



REGIONAL IMPLEMENTATION PROGRAM

2021 ANNUAL UPDATE

March 31, 2020

INTRODUCTION

The Georgia Mountains Regional Commission (GMRC) is the regional planning and community development agency for a 13-county area in northeastern Georgia. To guide and coordinate special activities, and as directed by the Georgia Planning Act of 1989, the GMRC maintains a Regional Plan in accordance with the requirements established by the Georgia Department of Community Affairs (DCA).

This document represents the required annual update of the Regional Implementation Program, which consists of four components: 1) Report on the status of each local government that has not achieved the minimum performance standards and list the specific action steps taken to assist the local government.; 2) A Report of Accomplishments that have occurred in the past year; and 3) A new Work Program for the upcoming five-year time frame (optional).

MONITORING ACTIVITIES AND STAKEHOLDER PARTICIPATION

Progress with the Regional Implementation Program as a whole is reviewed as part of the annual update process with the GMRC Council. However, monitoring and evaluation of progress with the Regional Work Program is performed regularly throughout the year. This involves several layers of status reports and meetings, and involved input from various committees, local government officials and other stakeholder groups.

- *Staff Project Reports* – Every month the full GMRC Council is provided monthly Staff Project Reports (SPRs), which identifies the status of each project. The SPRs also provide primary staff contact for each work item and a brief description of progress as needed. Copies of these are found with the minutes of each Council meeting packet.
- *End of Year Review* – The update process for the Regional Implementation Program features an additional overview and evaluation of the status of each project and feasibility of remaining work items. The results provide the first indication of how priorities may need adjusting going forward. This becomes the basis of the draft update and is circulated to local governments for review and comment, providing the first opportunity for nominating new projects for the coming year.
- *Correlating RC Programs* - Additional review of progress with the Regional Plan includes cross-over work with other regional reporting efforts and projects, including the Federally mandated GMRC Comprehensive Economic Development Strategy (CEDS) and all GMRC products for the Department of Transportation (GDOT).
- *Local Government Interaction* – Copies of the Regional Implementation Program Annual Update were also distributed to local communities for review and input on the identified objectives and work items. No new regional projects were added as a result of this effort.
- *Public Hearing Opportunity* – Public hearing opportunities to discuss the draft Regional Implementation Program update were held at the GMRC office at 1 PM on March 30, 2021

and April 14, 2021. A draft copy of the update was available on the GMRC website and questions and comments were accepted electronically up to the meeting date, as well.

EVALUATION – COORDINATED PERFORMANCE STANDARDS

As part of the State’s regional planning standards the GMRC must establish two achievement thresholds for local governments. These standards, rated as Minimum and Excellence Standards, identify specific ordinances, programs, or requirements that may be implemented by local governments in order to realize the Regional Vision and/or address the Regional Issues and Opportunities. Going forward these performance measures will be used to help a) evaluate the effectiveness of the GMRC’s Regional Plan implementation efforts, and b) to help identify the various levels of planning and community development desired by the local communities.

In establishing these standards for the GMRC, the approach was to create a framework that works with the current level of planning requirements expected of local governments, then encouraging each community to pursue their own higher standards for community development. In this regard the Minimum is something every local government can readily achieve by simply maintaining their existing level of obligations, and for which the GMRC is available to assist. To achieve the Excellence Standard communities must then employ/adopt a certain volume of policies and practices from the list included here. Communities achieving the Excellence Standard will be eligible for extra assistance from the GMRC and DCA.

Minimum Standard

Items included here are considered essential activities for local governments to undertake for achieving their own planning ambitions and for consistency with the regional plan. The intent is to ensure a consistent and predictable basic level of local requirements across the region. All local governments in the region will be expected to attain the Minimum Standard within three years of adoption of the regional plan, or risk losing Qualified Local Government status.

- Maintain a local Comprehensive Plan, approved by DCA and adopted by the local government
- Maintain and be compliant with all necessary Service Delivery Strategies
- Maintain and participate in a local Hazard Mitigation Strategy
- Maintain and participate in a Local Emergency Operations/Response Plan
- Maintain compliance with State requirements for solid waste management and reporting
- Adopt the necessary minimum rules established by the DNR Part V Environmental Planning Criteria
- Compliance with E-Verify standards

Excellence Standard

The Excellence Standard consists of 66 policies/activities considered desirable for local governments to undertake for achieving their own planning aspirations and for consistency with the regional plan. The intent is to lay out a menu of recommended best practices for local governments to select for implementation. Each recommended best practice a local government implements will count toward achieving the Excellence Standard threshold

established by the Department. The Excellence Standard will be awarded to any community employing any 20 of the standards listed, with at least 1 standard in each of the 7 elements. (See the GMRC Regional Plan for a full list of all eligible items)

As of March 2021, Baldwin, Tiger, and Rabun County have temporarily lost compliance with the GMRC’s minimum performance standards, however both will be brought back into compliance once they finish the comprehensive plan State review and adoption process.

GOVERNMENT	MINIMUM PERFORMANCE STANDARD(S) NOT MET	SPECIFIC ACTION STEPS TAKEN, OR NEEARC, TO ASSIST GOVERNMENT
Rabun County	QLG Status	Awaiting DCA approval of Comp Plan update; To be completed in FY21
Town of Tiger	QLG Status	Needs to update Comp Plan; Needs to meet eVerify requirements
City of Baldwin	QLG Status	Completing Comp Plan update; To be completed in FY21

Results of Performance Evaluation

- The state review for Rabun County remains outstanding. Once completed the County will amend as needed and adopt once approved.
- The planning processes for Tiger and Baldwin were each drawn out in part due to changes in local leadership and stakeholder involvement, as well as impacted by the 2020 pandemic. The Baldwin document will be submitted to DCA in March or April of 2021. The Tiger planning process is beginning anew, with an abbreviated public involvement process to simply update what was originally completed in 2019. That document will be submitted to DCA in FY21.
- Efforts to assist Franklin County’s Service Delivery Agreement update were postponed while the 2020 pandemic stifled local efforts to address the update process. The communities successfully extended their existing SDA and the new leaders for 2021 have formally begun the update process.
- The GMRC is slated to begin incorporating new public involvement techniques based on suggestions raised during various planning forums in 2019. These ideas were suggested during a brain storming session at the Academy for Economic Development and during regular sessions with the GMRC Comprehensive Economic Development Strategy committee.
- Joint comp plans for White County, Towns County were begun in FY 21, along with plans for Bowersville, Oakwood, and others. The Hartwell comprehensive plan was completed and adopted, and all local annual CIE updates in the region were completed in the first half of FY21. The City of Toccoa comprehensive plan will be completed in FY21.

- Many communities did have limited in-person forums as part of their public involvement procedures during the pandemic. In lieu of such gatherings both the GMRC and local governments pursued online forums for both general public meetings and stakeholder committee events. While most communities note they will pursue in-person events once again as conditions allow, the use of online formats as an additional option, especially for committee meetings, was considered successful and will likely be utilized much more going forward.
- The pandemic did affect local plan-monitoring meetings in that many of these were conducted online or over the phone as local governments and the GMRC adapted to the conditions. Most local government staff did not object to the temporary arrangement, but it did minimize the ability to have larger meetings. Where local elected officials could not participate the local staff assured that news from the meetings would be shared as needed.

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GMRC 2021 REPORT OF ACCOMPLISHMENTS

LAND USE

Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
<i>Priority: To promote and coordinate land use planning and management that supports the other goals and ambitions for the region.</i>					
Support preservation and expansion of historic town centers.	Continue providing urban redev. plans	DNR, DCA, Local Govts.	Program Policy		
	Develop regional growth and tourism strategy for historic downtowns	DNR, DCA, Local Govts.	1-5 yrs. \$10,000	-	
Promote neighborhood scale planning.	Encourage, and demonstrate, the practice of small-area studies	DNR, DCA, Local Govts.	Program policy	-	
Need to match land use plans with infrastructure plans	Annually review regional Future Development Strategy to gauge accuracy	DOT, DCA, Local Govts.	Program Policy		
	Develop regional development build-out scenario	DOT, DCA, Local Govts.	3-5 yrs. \$20,000		Creating project framework
	Develop model cost-benefit impact analyses for new development on utilities and infrastructure	DOT, DCA, Local Govts.		6-8 yrs. \$30,000	
Need tools to preserve area farms	Develop regional development build-out scenario	DNR, DCA, Local Govts.	3-5 yrs. \$20,000		Creating project framework
	Develop updated concept for, and inventory of, primary agricultural areas	DNR, DCA, Local Govts.	1-3 yrs. \$15,000		Creating project framework
	Develop template for comprehensive neighborhood plans and standards	DNR, DCA, Local Govts.	1-2 yrs. \$5,000		
	Annually review regional Future Development Strategy to gauge accuracy	DNR, DCA, Local Govts.	Program Policy		
	Assess the performance of BMPs throughout the region	DNR, DCA, Local Govts.	3-5 yrs. \$10,000		
Need to ensure optimum land use planning tools and enforcement at local levels	Annually review regional Future Development Strategy to gauge accuracy	DNR, DCA, Local Govts.	Program Policy		
	Promote BMPs throughout the region as land use alternatives	DNR, DCA, Local Govts.	Program Policy		

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Promote neighborhood scale planning	DNR, DCA, Local Govts.	Program Policy		
Need to stem the deterioration of downtown areas, buildings and infrastructure, and loss of economic activity as suburbanization occurs in the region	Annually review regional Future Development Strategy to gauge accuracy	DNR, DCA, Local Govts.	Program Policy		
	Develop/ maintain region-wide downtown economic database that includes historic resources	DNR, DCA, Local Govts.		4-6 yrs. \$40,000	
	Continue providing urban redev. plans	DNR, DCA, Local Govts.	1-5 yrs. \$50,000	6-10 yrs. \$50,000	
	Create model design guidelines and promote incentive programs for downtown areas	DNR, DCA, Local Govts.	2-4 yrs. TBD		
	Advocate for funding/private investment for downtown redevelopment	DNR, DCA, Local Govts.	Program Policy		
	Initiate GMRC Downtown Association, promote partnerships	DNR, DCA, Local Govts.	1 yrs. TBD		Initiating discussions with local staff
	Impact of population growth for impact on rural character	Inventory/ map agri-tourism assets of the region, promote Georgia Centennial Farm program	DNR, DCA, Local Govts.	2-4 yrs \$5,000	
Develop regional growth and tourism strategy for historic downtowns		DNR, DCA, Local Govts.	1-5 yrs. \$10,000		Creating project framework
Develop promotional material for area farmer's markets and canneries		DNR, DCA, Local Govts.	2-4 yrs. \$10,000		
Develop updated concept for, and inventory of, primary agricultural areas		DNR, DCA, Local Govts.	2-4 yrs. \$10,000		
Develop inventory of regional wineries, breweries, and distilleries for promotional purposes		DNR, DCA, Local Govts.	2-4 yrs. \$10,000		
Lack of identification of plans for growth areas for industrial and commercial development	Identify areas where future industrial growth may and can occur	DNR, DCA, Local Govts.		4-6 yrs. \$10,000	
	Develop growth management plans	DNR, DCA, Local Govts.		4-6 yrs. \$10,000	
	Identify funding mechanisms for required infrastructure	DNR, DCA, Local Govts.	Program Policy		

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Develop map/inventory of commercial and/or industrial properties in the region	DNR, DCA, Local Govts.		4-6 yrs. \$10,000	
	Identify major growth influencers such as the Inland Port or external regional contributors	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		Begun collecting local input

NATURAL RESOURCES

Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
<i>Priority: To conserve, protect and promote the environmental, natural and cultural resources of the region.</i>					
Improve and promote the knowledge of existing historic resources and preservation programs. (reworded in N&O's)	Update NHARGIS and regional inventory; Share with communities (reworded in mitigation strategies)	DNR, DCA, Local Govts.	2-4 yrs. \$50,000	-	
Ensure communities employ Georgia's environmental planning criteria	Develop an environmental performance monitoring tool for local comp. plans	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		Created first draft; Testing internally
Need to improve awareness about conservation design, environmentally sensitive areas, and best management practices	Conduct/Facilitate a workshop on conservation design	DNR, DCA, Local Govts.	1-3 yrs. \$3,000		Developed materials; Workshop to be held in 2021
	Develop catalog of best environmental policies for local governments	DNR, DCA, Local Govts.	1-3 yrs. TBD		In progress
	Develop an environmental performance monitoring tool for local comp. plans	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		Complete
	Promote environmental BMPs within <i>Excellence Standards</i>	DNR, DCA, Local Govts.	Program Policy		
Need for more/ preserve local greenspace plans	Develop an environmental performance monitoring tool for local comp. plans	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		Complete
	Develop template for greenspace planning to be incorporated into local comprehensive plans	DNR, DCA, Local Govts.	1-3 yrs. \$3,000		In progress
	Inventory of available greenspace in local jurisdictions	DNR, DCA, Local Govts.	1-3 yrs. \$15,000		

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Promote environmental BMPs within <i>Excellence Standards</i>	DNR, DCA, Local Govts.	Program Policy		
Desire to attract funds for State parks and wildlife management areas	Support funding measures for management of DNR lands	DNR, DCA, Local Govts.	Program Policy		
	Promote cooperative partnerships between State, local governments and private sector	DNR, DCA, Local Govts.	Program Policy		
Need to address habitat degradation caused by growth and development	Develop an environmental performance monitoring tool for local comp. plans	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		Complete
	Develop template for greenspace planning to be incorporated into local comprehensive plans	DNR, DCA, Local Govts.	1-3 yrs. \$3,000		
	Encourage redev. in underused areas and brownfields instead of new development in greenfields	DNR, DCA, Local Govts.	Program Policy		
	Develop regional development build-out scenario	DNR, DCA, Local Govts.	3-5 yrs. \$10,000		
	Develop report on status of dams in the region	DNR, Local Govts.	3-5 yrs. \$10,000		
	Inventory/ Assessment of septic system management programs	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		Completing map of local sewer service regions
	Inventory/Assessment of brownfields in the region	DNR, DCA, Local Govts., EPA	1-3 yrs. \$10,000		In progress; Regional grant applied for
Support implementation of applicable Water Planning District management plans	Develop Regional Source Water Assessment Plan	DNR, DCA, Local Govts.	3-5 yrs. \$50,000		
	Annually report to GMRC Council status of Water Planning Council programs	DNR, DCA, Local Govts.	Program Policy		
	Attend Water Council meetings	DNR, DCA, Local Govts.	Program Policy		
Promote the knowledge and preservation of existing historic resources	Update GNAHRGIS, survey of regional historic resources	DNR, DCA, Local Govts.	2-4 yrs. \$50,000		
	Promote historic preservation BMPs within <i>Excellence Standards</i>	DNR, DCA, Local Govts.	Program Policy		
	Convene annual GMRC Historic Resource Forum	DNR, DCA, Local Govts.	1-3 yrs. \$3,000		

COMMUNITY FACILITIES AND SERVICES

Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
Priority: Enhance all segments of transportation networks in the region to promote economic development and personal safety.					
CFS1: Utilize existing inventories of current roadways, air, and rail needs to support economic development.	Develop comprehensive road improvement plan combining local and State goals	GDOT, Local Govts.	1-3 yrs. \$5,000	-	Delayed; Awaiting completion of current GDOT “REVAMP” effort
	Develop a freight/ truck route transportation plan	GDOT, Local Govts.	1-3 yrs. \$20,000	-	In progress
CFS2: Improve current transit, local public transportation systems, and encourage green methods of transportation.	Ensure all cities have pedestrian accessibility plans	GDOT, Local Govts.	-	8-10 yrs. \$20,000	
	Inventory and develop plans to improve local and regional airports.		-	6-7 yrs. \$5,000	
	Update Regional Bike/Ped Strategy & related work program		1-2 yrs \$10,000	-	In progress; To be completed in 2021
	Develop Regional Rural Transit Plan		1-3 yrs \$10,000	-	Initiated; to be completed in FY22
	Develop Commuter Traffic Study		1-2 yrs \$2,000	-	In progress
Priority: To foster community-based wellness initiatives and increase the availability of affordable high-quality health care services.					
CFS6: Encourage and support multi-jurisdictional approaches to provide health services for economic dev. purposes.	Develop template material for including wellness in local plans	Local Govts., Local Authorities	1-2 yrs. \$5,000	-	In progress; GMRC working w/ consultant on CARES Act project; To be completed in 2022
	Regional assessment of emergency services	Local Govts., Local Authorities	1-2 yrs. \$5,000	-	
CFS7: Support efforts to improve community-based prevention and wellness.	Develop template material for including wellness in local plans	Local Govts., Local Authorities	1-2 yrs. \$5,000	-	
Priority: Provide adequate waste management for domestic and industrial usage.					
CFS9: Improve waste management planning to ensure availability for current and future economic growth.	Develop waste mgmt. component for next regional plan update	DNR, DCA, Local Govts.	1-2 yrs. \$5,000	-	Developing first draft

2021 Regional Implementation Program

Georgia Mountains Regional Commission

Growing demand for water supply sources, from both within and outside the region	Develop regional development build-out scenario	DNR, DCA, Local Govts.	3-5 yrs. \$20,000		
	Update Regional Source Water Assessment Plan	DNR, DCA, Local Govts.		4-6 yrs. \$20,000	
	Develop in-house service for calculating cost- benefit analyses for new development & utility improvements	DNR, DCA, Local Govts.		4-6 yrs. \$20,000	
	Develop a metro-area growth strategy to support urbanizing communities	DNR, DCA, Local Govts.		4-6 yrs. \$20,000	
	Develop regional water infrastructure map	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		In progress
	Inventory and assessment of local water service rates	DNR, DCA, Local Govts.	1-3 yrs. \$3,000		In progress
	Promote water conservation programs	DNR, DCA, Local Govts.	Program policy		
Growing demand and environmental need for public sewer services	Develop regional development build-out scenario	DNR, DCA, Local Govts.	3-5 yrs. \$20,000		
	Develop in-house service for calculating cost- benefit analyses for new development & utility improvements	DNR, DCA, Local Govts.		4-6 yrs. \$20,000	
	Develop regional water infrastructure map	DNR, DCA, Local Govts.	1-3 yrs. \$10,000		In progress
	Assessment of septic system inventory	DNR, DCA, Local Govts.	2-4 yrs. \$15,000		In progress
Strong need for, and great potential with, health care services and facilities	Develop and implement a public awareness campaign about health information technology	Local Govts., Medical orgs.	2-4 yrs. TBD		
	Develop template material for including wellness in local plans	Local Govts., Medical orgs.	1-2 yrs. \$5,000		In progress
Impact of growth and changing demographics on transportation needs	Update Regional Bike/Pedestrian Strategy and related work program	GDOT, Local Govts.	1-3 yrs. \$10,000		In progress; To be completed in 2021
	Develop comprehensive road improvement plan combining local and State goals	GDOT, Local Govts.	1-3 yrs. \$5,000		In progress
	Develop Commuter Traffic Study	GDOT, Local Govts.	1-3 yrs. \$20,000		In progress

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Develop a freight/ truck route transportation plan				
	Develop long-range management plans for targeted corridors in conjunction with GDOT and local stakeholders	GDOT, Local Govts.		4-6 yrs. \$20,000	
	Develop an I-85 corridor access and multi-modal study	GDOT, EDA, Local Govts.	1-3 yrs. \$50,000		Grant project proposed to AppRC
	Develop 365 Corridor study to assess impact of future development and inland port	GDOT, Local Govts.		4-6 yrs. \$20,000	
	Assess impact of large transportation and development projects on transportation network	GDOT, Local Govts.	Program policy		
Several State arterials struggle to sustain efficiency in serving both local and through traffic	Develop comprehensive road improvement plan combining local and State goals	GDOT, Local Govts.	1-3 yrs. \$5,000		In progress
	Develop Commuter Traffic Study	GDOT, Local Govts.	1-3 yrs. \$10,000		In progress
	Develop a freight/ truck route transportation plan	GDOT, Local Govts.	1-3 yrs. \$20,000		In progress
	Develop long-range management plans for targeted corridors in conjunction with GDOT and local stakeholders	GDOT, Local Govts.		4-6 yrs. \$20,000	
	Develop Highway 441 Tourism Study	GDOT, Local Govts.		4-6 yrs. \$10,000	
	Develop 365 Corridor study to assess impact of future development and inland port	GDOT, Local Govts.		4-6 yrs. \$20,000	
	Assess impact of large transportation and development projects such as Inland Port on transportation network	GDOT, Local Govts.	Program policy		
Growing need for bike trails and on-road bike lanes	Update regional bicycle and pedestrian plan	GDOT, Local Govts.	1-2 yrs \$10,000		In progress; To be completed in 2021

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Promote existing and proposed routes	GDOT, Local Govts.	Program policy		
Lingering potential for 2nd commercial passenger service airport to support Metro Atlanta	Inventory and develop plans to improve local and regional airports	GDOT, Local Govts.		4-6 yrs. \$20,000	
Potential support for revenues through the Transportation Investment Act of 2010	Develop Commuter Traffic Study	GDOT, Local Govts.	1-3 yrs. \$10,000		In progress
Demand for improvements to I-85 and intersection arterials	Develop an I-85 corridor access and multi-modal study	GDOT, EDA, Local Govts.	1-3 yrs. \$50,000		Grant project proposed to AppRC
	Develop long-range management plans for targeted corridors in conjunction with GDOT and local stakeholders	GDOT, Local Govts.		4-6 yrs. \$20,000	
	Develop a metro-area growth strategy to support urbanizing communities	GDOT, Local Govts.		4-6 yrs. \$20,000	
	Assess impact of large transportation and development projects such as Inland Port on transportation network	GDOT, Local Govts.	Program policy		
Impact of changing demographics on transit demands, specifically the growing volume of retirement age residents and growing numbers of households with Hispanic/Latino ethnicity	Develop Regional Rural Transit Plan	GDOT, Local Govts.	1-3 yrs. \$20,000		Initiated; to be completed in FY22
	Explore potential for increased rural transit services and autonomous vehicles/ride sharing within the region	GDOT, Local Govts.	Program policy		
	Inventory local housing programs, leaders and policies in each community	DCA, Local Govts.,	3-5 yrs. \$5,000		
	Produce survey and distribute to local housing leaders	DCA, Local Govts.,	3-5 yrs. \$1,000		
	Develop a regional strategic housing plan	DCA, Local Govts.	1-3 yrs. \$15,000		
Improve waste mgmt planning to ensure availability for economic growth.	Develop waste mgmt. component for next regional plan update	DNR, DCA, Local Govts.		4-6 yrs. \$10,000	

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Support local governments with capital improvement planning	Develop departmental assessments for emergency services, parks and recreation, and public works	GEMA, DCA, Local Govts.	Program policy		
		Regional assessment of emergency services	GEMA, DCA, Local Govts.	3-5 yrs. \$5,000		

ECONOMIC DEVELOPMENT

Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
Priority: Promote awareness of the Georgia Mountains Region as a tourism destination by fostering viable and sustainable initiatives.					
Foster regional partnerships to create and grow tourism product(s).	Develop a regional tourism forum w/ GA DED	ARC, Local Govts., Chambers & ED authorities	1-2 yrs. \$5,000	-	Grant project proposed to AppRC
	Develop an I-85 corridor access and multi-modal study.		1-3 yrs \$20,000	-	
	Develop Highway 441 Tourism Study		-	6-7 yrs \$10,000	
Priority: Attract film industry to the region.					
Work to ensure that all counties in the Georgia Mountains Region are Camera Ready Certified.	Survey Counties for knowledge of Camera Ready program; Identify gaps	ARC, Local Govts., Chambers & ED authorities	1-3 yrs. \$10,000	-	
Create a business-friendly environment which is conducive to the film industry.	Establish local contact list for use by film industry	ARC, Local Govts., Chambers & ED authorities	1-2 yrs. \$2,000	-	
Priority: To focus on creating new small, high-growth companies in the Georgia Mountains Region.					
Provide the Georgia Mountains region's residents with innovative educational resources to help them learn about entrepreneurship and start a new business.	Develop an entrepreneurship training program for teachers	ARC, Local Govts., Chambers & ED authorities	-	4-7 yrs. \$50,000	
	Host a one-day entrepreneurial education workshop in conjunction with the SBDC and Universities.	ARC, Local Govts., Chambers & ED authorities	1-2 yrs \$1,000	-	Program undergoing development
Priority: Increase expansion and retention of the region's existing businesses and industries.					

2021 Regional Implementation Program

Georgia Mountains Regional Commission

<p>Invest in the beautification and revitalization of downtowns.</p>	<p>Continue providing urban redevelopment plans (reworded in mitigation strategies)</p>	<p>ARC, Local Govts., Local Chambers & ED authorities</p>	<p>Policy</p>		
<p>Priority: Devote local resources to the recruitment of new industry and businesses in the Georgia Mountains region.</p>					
<p>Develop an inventory of available sites in the region (reworded from original)</p>	<p>Collect/ develop GIS dataset of available industrial sites; Place on web</p>	<p>ARC, Local Govts., Local Chambers & ED authorities</p>	<p>-</p>	<p>3-6 yrs. \$15,000</p>	
<p>Comparably limited support for agribusiness, especially agri-tourism</p>	<p>Creation of a regional food hub and promote through print and social media marketing</p>	<p>DNR, CCRC&D, Local Chambers, DED</p>		<p>4-7 yrs. TBD</p>	
	<p>Develop promotional material for area farmer’s markets and canneries</p>	<p>DNR, CCRC&D, Local Chambers, DED</p>	<p>1-3 yrs. \$5,000</p>		<p>Developing project framework</p>
	<p>Establish a local food guide based on local assessments</p>	<p>DNR, CCRC&D, Local Chambers, DED</p>	<p>1-3 yrs. \$10,000</p>		<p>Developing project framework</p>
	<p>Develop an inventory of tourism industry resources</p>	<p>DNR, CCRC&D, Local Chambers, DED</p>	<p>1-3 yrs \$5,000</p>		<p>Developing project framework</p>
<p>Potential for continued growth within tourism sub-markets</p>	<p>Develop an inventory of tourism resources and promote through print and social media marketing</p>	<p>DCA, Local Chambers, DED</p>	<p>1-3 yrs \$5,000</p>		<p>Developing project framework</p>
	<p>Develop Highway 441 Tourism Study</p>	<p>GDOT, Local Govts., Local Chambers</p>		<p>6-7 yrs \$10,000</p>	
	<p>Initiate GMRC Downtown Association, promote partnerships (The Georgia Cities Foundation)</p>	<p>DCA, GCF, Local Chambers, DED</p>	<p>1-3 yrs. NA</p>		<p>Initiating discussions with local staff</p>
	<p>Assist in the development of multi-county tourism task force focusing on Lake Hartwell</p>	<p>DCA, Local Chambers, DED</p>		<p>4-6 yrs. NA</p>	
	<p>Develop promotional material for area farmer’s markets and canneries through social media</p>	<p>DNR, CCRC&D, Local Chambers, DED</p>	<p>1-3 yrs. \$5,000</p>		

2021 Regional Implementation Program

Georgia Mountains Regional Commission

		Develop a regional tourism forum w/ GA DED	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs. \$5,000		
Lack of diversity within economic base; too much reliance on a few large industries		Develop and maintain a region wide downtown economic database	DCA, Local Chambers, DED		3-6 yrs \$5,000	Deferred to 3-6 yrs
		Develop a hi-tech strategy for the region	DOL, ARC, TCSG	1-3 yrs. \$15,000		Updating RDEP in 2022
		Host a one-day entrepreneurial education workshop in conjunction with the SBDC and Universities	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs \$1,000		Program undergoing development
Demand for expansion of goods-production industries		Host a one-day entrepreneurial education workshop in conjunction with the SBDC/colleges	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs \$1,000		Program undergoing development
Potential within existing cities to nurture small business and entrepreneurship		Develop and distribute educational materials for entrepreneur programs	DOL, ARC, Local Govts., Local Chambers & ED authorities	2-4 yrs. TBD		Program undergoing development
		Initiate GMRC Downtown Association, promote partnerships (The Georgia Cities Foundation)	DCA, GCF, Local Chambers, DED	1-3 yrs. NA		Initiating discussions with local staff
		Assist local governments and business in the development of multi-county tourism task force focusing on Lake Hartwell	DCA, Local Chambers, DED		4-6 yrs. NA	
		Host a one-day entrepreneurial education workshop	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs \$1,000		Program undergoing development
		Develop an entrepreneurship training program for teachers	ARC, Local Govts., Local Chambers & ED authorities	-	4-7 yrs. \$50,000	

2021 Regional Implementation Program

Georgia Mountains Regional Commission

	Identify and create a database of entrepreneur support resources in the region	DOL, ARC, TCSG	1-3 yrs. \$1,000		
Strong potential in health service industries, particularly around existing/ proposed hospitals	Develop and implement a public awareness campaign about health information technology	Local Govts., Medical orgs.	2-4 yrs. TBD		
Competition from South Carolina and North Carolina – border region	Develop 1-page fact sheet with state tax incentive information and distribute to local chambers, economic development professionals, and city and counties	DOL, DED, DCA, Local Chambers & ED Authorities	1-3 yrs. NA		In Progress
	Actively market existing industrial parks	DOL, DED, DCA, Local Chambers & ED Authorities	Program Policy		
	Work to enhance Georgia Statutory incentives in order to be competitive	DOL, DED, DCA, Local Chambers & ED Authorities	Program Policy		
	Develop a website/ social media to market the region for new business development and expansion	DOL, DED, DCA, Local Chambers & ED Authorities	1-3 yrs. TBD		In Progress
Need for coordinated informational and directional signage along entrance corridors	(Continue to) Develop redevelopment plans for historic downtowns & urban areas	DNR, DCA, Local Govts.	1-5 yrs. \$50,000	6-10 yrs. \$50,000	
	Assist local governments develop strategies and materials for wayfinding signage in the region	DOT, DCA, Local Govts.		4-6 yrs. \$20,000	
Lack of funding for developing new and existing building inventory	Identify and educate the public about funding resources at both the state and federal level and related state agencies that administer such programs	DOL, DED, DCA, Local Chambers & ED Authorities	Program Policy		
Develop an inventory of available Industrial sites in the region	Collect/ develop GIS dataset of available industrial sites; Place on web	ARC, Local Govts., Local Chambers & ED authorities	-	3-6 yrs. \$15,000	

WORKFORCE DEVELOPMENT

Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
Priority: To attract and retain business and industry by promoting education and workforce development.					
Lower the high school dropout rate.	Start a school mentor / Junior Achievement program in every junior high and high school in the region	DOL, ARC, TCSG	Policy program	-	
Retain graduates and the educated workforce within the region.	Implement program promoting Career Days in primary and secondary schools (reworded in mitigation strategies)	DOL, ARC, TCSG	3-5 yrs. \$20,000	-	
Partner with local schools, businesses/ industries, and civic organizations to promote the importance of an educated workforce through collaboration efforts with media and promotional outlets.	Work directly with the businesses, career academies and technical colleges to identify lack of skills levels needed for their business and educational institutions	DOL, ARC, TCSG	1-3 yrs. \$20,000	-	In Progress
Increase basic and technical skills.	Work with high schools and technical colleges to prepare individuals in the needed skill sets	DOL, ARC, TCSG	Policy program	-	
Help alleviate unemployment and underemployment in the Georgia Mountains Region.	Develop program linking local schools with area Technical Colleges	DOL, ARC, TCSG	3-5 yrs. \$10,000	-	
Address challenges facing the unemployable citizens.	Further develop Apprenticeship, internship, work-based learning and mentoring programs	DOL, ARC, TCSG	-	2-6 yrs. \$40,000	
Lack of labor skills to support a diverse group of industries	Work directly with the businesses, career academies, technical colleges to identify lack of skills levels needed for their business and educational institutions	DOL, ARC, TCSG	1-3 yrs. \$20,000		In Progress
	Work with high schools and technical colleges to prepare individuals in the needed skill sets	DOL, ARC, TCSG	Policy program	-	

2021 Regional Implementation Program

Georgia Mountains Regional Commission

Lack of basic soft skills and state standards that do not match with industry needs	Through regional awareness, inform State officials about the basic skill challenges	DOL, ARC, TCSG	1-2 yrs. \$3,000		In Progress
	Partner with colleges/universities in the region for training opportunities	DOL, ARC, TCSG	Policy program		
Perception of low educational attainment by local residents	Publicize with area newspapers the positive educational and skills attainment achieved in the region	DOL, ARC, TCSG	1-2 yrs. \$3,000		In Progress
Increasing demand for high quality education facilities and programs	Start a school mentor / Junior Achievement program in every junior high and high school in the region	DOL, ARC, TCSG	Policy program	-	
	Program promoting Career Days in primary and secondary schools	DOL, ARC, TCSG	3-5 yrs. \$20,000	-	-
	Develop program linking local schools with area Technical Colleges	DOL, ARC, TCSG	1-2 yrs. \$3,000		In Progress
	Develop an entrepreneurship training program for teachers	ARC, Local Govts., Local Chambers & ED authorities	-	4-7 yrs. \$50,000	
	Identify and create a database of entrepreneur support resources in the region	DOL, ARC, TCSG	1-3 yrs. \$1,000		In Progress
	Creation of an entrepreneurial network	DOL, ARC, TCSG	1-3 yrs. NA		
	Develop a hi-tech strategy for the region	DOL, ARC, TCSG	1-3 yrs. \$15,000		Updating RDEP in 2022
	Further develop Apprenticeship, internship, work-based learning and mentoring programs	DOL, ARC, TCSG	-	2-6 yrs. \$40,000	-
	Implement Sector Strategies report	DOL, ARC, TCSG		2-4 yrs. TBD	
	Educate parents on the importance/stigma of technical education	DOL, ARC, TCSG		2-4 yrs. TBD	

HOUSING

	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
	<i>PRIORITY: Facilitate the availability and accessibility of affordable housing and facilitate coordination of housing development with planning for infrastructure and overall community development for long-term sustainability, in every community in the region.</i>					
	Encourage local governments to examine inclusionary zoning measures to effectively plan for the present and future housing needs of the regional workforce.	Produce survey and distribute to local housing leaders.	DCA, Local Govts.,	3-5 yrs. \$5,000		
		Develop summary report on housing survey findings	DCA, Local Govts.,	3-5 yrs. \$1,000		
	Shortage of specialty housing to accommodate retirement age population; Need to monitor long-term impacts and sustainability of the second-home market	Inventory of local housing programs, leaders and policies in each community	DCA, Local Govts.,	1-3 yrs. \$5,000		In Progress
		Produce survey and distribute to local housing leaders	DCA, Local Govts.,	3-5 yrs. \$5,000		
		Develop summary report on housing survey findings	DCA, Local Govts.,	3-5 yrs. \$1,000		
		Develop a regional strategic housing plan	DCA, Local Govts.	1-3 yrs. \$15,000		
		Provide educational seminars and workshops on housing programs, aging and services	DCA, Local Govts., HUD, APA		3-5 yrs. \$5,000	
		Develop new inventory for senior housing, independent & assisted living	DCA, Local Govts.,	1-3 yrs. \$5,000		In Progress
		Market/Promote single and multifamily developments for seniors	DCA, Local Govts.,	Policy		
		Help communities adopt codes to ensure sustainable and quality housing	DCA, Local Govts., HUD, APA		3-5 yrs. TBD	
		Lack of and need to ensure sustainable quality of affordable workforce housing	Inventory local housing programs, leaders and policies in each community	DCA, Local Govts.,	1-3 yrs. \$3,000	
	Produce survey and distribute to local housing leaders		DCA, Local Govts.,	3-5 yrs. \$5,000		
	Develop summary report on housing survey findings		DCA, Local Govts.,	3-5 yrs. \$1,000		

2021 Regional Implementation Program

Georgia Mountains Regional Commission

		Develop a regional strategic housing plan	DCA, Local Govts.	1-3 yrs. \$5,000		
		Provide educational seminars and workshops on housing programs, aging and services	DCA, Local Govts., HUD, APA		3-5 yrs. \$5,000	
		Develop a metro-area growth strategy to support urbanizing communities	DCA, Local Govts.,		3-5 yrs. \$10,000	
		Attract multi-family housing developers	DCA, Local Govts.,	Policy		
	Slow/limited responsiveness to issues of the housing and development industry	Produce survey and distribute to local housing leaders	DCA, Local Govts.,	3-5 yrs. \$5,000		
		Develop summary report on housing survey findings	DCA, Local Govts.,	3-5 yrs. \$1,000		
		Develop a regional strategic housing plan	DCA, Local Govts.	1-3 yrs. \$5,000		
		Provide educational seminars and workshops on housing programs and services	DCA, Local Govts., HUD, APA		3-5 yrs. \$5,000	
	Need to assist communities clarify affordable housing vs. low-income or subsidized housing	Work with media and other outlets to educate citizens and communities about the difference	DCA, Local Govts., HUD, APA	1-3 yrs. \$1,000		
	Need to ensure local development codes are not unintentionally prohibiting new workforce housing development	Assisting communities to develop building codes and ordinance measures that promote housing development	DCA, Local Govts., HUD, APA		3-5 yrs. TBD	

DISASTER MITIGATION

Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Accomplishments
<i>PRIORITY: Encourage disaster resiliency, extending beyond emergency responsiveness to planning and organizing in advance to address these vulnerabilities, and to enable rebuilding and recovery afterwards in ways that offer healthier, sustainable communities, and more robust regional economies.</i>					
Need to ensure every community has AND USES their Hazard Mitigation Plan	Survey local Emergency Management Departments regarding HMP implementation	GEMA, DCA Local Govts.	1-3 years \$3,000		In Progress
	Work with GEMA and FEMA to develop a “best practices” guide for HMP implementation	GEMA, FEMA, Local Govts.	1 year \$1,000		In Progress
	Facilitate an educational forum on HMP updates and implementation	GEMA, FEMA, Local Govts.	1 year \$1,000		Deferred to 2022 due to Covid
	Ensure every community has co-op agreements in place	GEMA, FEMA, Local Govts.	-	10 yrs.	
Opportunity to provide regional support and coordination with local hazard mitigation planning	Create and sustain a Regional Pre-Disaster Mitigation Plan	GEMA, FEMA, Local Govts.	1-3 years \$20,000		In Progress
	Create a regional forum for local Emergency Management Directors	GEMA, FEMA, Local Govts.	1 year \$1,000		In Progress
	Produce and distribute a specialty grants and loans resource guide for local emergency management departments	GEMA, FEMA, EDA	1 year \$1,000		In Progress

Appendix – Summary of input from public hearing opportunity

(To be filled as comments are received)

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