

PLAN 2040

ARC IMPLEMENTATION PROGRAM





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Adopted July 27, 2011



ATLANTA REGIONAL COMMISSION

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PLAN 2040

Implementation Program

Based on a recommendation from a study commissioned by the Atlanta Chamber of Commerce in 1938, the first publicly supported multi-county planning commission in the United States was created in Atlanta in 1947 by the Georgia General Assembly. It was known as the Metropolitan Planning Commission (MPC) and served DeKalb and Fulton counties and the City of Atlanta. The Atlanta Regional Commission (ARC) is the successor of the MPC and has broadened its boundaries and roles over 63 years.

ARC is responsible for developing regional planning policies for the Atlanta metropolitan area. Georgia's comprehensive planning legislation establishes Regional Commissions (RCs) to assist local governments with the planning process and to prepare and to implement comprehensive regional plans.

State law also designates ARC as a Metropolitan Area Planning and Development Commissions (MAPDC). MAPDC authority is cumulative with Regional Commission authority and supersedes any conflicts. As a MAPDC, ARC has all of the powers of an RC, as well as additional authority specific to the MAPDC. ARC is the only MAPDC in the State of Georgia. The law that created ARC provides unique authority and allows possible activities, programs, and actions. With support from local governments, ARC could potentially pursue some new actions to aid implementation of local and regional plans.

ARC also serves as the Metropolitan Planning Organization (MPO) under federal law. Federal law provides for the development of transportation plans by regional Metropolitan Planning Organizations that are created by the states. The MPO role, combined with other ARC actions, supports a comprehensive strategy to implement regional land use plans linked with transportation programming.

ARC is composed of local governments throughout the region. Its boundaries include 10 counties for purposes of its RC function, all or part of 18 counties for its MPO functions, and all or part of 22 counties for purposes of Clean Air Act nonattainment planning. ARC has broad planning powers and several key responsibilities that relate to plan implementation. Unlike cities or counties, ARC is a creature of statute rather than the state constitution. ARC does not have zoning authority and does not enforce land development regulations. However, it does have authority to craft regional policies, to direct transportation investments, and to facilitate the implementation efforts of its constituent local governments.

As an RC, ARC's powers are liberally construed to achieve their purposes. In addition, ARC has all power and authority necessary or convenient to enable it to perform and carry out the duties and responsibilities imposed on it by its enabling legislation. Additionally, several of the RC's express powers are granted in expansive terms. For example, the statute enumerating the RC's planning and technical assistance activities states that the RC's authority is not limited to the listed activities.

An important source of regional authority is the development of a Regional Plan. The Georgia Department of Community Affairs (DCA) prepares minimum standards and procedures for the development of regional plans. As with ARC's authority, the regional planning legislation is liberally construed.

ARC reviews local government comprehensive plans for compliance with the regional plan. Compliance is required for local governments to obtain Qualified Local Government (QLG) certification from DCA. While plan implementation is not mandatory, QLG status may be required for a local government to receive state grants and loans. A QLG must have a plan that complies with the state minimum standards and procedures

and plan implementation mechanisms consistent with those established in its comprehensive plan and with the minimum standards and procedures.

ARC reviews local plans for compliance with the Regional Agenda – the implementation program for PLAN 2040. Georgia DCA can decline QLG certification if a local government refuses to participate in a mediation of a conflict between its plan and the Regional Agenda.

In addition to being the official planning agency under state law for the 10 county region, ARC is also the Area Agency on Aging (AAA). ARC provides planning support staff to the Metropolitan North Georgia Water Planning District (MNGWPD), whose mission is to develop comprehensive regional and watershed-specific water resources plans for implementation by local governments. ARC also serves as the administrative agency for the Atlanta Regional Workforce Board (ARWB). The ARWB is responsible for policy development, systems oversight, services development, implementation and regional management of the federal workforce development system of one-stops, training through Individual Training Accounts, and youth development programs.

During 2010, a consultant team for ARC conducted a legal review of regional and local authority to implement plans. The legal review documents are available on ARC's website. A summary of the legal review related to ARC's authority is below.

ARC has authority to undertake many activities including the following:

- Develop plans
- Complete federal and state requirements
- Address local governments' needs
- Enter into contracts/administer funding
- Develop incentives for implementation
- Coordinate and contract to build multi-jurisdictional projects
- Raise funds through coordination with local governments, applications, grants, etc.
- Undertake diverse programs and facilitate implementation

ARC is the acknowledged regional resource for information and maps on wide-ranging areas of data needs. ARC maintains an extensive planning database, which includes U.S. Census information, current population estimates and demographic and economic forecasts. All information used by ARC is available to the public, and all ARC meetings are open to the public. Plans and policies adopted by the local governments, working together through ARC, provide important guidance to the formulation of regional plans and programs and to federal funding decisions.

ARC has many strengths as an organization. Among the most important benefits of ARC include:

- Convene government, business and non-profits to work together
- Develop and disseminate information and best practices

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- Serve as an objective regional and long term perspective on issues
 - Provide services to local governments and citizens

ARC undertakes many existing programs, collaborations and initiatives. Meetings, forums and dialogues with local government elected officials, professional staff, non-government organizations and citizens occur regularly at ARC. Regular meetings and collaborations include:

- Land Use Coordinating Committee (LUCC)
- Transportation Coordinating Committee (TCC)
- Aging Committee
- Environment and Land Use Committee (ELUC)
- Transportation and Air Quality Committee (TAQC)
- Meetings of local government managers and economic development professionals
- Regional Housing Forum
- Atlanta Regional Workforce Board and ARWB Youth Council
- Innovation Crescent Sector Strategy Committee
- GEM Sector Strategy Committee
- Health Occupations Sector Strategy Committee

Key Outcomes from PLAN 2040

The key outcomes of PLAN 2040 adoption include the following:

- A long term vision of the regions land use patterns in the Unified Growth Policy Map (UGPM).
- A Regional Resource Plan to guide protection of environmental, cultural and historic resources.
- A Regional Development Guide to outline densities, development types and priorities for implementation.
- A constrained transportation program in the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP).
- A sustainability work program of implementation actions to further PLAN 2040.
- Regional and Local Performance Measures to guide implementation.
- A system to manage PLAN 2040 actions and communicate performance to the Commission members and local governments.

PLAN 2040 Purpose and Values

The PLAN 2040 Purpose statement, *visionary leadership for sustainable growth by balancing environmental responsibility, economic growth and social needs while maximizing benefits to all*, was adopted by the ARC Board and supported by three Values.

Value #1: Lead as the Global Gateway to the South

Value #2: Encourage Healthy Communities

Value #3: Expand Access to Community Resources

It was agreed that the Atlanta region is well positioned for greater success, but only if local governments, businesses, and citizens are prepared for changes in the way they live and do business. PLAN 2040 encourages those key changes that will be needed to foster sustainable communities. Building healthy communities in a comprehensive manner to address environmental and health needs is a primary change, as is ensuring that all citizens have the maximum access possible to advance their lives with the region's capacity. Many of the key components of PLAN 2040, including the Regional Development Guide and Local Government Performance Standards, are organized around five Objectives that are based on the regional Purpose and Values. Each of the five Objectives correlates to specific provisions of the Regional Findings and provides an organizational framework for the PLAN 2040 Principles. Icons for each Objective are carried through all PLAN 2040 documents to identify how each provision furthers the attainment of the Regional Purpose.

PLAN 2040 Objectives



Increase mobility options for people and goods.



Foster a healthy, educated, well trained, safe, and secure population.



Promote places to live with easy access to jobs and services.



Improve energy efficiency while preserving the region's environment.



Identify innovative approaches to economic recovery and long-term prosperity.

PLAN 2040 Findings

The region is well-positioned for an economic recovery, but must be able to seize opportunities.

The long-term economic success of the region is directly tied to the availability of water.

Access to employment opportunities in the region's most developed centers will be critical.

Further outward expansion will adversely impact the region's capacity to meet current and future needs.

Demographic and market forces that shape residential needs will change the types and locations of housing demanded.

Not only does the region need increased funds for transportation but also better management of existing assets.

The composition of the region's 8 million residents in 2040 will be very different from the population of today.

The region must continue to plan for growth while better coordinating management of environmental, cultural and historic resources.

Differences between cities, counties, and other areas of the region must be understood to gain regional support and greater cooperation.

In order to maintain prosperity regional partners must work collaboratively among all levels of government and with private and non-profit sectors.

Objectives



PLAN 2040 Principles

The Atlanta Regional Commission adopted the PLAN 2040 Objectives in July 2010. ARC staff developed Principles that further refine the adopted Objectives based on former regional policy as well as recent regional activities, including Fifty Forward. The Objectives and Principles will become the official land use policy that guides programs, decisions and investments within the PLAN 2040 Implementation Strategy.



Increase mobility options for people and goods by

- Assuring the preservation, maintenance and operation of the existing multimodal transportation system.
- Continuing to implement cost effective improvements such as sidewalks, multi-use trails, bicycle lanes, and roadway operational upgrades to expand transportation alternatives, improve safety, and maximize existing assets.
- Maintaining industrial and freight land uses at strategic locations with efficient access and mobility.
- Maintaining and expanding infrastructure to support air and rail travel and transport.
- Strategically targeting roadway capacity improvements to serve regionally significant corridors and centers.



Foster a healthy, educated, well trained, safe and secure population by

- Building communities that encourage healthy lifestyles and active living for all ages, with provisions for healthcare, education, recreation, cultural arts and entertainment opportunities.
- Promoting a regional community that embraces diversity – age, ethnicity, and lifestyle – as its strength.
- Promoting access to quality schools, career training, and technology literacy to provide a workforce that can support economic opportunity.
- Promoting public safety efforts to create vibrant and safe 24-hour communities.



Promote places to live with easy access to jobs and services by

- Building compact development in existing communities with integrated land uses that will minimize travel distances and support walking, cycling and transit.
- Increasing housing, services, and employment opportunities around transit stations.
- Providing a range of housing choices to accommodate households of all income levels, sizes and needs and to ensure that workers in the community have the option to live there.
- Protecting the character and integrity of existing neighborhoods, while also meeting the needs of the community.



Improve energy efficiency while preserving the region's environment by

- Conserving and protecting environmentally-sensitive areas and increasing the amount and connectivity of greenspace.
- Continuing to enhance stewardship of water resources throughout the region.
- Promoting energy-efficient land development and infrastructure investments that foster the sustainable use of resources and minimize impacts to air quality.
- Encouraging appropriate infill, redevelopment and adaptive reuse of the built environment to maintain the regional footprint and optimize the use of existing investments.



Identify innovative approaches to economic recovery and long term prosperity by

- Focusing financial resources and public investments in existing communities.
- Establishing a regionwide economic and growth management strategy that includes federal, state, regional and local agencies, as well as non-governmental partners.
- Enhancing and diversifying economic development activities to include sectors like life sciences, logistics and transportation, agribusiness, energy and environmental technology, healthcare and eldercare, aerospace technology and entertainment and media production.
- Leveraging the diversity of the region – our people, places and opportunities – to continue to attract business and residents.

Key Stakeholder Comments

Over 100 individual meetings, plus four online public meetings, were held in 2010. These meetings provided much opportunity for public comment. Below is a condensation of the most prevalent thoughts received to date. To view more detailed public comment reports, connect to <http://www.atlantaregional.com/transportation/plan-2040/what-weve-heard>

Policy

- Provide incentives to implement public policy decisions.
- Put into place supports to grow the economy/jobs.
- We need to do better with what we have.
- Connect across jurisdictional, modal, geographic, economic, and system boundaries.
- Ensure that local plans are reflected regionally.
- Those with disabilities must have more access alternatives.
- *Lifelong Community* principles tie directly into housing and transit options.
- Emphasize less cost to build and maintain, reduced emissions, increased connectivity, greater efficiency in all aspects of development and impact on the environment.
- Transit-oriented development should include all kinds of uses except industrial .
- Focus the plan on results for people, places, and opportunity - together.

Development

- How do we focus investments on already-developed areas versus outlying areas of the region?
- Density in land development only works in certain areas.
- Include affordable housing and education assets in land use plan considerations.
- Where is the water and energy conversation?
- Decision-makers need to understand how sustainable development contributes to the region in order to advocate and implement.
- Concern over housing affordability in transit-oriented developments.
- The safety provided in cul-de-sac development is important for families with children.
- Keep industrial and freight uses along interstates and at margins of the region away from living and green spaces.
- Greenspace protection should be focused on all waterways, as well as in connections to activity centers, schools, public buildings, and sensitive areas.

Travel

- Focus on moving people, not cars.
- Increase the plan's emphasis on walkability.
- Provide transit options in many forms, including support for a regional transit system.
- Safety is a primary concern from both a travel perspective and in our neighborhoods.
- Reduce traffic congestion.
- Include a *Complete Streets* policy in *PLAN 2040*.
- Recognize that infrastructure is not free – transportation is a major expense for a modern society.
- Efficiency of roadway travel is not always good for movement within town/city centers in terms of safety and mobility.
- Expand connections between major interstates and highways.
- Suburb-to-suburb connections are essential to servicing transit needs of the currently built areas.
- Enhanced rail capacity for the movement of freight and people should be emphasized – commuter rail to other Georgia locations is important.

PLAN 2040 Sustainable Work Program

Georgia Department of Community Affairs (DCA) rules require that ARC consider activities it will perform to assist local governments and other regional actors to act consistently with the regional plan. Actions identified should include planning and coordination activities, and review activities, along with various direct services provided by ARC. The following narrative provides a summary of major program activities offered through ARC.

Georgia DCA Regional Planning Requirements

DCA rules require that ARC promulgate PLAN 2040. In doing so, ARC will:

- Consult with all local governments in the region to explain the contents of the Regional Agenda. Discussion will also entail encouraging consistency between local plans and the Regional Development Map; aligning investments for new and upgraded public facilities with the Guiding Principles; and following the Performance Standards in developing and implementing local comprehensive plans. ARC's management of the Local Performance Standards during the next three years (2011-2014) will be a crucial element of supporting new sustainability actions at the local and regional level. ARC will seek to direct assistance to local governments to meet the standards, thereby advancing a refined understanding and increased implementation of sustainability practices across all local governments and the region.
- Consult with other important regional stakeholders - such as developers, chambers of commerce, environmental protection groups - to explain the contents of the Regional Agenda and to encourage them to coordinate their activities to achieve the desired development patterns for the region.
- Consult with staff of the Department of Transportation (GDOT), Department of Natural Resources (GDNR), Georgia Environmental Finance Authority (GEFA) and other appropriate state agencies to encourage them to coordinate their activities with the Regional Agenda.

Livable Centers Initiative (LCI)

ARC established the Livable Centers Initiative (LCI) in 1999, with the first studies awarded to local governments in 2000. Over the past 11 years, the LCI program has spurred cities, counties and communities of all sizes to undertake planning and create transportation-efficient land use strategies for activity centers, town centers and corridors. The LCI program has been the Atlanta region's primary regional program and resource during the past decade to spur redevelopment, foster new urban development and implement transit-oriented development (TOD). To date, over \$175 million in planning and transportation funds have been allocated to support 107 distinct planning areas in the region.

In 2009, the ARC Board adopted a resolution extending LCI study funds through 2012, with the intention that the program would be addressed more fully in PLAN 2040. The below is a recommendation for the continuation of the LCI program in PLAN 2040.

ARC will continue LCI study funding at the current level of \$1.25 million per year in the next TIP which will cover 2012 to 2017. Furthermore, ARC reaffirms the commitment of \$500 million (minus funding programmed to date) in the RTP for transportation projects stemming from LCI studies. The LCI program will

continue on the foundation of supporting three general concepts: mixed land uses, transportation options, and public involvement. In addition, the focus of the LCI program in PLAN 2040 is centered on advancing two themes: 1) implement investments in current LCI communities; 2) support transit throughout the region, with particular emphasis on optimizing existing transit stations/services.

Existing LCI Study Implementation - Supplemental study funds may be used for a specific action requiring additional planning work as identified in the original LCI plan or update, such as preparing detailed studies, codes, or other supporting efforts that foster LCI plan implementation. Emphasis for supplemental studies will be placed on TOD implementation, which includes creating detailed development concept plans, changing local codes to allow for innovative development, and preparing a housing plan to ensure a full-range of TOD-supportive housing. Supplemental study dollars will also be prioritized to fund updates to existing LCI studies that are 10 years old.

New LCI Studies - The selection of new LCI studies will focus on regionally significant *centers* that can accommodate development in a mixed-use environment supported by multiple transportation modes, with a modal emphasis on existing or planned transit service. *Corridors* may be considered, provided they meet the above criteria and are developed in a context-sensitive manner, e.g. complete streets, with supportive access management and nodal development strategies. All eligible study areas must be identified on the UGPM as areas appropriate for more intense development with accompanying infrastructure. The selection of individual studies will be prioritized around areas that show a “confluence of opportunities” – areas that include multiple opportunities for development that support regional goals.

Transportation Funding - Maintain the \$500 million commitment in the RTP (minus funding programmed to date) for transportation projects coming out of LCI studies. Transportation funding will remain available for any project eligible for L230 funds that supports LCI plan implementation. Particular emphasis will be given to creating multi-modal communities, complete streets, and first mile-last mile improvements.

Special Study Focus Area - ARC staff will annually consult with an advisory committee – such as ELUC or another selected group – to identify emerging regional issues that warrant further study or emphasis (e.g., foreclosures, aging population, access to fresh food, etc.) in LCI plan development and implementation. The identified focus area will be used as a prioritization filter for reviewing new LCI study applications and LCI supplemental study applications during the following application cycle. In addition to LCI studies, ARC staff may direct, conduct or otherwise undertake a study to support the designated special study focus area in conjunction with affected local government(s); this type of study can be in any location throughout the region and may not necessarily be in an LCI study area.

Additional work to be considered for LCI - ARC staff will develop specific requirements and management processes to ensure the program aligns with the concepts and themes identified above. In addition, the following concepts will be considered:

- Fund Swap: Swap federal L230 dollars (a portion of the \$500 million commitment) with a local government, agency or CID for local funds. ARC would use these more flexible local funds to support plan implementation and expedite project delivery, and may include:
 - Land banking for housing at TOD sites around existing transit stations;
 - Small project funding for transportation projects under \$500,000 that would not otherwise be cost effective with respect to going through the GDOT project approval process (PDP). Projects funded with MARTA offset funds would serve as a model for this program.
- Consider models for Public Private Partnerships for LCI plan implementation

- Connectivity master plan for existing LCI areas, focusing on non-SOV connectivity.
- Work with the HUD grant Atlanta Consortium partners (LCC, ANDP, Southface, Georgia Organics, Civic League, NEXUS) to determine the extent of technical assistance available to LCI areas to further sustainability goals.
- Coordinate a Sustainability Network – pursue the concept of a broader sustainability network to multiple efforts across the region that supports sustainability. Network used for information sharing, feedback and policy/program direction, leverage resources.
- Seek additional funding opportunities from a wide range of resources (government, non-profit, private) to support LCI plan implementation assistance.
- Establish performance targets/measures for the LCI program and/or individual LCI communities to track during implementation.
- Consider efforts to coordinate and support Local Performance Standards as outlined in PLAN 2040.

Sustainable Communities

ARC submitted a grant application request to the U.S. Department of Housing and Urban Development (HUD) through the Sustainable Communities Regional Planning Grant. The Consortium application, which focused on Sustainable Local Development Plans, was not successful and therefore no additional funding will be available for this work element. However, ARC staff proposes to retain it for several reasons.

ARC staff views the basic components of the HUD application, collectively, as a good model for the creation of sustainability programs with local governments. The members of the Consortium possess expertise in areas of sustainable construction, housing and development that are needed in the region. Several years of experience can and should be demonstrated and greater support provided to local building officials, planners and elected officials to better understand sustainable design and energy/water-efficient construction practices.

One key Consortium member – and important partner – is Southface Energy Institute. Accordingly, ARC staff will coordinate with Southface Energy Institute to expand awareness of programs that address energy efficiency and design issues, including EarthCraft Homes and Communities and the Sustainable Cities Institute.

The Home Depot Foundation has provided funds for Southface and ARC staff to receive training from the National Charrette Institute. With this training complete in 2011, Land Use staff will assist Southface with a charrette at the Edgewood-Candler Park MARTA station. The Edgewood-Candler Park MARTA station charrette will be coordinated with MARTA and the community with support from the Zeist Foundation.

During the past five years, ARC Land Use staff has provided organizational assistance and guidance to Southface during the development of the EarthCraft Communities and Homes programs. Southface has also been awarded funds and constructed a facility, known as the Southeast Weatherization and Energy Efficiency Training (SWEET) Center, for training private contractors on all aspects of efficient construction. ARC can work to include the Georgia Tech Building Construction program staff and students in such trainings. Southface, with the Home Depot Foundation, has also developed a website known as Sustainable Cities Institute that focuses on design and sustainability.

ARC will work with ANDP to coordinate local housing staff to share best practices related to foreclosure strategies. Land Use staff and ANDP led an effort in 2010 to kick off a regional initiative known as Piece

by Piece. A November 30th event was keynoted by Henry Cisneros. ARC has committed to convening local government and housing authority staff to consider best practices and new actions to limit the impacts of foreclosure. LUCC will also work during 2011 to outline steps for vacant subdivisions and enforcement related thereto.

The Georgia Conservancy leads an effort known as Blueprints for Successful Communities, for which ARC provides limited support upon request. Additionally, the Georgia Conservancy and Georgia Tech planning and architecture professors have co-developed a training module known as Good Urbanism 101 for use in Georgia. Also, Georgia Tech architecture students annually develop reports and plans of LCI areas.

ARC's Land Use Division has coordinated with sustainability-focused organizations for several years. Continuing these efforts, ARC will leverage these resources and guide them to needs identified by local governments.

Resource Plan

The Regional Resource Plan integrates natural and cultural resource planning into the larger framework of transportation and land use issues within the region. The Resource Plan can build on the success of past ARC initiatives, including the Regional Greenspace Inventory and Green Infrastructure Toolkit, and draw from the wealth of experience and energy of regional conservation and preservation partners. Several steps will be critical to the establishment of a solid foundation for initiatives that implement the plan.

Convene a subcommittee of LUCC – This committee should include regional conservation/preservation partners, and its purpose should be to promote the promulgation of the Regional Resource Plan in accordance with DCA's Rules for Regional Planning. ARC will encourage participation by state agencies and NGOs that participated in the development of PLAN 2040, as well as other interested parties. This should include ensuring that area consultants are familiar with Regional Resource Plan priorities so as to better serve local government clients. ARC staff will serve as a technical resource to those undertaking conservation and preservation initiatives in the Atlanta region.

Develop research, data and other information – ARC has an integral role to play in support of the implementation of conservation and preservation activities supportive of the Regional Resource Plan. Projects undertaken by staff will include, but are not limited to:

- Develop a regional Trail Master Plan based on the various conceptual trail master plans developed throughout the region
- Update and revise the regional Greenspace Inventory
- Create and update a regional historic and cultural resources inventory utilizing existing data from sources such as GNAHRGIS and the National Park Service, as well as data from Section 106 review surveys

ARC staff will continue to review and forward Section 106 notices, as appropriate, to local governments, LCI sponsors, etc., along with clarification as to why they receive these notices. Further work is needed for the conservation and enhancement of rural working landscapes and other agricultural uses in the region. Projects undertaken by staff will include, but are not limited to

- Create and update an inventory of active agricultural sites
- Develop the background research, framework and potential scenarios for a Regional Transfer of Development Rights program

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- Identify activities that could further the success of regional farm-to-market programs

Continue to update the Regional Resource Plan – Pursuant to the Resolution to adopt the Regional Resource Plan, the plan will be updated annually based on stakeholder input and regional priorities.

ARC staff will continue to maintain and update the list of regional stakeholders that includes numerous conservation and preservation organizations, local governments, and consultants. ARC staff will solicit for annual nominations from regional stakeholders and will continue to identify potential Regionally Important Resources per the criteria adopted by the ARC Board. In the short term, particular attention will be given to resources that lacked sufficient documentation in the initial draft, including gardens, cemeteries, scenic corridors, and archaeological sites.

Seek additional funding opportunities - ARC staff will work to identify funding sources to enhance implementation and program delivery of projects supportive of conservation and preservation initiatives. This effort should be undertaken to further not only the priorities of the Regional Resource Plan, but also to include other components of PLAN 2040 related to urban design standards for development that may impact identified or potential Regionally Important Resources.

Transit Oriented Development (TOD)

Support MARTA and local governments for TOD – ARC has begun to assist MARTA staff with undertaking presentations on TOD in jurisdictions with MARTA rail stations. ARC and MARTA will present to local government staff and interested elected officials, planning commissioners, and other local leaders on ARC transit station policy, the PLAN 2040 Development Guide, LCI plans, TOD benefits and MARTA guidelines. Included in each presentation could be a proposal for ARC and MARTA to work with the local government to establish a process for improving the transit station area in general, including pedestrian access, and building TOD within the framework of the existing LCI and local plan.

Document MARTA station policy - Based on MARTA work from 2009, ARC staff will undertake a more detailed review to determine the actions needed to create transit-oriented development at MARTA stations. ARC will review LCI plans, supplemental plans, Community Choices, and other planning efforts to identify jurisdictions with regulatory needs as well as pedestrian and other transit/TOD-related infrastructure needs. Staff will then develop a baseline of stations and jurisdictions ready for TOD and those that need help, followed by a prioritization of these station areas and jurisdictions. Additionally, staff will promote MARTA guidelines during the LCI study development process, thereby helping identify stations requiring assistance on TOD. Finally, ARC Land Use staff will develop funding options for the detailed study of transit stations and local supporting infrastructure.

TOD at key MARTA stations - Through a charrette and other methods, staff will develop community support and visions for TOD at existing MARTA stations; review parking needs in relation to available spaces at each station; and analyze sidewalk availability and other pedestrian issues. The Land Use Division will focus on two to three stations annually that are ready for development, while seeking to engage private sector partners. The Brookhaven and Edgewood MARTA stations are anticipated to fall into this category in 2011.

As mentioned in the Sustainable Communities section, Southface, Zeist Foundation, and others are collaborating with ARC on an Edgewood station charrette in 2011. The charrette will not only create opportunities to facilitate new development, but it will also support Southface and ARC in the development of a model for engaging communities around specific planning issues and developing community support for design and development at MARTA stations and other areas. Brookhaven station is another LCI area at which MARTA supports additional development. As such, a charrette may similarly help attract private sector partners prior to the issuance of an RFP.

TOD website - ARC has established a base TOD website and will continue to add content and information to promote TOD within the region. Website development will be coordinated with other ARC work, such as housing, and will include resources from the federal government and non-profits, such as the Center for TOD.

Determine role for Area Plan Review (APR) – The Land Use Division and other ARC staff will work to determine where TOD actions should be coordinated and supported in other programs of work, including APR.

Housing and Residential Development

Piece by Piece Initiative (PbP) – ARC staff will collaborate on foreclosure support and neighborhood stabilization in support of the PbP initiative. Included in this process is a meeting with local government housing and community development staff and housing authority staff in January to facilitate a dialogue on housing needs related to foreclosures. ARC and the committee will discuss whether or not this convening should be a regularly scheduled discussion. The initial meeting will provide a venue for sharing best practices, specifically dealing with enforcement issues, backlogs of vacant homes and ways in which local resources are being used to address foreclosures. Staff will attend and offer support as needed to ANDP's meeting with local elected officials related to PbP follow-up. Additionally, ARC intends to offer support as needed for February MICI meeting related to PbP (policy sector convening).

Model Housing Element Guidelines – ARC will undertake a process with GTSAND and other partners to develop model housing element guidance for local government comprehensive plans. All local governments in the region maintain existing housing sections and policy in their comprehensive plans. In 2009, Tom Rodgers, Ed.D and Karen Tinsley, Ph.D, both of UGA, completed a report on the housing sections of local comprehensive plans for GSTAND. Among the findings was a large variation in the quality and depth of work plans with no discernible connection to the size of each jurisdiction's population or resources available to complete the plan. ARC will also consider ways of providing support to local governments to address local housing needs as identified in their comprehensive plans. For example, if a community identifies a large jobs/housing imbalance or a shortage of housing available to a segment of its population, ARC can help analyze what this means for the municipality and help identify and consider tools available to lessen these disparities.

Regional Housing Forum including coordination with Steering Committee – ARC will continue to offer support to the quarterly Regional Housing Forum. This includes continuing coordination with the Steering Committee on forum topics and planning for the quarterly event (securing and preparing speakers, logistical coordination, meeting summaries, etc). Staff will work with the Steering Committee to consider a revised and strengthened role for the Housing Forum in 2011.

Facilitate role for housing in reconstituted ELUC – The mission of the proposed Community Sustainability Committee (formerly ELUC) includes a focus on housing. ARC will facilitate a conversation with the committee to determine what this new role means for its work, as well as ARC's work. Subsequently, Land Use staff will undertake any new work items or responsibilities deemed appropriate by the committee as they relate to housing.

Support Minimum and Excellence Local Performance Standards for housing – This work element includes an initial meeting with local government staff to review standards and determine what local governments are already doing, what standards they will need to focus on completing in the coming three years and what assistance ARC may need to provide in meeting these standards. Staff will assist local governments as necessary to achieve compliance with these standards. Several standards related to housing involve some sort of audit, policy or regulation; in 2011 staff will work to develop a template that local governments can refer to for these items.

Maintenance on Atlanta Regional Housing website - ANDP manages the content on the Atlanta Regional Housing webpage at www.atlantaregionalhousing.org. ARC will continue to assist and offer support to this function, and will also work with ANDP to update content and strengthen the site as a resource for housing professionals. This includes providing new research, data and current events related to the affordable and workforce housing market, and continuing the dialogue with ANDP to ensure that ARC is assisting as needed.

Pilot to support Housing Needs Dialogue - UGA, DCA and GMA's Georgia Initiative for Community Housing offers communities a three-year program of collaboration, training and technical assistance related to housing and community development. The program's objective is to help identify and frame housing needs in the community and subsequently create and launch a locally-based plan to meet those needs. Through UGA's program, participating communities form a housing team comprised of local staff, non-profits, stakeholders and private sector organizations. This team attends six retreats which are modeled on the National League of Cities' Affordable Housing Program. The program focuses on approaches to solving community housing issues (e.g., the use of land banks), and on available housing programs, and introduces unique partnerships and housing success stories. ARC will undertake a program to support local governments interested in undertaking a similar housing needs dialogue.

Plans, Design and Codes

Centers audits and analysis – ARC staff will review LCI plans and supplemental studies, as well as Community Choices and Lifelong Communities recipients' programs to determine the consistency of these areas codes with the visions of LCI and other programs, and regional policy in PLAN 2040. Such analysis will help determine if plans have been implemented and what, if any, implementation is still needed. Areas that should receive additional assistance can be prioritized.

Mixed-use/Development Report – Building on the Development of Excellence (DOE) areas, Land Use staff intends to develop a report that inventories the mixed-use and/or innovative development projects in the region, outlining the success or failure of certain projects or project types and the factors related to their success or failure. Discussion topics could include perceived national, regional and local market directions (north side, southside), and the future of mixed-use and smart growth. This report could also inventory greyfields and major redevelopment sites in the region.

Collaborate for urban design – In an effort to utilize professionals and students from colleges and universities for design and technical work, ARC plans to coordinate with the Georgia Tech College of Architecture and School of City and Regional Planning to provide training and assistance to local governments to promote better design and construction codes. Ellen Dunham-Jones, Doug Allen, Richard Dagenhart, Mike Dobbins, Rick Porter and others at Georgia Tech have expressed interest in collaboration on urban design and development code issues. Other possible collaborations include working with the Georgia Conservancy, using the models of Good Urbanism 101 and the Blueprints program. ARC will organize presentations to local governments, community organizations, and neighborhoods throughout the region on issues of design and innovative development models. As a pilot program or a follow up to an existing program, ARC will consider providing planning support or a charrette focusing on a smaller center below the threshold for an LCI. Charettes and reports conducted by the Treasure Coast, Regional Planning Council (RPC) may serve as a model. ARC will also explore developing a regular program to support local government actions in smaller centers.

A multi-divisional group within ARC could also possibly house or partner with Lifelong Community charrettes and assistance programs, walkable community workshops, the Community Choices program, and other related activities.

HJIA Airport Area Study – ARC will consider a process with local governments to review the policy, development potential and future of the area around the HJIA airport. Work activities would include developing a series of maps and an inventory of existing plans, uses, and structures around the airport; holding a joint meeting of neighboring local governments and authorities and considering a process to continue engagement; investigating the possible funding sources for the HJIA area related to transportation issues, market analysis and land use/development planning. The end result of these activities should be a unified vision and implementation program for the HJIA airport and surrounding jurisdictions that can be used to guide development.

Infrastructure and Land Use Analysis – In 2008, at the request of ELUC, ARC completed a scan of fiscal impact analysis work activities in Georgia and the U.S., and also developed a fiscal impact analysis toolkit. Going forward ARC will conduct an analysis of local comprehensive plans and the UGPM and consistency with infrastructure plans for road, water and sewer improvements. Similarly, ARC plans to coordinate with MNGWPD to understand where the District, ARC and local growth policy are aligned and where areas of incongruence exist. Staff will consider future actions to engage and discuss infrastructure issues with local governments. Additional considerations by the Land Use Division include examining the benefits of Fiscal Impact Analysis in relation to new development and the evaluation of comprehensive plans; and analyzing where the Resource Plan and tools for rural preservation may support local plans.

Planning Assistance Teams - Planning Assistance Teams form the basis of a concept used by Georgia DCA and the Urban Land Institute (ULI) to provide focused assistance to a community on a planning issue or area. A multi-disciplinary team of planning professionals works with residents and local government stakeholders on a place-based initiative to foster community education, engagement, and empowerment. Each team member is selected for the specific expertise needed on the project.

Through a coordinated, collaborative effort with community members, key stakeholders, and relevant decision-makers, the team develops a framework or vision plan that promotes a sustainable, livable, economically vibrant, and healthy urban environment.

Projects are highly focused efforts because of the time constraints on pro bono team members. They may vary from economic development strategies, transit-oriented developments, parks and waterfronts, and urban design guidelines to affordable housing, sustainability plans, and water management issues.

Regional Performance Standards

Georgia DCA requires that ARC outline activities it will undertake to ensure that the regional plan is accomplishing the desired results. These activities must include, but not be limited to, the following:

- Conduct periodic Quality Growth Effectiveness assessments of each local government in the region, to determine if they are achieving prescribed performance standards
- Survey regional leaders as to whether the Strategies identified in the plan are being implemented
- As part of the Report of Accomplishments included with each annual update of the Regional Work Program, survey changes and developments in the region to determine whether the plan is being effectively implemented and if it is having the desired impact on regional development patterns
- Based on the results of this survey, identify impediments to implementation and possible solutions or needed amendments of the regional plan

ARC convened an Implementation Task Force chaired by Mayor Ralph Moore in the fall of 2010. The Task Force made four primary recommendations that serve as a framework for ARC implementation activities. These include:

1. Develop “Regional Performance Measures” through PLAN 2040. The Regional Performance Measures can be projects, measures or milestones.
2. Communicate the key points of PLAN 2040 implementation through a dashboard, publications, website, presentations to governments and citizens. Outline strategic outcomes and Performance Measures based on plan goals.
3. During 2011, evaluate with ARC Committees the current format of ARC’s annual Work Program document (Strategy). Consider the use of a “Logic Model” format to better outline in a simple and easily communicated method the key outcomes and strategic projects of the existing ARC Work Program.
4. Consider annual or semi-annual presentations, websites, reports, individual meetings, etc. to outline ARC progress towards goals. Develop a format for quarterly implementation briefings or presentations to Committees and the Commission.

During 2011, ARC will develop Regional Performance Measures. These performance measures could include items such as the following:

- Transit Accessibility
- Bicycle and Pedestrian Mode Share
- VMT per Capita
- Carbon Intensity
- Mixed Land Uses
- Transportation Affordability
- Distribution of Benefits by Income Group
- Land Consumption
- Bicycle and Pedestrian Activity and Safety
- Bicycle and Pedestrian Level of Service
- Average Vehicle Occupancy
- Transit Productivity

Workforce Development/Economic Development

State and regional economies are continuously in transition in response to globalization and other factors. In addition, the skills needs of business and industry are changing as a result of innovation and technology. An important component of the transformation is the alignment of workforce development and economic development.

PLAN 2040 is ARC's comprehensive plan undertaken pursuant to DCA's rules, and ARC develops economic strategies through its Regional Commission authority as outlined in Georgia law. ARC's Workforce Development Division and the Atlanta Regional Workforce Board are involved in initiatives that focus on workforce system transformation, including economic development strategies and initiatives, such as the development and implementation of talent development strategies that support economic growth in regional economies.

The Workforce Development Division also conducts traditional workforce-related activities as the grant recipient and administrative entity for the Workforce Investment Act (WIA), for a seven-county portion of the metro-Atlanta region. The Atlanta Regional Workforce Board has taken major steps to align its activities with economic development goals and expand the scope of the Board's activities in relation to regional competitiveness.

The recession, subsequent double-digit unemployment and stagnant job growth have created concern among elected officials as they seek appropriate regional responses to these challenges. While the U.S. is experiencing stagnant job growth, the Atlanta region has seen evidence of employers relocating to the area. For example, Dendreon, a 600-employee biotechnology company, chose to locate in metro Atlanta due to Hartsfield/Jackson airport, the Centers for Disease Control and Prevention and the American Red Cross. Screen Gems, which will occupy the former Lakewood Fairgrounds Complex with 1,200 employees, was offered a 30 percent tax incentive for film and TV production companies locating in Georgia.

Traditional economic development resources and activities undertaken by the Georgia Department of Economic Development, the Chambers of Commerce and public utilities, such as Georgia Power, are the main drivers behind businesses locating in Georgia. The myriad of research universities and incubators in metro Atlanta contribute significantly to economic growth as well.

Research undertaken by ARC indicates substantial regional resources among state government, Chambers of Commerce and public utilities to undertake traditional economic development activities, such as global recruitment of business and tax incentives. While ARC supports economic development activities, duplicating or seeking to supplement traditional economic development activities should not be ARC's role. Through its core responsibilities of transportation, land use and water planning, as well as workforce development, ARC supports the larger economic needs of the region. Undertaking these core responsibilities and implementation in a successful manner must be the primary goal.

ARC's primary role under workforce/economic development is the implementation of regional industry strategies to address workforce needs of employers, as well as the development of workforce pipelines of trained individuals. ARC can undertake many related and important activities in its current role. Identification of skills, workforce needs, training and coordination with a broad range of partners, including educational institutions, is the core responsibility and area of work that ARC should direct more resources as it seeks to expand its influence during the upcoming five-year period. These activities and responsibilities are outlined below.

Regional Industry Strategies (Sector Strategies) - Sector strategies build partnerships of employers, training providers, community organizations, and other key stakeholders around specific industries to address the workforce needs of employers and the training, employment, and career advancement needs of workers. The defining elements of sector initiatives include a focus on customized solutions for a specific industry at a regional level, a central role for a workforce intermediary such as ARC in bringing the industry partnerships together, and promoting the competitiveness of industries in the region.

In 2007, Georgia was selected by the National Governors Association (NGA) to develop and implement two Sector Strategies, Advanced Manufacturing and Biotechnology, as both were at critical junctures in economic growth within the state. Additionally, the Commission for New Georgia established six state economic development areas, including life sciences, logistics and transportation, agribusiness, energy and environmental, healthcare and eldercare and aerospace. The Atlanta Regional Commission was asked to participate in the NGA Policy Academy and has been an integral partner in the formation of sector strategies for the state and the Atlanta-Athens region. Since the initial development of the Advanced Manufacturing and Biotechnology sector strategies, the Governor's Office of Workforce Development had awarded 22 Industry Sector Grants throughout the state focusing on additional sectors, such as Logistics, Energy, Aerospace and Biofuels. Recently, the ARC has been a key planning partner in an application with the United Way of Metropolitan Atlanta for a planning and implementation grant from the National Fund for Workforce Solutions for a Healthcare Occupation sector grant, which would apply the same NGA approach.

Life Sciences (Biotechnology):The Innovation Crescent - Between Athens and the core metro counties in Atlanta is a 13-county "Innovation Crescent" region that is interconnected and linked as a home to an emerging cluster of life sciences industries. There are five key industry sectors under life sciences that cover the majority of industries in the region:

- Therapeutics (pharmaceutical, vaccines and medical devices and biologicals)
- Diagnostics
- Agricultural
- Environmental
- Research and development

Healthcare is generally viewed as a "support industry" grouped under life sciences. Healthcare and life sciences are often linked together in regional economic analysis as they are integrated in the workforce areas of: skill/education development, higher wage options, career ladder opportunities and growth industries. Applications from life sciences are applied in the healthcare arena and are often partnered in development and clinical trials. The companies within the region utilize the platform systems of biotechnology, nanotechnology, and genomics. They also include bioinformatics and the various suppliers to this heavily regulated industry group.

Shaping Infinity, the 2009 Life Sciences Industry Survey, describes Georgia's life sciences industry as relatively young and home grown, with the largest group of firms established between 1997 and 2007. Over 80 of the surveyed companies are headquartered in Georgia, with Atlanta, Athens and Augusta as state hubs. The most recent U.S. Bureau of Labor Statistics (USBLS) data shows that the Georgia life science sector employed 15,190 people in 2007: 3,283 in surgical, electro-medical and electrotherapeutic instruments manufacturing; 6,174 in medical and diagnostic laboratories and blood and organ banks; and 1,971 in life sciences research and development. Since USBLS data report only private employment covered by unemployment insurance, the actual size of the life sciences industry workforce is much larger and includes, for example, 6500 employees of the Centers for Disease Control and Prevention.

From 2001 to 2007, the life science industry expanded by 48 percent with a 10.6 percent increase in employment and a corresponding 41.6 percent increase in wages. These companies, not including health care, make up 432 businesses in the state with 15,190 employees. Average annual salary at these companies totals \$63,317. Medical and diagnostic labs provided over 5260 jobs and over \$248 million in wages in 2007. In the sectors of pharmaceutical and medicine manufacturing alone, there are 49 companies employing 3,262

workers. Pharmaceutical manufacturing was the highest paying subsector at an average salary of \$89,672 per year.

The IC possesses significant strengths in its higher education institutions, funded research entities and transportation systems. Key assets are its four-year colleges and universities: Kennesaw State University, University of Georgia (UGA), Georgia Tech, Emory University and Georgia State University (GSU). UGA houses a Life Science Technology Transfer Center, well-known and regarded veterinary and agriculture schools and emerging environmental and biological science departments. Key research facilities are its state-of-the-art BSL/3 Bio-Ag Laboratory with opportunities for undergraduates and graduates to participate and conduct research within these laboratories and centers.

Emory University in DeKalb County offers an internationally renowned medical school with \$312 million in funded health science research. Its medical school is ranked in the top 20 of grant recipients from the National Institutes of Health (NIH). Emory operates an active technology transfer program, including an incubator, and is currently ranked first among U.S. universities in commercial licensing revenues. Georgia Tech is renowned for its work with the “Center for Engineering of Living Tissues”, the “Packaging Research Center” and as the home of the Georgia Research Alliance eminent scholars. Georgia’s Health Science University, formerly the Medical College of Georgia, now has an established presence in Athens.

The emerging life sciences industry cluster is a key economic transformation for the region. However, economic profiles suggest a mismatch between the emerging growth sectors in the region and the potential pool of workers to fill the technical roles in life sciences.

In 2006, the State, in partnership with the Georgia Chamber of Commerce, initiated the Work Ready Program, a workforce investment strategy led by the Governor’s Office of Workforce Development that links workforce development, economic development, industry and education together and aligns it to the economic needs of the State, its regions, and local communities. Work Ready essentially aligns a person’s skills to an employer’s skills needs through Work Keys assessments and job profiling. ARC staff assisted counties in their applications as Work Ready communities and provide continued technical assistance as members of county Work Ready teams. ARC’s Workforce Development Division Chief, is a team leader for three of the Work Ready Regions.

In 2007, the Governor’s Office implemented the Georgia Work Ready Region initiative, which included Work Ready Regions focused on strategic industries. This initiative tied directly into the NGA initiative for sector development. The Atlanta Regional Commission received five Work Ready Region Grants focusing on Life Sciences totaling \$1,300,000.

Innovation Crescent Initiatives under the grants include:

- Establishment of Life Science career pathways in middle and high schools
- Articulation agreements for Life Sciences programs between the Universities and the Technical Colleges
- Sustainable communication between the Life Sciences industry and education
- Establishment of a Life Sciences Industry Network

The ultimate goal is to recruit emerging Life Sciences industries to the area by developing a workforce pipeline, from K-12 through Technical Colleges to area Universities.

Current Career Pathway accomplishments include: Development and approval of a biotechnology career pathway by the Innovation Crescent team and DOE, development and approval of a biotechnology course as a

science elective, development and approval of biotechnology tasks for middle school science, implementation of curriculum at 23 high schools throughout the IC with over 700 students enrolled in biotechnology. Additionally, as of 12/31/2010, 52,698 individuals have completed the Work Ready Assessment.

A 2007 USDOL Community Job Training Grant received by Gwinnett Technical College and Athens Technical College in conjunction with the Atlanta Regional Workforce Board helped to expand biotechnology curriculum offerings and provide equipment for teacher training and served as the springboard for the strategy. Activities funded by the Grant and conducted in Innovation Crescent included: (1) Summer Academies for bioscience middle and high school teachers introducing state-of-the-art scientific techniques and equipment (2) Loan of bioscience equipment to Middle and High School classes as well as curricula for experiments with bioscience pharmaceutical and agricultural projects (3) Development of the Georgia Bioscience Technology Institute (www.gabioscience.org) with certificate and degree programs at both Athens and Gwinnett Technical Colleges. The program has expanded to include assistance to Atlanta Technical College, which has developed a bioscience program in conjunction with Dendreon.

Workforce Board staff offered career exploration assessments to assist students considering bioscience careers and participated in information sessions for potential students. The information sessions had two purposes: (1) introduction of certificate and degree programs (2) employment options in biotechnology career pathways for graduates. During the ARRA Summer 2009, a specialized Water Resources Camp was designed and implemented by Gwinnett Technical College, based on Life Science/Green Jobs activities emerging from Life Sciences sector grant.

Chambers and economic development entities in the 13 county area came together as the Innovation Crescent Regional Partnership (ICRP) to market under one brand, “The Innovation Crescent” www.innovationcrescent.com. Collateral material, videos and communication networks, such as Facebook and Twitter were created by the ICRP. Members from the diverse county area have traveled to Boston and as far as China to market the “Innovation Crescent” as a region – not individual counties. The Chambers have now formed a 501c3 organization for marketing the IC and represented the Innovation Crescent at Bio International 2010.

The Work Ready grants established a regional Industry Network leadership team. This Industry

Network, functioning as a committee under Georgia Bio, the State’s life science industry association, provides an established and sustained partnership between partners and employers. The IC Industry Network, which is comprised of company officials from many of the major Life Sciences companies in the crescent, identified critical occupations in need, common training needs, common recruitment problems and a sustainability plan.

The IC Industry Network currently consists of Shinogi Pharma, UCB, Inc., Solvay Pharmaceuticals, Merial, Immucor, U.S.CDC, Emory University, CryoLife, Porex, Facet Technologies, Celtaxys, Cardiomens, American Red Cross, Theragenics, ATDC Ga Tech, Quintiles, Noramco (J&J), Aderans Research, Altea Therapeutics and Elan Pharmaceuticals. The industry network is charged with connecting the region’s workforce strategy with industry needs, particularly in filling the pipeline for critical industry occupations. The Network has identified bioscience technicians, quality assurance auditors and regulatory specialists as their key occupational needs.

ARC and Georgia Bio presented a workshop at the Bio International Conference in 2009 on establishing regional cooperation as well as models developed by the project. The partners have submitted a proposal to NSF for an ATE Center of Excellence to extend curricula, programs and models already created by GBTI in the Innovation Crescent to life science hubs in Augusta and Valdosta, Georgia. This strategy will replicate elements of the successful GBTI partnership while embracing and incorporating essential regional differences. ARC also participates in state Work Ready Region Academies, assisting other regions to learn from the experience of the Innovation Crescent leadership team.

Georgia Entertainment and Media (GEM) Region - In 2010, ARC received an additional Work Ready Regional Grant for \$400,000 for development of a new Digital Media Entertainment Region. The GEM initiative is designed to link education and workforce development efforts and align them with the growing entertainment and media industry in the region. The Georgia Entertainment and Media (GEM) Work Ready Region is focusing its efforts on training workers for careers in digital entertainment and media and serves: Clayton, Cobb, DeKalb, Fayette, Fulton, Gwinnett, Henry and Rockdale counties. The vision of the GEM: The GEM region will be internationally recognized as a unique artistic hub of digital entertainment and media with a talented and highly skilled professional workforce that creates outstanding work across all platforms.

The region has a myriad of assets that are attractive to the media and entertainment industry.

- The State of Georgia offers a tax incentive that allows digital entertainment companies doing business in Georgia to receive a 30 percent tax incentive.
- The Atlanta region possesses a diverse geography to provide the film industry with a mixture of urban and rural locations for filming, and all within a 100 mile radius.
- Georgia is a popular destination for people looking to relocate, and it presents many opportunities as it is home to over 60 game companies.
- The Atlanta region has a dense network of professional organizations that support these industries including Georgia Production Partnerships, Atlanta Film Festival 365, Grammy 365, Audio Engineering Society, Georgia Game Developers Association, and Women in Film and Television/Atlanta.
- Over 2,000 students are enrolled in interactive design classes or full videogame programs.
- The region is home to globally known music studios and performers, including Usher, Ludacris and Dallas Austin, as well as the internationally recognized Atlanta Symphony Orchestra.
- Turner Entertainment—which includes CNN, Cartoon Network, TBS and the National Weather Channel—is headquartered in Atlanta.
- Several nationally syndicated radio shows—including Neil Boortz, Clark Howard and Steve Harvey—are broadcast from Atlanta.

The GEM region is developing around industries related to: Film Production, Digital gaming, Broadcasting, Television and Music Recording. The work plan is to establish a fully-functioning and sustainable industry network and identify key workforce needs required to develop and expand the region's entertainment and media industries; inventory ongoing state efforts and identify those most relevant to workforce development; create a GEM Brand that can be used to market the region and its workforce to the global digital entertainment and media industry; organize key regional education and training stakeholders to prepare workers for careers in entertainment and media; identify critical jobs and occupations that are necessary for future industry success; develop career pathways around the region's critical jobs; and work with relevant post-secondary programs and training providers to develop curricula and programs that will prepare workers to enter and move through these careers.

Traditional Workforce Development Activities - In addition to activities that are transforming the workforce development system, more traditional workforce development activities continue to play major roles in the broader economic development endeavor. These related activities, which are specific parts of the economic development whole, are carried out by the Workforce Development Division of the Atlanta Regional Commission, as the Grant Recipient and Administrative Entity for Workforce Investment Act (WIA) funds for a seven-county portion of the metro-Atlanta region. They include:

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1. Leadership and active participation in the Georgia Work Ready Communities initiative for the Workforce Area counties. This involves assisting the region's workers to become certified "work-ready" under the Georgia certification program. On a larger scale it involves assisting counties to become "Georgia Work Ready Certified" by meeting a range of Work Ready goals set up through the Governor's Office of Workforce Development.
 2. Dislocated worker services, assisting businesses to identify already-trained and experienced job-seeking applicants, or helping laid-off workers to engage in efficient and effective next steps to continue employment and career growth. These activities involve providing funding for the retraining of individuals. Special dislocated worker efforts often involve major dislocations, such as Base Re-alignment and Closings (BRAC), or major dislocations such as those in the automotive industries.
 3. Services to low income adults, assisting area residents in education and training that moves them from minimal into important participation in the region's workforce. As with dislocated workers, this involves identifying and providing funds for important first steps, such as education and training that leads to employment.
 4. Services to low income youth, assisting in the development of the emerging workforce which must replace those in the workforce who are aging out, and then lead the development of new businesses and economic growth. This includes assisting youth in gaining the high school diploma or GED, in gaining work experience (including during large subsidized summer employment programs) and in mapping career course beginnings and beginning their careers through unsubsidized employment and or post secondary/advanced education, as they move towards participation in the workforce through small, targeted high impact youth development programs.
 5. For all workers and potential workers, to identify, develop, demonstrate and fund special education and training projects geared towards the emerging economy and growth occupations. These include development and management of online information and training resources, and special projects geared towards targeted populations, such as individuals with disabilities, workers with limited English, or older workers.
 6. For businesses, workers and potential workers, to create, manage and support opportunities to improve the efficiency and effectiveness of the workforce development system and its partners, which include schools and training entities, labor exchange services, and supplementary assistance organizations, and others.

Government Services, Leadership and Training

The following activities will continue as a part of PLAN 2040 in the Government Services work program.

Community Planning Academy- The Community Planning Academy (CPA) offers high-quality, cost-effective training and workshops to appointed citizen planners, local elected officials and local government employees. CPA provides planners and decision makers with tools to make effective decisions regarding their community's future.

Community Choices – Through the Community Choices program, ARC will continue to provide cities and counties with the tools, technical assistance and resources to help them create communities that best suit their unique visions.

Local Government Training Institute (LGTI) - The Local Government Training Institute offers high-quality and cost-effective training opportunities to city and county employees. Classes are designed to help

increase effectiveness, enhance job skills and keep employees abreast of local government trends and best practices.

Regional Leadership Institute (RLI) – RLI brings together leaders to discuss and learn about the issues and expand their commitment to engaging in and acting on the challenges and opportunities facing the Atlanta region. Activities include identifying leaders in business, government and the community and assist them in expanding their skills in, and commitment to regional collaboration; provide leaders with a practical, in-depth understanding of major community issues facing the Atlanta region; enhance the communications network among leaders from diverse backgrounds and interests.

Leadership Involvement Networking Knowledge (LINK)- The LINK program brings the region's prominent government, business and civic leaders to another region in the country to learn about and discuss the innovations and best practices of metro areas facing relevant business and policy issues while strengthening the collective vision and collaboration in Atlanta.

Networking and Information Sharing - It is as important as ever to learn from peers and share best practices. Government Services staff facilitate several programs and projects that provide an opportunity for cities and counties across the region to connect and discuss important issues, trends and best practices that are happening within their communities. Staff team: Ashley Rivera, Crystal Jackson and Adam Edge.

Schools and Communities Forum - Education is consistently being raised by the ARC Board and at Board functions. Land Use and School Siting is a way that ARC can be effectively proactive in addressing this issue.

Annual Regional Summit - Bring together local government leaders from across the region to share information about relevant issue/issues. This could possibly be combined with the Legislative Breakfast in that the Legislative session could be the opening, lunch or after lunch session. This could kick off in 2011 with PLAN 2040 as the topic.

Economic Development- Government Services is the administrator of the Economic Development District (EDD). This typically involves providing limited economic development training and tools, supporting projects that are aligned with the CEDS (Comprehensive Economic Development Strategy) and regularly updating the CEDS. A comprehensive CEDS update is due in 2012 and 2011 will mark the beginning of the overhaul of our current document.

Environmental Planning Division and Green Communities

The Green Communities Program is a voluntary certification program to assist local governments in reducing their overall environmental impact. A Green Community is a community that demonstrates leadership in environmental sustainability. Local governments earn points in ten categories by implementing specific policies and practices that contribute to overall sustainability. Local governments can achieve certification with a minimum of 175 points across ten categories: Green Building, Energy Efficiency, Green Power, Water Use Reduction and Efficiency, Trees and Greenspace, Transportation, Recycling and Waste Reduction, Land Use, Education and Innovation. Each category has government measures and community measures. The government measures are ways for the local jurisdiction to increase sustainability in its own facilities, fleets, and practices; while, the community measures are ways to create a more sustainable community.

Since the program began in 2009, there are 15 certified Green Communities: two Gold Level Communities, 3 Silver Level Communities, and 10 Bronze Level Communities. Regular annual activities include providing technical assistance to local government, review of applications, certification of local governments, outreach to local governments and other interested organizations about the program, and continued promotion of

the achievements of the certified communities. In 2011, we will host a forum for the certified communities to exchange information regarding sustainability initiatives and their efforts towards Green Communities certification. We will also conduct a review of the program to expand the measures and identify what the recertification program will entail. Towards the end of 2011 we plan to identify what training and technical assistance we can provide to our local governments to further their commitments to sustainability so such assistance can be offered in 2012.

Aging Services and Lifelong Communities

Communities should be places where people of all ages and abilities can live as long as they'd like, but all too often, individuals find that the community in which they have lived for years no longer meets their needs. The Atlanta Regional Commission supports the following principles and design standards through its comprehensive regional plan. Lifelong Communities provide an array of housing types that appeal to individuals both young and old, opportunities for healthy living with ways to get around that meet the needs of individuals who do not drive, safe sidewalks and interesting places to walk, and convenient access to shopping and basic services. Those features are summed up in the three goals of a Lifelong Community:

1. Provide housing and transportation options
2. Encourage healthy lifestyles
3. Expand access to services

The Lifelong Communities Charrette, sponsored by the Atlanta Regional Commission and the Area Agency on Aging, held in Atlanta in 2009 created seven Lifelong Community principles of good design fundamental to creating communities for all ages. Connectivity, diversity of housing stock, range of transportation options, walkability and access to basic needs that provide quality of life at all ages, are essential for older adults to remain in their communities. These principles form the basis for integrating the needs of older adults into all aspects of planning, maximizing community involvement and working across all sectors and levels of government.

The Lifelong Communities Charrette held in February 2009 brought together a broad range of national and regional professionals, local citizens, planners and developers and the internationally recognized planning and architecture firm Duany Plater-Zyberk and Company to develop five Lifelong Community master plans and the following seven LLC principles of good design:

- Connectivity – Providing the most options for getting from one place to another, reduces traffic and creates a viable street network for multiple modes of transportation
- Pedestrian Access and Transit – Creating a vibrant streetscape, destinations worth walking to, connected and safe sidewalks and transit, both within the community and to regional hubs
- Neighborhood Retail and Services – Permitted within walking distances of housing to reduce auto travel, increase walkability and provide for sustainable community hubs
- Social Interaction – Resulting from the provision of adequate green space, community centers, neighborhood gardens and more
- Diversity of Dwelling Types – Allowing individuals to remain within the community as their needs and preferences change

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- **Healthy Living** – Growing out of an environment that promotes physical activity (trails and bike paths), neighborhood-scale groceries offering fresh fruits and vegetables and health clinics and medical offices within walking distance; and
 - **Consideration for Existing Residents** – Providing options for existing residents to remain in the community as redevelopment occurs

The Lifelong Communities principles are tools to help community leaders, planners, developers and citizens develop communities that provide housing and transportation options, encourage healthy lifestyles and expand access to services.

The Lifelong Communities initiative will expand in the coming years to more communities throughout the region. The process and the products support a community to re-image and re-design it to be a Lifelong Community. The Lifelong Communities Initiative incorporates the following planning tools: Lifelong Communities vision framework, the 7 Lifelong Community Design Principles, the Lifelong Community Evaluation Tool, the five community master plans produced through the Lifelong Community Charrette process, and the Lifelong Communities Final Design Guidebook.

Transportation Planning and the Regional Transportation Plan

The following work element items reflect ARC's Transportation Planning Division Implementation items:

Metro Arterial Connector Concept and Implementation Study - Study will evaluate the existing Metro Arterial Connector (MAC), a network of state highways approximately 180 miles in length, encircling the Atlanta region. At least 30 capacity projects are planned along the MAC. The study will determine how these individual projects can be engineered and constructed in a holistic and logical manner while supporting regional growth visions.

Long Range Transportation Demand Management (TDM) Plan - Plan will develop a long-range TDM vision for the region, including identification of needs and funding levels needed to support future programs. Specific recommendations regarding TDM programs will be included in future RTP updates.

Freight Operations and Safety Program - Program funds, within the FY 2012-2017 TIP period, air quality exempt projects that improve freight flow in the region through projects such as at-grade rail improvements, intersection upgrades, sight distance geometric improvements, and traffic signalization upgrades. Program objectives include improving regional economic development conditions, reducing emissions, improving congestion, and addressing safety needs. Emphasis to be placed on strategies identified in state and regional freight plans. Jointly funded program between ARC and GDOT.

General Purpose Roadway Operations and Safety Program - Program supplements other operations and safety programs in the FY 2012-2017 TIP Period by implementing projects that improve safety along roadways and intersections in the 18-county metropolitan area. Potential projects include cost-effective solutions such as intersection upgrades and signal upgrades. Program objectives address congestion relief, safety, and support for economic development.

Bicycle and Pedestrian Mobility, Accessibility and Safety Program - Program implements planning and capital improvements for bicycle and pedestrian travel in the region, consistent with regional goals and objectives and the 2007 Atlanta Region Bicycle Transportation and Pedestrian Walkways Plan. Program projects are focused on providing safe access to transit facilities, addressing locations of high bicycle and pedestrian crashes, while supporting regional growth objectives. Program goals address safety and support of the growth vision in the Unified Growth Policy Map.

Multimodal Corridor Studies Program - Program provides resources, within the FY 2012-2017 TIP period, to support corridor assessments identifying multimodal needs for capacity projects. Funding provides resources to closely examine the need and purpose of projects, allowing the best multimodal option to be pursued. The program supports objectives to implement the most cost-effective solutions that met needs.

Interim Corridor Safety and Operational Improvements Planning Program - Program provides resources, within the FY 2012-2017 TIP period, for project sponsors to identify short-term, economical transportation solutions that can be implemented within the TIP period. Emphasis is placed on project corridors where long-term capacity additions, planned in the RTP beyond 2030, are expected but insufficient funds are available to implement the project in the immediate future. The program supports MPO planning objectives to quickly implement cost-effective solutions that address needs such as improved safety and congestion relief.

County Comprehensive Transportation Plan (CTP) Assistance Program - Program provides funding, within the FY 2012-2017 TIP period, for local governments to collaboratively develop local transportation visions that support regional transportation objectives. Key outcomes include local consensus on priorities, identification of locally supported projects and programs, coordination with land use visions, and identifying desired transportation policies. Results from CTP's are used as a building block in the development of the Regional Transportation Plan and future updates.

Possible PLAN 2040 New Areas of Work

In addition to the program overviews outlined above, the following items may be considered as additional action items by ARC or other implementation agencies over the next five years.

- Transportation facilitation – tracking, facilitation and support to local governments
- New development policies and implementation actions articulated in PLAN 2040
- Designate priority locations for redevelopment efforts and planning with partner organizations, such as the former Ford and GM sites, the area around Hartsfield Jackson International Airport, Forts McPherson and Gillem, etc.
- Collaborate on more foreclosure support, neighborhood stabilization and housing planning
- Collaborate with chambers, development authorities and local governments on job training, alignment of efforts, etc.
- Consider assistance for consolidation of services and service delivery support to local governments
- Conservation activities and collaboration to support tourism and new tools
- Support greater health strategies linking biking and pedestrian facilities, programs to support health, etc.
- Undertake new energy strategies communication, programs and collaboration

New collaborations or forums for ARC to consider include:

- Regularly convene staff from Community Improvement Districts (CIDs)
- Regularly convene staff from Chambers of Commerce, Atlanta Development Authority (ADA), etc.
- Regularly convene local government housing professionals
- Regularly convene local governments and organizations in redevelopment areas
- Regularly convene and coordinate with NGOs and local governments on plan implementation
- Convene a stakeholder group for Lifelong Communities
- Convene a stakeholder group for Livable Centers Initiative (LCI)
- Convene a stakeholder group for Green Communities

ARC Five Year Work Program

Under Georgia Department of Community Affairs (DCA) Regional Planning rules, ARC must complete a 5-year work program. The 5-year work program must identify specific activities that ARC will undertake to implement the regional plan during the upcoming five year period.

ARC must include the following information for each listed implementation activity:

- Brief description of the activity;
- Timeframe for undertaking the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding source(s), if applicable.



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Aging Services Division											
Facilitate Human Service Transportation Advisory Committee meetings and implementation of HST Plan.	Aging Services Division	\$30,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Implement models from the senior Mobility Program: Vouchers, Senior Pool, Volunteer Driver, Travel Training, Walkability Assessments.	Aging Services Division	\$293,000 annually	Federal, State and Local	X	X	X	X	X	✓		✓
Develop and deliver LLC Trainings on Transportation.	Aging Services Division	\$15,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Identify funding to implement programs.	Aging Services Division	\$10,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Build partnerships to coordinate and expand transportation services.	Aging Services Division	\$10,000 annually	Federal, State and Local	X	X	X	X	X	✓		



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Environmental Planning Division											
No activities proposed at this time.											

Governmental Services Division											
No activities proposed at this time.											

Land Use Division											
Continue Livable Centers Initiative Program by providing planning and transportation funds to support existing LCI areas and new LCI areas.	Land Use Division	\$1,000,000 annually for planning studies	Federal	X	X	X	X	X	✓		✓
Assist local governments with implementation of their LCI plans by providing direct technical assistance or other resources to local government planning and transportation staff.	Land Use Division	\$500,000 annually	Federal, ARC Match	X	X	X	X	X	✓		✓



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Research, evaluate, and implement best practices for flexing certain types of transportation funds to create new funding options for projects or incentivizing TOD projects in conjunction with the LCI program.	Land Use Division	\$5,000,000 annually (average)	Federal, Local	X	X	X	X	X	✓		✓
Ensure coordinated planning near transit by reviewing all proposed developments within transit corridors and station areas through the Area Plan Review (APR) program	Land Use Division	\$30,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Develop a plan for Access Management within the region including, resources and best management practices.	Land Use Division	\$30,000 annually	Federal, ARC Match	X	X				✓		
Provide assistance for or review of potential second Atlanta airport	Land Use Division	\$25,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	✓
Provide land use technical assistance and support for the development of the TIP, RTP and other transportation lead studies (e.g. MMCS, CTPs, SRTP)	Land Use Division	\$60,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	✓



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Promote TOD at existing and proposed transit stations with particular emphasis on enhancing existing station areas through review and support of activities such as the MARTA design guidelines, TOD website and design charettes.	Land Use Division	\$60,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	
Assist local governments with development of land use regulations that promote access management, walkable and bikable environments, and Transit-Oriented Development through provision of model ordinances, resources, training and direct technical assistance.	Land Use Division	\$4,000 annually	Federal, ARC Match	X	X	X	X	X	✓		✓
Develop a regional multi-use path master plan based on existing conceptual plans and regional needs	Land Use Division	\$6,000 annually	Federal, ARC Match	X	X				✓		
Improve data regarding historic and cultural resources to mitigate delays through Section 106 review process and improve implementation of transportation priorities.	Land Use Division	\$4,000 annually	Federal, ARC Match	X	X				✓		✓



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Research and GIS											
Produce annual population and employment estimates for 20 counties that serve as the baseline for forecasting models that are a critical input to RTP project selection.	Research Division	\$390,500 annually	Federal Funding, ARC Match	X	X	X	X	X	✓		
Transportation Demand Management											
Provide commute options services, the regional GRH program and maintain the TDM Website as a one-stop TDM information shop for the region. Also, participate in CMAQ special-projects such as construction mitigation and efforts.	TDM/ TPD	\$1,750,000 annually	CMAQ	X	X	X	X	X	✓		
Transportation Planning Division											
Continue the County Comprehensive Transportation Plan Program, while updating requirements to be consistent with PLAN 2040 vision, goals, objectives, and principles; and provide funding to counties to conduct new plans/updated existing plans.*	TPD	\$2.4 million per year (average)	STP, Local	X	X	X	X	X	✓	✓	



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Fund and conduct multimodal corridor and project scoping studies to select the most cost-effective solutions for regional corridors.*	TPD	\$3.7 million per year (average)	STP, State, Local	X	X	X	X	X		✓	✓
Livable Centers Initiative Program implementation support.*	TPD/ Land Use	see Land Use Division	see Land Use Division	X	X	X	X	X	✓		
Provide staff support to the Regional Roundtable and its Executive Committee in identifying and selecting projects for funding through the Regional Transportation Sales Tax (HB277).*	TPD	TBD	n/a	X					✓		
Update criteria and process for selecting projects such as bicycle, pedestrian, roadway operations, and safety projects to be included in the TIP.*	TPD	TBD	PL, Local	X					✓		
Conduct a regional TDM plan to refine regional TDM planning directions*	TPD/TDM	\$625,000	STP, Local	X	X				✓		
Provide implementation assistance for projects programmed in the TIP.*	TPD	TBD	PL, Local, State	X	X	X	X	X			✓
Lead Human Services Transportation planning and coordination in coordination with planning partners.*	TPD	TBD	Federal, Local	X	X	X	X	X	✓		
Monitor and update Congestion Management Process.*	TPD	TBD	Federal, Local	X	X	X	X	X	✓		



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Update regional Bicycle & Pedestrian Plan for application in the next RTP update.	TPD	TBD	Federal, Local		X				✓		
Provide staff support to the Regional Transit Committee and continue to prioritize and identify funding for projects identified in Concept 3.*	TPD	TBD	Federal, Local	X	X	X	X	X	✓		
Implement truck route recommendations from the ASTRoMaP through coordination with local governments and freight industry, including identification of local truck routes in CTP updates.*	TPD	TBD	Federal, State, Local, Private	X	X	X	X	X			✓
Identify needed densities, supporting infrastructure, and funding to support transit capital investments and operations.*	TPD	TBD	Federal, Local	X	X	X	X	X	✓		
Adopt PLAN 2040 and implement plan management activities.*	TPD	TBD	Federal, local	X	X	X	X	X	✓		
Begin development of next long range transportation plan update.*	TPD	TBD	Federal, Local		X	X	X		✓		
Implement Bicycle and Pedestrian Mobility, Accessibility and Safety Program.*	TPD	\$8.3 million per year (average)	Federal, Local			X	X	X	✓		



Improve mobility options for people and goods

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Workforce Development											
No activities proposed at this time.											

* indicates an activity that may apply to multiple objectives.



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Aging Services Division											
Convene quarterly meetings of a LLC Coalition, assess LLC tools for implementation of LLC principles, and establish a scorecard for LLCs.	Aging Services Division	\$20,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Establish training for Aging Services Division’s volunteer network to deliver LLC presentation to community through general outreach strategy.	Aging Services Division	\$12,500 annually	Federal, State and Local	X	X	X	X	X	✓		
Provide technical assistance to communities to support local government implementation of LLC.	Aging Services Division	\$20,000 annually	Federal, State and Local	X	X	X	X	X			✓
Provide ongoing technical assistance to LCI communities and Community Choice communities and others as identified.*	Aging Services Division	\$15,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Prepare the 4-year Area Plan on Aging Plan.	Aging Services Division	\$75,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Serve as central access points for older adults and care giver needing information and services.	Aging Services Division	\$600,000 annually	Federal, State and Local	X	X	X	X	X			✓
Expand and maintain the statewide aging resource database.	Aging Services Division	\$300,000 annually	Federal, State and Local	X	X	X	X	X	✓		



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Fund, administer and implement through contractual agreements with county governments and community organizations, a continuum of support services for older adults including 44 neighborhood senior services centers.	Aging Services Division	\$13,000,000 annually	Federal, State and Local	X	X	X	X	X			✓
Implement the Community Care Services and Source Programs to delay/prevent institutionalization.	Aging Services Division	\$6,000,000 annually	Federal, State and Local	X	X	X	X	X			✓
Provide through contract the Senior Community Employment Services Program.	Aging Services Division	\$266,000 annually	Federal, State and Local	X	X	X	X	X			✓
Manage the Thanks Mom and Dad Fund to support delivery of aging services.	Aging Services Division	\$20,000 annually	Local	X	X	X	X	X	✓		
Manage the Retired Senior Volunteer Program to provide community outreach and education to older adults.	Aging Services Division	\$130,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Implement Health and Wellness Program to promote well being and independent living among older adults.	Aging Services Division	\$100,000 annually	Federal, State and Local	X	X	X	X	X			✓



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Convene coalitions (Healthy Aging, Care Net, Aging Disability Resource Connection, Senior Employment Roundtable, Aging Resource Affiliate Group, Atlanta Mental Health, Human Services Transportation Advisory Committee) to foster collaboration across the aging network.	Aging Services Division	\$25,000 annually	Federal, State and Local	X	X	X	X	X	✓		
Partner with Emory University to implement the Atlanta Regional Geriatric Education Center.	Aging Services Division	\$32,000 annually	Federal and Local	X	X	X	X	X	✓		

Environmental Planning Division
No activities proposed at this time.

Governmental Services Division											
Continue to coordinate the schools and community forum. Host regular workshops and/or summits to address how to better coordinate land use and school siting.	Government Services	\$101,000 annually	ARC Funds	X	X	X	X	X	✓		



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Develop and produce 2 annual regional leadership development programs to explore Atlanta's challenges, learn how leaders can collaborate to address these challenges and learn from the best practices of leaders in other metro areas.	Government Services	\$162,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X	✓		

Land Use Division											
Review activities of other state, regional, and local agencies or organization for consistency with ARC policies and programs	Land Use	\$30,000 annually	ARC, DCA, Federal	X	X	X	X	X	✓	✓	
Establish a Sustainability Network that meets semi-annually for the exchange of information, ideas, best practices and training to promote sustainability initiatives.	Land Use	\$25,000 annually	ARC, DCA, Federal	X	X	X	X	X	✓		
Explore options for the use of Health Impact Assessments (HIAs) for DRI Review and other agency initiatives.	Land Use	\$50,000 annually	ARC, CDC, Georgia State, Georgia Tech	X	X	X			✓		



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Provide education and outreach on regional priorities by hosting events such as webinars, videos, guest speakers, field trips etc to provide professional development and certification maintenance opportunities for staff and elected officials in local governments.	Land Use	\$2,500 annually	ARC, DCA, Federal	X	X	X	X	X	✓		✓

Research and GIS											
Serve as a information clearinghouse and on-demand value-added analysis service for federal, state, and private sector datasets (e.g. Census Bureau including 2010 Census products, federal BLS and BEA, state DoL and DHR, ESRI and Woods and Poole).	Research Division	\$195,000 annually	Federal Funding, ARC Match	X	X	X	X	X	✓		

Transportation Demand Management											
Partner with local governments, school districts and parents as part of a regional SchoolPool program.	TDM	\$50,000 annually	CMAQ	X	X	X	X	X	✓		

Transportation Planning Division											
Monitor and report regional safety/crash statistics, including emphasizing information at the county level.	TPD	TBD	Federal, Local	X	X	X	X	X	✓		



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Implement Interim Corridor Safety and Operational Improvements Planning Program, to identify short-term, economical transportation solutions that can be implemented within the TIP period. Emphasis is placed on project corridors where long-term capacity additions, planned in the RTP beyond 2030, are expected but insufficient funds are available to implement the project in the immediate future.*	TPD	\$1.7 million per year (average)	Federal, State, Local			X	X	X	✓		
Implement General Purpose Roadway Operations and Safety Program for projects that improve safety along roadways and intersections in the 18-county metropolitan area.*	TPD	\$8.3 million per year (average)	Federal, State			X	X	X	✓		
Pursue continuation of the Highway Emergency Response Operators (HERO) Support Program to respond quickly to incidents and clear roads, restoring normal traffic flow.*	TPD	\$8 million per year (average)	Federal, State	X	X	X	X	X	✓		
Continue Railroad/Highway Hazard Elimination Program (STP) to fund the removal of hazards for at-grade crossings.*	TPD	\$1.7 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Continue the Railroad/Highway Protection Devices Program (STP) to fund the installation of bells, lights and gates to protect railroad/highway crossings in the 18-county metropolitan area.*	TPD	\$1.7 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Continue the Safety Program (STP) to implement safety improvements along roadways and intersections.*	TPD	\$11.5 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Implement projects from the Interchange and Roadway Lighting Program (NHS) to improve lighting along freeways and other National Highway System roadways*	TPD	\$425,000 per year (average)	Federal, State	X	X	X	X	X	✓		
Apply the lessons learned from the PLAN 2040 Health Impact Assessment (HIA), in development and in partnership with Georgia Tech's Center for Quality Growth and Regional Development, in future RTP updates*	TPD	TBD	TBD	X	X	X	X	X	✓		



Foster a healthy, educated, well trained, safe and secure population

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Workforce Development											
Continue to support increased capacity at area colleges to training in high demand, high growth occupations through collaborative partnerships and grant applications.	Workforce Division	\$1.5 million annually	USDOL and other federal funding	X	X	X	X	X	✓		
Continue the Individual Training Account system for the region, including review and monitoring of programs and schools funded under the WIA for performance and quality of instruction.	Workforce Division	\$5 million annually	USDOL and other federal funding	X	X	X	X	X			✓
Continue to fund and manage One-Stop Career Resources Centers throughout the 7-County ARWB region to assist job-seekers and businesses in finding employment placements through various employment, education, and training activities.	Workforce Division	TBD	TBD	X	X	X	X	X			✓
Continue to fund and manage Youth development project throughout the 7-county ARWB region to support education, training and employment for targeted, at risk youth who are the region’s emerging workforce.	Workforce Division	TBD	TBD	X	X	X	X	X			✓



Promote places to live with easy access to jobs and services

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Aging Services Division											
Provide LLC services to developers.	Aging Services Division	\$5,000 annually	Local	X	X	X	X	X			✓
Assess community housing options. Perform built environment assessment for communities and developers. Perform demographic analysis of communities. Develop and deliver LLC Trainings on Housing. Develop model zoning ordinances. Assist DeKalb Board of Health on Active Living Planning efforts.	Aging Services Division	\$30,000 annually	Federal, State and Local	X	X	X	X	X	✓	✓	
Environmental Planning Division											
No activities proposed at this time.											
Governmental Services Division											
No activities proposed at this time.											
Land Use Division											
Provide planning assistance to local governments with Plan 2040 Local Government Plan Implementation Requirements.	Land Use	\$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		



Promote places to live with easy access to jobs and services

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Continue to advance the Livable Centers Initiative (LCI) Program by (1) providing implementation assistance for current study areas and (2) identifying new priority issues annually and providing support to address as needed.	Land Use	\$250,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Provide assistance and technical support to the Piece by Piece Foreclosure Initiative.	Land Use	\$8,000 annually	Federal, State, ARC Match	X	X	X			✓		
Continue to coordinate and support the Regional Housing Forums	Land Use	\$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Outline a Plan 2040 Implementation Strategy and coordinate agency actions to achieve stated outcomes.	Land Use	\$100,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Provide additional design guidance and technical detail to implementing PLAN 2040 Regional Development Guide.	Land Use	\$8,000 annually	Federal, State, ARC Match	X	X				✓		✓
Assist with the planning and marketing of major redevelopment sites within the region *	Land Use	\$25,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Review DRI procedures and thresholds for consistency with PLAN 2040 policies *	Land Use	\$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓	
Review procedures and thresholds comprehensive plans for consistency with PLAN 2040 policies *	Land Use	\$15,000 annually	Federal, State, ARC Match	X	X	X	X	X		✓	



Promote places to live with easy access to jobs and services

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Research and GIS											
Develop new mechanisms (WEAVE-Neighborhood Nexus, GISServer) and products (Regional Snapshots, city fiscal reports, Community Facilities datasets) to query, analyze, and present internal and third-party (state and federal agency) data for benchmarking social conditions and evaluating strategic planning options.	Research Division	\$150,000 annually	Foundation Grants	X	X	X	X	X	✓		
Maintain and/or update geographic layers for streets, city and other boundaries, and land use/ land cover (LandPro) information-- for 20 counties.	Research Division	\$340,000 annually	Federal, ARC Match, ARC Cash	X	X	X	X	X	✓		

Transportation Demand Management

No activities proposed at this time.

Transportation Planning Division

Continue the Transportation Demand Management (TDM) Employer Services Program to provide support to employers through employer service organizations such as TMAs.*	TPD/TDM	\$1.5 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Maintain a vigorous transit planning effort, including staff support for the RTC*	TPD		Federal, State, Local	X	X	X	X	X	✓		



Promote places to live with easy access to jobs and services

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Continue the Ridesharing and Regional Transportation Demand Management (TDM) Program for the operation of a full-service regional ridematching system, provision of ridematching services and information for employer service providers, administration of a regional Guaranteed Ride Home Program, coordination and development of TDM programs among regional organizations, and contracting assistance and contract management support for approved regional TDM projects.*	TPD/TDM	\$2.0 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Continue the Transportation Enhancement (TE) Activities Program to fund federally-eligible quality of life projects such as streetscapes, trails and paths and other alternative transportation projects.*	TPD/GDOT	\$11.1 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Continue the Job Access and Reverse Commute Transit Program (5316) that improves access to transportation services to employment and employment related activities for welfare recipients and eligible low-income individuals.*	TPD	\$2.3 million per year (average)	Federal, Local	X	X	X	X	X	✓		



Promote places to live with easy access to jobs and services

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Continue the New Freedom Transit Program (5317) that provides additional tools to overcome barriers facing Americans with disabilities who want to participate fully in society.*	TPD	\$1.5 million per year (average)	Federal, Local	X	X	X	X	X	✓		
Continue the Transit for Elderly and Persons with Disabilities Program that helps meet the transportation needs of elderly and disabled persons where public transportation services are unavailable, insufficient or inappropriate.*	TPD	\$1.2 million per year (average)	Federal, Local	X	X	X	X	X	✓		

Workforce Development
No activities proposed at this time.

* indicates an activity that may apply to multiple objectives.



Improve energy efficiency while preserving the region's environment

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Aging Services Division											
No activities proposed at this time.											

Environmental Planning Division											
Metropolitan River Protection Act Review and Administration.	Environmental Division	\$170,000	ARC Funds	X	X	X	X	X	✓	✓	
Implementation of major long-term regional and watershed-specific plans for storm water management and wastewater management for Metro Water District with planning staff from ARC EPD.	Environmental Division, MNGWPD, Local Governments	\$1,278,000	Local Governments, Georgia EPD	X	X	X	X	X	✓		
Chattahoochee River-Lake Lanier Management System.	Environmental Division, Local Governments, US Corps of Engineers	\$101,000	Local Governments	X	X	X	X	X	✓		
Green Communities.	Environmental Division	\$97,000	ARC Funds	X	X	X	X	X	✓		

Governmental Services Division											
No activities proposed at this time.											

Land Use Division											
Develop programs and initiatives that implement the Regional Resource Plan	Land Use	\$50,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	



Improve energy efficiency while preserving the region's environment

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Facilitate opportunities for regional partners to engage in dialogue regarding activities as they relate to conservation and preservation initiatives.	Land Use	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Undertake Resource Plan updates annually.	Land Use	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		
Review and update the Regional Greenspace Inventory annually.	Land Use	\$10,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓	✓	
Assist regional partners in converting foreclosed, abandoned, and stalled developments into greenspace or other civic space.	Land Use	\$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Promote regional land conservation mechanisms to improve efficiency in infrastructure investments while protecting environmental quality.	Land Use	\$60,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Promote incentives for redevelopment, adaptive reuse and appropriate infill design in areas of historic or cultural importance, including National Register districts, National Heritage Areas and local historic districts.*	Land Use	\$30,000 annually	Federal, State, ARC Match	X	X	X	X	X	✓		✓
Review RIR procedures and thresholds for consistency with PLAN 2040 policies *	Land Use	\$10,000 annually	Federal, State, ARC Match	X	X					✓	



Improve energy efficiency while preserving the region's environment

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Research and GIS											
No activities proposed at this time.											

Transportation Demand Management											
No activities proposed at this time.											

Transportation Planning Division											
Collaborate with NGOs and local governments on air quality and climate change issues	TPD	TBD	ARC	X	X	X	X	X	✓		
Pursue an Intelligent Transportation System (ITS) Operations and Support Program to manage traffic flow, reduce congestion, provide alternate routes to travelers, enhance productivity, and save lives, time and money.*	TPD	\$5.2 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Pursue Advanced Traffic Management Systems (ATMS) Maintenance and Expansion Programs to upgrade message boards, Navigator, and other systems that reduce emissions by improving traffic flow.*	TPD	\$8.6 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		
Pursue Regional Traffic Signal Optimization and Roadway Optimization Programs that prioritizes and upgrades signals from among the 7,000 signals across the Atlanta region, while improving intersections.*	TPD	\$18.5 million per year (average)	Federal, State, Local	X	X	X	X	X	✓		



Improve energy efficiency while preserving the region's environment

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Complete the Railroad-Related Emissions Reduction Project (EPD) to purchase cleaner diesel technology called Generator Set ("Genset") locomotives to replace older traditional switcher locomotives.*	TPD	\$17.1 million (total)	Federal, State, Private	X	X				✓		
Continue the Wetlands Mitigation Site Restoration Program that leads to the restoration and mitigation of wetlands prior to and after construction of transportation projects.*	TPD	\$3.4 million per year (average)	Federal, State	X	X	X	X	X	✓		

Workforce Development
No activities proposed at this time.

* indicates an activity that may apply to multiple objectives.



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Aging Services Division											
Provide consultation to LCI and Community Choice program to advance Lifelong Living Handbook and LLC guidelines in the Regional Development Guide.	Aging Services Division	\$10,000 annually	Federal, State and Local	X	X	X	X	X		✓	
Serve as technical resource for local governments.	Aging Services Division	\$17,500 annually	Federal, State and Local	X	X	X	X	X	✓		
Provide technical assistance for review of DRIs and Comprehensive Land Use Plans.	Aging Services Division	\$10,000 annually	Federal, State and Local	X	X	X	X	X		✓	

Environmental Planning Division											
No activities proposed at this time.											

Governmental Services Division											
Conduct a major update of the Comprehensive Economic Development Strategy. This will involve an expanded partnership with the business, non-profit and higher education communities and it will include action items.	Government Services	\$110,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X	✓		



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Address new topics such as the creative, agricultural and tourism economies, in the CEDS update. GS staff will also offer multiple economic development training courses through the Community Planning Academy.	Government Services	\$35,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X	✓		
Conduct the annual Regional Leadership Institute and other regional leadership programs targeted to high level decision makers.	Government Services	\$129,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X	✓		
Conduct LINK trips to increase knowledge and understanding of ARC board of other regional centers in the U.S.	Government Services	\$250,000 annually	Enterprise Funds	X	X	X	X	X			✓
Convene regional leaders across sectors and across jurisdictions to facilitate regional thinking and collaboration.	Government Services	\$73,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X	✓		
Provide on demand management and operations assistance to local governments including strategic planning, facilitation, classification and compensation, market surveys and limited research.	Government Services	\$150,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X			✓
Provide local officials involved in the planning process with knowledge and tools to make effective decisions about the future of their community.	Government Services	\$17,000 annually	ARC Funds, Enterprise Funds	X	X	X	X	X	✓		



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Undertake the Community Choices program to assist local governments with new codes and related activities.	Government Services	\$20,000 annually	ARC Funds	X	X	X	X	X			✓
Undertake the Community Planning Academy (CPA) to provide training on regional and local needs.	Government Services	\$35,000 annually	ARC Funds	X	X	X	X	X			✓

Land Use Division											
Support the Airport Investment Area Study through coordination and technical assistance.	Land Use	\$20,000 annually	Federal, ARC Match	X	X	X	X		✓		
Facilitate opportunities for regional partners such as CIDs, Chamber of Commerce, etc. to engage in dialogue regarding activities as they relate to economic recovery.	Land Use	\$10,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Undertake regional planning coordination and review activities including DRIs, IGRs, and local Comprehensive Plan and Solid Waste Reviews for consistency with regional and state priorities and requirements.	Land Use	\$100,000 annually	Federal, ARC Match	X	X	X	X	X	✓	✓	



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Investigate executing inter-governmental agreements or Memoranda of Understanding to provide services to local governments at a cost savings, while also serving to supplement their staff and expertise	Land Use	\$30,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Foster and support sustainable growth and development opportunities at the local level through researching and developing model codes and best management practices.	Land Use	\$4,000 annually	Federal, ARC Match	X	X	X	X	X	✓		
Promote data sharing for GIS and other information among regional agencies and local governments	Land Use	\$6,000 annually	Federal, ARC Match	X	X	X	X	X	✓		

Research and GIS											
(1) Pursue agile development and ongoing use in plan development and policy evaluation of state of the art forecasting models - regional (REMI) and small-area (TAZ-D, PECAS) - to more fully incorporate available historical data, to more rigorously model economic futures, (scenario testing enabled), and to provide richer detail on conditions in those possible futures.	Research Division	\$240,000 annually	Federal, ARC Match	X	X	X	X	X	✓		



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Transportation Demand Management											
Advocate for and coordinate regional TDM activities within ARC. Manage TDM planning and programs.	TDM/ TPD/ Land Use	\$150,000 annually	CMAQ	X	X	X	X	X	✓		

Transportation Planning Division											
Implement roadway system expansion program that addresses congested corridors and traffic bottlenecks and leads to economic prosperity.*	TPD	\$312 million per year in TIP period (average)	Federal, State, Local, Private	X	X	X	X	X	✓		
Implement Multimodal Passenger Terminal (MMPT) to support regional economic prosperity.*	TPD	\$250 million (total)	Federal, State, Local, Private	X	X	X	X	X	✓		
Implement Freight Operations and Safety Program, in partnership with GDOT, to improve regional economic development conditions and address industry freight/logistics needs.*	TPD	\$12.5 million per year (average)	Federal, State, Local			X	X	X	✓		
Provide transit preservation funding to modernize and maintain the regional system, leading to improved economic development conditions.*	TPD	\$165 million per year (average)	Federal, State, Local			X	X	X	✓		
Maintain roads and bridges to support efficient and safe travel that supports a vigorous economy.*	TPD	\$77 million per year (average)	Federal, State, Local			X	X	X	✓		



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Workforce Development											
Continue to implement two sector strategies (biosciences and digital media entertainment); developing career pathways and worker pipelines for current and emerging business. Continue to work with the Industry Networks for each sector to grow; provide training to current workers.	Workforce Division	\$1 million annually	USDOL and other federal funding	X	X	X	X	X	✓		
Continue to provide Work Ready assessments for customers and job profiling for businesses interested in hiring Work Ready certified applicants. Continue to work with ARWB counties on Work Ready Certified Community Status.	Workforce Division	\$400,000 annually	USDOL and other federal funding	X	X	X	X	X			✓
Continue administration of the Workforce Investment Act providing low income youth and adults and dislocated workers with skills to enter/re-enter the workforce.	Workforce Division	\$2.5 million annually	USDOL and other federal funding	X	X	X	X	X	✓		



Identify innovative approaches to economic recovery and long term prosperity

Activity	Responsible Party	Cost Estimate	Funding Source	Year					Implement. Measure		
				2012	2013	2014	2015	2016	Plan & Coordinate	Review	Direct Service
Continue to develop and support new initiatives in response to area workforce needs and opportunities, such as special projects in response to major business layoffs, openings or other events, such as military base closings.	Workforce Division	TBD	TBD	X	X	X	X	X	✓		
Support and lead sector strategies in currently-identified and new occupation sectors, including support and leadership for State-supported Work Ready counties and regions.	Workforce Division	TBD	TBD	X	X	X	X	X	✓		

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