

**Central Savannah River Area Regional Work
Update FY 2009-2013**



Prepared by:

Central Savannah River Area Regional Development Center

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Regional Work Program

#1 Need in the CSRA – Target Area – Economic Development

Need for quality jobs to expand the CSRA economy.

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
Support an ongoing program that will attract industries to the CSRA.	1) Enhance the marketing capabilities of each CSRA county to attract new industry and employment opportunities.	1-1. Assist and train local economic developers and community leaders in community marketing, dealing with prospects, forming incentive packages, and strategic planning.	2009-2013	RDC, Local, GADEcD	N/A	N/A
		1-2. Cooperate with state agencies in marketing efforts.	2009-2013	RDC, Local, GADEcD	N/A	N/A
		1-3. Support major regional projects such as the Lincoln County Convention Center and the Warren County Regional Industrial Park.	2009-2013	RDC, Local, GADEcD	\$2,000	RDC, Local
		1-4. Promote local economic development tax incentives through the creation of enterprise zones and opportunity zones.	2009-2013	RDC, local, Ga DCA	N/A	RDC, Local
2) Encourage and facilitate local and regional efforts in developing infrastructure to support existing industry and attracting new industry.		2-1. Support activities that develop water/sewer and transportation infrastructure.	2009-2013	UDC, RDC, GADEcD	\$5,000	RDC, UDC, GADOT
		2-2. Foster and support economic growth through regional cooperation opportunities to share infrastructure development across county boundaries.	2009-2013	RDC, RAC, UDC, GADEcD	N/A	RDC, RAC, Local
		3) Support and promote downtown development activities.	3-1. Support and encourage downtown tourism and business attraction	2009-2013	RDC, RAC, GADEcD	N/A
		3-2. Assist in developing and promoting Main Street and Better Hometown programs.	2009-2013	RDC, RAC, GADEcD	N/A	RDC, RAC, Local, DCA

#2 Need in the CSRA – Target Area - Housing
Need for quality and affordable housing.

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
To provide quality and affordable housing for all income levels	1) Increase the number of quality and affordable housing units.	1-1. Coordinate with state and local agencies to develop housing action plans.	2009-2013	Cities, Counties, RDC	\$8,000	DCA, Local, GHFA
		1-2. Partner with developers to encourage housing development.	2009-2013	Cities, Counties, RDC	Unknown	Local Incentives
		1-3. Encourage housing development along existing infrastructure corridors.	2009-2013	Cities, Counties, RDC	Unknown	Local Incentives

#3 Need in the CSRA – Target Area – Community Facilities:
Need for public facilities and infrastructure

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
To improve and expand public facilities and infrastructure in the region.	1) Increase quantity and quality of public facilities and infrastructure.	1.1. Develop infrastructure plans that identify needs and priorities.	2009-2013	RDC, Local, RAC, UDC	\$15,000-\$25,000	Local, DCA, USDA, GEFA
		1-2. Seek funding for facilities and infrastructure improvements	2009-2013	RDC, Local, RAC, UDC	\$15,000-\$25,000	Local, DCA, USDA, GEFA
		1-3. Support and encourage regional infrastructure sharing between counties, such as water system connections.	2009-2013	RDC, Local, RAC, UDC, GADEcD	\$15,000-\$25,000	Local, DCA, USDA, GEFA
		1-4. Study feasibility of establishing a regional recycling program.	2009-2013	RDC, Local, RAC	\$15,000	Local, DCA, GEFA, private, EPD
		1-5. Identify brownfields and encourage their redevelopment.	2009-2013	RDC, Local, RAC, UDC	\$10,000	Local, DCA, EPD, EPA

#4 Need in the CSRA – Target Area – Land Use:
Need for orderly land development

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE

To achieve sustainable land use patterns.	1) Encourage smart growth.	1.1. Develop appropriate regulations to encourage appropriate development.	2009-2013	RDC, Local	\$8,000	Local, DCA
		1.2. Locate new development along existing infrastructure corridors.	2009-2013	Cities/Counties	unknown	Local incentives, Private developers
		1.3. Encourage preservation of greenspace and natural resource areas.	2009-2013	RDC, Local, EPD	\$5,000	RDC, Local, DCA, EPD, DNR
		1.4. Encourage growth in already development areas.	2009-2013	RDC, Local	unknown	Local incentives, Private developers

#5 Need in the CSRA – Target Area – Kaolin Dependent Areas:

The need to support kaolin dependent areas

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
Intensify economic development to sustain local economies.	1) Diversify local economies dependent on kaolin.	1.1. Develop a diversification plan that addresses other economic activities.	2009-2013	Cities/Counties, Chambers, Development Authorities, RDC	\$20,000	Cities/Counties, Chambers, Development Authorities, RDC, GADEcD

#6 Need in the CSRA – Target Area – Areas Facing Intense Development Pressures:

Need to manage growth that ensures a good quality of life

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
Provide tools necessary to respond to development pressures.	1) Develop specific land use and development strategies for each specific area.	1.1. Develop growth management plans for areas facing development pressures.	2009-2013	Cities/Counties, RDC	\$25,000	Local, UDC, DCA, GADEcD
		1.2. Coordinate with abutting local governments to promote regional planning.	2009-2013	Cities/Counties, RDC, UDC, RAC	\$10,000	Local, DCA

#7 Need in the CSRA – Target Area – Areas that Can Sustain Higher Densities:

Need to assist areas that can sustain higher densities

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
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Encourage more efficient development within those areas that already have infrastructure to sustain higher densities.	1) Adopt infill development strategies.	1.1. Encourage rehabilitation of existing buildings for conversion to rental units.	2009-2013	Local, RDC	\$10,000	Local, DCA, USDA, HUD, Private funds
		1.2. Encourage commercial development in downtowns.	2009-2013	Local, Chambers, Development Authorities, UDC, RDC	\$10,000	Local, Chambers, Development Authorities, Private, DCA

#8 Need in the CSRA – Target Area – Potential Water Cooperation:
Need for water authority cooperation

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
To create a regional water commission.	1) Encourage the formation of water authority to lower costs.	1.1. Develop strategic connection plan.	2009-2013	Cities/Counties, RDC, UDC, RAC	\$10,000	Local, GEFA, Rural Water
		1.2. Foster continued cooperation between the local governments and the Corps of Engineers.	2009-2013	Cities/Counties, Corps of Engineers, RDC	\$1,000	Local

#9 Need in the CSRA – Target Area – Fort Gordon:
Need to preserve Fort Gordon’s operational environment

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
Prevent encroachment from affecting installation.	1) Regional land use coordination.	1-1. Implement recommendations contained in the Joint Land Use Study.	2009-2013	Abutting counties and cities, Fort Gordon, Planning & Zoning Officials, RDC	\$10,000	Local, Federal grants
		1-2. Utilize appropriate land use regulation tools to prevent encroachment.	2009-2013	Abutting counties and cities, Fort Gordon, Planning & Zoning Officials, RDC	\$15,000	Local, Federal grants

#10 Need in the CSRA – Target Area – Enterprise Communities:
Need for quality, affordable housing

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
To provide quality, affordable housing for low to moderate income individuals.	1) Increase the number of quality, affordable housing units.	1-1. Coordinate with local governments, state, and regional agencies to develop housing strategic plans for the region.	2009-2013	EC/EZ, RDC, Local	\$5,000/update	EC/EZ, Local, DCA, HUD, USDA
		1-2. Encourage housing along existing infrastructure corridors.	2009-2013	EC/EZ, RDC, Local	\$5,000/yr	EC/EZ, Local, DCA, HUD, USDA

Report of Accomplishment FY 2008 Work Program

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
Support an ongoing program that will attract industries to the CSRA.	1) Enhance the marketing capabilities of each CSRA county to attract new industry and employment opportunities.	1-1. Assist and train local economic developers and community leaders in community marketing, dealing with prospects, forming incentive packages, and strategic planning.	Yes	RDC Staff person assisted numerous cities and counties.
		1-2. Cooperate with state agencies in marketing efforts.	Yes	Ongoing
		1-3. Support major regional projects such as the Lincoln County Convention Center and the Warren County Regional Industrial Park.	Yes	Ongoing
		1-4. Promote local economic development tax incentives through the creation of enterprise zones and opportunity zones.	Yes	Assistance to Washington (City)
	2) Encourage and facilitate local and regional efforts in developing infrastructure to support existing industry and attracting new industry.	2-1. Support activities that develop water/sewer and transportation infrastructure.	Yes	Ongoing
		2-2. Foster and support economic growth through regional cooperation opportunities to share infrastructure development across county boundaries.	Yes	Ongoing
		3) Support and promote downtown development activities.	3-1. Support and encourage downtown tourism and business attraction	Yes
		3-2. Assist in developing and promoting Main Street and Better Hometown programs.	Yes	Ongoing

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
To provide quality and affordable housing for all income levels	1) Increase the number of quality and affordable housing units.	1-1. Coordinate with state and regional agencies to develop housing action plans.	Yes	Staff is drafting numerous local housing action plans
		1-2. Partner with developers to encourage housing development.	Yes	Staff is providing assistance to



				local governments planning to partner with developers.
		1-3. Encourage housing development along existing infrastructure corridors.	Yes	Included in comprehensive plans.

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
To improve and expand public facilities and infrastructure in the region.	1) Increase quantity and quality of public facilities and infrastructure.	1.1. Develop an infrastructure plan that identifies needs and priorities.	Yes	Included in comprehensive plans.
		1-2. Seek funding for facilities and infrastructure improvements	Yes	Staff has assisted local governments with infrastructure grant and loan applications
		1-3. Support and encourage regional infrastructure sharing between counties, such as water system connections.	Yes	Ongoing
		1-4. Develop a regional recycling program.	No	Seeking funding
		1-5. Identify brownfields and encourage their redevelopment.	Yes	Ongoing

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
To achieve sustainable land use patterns.	1) Encourage smart growth.	1.1. Develop appropriate regulations to encourage appropriate development.	Yes	Revised local ordinances
		1.2. Locate new development along existing infrastructure corridors.	Yes	Included in comprehensive plans
		1.3. Encourage preservation of greenspace and natural resource areas.	Yes	Included in comprehensive plans
		1.4. Encourage growth in already development areas.	Yes	Included in comprehensive plans

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
Intensify economic development to sustain local economies.	1) Diversify local economies dependent on kaolin.	1.1. Develop a diversification plan that addresses other economic activities.	No	Seeking funding

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
Provide tools necessary to respond to development pressures.	1) Develop specific land use and development strategies for each specific area.	1.1. Develop growth management plans for areas facing development pressures.	Yes	McDuffie and Wilkes comprehensive plans ongoing
		1.2. Coordinate with abutting local governments to promote regional planning.	Yes	Ongoing

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
Encourage more efficient	1) Adopt infill development	1.1. Encourage rehabilitation of existing buildings for	Yes	Included in comprehensive

development within those areas that already have infrastructure to sustain higher densities.	strategies.	conversion to rental units.		plans.
		1.2. Encourage commercial development in downtowns.	Yes	Ongoing

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
To create a regional water commission.	1) Encourage the formation of water authority to lower costs.	1.1. Develop strategic connection plan.	Yes	McDuffie-Warren County water supply agreement
		1.2. Foster continued cooperation between the local governments and the Corps of Engineers.	Yes	Ongoing

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
Prevent encroachment from affecting installation.	1) Regional land use coordination.	1-1. Create a working land use group with Fort Gordon and abutting counties.	Yes	Preliminary list of priority implementation policies identified
		1-2. Utilize appropriate land use regulation tools to prevent encroachment.	Yes	Ongoing

GOAL	OBJECTIVES	STRATEGIES	ACCOMPLISHED	COMMENTS
To provide quality, affordable housing for low to moderate income individuals.	1) Increase the number of quality, affordable housing units.	1-1. Coordinate with local governments, state, and regional agencies to develop housing strategic plans for the region.	Yes	Housing action plans completed for Louisville and Washington
		1-2. Encourage housing along existing infrastructure corridors.	Yes	Included in comprehensive plans.
		1-3. Provide Home Buyer Education classes for low to moderate income citizens.	No	DCA conducting workshops
		1-4. Provide housing maintenance counseling for low to moderate income homeowners.	No	DCA conducting workshops
		1-5. Partner with state and regional agencies to provide down payment assistance and other financial tools for low to moderate income homebuyers.	No	DCA project

MONITORING AND EVALUATION PROCEDURES

Monitoring and evaluation procedures for the CSRA RDC are conducted throughout the year. On a monthly basis, the Planning Director meets with other department heads and discusses the Regional Work Program (RWP). These meetings include representatives from the Area Agency on Aging, Economic Development, Local Government Services, GIS and Planning. At each meeting, the RWP is reviewed to discuss current projects and anticipated future projects. Another goal of these meetings is to look for areas within the regional work program that could be revised to become interdepartmental in order to more fully integrate the goals of each department within the RDC.

Should potential RWP revisions be identified during each monthly meeting, suggestions are drafted for possible inclusion in the next RWP. In addition to monthly department head meetings, the RWP is evaluated by the Planning Director during the course of completing required quarterly reports for the RDC Board, the DCA contract and the DOT contract. The resulting staff-generated revisions to the RWP in each subsequent year have been relatively minor – reflecting changing conditions, funding opportunities, (local) plan implementation activities, etc.

The comments of the CSRA RDC Board are also solicited at the beginning of each calendar year. Comments from Board members – and representatives of other member jurisdictions are accepted for a 2 month period and may be incorporated into the revised RWP presented at the March Board meeting for the members’ consideration.

For the proposed FY2009 Regional Work Program update, the monitoring and evaluation process generated the following single revision:

- 1. Topic:** Add language emphasizing the need to create tax incentive districts to promote local economic development efforts (*Note: Change highlighted in yellow*).

GOAL	OBJECTIVES	STRATEGIES	TIMELINE	RESPONSIBILITY	COST ESTIMATE	FUND SOURCE
Support an ongoing program that will attract industries to the CSRA.	1) Enhance the marketing capabilities of each CSRA county to attract new industry and employment opportunities.	1-1. Assist and train local economic developers and community leaders in community marketing, dealing with prospects, forming incentive packages, and strategic planning.	2009-2013	RDC, Local, GADEcD	N/A	N/A
		1-4. Promote local economic development tax incentives through the creation of enterprise zones and opportunity zones.	2009-2013	RDC, local, Ga DCA	N/A	RDC, Local

Comments: The proposed addition of strategy 1-4 supports the ongoing implementation of the *Southwest Washington Urban Redevelopment Plan*, and highlights tools that will be recommended in upcoming downtown master and urban redevelopment planning activities in the region. The addition is incorporated into Page #1 of the RWP.

The resulting updated RWP is more indicative of tasks and projects that the RDC can work on to meet broad goals of our region. Identifying each individual project is not the goal of the RWP, but is a guide in determining what types of projects we can undertake. The RWP will continue to be revised and the monitoring and evaluating procedures put into place will continue to be expanded to include other relevant programs in the region.

ASSESSMENT OF REGIONAL PLAN'S EFFECTIVENESS OF ACHIEVING REGIONAL GOALS

The RDC was successful in accomplishing the majority of the strategies outlined in the Regional Work Program. Those strategies not fully achieved lacked either local government interest or lacked funding.

There are ten (10) target area goals and an additional twelve (12) objectives outlined in the CSRA RDC's Regional Work Program.

The region's ten (10) target area goals include:

- Target Area #1: Support an ongoing program to attract industries to the CSRA.
- Target Area #2: Assist efforts to provide quality and affordable housing for all income levels.
- Target Area #3: Support efforts to improve and expand public facilities and infrastructure in the region.
- Target Area #4: Provide the necessary tools to achieve sustained and orderly land use patterns.
- Target Area #5: Support Kaolin dependent areas to intensify economic development in order to sustain local economies.
- Target Area #6: Provide tools necessary to respond to manage growth and respond to development pressures.
- Target Area #7: Encourage efficient development within those areas that already have infrastructure to sustain higher densities.
- Target Area #8: Facilitate the creation of a regional water commission.
- Target Area #9: Prevent encroachment from negatively impacting Fort Gordon's operational environment.
- Target Area #10: Provide Enterprise Community residents' quality and affordable housing.

As the report of accomplishments demonstrates, the RDC has generally been very successful in achieving the goals, objectives, and strategies set forth in the Regional Work Program. In all, nine of ten goals and twelve of thirteen objectives were

substantially completed during the planning period. Target area 5 was a goal that could not be reached due to funding constraints. This target area continues to be deemed an important area in the region, and the RDC will continue to pursue the goal and objective set forth in this element.

The following table identifies each goal and shows the overall success of achieving the objectives set forth under each of the regional goals:

Goal/Objective Completion Rates for CSRA RDC during FY08

Goal #	Goal	Total Objectives	Objectives Accomplished*	Objective Not Accomplished	Success Rate
1.	Support an ongoing program to attract industries to the CSRA	4	4	0	100%
2.	Assist efforts to provide quality and affordable housing for all income levels.	1	1	0	100%
3.	Support efforts to improve and expand public facilities and infrastructure in the region.	1	1	0	100%
4.	Provide the necessary tools to achieve sustained and orderly land use patterns.	1	1	0	100%
5.	Support Kaolin dependent areas to intensify economic development in order to sustain local economies.	1	0	1	0%
6.	Provide tools necessary to respond to manage growth and respond to development pressures.	1	1	0	100%
7.	Encourage efficient development within those areas that already have infrastructure to sustain higher densities.	1	1	0	100%
8.	Facilitate the creation of a regional water commission.	1	1	0	100%
9.	Prevent encroachment for negatively impacting Fort Gordon's operational environment.	1	1	0	100%
10.	Provide Enterprise Community residents' quality and affordable housing.	1	1	0	100%

*Objectives are deemed accomplished if the primary strategies associated with each objective have been substantially completed.

Regional Advisory Council Consultation

In January, 2008, the CSRA Regional Development Center contacted DCA Regional Representative Tina Hutcheson to discuss the review method for RAC members. Ms. Hutcheson suggested forwarding the draft work program to her for distribution to RAC members. RAC members were given up to March, 7 2008 to provide feedback. No recommendations were received from RAC members.