

Greater Dooly County Comprehensive Plan 2018-2027

Dooly County
Town of Byromville · Town of Dooling
City of Lilly · City of Pinehurst
City of Unadilla · City of Vienna

October, 2017

SITE LOCATION MAP



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RESOLUTION OF ADOPTION GREATER DOOLY COUNTY COMPREHENSIVE PLAN 2018-2027

WHEREAS, the Georgia General Assembly did enact the Georgia Planning Act of 1989, to institute local comprehensive planning by city and county governments throughout the state, and

WHEREAS, said Act requires local governments to prepare, maintain and periodically update a state-approved, local comprehensive plan to maintain eligibility for certain state-issued grants, loans and permits, and

WHEREAS, the City of Vienna has been notified that the most recent effort updating the local comprehensive plan did adequately address the minimum standards and procedures promulgated by the Georgia Department of Community Affairs to facilitate compliance with said Act.

NOW, BE IT THEREFORE RESOLVED, and it is hereby resolved by the Mayor and City Council of Vienna that the Greater Dooly County Comprehensive Plan 2018-2027 be adopted.

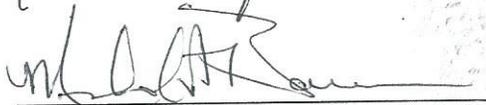
SO RESOLVED, this 9TH day of October, 2017.

CITY OF VIENNA

BY:


Hobby Stripling, Mayor

ATTEST:



www.cityofvienna.org

Our Mission Statement

*To Deliver to the Citizens and Others High Quality Municipal Services
An Equal Opportunity Provider and Employer/Drug Free Workplace*

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Introduction

This is the community's third comprehensive planning document prepared in compliance with the Georgia Planning Act of 1989. The first was adopted by the jurisdictions at different times over the course of the early 1990s; the second by all parties in October, 2007. The legislative intent and purpose of said law, codified at O.C.G.A. 36-7-1, is as follows:

The local governments of the State of Georgia are of vital importance to the state and its citizens. The state has an essential public interest in promoting, developing, sustaining, and assisting local governments. In addition, the natural resources, environment, and vital areas of the state are of vital importance to the state and its citizens. The state has an essential public interest in protecting and preserving the natural resources, the environment, and the vital areas of the state. The purpose of this article is to provide for local governments to serve these essential public interests of the state by authorizing and promoting the establishment, implementation, and performance of coordinated and comprehensive planning by municipal governments and county governments, and this article shall be construed liberally to achieve that end. This article is enacted pursuant to the authority granted the General Assembly in the Constitution of the State of Georgia, including, but not limited to, the authority provided in Article III, Section VI, Paragraphs I and II(a)(1) and Article IX, Section II, Paragraphs III and IV.

The Georgia Department of Community Affairs was charged with providing a framework for development, management and implementation of local comprehensive plans. The framework developed and published by the Department took the form of Minimum Standards and Procedures for Local Comprehensive Planning and has undergone revisions since passage of the 1989 Act. This plan was prepared in compliance with the third iteration of the Minimum Standards and Procedures, which took effect March 1, 2014.

The five required plan elements applicable to this document and the options selected, where applicable, are:

Community Goals Element

Of the four options available to address this element; General Vision Statement, List of Community Goals, Community Policies, and Character Areas and Defining Narrative, the community opted for a brief Vision Statement.

Needs and Opportunities Element

From input provided by public officials and the general public lists of issues, needs and opportunities were developed to be addressed through plan implementation.

Community Work Program Element

Separate lists of specific activities each jurisdiction intends to undertake during the next five years were developed to address needs and issues and to capitalize on opportunities. This section includes a Report of Accomplishments revealing the status of activities implemented in the previous five-year work program.

Economic Development Element

The element identifies needs, issues and opportunities related to economic development and economic vitality of the community. It includes a separate work program addressing needs and opportunities considering such factors a diversity of the economic base, quality of the local labor force, and identification of local economic development agencies, programs and tools.

Land Use Element

This is a plan requirement for local governments with zoning regulations. Byromville, Dooling nor Pinehurst have a zoning ordinance, but a land use element has been prepared for each for the sake of overall plan consistency. Of the two allowable options for addressing this planning element; a future land use map or character area identification, the former was incorporated herein. An existing land use map was prepared as the foundation for projecting and promoting future land uses. Both maps are included.

Plan Development

The plan facilitator met with each governmental body to provide general background information, discuss plan element options and the plan development process. At this informational meeting initial public hearings were scheduled for each jurisdiction for data presentation and initial solicitation of public input and participation. After the first round of hearings publicly advertised work sessions were held in each jurisdiction to advance plan development. Additional input sessions were held with officials of the Industrial Development Authority, Vienna Woman's Club and Vienna Historic Preservation Commission. Previous planning activities and studies referenced included the Pennahatchee Creek Park Development Plan, Vienna Urban Redevelopment Plan, Vienna Community Transformation Plan, local Georgia Initiative for Community Housing work program and a Vienna City Council planning retreat. Additional work sessions were held in each jurisdiction for updates and addition input, including initial development of work programs. A second round of public hearings was held for/in each jurisdiction at which a draft was presented for further input and comment. Plan hearings and meetings were advertised via newspaper notices, newspaper articles, word of mouth, e-mail notices and public message boards. Copies of hearing notices and sign-in sheets are included as an appendix.

The steering committee consisted of the elected officials of each jurisdiction, the chief appointed/administrative official and economic development staff – industrial development authority and chamber of commerce. These parties constituted the core of stakeholders, which also included representation from planning and zoning, downtown development authority, public works superintendent and interested citizens.

Plan Organization

This document was developed as a joint plan. Demographic Data Tables and Analysis are presented as an identification and description of the community followed by community Needs, Issues and Opportunities highlighted for each jurisdiction. General Vision statements, Future Land Use and Work Programs are packaged by jurisdiction and presented separately for greater utility. The final document is available in two versions; (1) all components compiled into a single document, and (2) the Demographic Data Tables and Analysis and the Needs, Issues and Opportunities which are applicable to all seven jurisdictions bound with each jurisdictions' unique General Vision statement, Future Land Use and Work Programs.

Data Tables and Analysis

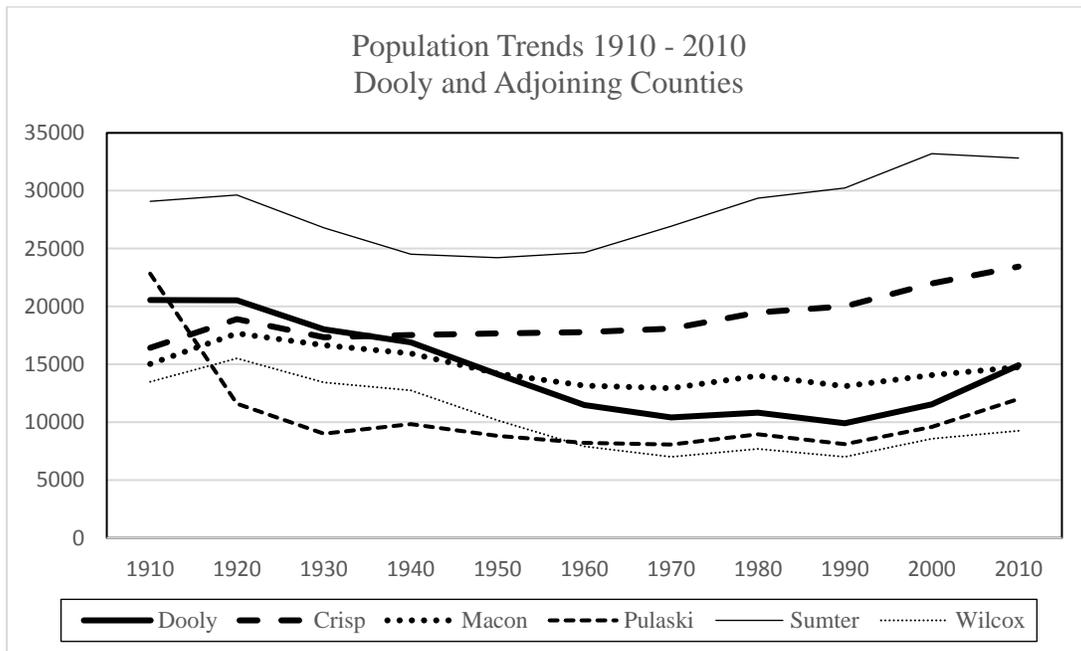
Population

Dooly County is located in a rural, sparsely-populated, heavily agricultural area of the state, bordered by six counties. One of these six, Houston County, is unique by virtue of the fact it is home to a military base. Within thirty years of the date the site was selected for development, population growth earned the county status as a metropolitan statistical area (MSA). The vast majority of this population is concentrated in that area most distant (north) from Dooly County, and the bulk of economic activity is shared with the MSA bordering it on the north. Despite the fact that the south half of Peach County is much like Dooly and the mutually adjoining counties in terms of population and land use, it is, nevertheless, so dissimilar from the rest of the counties it is seldom mentioned elsewhere in this plan.

In 1905, the lower $\pm 40\%$ of Dooly County was carved off to create neighboring county, Crisp. The only other significant geographical boundary changes among the area counties was an eastward expansion of Macon County's east boundary. Otherwise, the counties have retained smaller, "rural" populations within essentially their same jurisdictional boundaries.

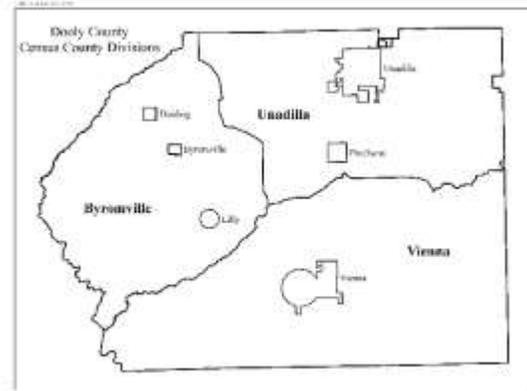


Over the course of the past century (1910-2010) the aggregate population of the six county area (excluding Houston) netted a decrease of 10,000 (-9%). The only increases in aggregate population were recorded after 1960, at which time the population was down 34,000 (-29%) from the 1920 Census. Dooly's net loss for the century was 5,600 (-27%), having rebounded from its lowest point in 1990 (-10,600/-52%). Two area counties recorded larger losses across the century; Pulaski (-47%) and Wilcox (-31%). Macon County's loss was reported at only -275 (-2%). The only net increases for the century were credited to Crisp (+43%) and Sumter (+13%).

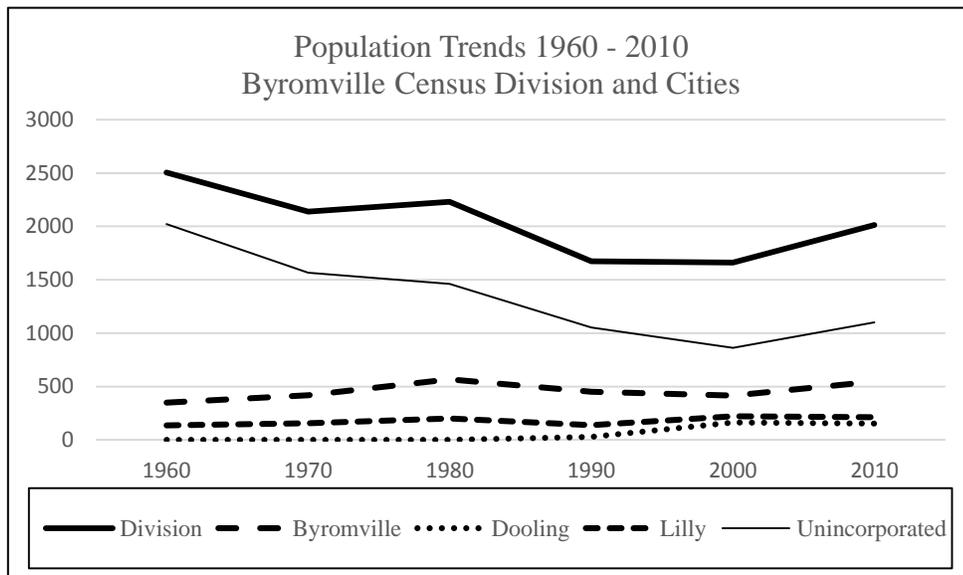


More recent trends are drastically different. The largest losses across the span of the past century, Dooly, Pulaski and Wilcox, all with populations below 10,000, recorded the largest percentage increases 1990-2010; 51%, 48% and 32%, respectively. Crisp, Macon and Sumter increased 17%, 12% and 9%, respectively. The same trend continued 2000-2010. Dooly, Pulaski and Wilcox recorded increases of 29%, 25% and 8%. Crisp and Macon increased 7% and 5%, while Sumter was credited with the only decrease; -1%, 380 residents.¹

To facilitate census collection, tabulation and analysis counties are divided into geographical areas, Census County Subdivisions, each being identified by a/the city located therein. There are three such divisions in Dooly.



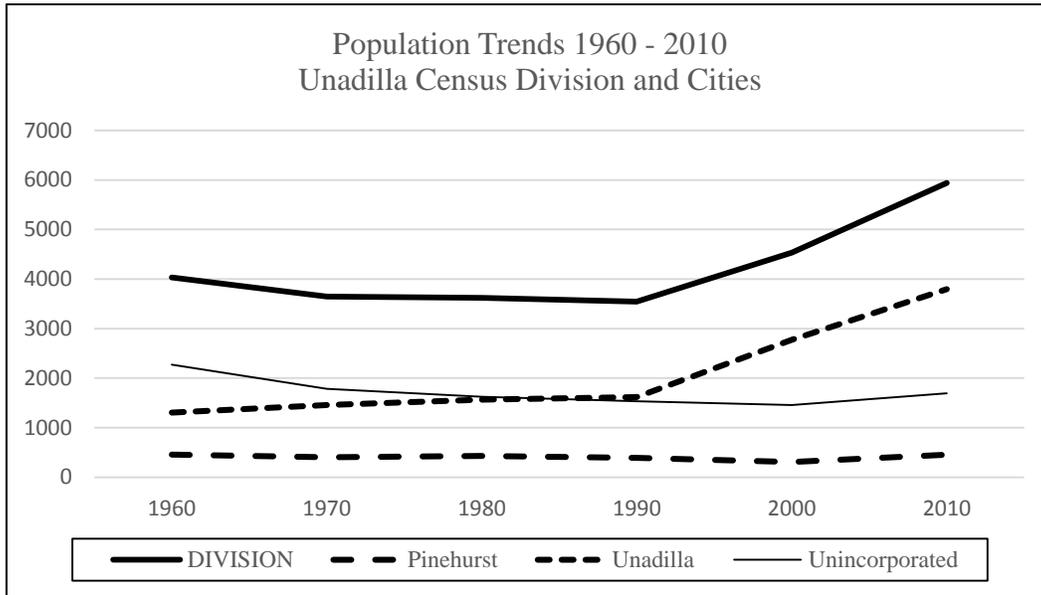
Over the past half century (1960-2010) the Byronville Census Division averaged 18% of the county's total population, ranging between 13% (2010) and 22% (1960). The aggregate municipal population averaged one-third of the division total with the surrounding unincorporated area accounting for the balance. The municipal proportion increased from 19% to 45% (+430); the unincorporated share decreased from 81% to 55% (-900). There was a population spread of only 850 between the period high (1960) and low (2000). This is the county's smallest census division in physical area, accounting for 28% of the county's 397 square miles.



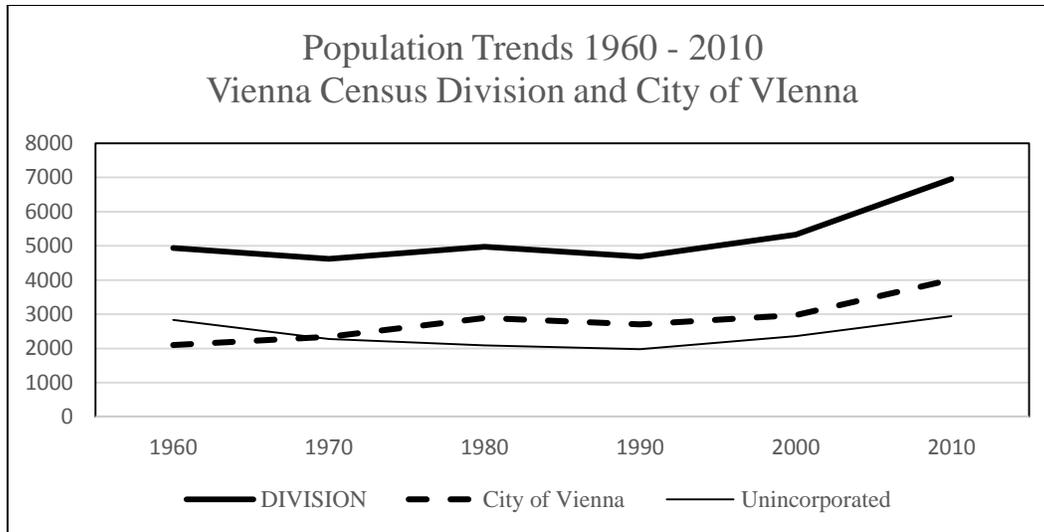
The Unadilla division averaged 37% of total county population, ranging between 33% (1980) and 40% (2010). Population in this division has trended upward since 1990, an increase attributable to the addition of a significant institutional population. Dooly State Prison was constructed between 1990 and 2000 with an inmate population of 1,100-1,200. This exceeded the area's total increase during the decade. Prison expansion between 2000 and 2010 increased the inmate population by 500; more than a third of the area's

¹ Georgia State Correctional facilities constructed in the early 1990s and expanded after the 2000 Census bolstered the populations of four area counties: Dooly (1,700), Macon (1,760), Pulaski (1,225) and Wilcox (1,825) totaling over 6,500 for the area.

total increase during that decade. Also constructed in this area after the 2000 Census, in the City of Pinehurst, was the county jail with a maximum capacity of 150 inmates. The 2010 Census credited this facility with an institutionalized population of 133. The aggregate municipal proportion, which included both inmate populations, increased from 44% to 72% (+2,500) of the division's total. The unincorporated share decreased from 56% to 28% (-600). By a slim margin this census division recorded the county's greatest shift in population. The difference between the population low (1990) and high (2010) was 2,400 residents. This is the second largest census division, accounting for 30% of total county area.



Between 1960 and 2010 the Vienna Census Division averaged 45% of the county total, ranging between 43% (1960) and 47% (2010). Within this division the municipal share averaged 54%, the unincorporated balance 46%. The municipal proportion increased from 43% to 58% (+1,900), the unincorporated share decreased from 57% to 42% (+100). The area's population extreme differed by 2,350 residents between the numerical low (1970) and high (2010). This is the largest census subdivision accounting for 42% of total county area.



The community's smaller cities are concentrated in the western, Byromville Census Division. Byromville, Dooling and Lilly are located within a ten mile section of the same state highway and mainline railroad. The railroad makes regular use of side tracks within Dooling and Lilly, frequently blocking vehicular traffic flow in and through the cities for hours. Although this area has contributed significantly to the community's rich agricultural heritage, the more productive soils are most heavily concentrated in the other two divisions. This area has less interior roadway connectivity and the state thoroughfare linking these cities provides direct access to the population center of an adjoining county. Pinehurst is located in the Unadilla Census Division but shares some of these same characteristics; one of the county's smaller cities, on a major transportation corridor (railroad and U.S. highway), and also impacted by a mainline railroad and side track. Over the past half century these four cities, in aggregate, averaged 10% of the county's population (ranging from 8%-11%).

Population Dooly and Smaller Cities						
Jurisdiction	1960	1970	1980	1990	2000	2010
Dooly County	11,474	10,404	10,826	9,901	11,525	14,918
Byromville	349	419	567	452	415	546
Dooling	-	-	-	28	163	154
Lilly	136	155	202	138	221	213
Pinehurst	457	405	431	388	307	455

Source: U. S. Census

Each of these cities maintained relatively consistent shares of total county population across the decades. Byromville averaged 4% (range 3%-5%). Although the 28 residents credited to Dooling in 1990 is an official census statistic, it is known to be a significant undercount. For 2000 and 2010 the city accounted for 1.4% and 1%, respectively, of the county total. Lilly averaged 1.5% (range 1%-2%), and Pinehurst averaged 3.5% (range 3%-4%).

Residents are not resentful of life in these small towns, preferring the calm, peace, low traffic, friendliness and familiarity of neighbors to the conveniences and opportunities often available in larger jurisdictions. Open to similarly-minded newcomers in sufficient numbers to help secure and maintain basic services and staples, residents are content to be a bedroom community in a remote setting. Municipal officials receive inquiries regularly from non-residents about the availability of housing.

The community's two largest cities are located in separate census subdivisions bearing their separate names. The cities are twelve miles apart connected by the same state/U.S. highway, interstate and mainline railroad. Vienna straddles both mainline railroads traversing the county. The thoroughfares linking these two cities (and Pinehurst) also provide the community direct connection to larger population and economic centers out-of-county both north and south. Over the past half century Unadilla and Vienna, in aggregate, have accounted for an average of 43% of the county's population (ranging from 30%-52%).

Population Dooly and Larger Cities						
Jurisdiction	1960	1970	1980	1990	2000	2010
Dooly County	11,474	10,404	10,826	9,901	11,525	14,918
Unadilla	1,304	1,457	1,566	1,620	2,772	3,796
Vienna	2,099	2,341	2,886	2,708	2,973	4,011
unincorporated	7,129	5,627	5,174	4,567	4,674	5,743

Source: U.S. Census

These cities experienced much greater variation and increased shares of total county population 1960-2010 than the smaller jurisdictions; Unadilla averaged 18% (range 11%-25%), Vienna averaged 25% (range 18%-27%).

Population of the county's unincorporated area averaged 48% as the proportion declined from 62% to 38% across the period.

Recent annual estimates of the U. S. Census Bureau indicate a downward population trend. Through July, 2016, the county and all six cities had reportedly decreased in population each year since 2010. The county's estimated decrease averaged 192 annually. The 2016 estimate was 13,763; 8% / 1,150 below 2010. This negative trend is not unique to Dooly as surrounding counties are reportedly experiencing the same. Crisp and Wilcox were each credited with one increase during the six years. Estimates for Houston County and the state increased each year.

The state's official twenty-five year (2010-2035) population projection for Dooly County is presented in the following table.² The state does not generate official projections for municipalities. For present purposes municipal projections have been derived by: (1) totaling the decennial populations from 1990, 2000 and 2010 for all seven jurisdictions separately,³ (2) the single number this generated for each municipality was divided by the single total for the county, yielding each city's average proportion of total county population across the twenty-year period 1990-2010, and (3) each municipal percentage was then applied to the state's twenty-five year projection for the county. Steps (1) and (2) were also performed using decennial censuses 1960-2010 to determine the average proportion over a longer history.

² The Governor's Office of Planning and Budget is the supplier of official demographic and statistical data for the state.

³ Because the 1990 count for Dooling is known to be a significant undercount, only 2000 and 2010 are averaged.

The twenty-year and fifty-year proportional shares for Byromville, Dooling, Lilly and Pinehurst differed by less than one-half percentage point. Their higher proportions were applied against the county projections. The result of applying this static methodology is that it locks the cities' projections into the same trend as the county totals and in constant proportions, which in this instance is very descriptive of what happened over the past twenty and fifty years.

Unadilla's twenty-year proportional average, influenced heavily by the influx of a large institutional population, is 4.5 percentage points higher than the fifty-year average. Census annual estimates 2010-2016 indicate the city experienced a 5% net loss over the period. To mitigate the skewing effect the recent addition of an institutional population would have on the projection, the longer, fifty-year trend history is utilized. Vienna's twenty year proportional average, influenced by an unusually high, one-time, 35% increase 2000-2010, is two points higher than the fifty-year history. Census annual estimates 2000-2016 indicate a net loss of 8% during the period. To mitigate the skewing effect of what is here considered an anomaly (the one-time increase of 35%) the city's lower proportion from the longer trend history is utilized in the twenty-five year projection.

Population Projections 2010-2035 Dooly and Cities						
Jurisdiction	2010 ¹	2015	2020	2025	2030	2035
Dooly County	14,918	14,160 ²	13,797	13,412	12,978	12,477
Byromville	546	562	548	532	515	495
Dooling	154	123	120	117	113	109
Lilly	213	222	217	211	204	196
Pinehurst	455	500	487	473	458	440
Unadilla	3,796	2,566	2,501	2,431	2,352	2,261
Vienna	4,011	3,488	3,398	3,303	3,196	3,073
Unincorporated balance	5,743	6,699	6,526	6,345	6,140	5,903

¹ 2010 figures are from the decennial census.

² The Census estimate for 2015 was 13,923

source: County projections generated by the Governor's Office for Planning and Budget; all city projections reflect their respective average shares of the recent county populations.

These projected losses are not unusual, for this part of the state they are the norm. Of the ring of six surrounding counties only Houston is projected to grow by years 2035 and 2050.⁴ Among the fifteen counties in the second ring four are projected to experience some growth, two are credited with a numerical increase, the other nine are projected to decrease in population. A strong majority of the fifty counties in the southwest quadrant of the state are projected to decrease in population to 2035 and 2050.

⁴ Crisp County is projected to increase by 250 residents by 2035, but by 2040 is projected to be below the 2010 Census.

All four age cohorts in the following table increased in size between 2000 and 2010 in virtually all seven jurisdictions, but the strongest trend was among older workers (40-64 yrs.). The six percentile increase (30% to 36%) equated to 1,900, the other three cohorts' aggregate increase totaled 1,500. The increase in older workers was led by Unadilla (600), the unincorporated area (400) and Vienna (400). In aggregate, the total working age population (20-39 and 40-64) increased by 2,500, from 59% to 62%. Statewide these two cohorts maintained a 61% share of the total population. The only cohort losses were recorded by Dooling and Lilly, among school age and younger workers, and Byromville's senior population.

Population By Age 2000, 2010								
Dooly, Cities and Georgia								
Jurisdiction	Age Cohorts							
	0-19 yrs.		20-39 yrs.		40-64 yrs.		65+ yrs.	
	2000	2010	2000	2010	2000	2010	2000	2010
Dooly	29%	24%	29%	26%	30%	36%	12%	14%
Byromville	21%	26%	22%	24%	26%	31%	31%	19%
Dooling	44%	31%	26%	15%	23%	38%	6%	16%
Lilly	38%	35%	28%	25%	22%	28%	12%	12%
Pinehurst	21%	18%	24%	35%	36%	31%	19%	16%
Unadilla	20%	16%	39%	38%	32%	39%	8%	8%
Vienna	35%	31%	27%	26%	27%	30%	10%	13%
unincorporated	29%	23%	25%	19%	32%	40%	13%	18%
Georgia	30%	29%	32%	28%	29%	33%	10%	11%

Source: U.S. Census

The three measures of income presented in the two following tables represent “take home” pay; monies received from over twenty Census-identified sources after deductions for personal income taxes. The median values represent the income midpoint with half of reported incomes higher and half lower. Per capital income is the average obtained by dividing aggregate personal income of an area by the total population of that area.

The data are based on a sample, not 100%, of the population and are subject to sampling variability. With this comes a degree of uncertainty in the data reported which the Census Bureau uses statistical methods to minimize. For example, there is a 90% probability that the true value, i.e., Byromville's actual median family income, in 2015, was within the range of \$13,000 below and \$13,000 above the \$37,083 presented. For larger jurisdictions the margin of error is lower. For Dooly there is a 90% probability that the true value of the county's 2015 median family income was between \$4,000 below and \$4,000 above the \$36,779 published by the Census Bureau. The reader should be mindful of these margins in reviewing data in all tables.

Income Dooly and Smaller Cities						
Income Measure	Jurisdiction	2000	2010	2015	% Change 2000-2015	% Inflation 2000-2015 ¹
Median Family	Dooly Co.	\$35,337	\$39,622	\$36,779	+4%	39%
	Byromville	\$23,333	\$48,750	\$37,083	+59%	
	Dooling	\$21,719	\$18,250	n/a	n/a	
	Lilly	\$45,313	\$17,083	\$21,875	-48%	
	Pinehurst	\$43,000	\$30,417	\$41,250	-4% %	
Median Household	Dooly Co.	\$27,980	\$31,038	\$28,696	+3%	
	Byromville	\$21,765	\$38,750	\$24,167	+11%	
	Dooling	\$20,469	\$6,635	\$35,644	+74%	
	Lilly	\$27,639	\$17,083	\$20,665	-25%	
	Pinehurst	\$25,000	\$30,833	\$29,250	+17%	
Per Capita	Dooly Co.	\$13,628	\$14,871	\$14,295	+5%	
	Byromville	\$9,362	\$15,778	\$13,227	+41%	
	Dooling	\$8,976	\$3,291	\$10,662	+19%	
	Lilly	\$10,969	\$12,905	\$9,783	-11%	
	Pinehurst	\$15,673	\$17,401	\$16,275	+4%	

¹ national inflation rate-The Inflation Calculator

source: 2000 Census DP-3 Profile of Selected Economic Characteristics SF-4; 2010 Census DP03, Selected Economic Characteristics 2006-2010 ACS 5-Year Estimates; 2015 Census DP03, 2011-2015 Selected Economic Characteristics 2011-2015 ACS 5-Year Estimates

Resident incomes did not fare well during this fifteen-year period relative to the national inflation rate. The only jurisdictions credited with income growth exceeding national inflation were small, recorded the greatest fluctuations in reported incomes and inherently have greater margins of error. Income levels in the unincorporated areas of census subdivisions are most often higher than the cities therein. The multi-year impacts of the 2008 Recession are reflected in the 2015 incomes, in that the majority are lower than in 2010. Dooly was the only county in the area to record increases of less than 10% in all three income measures. The state recorded increases of 17% (MHI), 21% (MFI) and 22% (Per Capita).

Income Dooly and Larger Cities						
Income Measure	Jurisdiction	2000	2010	2015	% Change 2000-2015	% Inflation 2000-2015 ¹
Median Family	Dooly Co.	\$35,337	\$39,622	\$36,779	+4%	39%
	Unadilla	\$24,779	\$32,656	\$33,402	+35%	
	Vienna	\$30,574	\$35,398	\$29,589	-3%	
Median Household	Dooly Co.	\$27,980	\$31,038	\$28,696	+3%	
	Unadilla	\$22,250	\$23,201	\$30,156	+36%	
	Vienna	\$24,276	\$25,400	\$24,250	-.1%	
Per Capita	Dooly Co.	\$13,628	\$14,871	\$14,295	+5%	
	Unadilla	\$8,897	\$6,819	\$8,445	-5%	
	Vienna	\$12,419	\$15,116	\$14,130	+14%	

¹ national inflation rate-The Inflation Calculator

source: 2000 Census DP-3 Profile of Selected Economic Characteristics SF-4; 2010 Census DP03, Selected Economic Characteristics 2006-2010 ACS 5-Year Estimates; 2015 Census DP03, 2011-2015 Selected Economic Characteristics 2011-2015 ACS 5-Year Estimates

The poverty rate among local families reportedly increased by seven percentage points since 2000; three points 2000-2010 and another four points at mid-decade countywide. This equates to an additional 325 families living in poverty. All cities recorded increases. The municipal rates are generally higher than their respective census subdivisions, indicating lower poverty levels outside the cities. All three census subdivisions (cities included) were credited with the highest rate at one of these three times. At the state level the increases totaled four points; two each period. Local poverty among individuals also increased by seven points; the state by six.

Poverty Rates				
Category	Jurisdiction	2000	2010	2015
Families	Dooly Co.	18%	21%	25%
	Byromville	26%	7%	29%
	Dooling	27%	100%	57%
	Lilly	8%	42%	53%
	Pinehurst	14%	9%	24%
	Unadilla	25%	27%	31%
	Vienna	25%	27%	34%
	Georgia	10%	12%	14%
Individuals	Dooly Co.	22%	27%	29%
	Byromville	28%	12%	32%
	Dooling	34%	96%	48%
	Lilly	22%	55%	54%
	Pinehurst	17%	20%	22%
	Unadilla	30%	30%	30%
	Vienna	29%	30%	43%
	Georgia	13%	16%	19%

Source: U.S. Census 2000 SF 4; 2010 ACS 5-year Estimates S1702; 2015 ACS 5-Year Estimates S1702.

Housing

Between 2000 and 2015 Dooly's total housing increased 39% (1,740 units), a rate which outpaced all surrounding counties (including Houston). The increase was limited to 2000-2010; however, as Dooly and neighbors (excluding Houston) recorded reduced counts 2010-2015. The community's occupied housing also increased across the period, but lagged the net increase in total housing resulting in increased vacancy rates; 13%-16%-20%.

Local housing data reflects the nationwide trend of declining homeownership. In 2000, homeownership at the county level was reported to be 71%, four and five points higher than state and national rates, respectively. By 2015 it had declined to the state (63%) and national (64%) rates. Dooly's seven point decrease was average for the surrounding area. In 2015 only two area counties were reported to have homeownership rates higher than Dooly.

Byromville, Dooling and Pinehurst are retaining historically high rates. The margin of error and size of the data field gives reason to question Lilly's comparatively low rate for the single year presented. The rates from earlier dates were 65% (2000) and 79% (2010). Homeownership in Unadilla is reportedly down ten points from 2000 and 2010; Vienna, down eight points. Lower home ownership rates are not unusual in more heavily populated areas, especially those with a larger short-term or transient population need for rental housing. This need attracts developers/investment in multi-family/apartment housing and even single-family housing, which is purchased as an investment and converted from owner-occupied housing.

Local governments must monitor the gradual change in tenure as the transition to increased renter-occupied housing typically results in increased code violations. Renters generally have less attachment to the property they occupy and are less attentive to proper use and care. When housing or even neighborhood conditions deteriorate they can more easily relocate than if they own the property. The investor often delays maintenance or neglects repairs because the revenue stream from the property is insufficient to cover associated costs as the property ages.

Housing Tenure and Age							
2015							
Tenure	Dooly	Byromville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
Total Units	6,239	194	122	116	179	1,081	1,832
Occupied	80%	83%	83%	84%	87%	80%	81%
Owner	64%	78%	72%	50%	74%	55%	50%
Renter	36%	22%	28%	50%	26%	45%	50%
Vacant	20%	17%	17%	16%	13%	20%	19%
Year Built	Dooly	Byromville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
≥ 2000	8%	6%	8%	5%	10%	2%	7%
1980-1999	41%	27%	67%	42%	20%	36%	39%
1960-1979	28%	24%	11%	38%	36%	46%	16%
< 1960	23%	43%	14%	15%	33%	15%	38%

Source: US Census Selected Housing Characteristics 2011-2015, American Community Survey 5-Year Estimates, DP04

Dooly is credited with the area’s smallest proportion of recently-constructed housing, 8% in 2000 or later, and the largest proportion constructed in the 1980-2000 timeframe, 41%. Similar numbers of units were added in the 1980s (1,200) and 1990s (1,300). Half of the county’s housing inventory was constructed after 1978.

Similar percentages of housing in Dooly and the surrounding area pre-date 1960. Local housing of such age, and indeed many constructed more recently, have deteriorated through neglect, abandonment and/or financial limitations of the owner. Concentrations of such properties or even their scattered presence in the city cast a blighting influence beyond their physical location. The existence of such properties can affect property values and the quality of life beyond the line-of-sight from the blighted property. The community is confronted with these problems and the numerous difficulties of overcoming them.

Many of these older units, however, add historical and/or architectural significance to the community or are simply aesthetically appealing community assets, helping retain residents and attract non-residents. Byromville, Pinehurst and Vienna are credited with a significant proportion pre-dating 1960. But despite the small percentages attributed to Lilly and Unadilla, both cities have an attractive “collection” of such assets. Vienna is the only jurisdiction which has taken action to preserve these assets through designation of a residential historic district and creation of a historic preservation commission.

The median values of owner-occupied housing in surrounding counties range from \$65,000 to \$101,000; two counties are lower and three higher than Dooly. Dooly’s median is reported to be half the state level (2015). Among Dooly’s housing units with a mortgage, 34% of households are reportedly paying at least 35% of household income on housing costs. This is five points higher than any surrounding county and ten points higher than the state level. Median gross rent among area counties ranges between \$478 and \$634. Only one area county was credited with a lower median (by \$20) than Dooly, which was 56% of the state median. A lower percentage (46%) of Dooly’s renter households are paying 35% or more on housing costs than any area county.

Housing Value 2015							
Value	Dooly	Byromville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
< \$100K	68%	93%	43%	92%	90%	84%	76%
\$100K-\$199,999	22%	4%	56%	8%	8%	4%	17%
≥ \$200,000	9%	3%	1%	0%	2%	12%	7%
Median	\$73,000	\$48,400	\$129,200	\$53,800	\$63,300	\$64,000	\$82,000
Gross Rent	Dooly	Byromville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
< \$500	50%	24%	50%	73%	67%	74%	54%
\$500-\$999	46%	76%	50%	27%	33%	26%	40%
≥ \$1,000	4%	0%	0%	0%	0%	0%	6%
Median	\$499	\$725	\$500	\$282	\$319	\$295	\$490

Source: US Census Selected Housing Characteristics 2011-2015, American Community Survey 5-Year Estimates, DP04

Economic Development

One-quarter of Dooly’s adult population lacks a high school diploma or GED. Only one area county recorded a higher percentage with the surrounding counties averaging 23%. Statewide attainment is evenly distributed among the three higher attainment levels. Dooly has among the area’s lowest proportions with a four-year college degree, less than one-third the state level.

Highest Level of Educational Attainment 2015							
Dooly, Surrounding Counties and Georgia							
Attainment Level	Dooly	Crisp	Macon	Pulaski	Sumter	Wilcox	Georgia
Less than High School diploma	25%	22%	28%	19%	24%	22%	15%
High School diploma/GED	43%	36%	38%	44%	31%	50%	28%
Some college or Associate’s Degree	22%	28%	26%	25%	26%	19%	28%
Bachelor’s degree or higher	9%	15%	8%	12%	19%	9%	29%

Adults 25 years of age and older

The margins of error for the lower geographies (census division and city) were so large they were not considered useful.

Source: US Census 2015 American Community Survey

Census data documents higher earnings for residents’ higher levels of educational attainment. Earnings gaps between the lower attainment levels are relatively modest, but beyond two years of post-secondary education the gaps are quite significant.

Median Earnings – Dooly County	
By Educational Attainment - 2014	
25 Years and Over with Earnings	\$25,493
Less than High School Graduate	86%
High School Graduate/GED	97%
Some College or Associate’s Degree	104%
Bachelor’s Degree	140%
Graduate or Professional Degree	177%

Source: US Census 2010-2014 American Community Survey 5-Year Estimates, Earnings in the Past 12 Months - 2014 Inflation-Adjusted Dollars, S2001

Dooly County’s “on-time” public high school graduation rate was second highest among area counties in 2013, even higher than the state. The local rate was essentially unchanged over the two following years, meaning one-quarter of local students were not completing grades 9-12 in four years. Performance in surrounding counties improved to the point that in 2015 senior classes in all surrounding counties recorded higher “on-time” graduation rates than Dooly. “Timely” graduation improves the likelihood of higher attainment, and interruptions or delays increase the likelihood of dropping out. With one-quarter of local high school students not graduating “on-time”, those who do drop out may need some incentive to complete their basic education.

Four-Year Cohort Graduation Rates			
Dooly and Surrounding Counties			
Jurisdiction	2013	2014	2015
Dooly	73.6%	73.4%	74.4%
Crisp	61.4%	70.5%	78.8%
Houston	78.8%	77.3%	84.9%
Macon	61.0%	73.4%	76.9%
Pulaski	73.4%	72.3%	77.5%
Sumter	65.9%	83.7%	86.8%
Wilcox	65.3%	63.4%	85.7%
State	72%	73%	79%

Source: Georgia Department of Education

Across the state, 41% of workers were employed outside their county of residence in 2000 and 2010. Dooly County reached that same level, increasing from 36% in 1990. During this time 35% of jobs in the community were filled by in-commuters; 29%/39%/35%, chronologically. The numbers of workers (employed locally and out-commuting) have exceeded the number of jobs in the community by an average of 300; 330/216/347, again, chronologically.

Place of Work				
Workers 16 years of Age and Older		1990	2000	2010
Who lived in Dooly...	...and worked in Dooly	2364	2399	2554
	...but worked elsewhere	1306	1761	1741

Source: U.S. Census

Cross-county worker flow is greatest between three surrounding counties. Crisp is home to over one-third of in-commuters, Houston 25%-30% and a consistent 10% have come from Macon. The greatest out-commuting is to Crisp, averaging 42%; 43%/37%/46%, chronologically. The second most common work destination has been either Houston or Macon County, accounting for 16% of out-commuting. A consistent 12% have traveled to either Macon or Houston County.

Dooly County Cross-County Worker Commuting Patterns								
Year	Place of Residence Ranked Largest Numbers In-commuters			Total In-	Place of Employment Ranked Largest Numbers Out-commuters			Total Out-
	1 st	2 nd	3 rd		1 st	2 nd	3 rd	
1990	Crisp-327	Houston-290	Macon-100	976	Crisp-565	Houston-185	Macon-180	1306
2000	Crisp-515	Houston-404	Macon-154	1545	Crisp-646	Macon-278	Houston-220	1761
2010	Crisp-531	Houston-352	Macon-143	1394	Crisp-801	Houston-283	Macon-209	1741

Respondents were asked to report their place of work for the week immediately preceding the survey.

Source: US Census-1990, STF S-5; 2000

The Georgia Department of Labor reported an increase of 1,000 (+39%) jobs in Dooly County 1990-2000.⁵ The next decade saw a decrease of almost 600. Beginning in 2002, annual job decreases were recorded nine out of twelve years. At the end of this decline (2013) the job count had fallen to the 1990 level (2,650). With constant annual increases afterwards (9%, 16% and 9%) the 2016 job count (3,666) had reached levels not seen since 2001.

The community was already experiencing a period of economic decline when the U.S. and much of the world experienced the Great Recession of 2008. Technical measures of recession lasted only eighteen months during 2008-2009, but the first real sign of the state's recovery was not seen until annual job growth was recorded in 2011. The state's job count between 2007 and 2011 revealed a 7% job decrease during the period of recession. Despite a blip in 2012, the first real annual return to job creation in the local economy was not documented until 2014. Between 2007 and 2014 Dooly had recorded a job loss of 17% (-600).

⁵ Official job data is not created below the county level

The Georgia Department of Labor reported that between 2000 and 2015 the number of jobs in the county decreased by 326 (-9%) and the average weekly wage increased \$166 (+38%). This wage increase fell short of the national inflation rate (+39%) by six dollars. Calculating annual payrolls from these employment levels and wages with an adjustment for national inflation reveals a decrease in community purchasing power of \$11.25 million.⁶ Among the surrounding counties only Crisp had a smaller job loss rate (-7%); others ranged from -14% to -32%. Only Wilcox recorded a smaller wage increase (+35%). Macon recorded a 38% increase in average weekly wages while others ranged between 46% and 51%. Statewide, average weekly wages increased 45% 2000-2015.

Jobs in Dooly County ¹		
Year	Average Monthly Employment	Average Weekly Wages
2000	3,685	\$439
2010	3,105	\$543
2015	3,359	\$605

¹ Jobs covered by unemployment insurance laws, or approximately 96% of wage and salary civilian jobs.
source: Georgia Department of Labor, Employment and Wages

Across the timespan presented in the following table local unemployment averaged 1.24 points higher than the state. This statistic was inflated by the Great Recession which first manifested itself in the 2008 unemployment rates. At its worst the local rate was 2.3 points higher than the state, in 2012 and 2013, and 2.5 points higher in 2014.

Annual Unemployment Rates									
Jurisdiction	2000	2002	2004	2006	2008	2010	2012	2014	2016
Dooly County	4.8%	5.7%	6.0%	5.6%	6.7%	11.6%	11.5%	9.6%	5.8%
River Valley Region	4.8%	5.6%	5.7%	5.6%	6.6%	10.7%	10.2%	8.5%	6.8%
Georgia	3.5%	4.8%	4.7%	4.7%	6.3%	10.5%	9.2%	7.1%	5.4%

source: Georgia Department of Labor

Industrial employment is a measure of the number of jobs in the community at a given time (table follows, general descriptions of industrial categories on page 19). The job may itself be performed in the jurisdiction, such as a furniture-maker, or it may be based in a surveyor's or construction office from which employees travel to job sites beyond Dooly. The community's strongest recent trend in industrial employment between 2000 and 2015 is the relative consistency of the two largest sectors. Manufacturing, and Education Services and Health Care and Social Assistance were the largest employment sectors in 2000 and 2010, respectively, each with 22% of all jobs at those times, and alternatively the second largest sector. Though both were credited with the largest proportion (18%) in 2015, numerically, Manufacturing was larger by thirty jobs. Together, these sectors accounted for ± 40% of local jobs during this period. The third largest sector alternated between Agriculture... (range 10%-8%) Retail Trade (range 11%-8%) and Public Administration (range 7%-11%); only the latter consistently increased proportional share during the period. In 2000, 2010 and 2015, the three largest sectors accounted for ±50% of the jobs in the community.

In the surrounding counties Education Services... was the largest local sector followed very closely by Manufacturing. In very few instances Retail Trade or Public Administration replaced Manufacturing. Statewide, Education Services... was dominant, while between Retail Trade replaced Manufacturing as the second largest sector.

⁶ 2000 - \$439 X 52 weeks = \$22,828 annual wage per 3,685 workers = \$84,121,180 X 1.39 inflation adjustment = \$116,928,440
2015 - \$605 X 52 = \$31,460 X 3,359 = \$105,674,140.

Unadilla and Vienna are the community's employment centers, so it is not surprising the great majority of jobs in the community's largest industrial sectors are concentrated in these locales, and at even larger proportions than countywide. The balance of employment in the county's two largest cities is more widely distributed among the other eleven sectors than is the case across the county. Wider distribution of jobs among the sectors is even stronger among the four smaller jurisdictions as double-digit percentage employment is often spread among four to six sectors. Strong decennial fluctuations within the sectors and Census Bureau reported margins of error, which are frequently comparable to and often exceed published data, make employment by industry in these smallest jurisdictions highly suspect. For example, there is little-to-no evidence of most of the jobs credited to Dooling.

Employment by Industry - 2015							
Sector	Dooly	Byromville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
Civilian Employment #	4,895	153	107	71	136	724	1,319
Agriculture, forestry, fishing and hunting, and mining	8%	12%	0	23%	13%	3%	7%
Construction	7%	3%	29%	10%	6%	14%	2%
Manufacturing	18%	21%	4%	16%	13%	28%	32%
Wholesale trade	7%	2%	0	0	11%	4%	4%
Retail trade	8%	2%	6%	6%	22%	5%	5%
Transportation and warehousing, and utilities	5%	4%	1%	10%	0%	7%	1%
Information	<1%	0%	0%	0%	0%	0	0%
Finance and insurance, and real estate and rental and leasing	5%	1%	0%	0%	10%	2%	0%
Professional, scientific, and management, and administrative and waste management services	5%	1%	39%	0%	4%	5%	1%
Educational services, and health care and social assistance	18%	30%	8%	17%	6%	21%	26%
Arts, entertainment, and recreation, and accommodation and food services	5%	0%	8%	0%	2%	6%	9%
Other services, except public administration	4%	4%	1%	1%	4%	0%	5%
Public administration	11%	20%	4%	18%	10%	6%	10%

Source: US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates, DP03, Selected Economic Characteristics

Median earnings of the largest sector in 2010, Education..., with 22% of jobs, was \$5,000 above the county's industrial median. Medians for Manufacturing (15% of jobs) and Retail Trade (11% of jobs) were \$7,500 and \$9,100, respectively, below the industrial median. The two sectors recording the highest earnings, Wholesale Trade and Transportation..., were \$20,000 above the industrial median and collectively accounted for 7% of jobs in the community.

The county's industrial median earnings in 2015 was \$30,305, \$500 below the 2010 median. Median earnings in the largest sector, Manufacturing, was \$4,000 below the industrial median; second largest sector, Education..., \$350 below the industrial median. Collectively, these two sectors accounted for 36% of the jobs in the county. The highest earnings, \$11,000 above the county median, were attributed to Agriculture... and Transportation.... Collectively, these two sectors accounted for twelve percent of jobs in the county.

As the economy has transitioned over the decades through major industrial employers; Agriculture-Manufacturing-Services, critical infrastructure needs have changed. Not all structures required by one sector are easily, reasonably or safely adaptable for reuse by other sectors. Cyclical shifts within the economy has rendered some unique structures vacant with few if any alternative uses. Many of these are large structures which have become blighting influences on a jurisdiction and the larger community.

The community's median occupational earnings in 2015 was reported to be \$30,300, 74% of the state median; having fallen from 77% in 2010. Among the five occupational sectors the lowest median earnings in 2015 was credited to the largest employer, Production... with 1,390 employees. Median earnings in this sector were 81% of the occupational median. The Management... sector was credited with employing the second largest number (1,065) and the highest employee earnings, 40% above the occupation median. While the other four sectors have fluctuated significantly, Management... has been the most stable locally in terms of employment level, highest in 2000, second highest in 2010 and 2015, and in earnings.

Employment by Occupation - 2015							
Sector	Dooly	Byromville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
Civilian Employment	4,895	153	107	71	136	724	1,319
Management, Business, Science, and Arts	22%	22%	17%	25%	27%	12%	14%
Service	18%	24%	18%	4%	10%	16%	19%
Sales and Office	20%	20%	32%	14%	32%	18%	21%
Natural Resources, Construction, and Maintenance	12%	11%	13%	9%	18%	18%	7%
Production, Transportation, and Material Moving	28%	24%	21%	48%	14%	37%	39%

Source: US Census 2015 American Community Survey

Economic Development Tools and Resources ¹							
Tools and Resources	Dooly	Byrom- ville	Dooling	Lilly	Pinehurst	Unadilla	Vienna
Chamber of Commerce	X	X	X	X	X	X	X
Downtown Development Authority		X	X	X	X	X	X
Façade Grant - Downtown							X
Freeport Exemption 100% (1-2-3)	X	X	X	X	X	X	X
Industrial Development Authority (with bonding capacity)	X	X	X	X	X	X	X
Industrial Park						X	X
Industrial Sites Available	X	X	X	X	X	X	X
Joint (multi-county) Development Authority (with bonding capacity)	X	X	X	X	X	X	X
Rail Access (Dual)	(X)	X	X	X	X	X	(X)
River Valley Regional Commission (workforce development, loan packaging, RLF, grantsmanship/ administration)	X	X	X	X	X	X	X
Revolving Loan Fund							X
Tax Abatement (new businesses)							X
Tax Credits: Tier 1 Community Federal Empowerment Zone	X	X	X	X	X	X	X
Tax Freeze, Local (Historic Properties)							X
Transportation Investment Act (TSPLOST)	X	X	X	X	X	X	X
Website	X				X	X	X

¹ This list is not all-encompassing. Numerous state and federal resources generally available to all jurisdictions are not shown. The local jurisdictions generally have sole discretion/authority over the tools and resources listed.

General Description of Industrial Categories from page 16

- Agriculture, Forestry, Fishing and Hunting, Mining
 - Crop Production (NAICS 111)
 - Animal Production (NAICS 112)
 - Forestry and Logging (NAICS 113)
 - Fishing, Hunting and Trapping (NAICS 114)
 - Support Activities for Agriculture and Forestry (NAICS 115)
 - Oil and Gas Extraction (NAICS 211)
 - Mining (except Oil and Gas) (NAICS 212)
 - Support Activities for Mining (NAICS 213)

- Construction
 - Construction of Buildings (NAICS 236)
 - Heavy and Civil Engineering Construction (NAICS 237)
 - Specialty Trade Contractors (NAICS 238)

- Manufacturing
 - Food Manufacturing (NAICS 311)
 - Beverage and Tobacco Product Manufacturing (NAICS 312)
 - Textile Mills (NAICS 313)
 - Textile Product Mills (NAICS 314)
 - Apparel Manufacturing (NAICS 315)
 - Leather and Allied Product Manufacturing (NAICS 316)
 - Wood Product Manufacturing (NAICS 321)
 - Paper Manufacturing (NAICS 322)
 - Printing and Related Support Activities (NAICS 323)
 - Petroleum and Coal Products Manufacturing (NAICS 324)
 - Chemical Manufacturing (NAICS 325)
 - Plastics and Rubber Products Manufacturing (NAICS 326)
 - Nonmetallic Mineral Product Manufacturing (NAICS 327)
 - Primary Metal Manufacturing (NAICS 331)
 - Fabricated Metal Product Manufacturing (NAICS 332)
 - Machinery Manufacturing (NAICS 333)
 - Computer and Electronic Product Manufacturing (NAICS 334)
 - Electrical Equipment, Appliance, and Component Manufacturing (NAICS 335)
 - Transportation Equipment Manufacturing (NAICS 336)
 - Furniture and Related Product Manufacturing (NAICS 337)
 - Miscellaneous Manufacturing (NAICS 339)

- Wholesale Trade
 - Merchant Wholesalers, Durable Goods (NAICS 423)
 - Merchant Wholesalers, Nondurable Goods (NAICS 424)
 - Wholesale Electronic Markets and Agents and Brokers (NAICS 425)

- Retail Trade
 - Motor Vehicle and Parts Dealers (NAICS 441)
 - Furniture and Home Furnishings Stores (NAICS 442)
 - Electronics and Appliance Stores (NAICS 443)
 - Building Material and Garden Equipment and Supplies Dealers (NAICS 444)
 - Food and Beverage Stores (NAICS 445)
 - Health and Personal Care Stores (NAICS 446)
 - Gasoline Stations (NAICS 447)
 - Clothing and Clothing Accessories Stores (NAICS 448)

Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)
General Merchandise Stores (NAICS 452)
Miscellaneous Store Retailers (NAICS 453)
Nonstore Retailers (NAICS 454)

- Transportation, Warehousing and Utilities

Air Transportation (NAICS 481)
Rail Transportation (NAICS 482)
Water Transportation (NAICS 483)
Truck Transportation (NAICS 484)
Transit and Ground Passenger Transportation (NAICS 485)
Pipeline Transportation (NAICS 486)
Scenic and Sightseeing Transportation (NAICS 487)
Support Activities for Transportation (NAICS 488)
Postal Service (NAICS 491)
Couriers and Messengers (NAICS 492)
Warehousing and Storage (NAICS 493)

- Information

Publishing Industries (except Internet) (NAICS 511)
Motion Picture and Sound Recording Industries (NAICS 512)
Broadcasting (except Internet) (NAICS 515)
Internet Publishing and Broadcasting (NAICS 516)
Telecommunications (NAICS 517)
Data Processing, Hosting, and Related Services (NAICS 518)
Other Information Services (NAICS 519)

- Finance and Insurance, Real Estate and Rental and Leasing

Monetary Authorities - Central Bank (NAICS 521)
Credit Intermediation and Related Activities (NAICS 522)
Securities, Commodity Contracts, and Other Financial Investments and Related Activities
Insurance Carriers and Related Activities (NAICS 524)
Funds, Trusts, and Other Financial Vehicles (NAICS 525)
Real Estate (NAICS 531)
Rental and Leasing Services (NAICS 532)
Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) (NAICS 533)

- Professional, Scientific, and Technical Services, Management of Companies and Enterprises, Administrative and Support, and Waste Management and Remediation Services

Administrative and Support Services (NAICS 561)
Waste Management and Remediation Services (NAICS 562)

- Educational Services, Health Care and Social Assistance

Ambulatory Health Care Services (NAICS 621)
Hospitals (NAICS 622)
Nursing and Residential Care Facilities (NAICS 623)
Social Assistance (NAICS 624)

- Arts, Entertainment, and Recreation, Accommodation and Food Services

Performing Arts, Spectator Sports, and Related Industries (NAICS 711)
Museums, Historical Sites, and Similar Institutions (NAICS 712)
Amusement, Gambling, and Recreation Industries (NAICS 713)

Accommodation (NAICS 721)
Food Services and Drinking Places (NAICS 722)

- Other Services (except Public Administration)

Repair and Maintenance (NAICS 811)
Personal and Laundry Services (NAICS 812)
Religious, Grantmaking, Civic, Professional, and Similar Organizations (NAICS 813)
Private Households (NAICS 814)

- Public Administration

Executive, Legislative, and Other General Government Support (NAICS 921)
Justice, Public Order and Safety Activities (NAICS 922)
Administration of Human Resource Programs (NAICS 923)
Administration of Environmental Quality Programs (NAICS 924)
Administration of Housing Programs, Urban Planning, and Community Development
Administration of Economic Programs (NAICS 926)
Space Research and Technology (NAICS 927)
National Security and International Affairs (NAICS 928)

Community Goals Element

Plan Requirement

The purpose of the Community Goals element is to lay out a road map for the community's future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community. The Community Goals are the most important part of the plan, for they identify the community's direction for the future, and are intended to generate local pride and enthusiasm about the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented. The result must be an easy-to-use document readily referenced by community leaders as they work toward achieving this desired future of the community. Regular update of the Community Goals is not required, although communities are encouraged to amend the goals whenever appropriate. Community Goals must include at least one or a combination of a, (1) General Vision Statement, (2) List of Community Goals, (3) Community Policies or (4) Character Area and Defining Narrative.



Vision Statement:

The city will develop a more diverse economy and facilitate growth to better support quality-of-life features that will make life in the community even more satisfying to residents and enticing to prospective residents.

Land Use Element

Plan Requirement

This Element is required for local governments with zoning or equivalent land development regulations that are subject to the Zoning Procedures Law, and must include at least one of the two components listed below:

(a) Character Areas Map and Defining Narrative. Identify and map the boundaries of existing or potential character areas covering the entire community, including existing community sub-areas, districts, or neighborhoods. Community improvement districts, tax allocation districts, designated redevelopment areas and the like are good candidates for delineation as character areas. For each identified character area carefully define a specific vision or plan that includes the following information:

- Written description and pictures or illustrations that make it clear what types, forms, styles, and patterns of development are to be encouraged in the area,*
- Listing of specific land uses and/or zoning categories to be allowed in the area, and*
- Identification of implementation measures to achieve the desired development patterns for the area, including more detailed sub-area planning, new or revised local development regulations, incentives, public investments, and infrastructure improvements.*

(b) Future Land Use Map and Narrative. Prepare a Future Land Use Map that uses conventional categories or classifications to depict the location (typically by parcel) of specific future land uses. If this option is chosen use either of the land use classification schemes described (in the Standards) and include a narrative that explains how to interpret the map and each land use category.

To satisfy this plan requirement the city is addressing the second option, development of a future land use map and narrative.

Land Use Definitions

Agriculture/Forestry: *This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.*

Commercial: *This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.*

Industrial: *This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.*

Park/Recreation/Conservation: *This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.*

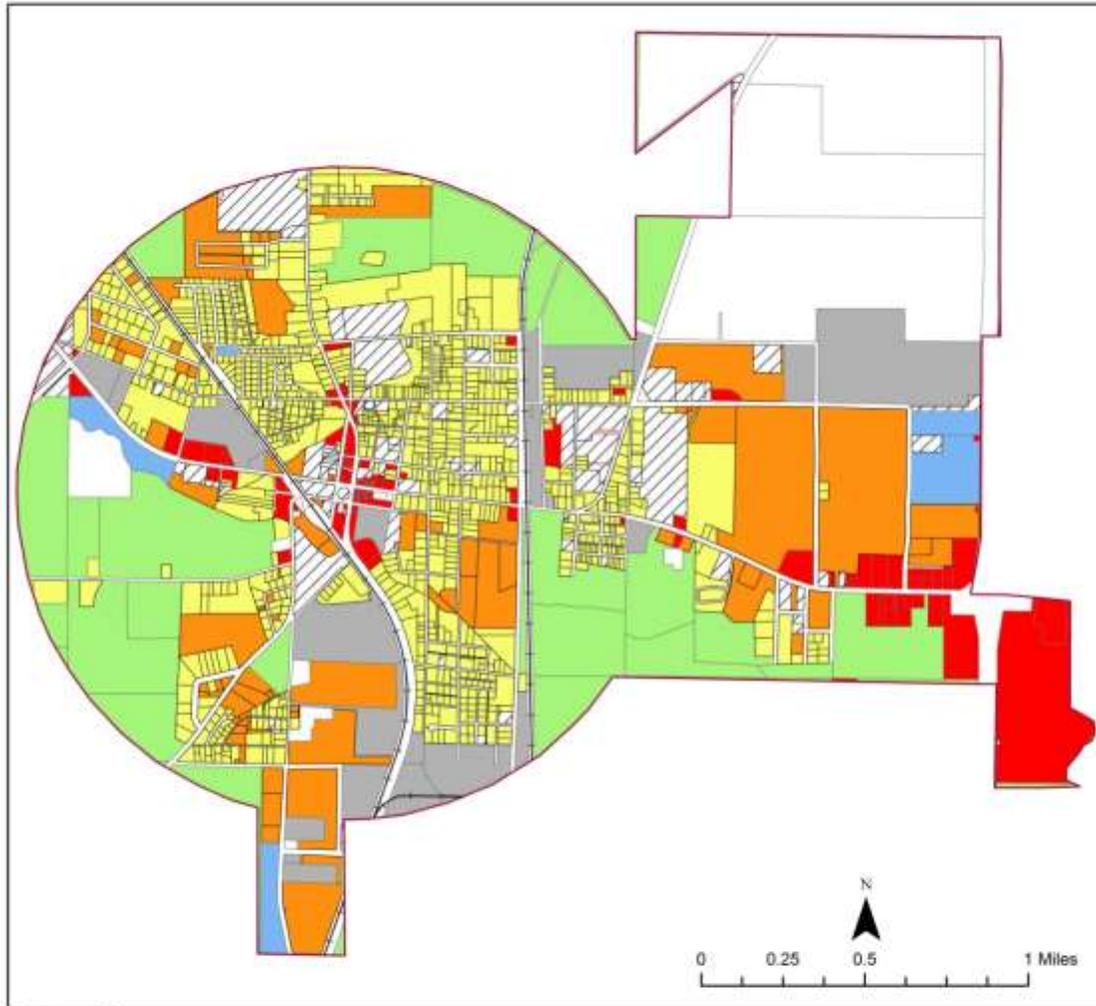
Public/Institutional: *This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc. Do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, include publicly owned parks and/or recreational facilities in the park/recreation/conservation category; include landfills in the industrial category; and include general office buildings containing government offices in the commercial category.*

Residential: *The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities.*

Transportation/Communication/Utilities: *This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.*

Undeveloped/Vacant: *This category is for lots or tracts of land that are served by typical urban public services (water, sewer, etc.) but have not been developed for a specific use or were developed for a specific use that has since been abandoned.*

City of Vienna - Existing Land Use July 1, 2017



Legend

- | | |
|-------------------------------|--|
| Agriculture/Forestry | Residential |
| Commercial | Transportation/Communication/Utilities |
| Industrial | Vacant/Undeveloped |
| Parks/Recreation/Conservation | Railroad |
| Public/Institutional | |



Vienna Existing Land Use – July 1, 2017	
Percentage of Land Area	
Agriculture/Forestry	19%
Commercial	5%
Industrial	8%
Parks/Recreation/Conservation	2%
Public/Institutional	6%
Residential	19%
Transportation/Communications/Utilities	26%
Vacant/Undeveloped	14%

Vienna incorporated with circular corporate limits two miles in diameter. Subsequent annexations were in response to extension of the interstate into the county (on the city’s east side) in the late 1960s, industrial park development on the south boundary, development of a truck stop across the interstate and expansion of the municipal wastewater treatment system northeast of the original boundary.

Settlement of the community occurred amidst a heavy concentration of prime farmland. The agricultural heritage is evident from the presence of Agriculture/Forestry land use that still rings the outer limits of the city and numerous agriculture-related industrial sites. This land use is more extensive than the accompanying map and table indicate. Applicable land use definitions stipulate that lots or tracts of land that are served by typical urban public services but have not been developed for a specific use be classified Vacant/Undeveloped. The larger parcels in the south-central, south and east sections of the city classified Vacant/Undeveloped are being farmed.

Residential development is distributed widely across the city but most concentrated in the north-central area. Multi-family housing is present on larger parcels in northwest and northeast quadrants, southeast quadrant and the lower portion of the eastern annexed territory.

Transportation/Communications/Utilities accounts for the largest share of incorporated area because of annexation of territory northeast of the original boundary for a municipal wastewater spray irrigation field. A wastewater treatment facility is across town near the west corporate boundary. This category includes rights-of-way of the transportation network; local streets, state, U.S. and interstate highways and two mainline railroads. Most of the other properties in this category are elements of the municipal water system in the north, east and south, a telephone office, an electrical power substation and two solar field sites. A third solar field is considered part of the on-site industrial use.

Industrial activity is distributed across the city, most is agriculture related; buying points and warehousing/storage of raw agriculture products, and processing and packaging poultry.

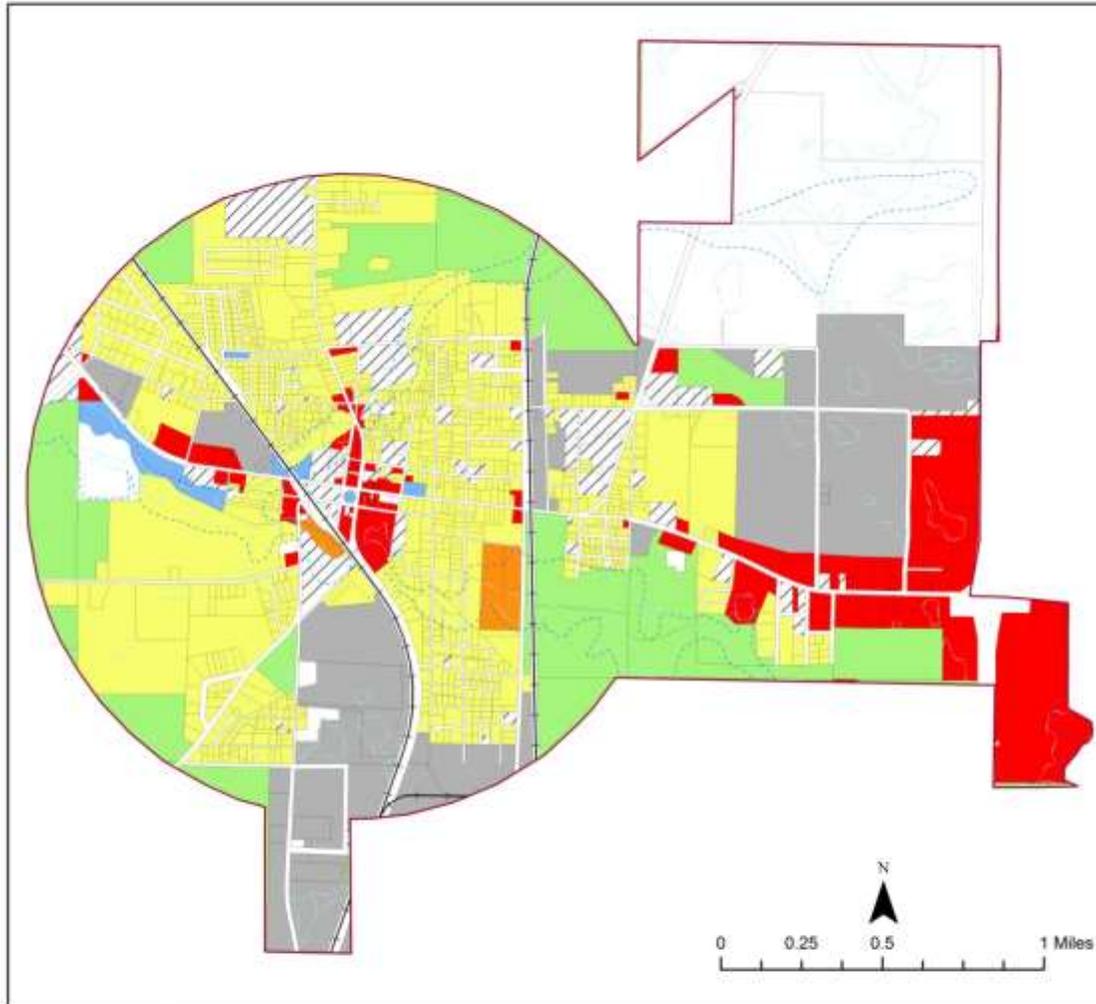
Public/Institutional land uses consist primarily of the high school on the north boundary, city cemetery in north-central, Family and Children Services, health department, numerous churches and city and county properties.

An active, historic, downtown Commercial core remains with a preponderance of zero lot line storefronts. A second concentration with larger parcels is concentrated around the I-75 interchange.

Parks/Recreation/Conservation sites consist of a conservation area in west-central and neighborhood park in the northwest quadrant, baseball/football complex south, city park just east of the city center, and an outdoor event venue and adjoining baseball complex on the east boundary.

Most of the larger Vacant/Undeveloped parcels have never been developed. The two large lots in the east are actively farmed, but in accordance with applicable land use definitions are included in this category because of direct access to municipal utilities.

City of Vienna - Future Land Use November 1, 2017



Legend

 Agriculture/Forestry	 Residential
 Commercial	 Transportation/Communication/Utilities
 Industrial	 Vacant/Undeveloped
 Parks/Recreation/Conservation	 Floodplain
 Public/Institutional	 Wetlands
	 Railroad



Future Land Use Narrative

A significant increase in Residential acreage is projected, much of it being converted from its current vacant/undeveloped status and for infill. This will be accomplished through stringent code enforcement, adoption and implementation of new development/redevelopment tools to eliminate blighted conditions, and development of incentives to facilitate development of properties not currently contributing to the community. Success with this will greatly reduce the existence of Vacant/Undeveloped acreage distributed widely across the city. Residential development is also projected for previously untouched, agricultural areas of the city, most notably in west-central and the southwest quadrant. A smaller portion of this development is projected for east-central Vienna. The specific types of development in these areas should be reviewed closely as part of an update of the zoning ordinance.

Industrial infill is projected to complete the industrial park, south/south-central, capitalizing on earlier public investments in land and utility infrastructure designed and constructed to meet industrial needs. This includes a roughly equivalent acreage in east-central Vienna, better located to accommodate the need of some industrial prospects for direct access to the interstate.

Projected development will reduce Agriculture/Forestry acreage, which is to be expected in incorporated areas. But greenspace has value in urban settings and much of that which will remain has development limitations, related primarily to access and environmental features. The projected loss will be mitigated with additional Parks/Recreation/Conservation lands by development of Pennahatchee Creek Park, a ±25 acre linear park in west-central Vienna for active and passive recreation and environmental education.

Commercial infill is proposed for historic downtown, including the conversion of significant acreages in warehouse use on the south side (currently industrial) for expanded commercial activity. The commercial footprint will also expand in the vicinity of the I-75 interchange, with sales and services targeted primarily for interstate traffic.

No expansion of the Public/Institutional or Transportation/Communication/Utilities infrastructures are projected at this writing.

Vienna overlies significant groundwater recharge area and has jurisdictional wetlands, and has already adopted Part V Environmental Planning Criteria and/or other measures affording protection for these important natural resources. There are not any other officially designated Regionally Important Resources in or in the vicinity of the city.

This map should be reviewed closely for correction and update as part of a review and update of the zoning map and ordinance.

Community Work Program

Plan Requirement

This element of the comprehensive plan lays out the specific activities the community plans to undertake during the next five years to address priority Needs and Opportunities. This includes any activities, initiatives, programs, ordinances, administrative systems (such as site plan review, design review, etc.) to be put in place to implement the plan. The Community Work Program must include the following information for each listed activity:

- Brief description of the activity,*
- Legal authorization for the activity, if applicable,*
- Timeframe for initiating and completing the activity,*
- Responsible party for implementing the activity,*
- Estimated cost (if any) of implementing the activity, and*
- Funding source(s), if applicable.*

City of Vienna
Community Work Program
FY 2018-2022

Project	Fiscal Year					Funding		Responsible Party
	'18	'19	'20	'21	'22	Cost	Source	
Projects delayed or rolled-over from previous work program.								
Develop satellite facility for city emergency response/public safety services – storm-resistant			X	X		\$150K	General fund	City administrator
Implement plans for a multi-purpose trail and greenway corridor along Pennahatchee Creek recommended in the Vienna Master Plan		X				\$350K	LWCF General Fund	CD Director
Clear the former Redkap site and use the property to incentivize workforce housing development	X	X	X			TBD	General fund	City administrator
Convert former elementary school complex on 9 th Street to a multi-purpose cultural facility				X	X	\$2.5M	USDA GEFA OneGa	CD Director
Encourage development of an urgent care medical facility, with after-hours availability	X	X				TBD	OneGa	Mayor and Council
Support Lake Dooly development proposal	X	X	X	X	X	TBD	EDA EPD	EDC Dir.
New Work Program Projects								
Pursue housing rehabilitation assistance and/or public facility improvements (water/sewer/street/drainage)	X	X	X	X	X	≤\$800K	CDBG CHIP USDA-HPG	CD Dir.
Capitalize a RLF for construction of owner-occupied workforce housing	X	X				±\$250K	CDBG	CD Dir.
Identify additional incentives for housing development	X					Staff time	Staff time	CD Dir.
Host homebuyer education workshops	X	X	X	X	X	Staff time	Staff time	Family Connections
Strengthen code enforcement	X	X	X	X	X	Staff time	Staff time	City administrator
Meet with the county to examine the benefits and discuss possibly creating a land bank authority	X	X				Staff time	Staff time	City council
Make capital improvements to address land subsidence on western spray fields			X	X		±\$1M	USDA GEFA	City administrator
Replace city WWTP evaporation pond clay liner				X	X	±\$1M	USDA GEFA	City administrator

**City of Vienna
Community Work Program
FY 2018-2022**

Project	Fiscal Year					Funding		Responsible Party
	'18	'19	'20	'21	'22	Cost	Source	
New Work Program Projects (cont'd)								
Stabilize wastewater collection lines with cure-in-place piping			X	X	X	±\$500K	USDA GEFA	City administrator
Monitor utility systems closely for emergent needs	X	X	X	X	X	Staff time	Staff time	Public Works Dir
Capture accurate locations of utility infrastructure components with GPS technology			X			\$15K	USDA GEFA	Utility Super.
Renovate and retro-fit public works facility with storm-resistant features	X	X				\$250K	General fund	City administrator
Identify and pursue reclamation of brownfields	X	X	X	X	X	Staff time	EPA	City administrator
Facilitate retention of existing business and capitalize on new economic and residential opportunities with financial packaging/service delivery	X	X	X	X	X	TBD	CDBG USDA	City administrator
Work with the county to incorporate road/ street projects (paving/resurfacing) into joint bid process for more competitive bidding	X	X	X	X	X	Staff time	TIA SPLOST LMIG	City administrator
Initiate a community effort to attract an urgent (or higher level) care facility, preferably with extended hours	X					Staff time	Staff time	EMS Director
Continue to build community pride in the school system with special, joint, community events	X	X	X	X	X	Staff time	Staff time	Chamber of commerce
Make repairs to Vienna Cultural Center and stabilize the site	X					≤\$10K	Donations	HPC Chair
Upgrade city parks		X		X		\$12K	General fund	City administrator
Update pre-disaster mitigation plan			X			Staff time	Staff time	Emergency Mgt. Dir.
Update comprehensive plan work program (2023-2027)					X	Staff time	Staff time	CD Dir.

Vienna
Economic Development Work Program
2018-2022

Project	Fiscal Year					Funding		Responsible Party
	'18	'19	'20	'21	'22	Cost	Source	
Pursue designation of a truck route	X	X						CD Dir
Pursue DOT support for an additional I-75 exit at mile marker 108 for future industrial development	X	X	X	X	X	Staff Time	Staff time	EDC
Facilitate economic and residential development with financial packaging/service delivery, etc.	X	X	X	X	X	TBD	CDBG USDA GEFA	CD Dir
Promote, encourage and facilitate increased enrollment in adult education classes (GED)	X	X	X	X	X	Staff Time	Staff time	Family Connections
Publicize success stories of GED graduates and work achievements	X	X	X	X	X	Staff Time	Staff time	Family Connections
Expand the school system's career, technical and agricultural education (CTAE- vocational ed.) Offerings and/or enrollment capacities	X	X	X			Staff Time	Staff time	BOE
Arrange Small Business Development Center training programs focused on updated business and marketing models	X	X	X	X	X	Staff Time	Staff time	EDC
Revisit the community brand for possible update as part of an increased focus on developing agri-tourism	X	X				Staff Time	Staff time	Chamber of commerce
Make lighting and other enhancements to the Georgia State Cotton Museum	X					\$15K	General fund	City administrator
Develop plans for municipal annexation	X	X				Staff Time	Staff time	City administrator

Vienna
Report of Accomplishments 2013-2017

PROJECTS	Complete¹	Underway, to Be Completed	Postponed Until...	Not Accomplished
Housing and/or related public infrastructure improvements	X			
Begin update of comprehensive plan	X			
Acquire land for Inert Landfill				Delayed indefinitely, lost priority
Acquire land for wastewater LAS expansion	X			
Pursue <u>truck route</u> and possible linkage with a new I-75 <u>interchange</u> (separated in new EconWP)			2018-2022 funding limitations	
Construct new public safety complex	X			
Develop satellite facility for city emergency response/public safety services			2020-2021 funding limitations	
Implement the plans for a multi-purpose trail and greenway corridor along Pennahatchee Creek as recommended in the Vienna Master Plan			2019	
Renovate Red Cap building (expanded description in CWP)		2019		
Install sprinkler systems in city parks	X			
Convert former elementary school complex to a multi-purpose cultural and regional civic center type facility			2021-2022 funding limitations	
Encourage development of an urgent care medical facility, with after-hours availability	X			
Actively promote local tourism facilities such as the Cotton Museum and Walter George Law Museum	X			
Capture utility infrastructure with GPS/create GIS data base			2020 funding limitations	
Street resurfacing	X			

Vienna
Report of Accomplishments 2013-2017

PROJECTS	Complete¹	Underway, to Be Completed	Postponed Until...	Not Accomplished
Transportation improvements (local projects-sidewalks, etc.)	X			
Assist VFD equipment, tool and vehicle purchases	X			
Sewer System Infiltration project	X			
Coordinate with the county in pursuit of recreation enhancements	X			
Urban Redevelopment Plan	X			
Facilitate economic and residential development through service delivery, financial packaging, etc.	X			
Support Lake Dooly development proposal			2018-2022 funding limitations	

¹ Project may be completed for the period but part of a longer-term, continuing or ongoing effort.