



BOSTWICK
Georgia



Issue Based Comprehensive Plan

■ A Resource Book For Morgan County

Produced by:

This was produced by Mosaic Consulting, Nelsnick Enterprises, and Hall Consulting. 2016

2017-2036 Issue Based Comprehensive Plan

A Resource Book for Morgan County
and the Cities of Bostwick, Buckhead, and Rutledge

Prepared for the
Morgan County Board of Commissioners,
The Bostwick Mayor and City Council,
The Buckhead Mayor and Town Council, and
The Rutledge Mayor and City Council

Produced by



**RESOLUTION
COMPREHENSIVE PLAN UPDATE**

WHEREAS, the Georgia General Assembly did enact the Georgia Planning Act of 1989 to institute local comprehensive planning by city and county governments throughout the state, and

WHEREAS, said Act requires local governments to prepare, maintain and periodically update a state-approved, local comprehensive plan to maintain eligibility for certain state-issued grants, loans and permits, and

WHEREAS, Morgan County has been notified that the most recent effort updating the local comprehensive plan did adequately address the minimum standards and procedures promulgated by the Georgia Department of Community Affairs to facilitate compliance with said Act.

NOW, BE IT THEREFORE RESOLVED by the Morgan County Board of Commissioners that the 2017-2036 Comprehensive Plan for Morgan County, Rutledge, Bostwick and Buckhead be adopted.

SO RESOLVED, this 18th day of July, 2017

MORGAN COUNTY BOARD OF COMMISSIONERS

By: Donald B. Harris
Donald B. Harris, Chairman

Ronald H. Milton
Ronald H. Milton, Vice-Chairman

ABSENT

Andrew A. Ainslie, Jr., Commissioner

Ben M. Riden, Jr., Commissioner

Philipp von Hanstein, Commissioner

Attest: Jane S. Laseter
Jane S. Laseter, County Clerk



**RESOLUTION
COMPREHENSIVE PLAN UPDATE**

WHEREAS, the Georgia General Assembly did enact the Georgia Planning Act of 1989 to institute local comprehensive planning by city and county governments throughout the state, and

WHEREAS, said Act requires local governments to prepare, maintain and periodically update a state-approved, local comprehensive plan to maintain eligibility for certain state-issued grants, loans and permits, and

WHEREAS, the City of Bostwick has been notified that the most recent effort updating the local comprehensive plan did adequately address the minimum standards and procedures promulgated by the Georgia Department of Community Affairs to facilitate compliance with said Act.

NOW, BE IT THEREFORE RESOLVED by the Bostwick City Council that the 2017-2036 Comprehensive Plan for Morgan County, Rutledge, Bostwick and Buckhead be adopted.

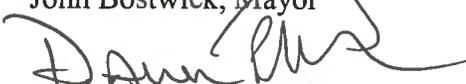
SO RESOLVED, this 19th day of July, 2017

BOSTWICK CITY COUNCIL

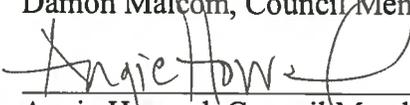
By:



John Bostwick, Mayor



Damon Malcom, Council Member



Angie Howard, Council Member

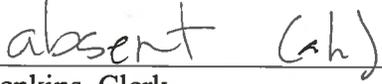


Lee Nunn, Council Member



Ken Johnson, Council Member

Attest:



Lynn Jenkins, Clerk

**RESOLUTION
COMPREHENSIVE PLAN UPDATE**

WHEREAS, the Georgia General Assembly did enact the Georgia Planning Act of 1989 to institute local comprehensive planning by city and county governments throughout the state, and

WHEREAS, said Act requires local governments to prepare, maintain and periodically update a state-approved, local comprehensive plan to maintain eligibility for certain state-issued grants, loans and permits, and

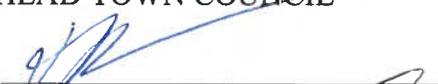
WHEREAS, the Town of Buckhead has been notified that the most recent effort updating the local comprehensive plan did adequately address the minimum standards and procedures promulgated by the Georgia Department of Community Affairs to facilitate compliance with said Act.

NOW, BE IT THEREFORE RESOLVED by the Buckhead Town Council that the 2017-2036 Comprehensive Plan for Morgan County, Rutledge, Bostwick and Buckhead be adopted.

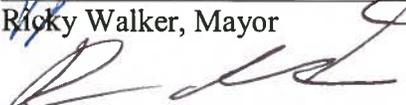
SO RESOLVED, this 17th day of July, 2017

BUCKHEAD TOWN COUNCIL

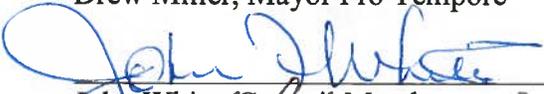
By:



Ricky Walker, Mayor



Drew Miller, Mayor Pro Tempore



John White, Council Member



Richard Harris, Council Member



Leigh Anne Bell, Council Member

Attest:



Cheryl Saffold, Clerk

**RESOLUTION
COMPREHENSIVE PLAN UPDATE**

WHEREAS, the Georgia General Assembly did enact the Georgia Planning Act of 1989 to institute local comprehensive planning by city and county governments throughout the state, and

WHEREAS, said Act requires local governments to prepare, maintain and periodically update a state-approved, local comprehensive plan to maintain eligibility for certain state-issued grants, loans and permits, and

WHEREAS, the City of Rutledge has been notified that the most recent effort updating the local comprehensive plan did adequately address the minimum standards and procedures promulgated by the Georgia Department of Community Affairs to facilitate compliance with said Act.

NOW, BE IT THEREFORE RESOLVED by the Rutledge City Council that the 2017-2036 Comprehensive Plan for Morgan County, Rutledge, Bostwick and Buckhead be adopted.

SO RESOLVED, this 18th day of July, 2017

City of Rutledge

By: Absent (Seal)
Spencer H. Knight – Mayor

By: Brenda Thompson (Seal)
Brenda Thompson – Mayor Pro-Tem

By: Anthony Sells (Seal)
Anthony Sells – Council Member

By: Timothy Smith (Seal)
Timothy Smith – Council Member

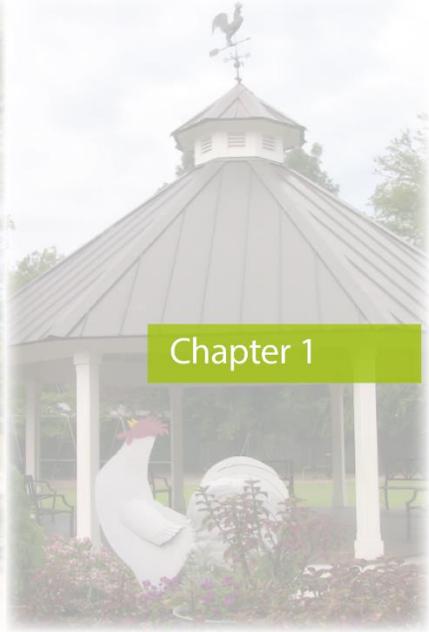
By: Bruce Altzner (Seal)
Bruce Altzner – Council Member

ATTEST: Debbie Kilgore (Seal)
Debbie Kilgore – City Clerk

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Chapter 1



BOSTWICK
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Introduction

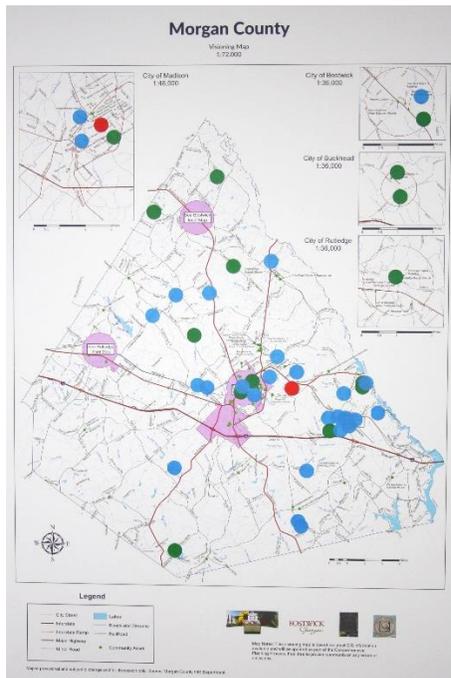
Comprehensive Plan Background

This Joint Comprehensive Plan includes the identification of important issues that the residents and businesses owners of Morgan County and the Cities of Bostwick, Buckhead and Rutledge expressed during an extensive public involvement process. This process included an initial overview of the comprehensive planning process, visioning, identification of character areas, refinement of the issues, and a public hearing on the draft plan. This plan represents the culmination of eighteen public meetings, conducted to solicit input from residents and business owners, and five steering committee meetings.



The resulting plan is designed to meet the citizens’ vision for the County and their respective Cities. Put simply, we have summarized the citizens’ thoughts of what the County and Cities would like to look like into the future. Now how do we get there? The consulting team has worked with the steering committee, county and city staff, and elected officials to refine the steps and work program items contained in this final plan.

As part of the planning process, responsible parties were identified for each work program item, costs and timelines were estimated and refined, and funding sources, if needed, were determined. A draft was made available for public review and comment and adjustments were made as needed. County Commissioners and City Council members have approved transmission of the overall plan to the Northeast Georgia Regional Commission (NEGRC) and the Department of Community Affairs (DCA) for their required review. After addressing comments from the NEGRC and the DCA, if any, the Comprehensive Plan will be ready for adoption by each jurisdiction.



The planning document is structured to allow the County and the individual Cities to have a stand-alone plan. The introduction provides a general overview of the process, background information, acknowledgements, and purpose of the plan. Chapter 2 provides the County-wide plan, and Chapters 3 through 5 provide the plans for Bostwick, Buckhead and Rutledge. The Supporting Documentation in the last section includes a list of accomplishments for each of the plan participants, supporting data, and other required items. Each community’s plan contains a profile of the community, a vision statement, goals, policies, and character areas. This is followed by the main issues concerning each community and associated steps to address each issue. Finally, the last section of each community’s plan contains the character area map and consolidated work program.

Acknowledgements

Hundreds of Morgan County residents supported the development of this Comprehensive Plan by attending visioning workshops and community meetings, or by taking surveys. Additionally, several local organizations were instrumental in coordinating with the planning team to provide access to their constituents for focused input on the plan. These groups included the Madison-Morgan Conservancy, Union Springs Baptist Church, Morgan County Family Connection, Morgan County Public Schools, and the Madison-Morgan Cultural Center.

Finally, the planning team wishes to acknowledge the immense contributions of the Comprehensive Plan's local Steering Committee, which met regularly throughout the project and provided important input and guidance at each step along the way.

2017-2036 Comprehensive Plan Steering Committee

Emma Adams Student	Bob Hughes Economic Development Director	Edwin Prior Farmer, Local Historian
Bruce Altnauer Rutledge City Council	Chuck Jarrell Morgan County Planning & Development	Kathi Russell Madison Tea Room
Mack Bohlen Hay Producer	Ken Johnson Bostwick City Council	Jason Sidwell Dairy Farmer
Constance Booth Morgan County Planning Commission	Amos Jones USDA	Karen Strelecki Steffen Thomas Museum of Art
Mike Conrads Land Owner	Bill Killmer The Georgia Zoo and Safari Park	Glenn Tolbert Student
Jeanne Dufort Real Estate Agent	Dan Mathews Camp Twin Lakes	Ellen Warren Morgan County Board of Commissioners
Terry Evans Hospital Authority	Charles Merritt Probate Court	James Woodard Morgan County Schools
Linda Gantt Georgia Power	Doug Mundrick EPA	Ron Zay Morgan County Board of Assessors
	Alfred Murray Retired Educator	

Definitions, Data Sources, and Notes

Definitions

Responsible Party – A person or organization who takes the responsibility of leading the implementation of a work program item. Preferably, the Responsible Entity is someone who is motivated or interested in the particular item.

Vision Statement – A description of how the community will look in the future. The vision statement may describe physical (parks, roads, libraries) or nonphysical (education levels, job type) properties of the community.

Goal – A generally broad statement describing a target that a community desires to achieve. A community may have a goal to have more accessible housing for first time buyers.

Policy – A statement that guides decisions or work processes. Policies are generally designed to realize goals of a community or to avoid problems.

Data Sources

Decennial Census Data – Data collected by the Decennial Census for 2010, 2000, and 1990 is used in this plan (older Census data is only used in conjunction with more recent data in order to illustrate trends). The Decennial Census data is used by the U.S. Census Bureau to create several different datasets:

- 2010, 2000, and 1990 Census Summary File 1 (SF 1) – This dataset contains what is known as “100% data,” meaning that it contains the data collected from every household that participated in the Census and is not based on a representative sample of the population. Though this dataset is very broad in terms of coverage of the total population, it is limited in the depth of the information collected. Basic characteristics such as age, sex, and race are collected, but not more detailed information such as disability status, occupation, and income. The statistics are available for a variety of geographic levels with most tables obtainable down to the census tract or block group level.
- 2000 and 1990 Census Summary File 3 (SF 3) – Containing sample data from approximately one in every six U.S. households, this dataset is compiled from respondents who received the “long form” Census survey. This comprehensive and highly detailed dataset contains information on such topics as ancestry, level of education, occupation, commute time to work, and home value. The SF 3 dataset was discontinued for the 2010 Census, but many of the variables from SF 3 are included in the American Community Survey.

American Community Survey (ACS) – The American Community Survey is an ongoing statistical survey that samples a small percentage of the U.S. population every year, thus providing communities with more current population and housing data throughout the 10 years between censuses. This approach trades the accuracy of the Decennial Census Data for the relative immediacy of continuously polled data from every year. ACS data is compiled from an annual sample of approximately 3 million addresses rather than an actual count (like the Decennial Census’s SF 1 data) and therefore is susceptible to sampling errors.

- ACS Multi-Year Estimates – For geographies with fewer than 20,000 residents (which includes Morgan County), ACS data is only available as 5-year estimates. ACS 5-year estimates are based on survey responses compiled over a rolling 60-month period and are released annually. This data is more current than Decennial Census data but subject to some sampling error due to being based on responses from a sample of households rather than a survey completed by every household in the county. The 2010-2014 ACS 5-year estimates are the most current estimates available as of the date of this plan.

Woods & Poole Forecast Data – Annual county-level data, including projections to 2050, was obtained from Woods & Poole Economics, Inc. and is included throughout this plan. In addition to the projections, the Woods & Poole dataset includes historical data back to 1970 for a variety of demographic, social, and economic factors. Woods & Poole’s figures are based on census and other publicly-available data, as well as its own proprietary sources and calculations.

Previous Works of Research – This plan is supported by, and in some cases builds upon, other plans and works of local or regional research conducted for or by Morgan County and its cities. These include the following:

- Joint Comprehensive Plan 2025 – Originally adopted in 2004 by Morgan County and each of its municipalities, the 2004 comprehensive plan, including its partial update in 2009, are the immediate predecessors to this plan. Notably, the 2004 Joint Plan included the City of Madison which, for this update, opted out in order to create its own comprehensive plan.
- Morgan County Green Print Plan, 2003 – Intended to be a long-term strategy for the preservation of features such as rural landscape, open spaces, agricultural lands, and historic structures, the Green Print Plan was prepared by Robert & Company on behalf of the Morgan County Board of Commissioners, the City of Madison, the Trust for Public Land, and the Madison-Morgan Conservancy.
- East Georgia Multi-County Transportation Study, 2007 – This long-range plan developed in 2007 by HNTB provides a prioritized list of transportation improvements based on population and employment forecasts, community goals, funding projections, and other data. The multi-county plan covers Greene, Jasper, Morgan, and Putnam counties.
- A Focus Group Study: Morgan County, Georgia, 2009 – The Morgan County Board of Commissioners and the Northeast Georgia Regional Commission contracted with the University of Georgia’s Small Business Development Center to produce this study of community perceptions among county residents.
- Over/Under Supply Analysis: Morgan County, Georgia, 2009 – Prepared for the Madison-Morgan Chamber of Commerce by the University of Georgia’s Small Business Development Center, this study assesses consumer business sectors to determine whether those sectors are over- or under-supplied when compared to similar counties. The result is a tool that can indicate potential markets for new businesses.

Stakeholder Engagement – The most important source of data and input into this plan came from engagement with Morgan County residents. Experience in public engagement has shown that lasting solutions are best identified when all segments of a community – individuals, elected officials, the business community, and civic organizations – are brought together in a spirit of cooperation. A collaborative approach to community engagement is not an opportunity, but a necessity. Working with a diverse 25-member Steering Committee,



itself representing a variety of points of view, the planning team developed and implemented a robust Community Participation Plan. These efforts included multiple visioning workshops and character area study meetings, a community survey, focus groups targeting hard-to-reach segments of the population, presentation of draft products at well-attended community festivals, and creative advertising methods. In all, over 800 residents and stakeholders (over 4% of the county's total population) participated in the plan process.

- Survey – In conjunction with development of this plan, the County conducted a survey to collect input from a broad spectrum of residents. Respondents were asked to rate needs for various types of future growth and development in categories such as transportation, housing, economic development, natural and cultural resources, community facilities, and infrastructure. In all, 535 survey responses were received.
- Stakeholder Interviews – Key community stakeholders were identified, contacted, and invited to participate in individual interviews. These stakeholders included county department heads, representatives of nonprofit organizations, housing developers, land owners, and real estate agents.
- Community Meetings – Public meetings were convened at several points during the plan development process. An introduction and overview of the planning process was made as part of County Commission and City Council meetings for Morgan County and the participating cities of Bostwick, Buckhead, and Rutledge. These included:
 - Introductory Meetings at a meeting of the County Commission and at City Council meetings in Bostwick, Buckhead, and Rutledge
 - Visioning Workshops held in Madison, Bostwick, Buckhead, and Rutledge
 - Character Area Study Meetings in Bostwick, Buckhead, and Rutledge
 - Open House events in Madison, Bostwick, Buckhead, and Rutledge
 - Drop-In Day in Madison for casual conversations with the planning team
 - Focus Groups to reach and receive input from population groups underrepresented in other meetings

The format of these community meetings ranged from formal presentations to roundtable discussions, but all included interactive exercises and opportunities for attendees to provide input and feedback to the planning team.



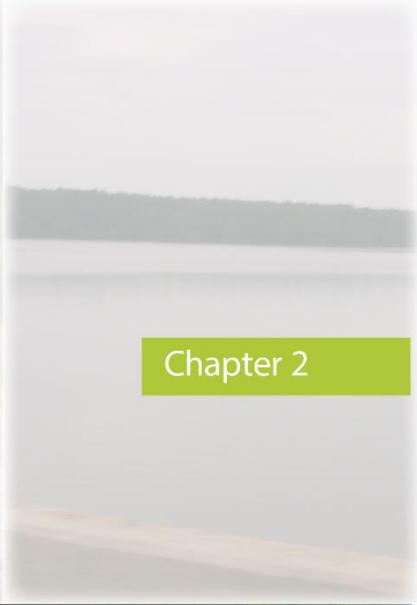
Notes

Comprehensive planning is a requirement of Georgia law (O.C.G.A. 45-12-200, et seq., and 50-8-1, et seq.) and this plan is intended to comply with the Georgia Department of Community Affairs' Minimum Standards and Procedures for Local Comprehensive Planning.

Throughout this plan, the authors have made careful choices regarding which datasets to use. The choice of a dataset often involves tradeoffs among criteria. For example, more recent datasets often have a limited number of data variables available for analysis. Additionally, there is the unavoidable tradeoff between geographic and socio-economic detail (less detailed data for smaller geographies) that sometimes restricts the availability of data. This tradeoff particularly affects the data available for Morgan County's smaller cities, namely Bostwick, Buckhead, and Rutledge. The most detailed data available for these small geographies is not as recent as it may be for more populous places. Also, the detailed definitions of data variables can change over time limiting their comparability.

Finally, all source data used in the preparation of this plan is assumed to be accurate, whether from national sources (e.g. the U.S. Census Bureau), local sources, or proprietary sources (e.g. Woods & Poole projections).





Chapter 2



County-Wide Plan

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A Resource Book for Morgan County

Prepared for the
Morgan County Board of Commissioners

Donald B. Harris
Chairman/District 1

Andy Ainslie
District 2

Philipp Von Hanstein
District 4

Ben Riden
District 3

Ron Milton
District 5

Produced by



In the Future, Morgan County should be...



Demographic Snapshot

While Morgan County and its cities have certain characteristics in common, each also has a unique identity and vision for its future. These issues are explored in detail throughout this plan, but this snapshot of key demographic factors begins to reveal some of the uniqueness of Morgan County. Unless otherwise noted, the data presented here is taken from the 2010-2014 American Community Survey estimates.

The U.S. Census estimates Morgan County’s 2015 population to be 18,046, ranking it Georgia’s 97th most populous county. Of the county’s total population, 4,026 residents (22.3%) live in the City of Madison and the remaining 77.7% live in unincorporated Morgan County or one of its three smaller cities. The county has experienced modest but steady growth since the 1970s, a trend expected to continue into the future. Woods & Poole Economics projects growth of 34.8% over the next 25 years, resulting in a total population of 24,865 by 2040. The fastest-growing segment of the county’s population over this time period will come as a result of aging residents: the number of residents aged 75 and over will be more than double its current size by 2040.

Morgan County Fast Facts		
	Morgan County	Georgia
Population [†]	18,046	10,214,860
Housing Units	7,489	4,114,496
Median Home Value	\$175,600	\$148,000
Median Household Income	\$49,746	\$49,342
Median Age	41.8	35.8
Households with Children	37.0%	35.5%

[†]Denotes 2015 figure from the Census Bureau’s “Annual Estimates of the Resident Population”. All other data is sourced from 2010-2014 ACS.

Currently, the largest age band in the county's population is residents aged 35-54, with the county's median age being 41.8. Nearly two in five Morgan County households contains one or more children, and 63.7% of those households are composed of married parents raising their own children. Of the county's 7,489 housing units, 79.0% are owner-occupied and 21.0% are renter-occupied.

Chapter 2.2 – Vision and Goals

The Community Vision is intended to paint a picture of what the community desires to become. It provides a complete description of the development patterns to be encouraged in the jurisdiction. The Vision was developed and refined as part of the Community Participation Program for this Comprehensive Plan Update and is presented below.

Rural living with opportunities for all generations in thriving small communities

Morgan County abounds with rural beauty and historic resources; it provides a full range of housing choices and employment opportunities for a skilled, local workforce in small, clean industries. Morgan County's outstanding schools and carefully managed natural resources serve existing residents and support future growth. Housing for all ages and income levels and access to entertainment and retail services are readily available and are clustered around its larger cities. Tourists are drawn to Morgan County's rural beauty, regional attractions, and thriving historic downtown districts.

Community Goals

The purpose of the Community Goals element is to lay out a road map for the community's future. It was developed through a public process of involving residents, community leaders, business owners and other stakeholders. The Community Goals are the most important part of the plan, for they identify the community's direction for the future, and are intended to generate local pride and enthusiasm about the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented. The goals and policies below should serve as a reference to community leaders as they work toward achieving the desired future of the community.

Goal: Sustainable Economic Growth and Prosperity – Support the existing agricultural economy and our unique sense of place while attracting and retaining new businesses that meet the needs of future generations.

Goal: Responsible Public Investment in the Future – Utilize existing infrastructure efficiently in a planned and coordinated manner to support existing residents and businesses and to direct new developments.

Goal: Treasured Natural and Cultural Resources – Protect agricultural, environmental, and historic resources and preserve open space.

Goal: Vibrant Healthy Downtowns – Focus growth into Character Areas designated for growth while respecting the historic context, sense of place, rural atmosphere, and overall setting of Morgan County.

Goal: Housing for People in All Stages of Life – Create housing options that give people in all life stages and all economic means viable choices for safe, stable, and affordable homes.

Goal: Retain and Promote Culture of Civic Involvement – Protect and enhance Morgan County's popular family-oriented public events and encourage a high level of civic involvement as communities grow.

Goal: Implementation and Land Use – Balance high quality of life with the needs of a growing population and development pressure by working jointly with neighboring jurisdictions and the cities of Bostwick, Buckhead, Madison, and Rutledge.

Community Policies

Policies are adopted to provide ongoing guidance and direction to help local officials achieve their goals. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Community Vision and appropriately addressing the county's issues and opportunities. The policies below lead to implementation strategies that, along with the arrangement of land uses into descriptive Character Areas, will enable the County to realize its vision and achieve its goals.

Housing

A diverse housing stock is necessary, both to accommodate the County's growth and the natural lifecycles of its residents. Units appropriate for residents wishing to age in place, housing affordable to young people at the early stages of their careers, and starter homes for young families will all be needed.

Housing development is an inherently private-sector endeavor, but can be shaped by local regulations. To the extent zoning regulations determine the outcome of what housing is feasible to build and where, they should be structured to permit, in appropriate locations, a greater variety of housing types to expand the options available to Morgan County residents.

- 1) We will promote a variety of housing types in order to encourage a multi-aged and multi-income community.
- 2) We will emphasize the importance of accessibility features in housing stock to expand housing options for the elderly and people with disabilities.
- 3) We will encourage opportunities for low-to-moderate income families to move into affordable owner-occupied housing.
- 4) We will encourage small-lot and attached housing in appropriate areas.
- 5) We will encourage affordable housing opportunities to ensure that all those who work in Morgan County have a viable option to live in the county.

Economic Development

Sustainable economic development will depend on the County's ability to grow existing employment sectors while attracting new businesses that diversify the local economy and tax base.

- 1) We will support programs for retention, expansion and creation of businesses for the benefit of local residents by considering job skill requirements and linkages to existing businesses.
- 2) We will support tourism, including agritourism and eco-tourism.
- 3) We will take into account access to housing and impacts on transportation, natural resources, and our towns when considering economic development projects.
- 4) We will take into account impacts on infrastructure and natural resources in our decision making on economic development projects.
- 5) We will consider the employment needs and skill levels of the labor force in making decisions on proposed economic development projects.

Responsible Public Investment in the Future

Enhanced infrastructure can support downtown vitality, improved employment opportunities, improved education, and access to housing and economic development. Morgan County will consider how all these pieces fit together and develop solutions to meet the needs of the community including water, sewer, roads, sidewalks, and internet access.

- 1) The County's dynamic planning functions will continue to be synchronized with the operating budget.
- 2) The County's land use plans will, by design, remain dynamic with periodic reviews at least every five years.
- 3) Small area plans shall not be modified without consideration of contiguous plans.

Natural Resources

This issue relates to the balance to be achieved between economic development and the need to protect farming, cultural resources, and greenspace. This issue is concerned with the strategies employed to preserve resources more so than the leveraging of natural resources for economic benefit.

- 1) Taking into account the Development Suitability Map (Figure 2.3), we will encourage new development and infrastructure investments in suitable locations in order to protect natural resources, environmentally sensitive areas, and valuable historic or cultural resources.
- 2) Where appropriate, we will promote low impact development that preserves the natural topography and existing vegetation of development sites.
- 3) Commercial development within the Rural Living Character Area, when allowed, should be small-scale, local-serving businesses that reflect the rural and agricultural heritage of the area.
- 4) We will encourage an interconnected network of protected lands and support wildlife enhancement programs, easements, and sanctuaries.

Implementation and Land Use

- 1) We will pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions.
- 2) We will encourage development that advances Morgan County's economy and housing options and is sensitive to the historic context, sense of place, and overall setting of Morgan County.
- 3) We want development whose design, landscaping, lighting, signage, and scale add value to our community.
- 4) Our community will use land efficiently to avoid the costs and problems associated with urban sprawl.
- 5) We will provide the opportunity for agricultural and forestry activities to remain a vital part of the community.
- 6) Our gateways and corridors will create a "sense of place" for our community.
- 7) Creation of recreational facilities and set-aside of greenspace are important to our community.
- 8) We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in previously undeveloped or agricultural areas of the community.

Chapter 2.3 – Issues and Opportunities

The planning team relied upon extensive public engagement and input to identify the core planning issues that make up the structure of this issue-based plan. The issues were derived from a public survey and visioning exercises held throughout the county, including in each of the participating municipalities. The initial public input, and an outline of the issues discerned by the planning team, was presented at follow-up public meetings for feedback and further refinement by the public. Open House events held outdoors at various community festivals in July 2016 provided participants additional opportunities to comment on the framing of the core issues and their relative priority. Ultimately, the Comprehensive Plan Steering Committee added its confirmation to the various issues, their formulation, and priority order.

The issues identified, in order of priority are:

- 1) Sustainable Economic Growth and Prosperity
- 2) Responsible Public Investment in the Future
- 3) Treasured Natural and Cultural Resources
- 4) Maintain and Promote Culture of Civic Involvement in Vibrant, Healthy Communities
- 5) Housing for People in All Stages of Life

These issues (or “needs” in the comprehensive planning terminology used by the state of Georgia) are discussed in additional detail in the following pages. Each need is expounded upon and presented with complementary opportunities and planning strategies that will be implemented as part of the County’s Community Work Program.

Chapter 2.4 – Sustainable Economic Growth and Prosperity

The Issue

Public input received during development of this Plan identified a strong need for increased economic diversity in Morgan County in order to retain the County's young adult residents and encourage young families to settle here. Residents also identified the importance of economic development efforts focusing on the recruitment of low impact, "green" businesses that are compatible with Morgan County's rural character.

Opportunities

Sustainable economic development will depend on the County's ability to grow existing employment sectors while attracting new businesses that diversify the local economy and tax base. The current growth in popularity of agritourism and ecotourism position Morgan County for economic growth based on its agricultural roots. Meanwhile, development of scientific and research-oriented industry in neighboring counties presents an opportunity to attract supportive businesses, related to these fields, to Morgan County. Technological advances are likely to greatly reduce the cost associated with expanding internet service throughout the county.

Strategies

ECON-1 – Study Internet Availability

Infrastructure availability, including telephone service, and internet connectivity, are crucial for businesses of all sizes.

- Document where internet is available (sans satellite service) in order to accurately determine what is needed
- Continue to explore options to provide internet connectivity throughout the county

ECON-2 – Gateway Planning

Create a plan to enhance the appearance of major entrance ways into the county, to potentially include signage and beautification.

ECON-3 – Support for Tourism

The ability of Morgan County and its municipalities to capitalize on tourism opportunities is another way to grow and diversify the local economy.

- Develop countywide marketing for heritage tourism and agritourism
- Explore joint marketing endeavors with Bostwick, Buckhead, and Rutledge, along with the Chamber of Commerce, to expand promotion of local resources for tourism development

ECON-4 – Zoning Research

County officials will research ways zoning can be used to encourage addition of agritourism and ecotourism businesses.

Chapter 2.5 – Responsible Public Investment in the Future

The Issue

The issue of responsible public investment in the future was an item identified as part of the public involvement process. This is not to suggest that the existing process is not a responsible mechanism, rather, the residents and business owners of Morgan County recognize the need to better plan for future needs as Morgan County grows. Additionally, Morgan County may be impacted by outside forces beyond the County's control, including macro-economic, economic and migratory factors.

Opportunities

The Morgan County Board of Commissioners are the elected leaders for the residents of Morgan County, including the cities of Bostwick, Buckhead, Rutledge and Madison. They share in the responsibility in how the County Government operates both internally and with other local, state and federal agencies. Currently, public investment is directed through the annual budgeting process that includes requests by multiple agencies and organizations for funding. Careful and coordinated planning for long-range capital improvements and other capabilities and infrastructure items presents the greatest opportunity to plan responsibly for the County's future.

Strategies

PI-1 – Capital Improvements Plan

The County will develop a Capital Improvements Plan that projects estimated annual expenditures for the next five years and identifies the funding source(s) for each identified project.

PI-2 – Facilities Maintenance Plan

The County will develop a Facilities Maintenance Plan to ensure routine maintenance of county facilities is completed.

PI-3 – Forecasting Plan

The County will develop a 5, 10, and 20-year Forecasting Plan that ties all existing plans together.

PI-4 – County Park Improvements

Continue to upgrade and improve county parks, with consideration for residents with special needs.

PI-5 – Implementation of Bicycle and Pedestrian Plan

The NEGRC has recently completed a countywide bicycle and pedestrian plan that supplements the regional transportation plan. This existing Bicycle and Pedestrian Plan, connecting to the City of Madison's trail system where possible, will be implemented by the County.

PI-6 – County Water Authority

The County Water Authority will be reinstated.

PI-7 – County Water Source

County staff will work to identify and secure a water source to supply Morgan County's ongoing needs.

PI-8 – Utility Infrastructure Master Plan

Create a master plan for utility infrastructure.

PI-9 – Update Transportation Plan

A regional transportation plan was completed in 2007 but needs to be updated to reflect current progress. The S.R. 441 widening project had been postponed but is now beginning to move forward again. For the southern portion of S.R. 441, property acquisition is underway with construction expected to begin in 2019. The timeframe for expansion of the northern portion of the highway is 2024 to 2025. The S.R. 83 Bypass (West Madison) has been moved to the long range transportation plan. Many of the bridge projects from the plan have been completed. The Georgia Department of Transportation (GDOT) has also completed road striping and signage throughout the county and has upgraded the Madison Airport. GDOT also plans to update signalization to meet American with Disabilities Act (ADA) standards. The transportation plan should be updated in the 2017-2018 time period to reflect these accomplishments, GDOT schedule changes, the new bicycle and pedestrian plan and incorporate the guidelines and policy of the adopted Comprehensive Plan.

PI-10 – Solid Waste Plan

A strategic plan for management of solid waste will be developed.

- Investigate measures to reduce the waste impact at the inert landfill, such as composting, mulching, or chipping
- Investigate measures to reduce waste leaving the transfer station, such as sorting, recycling, and bailing waste
- Investigate methods to encourage and increase recycling, such as manned convenience stations

PI-11 – Stormwater Utility Plan

Explore development of a county-wide stormwater utility to address drainage issues. A user fee would reduce property tax requirements and would be more fairly linked to those who impact the system. Service areas should be drainage basin oriented, rather than use political boundaries. Policies can be adopted to ensure that fees collected are appropriately applied to each service area. City councils can set priorities for stormwater projects whose service area tail waters terminate within City boundaries.

PI-12 – Deeded Right-of-Way Plan

Create a master plan for acquiring deeded right of way for all roads in Morgan County.

PI-13 – Explore Special District Feasibility

Explore creation of special tax districts to offset infrastructure, utility repairs, and maintenance.

PI-14 – Establish In-House GIS Capability

The County will establish an in-house GIS presence and host GIS services.

- Integrate GIS to create real time maps and associated information
- Fully integrate GIS services with emergency response

PI-15 – Energy Cost Reduction

Investigate measures to reduce energy costs at county facilities.

PI-16 – Emergency Response Program Improvements

- Review the program benefits for volunteer firefighters and other emergency responders and augment as needed for retention purposes
- Consider ways to provide better training opportunities for emergency response personnel (both paid and

- volunteer)
- Evaluate the way in which private sector demands have increased administrative workload for emergency response personnel and make adjustments to maintain efficient levels of service

PI-17 – Review Equipment Leases

Assess lease agreements for equipment to determine financial success of agreements compared to maintenance costs.

PI-18 – Review Paving Projects

Assess success of past Morgan County paving projects and determine cost effectiveness of continuing paving program.

PI-19 – Document Road Infrastructure

Review and revise current GIS database in regard to road infrastructure and identify areas where improvements need to be made. Attention should be paid to road abandonments and private road subdivisions to eliminate confusion over publicly-maintained roads.

PI-20 – Technology Improvements

Continue to research and implement technological improvements in County facilities.

PI-21 – Address Database

Create a countywide street address database

PI-22 – Update Flood Maps

Work with FEMA to update the Morgan County Flood Insurance Rate Map.

PI-23 – Zoning Research

Review zoning designations to determine if classifications should be added or removed to facilitate goals listed in the Comprehensive Plan.

Chapter 2.6 - Treasured Natural and Cultural Resources

The Issue

Rural character and natural and cultural resources provide Morgan County with a strong sense of place. The southern portions of Morgan County are still overwhelmingly rural with most of the land classified as agricultural. Overwhelmingly, residents of the County want new development that respects its rural character and natural resources. Efficient utilization of existing infrastructure and minimizing the conversion of undeveloped land in the rural areas of the County was identified as a goal. The Rural Living Character Area was created to discourage urban sprawl and to encourage the protection of working farms.

Opportunities

Since the adoption of the 2004 Comprehensive Plan, Morgan County has demonstrated its commitment to preserving natural and cultural resources by adopting ordinances, inventorying resources, and creating new institutions. This commitment, paired with the ordinances and infrastructure needed to advance preservation as a policy priority is a key opportunity to build upon going forward. Some specific examples of policies and initiatives that are opportunities for ongoing resource preservation include adopting a Tree Protection Ordinance and Off-Site Impacts ordinance, acquiring sixty acres of land for a park, completing a Cemetery and Historic Resource Survey, Instituting Keep Morgan County Beautiful, and historic resources are being documented through the Historic Structures Reports and Oral History Project. Additionally, the county has increased education efforts promoting Lake Oconee and Hard Labor Creek State Park and meets or exceeds all the requirements of *Rule 391-3-16 Rules for Environmental Planning*. Additionally, the County is working on a conservation subdivision ordinance and a has recently completed a bicycle trails plan.

Several of the issues that fall under “Treasured Natural and Cultural Resources” relate to balancing and supporting economic development with the need to protect farming, cultural resources, and sensitive natural resources such as wetlands and groundwater recharge areas. The policies and strategies set forth below focus on the preservation of resources.

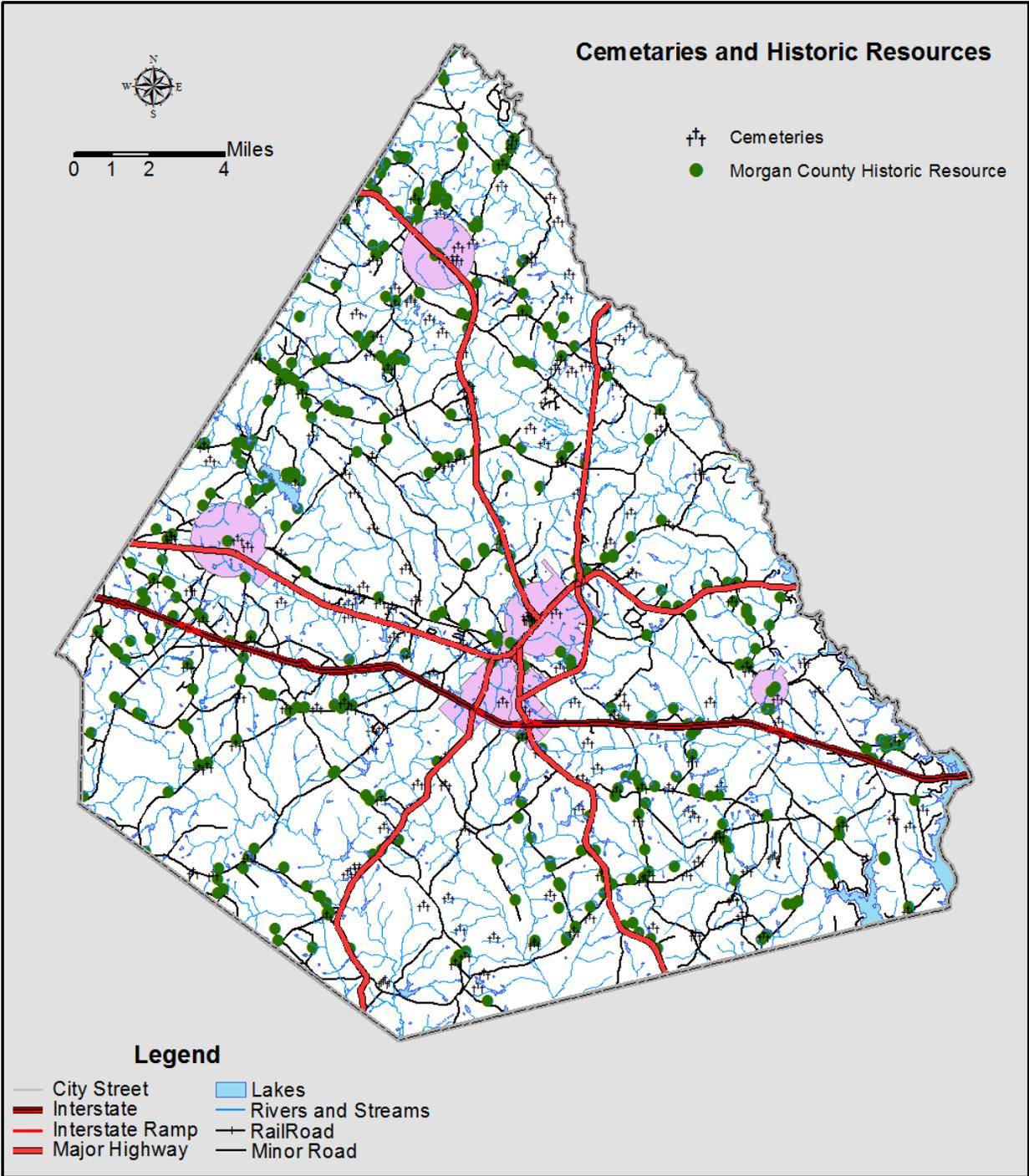
Preservation of Sensitive Natural and Cultural Resources

Throughout the public involvement process residents identified protecting the rural landscape, open spaces, agriculture lands, forests, natural resources, and historic properties and structures as high priorities in Morgan County. Over the last decade hundreds of acres have been placed in conservation easements, several historic sites have been protected, and additional cultural resources have been identified.

NCR-1 – Identify Resources for Preservation

Continue to identify historic and culturally significant structures and landscapes for documentation and preservation.

Figure 2.1
Morgan County
Cultural and Historic Resources



Protect Environmental Resources

High priority should be given to the preservation of environmentally sensitive lands in Morgan County. The County is working on a Conservation Subdivision Ordinance as one example of its efforts in this area. Figure 2.2 below shows the Sensitive Environmental Resources in Morgan County. Figure 2.3 is a Development Suitability Map. The Development Suitability map uses ArcView GIS software to overlay slope, wetland, flood plain and ground water recharge areas to estimate relative potential additional cost for new development. The suitability map does not consider proximity to road, rail, water and sewer infrastructure. The lighter an area is shaded, the fewer environmental conditions are impacted and the lower the development costs for mitigating environmental conditions. The darkest areas in the map would be difficult locations for any new development and, in some cases, those locations may not be developable at all. In general, higher slopes generate more grading cost; water recharge areas require stormwater mitigation and reduction of impervious area; wetlands require replacement mitigation; and floodplains prevent most construction activity and may be only suitable for trail or natural park systems with minimal impact from creation of impervious areas.

Figure 2.2
Morgan County
Sensitive Environmental Resources

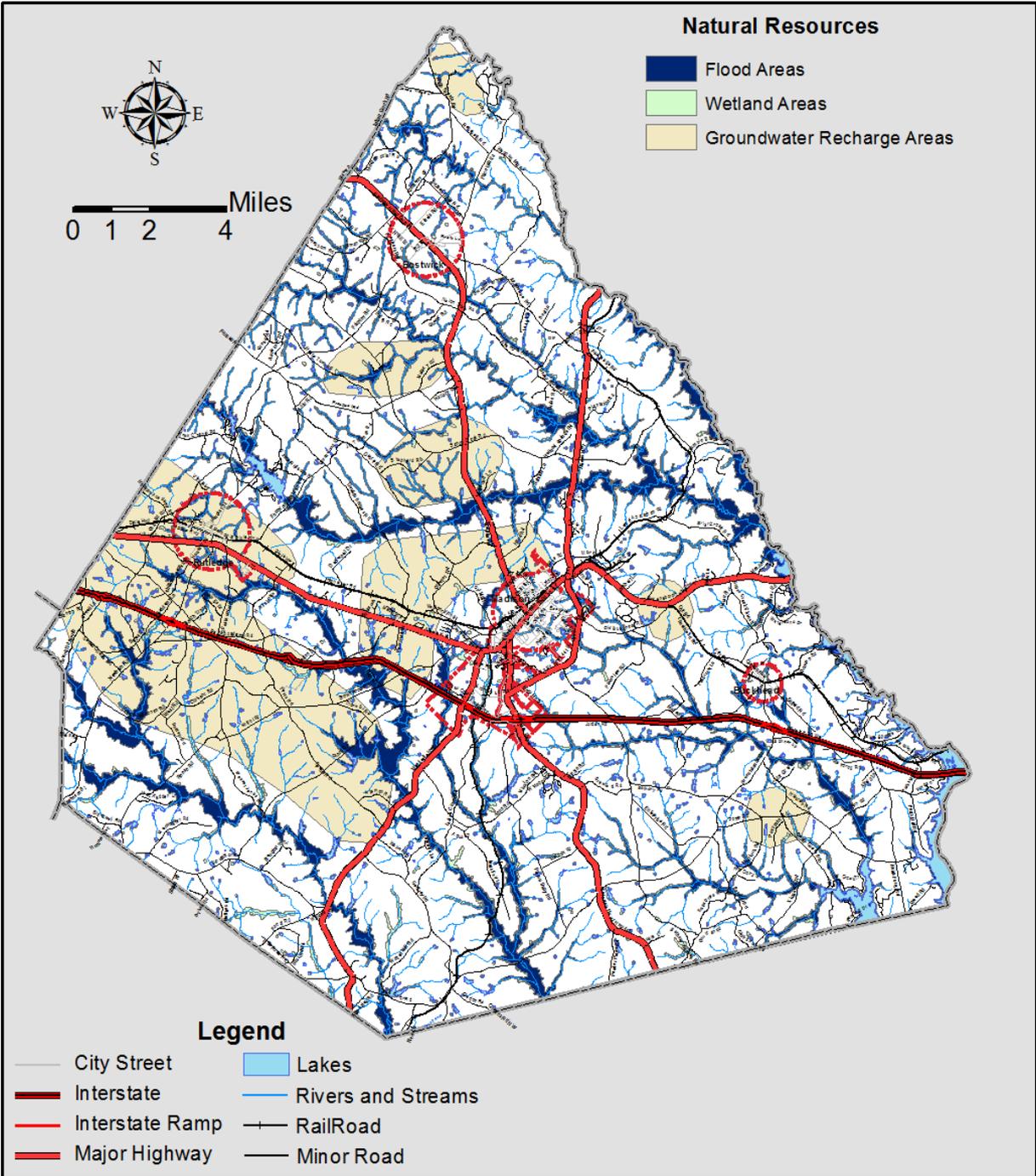
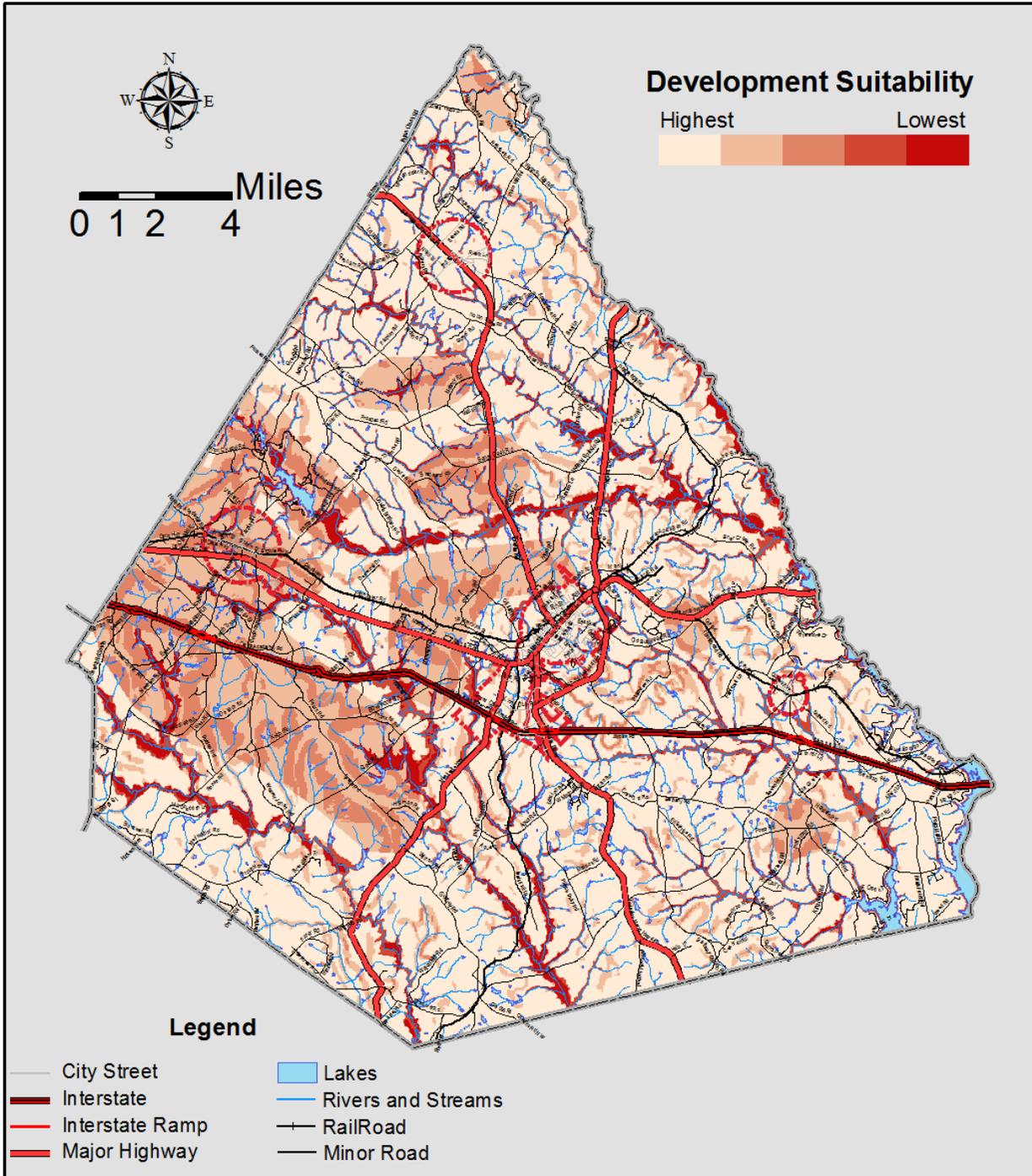


Figure 2.3
Morgan County
Development Suitability



NCR-2 – Protect Sensitive Areas

Review and modify existing ordinances to strengthen protection of environmentally sensitive areas.

NCR-3 – Mitigate Impaired Waterways

Research and implement measures to mitigate impaired waterways.

NCR-4 – Protect Apalachee River

Promote the conservation and protection of the Apalachee River, and acquire conservation easements or recreation access to as much of the river as possible to protect the water and surrounding property from development.

NCR-5 – Survey Existing Wells

Conduct survey of existing wells to determine stress on aquifers and threat of depletion.

Public Education for Natural and Cultural Resources

Successful implementation of natural and cultural resources protection strategies requires community support. While most residents of Morgan County appreciate their rural and agriculture based environment, they may not fully recognize the opportunities offered by nearby natural and cultural resources. Fully engaging residents in preserving and enjoying their natural resources inspires protection of these resources.

NCR-6 – Education Programs

Initiate educational programs to provide information to the public and elected officials about the value and utilization of historic, cultural, and natural resources in the county.

- The County will develop marketing and educational information to inform the public about opportunities available at Lake Oconee and Hard Labor Creek State Park
- Keep Morgan County Beautiful (KMCB) has resources available to it from Keep America Beautiful. County staff will encourage participation in Keep Morgan County Beautiful.

Protect Cultural and Historic Resources

The projects initiated by the Morgan County Resource Preservation Advisory Board have been successful in regard to the identification and documentation of significant cultural and historical resources.

Additional work should be done to educate residents about these resources and to utilize the inventory to enhance tourism opportunities in the unincorporated county and within small cities.

NCR-7 – Oral History Project

Continue the Oral History Project implemented by the Morgan County Resource Preservation Advisory Board.

NCR-8 – Expand County Archives

Expand the existing County Archives and improve the archival storage facilities.

Chapter 2.7 – Maintain and Promote Culture of Civic Involvement in Vibrant, Healthy Communities

The Issue

Many residents and business owners were attracted to Morgan County due to the small-town charm available in the incorporated areas of the County. The County can reinforce the unique character of its communities through continued planning support, restricting development sprawl and directing retail land uses to downtowns. The County should encourage employment opportunities in manufacturing that augment what the cities can offer. Finally, the County does and should continue to support access to larger scale recreational facilities, such as Hard Labor Creek and Lake Oconee.

Opportunities

Morgan County and its communities are already civically engaged, with residents participating actively in their local government and decision-making processes. This civic engagement is a valuable resource that can be tapped in local master planning efforts. Much of the planning and implementation regarding Morgan County's downtowns will fall to the communities of Bostwick, Buckhead, and Rutledge. However, the County will also play a role in downtown preservation and development by supporting decisions by these cities and collaborating to ensure that land use and planning efforts are compatible across jurisdictional boundaries.

Strategies

The strategies below outline ways in which Morgan County can support its downtowns in the future.

CCI-1 – Master Planning Support

Each of the unique downtown areas throughout Morgan County has key assets including natural beauty, close proximity to natural resources and outdoor recreational activities, historic buildings, and arts and cultural activities and traditions. The County should encourage the revitalization and growth of these areas through ancillary support for individual master planning efforts initiated by the cities. Rutledge and Buckhead have never had a master plan completed and Bostwick has one that may need updating. By working with its small cities and offering mapping resources, data, and other advice, the County can be a resource to master planning teams hired by the cities, a role that will also help to ensure implementation of mutual development goals.

CCI-2 – Upgrade Facilities for Accessibility

The County will continue to upgrade and improve its facilities for accessibility.

Chapter 2.8 – Housing for People in All Stages of Life

The Issue

Housing needs and preferences often evolve with one’s age, necessitating a greater variety of housing types in order to accommodate demographic changes over time. Housing affordable to young people who tend to be mobile, may just be beginning their careers, and who often have little savings will be needed to retain this population. Starter homes for young families who make up the backbone of the County’s workforce will be needed as well as “move-up” options that may be more expensive, but offer families more space and amenities. As the county’s residents age, empty nesters may require different types of housing units, perhaps downsizing to smaller homes that require less maintenance, include accessibility features, and are close to medical facilities. In the later stages of life, residents may need more intensive care and assistance as is provided in a nursing home. Add to these housing types the desire of some residents for second homes on Lake Oconee or large rural estates and hobby farms, and the imperative for a diverse mixture of housing types is clear.

Opportunities

The majority of unincorporated Morgan County is not served by water and sewer infrastructure, which means that housing development requires wells and septic systems. However, the county’s municipalities provide water and, in some cases, limited sewer capacity that can accommodate future housing development. Additionally, conservation subdivisions along the US-278 corridor between Rutledge and Madison holds potential for residential development. This area has access to municipal water supply and good transportation access.

Strategies

HO-1 – Expand Housing Options

The unincorporated county and its cities already offer some variety in housing options, from traditional historic neighborhood development to subdivisions of detached single-family homes, large-lot residential properties, and some limited multifamily development in Madison. While these existing housing types all contribute to the range of options available to county residents, greater variety – in terms of size, type, and price point – will attract and accommodate a more diverse population as the county continues to grow.

- Consider changes to the zoning ordinance that will strengthen conservation subdivision strategies and encourage diversified housing

Chapter 2.9 – Implementation Program Summary

In the previous sections of this chapter, detail has been provided for the implementation of the County-wide vision. Tasks have been identified to address the issues and concerns that were important to the citizens of the county. This chapter consolidates this work program and provides the existing land use and future character area map for the County.

Where we are

Morgan County, Georgia is a predominately rural area with a variety of agricultural uses mixed with large residential parcels, scattered business and industries and the communities of Bostwick, Buckhead, Madison and Rutledge that each have their own brand of small-town character. The existing land use is depicted below in figure 2.5.

The existing land use designations are based on DCA's classifications as follows:

Residential - The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities.

Commercial - This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.

Industrial - This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.

Public/Institutional - This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities in the park/recreation/conservation category; include landfills in the industrial category; and include general office buildings containing government offices in the commercial category.

Transportation/Communication/Utilities - This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

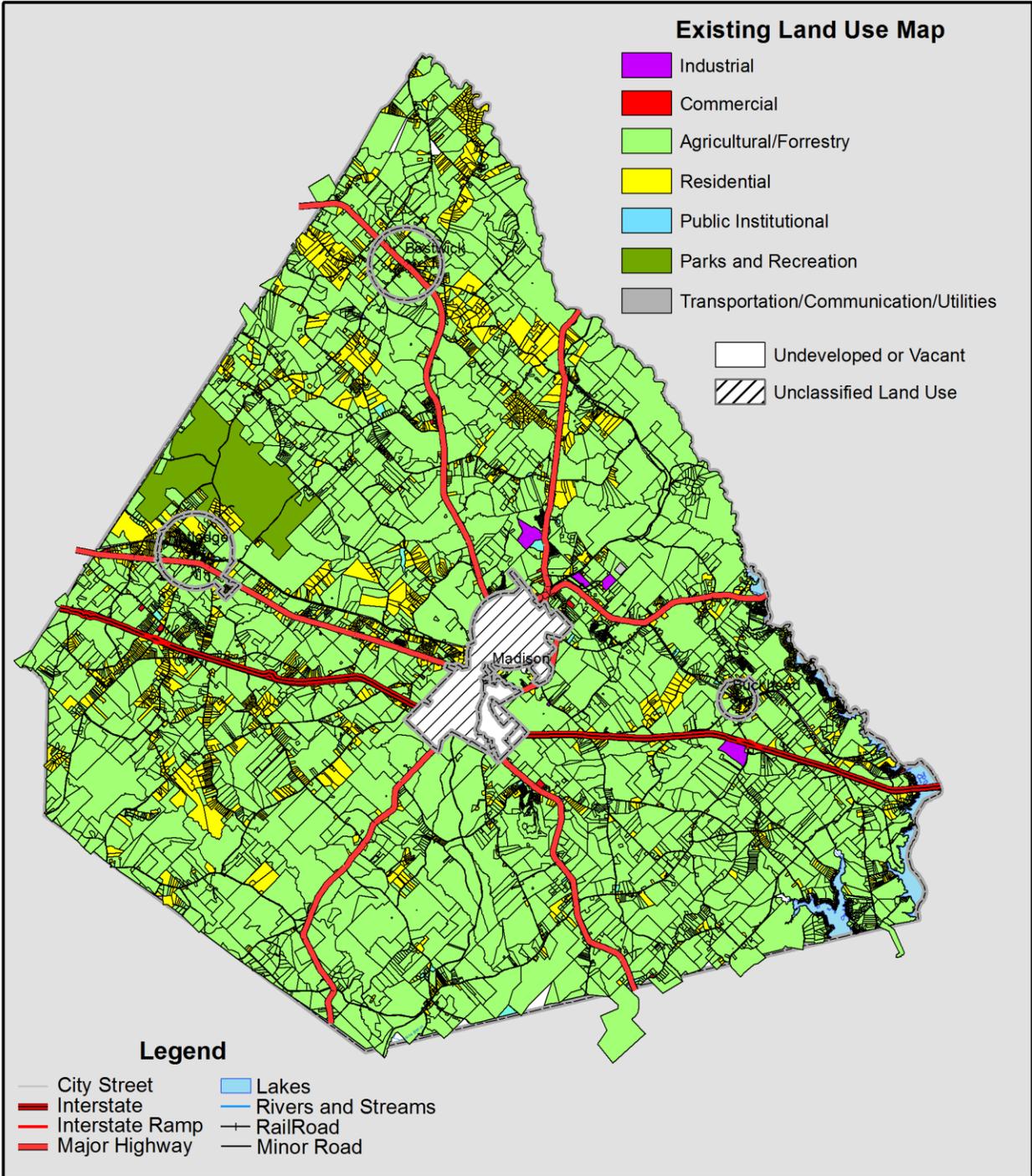
Park/Recreation/Conservation - This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Agriculture/Forestry - This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.

Undeveloped/Vacant - This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.

Mixed Use - For a detailed, fine-grained mixed land use, or one in which land uses are more evenly balanced, mixed land use categories may be created and applied at the discretion of the community. If used, mixed land use categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of each use.

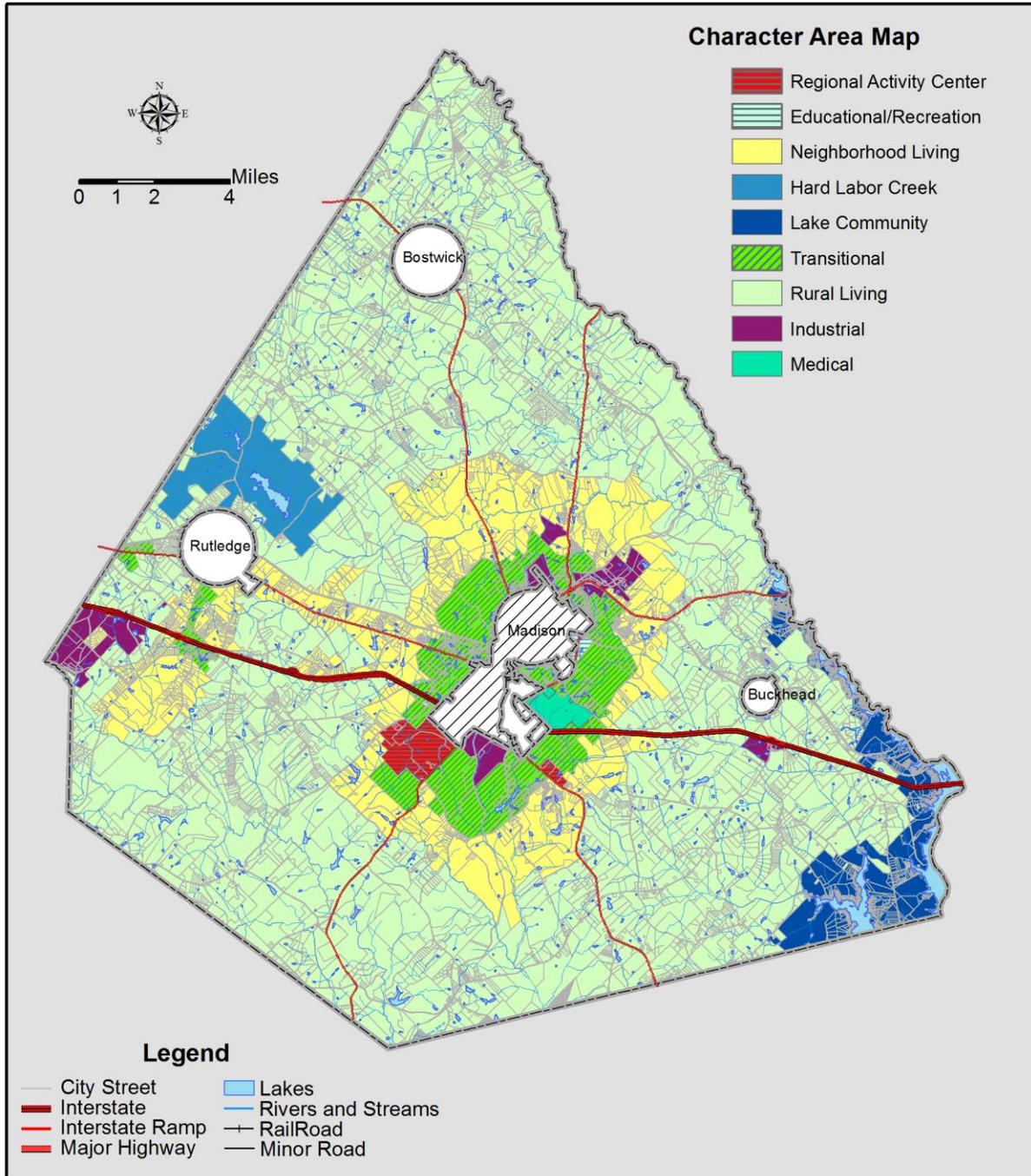
Figure 2.4
Morgan County
Existing Land Use



Where We Would Like To Be

Character Areas for Morgan County are displayed in the following map, which also serves to identify intended future land use. The Character Areas acknowledge visual and functional differences between various places in the community, allowing Morgan County to provide area-specific guidance for future development through appropriate planning.

Figure 2.5
Morgan County
Character Area Map



The Character Areas defined here have unique or special characteristics that need to be preserved or have potential to evolve into unique areas. It is important to note while reviewing the Character Area map and descriptions that the identified character may not be accurate for every single parcel, but is rather the overall defining character of the entire area.

Each Character Area is described in the pages that follow, along with suggested strategies to help maintain or achieve desired development patterns. These strategies are not requirements, but recommendations for the desired types of development and redevelopment. The strategies were also used to develop short-term activities and long-term policies for future growth in Morgan County.

Character Area descriptions are based on State Planning Recommendations, public input, and interviews with County staff.

Character Area Descriptions

Educational/Recreation



Community center focused on educational and recreational uses. Adjacent to Madison and the county's primary, elementary, and high schools, aquatic center, and library. Includes Bill Wood Park.

Character Area Location

Unincorporated Morgan County – East of Madison city limits along Old Buckhead Road at the Highway 441/Madison Bypass

Development Patterns

- Education, recreation, civic, and other family-friendly uses
- Emphasizes sidewalks, crosswalks, pedestrian signaling, and bike racks for safe mobility of pedestrians and cyclists, especially children

Primary Land Uses

- Educational
- Recreational/open space
- Other civic uses

Implementation Strategies

- Require master planning on individual sites to address access management, landscaping, and streetscaping requirements
- Require buffers to protect any residential areas

Hard Labor Creek



Georgia State Park surrounding Lake Rutledge and Lake Brantley, just north of the City of Rutledge. Destination for both local residents and tourists for outdoor recreation, including hiking, camping, swimming, boating, and golf.

Character Area Location

Unincorporated Morgan County – Surrounding Lake Rutledge and Lake Brantley and accessible via Knox Chapel Road and Old Mill Road/Fairplay Road

Development Patterns

- Park controlled by State of Georgia with a focus on conservation and recreation, including hiking, camping, swimming, boating, and golf

Primary Land Uses

- Recreation conservation

Implementation Strategies

- Continued natural resource protection and management by the State of Georgia to preserve recreation opportunities and environmental quality
- Promote Hard Labor Creek State Park as a component of Morgan County's outdoor recreation and agritourism offerings
- Collaboration between City of Rutledge and Morgan County to increase tourism connection between Hard Labor Creek State Park and downtown Rutledge

Industrial



Intensive employment such as industrial park or warehouse/distribution center that is characterized by the presence of large, regional employers engaged in manufacturing, trucking, or production. A goal of this character area is to expand local industry and attract new businesses and jobs.

Character Area Location

Unincorporated Morgan County – Includes areas at county’s western edge south of I-20, north and northeast of Madison at Highway 278 and Athens Highway; south of Madison between U.S. 441 and Highway 83; and south of I-20 at Seven Island Road exit

Development Patterns

- Employment centers with large, regional employers
- Consider grading, access to major transportation routes, and access to public infrastructure in locating industrial employment centers and large industrial sites
- Encourage location of nearby services for the daytime needs of employees

Primary Land Uses

- Industrial
- Commercial
- Business park

Implementation Strategies

- Continued protection of surrounding residential uses from noise, smoke, lights, and visual impacts of industrial uses
- Continued use of regulations for high-intensity uses, such as aesthetic standards, truck route designation, and required traffic studies for developments over 200,000 square feet

Lake Community



This character area has rural character and includes a mix of residential and small commercial uses and water recreation opportunities along Lake Oconee.

Character Area Location

Unincorporated Morgan County – Areas surrounding approximately 25 miles of shoreline along Lake Oconee on the County's southeastern edge

Development Patterns

- Encourages a mix of housing types (e.g., single-family detached homes and attached housing) and compatible commercial uses (e.g., neighborhood retail, home offices, event facilities, and lodging)
- Discourages industrial uses

Primary Land Uses

- Recreation and conservation
- Residential – lakeshore low, medium, and high densities
- Neighborhood commercial and lakeshore town center overlay
- Agriculture and undeveloped areas left in their natural state

Implementation Strategies

- Continued protection and management of Lake Oconee by Georgia Power to preserve natural resources, recreation opportunities, and environmental quality
- Promote Lake Oconee as a component of Morgan County's outdoor recreation and agritourism offerings
- Educate residents and visitors about public lake access points, such as Swords Recreation Area
- Collaboration between Morgan County and City of Buckhead to increase tourism connection between Lake Oconee and downtown Buckhead
- Review zoning ordinance to encourage diversified housing
- Review and modify existing ordinances to strengthen protection of environmentally sensitive areas

Medical



The regional hospital area provides opportunities to expand the County's economic base and develop higher-paying professional office and high-tech jobs. This area will be anchored by the regional hospital, with a mix of office, commercial, and residential uses.

Character Area Location

Unincorporated Morgan County – East of Madison on the 441 bypass

Development Patterns

- Mix of medical, office, commercial, and residential uses
- Encourages senior housing
- Provides suitable transition to surrounding residential uses
- Landscaping and streetscaping to encourage walkability within developments

Primary Land Uses

- Commercial
- Mixed-use
- Residential – medium and high density

Implementation Strategies

- Encourage site design with buildings oriented to the street, parking to the side or rear, and minimal views of service areas or service bays from public streets
- Review zoning ordinances and consider changes to encourage diversified housing

Neighborhood Living



Areas of the County where the predominant land use is medium-density and large-lot residential neighborhoods.

Character Area Location

Along Highway 278 from Rutledge to Madison, surrounding Transitional Character Area, and along Newborn Road south of Rutledge

Development Patterns

- Medium and large-lot residential
- Limited municipal water availability
- High vehicular traffic
- Low pedestrian access
- Organic pattern of roadways with numerous dead-ends
- Mixture of open fields and forested areas

Primary Land Uses and Zoning Categories

- Medium and low density residential

Implementation Strategies

- Conservation subdivision regulations
- Allow non-residential uses complementary to neighborhood development, such as religious or recreation facilities

Regional Activity Center



Regional destinations for residents and visitors that include a mix of entertainment and educational facilities, commercial uses, and high-density residential.

Character Area Location

Unincorporated Morgan County – Southwest of the I-20 and Highway 83 interchange and US-441 at Mission Road

Development Patterns

- Destination facilities with intense pedestrian activity
- Civic and cultural uses
- Commercial uses: primarily specialty retail, hospitality, restaurants, and professional offices
- High vehicular traffic
- Attached multifamily housing
- Landscaping, streetscaping, and buffers

Primary Land Uses

- Mixed-use
- Commercial
- Residential – high density

Implementation Strategies

- Master planning that addresses ingress, egress, parking, and connectivity to neighboring sites
- Pedestrian-oriented design with walkable connections between different uses
- Compatible architectural styles that maintain regional character
- Explore joint marketing endeavors to support local heritage and agritourism

Rural Living



Areas of the County where the predominant functions are agriculture with low density and large lot residential use as well as other rural pursuits. Agricultural uses may include uses such as farming, forestry, pasture, soil conservation, horse breeding, agritourism, specialty cultivation, and raising livestock.

Character Area Location

Unincorporated Morgan County

Development Patterns

- Mixture of low density/large lot residential and agricultural uses
- Limited agricultural commercial to provide value-added agricultural opportunities to farmers and to support agritourism and eco-tourism
- Low to nonexistent pedestrian access

Primary Land Uses

- Low density and agricultural residential
- Undeveloped areas left in their natural state
- Agriculture

Implementation Strategies

- Continued use of development regulations that provide for stormwater management and protection of water resources
- Encourage preservation of agricultural economy and rural viewsheds and inclusion of open space in new developments
- Vegetative or other screening to minimize visual impact of development from roadways
- Review and modify existing ordinances to strengthen protection of environmentally sensitive areas
- Continue to identify historic and culturally significant structures and landscapes for documentation and preservation

Transitional



A buffer around Madison and between Rutledge and I-20 that serves as a transition between cities and unincorporated Morgan County. Mix of land uses and housing types.

Character Area Location

Unincorporated Morgan County – surrounding city of Madison and between Rutledge and I-20

Development Patterns

- Mixture of residential, retail/commercial, office, industrial, entertainment/tourism, and agricultural uses
- Encourages a mix of housing types to accommodate the unique housing needs of varied groups of people

Primary Land Uses

- Commercial
- Industrial
- Residential – medium and high density
- Mixed-use
- Agriculture

Implementation Strategies

- Make appropriate land use transitions from commercial, office, industrial, and higher density residential to low density/large lot residential and agricultural uses
- Review and consider changes to the zoning code to encourage diversified housing
- Collaborate with City of Madison and City of Rutledge to provide water, sewer, and other infrastructure to commercial, residential, and industrial areas in unincorporated Morgan County

How We Will Do It

This Comprehensive Plan creates the roadmap to achieving the community's vision for the future of Morgan County. The plan development has been an iterative process, incorporating feedback from the Steering Committee, the City and Town Councils, the Board of Commissioners, government staff, and members of the public. Responsible parties have been identified for each of the plan's strategies and these entities will ensure plan implementation and keep the issues in front of the elected officials and department heads.

Planning should be considered a continuous process that allows for changing conditions. In implementing this comprehensive plan, we recommend that the responsible parties provide progress updates to the elected officials on an annual basis. They should list successes and road blocks. Adjustments to the plan may be warranted to fully implement the community's vision.

Intergovernmental Cooperation

The Comprehensive Plan will require intergovernmental cooperation between the cities and county governments. This is most notable in transportation related projects that cross multiple jurisdictions. However, citizens could benefit from cities and counties cooperating in land use and community facility decisions. The current work program has identified several projects that would be done in cooperation with the cities.

Community Work Program

The community work program (Table 2.1) contains a summary of the tasks needed to be accomplished over the next five years.

**Table 2.1
Morgan County
Community Work Program, 2017 – 2022**

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
ECON-1	Study Internet Availability	2018	Staff Time	County Staff	Local
ECON-2	Gateway Planning	2022	\$20,000	County Staff	Local
ECON-3	Support for Tourism	Ongoing	Staff Time	County Staff; Madison-Morgan County Convention and Visitors Bureau	Local, Grants
ECON-4	Zoning Research	2018	Staff Time	County Staff	N/A
PI-1	Capital Improvements Plan	2017	Staff Time	Planning or County Staff	Local
PI-2	Facilities Maintenance Plan	2018	Staff Time	County Staff	N/A
PI-3	Forecasting Plan	2017	Staff Time	Planning	Local
PI-4	County Park Improvements	2022	\$10,000	County Staff	General Funds
PI-5	Implementation of Bicycle and Pedestrian Plan	Ongoing	Unlimited	County Staff	Multiple
PI-6	County Water Authority	2020	\$20,000	Staff/Consultant	General Funds
PI-7	County Water Source	2019	Unknown	Staff/Consultant	General Funds
PI-8	Utility Infrastructure Master Plan	2020	Staff Time	County Staff	Local
PI-9	Update Transportation Plan	2017 - 2018	Staff Time	County Staff	Local, Grants
PI-10	Solid Waste Plan	2018	\$25,000	County Staff	Local
PI-11	Stormwater Utility	2018	\$25,000	County Staff	Local
PI-12	Deeded Right-of-Way Plan	2022	Staff Time	County Staff	N/A

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
PI-13	Explore Special District Feasibility	2022	Staff Time	Planning/Finance	N/A
PI-14	Establish In-House GIS Capability	2018	\$55,000	Planning	General Funds
PI-15	Energy Cost Reduction	2019	Staff Time	County Staff	Local
PI-16	Emergency Response Program Improvements	2020	\$5,000	County Staff	General Funds
PI-17	Review Equipment Leases	2018	Staff Time	County Staff	Local
PI-18	Review Paving Projects	2019	Staff Time	County Staff	Local
PI-19	Document Road Infrastructure	2020	Staff Time	County Staff	Local
PI-20	Technology Improvements	2021	Staff Time	IT Staff	Local
PI-21	Address Database	2022	\$5,000	County Staff	General Funds
PI-22	Update Flood Maps	2018	Staff Time	Planning	Local
PI-23	Zoning Research	2018	Staff Time	County Staff	N/A
NCR-1	Identify Resources for Preservation	Ongoing	\$5,000 annually	County	General Funds/Grants
NCR-2	Protect Sensitive Areas	2018	Staff Time	County Staff	N/A
NCR-3	Mitigate Impaired Waterways	Ongoing	Unknown	County, State	General Funds/Grants
NCR-4	Protect Apalachee River	Ongoing	Unknown	County/Local Environmental Orgs	General Funds/Grants
NCR-5	Survey Existing Wells	2021	Staff Time	County Staff	Local
NCR-6	Education Programs	Ongoing	N/A	County Staff, Morgan County Resource Preservation Board, water providers	N/A

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
NCR-7	Oral History Project	Ongoing	\$35,000	Morgan County Resource Protection Board	General Funds/Grants
NCR-8	Expand County Archives	2022	\$50,000	County Staff	Local
CCI-1	Master Planning Support	Ongoing	Staff Time	Morgan County Planning & Development	N/A
CCI-2	Upgrade Facilities for Accessibility	2022	Staff Time	County Staff	Local
HO-1	Expand Housing Options	2018	Staff Time	Morgan County Planning & Development	N/A



Bostwick Plan

■ A Resource Book For The City of Bostwick

BOSTWICK
Georgia

Produced by:

This was produced by Mosaic Consulting, Nelsnick Enterprises, and Hall Consulting. 2016

2017-2036 Issue Based Comprehensive Plan

A Resource Book for the City of Bostwick

Prepared for the
Bostwick Mayor and City Council

John Bostwick
Mayor

Damon Malcom

Ken Johnson

Angie Howard

Lee Nunn

Produced by



Chapter 3.1 – Bostwick Community Profile

Bostwick is the proud home of the Annual Cotton Gin Festival and 4th of July Barbeque. Bostwick is located in northern Morgan County, approximately 11 miles north of Madison, an hour's drive from Atlanta, and a half-hour's drive from Athens. The most common words used by residents attending Bostwick's visioning meeting to describe the current state of their community and the future they hope for it are depicted in the word clouds that follow. The larger the word, the more often it was used.

Bostwick Today is...



In the Future, Bostwick should be...



The data below is taken from the 2010-2014 American Community Survey estimates and provides a brief overview of key demographics in Bostwick.

Bostwick Fast Facts			
	Bostwick	Morgan County	Georgia
Population	589	18,046 [†]	10,214,860 [†]
Housing Units	195	7,489	4,114,496
Median Home Value	\$166,800	\$175,600	\$148,000
Median Household Income	\$55,250	\$49,746	\$49,342
Median Age	35.4	41.8	35.8
Households with Children	51.4%	37.0%	35.5%

[†]Denotes 2015 figure from the Census Bureau's "Annual Estimates of the Resident Population". All other data is sourced from 2010-2014 ACS.

Chapter 3.2 – Vision and Goals

The Community Vision is intended to paint a picture of what the community desires to become. It provides a complete description of the development patterns to be encouraged in the jurisdiction. The Vision was developed and refined as part of the Community Participation Program for the Bostwick Comprehensive Plan Update and is presented below.

Bostwick is a small town with strong community spirit that takes pride in its history. Downtown Bostwick will be the social and cultural heart of the community, featuring cultural and historic attractions, churches, and small businesses. Neighborhoods will exude a small town charm where people feel safe and secure, away from the stresses of big city life. The annual Cotton Gin Festival and 4th of July Barbecue will continue to be a focus of community life, drawing both locals and residents of neighboring communities.

Community Goals

The purpose of the Community Goals element is to lay out a road map for the community's future. The goals were developed with input from residents, business owners, other community leaders, and stakeholders. The Community Goals are the most important part of the plan, for they identify the community's direction for the future, and are intended to generate local pride and enthusiasm about the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented. The goals and policies below should serve as a reference to community leaders as they work toward achieving the desired future of the community.

Goal: Vibrant Healthy Downtown Maintaining and Promoting a Culture of Civic Involvement – Focus appropriate growth into downtown Bostwick, while respecting the historic context, sense of place, rural atmosphere, and overall setting of the City of Bostwick. Protect and enhance the extraordinary civic involvement and voluntarism of Bostwick's citizens and ensure that the town maintains its small town character.

Goal: Responsible Public Investment in the Future – Utilize and improve existing infrastructure and create new facilities in an efficient, planned, and coordinated manner.

Goal: Appropriately-Scaled Housing for People in All Stages of Life – Create housing options in appropriate locations that give people in all life stages and all economic means viable choices for safe, stable, and affordable homes.

Goal: Preserve Natural and Cultural Resources – Protect and restore important historic resources and protect open space, trees, and agricultural areas.

Community Policies

Policies are adopted to provide ongoing guidance and direction to help local officials achieve their goals. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Community Vision and appropriately addressing Bostwick's issues and opportunities. The policies below lead to implementation strategies that, along with the arrangement of land uses into descriptive Character Areas, will enable Bostwick to realize its vision and achieve its goals.

Vibrant, Healthy Downtown Maintaining and Promoting a Culture of Civic Involvement

- 1) We support downtown revitalization and restoration of existing historic structures.

- 2) We will continue to encourage the redevelopment of vacant and underutilized structures as incubator space for small business entrepreneurs and new small, locally owned, appropriately-scaled retail, antique shops, and boutiques.
- 3) We support partnering with Morgan County, other municipalities, and the Chamber of Commerce to expand the heritage tourism product as an economic base for the community.
- 4) We will create a pedestrian friendly downtown and pedestrian accessibility within the City and invest in parks and open space to enhance the quality of life for our citizens.
- 5) We encourage gateway signs and landscaping that defines the town boundary and welcomes visitors.
- 6) We strongly support family and youth activities, attractions, and events.

Responsible Public Investment in the Future

- 1) We support investing in sidewalks and improving pedestrian access to activity centers.
- 2) We encourage access to internet and mobile phone service for all of our businesses and residents.
- 3) We will coordinate provision of public facilities and services with land use planning to promote efficient growth within Bostwick and protect agricultural and natural resources.

Appropriately-scaled Housing for People in All Stages of Life

- 1) New housing units should be consistent with existing development pattern and historic plats. Subdivisions are not appropriate in Bostwick.
- 2) We encourage accessibility features in single family homes to expand housing options for the elderly and people with disabilities.
- 3) We will encourage senior preferred housing such as cottages and small-lot one and two family homes on one floor.
- 4) We will work to eliminate substandard or dilapidated housing in our community.
- 5) We will consider infill housing development in existing neighborhoods.

Preserve Natural and Cultural Resources

- 1) We encourage community crops and specialty foods influencing the local food industry.
- 2) We support connecting Bostwick to a trail system throughout the county.
- 3) We will promote the protection and maintenance of trees and green open space throughout Bostwick.
- 4) We will work to redirect development pressure away from agricultural areas in order to protect farmland.
- 5) We will promote eco-tourism and agritourism in Bostwick and throughout Morgan County.
- 6) We will support activities and developments that protect our environment and water quality.

Chapter 3.3 – Issues and Opportunities

The planning team relied upon extensive public engagement and input to identify the core planning issues that make up the structure of this issue-based plan. The issues were derived from a public survey and visioning exercises held in Bostwick and throughout the county. The initial public input, and an outline of the issues discerned by the planning team, was presented at a follow-up public meeting for feedback and further refinement by the public. Open House events held outdoors at various community festivals in July 2016 provided participants additional opportunities to comment on the framing of the core issues and their relative priority.

The issues identified, in order of priority are:

- 1) Vibrant, Healthy Downtown Maintaining and Promoting Culture of Civic Involvement
- 2) Responsible Public Investment in the Future
- 3) Appropriately-Scaled Housing for People in All Stages of Life
- 4) Preserve Natural and Cultural Resources

These issues (or “needs” in the comprehensive planning terminology used by the state of Georgia) are discussed in additional detail in the following pages. Each need is expounded upon and presented with complementary opportunities and planning strategies that will be implemented as part of the City’s Community Work Program.

Chapter 3.4 – Vibrant, Healthy Downtown Maintaining and Promoting Culture of Civic Involvement

The Issue

Downtown Bostwick serves as the historic and cultural center of the city. Bostwick should plan for changing demographic and economic trends to ensure historic preservation, infrastructure stability, and business recruitment to the downtown area, in order to promote the continued downtown vibrancy and role of downtown in the community. Planning should focus on attracting both residents and visitors through leveraging physical, cultural, and economic attributes and investing in the town's vision and assets. Additionally, plans for growth must balance the need for economic opportunity for residents with preserving small town character and resident quality of life. This balance places some limitations on growth and requires a strategic development approach.

Opportunities

The City of Bostwick has an existing master plan that could be reviewed and updated as a guide to the City's future development strategy. The plan update should capitalize on Bostwick's key assets, which include: natural beauty, close proximity to natural resources and outdoor recreational activities, historic buildings including the Susie Agnes Hotel and historic church buildings, and arts and cultural activities and traditions, such as the Cotton Gin Festival and the 4th of July Barbeque.

Strategies

VHD-1 – Master Plan Update

Bostwick should work with planning staff from Morgan County to complete a Master Plan update. The plan should incorporate capital improvements (see PI-1) and should also focus on:

- Planning for family friendly outdoor space and green space for gathering and socializing to encourage visitors to downtowns to remain in the area.
- Promotion of local downtown events and historic and cultural sites.
- Development and promotion of new arts and cultural activities to promote the city's historical value with special focus given to establishing events at historic sites like the Susie Agnes Hotel.
- Promote community volunteerism through recognition programs for sponsors and contributors to the Cotton Gin Festival, 4th of July Barbeque, and other town initiatives like historic preservation, downtown beautification, small business mentorship, etc.
- Locating financial resources for improvements: Grants, loans, and other financial programs that provide funding to renovate and maintain existing buildings and make other improvements.
- Preservation incentives: Help to locate Federal and state tax incentives for the rehabilitation of historic properties.
- Work with property owners to develop a plan for the rehabilitation/redevelopment of the Bostwick Manufacturing Complex.
- Refurbish City facilities.
- Improvements to City water system and adding to existing facilities.

To the extent possible, the City will work in conjunction with Morgan County and the Chamber of Commerce to continue implementation of development of local assets, business recruitment, and marketing strategies.

VHD-2 – Downtown and Economic Development Program

Resident and stakeholder input identified increased employment and retail opportunities as important aspects of desired development throughout the County.

- Participate with the County to develop County-wide marketing for heritage tourism and agri-tourism.
- Informally survey business owners and their customers in order to monitor the need for new investments in the downtown area.
- Use this information to help identify business sectors and types to target for recruitment and expansion.

VHD-3 – Business Assistance and Incentives Package

Bostwick should offer a package of business assistance, developed in alignment with the County and the Chamber of Commerce, to help ensure the success of local small businesses.

- Package and provide business assistance that includes working with the Chamber of Commerce and current business owners to establish a small business mentoring program, help navigating financial incentives provided by the state and county, reduced business association or membership fees, reduced fees to participate in local events, and collaborative marketing across downtown regions within the County.
- Establish a Business Recognition Program to highlight businesses that make significant cultural and/or economic contributions to downtown, such as creating new employment opportunities, completing a “green” or “accessible” building rehabilitation, improving the appearance of the street, and/or selling locally-produced goods.
- Research how zoning can be used to encourage addition of agri-tourism and eco-tourism businesses.

VHD-4 – Downtown Maintenance

Bostwick should continue working with Code Enforcement to clean up dilapidated properties and remove trash downtown.

Chapter 3.5 – Responsible Public Investment in the Future

The Issue

The issue of responsible public investment in the future was an item identified as part of the public involvement process. This is not to suggest that the existing process is not a responsible mechanism, rather, the residents and business owners of Bostwick recognize the need to better plan future needs as the City grows. Additionally, Bostwick may be impacted by outside forces beyond its control, including macro-economic, economic, and migratory factors.

Opportunities

Currently, public investment is directed through the annual budgeting process that includes multiple competing requests for funding. Careful and coordinated planning for long-range capital improvements and other capabilities and infrastructure items presents the greatest opportunity to plan responsibly for the City's future.

Strategies

The following are guidelines that can be implemented to reinforce the responsible expenditure of general fund and other tax dollars.

PI-1 – Capital Improvements Planning

As part of the City's master plan update (see VHD-1), the Council should see that the planning policy is implemented. The task will be to have a capital improvement plan that projects estimated annual expenditures for the next five years and identify the funding source(s) for each project.

PI-2 – Update Transportation Plan

A regional transportation plan was completed in 2007 and it should be updated in 2017-2018. The City of Bostwick should participate in the update to the regional transportation plan as it relates to improvements within and near their jurisdiction. The update should include the new county-wide bicycle and pedestrian plan, GDOT schedule changes, and incorporate the guidelines and policy of the adopted Comprehensive Plan.

PI-3 – Stormwater Utility

Participate with the County to develop a county-wide stormwater utility to address drainage issues.

PI-4 – Water Authority

Bostwick should participate fully in the County-wide Water Authority.

PI-5 – Designation of Local Issuing Authority

The Town should explore the process to designate Morgan County as the Local Issuing Authority for the City of Bostwick.

Chapter 3.6 – Appropriately-Scaled Housing for People in All Stages of Life

The Issue

Housing needs and preferences often evolve with one's age, necessitating a greater variety of housing types in order to accommodate demographic changes over time. Housing affordable to young people who tend to be mobile, may just be beginning their careers, and who often have little savings will be needed to retain this population. Starter homes for young families who make up the backbone of the County's workforce may be needed as well as "move-up" options that are more expensive, but offer families more space and amenities. As Bostwick's residents age, empty nesters may require smaller homes that require less maintenance and include accessibility features.

Opportunities

With the exception of eight mobile homes, all of Bostwick's 195 housing units are detached single-family dwellings. Nearly two-thirds of these are three-bedroom homes. While there may be a good deal of uniformity in the type and size of Bostwick's housing stock, opportunity lies in the fact that homes in the city do vary somewhat in the settings in which they are located. There are units in historic areas of downtown, traditional neighborhoods with some proximity to neighbors, and others on large lots in low-density residential or agricultural areas. Different people have different values with respect to housing: some prefer the quiet of a home on its own, far away from other homes or businesses. Others prefer proximity to neighbors, cultural assets, or recreation areas. Some residents can afford larger estate properties while others hold low-wage jobs, face income insecurity, and need a range of affordable ownership or rental options.

Strategies

HO-1 – Accommodate Modest Housing Development

Bostwick is expected to grow by approximately 65 new households by 2040. This modest population growth can be accommodated in such a way as to preserve the city's unique character.

- Encourage new housing development to consider the Bostwick character areas defined in Chapter 3.2.
- Wherever feasible, focus any new development in areas served by existing water infrastructure.

HO-2 – Expand Housing Options

The incorporation of smaller, more affordable units into the city's housing stock will add variety and provide the city greater flexibility to accommodate the modest population growth expected.

- Consider changes to the zoning ordinance to strengthen conservation subdivision strategies and encourage diversified housing.
- Due to water and sewer limitations, consider permitting small-scale group homes in appropriate zoning districts within the city.

HO-3 – Neighborhood Maintenance and revitalization

Bostwick should continue working with Code Enforcement to clean up dilapidated properties and remove trash in neighborhoods.

Chapter 3.7 – Preserve Natural and Cultural Resources

The Issue

Rural character and small-town quality of life provide Bostwick with a strong sense of place. Natural and cultural resources play an important part in supporting the character of the small town. During the Community Participation Program residents cited the need to preserve open space and agricultural areas. As Morgan County grows, development pressures will make the need to protect farming, cultural resources, and greenspace in Bostwick even more important.

Opportunities

The projects initiated by the Morgan County Resource Preservation Advisory Board have been successful in regard to the identification and documentation of significant cultural and historical resources. Additional work should be done to educate residents about these resources and to utilize the inventory to enhance tourism opportunities in Bostwick and the unincorporated county.

The policies and strategies set forth below focus on the preservation of resources.

Greenspace and open space preservation

NCR-1 – Gateway Corridor Overlays

“Franchise” or “corporate architecture” is not compatible with the small-town character of Bostwick. Guidelines for landscaping, sign control, and tree protection should be created and implementation encouraged.

Protect Environmental Resources

Figure 3.1 on the following page shows the Sensitive Environmental Resources in Bostwick. Figure 3.2 is a Development Suitability Map. The Development Suitability map uses ArcView GIS software to overlay slope, wetland, flood plain and ground water recharge areas to estimate relative potential additional cost for new development. The suitability map does not consider proximity to road, rail, water and sewer infrastructure. The lighter an area is shaded, the fewer environmental conditions are impacted and the lower the development costs for mitigating environmental conditions. The darkest areas in the map would be difficult locations for any new development and, in some cases, those locations may not be developable at all. In general, higher slopes generate more grading cost; water recharge areas require stormwater mitigation and reduction of impervious area; wetlands require replacement mitigation; and floodplains prevent most construction activity and may be only suitable for trail or natural park systems with minimal impact from creation of impervious areas.

Protect Cultural and Historic Resources

NCR- 2 – Redevelopment/Restoration of Historic Downtown Buildings

Work with property owners to develop a plan for the redevelopment of underutilized areas of the Cotton Gin.

NCR-3 – Conservation Planning

The City will participate with the County in a study to determine water conservation needs and methods that can be employed to conserve water.

Water Resources Education – One of the goals of the Upper Oconee Regional Water Plan is to educate stakeholders in the region on the importance of water quality and managing water as a resource including practices such as water conservation and increased water efficiency.

Water quality education: Education resource templates are available from the Metropolitan North Georgia Water Planning District and Keep America Beautiful. These can be distributed at public locations and events.

Figure 3.1
City of Bostwick
Sensitive Environmental Resources

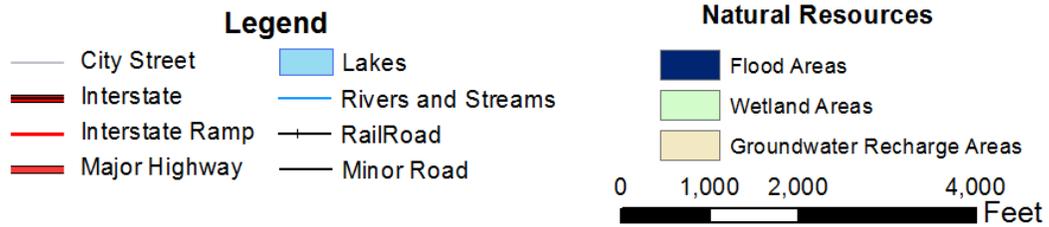
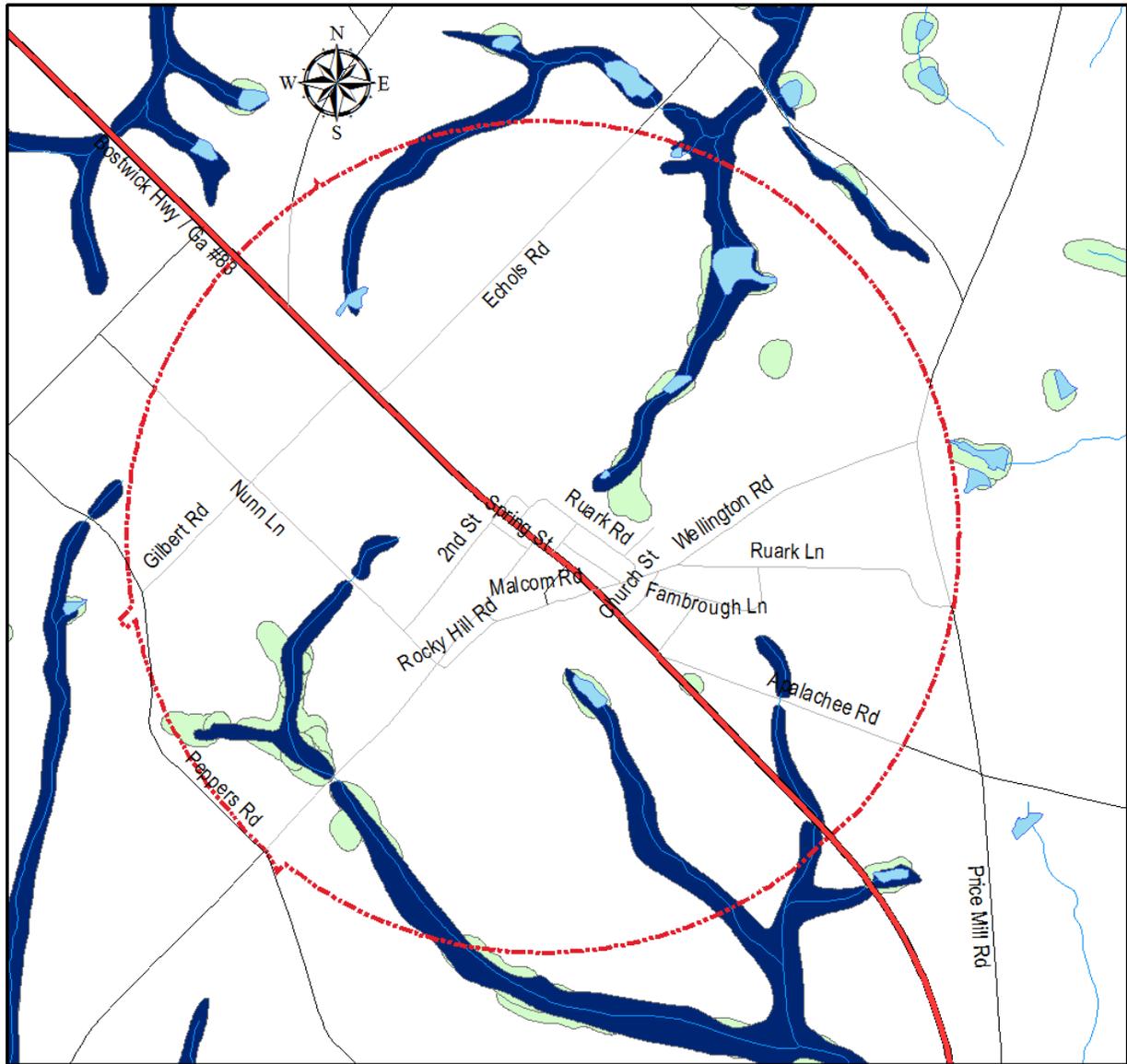
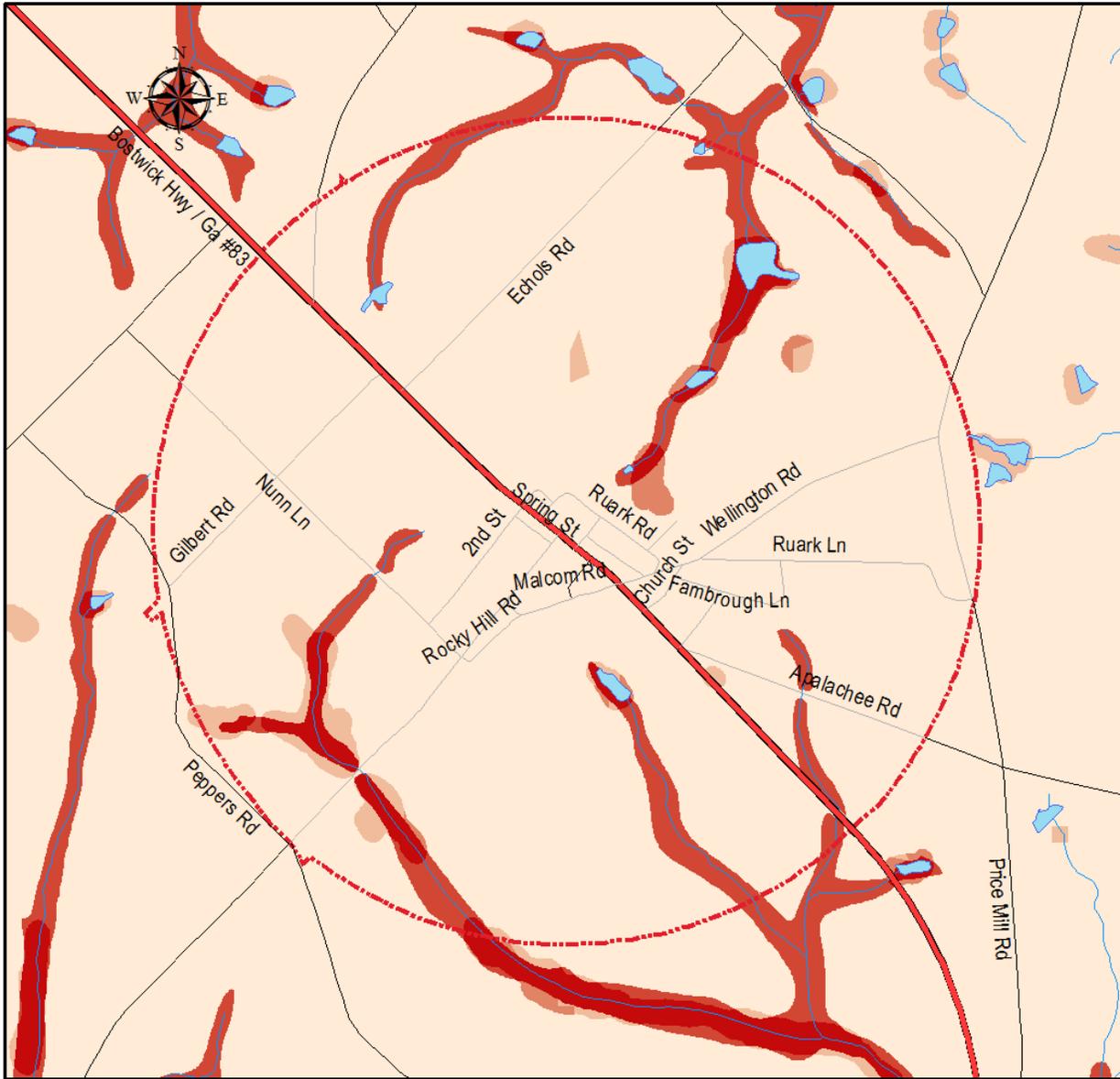


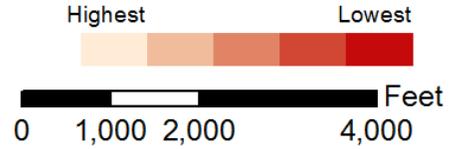
Figure 3.2
City of Bostwick
Development Suitability



Legend

- | | |
|-----------------|--------------------|
| City Street | Lakes |
| Interstate | Rivers and Streams |
| Interstate Ramp | Rail Road |
| Major Highway | Minor Road |

Development Suitability



Chapter 3.8 – Implementation Program Summary

In the previous sections of this chapter, detail has been provided for the implementation of the Bostwick vision. Tasks have been identified to address the issues and concerns that were important to the citizens of the city. This chapter consolidates this work program and provides the existing land use and future character area map for the City.

Where we are

Bostwick, Georgia is a small town located in the northern part of Morgan County. The city has a small downtown with a restaurant, law office, gas station, and limited retail. Downtown provides the backdrop for two large festivals – the Annual 4th of July Barbecue and the Annual Cotton Gin Festival. The existing land use is depicted below in Figure 3.3

The existing land use designations are based on DCA’s classifications as follows:

Residential - The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities.

Commercial - This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.

Industrial - This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.

Public/Institutional - This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities in the park/recreation/conservation category; include landfills in the industrial category; and include general office buildings containing government offices in the commercial category.

Transportation/Communication/Utilities - This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

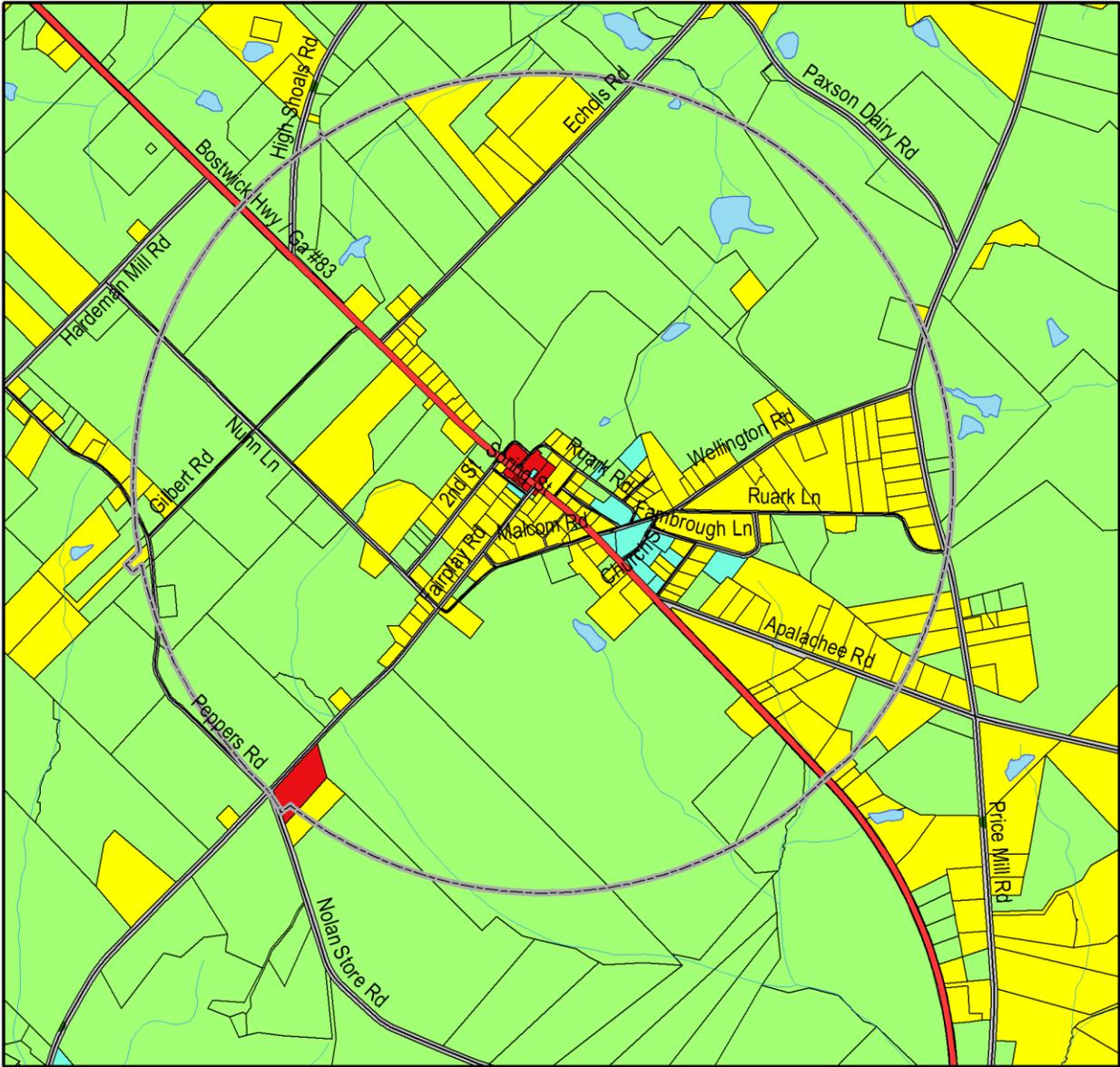
Park/Recreation/Conservation - This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Agriculture/Forestry - This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.

Undeveloped/Vacant - This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.

Mixed Use - For a detailed, fine-grained mixed land use, or one in which land uses are more evenly balanced, mixed land use categories may be created and applied at the discretion of the community. If used, mixed land use categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of each use.

Figure 3.3
City of Bostwick
Existing Land Use

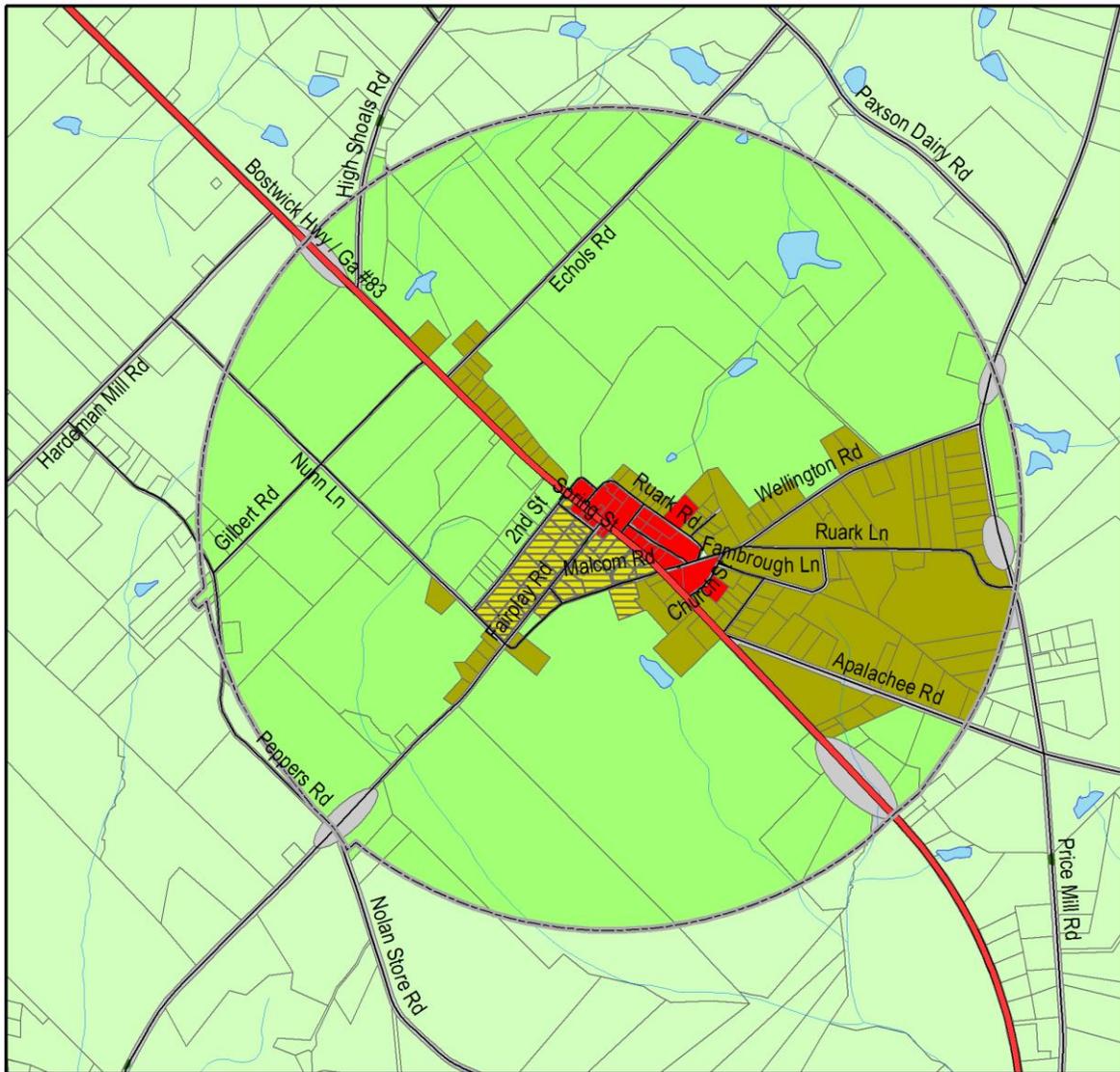


Legend			
City Street	Lakes	Residential	Industrial
Interstate	Rivers and Streams	Public Institutional	Commercial
Interstate Ramp	Railroad	Parks and Recreation	Agricultural/Forestry
Major Highway	Minor Road	Transport./Comm./Utilities	Undeveloped/Vacant

Where we would like to be

Character Areas for the City of Bostwick are displayed in the following map, which also serves to identify intended future land use. The Character Areas acknowledge visual and functional differences between various places in the community, allowing the City to provide area-specific guidance for future development through appropriate planning.

Figure 3.4
City of Bostwick
Character Area Map



Legend			
City Street	Lakes	Traditional Neighborhood	Rural Conservation
Interstate	Rivers and Streams	Historic Residential	Rural Living
Interstate Ramp	Rail Road	Historic Town Center	Gateway Corridor
Major Highway	Minor Road		

The Character Areas defined here have unique or special characteristics that need to be preserved or have potential to evolve into unique areas. It is important to note while reviewing the Character Areas map and descriptions that the identified character may not be accurate for every single parcel, but is rather the overall defining character of the entire area.

Each Character Area is described in the pages that follow, along with suggested development strategies to help maintain or achieve desired development patterns. These strategies are not requirements, but recommendations for the desired types of development and redevelopment. The strategies were also used to develop short-term activities and long-term policies for future growth in Bostwick.

Character Area descriptions are based on State Planning Recommendations, public input, and interviews with City staff.

Character Area Descriptions

Gateway Corridors



Important transportation corridors leading into Bostwick, including Bostwick Highway/Highway 83, Fairplay Road, and Price Mill Road.

Character Area Locations

Highway 83, Fairplay Road, and Price Mill Road as they enter into Bostwick city limits.

Development Patterns

- Rural transportation corridors with limited pedestrian facilities
- Focus on appearance with appropriate signage, landscaping, and other beautification measures

Primary Land Uses

- Transportation corridors with varying adjacent land uses, including residential, commercial, and agriculture

Implementation Strategies

- Use Gateway Corridor Overlays in Bostwick to limit “franchise” or “corporate” architecture incompatible with small-town character and to provide landscaping, sign control, and tree protection guidelines
- Manage access to keep traffic flowing
- Use directory signage to points of interest
- Retrofit or mask existing strip development or other features as necessary

Historic Residential



Single-family homes on relatively large lots dominate Bostwick’s Historic Residential Neighborhood. Well-established street trees provide shade to pedestrians as they stroll the sidewalk just steps away from downtown.

Character Area Location

City of Bostwick – Neighborhood southwest of downtown Bostwick bordered by Highway 83, 2nd Street, Nunn Lane, and Malcolm Road

Development Patterns

- Stable and well maintained residential neighborhood with a majority of homes pre-dating WWII
- Primarily low-density, single family detached homes with traditional architecture (front porches, rear or no garages, front door orientation, etc.)
- Existing sidewalk system
- Existing tree canopy

Primary Land Uses

- Low and Medium Density Residential

Implementation Strategies

- Focus on reinforcing stability by encouraging more home ownership and maintenance or upgrade of existing properties
- Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing
- Maintain strong pedestrian and bicycle connections to encourage residents to walk or bike to shopping and events downtown

Historic Town Center



Traditional focal point for Bostwick with preserved historic buildings, churches, rustic retail, and open space.

Character Area Location

Downtown Bostwick

Development Patterns

- Preserves historic buildings from demolition
- Provides space for local festivals, recreation facilities, and compatible uses to serve the city
- Provides pedestrian access and open space for citizen enjoyment
- Includes connections to greenspace and trail networks

Primary Land Uses

- Mixed use including commercial, civic, and open space uses

Implementation Strategies

- Implement relevant portions of the Northeast Georgia Regional Commission's bicycle and pedestrian plan
- Continue working with Code Enforcement to address dilapidated properties
- Work with the County and Chamber of Commerce on business assistance and tourism/branding
- Work with property owners to develop a plan for redevelopment of underutilized areas of the Cotton Gin
- Encourage new development to be of the scale and architectural design to fit well into the area's historic fabric, with parking to the side or rear

Rural Conservation



Areas of Bostwick where the primary uses are farming, forestry, pasture and soil conservation in coexistence with low density residential and large lot residential uses.

Character Area Location

City of Bostwick

Development Patterns

- Agricultural uses (farming, forestry, pasture, and soil conservation) in coexistence with low density residential and large lot residential uses
- Preserves the economic function of agriculture, livestock, and forestry
- Preserves rural character in viewsheds
- Low to non-existent pedestrian access
- Discourages extension of public utilities

Primary Land Uses

- Low density residential and agricultural residential
- Undeveloped areas left in their natural state
- Agriculture

Implementation Strategies

- Focus new development in areas served by existing water infrastructure rather than extending them to Rural Conservation areas
- Updated master planning for Bostwick that protects existing Rural Conservation areas
- Research ways zoning can be used to encourage agritourism

Traditional Neighborhood



Existing neighborhoods of single-family homes in Bostwick.

Character Area Location

Along Highway 83, Wellington Road, Ruark Lane, and Apalachee Road

Development Patterns

- Protects existing single-family neighborhoods
- Includes housing for residents in all stages of life
- Home are maintained and reinvested in

Primary Land Uses

- Residential – low and medium density

Implementation Strategies

- Encourage homeownership and maintenance or upgrade of existing properties
- Infill development on vacant properties should be architecturally compatible
- Implement relevant portions of the Northeast Georgia Regional Commission’s bicycle and pedestrian plan to increase bicycle and pedestrian connections in Traditional Neighborhood areas

Rural Living



Areas of unincorporated Morgan County where the predominant functions are agriculture with low density and large lot residential use as well as other rural pursuits. Agricultural uses may include uses such as farming, forestry, pasture, soil conservation, horse breeding, agritourism, specialty cultivation, and raising livestock.

Character Area Location

Unincorporated Morgan County, outside Bostwick city limits

Development Patterns

- Mixture of low density/large lot residential and agricultural uses
- Limited agricultural commercial to provide value-added agricultural opportunities to farmers and to support agritourism and eco-tourism
- Low to nonexistent pedestrian access

Primary Land Uses

- Low density and agricultural residential
- Undeveloped areas left in their natural state
- Agriculture

Implementation Strategies

- Continued use of development regulations that provide for stormwater management and protection of water resources
- Encourage preservation of agricultural economy and rural viewsheds and inclusion of open space in new developments
- Vegetative or other screening to minimize visual impact of development from roadways
- Review and modify existing ordinances to strengthen protection of environmentally sensitive areas
- Continue to identify historic and culturally significant structures and landscapes for documentation and preservation

How will we do it

This Comprehensive Plan creates the roadmap to achieving the community's vision for the future of Bostwick. The plan development has been an iterative process, incorporating feedback from the Steering Committee, the City Council, the Board of Commissioners, government staff, and members of the public. Responsible parties have been identified for each of the plan's strategies and these entities will ensure plan implementation and keep the issues in front of the elected officials and department heads.

Planning should be considered a continuous process that allows for changing conditions. In implementing this comprehensive plan, we recommend that the responsible parties provide progress updates to the elected officials on an annual basis. They should list successes and road blocks. Adjustments to the plan may be warranted to fully implement the community's vision.

Intergovernmental Cooperation

The Comprehensive Plan will require intergovernmental cooperation between the cities and county governments. This is most notable in transportation related projects that cross multiple jurisdictions. However, citizens could benefit from cities and counties cooperating in land use and community facility decisions. There are several projects identified in this plan that can help both cities and counties in the years to come and achieve the visions of each.

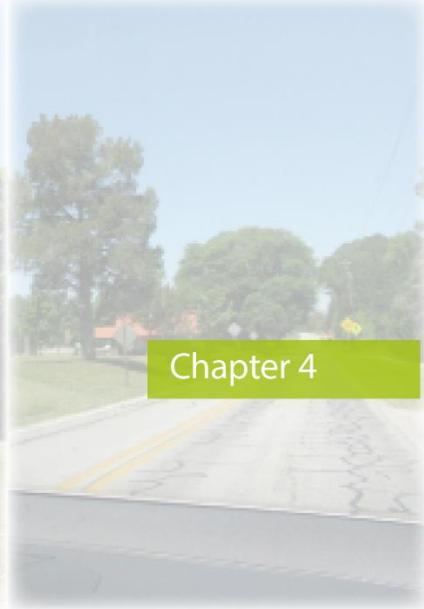
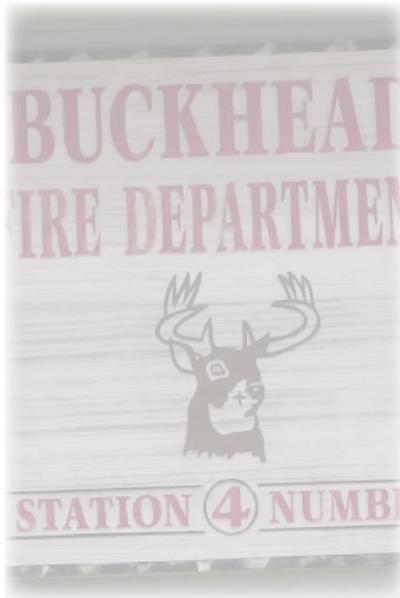
Community Work Program

The community work program (Table 3.1) contains a summary of the tasks needed to be accomplished over the next five years.

Table 3.1
City of Bostwick
Community Work Program, 2017 – 2022

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
VHD-1	Master Plan Update	Ongoing	\$12,000	City Staff and Morgan County Planning & Development	Local
VHD-2	Downtown & Economic Development Program	2022	\$5,000	Morgan County / Chamber of Commerce/ City Council	Local, Grants, State Incentives
VHD-3	Business Assistance Package	Ongoing	Staff time	Morgan County Planning & Development/ Chamber of Commerce	Local, Grants, State Incentives
VHD-4 & HO-3	Clean up dilapidated properties & remove trash	Ongoing	Staff time	Code Enforcement/ City Council	Local
PI-1	Capital Improvement Plan	2017	Staff time	Council Member	Local
PI-2	Update Transportation Plan	2017-2018	Unlimited	City Staff	Local/ State
PI-3	Stormwater Utility	2018	Staff time	Council Member	Local
PI-5	County-wide Water Authority	2020	\$10,000	County/City/ Consultant	Local, Grants, State Incentives
PI-6	Designate Morgan County as Local Issuing Authority	2018	Staff time	Morgan County Planning & Development	Local
HO-1	Accommodate Modest Housing Development	Ongoing	Staff time	Morgan County Planning & Development	n/a
HO-2	Expand Housing Options	2018	Staff time	Morgan County Planning & Development	n/a
HO-3 & VHD-4	Clean up dilapidated properties & remove trash	Ongoing	Staff time	Code Enforcement/City Council	Local

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
NCR-1	Gateway Corridor Overlays	2020	Staff time	County Staff, City Council	local
NCR-2	Redevelopment/ Restoration of Historic Downtown Buildings	2017	\$10,000	Planning Staff, Elected Officials, Citizens	Grants if Available
NCR-3	Conservation Planning	Ongoing	Staff and volunteer time	County Staff, City Council	Local



Buckhead Plan

■ A Resource Book For The Town of Buckhead

Produced by:
This was produced by Mosaic Consulting, Nelsnick Enterprises, and Hall Consulting, 2016



2017-2036 Issue Based Comprehensive Plan

A Resource Book for the Town of Buckhead

Prepared for the
Buckhead Mayor and Town Council

Ricky Walker
Mayor

Jennifer Doran

Drew Miller

Richard Harris

John White

Produced by



Chapter 4.1 – Buckhead Community Profile

Located in eastern Morgan County, approximately 12 miles east of Madison, an hour's drive from Atlanta, and 40 minutes from Athens, Buckhead was founded in 1907 and is one of Morgan County's oldest settlements. The town derives its name from Benjamin Fitzpatrick and hunters who marked the promising nature of the area with an actual buck's head. Buckhead soon became a busy small town with an agricultural economy and character. Each year, Buckhead celebrates its historic and civic pride with "Old Buckhead Days" and a Fourth of July Barbecue and fireworks festival.

The most common words used by residents attending Buckhead's visioning meeting to describe the current state of their community and the future they hope for it are depicted in the word clouds that follow. The larger the word, the more often it was used.

Buckhead Today is...



In the Future, Buckhead should be...



The data below is taken from the 2010-2014 American Community Survey estimates and provides a brief overview of key demographics in Buckhead.

Buckhead Fast Facts			
	Buckhead	Morgan County	Georgia
Population	209	18,046 [†]	10,214,860 [†]
Housing Units	112	7,489	4,114,496
Median Home Value	\$91,700	\$175,600	\$148,000
Median Household Income	\$38,250	\$49,746	\$49,342
Median Age	40.2	41.8	35.8
Households with Children	39.2%	37.0%	35.5%

†Denotes 2015 figure from the Census Bureau's "Annual Estimates of the Resident Population". All other data is sourced from 2010-2014 ACS.

Chapter 4.2 – Vision and Goals

The Community Vision is intended to paint a picture of what the community desires to become. It provides a complete description of the development patterns to be encouraged in the jurisdiction. The Vision was developed and refined as part of the Community Participation Program for this Comprehensive Plan Update and is presented below.

Buckhead residents enjoy an easy-paced country lifestyle that embraces the rural landscape and the economic and recreational opportunities it affords. Historic downtown Buckhead features locally-owned businesses that serve as gathering places for the close-knit community and stopping points for visitors on their way to Lake Oconee. Buckhead supports countywide efforts to enhance quality of life for all residents through economic development, housing options, and educational and recreation opportunities.

Community Goals

The purpose of the Community Goals element is to lay out a road map for the community's future. It was developed through a public process of involving residents, business owners, community leaders and other stakeholders. The Community Goals are the most important part of the plan, for they identify the community's direction for the future, and are intended to generate local pride and enthusiasm about the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented. The goals and policies below should serve as a reference to community leaders as they work toward achieving the desired future of the community.

Goal: Vibrant Healthy Downtown Maintaining and Promoting a Culture of Civic Involvement – Attract and retain new businesses in downtown Buckhead while respecting the historic context, sense of place, rural atmosphere, and overall setting of the town. Protect and enhance the strong civic involvement and spirit of community among Buckhead's citizens.

Goal: Responsible Public Investment in the Future – Utilize and improve existing infrastructure and community facilities and create new facilities in an efficient, planned, and coordinated manner.

Goal: Preserve Natural and Cultural Resources – Protect and restore valuable historic resources and preserve environmental resources and meaningful open space.

Goal: Housing for People in All Stages of Life – Create housing options that give people in all life stages and all economic means viable choices for safe, stable, and affordable homes.

Community Policies

Policies are adopted to provide ongoing guidance and direction to help local officials achieve their goals. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Community Vision and appropriately addressing issues and opportunities in Buckhead. The policies below lead to implementation strategies that, along with the arrangement of land uses into descriptive Character Areas, will enable Buckhead to realize its vision and achieve its goals.

Vibrant, Healthy Downtown and Small Town Atmosphere

- 1) We support downtown revitalization and will focus on restoring and repurposing historic buildings in downtown.
- 2) We support partnering with Morgan County, other municipalities, and the Chamber of Commerce to expand the heritage tourism product as an economic base for the community.
- 3) We encourage attracting and retaining appropriate downtown businesses, including restaurants and shops, that serve local residents and visitors.
- 4) We will explore opportunities to develop the local visitor market by attracting recreation travelers on their way to Lake Oconee and other destinations.
- 5) We will create a pedestrian friendly downtown.
- 6) We will support businesses and industries that enhance Buckhead's small-town character and Morgan County's rural and agricultural identity.
- 7) We encourage gateway signs and landscaping that defines the town boundary and welcomes visitors.
- 8) We support family and youth activities, attractions, and events.
- 9) We will maintain and invest in parks and open space to enhance the quality of life for our citizens.

Responsible Public Investment in the Future

- 1) We support investing in sidewalks and improving pedestrian access in downtown and other activity centers.
- 2) We encourage internet and mobile phone service availability to all of our businesses and residents.
- 3) We will coordinate provision of public facilities and services with land use planning to promote efficient growth within Buckhead and to protect agricultural and natural resources.
- 4) Work with Morgan County to develop gateway signage that establishes a sense of place along major transportation corridors leading into Buckhead.

Appropriately-scaled Housing for People in All Stages of Life

- 1) New housing units should be consistent with existing development pattern and historic plats. Subdivisions are not appropriate in Buckhead.
- 2) We support infill housing development that is affordable to young families.
- 3) We support the development of single-family homes that are accessible to people with disabilities.
- 4) Where appropriate, we will encourage senior preferred housing such as cottages and single-story single family homes.
- 5) We will encourage elimination of substandard or dilapidated housing in our community.

Preserve Natural and Cultural Resources

- 1) We support protecting agricultural activities and farmland in Buckhead and will direct development activity to areas that will minimize environmental impacts.
- 2) We support connecting Buckhead to a trail system throughout the county.
- 3) We support improved connections to Lake Oconee and support the development of recreation related businesses.
- 4) We will promote eco-tourism and agritourism in Buckhead and throughout Morgan County.
- 5) We will support activities and developments that protect our environment and water quality.

Chapter 4.3 – Issues and Opportunities

The planning team relied upon extensive public engagement and input to identify the core planning issues that make up the structure of this issue-based plan. The issues were derived from a public survey and visioning exercises held in Buckhead and throughout the county. The initial public input, and an outline of the issues discerned by the planning team, was presented at a follow-up public meeting for feedback and further refinement by the public. Open House events held outdoors at various community festivals in July 2016 provided participants additional opportunities to comment on the framing of the core issues and their relative priority.

The issues identified, in order of priority are:

- 1) Vibrant, Healthy Downtown Maintaining and Promoting Culture of Civic Involvement
- 2) Responsible Public Investment in the Future
- 3) Preserve Natural and Cultural Resources
- 4) Housing for People in All Stages of Life

These issues (or “needs” in the comprehensive planning terminology used by the state of Georgia) are discussed in additional detail in the following pages. Each need is expounded upon and presented with complementary opportunities and planning strategies that will be implemented as part of the Town’s Community Work Program.

Chapter 4.4 – Vibrant, Healthy Downtown Maintaining and Promoting Culture of Civic Involvement

The Issue

Downtown Buckhead serves as the historic and cultural center of the town. Buckhead should plan for historic preservation, infrastructure stability, and thoughtful business development in the downtown area in order to promote continued downtown vibrancy. Planning should focus on attracting both residents and visitors by leveraging physical, cultural, and economic attributes and investing in the town's vision and assets. Additionally, plans for growth must balance the need for economic opportunity for residents and workers with preserving small town character and resident quality of life. This balance places some limitations on growth and requires a strategic development approach.

Opportunities

Buckhead has several important assets that give rise to opportunities to develop into a vibrant and healthy downtown with a culture of civic involvement. These assets will be important components of future planning efforts and include the downtown's historic buildings, community festivals, natural beauty, proximity to natural resources, and outdoor recreational activities such as Lake Oconee.

Strategies

VHD-1 – Downtown Redevelopment

As part of an overall master planning process, Buckhead should work with property owners to identify strategies for the redevelopment of vacant commercial spaces in the downtown area.

Redevelopment may include such strategies as:

- Planning for and maintaining family friendly outdoor space and green space for gathering and socializing in downtown and at the municipal park.
- Pedestrian-friendly streetscapes and downtown beautification.
- Promotion of local downtown events.
- Inclusion of downtown Buckhead in marketing materials developed by the Madison-Morgan County Convention and Visitors Bureau and in other promotional efforts targeting Lake Oconee visitors.
- Develop partnerships with Lake Oconee to cross-market in which visitors are encouraged to visit Buckhead and Lake Oconee, and vice versa.
- Locating financial resources for improvements including: Grants aimed at historic preservation, loans, and other financial programs that provide funding to renovate and maintain existing buildings and make other improvements.
- Preservation incentives: Help to locate Federal and state tax incentives for the rehabilitation of historic properties.

VHD-2 – Tourism Development

Buckhead will participate with the county to develop county-wide marketing for heritage tourism and agritourism programs.

VHD-3 – Zoning Research

Town officials will research ways zoning can be used to encourage addition of agritourism and ecotourism businesses.

VHD-4 – Small Business Development

Resident and stakeholder input identified new shopping and dining opportunities as desired in Buckhead. While the rural nature of the community and low projections for growth will limit Buckhead's customer markets, the town can still take steps to support existing businesses and attract new ones. Working with the Chamber of Commerce, Buckhead should develop a package of marketing materials to assist small business development.

Chapter 4.5 – Responsible Public Investment in the Future

The Issue

The issue of responsible public investment in the future was an item identified as part of the public involvement process. This is not to suggest that the existing process is not a responsible mechanism, rather, the residents and business owners of Buckhead recognize the need to better plan future needs as the town grows. Additionally, Buckhead may be impacted by outside forces beyond its control, including macro-economic, economic, and migratory factors.

Opportunities

Currently, public investment is directed through the annual budgeting process that includes multiple competing requests for funding. Careful and coordinated planning for long-range capital improvements and other capabilities and infrastructure items presents the greatest opportunity to plan responsibly for the town's future.

Strategies

The following are guidelines that can be implemented to reinforce the responsible expenditure of general fund and other tax dollars.

PI-1 – Water System Improvements

The Town should develop a plan to improve the town's water system and expand existing facilities.

PI-2 – Sewer System Planning

Buckhead currently has no sewer system, but should explore its options for the future development of such a system.

PI-3 – Master Plan

The Town should prepare a master plan that incorporates utilities, streets, pedestrian facilities, parks, public buildings, and strategies for economic development and the preservation of historic and cultural resources.

PI-4 – Public Facility Improvements

The Town should develop a plan for the renovation and enlargement of Town Hall and the fire station.

PI-5 – Bike and Pedestrian Plan Implementation

Buckhead should take steps to prioritize and begin implementation of relevant aspects of the County's existing bike and pedestrian plan.

PI-6 – Designation of Local Issuing Authority

The Town should complete the process of designating Morgan County as the Local Issuing Authority for Buckhead.

PI-7 – Annexation Plan

Study the feasibility of future annexations, specifically including the Town Cemetery and an extension of city limits southward to I-20.

PI-8 – Water Authority

The Town of Buckhead should participate fully in the County-wide Water Authority.

PI-9 – Update Transportation Plan

A regional transportation plan was completed in 2007. The NEGRC has recently submitted a county-wide bicycle and pedestrian plan that will supplement the recommendations of the regional transportation plan. The regional transportation plan should be updated to reflect these accomplishments, GDOT schedule changes, and incorporate the guidelines and policy of the adopted Comprehensive Plan. The Town of Buckhead should work with the County on this plan update, particularly on issues related to improvements within and near the Town.

PI-10 – Stormwater Utility

Participate with the County to develop a county-wide stormwater utility plan to address drainage issues.

Chapter 4.6 – Preserve Natural and Cultural Resources

The Issue

Natural and agricultural resources play an important part in supporting the character of Buckhead. During the Community Participation Program residents cited the need to preserve open space and agricultural areas. As Morgan County grows and development on Lake Oconee becomes more popular, development pressures will make the need to protect farming, cultural resources, and greenspace even more important.

Opportunities

Over the last decade, Buckhead has made progress toward protecting its historic and environmental resources by documenting resources and meeting all the requirements of *Rule 391-3-16 Rules for Environmental Planning*. Additionally, while most residents of Buckhead and surrounding Morgan County appreciate their rural and agriculture based environment, they may not fully recognize the opportunities offered by nearby natural and cultural resources.

The policies and strategies set forth below focus on the preservation of resources.

Public Education for Natural and Cultural Resources

Successful implementation of natural and cultural resources protection strategies requires community support. Fully engaging residents in preserving and enjoying their natural resources inspires protection of these resources.

NCR-1 – Conservation Planning

The Town will participate with the County in a study to determine water conservation needs and methods that can be employed to conserve water.

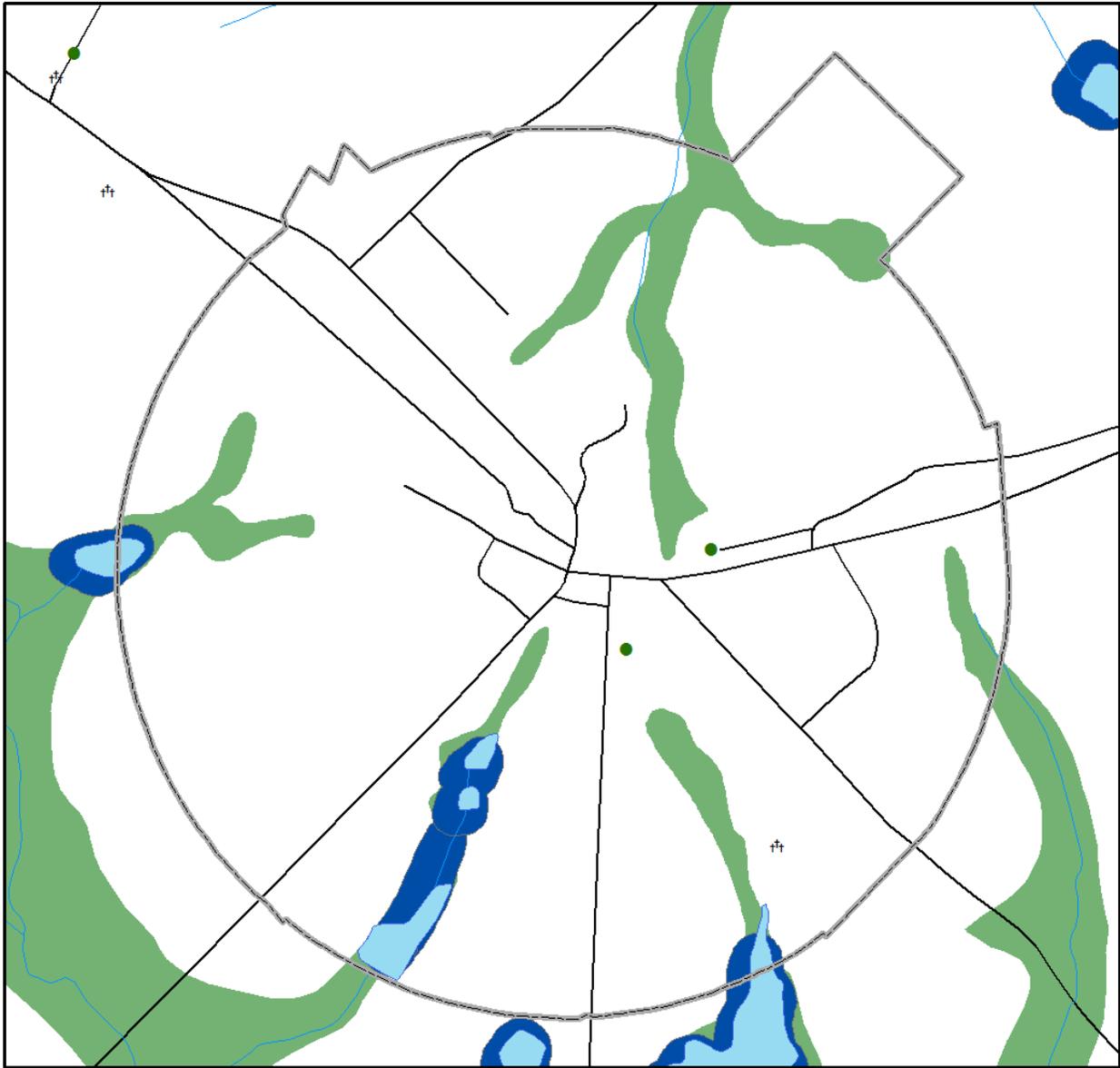
Water Resources Education – One of the goals of the Upper Oconee Regional Water Plan is to educate stakeholders in the region on the importance of water quality and managing water as a resource including practices such as water conservation and increased water efficiency.

Water quality education: Education resource templates are available from the Metropolitan North Georgia Water Planning District and Keep America Beautiful. These can be distributed at public locations and events.

Protect Environmental Resources

Figure 4.1 on the following page shows the Sensitive Environmental Resources in Buckhead. Figure 4.2 is a Development Suitability Map. The Development Suitability map uses ArcView GIS software to overlay slope, wetland, flood plain and ground water recharge areas to estimate relative potential additional cost for new development. The suitability map does not consider proximity to road, rail, water and sewer infrastructure. The lighter an area is shaded, the fewer environmental conditions are impacted and the lower the development costs for mitigating environmental conditions. The darkest areas in the map would be difficult locations for any new development and, in some cases, those locations may not be developable at all. In general, higher slopes generate more grading cost; water recharge areas require stormwater mitigation and reduction of impervious area; wetlands require replacement mitigation; and floodplains prevent most construction activity and may be only suitable for trail or natural park systems with minimal impact from creation of impervious areas.

Figure 4.1
Town of Buckhead
Sensitive Environmental Resources



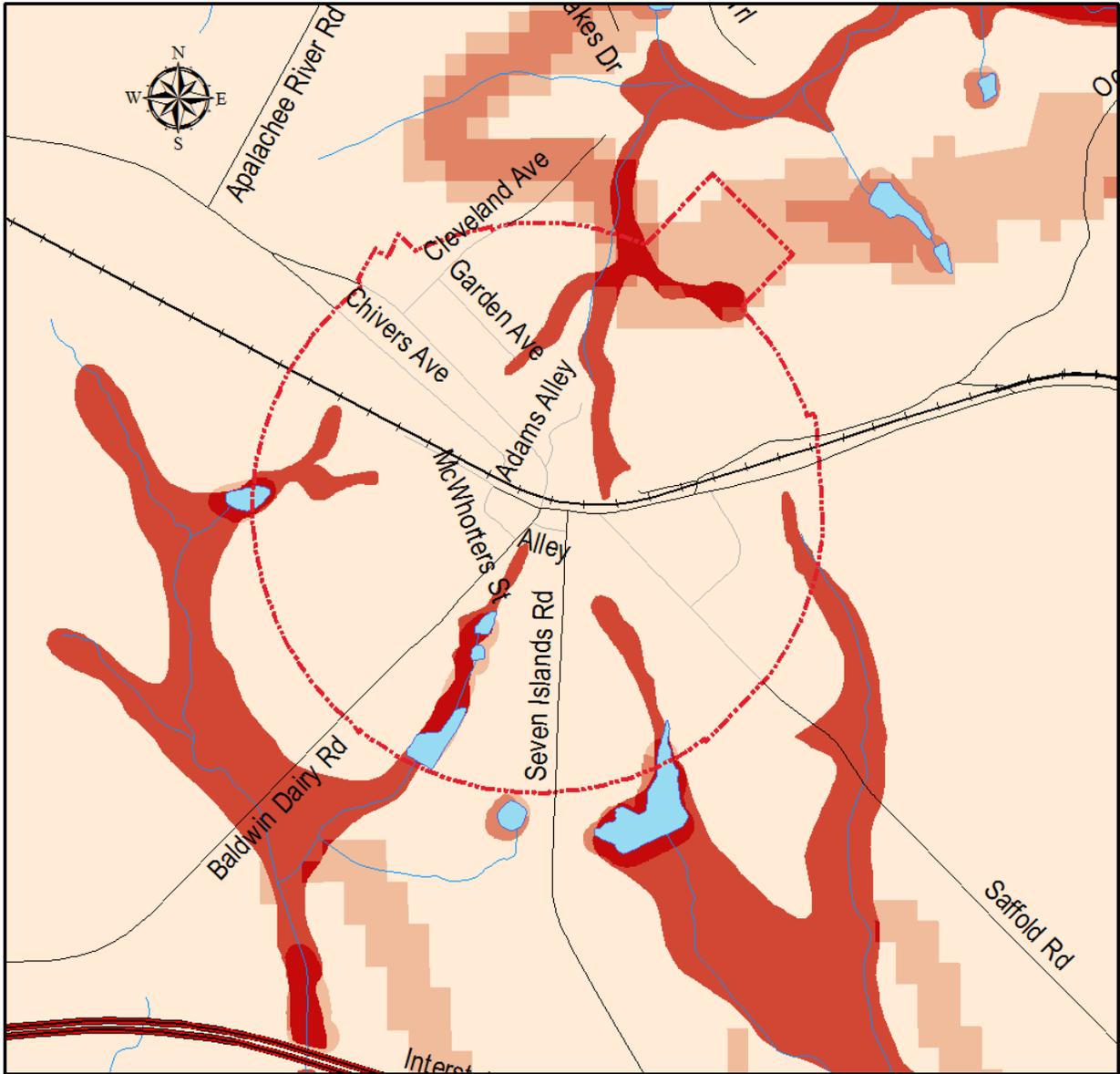
Legend

- | | |
|-------------------|----------------------|
| — City Street | — Lakes |
| — Interstate | — Rivers and Streams |
| — Interstate Ramp | — Rail Road |
| — Major Highway | — Minor Road |

Natural Resources

- | |
|------------------------------|
| — Wetland Areas |
| — Flood Areas |
| — Groundwater Recharge Areas |

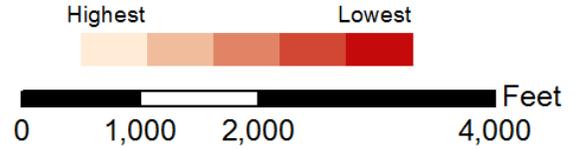
Figure 4.2
Town of Buckhead
Development Suitability



Legend

- City Street
- Interstate
- Interstate Ramp
- Major Highway
- Lakes
- Rivers and Streams
- RailRoad
- Minor Road

Development Suitability



Protect Cultural and Historic Resources

The projects initiated by the Morgan County Resource Preservation Advisory Board have been successful in regard to the identification and documentation of significant cultural and historical resources. Additional work should be done to educate residents about these resources and to utilize the inventory to enhance tourism opportunities in the unincorporated county and within small cities.

NCR-2 – Historic Preservation

Buckhead will explore grants for the rehabilitation and redevelopment of its historic downtown commercial buildings.

Chapter 4.7 – Housing for People in All Stages of Life

The Issue

Housing needs and preferences often evolve with one's age, necessitating a greater variety of housing types in order to accommodate demographic changes over time. Housing affordable to young people who tend to be mobile, may just be beginning their careers, and who often have little savings will be needed to retain this population. Starter homes for young families who make up the backbone of the County's workforce may be needed as well as "move-up" options that are more expensive, but offer families more space and amenities. As Buckhead's residents age, empty nesters may require smaller homes that require less maintenance and include accessibility features.

Opportunities

Buckhead's housing stock is overwhelmingly composed of detached single-family units (78.6%) with the remainder being mobile homes (21.4%). All but 15 of the town's 112 housing units are either two- or three-bedroom homes. While Buckhead's homes vary little in their type and size, opportunity lies in the fact that the settings in which the homes are located are more diverse. There are units in traditional neighborhoods close to Buckhead's downtown, others are on larger lots in low-density residential areas, and still others are located in agricultural settings. Different people have different values with respect to housing: some prefer the quiet of a home on its own, far away from other homes or businesses. Others prefer proximity to neighbors, businesses, or recreation areas. Some residents can afford larger estate properties while others hold low-wage jobs, face income insecurity, and need a range of affordable ownership or rental options.

Strategies

HO-1 – Expand Housing Options

Buckhead will consider changes to its zoning ordinance that would strengthen conservation subdivision strategies and encourage diversified housing types.

Chapter 4.8 – Implementation Program Summary

In the previous sections of this chapter, detail has been provided for the implementation of the Buckhead vision. Tasks have been identified to address the issues and concerns that were important to the citizens of the town. This chapter consolidates this work program and provides the existing land use and future character area map for the Town.

Where we are

Buckhead, Georgia is a small town located in the eastern part of Morgan County. The town has a historic downtown and surrounded primarily by residential and agricultural uses. The existing land use is depicted below in Figure 4.3.

The existing land use designations are based on DCA's classifications as follows:

Residential - The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities.

Commercial - This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.

Industrial - This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.

Public/Institutional - This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities in the park/recreation/conservation category; include landfills in the industrial category; and include general office buildings containing government offices in the commercial category.

Transportation/Communication/Utilities - This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

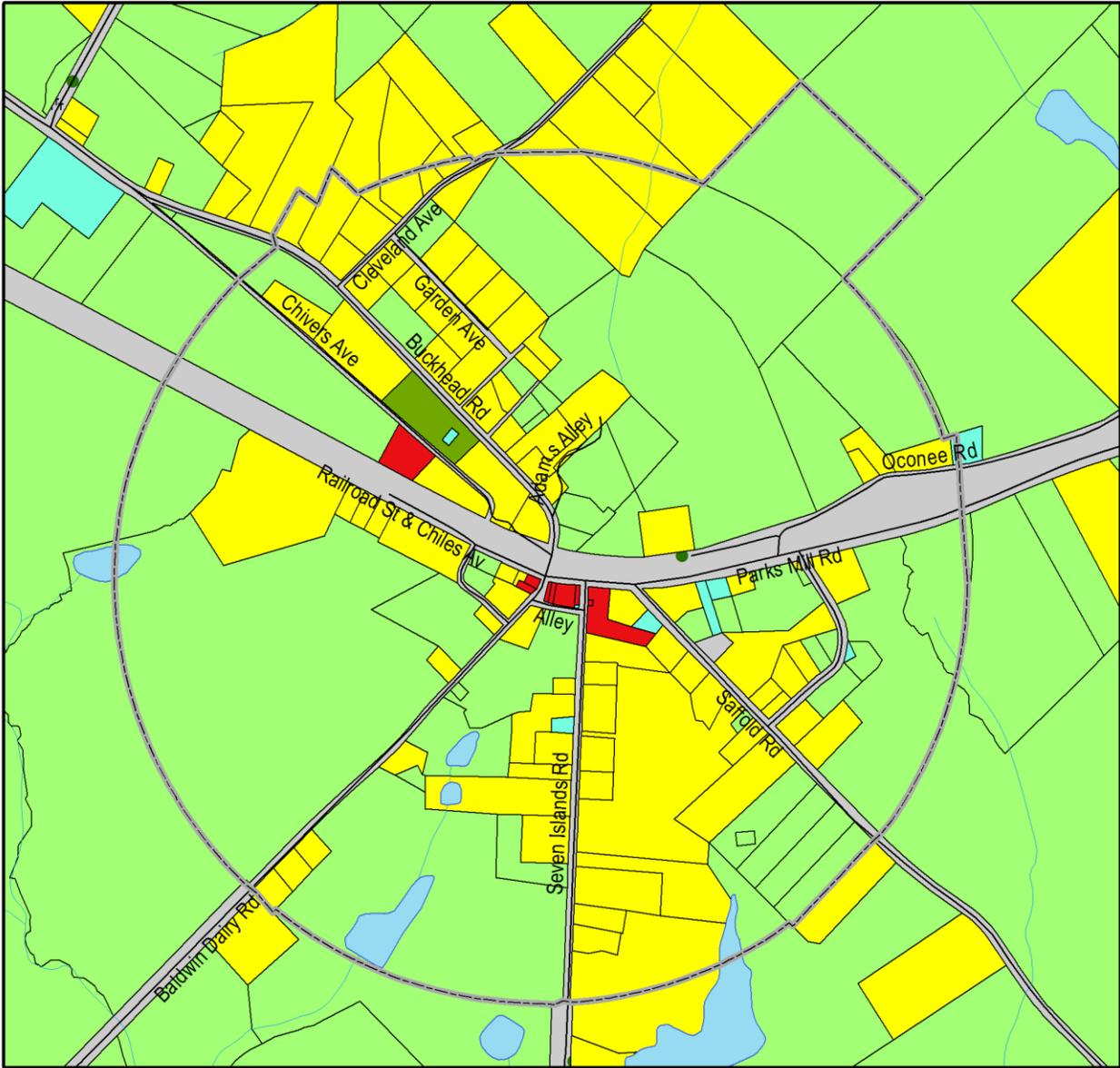
Park/Recreation/Conservation - This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Agriculture/Forestry - This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.

Undeveloped/Vacant - This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.

Mixed Use - For a detailed, fine-grained mixed land use, or one in which land uses are more evenly balanced, mixed land use categories may be created and applied at the discretion of the community. If used, mixed land use categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of each use.

Figure 4.3
Town of Buckhead
Existing Land Use

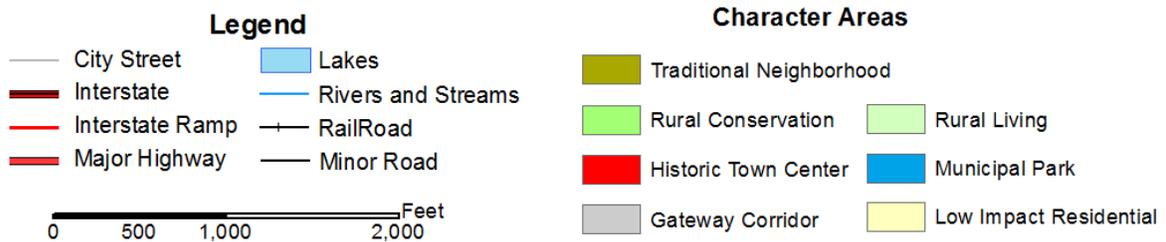
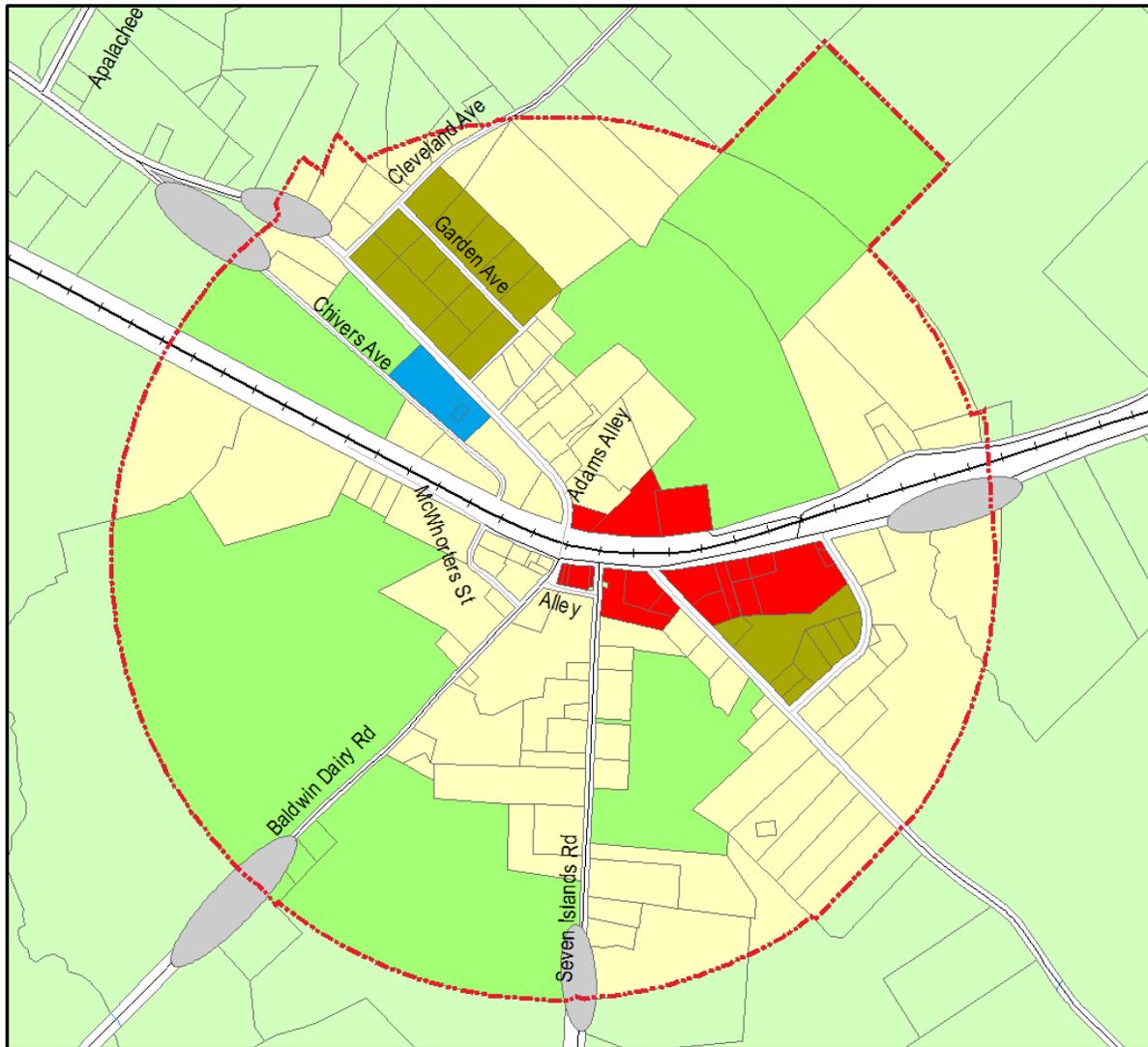


Legend			
City Street	Lakes	Residential	Industrial
Interstate	Rivers and Streams	Public Institutional	Commercial
Interstate Ramp	RailRoad	Parks and Recreation	Agricultural/Forestry
Major Highway	Minor Road	Transport./Comm./Utilities	Undeveloped/Vacant

Where We Would Like To Be

Character Areas for the Town of Buckhead are displayed in the following map, which also serves to identify intended future land use. The Character Areas acknowledge visual and functional differences between various places in the community, allowing the town to provide area-specific guidance for future development through appropriate planning.

Figure 4.4
Town of Buckhead
Character Area Map



The Character Areas defined here have unique or special characteristics that need to be preserved or have potential to evolve into unique areas. It is important to note while reviewing the Character Areas map and descriptions that the identified character may not be accurate for every single parcel, but is rather the overall defining character of the entire area.

Each Character Area is described in the pages that follow, along with suggested development strategies to help maintain or achieve desired development patterns. These strategies are not requirements, but recommendations for the desired types of development and redevelopment. The strategies were also used to develop short-term activities and long-term policies for future growth in Buckhead.

Character Area descriptions are based on State Planning Recommendations and public input.

Character Area Descriptions

Gateway Corridors



Important transportation corridors leading into Buckhead including Buckhead Road, Parks Mill Road, Oconee Road, and Seven Islands Road.

Character Area Location

Buckhead Road, Parks Mill Road, Oconee Road, and Seven Islands Road at Buckhead's town limits

Development Patterns

- Rural transportation corridors with limited pedestrian facilities
- Focus on appearance with appropriate signage, landscaping, and other beautification measures

Primary Land Uses

- Transportation corridors with varying adjacent land uses, including residential, commercial, and agriculture

Implementation Strategies

- Manage access to keep traffic flowing
- Use directory signage to points of interest
- Retrofit or mask existing strip development or other features as necessary

Historic Town Center



Traditional focal point for Buckhead with preserved historic buildings, churches, rustic retail, and open space.

Character Area Location

Downtown Buckhead

Development Patterns

- Preserves historic buildings from demolition
- Provides space for local festivals, recreation facilities, and compatible uses to serve the town
- Provides pedestrian access and open space for citizen enjoyment
- Includes connections to greenspace and trail networks
- Serves as a potential attraction for visitors traveling to Lake Oconee

Primary Land Uses

- Mixed use including commercial, civic, and open space uses

Implementation Strategies

- Implement relevant portions of the Northeast Georgia Regional Commission's bicycle and pedestrian plan
- Work with the County and Chamber of Commerce on business assistance and tourism/branding
- Working with Morgan County, complete a Master Plan that includes a focus on downtown and rehabilitation/redevelopment of vacant historic commercial buildings
- Encourage new development to be of the scale and architectural design to fit well into the area's historic fabric, with parking to the side or rear

Low Impact Residential



Low density, single-family residential development in rural Buckhead.

Character Area Location

Town of Buckhead

Development Patterns

- Low-density residential development in Buckhead's existing rural residential area
- Limited opportunities for new housing development
- Historic homes along Seven Islands Road
- Low pedestrian orientation and access, large lots, open space, and high degree of building separation
- Where possible, connects to regional network of greenspace and trails

Primary Land Uses

- Low or medium density residential

Implementation Strategies

- Master planning that protects historic residential properties near downtown Buckhead
- Prioritize and implement relevant aspects of the County's existing bike and pedestrian plan
- Tree preservation

Municipal Park



Recreation area in Buckhead that includes sports facilities, playground, and skating. Serves as community gathering place and is adjacent to fire station that provides meeting space for community events.

Character Area Location

Buckhead Road northwest of downtown

Development Patterns

- Recreation uses including sports facilities, playgrounds, and picnic areas
- Adjacent to rural fire stations

Primary Land Uses

- Recreation and civic uses
- Commercial

Implementation Strategies

- Maintain local parks as recreation and civic facilities for use by the community
- Continue community events such as 4th of July Barbecue and Fireworks
- Develop a plan to renovate and enlarge Town Hall and fire station
- Consider municipal parks in master planning

Rural Conservation



Areas Buckhead where the primary uses are farming, forestry, pasture and soil conservation in coexistence with low density residential and large lot residential uses.

Character Area Location

Town of Buckhead

Development Patterns

- Agricultural uses (farming, forestry, pasture, and soil conservation) in coexistence with low density residential and large lot residential uses
- Preserves the economic function of agriculture, livestock, and forestry
- Preserves rural character in viewsheds
- Low to non-existent pedestrian access
- Discourages extension of public utilities

Primary Land Uses

- Low density residential and agricultural residential
- Undeveloped areas left in their natural state
- Agriculture

Implementation Strategies

- Focus new development in areas served by existing water infrastructure rather than extending them to Rural Conservation areas
- Master planning that protects existing Rural Conservation areas
- Research ways zoning can be used to encourage agritourism

Traditional Neighborhood



Existing single-family home neighborhoods in Buckhead.

Character Area Location

Garden Avenue and Perryman Street at Saffold Road

Development Patterns

- Protects existing single-family neighborhoods
- Includes housing for residents in all stages of life
- Home are maintained and reinvested in

Primary Land Uses

- Residential – low and medium density

Implementation Strategies

- Encourage homeownership and maintenance or upgrade of existing properties
- Infill development on vacant properties should be architecturally compatible
- Implement relevant portions of the Northeast Georgia Regional Commission’s bicycle and pedestrian plan to increase bicycle and pedestrian connections in Traditional Neighborhood areas

Rural Living



Areas of unincorporated Morgan County where the predominant functions are agriculture with low density and large lot residential use as well as other rural pursuits. Agricultural uses may include uses such as farming, forestry, pasture, soil conservation, horse breeding, agritourism, specialty cultivation, and raising livestock.

Character Area Location

Unincorporated Morgan County, outside Buckhead town limits

Development Patterns

- Mixture of low density/large lot residential and agricultural uses
- Limited agricultural commercial to provide value-added agricultural opportunities to farmers and to support agritourism and eco-tourism
- Low to nonexistent pedestrian access

Primary Land Uses

- Low density and agricultural residential
- Undeveloped areas left in their natural state
- Agriculture

Implementation Strategies

- Continued use of development regulations that provide for stormwater management and protection of water resources
- Encourage preservation of agricultural economy and rural viewsheds and inclusion of open space in new developments
- Vegetative or other screening to minimize visual impact of development from roadways
- Review and modify existing ordinances to strengthen protection of environmentally sensitive areas
- Continue to identify historic and culturally significant structures and landscapes for documentation and preservation

How will we do it

This Comprehensive Plan creates the roadmap to achieving the community's vision for the future of Buckhead. The plan development has been an iterative process, incorporating feedback from the Steering Committee, the Town Council, the Board of Commissioners, government staff, and members of the public. Responsible parties have been identified for each of the plan's strategies and these entities will ensure plan implementation and keep the issues in front of the elected officials and department heads.

Planning should be considered a continuous process that allows for changing conditions. In implementing this comprehensive plan, we recommend that the responsible parties provide progress updates to the elected officials on an annual basis. They should list successes and road blocks. Adjustments to the plan may be warranted to fully implement the community's vision.

Intergovernmental Cooperation

The Comprehensive Plan will require intergovernmental cooperation between the cities and county governments. This is most notable in transportation related projects that cross multiple jurisdictions. However, the citizens could benefit from cities and counties cooperating in land use and community facility decisions. There are several projects identified in this plan that can help both cities and counties in the years to come and achieve the visions of each.

Community Work Program

The community work program (Table 4.1) contains a summary of the tasks needed to be accomplished over the next five years.

**Table 4.1
Town of Buckhead
Community Work Program, 2017 – 2022**

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
VHD-1	Downtown Redevelopment	Ongoing	\$25,000	Town Council	Local/ Grants
VHD-2	Tourism Development	2019	\$5,000	Town Council	Local
VHD-3	Zoning Research	2018	Staff Time	Town Council	N/A
VHD-4	Small Business Development	2018	Staff Time	Council Member	N/A
PI-1	Water System Improvements	2019	Unknown	Town Council/ Consultant	Local
PI-2	Sewer System Planning	2019	Unknown	Town Council/ Consultant	Local
PI-3	Master Plan	2017	\$20,000	Council Member	Local
PI-4	Public Facility Improvements	2022	\$5,000	Town Staff	Local
PI-5	Bike and Pedestrian Plan Implementation	Ongoing	Unlimited	Town Staff	Multiple
PI-6	Designation of Local Issuing Authority	2017	Staff Time	Town Council/Public Utilities Staff	N/A
PI-7	Annexation Plan	2019	\$4,000	Town Staff/ Consultant	Local
PI-8	Water Authority	2018	Staff Time	Town Council/Public Utilities Staff	User Fees
PI-9	Update Transportation Plan	2017-2018	Shared Portion of Regional Plan \$50,000	Town Staff	Local/State
PI-10	Stormwater Utility	2018	Staff Time	Council Member	Local
NCR-1	Conservation Planning	Ongoing	Staff Time	County Staff, Town Council	N/A
NCR-2	Historic Preservation	2020	Unknown	County Staff, Town Council	Grants
HO-1	Expand Housing Options	2018	Staff Time	Town Council	N/A



Rutledge Plan

■ A Resource Book For The City of Rutledge

Produced by:

This was produced by Mosaic Consulting, Nelsnick Enterprises, and Hall Consulting. 2016



2017-2036 Issue Based Comprehensive Plan

A Resource Book for the City of Rutledge

Prepared for the
Rutledge Mayor and City Council

Spencer Knight
Mayor

Timothy Smith
Post 1

Bruce Altnauer
Post 3

Anthony Sells
Post 2

Brenda Thompson
Post 4

Produced by



Chapter 5.1 – Rutledge Community Profile



Rutledge, Georgia is located north of I-20 in the western part of Morgan County just south of Hard Labor Creek State Park. The community has a mixture of single and multifamily homes and a vibrant downtown that offers a variety of retail services. Rutledge has a four way stop in downtown, with the signage placed in a steel barrel, which residents see as a unique feature of their city. The City moves this steel barrel once a year during their annual summer festival to allow for the parade. The City also sponsors music in the downtown park on Friday nights during the summer. Downtown buildings have a zero setback and front sidewalks. Parking is sufficient for typical day to day activity, however, during community wide events parking spills into the surrounding areas.

City Hall is a converted depot located next to an active rail line that forms the southern boundary of the downtown area. Commercial activity extends south of the rail line. Rutledge provides water and wastewater services, however, wastewater is nearing capacity and needs to be expanded. A recent productive water well has been established, that will serve projected demand for many years.



The city has two parks. One is located in the northern part of the city adjacent to the County fire station. It provides tennis, basketball, a ball field, and a skateboard area. A recent donation of playground equipment has been added. The other park is adjacent to the downtown and serves for community events. There are a few swings, picnic tables, and a gazebo.



The most common words used by residents attending Rutledge’s visioning meeting to describe the current state of their community and the future they hope for it are depicted in the word clouds that follow. The larger the word, the more often it was used.

Rutledge Today is...



In the Future, Rutledge should be...



While Morgan County and its cities have certain characteristics in common, each also has a unique identity and vision for its future. These issues are explored in detail throughout this plan, but a snapshot of key demographic factors begins to reveal some of the uniqueness between these communities. The data below is taken from the 2010-2014 American Community Survey estimates.

Rutledge Fast Facts			
	Rutledge	Morgan County	Georgia
Population	708	18,046 [†]	10,214,860 [†]
Housing Units	392	7,489	4,114,496
Median Home Value	\$155,800	\$175,600	\$148,000
Median Household Income	\$37,350	\$49,746	\$49,342
Median Age	52.7	41.8	35.8
Households with Children	21.5%	37.0%	35.5%

[†]Denotes 2015 figure from the Census Bureau's "Annual Estimates of the Resident Population". All other data is sourced from 2010-2014 ACS.

Chapter 5.2 – Vision and Goals

The Community Vision is intended to paint a picture of what the community desires to become. It provides a complete description of the development patterns to be encouraged in the jurisdiction. The Vision was developed and refined as part of the Community Participation Program for this Comprehensive Plan Update and is presented below.

Downtown is the social and cultural heart of the community, featuring festivals, restaurants, public spaces, employment opportunities, and shopping for both residents and visitors. Visitors are attracted by the southern gateway to Rutledge, which extends to I-20. Housing and employment opportunities flourish due to high quality services including parks and recreation, sidewalks, health and safety. Higher population densities are balanced with rural town character.

Community Goals

The purpose of the Community Goals element is to provide a road map for the community's future, developed through a very public process of involving residents, business owners, community leaders and other stakeholders. The Community Goals are the most important part of the plan, for they identify the community's direction for the future, and are intended to generate local pride and enthusiasm about the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented. The goals and policies below should serve as a reference to community leaders as they work toward achieving the desired future of the community.

Goal: Vibrant Healthy Downtowns Maintaining and Promoting a Culture of Civic Involvement – Focus appropriate growth into downtown Rutledge, maintain and expand community events, and support existing businesses. Protect and enhance Rutledge's unique qualities and events.

Goal: Responsible Public Investment in the Future – Utilize existing infrastructure efficiently in a planned and coordinated manner to support existing residents and businesses and to direct new developments.

Goal: Sustainable Economic Growth and Prosperity - Support our unique sense of place while attracting and retaining locally-focused businesses that meet the needs of future generations.

Goal: Housing for People in All Stages of Life – Create housing options that give people in all life stages and all economic means viable choices for safe, stable, and affordable homes.

Goal: Preserve Natural and Cultural Resources – Protect agricultural, environmental, and historic resources and preserve meaningful open space.

Community Policies

Policies are adopted to provide ongoing guidance and direction to help local officials achieve their goals. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Community Vision and appropriately addressing the city's issues and opportunities. The policies below lead to implementation strategies that, along with the arrangement of land uses into descriptive Character Areas, will enable the City to realize its vision and achieve its goals.

Economic Development

Sustainable economic development will depend on the City's ability to grow existing employment sectors while attracting new businesses that diversify the local economy and tax base.

- 1) We will support programs for retention, expansion and creation of businesses that are a good fit for Rutledge's economy in terms of job skill requirements.
- 2) We will take into account impacts on transportation and the character of our city when considering economic development projects.
- 3) We will take into account impacts on infrastructure and natural resources in our decision making on economic development projects.
- 4) We will consider the employment needs and skill levels of the labor force in the surrounding area when making decisions on proposed economic development projects.

Responsible Public Investment in the Future

Enhanced infrastructure can support downtown vitality, improved employment opportunities, improved education, and access to housing and economic development. The Comprehensive Plan will look at how all the pieces fit together and develop a solution to meet the needs of the community including water, sewer, roads, sidewalks, and internet access.

- 1) Our community will make efficient use of existing infrastructure and public facilities in order to minimize the need for costly new/expanded facilities and services.
- 2) We will limit development within our community to areas that can be reasonably served by public infrastructure.
- 3) Our community will use planned infrastructure expansion to support development in areas identified (in the comprehensive plan) as suitable for such development.
- 4) We will invest in parks and open space to enhance the quality of life for our citizens.

Housing

A diverse housing stock is necessary, to accommodate both the City's growth and the natural lifecycles of its residents. Units appropriate for residents wishing to age in place, housing affordable to young people at the early stages of their careers, and starter homes for young families will all be needed.

Housing development is an inherently private-sector endeavor, but can be shaped by local regulations. To the extent zoning regulations determine the outcome of what housing is feasible to build and where, they should be structured to permit, in appropriate locations, small-scale multifamily rental units to include studio and one-bedroom units. Depending upon their specific locations, these unit types may appeal both to young singles and to the elderly.

- 1) We will promote a variety of housing options in order to encourage a multi-aged and multi-income community.
- 2) We will encourage development of housing opportunities in locations that enable residents to live close to their places of employment.
- 3) We will encourage small-lot and attached housing in appropriate areas.
- 4) We will emphasize the importance of accessibility features in housing stock to expand housing options for the elderly and people with disabilities.

Natural Resources

This issue relates to the balance to be achieved between economic development and the need to protect farming, cultural resources, and greenspace. This issue is concerned with the strategies employed to preserve resources more so than the leveraging of natural resources for economic benefit.

- 1) The protection and conservation of natural and historic resources will play an important role in the decision-making process when making decisions about future growth and development.
- 2) We will factor potential impacts on water quality in making decisions on new developments.
- 3) We will protect our scenic corridors and vistas.
- 4) We will maintain the health, quality of life and small town character through protecting air and visual quality from possible pollutants and excluding or discouraging inappropriate industries.

Implementation and Land Use

- 1) We will pursue joint processes for collaborative planning and seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
- 2) We want development whose design, landscaping, lighting, signage, and scale add value to our community.
- 3) Our community will use land efficiently to avoid the costs and problems associated with urban sprawl.
- 4) Our gateways and corridors will create a "sense of place" for our community.
- 5) We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in previously undeveloped or agricultural areas of the community.
- 6) We support new land uses that enhance housing options and contribute to protecting the environment and preserving meaningful open space.

Chapter 5.3 – Issues and Opportunities

The planning team relied upon extensive public engagement and input to identify the core planning issues that make up the structure of this issue-based plan. The issues were derived from a public survey and visioning exercises held in Rutledge and throughout the county. The initial public input, and an outline of the issues discerned by the planning team, was presented at a follow-up public meeting for feedback and further refinement by the public. Open House events held outdoors at various community festivals in July 2016 provided participants additional opportunities to comment on the framing of the core issues and their relative priority.

The issues identified, in order of priority are:

- 1) Vibrant, Healthy Downtown Maintaining and Promoting Culture of Civic Involvement
- 2) Responsible Public Investment in the Future
- 3) Sustainable Economic Growth and Prosperity
- 4) Housing for People in All Stages of Life
- 5) Preserve Natural and Cultural Resources

These issues (or “needs” in the comprehensive planning terminology used by the state of Georgia) are discussed in additional detail in the following pages. Each need is expounded upon and presented with complementary opportunities and planning strategies that will be implemented as part of the City’s Community Work Program.

Chapter 5.4 – Vibrant, Healthy Downtown Maintaining and Promoting Culture of Civic Involvement

The Issue

Many residents and business owners of the City of Rutledge enjoy the small-town character offered with a variety of housing choices, downtown pedestrian activity and access to locally based retail business. The City provides park and recreational facilities, festivals, and a summer in the park music concert series. The city promotes family activities and encourages economic activity in the downtown area. The City leadership recognizes that development pressure will occur due to access to I-20 and Hard Labor Creek State Park as well as the effect of their proximity to the Atlanta metropolitan area. Some of this pressure will occur outside of the City's boundary. The City leadership respects the property rights of individuals but would like to avoid the typical urban sprawl as witnessed in the Atlanta metropolitan area.

Opportunities

Recent development in water supply has given the City of Rutledge sufficient water to serve the City and adjacent areas. Sewer treatment is nearing capacity and should be expanded. An expansion of sewer capacity would offer opportunity for new commercial and industrial activity and would also address septic tank issues.

Strategies

VHD-1 – Master Plan

The City should prepare a master plan that will address service area and policies. This would include expansion of water and wastewater facilities, downtown improvements and other community facilities. The master planning effort should highlight Rutledge's key assets, which include: natural beauty, close proximity to natural resources (i.e. Hard Labor Creek State Park) and outdoor recreational activities, and cultural traditions, such as "Music in the Park". The plan should identify logical annexation areas the future infrastructure needed.

The master plan should focus on:

- Capital improvements planning (see PI-1) including water and wastewater
- Planning for family friendly outdoor space and green space for gathering and socializing to encourage visitors to downtowns to remain in the area.
- Promotion of local downtown events and historic and cultural sites.
- Development of marketing materials, such as a sample itinerary for potential visitors that includes historic, outdoor, cultural, art, and dining activities.
- Develop partnerships with Hard Labor Creek State Park to cross-market in which visitors are encouraged to visit Rutledge and Hard Labor Creek, and vice versa.
- Development and promotion of new arts and cultural activities to promote the cities historical value.
- Promote community volunteerism through recognition programs for contributors to town initiatives like historic preservation, downtown beautification, small business mentorship, etc.
- Explore grants for rehabilitation/redevelopment of the historic downtown commercial buildings

VHD-2 – Connected Regional Trail System

The Northeast Georgia Regional Commission recently completed a bicycle and pedestrian plan. This plan interconnects the cities and provides access to the rural beauty of the County. Rutledge’s focus should be on the connection to Hard Labor Creek and the March to the Sea trails.

VHD-3 – Small Business Development and Expansion Program

Resident and stakeholder input identified increased employment and retail opportunities as important aspects of desired development within the region. Rutledge should survey business owners and customers in order to drive decisions regarding investments in downtown. Collection of this data can also help identify business sectors and types to target for recruitment and expansion. The City should continue to maintain and extend pedestrian access to key downtown areas.

VHD-4 – Downtown Branding

Marketing is a crucial element to increasing visitors to downtown areas and helping make downtowns vibrant employment, commercial, and cultural centers. Focusing on goals, such the types of people to be attracted to the downtown area (families, outdoor enthusiasts, conservationists), what makes the downtown area worth a special trip, and what sets the downtown area apart from other possible destinations. In developing a brand, Rutledge should focus on the uniqueness of its downtown, including:

- Historic sites;
- Local restaurants and shop owners; and
- Proximity to Hard Labor Creek Park and Agricultural assets

Chapter 5.5 – Responsible Public Investment in the Future

The Issue

The issue of responsible public investment in the future was an item identified as part of the public involvement process. This is not to suggest that the existing process is not a responsible mechanism, rather, the residents and business owners of Rutledge recognize the need to better plan future needs as the City grows. Additionally, Rutledge may be impacted by outside forces beyond its control, including macro-economic, economic, and migratory factors.

Opportunities

Currently, public investment is directed through the annual budgeting process that includes multiple competing requests for funding. Careful and coordinated planning for long-range capital improvements and other capabilities and infrastructure items presents the greatest opportunity to plan responsibly for the City's future.

Strategies

The following are guidelines that can be implemented to reinforce the responsible expenditure of general fund and other tax dollars.

PI-1 – Capital Improvements Plan

As part of the City's master planning process (see VHD-1), Rutledge's Public Utilities Department or City Council should see that the planning policy is implemented. The task will be to have a capital improvement plan that projects estimated annual expenditures for the next five years and identify the funding source(s) for each project.

PI-2 – Update Transportation Plan

A regional transportation plan was completed in 2007. The NEGRC has recently submitted a county-wide bicycle and pedestrian plan that will supplement the recommendations of the regional transportation plan. The regional transportation plan should be updated in the 2017-2018 time period to reflect these accomplishments, GDOT schedule changes, the new bicycle and pedestrian plan and incorporate the guidelines and policy of the adopted Comprehensive Plan. The City of Rutledge should participate in an update to the regional transportation plan as it relates to improvements within and near their jurisdiction.

PI-3 – Stormwater Utility

Participate with the County to develop a county-wide stormwater utility to address drainage issues. A user fee would reduce property tax requirements and would be more fairly linked to those who impact the system. Service areas should be drainage basin oriented, rather than use political boundaries. Policies can be adopted to ensure that fees collected are appropriately applied to each service area. City councils can set priorities for stormwater projects whose service area tail waters terminate within City boundaries.

PI-4 – Water Authority

Participate in the County-wide Water Authority. The Water Authority focus should be on developing future supply, regional transmission and fire protection.

PI-5 – Designation of Local Issuing Authority

Complete process to designate Morgan County as Local Issuing Authority for the City of Rutledge.

Chapter 5.6 – Sustainable Economic Growth and Prosperity

The Issue

Public input received during development of this Plan identified a need for increased economic growth in Rutledge, leading toward greater local market activity and prosperity for residents.

Opportunities

Sustainable economic development will depend on the region's ability to grow existing employment sectors while attracting new businesses that diversify the local economy and tax base. Rutledge will need to support Morgan County's policies which in turn will help support Rutledge's growth. Economic growth strategies both support and depend on other aspects of this Plan, including public infrastructure like water and internet access; housing options affordable to all segments of the workforce; preservation of natural and cultural resources; and downtown vibrancy.

Strategies

ECON-1 – Market Infrastructure Availability

Identify industrial/commercial growth areas based on existing infrastructure. Infrastructure availability, including water/sewer, telephone service, and internet service, are crucial for businesses of all sizes. Once locations with superior infrastructure have been identified, this information should be incorporated into the region's business attraction efforts.

ECON-2 – Local Tourist Market Development

Rutledge's proximity to Hard Labor Creek State Park makes it a natural stop for visitors looking to enjoy outdoor recreation opportunities in the region. Visitor spending will continue to help support downtown businesses and opportunities for further capitalizing on the visitor market should be explored. Potential strategies for building on these tourism opportunities include:

- Developing marketing and signage to encourage visitors to Hard Labor Creek State Park to stop in downtown Rutledge for a meal or supplies as they head to or leave the park.
- Contacting the Georgia Department of Natural Resources to update the City of Rutledge's listing on Hard Labor Creek State Park's website to include a link to the downtown (<http://smallbutspecial.info/index.html>).
- Continuing to work with the Madison-Morgan County Convention and Visitors Bureau to promote Hard Labor Creek State Park and downtown Rutledge to target markets in the surrounding area, including metro Atlanta.
- Participate with the county to develop County-wide marketing for heritage tourism and agri-tourism.
- Research how zoning can be used to encourage addition of agri-tourism and eco-tourism businesses.

Chapter 5.7 – Housing for People in All Stages of Life

The Issue

Housing needs and preferences often evolve with one's age, necessitating a greater variety of housing types in order to accommodate demographic changes over time. Housing affordable to young people who tend to be mobile, may just be beginning their careers, and who often have little savings will be needed to retain this population. Starter homes for young families who make up the backbone of the County's workforce may be needed as well as "move-up" options that are more expensive, but offer families more space and amenities. As Rutledge's residents age, empty nesters may require smaller homes that require less maintenance and include accessibility features.

Opportunities

The housing stock in Rutledge is predominantly detached single-family homes (84.2%) with the remainder composed of attached single-family, duplex, multi-family, and mobile home units. Of the city's 392 total housing units, 62.2% are three-bedroom homes, with two- and four-bedroom dwellings not uncommon. There is opportunity in the fact that Rutledge's homes vary somewhat in their type and size and that the settings in which they are located are even more diverse. There are units in traditional neighborhoods in Rutledge's downtown, others are on larger lots in low-density residential areas, and still others are located in newer subdivision-style developments. Different people have different values with respect to housing: some prefer the quiet of a home on its own, far away from other homes or businesses. Others prefer proximity to neighbors, businesses, or recreation areas. Some residents can afford larger estate properties while others hold low-wage jobs, face income insecurity, and need a range of affordable ownership or rental options.

Strategies

HO-1 – Accommodate Future Housing Development

Rutledge is expected to grow by 130 or more new households by 2040. Accommodating this growth within or adjacent to the city limits will increase the city's population density, thereby enhancing downtown Rutledge's vitality and ability to sustain economic development.

- Focus new housing development in and around Rutledge, in areas with access to existing water and/or sewer service.
- Restrict encroachment of residential development upon working agricultural land.
- Encourage increased population density in Rutledge to enhance the vitality of the downtown area.
- Consider opportunities for new residential development along the US-278 corridor between Rutledge and Madison, an area with municipal water supply and good transportation access.

HO-2 – Selective Extension of Water and Sewer Infrastructure

Extensions of water and sewer infrastructure have the effect of lowering residential development costs and allowing for denser development patterns, however, there are downsides as well. Once infrastructure is in place, limiting development that would access it is challenging, potentially leading to degradation of environmentally sensitive areas and sprawl.

- Wherever feasible, focus new development in areas served by existing water and sewer infrastructure.
- Carefully consider any proposed extensions of water and sewer infrastructure so as to minimize development pressure on working farmland.
- Consider changes to the zoning ordinance to strengthen conservation subdivision strategies and

encourage diversified housing

HO-3 – Expand Housing Options

The City of Rutledge already contains several blocks of traditional historic neighborhood development around its downtown as well as subdivisions of detached single-family homes, and large-lot residential properties. While these existing housing types all contribute to the range of options available in Rutledge, greater variety – in terms of size, type, and price point – will attract and accommodate a more diverse population as the city continues to grow.

- Consider requiring master planning of new subdivision developments.
- Encourage moderately dense development options such as cluster homes or townhomes in appropriate zoning districts.

HO-4 – Encourage Accessibility Features in New Construction

“Visitable” housing deliberately includes at least one zero-step entrance, widened doors and hallways, and an accessible first-floor bathroom. A visitable home may not be fully accessible to an occupant with a mobility impairment, but is designed to accommodate visitors with mobility challenges and may mitigate future needs for expensive accessibility modifications, increasing the potential for homeowners to age in place.

- Encourage homebuilders to consider visitability and accessibility in new residential construction.

HO-5 – Support Affordable Housing

A substantial gap exists between the wages earned by Rutledge households and the average cost of housing in the city. More than half of the city’s homeowners with a mortgage and nearly 60% of renters in the city are cost burdened, devoting more than 30% of their income to housing expenses. Affordable housing units are in short supply.

- The city should be outspoken in its advocacy for greater housing affordability and should support the Monroe Housing Authority and other owners or developers of quality affordable housing options.

Chapter 5.8 – Preserve Natural and Cultural Resources

The Issue

Several of the issues that fall under “Preserve Natural and Cultural Resources” relate to balancing and supporting economic development with the need to protect farming, cultural resources, and greenspace.

Opportunities

The historic core of Rutledge is its downtown commercial district that boasts of specialty shops, restaurants, the town park, and a variety of public art and public amenities. The City is located in close proximity to Hard Labor Creek State Park, which offers recreational opportunities and natural amenities such as fishing, hunting, horse-back riding trails, swimming, and hiking trails. Rutledge is located in a groundwater protection area and has adopted ordinances to comply with all the requirements of *Rule 391-3-16 Rules for Environmental Planning*. The Morgan County Resource Preservation Advisory Board has been active and a successful partner within the community through its work of identifying and documenting resources for preservation.

The policies and strategies set forth below focus more directly on the preservation of resources.

Public Education for Natural and Cultural Resources

Successful implementation of natural and cultural resources protection strategies requires community support. While most residents of Morgan County appreciate their rural and agriculture based environment, they may not fully recognize the opportunities offered by nearby natural and cultural resources. Fully engaging residents in preserving and enjoying their natural resources inspires protection of these resources.

NCR-1 – Education Programs

Initiate educational programs to provide information to the public and elected officials about the value and utilization of historic, cultural, and natural resources in the county. One of the goals of the Upper Oconee Regional Water Plan is to educate stakeholders in the region on the importance of water quality and managing water as a resource including practices such as water conservation and increased water efficiency.

Water quality education: Education resource templates are available from the Metropolitan North Georgia Water Planning District and Keep America Beautiful. These can be distributed at public locations and events.

Protect Environmental Resources

Figure 5.1 on the following page shows the Sensitive Environmental Resources in Rutledge. Figure 5.2 is a Development Suitability Map. The Development Suitability map uses ArcView GIS software to overlay slope, wetland, flood plain and ground water recharge areas to estimate relative potential additional cost for new development. The suitability map does not consider proximity to road, rail, water and sewer infrastructure. The lighter an area is shaded, the fewer environmental conditions are impacted and the lower the development costs for mitigating environmental conditions. The darkest areas in the map would be difficult locations for any new development and, in some cases, those locations may not be developable at all. In general, higher slopes generate more grading cost; water recharge areas require stormwater mitigation and reduction of impervious area; wetlands require replacement

mitigation; and floodplains prevent most construction activity and may be only suitable for trail or natural park systems with minimal impact from creation of impervious areas.

Figure 5.1
City of Rutledge
Sensitive Environmental Resources

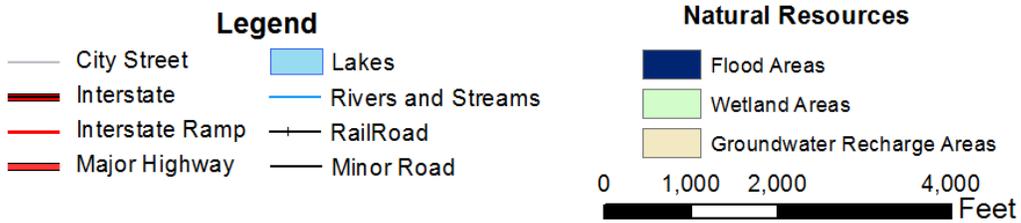
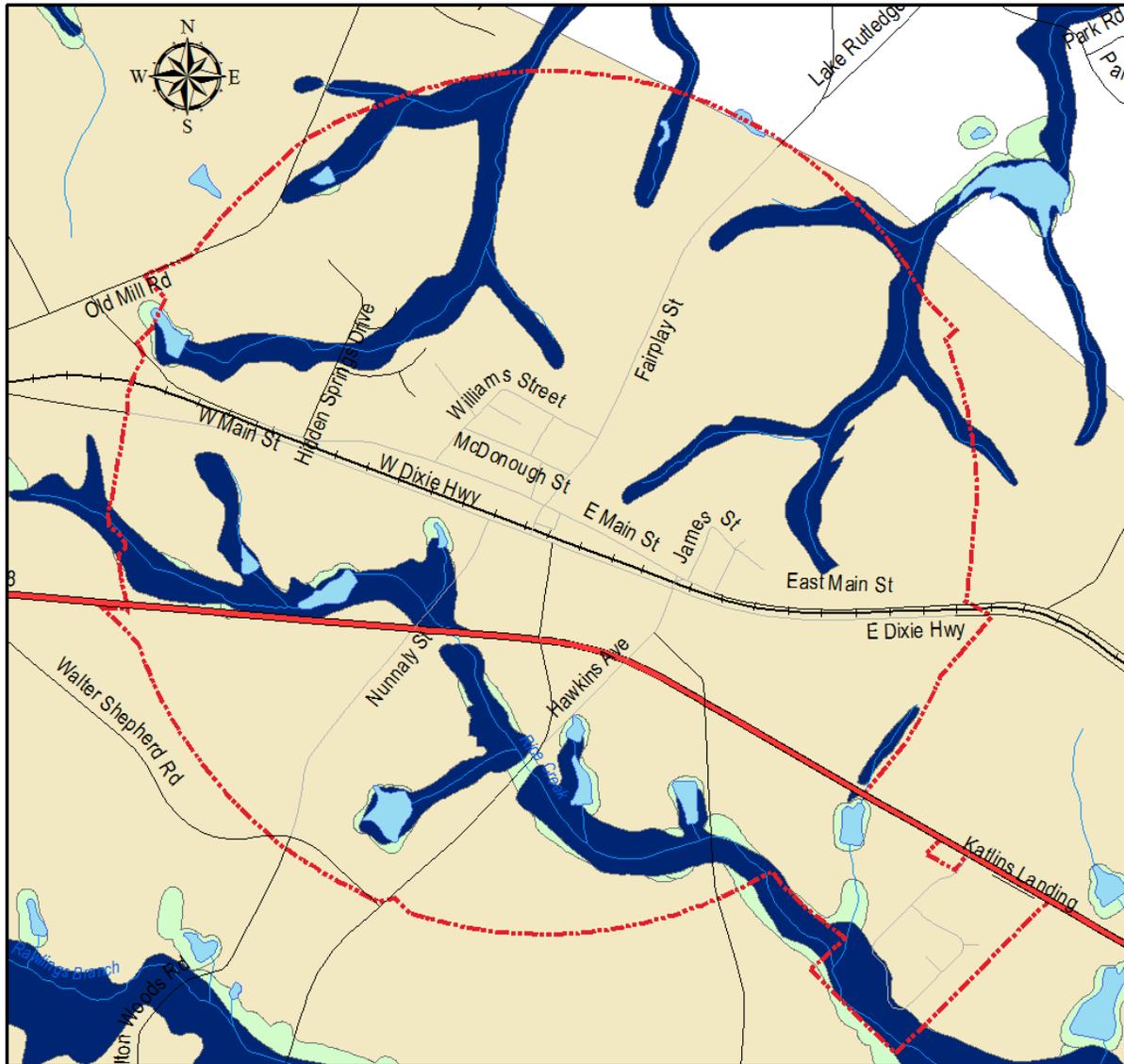
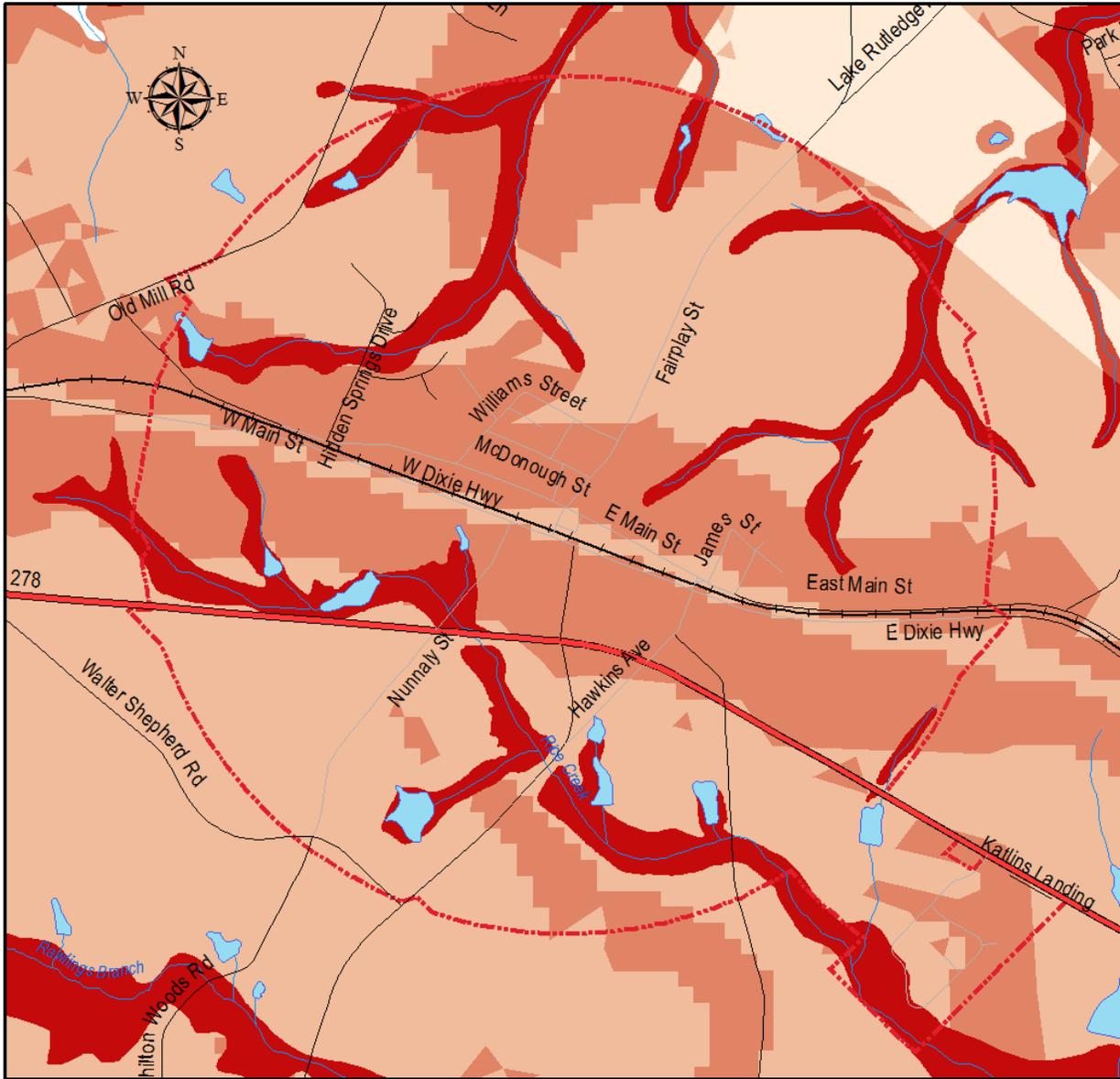


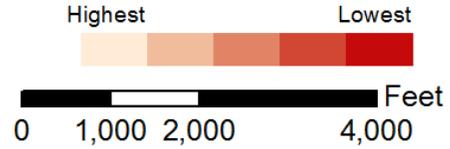
Figure 5.2
City of Rutledge
Development Suitability



Legend

- City Street
- Interstate
- Interstate Ramp
- Major Highway
- Lakes
- Rivers and Streams
- RailRoad
- Minor Road

Development Suitability



Protect Cultural and Historic Resources

The projects initiated by the Morgan County Resource Preservation Advisory Board have been successful in regard to the identification and documentation of significant cultural and historical resources. Additional work should be done to educate residents about these resources and to utilize the inventory to enhance tourism opportunities in the unincorporated county and within small cities.

NCR – 2 – Document Historic and Cultural Resources

Continue to identify historic and culturally significant structures and landscapes for documentation and preservation, including public art, that create a sense of place for the community.

NCR – 3 – Local Historic District

Rutledge should reconsider establishing a local historic district to protect historic resources downtown and to ensure new development is of scale and architectural design to fit in well with the area. Historic properties should be protected from demolition and rehabilitation encouraged.

NCR – 4 – Conservation Planning

Rutledge will participate with the County in a study to determine water conservation needs and methods that can be employed to conserve water.

Chapter 5.9 – Implementation Program Summary

In the previous sections of this chapter, detail has been provided for the implementation of the Rutledge vision. Tasks have been identified to address the issues and concerns that were important to the citizens of the city. This chapter consolidates this work program and provides the existing land use and future character area map for the city.

Where we are

Rutledge, Georgia is a small city located in Morgan County between I-20 and Hard Labor Creek State Park. The city has a vibrant downtown offering a variety of retail services and provides family oriented activities throughout the year. The existing land use is depicted in figure 5.3.

The existing land use designations are based on DCA's classifications as follows:

Residential - The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities.

Commercial - This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.

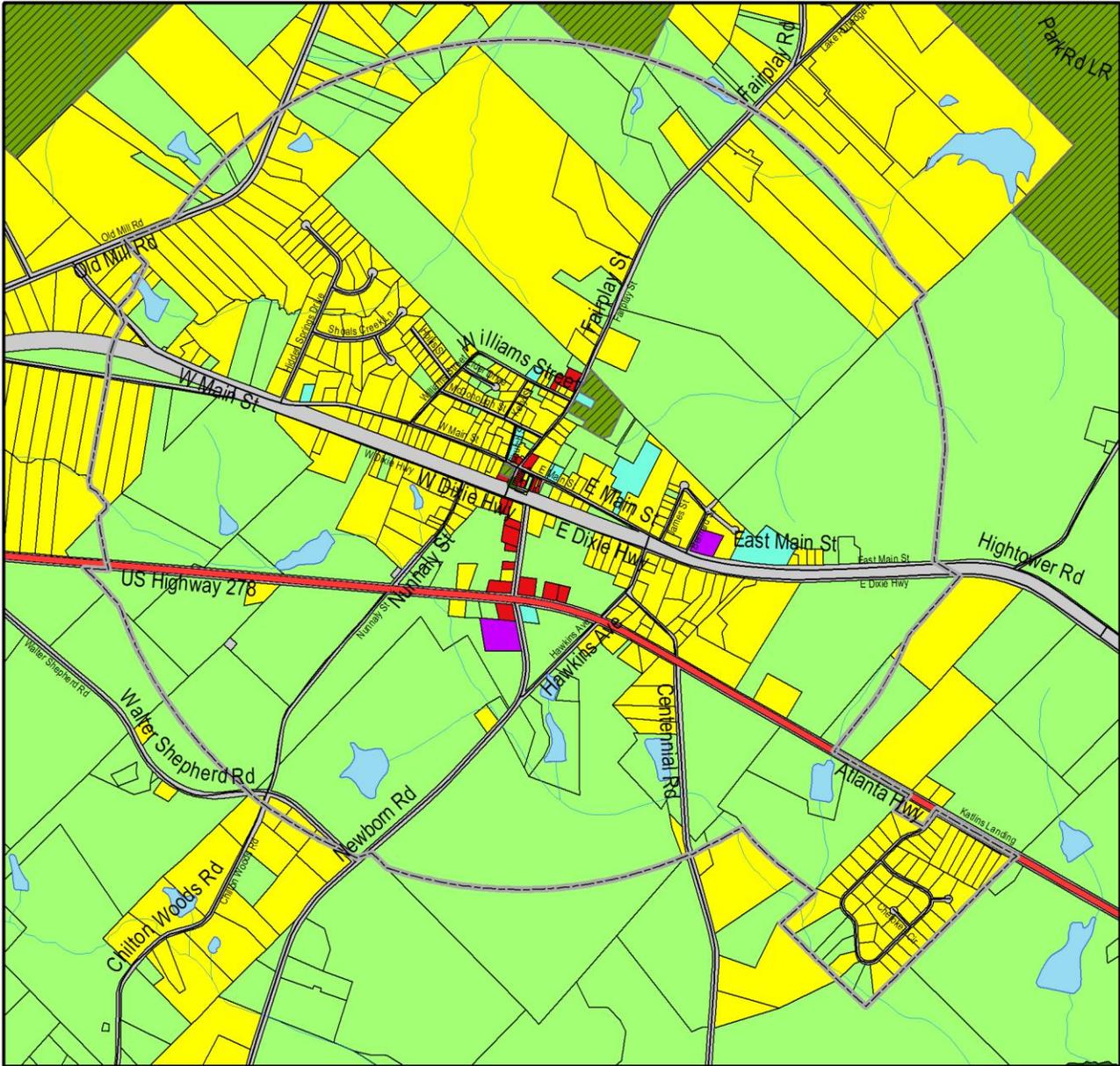
Industrial - This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.

Public/Institutional - This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities in the park/recreation/conservation category; include landfills in the industrial category; and include general office buildings containing government offices in the commercial category.

Transportation/Communication/Utilities - This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

Park/Recreation/Conservation - This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.

Figure 5.3
Rutledge
Existing Land Use



Legend			
City Street	Lakes	Residential	Industrial
Interstate	Rivers and Streams	Public Institutional	Commercial
Interstate Ramp	Rail Road	Parks and Recreation	Agricultural/Forrestry
Major Highway	Minor Road	Transport./Comm./Utilities	Undeveloped/Vacant

Agriculture/Forestry - This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.

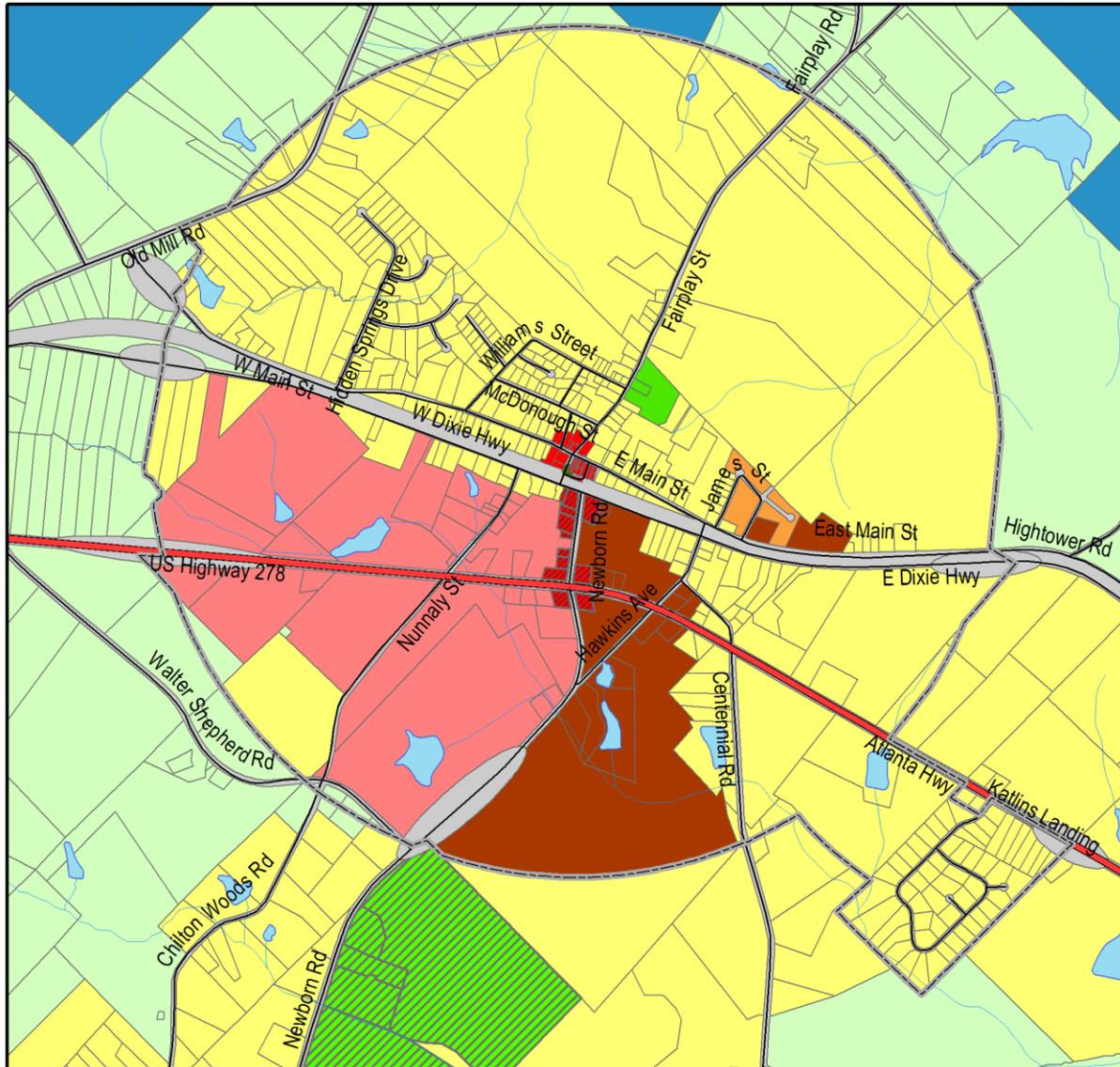
Undeveloped/Vacant - This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.

Mixed Use - For a detailed, fine-grained mixed land use, or one in which land uses are more evenly balanced, mixed land use categories may be created and applied at the discretion of the community. If used, mixed land use categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of each use.

Where we would like to be

Character Areas for the City of Rutledge are displayed in the following map, which also serves to identify intended future land use. The Character Areas acknowledge visual and functional differences between various places in the community, allowing the City to provide area-specific guidance for future development through appropriate planning.

Figure 5.4
City of Rutledge
Character Area Map



Legend			
City Street	Lakes	Neighborhood Living	Mixed Use
Interstate	Rivers and Streams	Hard Labor Creek	Rural Living
Interstate Ramp	Rail Road	Multi-Family Neighborhood	Municipal Park
Major Highway	Minor Road	Historic Town Center	Gateway Corridor
		Town Center Extension	Transitional 1
		Low Impact Commercial	

The Character Areas defined here have unique or special characteristics that need to be preserved or have potential to evolve into unique areas. It is important to note while reviewing the Character Areas map and descriptions that the identified character may not be accurate for every single parcel, but is rather the overall defining character of the entire area.

Each Character Area is described in the pages that follow, along with suggested development strategies to help maintain or achieve desired development patterns. These strategies are not requirements, but recommendations for the desired types of development and redevelopment. The strategies were also used to develop short-term activities and long-term policies for future growth in Rutledge.

Character Area descriptions below are based on State Planning Recommendations, public input, and interviews with City staff.

Character Area Descriptions

Gateway Corridors



Important transportation corridors leading into Rutledge including Highway 278, Newborn Road, Main Street, Dixie Highway, and Fairplay Street in Rutledge.

Character Area Location

Highway 278, Newborn Road, Main Street, Dixie Highway, and Fairplay Street

Development Patterns

- Rural transportation corridors with limited pedestrian facilities
- Focus on appearance with appropriate signage, landscaping, and other beautification measures

Primary Land Uses

- Transportation corridors with varying adjacent land uses, including residential, commercial, and agriculture

Implementation Strategies

- Manage access to keep traffic flowing
- Use directory signage to points of interest
- Retrofit or mask existing strip development or other features as necessary

Historic Town Center



Traditional focal point for Rutledge with concentrations of preserved historic buildings, churches, rustic retail, and open space.

Character Area Location

Downtown Rutledge

Development Patterns

- Preserves historic buildings from demolition
- Provides space for local festivals, recreation facilities, and compatible uses to serve the city
- Provides pedestrian access and open space for citizen enjoyment
- Includes connections to greenspace and trail networks
- Serves as a potential attraction for visitors to nearby Hard Labor Creek State Park

Primary Land Uses

- Mixed use including commercial, civic, and open space uses

Implementation Strategies

- Implement relevant portions of the Northeast Georgia Regional Commission's bicycle and pedestrian plan
- Work with the County and Chamber of Commerce on business assistance and tourism/branding
- Working with Morgan County, complete a Master Plan that includes a focus on downtown and rehabilitation/redevelopment of vacant historic commercial buildings
- Encourage new development to be of the scale and architectural design to fit well into the area's historic fabric, with parking to the side or rear

Low Impact Commercial



These areas provide opportunities for the development of commercial, professional centers, and a variety of residential uses.

Character Area Location

City of Rutledge – Along Highway 278 and Newborn Road

Development Patterns

- Mixture of commercial, residential, and agricultural uses
- Low density retail and services serving neighborhoods in Rutledge and surrounding areas
- Freestanding structures or small strip centers
- Low to nonexistent pedestrian access
- High vehicular traffic

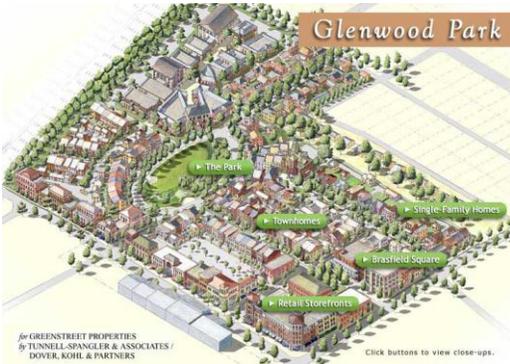
Primary Land Uses

- Community mixed-use
- Residential
- Commercial

Implementation Strategies

- Site design that addresses ingress, egress, landscaping and parking
- Small business development and business attraction efforts in Rutledge

Mixed Use



The mixed-use character area integrates commercial, residential, and agricultural uses.

Character Area Location

City of Rutledge – Along Newborn Road

Development Patterns

- Mixture of residential, commercial, and agricultural uses
- Allows for higher density residential development with up to 4 units per acre
- Preserves trees and tree cover

Primary Land Uses

- Mixed-use
- Residential
- Commercial
- Agricultural

Implementation Strategies

- Site design that addresses ingress, egress, landscaping, parking, and connectivity to neighboring sites
- Encourage moderately dense development such as cluster homes or townhomes in appropriate zoning districts

Multifamily Neighborhood



This part of Rutledge would allow multi-unit housing and higher intensity residential development. The area is also intended to accommodate open space, convenience services, and community facilities that complement higher density living.

Character Area Location

City of Rutledge – James Street area

Development Patterns

- Small multifamily residential with up to four units per structure
- Low pedestrian access
- Shared parking
- Organic pattern of roadways
- Preserve trees and tree cover

Primary Land Uses

- Residential – high density

Implementation Strategies

- Focus new development in areas with access to existing water and/or sewer service
- Encourage increased population density in Rutledge to enhance the vitality of the downtown area
- Encourage homebuilders to consider visitability and accessibility in new residential construction
- Encourage moderately dense development options in appropriate zoning districts

Municipal Park



Recreation area in that includes basketball courts, tennis courts, and a playground. Serves as a community gathering place and is adjacent to fire station that provides meeting space for community events.

Character Area Location

Fairplay Street northeast of downtown

Development Patterns

- Recreation uses including basketball courts, tennis courts, playground, and picnic areas
- Adjacent to rural fire station

Primary Land Uses

- Recreation and civic uses
- Commercial

Implementation Strategies

- Maintain local parks as recreation and civic facilities for use by the community
- Consider municipal parks in master planning for Rutledge

Neighborhood Living



Areas of the Rutledge where the predominant land use is medium-density and large-lot residential neighborhoods.

Character Area Location

North of Main Street and east of Centennial Road

Development Patterns

- Medium and large-lot residential
- Limited municipal water availability
- High vehicular traffic
- Low pedestrian access
- Organic pattern of roadways with numerous dead-ends
- Mixture of open fields and forested areas

Primary Land Uses and Zoning Categories

- Medium and low density residential

Implementation Strategies

- Conservation subdivision regulations
- Allow non-residential uses complementary to neighborhood development, such as religious or recreation facilities

Town Center Extension



This character area is the continuation of the historic town center. Land uses would generally be commercial retail and services, residential loft, and pedestrian amenities. Parking could be provided in back or on street.

Character Area Location

Downtown Rutledge to Highway 278

Development Patterns

- Encourage pedestrian access and open space to enhance citizen enjoyment of the area
- Road edges should be clearly defined by locating buildings at roadside with parking in the rear
- Tree preservation

Primary Land Uses

- Commercial
- Commercial/residential

Implementation Strategies

- Implement relevant portions of the Northeast Georgia Regional Commission's bicycle and pedestrian plan
- Work with the County and Chamber of Commerce on business assistance and tourism/branding
- Working with Morgan County, complete a Master Plan that includes a focus on downtown and rehabilitation/redevelopment of vacant historic commercial buildings
- Encourage new development to be of the scale and architectural design to fit well into the area's historic fabric, with parking to the side or rear

Transitional



A buffer between Rutledge and I-20 that serves as a transition between the city and unincorporated Morgan County. Mix of land uses and housing types.

Character Area Location

South of Rutledge, extending from the city limit to I-20

Development Patterns

- Mixture of residential, retail/commercial, office, industrial, entertainment/tourism, and agricultural uses
- Encourages a mix of housing types to accommodate the unique housing needs of varied groups of people

Primary Land Uses

- Commercial
- Industrial
- Residential – medium and high density
- Mixed-use
- Agriculture

Implementation Strategies

- Make appropriate land use transitions from commercial, office, industrial, and higher density residential to low density/large lot residential and agricultural uses
- Review and consider changes to the zoning code to encourage diversified housing
- Collaboration between Morgan County and Rutledge to provide water, sewer, and other infrastructure to commercial, residential, and industrial areas in unincorporated Morgan County

Hard Labor Creek



Georgia State Park surrounding Lake Rutledge and Lake Brantley, just north of the City of Rutledge. Destination for both local residents and tourists for outdoor recreation, including hiking, camping, swimming, boating, and golf.

Character Area Location

Unincorporated Morgan County – Surrounding Lake Rutledge and Lake Brantley and accessible via Knox Chapel Road and Old Mill Road/Fairplay Road

Development Patterns

- Park controlled by State of Georgia with a focus on conservation and recreation, including hiking, camping, swimming, boating, and golf

Primary Land Uses

- Recreation conservation

Implementation Strategies

- Continued natural resource protection and management by the State of Georgia to preserve recreation opportunities and environmental quality
- Promote Hard Labor Creek State Park as a component of Morgan County's outdoor recreation and agritourism offerings
- Collaboration between City of Rutledge and Morgan County to increase tourism connection between Hard Labor Creek State Park and downtown Rutledge

Rural Living



Areas of unincorporated Morgan County where the predominant functions are agriculture with low density and large lot residential use as well as other rural pursuits. Agricultural uses may include uses such as farming, forestry, pasture, soil conservation, horse breeding, agritourism, specialty cultivation, and raising livestock.

Character Area Location

Unincorporated Morgan County, outside Rutledge city limits

Development Patterns

- Mixture of low density/large lot residential and agricultural uses
- Limited agricultural commercial to provide value-added agricultural opportunities to farmers and to support agritourism and eco-tourism
- Low to nonexistent pedestrian access

Primary Land Uses

- Low density and agricultural residential
- Undeveloped areas left in their natural state
- Agriculture

Implementation Strategies

- Continued use of development regulations that provide for stormwater management and protection of water resources
- Encourage preservation of agricultural economy and rural viewsheds and inclusion of open space in new developments
- Vegetative or other screening to minimize visual impact of development from roadways
- Review and modify existing ordinances to strengthen protection of environmentally sensitive areas
- Continue to identify historic and culturally significant structures and landscapes for documentation and preservation

How will we do it

This Comprehensive Plan creates the roadmap to achieving the community's vision for the future of Rutledge. The plan development has been an iterative process, incorporating feedback from the Steering Committee, the City Council, the Board of Commissioners, government staff, and members of the public. Responsible parties have been identified for each of the plan's strategies and these entities will ensure plan implementation and keep the issues in front of the elected officials and department heads.

Planning should be considered a continuous process that allows for changing conditions. In implementing this comprehensive plan, we recommend that the responsible parties provide progress updates to the elected officials on an annual basis. They should list successes and road blocks. Adjustments to the plan may be warranted to fully implement the community's vision.

Intergovernmental Cooperation

The Comprehensive Plan will require intergovernmental cooperation between the cities and county governments. This is most notable in transportation related projects that cross multiple jurisdictions. However, the citizens could benefit from cities and counties cooperating in land use and community facility decisions as well.

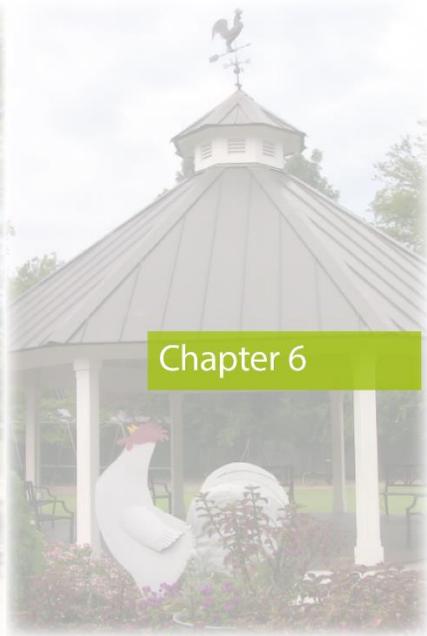
Community Work Program

The community work program (Table 5.1) contains a summary of the tasks needed to be accomplished over the next five years.

Table 5.1
Rutledge
Community Work Program, 2017 – 2022

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
VHD-1	Master Plan	2017	\$20,000	Consultant	Water/Sewer
VHD-2	Connected Regional Trail System	Ongoing	Unlimited	City Staff	Multiple
VHD-3	Small Business Development Program	2018	Staff	Mayor and City Council	n/a
VHD-4	Downtown Branding	2019	\$5,000	City Council	Local
PI-1	Capital Improvements Plan	2017	Staff Time	City Council/City Staff	Local
PI-2	Update Transportation Plan	2017-2018	Unlimited	City Staff	Local/State
PI-3	Stormwater Utility	2018	Staff Time	City Council/City Staff	User Fees
PI-4	County-wide Water Authority	2018	Staff Time	City Council/City Staff	User Fees
PI-5	Local Issuing Authority	2017	Staff Time	City Council/City Staff	n/a
ECON-1	Market Infrastructure Availability	2019	Staff time \$1,000	Madison-Morgan Chamber of Commerce	Local
ECON-2	Tourist Market Development	Ongoing	Staff time \$1,000	Madison-Morgan County Convention and Visitors Bureau	Local, Grants
HO-1	Accommodate Future Housing Development	Ongoing	Staff time	Morgan County Planning & Development	n/a
HO-2	Selective Extension of Water/Sewer	Ongoing	Staff time	City Council	n/a
HO-3	Expand Housing Options	2018	Staff time	Morgan County Planning & Development	n/a

ID	Description	Planning Horizon for Completion	Estimated Cost	Responsible Party	Potential Funding Sources
HO-4	Encourage Accessibility	2019	Staff time	Morgan County Planning & Development	Local, Grants
HO-5	Support Affordable Housing	Ongoing	Staff time	Morgan County Planning & Development	Grants
NCR-1	Education Programs	Ongoing	Printing \$1,000	County Staff and City Council	User Fees
NCR-2	Document Historic and Cultural Resources	Ongoing	\$1,000 annually	County Staff/ Resource Preservation Board	General Funds/Grants
NCR-3	Local Historic District	2018	Staff	City Council	General Funds/Grants
NCR-4	Water Conservation	2018	Staff	City Council	General Funds/Grants



Chapter 6



BOSTWICK
Georgia



Supporting Documentation

■ A Resource Book For Morgan County

Produced by:

This was produced by Mosaic Consulting, Nelsnick Enterprises, and Hall Consulting. 2016

Morgan County: List of Accomplishments (from 2013-2017 Short Term Work Program)

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Economic Development							
Economic Development 1	Develop a master plan for the 50 acres of land adjacent to the new public safety center.	2013	2017	\$5,000	County Staff, Elected Officials, Citizens, Consultants	General Funds or Grants if Available	ADVANCED: Will be included in the Facilities Master Plan.
Economic Development 2	Consider agricultural initiatives that can be implemented as economic development.	2013	2017	\$10,000	County Staff, Elected Officials, Citizens, Consultants	General Funds or Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Economic Development 3	Consider mechanisms to protect and enhance existing agricultural land use as the largest industry in the community.	2013	2017	Unknown	County Staff, Elected Officials, Citizens, Consultants	General Funds or Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Economic Development 4	Develop a SWOT analysis for Morgan County and City of Madison as it relates to industrial recruitment and tourism development.	2013	2014	\$1,000	Chamber of Commerce	Economic Development Budget	ADVANCED: Tourism development plan incorporated in 2018-2022 STWP.
Economic Development 5	Research potential for City of Madison/Morgan County re-designation of 11, 12 and /or C5 properties as it relates to industrial recruitment incentives and taxation.	2013	2014	Unknown	Chamber of Commerce	Economic Development Budget	ONGOING: Industrial sites are constantly under review of highest and best use.
Economic Development 6	Examine the potential for public private partnership for a spec building on the County Public Safety property for industrial purposes.	2013	2014	\$2,000	Chamber of Commerce	Economic Development Budget	NO LONGER BEING CONSIDERED: The county does not want to tie up investment in spec building at this time or in the foreseeable future.
Economic Development 7	Update Lockwood Green/CH2M Hill community assessment for economic development.	2013	2014	\$15,000	Chamber of Commerce	Economic Development Budget	NO LONGER BEING CONSIDERED: There is no interest in funding an update to this study.
Economic Development 8	Assess the potential for a viable rail site for the City of Madison and Morgan County industrial development (using results of the CH2M Hill assessment).	2013	2015	\$5,000	Chamber of Commerce	Economic Development Budget	COMPLETED: No sites currently available.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Natural and Cultural Resources							
Natural & Cultural Resources 1	Research and develop implementation plans for the use of innovative land conservation tools e.g. conservation subdivisions, transfer of development rights, conservation easements, wetlands banks.	2013	Ongoing	\$100,000	Private Consultant and/or City/ County staff and/or Donated Citizen Labor	Local, Grants	ONGOING: Currently working on regulation for conservation subdivision; TDR denied 2015; Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 2	Identify and pursue funding sources for protection of green and open space, viewsapes, greenways/ corridors, and gateways.	2013	Ongoing	Unlimited	County/City Staff	Grants, State Funds, Donations	ADVANCED: Funding will be sought for greenways/corridors and gateways; funding for protection of open space and viewsapes is not a priority. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 3	Formally designate important corridors within and gateways to the County as identified in the GreenPrints Plan and develop and adopt standards and guidelines for setbacks, landscaping, tree removal, curb cuts, etc. (also applies to Land Use)	2013	Ongoing	\$20,000	County Planning Staff, Consultant, Morgan County Conservancy	Local, Grants, Donated Labor	NO LONGER BEING CONSIDERED: Greenprint no longer bring used by the county.
Natural & Cultural Resources 4	Develop a county-wide greenway to link important greenspaces in the County and provide habitats for native flora and fauna.	2013	Ongoing	Unknown	County Planning Staff, and Citizens and Citizen Organizations	Local Funds, Grants, Donated Labor	ONGOING: Participated in NEGRC committee for rails-to-trails, railroad said no in 2014. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 5	Educate citizens about the need to protect green and open space, viewsapes, and gateways.	2013	Ongoing	N/A	County/City Staff	N/A	NO LONGER BEING CONSIDERED: Green space education typically handled by the Conservancy, which is not a government organization.
Natural & Cultural Resources 6	Develop regulations to help retain and attract new low intensity, land extensive land uses (e.g. tree farms, pick your own orchards and farms) in the County.	2013	Ongoing	\$2,000	County Planning Staff, NEGARC, Chamber of Commerce	Local Funds and Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 7	Promote the conservation and protection of as much of the Apalachee River flow as possible and acquire conservation easement or recreation access to as much of the river as	2013	2015	Unknown	County, Local Environmental Organizations	Local Funds, State Funds, Grants	ONGOING: Checked into recreation on Apalachee River but new owners not cooperative, 2015. Incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
	possible in order to protect the water and protect surrounding land from development.						
Natural & Cultural Resources 8	Research the ramifications of water importing for accelerating or limiting development within the County.	2013	2015	N/A	County Staff, NEGARC Staff	N/A	ADVANCED: Water lines are already run to the county line from adjacent counties.
Natural & Cultural Resources 9	Coordinate with the governmental entities in neighboring counties to develop protection plans to ensure that water quality is consistent regardless of jurisdiction.	2013	Ongoing	Unknown	County Staff, NEGARC Staff	General Funds, State Funds, Grants	ADVANCED.
Natural & Cultural Resources 10	Explore the need for County-wide water authority or advisory board with representation from each city as well as the county as a whole.	2013	Ongoing	\$10,000	County/City Staff and/or Consultant	General Funds, State Funds, Grants if Available	COMPLETED: Reinstatement of County Water Authority incorporated in 2018-2022 STWP.
Natural & Cultural Resources 11	Develop an educational program to better inform Morgan County residents of the opportunities available at Lake Oconee and Hard Labor Creek State Park.	2013	Ongoing	N/A	Chamber of Commerce	Chamber of Commerce	ONGOING: Increased information output to raise awareness; Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 12	Develop a trail system from Rutledge to Hard Labor Creek.	2013	2017	\$5,000	County Planning Staff, City of Rutledge, GA DNR Staff, and Citizen Organizations	General Funds, State Funds, Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 13	Expand the existing County archives and improve the archival storage facilities.	2013	2017	\$100,000	County Archivist	General Funds, Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 14	Develop a program to educate residents, businesses, and public officials about the benefits of heritage tourism and historic preservation.	2013	Ongoing	\$2,500	Chamber of Commerce and/or Historical Society and Landmarks Society	Hotel/Motel Tax	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 15	Continue to develop the Morgan County Oral History Project implemented by the Morgan County Resource Preservation Advisory Board	2013	Ongoing	\$35,000	County Planning Staff, Consultant	General Funds or Grants if Available	ADVANCED: Lack of funding but will ask for funding again in 2016-2017 budget; Incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Natural & Cultural Resources 16	Continue to identify historic and culturally significant structures and landscapes for documentation and preservation	2013	Ongoing	\$5,000 per year	County Planning Staff, Interns	General Funds or Grants if Available	ONGOING: Added Walton Mill in 2016; documented additional cemeteries; working on documentation of mill sites. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 17	Develop design guidelines to preserve rural and small town character in unincorporated Morgan County and its small cities to foster new patterns of development that are compatible with existing character.	2013	2017	\$2,000	County Planning Staff, Consultants	General Funds, Grants if Available	ADVANCED: Rutledge will consider; Bostwick, Buckhead, and Morgan County not interested. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 18	Assess the potential for opportunities for recreational tourism, including horseback riding, canoeing, biking, and other forms of passive and active recreation. Develop plans for projects that would facilitate the development of this potential.	2013	2015	N/A	County Planning Staff, CVB	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 19	Document and assess existing agri-business and agri-tourism opportunities. Define suitable uses under the nomenclature of agri-buisness and agri-tourism for Morgan County. Develop plans for projects that would facilitate the development of this potential.	2013	2017	\$5,000	County Planning Staff, Cooperative Extension Service, CVB, Interns	General Funds	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 20	Explore joint marketing endeavors among Morgan County, its municipalities, and the Chamber of Commerce to expand promotion of local resources for tourism development.	2013	2017	\$10,000	County and City Staff, Chamber of Commerce	General Funds, Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 21	Explore the feasibility of a regional food hub in Morgan County.	2013	2014	\$5,000	County Staff, Consultant	General Funds	COMPLETED: Study completed 2013 and Farmview opened in 2016.
Natural & Cultural Resources 22	Explore the feasibility of locating a farmers' market in Morgan County and the partnerships necessary for establishment.	2013	2015	\$5,000	County Staff, Consultant	General Funds	COMPLETED: Study completed 2013 and Farmview opened in 2016.
Natural & Cultural Resources 23	Explore the feasibility of including funding for Farmland Preservation in the next SPLOST	2013	2015	N/A	County Staff	N/A	COMPLETED.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities							
Community Facilities 1	Formally designate scenic routes as identified in the County's Land Use Element of the Comprehensive Plan and incorporate into Tourism Marketing.	2013	2017	N/A	County Road and Planning Staffs, Chamber of Commerce, CVB	N/A	ADVANCED: Heritage tourism marketing incorporated in 2018-2022 STWP; scenic routes not considered a priority in next five years.
Community Facilities 2	Consideration should be given to whether Morgan County will choose to actively engage in the maintenance of water infrastructure or whether control of said infrastructure will be left to other jurisdictions and/ or private service providers.	2013	2015	N/A	County Staff, Elected Officials	N/A	ONGOING: Discussions held.
Community Facilities 3	Explore disposal options for municipal solid waste other than landfills.	2013	Ongoing	N/A	County/City Staff	N/A	ADVANCED: Development of solid waste plan incorporated in 2018-2022 STWP.
Community Facilities 4	Implement a mulching program for yard waste that provides products back to the citizens of Morgan County and its municipalities	2013	2015	N/A	County/City Staff and Private Service Provider	Self-Supporting Program	ONGOING: Program included Christmas trees but not other waste.
Community Facilities 5	Conduct a study of the current waste management in Morgan County to establish which activities are best handled by public or private entities and to evaluate the feasibility of a County-wide waste authority.	2013	2017	\$25,000	County/City Staff and/or Consultant	General Funds	ADVANCED: Development of solid waste plan incorporated in 2018-2022 STWP.
Community Facilities 6	Review and assess all current solid waste studies as they apply to Morgan County.	2013	2017	N/A	County Staff	N/A	ADVANCED: Development of solid waste plan incorporated in 2018-2022 STWP.
Community Facilities 7	Adopt a rolling five-year planning process for budgetary, staffing, and facility improvements/ changes.	2013	2014	N/A	County Staff	N/A	ADVANCED: Facilities Maintenance Plan incorporated in 2018-2022 STWP, but will not be rolling plan.
Community Facilities 8	Review the program benefits for volunteer firefighters and augment as needed for retention purposes.	2013	Ongoing	Unknown	County Staff, Madison County VFD	General Funds	ONGOING: Discussed options for 2015-2016; Volunteers are down and calls are up; Incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities 9	Establish and develop a training program for a County-wide GIS system to assist emergency planning and response efforts.	2013	Ongoing	\$30,000	County and municipal emergency and law enforcement agencies, IT Department	General Funds	COMPLETED: GIS integration with emergency response incorporated in 2018-2022 STWP.
Community Facilities 10	Consider ways to provide better training opportunities for paid and volunteer personnel in Morgan County.	2013	2015	\$5,000	County Staff, Elected Officials	General Funds/Grants if Available	COMPLETED: Training offered in-house and through surrounding county classes.
Community Facilities 11	Evaluate the way in which private sector demands have increased the administrative workload for fire personnel and adjust as needed to maintain efficient level of service.	2013	2015	N/A	County Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 12	Join County Roads and Bridges shop with Board of Education Maintenance/Fuel shop.	2013	2014	\$25,000	County Staff	SPLOST	ONGOING: BOE Transportation Facility currently under construction, includes fuel station and maintenance.
Community Facilities 13	Continue to implement and amend the County Building Plan as required to keep it current.	2013	Ongoing	N/A	County Buildings and Maintenance Staff	N/A	NO LONGER BEING CONSIDERED: Will be replaced with the Facilities Maintenance Plan.
Community Facilities 14	Inventory all vehicles and heavy equipment utilized by county departments toward the goal of creating a five-year capital budget.	2013	2014	N/A	County Staff	N/A	ONGOING: Incorporated in 2018-2022 STWP.
Community Facilities 15	Identify other items in county departments that need to be inventoried toward a goal of creating a five-year capital budget. Prioritize the need for each inventory to be taken.	2013	2014	N/A	County Staff	N/A	ONGOING: Incorporated in 2018-2022 STWP.
Community Facilities 16	Develop service and maintenance records for all vehicles and heavy equipment used by various county departments toward the goal of creating a five-year capital budget.	2013	2014	N/A	County Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 17	Assess IT systems that will allow for the better record keeping relating to service and maintenance projects on county vehicles and heavy equipment.	2013	2014	N/A	County Staff	N/A	ONGOING: Incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities 18	Develop five-year capital budget for the County.	2013	2015	N/A	County Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 19	Review and revise current road database as necessary and identify areas where improvements need to be made.	2013	2017	\$5,000	County Staff, Consultants, Interns	General Funds, Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 20	Review and revise current GIS database in regard to road infrastructure and identify areas where improvements need to be made. Attention should be paid to road abandonments and private road classifications to eliminate confusion over publicly maintain roads.	2013	2015	\$5,000	County Staff, Consultants, Interns	General Funds, Grants if Available	ONGOING: Incorporated in 2018-2022 STWP.
Community Facilities 21	Create a comprehensive database related to right of way acquisition in Morgan County.	2013	2014	N/A	County Staff	N/A	ONGOING: Incorporated in 2018-2022 STWP.
Community Facilities 22	Consider the adoption of the Four-County Transportation Plan as it applies to Morgan County as the official Transportation Plan for Morgan County.	2013	2017	N/A	County Staff, Elected Officials	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 23	Review the current list of state funded road projects against the priorities established in the Transportation Plan.	2013	2015	N/A	County Staff, Elected Officials	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 24	Review the current list of road improvement projects against the state funded projects and Four County Transportation Plan.	2013	2015	N/A	County Staff, Elected Officials	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 25	Replace existing phone system with IP phone system in all county buildings.	2013	2015	\$100,000	County IT Department, Consultant	General Funds, SPLOST	COMPLETED: Done in 2014.
Community Facilities 26	Connect all county buildings with high speed fiber optic cable. (Downtown only)	2013	2016	\$700,000	County IT Department, Consultant	General Funds, SPLOST	ONGOING: All buildings complete except rec center, senior center, and roads/bridges office, completion date depends on funding availability.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities 27	Increase online services offered to the community via the Morgan County website.	2013	Ongoing	\$10,000	County IT Department, Consultant	General Funds	COMPLETED: Planning & Zoning added online permits and staff reports; added online request system, 2015.
Community Facilities 28	Enter into an Enterprise User Agreement with ESRI to provide GIS access to all Morgan County Departments.	2013	2014	\$25,000/ per year	County IT Staff	General Funds	COMPLETED: Done in 2013, renewed yearly.
Community Facilities 29	Continue to cross-train individuals in various departments to edit and maintain data in Morgan County GIS database to ensure accurate and reliable data is available to the public and to County Departments.	2013	Ongoing	N/A	County IT Department	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 30	Integrate GIS data into mobile technology units for use by various emergency and public safety personnel and to create database for crime scene mapping, accident mapping, animal control incident mapping, etc. to better provide public protection services.	2013	2015	\$100,000	County IT Department, Sheriff, Fire, EMA, 911	General Funds, Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 31	Establish in-house GIS presence and host GIS services.	2013	2015	\$25,000	County IT Department	General Funds	ONGOING: Incorporated in 2018-2022 STWP.
Community Facilities 32	Fully integrate GIS services with emergency response.	2013	2014	N/A	County IT Department	N/A	COMPLETED: Done in 2013-2014.
Community Facilities 33	Use point to point wireless technology to connect county buildings. (Road/Bridges and Animal Control)	2016	2017	\$250,000	County IT Department	General Funds	ADVANCED: Would prefer fiber optic cable. Incorporated in 2018-2022 STWP.
Community Facilities 34	Fully furnish the EOC for operations.	2015	2016	\$100,000	County IT Department, County EMA Director	General Funds, Grants if Available	COMPLETED: Done in 2013.
Community Facilities 35	Create a county-wide address database.	2013	2015	N/A	County Planning Staff, Building Inspectors	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 36	Develop a comprehensive analysis of current and proposed water lines, water expansion and wastewater facilities.	2013	2017	\$25,000	County Staff, Consultant	General Funds, Grants if Available	ADVANCED: Infrastructure Master Plan incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities 37	Develop plan to examine and pursue appropriate measures to ensure Morgan County has adequate waste disposal capabilities.	2013	2017	\$10,000	County Staff, Consultant	General Funds, Grants if Available	ADVANCED: Solids Waste Plan incorporated in 2018-2022 STWP.
Community Facilities 38	Create an Americans with Disabilities Act review and compliance plan for all county-owned buildings.	2013	2014	N/A	County Staff	N/A	COMPLETED: Done in 2013.
Land Use							
Land Use 1	Explore and, if appropriate, modify existing ordinances allowing cluster type development which incorporates limited commercial elements in residential areas.	2013	2017	\$5,000	County Planning Staff, Consultant	General Funds, Grants if Available	ADVANCED: Zoning research incorporated in 2018-2022 STWP.
Land Use 2	Work with adjacent counties to develop restrictions for development around Lake Oconee and the Apalachee River that would threaten the quality of the water, shorelines, or floodplain vegetation.	2013	2017	\$2,000	County Planning Staff, Consultant	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: Any restrictions would come from Georgia Power.
Land Use 3	Review and refine the maps used to define areas of the County considered at risk of flooding and used in the Federal Flood Insurance Program to insure that development requirements in those areas are appropriate to the possible hazards.	2013	2015	\$3,000	County Planning Staff, Consultant	General Funds, Grants if Available	ONGOING: Sent new contours at 2' intervals; have not received updated maps. Incorporated in 2018-2022 STWP.
Land Use 4	Develop or revise existing regulations and ordinances to prevent water withdrawals related to a development on one site from adversely affecting water availability on adjacent sites.	2013	2015	\$1,000	County Planning Staff, Consultant	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: EPD restricts modification of state water bodies which would limit water flow in creeks and streams. Regarding availability of water from groundwater sources, new ordinances first require a groundwater/aquifer study.
Land Use 5	Work towards the goal of permanently protection more than 30% of the county's land area in farmland, natural areas, forests, or parks.	2013	2017	\$2,500	County Planning Staff, Consultant	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: While ordinances and marketing endeavors to increase opportunities for farms are planned, there is

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
							currently no interest to assign a specific percentage to protect.
Land Use 6	Consult the GreenPrint plan as guide for a county-wide environmental protection program, in the development of and changes to the Land Use Plan and as a factor in analyzing environmental impacts.	2013	2017	N/A	County Planning Staff, County Commission	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: Greenprint no longer bring used by the county.
Land Use 7	Develop or revise existing regulations and ordinances to promote and encourage all new developments to contribute to the permanent protection of greenspace and conservation of open space in an appropriate manner such as on-site provision, purchase of development rights and payments to a greenspace fund. Also require that when appropriate land conserved on-site should be available for public use.	2013	2017	\$2,000	County Planning Staff, Consultant	General Funds, Grants If Available	ONGOING: Working on regulations for conservation subdivisions but not considering further ordinances related to on-site provision, purchase of development rights, or payments to a greenspace fund; Incorporated in 2018-2022 STWP.
Land Use 8	Establish regulations and ordinances requiring conservation subdivision design for all new subdivisions of substantial size and scope.	2013	2017	\$2,000	County Planning Staff, Consultant	General Funds, Grants if Available	ONGOING: Working on regulations for conservation subdivisions; Incorporated in 2018-2022 STWP.
Land Use 9	Establish a permanent program for the perpetual management and protection of land set aside for conservation.	2013	2017	N/A	County and Local Environmental Organizations	N/A	NO LONGER BEING CONSIDERED: Will be handled independently by the Madison-Morgan Conservancy.
Land Use 10	Develop or revise existing regulations and ordinances to protect view-sheds along the important corridors and gateways within the County as identified in the GreenPrints Plan.	2013	2015	\$2,000	County Planning Staff, Consultant	General Funds, Grants if Available, Donations	NO LONGER BEING CONSIDERED: Greenprint no longer bring used by the county.
Land Use 11	Develop incentives to encourage those who wish to permanently protect view-sheds along scenic roads and at key gateways into the County.	2013	2015	N/A	County Planning Staff	N/A	NO LONGER BEING CONSIDERED: County is not interested in offering incentives for this use at this time.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Land Use 12	Explore the adoption of appropriate setbacks and vegetative buffers for timber harvesting and other land intensive agricultural practices.	2013	2015	N/A	County Planning Staff	N/A	NO LONGER BEING CONSIDERED: Not applicable per state law.
Land Use 13	Work to establish links between the important greenspaces in the County.	2013	2017	N/A	County Planning Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 14	Work with the Georgia Department of Natural Resources to identify those habitats that should be linked to insure their environmental health and survival of species that reside in them.	2013	2017	N/A	County Planning Staff	N/A	ADVANCED: Protection of sensitive environmental areas incorporated in 2018-2022 STWP.
Land Use 15	Develop or revise existing regulations and ordinances to allow or require as appropriate new developments be developed with distributed road networks (grid patterned).	2013	2017	\$2,000	County Planning Staff, Consultant	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: Grid patterns not a priority.
Land Use 16	Initiate a lot build out analysis to determine the number of existing buildable sites for residential and non-residential development in Morgan County.	2013	2017	\$5,000	County Planning Staff, Consultant, Intern	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: Rather than establishing a number for potential house sites, the County would prefer to concentrate on ordinances that encourage preservation of family farms, high density developments in appropriate areas, and conservation subdivisions.
Land Use 17	Update the Morgan County zoning layer in the GIS database.	2013	Ongoing	N/A	County Staff	N/A	ONGOING: This item is a perpetual project.
Land Use 18	Implement a tracking system for new parcels created as exempt or minor subdivisions under the Morgan County Development Regulations.	2013	2017	N/A	County Staff	N/A	ADVANCED.
Land Use 19	Develop design guidelines to preserve rural and small town character in unincorporated Morgan County and its small cities to foster new patterns of development that are compatible with existing character.	2013	2017	N/A	County Planning Staff	N/A	ADVANCED: Rutledge will consider; Bostwick, Buckhead, and Morgan County not interested. Incorporated in 2018-2022 STWP; master planning for small cities incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Land Use 20	Identify the diverse types of agricultural land uses prevalent in Morgan County and create a layer in the GIS database to reflect these types of agricultural uses.	2013	2017	\$10,000	County Planning Staff, Consultants, Interns	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: No interest in funding this project at this time.
Land Use 21	Examine the feasibility of working with a qualified land trust to encourage conservation easements on private property in Morgan County.	2013	2015	\$10,000	County Planning Staff, Elected Officials, County Attorney, Consultants	General Funds, Grants if Available	NO LONGER BEING CONSIDERED: Permanent private easements are typically handled by the Conservancy, which is not a government organization.
Land Use 22	Initiate a program of water quality testing for targeted Morgan County streams in compliance with standards for TMDL regulations.	2013	Ongoing	\$10,000	County Planning Staff, Code Enforcement, Citizens, NEGRC	General Funds, Grants if Available	COMPLETED: Testing continues to be conducted on a case-by-case basis.

City of Bostwick: List of Accomplishments (from 2013-2017 Short Term Work Program)

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Economic Development							
Economic Development 1 (also applies to cultural resources)	In conjunction with Morgan County and its municipalities, and the Madison-Morgan Chamber of Commerce, develop a strategic plan for implementing a heritage tourism program in the City of Bostwick.	2013	2017	\$5,000	Planning Staff, Elected Officials, Chamber of Commerce	General Funds or Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural and Cultural Resources							
Natural & Cultural Resources 1	Identify and pursue funding sources for protection of green and open space, viewsapes, greenways/corridors, and gateways.	2013	Ongoing	Unlimited	County/City Staff	Grants, State Funds, Donations	ADVANCED: Funding will be sought for greenways/corridors and gateways; funding for protection of open space and viewsapes is not a priority. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 2	Develop and adopt regulations that promote conservation of water.	2013	2017	\$2,000	City Staff, Consultant, NEGRC Staff	General Funds	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 3	Explore the need for a County-wide water authority or advisory board with representation from each city as well as the county as a whole.	2013	2017	\$10,000	County/City Staff and/or Consultant	General Funds, State Funds and Grants	COMPLETED: County Water Authority to be reinstated. Bostwick's participation incorporated in 2018-2022 STWP.
Natural & Cultural Resources 4	Consider adopting a local Resource Conservation Ordinance and apply for Certified Local Government status.	2013	Ongoing	\$30,000	Planning Staff, Elected Officials	General Funds	NO LONGER BEING CONSIDERED: No interest in a local ordinance at this time.
Natural & Cultural Resources 5	Explore pursuing Better Hometown designation from DCA.	2013	2015	N/A	City Staff	N/A	ADVANCED.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Natural & Cultural Resources 6	Work with property owners to develop a plan for the redevelopment of underutilized areas of the Bostwick Manufacturing Complex.	2013	2017	\$10,000	Planning Staff, Elected Officials, Citizens	Grants if Available	ONGOING: Started in 2015; Incorporated in 2018-2022 STWP.
Community Facilities							
Community Facilities 1	Participate with county in a study to determine the feasibility of establishing a county-wide water system to gain economies of scale with cities and reduce operating costs.	2013	2017	\$25,000	Consultant	SPLOST	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 2	Refurbish City facilities.	2013	2013	\$50,000	City Staff, Contractors	General Funds, Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 3	Improve city water system and add to existing facilities.	2013	2017	\$500,000	City Staff	General Funds or Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 4	Improve city's pedestrian facilities, including parks, streets and sidewalks.	2013	2017	\$200,000	City Staff	General Funds or Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 5	Create an American Disabilities Act review and compliance plan for all city facilities.	2013	2017	N/A	County/City Staff	General Funds	COMPLETE: Done in 2013; have a compliance plan.
Land Use							
Land Use 1	Work towards the goal of permanently protecting 20% of the city's land area in farmland, natural areas, forests, or parks.	2013	2017	\$1,000	City Staff, County Planning Staff, Consultant	General Funds or Grants	NO LONGER BEING CONSIDERED: There is currently no interest in assigning a specific percentage to protect.
Land Use 2	In conjunction with the County and other municipalities, develop regulations and ordinances to establish appropriate setbacks, landscaping, tree-removal and curb cut requirements for the important corridors and gateways within the County and its cities.	2013	2015	\$2,000	County and City Staff and Consultant	General Funds and Grants	ADVANCED: Incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Land Use 3	In conjunction with the County and other municipalities, work to establish links between the important greenspaces in the County.	2013	2015	N/A	City/County Staff, Morgan County Conservancy, and other Local Environmental Organizations	Grants or Donations if funds are required for acquiring or developing land for greenspace connections	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 4	Review and revise as necessary existing ordinances and regulations to strengthen the protection of agricultural land and maintain the viability of agricultural activities.	2013	Ongoing	\$2,000	Planning Staff, Elected Officials, Consultants	General Funds or Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 5	Explore process to designate Morgan County as the Local Issuing Authority for the City of Bostwick.	2013	2014	N/A	County and City Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.

Town of Buckhead: List of Accomplishments (from 2013-2017 Short Term Work Program)

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Economic Development							
Economic Development 1 (also applies to Cultural Resources)	Work with property owners to encourage the redevelopment of vacant commercial spaces in downtown Buckhead.	2013	2017	Unknown	Planning Staff, Elected Officials, Citizens	Grants if Available	ONGOING: Contacted downtown property owners in 2016 regarding maintenance and clean-up. Minor repairs and cleaning completed. Town to continue dialogue.
Economic Development 2	In conjunction with Morgan County and its municipalities, and the Madison-Morgan Chamber of Commerce, develop a strategic plan for implementing a heritage tourism program for the Town of Buckhead.	2013	2017	\$5,000	Planning Staff, Elected Officials, Chamber of Commerce	General Funds, Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural and Cultural Resources							
Natural & Cultural Resources 1	In conjunction with the county and other municipalities identify and pursue funding source for protection of green and open space, viewscapes, greenways/ corridors, and gateways.	2013	2017	Unlimited	County/Town Staff	Grants, State Funds, Donations	ADVANCED: Funding will be sought for greenways/corridors and gateways; funding for protection of open space and viewscapes is not a priority. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 2	Research the ramifications of water importing for accelerating or limiting development within the Town.	2013	2017	N/A	Planning Staff	Local	ONGOING: exploring options and explored possibility of a new well.
Community Facilities							
Community Facilities 1	Develop a Master Plan for the town, incorporating utilities, streets, pedestrian facilities, parks and public buildings.	2013	2017	\$5,000	Town Staff, Consultant	General Funds, Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities 2	Create an American Disabilities Act review and compliance plan for all city facilities.	2013	2014	N/A	County and Town Staff	General Funds	COMPLETED: Done in 2013.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities 3	Identify and pursue funding sources to improve Town cemetery.	2013	2014	Unknown	Town Staff	Grants, if Available	ADVANCED.
Community Facilities 4	Develop a plan for the renovation and enlargement of Buckhead Town Hall and Fire Station.	2013	2017	\$2,000	Town Staff	General Funds, Grants	ONGOING: Private donations are being discussed.
Land Use							
Land Use 1 (also applies to Housing and Cultural Resources)	In conjunction with the County and other municipalities, review and where appropriate strengthen codes and ordinances in order to preserve the high quality and integrity of the built environment.	2013	2017	\$10,000	County Planning Staff, Municipal Staff, Consultants	General Funds and Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 2 (also applies to Natural and Cultural Resources)	In conjunction with the County and other municipalities, develop or revise existing regulations and ordinances to protect view sheds along important corridors and gateways to the city.	2013	2017	\$2,000	County and Municipal Staff, Consultant	General Funds and Grants	NO LONGER BEING CONSIDERED: No interest in funding this project at this time. Gateways are mentioned in other places.
Land Use 3 (also applies to Natural and Cultural Resources)	In conjunction with the County and other municipalities, work to establish links between the important greenspaces in the County.	2013	2017	N/A	Municipal and County Staff, Morgan County Conservancy, Other Local Environmental Organizations	Grants or donations if funds are required for acquiring or developing lands for greenspace connections	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 4	Complete process to designate Morgan County as the Local Issuing Authority for the Town of Buckhead.	2013	2013	N/A	County and Town Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 5	Research feasibility of annexing Town Cemetery.	2013	2015	N/A	Town staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.

City of Rutledge: List of Accomplishments (from 2013-2017 Short Term Work Program)

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Economic Development							
Economic Development 1	Explore options for the development of recreational tourism opportunities to take advantage of the City's proximity to Hard Labor Creek State Park.	2013	2015	\$5,000	Planning Staff, Elected Officials, State Park Staff	General Funds and Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural and Cultural Resources							
Natural & Cultural Resources 1	Identify and pursue funding sources for protection of green and open space, viewscales, greenways/ corridors, and gateways.	2013	Ongoing	Unlimited	County/City Staff	Grants, State Funds, Donations	ADVANCED: Funding will be sought for greenways/corridors and gateways; funding for protection of open space and viewscales is not a priority. Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 2	Develop a plan for a trail system between Rutledge and Hard Labor Creek.	2013	2015	\$5,000	City Staff, County Planning Department, GA DNR, Citizen organizations, Consultant	General Funds, State Funds, Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 3	Identify and document those cultural resources, including public art, that create a sense of place for the community.	2013	2015	\$5,000	Planning Staff, Elected Officials, Consultants, Interns	General Funds or Grants if Available	ADVANCED: Incorporated in 2018-2022 STWP.
Natural & Cultural Resources 4	Expand the opportunities for the development and display of public art in the community.	2013	2017	N/A	Planning Staff, Elected Officials	N/A	ADVANCED: Incorporated in 2018-2022 STWP.
Community Facilities							
Community Facilities 1	Formally designate scenic routes as identified in the Land Use Element of the Comprehensive Plan.	2013	2015	N/A	City Staff	N/A	NO LONGER BEING CONSIDERED: Scenic routes are not a priority at this time.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Community Facilities 2 (also applies Land Use)	Implement a survey of existing conditions of street trees in the City of Rutledge and develop a plan for regular maintenance.	2013	2013	\$10,000	City Staff, Consultants	N/A	NO LONGER BEING CONSIDERED: There is no interest in funding this project at this time.
Community Facilities 3	Continue to redevelop and improve amenities in both city parks.	2013	2015	\$25,000	Elected Officials, Consultants	General Funds, Grants if Available, SPLOST	ONGOING: Added skate park and redeveloped ballfield; installed basketball and tennis court; need paving.
Community Facilities 5	Create an American Disabilities Act review and compliance plan for all city facilities.	2013	2014	N/A	County and City Staff	General Funds	COMPLETED: Done in 2013.
Land Use							
Land Use 1	Work to acquire fee simple title or development rights to key gateways into the City as a means of protecting viewsheds.	2013	2017	Unknown	City Staff, Local Environmental Organizations	General Funds, Grants, Donations	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 2	In conjunction with the County and other municipalities, develop regulations and ordinances to establish appropriate setbacks, landscaping, tree-removal and curb cut requirements for the important corridors and gateways with the County and its cities.	2013	2017	\$2,000	County and City Staff, Consultant	General Funds and Grants	ADVANCED: Incorporated in 2018-2022 STWP.
Land Use 3	In conjunction with the County and other municipalities, explore the adoption of appropriate setbacks and vegetative buffers for timber harvesting and other land intensive agricultural uses.	2013	2017	N/A	County and City Staff	N/A	NO LONGER BEING CONSIDERED: Not applicable per state law.
Land Use 4	In conjunction with the County and other municipalities, work to establish links between important greenspaces in the County.	2013	2017	N/A	City and County Staff, Morgan County Conservancy, and other Local Environmental Organizations	Grants and donations if funds are required for acquiring or developing lands for greenspace connections	ADVANCED: Incorporated in 2018-2022 STWP.

ID	Description	Year Initiated	Projected Year of Completion	Estimated Cost	Responsible Party	Potential Funding Sources	Notes
Land Use 5	Complete process to designate Morgan County as the Local Issuing Authority for the City of Rutledge.	2013	2013	N/A	County and City Staff	N/A	ADVANCED: Incorporated in 2018-2022 STWP.

Projections

Annual county-level data, including projections to 2050, was obtained from Woods & Poole Economics, Inc. and is included throughout this plan. In addition to the projections, the Woods & Poole dataset includes historical data back to 1970 for a variety of demographic, social, and economic factors. Woods & Poole's figures are based on census and other publicly-available data, as well as its own proprietary sources and calculations.

City Growth Projections: 2014-2040			
Population	2014	2040	Difference
Morgan County	17,866	24,865	6,999
Bostwick	589	820	231
Buckhead	209	291	82
Rutledge	708	985	277
Households	2014	2040	2040
Morgan County	6,408	9,987	3,579
Bostwick	179	279	100
Buckhead	97	151	54
Rutledge	317	494	177

Sources: 2014 data from 2010-2014 ACS; 2040 data proportionally extrapolated from Woods & Poole county-level projections

Population and Employment Growth: 1970-2050				
	1970-2010	1990-2010	2010-2020	2010-2050
Population Growth Rate (%)	1.47	1.63	0.86	1.06
Employment Growth Rate (%)	2.75	2.21	1.85	1.63
Population Change (Thousands)	7.93	4.95	1.6	9.42
Employment Change (Thousands)	6.91	3.69	2.1	9.51

Source: Woods & Poole Economics

Demographic Change: 1970-2050						
	1970	1990	2000	2010	2020	2050
Percent Of Population Age 0-17	38.97	27.95	26.51	24.71	21.52	19.45
Percent Of Population Age 65 And Over	11.32	13.28	12.54	15.63	21.79	24.86
Percent Of Population White Non-Hispanic	--	--	69.06	72.48	72.20	67.32
Percent Of Population Black Non-Hispanic	--	--	28.85	23.83	23.30	23.61
Percent Of Population Hispanic (Any Race)	0.19	0.76	1.60	2.81	3.40	7.16

Source: Woods & Poole Economics

State-Level Demographic Comparison (Morgan County's Ranking among Georgia's 159 Counties)						
	1970	1990	2000	2010	2020	2050
Population Rank	99	101	99	98	95	79
Income Per Capita Rank	67	31	19	16	11	15
Mean Household Income Rank	54	28	18	17	12	23
Retail Sales Per Household Rank	48	39	21	6	6	10

Source: Woods & Poole Economics

Population Change: 2016-2040			
	2016	2040	% Change
Total Population, All Ages	18,449	24,865	34.78
Age Under 5 Years	975	1,285	31.79
Age 5 To 9 Years	1,116	1,366	22.40
Age 10 To 14 Years	1,268	1,432	12.93
Age 15 To 19 Years	1,218	1,414	16.09
Age 20 To 24 Years	1,058	1,302	23.06
Age 25 To 29 Years	924	1,195	29.33
Age 30 To 34 Years	892	1,429	60.20
Age 35 To 39 Years	1,011	1,546	52.92
Age 40 To 44 Years	1,141	1,694	48.47
Age 45 To 49 Years	1,228	1,637	33.31
Age 50 To 54 Years	1,346	1,355	0.67
Age 55 To 59 Years	1,397	1,366	-2.22
Age 60 To 64 Years	1,264	1,343	6.25
Age 65 To 69 Years	1,232	1,443	17.13
Age 70 To 74 Years	907	1,430	57.66
Age 75 To 79 Years	684	1,477	115.94
Age 80 To 84 Years	452	1,294	186.28
Age 85 Years And Over	336	857	155.06
Median Age (In Years)	43.54	44.36	1.88

Source: Woods & Poole Economics

Household Demographic Change: 2016-2040			
	2016	2040	% Change
Total Number Of Households	7,427	9,987	34.47
Persons Per Household	2.46	2.47	0.41
Total Retail Sales Per Household (2009 Dollars)	\$47,009	\$53,835	14.52
Mean Household Income (2009 Dollars)	\$97,683	\$125,719	28.70
Mean Household Income (Current Dollars)	\$107,809	\$289,593	168.62

Source: Woods & Poole Economics

Retail Sales Growth: 2016-2040 (in millions of 2009 dollars)			
	2016	2040	% Change
Total Retail Sales, Including Eating & Drinking Places Sales	349.133	537.654	54.00
Motor Vehicles And Parts Dealers	40.851	54.9	34.39
Furniture And Home Furnishing Stores	1.791	2.991	67.00
Electronics And Appliance Stores	0	0	--
Building Materials and Garden Equipment	99.629	150.889	51.45
Food And Beverage Stores	37.882	46.912	23.84
Health And Personal Care	13.156	21.126	60.58
Gasoline Stations	79.025	130.068	64.59
Clothing And Clothing Accessories Stores	4.412	6.21	40.75
Sporting Goods, Hobby, Book, And Music Stores	0	0	--
General Merchandise Stores	25.202	42.808	69.86
Miscellaneous Store	2.785	4.298	54.33
Non-store Retailers	7.123	12.786	79.50
Eating & Drinking Places Sales	37.277	64.666	73.47

Source: Woods & Poole Economics

Housing Market Data

According to projections from Woods & Poole Economics, Morgan County's population is expected to grow by 34.8% between 2016 and 2040, a raw increase of over 6,400 new residents corresponding to 2,560 new households. Elderly residents are projected to be the fastest-growing segment of the county's population over this time period, more than doubling in number. Meanwhile, population growth among those under 30 years of age trails the county's overall growth rate over this time period. To accommodate these growth trends, Morgan County's housing stock will need to be prepared to house more than 2,100 residents aged 75 or over by 2040. This significant increase in the county's elderly population will require new and different housing features such as zero-step entrances or wider doorways and hallways that may not be as available in the current housing stock. The need for home remodels or accessory structures allowing elderly relatives to live with family caretakers is likely to increase, as is the need for nursing home facilities.

Housing development in Morgan County is challenged by the availability of water and sewer. The majority of unincorporated Morgan County is not served by this infrastructure, which means that housing development requires wells and septic systems. State regulations focused on preserving health and environmental quality require a minimum 0.6-acre lot size to accommodate a septic system; when both a well and septic system are needed to serve a single dwelling, the minimum required lot size is 1.2 acres. Though serving an important public health function, these regulations also have the effect of increasing both the land and site development costs of housing to be constructed.

By focusing new housing development of all types in areas already served by municipal water and sewer systems, the development costs of large lots, septic systems, and wells can be eliminated making affordable housing development a greater possibility. Such a strategy has the additional benefits of preserving sensitive environmental areas and boosting population densities near existing downtowns, increasing the possibilities for retail or commercial uses in those cities.

Housing affordability is another challenge affecting Morgan County households. As a rule of thumb, many housing industry experts agree that a household's housing expenses should constitute no more than 30% of that household's income. Housing costing more than this 30% threshold is said to be unaffordable to the household and the residents are said to be "cost burdened". Based on 2010-2014 ACS estimates, 40.7% of Morgan County homeowners with a mortgage spent more than 30% of their household income on housing costs as did 42.7% of renter households. These high levels of cost burden are indicative of a substantial gap between what housing in Morgan County costs on average, and the median wages earned by Morgan County households.

Multiple federal and state affordable housing programs are available that use a variety of mechanisms to subsidize housing, making it more affordable to residents; however, the federal and state funding for such programs is quite limited.

Subsidized housing options are currently in short supply in Morgan County. According to U.S. Department of Housing and Urban Development statistics, there are two complexes subsidized through the Low Income Housing Tax Credit program that offer a combined 108 affordable rental units, all within Madison city limits. The Monroe Housing Authority owns and operates another 66 units of public housing in Morgan County. These units are distributed between properties located in Madison and

Rutledge. While these existing units are important and work to secure additional affordable units should continue, the 174 existing affordable rental units are overwhelmed by the 504 renter households currently living in housing that is unaffordable.

Housing Unit Characteristics (Part 1)								
Subject	Morgan County		Bostwick		Buckhead		Rutledge	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
UNITS IN STRUCTURE								
Total housing units	7,489	7,489	195	195	112	112	392	392
1-unit, detached	5,831	77.9%	187	95.9%	88	78.6%	330	84.2%
1-unit, attached	26	0.3%	0	0.0%	0	0.0%	17	4.3%
2 units	269	3.6%	0	0.0%	0	0.0%	31	7.9%
3 or 4 units	46	0.6%	0	0.0%	0	0.0%	4	1.0%
5 to 9 units	63	0.8%	0	0.0%	0	0.0%	0	0.0%
10 to 19 units	0	0.0%	0	0.0%	0	0.0%	0	0.0%
20 or more units	7	0.1%	0	0.0%	0	0.0%	0	0.0%
Mobile home	1,240	16.6%	8	4.1%	24	21.4%	10	2.6%
Boat, RV, van, etc.	7	0.1%	0	0.0%	0	0.0%	0	0.0%
YEAR STRUCTURE BUILT								
Total housing units	7,489	7,489	195	195	112	112	392	392
Built 2010 or later	16	0.2%	0	0.0%	0	0.0%	1	0.3%
Built 2000 to 2009	1,879	25.1%	28	14.4%	6	5.4%	43	11.0%
Built 1990 to 1999	1,723	23.0%	61	31.3%	16	14.3%	48	12.2%
Built 1980 to 1989	1,324	17.7%	19	9.7%	23	20.5%	72	18.4%
Built 1970 to 1979	966	12.9%	11	5.6%	14	12.5%	84	21.4%
Built 1960 to 1969	484	6.5%	13	6.7%	15	13.4%	35	8.9%
Built 1950 to 1959	358	4.8%	30	15.4%	6	5.4%	8	2.0%
Built 1940 to 1949	176	2.4%	9	4.6%	2	1.8%	21	5.4%
Built 1939 or earlier	563	7.5%	24	12.3%	30	26.8%	80	20.4%
BEDROOMS								
Total housing units	7,489	7,489	195	195	112	112	392	392
No bedroom	22	0.3%	0	0.0%	0	0.0%	6	1.5%
1 bedroom	161	2.1%	7	3.6%	7	6.3%	35	8.9%
2 bedrooms	1,235	16.5%	42	21.5%	22	19.6%	59	15.1%
3 bedrooms	4,376	58.4%	127	65.1%	75	67.0%	244	62.2%
4 bedrooms	1,365	18.2%	18	9.2%	5	4.5%	47	12.0%
5 or more bedrooms	330	4.4%	1	0.5%	3	2.7%	1	0.3%

Source: 2010-2014 ACS, Table DP04

Housing Unit Characteristics (Part 2)								
Subject	Morgan County		Bostwick		Buckhead		Rutledge	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
HOUSING TENURE								
Occupied housing units	6,408	6,408	179	179	97	97	317	317
Owner-occupied	5,061	79.0%	157	87.7%	66	68.0%	252	79.5%
Renter-occupied	1,347	21.0%	22	12.3%	31	32.0%	65	20.5%
Vacant housing units	1,081	14.4%	16	8.2%	15	13.4%	75	19.1%
Average household size of owner-occupied unit	2.66	(X)	3.29	(X)	2.32	(X)	2.32	(X)
Average household size of renter-occupied unit	3.13	(X)	3.32	(X)	1.81	(X)	1.91	(X)
YEAR HOUSEHOLDER MOVED INTO UNIT								
Occupied housing units	6,408	6,408	179	179	97	97	317	317
Moved in 2010 or later	880	13.7%	28	15.6%	17	17.5%	41	12.9%
Moved in 2000 to 2009	2,762	43.1%	44	24.6%	25	25.8%	134	42.3%
Moved in 1990 to 1999	1,293	20.2%	74	41.3%	15	15.5%	54	17.0%
Moved in 1980 to 1989	728	11.4%	9	5.0%	25	25.8%	24	7.6%
Moved in 1970 to 1979	450	7.0%	3	1.7%	6	6.2%	40	12.6%
Moved in 1969 or earlier	295	4.6%	21	11.7%	9	9.3%	24	7.6%
VALUE								
Owner-occupied units	5,061	5,061	157	157	66	66	252	252
Less than \$50,000	477	9.4%	9	5.7%	23	34.8%	29	11.5%
\$50,000 to \$99,999	773	15.3%	29	18.5%	20	30.3%	58	23.0%
\$100,000 to \$149,999	820	16.2%	25	15.9%	13	19.7%	30	11.9%
\$150,000 to \$199,999	862	17.0%	28	17.8%	3	4.5%	60	23.8%
\$200,000 to \$299,999	1,073	21.2%	52	33.1%	2	3.0%	56	22.2%
\$300,000 to \$499,999	719	14.2%	11	7.0%	5	7.6%	16	6.3%
\$500,000 to \$999,999	278	5.5%	3	1.9%	0	0.0%	3	1.2%
\$1,000,000 or more	59	1.2%	0	0.0%	0	0.0%	0	0.0%
Median (dollars)	175,600	(X)	166,800	(X)	91,700	(X)	155,800	(X)
MORTGAGE STATUS								
Owner-occupied units	5,061	5,061	157	157	66	66	252	252
Housing units with a mortgage	3,313	65.5%	72	45.9%	43	65.2%	173	68.7%
Housing units without a mortgage	1,748	34.5%	85	54.1%	23	34.8%	79	31.3%

Source: 2010-2014 ACS, Table DP04

Housing Costs: Homeowners								
Subject	Morgan County		Bostwick		Buckhead		Rutledge	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
SELECTED MONTHLY OWNER COSTS								
Housing units with a mortgage	3,313	3,313	72	72	43	43	173	173
Less than \$300	4	0.1%	0	0.0%	0	0.0%	0	0.0%
\$300 to \$499	22	0.7%	4	5.6%	0	0.0%	0	0.0%
\$500 to \$699	318	9.6%	3	4.2%	1	2.3%	2	1.2%
\$700 to \$999	587	17.7%	9	12.5%	16	37.2%	50	28.9%
\$1,000 to \$1,499	1,034	31.2%	32	44.4%	22	51.2%	57	32.9%
\$1,500 to \$1,999	758	22.9%	17	23.6%	4	9.3%	42	24.3%
\$2,000 or more	590	17.8%	7	9.7%	0	0.0%	22	12.7%
Median (dollars)	1,316	(X)	1,357	(X)	1,054	(X)	1,352	(X)
Housing units without a mortgage	1,748	1,748	85	85	23	23	79	79
Less than \$100	8	0.5%	0	0.0%	0	0.0%	0	0.0%
\$100 to \$199	40	2.3%	3	3.5%	3	13.0%	6	7.6%
\$200 to \$299	308	17.6%	10	11.8%	8	34.8%	25	31.6%
\$300 to \$399	415	23.7%	25	29.4%	3	13.0%	16	20.3%
\$400 or more	977	55.9%	47	55.3%	9	39.1%	32	40.5%
Median (dollars)	430	(X)	411	(X)	308	(X)	343	(X)
SELECTED MONTHLY OWNER COSTS AS % OF HOUSEHOLD INCOME								
Housing units with a mortgage	3,287	3,287	72	72	43	43	173	173
Less than 20.0 percent	860	26.2%	24	33.3%	9	20.9%	39	22.5%
20.0 to 24.9 percent	562	17.1%	7	9.7%	3	7.0%	24	13.9%
25.0 to 29.9 percent	528	16.1%	17	23.6%	2	4.7%	18	10.4%
30.0 to 34.9 percent	253	7.7%	8	11.1%	0	0.0%	19	11.0%
35.0 percent or more	1,084	33.0%	16	22.2%	29	67.4%	73	42.2%
Housing unit without a mortgage	1,748	1,748	85	85	23	23	79	79
Less than 10.0 percent	677	38.7%	46	54.1%	9	39.1%	30	38.0%
10.0 to 14.9 percent	356	20.4%	12	14.1%	6	26.1%	26	32.9%
15.0 to 19.9 percent	218	12.5%	10	11.8%	0	0.0%	16	20.3%
20.0 to 24.9 percent	136	7.8%	10	11.8%	6	26.1%	0	0.0%
25.0 to 29.9 percent	72	4.1%	6	7.1%	0	0.0%	0	0.0%
30.0 to 34.9 percent	55	3.1%	0	0.0%	0	0.0%	0	0.0%
35.0 percent or more	234	13.4%	1	1.2%	2	8.7%	7	8.9%

Source: 2010-2014 ACS, Table DP04

Housing Costs: Renters								
Subject	Morgan County		Bostwick		Buckhead		Rutledge	
	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent
GROSS RENT								
Occupied units paying rent	1,183	1,183	12	12	21	21	59	59
Less than \$200	25	2.1%	0	0.0%	0	0.0%	15	25.4%
\$200 to \$299	11	0.9%	0	0.0%	0	0.0%	1	1.7%
\$300 to \$499	58	4.9%	1	8.3%	0	0.0%	11	18.6%
\$500 to \$749	326	27.6%	0	0.0%	8	38.1%	4	6.8%
\$750 to \$999	295	24.9%	9	75.0%	13	61.9%	26	44.1%
\$1,000 to \$1,499	417	35.2%	2	16.7%	0	0.0%	2	3.4%
\$1,500 or more	51	4.3%	0	0.0%	0	0.0%	0	0.0%
Median (dollars)	912	(X)	856	(X)	905	(X)	613	(X)
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME								
Occupied units paying rent	1,183	1,183	12	12	21	21	59	59
Less than 15.0 percent	178	15.0%	1	8.3%	14	66.7%	11	18.6%
15.0 to 19.9 percent	148	12.5%	2	16.7%	0	0.0%	9	15.3%
20.0 to 24.9 percent	166	14.0%	0	0.0%	0	0.0%	2	3.4%
25.0 to 29.9 percent	187	15.8%	0	0.0%	2	9.5%	2	3.4%
30.0 to 34.9 percent	113	9.6%	0	0.0%	0	0.0%	0	0.0%
35.0 percent or more	391	33.1%	9	75.0%	5	23.8%	35	59.3%

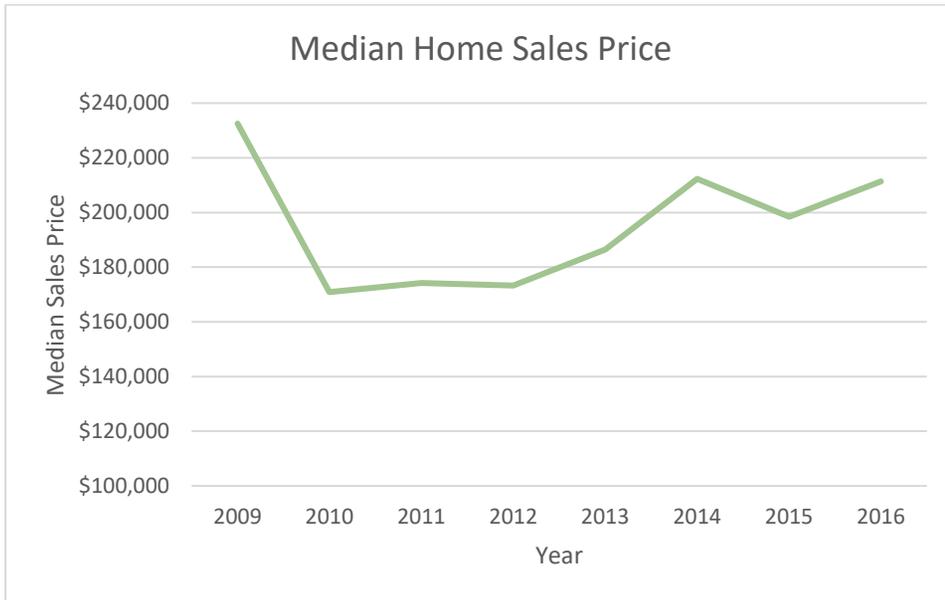
Source: 2010-2014 ACS, Table DP04

Median Home Sales Price	
2009	\$232,510
2010	\$170,896
2011	\$174,253
2012	\$173,284
2013	\$186,386
2014	\$212,257
2015	\$198,381
2016†	\$211,378

†2016 figures reflect data through May

Source: Zillow Median Sale Price Data

http://files.zillowstatic.com/research/public/County/County_MedianSoldPrice_AllHomes.csv



Low Income Housing Tax Credit Units					
Project Name	Address	1- Bedroom	2- Bedroom	Total Units	Year Placed in Service
Madison Villas	1061 Bramblewood Dr.	16	32	48	1995
Orchard Grove Apartments	1070 Micha Way	36	24	60	2004

Source: HUD LIHTC Database, <http://lihtc.huduser.gov/>

Economic Development Supplemental Data

The history of Morgan County’s economy is heavily based on its supply of agricultural land, along with its railroad access to Atlanta, Savannah, Augusta, and other commercial and industrial centers. While the County is still served by rail, highway access via is now integral to its economy as well. Major roadways include I-20, which heads west to Atlanta and east to Augusta, and U.S. 441, which provides a route south from Athens.

The table below tracks employment shares for five of Morgan County’s most prominent industrial sectors. While farming made up nearly one-quarter of the County’s jobs in 1970, recent decades have seen farm employment decline significantly, a trend that is projected to continue through 2040. Similarly, manufacturing jobs, which made up 22.7 percent of the County’s total in 1990, are projected to fall to 6.6 percent over the next 25 years. As the farming and manufacturing sectors continue to contract, service employment is projected to expand, making up nearly 50 percent of all Morgan County jobs by 2040.

Morgan County Employment by Sector: 1970-2050						
	1970	1990	2000	2010	2020	2040
Percent of Jobs in Farming	24.4	12.2	7.4	6.6	5.5	4.0
Percent of Jobs in Manufacturing	14.8	22.7	16.2	9.2	9.3	6.6
Percent of Jobs in Retail Trade	7.9	10.6	9.5	11.0	9.9	7.8
Percent of Jobs in Services	25.2	24.8	32.8	32.9	39.2	47.7
Percent of Jobs in Government	13.7	10.8	12.2	12.5	10.2	8.6

Source: Woods & Poole Economics

The tables on the following page provide a more detailed breakdown of employment estimates and projections by industrial sector. According to Woods & Poole’s 2016 estimates, the County has 11,627 jobs, including sole proprietors and part-time employment. This figure is up 11.5 percent since 2010. Services make up the largest employment sector, with a combined total of 37.8 percent of jobs. Within that sector, “other” services (except public administration) and administrative and waste services make up the largest shares of jobs. Following services, government (10.4 percent), retail trade (10.3 percent), and manufacturing (9.8 percent) are the largest industry sectors.

Employment by Industrial Sector in Morgan County, GA								
Subject	1990		2000		2010		2016	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Farm Employment	821	12.2	639	7.4	689	6.6	687	5.9
Non-Farm Employment	5,917	87.8	7,968	92.6	9,735	93.4	10,940	94.1
Private Non-Farm Employment	5,186	77.0	6,919	80.4	8,429	80.9	9,731	83.7
Forestry, Fishing, and Related Activities	54	0.8	121	1.4	162	1.6	169	1.5
Mining	4	0.1	4	0.0	51	0.5	33	0.3
Utilities	25	0.4	29	0.3	52	0.5	49	0.4
Construction	252	3.7	589	6.8	710	6.8	763	6.6
Manufacturing	1,528	22.7	1,394	16.2	961	9.2	1,142	9.8
Wholesale Trade	414	6.1	330	3.8	419	4.0	427	3.7
Retail Trade	717	10.6	817	9.5	1,150	11.0	1,193	10.3
Transportation	153	2.3	190	2.2	238	2.3	245	2.1
Information and Warehousing	68	1.0	88	1.0	98	0.9	74	0.6
Finance and Insurance	151	2.2	263	3.1	422	4.0	529	4.5
Real Estate, Rental, and Leasing	149	2.2	272	3.2	740	7.1	715	6.1
Professional and Technical Services	143	2.1	266	3.1	272	2.6	523	4.5
Management of Companies and Enterprises	294	4.4	463	5.4	227	2.2	20	0.2
Administrative and Waste Services	507	7.5	906	10.5	745	7.1	1,008	8.7
Health Care and Social Assistance	19	0.3	36	0.4	88	0.8	121	1.0
Arts, Entertainment, and Recreation	120	1.8	214	2.5	430	4.1	443	3.8
Accommodation and Food Services	34	0.5	50	0.6	151	1.4	174	1.5
Other Services, Except Public Administration	307	4.6	440	5.1	817	7.8	1,224	10.5
Government Employment	731	10.8%	1049	12.2%	1306	12.5%	1209	10.4%
Federal	100	1.5%	103	1.2%	106	1.0%	88	0.8%
State and Local	631	9.4%	946	11.0%	1200	11.5%	1121	9.6%
Total Employment	6,738	100.0	8,607	100.0	10,424	100.0	11,627	100.0

Source: Woods & Poole

Employment Projections by Industrial Sector in Morgan County, GA								
Subject	2016		2020		2030		2040	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Farm Employment	687	5.9%	693	5.5%	696	4.7%	685	4.0%
Non-Farm Employment	10,940	94.1%	11,830	94.5%	14,128	95.3%	16,540	96.0%
Private Non-Farm Employment	9,731	83.7%	10,554	84.3%	12,723	85.8%	15,058	87.4%
Forestry, Fishing, and Related Activities	169	1.5%	176	1.4%	193	1.3%	208	1.2%
Mining	33	0.3%	34	0.3%	36	0.2%	37	0.2%
Utilities	49	0.4%	50	0.4%	50	0.3%	49	0.3%
Construction	763	6.6%	830	6.6%	957	6.5%	1,031	6.0%
Manufacturing	1,142	9.8%	1,167	9.3%	1,170	7.9%	1,144	6.6%
Wholesale Trade	427	3.7%	431	3.4%	426	2.9%	410	2.4%
Retail Trade	1,193	10.3%	1,237	9.9%	1,302	8.8%	1,349	7.8%
Transportation	245	2.1%	247	2.0%	260	1.8%	267	1.6%
Information and Warehousing	74	0.6%	76	0.6%	81	0.5%	85	0.5%
Finance and Insurance	529	4.5%	612	4.9%	825	5.6%	1,035	6.0%
Real Estate, Rental, and Leasing	715	6.1%	788	6.3%	995	6.7%	1,234	7.2%
Professional and Technical Services	523	4.5%	549	4.4%	619	4.2%	696	4.0%
Management of Companies and Enterprises	20	0.2%	21	0.2%	22	0.1%	21	0.1%
Administrative and Waste Services	1,008	8.7%	1,096	8.8%	1,339	9.0%	1,566	9.1%
Health Care and Social Assistance	121	1.0%	140	1.1%	196	1.3%	261	1.5%
Arts, Entertainment, and Recreation	443	3.8%	499	4.0%	663	4.5%	845	4.9%
Accommodation and Food Services	174	1.5%	192	1.5%	243	1.6%	299	1.7%
Other Services, Except Public Administration	1,224	10.5%	1,449	11.6%	2,153	14.5%	3,055	17.7%
Government Employment	1209	10.4%	1276	10.2%	1405	9.5%	1482	8.6%
Federal	88	0.8%						
State and Local	1121	9.6%	1185	9.5%	1308	8.8%	1377	8.0%
Total Employment	11,627	100.0%	12,523	100.0%	14,824	100.0%	17,225	100.0%

Source: Woods & Poole

Employment Change by Sector in Morgan County, GA: 2016-2040			
	2016	2040	% Change
Farm Employment	687	685	-0.29
Non-Farm Employment	10,940	16,540	51.19
Private Non-Farm Employment	9,731	15,058	54.74
Forestry, Fishing, and Related	169	208	23.08
Mining	33	37	12.12
Utilities	49	49	0.00
Construction	763	1,031	35.12
Manufacturing	1,142	1,144	0.18
Wholesale Trade	427	410	-3.98
Retail Trade	1,193	1,349	13.08
Transportation and Warehousing	245	267	8.98
Information	74	85	14.86
Finance and Insurance	529	1,035	95.65
Real Estate and Rental and Leasing	715	1,234	72.59
Professional and Technical Services	523	696	33.08
Management of Companies and Enterprises	20	21	5.00
Administrative and Waste Services	1,008	1,566	55.36
Educational Services	121	261	115.70
Health Care and Social Assistance	443	845	90.74
Arts, Entertainment, And Recreation	174	299	71.84
Accommodation and Food Services	1,224	3,055	149.59
Other Services, Except Public Administration	879	1,466	66.78
Total Government Employment	1,209	1,482	22.58
Federal Civilian Government	37	53	43.24
Federal Military	51	52	1.96
State and Local Government	1,121	1,377	22.84
Total Employment	11,627	17,225	48.15
Gross Regional Product (in millions; 2009 dollars)	601.68	1,020.73	69.65

Source: Woods & Poole Economics

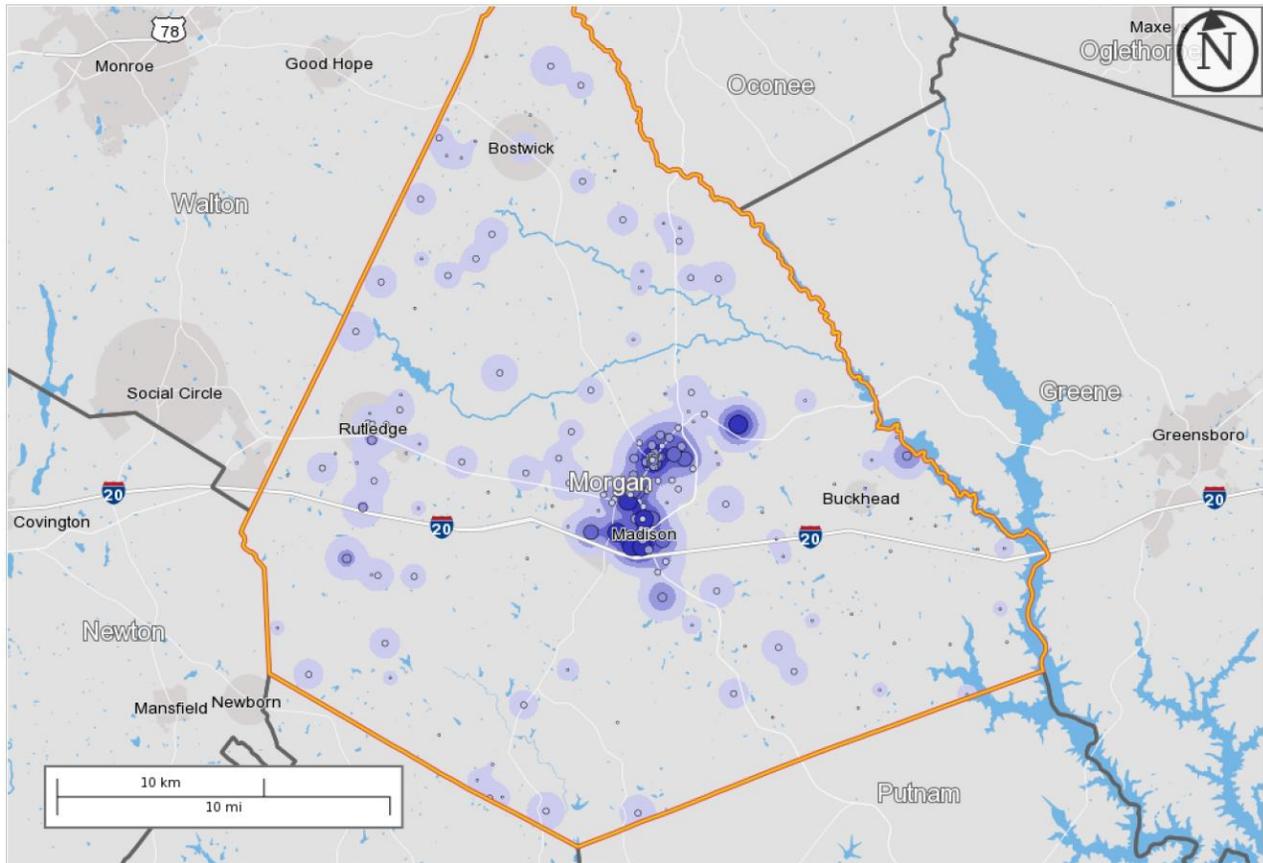
Morgan County Major Employers		
Company	Industry Sector	Location
Amitco International, Inc.	Manufacturing	Madison
Bard Manufacturing Co, Inc.	Manufacturing	Madison
ETCON, Inc.	Services	Madison
Flambeau, Inc.	Manufacturing	Madison
Georgia-Pacific Wood Products, LLC	Manufacturing	Unincorporated Morgan County
Ingles Markets, Inc.	Retail Trade	Madison
Lowe's Home Centers, Inc.	Retail Trade	Madison
Pennington Seed, Inc.	Manufacturing	Madison
Townsend Tree Service Company, LLC	Services	Madison
Walmart	Retail Trade	Madison

Source: Georgia Department of Labor

Covered Employment by Sector and Location in Morgan County, GA: 2014						
Industry Sector	City of Madison		Unincorporated Morgan County		Morgan County Total	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing, and Hunting	3	0.1	112	6.7	115	1.8
Mining, Quarrying, and Oil and Gas Extraction	1	0.0	2	0.1	3	0.0
Utilities	12	0.3	0	0.0	12	0.2
Construction	51	1.1	197	11.7	250	3.9
Manufacturing	435	9.3	608	36.2	1,086	16.8
Wholesale Trade	537	11.5	56	3.3	594	9.2
Retail Trade	749	16.0	65	3.9	821	12.7
Transportation and Warehousing	34	0.7	32	1.9	66	1.0
Information	40	0.9	17	1.0	57	0.9
Finance and Insurance	178	3.8	5	0.3	183	2.8
Real Estate and Rental and Leasing	15	0.3	48	2.9	63	1.0
Professional, Scientific, and Technical Services	141	3.0	29	1.7	181	2.8
Management of Companies and Enterprises	28	0.6	0	0.0	34	0.5
Administrative and Waste Services	381	8.1	152	9.0	533	8.3
Educational Services	606	13.0	16	1.0	622	9.6
Health Care and Social Assistance	365	7.8	73	4.3	446	6.9
Arts, Entertainment, And Recreation	22	0.5	7	0.4	29	0.4
Accommodation and Food Services	711	15.2	82	4.9	807	12.5
Other Services, Except Public Administration	88	1.9	134	8.0	222	3.4
Public Administration	281	6.0	46	2.7	327	5.1
Total Employment	4,678	100.0	1,681	100.0	6,451	100.0

Source: U.S. Census Longitudinal Employer-Household Dynamics OnTheMap Application

Concentrations of Employment



Map Legend

Job Density [Jobs/Sq. Mile]

- 5 - 85
- 86 - 327
- 328 - 730
- 731 - 1,293
- 1,294 - 2,019

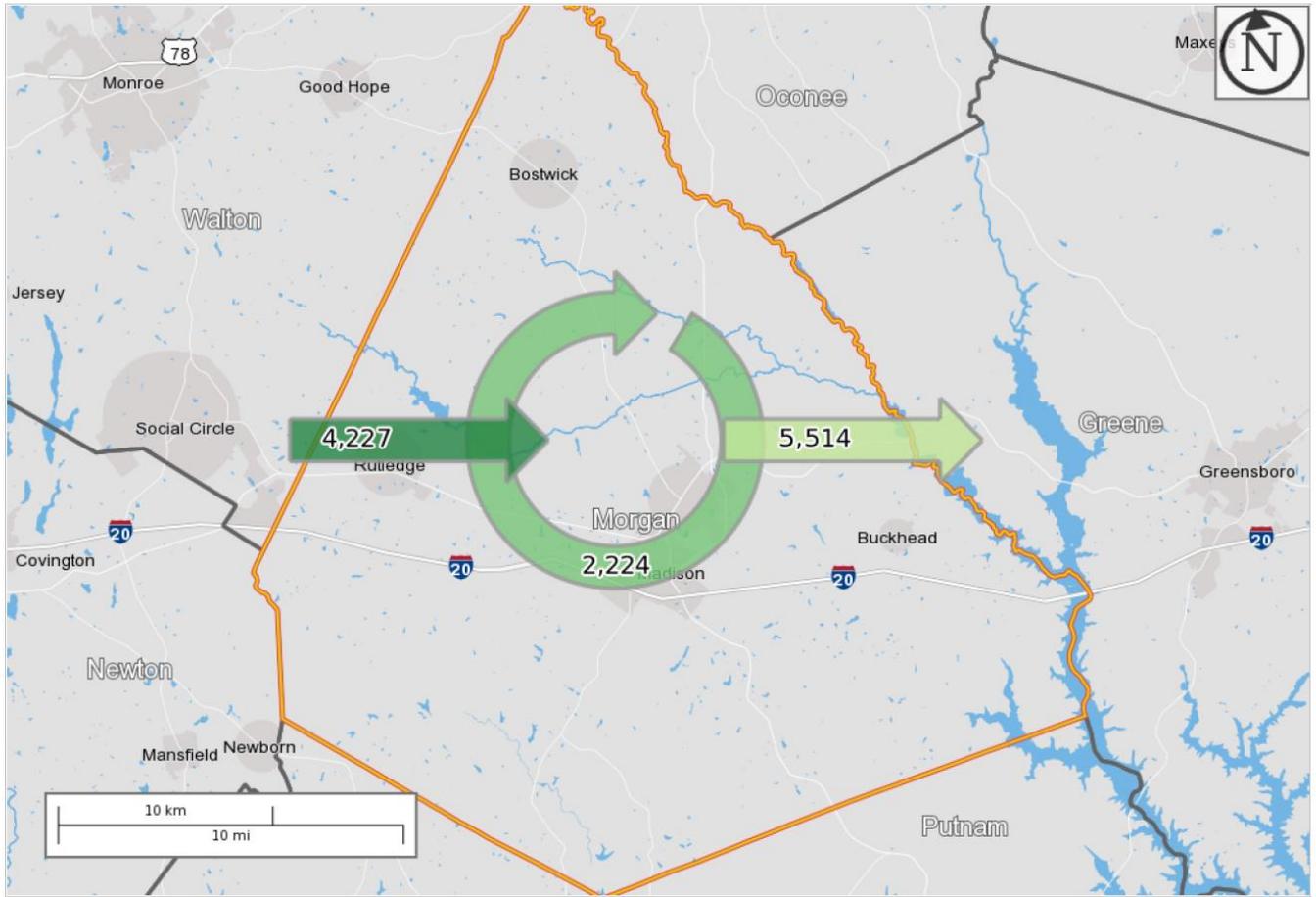
Job Count [Jobs/Census Block]

- 1 - 5
- 6 - 37
- 38 - 124
- 125 - 293
- 294 - 573

Selection Areas

- ✦ Analysis Selection

Commute Patterns



Map Legend

Selection Areas

- 🔴 Analysis Selection

Inflow/Outflow

- ➡ Employed and Live in Selection Area
- ➡ Employed in Selection Area, Live Outside
- ➡ Live in Selection Area, Employed Outside

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

Results of Community Survey of Community Needs

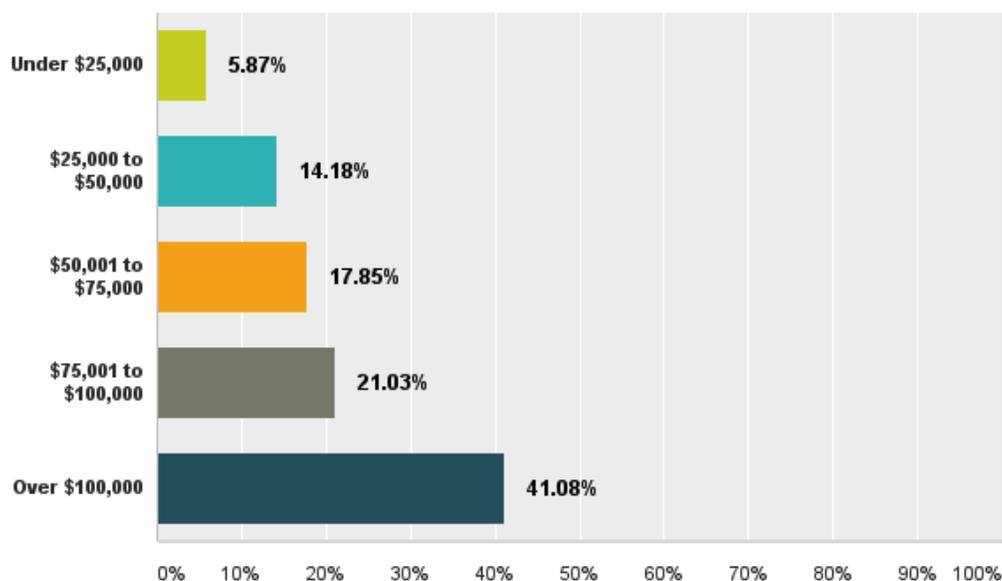
Additional evaluation of perceptions related to current and future community needs and use of resources in Morgan County was conducted via a community survey designed to gather insight into the knowledge, experience, opinions, and feelings of local residents, employees, and service providers. A total of 535 residents completed the survey. Most questions in the survey required respondents to rank priorities, although several questions allowed respondents to offer written comments. Survey responses were collected online and at meetings within the local community including church meetings, back to school initiatives, and city council meetings.

Respondent Demographics

A total of 535 Morgan County residents completed the survey. A large percentage of survey respondents were primarily from middle to upper middle class income groups with 79.9% of households earning \$50,000 or more annually. The graph below depicts income distribution for survey respondents:

Q13 Please check your household income.

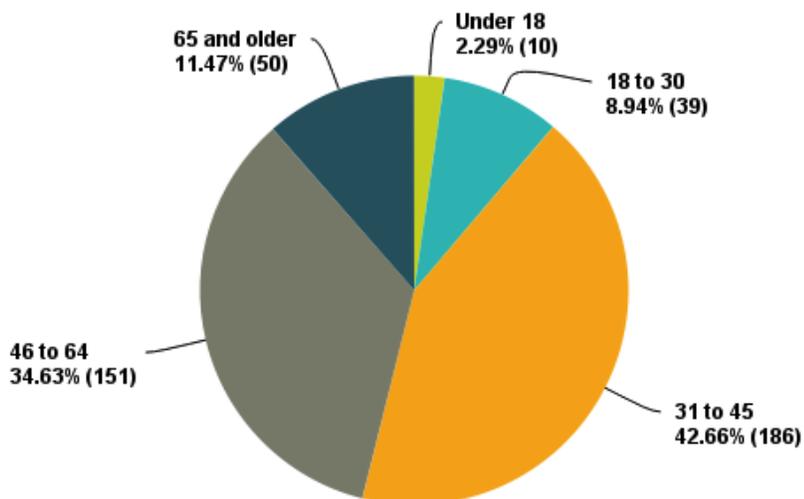
Answered: 409 Skipped: 126



The majority of respondents (42.56%) were between the ages of 31-45. Elderly residents ages 65+ had a participation rate of 11.47%. Youth under the age of 18 had the lowest participation rate at 2.29%.

Q11 Please check your age.

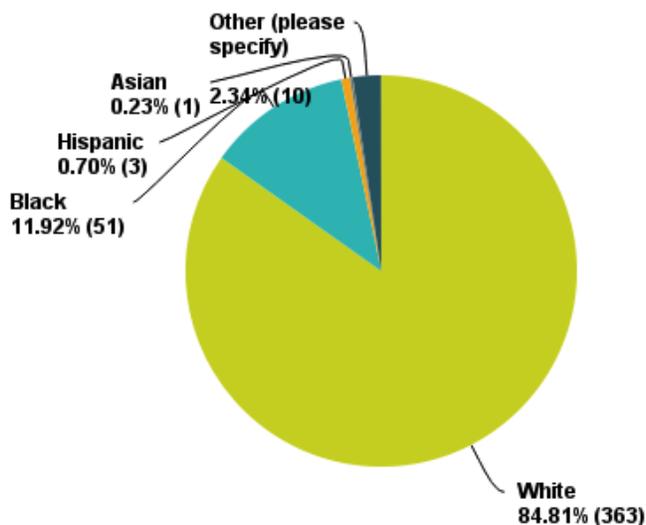
Answered: 436 Skipped: 99



Slightly more than 1 in 10 survey respondents, 12.85%, self-identified as members of a racial or ethnic minority group, with most identifying as African-American or Black (11.92%). The majority of respondents (84.81%) self-identified as White.

Q12 Please check your race/ethnicity.

Answered: 428 Skipped: 107



Future Development

Survey respondents were asked:

“As Morgan County continues to grow over the next 20 years, what type of new development would you most like to see? Please check any that apply”.

Answer Choices	Responses	
Stores, restaurants, and services	64.34%	341
Single family housing	44.91%	238
Downtown businesses - Madison	41.13%	218
Downtown businesses - Bostwick, Buckhead, Rutledge	35.28%	187
Agriculture	32.83%	174
Tourism	30.94%	164
Housing in subdivisions	25.85%	137
Industrial and warehousing	21.32%	113
Mixed-use developments	20.38%	108
Housing in downtowns	17.55%	93
Offices	11.89%	63
Multifamily housing	11.70%	62
No new development	7.92%	42
Total Respondents: 530		

Over half of respondents, 64.34%, indicated wanting to see stores, restaurants, and services indicating a strong desire amongst County residents to see growth. Over 40% of respondents reported wanting to see new businesses in downtown Madison while more than 1 in 3 reported wanting to see businesses in downtown Bostwick, Buckhead, and Rutledge. Some respondents reported wanting to see development related to housing with the majority wanting to see single family housing development (44.91%), while other housing development desires included housing in subdivisions (25.85%), housing in downtowns (17.55%), and multi-family housing (11.70%). Approximately 1 in 5 respondents wanted to see mixed used development. And, more than 30% reported wanted to see agricultural and tourism development.

	Not a priority	Low priority	Medium priority	High priority	Total	Weighted Average
Downtown revitalization and clean-up of vacant buildings	3.51% 17	11.16% 54	33.88% 164	51.45% 249	484	2.33
Attraction of new stores and restaurants	6.83% 33	13.04% 63	36.44% 176	43.69% 211	483	2.17
Assistance for small businesses	6.08% 29	14.05% 67	43.61% 208	36.27% 173	477	2.10
Marketing of existing recreational and tourism activities	5.01% 24	17.12% 82	40.50% 194	37.37% 179	479	2.10
Attraction of new office or industrial businesses	10.72% 52	19.79% 96	36.91% 179	32.58% 158	485	1.91
Festivals, fairs, and other tourist activities	6.65% 32	22.45% 108	44.49% 214	26.40% 127	481	1.91
Tourism related to the County's agricultural resources	8.14% 39	24.43% 117	40.50% 194	26.93% 129	479	1.86
Tourism related to Hard Labor Creek State Park and the Apalachee River	7.72% 37	27.56% 132	41.54% 199	23.17% 111	479	1.80
Commercial development around new business anchors (ex: zoo and safari park)	15.24% 73	25.05% 120	39.25% 188	20.46% 98	479	1.65

Respondents were asked to prioritize economic development needs within Morgan County. Slightly more than half of respondents, 51.45%, identified downtown revitalization and clean-up of vacant buildings as a high priority, while over 40% identified attraction of new stores and restaurants as a high priority. More than 1 in 10, 15.24%, of respondents prioritized commercial development around new business anchors as a low priority, while only approximately 20% of respondents felt this was a high priority.

Community Needs

Respondents were asked to prioritize housing needs. The top three high priority needs identified were: preservation of rural residential areas (45.39%), code enforcement (35.96%), and variety of housing prices (33.26%). The chart below depicts the rankings of other factors:

	Not a priority	Low priority	Medium priority	High priority	Total	Weighted Average
Preservation of rural residential areas	4.17% 19	12.72% 58	37.72% 172	45.39% 207	456	2.24
Code enforcement	5.48% 25	21.05% 96	37.50% 171	35.96% 164	456	2.04
Housing options for senior citizens	4.31% 20	23.92% 111	43.53% 202	28.23% 131	464	1.96
Variety of housing prices	11.59% 54	20.39% 95	34.76% 162	33.26% 155	466	1.90
Residential growth (new housing and residents)	10.39% 48	27.27% 126	41.56% 192	20.78% 96	462	1.73
Variety of housing sizes and types (single family, apartments, townhouses, etc.)	17.28% 80	30.24% 140	29.16% 135	23.33% 108	463	1.59
Mix of uses (housing integrated with commercial development)	23.38% 108	33.12% 153	29.65% 137	13.85% 64	462	1.34

Respondents were asked to prioritize transportation needs. The top three high priority needs were: routine maintenance of existing roads and bridges (62.45%), improved traffic flow (36.08%), and expanded network of bicycle and walking pathways (34.51%).

	Not a priority	Low priority	Medium priority	High priority	Total	Weighted Average
Routine maintenance of existing roads and bridges	0.82% 4	6.12% 30	30.61% 150	62.45% 306	490	2.55
Improved traffic flow	5.98% 29	24.12% 117	33.81% 164	36.08% 175	485	2.00
Transportation assistance for senior citizens	5.56% 27	22.02% 107	40.33% 196	32.10% 156	486	1.99
Expanded network of bicycle and walking pathways	12.68% 61	22.45% 108	30.35% 146	34.51% 166	481	1.87
Expanded sidewalk network	10.81% 52	28.07% 135	30.77% 148	30.35% 146	481	1.81
Sidewalks and through roadways in new developments	12.92% 62	27.92% 134	36.04% 173	23.13% 111	480	1.69

Respondents were asked to prioritize natural and cultural resources and five resources were selected as high priorities by more than half of respondents:

- 6) Protection of existing natural resources (69.89%)
- 7) Preservation of existing parks and open spaces (66.95%)
- 8) Farmland preservation (55.09%)
- 9) Preservation of historic buildings and downtowns (55.05%)
- 10) Greenspace and parks included in new developments (53.86%)

	Not a priority	Low priority	Medium priority	High priority	Total	Weighted Average
Protection of existing natural resources (Hard Labor Creek, Lake Oconee, Apalachee River, wildlife and plant diversity, air and soil quality)	1.51% 7	3.23% 15	25.38% 118	69.89% 325	465	2.64
Preservation of existing parks and open space	1.50% 7	3.65% 17	27.90% 130	66.95% 312	466	2.60
Farmland preservation	3.32% 15	9.07% 41	32.52% 147	55.09% 249	452	2.39
Preservation of historic buildings and downtowns	3.66% 17	10.97% 51	30.32% 141	55.05% 256	465	2.37
Greenspace and parks included in new developments	5.15% 24	12.02% 56	28.97% 135	53.86% 251	466	2.32
Land set aside for future parks and open space	3.92% 18	15.03% 69	30.28% 139	50.76% 233	459	2.28
Gateway signs for downtowns and major corridors	12.17% 56	32.39% 149	35.00% 161	20.43% 94	460	1.64

Finally, respondents were asked to prioritize community facilities and infrastructure needs. The top three high priority needs were: maintenance of schools and educational services (79.23%), improved school and educational services (72.69%), and maintenance of existing parks, athletic fields, and aquatic center (59.96%). The chart below depicts other prioritized needs:

	Not a priority	Low priority	Medium priority	High priority	Total	Weighted Average
Maintenance of schools and educational services	0.86% 4	2.36% 11	20.56% 96	76.23% 356	467	2.72
Improved schools and educational services	1.08% 5	1.94% 9	24.30% 113	72.69% 338	465	2.69
Maintenance of existing parks, athletic fields, and aquatic center	1.28% 6	4.93% 23	33.83% 158	59.96% 280	467	2.52
Expanded recreational opportunities or programs	3.02% 14	12.74% 59	38.66% 179	45.57% 211	463	2.27
Expanded emergency services (law enforcement, fire, EMT)	2.17% 10	16.09% 74	42.39% 195	39.35% 181	460	2.19
Expanded medical services and facilities	9.05% 42	13.58% 63	35.78% 166	41.59% 193	464	2.10
Stormwater/drainage system improvements	4.35% 20	23.91% 110	41.74% 192	30.00% 138	460	1.97
Expanded water/sewer services	5.86% 27	25.38% 117	40.35% 186	28.42% 131	461	1.91