRC PUBLIC LISTENING SESSION - CARROLL COUNTY

Thursday, October 18, 2018 - 6:00 am to 12:00 pm
 The Burson Center - 500 Old Breeman Rd, Carrollton, GA

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NAME	AGENCY/COMMUNITY	EMAIL	TELEPHONE
Amy Goolsby	Carroll Co. EMA	agoolsby@carrollsheriff.com	770 830 5882
Jannie Brantley	TRRC	jbrantley@brantleytrrc.com	

TRRC PUBLIC LISTENING SESSION - CARROLL COUNTY

Thursday, October 18, 2018 - 6:00 am to 12:00 pm
 The Burson Center - 500 Old Breeman Rd, Carrollton, GA

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NAME	AGENCY/COMMUNITY	EMAIL	TELEPHONE
KATASHA DUCKLEY	CVR4/kefrangeunit	katasha.duckley@cvr.ga.gov	706-298-7282
Mark Andrews	SCTC	m-r-k-andrews@stateledu	678-603-9388
MICHAEL O'NEAL	Times-Georgian	mohenn@times-georgian.com	470-779-3253
JAN GIBBS	City of Buford	jgibbs@buford.ga.net	770-258-7399
Tom Sammon	Georgia Tech	sammon@gatech.edu	770-301-2100

LAGRANGE Public Listening Session October 23, 2018 6:00pm-8:00pm

Name	Organization	Email Address	Phone Number
Tracie Hadaway	BOC	theadaway@troupeco.org	706-883-1680
Amelia Citron	Greater Achiever	ameliacitron@yahoo.com	706-402-2585
Deldria Turner	WATC	deldria.turner@westat.com	706-485-5829
Deldria	DEAR Inc	delt.dearinc@gmail.com	256-780-1277
Lauren	Circles of Troop	laurenventer@gmail.com	
Katie	Circles of Troop	kfhojane@gmail.com	570-494-7998
Miké Meredith	Autison	mmerideck@youth.com	706-527-2272
Danielle Bailey	Lagrange Housing	sheenbailey4@yahoo.com	678-777-8417
Pepton Givandj	Circles of Troop Co.	peptonhahara@gmail.com	706-523-7405
Tammie Drake	Showcase Group	f-drake70@yahoo.com	706-416-9031
Carolyn Hamid	CAFI	hcara@nlp@yah.com	706-882-9572
Mike Bowen	The Artisan CDC	Mike@FullAmerican.org	706-302-7205
Diane Frazier	Circles of Troop	difrazier@charter.net	706-333-2030
Debra Black	LaGrange Housing	dblacke.phalagrange.net	706-882-6414
Rana Bayha	LaGrange Housing	Rana@phalagrange.net	706-882-6414
Harriett Flagg	LaGrange Housing	H.Flagg@phalagrange.net	706-882-6414
Inetha Hatten	DEAR	I.Hatten@aol.com	

TRRC PUBLIC LISTENING SESSION - ~~SPALDING COUNTY~~ **Thomasston**

Wednesday, October 17, 2018 - 6:00 pm to 8:00 pm
 Spalding county Senior Center - 885 Memorial Drive, Griffin, GA

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NAME	AGENCY/COMMUNITY	EMAIL	TELEPHONE
Kim Dutton	TRRC		
Paul Jarrell	TRRC		
Cynthia Hairu	TRRC		
Norman Allen	Upson	nallen@upsoncountyga.org	706 601 0614
Donald M. Earnshaw	City Center	d.earnshaw@cityofthomasston.com	706 988 2344
Doug Currier #	Upson County	dcurrier@upsoncountyga.org	706/647-1297
Dashy Head	city of Thomasston	deng.head@southcassettebooks.com	706-656-1371
Jennifer Rogers	Upson County	jrogers@upsoncountyga.org	706-975-1481
Heather Backmon	Main Street	hbackmon@cityofthomasston.com	706-601-4520
Ken Pullins		KenPullin75@gmail.com	706-304-9300
Chris Bedford		ChrisBedford@gmail.com	470-745-0060



**REGIONAL PLAN
EXECUTIVE TEAM MEETING**

Thursday, November 29,

2018 11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll,
Catoosa, Cherokee, Coweta, DeKalb, Elberton, Franklin,
Gwinnett, Hall, Haralson, Heard, Henry, Jasper,
Meriwether, Pike, Spalding, Troup and Upson

AGENDA

**Planning and Projects Committee and
the Regional Plan Executive Team
Thursday, November 29, 2018
Turin Town Hall
11:00 a.m.**

Welcome

Call to Order

Invocation and Pledge of Allegiance

Approval of September 27, 2018 Minutes (action item)

Approval of Agenda (action item)

Regional Commission Mission and Vision Statement (action item) – presented by Kirk Fjelstul

Executive Team Meeting (Planning & Projects Committee and Stakeholders)

TRRC Regional Plan Update:

- 1. Summary Presentation on Survey and Public Listening Sessions – Cymone Haiju**
- 2. Regional Needs and Opportunities Discussion – Kim Dutton**
- 3. Regional Needs and Opportunities Prioritization Exercise – Paul Jarrell**
- 4. Discussion of Next TRRC Regional Plan Executive Team Meeting – Paul Jarrell**

Other Business

Date and Location of Next Meeting – January 24, 2019

Adjournment

The TRRC staff is committed to providing equal access to all of its programs, services and activities regardless of race, color, national origin, religion, sex, familial status, disability or age. Any individual who needs an accommodation because of a disability should contact **Jan Perez at (678) 692-0510** or jperez@threeriversrc.com as far in advance of the meeting as possible.

Three Rivers Regional Commission Regional Plan Data Analysis

Three Rivers
REGIONAL COMMISSION

Carroll
Heard
Troup
Coweta
Meriwether
Upson
Spalding
Pike
Lamar
Butts

▶ Aging
▶ Workforce
▶ Transportation
▶ Planning

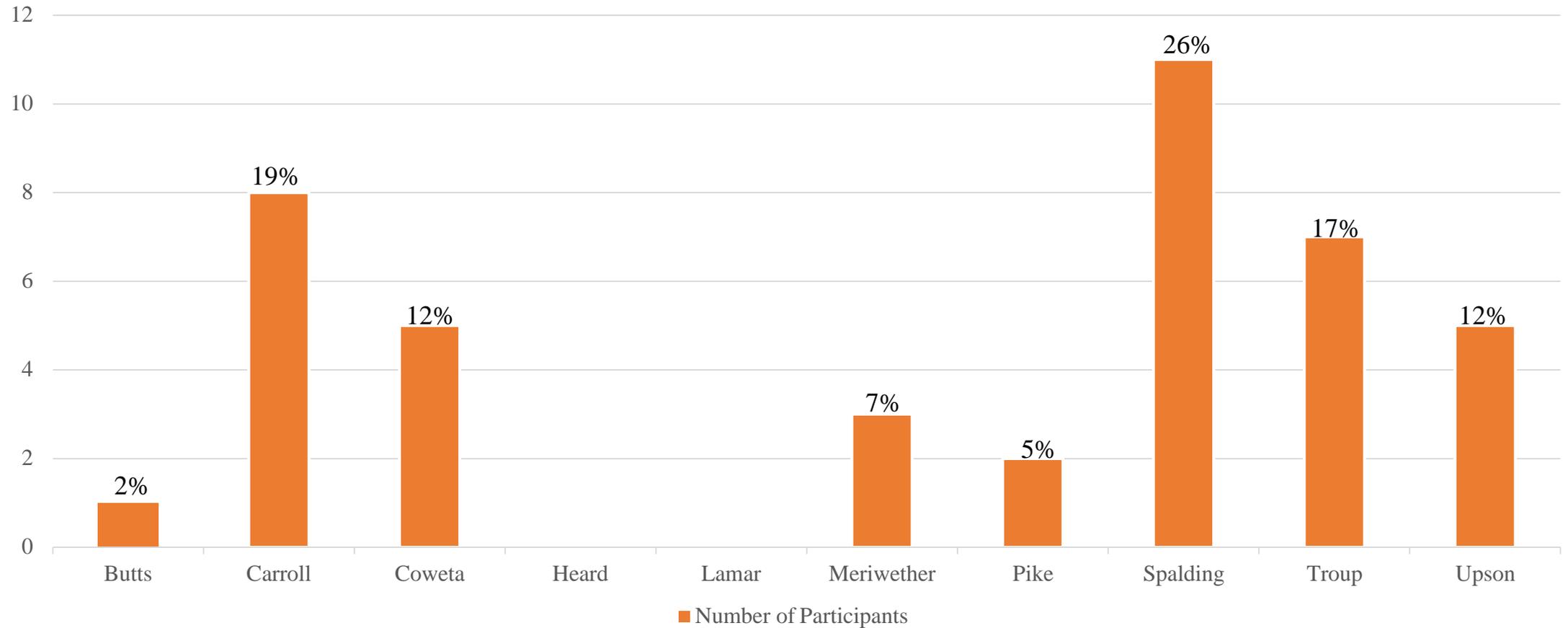
The graphic features a blue background with a white wavy line above the 'Three Rivers REGIONAL COMMISSION' logo. Below the logo is a map of the region's counties, outlined in white and filled with orange. To the right of the map is a vertical stack of four colored panels, each with a white arrow pointing right and a corresponding photograph: an orange panel for 'Aging' with a photo of an elderly couple; a green panel for 'Workforce' with a photo of two people in a truck; a grey panel for 'Transportation' with a photo of a red semi-truck; and a brown panel for 'Planning' with a photo of rolled-up blueprints.

November 29, 2018

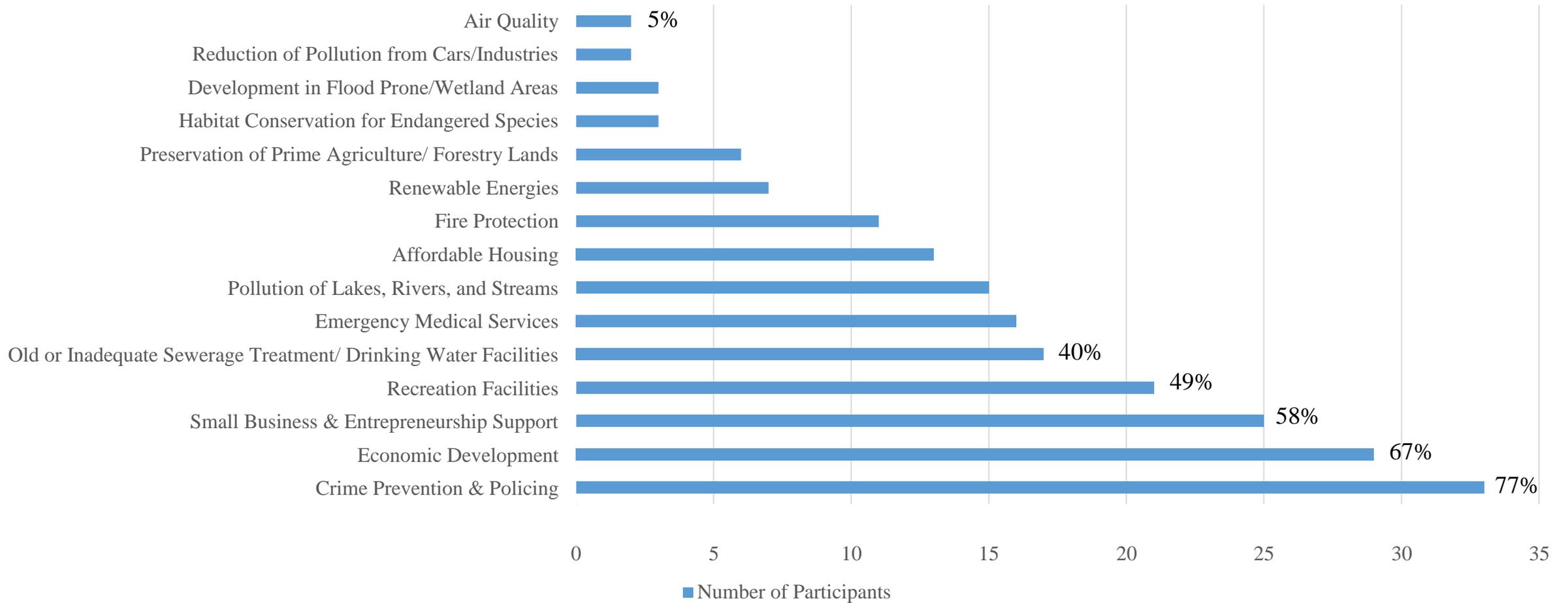
The Survey

- Conducted online for 45 days from October 1st- November 15th
- 43 Participants
- Performed a quantitative analysis of their responses

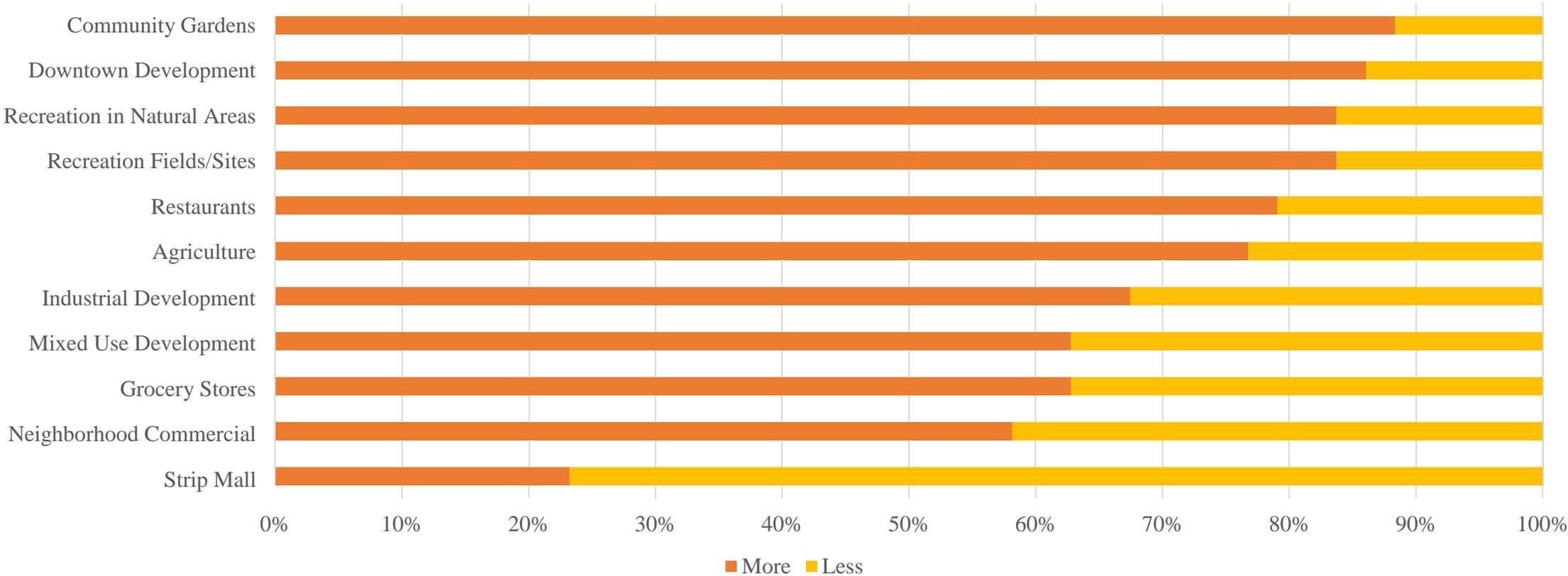
Where do you live?



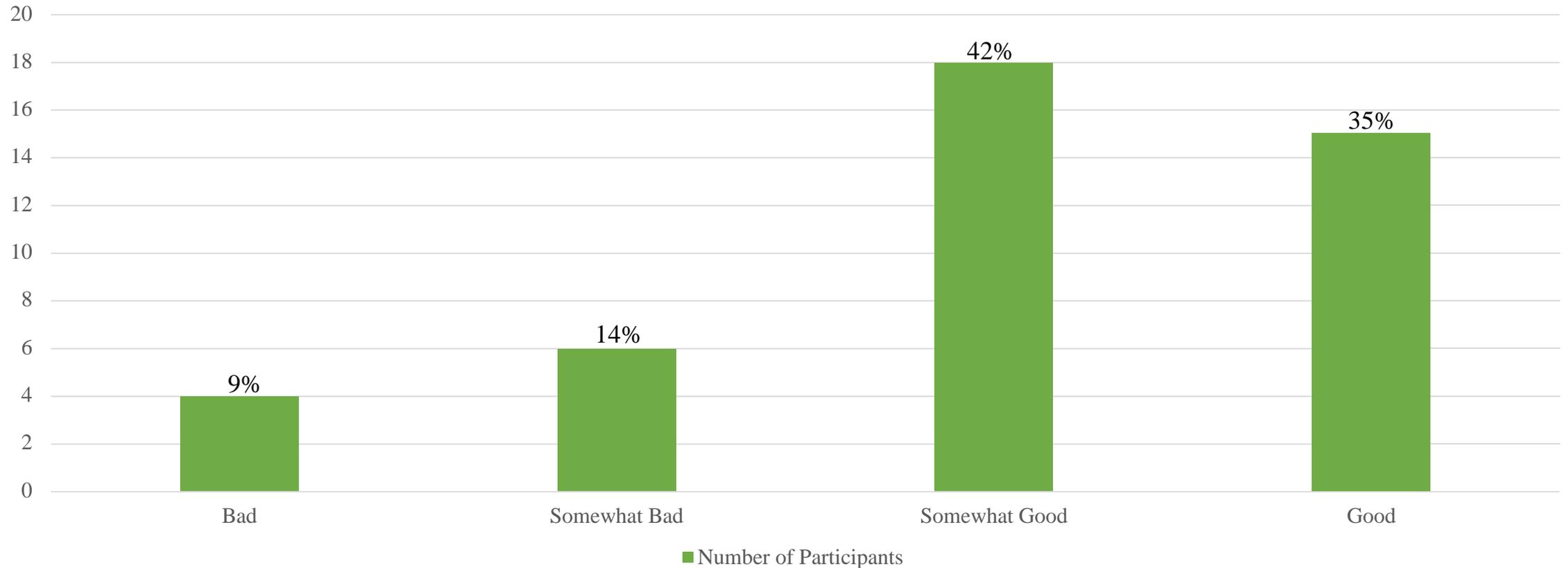
What are the top 5 issues that should be a top priority for local government?



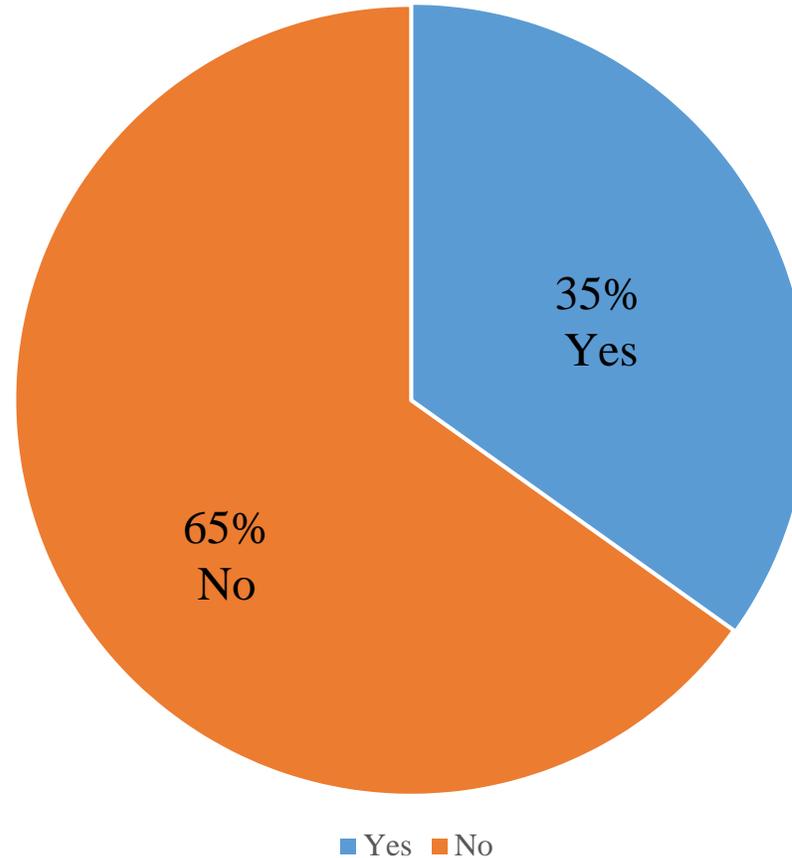
Does the Three Rivers Region need more or less of these land uses?



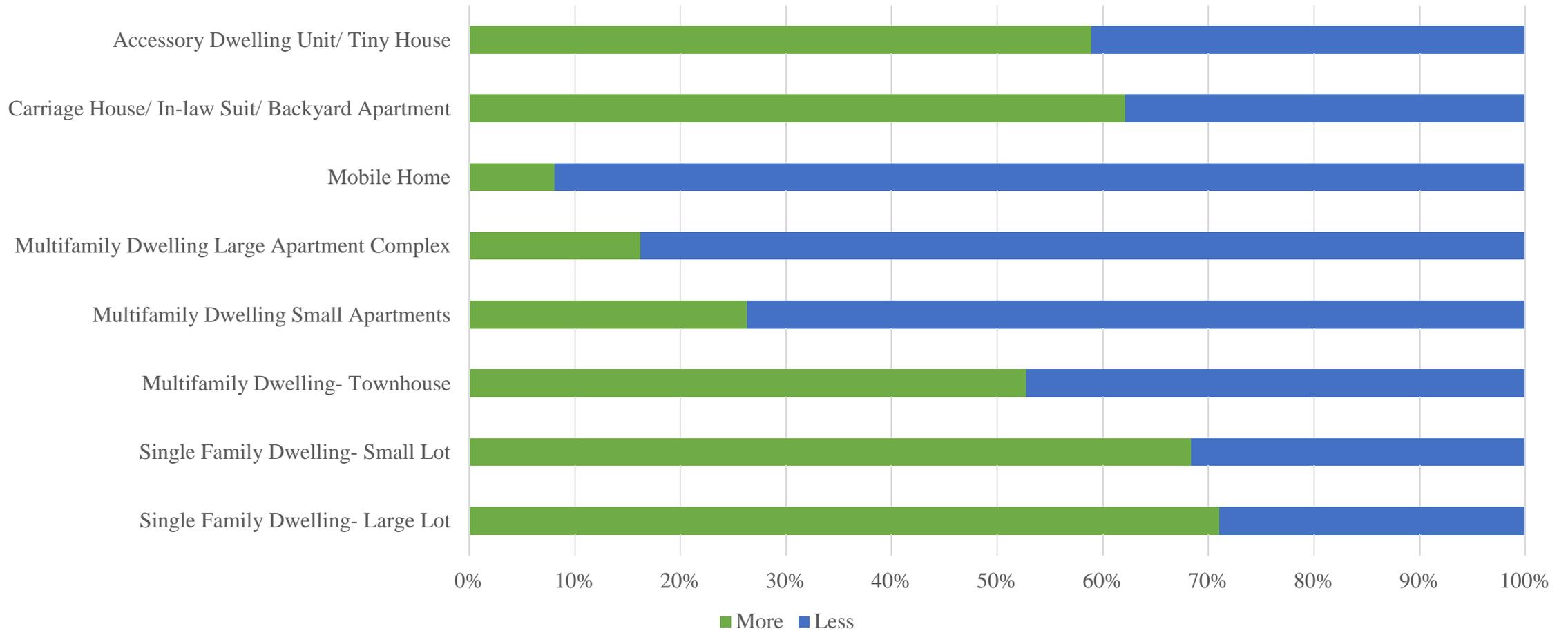
How would you rate the roads in the Three Rivers Region?



Are bicycle and/or pedestrian facilities (sidewalks & trails) safe and easy to access?



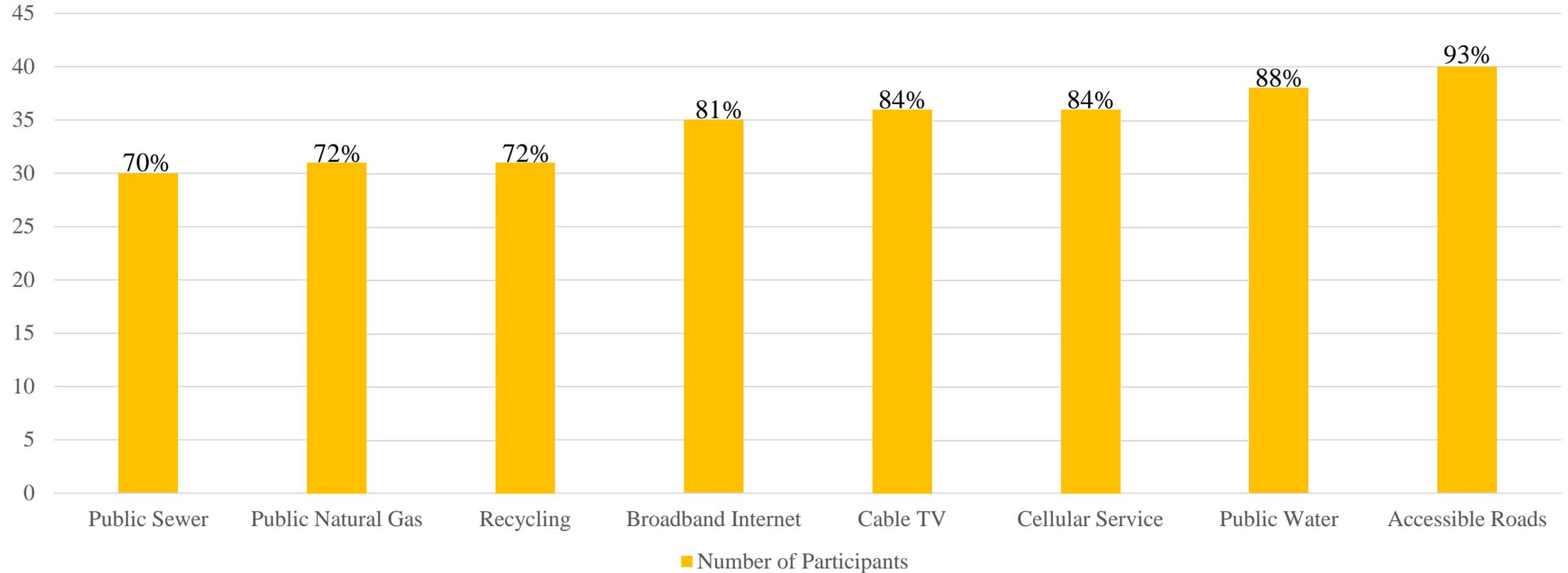
What types of housing would you like to see more or less of?



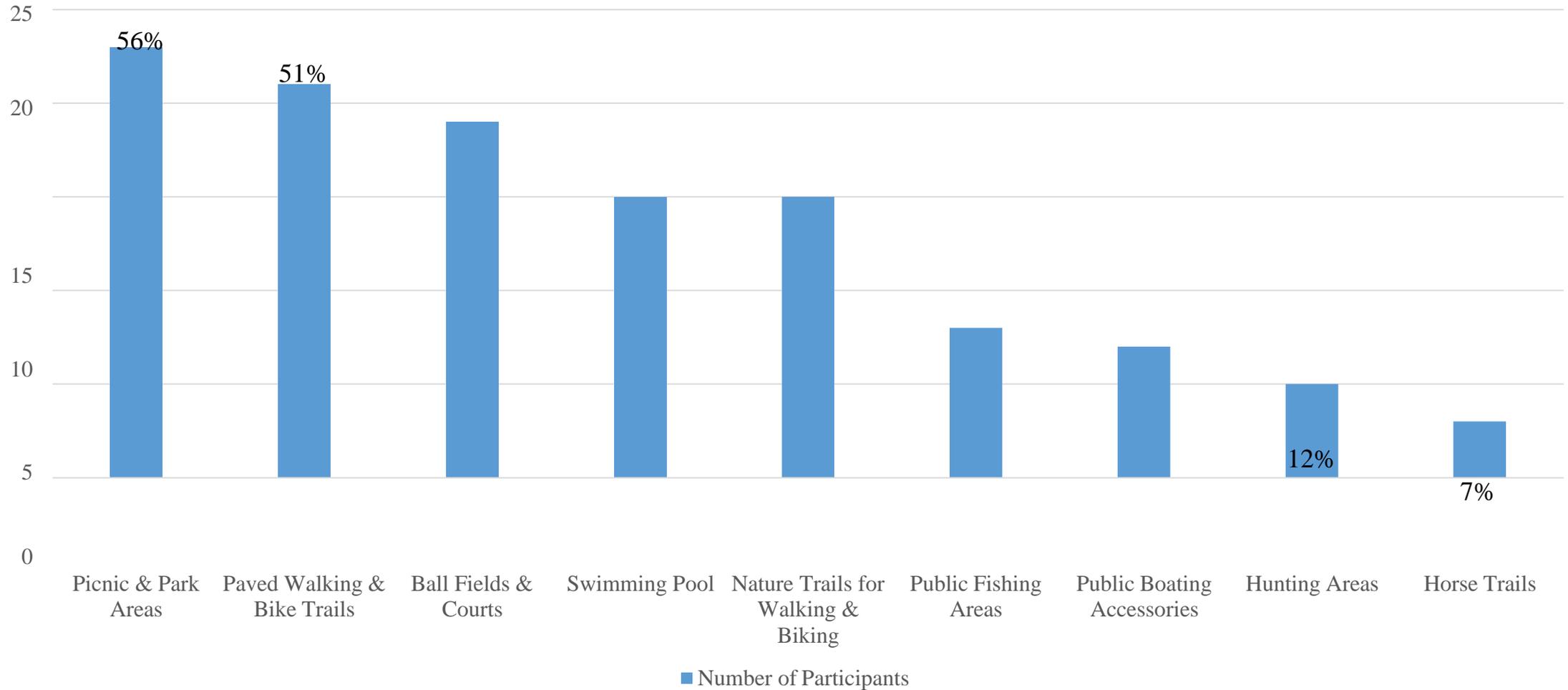
Answered: 43 Skipped: 0

Answered: 43 Skipped: 0

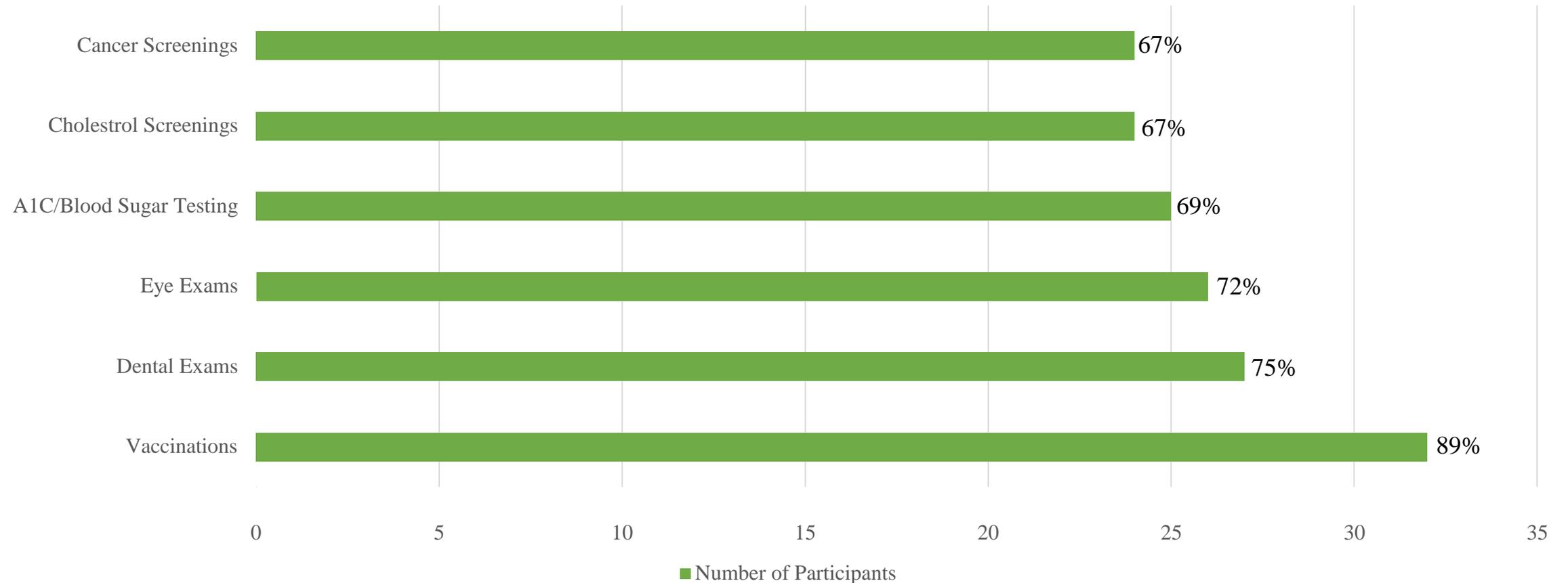
Do you have access to necessary community infrastructure? (Check all that apply.)



Does your community offer facilities for the types of recreation you wish to pursue (top 2)?



Do you have preventative health services in your community? (Check all that apply.)



The Public Listening Sessions

- 6 events in October 2018 across the region: **Newnan** **Carrollton**
Barnesville **Griffin** **LaGrange** and **Thomaston**
- Approximately 100 attendees
- We did a creative Regional Identity exercise and a SWOT analysis

The Regional Identity Exercise

Participants were given two questions:

- *What assets make Three Rivers a great place to live, to visit, and to invest in?*
- *Or, if you prefer, you can answer the question: What are the challenges that, if worked on, could make our Region a better place to live, to visit, and to invest in?*

Participants answered in the form of:

1. #Hashtags of 2-3 words for creating and trending social media content
2. Taglines/slogans of 3-5 words
3. Stories of 1-3 sentences

Regional Identity

Theme 1:

Variety of Amenities

Our region offers a complete lifestyle with a large variety of amenities to enjoy at all stages of life.

- Visit Three Rivers for the abundant natural resources and recreational opportunities then move here for the affordable housing, historical beauty and sense of community.
- “Live where you live!”
- Find it in Three Rivers Region – Live, Learn, Work, Play, Retire



Regional Identity

Theme 2:

Where Rural Meets Urban

Because of our proximity to Atlanta, strong local cities, and large rural areas, our region is a unique blend of the best features of these development types.

- “Rural meets urban”
- “Three Rivers Regional Commission offers rural communities and suburban amenities. The region offers a diverse workforce, tourist attractions, regional transit, and a variety of living options with close proximity to Atlanta”
- “Small town living with big city appeal”



Newnan Carrollton Barnesville Griffin LaGrange Thomaston

Regional Identity

Theme 3:

Challenges and New Horizons

Our region is ripe with economic development potential and on the cusp of turning around challenges for a bright future.

- **#fightblight**
- “Three Rivers is a region busting with opportunity for growth. Individuals can live and have access to some of the best employers in the medical and manufacturing industry. Companies can come to the region to expand/grow efforts with access to a skilled workforce”
- “Three Rivers of Untapped Potential”



Regional Identity

Theme 4:

Charm and Coziness

Our region offers a complete lifestyle with a large variety of amenities to enjoy at all stages of life.

- “Three Rivers: poised to be a haven for the enjoyment of natural resources, a value-driven cluster of rural communities with economic growth assets, with an opportunity to harness the proud historical heritage and pastoral charm of country living”



Newnan Carrollton Barnesville Griffin LaGrange Thomaston

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, November 29, 2018 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Jennifer Rogers	116 W. Main St.	706-975-1481	jrogers@upsoncountyga.org
Norman Allan	Upson	706 601 0614	Ballin@upsoncountyga.org
LEE BOONE	HEARD	on file	
Janet Hyde	Carroll	770-830-5861	jhyde@carrollcountyga.com

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
Thursday, November 29, 2018 @ 11:00 a.m.
Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
GREG WRIGHT	807 COLLINGSWOOD RD PALM BEACH, GA 30268	678 423 6807	gwright@equality.org
Amanda McRay			
Kay Pippin	City of Jackson		
Cristis Brown	Lafayette		

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, November 29, 2018 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Reynolds			gr.funds@aol.com
Dick Morand	Celtin		jue612@bellcastr.net
Frankie Willis	Indian Spring		frankie@trucksinc.net
David Rast	Wauke County		drast@wauke.ga.us



**REGIONAL PLAN
EXECUTIVE TEAM MEETING**

Thursday, January 24, 2019

11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276

AGENDA

**Planning and Projects Committee and
the Regional Plan Executive Team
January 24, 2019
Turin Town Hall
11:00 a.m.**

Welcome

Call to Order

Invocation and Pledge of Allegiance

Approval of November 29, 2018 Minutes (action item)

Approval of Agenda (action item)

Executive Team Meeting (Planning & Projects Committee and Stakeholders)

TRRC Regional Plan Update:

Discussion of Goals and Policies

Discussion of Performance Standards

Other Business

Date and Location of Next Meeting – February 28, 2019

Adjournment

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, January 24, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Norman Allen	Upson	706 601 0614	norman@upsoncountyga.org
Jennifer Rogers	Upson	706-975-1481	jrogers@upsoncountyga.org
LEE BOONE	HEAD	on file	

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, January 24, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Terry NOAN	2211 Browlee Rd Jackson.	678 4473056	nolante@gmail.com
BENNIE HORTON	HAMM CT 165 12th ST.	770-3581983	MSTRHORTON6@YHOO.COM



**REGIONAL PLAN
EXECUTIVE TEAM MEETING**

Thursday, February 28, 2019

11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276

AGENDA

**Planning and Projects Committee and
the Regional Plan Executive Team
February 28, 2019
Turin Town Hall
11:00 a.m.**

Welcome

Call to Order

Invocation and Pledge of Allegiance

Approval of November 29, 2018 Minutes (action item)

Review of the January 24, 2019 Minutes (no quorum)

Approval of Agenda (action item)

Adoption of Committees and Council Meeting Schedule (action item) - presented by Jan Perez

Approval of Resolution for the Update of the TRRC CEDS (action item) – presented by Jeannie Brantley

Executive Team Meeting (Planning & Projects Committee and Stakeholders)

TRRC Regional Plan Update:

Create Performance Standards in order to Implement Goals

**Update Regional Development Maps (Land Use Map and Conservation
and Development Map)**

**Update Areas Requiring Special Attention Map (ARSA) and Corresponding
Narrative**

Other Business

Date and Location of Next Meeting – March 28, 2019

Adjournment

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, February 28, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Jemife Rogers	116 W. Main Street Thomaston	706-975-1481	jrogers@upsoncountyga.org
Harmon Allen	106 E. Lee Street Thomaston	706 6010614	hallen@upsoncountyga.org
Cristis Brown, Jr	ON FILE		

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, February 28, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Donna Washburn	Carroll Co.	7301-8199	donna@carroll-co.ga.us
Sagan Flynn	Carrollton		
Kathy Knauer	Heard Co.	706-302-9776	kk@heardgeorgia.com
Terry Nolan	Buotts	678 447 3056	tnolan@gmail.com
CORINNE HARSTEN	DEA	706 348 6761	corinne.harsten@dcga.ga.gov

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
Thursday, February 28, 2019 @ 11:00 a.m.
Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Cymone Hajju	TRRC, Griffin		chajju@threeriversrc.com



**REGIONAL PLAN
EXECUTIVE TEAM MEETING**

Thursday, March 28, 2019

11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll,
Catoosa, Cherokee, Clay, Coweta, DeKalb, Elberton, Franklin,
Gwinnett, Heard, Henry, Jones, Meriwether, Mitchell, Newton,
Pickens, Spalding, Troup and Upson

AGENDA

**Planning and Projects Committee and
the Regional Plan Executive Team**

March 28, 2019

Turin Town Hall

11:00 a.m.

Welcome

Call to Order

Invocation and Pledge of Allegiance

Approval of February 28, 2019 Minutes (action item)

Approval of Agenda (action item)

Executive Team Meeting (Planning & Projects Committee and Stakeholders)

TRRC Regional Plan Update:

Draft TRRC Regional Work Program 2019-2023

Other Business

Date and Location of Next Meeting – April 25, 2019

Adjournment

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
Thursday, March 28, 2019 @ 11:00 a.m.
Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Cymone Haiju	TRRC	on file	chaju@threeriversrc.com
Paul Jankel	TRRC	770-254-4506	pjanek@threeriversrc.com
Kim Dutton	TRRC	170-854-6026	Ksdutton@threeriversrc.com
Jeanie Brantley	TRRC	678-692-0510	jbrantley@threeriversrc.com



**REGIONAL PLAN
PUBLIC HEARING
Thursday, April 25, 2019
11:15am
Turin Town Hall
47 Turin Rd, Turin, GA 30276**

Public Hearing

Three Rivers Regional Commission

Regional Plan Update

The Three Rivers Regional Commission will be conducting a public hearing on Thursday, April 25, 2019 at 11:15 a.m. in the meeting room of the Turin Town Hall located at 47 Turin Road, Turin, GA. The purpose of this public hearing is to review and transmit the 2019 Three Rivers Regional Plan Update to the Georgia Department of Community Affairs for review.

The public is invited to attend and participate in the planning process. A copy of the plan is available for review at the Three Rivers RC offices located at 120 North Hill Street, Griffin, GA and 13273 GA Hwy 34, Franklin, GA. The plan is also available for download on the Three Rivers RC website at: <https://www.threeriversrc.com/planning-regional.php>

Persons with special needs relating to disability access or foreign language should contact Three Rivers Regional Commission's office at 678-692-0510. Persons with hearing disabilities may consider using the Georgia Relay Service, at 1-800-255-0135. If you would like more information, please contact Jeannie Brantley at the Three Rivers Regional Commission, 678-692-0510.



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll,
Catoosa, Cherokee, Clay, Coweta, DeKalb, Elberton,
Franklin, Gilmer, Gordon, Haralson, Heard, Jasper,
Meriwether, Pike, Spalding, Troup and Upson

AGENDA

Public Hearing
April 25, 2019
Turin Town Hall
11:00am

Welcome

Introductions of the Planning Staff: Jeannie Brantley

An Overview of the Regional Planning Process: Kim Dutton

An Overview of the Draft Regional Plan's Elements: Paul Jarrell

Questions and Answers

Adjournment

The TRRC staff is committed to providing equal access to all of its programs, services and activities regardless of race, color, national origin, religion, sex, familial status, disability or age. Any individual who needs an accommodation because of a disability should contact **Jan Perez** at **(678) 692- 0510** or jperez@threeriversrc.com as far in advance of the meeting as possible.



**REGIONAL PLAN
EXECUTIVE TEAM MEETING**

Thursday, May 2, 2019

11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll,
Catoosa, Cherokee, Clay, Coweta, DeKalb, Elberton, Franklin,
Gwinnett, Heard, Henry, Jones, Meriwether, Mitchell, Oconee,
Pike, Spalding, Troup and Upson

AGENDA

Planning and Projects Committee and the Regional Plan Executive Team

May 2, 2019

Turin Town Hall

11:00 a.m.

Welcome

Call to Order

Invocation and Pledge of Allegiance

Approval of March 28, 2019 Minutes (action item)

Approval of Agenda (action item)

Executive Team Meeting (Planning & Projects Committee and Stakeholders)

- **Review of Draft TRRC Regional Plan Update**

Discussion on Strategic Planning

Other Business

Date and Location of Next Meeting – May 23, 2019

Adjournment

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
 Thursday, May 2, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Cymone Haiju	TRRC		chaiju@threeriversrc.com
Kim Dutton	TRRC	770-854-6026	Ksdutton@threeriversrc.com
Sam Mukoro	TRRC	678-692-0510	smukoro@threeriversrc.com
Paul Javell	"	770-254-4506	Pjand@threeriversrc.com
BENJIE HORTON	"	770-358-5146	MSTRHORTON@CALY446.COM
JULIE HYDE	Carroll County	770-830-5801	jhyde@carrollcountyga.com
Lugh Thompson	City of Lavange	706-883-2088	Lthompson@lavangega.org
Ken Rivers	Butts County		

SIGN-IN SHEET

Planning and Projects Committee and the Regional Plan Executive Team Meeting
Thursday, May 2, 2019 @ 11:00 a.m.
Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Dick Morrow	Griffin		
Doug Holberg	Griffin		

AGENDA

**Regular Scheduled Council Meeting
Three Rivers Regional Commission Council Meeting
May 2, 2019 at 2:00 PM
Turin Town Hall**

Welcome

Call to order by Chairman

Invocation and Pledge of Allegiance

Approval of Agenda (action item)

Approval of Minutes – February 28, 2019 (action item)

Chairman’s Report

Executive Director’s Report

Committee Reports:

Finance, Audit and Administration Committee

May 2, 2019 Meeting:

- **March Financials and Budget Comparisons**
- **Discussion on Health Insurance Premiums (action item)**
- **Disclosure of Business Transactions Policy (action item)**
- **Discussion on Approval of Executive Director’s Expenditures (action item)**
- **MOU Approval for In-Home Care Providers (action item)**
- **Approval of Proposed Contracts for Workforce Development (action item)**
- **SCTC Industry Essentials Training Contract (action item)**
- **Coweta County Development Authority Training Agreement (action item)**
- **Overview on HDCI Grant Proposal for Workforce Development**
- **“Get the Red Out” Project Update**
- **Results of Survey for Council Meetings**
- **GDOT Audit Update**

March 28, 2019 Meeting:

- **February Financials and Budget Comparison**
- **Disclosure of Business Transactions Policy (action item)**
- **Health Insurance Update**
- **Executive Director’s Expense Policy**
- **Workforce EO Notice Update to Personnel Policy (action item)**
- **Additional Funds from the Division of Aging Services**
- **Update of RFP for Youth and Career Services**
- **Workforce Business Services Report**
- **“Get the Red Out” Project Update**
- **Survey for Council Meeting Dates**

- **FY'16 and FY'17 Rural Public Transportation Audit Planning and Projects Committee**

May 2, 2019 Meeting:

- **Review of Draft TRRC Regional Plan Update**
- **Discussion on Strategic Planning**

March 28, 2019 Meeting:

- **TRRC Regional Plan Update**
 - **Draft TRRC Regional Work Program 2019-2023**

Workforce Board

Old Business

None

New Business

Other Business

Good of the Order

Date and Location of Next Meeting—June 27, 2019

Adjournment

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TO: COUNCIL, THREE RIVERS REGIONAL COMMISSION

FROM: MS. FAYE PERDUE, SECRETARY, THREE RIVERS REGIONAL COUNCIL

SUBJECT: MINUTES OF MEETING HELD MAY 2, 2019

The Regional Council of the Three Rivers Regional Commission held its meeting at 2:00 p.m. on Thursday, May 2, 2019 at the Turin Town Hall in Turin, Georgia.

WELCOME, CALL TO ORDER, INVOCATION AND PLEDGE OF ALLEGIANCE

Chairman Jim Thornton welcomed the attendees and called the meeting to order. He then asked Mr. Dustin Koritko, to give the invocation; afterwards Chairman Thornton led the members in reciting the Pledge of Allegiance.

Regional Council Members in Attendance

Mr. Ken Rivers, Chairman, Butts County
Ms. Kay Pippin, Mayor, City of Jackson
Mr. Paul Poole, Chairman, Coweta County
Mr. Dustin Koritko, Council Member, City of Newnan
Mr. Greg Wright, Non-Public Member, Coweta County
Mr. Lee Boone, Chairman, Heard County
Ms. Kathy Knowles, Non-Public Member, Heard County
Mr. Bennie Horton, Commissioner, Lamar County
Mr. Cecil McDaniel, Council Member, City of Barnesville
Ms. Shirley Hines, Chairperson, Meriwether County
Ms. Charlene Glover, Mayor, City of Greenville
Ms. Faye Perdue, Non-Public Member, Meriwether County
Mr. Bobby Blalock, Mayor, City of Zebulon
Mr. Jack Hancock, Non-Public Member, Pike County
Mr. Douglas Hollberg, Chairman, City of Griffin
Mr. Jim Thornton, Mayor, City of LaGrange
Mr. Curtis Brown, Jr., Non-Public Member, Troup County
Mr. Norman Allen, Chairman, Upson County

CHAIRMAN'S REPORT

Chairman Thornton advised the council that the 2019 Georgia Academy for Economic Development begins in August; it will consist of four (4) sessions and will be held at the Coweta County Fairgrounds.

More information regarding the program can be found on the flyers that were placed on the tables for the council members.

EXECUTIVE DIRECTOR'S REPORT

Mr. Kirk Fjelstul indicated that in the interest of time and since the agenda did contain numerous items, he had nothing to report.

COMMITTEE REPORTS

Chairman Thornton asked Committee Chair Ken Rivers to give the report from the Finance, Audit and Administration Committee.

Finance, Audit and Administration Committee

Committee Chair Rivers advised the council that in the interest of time he would report on the action items that the Finance, Audit and Administration Committee discussed and asked that they be approved as a group.

May 2, 2019 Meeting:

March Financials and Budget Comparisons

Committee Chair Rivers advised the council that the Finance, Audit and Administration Committee reviewed the March Financials and did not find any irregularities.

Discussion on Health Insurance Premiums (action item)

Committee Chair Rivers advised the members that the committee had a discussion on the health insurance premiums. The committee is recommending that a change be made to Humana since they feel comfortable that this is the right move for the employees at this time.

Disclosure of Business Transactions Policy (action item)

The committee members adjusted the wording of the policy a few months ago. It was reviewed and discussed during today's committee meeting and the committee is recommending approval of the policy.

grant proposal for additional funding to continue support of www.threeriversworks.com, add a community resource section, and to identify and support industry needs in our region.

"Get the Red Out" Project Update

The "Get the Red Out" Project concerns audit findings that the Three Rivers Regional Commission staff are working to resolve. Several of the items were on today's agenda as action items and were approved by the council. Out of the twenty-one (21) items on the list, only a few remain; these remaining items will require research through old files to resolve the outstanding issues.

Results of Survey for Council Meetings

A majority of the members have taken the survey, but 100% participation is needed. We are still awaiting responses from a few more members before a final report on the survey is presented.

Chairman Thornton advised Committee Chair Rivers to hold his report on the "GDOT Audit Update" and continue with the other portions of his report.

March 28, 2019 Meeting:

February Financials and Budget Comparisons

Committee Chair Rivers advised the council that the committee recommended approval of the February Financials and Budget Comparisons.

Disclosure of Business Transactions Policy (action item)

This policy was discussed during the March 28, 2019 meeting and was recommended for approval in today's (May 2, 2019) Finance, Audit and Administration Committee meeting.

Health Insurance Update

Committee Chair Rivers advised the members that the staff presented information regarding the Health Insurance and the fact that the new quotes were expected by the middle of April.

Executive Director's Expense Policy

The committee recommended that the Executive Director's expenses be presented on a monthly basis and that the committee will review for approval for reasonableness and appropriateness.

Workforce EO Notice Update to Personnel Policy (action item)

The committee recommended approval of the Workforce Equal Opportunity (EO) notice to be included in the personnel policy.

Planning and Projects Committee

Chairman Thornton advised the members that the Planning and Projects Committee Chair Curtis Brown would present this portion of the report.

May 2, 2019 Meeting:

Review of Draft TRRC Regional Plan Update

Committee Chair Brown reported that the Planning and Projects Committee has focused on the Regional Plan with the help of Ms. Jeannie Brantley and the Planning staff. A draft has been prepared and is being reviewed by the Planning and Projects Committee.

Discussion on Strategic Planning

Committee Chair Brown also reported that the Strategic Plan was discussed and that it was a “carry over” from the December council retreat. The main thought from these discussions is that “we are our own cheerleaders” and we need to make the communities aware of the work that is being done.

Workforce Board

Nothing was presented during this portion of the agenda.

Old Business

Nothing was presented during this portion of the agenda.

New Business

Nothing was presented during this portion of the agenda.

Other Business

Nothing was presented during this portion of the agenda.

EXECUTIVE DIRECTOR’S REPORT

Chairman Thornton asked Mr. Fjelstul to make his report at this time. Mr. Fjelstul announced that two (2) new council members were in attendance, Mr. Paul Poole, Coweta County’s chair and Ms. Shirley Hines, Meriwether County’s chair. The council greeted them with a round of applause. He proceeded to explain the committees and council meeting schedules and responsibilities.



**REGIONAL PLAN
EXECUTIVE TEAM MEETING & PUBLIC
HEARING**

Thursday, May 23, 2019

11:15am

Turin Town Hall

47 Turin Rd, Turin, GA 30276



Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director

Counties Served: Butts, Carroll, Coweta, Heard, Lamar,
Meriwether, Pike, Spalding, Troup and Upson

Public Hearing

Three Rivers Regional Commission

Regional Plan Update

The Three Rivers Regional Commission will be conducting a public hearing on Thursday, May 23, 2019 at 11:15 a.m. in the meeting room of the Turin Town Hall located at 47 Turin Road, Turin, GA. The purpose of this public hearing is to review the Three Rivers Regional Plan for 2019-2039.

The public is invited to attend and participate in the planning process. A copy of the plan is available for review at the Three Rivers RC offices located at 120 North Hill Street, Griffin, GA and 13273 GA Hwy 34, Franklin, GA. The plan is also available for download on the Three Rivers RC website at: <https://www.threeriversrc.com/planning-regional.php>

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Jim Thornton, Chairman
Kirk R. Fjelstul, Executive Director
Counties Served: Butts, Carroll,
Catoosa, Cherokee, Clay, Coweta, DeKalb, Heard,
Meriwether, Pike, Spalding, Troup and Upson

AGENDA

Planning and Projects Committee
May 23, 2019
Turin Town Hall
11:00 a.m.

Welcome
Call to Order
Invocation and Pledge of Allegiance
Approval of May 2, 2019 Minutes (action item)
Approval of Agenda (action item)
Public Hearing – Regional Plan
Strategic Planning
Other Business
Date and Location of Next Meeting – June 27, 2019
Adjournment

SIGN-IN SHEET

Planning and Projects Committee Meeting
Thursday, May 23, 2019 @ 11:00 a.m.
Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Terry Nolan	Sacksm		
Doug Holbeck	Griffin		

AGENDA
Planning and Projects Committee
June 27, 2019
Turin Town Hall
11:00 a.m.

Welcome
Call to Order
Invocation and Pledge of Allegiance
Approval of May 23, 2019 Minutes (action item)
Approval of Agenda (action item)
Resolution to Approve the Update of the Green Infrastructure Map and the Regionally
Important Resources (RIR) Plan (action item)
County Fact Sheets
Strategic Plan Update
Other Business
Date and Location of Next Meeting – August 22, 2019
Adjournment

The TRRC staff is committed to providing equal access to all of its programs, services and activities regardless of race, color, national origin, religion, sex, familial status, disability or age. Any individual who needs an accommodation because of a disability should contact **Jan Perez at (678) 692-0510** or jperez@threeriversrc.com as far in advance of the meeting as possible.

SIGN-IN SHEET

Planning and Projects Committee Meeting
 Thursday, June 27, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Donna Backen	11000 Community Engagement 1601 West Canton, GA 30118	770-301-8199	dbacken@westga.edu
Terry Nolan	Jackson, GA	6784473056	nolanter@gmail.com
Kay Pippin	Jackson, GA	770-328-1251	kay.pippin@cityofjackson.ga.gov
GREG WRIGHT			

SIGN-IN SHEET

Planning and Projects Committee Meeting
 Thursday, June 27, 2019 @ 11:00 a.m.
 Turin Town Hall, Turin, Georgia

NAME	ADDRESS	TELEPHONE	EMAIL
Brendie Horton	harrisc7	770-358-5144	MSTRHORTON6@yahoo.com
Wendy Ponder	on file		
LEE BOONE	on file		
Doug Holbers	on file		

AGENDA

Regular Scheduled Council Meeting
Three Rivers Regional Commission Council Meeting
June 27, 2019 at 2:00 p.m.
Turin Town Hall

Welcome
Call to Order

Invocation and Pledge of Allegiance
Approval of Agenda (action item)
Approval of Minutes – May 2, 2019 (action item)
Chairman’s Report
Executive Director’s Report
Committee Reports:

Finance, Audit and Administration Committee

June 27, 2019 Meeting:

- Discussion on Approval of Executive Director’s Past Expenditures and June 2019 Expenditures (action item)
- Approval of FY ’18 Independent Audit (action item)
- GDOT Audit Update
- Transit Amendment to Extend Current FY ’19 Transit Contracts (action item)
- Approval of FY ’19 Revised Budget (action item)
- Approval of Proposed FY ’20 Budget (action item)
- Approval of West Georgia Technical College Contract to Provide Management Training for TRRC Staff (action item)
- Update on GeorgiaCares Program in Middle Georgia Region
- Approval of Vehicle Purchase for Aging Department Use (action item)
- Drug and Alcohol Policy Update for GDOT (action item)
- Funds Transfer Recommendation for Workforce (action item)
- “Get the Red Out” Project Update

May 23, 2019 Meeting:

- Discussion on Approval of Executive Director’s Expenditures (action item)
- FY ’19 and FY’20 Budget Process Update
- Renewal of Service Agreement with FODAC (action item)
- Approval of FY 2020 Contracts with 16 Subcontractors (action item)
- FY 2020 MOU with Middle Georgia AAA/RC (action item)
- Proposed Contracts For Workforce Development – FY ’20/PY ’19 (action item)
- “Get the Red Out” Project Update
- GDOT Audit Update

- WRA Transit Services Agreement (action item)

Planning and Projects Committee

June 27, 2019 Meeting:

- Resolution to Approve the Update of the Green Infrastructure Map and the Regionally Important Resources (RIR) Plan (action item)
- County Fact Sheets
- Strategic Plan Update

May 23, 2019 Meeting:

- Public Hearing – Regional Plan
- Strategic Planning

Workforce Board

Old Business

None

New Business

Other Business

Good of the Order

Date and Location of Next Meeting – August 22, 2019

Adjournment

The TRRC staff is committed to providing equal access to all of its programs, services and activities regardless of race, color, national origin, religion, sex, familial status, disability or age. Any individual who needs an accommodation because of a disability should contact **Jan Perez at (678) 692-0510** or jperez@threeriversrc.com as far in advance of the meeting as possible.

Public Listening Session Meeting: Griffin, Spalding County October 17, 2018



Public Listening Session Meeting: Carrollton, Carroll County October 18, 2018



Public Listening Session Meeting: LaGrange, Troup County October 23, 2018



Public Listening Session: Newnan, Coweta County October 24, 2018



Public Listening Session: Thomaston, Upson County October 24, 2018



Executive Team Meeting February 28, 2019



