



REGIONAL IMPLEMENTATION PROGRAM

2018 ANNUAL UPDATE

June, 2018
Adopted October, 2018

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 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* – A public hearing opportunity to discuss the draft Regional Implementation Program update was held at the GMRC office at 1 PM on June 29, 2018. There were no attendees.

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

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)*

The following governments have not achieved, or have temporarily lost, the regional commission’s established regional plan minimum performance standards as of June 2018:

GOVERNMENT	MINIMUM PERFORMANCE STANDARD(S) NOT MET	SPECIFIC ACTION STEPS TAKEN, OR NEEARC, TO ASSIST GOVERNMENT
City of Carnesville	QLG Status	Needs to adopt Comp Plan
Town of Avalon	QLG Status	Needs to adopt Comp Plan
City of Martin	QLG Status	Needs to adopt Comp Plan
City of Gillsville	QLG Status	Needs Comp Plan update
Rabun County	QLG Status	Needs SDS update
City of Clayton	QLG Status	Needs SDS update
City of Dillard	QLG Status	Needs SDS update
City of Mountain City	QLG Status	Needs SDS update
City of Sky Valley	QLG Status	Needs SDS update
Town of Tiger	QLG Status	Needs SDS update

Results of Performance Evaluation

- The City of Carnesville participated in the Franklin County Joint Comprehensive Plan update in 2014 which was reviewed and approved by DCA. However, the City did not submit an adoption resolution and there has been some confusion over if the plan was adopted at all. The City is searching through archived Council meeting minutes to confirm the status of any adoption and will produce any materials that will aid in the resolution of the matter. If no record of adoption is found the City can pursue a renewed State submittal and review process ahead of their next full update in 2019.
- The Cities of Avalon and Martin completed their comprehensive plan update as part of the Stephens County Joint Comprehensive Plan that was approved by DCA over 2017/2018. The Cities merely need to follow through with adoption and submit resolutions of such to the GMRC. Both cities have been advised of the process and supplied with template resolutions, with adoptions expected by the end of July.
- The City of Gillsville last updated their plan in 2007 and did not revisit the document in 2012 due to a variety of factors. Gillsville is a small community that historically did not pursue a lot of State funding at the time and focused on other priorities. They have been advised of the benefits of comprehensive planning and the new mayor and Council have been instructed on the updated local planning standards. They are expected to complete a comprehensive plan in 2018, and the GMRC will assist to the best extent possible.
- Rabun County has attempted to update to their Service Delivery Strategy (SDS) since 2016, however multiple governments involved are in dispute over several elements. As

of June, 2018, this matter is scheduled for upcoming mediation with the County and the Cities of Clayton and Sky Valley coordinating the process. All parties involved are aware of the impact of this delay on their QLG status. Once the County and municipalities resolve their dispute and the SDS is approved the QLG status for all communities will be restored.

GMRC 2018 REGIONAL WORK PROGRAM / REPORT OF ACCOMPLISHMENTS

Action	Status	Comment
2016		
Develop a region wide downtown economic database that includes historic resources; Place on the web	In Progress	
Develop single map redevelopment plans for historic downtowns	Complete	Ongoing policy
Develop Regional Hazard Mitigation Plan	Complete	
Develop regional development build-out scenario	Complete	
Develop regional water infrastructure map.	Complete	
Establish a local food guide and local assessments.	Cancelled	Deferred as a priority
Inventory and map agri-tourism assets of the region.	In Progress	
Initiate GMRC Downtown Association	Complete	
Develop promotional material for area farmer's markets and canneries	Cancelled	Deferred as a priority
Develop comprehensive road improvement plan combining local and State goals	Postponed	Moved to 2020
Develop a freight/ truck route transportation plan	In Progress	
Create model design standards and incentive programs for downtown areas	Complete	
Develop Fire Protection Services Assessments for counties.	Complete	Ongoing policy
Inventory local housing programs, leaders and policies in each community.	Complete	
Update Regional Source Water Assessment Plan	Complete	
Explore potential for increased rural transit services within the region	Complete	
Develop template for comprehensive neighborhood plans and standards	Complete	
Develop updated concept for, and inventory of, primary agricultural areas	Complete	
Creation of a regional food hub.	Cancelled	Deferred as a priority
Develop an I-85 corridor access and multi-modal study.	In Progress	

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Action	Status	Comment
2016		
Assist local governments and business in the development of multi-county tourism task force focusing on Lake Hartwell.	Complete	
Start a school mentor / Junior Achievement program in every junior high and high school in the region.	In Progress	
Develop and distribute educational materials for entrepreneur programs.	Complete	
Program promoting Career Days in primary and secondary schools.	Complete	
Develop program linking local schools with area Technical Colleges.	Complete	
Host a one-day entrepreneurial education workshop in conjunction with the SBDC and Universities.	Postponed	Moved to 2020
Regional assessment of emergency services	In Progress	
Develop Regional Rural Transit Plan	Complete	
Develop regional growth and tourism strategy specifically for historic downtowns	In Progress	
Develop a metro-area growth strategy to support urbanizing communities	In Progress	
2017		
Review regional Future Development Strategy; Amend as needed	In Progress	
Update NHRGIS, survey of regional historic resources	In Progress	
Inventory and develop plans to improve local and regional airports.	In Progress	
Develop inter-regional/state telecommunications strategy	In Progress	
Targeted market research study to identify innovation opportunities that correspond to the assets of the region.	Postponed	Moved to long-term objectives
Inventory outside forms of equity financing and possible venture capital opportunities.	Complete	
Create growth management programs that provide incentives, guidelines, and methods of increased responsibility and accountability to the local community.	Cancelled	Deferred as a priority; Will reconsider in future
Education re: environmental impacts of various materials and products placed in landfills	Complete	
Produce survey and distribute to local housing leaders.	Postponed	Moved to 2021
Provide educational seminars and workshops on housing programs and services.	Complete	
Inventory and assessment of local water service rates	Complete	

Needs and Opportunities

Natural and Cultural Resources

- Some local communities lack regulations that meet State minimum standards
- Lack of awareness about conservation design and best management practices
- Lack of education about all types of environmentally sensitive areas
- Lack of local greenspace plans
- Decreasing funds for State parks and wildlife management areas
- General habitat degradation caused by growth and development
- Need to coordinate implementation of the three Water Planning District management plans developed for the region

Land Use

- The rapid transition of land use from farms and forest to residential and commercial
- The lack of adequate and innovative land use planning tools and lack of enforcement of existing land use regulations
- Insufficient infrastructure for the demands of changing land uses
- Lack of/limited capacity for identification and protection of sensitive areas (environmentally and historically) as the population grows
- Land use conflicts (i.e. Poultry and live- stock operations vs. residential development, or high density development occur- ring in sensitive areas.)
- Insufficient land use regulations (do not consider impacts and consistency beyond jurisdictional boundaries)
- The deterioration of downtown areas, buildings and infrastructure, and loss of economic activity as suburbanization occurs in the region
- The eroding downtown tax base of the cities throughout the region resulting from suburbanization
- Impact of population growth for impact on rural character

Community Facilities and Services

- Growing demand for water supply sources, from both within and outside the region
- Growing demand and environmental need for public sewer services
- Strong need for, and great potential with, health care services and facilities
- Impact of growth and changing demographics on transportation needs
- Several State arterials struggle to sustain efficiency in serving both local and through traffic
- Growing need for bike trails and on-road bike lanes
- Lingering potential for 2nd commercial passenger service airport to support metro Atlanta
- Potential support for revenues through the
- Transportation Investment Act of 2010
- Demand for improvements to I-85 and intersection arterials
- Impact of changing demographics, specifically the growing volume of retirement age residents and growing numbers of households with Hispanic/Latino ethnicity

Economic Development

- Comparably limited support for agribusiness, especially agri-tourism
- Potential for continued growth within tourism sub-markets
- Lack of diversity within economic base; too much reliance on a few large industries
- Demand for expansion of goods-production industries
- Potential within existing cities to nurture small business and entrepreneurship
- Strong potential in health service industries, particularly around existing/ proposed hospitals
- Competition from South Carolina and North Carolina – border region
- Need for coordinated informational and directional signage along entrance corridors

Workforce Development

- Lack of labor skills to support a diverse group of industries
- Perception of low educational attainment by local residents
- Increasing demand for high quality education facilities and programs

Housing

- Shortage of specialty housing to accommodate retirement age population
- Need to ensure sustainable quality of workforce housing
- Slow/limited responsiveness to issues of the housing and development industry
- Need to monitor long-term impacts and sustainability of the second-home market

GMRC 2018 REGIONAL WORK PROGRAM

	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
	<i>Priority: To promote and coordinate land use planning and management that supports the other goals and ambitions for the region.</i>					
	LU1: Promote development that maximizes existing utilities and infrastructure.	Encourage local plans to feature nodal development that prioritizes utility capacity	DNR, DCA, Local Govts.	-	-	Program policy
		Review regional Future Development Strategy; Amend as needed	DNR, DCA, Local Govts.	1-5 yrs \$5,000	-	-
	LU2: Support preservation and expansion of historic town centers.	Continue providing urban redevelopment plans	DNR, DCA, Local Govts.	1-5 yrs. \$50,000	6-10 yrs. \$50,000	-
		Develop regional growth and tourism strategy specifically for historic downtowns	DNR, DCA, Local Govts.	1-5 yrs. \$10,000	-	-
	LU3: Promote coordinated land use mgmt. along critical arterials, supporting both local needs and the demands of through traffic critical for tourism and industry.	Develop long-range management plans for targeted corridors in conjunction with GDOT and local stakeholders	DNR, DCA, Local Govts.	-	6-8 yrs. \$50,000	-
	LU4: Promote neighborhood scale planning.	Encourage, and demonstrate, the practice of small-area studies	DNR, DCA, Local Govts.	-	-	Program policy
	LU5: Support efforts that preserve rural and agricultural uses where desired.	Encourage adoption of conservation design standards and conservation easements	DNR, DCA, Local Govts.	1-3 yrs. \$10,000	-	-
	LU6: Support advanced development practices within the metropolitan areas.	Inventory metropolitan communities for development trends and needs; Develop a metro-area growth strategy to support urbanizing communities	DNR, DCA, Local Govts.	2-4 yrs. \$5,000	-	-

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	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
	LU7: Promote agribusiness in a responsible manner, sensitive to the scale and capacity of infrastructure and integrates surrounding residential and commercial areas.	Encourage adoption of conservation design standards and conservation easements	DNR, DCA, Local Govts.	1-3 yrs. \$10,000	-	
		Survey local agribusinesses for needs and priorities	DNR, DCA, Local Govts.	-	4-6 yrs. \$10,000	

	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Priority: To conserve, protect and promote the environmental, natural and cultural resources of the region.						
	NR1: Promote conservation design ideas and other best management practices for new development.	Encourage adoption of conservation design standards and conservation easements	DNR, DCA, Local Govts.	1-3 yrs. \$10,000	-	-
	NR2: Improve and promote the knowledge of existing historic resources and preservation programs.	Update NHARGIS and regional inventory; Share with communities	DNR, DCA, Local Govts.	2-4 yrs. \$50,000	-	-
		Develop a region wide downtown economic database that includes historic resources; Place on the web				
	NR3: Support efforts to implement the State's River Basin Management Plans.	Continue to work with/for the 3 Water Planning Councils	DNR, DCA, Local Govts.	-	-	Program policy
	NR4: Promote tighter coordination between land use planning and water supply management.	Develop tool for tracking impact of new development on local water supplies	DNR, DCA, Local Govts.	-	4-6 yrs. \$10,000	-

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Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
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	-	-
	Develop a freight/ truck route transportation plan	GDOT, Local Govts.	1-3 yrs. \$20,000	-	-
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	-	-
	Develop Regional Rural Transit Plan		1-3 yrs \$10,000	-	-
	Develop Commuter Traffic Study		1-2 yrs \$2,000	-	-
Priority: Provide adequate water supply and promote conservation.					
CFS3: Support the development of water supply to ensure infrastructure for businesses and residents.	Develop inventory of all potential new water sources in the region	DNR, Local Govts., Local Authorities	-	6-8 yrs. \$25,000	-
CFS4: Improve water quality and wastewater planning to ensure infrastructure for businesses and residents.	Assist water planning councils with routine survey of local best practices	DNR, Local Govts., Local Authorities	-	-	Program policy
Priority: Ensure new telecommunication networks for needed accessibility and reliability.					
CFS5: Prepare to meet industry and business telecommunication needs by assisting with fiber optic network development.	Develop template material for assessing broadband capacity in local plans	Local Govts., Local Authorities	1-2 yrs. \$5,000	-	-

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Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
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 development purposes.	Develop template material for including wellness in local plans	Local Govts., Local Authorities	1-2 yrs. \$5,000	-	-
	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	-	-
CFS8: Promote and support the use of health information technology (HIT).	Use CEDS to emphasize HIT benefits and needs	Local Govts., Local medical care providers	-	-	Program policy
	Develop inter-regional/state telecommunications strategy	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	-	-
Priority: Ensure adequate energy supplies for the region and promote environmental standards in all infrastructures.					
CFS10: Support development of low-cost energy and maintain energy reliability.	With utility providers, monitor and promote local green initiatives	Local Govts., Utility providers	-	-	Program policy
CFS11: Promote environmental standards in the development of businesses and industries.	Ensure local governments are aware of, and promote, LEED/green bldg. standards	Local Govts., Utility providers	-	-	Program policy

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	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Priority: Promote awareness of the Georgia Mountains Region as a tourism destination by fostering viable and sustainable initiatives.						
	ED1: Update and maintain a master database of tourism assets in the Georgia Mountains Region.	Review/ Update existing datasets with GA DED	ARC, Local Govts., Local Chambers & ED authorities	1 yr \$1,000	-	-
	ED2: Develop promotional and educational materials for the Georgia Mountains Region.	Include promotional section in new GMRC web site	ARC, Local Govts., Local Chambers & ED authorities	1 yr \$5,000	-	-
	ED3: Foster regional partnerships to create and grow tourism product(s).	Develop a regional tourism forum w/ GA DED	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs. \$5,000	-	-
		Explore downtown tourism networking with NC and SC		1-3 yrs NA	-	-
		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	-
	ED4: Improve infrastructure that supports tourism development and improvement of signage for tourism assets.	Identify and assess conditions of roadways based on tourism impact	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$20,000	-	-
	ED5: Advocate for more funding related to tourism product development.	Inventory funding for local tourism programs	ARC, Local Govts., Local Chambers & ED authorities	-	3-6 yrs. \$5,000	-

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Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Priority: Attract film industry to the region.					
ED6: Work to ensure that all counties in the Georgia Mountains Region are Camera Ready Certified.	Survey Counties for knowledge of program; Identify gaps	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$10,000	-	-
ED7: Create a business friendly environment which is conducive to the film industry.	Establish local contact list for use by film industry	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs. \$2,000	-	-
Priority: To focus on creating new small, high-growth companies in the Georgia Mountains Region.					
ED8: Provide the 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., Local 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., Local Chambers & ED authorities	1-2 yrs \$1,000	-	-
ED9: Better connect venture capital, investors, and entrepreneurs within the Georgia Mountains Region.	Create a GMRC entrepreneurship network; Promote with lenders and local Chambers	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$10,000	-	-
ED10: Improve access to capital for startup and small businesses.					
ED11: Promote successful entrepreneurs and entrepreneurial practices in the region.					

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Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Priority: To foster sustainable agriculture by creating and/or retaining jobs and private investment within the agricultural sector and by adding value and developing new products and niche markets.					
ED12: Encourage and support the development of community supported agricultural cooperatives to sustain small and mid-sized producers.	Provide models of, and contact info for, existing cooperatives	ARC, Local Govts., Local Chambers & ED authorities	2-4 yrs. \$5,000	-	-
ED13: Expand opportunities for production based on the byproducts of value-added processing.	TBD	ARC, Local Govts., Local Chambers & ED authorities			
ED14: Expand and upgrade infrastructure to support farms.	Identify and assess conditions of roadways based on agribusiness impact	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$20,000	-	-
	Inventory and map agri-tourism assets of the region.	Local Govts, Local Chambers	3-5 yrs \$5,000	-	-
ED15: Support efforts to expand agri-tourism in the region.	Develop a regional tourism forum w/ GA DED	ARC, Local Govts., Local Chambers & ED authorities	1-2 yrs. \$5,000	-	-
ED16: Support the region's wine industry by incentivizing and supporting area growers.	Continue to collect and promote data about local industry to local and State officials	ARC, Local Govts., Local Chambers & ED authorities	-	-	Program policy

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Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
Priority: Increase expansion and retention of the region's existing businesses and industries.					
ED17: Promote regional leadership and collaboration.	Develop inventory of leadership programs available to area residents/businesses	ARC, Local Govts., Local Chambers & ED authorities	2-4 yrs. \$5,000	-	-
ED18: Invest in the beautification and revitalization of downtowns.	Continue providing urban redevelopment plans	ARC, Local Govts., Local Chambers & ED authorities	1-5 yrs. \$50,000	6-10 yrs. \$50,000	-
ED19: Support new efforts for existing business and industry.	Work with local Chambers and dev. authorities to assist efforts to grow local business	ARC, Local Govts., Local Chambers & ED authorities	-	-	Program policy
ED20: Provide the Region's residents with innovative, educational resources to help them learn technical and financial resources to expand.	Work directly with the businesses to identify lack of skills levels needed for their business;	DOL, ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$20,000		
Priority: Devote local resources to the recruitment of new industry and businesses in the Georgia Mountains region.					
ED20: Assess local resources strengths and weaknesses to develop a list of feasible target industries.	Create/Update inventory of regional assets and economic base industries	ARC, Local Govts., Local Chambers & ED authorities	-	4-6 yrs. \$10,000	-
ED21: Work with supplier networks both up and down stream to develop list of target industries.	Create list of local businesses' imports	ARC, Local Govts., Local Chambers & ED authorities	-	6-8 yrs. \$10,000	-
ED22: Promote regional events to attract new business, industry leaders and state partners.	Continue to inventory and promote regional events	ARC, Local Govts., Local Chambers & ED authorities	-	-	Program policy

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	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
	ED23: Promote a regional marketing effort of regional assets.	Develop Regional Fact Sheet/ web site targeted for econ. development	ARC, Local Govts., Local Chambers & ED authorities	-	6-7 yrs. TBD	-
	ED24: Develop an inventory of available 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	-
Priority: Ensure that every community has a strategy and resources in place that specifically directs how to respond in economic recessions and/or when major employment centers are lost.						
	ED25: Ensure all communities have access to, and are aware of, resources providing economic forecasts	Update catalog of resource programs; Distribute to local econ. developers	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. TBD	-	-
	ED26: Establish a chain of communication regarding economic concerns and identify resources, providers and services for implementing economic crisis response actions.	Ensure CEDS has complete and updated issues and priorities for the regional businesses	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$5,000	-	-
	ED27: Conduct a forum or concentrated assessment of the economic health and needs of the region's most prominent industries.	Develop regional industrial profile	ARC, Local Govts., Local Chambers & ED authorities	1-3 yrs. \$20,000	-	-

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	Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
<i>PRIORITY: To attract and retain business and industry by promoting education and workforce development.</i>						
	WD1: 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
	WD2: Retain graduates and the educated workforce within the region.	Implement program promoting Career Days in primary and secondary schools	DOL, ARC, TCSG	3-5 yrs. \$20,000	-	-
	WD3: Partner with local schools, businesses/ industries, and civic organizations to promote the importance of an educated workforce.	Work directly with the businesses to identify lack of skills levels needed for their business;	DOL, ARC, TCSG	1-3 yrs. \$20,000	-	-
	WD4: 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
	WD5: Help alleviate unemployment and underemployment in the Region.	Develop program linking local schools with area Technical Colleges	DOL, ARC, TCSG	3-5 yrs. \$10,000	-	-
	WD6: Address lack of family support.	TBD	DOL, ARC, TCSG	-	-	-
	Strategy WD7: Address challenges facing the unemployable citizens.	Further develop Apprenticeship programs	DOL, ARC, TCSG	-	2-6 yrs. \$40,000	-

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Priority/ Strategy	Action	Partners	Short-Term (1-5 yrs)	Long-Term (6-10 yrs)	Ongoing
<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>					
H1: Encourage local governments to examine inclusionary zoning measures to effectively plan for the present and future housing needs of the regional workforce.	Provide template resources for assessing development policies	DCA, Local Govts., Financial institutions	3-5 yrs. \$5,000	-	-
	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	-	-
H2: To inform local leaders and citizens on available housing programs and services.	Ensure local govts. Have knowledge of programs and communication strategy	DCA, Local Govts.	-	6-8 yrs.	-
H3: Develop a regional strategic housing plan.	Development of GMRC Regional Housing Plan	DCA, Local Govts.	1-3 yrs. \$5,000	-	-
<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>					
DM1: Creation of a Regional Pre-Disaster Mitigation Plan.	Development of GMRC Hazard Mitigation Plan	GEMA, FEMA	1-3 yrs. \$20,000	-	-
DM2: Create public awareness of plan/community outreach.	Ensure every community has an HMP promulgation strategy	GEMA, Local Govts.	-	6-7 yrs.	-
DM3: Establish a regional post-disaster response framework.	Ensure every community has co-op agreements in place	GEMA, FEMA, Local Govts.	-	10 yrs.	-
	Develop Regional Post-Disaster Response Framework.	GEMA, Local Govts.	1-3 yrs NA	-	-

Appendix – Summary of input from public hearing opportunity



Screen capture of draft document posted on the GMRC web site for public review.