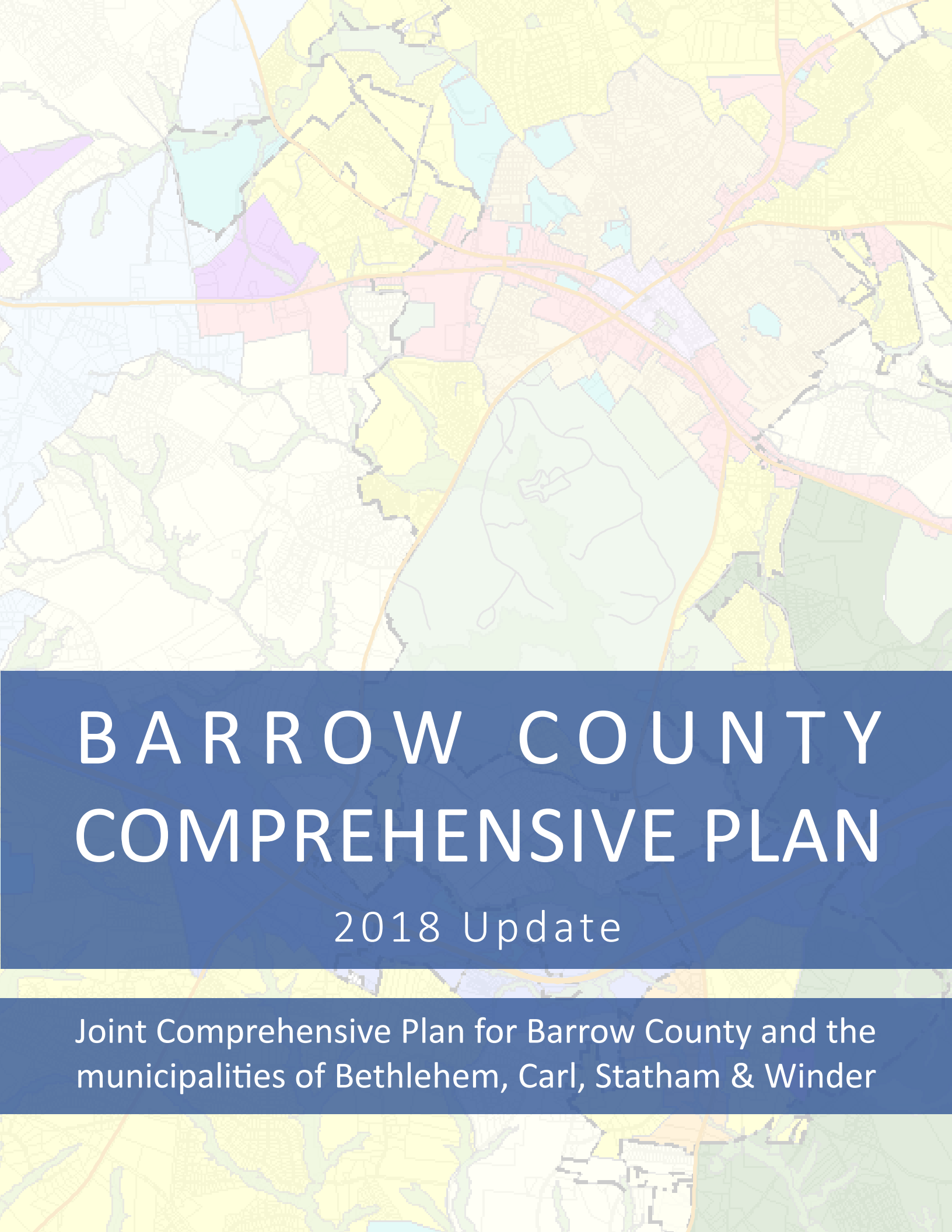

BARROW COUNTY COMPREHENSIVE PLAN

2018 Update

Joint Comprehensive Plan for Barrow County and the municipalities of Bethlehem, Carl, Statham & Winder

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Executive Summary

The *Barrow County Comprehensive Plan* contains goals and strategies to guide future growth and decisions in a manner that reflects the community's vision, as expressed through an extensive public involvement process. This plan addresses unincorporated Barrow County as well as the municipalities of Bethlehem, Carl, Statham, and Winder.

Community Vision

The "community vision" for future growth and development is described by goals and detailed strategies in Chapter 4 and by the Future Development Guide in Chapter 5.

Primary Goals

Goals identified during the planning process are organized by three Vision Themes:

- Development Patterns
- Social and Economic Development
- Resource Conservation

These themes are intended to organize and represent citizens' ideas and concerns related to the topics of land use, transportation, economic development, housing, natural resources, historic resources, and community facilities and services.

Development Patterns (DP) Goals

DP Goal 1: Promote local character and quality development through the built environment

DP Goal 2: Reduce traffic congestion

Social and Economic Development (SED) Goals

SED Goal 1: Diversify local economy and increase jobs for high-skilled workers

SED Goal 2: Increase park space and recreation

SED Goal 3: Maintain high quality community services

Resource Conservation (RC) Goals

RC Goal 1: Protect open space and natural resources

RC Goal 2: Preserve historic structures and sites

DECISION-MAKING FRAMEWORK

The *Barrow County Comprehensive Plan* is based on the community's **vision** for growth and development over the next 20 years.

The **VISION** is expressed by a set of goals that address specific needs and opportunities (see Chapter 4) and a Future Development Guide with a map and narrative (see Chapter 5).

GOALS define the desired future state of the community and generally relate to big picture ideas.

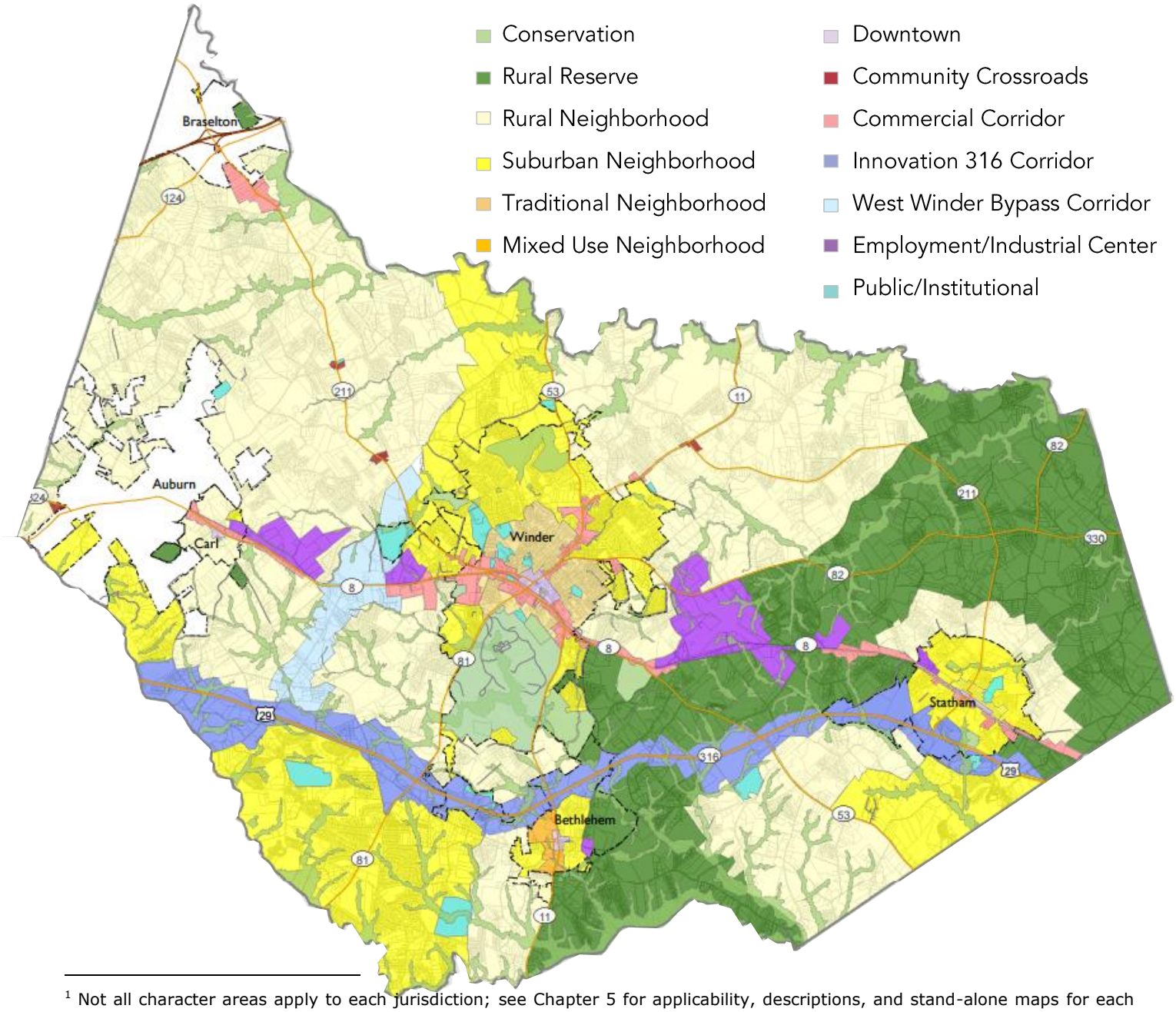
STRATEGIES are specific action steps that when completed should implement the community vision.

Overall, the Comprehensive Plan is used by elected officials to make decisions that guide growth in unincorporated Barrow County and the municipalities of Bethlehem, Carl, Statham, and Winder.

Future Development Guide

The Future Development Guide provides an illustrative depiction of goals for future development. The guide includes a Future Development Map for each jurisdiction addressed in this plan update, as well as supporting policies that define recommended development patterns and guide future decision-making related to the physical development across the county.

Recommendations for future development are addressed through distinct "character areas", which are based on public input, development patterns and trends, and infrastructure considerations. The following character areas are shown on the countywide Future Development Map[1]:



[1] Not all character areas apply to each jurisdiction; see Chapter 5 for applicability, descriptions, and stand-alone maps for each jurisdiction. In addition, Auburn and Braselton are not addressed, as each city maintains its own Future Development Map/Comprehensive Plan.

Introduction

Barrow County is projected to experience continued growth and investment over the next 20 years. In an effort to meet citizens' future needs, the County and its municipalities prepared a coordinated, community-driven plan intended to express a desired vision for future development. The resulting *Barrow County Comprehensive Plan* updates and replaces the previous plan, which was adopted in 2008.

Purpose of the Plan

The *Barrow County Comprehensive Plan* represents the growth and development policy for **unincorporated Barrow County** and the **municipalities of Bethlehem, Carl, Statham and Winder**.[2] This policy is expressed by a Future Development Map and supporting goals and implementation strategies.

This joint plan also serves the purpose of meeting the intent and requirements of the Georgia Department of Community Affairs' (DCA) "Standards and Procedures for Local Comprehensive Planning," as established on March 1, 2014. Preparation of a plan in accordance with these standards is an essential requirement in maintaining status as a Qualified Local Government (QLG). QLG status allows communities to be eligible for financial incentives from DCA, the Department of Natural Resources (DNR), the Georgia Environmental Finance Authority (GEFA), and the OneGeorgia Authority. This plan allows Barrow County and participating cities to retain their QLG status.

Scope

The Comprehensive Plan addresses the following plan elements required by DCA's "Standards and Procedures for Local Comprehensive Planning": Community Goals (see Chapter 4 of this plan), Needs and Opportunities (Chapter 4), Community Work Program (Chapter 6), and Land Use Element (see Chapter 5). The Atlanta Region's Transportation Plan (updated September 2017; a portion of Barrow is included in the federally designated Atlanta Metropolitan Planning Organization's boundaries for long-range transportation planning) and the Barrow County Comprehensive Transportation Plan (2015) are substituted for the Transportation Element and are incorporated by reference in this plan.

Community Participation and Plan Development

Creating a functional comprehensive plan begins with defining a common vision for the future development of the community. Identifying this shared vision is the starting point for creating a plan and identifying actions to implement the plan. A successful visioning process requires meaningful participation from a wide range of community stakeholders.

Visioning Process

The Visioning Process, or citizen participation process, for this plan included multiple layers of participation from residents and stakeholders. It included the following meetings and public input methods, which are further described in **Appendix B**:

- Countywide Public Meetings

[2] The cities of Auburn and Braselton maintain and update their own comprehensive plans.

  - Kickoff Meeting
  - Visioning Workshops (4)
  - Future Development Workshops (2)
  - Open House
- Community Survey (1,420 responses)
- Stakeholder Advisory Group meetings
- Technical Advisory Group meetings
- One-on-one interviews with Stakeholder and Technical Advisory Group members
- Flyers, e-mail blasts and website announcements

Putting the Plan into Action

Adopting a comprehensive plan may seem like the end of a planning process, but it represents the beginning of a new phase – implementation. Implementing the plan requires an understanding of the plan recommendations and tools available for putting the plan. In short, the plan is a tool that provides a policy basis for:

- Budgeting
- Local land use regulation
- Intergovernmental coordination
- Detailed plans for specific functions

Budgeting

The Implementation Program (see Chapter 6) outlines the overall strategy for achieving the community's vision for future development and for implementing the Future Development Guide. A five-year Community Work Program (CWP) prioritizes recommended strategies and assigns responsible parties to each. As presented, it provides elected officials and staff with a prioritized "to-do" list in addition to providing a policy guide.

Elected bodies and administrative staff should consult the CWP each year when developing their annual budget. Items listed in the CWP include recommended regulations, initiatives, community improvements or investments, and additional plans or studies.

Land Use Regulation

The policy basis for land use regulation occurs in two specific ways. First, the Future Development Guide provides a tool for evaluating rezoning requests. The guide illustrates and describes the vision for growth and development across the county, as depicted by the Future Development Map and associated character area policies. The Future Development Map is used to guide future rezonings; proposed zone change requests are reviewed for consistency with the Future Development Map and supporting character area policies.

Second, local zoning and development regulations sometimes require amendments based on the Comprehensive Plan recommendations. Evaluation and adoption of changes to ordinances that address land use, design, and development is a common follow-up after adoption of a comprehensive plan. The purpose of any updates to local ordinances is to ensure they support the implementation of the Future Development Map and specified goals in this plan.

Intergovernmental Coordination

County and city departments should coordinate their respective plans and initiatives with that of the Comprehensive Plan. For example, future planning to expand sewer service should be consistent with areas shown on the Future Development Map (and described in the Future Development Guide) as supporting desired employment growth.

In addition, coordination should occur between local governments and other groups or individuals, whether at the local (public or private), regional, or state level. For example, economic development entities and private developers can work together to develop policies and projects that are compatible with areas that are suitable for growth in each jurisdiction, as shown on the Future Development Maps.

Detailed Plans for Specific Functions

Functional plans address specific government services and are intended to coordinate with and supplement the Comprehensive Plan. They are stand-alone plans that can address issues and concerns raised by stakeholders during the Visioning Process in greater detail than a comprehensive plan. This plan recommends preparation of stand-alone plans for parks and recreation as well as wastewater management services.

Plan Organization

The sequence of chapters in this plan is structured to follow the planning process, which can be thought of as answering the questions: "Where do we want to be in 20 years?" followed by "How do we get there?" The plan is organized into the following chapters:

- Chapter 1: Executive Summary
- Chapter 2: Introduction
- Chapter 3: Community Profile
- Chapter 4: Community Vision
- Chapter 5: Future Development Guide
- Chapter 6: Implementation Program
- Appendix A: Report of Accomplishments (2013-2017 Short Term Work Programs)
- Appendix B: Public Participation Summary

Appendix C: Socioeconomic Data Tables

Community Profile[3]

The following chapter summarizes socioeconomic, land use and environmental characteristics, as well as transportation plans, that have bearing on planning for future growth and development and that were used to help identify local needs and opportunities and subsequent goals and strategies (see Chapter 4).

Population & Household Characteristics

Countywide Population

Between 2010 and 2016, the county added almost 7,000 people, to ***a total number of 73,340 residents*** (a 10.52% increase). Pre-Recession (2000-2008), the county added 20,842 people for an overall increase of 31% over its 2000 population (46,520). During the Recession years (2008-2012), the county added only 2,799 people, a 4% increase over 2008. As the effects of the Great Recession waned, ***since 2012 the county's population has increased steadily*** to an estimated 9,921, a 12.4% increase.

Per year average population growth figures by "era" are more illustrative: During the exuberant pre-recession years (2000-2008), the county averaged a population increase of over 2,600 per year. During the Great Recession, however, the average dropped to only 560 per year. Since 2008, as the county has re-covered from the collapse of the housing market, the annual average has grown to 1,654 people per year.

Annual Population Estimates: 2000-2016

	Barrow County	Auburn (part)*	Bethlehem	Braselton (part)*	Carl	Statham	Winder	Balance of County
2000	**46,520**	**6,905**	**722**	**264**	**228**	**2,013**	**10,563**	**25,825**
2001	48,171	6,784	700	343	228	2,025	10,781	27,310
2002	50,409	6,752	686	425	230	2,064	11,129	29,123
2003	52,253	6,670	669	503	231	2,085	11,388	30,707
2004	55,032	6,708	662	590	236	2,144	11,844	32,848
2005	57,889	6,750	656	680	241	2,204	12,314	35,044
2006	61,395	6,859	657	778	248	2,288	12,920	37,645
2007	64,760	6,942	654	878	255	2,364	13,486	40,181
2008	67,362	6,937	643	967	258	2,412	13,895	42,250
2009	68,548	6,790	619	1,036	256	2,410	14,018	43,419
2010	**69,694**	**6,850**	**616**	**1,095**	**199**	**2,510**	**14,472**	**43,952**
2011	69,860	6,852	617	1,109	199	2,516	14,546	44,021
2012	70,161	6,862	621	1,123	200	2,530	14,550	44,275
2013	71,325	6,946	632	1,150	202	2,557	14,882	44,956
2014	72,982	7,027	649	1,254	207	2,582	15,140	46,123
2015	75,107	7,294	669	1,369	215	2,615	15,403	47,542
2016	**77,126**	**7,335**	**688**	**1,409**	**220**	**2,647**	**15,777**	**49,050**

* 2016 estimates for the parts of Auburn and Braselton within Barrow County are estimated as a linear projection of data for 2010 through 2015 (the last year available).

Source: US Bureau of the Census population estimating program; Intercensus estimates 2000-2009; annual estimating program 2010-2016.

[3] See **Appendix C** for additional data tables not included in this chapter.

Population in Context

Barrow County has held its own with regard to its rate of growth since 2000 compared to its neighbors. Of the six counties that adjoin and surround Barrow County, two have smaller populations (Jackson and Oconee) and one—Gwinnett County—dwarfs the county with a population 12 times that of Barrow. The other three—Athens-Clarke County, Barrow County and Walton County—fall in between.

Nonetheless, ***during the pre-recession years, Barrow County increased its population by a greater annual average percentage (5.6%) than any of its neighbors***. The closest was Jackson County with a 5.25% annual average increase.

During the years ***since*** the Great Recession began in ***2008, Barrow County's annual average growth rate of 1.89% was surpassed by only two counties—Oconee at 1.97% and Gwinnet at 2.31***.

Household Characteristics

The vast ***majority (99.7%) of the county's population live in households***, of which overwhelmingly 75% are ***families*** (two or more related people living together). The most notable change in the composition of households in recent years is an ***increase in the number of households that include at least one person 65 or older***, from 1,243 to a total of 5,678 (an increase of 28%). This equates to almost a quarter of all households in the county.

The ***foreign-born population***, though very small, ***has grown somewhat faster than the population*** in general, increasing 13.3% between 2010 and 2016. Of the county's foreign-born population, somewhat fewer than half were naturalized citizens (43%) and the largest group was from South America (58%) in 2016.

The ***racial composition*** of the county's population ***has remained virtually unchanged***. The county's population is overwhelmingly White (80%) with Black or African Americans comprising 11.3% in 2016. The next largest group—Asians—comprised 3.5% of the 2016 population. During this same period, Latino or Hispanic people (of any race) increased from 8% of the population (over 5,300) to 9.6% (over 7,000), a small increase of 1,700 but a percentage surge of more than 32%.

■ Projected Growth

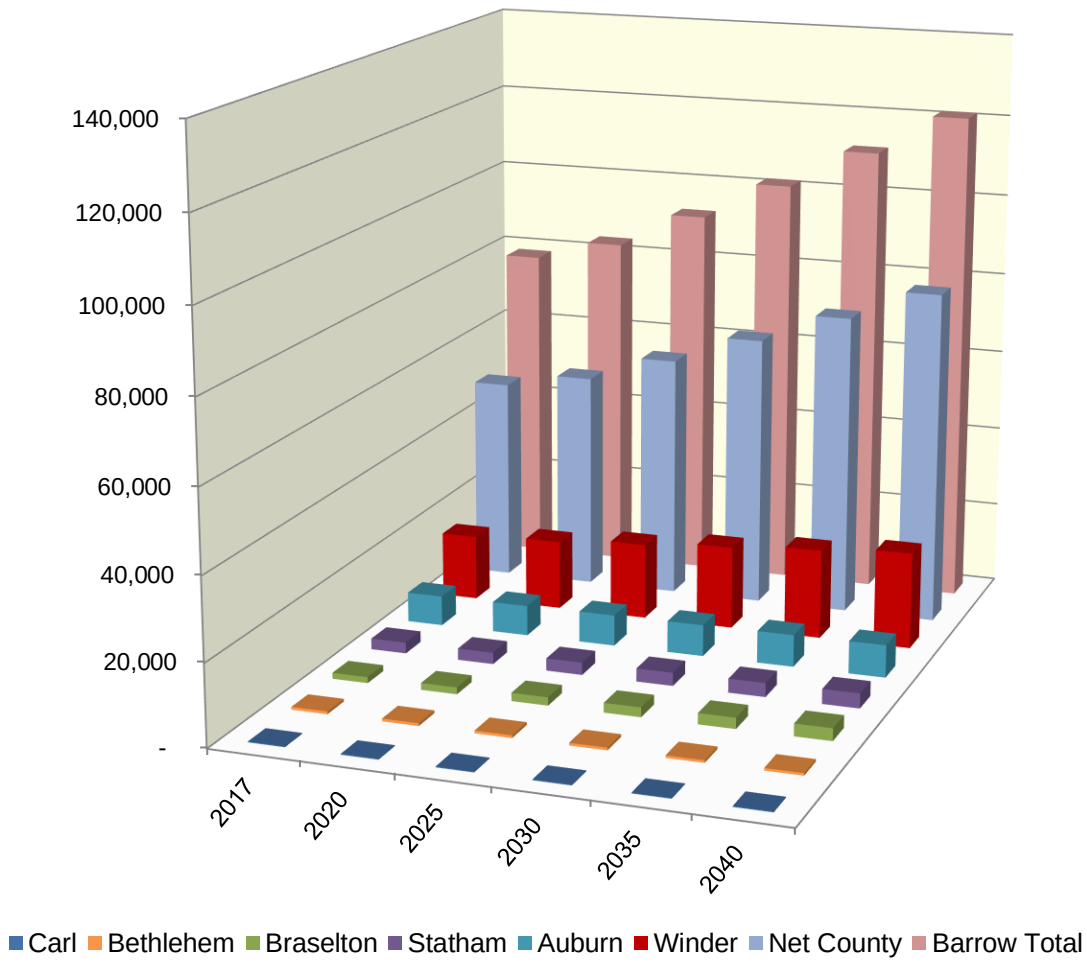
Countywide Growth

Future population growth for the county as a whole to 2040 is ***projected at a conservative pace consistent with past population increases***, considering the past gyrations of the housing market. Growth in the unincorporated area is projected to far outpace growth in any of the county's cities.

Based on linear projections of the annual Census population estimates beginning in 2000, between now and 2040, ***the unincorporated area of the county is projected to attract over 75% of all growth*** in the county—almost 31,000 more people for a 38% increase over 2018.

The ***city of Winder*** is the ***only city expected to experience significant growth***, adding almost 7,300 people for a 2018 increase of 31%. ***Statham*** is the only other city wholly within the county that is ***projected to add population***, growing by 933 people for a 25.5% increase over 2018.

Population Forecasts: 2017-2040



The county's second largest city – the portion of Auburn that projects into the county – is forecast to add only 600 more people to the almost 7,400 living there now, while the portion of Braselton that has crossed over into the county is expected to more than double in population, adding over 1,500 people by 2040.

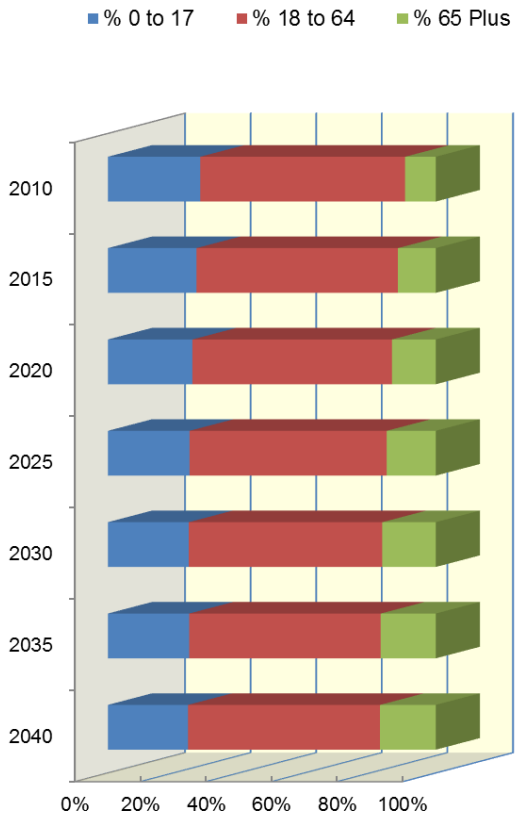
Continuing past trends of shrinking populations since 2000, both ***Bethlehem and Carl*** are ***projected to show virtually no growth*** over the coming 22 years, statistically losing 76 and 45 people respectively.

By necessity, it must be noted that population projections for the cities do not contemplate further annexations, since such expansions cannot be estimated or anticipated. Realistically, however, it is not unlikely that some of the population growth forecast for the unincorporated area may end up within one or another of the cities.

Countywide population will increase in each age group, but the categories will ***shift from the youngest to the oldest residents***. By 2018, the county's children (17 and younger) will increase by well over 8,900 (a 30% increase over 2018), the "middle-aged" group (18 to 64) will show a 32% increase of more than 22,800 people, while the more elderly group (65 and older) will show the greatest percentage increase of well over 53%, adding more than 11,000 people (half as many as the middle-agers).

Today, there are twice as many children as elderly residents in the county—a 2.1-to-1 ratio. By 2040, the ***children to elderly ratio is expected to fall*** to only 1.4-to-1. While the School Board and private institutions may be challenged accommodating 8,900 more students, an increased need for senior-oriented housing options and services can well be anticipated.

Countywide Population by Age Group

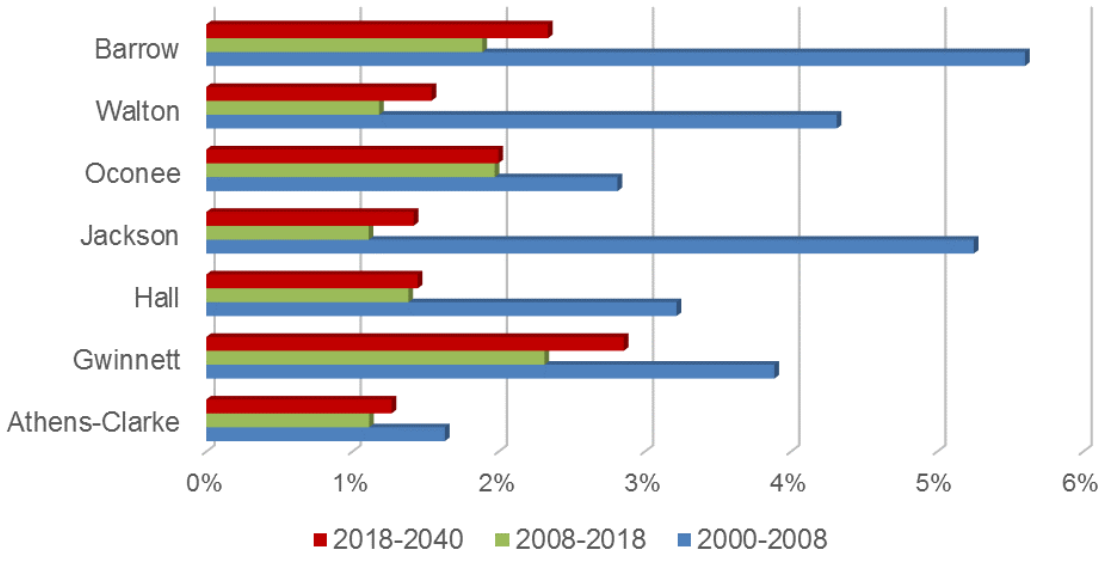


Growth in Context

Barrow County is forecast to gain in population against every surrounding county except Gwinnett County. Looking ahead, Woods & Poole Economics foresees an annual average population growth rate of 2.34% each year to 2040 for Barrow County. That rate will be higher than every surrounding county except Gwinnett, which is forecast to maintain an average annual rate of 2.86% for the coming 22 years.

By 2040, Barrow County's population will have grown ever larger than Jackson and Oconee Counties, will have about the same population as Walton County, and will have gained ground against Athens-Clarke County and Barrow County. Still the county will continue to be dwarfed by Gwinnett County (by a ratio of 13:1).

Average Annual Percent Population Growth by County



Housing

Growth in the Housing Stock

The number of single-family detached housing units in the county increased by 1,575 houses in 2010—a ***7.6%*** increase to a total of 22,276 homes in 2016. New construction between 2010 and 2016 produced increases in the categories of 3- or 4-unit buildings (44 units), and multi-family blocks of 10 or more units per building (a net of 123 units).

The above increases were offset by the loss of some duplexes, multi-family units and mobile homes, such that the increase in all housing units between 2010 and 2016 was a net of 1,106 units, or 4.3%. Accounting for the losses among duplexes and multi-family units, the net change in such units available actually was negative (a net loss of 114 units).

The increase in single-family detached homes alone, however, resulted in an increase from over 80% to ***almost 83% of the entire housing supply in the county being single-family homes***.

Occupancy

Housing occupancy and vacancies are steady; rental occupancy is on the rise. Although the number of occupied housing units increased between 2010 and 2016 along with supply, the percent of the total held steady at a little over 89%. Vacancies followed suit at almost 11%.

Over the same period, however, the number of units that were owner-occupied fell by 202 units (from almost 77% to 73% of the total supply) while renter occupancy increased by 1,163 units (from a little over 23% to 27% of the total supply). Since the increase in renter-occupied units far exceeded the actual negative increase in multi-family units (a net loss of 114 units), rental occupancy must have been absorbed by single-family homes and/or the remaining manufactured homes. (A check of rentals reported on Zillow.com in July 2018, lists only 1 manufactured home for rent versus 13 single-family houses and 4 apartments.)

Housing Costs & Affordability

Housing costs appear to be relatively low for many Barrow County residents, ***but excessively high for*** a notable few (particularly ***renters***).

Of the 17,461 housing units occupied by owners in 2016, 12,841 (over 73%) were reported as having a mortgage. This is a reduction from almost 78% having a mortgage in 2010. Of those homeowners reporting (12,752), the largest portion (44%) indicated that their monthly mortgage payment was less than 20% of their monthly household income. In the realm of housing unaffordability, a little over 28% reported their mortgages were 30% of their household income or more, and almost 20% reported payments at 35% of income or more.

Of the 6,539 renter-occupied units in 2016, the median rent paid was $928 per month (up from a median of $780 in 2010, a 19% increase). A little over 28% of renters who reported paying rent in 2016 indicated that their monthly rental payments were less than 20% of their average household income. At the other end of the scale, 2,664 reported paying rents at 30% of their average monthly incomes or more—approaching half (45%) of all rent-paying households. [34.4% reported payments at 35% of income or more.]

The ***housing market today appears focused on affordability***, with only a few exceptions.

There were 58 new single-family houses (built in 2018) reported for sale on Zillow.com as of July 2018. ***Countywide, the average sales price asked was $266,500***, ranging in price from a low of $159,000 to a high of $600,000.

Compared to the rest of the county, ***the Statham area lists some of the highest cost houses***. Of the 10 built in 2018 listed for sale, the average was $362,100 (including the $600,000 house) and ranged to a low of $185,000.

Outside of the Statham area, ***the rest of the county showed some greater affordability***. Of the 48 houses listed for sale, the average asking price was $246,600, and ranged from a low of $159,000 to a high of $395,000.

There were 13 new houses built in 2018 that were reported as sold (only one of which was in the Statham area). The average of all sales was for $253,800, ranging from a low of $171,000 to a high of $485,000 (the one in the Statham area).

Using the rule-of-thumb of housing costs not exceeding 30% of one's income (and ignoring related costs for utilities, etc.) ***suggests that minimum household incomes for the average rental house should be at least $53,000 per year, and for the average apartment at least $43,000.*** Of the county's 24,000 households in 2016, ***the average household income was $64,241*** (see Spending Power sub-section).

Commuting Patterns

The scant data available regarding where people live and work comes from the 2010 Decennial Census. In 2010, the Census reported that a little over 29,500 people living in Barrow County had jobs. There were, however, only 17,700 people actually working in the county.

Of the ***29,500 workers living in the county, only a bit more than 11,000 actually worked in the county;*** the other 18,500 held jobs outside of the county. Some 6,600 workers that lived outside of Barrow County commuted into the county to work, rounding out the total number of people working in Barrow County.

Most of the Barrow County residents working elsewhere worked in the immediate area. Of the 18,500 Barrow County residents that worked in other counties in 2010, 83% of them worked in one of the counties adjoining Barrow County.

The ***greatest percentage of these workers held jobs in Gwinnett County*** (well over half—more than 9,900--at 54%), with another 12%+ working in Athens-Clarke County. Together, these two counties accounted for two-thirds of all of the out-bound county workers.

The percentages are dramatic:

- Of those employed persons living in the county, only 37% of them held jobs in the county while 63% worked in other counties.
- That 37% of employed residents that held jobs in the county filled only 62% of the local jobs available.
- Fully 38% of the jobs in the county were filed by employees that resided in other counties.

- This "out-sourcing" of county residents to jobs in other counties may well continue into the future, particularly to Gwinnett County.
- If the W&P jobs-to-population projections to 2040 hold true, and the number of jobs in Barrow County remains at 0.37 jobs per person, retirees aside, ever more residents finding employment outside of the county can be expected.

Housing, commuting data, and household income data suggests that a large number of Barrow County's residents are middle management employees in services and retail businesses who have found well-paying jobs in other counties but 1) cannot afford to live where they work (e.g., Gwinnett County) or 2) don't care to live there (Athens-Clark County, for instance). Whereas, Barrow County offers them affordable housing while enjoying easy access to good jobs.

Economic Indicators

The county has shown ***great strides in the increase of its population's educational achievement*** levels. Most notably from a workforce standpoint, those having a college degree (Associate, Bachelor's or Graduate) increased dramatically from more than 9,400 to almost 12,200, nearly a 30% increase.

The growth in the number of county residents in the ***civilian work force has not kept pace with population growth*** overall. Between 2010 and 2016, the county's civilian work force increased from 33,512 to 35,655, 2,143 more workers but an increase of only 6.4% (compared to the population growth of 10.5%). ***Employment increased***, however, by 8.2% (a greater percentage than the total workforce increased) while those unemployed went down by 9.5%.

County residents with jobs showed particular skill sets and types of employment. The overwhelming ***majority of employed county residents are*** classified as ***"private wage and salary workers"***, which grew by over 12% between 2010 and 2016. The other two general classifications of workers—government workers and self-employed persons—each showed a reduction in both the number and percentage of employed persons during the same period.

With regard to occupations, the ***greatest number of employed residents broke evenly between management jobs and sales & office jobs***—accounting for 57% of all employed residents in the county in 2016. Each occupation accounted for 28%-29% of all employed residents, with those in management occupations growing the most by over 13.2% and sales/office workers increasing by almost 11% over 2010.

Regarding various industry groupings, almost ***half (48%) of all employed residents worked in education and health services (19% of all workers), retail trade (17%) or manufacturing (12%)***. Of those, the first two grew by an almost identical number of workers (1,335 vs. 1.329, respectively) between 2010 and 2016, while ***manufacturing saw a reduction of 203 workers (-5%).***

Spending Power

Incomes have been increasing the most in the higher income brackets. Of the county's 24,000 households in 2016, the average household income was $64,241. The fastest growing income category, however, was in the $100-150,000 range (increasing the number of households in that range by almost 47%), followed by the number of households in the $150-200,000 range (up 12%) and those earning $200,000 or more (up 16%).

However, of the almost 17,800 households (74% of the total) earning ***between $15,000 and $100,000***, increases in the various income ranges show little (or lower) increases than would be accounted for by inflation alone. (The $50-75,000 range is the exception at a 7% increase over 2010). As a broad interpretation, it could be said that household ***incomes in these ranges are basically stagnant***.

Poverty is of some growing concern in the county. Between 2010 and 2016, the number of people living in the county under the "poverty line" (based on federal guidelines) increased from 12.6% to 14.5% of the county population, an increase of almost two percentage points. Many of these residents are individuals: among families, the number increased only by one percentage point from 9.4% to 10.4% of all families. Somewhat surprisingly, those 65 and older living in poverty saw a reduction of more than five percentage points, from 14.2% to 8.8%, of all those living in poverty.

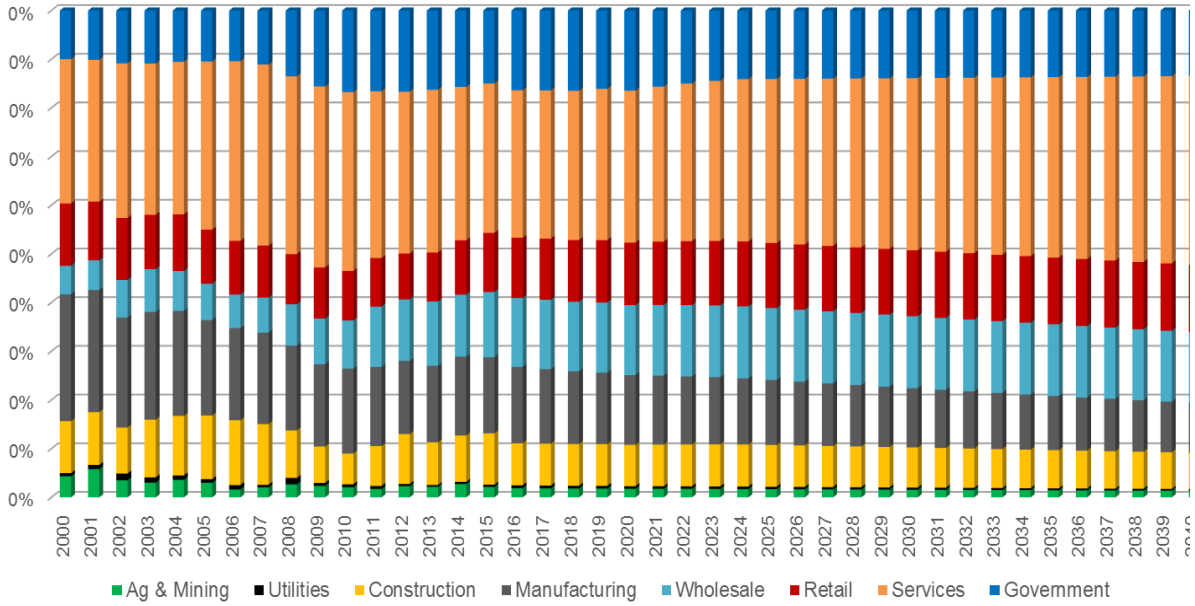
Earnings[4] and Personal Income[5]

Earnings

The total wages and salaries generated by companies and proprietors in the county provide insight into the economic sectors that contribute most and least to Barrow County's economy.

Total estimated net earnings by all sectors in 2018 approaches $1 billion, with businesses in the Services sector generating almost $301 million, followed by Manufacturing (over $146.5 million) and Wholesale & Warehousing (over $140.3 million). ***For all the jobs it generates, Retail Trade generates only $124.2 million, putting it in 4th place.***

Share of Total Net Earnings – Barrow County



By 2040, these four leading sectors will continue to generate the highest net earnings in the county but will change position: the Services sector still be leading with $624.4 million, followed by Wholesaling &

[4] NOTE: Earnings are for workers and proprietors, and are the sum of wages & salaries, proprietors income, and supplements to wages and salaries paid to ALL workers in the county, regardless of place of residence.

[5] Personal Income includes wages and salaries; supplements to wages; proprietor's income; dividends, interest and rental income; and other income accruing to individuals.

Warehousing (at $233.1 million) and Retail Trade (at $223.3 million) virtually tied, and Manufacturing falling to 4th place at $164.5 million.

Per employee earnings by sector, however, tell a different tale. The ***sector generating the highest average per-employee earnings in 2018 is Warehousing & Wholesaling*** at more than $46,700; the sector maintains this dominance in 2040, having grown over 16% to almost $54,300 in constant 2009 dollars. ***Manufacturing takes second place*** with average employee earnings in 2018 of almost $44,600, which is projected to grow 15% to almost $51,300 by 2040.

While ***the Services sector generates*** far and away ***the most in earnings in the county*** (almost $301 million in 2018), ***its employees have the lowest average earnings of any sector*** at only $24,100. Earnings in the Services sector will grow dramatically by 2040, more than doubling its total to more than $624 million. The average earnings of its employees will also grow dramatically by 23% in 2040 (more than any other sector), but with the added number of Services sector employees, average earnings per employee will only be $29,800—still the lowest of all other sectors in the county.

Fortunes are not promising in the Retail Trade sector. In both 2018 and 2040, the sector will have more employees than any other sector except for Services, but a lower average employee earnings level than all other sectors except Services. In 2018 Retail Trade employees average $4,800 more than Services sector employees. However, ***projected growth in Retail employee earnings is the lowest of all sectors*** (at 3.8%), and, while the average earnings per employee will still be greater than Services employees, the gap will have narrowed to only $179 per year.

Personal Income

The personal incomes of Barrow County residents include money earned at county jobs and the income of those residents that work in other counties.

In 2018, Woods & Poole Economics estimated total personal income of county residents (in 2009 dollars) at $3.147 billion, which included the personal incomes of county residents that work in the county ($2.41 billion) and the net of incomes of county residents that work in other counties (less the incomes of people that work in Barrow County but live in a different county), which totaled $737 million.

In 2040, Woods & Poole projects that total personal income (in constant 2009 dollars) will be a net of $5.465 billion, comprised of $4.298 billion for resident workers in the county and a net of $1.168 billion in income brought into the county by county residents that work in other counties, less the income of residents of other counties that work in Barrow County.

Translated into average household incomes by dividing the total net personal income figures by the number of households, the ***household personal income average (from all sources) is projected to rise from $110,670 today to $132,750 in 2040***.

Even though actual incomes will vary from household to household, because the calculations are in constant dollars indicates a ***steadily growing level of wealth*** among all county households as a group, which would also ***suggest a rising purchasing power among county residents***.

Future Job Prospects

Economists foresee ***growth in private sector jobs*** being focused most heavily in the ***Retail Trade and the Services sectors*** under normal future conditions. By 2040, Woods & Poole Economics sees the Retail sector growing by well over 3,100 from almost 4,300 jobs in the county to more than 7,400 jobs, a more than 42% increase. Moreover, the Retail sector is projected to increase from almost 14% to 17% of all jobs in the county in 2040.

The ***Services category is also expected to expand*** notably, from almost 12,500 jobs today to more than 20,900 in 2040, more than a 40% increase and almost 8,400 new jobs. The Services sector will also increase its presence in the jobs market from 42% of all jobs in the county today to over 47% in 2040.

While some of the other employment sectors will increase in the number of jobs in the coming years (Agriculture, Construction and Government), and others will see losses (Utilities and Manufacturing), none of them will see an increase in their percentages of total jobs in the county. Only ***Wholesale & Warehousing vies for third place*** after Services and Retail with a 30% increase (almost 1,300 jobs) but falls a half of a percentage point of all jobs in the county.

While the future expansion of service and retail jobs (and sales) will serve the County residents well and will occur as the population grows, the County should strive to maintain and expand its current base in "basic industry" companies[6] as manufacturing and, especially, wholesale and warehousing companies. This is due to these sectors generating the highest per-employee earnings, as previously described.

Growth in Jobs

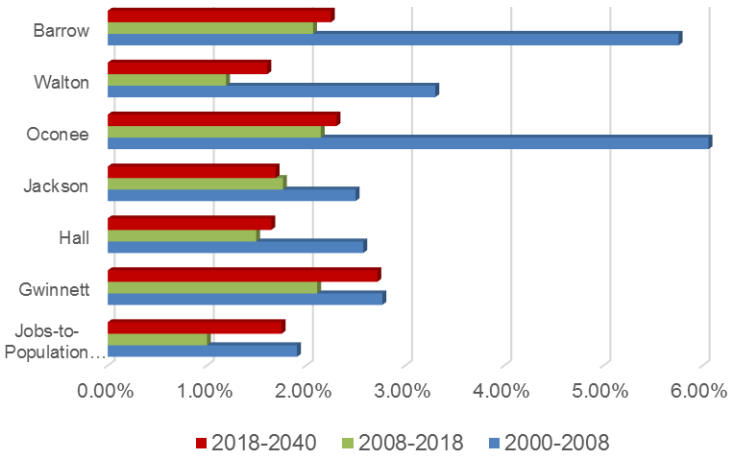
Today, Woods & Poole Economics (W&P) estimates that ***job opportunities in the county are comparatively few in number***. In 2018, W&P estimates the number of jobs in the county at almost 29,700, which is fewer than all of the surrounding counties except Oconee County (which has about 18,600).

Commuting patterns, discussed below, ***indicate that a comparatively large number of people*** living in Barrow County ***hold jobs outside of the county***, which deflates the potential number of jobs in the county and artificially inflates the jobs-to-population ratios in the counties where they work.

Future job growth is seen as a direct function of population growth in the county. In 2018, the jobs-to-population ratio in Barrow County as estimated by W&P is 0.37 jobs per resident. This ratio holds constant for every future year out to 2040. To a certain extent, this reflects the county's emphasis on local sales and services jobs, which tend to focus on serving nearby residents and are therefore strongly local-customer oriented.

While the jobs-to-population ratio in Walton County also holds constant from 2018 to 2040 (at 0.36, similar to Barrow), all other surrounding

Average Annual Percent Employment Growth by County



[6] Companies that bring money into the community through sale of their products elsewhere.

counties show increases to some, though minor, extent except Gwinnett, which sees continued job growth but a reduction in the ratio by about 2%.

Both Jackson and Oconee Counties show a growing jobs-to-population ratio, suggesting a slightly more regional attraction, although the increases are very small—less than a 5% increase over the coming 22 years.

Athens-Clarke County has the highest current jobs-to-population ratio in the area (0.74) and shows the greatest increase by 2040 (well over 8%), reflecting its "central city" role as a sub-regional business and service center (particularly regional corporate offices, shopping and health services, not to mention UGA) when measured against its relatively small population.

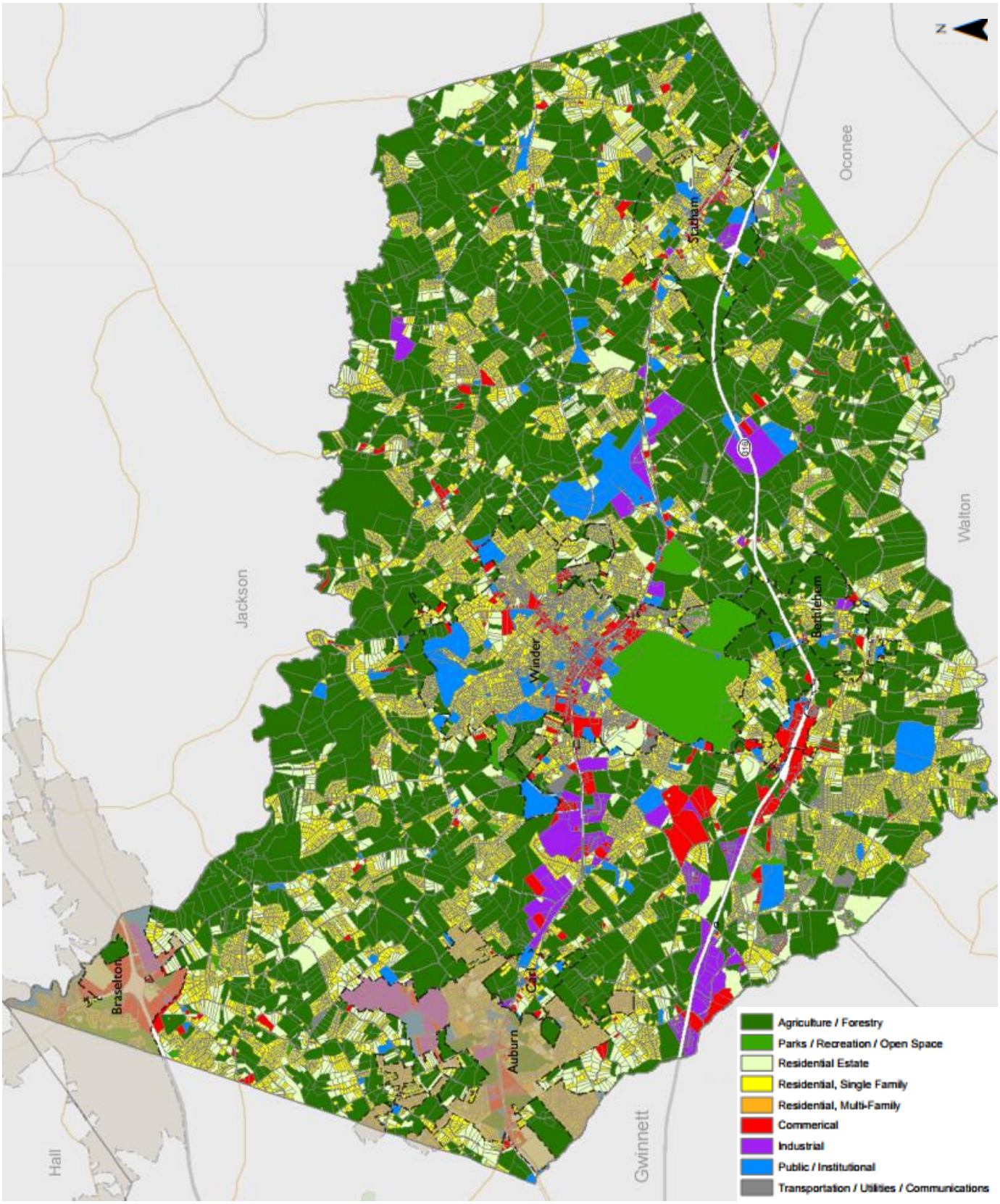
Gwinnett County will continue to be a source of employment for Barrow County residents. According to employment growth statistics released by the Census Bureau for the Atlanta Region's "core" counties, of the ten zip codes that showed the highest increase in jobs since 2000, five are located in Gwinnett County. According to Woods & Poole Economics, jobs in Gwinnett County are forecast to increase from more than 552,600 in 2018 to almost 883,200 in 2040, representing an average annual increase (2.72%), which is greater than Barrow County (a healthy 2.25%) and all of Barrow's other surrounding counties.

Existing Land Uses

The Existing Land Use Map on the following page displays countywide existing land use, defined as the current use of parcels of land and categorized as described in the Existing Land Use Categories table below. The Existing Land Use Map was developed through a process of GIS analysis that involved tax digest data from Barrow County, aerial photography from various sources, and windshield surveys.

Existing Land Use Categories	
Category	Description
Agriculture/Forestry	Land dedicated to agricultural and forestry activities
Parks/Recreation/Conservation	Dedicated open space such as parks and state lands
Residential, Estate	Single-family detached homes on individual lots > 5 acres
Residential, Single-Family	Single-family detached homes on individual lots < 5 acres
Residential, Multi-Family	Apartments, attached homes (i.e. townhomes, duplexes), condominiums
Commercial	Non-industrial businesses including retail sales, office, services and entertainment
Industrial	Land dedicated to warehousing, wholesale trade and manufacturing
Public/Institutional	State, federal or local government uses including city halls and government building complexes, police and fire stations, libraries, prisons, schools, etc.
Transportation/Communication/Utilities	Properties devoted to power generation plants, radio towers, telephone switching stations, electric utility substations, and other similar uses

Existing Land Use Map



Land use patterns in Barrow County include a mix of rural (agricultural uses or zoning; residential uses on large lots) and single-family residential uses dispersed across the unincorporated area, with greater concentrations of residential subdivisions in the western half of the county. Agricultural uses and large areas of open space are found to the north along the Mulberry River and to the east and southeast. Commercial and industrial uses are generally located along major transportation corridors. In the cities, traditional town centers with civic and commercial uses are largely surrounded by residential uses, sometimes at a slightly higher density near the city center (i.e. Winder). Open space is primarily represented by local and state parks, golf courses, as well as any parcels held by a land trust.

Overall – in rounded figures – 50% of the county (excluding Auburn and Braselton) is classified as agricultural, and 35% is residential. Commercial and industrial uses each account for 3% of the land area, and land categorized as dedicated open space is 4% (of which Fort Yargo State Park comprises over half). Public and institutional uses are also 4% of the county, and utilities are .3%.

Transportation

The Barrow County Comprehensive Transportation Plan (2015 update) addresses transportation infrastructure in detail and includes an assessment of the existing countywide system. The plan's Five-Year Work Program mirrors the projects identified in the Atlanta Regional Commission's (ARC) Transportation Improvement Program (TIP). As the short-term work program of the Atlanta Regional Transportation Plan (RTP), the TIP allocates federal funds toward the construction of the highest priority projects in the RTP. The RTP is the long-range transportation plan for a 20-county region that includes Barrow County.

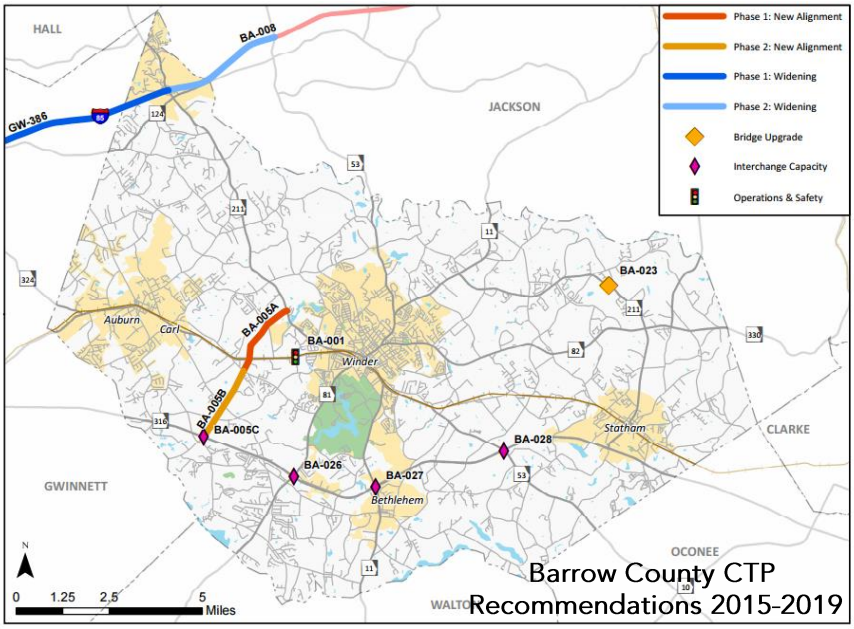
According to the Barrow County CTP, in the near-term the County's debt obligations take precedence over identifying funds for transportation projects; accordingly, the CTP's work program consists of projects in the TIP, as they are fully funded (federal and state transportation funds). These projects reflect an emphasis on large projects that address significant congestion and safety issues in the county and also support regional mobility. Major projects include the West Winder Bypass and SR 316 interchange projects, as shown in the table and corresponding map below.

Barrow County Comprehensive Transportation Plan (CTP) Update 2015 Five-Year Work Program*		
ARC ID	Description	Limits
BA-001	Ed Hogan Road intersection improvement*	@ SR 8 and Bankhead Hwy
BA-005A	West Winder Bypass: Phase 1 – New Alignment	from SR 11 near Cedar Creek to Matthews School Rd.
BA-005B	West Winder Bypass: Phase 2 – New Alignment	from Matthews School Rd. to SR 316
BA-005C	West Winder Bypass: Phase 3 – New Interchange	@ SR 316
BA-008/GA-386	I-85 North Widening	from Hamilton Mill Rd. to SR 53
BA-023	SR 211 Bridge Replacement*	@ Beech Creek
BA-026	SR 316 – New Interchange	@ SR 81
BA-027	SR 316 – New Interchange	@SR 11
BA-028	SR 316 – New Interchange	@SR 53

**Complete*

The current TIP for fiscal years 2018-2023 adds the following projects: SR 82 Bridge Upgrade @ Middle Oconee River, SR 211 Widening from SR 124 to SR 347 (in Hall County), Exchange Boulevard Extension, and replacement of Old Thompson Mill and Patrick Mill Road bridges (projects *not* shown at right).

Specific pedestrian needs are addressed in a more localized manner. The Winder Livable Centers Initiative Study, which was completed in 2010 and updated in 2017, recommends dozens of sidewalk projects (new and repair) for the downtown area, as well as connectivity with Fort Yargo.



Natural Resources

Environmental Planning Criteria

To protect the state's natural resources and environment, the Georgia Department of Natural Resources (DNR) developed *Rules for Environmental Planning Criteria* (Chapter 391-3-16). The Georgia Department of Community Affairs' (DCA) Minimum Standards and Procedures for Local Comprehensive Planning (Chapter 110-2-1) require local governments to review the standards during the development of comprehensive plans to determine if there is need to adapt development regulations to address protection of the following natural resources:

The *Compliance with State Environmental Planning Criteria* table in this section indicates whether these natural resources are present in Barrow County and if affected jurisdictions have implemented protection efforts. See also the *Natural Resources Map* in this section.

Other Environmental Regulations

Each jurisdiction participating in this plan has adopted a local **Flood Damage Prevention** ordinance, which sets forth standards for development within the floodplain. A community's floodplain management activities, including its local ordinances, can make it eligible to participate in the National Flood Insurance Program's (NFIP) Community Rating System (CRS). The CRS program is a voluntary incentive program that recognizes and encourages activities that exceed the minimum NFIP requirements. Depending upon the level of participation, flood insurance premium rates for policyholders can be reduced up to 45%. Barrow County and its municipalities currently do not participate in the CRS program.

Barrow County, Bethlehem and Carl require all "**primary conservation areas**" in a conventional subdivision, open space subdivision or master planned development to be permanently protected by a natural resource or conservation easement. Primary conservation areas include river and stream channels and re-

quired buffers, protected wetlands and buffers, 100- year floodplain, and wildlife habitats of threatened or endangered species.

Compliance with State Environmental Planning Criteria

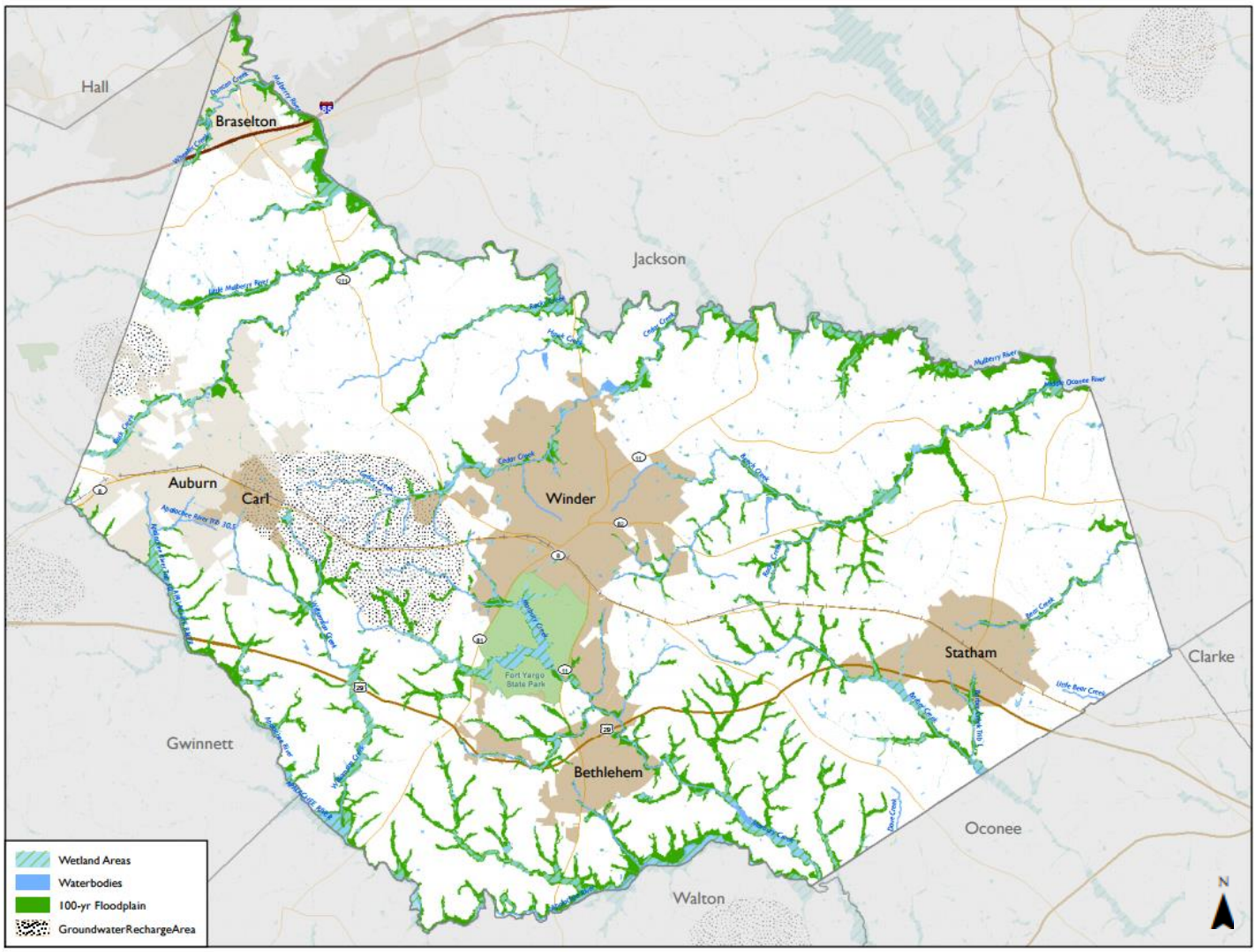
Resource	Definition	Location	Local Protections
Water Supply Watershed	A "small water supply watershed" has less than 100 square miles of land within the drainage basin upstream of a governmentally owned public drinking water supply intake and a "large water supply watershed" is greater than 100 square miles	Large water supply watersheds: Apalachee River, Middle Oconee River and the Mulberry River Watershed Small water supply watersheds: Cedar Creek, Laurel Lane Reservoir, Fort Yargo Lake, Barber's Creek and Bear Creek	Watershed Protection Ordinance: **Yes** Typical provisions: • Buffer and impervious surface requirements; prohibition on septic tanks and drainfields within a 7-mile radius of a water supply intake or reservoir
Groundwater Recharge Areas	Any portion of the earth's surface where water infiltrates into the ground to replenish an aquifer	As delineated by the DNR in Hydrologic Atlas 18, 1989 edition, there are two areas of low pollution susceptibility in unincorporated Barrow County: along the western border and between Carl and Winder; and, the eastern portion of Carl	Groundwater Recharge Area Protection Ordinance: **Yes** Typical provisions: • Septic tank regulations, including minimum lot sizes for new homes • Special requirements for uses with on-site hazardous materials
Wetlands	Areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions	County-wide, as delineated by the U.S. Fish and Wildlife Service National Wetlands Inventory	Wetlands Protection Ordinance: **Yes** Typical provisions: • Limitations on allowed uses • Local development permit is required for regulated activity
Protected Rivers	Any perennial river or watercourse with an average annual flow of at least 400 cubic feet per second as determined by appropriate U.S. Geological Survey documents	Apalachee, Mulberry and Middle Oconee Rivers in unincorporated Barrow County	River Corridor Protection Buffer: **Yes** Typical provisions: • 100-feet buffer • Prohibitions on uses that generate or handle hazardous wastes
Protected Mountains	All land area 2,200 feet or more above mean sea level, that has a slope of 25% or greater for at least 500 feet horizontally, and shall include the crests, summits, and ridge tops which lie at elevations higher than any such area	There are no protected mountains	Not applicable

Regional Water Plan

DCA's Minimum Standards and Procedures for Local Comprehensive Planning require local governments to review their Regional Water Plan to determine whether additional or modified regulations/actions are needed. In June 2017 the Upper Oconee Regional Water Planning Council completed an update to the ***Upper Oconee Regional Water Plan***. The plan recommends specific measures for the use and management of the 13-county region's water over the next 35 years, specifically for: water conservation, water supply, wastewater, and water quality. Barrow County, Winder, and Statham provide water and

wastewater (sewer) service[7] and are working toward implementation of applicable management techniques identified in the Regional Water Plan.

Natural Resources Map



[7] In Statham, wastewater service is provided by Barrow County and Statham; the city maintains the sewer distribution lines

Historic Resources

Inventory of Historic Resources

Historic resource surveys provide a working base for communities in devising a local preservation strategy. In 2011 a survey of unincorporated Barrow County was conducted by FindIT, a state-wide cultural resource survey program sponsored by the Georgia Transmission Corporation (GTC) in partnership with the Georgia Department of Natural Resources (DNR), Historic Preservation Division (GA SHPO). The program is housed in the College of Environment + Design at the University of Georgia.

The Barrow County survey provides the following summary: "A total of 53 resources were documented that meet and maintain a minimum level of age, integrity, and significance. The construction date of all identified resources ranges from 1850-1944; the periods with the most extant resources are 1890-1899 and 1910-1919, which both have 11 resources (20.8%), followed closely by 1880-1889 with 10 resources (18.8%). The majority of identified resources are single family dwellings (54.7%), with the most common types being Craftsman (41.4%) and Queen Anne (10.3%). A large number of dwellings (37.9%) did not exhibit any type of High Style architecture and are considered to be of no academic style. "Cemeteries" accounted for 41.5% of the total resources surveyed, and "Religious Facilities" accounted for 3.8%."

The public can view the resources and detailed information from the survey on DNR's official web-based database system: NAHRGIS (Natural, Archaeological, and Historic Resources Geographic Information Systems).

National Register of Historic Places

The National Register of Historic Places ("National Register") is the official list of the nation's historic and archaeological resources worthy of protection. A program of the U.S. Department of the Interior's National Park Service, the National Register is intended to identify, evaluate and protect historic places. As an honorary designation, National Register status places no obligations or restrictions on private owners. However, to take advantage of federal and state tax incentives for building rehabilitation, projects must retain a property's historic character by following the Secretary of the Interior's Standards for Rehabilitation.

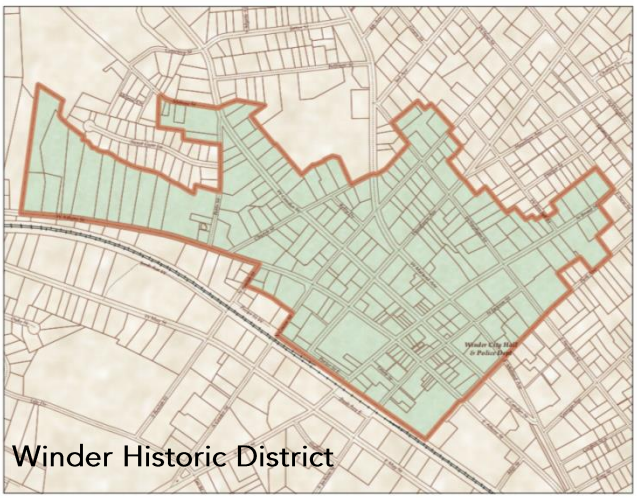
The following local districts, buildings and sites are listed on the National Register:

- Athens--Candler--Church Street Historic District (Winder)
- Barrow County Courthouse (Winder)
- Broad Street Commercial Historic District (Winder)
- Carlyle--Blakey Farm (Unincorporated Barrow, adjacent to western Winder city limit on Hwy 211)
- Downtown Winder Historic District (boundary increase; Winder)
- Jackson Street Commercial Historic District (Winder)
- Jackson-Johns House (Winder)
- Kilgore Mill Covered Bridge and Mill Site (Unincorporated Barrow, SW of Bethlehem)
- Manning Gin Farm (Bethlehem)

- North Broad Street Residential Historic District (Winder)
- Omer Christian Church and Cemetery (Unincorporated Barrow, northeast corner of SR 316 and Carl-Bethlehem Road)
- Rockwell Universalist Church (Unincorporated Barrow, intersection of Hwy 53 and Rockwell Church Road)
- Russell Homeplace Historic District (just east of Winder city limits on Atlanta Hwy)
- Statham Historic District
- Winder Depot (Winder)

Locally Designated Historic Districts

While National Register designation is largely symbolic, a locally-designated historic district can afford meaningful protection to a historic resource. The City of Winder has adopted the locally-designated Winder Historic District. Local designation, accomplished by adoption of a historic preservation ordinance, requires review and approval of proposed exterior alterations to an affected property. A historic preservation commission (HPC) is appointed as the reviewing body, and approvals are granted in the form of a Certificate of Appropriateness (COA). An HPC is also authorized to review and approve the proposed relocation or demolition of a building. A COA must be granted before building permits are issued.



Winder Historic District

Certified Local Government Program

The Certified Local Government Program (CLG) is a federal program administered at the state level by the Historic Preservation Division of the Georgia Department of Natural Resources. Any city, town, or county that has enacted a historic preservation ordinance and enforces that ordinance through a local preservation commission, is eligible to become a CLG. The benefits of becoming a CLG include eligibility for federal historic preservation grant funds, the opportunity to review local nominations for the National Register prior to consideration by the Georgia National Register Review Board, opportunities for technical assistance, and improved communication and coordination among local, state, and federal preservation activities. The City of Winder is a CLG.

Community Vision

Barrow County is a growing community with unique needs and opportunities related to its development patterns and projected future growth. This chapter uses a series of "vision themes" to describe what the community envisions for its future in terms of identified needs and opportunities that are addressed by recommended goals and strategies.

Visioning Process

As summarized in Chapter 1 (and further described in Appendix B), the Visioning Process included a variety of public involvement techniques and opportunities. The public's input helped identify local needs and opportunities that provide the basis for this plan's recommended goals and strategies. In particular, a community survey proved particularly effective for gauging local priorities and issues. The survey received over 1,400 responses that – with public workshop input and an assessment of local conditions (see Chapter 3) – was used to identify high priority needs and opportunities to be addressed by this plan.

Vision Themes

Vision themes organize the primary needs and opportunities and supporting goals and strategies into three categories:

- Development Patterns
- Social and Economic Development
- Resource Conservation

These themes generally address the planning topics of land use, transportation, and housing (Development Patterns), natural and historic resources (Resource Conservation), and economic development and community facilities/services (Social and Economic Development).

This section summarizes local needs and opportunities by vision theme and identifies associated goals to address those needs as well as detailed strategies that can help the community reach the stated goal. These strategies are represented in Chapter 6 as specific action items to be undertaken by the local government.

Development Patterns (DP)

Summary of Primary Needs and Opportunities

The **quality and variety of single-family housing** was mentioned repeatedly as an issue during the Visioning Process. Survey responses and comments received at public meetings indicated there is a high supply of "starter homes," and this is borne out by current data, as summarized in Chapter 3. This can be a positive aspect with respect to availability of affordable housing; however, the long-term durability of exterior building materials is proving to be an issue, and there are growing maintenance and related aesthetic concerns.

Many residents also indicated a desire for larger homes at higher price points to provide more options for residents wanting to upsize to larger homes, and ideally to attract new, higher-paying employers that

would be seeking more "middle-income" housing as compared to what is currently available. As shown in Chapter 3, incomes have been increasing in the higher income brackets and there is a steadily growing level of wealth among all households, which would suggest increasing ability and/or interest in such housing.

Zoning and development codes can address these issues to the extent that building materials and site design standards can be regulated to ensure higher quality, durable exterior materials are used, and to consistently require neighborhood features (e.g. sidewalks, open space, amenities, landscaping, etc.) that improve the overall value and quality of new homes.

Both Barrow County and Winder are planning to update their local regulations, which provide an opportunity to address standards for residential development. In addition, the Future Development Maps can accommodate opportunities for **senior housing**, which can vary in building type and densities. This is a need based not only on public input but demographic trends, which show an aging population (see Chapter 3).

Pending code updates by Barrow County and Winder can also address **the appearance of commercial development**, which was cited as a concern during the Visioning Process. Barrow County currently has minimum standards for building and site design for properties in the Highway Overlay Districts, but commercial development outside of these corridors is not addressed. In addition, Winder currently does not have minimum standards for commercial development.

In addition to the issues cited above, **traffic congestion** was identified by the public as being problematic. It ranked as the "most important" topic – by far – needing attention, based on the community survey responses. Traffic in downtown Winder was specifically mentioned, as well as issues along SR 316. Fortunately, large-scale projects that have been discussed for many years to address these problem areas will be constructed in the near-term: the West Winder Bypass and SR 316 interchanges. Another pending GDOT project includes traffic signal updates at several major intersections in the county.

These projects will have a direct impact on traffic congestion and will also contribute to economic development goals. The West Winder Bypass can accommodate additional industrial growth, consistent with uses that are already present, and can potentially benefit from recent Federal Opportunity Zone designation (i.e. tax incentives for new private investment) that overlaps with part of the new route. The 316 interchange projects being constructed over the next several years will support development of target industries (bio-tech, technology, life sciences, advanced manufacturing, and distribution) along this important corridor.

With the construction of these major transportation projects, new transportation needs may be created. Most notably, according to the 2015 Barrow County Comprehensive Transportation Plan (CTP), will be the need to widen SR 81 and SR 11 related to the SR 316 interchange projects, and to widen SR 211 to I-85 after the completion of the West Winder Bypass. The CTP notes that future updates to that plan should address the impacts of these projects once they have been implemented and their full impact can be assessed.

Related Goals and Strategies

DP Goal 1: Promote Local Character and Quality Development Through the Built Environment

Strategies[8]

DP 1.1: Improve city gateways (Highways 211, 53, 8 and 11) with new signage and landscaping (W)

DP 1.2: Develop standards for residential site design (e.g. requirements for landscaping, sidewalks, recreation amenities, etc.) and exterior materials (BC)

DP 1.3: Evaluate need to initiate a rezoning of undeveloped industrial zoned property in the Rural Neighborhood Character Area (C)

DP 1.4: Review Sign Ordinance to identify potential amendments needed to support downtown-oriented recommendations in the Winder Livable Centers Initiative Study (W)

DP 1.5: Coordinate with Barrow County on Unified Development Code updates (B,C)

DP 1.6: Review and update building material standards and guidelines (W)

DP 1.7: Evaluate need to adopt optional State of Georgia Disaster Resilient Building Codes for residential and commercial construction (BC, W)

DP 1.8: Research steep slope development standards (W)

DP 1.9: Develop design standards for non-residential development to ensure quality standards are consistently applied throughout the county (BC)

DP 1.10: Evaluate minimum buffer and screening standards to ensure they are sufficient where commercial or residential uses abut residential properties (BC)

DP 1.11: Develop overlay district for West Winder Bypass to address access and design; review suitability of existing Highway Corridor elements for potential application (BC)

DP 1.12: Evaluate effectiveness of Highway Corridor Overlay requirements (e.g. consider design standards for uses that are currently exempt, including industrial, storage or warehouse; evaluate screening requirements, including for outdoor storage and displays) (BC)

DP 1.13: Prepare Infill Development Guidelines to ensure new construction in central Winder is compatible with established building setbacks, height, scale, etc. (W)

DP 1.14: Prepare an economic development brochure for business recruitment / site development / downtown promotion (S)

[8] BC = Barrow County B = Bethlehem C = Carl S = Statham W = Winder

DP Goal 2: Reduce Traffic Congestion

Strategies[9]

DP 2.1: Complete West Winder Bypass (BC)

DP 2.2: Complete SR 316 interchange projects (BC)

DP 2.3: Complete traffic signal upgrades (BC)

DP 2.4: Provide additional parking in downtown Winder (W)

DP 2.5: Adopt interparcel access requirements for new development to improve traffic flow and safety, especially along commercial corridors (BC, W, S)

DP 2.6: Continue to implement sidewalk projects from the Winder Livable Centers Initiative (LCI) Study (W)

DP 2.7: Coordinate with CSX and GDOT to prepare a Railroad Grade Separation Feasibility Study to improve traffic flow in the downtown area and accommodate emergency service vehicles (W)

DP 2.8: Evaluate the need to update the Comprehensive Transportation Plan (BC)

DP 2.9: Continue to install on- and off-road golf cart/multi-use paths (S)

Social and Economic Development (SED)

Summary of Primary Needs and Opportunities

Increasing jobs for high-skilled workers ranked second in importance (after reducing traffic congestion) in the community survey. As noted in Chapter 3, continued expansion of service and retail jobs in the county is expected; however, it is warehousing/wholesaling, followed by manufacturing jobs, that generate the highest average per-employee earnings.

The county benefits from a variety of entities and programs that work together to recruit businesses, promote and/or generate incentives, and train the local workforce to compete for desired new employers. These include: Barrow County Economic Development, Chamber of Commerce, Winder-Barrow Industrial Building Authority, Joint Building Authority of Winder-Barrow County, Winder Downtown Development Authority, Lanier Technical College, Sims Academy of Innovation and Technology, Barrow County Schools, and Georgia's Innovation Corridor Joint Development Authority.

Much of their efforts focus on the 316 Innovation Corridor, which is positioned to accommodate large-scale employers in the industries that generate higher earnings. While the Future Development Map can support this goal with the appropriate 'character area' designation (including recommended land uses and supporting zoning), as can transportation improvements noted in the Development Patterns section, additional planning and investment is needed to expand sewer service.

[9] BC = Barrow County B = Bethlehem C = Carl S = Statham W = Winder

Revitalization of existing areas and buildings, in addition to focused expansion of new industry noted above, was identified during the Visioning Process as an economic development need. These areas include the downtowns as well as the Holly Hill Mall area in Winder. Revitalization efforts in Winder are guided by in part by the Winder Urban Redevelopment Plan and Winder Livable Centers Initiative Study, with the Winder Downtown Development Authority able to play an active role. In addition, due to adoption of local enabling legislation, there is the potential for a Tax Allocation District (TAD) to be formed for the Holly Hill Mall area. The TAD could be used to finance infrastructure and other redevelopment costs.

Increasing park space and recreation options ranked in the top five most important issues, according to the community survey. Frequently cited needs include: more programs and facilities for children and teens, more family parks and playgrounds, more park trails, and more opportunities in the county that are located outside of Winder but don't require travel to neighboring counties (primarily Gwinnett) to use more comprehensive recreation systems.

Winder has several plans to expand passive recreation space, and active space at the county's Victor Lord Park will be expanded in the near future. Winder is also coordinating with Fort Yargo State Park and the Georgia Department of Natural Resources to add pedestrian connections from the downtown area to the park. A countywide Parks and Recreation Master Plan could provide a comprehensive assessment of local needs, including whether park facilities outside of these centralized areas are needed and how that could be achieved.

A variety of community facilities were touched on in the survey comments, with **libraries** receiving the most attention. Local downtown libraries appear to be popular in each city, necessitating need for expansion, especially in Bethlehem and Statham. Limited funds and room for expansion are issues, however. In addition, maintaining adequate emergency services – in particular, fire service – was cited as a need.

Related Goals and Strategies

SED Goal 1: Diversify Local Economy and Increase Jobs for High-Skilled Workers

Strategies[10]

SED 1.1: Coordinate with Board of Education and Barrow County to evaluate the feasibility and process of establishing a Tax Allocation District (TAD) and associated Urban Redevelopment Plan (URP) for the Holly Hill Mall area (W)

SED 1.2: Partner with the Northeast Georgia Regional Commission to create an inventory of buildings suitable for redevelopment and vacant lots suitable for infill development (S)

SED 1.3: Update Wastewater Management Plan, using the Comprehensive Plan to guide future sewer infrastructure expansion plans to areas most suitable for growth and higher density/intensity development (BC)

SED 1.4: Coordinate with Barrow County on the update to the Wastewater Management Plan (B)

[10] BC = Barrow County B = Bethlehem C = Carl S = Statham W = Winder

SED 1.5: Complete Tanners Bridge Road Wastewater Treatment Facility to increase treatment capacity (BC)

SED 1.6: Evaluate need for participation in Archway Partnership program, a unit of UGA's Public Service and Outreach that works with community leaders to identify and address complex economic and community development needs and issues (BC)

SED 1.7: Coordinate a visit with Global Commerce Division of the Georgia Department of Economic Development and/or local energy provider(s) economic development specialists to assess development potential and needs along the portion of the 316 Innovation Corridor inside the Statham limits (S)

SED 1.8: Review permitted uses and special exception uses in the Downtown Overlay District to ensure that desired commercial/entertainment uses are allowed (W)

SED 1.9: Evaluate development review and permitting processes to assess the ease of doing business in the county (BC)

SED 1.10: Assess need to allow upper floor residential as a condition use in the C-1 Neighborhood Commercial District to encourage mixed uses and contribute to downtown vitality (S)

SED 1.11: Implement downtown promotional and marketing strategies that are recommended in the Winder Livable Centers Initiative Study (W)

SED 1.12: Continue to implement the City of Winder Redevelopment Plan, which includes recommendations related to economic development, community development, housing conditions, affordable housing, and development of the Wimberly Center for Community Development (W)

SED Goal 2: Increase Park Space and Recreation

Strategies[11]

SED 2.1: Connect Fort Yargo to downtown Winder and surrounding; prepare a master plan to identify pedestrian connections, followed by construction (W)

SED 2.2: Complete Victor Lord Park expansion project (BC)

SED 2.3: Prepare a master plan for passive recreation use of city property located around City Pond (W)

SED 2.4: Coordinate with Barrow County to evaluate potential for connecting City Pond property and adjacent County-owned property with a trail system along Cedar Creek (W)

SED 2.5: Prepare a Parks and Recreation Master Plan update to identify additional needs for park acreage, facilities and programs (BC)

SED 2.6: Install shade canopies over playground equipment (C)

[11] BC = Barrow County B = Bethlehem C = Carl S = Statham W = Winder

SED 2.7: Prepare a Parks and Recreation Plan, to include an update to the Trail Facilities Plan (S)

SED 2.8: Develop a trails/passive recreation use master plan for former land application system property at north end of the city (W)

SED 2.9: Complete Jug Tavern Park renovations (W)

SED 2.10: Purchase playground equipment and replace lawnmower (B)

SED Goal 3: Maintain High Quality Community Services

Strategies[12]

SED 3.1: Coordinate with the Piedmont Regional Library System to meet growing demand for library services (B,S)

SED 3.2: Evaluate need to develop a Fire Station Location and Deployment Study that would assess long-range fire service needs, including new fire stations or relocation of existing facilities (BC)

SED 3.3: Repair drainage pipe on Manger Avenue (B)

SED 3.4: Purchase 4-wheel drive tractor with front bucket (B)

Resource Conservation (RC)

Summary of Primary Needs and Opportunities

The **protection of open space and natural and cultural resources** ranked very high in the community survey. Specific needs mentioned by the public included protecting rural character and farms, preserving the small-town feel (while expanding high-paying jobs, decent housing and recreation), promoting downtowns and preserving their historic commercial and residential buildings, protecting the tree canopy, and protecting river water quality.

The protection of rural character is best addressed through "Rural" classifications on the Future Development Map, which emphasize agricultural and large-lot residential uses and discourage extension of sewer infrastructure.

Planned zoning and development regulation updates by Barrow County (and, by extension, Bethlehem and Carl, who have adopted the Barrow County UDC) and Winder provide opportunities to ensure open space set asides are meaningful and tree protection measures are adequate as the county develops. The County and Bethlehem, Carl, Statham, and Winder have also adopted all applicable environmental regulations to protect water quality, as indicated in Chapter 3.

Winder has the largest concentration of historic buildings, and the locally designated Winder Historic District regulates exterior changes to buildings, additions, new construction, and demolition. These standards will be reviewed during the update to the Zoning Ordinance. Statham does not have a locally designated

[12] BC = Barrow County B = Bethlehem C = Carl S = Statham W = Winder

historic district, but the Statham Historic District is listed on the National Register of Historic Places and can be used to guide the creation of a local historic district or districts.

RC Goal 1: Protect Open Space and Natural Resources

Strategies[13]

RC 1.1: Implement Upper Oconee Regional Water Plan (2017) recommendations for water conservation management, water supply management, wastewater management, and water quality management (BC, W, S)

RC 1.2: Evaluate the County's floodplain management program for eligibility to participate in the National Flood Insurance Program's Community Rating System and potentially receive discounted insurance rates (BC)

RC 1.3: Review local tree protection standards for potential amendments needed to maintain tree canopy with new development (All)

RC 1.4: Evaluate effectiveness of Open Space Subdivision design option; consider increase in minimum open space requirement (BC)

RC Goal 2: Preserve Historic Structures and Sites

Strategies

RC 2.1: Adopt a Historic Preservation Ordinance to authorize the designation of local historic districts, creation of a Historic Preservation Commission, and the development of design guidelines that would guide new construction, building additions, and changes to building exteriors (S)

RC 2.2: Apply to the Federal Certified Local Government (CLG) Program, which provides financial /technical assistance for historic preservation activities, including creation of design guidelines; adoption of a Historic Preservation Ordinance is a prerequisite of the program (S)

R.C 2.3: In coordination with the Barrow County Historical Society, consult with the Historic Preservation Division of the Georgia Department of Natural Resources to identify available technical sources, financial assistance, and incentives for preserving historic resources identified in the 2011 Historic Resource Survey (BC)

RC 2.4: Coordinate with the Barrow County Historical Society and the Historic Preservation Division of the Georgia Department of Natural Resources to evaluate the potential (and process) for nominating the Old Post Office to the National Register of Historic Places (C)

RC 2.5: Update historic district design guidelines and amend historic demolition code (W)

[13] BC = Barrow County B = Bethlehem C = Carl S = Statham W = Winder

Future Development Guide

A key component of the comprehensive planning process is the creation of the Future Development Guide. This guide – in addition to the goals and strategies presented in Chapter 4 – explains and helps illustrate the community's vision for growth and development in unincorporated Barrow County and the municipalities of Bethlehem, Carl, Statham, and Winder.

The Future Development Guide includes the three sections shown below:

- Future Development Map
- Character Area-Based Planning
- Character Area Policy

Future Development Maps

A Future Development Map is intended to guide decision-making related to the physical location of development and where the most appropriate scale and intensity of development should occur. It shows the geographic location of unique "character areas" that describe the type of development and land uses desired for particular areas in a community. Specific character areas depicted on maps for each jurisdiction are described in detail later in this chapter (see also Character Area Policy section).

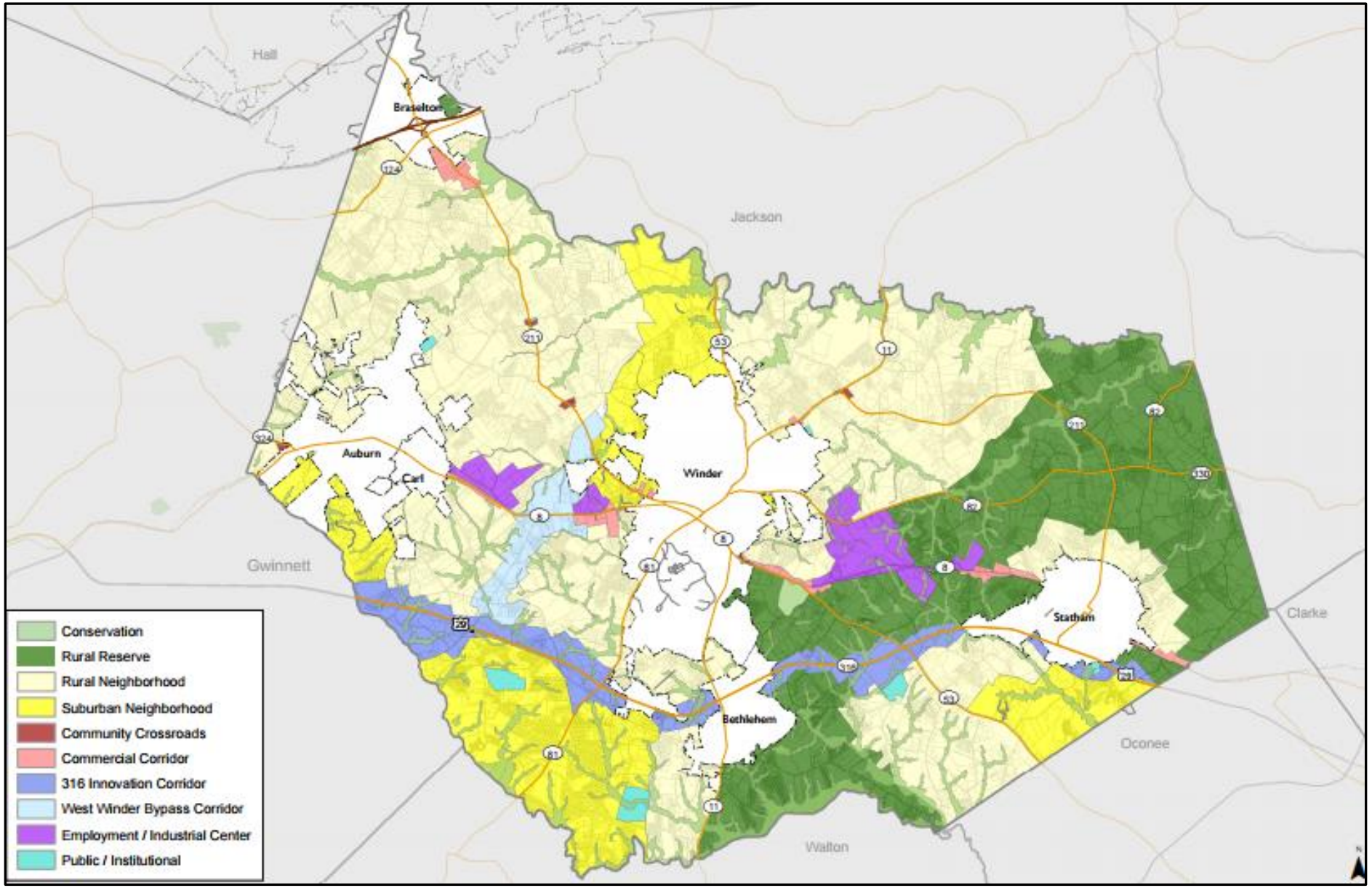
Future Development Maps are included in this chapter for:

- Barrow County (unincorporated area)
- Town of Bethlehem
- Town of Carl
- City of Statham
- City of Winder

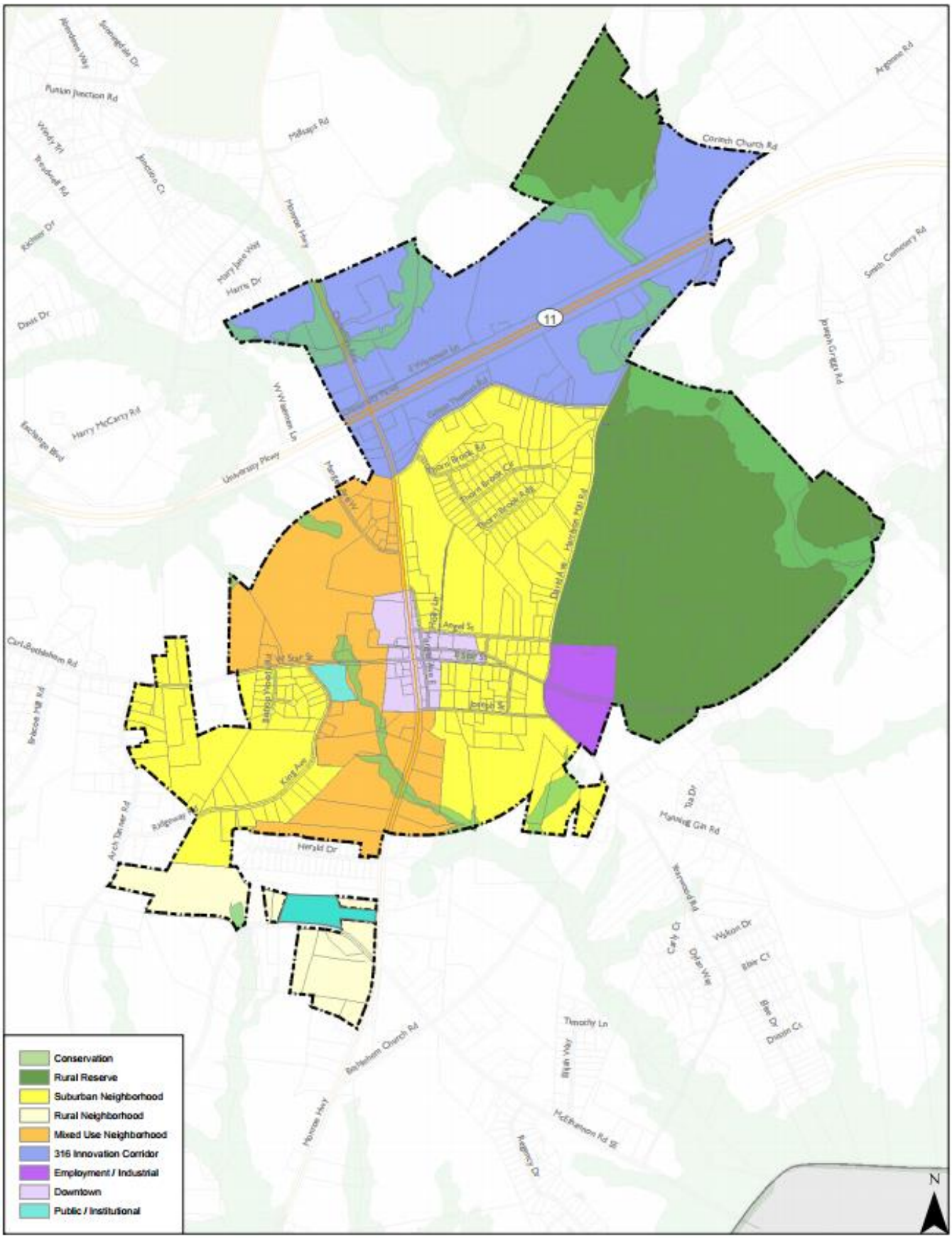
Relationship of Future Development Map to Zoning

A local government's zoning ordinance (stand-alone or part of a consolidated Unified Development Code) and official zoning map provide properties with certain rights to development, while the Comprehensive Plan's Future Development Map serves as a guide to the future development of property. The Future Development Map and Character Area Policy should be used as a guide for future rezoning decisions undertaken by the County and the cities of Bethlehem, Carl, Statham, and Winder.

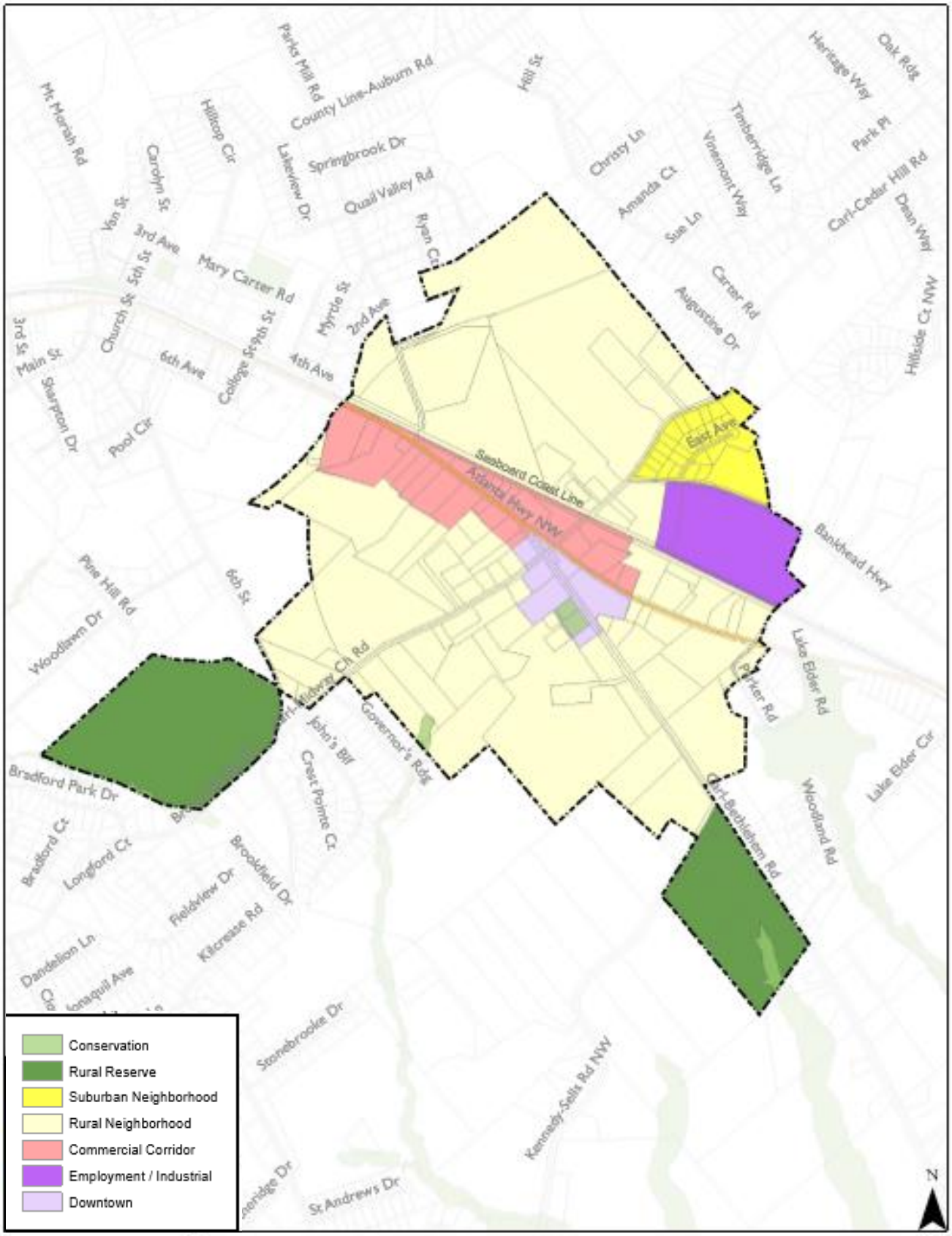
Barrow County (unincorporated area) Future Development Map



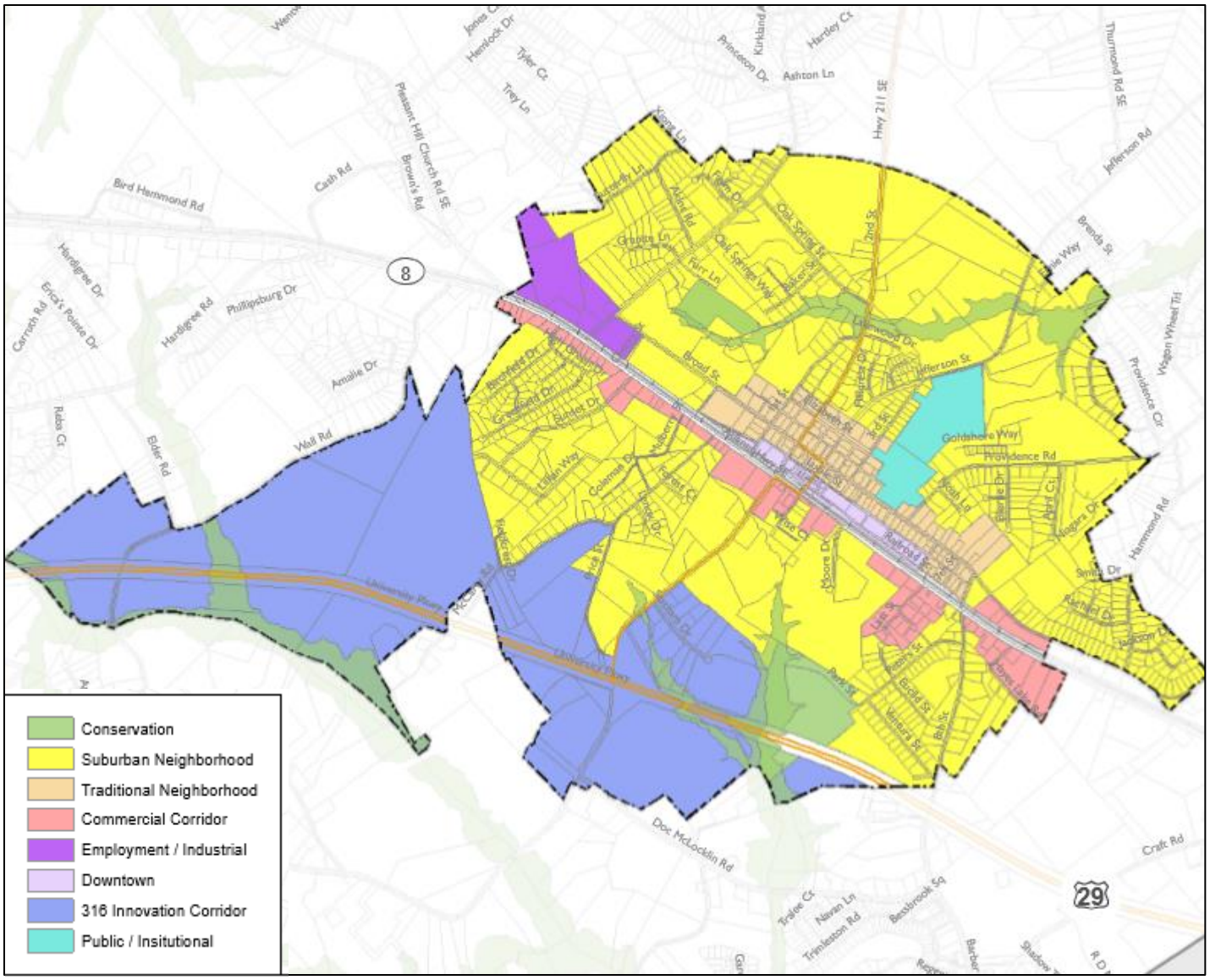
Town of Bethlehem Future Development Map



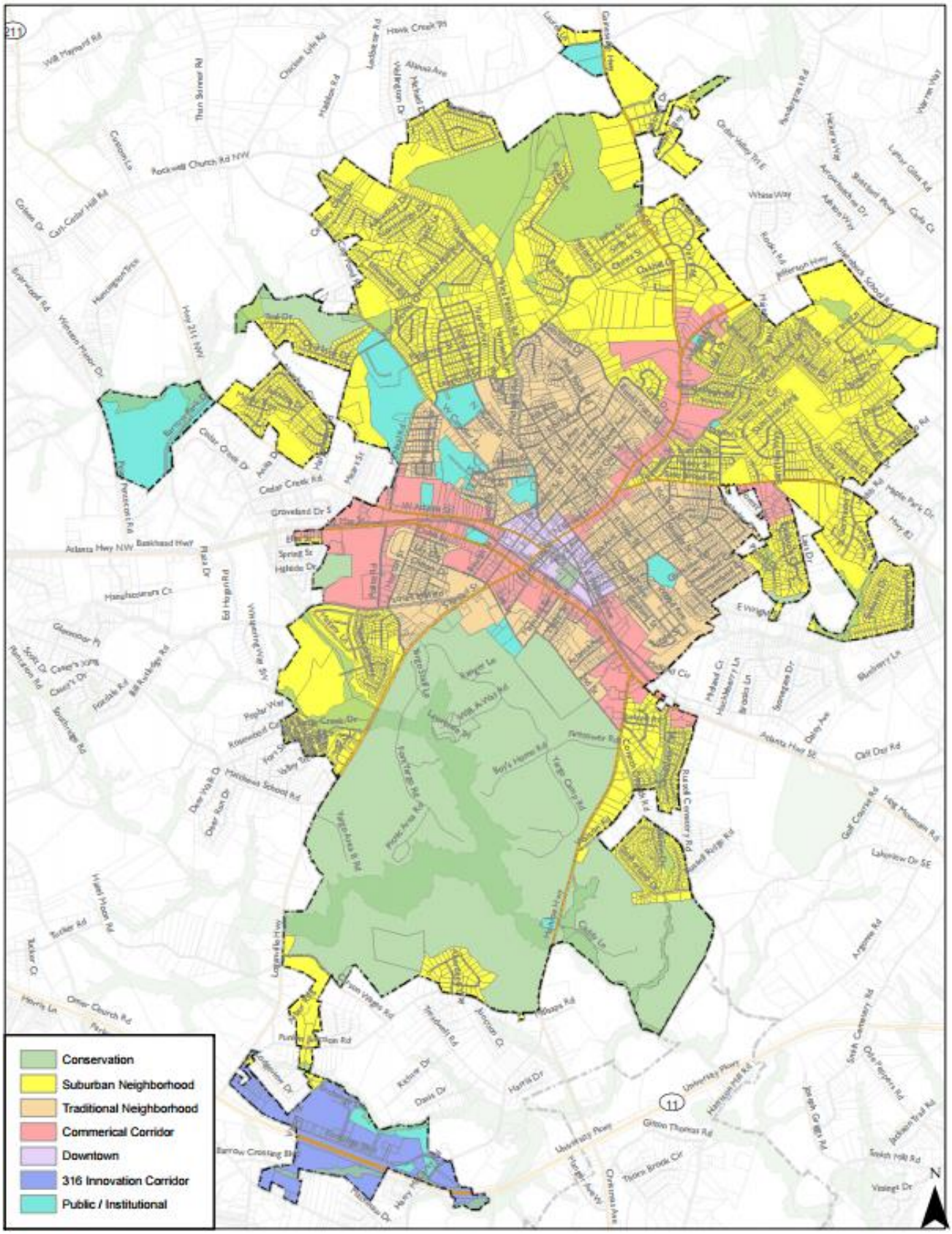
Town of Carl Future Development Map



City of Statham Future Development Map



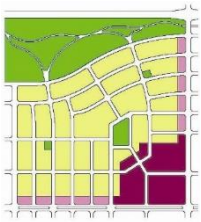
City of Winder Future Development Map

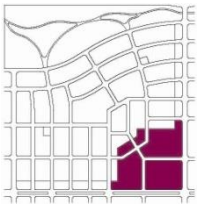


Character Area-Based Planning

Character area-based planning addresses how properties are used as well as how they look and function. Tailored strategies are applied to each character area, with the goal of enhancing the existing character/function or promoting a desired new character for the future. The character areas on the following Future Development Maps generally follow parcel and/or street lines.

Character areas are organized by Community Elements. These elements represent the four basic types of development – the primary 'building blocks' of a community – and include Open Space, Neighborhoods, Centers and Corridors. The table below summarizes general characteristics of each element as well as their application on the Future Development Map as specific character areas.



Community Element	*Diagram*	*Summary Description*	*Character Area*
Open Space		• Parks (public or privately owned), floodplain, parcels held by a land trust • Intended to be maintained in a natural state or for passive recreation uses	• Conservation
Neighborhood		• Existing neighborhoods • Areas suitable for new housing development/infill development that is compatible with surrounding densities • Located near open spaces, centers, and corridors	• Rural Reserve • Rural Neighborhood • Traditional Neighborhood • Suburban Neighborhood • Mixed Use Neighborhood
Center		• Provides residents access to a variety of commercial uses and to local employment opportunities • Provides "civic benefit" uses to surrounding neighborhoods; examples include schools, community centers and libraries that are located outside of downtown areas	1. Community Crossroads 2. Activity Centers: • Downtown • Employment/Industrial 3. Public/Institutional
Corridor		• Functions as a throughway or a destination, depending on the land use • Includes primary transportation corridors or concentrations of a specific land use / development type • Often links activity centers and neighborhood	• 316 Innovation Corridor • Commercial Corridor • West Winder Bypass Corridor

Character Area Policy

Character areas shown on the Future Development Maps are described on the following pages. Each page presents a 'character area policy' that represents and describes the character area in terms of the desired development pattern and supporting implementation strategies.

Each character area policy presented in the narrative incorporates the following components:

- **Intent** describes the policy intent of each character area, specifically to *preserve*, *maintain*, *enhance* and/or *create* a desired character.
- **Application** provides a general description of areas where the character areas can be found or appropriately applied based on characteristics of the land and infrastructure.
- **Future Land Uses** lists appropriate land uses, and densities where appropriate, that support the desired type of land uses in a character area.
- **Supporting Zoning** lists appropriate zoning districts that support the desired land uses and densities.
- **Infrastructure/Community Facilities** lists types of infrastructure and public services or uses that are appropriate for a particular character area. Consideration is also given for anything that is required in order for certain types of desired development to occur, and/or if something should not be introduced to an area due to the potential for inappropriate types or intensity of development to follow.
- **Design Principles** recommends key elements that contribute to or help define the character of an area. These include physical elements, such as building and site design, and environmental considerations.
- **Strategies** are additional measures that can contribute to desired development patterns for the character area. They reference strategies identified in Chapter 4: Community Vision.

Unless specifically noted in the character area descriptions, the policies listed above (including zoning classifications) apply to all jurisdictions that show the particular character area on their respective Future Development Map.

Conservation

Intent: PROTECT environmentally sensitive areas and open space for conservation and passive recreation purposes and PREVENT degradation of natural resources in areas that have developed or have the potential to develop.

Application: Throughout Barrow County (**all jurisdictions**), represented primarily by floodplain areas and park land. Conservation areas include Fort Yargo State Park and parks owned by city and county governments.

Future Land Uses

- Passive recreation areas (*for environmentally constrained areas*)
- Active recreation areas (*areas without environmental constraints*)
- Undeveloped areas in their natural state

Design Principles

- Natural / informal landscape
- Minimal impervious surface
- Building placement and exterior materials should blend with surrounding landscape
- Limited development in "primary conservation areas" (includes floodplains, wetlands, river/stream buffers) in accordance with local code requirements[14]

Appropriate Zoning

- n/a (underlying zoning varies)
- G - Government/Institutional for outdoor parks and recreation uses (*Winder)*

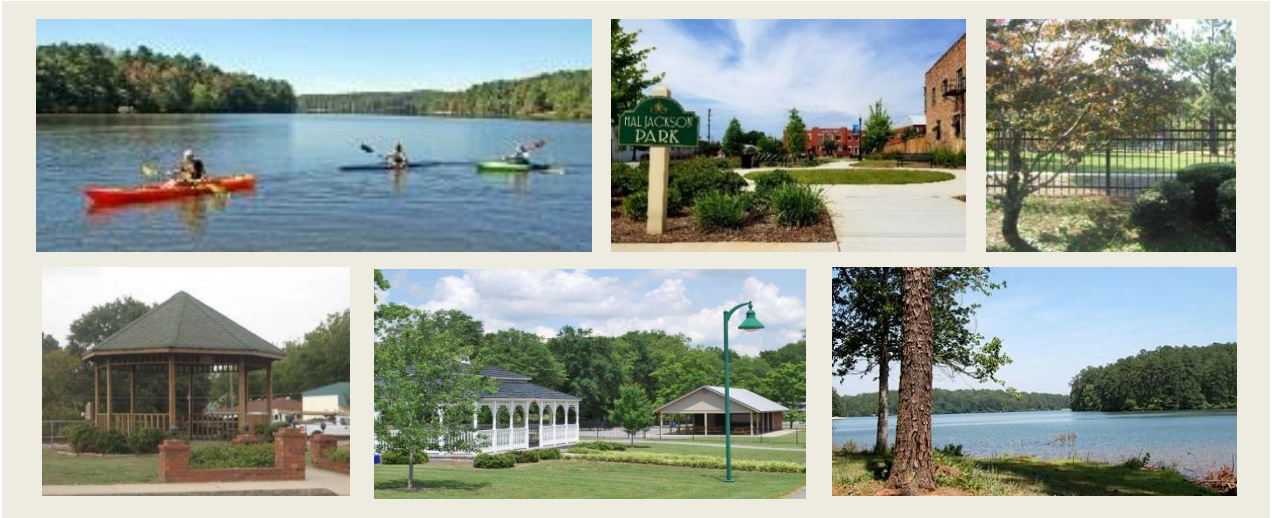
Infrastructure/Community Facilities

- Greenways / trails

Implementation Strategies

- RC 1.1, 12
- SED 2.1 to 2.10

Illustrative Photos



[14] Applicable to Barrow, Bethlehem, and Carl per Unified Development Code requirements; not limited to the Conservation character area (see UDC)

Rural Reserve

Intent: PRESERVE the existing rural character of the county, including agricultural and large-lot residential uses as well as natural and historic features.

Application: Includes eastern **Barrow County**, as well as an area south of SR 316, where development patterns reflect areas of cultivated or undeveloped land as well as low density residential uses on large lots. Also includes pockets of **Carl** and eastern **Bethlehem**. Public water may be available in Rural Reserve areas, but public sewer is not available.

Future Land Uses

- Agriculture/forestry
- Very low density detached single-family residences (max. 1 dwelling unit per 2 acres), including residential subdivisions that protect natural features and set aside communal open space

Design Principles

- Maintain natural landscape, tree cover, open space
- Limit impervious surfaces in Watershed Protection Districts
- Limit development in "primary conservation areas" (includes floodplains, wetlands, river/stream buffers) in accordance with local requirements[15]

Appropriate Zoning

- AG Agricultural
- AR Agricultural-Residential
- R-1 Low Density Single-Family Residential (developed as an open space / conservation subdivision)

Infrastructure/Community Facilities

- Greenways / trails, public parks
- Public sewer not present; extension of public sewer into Rural Reserve areas should be discouraged to limit development pressures

Implementation Strategies

- RC 1.3, 1.4, 2.3
- DP 1.7

Illustrative Photos

[15] Applicable to Barrow, Bethlehem, and Carl per Unified Development Code requirements; not limited to the Rural Reserve character area (see UDC)

Rural Neighborhood

Intent: CREATE a transition between Rural Reserve areas and development in Suburban Neighborhood areas and MAINTAIN the existing rural character of the county.

Application: Western **Barrow County**, as well as: areas north and east of Winder, surrounding the northern half of Statham, and south of SR 316; includes Watershed Protection Districts west and south of Winder. Much of **Carl** is classified as Rural Neighborhood, as are a few parcels at the southern boundary of **Bethlehem**. Future development is intended to accommodate densities that are less than the more densely developed residential areas classified as Suburban Neighborhood.

Future Land Uses

- Low density detached single-family residences (max. 1 dwelling unit per 1 acre), including residential subdivisions that protect natural features and set aside communal open space
- Agriculture/forestry

Design Principles

- Maintain tree cover
- Residential subdivision design should set aside a high percentage of open space
- Limit impervious surfaces in Watershed Protection Districts
- Limit development in "primary conservation areas" (includes floodplains, wetlands, river/stream buffers) in accordance with local requirements[16]

Appropriate Zoning

- AG Agricultural
- AR Agricultural-Residential
- R-1 Low Density Single-Family Residential

Infrastructure/Community Facilities

- Greenways / trails
- Public parks, community centers, city or county services, schools
- Public sewer may be present, but sewer expansion should be discouraged to limit development pressures

Implementation Strategies

- RC 1.3, 1.4, 2.3; DP 1.3, 1.7

Illustrative Photos

[16] Applicable to Barrow, Bethlehem, and Carl per Unified Development Code requirements; not limited to the Rural Neighborhood character area (see UDC)

Suburban Neighborhood

Intent: PRESERVE established neighborhoods and CREATE quality new residential development that is consistent with surrounding suburban densities.

Application: Areas where suburban residential development exists or is likely to, given the presence of sewer (or potential for sewer expansion) and existing residential zoning. Future development will be consistent with single-family homes at low to moderate densities. Suburban Neighborhood areas include the perimeter of **Winder** and adjacent unincorporated areas primarily to the north, southwest **Barrow County**, much of **Statham** and nearby unincorporated pocket south of SR 316, areas inside **Bethlehem**, and a small pocket of northeast **Carl**.

Future Land Uses

- Unincorporated Barrow: Single-family homes at low to moderate densities (max. 1 to 2.3 dwelling units per acre); Retirement/active adult communities
- Winder, Bethlehem and Statham: Single-family homes at low densities (max. 1 dwelling unit per acre)
- Carl: Single-family homes at low to moderate densities (max. 1 to 2.3 dwelling units per acre)

Design Principles

- High quality building materials and site design
- Maintain tree cover
- New development should provide opportunities for open space, including shared areas for the benefit of residents

Appropriate Zoning

- All jurisdictions: R-1 Low Density Single-Family Residential
- *Also*, in unincorporated Barrow and Carl: R-2 Medium Density Residential

Infrastructure/Community Facilities

- Sidewalks
- Public parks, schools, community centers, city or county services
- Public sewer is required in the R-2 District (see *Appropriate Zoning* above)

Implementation Strategies

- RC 1.3, 1.4, 2.3; DP 1.2, 1.6, 1.7, 2.9, SED 1.5

Illustrative Photos

Traditional Neighborhood

Intent: PRESERVE established neighborhoods and CREATE quality infill development that respects the prevailing single-family character and traditional materials and site design.

Application: In-town neighborhoods in **Winder** and **Statham** that are generally at a higher density than Suburban Neighborhood areas. In Winder, Traditional Neighborhoods include residential areas in the Winder Historic District, North Broad Street Residential Historic District, and the Athens-Candler-Church Street Historic District north of the CSX Railroad. Neighborhoods identified in the Winder Urban Redevelopment Plan (on both sides of the railroad) are also included. In Statham, this character area includes single-family housing within walking distance of the downtown. A portion of the area is included in the Statham Historic District, which is listed on the national Register of Historic Places.

Future Land Uses

- Winder: *Primary:* Single-family homes at moderate to high densities (max. 1 to 4 dwelling units per acre) *Secondary:* Duplexes, townhomes, and small-scale apartment buildings (including senior living)
- Statham: Single-family homes at low to moderate densities (max. 1 to 2 dwelling units per acre)

Design Principles

- In-fill development should complement the scale, setback and style of existing adjacent homes
- Maintain tree cover
- Small-scale apartment buildings/senior living should have direct access on an arterial street

Appropriate Zoning

- Winder: *Primary:* R-1 and R-1A *Secondary:* R-2, R-3, R-1B
- Statham: R-1 and R-1M

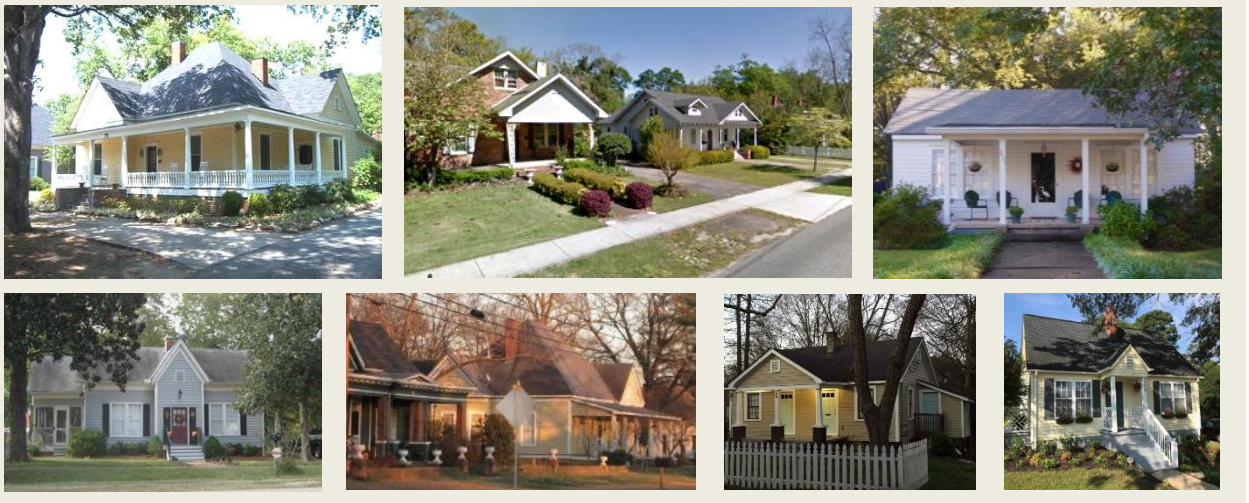
Infrastructure/Community Facilities

- Sidewalks
- Public parks, schools, community centers, libraries, other "civic benefit" uses
- Public sewer is required in the Statham R-1M District (see Appropriate Zoning above)

Implementation Strategies

- RC 1.3, DP 1.6, DP 1.7, DP 1.13, DP 2.9, SED 1.12

Illustrative Photos



Mixed Use Neighborhood

Intent: CREATE opportunities for neighborhood-oriented commercial uses that serve the local area and are compatible with surrounding residential uses in terms of building and site design.

Application: Large areas of land in **Bethlehem** that are zoned for agricultural and single-family residential uses on the west side of Christmas Avenue.

Future Land Uses

- Single-family residential uses
- Small-scale neighborhood commercial or office uses

Design Principles

- Provide adequate screening/landscaping between non-residential and residential uses
- Conversion of residential uses to commercial/office should utilize small-scale signage and limit visible parking
- Limit impervious surfaces and maintain tree canopy

Appropriate Zoning

- R-1 Low Density Single-Family Residential
- R-2
- C-1
- O-I

Infrastructure/Community Facilities

- Public parks, schools, community centers, libraries, other "civic benefit" uses
- Public water and sewer requirements follow UDC

Implementation Strategies

- RC 1.3
- DP 1.7

Illustrative Photos

Community Crossroads

Intent: **MAINTAIN** and/or **CREATE** access to goods and services for local residents in a small geographic area.

Application: Prominent intersections of local roads dispersed throughout unincorporated **Barrow County**, usually in Rural Reserve or Rural Neighborhood areas, where small-scale businesses are clustered, or where zoning is in place that supports limited commercial development.

Future Land Uses

- Neighborhood commercial uses (smaller scale retail and services serving nearby residents and agricultural operations)

Design Principles

- Compact development oriented around a major intersection
- Limit impervious surfaces in Watershed Protection Districts
- Limit development in "primary conservation areas" (includes floodplains, wetlands, river/stream buffers) in accordance with local requirements[17]

Appropriate Zoning

- AG Agricultural
- AR Agricultural-Residential
- C-1 Neighborhood Commercial

Infrastructure/Community Facilities

- Parks and community centers
- Public sewer should be discouraged to limit development pressure in the area

Implementation Strategies

- RC 1.3
- DP 1.7, 1.9

Illustrative Photos

[17] Applicable to Barrow, Bethlehem, and Carl per Unified Development Code requirements; not limited to the Rural Neighborhood character area (see UDC)

Downtown

Intent: PRESERVE traditional development patterns and architectural styles and CREATE and MAINTAIN a vibrant community focal point that provides a mix of shopping, dining, and entertainment.

Application: Traditional city centers in **Bethlehem**, **Carl**, **Statham**, and **Winder**, where uses are primarily a mix of commercial and civic. In Winder, the Downtown character area is the central business district north of the CSX Railroad. It encompasses the Downtown Development Authority (DDA) and Downtown Overlay District boundaries, the state-designated Opportunity Zone, as well as the core of the Winder Historic District and Livable Centers Initiative (LCI) boundary. In Statham, the Downtown area is located within the boundaries of the Statham National Register Historic District.

Future Land Uses

- Retail/neighborhood commercial
- Professional office
- Mixed use (upper story residential)
- Government facilities

Design Principles

- Respect traditional development patterns, architectural styles, and pedestrian scale /orientation with redevelopment and infill projects (including appropriate building placement and scale, lighting, signage, streetscape features, etc.)
- Maintain existing building features and rehabilitate structures
- Formal landscaping

Appropriate Zoning

- Bethlehem: C-1 Neighborhood Commercial, O-I Office & Institutional
- Carl: C-1 Neighborhood Commercial, C-2 Community Commercial, O-I Office & Institutional
- Statham: C-1 Neighborhood Commercial
- Winder: B-1 Neighborhood Commercial and B-2 General Commercial

Infrastructure/Community Facilities

- Sidewalks
- Parks
- Public water and sewer requirements based on local codes

Implementation Strategies

- **RC** 1.3, 2.1, 2.2, 2.4, 2.5; **DP** 1.7, 1.13, 1.14, 2.4, 2.6, 2.7; **SED** 1.2, 1.8, 2.1, 2.6, 2.7, 3.1, 3.3

Illustrative Photos

Public/Institutional

Intent: **IDENTIFY** public buildings and functions in the community *outside* of the Downtown character area.

Application: Countywide, including unincorporated **Barrow County**, **Bethlehem, Statham**, and **Winder.** In the cities, Public/Institutional properties are most commonly found in neighborhood character areas and are typically schools. In Winder, this character area also includes other civic buildings, community services, and publicly owned properties. In all jurisdictions, public parks are classified as Conservation character areas.

Future Land Uses

- Schools, libraries, other city buildings or properties

Design Principles

- n/a

Appropriate Zoning

- n/a

Infrastructure/Community Facilities

- n/a

Implementation Strategies

- DP 1.7, SED 3.2

Illustrative Photos

Employment/Industrial Center

Intent: **MAINTAIN** low and high intensity industry in locations that have state route, rail, and air access.

Application: In unincorporated **Barrow County** this character area includes property that is located adjacent to the CSX Railroad and Atlanta Highway west of Winder, as well as the Winder-Barrow Airport and surrounding land that is used primarily for industrial uses. In **Statham**, this area includes existing industrial uses or industrial zoned property on the west side of the city, adjacent to the railroad, and in **Carl** and **Bethlehem** there are existing industrial uses on the east side of each city.

Future Land Uses

- Barrow County, Bethlehem and Carl: Light and heavy industrial
- *Also*, Barrow County: Aviation facilities and aviation-supporting businesses
- Statham: Light industry and intensive commercial

Design Principles

- High quality building and site design
- Formal landscaping, including screening along the public right-of-way and adjacent to residential uses and other less intensive uses
- Limit impervious surfaces in Watershed Protection Districts
- Limit grading and clearing

Appropriate Zoning

- Barrow County, Bethlehem and Carl: C-3 Intensive Commercial, M-1 Light Industrial
- Statham: C-H Highway Commercial and M-1 Light Industrial Manufacturing

Infrastructure/Community Facilities

- Internal sidewalks
- Public water and sewer requirements based on local codes

Implementation Strategies

- RC 1.3, 2.3
- DP 1.7, 1.9, 1.10, 1.12, 1,14, 2.5
- SED 1.3, 1.9

Illustrative Photos

Commercial Corridor

Intent: **MAINTAIN** well-functioning corridors that serve local needs and facilitate traffic flow without encroaching on adjacent neighborhoods.

Application: In unincorporated **Barrow County** this character area is represented by roadway frontage where commercial uses are established or, in limited instances, are transitioning from residential to low-intensity commercial uses. It includes portions of SR 8, SR 11, SR 124, SR 324, and SR 211. In **Carl**, the area includes the east-west corridor through the city, and in **Statham** it is located along Atlanta Highway (primarily south of the railroad). In **Winde**r, the following corridors are included: SR 211/Athens Street, SR8 through the city center, and SR8/SR 11 that extends northeast from downtown Winder. A portion of the character area in west/southwest Winder and unincorporated Barrow County between Atlanta Highway and Matthews School Road encompasses the 2018-designated Federal Opportunity Zone.

Future Land Uses

- Service, retail and office
- *Also*, in Winder: mixed use development (including residential uses above ground-floor retail or office space)

Design Principles

- Access management elements (e.g. interparcel access, shared drives, etc.) to minimize curb cuts and resulting impediments to traffic flow
- Adequate screening between corridor uses and adjacent residential areas
- High quality building materials
- Formal landscaping
- Limit signs and billboards
- Limit grading and clearing

Illustrative Photos

Appropriate Zoning

- Barrow County and Carl: C-1 Neighborhood Commercial, C-2 Community Commercial, O-I Office & Institutional
- *Also*, in Barrow County only: *Secondary consideration:* C-3 Intensive Commercial (where higher intensity uses exist, industrial uses are adjacent, or rail access is present)
- Statham: C-1 Neighborhood Commercial, C-2 General Commercial, C-H Highway Commercial, O-I Office Institutional
- Winder: B-1 Neighborhood Commercial, B-2 General Commercial

Infrastructure/Community Facilities

- Internal sidewalks
- Public water and sewer requirements based on local codes

Implementation Strategies

- RC 1.3
- DP 1.6., 1.7, 1.9, 1.10, 1.12, 2.5
- SED 1.1, 1.3

316 Innovation Corridor

Intent: CREATE opportunities for employment centers and large-scale commercial uses where a location benefits from direct SR 316 access.

Application: Majority of SR 316 corridor oriented around intersections with the highway. This character area is located in **Barrow County, Bethlehem, Statham**, and **Winder**.

Future Land Uses

- Barrow County: Bio-tech and life sciences, R&D centers, advanced manufacturing, information technology/back office, distribution/warehousing, mid-rise office, large-scale medical; also, commercial uses that serve a regional market area
- Bethlehem: *North side of SR 316*: Retail, office, warehousing/light industry; *South side of SR 316*: Primary – Professional office, Secondary – Commercial/retail
- Statham: Bio-tech and life sciences, R&D centers, advanced manufacturing, information technology/back office, distribution/warehousing, mid-rise office
- Winder: Commercial and retail centers, office, services, and employment to serve a regional market area

Design Principles

- Master-planned campus or unified development
- Formal landscaping
- Adequate screening along the corridor and boundaries with residential/agricultural areas
- Access management to facilitate traffic flow and limit access from existing local roads (e.g. interparcel access, access roads)
- High quality building and site design
- Uniform signage
- Limit clearing and grading

Appropriate Zoning

- Barrow County: *Primary:* C-3 Intensive Commercial, O-I Office & Institutional, M-1 Light Industrial; *Secondary (based on existing development patterns and/or need for ancillary uses to the primary use):* M-2 Heavy Industrial, R-3 Multi-Family Residential, C-2 Community Commercial)
- Bethlehem: *North side of SR 316*: C-2 Community Commercial, O-1 Office & Institutional, M-1 Light Industrial; *South side of SR 316*: Primary – O-I, Secondary – C-2 *(with arterial road frontage)*
- Statham: PUD Planned Unit Development, C-H Highway Commercial, O-I Office Institutional, M-1 Light Industrial
- Winder: B-1 Neighborhood Commercial, B-2 General Commercial

Infrastructure/Community Facilities

- Sidewalks
- Public water and sewer

Implementation Strategies

- **RC** 2.3, **DP** 1.6, 1.7, 1.10, 1.11, 1,14, 2.2, **SED** 1.3, 1.4

Illustrative Photos

West Winder Bypass

Intent: CREATE corridor development that facilitates traffic flow, accommodates opportunities for job growth, and provides clear physical boundaries to protect adjacent residential areas.

Application: The proposed alignment of the four-lane West Winder Bypass in unincorporated **Barrow County**.

Future Land Uses

- Light industrial

Design Principles

- Adequate screening along both the corridor and the boundaries with residential/agricultural areas
- Interparcel access
- Formal landscaping
- High quality building and site design
- Limit sign size; no billboards
- Nodal development
- Limit clearing and grading

Appropriate Zoning

- M-1 Light Industrial

Infrastructure/Community Facilities

- Internal sidewalks
- Public water and sewer

Implementation Strategies

- RC 2.3
- DP 1.7, 1.9, 1.10, 1.11, 2.1, 2.3
- SED 1.3

Illustrative Photos

Implementation Program

The Implementation Program identifies the specific measures to implement the Barrow County Comprehensive Plan. The Implementation Program includes the following elements:

- 2018/19 - 2023 Community Work Programs
  - Barrow County
  - Bethlehem
  - Carl
  - Statham
  - Winder
- Supplemental Plans
- Long-Range Project List
- Plan Maintenance

Community Work Programs

The Community Work Program (CWP) for each jurisdiction identifies specific implementation actions to be undertaken in the next five years. The CWP groups actions by type, including: regulations, small area/master plans, functional plans, processes and programs, inventories and assessments, and community improvements or investments. For each action, the CWP outlines the following information:

- Type of action/strategy
- Brief description
- Timeframe for undertaking the activity (2018/19, 2020, 2021, 2022, 2023)
- Estimated cost
- Responsible party for implementing the activity
- Funding source
- Strategy reference number (from Chapter 4: Community Vision)

Community Work Programs for each jurisdiction are found on the following pages.

Barrow County Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Regulations									
Update the Unified Development Code to support the goals of the Comprehensive Plan	✓	✓				$90,000	Planning & Community Dev.	GF	See below in this section
Evaluate development review and permitting processes to assess the ease of doing business in Barrow County	✓	✓				Staff Time	Planning & Community Dev.	GF	SED 1.9
Adopt interparcel access requirements	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 2.5
Develop residential site design and building material standards/guidelines	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 1.2
Evaluate need to adopt optional State of Georgia Disaster Resilient Building Codes	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 1.7
Develop design standards for non-residential development	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 1.9
Evaluate minimum buffer and screening standards between residential/ag and other uses	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 1.10
Develop West Winder Bypass Overlay District	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 1.11
Evaluate effectiveness of Highway Overlay District's design, outdoor storage and screening requirements	✓	✓				Staff Time	Planning & Community Dev.	GF	DP 1.12
Review open space and tree protection requirements for new development	✓	✓				Staff Time	Planning & Community Dev.	GF	RC 1.3
Inventory/Assessment									
Evaluate need to develop a Fire Station Location and Deployment Study		✓				Staff Time	Emergency Services	GF	SED 3.2
Consult with State's Historic Preservation Division to identify technical/financial resources and incentives for protecting historic properties in 2011 Historic Resource Survey		✓	✓	✓		Staff Time	Barrow County Historical Society, Planning & Comm. Dev.	GF	RC 2.3
Functional Plans									
Update Wastewater Management Plan			✓	✓		$80,000	Wastewater Division, Planning & Comm. Dev.	GF	SED 1.3
Update Parks and Recreation Master Plan				✓	✓	$60,000	Leisure Services	GF	SED 2.5
Evaluate need to update Comprehensive Transportation Plan		✓				Staff Time	Planning & Community Dev.	GF	DP 2.8
Process/Program									
Evaluate need for participation in UGA's Archway Partnership to identify /address economic and community development needs			✓			Staff Time	Economic Dev., Planning & Comm. Dev., Chamber of Commerce	GF	SED 1.6

Barrow County Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Implement recurring items in the Upper Oconee Regional Water Plan	✓	✓	✓	✓	✓	Staff Time	Storm Water, Water Div., Wastewater Div.,	GF	RC 1.1
Research the requirements needed to participate in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) Program to potentially reduce flood insurance premium rates			✓			Staff Time	Planning & Community Dev.	GF	RD 1.2
Community Improvements/Infrastructure Projects									
Coordinate with GDOT on the completion of the West Winder Bypass	✓	✓	✓	✓	✓	Staff Time	GDOT, Public Works	GDOT	DP 2.1
Phase 1 – SR 211 to Matthews School Rd.	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.1
Phase 2 – Matthews School Rd. to SR 316		✓	✓			Staff Time	GDOT, Public Works	GDOT	DP 2.1
Phase 3 – SR 316 interchange				✓	✓	Staff Time	GDOT, Public Works	GDOT	DP 2.1
Coordinate with GDOT on the completion of the SR 316 Interchange Projects	✓	✓	✓	✓	✓	Staff Time	GDOT, Public Works	GDOT	DP 2.2
@ SR 81		✓	✓			Staff Time	GDOT, Public Works	GDOT	DP 2.2
@ SR 53		✓	✓			Staff Time	GDOT, Public Works	GDOT	DP 2.2
@ SR 11			✓	✓		Staff Time	GDOT, Public Works	GDOT	DP 2.2
Coordinate with GDOT on traffic signal upgrades	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.3
SR 316 @ Kilcrease Rd, Patrick Mill & Carl Bethlehem	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.3
SR 211 @ 316 and Rockwell Church Rd.	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.3
SR 8 @ Wal-Mart Dr. and Williamson St./E.Athens	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.3
SR 81 @ Matthews School Rd.	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.3
SR 53 @ Rockwell Church Rd.	✓	✓				Staff Time	GDOT, Public Works	GDOT	DP 2.3
Complete Tanners Bridge Road Wastewater Treatment Facility	✓	✓	✓			$11,000,000	Wastewater Div.	SPLOST	SED 1.5
Complete Victor Lord Expansion project	✓	✓				TBD	Leisure Services	SPLOST	SED 2.2

Bethlehem Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Regulations									
Coordinate with Barrow County on the update to the Unified Development Code	✓	✓				Staff Time	Mayor and Council	GF	DP 1.5, RC 1.3
Functional Plans									
Coordinate with Barrow County on the update to the Wastewater Management Plan			✓	✓		Staff Time	Mayor and Council	GF	SED 1.4
Process/Program									
Coordinate with Piedmont Regional Library System to meet growing demand for library services	✓	✓				Staff Time	Mayor and Council, Piedmont Regional Library System	GF	SED 3.1
Community Improvements/Infrastructure Projects									
Repair drainage pipe on Manger Avenue		✓				$60,000	Mayor and Council	SPLOST, GF	SED 3.3
Purchase 4-wheel drive tractor with front bucket		✓				$40,000	Mayor and Council	GF	SED 3.4
Purchase playground equipment and replace lawnmower				✓		$50,000	Mayor and Council	SPLOST, GF	SED 2.10

Carl Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Regulations									
Coordinate with Barrow County on the update to the Unified Development Code	✓	✓				Staff Time	Mayor and Council	GF	DP 1.5, RC 1.3
Evaluate the need to initiate a rezoning of undeveloped industrial-zoned property in the Rural Residential character area	✓					Staff Time	Mayor and Council	GF	DP 1.13
Inventory/Assessment									
Evaluate the potential (and process) for nominating the Old Post Office to the National Register of Historic Places	✓	✓				Staff Time	Mayor and Council, Barrow County Historical Society, Historic Pres. Div. of GA DNR	GF	RC 1.13
Community Improvements/Infrastructure Projects									
Install shade canopies over playground equipment		✓	✓	✓		$5,000/ year	Mayor and Council	SPLOST, GF	SED 2.6

Statham Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Regulations									
Assess need to allow upper floor residential as a conditional use in the C-1 Neighborhood Commercial District to encourage mix of uses downtown	✓					Staff Time	City Administrator	GF	SED 1.10
Review tree protection standards for new development		✓				Staff Time	City Administrator	GF	RC 1.3
Adopt a Historic Preservation Ordinance to authorize the potential designation of the Statham National Register District (in whole or part) as a locally designated historic district		✓				Staff Time	City Administrator	GF	RC 2.1
Adopt interparcel access requirements for commercial/industrial development				✓		Staff Time	City Administrator	GF	DP 2.5
Inventory/Assessment									
Create an inventory of buildings suitable for redevelopment and vacant lots suitable for infill development		✓	✓			NEGRC Dues	Northeast Georgia Regional Commission, City Administrator	GF	SED 1.2
Coordinate a site visit with State's Global Commerce Division and/or local energy provider's economic development specialists to assess development potential and needs along the 316 Innovation Corridor		✓				Staff Time	City Administrator, GA Dept. of Economic Dev.	GF	SED 1.7
Functional Plans									
Prepare a Parks and Recreation Master Plan, to include an update to the Trail Facilities Plan			✓	✓		$25,000	City Administrator	GF	SED 2.7
Process/Program									
Coordinate with Piedmont Regional Library System to meet growing demand for library services	✓	✓				Staff Time	City Administrator, Piedmont Regional Library System	GF	SED 3.1
Implement recurring items in the Upper Oconee Regional Water Plan	✓	✓	✓	✓	✓	Staff Time	Public Works	GF	RC 1.1
Pursue Certified Local Government (CLG) status to become eligible for federal historic preservation funds			✓			Staff Time	City Administrator	GF	RD 2.2
Develop economic development brochure				✓		$2,000	City Administrator, Chamber of Commerce	GF	DP 1.4
Community Improvements/Infrastructure Projects									
Continue to install on- and off-road golf cart/multi-use paths as funding becomes available	✓	✓	✓	✓	✓	TBD	City Administrator	GF, Grants, SPLOST	DP 2.9

Winder Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Regulations									
Update Zoning Ordinance to support Comprehensive Plan and other adopted plans	✓	✓				Staff Time	Planning Dept.	GF	See below in this section
Adopt interparcel access requirements	✓	✓				Staff Time	Planning Dept.	GF	DP 2.5
Evaluate need to adopt optional State of Georgia Disaster Resilient Building Codes	✓	✓				Staff Time	Planning Dept.	GF	DP 1.7
Review Sign Ordinance	✓	✓				Staff Time	Planning Dept.	GF	DP 1.4
Prepare Infill Development Guidelines	✓	✓				Staff Time	Planning Dept.	GF	DP 1.13
Review and update building material standards and guidelines	✓	✓				Staff Time	Planning Dept.	GF	DP 1.6
Research steep slope development standards	✓	✓				Staff Time	Planning Dept.	GF	DP 1.8
Update list of permitted uses and special uses in the Downtown Overlay District	✓	✓				Staff Time	Planning Dept.	GF	SED 1.8
Update Winder Historic District design guidelines	✓	✓				Staff Time	Planning Dept.	GF	RC 2.5
Amend historic demolition code	✓	✓				Staff Time	Planning Dept.	GF	RC 2.5
Review tree protection standards for new development	✓	✓				Staff Time	Planning Dept.	GF	RC 1.3
Small Area/Master Plans									
Continue to implement Urban Redevelopment Plan	✓	✓	✓	✓	✓	Staff Time	Planning Dept., Winder Housing Authority/Wimberly Center	GF/Grants	SED 1.12
Prepare a master plan to identify pedestrian connections between the downtown area and Fort Yargo State Park	✓					$85,000	City Administrator. DNR	LCI, GF	SED 2.1
Prepare a master plan (trails/passive use) for former LAS property at north end of city			✓			$40,000	City Administrator	GF	SED 2.8
Prepare a master plan (passive recreation) for City property around City Pond		✓				$40,000	City Administrator	GF	SED 2.3
Process/Program									
Coordinate with Board of Education and Barrow County to evaluate the feasibility and process of establishing a Tax Allocation District for Holly Hill Mall area		✓	✓			Staff Time	Planning Dept., Board of Education, Barrow Econ. Dev.	GF	SED 1.1

Winder Community Work Program

Action/ Implementation Strategy	Time Frame					Cost Est.	Responsible Party	Funding Source	Strategy Ref. Number
	18/ 19	20	21	22	23				
Implement LCI Study recommendations for down-town promotion and marketing strategies	✓	✓	✓	✓	✓	Staff Time	DDA	GF	SED 1.11
Implement recurring items in the Upper Oconee Re-gional Water Plan	✓	✓	✓	✓	✓	Staff Time	Environmental Protection Dept., Water Dept., Wastewater Dept.	GF	RC 1.11
Community Improvements/Infrastructure Projects									
Provide additional downtown parking	✓					TBD	DDA, City Administrator		DP 2.4
Continue to implement LCI Study recommendations for sidewalk projects	✓	✓	✓	✓	✓	$100,000	City Administrator	GF	DP 2.3
Construct pedestrian connections from downtown area to Fort Yargo State Park		✓	✓			TBD	City Administrator, DNR	LCI, TE, SPLOST, CDBG, GF	SED 2.1
Coordinate with Barrow County to evaluate potential for connecting City Pond property and adjacent County-owned property with a trail system along Cedar Creek			✓			Staff Time	City Administrator	GF	SED 2.4
Improve city gateways (Hwys 211, 53, 8 and 11) with new signage and landscaping			✓	✓	✓	$70,000	City Administrator	GF	DP 1.1
Complete Jug Tavern Park renovations	✓					TBD	City Administrator	GF	SED 2.9

Supplemental Plans

Supplemental plans are planning documents that address in detail a specific topic or issue of importance to the community and that have applicable project recommendations. These plans support the implementation of the Comprehensive Plan by addressing identified goals and strategies in Chapters 4 and 5, and their recommendations should be used to identify and prioritize projects in conjunction with the Community Work Programs. The supplemental plans listed below are incorporated into Barrow County Comprehensive Plan by reference.

- *Atlanta Region's Transportation Plan (September 2017)*
- *Barrow County Comprehensive Transportation Plan (2015 update)*
- *City of Winder Livable Centers Initiative (LCI) Study (2017 update)*
- *City of Winder Urban Redevelopment Plan (2017 update)*

Long-Range Project List

The Long-Range Project List identifies strategies that local jurisdictions intend to address beyond the timeframe of the Community Work Program.

Action/Implementation Strategy	Responsible Party	Strategy Ref. # *(see Chapter 3)*
Complete Phase 4 (SR 211 to SR 53) of West Winder Bypass	GDOT, Barrow County	DP 2.1
Complete SR 316 @ Kilcrease Road Interchange Project	GDOT, Barrow County	DP 2.2
Complete SR 316 @ Barber Creek Road Interchange Project	GDOT, Barrow County	DP 2.2
Prepare a Railroad Grade Separation Feasibility Study	GDOT, CSX, Winder	DP 2.7

Plan Maintenance

The elected body of each jurisdiction is responsible for maintaining this plan to accurately reflect current local conditions and the community's vision and priorities for the future. Specific requirements for amendments and updates are described in the Rules of Georgia Department of Community Affairs (DCA) Chapter 110-12-1 "Minimum Standards and Procedures for Local Comprehensive Planning.

Updates to the Comprehensive Plan

At a minimum, a plan update must be completed every five years, in accordance with the Local Comprehensive Plan Recertification Schedule maintained by DCA. An annual update option is provided for communities wanting to update their plan on a more frequent basis. The annual update requires submittal of a new fifth year for the Community Work Program (CWP) and any changes needed for the other years of the CWP, and if needed, changes can be made to other plan components.

Plan Amendments

According to the DCA rules, the local government determines when a plan amendment is necessary to address changing circumstances that may have detracted from the usefulness of the plan as a guide to local decision-making.

Report of Accomplishments

The Report of Accomplishments (ROA) provides a status of each work item identified in the prior adopted Community Work Program (formerly called Short Term Work Program) for Barrow County, Bethlehem, Carl, Statham, and Winder on the following pages.

The ROA for Winder addresses the previous five years, 2013-2017, whereas the ROAs for all other jurisdictions address the status of items that were recommended over a 10-year period. This is due to the previous work programs for Barrow County, Bethlehem, Carl, and Winder incorporating items from a "Strategic Plan 2013-2022."

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Building and Grounds					
Building inventory – Includes surplus of vacant properties, new leases	✓				
Historic Courthouse Renovation –Opening	✓				
Historic Courthouse – Maintenance Agreement Boiler	✓				
Building Maintenance Agreements –Elevators, Termites	✓				
New Courthouse – Landscape	✓				
Roads & Bridges					
Equipment – bush hogs, bush hog tractors, salt bin	✓				
Maintenance Agreement – right of way, trees				✓	Routine operation of Roads & Bridges Department
Implement Comprehensive Transportation Plan recommendations for Kilcrease Rd. and perform additional traffic safety planning as needed	✓				
Elections					
Consolidation of polling locations – Maptitude software	✓				
Computer and software upgrade for office use	✓				
Laptops and printers for advance voting	✓				
Economic & Community Facilities					
Update Comprehensive Transportation Plan via ARC Grant	✓				Completed in 2015
Prepare Tourism Strategy	✓				Done in coordination with Chamber of Commerce and cities
Develop incentive program for new investment	✓				Promoted by Barrow Economic Development and partners
Develop Business Retention Expansion Policy	✓				Promoted by Barrow Economic Development and partners
Improve county-owned industrial property to encourage private investment	✓				Three designated GRAD sites to date
Develop Economic Development Strategy with EDC, JDA/IBA, Chamber, Local Governments	✓				Routine coordination; Target industries have been identified / are promoted by Barrow Econ. Dev. website
Create/update new/existing media avenues to promote county's economic development efforts	✓				New website was developed
Develop GIS for database management and information collection using GPS	✓				
Adopt CID, TAD enabling language	✓				
Create Pedestrian Bike Multi-Use Plan with CTP Update	✓				

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Create Opportunity Zones for economic development	✓				2015: State-designated OZ in downtown Winder (East Athens Street/Mill Street/Midland Ave.) and 2018: Federal OZ designation of west/southwest Winder and adjacent unincorporated area between Atlanta Hwy and Matthews School Road
Implement County-initiated rezoning of land for business/industrial development				✓	Already have County-owned, industrial-zoned properties that are being actively marketed
Prepare and adopt design/development standards for industrial sites	✓				Highway Corridor Overlay addresses; UDC update can evaluate whether standards are needed elsewhere
Acquire software to quantify impacts of new industries and to justify incentives	✓				Purchased LOCI software
Acquire permitting software	✓				
Develop and adopt a Bike/Ped/Greenways Master Plan			✓		Bike/ped needs addressed in 2015 CTP update; greenways can be evaluated in Parks/Rec Plan update recommended for 2022-2023
Prepare and adopt a Connector Street Plan				✓	UDC addresses connectivity between adjacent developments in Highway Overlay Districts; upcoming UDC update can evaluate need for comparable standards in other areas
Prepare and adopt UDC amendments that require construction of the Connectors shown in the general location of those shown on the Future Development Map for Emerging Suburban character area locations				✓	See above. In addition, 2018 Future Development Map update does not depict a system of connector streets.
Adopt street standards that prescribe Complete Streets that provide room for pedestrians, cyclists and automobiles, thus offering residents and those traveling through each community a variety of transportation choices				✓	Upcoming UDC update can address expanded standards for sidewalk construction in new development.
Implement zoning decisions in accordance with the Future Land Use Map				✓	This is routine procedure
Emergency Services					
New County Line Fire Station				✓	Future Fire Station Location and Deployment Study can assess need
Replace 2 Engines/1 Ambulance (2013-2014)	✓				1 engine purchased to meet needs
Training Facility	✓				
Computer RMS	✓				
Relocate Station #5				✓	Future Fire Station Location and Deployment Study can assess need
Replace 2 Engines/1 Ambulance (2014-2015)				✓	Change in priorities
Upgrade Radio Consoles	✓				
3 Towers Communications	✓				

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Tallassee Station				✓	Future Fire Station Location and Deployment Study can assess need
Replace 2 Engine/1 Ambulance (2015-2016)	✓				1 engine and 2 med units purchased to meet needs
New Public Safety Facility				✓	Not identified as a need
CAD Replacement	✓				
Replace/Relocate Fire Station #3 (Bethlehem)				✓	Future Fire Station Location and Deployment Study can assess need
Replace 2 Engines/1 Ambulance (2016-2017)	✓				1 engine and 1 med unit purchased to meet needs
Next Generation 911	✓				
Replace SCBA	✓				
Personal Protective Gear				✓	Addressed in the Annual Budget; purchases made based on Fire Dept. schedule / funding availability
Support Services Facility				✓	Not identified as a need
Replace 2 Engines/1 Ambulance (2017-2018)	✓				Received a remount ambulance package as a replacement to meet needs
Replace 1 Ambulance				✓	Project is addressed in 2013-2022 Strategic Plan (implementation year was beyond 2017 end date of required 5-year work program)
Computer RMS				✓	Project is addressed in 2013-2022 Strategic Plan (implementation year was beyond 2017 end date of required 5-year work program)
Replace Auburn Station				✓	Future Fire Station Location and Deployment Study can assess need
Replace 1 Ambulance (2018/2019)				✓	Project is addressed in 2013-2022 Strategic Plan (implementation year was beyond 2017 end date of required 5-year work program)
Replace Statham Station				✓	Future Fire Station Location and Deployment Study can assess need
Replace 1 Ambulance (2019/2020)				✓	Project is addressed in 2013-2022 Strategic Plan (implementation year was beyond 2017 end date of required 5-year work program)
Replace 1 Ambulance (2021/2022)				✓	
Replace Appalachee Station				✓	Future Fire Station Location and Deployment Study can assess need
Remodel Station 6				✓	Future Fire Station Location and Deployment Study can assess need
Personal Protective Gear				✓	Project is addressed in 2013-2022 Strategic Plan (implementation year was beyond 2017 end date of required 5-year work program)
Radio System				✓	
Engineering					
Ed Hogan Intersection Improvements	✓				
SR 81 at Apalachee River	✓				

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
SR 11 at Apalachee River - Bridge Replacement				✓	Not in current TIP; GDOT project
SR 211 at Beech Creek - Bridge Upgrade	✓				
West Winder Bypass Phase 1 - SR 211 to Matthews School Rd			✓		Addressed in CWP with this plan update
West Winder Bypass Phase 2 - Matthews School Rd to SR 316			✓		
West Winder Bypass Phase 3 - SR 316 Interchange			✓		
SR 316 at SR 81 - Interchange			✓		
SR 316 at SR 211 - Interchange			✓		
SR 316 at SR 11 - Interchange			✓		
SR 316 at SR 53 - Interchange			✓		
Regional Signal Upgrade Program				✓	GDOT projects; no year given for implementation
Regional Signal Retiming Program				✓	
Innovation Crescent Commuter Rail Service - from Lawrenceville to Athens				✓	n/a
SR 316 - Managed Lanes - from Hi Hope Rd to SR 81				✓	Not in Regional Transportation Plan or Barrow CTP
SR 211 - from SR 347 in Gwinnett County to intersection with proposed West Winder Bypass				✓	Not in Regional Transportation Plan or Barrow CTP
SR 11 - from SR 316/US 29 to Walton County line				✓	Not in Regional Transportation Plan or Barrow CTP
SR 124 (Braselton Hwy) - from Dee Kennedy Rd to SR 211				✓	Not in Regional Transportation Plan or Barrow CTP
SR 8 (Atlanta Hwy) Widening - from Russell Cemetery Rd to SR 8/SR 53 (Hog Mountain Rd)				✓	Not in Regional Transportation Plan or Barrow CTP
SR 8 / SR 53 (May Street) Widening - from SR 81 (South Broad St) to Russell Cemetery Rd				✓	Not in Regional Transportation Plan or Barrow CTP
SR 11 (Monroe Hwy) Widening - from SR 316 to Punkin Junction Rd				✓	Not in Regional Transportation Plan or Barrow CTP
SR 81 (Loganville Hwy) Widening - from Walton County line to US 29 (May Street)				✓	Not in Regional Transportation Plan or Barrow CTP
SR 324 (Auburn Rd) Widening - from SR 124 (Braselton Hwy) to SR 8 (Athens Hwy)				✓	Not in Regional Transportation Plan or Barrow CTP
US 29 (Winder Hwy) Widening - from SR 316 to Apalachee Church Rd				✓	Not in Regional Transportation Plan or Barrow CTP
SR 81 Widening - from SR 138 to Barrow County line				✓	Not in Regional Transportation Plan or Barrow CTP
LMIG - Local Maintenance and Improvement Grant (Grant = $489,689.35 / Match = $152,691.25)	✓				
LMIG - Local Maintenance and Improvement Grant (Grant = $525,686.54/Match = $157,705.96)	✓				

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Off System Safety Grant for striping and signage (Grant = $250,000/Engineering by Locals = $25,000)	✓				
See Transportation Investment Act Roundtable Selected Project, dated 4-4-2012, for patching, resurfacing (1-69), grading, drainage, base and paving (dirt roads) (1-13), striping, pavement marking and signs (1) projects				✓	n/a
Continue to lobby for SR 316 controlled access improvements, but in the meantime follow development policies that will not make improvements to the corridor unfeasible				✓	SR 316 improvements are programmed
Continue process to implement plan to develop West Winder Bypass				✓	West Winder Bypass is programmed; specific phases are identified in new Community Work Program
Implement Comprehensive Transportation Plan recommendations by preparing additional plans for road connecting SR 211 and SR 53 as necessary			✓		Identified as Long Range project in Atlanta Regional Transportation Plan and shown as such in Implementation Program of this Comp Plan update
Implement Comprehensive Transportation Plan recommendations for Kilcrease Road and perform additional traffic safety planning as needed	✓				
Implement Comprehensive Transportation Plan to maintain acceptable Level of Service on county roads				✓	CTP recommendations being implemented; specific improvements address West Winder Bypass and 316 interchange projects (as reflected in CWP of this plan update)
Implement and regularly update the new Comprehensive Transportation Plan		✓			CTP updated in 2015; implementation underway, including West Winder Bypass and 316 interchange projects
Implement pedestrian, bicycle and multimodal recommendations of the Barrow County Comprehensive Transportation Plan	✓				Hay Morris sidewalk project
Participate in regional efforts to promote the Athens to Atlanta commuter rail route				✓	n/a
Prepare a plan for a countywide bicycle and pedestrian route, leading to increased opportunities to walk and bike	✓				Addressed in 2015 CTP update
Using the Comprehensive Transportation Plan as a basis, prepare a study of potential modifications to improve connectivity in existing neighborhoods				✓	Change in priorities
Finance					
Website Redesign: Our current website is unorganized, hard to navigate, and difficult to maintain with the current IT staff size.	✓				

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Licensing: Our Computer Access Licenses (CAL's) for Microsoft Exchange & Windows Servers were never purchased in proper quantities, and in some cases, not at all. We're running outside of the License agreement with Microsoft and that opens us up to many legal issues.	✓				
Network: We are currently running a "flat" network with out of date hardware an addressing scheme. This style of network is the same that you would see in most homes. There is no Quality of service or separation of data. This causes slower application response times, limited security control, and overall decreased performance.	✓				
Storage Unit: Our storage capacity is very limited. Currently we only have the ability to keep backups for about 2 weeks. We're constantly having to remove data from the storage server due to the lack of hard drive capacity. As of now, it is not possible to retrieve data that was last updated more than two weeks.	✓				
Backup Software: This is the software used on a daily basis to backup work done for the day. Currently we are using outdated & unreliable software to back up our servers and files stored on them. It does not support some of our versions of servers or databases. With continued updating of vital software packages and hardware, the number of unsupported devices will continue to grow.	✓				
New Servers and Virtualization: We're running 24 physical servers, most of which are greater than 7 years old. A majority of them are failing on a more frequent basis. Examples of recent failures are our Exchange, Phone, and EMS billing systems. We are constantly replacing hard drives and various parts to keep them in working order.	✓				
Computers both desktops and laptops: There are several departments that need new computers	✓				
Purchasing filing cabinets	✓				
Purchasing office furniture	✓				
Finance filing cabinets	✓				
Finance office furniture	✓				
Finance financial system	✓				
Add one IT employee	✓				

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Land Use					
Create more specific development and design review requirements for commercial and mixed use properties			✓		UDC update 2018-2019 will address non-residential design standards
Maintain a countywide greenspace master plan				✓	Can be addressed in Parks/Rec Master Plan, 2022-2023
Study Transfer of Development Rights (TDR) programs that have been successfully implemented in counties similar to Barrow and, if appropriate, implement a TDR program				✓	Insufficient densities for receiving areas to make this viable
Study the Purchase of Development Rights (PDR) rights programs that have been successfully implemented in counties similar to Barrow and implement an appropriate program for Barrow				✓	Insufficient densities for receiving areas to make this viable
Adopt Rural Crossroads Zoning District that includes minimum standards for commercial building and site design				✓	UDC update 2018-2019 will address non-residential design standards
Coordinate with Wal-Mart Realty and other "big box" retailers regarding adaptive reuse; Wal-Mart Realty touts its ability to find alternative tenants and work with local governments once a existing store closes				✓	Addressed on as-needed basis; Board of Education is in old Wal-Mart
Prepare and adopt a form-based Mixed Use Development Ordinance to facilitate "greyfield redevelopment" and implement Commercial Corridor character area master plans				✓	No greyfields in unincorporated areas; Highway Corridor Overlay can address if needed
Prepare and adopt a policy framework to prevent encroachment of inappropriate automobile-oriented development that would adversely affect the quality of life and public realm				✓	UDC update 2018-2019 will address buffers, and updated Future Development Map character area boundaries limit encroachment
Prepare and adopt a Senior Housing Ordinance				✓	Not needed as far as zoning; UDC update can assess whether design-oriented or other regulations are required
Prepare and adopt a small-area master plan for 81/11 Gateway Regional Mixed Use Node character area				✓	Highway Corridor Overlay and Future Development Map will guide development
Prepare and adopt a small-area master plan for the 211/124 Gateway Regional Mixed Use Node character area				✓	Highway Corridor Overlay and Future Development Map will guide development
Prepare and adopt a small-area master plan for the Cultural Center/Gateway 53 Corridor character area to prescribe the desired development pattern (e.g. requiring sidewalks and interparcel access)				✓	Highway Corridor Overlay and updated Future Development Map will guide development
Prepare and adopt a Traditional Neighborhood Design (TND) ordinance				✓	Planned Development District is comparable

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Prepare and adopt amendments to the Zoning Ordinance that create flexible setback provisions to ensure any in-fill development is consistent with surrounding homes, which tend to have large front yards and may exceed the minimum front setback requirement				✓	Not an issue in unincorporated areas
Prepare and adopt Corridor/Streetscape Master Plans for Commercial Corridor character areas to guide enhancements				✓	Highway Corridor Overlay addresses this; UDC update 2018-2019 will address non-residential design standards outside of the overlay
Prepare and adopt Corridor/Streetscape Master Plans for Transitional Corridor character area locations to guide enhancements				✓	Highway Corridor Overlay addresses this; UDC update 2018-2019 will address non-residential design standards outside of the overlay
Prepare and adopt form-based code enabling legislation into the UDC				✓	No need; Highway Overlay District standards are sufficient
Prepare and adopt form-based development regulations to implement each Emerging Community Mixed Use Node character area master plan				✓	No need; Highway Overlay District standards are sufficient
Prepare and adopt regulations for Scenic Rural Corridors				✓	Change in priorities
Prepare and adopt Scenic Rural Corridor Overlay				✓	Change in priorities
Prepare and adopt small-area master plans for each of Emerging Community Mixed Use Node character area location				✓	Not needed; no pressure for commercial development
Prepare and incorporate into development review a "development impact matrix" to determine potential impacts of specific industries on the environment and infrastructure				✓	Capacity is addressed, and environmental mitigation occurs via environmental regulations
Parks & Recreation					
Field lights and poles for field 7				✓	On-going implementation of SPLOST-funded (and other) projects; addressed in Annual Budget *(applies to all items on next page until "Stormwater" subcategory)*
Field 11 expansion (pre-requisite for lights for fields 8-11)				✓	
Field lights and poles for field 8-11 Complex (youth tee ball fields)				✓	
Park design for 2nd and Hwy 11 property (if property is swapped)				✓	
Park development at 2nd and 11 property (parking, concessions, 4 fields and football field)				✓	
Parking lot expansion at old park (work could be done by roads and bridges to minimize cost)				✓	
Expand parking at Recreation Center				✓	
Resurface parking lot at Recreation Center				✓	
Soccer Concession Stand				✓	
Gator Utility Vehicle Replacement # 1				✓	
Gator Utility Vehicle Replacement # 2				✓	
Infield Machine Replacement # 1				✓	

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Infield Machine Replacement # 2				✓	
60 inch Mower Replacement # 1				✓	
60 inch Mower Replacement # 2				✓	
Replace 2000' F-150 #9012				✓	
Resurface Four Tennis Courts				✓	
Two Portable Basketball Goals				✓	
Replace HVAC on both Recreation Center Hallways				✓	
Replace damaged event chairs at Recreation Center				✓	
Playground installed at fields 8-11				✓	
Net protection at fields 1-4				✓	
Net installed at Soccer Complex				✓	
Grass Pavers at Old Park-Overflow Parking				✓	
Replace Bridge over Creek from Soccer to Fields 1-4				✓	
Recware Safari Update				✓	
Addition to Leisure Service Center				✓	
Add one staff member				✓	
Stormwater					
See Transportation Investment Act Roundtable Selected Projects, dated 4-14-2012, for major bridge and culvert projects 1 - 43				✓	n/a
EPD Stormwater Management Plan - submittal underway	✓				
EPD Stormwater Management Plan - update	✓				
Stormwater Fee study	✓				
Water & Sewer					
Manning Gin Rd - inline valves				✓	On-going implementation, addressed in Annual Budget
Equipment - skid steer, generator, truck				✓	
Perry Sims Rd water line replacement				✓	
Victron School Rd - 12" water line				✓	
Equipment - dump truck, 3 trucks				✓	
1 FTE - Water Tech I position and equipment				✓	
Water Tank - NE Region				✓	
Equipment - truck				✓	
Hwy 211 NW - 12" water line				✓	
Clacktown Rd - 12" water line				✓	
Cedar Creek Sewer Improvements				✓	
Hwy 211 Sewer Improvements				✓	
Jordan Cofer, Rat Kenney, Jefferson St - 16" water line				✓	
Water Booster Station - Carl Bethlehem Rd				✓	
Thurmond Rd, Hwy 82 and Hwy 211 - 16" water line				✓	
Hwy 53 from Hwy 316 to County Line - 12" water line				✓	

Barrow County 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Hwy 82 / Hwy 211 to Hwy 11 - 16" water line				✓	On-going implementation, addressed in Annual Budget
Barrow County Career Academy / Lanier Tech - sewer pump station and force main	✓				
Sanitary Sewer Pipe Replacement Program				✓	On-going implementation, addressed in Annual Budget
Complete long-range water supply master plan as joint planning effort				✓	Regional Water Plan guides planning, and necessary coordination already occurs among jurisdictions; Near term need is Wastewater Management plan
Intergovernmental Coordination					
Coordinate to develop a unified system for sharing permit information in the cities in order to assist schools in estimating future enrollment	✓				
Maintain an adequate Barrow County service delivery strategy and intergovernmental agreement concerning annexation				✓	Addressed during Service Delivery Strategy update
Study potential impacts of consolidation of government services				✓	Voters did not approve creation of an independent commission to study consolidation in May 22, 2018 Primary Election

Town of Bethlehem 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
City Hall					
Purchase 4-wheel drive tractor and bushhog			✓		Change in priorities; Purchase of 4-wheel drive tractor with bucket on front instead of bushhog to be purchased in 2020
Coordinate to develop a unified system for sharing permit information in the cities to assist schools in estimating future enrollment	✓				
Prepare and adopt a Traditional Neighborhood Development Ordinance (in association with County Planning Dept.)				✓	Master Planned Development (MPD) option in the UDC allows flexibility in subdivision design, including traditional neighborhood design
Public Safety					
Update speed zone ordinance	✓				
Public Works: Sewer					
Coordinate with the Barrow County Water & Sewer Authority to expand sewer service to the Traveling Commercial, Established Residential and Residential Growth character areas currently underserved				✓	Cost prohibitive and premature; Plan to coordinate with Barrow County on Wastewater Management Plan update as preliminary step

Town of Bethlehem 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Participate in countywide long-range water resources master plan				✓	County's near-term priority is county-wide Wastewater Management Plan
Public Works: Streets					
Finish work on square, including welcome sign and beautification	✓				
Repair drainage pipe on Manger Ave.			✓		Lack of funding; estimated to be completed in 2020
Repave/maintenance Harrison Mill, Joseph St., King Ave.	✓				
Implement pedestrian, bicycle and multi-modal recommendations of the Barrow County Comprehensive Transportation Plan				✓	None identified for Bethlehem in in 2015 CTP update
Prepare a neighborhood sidewalk inventory and work with local residents to identify needs and prioritize projects: new systems, filling in gaps in existing systems, or replacing substandard facilities (can be part of a Bike/Ped/Multi-use Plan)				✓	Lack of funding (SPLOST funds dedicated to road maintenance); also, 2015 CTP had no pedestrian related recommendations for Bethlehem
Using the Comprehensive Transportation Plan as a basis, prepare a study of potential modifications to improve connectivity in existing neighborhoods				✓	Not addressed in 2015 CTP update; also, lack of funding
Purchase back hoe	✓				
Recreation					
Purchase playground equipment for park			✓		Lack of funding; postponed to 2022
Replace lawnmower			✓		Will be purchased with playground equipment in 2022
Purchase and install cameras in the park	✓				

Town of Carl 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Buildings & Equipment					
Replace town computer	✓				
Nominate the Old Post Office for the National Historic Register			✓		Lack of staff resources to address; postpone to 2019-2020 and propose to coordinate with Barrow Co. Historical Society
Transportation					
Implement pedestrian, bicycle and multi-modal recommendations of the Barrow County Comprehensive Transportation Plan				✓	None identified for Carl in 2015 CTP update

Town of Carl 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Prepare and adopt a Connector Street Plan				✓	Rate of growth and predominant development patterns (large lot agricultural / low density residential) don't warrant a study
Road widening project: Carl Cedar Hill/Bankhead				✓	2015 CTP identifies Carl Cedar Hill and Bankhead improvement projects for 2030 – 2039 timeframe; Funding source unknown
Economic & Community Development					
Participate in the Barrow County Economic Development Council by attending regular meetings				✓	Economic Development Council no longer exists
Coordinate with Barrow County Water & Sewer Authority to provide sewer to Suburban Neighborhood, Traditional Neighborhood, Transitional Corridor, Downtown and Emerging Suburban character areas				✓	Lack of foreseeable need due to rate of growth, and predominant development patterns (large lot agricultural & low density residential) don't warrant a study
Solid Waste					
Rebid solid waste services every 5 years	✓				
Land Use					
Prepare and Downtown and Transitional Corridors Master Plan (includes Downtown and Transitional Corridor character areas)				✓	Lack of funding
Intergovernmental Coordination					
Continue established quarterly meeting schedule with other local government officials in Barrow County				✓	This is a recurring, routine event

City of Statham 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
City Hall					
Establish Historic Preservation Committee			✓		Lack of staff resources; Items to be addressed in 2020
Adopt historic preservation ordinance			✓		
Downtown beautification: sidewalks, flowerbeds, Streetscape	✓				
Adopt historic preservation zoning ordinance			✓		Lack of staff resources; development of Historic District Design Guidelines contingent on process to designate locally designated district (2020) and application to CLG program (2021) / subsequent application for HPD grant for design guideline creation

City of Statham 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Adopt a traditional neighborhood development ordinance				✓	Change in priorities; Focus is on promoting downtown and improving pedestrian/golf cart connectivity between neighborhoods and downtown's commercial uses
Adopt design/development standards for industrial sites				✓	Not a priority or need
Adopt corridor/streetscape master plans for Transitional Corridor character areas	✓				
Prepare and adopt small-area master plans for each of Emerging Community mixed use node character area location				✓	Lack of funding; New approach is to seek input from State / energy providers' economic development departments on properties in 316 Innovation Corridor character area (2020)
Continue established quarterly meeting schedule with Other local governments in barrow county				✓	This is an established, recurring event
Coordinate to develop a unified system for sharing permit Information in the cities in order to assist schools in Estimating future enrollment	✓				
Create an inventory of buildings suitable for redevelopment and vacant lots suitable for infill development			✓		Lack of staff resources; Propose coordinating with NEGRC to address in 2020-21
Review the city tree protection ordnance and consider adding amendments designed to maintain as the city's tree canopy			✓		Lack of staff resources to address; postponed to 2020
Computer hardware upgrades	✓				
New city hall complex				✓	Land has been acquired but no funding is available; will not be constructed in the next five years
Economic Development					
Put together packet of information to send to business prospects			✓		Lack of staff resources; Postponed to 2022
OZ designation: URP				✓	Preliminary step (2020) is to seek guidance from State / local energy providers' economic development departments on properties in 316 Innovation Corridor character area properties
Road improvements for industrial park	✓				
Police Department					
Desktop computers (3)				✓	To be implemented as funding is available; Items are being addressed during annual budgeting process
Replace department 10 handguns				✓	
In-car camera replacement				✓	
Bulletproof vest replacement				✓	
Administrative support				✓	
Intox 500 replacement				✓	

City of Statham 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Firing range for training				✓	
Public Works: Sewer					
Upgrade sewer lines (replace or line): Downtown, Hwy 8, Atlanta Highway				✓	Lack of funding; cannot be implemented in the near-term
Upgrade line running to treatment plant				✓	Not needed due to newer age of sewer lines
Extend sewer lines to future OZ area (West side)				✓	Lack of funding and dependent on future interest in the property and proposed uses for
Public Works: Streets					
Acquire flashing school zone signs (5)	✓				
Replace signs to meet reflectivity standards	✓				
Safe Routes to School	✓				
Build pole barn at shop to house equipment and trucks	✓				
New traffic turn signal at Hwy 211 & Hwy 8	✓				
Resurface streets: McCartey Rd, 8th St	✓				
Sidewalks and golf cart trails		✓			Implemented as funding allows
Vehicle replacement: 1 truck/year (6 total)	✓				
Camera system and monitoring	✓				
Traffic control improvements: red lights at Atlanta Hwy 211 & Atlanta Hwy/8th St				✓	Hwy 211 is state route; project would also require land acquisition, for which there is no funding
Prepare and adopt a connector street plan				✓	Lack of funding, and need is not apparent
Create a neighborhood sidewalk inventory and work with citizens to identify needs and prioritize projects: new systems, filing in gaps in existing systems, or replacing sub-standard facilities (can be part of a bike/ped/multi-use plan)				✓	Development codes require installation of sidewalks with new development; sidewalks/golf cart paths being installed as funding allows
Evaluate the potential for including a Statham stop on the proposed commuter rail line				✓	Commuter rail line not feasible in the near-term
Implement pedestrian, bicycle and multimodal recommendations of the Barrow County Comprehensive Transportation Plan				✓	No bike/ped recommendations for Statham in CTP 2015 update
Prepare and adopt an access management plan, with recommendations that include opportunities for driveway consolidation and interparcel access				✓	No funding for access management plan; interparcel access requirements to be addressed in zoning ord. amendments, proposed 2022
Study potential opportunities to provide pedestrian and bicycle infrastructure to the SR 211 corridor (e.g. path/trails, sidewalks, etc.)	✓				
Participate in continued countywide Long Range Water Supply Master Plan as joint planning effort				✓	County's near-term priority is countywide Wastewater Management Plan
Elevated crosswalk across Hwy 316 when intersection is changed				✓	To be determined; GDOT project

City of Statham 2013-2022 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Turn lane at Hwy 8 and Dooley Town Rd.				✓	Lack of funding; cannot be completed in the near term
Digital speed signs (3-4)				✓	Change in priorities
Rails to trails (Hwy 8) bicycle lane				✓	Change in priorities; dependent on multi-jurisdictional coordination and funding availability, as well
Turn lane at Hwy 8 and 8th Street				✓	Lack of funding (project requires land acquisition); cannot be completed in the near term
Create new gateway into town: new road from Craft Rd to Hwy 8				✓	Change in priorities; lack of funding
Hwy 211 gateway: Hwy 8 to Hwy 316: widen to 4 lanes W/median				✓	State highway
Public Works: Water					
Water meter replacement				✓	Public Works Dept. annual schedule of projects is based on available funding
Vehicle replacement (1 truck)				✓	
Replace hydrants and valves				✓	
Upgrade water plant (filters, pumps, etc.)				✓	
Upgrade natural spring				✓	Lack of funding / no near-term need
Tie-in two other lakes to main reservoir				✓	No need in the near-term
Water line from tank to Sunset Drive				✓	Lack of funding / no near-term need
Dredge lake (reservoir) and raise level				✓	Lack of funding / no near-term need
Start looking at expansion of withdrawal				✓	Lack of funding / no near-term need
Recreation					
Trail system from 1st St to Oak Spring St; fill in, build up, ground up asphalt, bridge across creek	✓				
Trail system from Furr Ln to Oak Springs subdivision		✓			Being installed as funding becomes available
Trail system from 1st St to Furr Ln park				✓	
Multi-use trail system - Moore property				✓	
Prepare and adopt an update to the Statham Trails and Recreation Plan			✓		Lack of funding; postponed to 2020-21
Resurface basketball court			✓		Specific needs to be addressed in Parks/Rec/Trail Plan update
Install more cameras for parks				✓	Addressed in annual budgeting process
Playground equipment for parks			✓		Specific needs to be addressed in Parks/Rec/Trail Plan update
Lighting for parks			✓		
Football field			✓		
Bleachers			✓		

City of Winder 2013-2017 Report of Accomplishments

Activity	Status				
	Complete	Underway	Postponed	Dropped	Comments
Community Facilities & Services					
Utilize existing City property around City Pond to create opportunities for passive recreation		✓			Master Plan to be completed in 2019
Improve the gateways into the city; specifically Hwy 81, Hwy 211, Hwy 53, Hwy 8 and Hwy 11, including new signage and landscaping		✓			Hwy 81 addressed; others anticipated between 2021 and 2023
Construct a new Public Works Facility to house the Public Works and Utilities Depts.	✓				
Complete the downtown Winder Park project	✓				
Develop a stormwater replacement priority list for areas throughout the city and implement projects as funding becomes available	✓				
Economic Development					
Complete and implement the Opportunity Zone	✓				2015
Create an inventory of buildings suitable for redevelopment				✓	Barrow Co. Econ. Dev. Maintains a countywide map and database of available office and industrial buildings
Housing					
Prepare and adopt incentives for developing new housing in downtown such as density bonuses, shared parking and utility costs				✓	Focus is on improving effectiveness of regulations; 2018-2019 update to Zoning Ordinance can evaluate Downtown Overlay District requirements
Land Use					
Create a Streetscape Master Plan, similar in nature to that which was prepared for the Downtown North Broad Street Streetscape Project, to guide enhancements along other city streets		✓			Sidewalk projects being implemented on an annual basis as funding allows
Transportation					
Coordinate with Barrow Co. and the Georgia DNR to develop opportunities to connect Fort Yargo to Winder (especially downtown) and surrounding communities with trails, bike lanes, etc.		✓			Master Plan completion anticipated for 2019, followed by construction in 2020-2021
Expand the city's sidewalks in areas of high traffic, in particular around schools, recreation areas and the downtown area		✓			Sidewalk projects being implemented on an annual basis as funding allows
Create a parking facility in Winder to serve as all day parking for downtown employees		✓			2019 anticipated completion
Intergovernmental Coordination					
Continue established quarterly meeting schedule with other local government officials in Barrow County				✓	This is an established, recurring activity

Public Participation Summary

This Appendix summarizes the public participation schedule and techniques, as follows:

- Countywide Public Meetings
- Stakeholder Advisory Group meetings
- Technical Advisory Group meetings
- Stakeholder Interviews
- Community Survey

Countywide Public Meetings

Kick-off Meeting

The countywide Kick-Off Meeting took place on September 26, 2017 at the Barrow County Courthouse. The planning process, schedule, and future public involvement opportunities were presented, and the public was invited to share their contact information for inclusion on a project e-mail list that was used throughout the planning process to promote public meetings and the community survey.

Visioning Workshops

Participants provided their input on the future of Barrow County during countywide workshops that were held on two dates and at different venues:

- March 12, 2018
  - Noon – 1:30 p.m. and 6:00 p.m. – 7:30 p.m.
  - Wimberly Community Development Center, Winder
- March 29, 2018
  - Noon – 1:30 p.m. at Center for Innovation Teaching (CFIT; in old Russell Middle School Building), Winder
  - 6:00 p.m. – 7:30 p.m. at Board of Education Professional Development Center (in old Holly Hill Mall), Winder

The centrally located meetings had the same format but were offered at different times to give the public options for attending based on their schedule. They were promoted through flyers, website postings, and email blasts. Input was received via small group discussions and interactive mapping exercises to identify specific areas, land uses and development patterns that should be preserved, changed, or created in the unincorporated area of Barrow County and the cities of Bethlehem, Carl, Statham, and Winder.

Development Workshops

Two countywide Future Development Workshops with the same format were held on April 16, 2018 at the following times and locations:

- Noon to 1:30 p.m., Wimberly Center, Winder
- 6:00 p.m. to 7: 30 p.m., Board of Education Professional Development Center, Winder

Attendees participated in small group map exercises and conversed with the planning team to develop scenarios for preferred land use types and intensities across the county. The maps included a countywide view as well as insets for the participating jurisdictions to allow more fine-grain review and detail.

Open House

The public was invited to comment on draft recommendations of the plan at an Open House held on August 23, 2018 at the Winder Community Center. Specifically, goals, strategies and the Future Develop-

ment Map were displayed for review and comment. The format allowed participants to drop in at their convenience and stay as little or as long as they desired over a three-hour period. Participants spoke individually with planning team members and filled out comment forms to present questions or concerns.

Technical Advisory Group (TAG)

A steering committee representing local governments (staff and officials) was convened to provide technical guidance and supporting information about local conditions, initiatives, and plans. The group met twice, and interviews with several individual members were conducted. TAG members are listed below:

- Jennifer Scott, Braselton Town Manager*
- Kevin Keller, Braselton Planning Director
- David Brock, Carl Mayor**
- Michelle Irizarry, Statham City Administrator**
- Sandy McNab , Bethlehem Mayor**
- Kathy Bridges,Bethlehem City Clerk
- Dan Schultz, County Community Development Director
- William Wright, County Emergency Communications Manager
- John Skinner, County Emergency Services Director
- Alan Shuman, County Assistant Fire Chief
- Penny Clack, County Emergency Management Coordinator
- Sam Mark, County Water & Sewer Manager*
- Mike Renshaw, County Manager
- Jud Smith, County Sheriff
- Don Toms, Winder City Administrator**
- Barry Edgar, Winder Planning Director**
- Roger Wilhelm, Winder Public Works*
- Chris McMichael, Barrow County School System (BCSS) Superintendent*
- Ken Greene, BCSS Asst. Superintendent Support Services*
- Jennifer Houston, BCSS Asst. Superintendent Business Services*
- Joe Perno, BCSS Asst. Superintendent System Services*
- John Devine, NEGRC Planner
- Pat Graham, County Chairman**

** and ** denote the number of one-on-one or small group meetings the TAG member had with the planning team*

Stakeholder Advisory Group (SAG)

A steering committee of local citizens, business interests, appointed boards, and representatives from housing and higher education groups was convened to provide insight on local needs and opportunities and to help promote public workshops and the community survey through their contacts/email lists. The group met twice, and interviews with members were some members were conducted, as noted with an asterisk in the list of SAG members below:

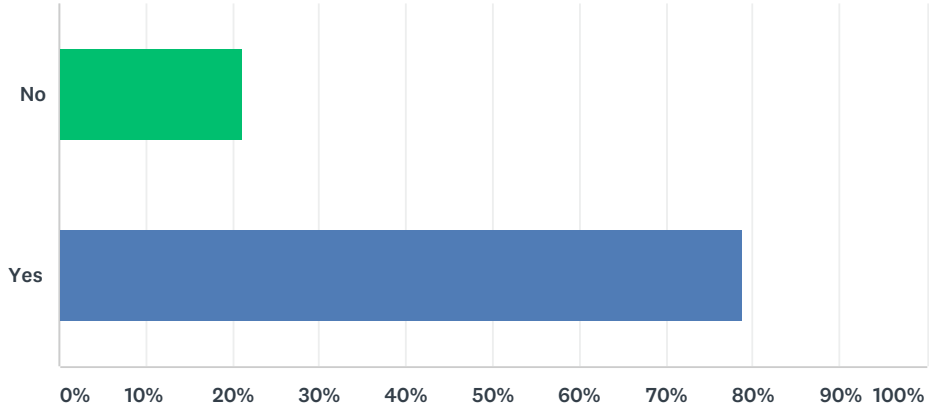
- Tommy Jennings, Chamber of Commerce
- Debi Krause, Chamber of Commerce*
- Stephanie Sorrells, Chamber of Commerce
- Stephanie Bramlett, Realtor*
- Bill Jessee, Realtor
- Michelle Yawn, Winder Housing Authority*
- Jimmy Terrell, local citizen
- Candice Gerbig, local citizen
- Gary McLocklin, local citizen
- Beth Buchanan, Tax Assessor Board
- Scott Vickery, local citizen
- Juanita Alexander, local citizen
- Nychole Thielbar, Chick-fil-A
- Katelyn Cassidy, Chick-fil-A
- Tray Leslie, local citizen
- Lisa Maloof, Lanier Technical College
- Beth Barton, Planning Commission (PC)
- Cynthia Norman, PC
- Debra Lynn, PC
- Don Holiday, PC
- Howard Hawthorne, PC
- Mark Staley, PC
- Vince Caine, PC
- Matt Davis, Board of Appeals (BOA)
- Scott Hang, BOA
- Shannon Cox, BOA
- Teeny Allison, BOA
- William H. Cooper III, BOA
- Pat Graham, County Chairman
- James Regan, local citizen

Community Survey

A 19-question online community survey was developed and promoted throughout the community as another forum for providing public input. It was open from January to April 2018, and hard copies were made available. The surveys were distributed at the public meetings held during the Visioning Process, and TAG and SAG members distributed it via their group email distribution lists (e.g. school system, Chamber of Commerce, etc.). Over 1,400 responses were received. Summary findings are presented on the following pages; the findings were used to identify pressing local needs to be addressed during the plan.

Q1 Do you live in Barrow County?

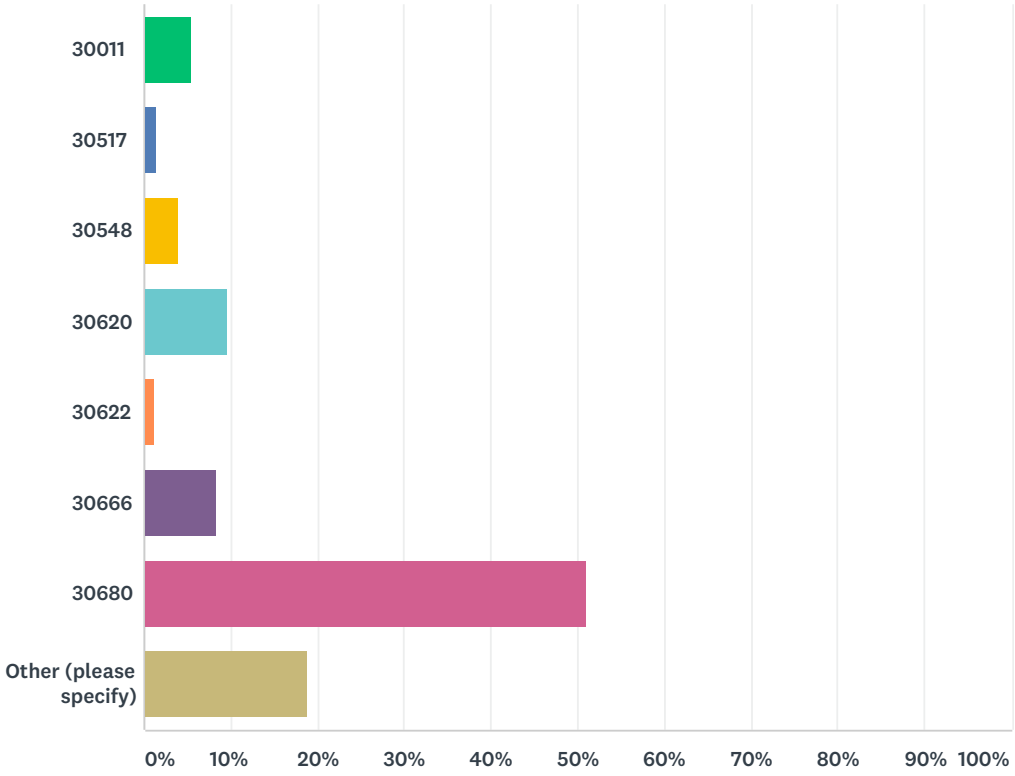
Answered: 1,402 Skipped: 16



ANSWER CHOICES	RESPONSES	
No	21.18%	297
Yes	78.82%	1,105
TOTAL		1,402

Q2 What is your zip code?

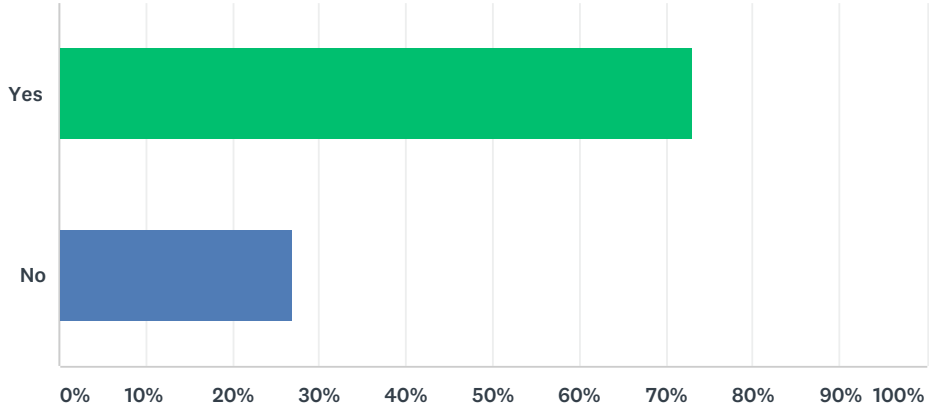
Answered: 1,409 Skipped: 9



ANSWER CHOICES	RESPONSES	
30011	5.46%	77
30517	1.42%	20
30548	4.05%	57
30620	9.58%	135
30622	1.21%	17
30666	8.45%	119
30680	51.10%	720
Other (please specify)	18.74%	264
TOTAL		1,409

Q3 Do you work in Barrow County?

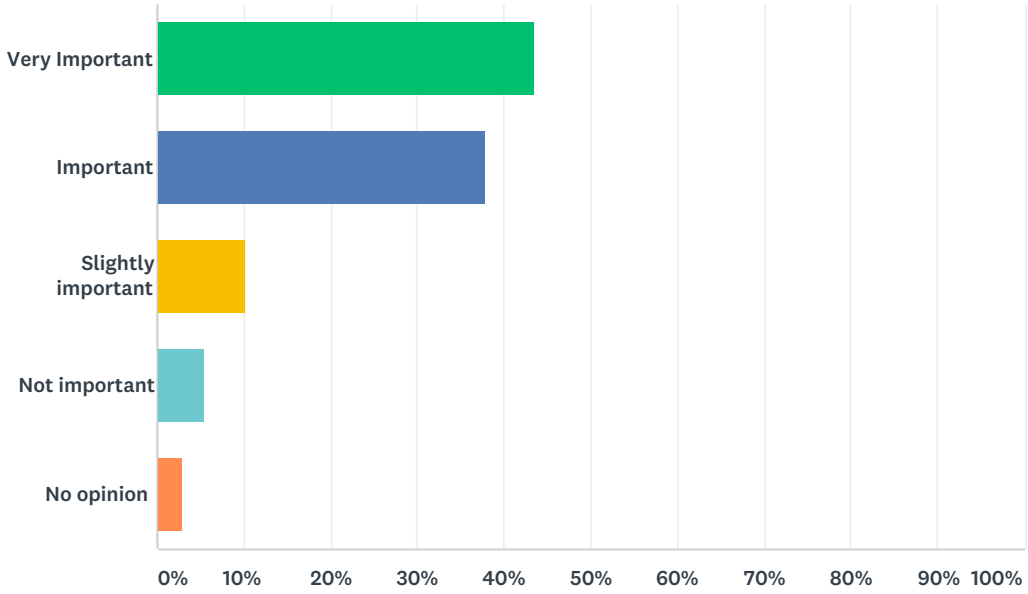
Answered: 1,410 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	73.05%	1,030
No	26.95%	380
TOTAL		1,410

Q4 Accommodating additional population growth in Barrow County

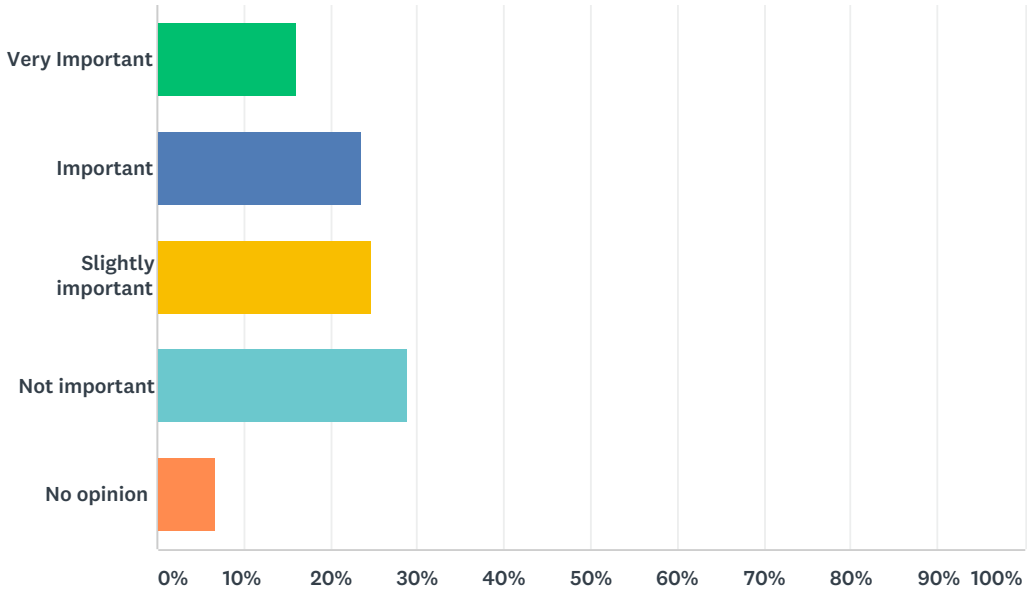
Answered: 1,410 Skipped: 8



ANSWER CHOICES	RESPONSES	
Very Important	43.62%	615
Important	37.80%	533
Slightly important	10.28%	145
Not important	5.46%	77
No opinion	2.84%	40
TOTAL		1,410

Q5 Limiting new growth and development in Barrow County

Answered: 1,411 Skipped: 7

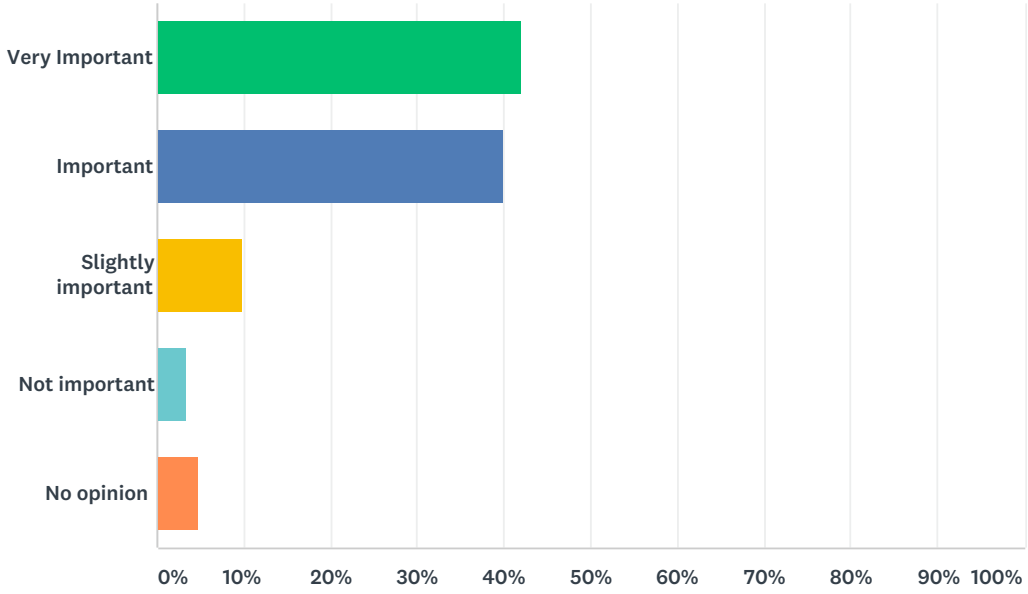


ANSWER CHOICES	RESPONSES

Very Important	16.09%	227
Important	23.67%	334
Slightly important	24.66%	348
Not important	28.92%	408
No opinion	6.66%	94
TOTAL		1,411

Q6 Promoting local character through the built environment in Barrow County

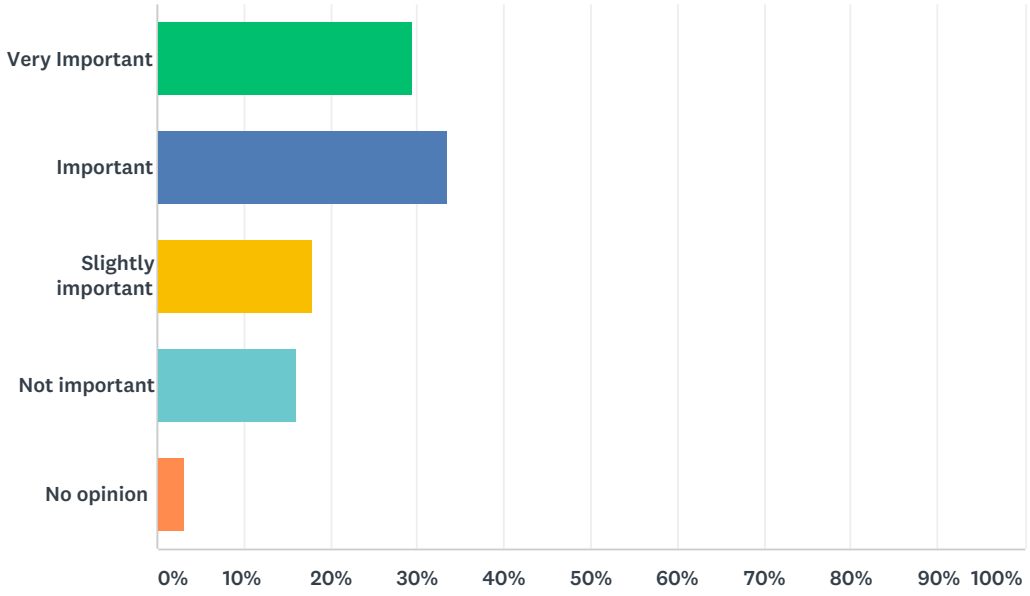
Answered: 1,408 Skipped: 10



ANSWER CHOICES	RESPONSES	
Very Important	41.97%	591
Important	39.99%	563
Slightly important	9.87%	139
Not important	3.34%	47
No opinion	4.83%	68
TOTAL		1,408

Q7 Increasing housing options and types of housing in Barrow County

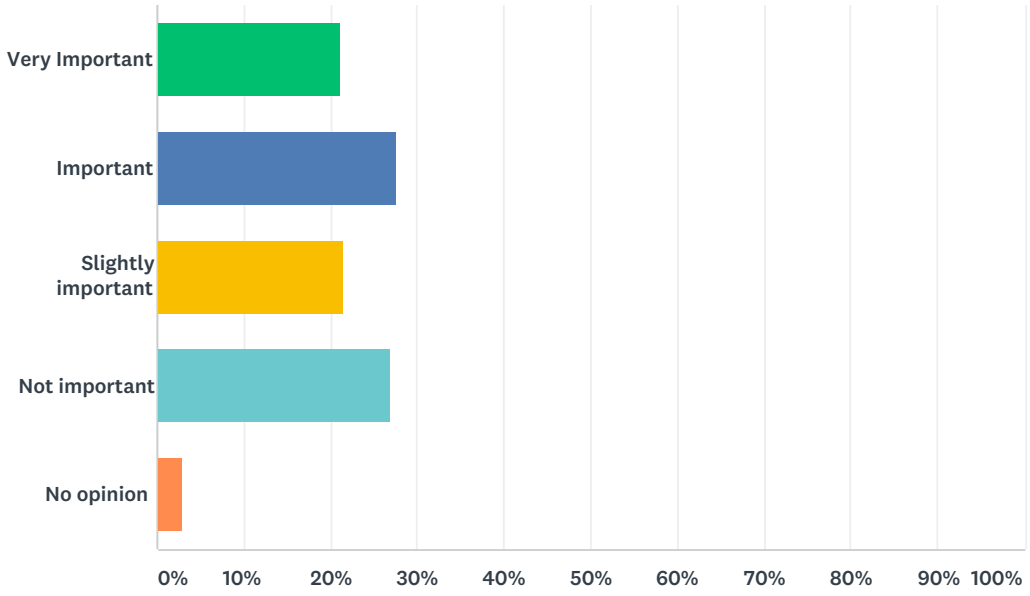
Answered: 1,408 Skipped: 10



ANSWER CHOICES	RESPONSES	
Very Important	29.40%	414
Important	33.38%	470
Slightly important	17.97%	253
Not important	16.19%	228
No opinion	3.05%	43
TOTAL		1,408

Q8 Promoting affordable housing in Barrow County

Answered: 1,407 Skipped: 11

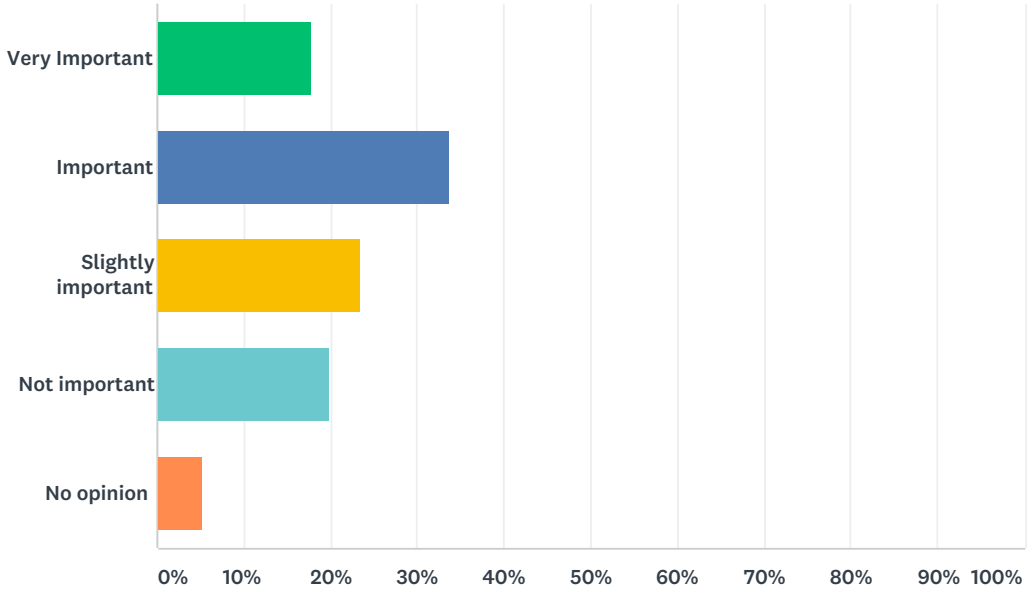


ANSWER CHOICES	RESPONSES

Very Important	21.04%	296
Important	27.65%	389
Slightly important	21.46%	302
Not important	27.01%	380
No opinion	2.84%	40
TOTAL		1,407

Q9 Locating housing near jobs in Barrow County

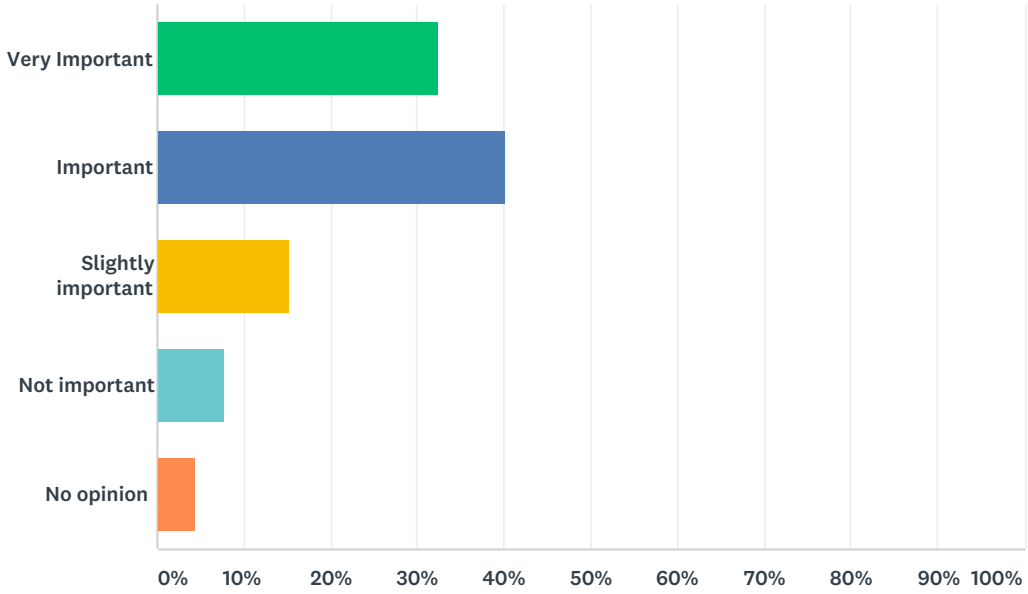
Answered: 1,410 Skipped: 8



ANSWER CHOICES	RESPONSES	
Very Important	17.80%	251
Important	33.69%	475
Slightly important	23.40%	330
Not important	19.93%	281
No opinion	5.18%	73
TOTAL		1,410

Q10 Diversifying the local economy in Barrow County

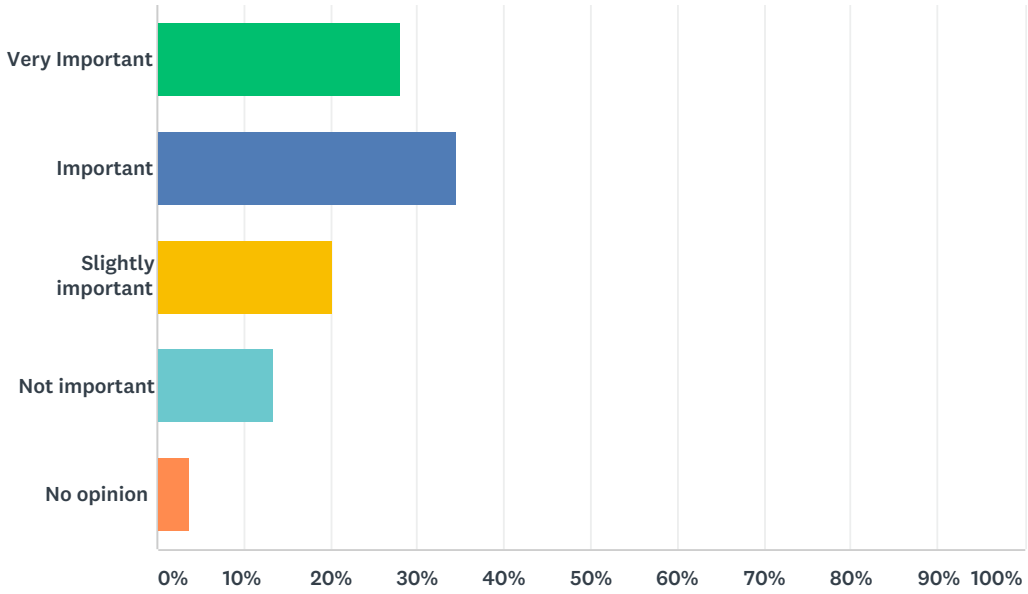
Answered: 1,412 Skipped: 6



ANSWER CHOICES	RESPONSES	
Very Important	32.37%	457
Important	40.23%	568
Slightly important	15.37%	217
Not important	7.72%	109
No opinion	4.32%	61
TOTAL		1,412

Q11 Increasing industrial and manufacturing jobs in Barrow County

Answered: 1,409 Skipped: 9

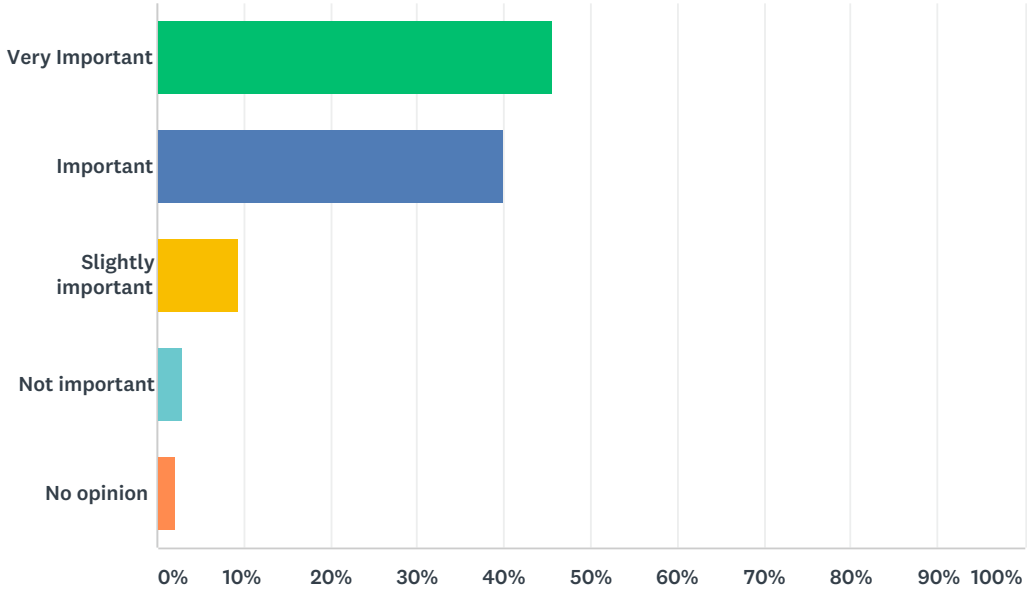


ANSWER CHOICES	RESPONSES

Very Important	27.96%	394
Important	34.49%	486
Slightly important	20.30%	286
Not important	13.41%	189
No opinion	3.83%	54
TOTAL		1,409

Q12 Increasing the number of jobs for high-skilled workers in Barrow County

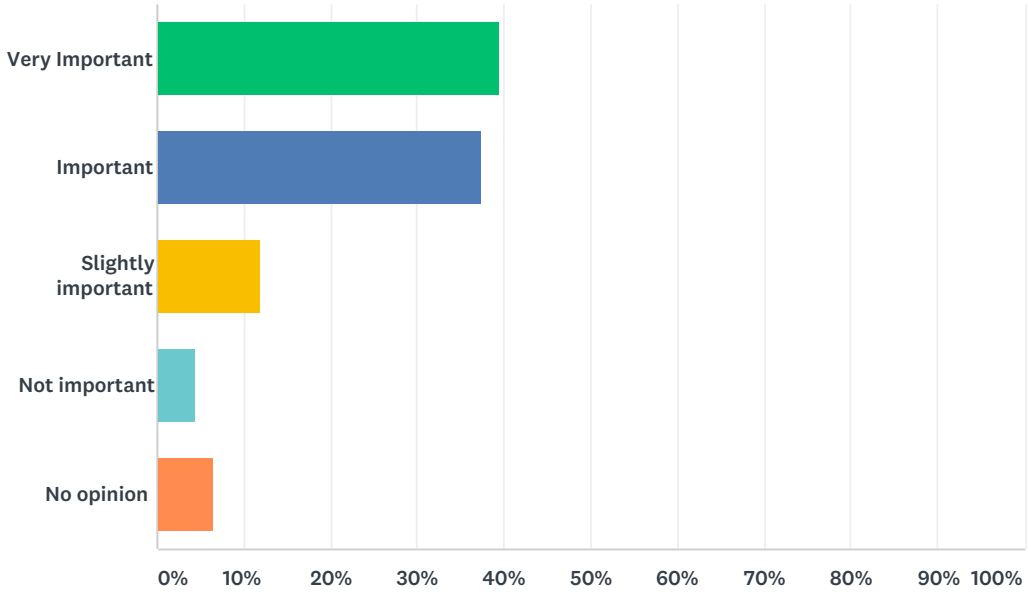
Answered: 1,408 Skipped: 10



ANSWER CHOICES	RESPONSES	
Very Important	45.67%	643
Important	39.91%	562
Slightly important	9.45%	133
Not important	2.84%	40
No opinion	2.13%	30
TOTAL		1,408

Q13 Expanding water and sewer infrastructure in Barrow County

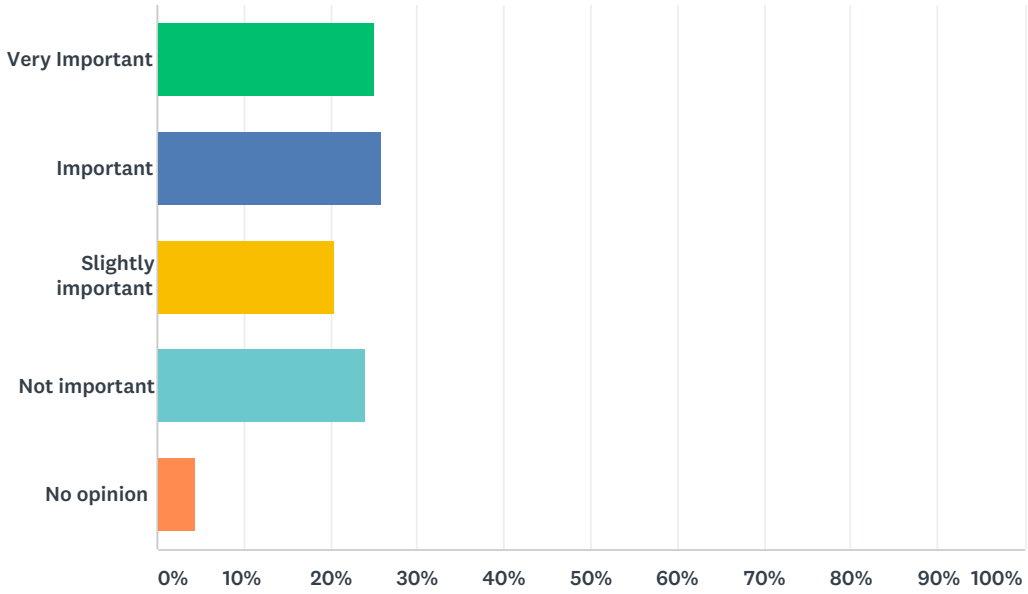
Answered: 1,413 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very Important	39.63%	560
Important	37.51%	530
Slightly important	11.89%	168
Not important	4.39%	62
No opinion	6.58%	93
TOTAL		1,413

Q14 Providing a wider range of transportation options in Barrow County

Answered: 1,414 Skipped: 4

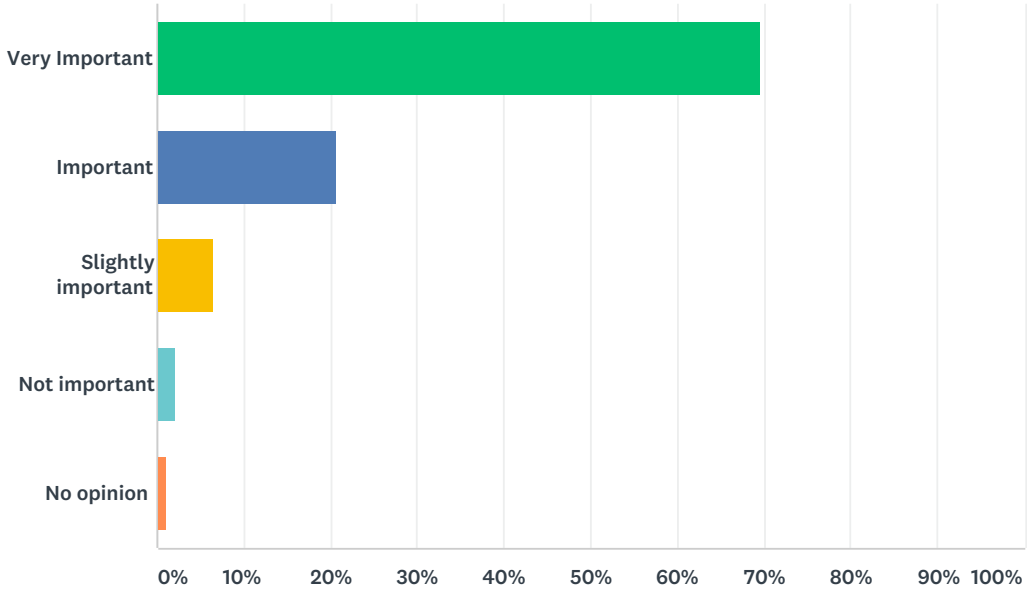


ANSWER CHOICES	RESPONSES

Very Important	25.04%	354
Important	26.03%	368
Slightly important	20.44%	289
Not important	24.05%	340
No opinion	4.46%	63
TOTAL		1,414

Q15 Reducing traffic congestion in Barrow County

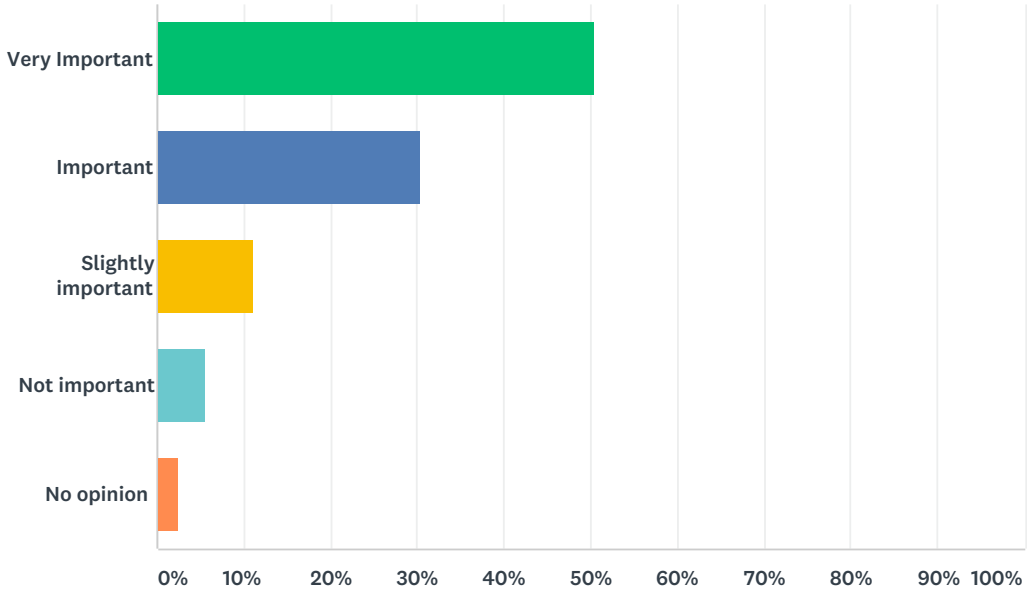
Answered: 1,413 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very Important	69.57%	983
Important	20.74%	293
Slightly important	6.58%	93
Not important	2.12%	30
No opinion	0.99%	14
TOTAL		1,413

Q16 Increasing the amount of park space and recreation options in Barrow County

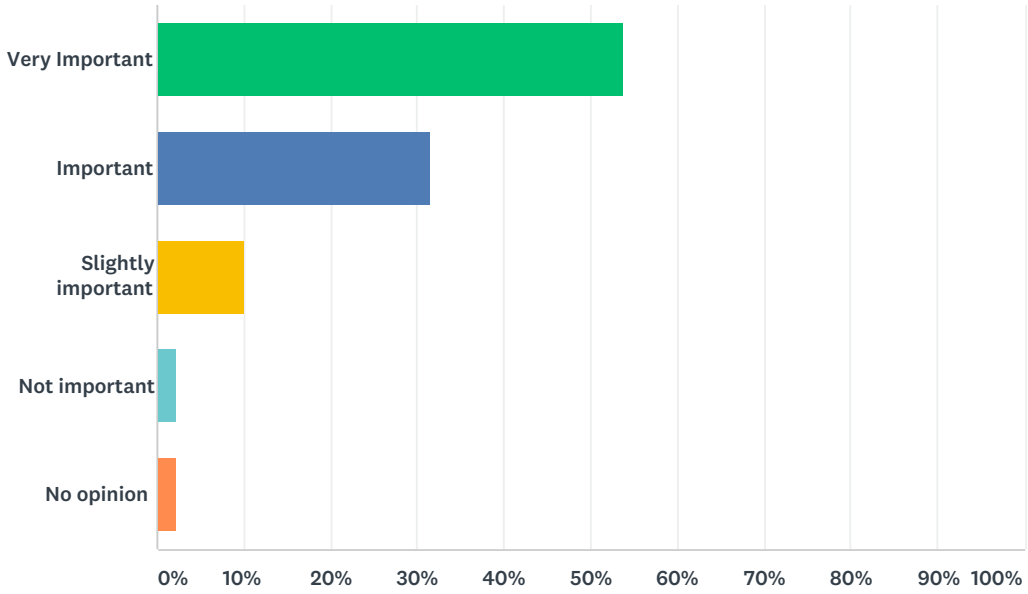
Answered: 1,411 Skipped: 7



ANSWER CHOICES	RESPONSES	
Very Important	50.39%	711
Important	30.40%	429
Slightly important	11.13%	157
Not important	5.67%	80
No opinion	2.41%	34
TOTAL		1,411

Q17 Protecting open space and natural resources in Barrow County

Answered: 1,414 Skipped: 4

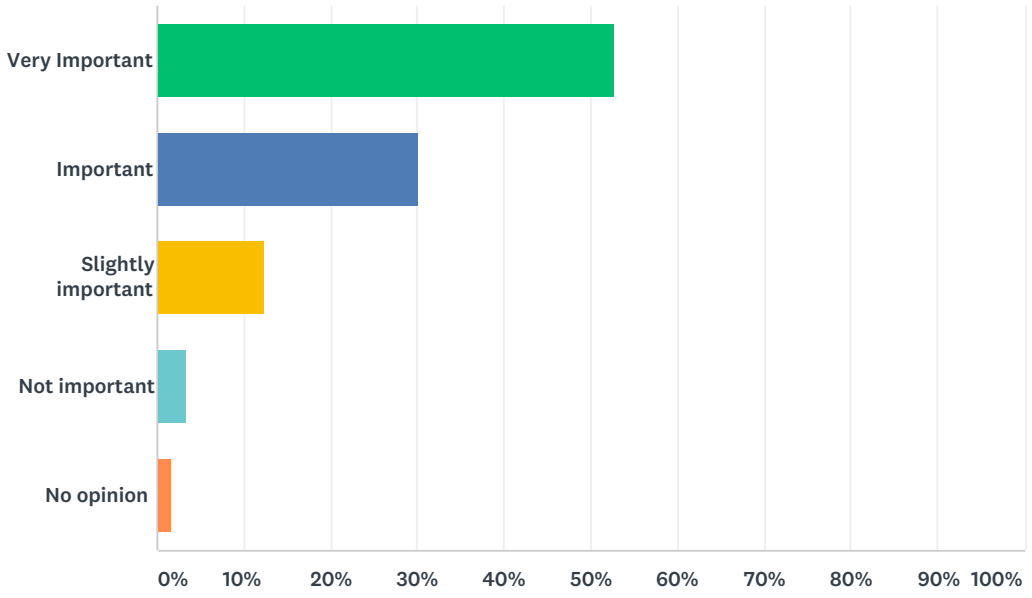


ANSWER CHOICES	RESPONSES

Very Important	53.68%	759
Important	31.61%	447
Slightly important	10.11%	143
Not important	2.26%	32
No opinion	2.33%	33
TOTAL		1,414

Q18 Preserving historic structures and sites in Barrow County

Answered: 1,413 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very Important	52.65%	744
Important	30.08%	425
Slightly important	12.24%	173
Not important	3.33%	47
No opinion	1.70%	24
TOTAL		1,413

Q19 Comments or ideas? Please use the space below:

Answered: 532 Skipped: 886

Q20 To receive notices about community meetings for the Comprehensive Plan, please provide your contact information below:

Answered: 316 Skipped: 1,102

ANSWER CHOICES	RESPONSES	
Email	98.73%	312
Phone	72.15%	228
Address	76.90%	243

Socioeconomic Data Tables

The following pages include a series of data tables that were used to summarize local socioeconomic conditions in Chapter 3.

Barrow County Population and Housing Trends

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
POPULATION						
Total population	66,359		73,340		6,981	10.52%
Population in households	66,024	99.5%	73,090	99.7%	7,066	10.70%
Population in Group Quarters	335		250		-85	-25.37%
HOUSEHOLDS BY TYPE						
Total households	23,045		24,000		955	4.14%
Family households (families)	17,215	74.70%	17,971	74.90%	756	4.39%
Married-couple family	13,030	56.50%	12,971	54.00%	-59	-0.45%
Male householder, no wife	1,454	6.30%	1,601	6.70%	147	10.11%
Female householder, no husband	2,731	11.90%	3,399	14.20%	668	24.46%
Nonfamily households	5,830	25.30%	6,029	25.10%	199	3.41%
Householder living alone	4,880	21.20%	4,826	20.10%	-54	-1.11%
65 years and over	1,725	7.50%	1,891	7.90%	166	9.62%
Households with one or more people under 18 years	10,106	43.90%	9,981	41.60%	-125	-1.24%
Households with one or more people 65 years and over	4,435	19.20%	5,678	23.70%	1,243	28.03%
Average household size	2.87		3.05		0.18	6.27%
Average family size	3.33		3.51		0.18	5.41%
U.S. CITIZENSHIP STATUS						
Foreign-born population	4,477		5,065		588	13.13%
Naturalized U.S. citizen	1,771	39.60%	2,168	42.80%	397	22.42%
Not a U.S. citizen	2,706	60.40%	2,897	57.20%	191	7.06%

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Mobility Trends of Barrow County Population

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
RESIDENCE 1 YEAR AGO						
Population 1 year and over	65,105		72,420		7,315	11.24%
Same house	55,731	85.60%	63,723	88.00%	7,992	14.34%
Different house in the U.S.	9,255	14.20%	8,675	12.00%	-580	-6.27%
Same county	4,281	6.60%	4,597	6.30%	316	7.38%
Different county	4,974	7.60%	4,078	5.60%	-896	-18.01%
Same state	3,572	5.50%	3,529	4.90%	-43	-1.20%
Different state	1,402	2.20%	549	0.80%	-853	-60.84%
Abroad	119	0.20%	22	0.00%	-97	-81.51%
PLACE OF BIRTH						
Total population	66,359		73,340		6,981	10.52%
Native	61,882	93.30%	68,275	93.10%	6,393	10.33%
Born in United States	61,450	92.60%	67,479	92.00%	6,029	9.81%
State of residence	41,314	62.30%	45,165	61.60%	3,851	9.32%
Different state	20,136	30.30%	22,314	30.40%	2,178	10.82%
Born in U.S. Terretory.	432	0.70%	796	1.10%	364	84.26%
Foreign born	4,477	6.70%	5,065	6.90%	588	13.13%
WORLD REGION OF BIRTH OF FOREIGN BORN						
Foreign-born population	4,477		5,065		588	13.13%
Europe	643	14.40%	628	12.40%	-15	-2.33%
Asia	1,110	24.80%	1,222	24.10%	112	10.09%
Africa	266	5.90%	183	3.60%	-83	-31.20%
Oceania	23	0.50%	4	0.10%	-19	-82.61%
Latin America	2,392	53.40%	2,952	58.30%	560	23.41%
Northern America	43	1.00%	76	1.50%	33	76.74%

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Sex and Age of Barrow County Population

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
TOTAL POPULATION	**66,359**		**73,340**		**6,981**	**10.52%**
Male	32,777	49.40%	36,165	49.30%	3,388	10.34%
Female	33,582	50.60%	37,175	50.70%	3,593	10.70%
Under 5 years	5,747	8.70%	5,345	7.30%	-402	-6.99%
5 to 9 years	5,392	8.10%	5,759	7.90%	367	6.81%
10 to 14 years	4,748	7.20%	5,626	7.70%	878	18.49%
15 to 19 years	4,698	7.10%	4,683	6.40%	-15	-0.32%
20 to 24 years	4,030	6.10%	4,385	6.00%	355	8.81%
25 to 34 years	10,171	15.30%	10,918	14.90%	747	7.34%
35 to 44 years	10,596	16.00%	10,522	14.30%	-74	-0.70%
45 to 54 years	8,663	13.10%	9,915	13.50%	1,252	14.45%
55 to 59 years	3,119	4.70%	4,254	5.80%	1,135	36.39%
60 to 64 years	3,238	4.90%	3,727	5.10%	489	15.10%
65 to 74 years	3,548	5.30%	5,159	7.00%	1,611	45.41%
75 to 84 years	1,976	3.00%	2,426	3.30%	450	22.77%
85 years and over	433	0.70%	621	0.80%	188	43.42%
Median age (years)	32.9		35.0		2.1	6.38%
18 years and over	47,545		53,444		5,899	12.41%
Male	23,064	48.50%	25,913	48.50%	2,849	12.35%
Female	24,481	51.50%	27,531	51.50%	3,050	12.46%
65 years and over	5,957		8,206		2,249	37.75%
Male	2,435	40.90%	3,511	42.80%	1,076	44.19%
Female	3,522	59.10%	4,695	57.20%	1,173	33.30%

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Racial Characteristice of Barrow County Residents

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
TOTAL POPULATION	**66,359**		**73,340**		**6,981**	**10.52%**
One race	65,173	98.20%	71,677	97.70%	6,504	9.98%
Two or more races	1,186	1.80%	1,663	2.30%	477	40.22%
ONE RACE	**65,173**	**98.20%**	**71,677**	**97.70%**	**6,504**	**9.98%**
White	53,540	80.70%	58,575	79.90%	5,035	9.40%
Black or African American	7,616	11.50%	8,266	11.30%	650	8.53%
American Indian or Alaska Native	119	0.20%	225	0.30%	106	89.08%
Asian	2,275	3.40%	2,558	3.50%	283	12.44%
Asian Indian	72	0.10%	57	0.10%	-15	-20.8%
Chinese	54	0.10%	163	0.20%	109	201.9%
Filipino	123	0.20%	107	0.10%	-16	-13.0%
Japanese	25	0.00%	8	0.00%	-17	-68.0%
Korean	239	0.40%	147	0.20%	-92	-38.5%
Vietnamese	49	0.10%	227	0.30%	178	363.3%
Other Asian	1,713	2.60%	1,849	2.50%	136	7.94%
Native Hawaiian and Other Pacific Islander	0	0.00%	0	0.00%		
Some other race	1,623	2.40%	2,053	2.80%	430	26.49%
TWO OR MORE RACES	**1,186**	**1.80%**	**1,663**	**2.30%**	**477**	**40.22%**
White and Black or African American	686	1.00%	616	0.80%	-70	-10.20%
White and American Indian and Alaska Native	312	0.50%	349	0.50%	37	11.86%
White and Asian	96	0.10%	155	0.20%	59	61.46%
Black or African American and American Indian or Alaska Native	0	0.00%	37	0.10%	37	
HISPANIC OR LATINO (any race)	**5,330**	**8.00%**	**7,043**	**9.60%**	**1,713**	**32.14%**

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Education Trends in Barrow County

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
SCHOOL ENROLLMENT						
Population 3 years and over enrolled in school	16,747		20,032		3,285	19.62%
Nursery school, preschool	1,256	7.50%	1,613	8.10%	357	28.42%
Kindergarten	926	5.50%	1,167	5.80%	241	26.03%
Elementary school (grades 1-8)	8,291	49.50%	9,037	45.10%	746	9.00%
High school (grades 9-12)	3,766	22.50%	4,311	21.50%	545	14.47%
College or graduate school	2,508	15.00%	3,904	19.50%	1,396	55.66%
EDUCATIONAL ATTAINMENT						
Population 25 years and over	41,744		47,542		5,798	13.89%
Less than 9th grade	2,942	7.00%	3,022	6.40%	80	2.72%
9th to 12th grade, no diploma	5,877	14.10%	5,517	11.60%	-360	-6.13%
High school graduate (includes equivalency)	14,088	33.70%	16,018	33.70%	1,930	13.70%
Some college, no degree	9,420	22.60%	10,791	22.70%	1,371	14.55%
Associate's degree	3,187	7.60%	4,214	8.90%	1,027	32.22%
Bachelor's degree	4,197	10.10%	5,567	11.70%	1,370	32.64%
Graduate or professional degree	2,033	4.90%	2,413	5.10%	380	18.69%

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Barrow County Work Force

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
EMPLOYMENT STATUS						
Population 16 years and over	49,587		55,582		5,995	12.09%
In labor force	33,558	67.70%	35,655	64.10%	2,097	6.25%
Civilian labor force	33,512	67.60%	35,655	64.10%	2,143	6.39%
Employed	30,125	60.80%	32,590	58.60%	2,465	8.18%
Unemployed	3,387	6.80%	3,065	5.50%	-322	-9.51%
OCCUPATION						
Civilian employed population	30,125		32,590		2,465	8.18%
Management, business, science, and arts occupations	8,089	26.90%	9,158	28.10%	1,069	13.22%
Service occupations	5,025	16.70%	4,507	13.80%	-518	-10.31%
Sales and office occupations	8,502	28.20%	9,430	28.90%	928	10.92%
Natural resources, construction, and maintenance occupations	3,859	12.80%	4,158	12.80%	299	7.75%
Production, transportation, and material moving occupations	4,650	15.40%	5,337	16.40%	687	14.77%
INDUSTRY						
Civilian employed population	30,125		32,590		2,465	8.18%
Agriculture, forestry, fishing and hunting, and mining	130	0.40%	256	0.80%	126	96.92%
Construction	2,869	9.50%	3,146	9.70%	277	9.65%
Manufacturing	4,104	13.60%	3,901	12.00%	-203	-4.95%
Wholesale trade	1,704	5.70%	1,284	3.90%	-420	-24.65%
Retail trade	4,226	14.00%	5,555	17.00%	1,329	31.45%
Transportation and warehousing, and utilities	1,461	4.80%	1,835	5.60%	374	25.60%
Information	737	2.40%	486	1.50%	-251	-34.06%
Finance and insurance, and real estate and rental and leasing	1,699	5.60%	1,867	5.70%	168	9.89%
Professional, scientific, and management, and administrative	2,595	8.60%	2,831	8.70%	236	9.09%
Educational services, and health care and social assistance	4,895	16.20%	6,230	19.10%	1,335	27.27%
Arts, entertainment, and recreation, and accommodation	2,933	9.70%	2,215	6.80%	-718	-24.48%
Other services, except public administration	1,466	4.90%	1,767	5.40%	301	20.53%
Public administration	1,306	4.30%	1,217	3.70%	-89	-6.81%
CLASS OF WORKER						
Civilian employed population	30,125		32,590		2,465	8.18%
Private wage and salary workers	24,026	79.80%	26,935	82.60%	2,909	12.11%
Government workers	4,190	13.90%	4,049	12.40%	-141	-3.37%
Self-employed in own not incorporated business workers	1,858	6.20%	1,564	4.80%	-294	-15.82%
Unpaid family workers	51	0.20%	42	0.10%	-9	-17.65%

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Household and Family Incomes

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
TOTAL HOUSEHOLDS	**23,045**		**24,000**		**955**	**4.14%**
Less than $10,000	1,659	7.20%	1,373	5.70%	-286	-17.24%
$10,000 to $14,999	1,463	6.30%	961	4.00%	-502	-34.31%
$15,000 to $24,999	2,200	9.50%	2,263	9.40%	63	2.86%
$25,000 to $34,999	2,596	11.30%	2,724	11.40%	128	4.93%
$35,000 to $49,999	3,903	16.90%	4,019	16.70%	116	2.97%
$50,000 to $74,999	5,029	21.80%	5,400	22.50%	371	7.38%
$75,000 to $99,999	3,322	14.40%	3,358	14.00%	36	1.08%
$100,000 to $149,999	1,988	8.60%	2,898	12.10%	910	45.77%
$150,000 to $199,999	568	2.50%	636	2.70%	68	11.97%
$200,000 or more	317	1.40%	368	1.50%	51	16.09%
Median household income	$ 48,958		$ 53,133		$4,175	8.53%
Mean household income	$ 58,538		$ 64,241		$5,703	9.74%
FAMILIES	**17,215**		**17,971**		**756**	**4.39%**
Less than $10,000	727	4.20%	680	3.80%	-47	-6.46%
$10,000 to $14,999	586	3.40%	517	2.90%	-69	-11.77%
$15,000 to $24,999	1,462	8.50%	1,364	7.60%	-98	-6.70%
$25,000 to $34,999	1,693	9.80%	1,914	10.70%	221	13.05%
$35,000 to $49,999	3,088	17.90%	3,054	17.00%	-34	-1.10%
$50,000 to $74,999	4,079	23.70%	4,108	22.90%	29	0.71%
$75,000 to $99,999	2,944	17.10%	2,801	15.60%	-143	-4.86%
$100,000 to $149,999	1,793	10.40%	2,621	14.60%	828	46.18%
$150,000 to $199,999	526	3.10%	572	3.20%	46	8.75%
$200,000 or more	317	1.80%	340	1.90%	23	7.26%
Median family income	$55,415		$58,016		$2,601	4.69%
Mean family income	$65,780		$70,816		$5,036	7.66%
Per capita income (dollars)	$20,882		$21,978		$1,096	5.25%
NONFAMILY HOUSEHOLDS	**5,830**		**6,029**		**199**	**3.41%**
Median nonfamily income	$27,086		$31,504		$4,418	16.31%
Mean nonfamily income	$32,857		$39,452		$6,595	20.07%

NOTE: All dollar figures are shown in inflation-adjusted amounts for 2010 and 2016, respectively.
Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Barrow County Families and People in Poverty

	2010 Percent	2016 Percent	Change	Percent Change
ALL FAMILIES	**9.40%**	**10.40%**	**1.00%**	**10.64%**
With related children under 18 years	13.20%	15.60%	2.40%	18.18%
With related children under 5 years only	8.40%	15.90%	7.50%	89.29%
Married couple families	5.00%	5.80%	0.80%	16.00%
With related children under 18 years	6.80%	8.00%	1.20%	17.65%
With related children under 5 years only	2.00%	8.80%	6.80%	340.00%
Families with female householder, no husband present	28.50%	29.80%	1.30%	4.56%
With related children under 18 years	35.50%	43.90%	8.40%	23.66%
With related children under 5 years only	41.50%	50.90%	9.40%	22.65%
ALL PEOPLE	**12.60%**	**14.50%**	**1.90%**	**15.08%**
Under 18 years	16.00%	19.40%	3.40%	21.25%
Related children under 18 years	15.60%	19.10%	3.50%	22.44%
Related children under 5 years	16.00%	18.60%	2.60%	16.25%
Related children 5 to 17 years	15.40%	19.20%	3.80%	24.68%
18 years and over	11.20%	12.70%	1.50%	13.39%
18 to 64 years	10.80%	13.40%	2.60%	24.07%
65 years and over	14.20%	8.80%	-5.40%	-38.03%
People in families	10.60%	12.50%	1.90%	17.92%
Unrelated individuals 15 years and over	25.70%	27.30%	1.60%	6.23%

NOTE: 2010 figures based on 2010 dollars, and 2016 figures based on inflated 2016 dollars.
Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Housing Characteristics

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
HOUSING OCCUPANCY						
Total housing units	25,796		26,902		1,106	4.29%
Occupied housing units	23,045	89.30%	24,000	89.20%	955	4.14%
Owner-occupied	17,669	76.70%	17,461	72.80%	-208	-1.18%
Renter-occupied	5,376	23.30%	6,539	27.20%	1,163	21.63%
Vacant housing units	2,751	10.70%	2,902	10.80%	151	5.49%
Homeowner vacancy rate	3.6		3.4		0	-5.56%
Rental vacancy rate	10.9		6.3		-5	-42.20%
UNITS IN STRUCTURE						
Total housing units	25,796		26,902		1,106	4.29%
1-unit, detached	20,701	80.20%	22,276	82.80%	1,575	7.61%
1-unit, attached	402	1.60%	379	1.40%	-23	-5.72%
2 units	942	3.70%	736	2.70%	-206	-21.87%
3 or 4 units	261	1.00%	305	1.10%	44	16.86%
5 to 9 units	378	1.50%	326	1.20%	-52	-13.76%
10 to 19 units	100	0.40%	204	0.80%	104	104.00%
20 or more units	115	0.40%	134	0.50%	19	16.52%
Mobile home	2,897	11.20%	2,542	9.40%	-355	-12.25%
YEAR STRUCTURE BUILT						
Total housing units	25,796		26,902		1,106	4.29%
Built 2014 or later			227	0.80%	227	
Built 2010 to 2013			382	1.40%	382	
Built 2000 to 2009	6,971	27.00%	10,114	37.60%	3,143	45.09%
Built 1990 to 1999	6,886	26.70%	6,208	23.10%	-678	-9.85%
Built 1980 to 1989	5,212	20.20%	4,063	15.10%	-1,149	-22.05%
Built 1970 to 1979	2,726	10.60%	2,414	9.00%	-312	-11.45%
Built 1960 to 1969	1,226	4.80%	1,440	5.40%	214	17.46%
Built 1950 to 1959	1,128	4.40%	1,012	3.80%	-116	-10.28%
Built 1940 to 1949	411	1.60%	366	1.40%	-45	-10.95%
Built 1939 or earlier	1,236	4.80%	676	2.50%	-560	-45.31%
VALUE						
Owner-occupied units	17,669		17,461		-208	-1.18%
Less than $50,000	749	4.20%	1,116	6.40%	367	49.00%
$50,000 to $99,999	2,179	12.30%	4,254	24.40%	2,075	95.23%
$100,000 to $149,999	7,856	44.50%	6,313	36.20%	-1,543	-19.64%
$150,000 to $199,999	3,464	19.60%	2,855	16.40%	-609	-17.58%
$200,000 to $299,999	1,817	10.30%	1,531	8.80%	-286	-15.74%
$300,000 to $499,999	1,081	6.10%	899	5.10%	-182	-16.84%
$500,000 to $999,999	386	2.20%	401	2.30%	15	3.89%
$1,000,000 or more	137	0.80%	92	0.50%	-45	-32.85%
Median (dollars)	$138,900		$123,200		-$15,700	-11.30%

NOTE: All dollar figures are shown in inflation-adjusted amounts for 2010 and 2016, respectively.
Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Housing Affordability for Barrow County Howeowners

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
VALUE						
Owner-occupied units	17,669		17,461		-208	-1.18%
Less than $50,000	749	4.20%	1,116	6.40%	367	49.00%
$50,000 to $99,999	2,179	12.30%	4,254	24.40%	2,075	95.23%
$100,000 to $149,999	7,856	44.50%	6,313	36.20%	-1,543	-19.64%
$150,000 to $199,999	3,464	19.60%	2,855	16.40%	-609	-17.58%
$200,000 to $299,999	1,817	10.30%	1,531	8.80%	-286	-15.74%
$300,000 to $499,999	1,081	6.10%	899	5.10%	-182	-16.84%
$500,000 to $999,999	386	2.20%	401	2.30%	15	3.89%
$1,000,000 or more	137	0.80%	92	0.50%	-45	-32.85%
Median (dollars)	$138,900		$123,200		-$15,700	-11.30%
MONTHLY OWNER COSTS						
Housing units with a mortgage	13,739		12,814		-925	-6.73%
Less than $500	590	4.300%	191	1.50%	-399	-67.63%
$500 to $999	3,017	22.00%	4,241	33.10%	1,224	40.57%
$1,000 to $1,499	6,974	50.80%	6,168	48.10%	-806	-11.56%
$1,500 to $1,999	2,021	14.70%	1,395	10.90%	-626	-30.97%
$2,000 or more	1,137	8.30%	819	6.400%	-318	-27.97%
Median (dollars)	$1,223		$1,141		-$82	-6.70%
MONTHLY OWNER COSTS AS A % OF HOUSEHOLD INCOME						
Housing units with a mortgage*	13,684		12,752	12,752	-932	-6.81%
Less than 20.0 percent	4,741	34.60%	5,608	44.00%	867	18.29%
20.0 to 24.9 percent	2,253	16.50%	2,055	16.10%	-198	-8.79%
25.0 to 29.9 percent	1,970	14.40%	1,491	11.70%	-479	-24.31%
30.0 to 34.9 percent	1,211	8.80%	1,058	8.30%	-153	-12.63%
35.0 percent or more	3,509	25.60%	2,540	19.90%	-969	-27.61%
* Not computed	55	0.40%	62	0.49%		
Housing unit without a mortgage**	3,910		4,530	4,530	620	15.86%
Less than 10.0 percent	1,566	40.10%	2,159	47.70%	593	37.87%
10.0 to 14.9 percent	858	21.90%	699	15.40%	-159	-18.53%
15.0 to 19.9 percent	430	11.00%	539	11.90%	109	25.35%
20.0 to 24.9 percent	271	6.90%	290	6.40%	19	7.01%
25.0 to 29.9 percent	178	4.60%	203	4.50%	25	14.04%
30.0 to 34.9 percent	126	3.20%	68	1.50%	-58	-46.03%
35.0 percent or more	481	12.30%	572	12.60%	91	18.92%
** Not computed	20	0.51%	117	2.58%		

NOTE: 2010 figures based on 2010 dollars, and 2016 figures based on inflated 2016 dollars.

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

Housing Affordability for Barrow County Renters

	2010		2016		2010-2016 Change	
	Number	Percent	Number	Percent	Number	Percent
GROSS RENT						
Renter-occupied units	5,376		6,539		1,163	21.63%
Occupied units paying rent*	4,906		6,059		1,153	23.50%
Less than $200	*110*	*2.20%*				
$200 to $299	*150*	*3.10%*				
$300 to $499	*359*	*7.30%*				
Less than $500	619	12.60%	443	7.30%	-176	-28.43%
$500 to $749	*1,693*	*34.50%*				
$750 to $999	*1,442*	*29.40%*				
$500 to $999	3,135	63.90%	3,088	51.00%	-47	-1.50%
$1,000 to $1,499	1,114	22.70%	2,093	34.50%	979	87.88%
$1,500 or more	38	0.80%	435	7.200%	397	1044.74%
Median (dollars)	$780		$928		$148	18.97%
* No rent paid	470		480		10	
GROSS RENT AS A % OF HOUSEHOLD INCOME						
Occupied units paying rent	4,846	4,846	5,967	5,967	1,121	23.13%
Less than 15.0 percent	618	12.80%	770	12.90%	152	24.60%
15.0 to 19.9 percent	311	6.40%	921	15.40%	610	196.14%
20.0 to 24.9 percent	803	16.60%	895	15.00%	92	11.46%
25.0 to 29.9 percent	492	10.20%	717	12.00%	225	45.73%
30.0 to 34.9 percent	342	7.10%	609	10.20%	267	78.07%
35.0 percent or more	2,280	47.00%	2,055	34.40%	-225	-9.87%

NOTE: 2010 figures based on 2010 dollars, and 2016 figures based on inflated 2016 dollars.

Source: U.S. Census Bureau, 2006-2010 American Community Survey (2010 data) and 2012-2016 American Community Survey 5-Year Estimates (2016 data).

BARROW COUNTY
Georgia

RESOLUTION

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Comprehensive Plan Update for Barrow County, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW THEREFORE, BE IT RESOLVED by Barrow County that the Comprehensive Plan Update for Barrow County, Georgia dated 2018, as approved by the Georgia Department Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Commission shall be notified of said adoption within seven (7) days of the adoption of this resolution.

Adopted this 23 day of October, 2018.

Barrow County

Pat Graham, Chairman

THE SEAL OF BARROW COUNTY 1914 GEORGIA

Danielle Austin

Danielle Austin, County Clerk

RESOLUTION ADOPTING THE 2018 COMPREHENSIVE PLAN UPDATE FOR THE TOWN OF BETHLEHEM

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Comprehensive Plan Update for the Town of Bethlehem, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW THEREFORE, BE IT RESOLVED by the Town of Bethlehem, Georgia, that the Comprehensive Plan Update for the Town of Bethlehem, Georgia dated 2018, as approved by the Georgia Department Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Commission shall be notified of said adoption within seven (7) days of the adoption of this resolution.

Adopted this 5th day of November, 2018.

Sandy McNab, Mayor

ATTEST:

Kathy Bridges, Clerk

RESOLUTION

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Comprehensive Plan Update for the City of Statham, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW THEREFORE, BE IT RESOLVED by the City of Statham that the Comprehensive Plan Update for the City of Statham, Georgia dated 2018, as approved by the Georgia Department Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Commission shall be notified of said adoption within seven (7) days of the adoption of this resolution.

Adopted this 16th day of October, 2018.

City of Statham

Robert Bridges

Robert Bridges, Mayor

Mai Chang

Mai Chang, City Clerk

RESOLUTION

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Comprehensive Plan Update for the City of Winder, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW THEREFORE, BE IT RESOLVED by the City of Winder that the Comprehensive Plan Update for the City of Winder, Georgia dated 2018, as approved by the Georgia Department Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Commission shall be notified of said adoption within seven (7) days of the adoption of this resolution.

Adopted this 18th day of October, 2018.

City of Winder, Georgia

David Maynard, Mayor

Maddison Dean
City Clerk

[SEAL]

THE TOWN OF CARL

COMPREHENSIVE PLAN RESOLUTION

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local governments to prepare a comprehensive plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Comprehensive Plan Update for the Town of Carl, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW THEREFORE, BE IT RESOLVED by the Town of Carl that the Comprehensive Plan Update for the Town of Carl, Georgia dated 2018. As approved by the Georgia Department of Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Commission shall be notified of said adoption with seven (7) days of the adoption of this resolution.

Adopted this 15th day of November, 2018.

TOWN OF CARL CORPORATE SEAL CARL, GEORGIA

The Town of Carl

Dave Brock, Mayor

Deana Davis, Clerk