



**Jerry Weitz & Associates, Inc.  
Planning & Development Consultants**

1225 Rucker Road Alpharetta, Georgia 30004  
Phone: (404) 502-7228 E-Mail: [jweitz@bellsouth.net](mailto:jweitz@bellsouth.net)

Growth Management  
Comprehensive Planning  
Zoning & Land Use Regulations  
Land Development Applications  
Expert Testimony  
Intergovernmental Relations

**MEMORANDUM**

TO: City of Cumming Comprehensive Plan Steering Committee  
C/O: Scott Morgan, Director of Planning and Zoning  
FROM: Jerry Weitz, Consulting Planner  
DATE: August 1, 2016

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Congratulations on your appointment to the City of Cumming comprehensive plan steering committee, and thank you for your willingness to assist with this important project.

**Meeting Notice**

A public hearing is required by state administrative rules for local comprehensive planning at the outset of the planning process. We have scheduled initial public hearings to be held by the committee (with consultant and staff facilitating) as follows, both in City Hall Council Chambers:

- Tuesday, August 16, 2016, at 4:00 p.m.
- Tuesday, August 16, 2016, at 7:00 p.m.

For convenience of several committee members, these meetings have been scheduled before the Planning Commission's regular meeting date and time (no business this month) and after City Council's regular meeting date and time (6:00 p.m.). We elected to hold the public hearing at two different times for convenience of the public, as well. Public notice of these meetings has been accomplished.

**Future Schedule (Tentative)**

A tentative agenda for preparing and adopting the comprehensive plan is also attached. We propose the committee to meet two more times as follows (subject to confirmation by committee):

- Tuesday, September 27 (6:00 p.m.)
- Tuesday, October 25 (6:00 p.m.)

**Current Comprehensive Plan**

The "Community Agenda", which is the plan portion of the comprehensive plan adopted by Mayor and City Council in 2012, is being e-mailed to you. This is not required reading; however,

the adopted plan with its policies and programs is the starting point for preparing a revised comprehensive plan. Changes in format will be made to comply with state rules.

### **Supplemental Planning Recommendations**

Attached to this memorandum is information from the Georgia Department of Community Affairs. This is not required reading; however, these information pieces may help you as a committee member (suggestions follow):

- **Suggested Stakeholders** – refer to this as needed to help identify the people that have a stake in the outcomes of the planning process (e.g., large land owners, community groups, etc.)
- **Suggested Community Participation Techniques** – Consultant and city staff have determined that the community participation techniques to be used during the city's planning process will include: (1) public hearings; (2) steering committee; (3) stakeholder interviews; and (4) community questionnaire (attached).
- **Quality Community Objectives (QCOs)** – Review these for appropriateness and adoption/incorporation into the comprehensive plan, as appropriate (subject to refinement to make more applicable to the city).

### **Request of Committee Members by End of Meetings August 16<sup>th</sup>**

There is no advance preparation required for the meetings on August 16<sup>th</sup>. However, please be advised we will be asking you at the end of the 2<sup>nd</sup> (7:00 p.m.) meeting to do the following:

- Provide (see Q-1 Questionnaire) the name(s) of 1 to 3 people you consider a key stakeholder that should be invited to future meetings and who should be considered for a stakeholder interview by consultant/staff. If you have contact information (e-mail, phone, address, occupation) for the person(s) please provide that information but don't go to any trouble compiling that if not readily available. We will accept more than three names but if more than three are given, please prioritize them. You can provide names the questionnaire (Q-1).
- Complete the community questionnaire (attached) which is designed to gain general input as well as specific opinions regarding strengths, weaknesses, opportunities, and threats (SWOT) or issues and needs for the community to address in the next 5 to 20 years.
- Accept the state's quality community objectives (attached) or suggest revisions or refinements if appropriate (these may or may not be incorporated verbatim in the plan).

**PUBLIC HEARING AGENDA  
CITY OF CUMMING COMPREHENSIVE PLAN STEERING COMMITTEE  
CITY HALL COUNCIL CHAMBERS  
100 MAIN STREET, CUMMING, GEORGIA 30040**

**AUGUST 16, 2016 (4:00 P.M. AND 7:00 P.M)**

<b><u>4:00 P.M.</u></b>	<b><u>7:00 P.M.</u></b>	<b><u>AGENDA ITEM</u></b>
4:00	--	Opening Remarks: Hon. Ford Gravitt, Mayor
4:10	7:10	Consultant Presentation <ul style="list-style-type: none"><li>• About the Comprehensive Plan</li><li>• Role of the Committee</li><li>• Tentative Committee Meeting Schedule</li></ul>
4:25	7:25	Comments and Questions from the Public
5:00	8:00	Identification of Additional "Stakeholders"
5:10	8:10	Identification of "Needs and Opportunities" (or Issues) and Strengths, Weaknesses, Opportunities, and Threats (SWOT)
--	8:25	Confirm Schedule for Steering Committee Meetings #2 and #3
5:25	8:25	Complete Questionnaire
5:30	8:30	Adjourn

**TENTATIVE SCHEDULE FOR COMPREHENSIVE PLAN  
CITY OF CUMMING (2016-2017)  
(Subject to Revision by Committee)**

<u>Date</u>	<u>Calendar</u>	<u>Event or Milestone</u>
February 2016		City staff submitted information about future department needs and accomplishments (not yet processed)
August 16, 2016	3 <sup>rd</sup> Tuesday	Initial Public Hearings (Meeting #1 Steering Committee) (Identify stakeholders and “needs and opportunities”)
September 27, 2016 (6:00 p.m.)	4 <sup>th</sup> Tuesday	Review and discussion of future land use plan and development policies (Interview stakeholders; refine list of needs/opportunities)
October 25, 2016 (6:00 p.m.)	4 <sup>th</sup> Tuesday	Review and discussion of community work program and additional goals/policies (accept list of needs/opportunities; report of stakeholders)
November 2016	--	No meetings – Consultant and Staff Work
December 2016	--	No meetings – Consultant and Staff Work
January 16, 2017	3 <sup>rd</sup> Tuesday 3 <sup>rd</sup> Tuesday	2 <sup>nd</sup> Public Hearing: Planning Commission (5:30 p.m.) 2 <sup>nd</sup> Public Hearing: Mayor and City Council (6:00 p.m.)
February 2017	3 <sup>rd</sup> Tuesday	Backup Date for 2 <sup>nd</sup> Public Hearings
Jan. – March 2017	--	Submit Draft Comprehensive Plan for State/Regional Review
Feb. – April 2017	--	Revise Draft Comprehensive Plan per State/Regional Review; Resubmit Draft Plan for Re-Review
Mar. – June 2017	3 <sup>rd</sup> Tuesday	Mayor and City Council: Adopt Comprehensive plan
June 30, 2017		Deadline for Plan Adoption and Extension of Qualified Local Government Status (Georgia DCA)

**GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS (DCA)  
RESOURCES TO CONSIDER  
IN PREPARING THE COMPREHENSIVE PLAN**

The Georgia Department of Community Affairs' Supplemental Planning Recommendations provide ideas and suggested best practices to assist communities as they prepare comprehensive plans and address minimum standards and procedures. They can be viewed at the following web address:

<http://www.dca.state.ga.us/development/PlanningQualityGrowth/programs/spr.asp>

**Suggested Stakeholders (attached)**

Refer to the list of suggested stakeholders provided in the Supplemental Planning Recommendations for suggestions (attached). The city will invite each of the stakeholders identified to participate in activities and events (Notices and interview most likely).

For the prior comprehensive plan, the following guide to stakeholder identification was provided:

**Private Business and Related Interests**

<b>Stakeholder Segment</b>	<b>Comment</b>
Agricultural and forestry interests	Generally not applicable in the city
Banks	Optional – specific participation could be sought
Business owners, managers	Georgia Traditional Manufacturers Association; others
Chamber of commerce	Cumming-Forsyth County Chamber of Commerce
Developers, for-profit	Stakeholder; large land owners should be contacted
Employers – major	Optional – specific participation could be sought
Entrepreneurs	Optional – specific participation could be sought
Homebuilders association	Greater Atlanta Homebuilders Association
Insurance companies	Optional – specific participation could be sought
Media – local and regional	Identified; Mail notices, materials, and press releases
Real estate professionals	Georgia Association of Realtors
Schools and universities -- private	Any with a presence in the city
Utilities -- private	Sawnee EMC; Georgia Power Co.

**Non-Profits and Community/Environmental Organizations**

<b>Stakeholder Segment</b>	<b>Comment</b>
Bicycle, hiking clubs	Unknown at this time
Churches, ecumenical councils	Optional – specific participation could be sought
Community development corporations	Unknown at this time
Community service organizations	Unknown at this time
Developers, non-profit	Habitat for Humanity North Central Georgia (Lanier Area)
Downtown or area business people	See business owners above
Environmental organizations	Upper Chattahoochee Riverkeeper; others
Ethnic and minority groups	Unknown at this time
High school / college students	Optional – specific participation could be sought
Historic or preservation society	Forsyth County Historical Society
Immigrant groups	Unknown at this time (see ethnic and minority)

Land trusts	Georgia (formerly Chattowah Open) Land Trust
Low-income groups	Unknown at this time (see ethnic and minority)
Neighborhood organizations	Unknown at this time
Under-represented/marginalized groups	Unknown at this time

### **Public Agencies and Organizations**

<b>Stakeholder Segment</b>	<b>Comment</b>
Agricultural and forestry interests	Cooperative Extension Service
Board of Commissioners	Contact via county planning and development department
Cities in County – planning depts.	Inapplicable
City agencies – others not listed	Rely on Cumming city planner to distribute as appropriate
Convention and Visitor’s Bureau and/or Local/regional tourism officials	Cumming-Forsyth County Chamber of Commerce
Federal agencies with local jurisdiction	U.S. Army Corps of Engineers
Health – public	Forsyth County Health Department
Library boards	Forsyth County Library System (facility assessment)
Military base planners	Inapplicable
Public utilities	City and county
Planning commission (city)	Cumming Planning & Zoning Commission
Regional agencies	Georgia Mountains Regional Commission (RDC)
Safety – public	City Police Chief; County Sheriff
Schools – public	Forsyth County Board of Education
State agencies with local jurisdiction	Georgia Regional Transportation Authority (GRTA); Metropolitan North Georgia Water Planning District
Zoning board of appeals (city)	Inapplicable – city council serves this function
Universities -- Public	North Georgia College and State University

### **Community Participation Techniques (attached)**

Review each of the recommended community participation techniques identified in the Supplemental Planning Recommendations (attached).

### **Quality Community Objectives (QCOs) (attached)**

Evaluate the community’s current policies, activities, and development patterns by comparing with the Department’s Quality Community Objectives (attached) and the supporting Best Practices available on the Department’s website. Use this analysis to identify any community needs and opportunities for adapting local activities, development patterns and implementation practices to the Quality Community Objectives.

### **Data and Information**

Data and Information is also available about the county on the Department’s web page at: County Snapshots <https://www.dca.ga.gov/CountySnapshotsNet/>

Much background data was compiled as required by the state’s local planning requirements back in 2011 for the currently adopted comprehensive plan. If you would like to review any of that background data, called the “community assessment,” please contact staff and we will supply that information.

**COMMUNITY QUESTIONNAIRE  
CITY OF CUMMING COMPREHENSIVE PLAN  
AUGUST 2016**

**Q-1. List the top three STAKEHOLDERS, or PEOPLE you believe should be contacted for their thoughts and opinions in preparing the city's comprehensive plan.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q-2. List the top three STRENGTHS, or things that YOU LIKE MOST about the City.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q-3. List the top three WEAKNESSES, or things that YOU DO NOT LIKE about the city.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q-4. List the top three THREATS, or things that may threaten the future of the city.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q-5. List the top three OPPORTUNITIES, or issues the city needs to confront in the future.**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q-6. Agree or Disagree: The size/area (square miles) of the Cumming city limits should increase in the long-term (circle one).**

Strongly Disagree      Disagree      Neutral/No opinion      Agree      Strongly Agree

**Q-7. Agree or Disagree: The overall quality of the environment (water, air, land) in Cumming is excellent (circle one).**

Strongly Disagree      Disagree      Neutral/No opinion      Agree      Strongly Agree

**Q-8. Overall, I am satisfied with the services and facilities that the city provides (circle one).**

Very Dissatisfied      Somewhat Dissatisfied      Neutral/No opinion      Somewhat Satisfied      Very Satisfied

**Q-9. Please rate your satisfaction with the following specific city facilities and services (circle one):**

Very Dissatisfied      Somewhat Dissatisfied      **Police Department**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Utilities Department (Water, Sewer, Stormwater)**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Streets**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Sidewalks and Streetscapes**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Buildings and Grounds (except Fairgrounds)**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Parks and Recreation**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Cumming Fairgrounds**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Administration**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

Very Dissatisfied      Somewhat Dissatisfied      **Development Services and Code Enforcement**  
Neutral/No opinion      Somewhat Satisfied      Very Satisfied

**Q-10. What, in your opinion, should be the three highest priorities for improvements in the city?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Q-11. Please submit any additional comments you would like the city to consider in planning for its future.**

Return the completed questionnaire at the end of the meeting you attend; or you may submit it by August 31<sup>st</sup>, 2016, to Planning and Zoning Department, City of Cumming, 100 Main Street, Cumming, GA 30040.

# Georgia Department of Community Affairs Supplemental Planning Recommendations

## SUGGESTED STAKEHOLDERS

*This list of suggested stakeholders for community planning is only a starting point to build upon. A stakeholder is an individual, group, or institution who has a "stake" or interest in the future of their community. It is important to identify and involve stakeholders (supporters and opponents alike) at the outset of the planning process. Those who are invited to participate or are involved from the beginning are more likely to support implementation of the plan, and less likely to undermine the planning process at a later time.*

- Agricultural and forestry interests (Cooperative Extension, Farm Bureau, Georgia Forestry Commission)
- Banks
- Bicycle, hiking clubs
- Business owners, managers
- Churches, ecumenical councils
- Chambers of commerce—board members and staff
- City and county planning and design (both architectural and engineering) consultants
- Community development corporations
- Community residents representing a diverse range of backgrounds and interests
- Community service organizations
- Convention and Visitors Bureaus or other local/regional tourism officials
- County commission chair and commission members (or community's equivalent)
- County/regional authorities, agencies, and key staff
- Developers (profit and non-profit) and related planning and design consultants
- Downtown or area business people
- Entrepreneurs
- Environmental organizations
- Ethnic and minority groups
- Federal, state, regional agencies with local jurisdiction
- High school / college student representatives
- Immigrant groups
- Insurance companies
- Land trusts
- Library boards
- Local/regional news media
- Local/regional tourism officials
- Low-income groups
- Major employers
- Military base planners
- Municipal agencies and authorities (transit, housing, public works, economic development, etc.)
- Neighborhood organizations
- Other interested community parties not included in this list
- Planning commission, preservation commission, zoning boards, variance and appeals boards and key staff
- Preservation organizations and historical societies
- Property owners, including major land holders

## Georgia Department of Community Affairs **Supplemental Planning Recommendations**

- Public and private school systems, and colleges or universities
- Public and Private Utility Boards/Directors
- Public/Community Health officials
- Public Safety officials
- Real estate professionals
- Regional office of the Georgia Environmental Protection Division
- School boards
- State agencies with substantial local facilities in area
- Trade associations (Homebuilders, etc.)
- Under-represented, marginalized groups
- Universities, private higher education
- Urban, suburban, and rural area business leaders

Georgia Department of Community Affairs  
**Supplemental Planning Recommendations**

**SUGGESTED COMMUNITY PARTICIPATION TECHNIQUES**

*There are many ways to involve the public in the planning process. This list provides an assortment of methods to reach the largest audience and solicit meaningful input, while also taking into consideration your community's budget, schedule, and target audience. More details can be found by referring to [DCA's Guidebook: Planning for Community Involvement](#). For advice on meaningful and productive community participation, see the [Georgia Conservancy's Blueprints Principles](#).*

Key: L = Low; M = Moderate; H = High

TYPE	TECHNIQUE	DESCRIPTION	Level of Involvement	Level of Expense & Complexity
<i>Informative</i>	<b>Kiosk/Lobby Displays</b>	Posting maps, photos, and alternative plans in a prominent location in city hall, county courthouse, or public library. These displays provide information to visitors to view at their leisure and outside of a formal public meeting.	L M H	M
<i>Informative</i>	<b>Speakers Bureau</b>	The planning team – staff, consultants and volunteers – offers to make an introductory presentation on the planning process to civic clubs, business groups and schools.	H	M
<i>Informative</i>	<b>Kick Off-Public Information Meetings</b>	An event to announce the planning process to the citizens and other stakeholders and to view a presentation covering the project purpose and general plan approach. Initial opinion surveys and volunteer sign up forms are available at this meeting.	M H	M
<i>Informative</i>	<b>Printed Public Information</b>	Flyers, newspaper inserts, brochures, or newsletters providing information on the progress of the plan, proposed maps, and announcement of future public meeting opportunities. This information may be mailed, made available at public locations, such as libraries or city hall, or both.	M H	M

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TYPE	TECHNIQUE	DESCRIPTION	Level of Involvement	Level of Expense & Complexity
<i>Informative</i>	<b>Website – Information Only</b>	A page on the community's website used for periodic updates on the planning process. Information should include schedules, announcements, draft goals and objectives, preliminary recommendations, and maps.	L	L
<i>Informative</i>	<b>Press Releases</b>	A plan to develop a relationship with a local newspaper or other reporter and editor by providing newsworthy milestones and public meeting notices on a regular basis throughout the planning process.	M H	L
<i>Informative</i>	<b>Media Strategies</b>	Media strategies inform the public about projects and programs through newspapers, radio, television and videos, billboards, posters and variable message signs, mass mailings of brochures or newsletters, and distribution of fliers. Working with the media, an agency takes an active role in disseminating information.	M H	H
<i>Informative</i>	<b>Cable TV Information</b>	Work with the local cable television provider to provide public service announcements or a 30-minute cable show describing the planning process and opportunities for public involvement.	H	M

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TYPE	TECHNIQUE	DESCRIPTION	Level of Involvement	Level of Expense & Complexity
<i>Public Input</i>	<b>Public Hearings</b>	A hearing is a formal meeting of the elected body where the public may comment or provide testimony on the matter presented for voting. This is used during approval of the completed draft Community Assessment and the Community Participation Program for transmittal to the RDC for review and again during approval of the completed draft Community Agenda for transmittal to the RDC for review. The chambers of the elected body are best for the public hearing.	L M H	L H
<i>Public Input</i>	<b>Website – Response Capability (email)</b>	A page on the community’s website with information and one or more “contact the planning team” buttons to send email to the planners working on the comprehensive plan.	L M H	M
<i>Public Input</i>	<b>Direct Mail Surveys</b>	A questionnaire soliciting comments, opinions, and community goals via a printed, mail survey sent to a certain number of residents in the community.	M H	H
<i>Interactive</i>	<b>Vision Goals and Objectives Meetings</b>	Facilitated meetings to determine answers to the three key planning questions – “What do you have?” “What do you want?” and “How will you get it?”	M H	M
<i>Interactive</i>	<b>Student Programs</b>	Direct involvement of students from local schools, through such efforts as poster contests, essay contests, appointing high school student representatives to committees, or sponsoring a “city planning” study unit.	M H	M

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TYPE	TECHNIQUE	DESCRIPTION	Level of Involvement	Level of Expense & Complexity
<i>Interactive</i>	<b>Email blasts</b>	Periodic mass mailings by email to provide important notices and other information. At public meetings, offer the option of attendees providing their e-mail addresses on the sign in sheet. Create a database and send periodic progress e-mails and future meeting announcements to the distribution list.	H	M
<i>Interactive</i>	<b>Workshops</b>	The workshops are often small informal meetings that may include exhibits and presentations designed to be interactive among participants. They foster one to one and small group communication and are excellent for the discussion and critique of problem solving. They may require several facilitators depending on the size of the group.	L M H	L - H
<i>Interactive</i>	<b>Charrettes</b>	Highly interactive meetings where attendees work in groups to draw maps, develop goals and policies, and design their community.	M H	H
<i>Interactive</i>	<b>Community Preference Meetings</b>	An evaluation of a series of visual images categorized by housing types and styles, streetscape appearance, open space, commercial areas, and other design or use types. Participants are asked to state a preference as images showing alternative designs are displayed side by side. Results are tabulated by the planning team for presentation in later meetings.	L M H	M
<i>Interactive</i>	<b>Website – <i>Interactive with Surveys</i></b>	In addition to providing information on the community's website, provide interactive feedback opportunities with online surveys, questionnaires, and e-mail.	M H	H

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TYPE	TECHNIQUE	DESCRIPTION	Level of Involvement	Level of Expense & Complexity
<i>Partnerships</i>	<b>Technical Advisory Committee</b>	A working committee of city or county planners and other key employees from public safety, the board of education, utility authorities, and constitutional officers. As primary “users” of the plan, they have a stake in the outcome of the comprehensive plan.	L M H	L
<i>Partnerships</i>	<b>Steering Committees</b>	Established to provide feedback, advise the planning team, and shape the overall planning process. The Steering Committee is typically comprised of representatives from local authorities, the business community, key non-profit agencies, and citizen groups.	M H	L
<i>Partnerships</i>	<b>Stakeholder Meetings</b>	The stakeholder group should be representative of the demographic diversity (race, income, etc.) of the area. Stakeholders should include local elected and appointed officials, key property owners, neighborhood leaders, chamber and other economic development professionals, community service providers, area residents, and others with strong opinions and some stake in the future development of the area. The community should shoot for a maximum number of attendees, which may mean inviting more than 100 people.	L M H	L H
<i>Partnerships</i>	<b>Stakeholder Interviews</b>	Interviews: One-on-one interviews with key community leaders using a standardized series of questions, designed to gather more detailed information about stakeholders’ area of expertise.	L M H	L H

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TYPE	TECHNIQUE	DESCRIPTION	Level of Involvement	Level of Expense & Complexity
<i>Partnerships</i>	<b>Intergovernmental Partnership Meetings</b>	Planning "summit" meetings held by the elected officials with groups interested in the comprehensive plan, such as the board of education, appointed boards and authorities, other city and county government representatives, utility providers, state agencies and departments, and regional planning entities.	L M H	L

## Quality Community Objectives

*The 10 objectives outlined below are adapted from generally accepted community development principles to fit the unique qualities of Georgia's communities. Although these are only recommendations, we at DCA are convinced that if a community implements these principles, it will result in greater efficiency, cost savings, and a higher quality of life for Georgia citizens. These objectives are intentionally crafted with significant areas of overlap, such that, by addressing one or more of the objectives, a community will also end up addressing aspects of others. DCA stands ready to partner with communities to assist with any of these objectives to help create a climate of success for Georgia's families and businesses.*

### The Quality Community Objectives

#### 1. Economic Prosperity

Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce.

#### 2. Resource Management

Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

#### 3. Efficient Land Use

Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

#### 4. Local Preparedness

Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

#### 5. Sense of Place

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development;

***DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper.***

## Quality Community Objectives

protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

### 6. Regional Cooperation

Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.

### 7. Housing Options

Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio-economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

### 8. Transportation Options

Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

### 9. Educational Opportunities

Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.

### 10. Community Health

Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

***DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper.***