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Assistance provided by
River Valley Regional Commission
228 West Lamar Street
Americus, Georgia 31709
RESOLUTION
AUTHORIZING SUBMISSION OF COMMUNITY AGENDA ELEMENT
MARION COUNTY-BUENA VISTA COMPREHENSIVE PLAN 2011-2031
FOR REGIONAL AND STATE REVIEWS

WHEREAS; Marion County and the City of Buena Vista have competed preparation of the Community Agenda element of the Marion County-Buena Vista Comprehensive Plan 2011-2031, and

WHEREAS; the Community Agenda was prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005, and established by the Georgia Planning Act of 1989, and the required public hearing was held July 1, 2010.

BE IT THEREFORE RESOLVED, that the Marion County Board of Commissioners does hereby authorize submission of the Community Agenda element of the Marion County-Buena Vista Comprehensive Plan 2011-2031 to the River Valley Regional Commission and the Georgia Department of Community Affairs for state-mandated reviews.

Adopted in session July 13, 2010

[Signatures]
George Neal, Jr., Chairman

Judy Summers, County Clerk
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Ralph T. Brown, Jr. Mayor

Brenda McAllister, City Clerk
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INTRODUCTION

The purpose of the Community Agenda is to lay out a road map for the community's future, developed through a public process involving community leaders and stakeholders in making key decisions about the future of the community. It is the most important part of the plan, for it includes the community's vision for the future, key issues and opportunities it chooses to address during the planning period, and its implementation program for achieving this vision and addressing the identified issues and opportunities. The Community Agenda is intended to generate local pride and enthusiasm about the future of the community, thereby making citizens wish to ensure the plan is implemented.

The Community Agenda consists of three major components, all prepared with public and stakeholder involvement as laid out in the previously developed Community Participation Program. The result is a concise, user-friendly document usable for day-to-day decision-making by community leaders as they work toward achieving the desired future of the community.

A. Community Issues and Opportunities - The final, locally agreed upon, list of issues and opportunities the community intends to address. The potential issues and opportunities identified in the Community Assessment were revised, added and deleted on the basis of stakeholder knowledge of the community and interpretation of the Community Assessment report. Each of these issues or opportunities is followed-up with corresponding implementation measures in the Implementation Program.

B. Community Vision - a picture of what the community desires to become, including a complete description of the development patterns to be encouraged.

1. Future Development Map - a delineation of major character areas covering the entire community. The character areas recommended in the Community Assessment have been revised, added and/or deleted on the basis of stakeholder input reflecting preferences for future development patterns.

2. Character Area Defining Narrative - a carefully worded description of the specific vision for each character area. This defining narrative includes the following information:

- A written description that make it clear what types, forms, styles, and patterns of development are to be encouraged in each area,
- A listing of specific primary land uses or zoning categories to be allowed in each area,
- A listing of the Quality Community Objectives that will be pursued in each area, and
- Identification of implementation measures to achieve the desired development patterns for the area, including more detailed sub-area planning, new or revised local development regulations, incentives, public investments, and infrastructure improvements.
C. Implementation Program - the overall strategy for achieving the Community Vision and for addressing each of the Community Issues and Opportunities. It identifies specific measures to be undertaken by the community to implement the plan.

1. Short Term Work Program – identification of specific implementation actions the local government, or other entities, intend to take during the first five-year time frame of the planning period. This includes ordinances, administrative systems, community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan.

2. Policies - the local governments will adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing Community Issues and Opportunities.
ISSUES AND OPPORTUNITIES

HOUSING

Issues
Substandard housing
Neighborhood blight
Inadequate housing choice/options, especially for special needs populations
High incidence of mobile homes (and consequential effects; property maintenance, storm susceptibility, tax base depletion)

Opportunities
Enhanced code enforcement (housing, environmental/lot and building)
Development of housing development/redevelopment/rehabilitation program(s)
Development of residential construction trade training program
Promotion of homeownership (and homeowner education)

COMMUNITY FACILITIES AND SERVICES

Issues
Maintenance/expansion of local government services/infrastructure in the face of a diminishing property tax base (resulting, at least in part from increasing mobile home presence)
Inadequate space for Senior Citizens Center
Retention/enhancement of health care services
Limited public recreation opportunities

Opportunities
Identify additional external sources of revenue/funding
New housing development options and/or taxation policy for mobile homes
Develop appropriate, adaptive reuse(s) for vacated middle and high schools
Enhanced recreation opportunities
Proactive measures to protect critical facilities from disasters
ECONOMIC DEVELOPMENT

Issues
General skill level of labor force hinders industrial recruitment
Perennial “brain drain” of the most promising high school graduates
Historically low education attainment (and consequential social issues)
  Competitive disadvantage in economic development
  Limited employment options and low incomes
  At-risk youth population
  Child abuse/neglect
  Lack of parental involvement
  Illegal and illicit drug use
  Work ethic
Vacant downtown storefronts
Accessible, marketable industrial park
Communication/cooperation between industry and community
Investment/venture capital for business start-up

Opportunities
Increased community support for adult education, Family Connections, et al.
Increased anti-drug message
Expansion of mentoring programs, tutoring, after-school programs
Develop additional youth development opportunities such as scouting, Junior Achievement, etc.
Development of adult and youth leadership programs
Business/industrial incubator
Identify site for industrial park development
Prepare for/construct speculative industrial building
Expand marketing campaign (hunter-appreciation event, etc.)
Restoration and expansion of economic activity downtown
Marketing of airport as an economic development tool

NATURAL AND CULTURAL RESOURCES

Issues
Potential degradation/loss of natural and cultural resources

Opportunities
Definitive location and regulatory protection of:
  Historic and archaeological resources
  plant and animal species of special concern
Nominate districts for National Register of Historic Places
Protect largest concentration of prime farmland from development
Develop Kinchafoonee Lake/public fishing area
LAND USE

Issues
Potential for misdirected growth (and adverse impact on community’s commercial core)
General blighting influences/aesthetics

Opportunities
Wholesale review (and revision as necessary) of land use plans/zoning ordinances
Maintain viable, compact and intact municipal area

TRANSPORTATION

Issues
Lack of community identity
Need for public transit

Opportunities
Develop community gateways/entranceways
Development of a financially self-sustaining transit service
Support Interstate 14 proposal (to follow current route of GA 26)

INTERGOVERNMENTAL

Issues
Local communications

Opportunities
Meetings between decision-making entities: county, city, boards, commissions, authorities
Regular town hall meetings
Develop dynamic (shared or separate) local government web site
CHARACTER AREA DEFINITION

Communities are made up of distinct areas, each with characteristics that make it unique. Character areas are defined as specific geographic areas that:

- Have unique or special characteristics,
- May evolve into a unique area under specific and intentional guidance,
- Require special attention due to unique development issues.

The character of developed areas can be characterized by:

- Site and configuration of lots,
- Features such as landscaping, parking, driveways, accessory structures,
- Street design,
- Intensity of development,
- Building location, dimensions, and orientation,
- Types and quantities of natural features,
- Location, extent, and type of civic buildings and public spaces.

Many such characteristics exist regardless of the activity which occurs in the area. Thus, the characteristics are based on how buildings, lots, site features, and streets are physically arranged, not individual use. Downtowns and historic districts are often identified because of their form, pattern, or character, rather than the array of individual land uses.

These same ideas can be used to identify and express desirable development patterns as a vision for any area. The vision may identify the need to create a new character.

Environmental characteristics can also be used to identify an area’s character. The character of environmental areas is based primarily on natural resources such as:

- Greenways or green corridors,
- Bodies of water, such as lakes, rivers and streams,
- Wetlands, floodplains and floodways,
- Habitats,
- Mountains or areas with steep slopes

Open spaces are a third type of character area. There may be areas that are vacant or sparsely settled; neither environmental areas nor developed. Some vacant land will be needed to accommodate future growth. Open space areas will most likely fall into any of three categories:

- Agricultural production,
- Open space, and
- Future development areas.

Future development areas should be identified based on development potential. Future development characteristics as envisioned in this plan should guide development decisions.
Each individual character area is most often identified by prevailing characteristics, not uniformity of form or pattern. The character areas identified on the following pages have varying degrees of internal homogeneity and diversity of form and pattern. Variations occur most noticeably near the outer limits of each area where they often blend or merge with prevailing characteristics of adjoining character areas. While proposed land uses are identified for each character area, they are intended to be the primary, not exclusive, uses.
KINCHAFOONEE LAKE

Description
This sliver in the southwest corner of the county consists of a heavily wooded buffer on both sides of portions of Lanahassee Creek and Kinchafoonee Creek. Because of the potential for flooding, development is nominal. The area consists of acreage depicted in a series of 1970s-era studies as backwater from Kinchafoonee Lake proposed for Webster County. Although not mapped the character area would include an even smaller sliver of backwater along Dry Creek which comprises the irregular county boundary due west of the mapped area.

Vision
This area is envisioned as the northern-most reach of Kinchafoonee Lake at high pool enhancing recreational and housing opportunities, and generally stimulating economic activity in the community.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Growth Preparedness
Housing Opportunities
Regional Cooperation
Regional Identity

Primary Land Uses
Residential development along the water’s edge and in immediate vicinity
Commercial catering to lake activity/development
Recreation

Development Strategy
Maintaining current land use(s) to minimize future lake development cost

* for definitions see page 23
OAKLAND

Description
Oakland is an established crossroads community located at the juncture of state routes 41 and 127. Very limited commercial services are available and a fire department is housed here. Otherwise, the area is a small residential development.

Vision
The community envisions Oakland with a slightly expanded role as a crossroads community in the midst of a large rural area. Limited, mixed commercial and public services are to be based here serving the more immediate needs of north Marion residents and highway traffic.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Growth Preparedness
Historic Preservation
Housing Opportunities
Infill Development
Sense of Place

Primary Land Uses
Residential
Commercial
Public

Development Strategy
Landscaped entranceway signage (identifying grocery, fire hall)
Lighting at highway juncture
Allow the minimum lot size permissible under Health Department regulations
Target area for public roadway enhancements (additional road paving activity)
Revise zoning ordinance as necessary

* for definitions see page 23
PRIME FARMLAND

Description
Soils in this area are generally well-suited to urban development, field crops, hay, pasture and woodland. The community's largest expanses and concentrations of "level" terrain and open, cultivated farmland are found in this area. Prime farmland is defined by the U.S. Department of Agriculture as lands that produce the highest agricultural yields with minimal inputs of energy and money, and farming such lands results in the least damage to the environment. Although there is some acreage meeting this definition located along Ga. Highway 41 extending a few miles north of Buena Vista, the community’s largest concentration of prime farmland is in the southeast corner of the county. Local interior roads have peak traffic counts of approximately 250 vehicles per day. State route 41 S has volumes of 900 near the county line and 2,500 near the city limits; traffic volume along 26 E is approximately 2,100 per day.

Vision
The vision for the southeast quadrant is limited development and maintenance of the county’s most intensive row crop and horticultural activity.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Environmental Protection
Heritage Preservation
Open Space Preservation
Regional Identity
Sense of Place

Primary Land Uses
Agriculture
Horticulture
Forestry
Wildlife management area

Development Strategy
Limit and manage new development
Community’s largest minimum lot size (5+ acres)
Encourage deep building setbacks
Minimal local roadway enhancements (widening, paving)
Revise zoning ordinance as necessary

* for definitions see page 23
RESIDENTIAL

Description
Soils in the area are well-suited to urban development, field crops, hay, pasture and woodland. The gently rolling terrain is heavily wooded. There are small pockets of residential development widely distributed; the largest being on the city’s southeast perimeter. Because of proximity to the city and so much of the area roadway being state routes the traffic volume is locally significant.

Vision
The vision is for higher density residential development proximate to the City of Buena Vista to help sustain the economic core of the community, and to better manage costs associated with providing public services.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Environmental Protection
Growth Preparedness
Heritage Preservation
Housing Opportunities
Infill Development
Open Space Preservation
Sense of Place

Primary Land Uses
Residential – single and multi-family
Recreation

Development Strategy
Minimum lot size allowed by Health Department; even smaller where sanitary sewer available
Target area for public roadway enhancements (additional road paving activity)
Encourage sanitary sewer service extension into the current city perimeter
Encourage subdivision development with conservation/cluster design
Revise zoning ordinance as necessary

* for definitions see page 23
RURAL

Description
The northeast half of the unincorporated area has a combination of soils generally well-suited to urban development and moderately-suited to hay, pasture and woodland. Development has been limited to single-family housing distributed almost exclusively along roadways. Residential density is approximately 1 residence per 90 acres. Development is heaviest in the northeast corner where the ratio is approximately 1:70. This portion of the character area attracted an influx of residents between 1990 and 2000 and as a result became among the county’s two most developed unincorporated areas. This same portion of the area is home to a significant number of protected plant and animal species in Georgia, and an even larger number are of Special Concern. Mobile homes/manufactured housing comprise much of the housing stock. The gentle rolling terrain has numerous attractive vistas. Highest traffic volume is approximately 600 vehicles per day along the state routes in the interior, increasing to 1,250 on 41 N and 2,100 on 26 E.

The southwest corner of the county has soils well-suited for urban development and moderately-suited for hay and woodland. With the exception of an elementary school campus near the Buena Vista city limits, development has been limited to single-family housing. Development is even sparser than the northeast quadrant, and again generally dotting the roadside. The major interior roadway (Pineville Road) has a traffic count of approximately 550 vehicles per day. Larger daily traffic volumes are 2,800 on 26 W and 2,500 on 41 S. The overwhelming land use/ground cover throughout the Rural character area is forest.

Vision
The community envisions preserving the sparsely developed, heavily forested, rural character as an important quality-of-life resource.

Quality Community Objectives*
Environmental Protection
Heritage Preservation
Open Space Preservation

Primary Land Uses
Agriculture, horticulture, forestry and accessory uses and buildings
Single-family dwellings
Seasonal produce stand selling locally grown products
Wildlife management area

Development Strategy-Implementation Measures
Limit and manage new development
Minimal local roadway enhancements (widening, paving)
Maintain “large” minimum lot sizes (five acres) with “deep” front set-back requirements
Any subdivisions to utilize conservation/cluster design, visually buffered from roadway
Revise zoning ordinance as necessary

* for definitions see page 23
TAZEWELL

Description
Tazewell is an established (once incorporated) crossroads community located at the intersection of state routes 137 and 240. Very limited commercial services are available and a fire department is housed here. Otherwise, the area is a small residential concentration.

Vision
The community envisions Tazewell with a slightly expanded role as a crossroads community in the midst of a large rural area. Limited, mixed commercial and public services are to be based here serving the more immediate needs of east Marion residents and highway traffic.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Growth Preparedness
Historic Preservation
Housing Opportunities
Infill Development
Sense of Place

Primary Land Uses
Residential
Commercial
Public

Development Strategy
Landscaped entranceway signage (grocery, fire hall)
Allow the minimum lot size permissible under Health Department regulations
Target area for public roadway enhancements (additional road paving activity)
Revise zoning ordinance s necessary

* for definitions see page 23
WEST MARION

Description
West Marion exhibits the greatest contrast among the community’s unincorporated character areas. The northern third attracted a large percentage of the population surge of the 1990s, resulting in the highest density level in the county’s unincorporated area; currently averaging approximately one residence/40 acres. This same portion of the area is home to a significant number of the state’s protected plant and animal species, and an even larger number of species of Special Concern. The balance of the area (lower two-thirds) is the least developed in the county; currently averaging approximately one residence/180 acres. The gently rolling terrain is very heavily forested with several large acreage tracts. Available traffic count data ranges from 150 vehicles per day in the south to 2,000 vehicles per day at the north county line (state route 365). Daily traffic volume on 41 N is 1,250 and 2,800 on 26 W.

Vision
The community envisions preserving the sparsely developed, heavily forested, rural character to protect sensitive habitat and limit diminution of quality of life as a result of proximity the increasing military activity on Fort Benning.

Quality Community Objectives*
Environmental Protection
Heritage Preservation
Open Space Preservation
Regional Cooperation
Regional Solutions

Primary Land Uses
Agriculture, horticulture, forestry and accessory uses and buildings
Seasonal produce stand selling locally grown products
Wildlife management area
Outdoor recreation activities
Single-family residential (limited)

Development Strategy
Disclosure ordinance (requiring real estate agents to inform prospective buyers of proximity to Fort Benning military reservation)
Limited development
Minimal local roadway enhancements (widening, paving)
Maintain “large” minimum lot sizes (five acres) with “deep” front set-back requirements
Revise zoning ordinance as necessary

* for definitions see page 23
BAKER STREET

Description
Baker Street is a stable neighborhood characterized by well-maintained houses with shallow setbacks, ranging from late nineteenth to mid-twentieth century on small, tree-shaded lots. Streets are laid in a grid pattern complemented with sidewalk. The character of the area is such that it is potentially eligible for National Register historic district designation.

Vision
The vision is to preserve the small, well-maintained residential character of the neighborhood.

Quality Community Objectives*
Heritage Preservation
Housing Opportunities
Infill Development
Sense of Place
Traditional Neighborhood

Primary Land Use
Single family residential

Development Strategy
Encourage architecturally compatible infill development
Enforcement of an R-1 zoning district

* for definitions see page 23
BURGIN NEIGHBORHOOD

Description
Originally intended to serve as an industrial park, trees were removed and the area was developed with water, sanitary sewer and paved streets. The site was never attractive for such use; however, and sits vacant.

Vision
The Burgin Neighborhood is envisioned as a new residential development with onsite/stick-built, owner-occupied housing.

Quality Community Objectives*
Employment Opportunities
Growth Preparedness
Housing Opportunities
Traditional Neighborhood

Primary Land Use
Single family residential
Neighborhood park

Development Strategy
Develop neighborhood master plan for site-built housing
Secure funding for housing construction
Use this opportunity to develop a construction trades training program
Provide homeowner education program(s)
Secure down payment assistance
Revise zoning ordinance as necessary

* for definitions see page 23
COMMERCIAL CORRIDOR

Description
The commercial corridor is currently home to some commercial activity; dry goods, bank, home heating gas sales, but remains mostly undeveloped. Because of the terrain site development requires significant grading/filling, but location on the major east-west thoroughfare and proximity to downtown is attractive.

Vision
The commercial corridor is intended to supplement economic activity of the adjoining Downtown character area by providing larger commercial acreage/parking needs not available on the courthouse square.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Growth Preparedness
Heritage Preservation
Infill Development

Primary Land Use
Commercial

Development Strategy
Develop design standards to limit view of parking lots
Streetscape enhancements linking to downtown

* for definitions see page 23
DOWNTOWN

Description
The Downtown character area is one city block deep on all four sides of the courthouse square. The courthouse, listed on the National Register of Historic Places, sits in the middle of the square on the highest elevation in the city and serves as the focal point of the area. The square is graced with late nineteenth to mid-twentieth century storefronts. Many of these buildings have awnings, share party walls and are separated from the street edge by sidewalk. Although the downtown commercial core has been preserved, there are vacant storefronts around the courthouse square. The area is eligible for listing on the National Register of Historic Places as a commercial district, or as part of a larger mixed district. There are some vacant lots on the back sides of this district.

Vision
The vision for this area is preservation and restoration of the historic commercial core of the community, and maintenance of high density development compatible with the existing commercial architecture.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Growth Preparedness
Heritage Preservation
Infill Development
Regional Identity
Sense of Place

Primary Land Use
Commercial

Development Strategy
Placement of historic or period street lighting and coordinated store front awnings
Promotion of tax credits for historic preservation
Secure funding for facade grants
Nominate the eligible district for the National Register of Historic Places
Develop innovative financial assistance program to attract new businesses to vacant store fronts
Better Hometown Program

* for definitions see page 23
GENEVA ROAD

Description
The area straddling 41 N is a mixed-use neighborhood; residential, industrial, commercial (retail, service and office) medical, public works and the county jail. Some properties exhibit blight. Most housing is substandard; houses on Industrial Road have varying orientations to the street.

Vision
Mixed-use redevelopment is proposed for the city’s northwest gateway.

Quality Community Objectives*
Appropriate Businesses
Employment Options
Growth Preparedness
Housing Opportunities
Infill Development

Primary Land Use
Mixed uses

Development Strategy
Develop a master plan for the area
Enhanced code enforcement activity (building, housing, environmental)
Promote infill development with conventional/site-built housing
Pursue housing assistance program(s)
Determine need for urban redevelopment plan
After the proposed jail is constructed demolish current jail(s) and public works complex and clear site(s)
Revise zoning ordinance

* for definitions see page 23
GREENSPACE

**Description**
The community is located along the southern boundary of the Fall Line, the transition between two distinct geologic areas; the rolling terrain of the Piedmont and flat terrain of the Coastal Plains. Development in the city has occurred along linear ridges where the limited flat/level acreage is concentrated. Areas between these ridges are generally not conducive to development because significant variations in slope require higher site preparation costs. This topography impedes interconnectivity, contributing to a number of dead-end residential streets. Because of the absence of development these areas retain natural vegetative cover.

**Vision**
Maintenance of the natural, undeveloped condition, with possible limited recreation development

**Quality Community Objectives***
Environmental Protection
Open Space

**Primary Land Use**
Recreation

**Development Strategy**
Preservation of natural state

* for definitions see page 23
MILLER AVENUE NEIGHBORHOOD

Description
Neighborhood and housing conditions are declining in the west-central area of the city. The tree-shaded neighborhood has a moderate degree of building separation with variations in housing type and front yard setback.

Vision
Redevelopment as an attractive residential neighborhood

Quality Community Objectives*
Housing Opportunities
Infill Development

Primary Land Use
Single-family residential

Development Strategy
Enhanced code enforcement activity (building, housing, environmental)
Promote infill development with conventional/site-built housing
Pursue housing assistance program(s)
Provide homeowner education program(s)
Consider urban redevelopment plan development and implementation
Develop construction trades training program

OLIVER STREET

Description
Located along the northeast entrance this residential area consists of contemporary, mid-twentieth century housing with deep front yard setbacks and shaded lots.

Vision
The vision for this area is preservation of the contemporary residential character

Quality Community Objectives*
Housing Opportunities
Infill Development

Primary Land Use
Single family residential

Development Strategy
Enhanced housing and environmental code enforcement

* for definitions see page 23
SOUTH RESIDENTIAL

Description
Housing in the south half of Buena Vista is a mix of various conditions; new and old, conventional construction and mobile homes, various orientations, varying front yard setbacks, standard, substandard and dilapidated housing interspersed with other blighting influences. Because of terrain there is very little street interconnectivity; most streets are dead end. The area is heavily shaded, sidewalk is limited to the two state routes which essentially constitute the east and west boundaries of the area.

Vision
Redevelopment is proposed for this large area.

Primary Land Use
Residential

Quality Community Objectives*
Housing Opportunities
Infill Development

Development Strategy
Enhanced code enforcement activity (building, housing, environmental)
Promote infill development with conventional/site-built housing
Pursue housing assistance program(s)
Provide homeowner education program(s)
Consider urban redevelopment plan development and implementation
Develop construction trades training program

* for definitions see page 23
QUALITY COMMUNITY OBJECTIVES - DEFINITIONS

Appropriate Businesses
The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

Educational Opportunities
Educational and training opportunities should be readily available in each community to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

Employment Options
A range of job types should be provided in each community to meet the diverse needs of the local workforce.

Environmental Protection
Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage and vegetation of an area should be preserved.

Growth Preparedness
Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, and sanitary sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

Heritage Preservation
The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Housing Opportunities
A range of housing size, cost and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and provide a range of housing choice to meet market needs.

Infill Development
Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
Open Space Preservation
New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

Regional Cooperation
Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.

Regional Identity
Each region should promote and preserve a regional "identity", or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

Regional Solutions
Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

Sense of Place
Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing and entertainment.

Traditional Neighborhood
Traditional neighborhood development patterns should be encouraged, including use of more human-scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

Transportation Alternatives
Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.
IMPLEMENTATION PROGRAM
<table>
<thead>
<tr>
<th>Project/Activity</th>
<th>Fiscal Year</th>
<th>Funding</th>
<th>Responsible Party</th>
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</thead>
<tbody>
<tr>
<td>Enhanced code enforcement activity (substandard housing, blighting influences)</td>
<td>X X X X X</td>
<td>Component of P&amp;Z budget</td>
<td>General Fund</td>
</tr>
<tr>
<td>Use web page to promote housing/environmental code compliance (fire hazard/pre-disaster mitigation)</td>
<td>X X X X X</td>
<td>Staff Time</td>
<td>General Fund</td>
</tr>
<tr>
<td>Pursue housing rehabilitation assistance</td>
<td>X X X X X</td>
<td>$500K/yr.</td>
<td>CDBG, CHIP, USDA-RDA</td>
</tr>
<tr>
<td>Support homebuyer education workshops</td>
<td>X X X X X</td>
<td>$5K</td>
<td>Fort Valley State Flint Energies</td>
</tr>
<tr>
<td>Implement joint city/county effort to address community's special and assisted housing needs</td>
<td>X X</td>
<td>$2M+</td>
<td>HUD, USDA-RDA Housing Authority</td>
</tr>
<tr>
<td>Implement YouthBuild concept (GED/education, construction trades training, housing development, employment, leadership development)</td>
<td>X X</td>
<td>$150K/yr.</td>
<td>CDBG DOL HUD</td>
</tr>
</tbody>
</table>

**Community Facilities and Services**

<table>
<thead>
<tr>
<th>Project/Activity</th>
<th>Fiscal Year</th>
<th>Funding</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negotiate interconnection with adjoining county water system for back-up/emergency</td>
<td>X</td>
<td>$100K+</td>
<td>Enterprise/General Fund, GEFA</td>
</tr>
<tr>
<td>Road paving/resurfacing</td>
<td>X X X X X</td>
<td>±$200K/yr.</td>
<td>General Fund SPLOST, DOT</td>
</tr>
<tr>
<td>Resurface GA 41 (7 miles)</td>
<td>X</td>
<td>$2.2M</td>
<td>DOT</td>
</tr>
<tr>
<td>Project Description</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>----</td>
<td>----</td>
<td>----</td>
</tr>
<tr>
<td>Investigate options for animal shelter</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Pursue funding with which to develop health/emergency clinic</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Identify options for expanding Senior Citizens Center</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Encourage service providers to extend internet coverage in community</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Develop a broader, more community-oriented recreation program (fields, equipment,</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>personnel)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General fire department improvements; acquire/replace equipment, tools, facility</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace five fire apparatus</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Construct fire station in Brantley Community</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Replace fire stations in Oakland and Fort Perry</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Enhance web page</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop an adaptive reuse and marketing plan for vacated school buildings</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Construct new county jail</td>
<td></td>
<td>X</td>
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<tr>
<td>Clear current jail site and county public works site after new jail constructed</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Preserve integrity of water system (water pressure deficiencies, leakage problems,</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace sheriff's patrol vehicles</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>----------------------------------</td>
<td>---</td>
<td>---</td>
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</tr>
<tr>
<td>SO equipment needs; radios, video cameras and radar units</td>
<td>X</td>
<td>X</td>
<td></td>
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<tr>
<td>Investigate feasibility/options for providing public transit service</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Replace EMS vehicles</td>
<td>X</td>
<td>X</td>
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</tbody>
</table>

**Economic Development**

<table>
<thead>
<tr>
<th>Economic Development</th>
<th>X</th>
<th>Staff time</th>
<th>Staff time</th>
<th>CofC, Development Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activate leadership development programs (adult and youth)</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
<td>BOC, City Council, CofC,</td>
</tr>
<tr>
<td>Develop hunter-appreciation day</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Development Authority, BOC, City Council, CofC,</td>
</tr>
<tr>
<td>Design and implement a job development initiative (RLF, entrepreneur development/business incubator, employer recruitment program, industrial park site selection, airport enhancement)</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
</tr>
<tr>
<td>Develop a community initiative to reduce “brain drain”, e.g. Junior Achievement concept</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
</tr>
<tr>
<td>Publicize natural, cultural and historic resources; via web page, post on state Film, Music, and Digital Entertainment database</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
</tr>
<tr>
<td>Support I-14 proposal</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Use enhanced web page to market airport, vacant industrial buildings</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Get positioned to promptly develop industrial spec building when needed</td>
<td>X</td>
<td>X</td>
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</table>

**Natural and Cultural Resources**

<table>
<thead>
<tr>
<th>Natural and Cultural Resources</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>Staff time</th>
<th>Staff time</th>
<th>BOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request DNR to locate protected plant/animal species for reference in land use decisions</td>
<td>X</td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td>BOC</td>
<td></td>
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<tr>
<td><strong>Land Use</strong></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Perform comprehensive review of zoning ordinance and revise as necessary</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Planning Commission BOC</td>
<td></td>
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</tr>
<tr>
<td>Develop gateways at county entrances, Oakland and Tazewell</td>
<td>X</td>
<td>X</td>
<td>$50K</td>
<td>Donations, DOT</td>
<td>BOC</td>
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<tr>
<td><strong>Intergovernmental</strong></td>
<td></td>
<td></td>
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<tr>
<td>Investigate and pursue best options to improve communications with residents; flyers, internet, etc.</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
<td>BOC</td>
<td></td>
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<tr>
<td>Initiate regular meetings between local public boards, commissions and authorities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
<td>BOC</td>
</tr>
<tr>
<td>Implement periodic Town Hall meetings</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
<td>BOC</td>
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<tr>
<td>Project/Activity</td>
<td>Fiscal Year</td>
<td>Funding</td>
<td>Responsible Party</td>
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</tr>
<tr>
<td><strong>Housing</strong></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Enhanced code enforcement activity (substandard housing, blight)</td>
<td>X X X X X X</td>
<td>Part of P&amp;Z budget, General Fund</td>
<td>City Council, Code Enforcement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pursue housing rehabilitation assistance</td>
<td>X X X X X X</td>
<td>±$500K/yr.</td>
<td>CDBG, CHIP, USDA-RDA, BOC</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Implement joint city/county effort to address community’s special and transitional housing needs</td>
<td>X X X</td>
<td>$400K</td>
<td>HUD, USDA-RDA, Housing Authority, City Council, BOC, Family Connections</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Pursue funding for housing development in Burgin Character Area, and redevelopment/rehabilitation elsewhere</td>
<td>X X X</td>
<td>$2M+</td>
<td>HUD, USDA-RDA</td>
<td>City Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement YouthBuild concept (GED/education, construction trade training, housing development, employment, leadership development)</td>
<td>X X X</td>
<td>$150K/yr.</td>
<td>CDBG, DOL, Family Connections, City Council, BOC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support homebuyer education workshops</td>
<td>X X X X X X</td>
<td>$5K</td>
<td>Fort Valley State Flint Energies, Family Connections</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Community Facilities and Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use web page to promote housing/ environmental code compliance (fire hazard/pre-disaster mitigation)</td>
<td>X X X X X X</td>
<td>Staff time</td>
<td>Staff time, Code Enforcement</td>
<td></td>
<td></td>
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<tr>
<td>Pursue funding with which to develop health/emergency clinic</td>
<td>X X X X X X</td>
<td>$250K+</td>
<td>Health District USDA-RDA, City Council, BOC, Family Connections</td>
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<td></td>
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<tr>
<td>Description</td>
<td>X</td>
<td>X</td>
<td>Cost</td>
<td>Source</td>
<td>Approving Body</td>
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<td>------------</td>
<td>---------------------------------------</td>
<td>--------------------</td>
<td></td>
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</tr>
<tr>
<td>Enhance recreation program (facilities, equipment)</td>
<td>X</td>
<td>X</td>
<td>$25K-$50K/yr.</td>
<td>General Fund SPLOST</td>
<td>City Council</td>
<td></td>
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</tr>
<tr>
<td>Secure ladder truck for fire department</td>
<td></td>
<td>X</td>
<td>$75K</td>
<td>USDA-RDA SPLOST</td>
<td>Fire Chief</td>
<td></td>
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<tr>
<td>Replace one fire apparatus</td>
<td></td>
<td>X</td>
<td>$35K</td>
<td>FEMA Fire Grant SPLOST</td>
<td>Fire Chief</td>
<td></td>
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<tr>
<td>General fire department improvements; acquire/replace equipment, tools</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>$10K/yr.</td>
<td>USDA-RDA SPLOST</td>
<td>Fire Chief City Council</td>
</tr>
<tr>
<td>Resurface parking area of Josh Gibson Youth and Family Center</td>
<td>X</td>
<td></td>
<td>$35K</td>
<td>General Fund SPLOST, DOT</td>
<td>City Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete renovation of Josh Gibson Youth and Family Center</td>
<td>X</td>
<td></td>
<td>$500K</td>
<td>USDA-RDA SPLOST</td>
<td>City Council</td>
<td></td>
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<tr>
<td>Investigate development of a Boys and Girls Club</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time Family Connections, City, BOC</td>
<td>City Council</td>
<td></td>
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</tr>
<tr>
<td>Sidewalk construction</td>
<td>X</td>
<td></td>
<td>$280K</td>
<td>DOT-TE</td>
<td>City Council</td>
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<tr>
<td>Wholesale renovation of municipal water plant</td>
<td></td>
<td>X</td>
<td>$700M</td>
<td>GEFA</td>
<td>City Council</td>
<td></td>
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<tr>
<td>Replace well on Industrial Drive</td>
<td>X</td>
<td></td>
<td>$125K</td>
<td>GEFA</td>
<td>City Council</td>
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<tr>
<td>Construct a dedicated water main serving Tyson Foods</td>
<td>X</td>
<td></td>
<td>$60K</td>
<td>GEFA</td>
<td>City Council</td>
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<tr>
<td>Other water system improvement needs; well replacements, dead-end service lines, replacement of deteriorated and undersized lines</td>
<td>X</td>
<td>X</td>
<td>$1M</td>
<td>GEFA</td>
<td>City Council</td>
<td></td>
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</tr>
<tr>
<td>Renovation/upgrade of lift stations/force mains</td>
<td>X</td>
<td>X</td>
<td>$100Kca</td>
<td>GEFA</td>
<td>City Council</td>
<td></td>
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</tr>
<tr>
<td>Wholesale upgrade to wastewater treatment plant</td>
<td>X</td>
<td>X</td>
<td>$1M</td>
<td>GEFA</td>
<td>City Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construct public safety building for police and fire departments (current insufficient space for both departments)</td>
<td>X</td>
<td></td>
<td>$550K</td>
<td>USDA-RDA SPLOST</td>
<td>City Council</td>
<td></td>
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<tr>
<td>Economic Development</td>
<td></td>
<td></td>
<td></td>
<td>Development Authority, City Council, BOC, CofC,</td>
<td></td>
<td></td>
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<tr>
<td>-------------------------------------------------------------------------------------</td>
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<td>-----------------------------------------------</td>
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<td></td>
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</tr>
<tr>
<td>Design and implement a job development initiative (RLF, entrepreneur development/business incubator, employer recruitment program, industrial park site selection, airport enhancement)</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pursue Better Hometown designation</td>
<td></td>
<td>X</td>
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<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create Downtown Development Authority</td>
<td>X</td>
<td></td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use web page to support mentoring program</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
</tr>
<tr>
<td>Develop dynamic web page</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>$500</td>
<td>General Fund</td>
</tr>
<tr>
<td>Activate leadership development programs (adult and youth)</td>
<td>X</td>
<td></td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with poultry processor and solid waste hauler to eliminate spillage of renderings/waste in city during transit</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
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<tr>
<td>Natural and Cultural Resources</td>
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<td></td>
<td></td>
<td>Development Authority</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Pursue district nomination to National Register of Historic Places</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land Use</td>
<td></td>
<td></td>
<td></td>
<td>City Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comprehensive review of zoning ordinance and revise as appropriate</td>
<td>X</td>
<td>X</td>
<td></td>
<td>Staff time</td>
<td>Staff time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td></td>
<td></td>
<td></td>
<td>BOC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiate regular meetings between local public boards, commissions and authorities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
<td>Staff time</td>
</tr>
<tr>
<td>Implement periodic Town Hall meetings</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Staff time</td>
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</table>
## Marion County
### Partial Update 2008-2010 Short Term Work Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Project</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Promote GED on county web site</td>
<td>web site now being developed; rolled-over</td>
</tr>
<tr>
<td>2008</td>
<td>Place link to Family Connections on county web site-provide other support</td>
<td>working with Flint Electric on web site development</td>
</tr>
<tr>
<td>2008</td>
<td>Institute first-time home-buyer education program</td>
<td>program is operating and rolled-over into update</td>
</tr>
<tr>
<td>2008</td>
<td>Renovate courthouse</td>
<td>repaired roof, windows and installed elevator</td>
</tr>
<tr>
<td>2008</td>
<td>Pursue development of incubator</td>
<td>funding not available; project rolled-over</td>
</tr>
<tr>
<td>2008</td>
<td>Perform existing industry survey</td>
<td>chamber reorganization hampered survey; it is no longer a priority</td>
</tr>
<tr>
<td>2008</td>
<td>Airport improvements and marketing</td>
<td>currently pursuing funds; activity rolled-over</td>
</tr>
<tr>
<td>2008</td>
<td>Identify and implement options for use of current industrial park</td>
<td>Site is proposed for residential use in plan update; must identify alternative park site</td>
</tr>
<tr>
<td>2008</td>
<td>Establish town hall meetings, at least quarterly</td>
<td>have convened as needed but not on regular schedule; is rolled-over into update</td>
</tr>
<tr>
<td>2008</td>
<td>Establish at least quarterly meetings between decision-making entities</td>
<td>not yet achieved; rolled-over into update</td>
</tr>
<tr>
<td>2008</td>
<td>Resurface Pineville Rd. (Woolridge-McAllister/Kinch Cr. at Pineville)</td>
<td>completed</td>
</tr>
<tr>
<td>2008</td>
<td>Wholesale review of future land use and zoning ordinance/map: prime farmland, residential nodes, residential compatibility, et al.</td>
<td>completed</td>
</tr>
<tr>
<td>2008</td>
<td>Expand DARE-type education beyond 5th grade level</td>
<td>no external funding could be secured, pursuing alternative programs in update</td>
</tr>
<tr>
<td>08-09</td>
<td>Entrepreneur Friendly Community designation</td>
<td>completed</td>
</tr>
<tr>
<td>08-09</td>
<td>Attract rural health clinic</td>
<td>activity continues; rolled-over into update</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Operating within financial constraints, expand recreation program</td>
<td>progressing; activity rolled-over into update</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Retain options for public transit funding</td>
<td>discussed by commission on at least two occasions; operating cost is preventing commitment</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Institutionalize hazard mitigation into capital facility planning</td>
<td>have not performed any capital facility planning during period</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Incorporate support for Scouting, Junior Achievement, etc. programs into mentoring, ASTEP, etc.</td>
<td>activity rolled-over into update</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Identify and pursue source to capitalize RLF</td>
<td>activity rolled-over into update</td>
</tr>
<tr>
<td>2009</td>
<td>Implement capital improvements budgeting</td>
<td>Have not implemented capital improvements budget; delayed indefinitely</td>
</tr>
<tr>
<td>2009</td>
<td>Develop gateways</td>
<td>activity rolled-over into update</td>
</tr>
<tr>
<td>2009</td>
<td>Pursue DNR approval of public fishing area</td>
<td>activity rolled-over into update</td>
</tr>
<tr>
<td>2009</td>
<td>Resurface Ft. Perry Rd. (Stubs/Ga. 240)</td>
<td>resurfaced as funds were available</td>
</tr>
<tr>
<td>09-10</td>
<td>Pursue speculative industrial building</td>
<td>industrial park site has fallen out of favor, must find appropriate site for proposed building</td>
</tr>
<tr>
<td>09-10</td>
<td>Marketing program to attract retirees</td>
<td>economic conditions preclude initiative</td>
</tr>
<tr>
<td>2010</td>
<td>Initiate development plans for county office space</td>
<td>in process; have relocated</td>
</tr>
<tr>
<td>2010</td>
<td>Resurface Barwick Rd. (Ga. 240/Cr 155)</td>
<td>insufficient funds</td>
</tr>
<tr>
<td>2010</td>
<td>Perform historic resource survey</td>
<td>rural area surveyed in 2008</td>
</tr>
<tr>
<td>2010</td>
<td>Update Comprehensive Plan</td>
<td>in process</td>
</tr>
<tr>
<td>Year</td>
<td>Project</td>
<td>Status</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2008</td>
<td>Miller Road sanitary sewer extension</td>
<td>completed</td>
</tr>
<tr>
<td>2008</td>
<td>Expand recreation program services</td>
<td>discussions continue; activity rolled over into update</td>
</tr>
<tr>
<td>2008</td>
<td>Create internet web site</td>
<td>municipal staffing limitations prevented development</td>
</tr>
<tr>
<td>2008</td>
<td>Place link to Family Connections on city web site-provide other support (space costs, etc.)</td>
<td>municipal staffing limitations prevented development</td>
</tr>
<tr>
<td>2008</td>
<td>Institute first-time home-buyer education program</td>
<td>program is operating and rolled-over into update</td>
</tr>
<tr>
<td>2008</td>
<td>Ga. 41 lift station*</td>
<td>new pumps 2009; more work needed</td>
</tr>
<tr>
<td>2008</td>
<td>Well at city shop*</td>
<td>well was closed</td>
</tr>
<tr>
<td>2008</td>
<td>Complete zoning ordinance</td>
<td>complete</td>
</tr>
<tr>
<td>2008</td>
<td>Develop subdivision ordinance</td>
<td>complete</td>
</tr>
<tr>
<td>2008</td>
<td>Establish town hall meetings, at least quarterly</td>
<td>rolled over into plan update</td>
</tr>
<tr>
<td>2008</td>
<td>Resurface 4th Ave (5th Ave. east)</td>
<td>no funding available</td>
</tr>
<tr>
<td>2008</td>
<td>Resurface 3rd Ave. (Baker/west end of 2nd)</td>
<td>no funding available</td>
</tr>
<tr>
<td>2008</td>
<td>Expand DARE-type education beyond 5th grade level</td>
<td>no external funding could be secured, pursuing alternative programs in update</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Enhance housing/building code enforcement</td>
<td>lost momentum; rolled-over into update</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Support Post Office efforts to secure additional space</td>
<td>no longer a USPO initiative due to funding constraints</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Institutionalize hazard mitigation into capital facility planning</td>
<td>staffing limitations has delayed capital budget development</td>
</tr>
<tr>
<td>08-09-10</td>
<td>Investigate and pursue housing assistance options</td>
<td>2009 CHIP application not funded</td>
</tr>
<tr>
<td>2009</td>
<td>Implement capital improvements budgeting</td>
<td>staffing limitations has delayed capital budget development</td>
</tr>
<tr>
<td>2009</td>
<td>Develop gateways</td>
<td>local civic club developed</td>
</tr>
<tr>
<td>2009</td>
<td>Well at Industrial Blvd(park)*</td>
<td>well was closed</td>
</tr>
<tr>
<td>2009</td>
<td>Tyson elevated tank*</td>
<td>no funding available</td>
</tr>
<tr>
<td>2009</td>
<td>Resurface 2nd Ave.</td>
<td>20% with funding available</td>
</tr>
<tr>
<td>2009</td>
<td>Resurface Crawford St. (Geneva/2nd)</td>
<td>no funding available</td>
</tr>
<tr>
<td>09-10</td>
<td>Continue rehabilitation of Josh Gibson Center</td>
<td>exhausted available funding</td>
</tr>
<tr>
<td>2010</td>
<td>Baby’s Dream elevated tank*</td>
<td>no funding available</td>
</tr>
<tr>
<td>2010</td>
<td>Rodgers Street well*</td>
<td>completed</td>
</tr>
<tr>
<td>2010</td>
<td>Well at school board (Josh Gibson)*</td>
<td>completed</td>
</tr>
<tr>
<td>2010</td>
<td>Perform historic resource survey</td>
<td>(rural area was surveyed); National Register District nomination proposed in plan update</td>
</tr>
<tr>
<td>2010</td>
<td>Resurface 7th Ave. (Broad/Church)</td>
<td>no funding available</td>
</tr>
<tr>
<td>2010</td>
<td>Resurface Burkhalter Ave. (Baker/Putville)</td>
<td>no funding available</td>
</tr>
</tbody>
</table>

* numerous additional utility infrastructure needs are identified in '02-'03 utility study
POLICIES

Policies are adopted to provide ongoing guidance and direction to local officials. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Community Vision and appropriately addressing the Community Issues and Opportunities.

Housing
1. We will attempt to reduce substandard or dilapidated housing in our community.
2. We will support infill housing development in existing neighborhoods.
3. We will seek affordable housing opportunities to ensure that all those who work in the community have a viable option to live in the community.
4. We will encourage development of housing opportunities that enable residents to live close to their places of employment.
5. We will encourage housing policies, choices and patterns that move people upward on the housing ladder from dependence to independence (home-ownership).
6. We will seek opportunities for low-to-moderate income families to move into affordable owner-occupied housing.

Facilities and Services
1. Our community will encourage efficient use of existing infrastructure and public facilities in order to minimize the need for costly new-expanded facilities and services.
2. We will protect existing infrastructure investments (i.e., already paid for) by encouraging infill redevelopment, and compact development patterns.
3. We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers.
4. The community will seek ways for new growth to pay for itself (in terms of public investment in infrastructure and services to support the development) to the maximum extent possible.
5. We will continue to promote investment in parks and open space to enhance the quality of life for our citizens.

Economic Development
1. We will support programs for retention, expansion and creation of businesses that are a good fit for our community's economy in terms of job skill requirements and linkages to existing businesses.
2. We will seek to balance the supply of housing and employment in our community.
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 our existing population in making decisions on proposed economic development projects.
5. We will carefully consider costs as well as benefits in making decisions on proposed economic development projects.
Natural and Cultural Resources
1 We will minimize inefficient land consumption and encourage more compact urban development in order to preserve green open space and natural resource areas.
2 We will encourage new development to locate in suitable locations in order to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological or cultural resources from encroachment.
3 We will promote the protection and maintenance of trees and green open space in all new development.
4 We will ensure safe and adequate supplies of water through protection of ground and surface water sources.

Land Use
1 Our decisions on new development will contribute to, not take away from, our community's character and sense of place.
2 We encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.
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 preserve the rural character of our community and 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 We will encourage the development of downtown as a vibrant center of the community in order to improve overall attractiveness and local quality of life.
8 Creation of recreational facilities is important to our community.
9 We support appropriate residential and non-residential in-fill development and redevelopment in ways that complement surrounding areas.
10 We support new land uses that enhance housing options in our community.

Transportation
1 We will target transportation improvements to support desired development patterns for the community.
2 We will promote connectivity of our road network (such as fostering a grid network of streets, multiple connections between subdivisions).

Intergovernmental Coordination
1 We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial and cost effective.
2 We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management, watershed protection)
3 We will provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.