

YEAR IN REVIEW

Time to Come Together and Shape Our Future

BEGINNING A NEW YEAR, AND ESPECIALLY A FRESH DECADE, IS A great opportunity to come together and reflect on what's good about the Atlanta region and what should be at the top of our "to do" list.

For some 50 years, the Atlanta region has been a leader in growth, both in jobs and population. This has been a region of unlimited promise—a natural magnet for people seeking opportunity.

Our region added more than one million people in the last decade, making it the second fastest-growing area in the country. But, in the last two years we've experienced our slowest population growth since the 1950s. The region's robust employment gains in the first part of this decade were erased by the loss of nearly a quarter million jobs since the economic downturn began in December 2007.

In today's challenging economic climate, metro areas throughout the country are seeking new ways to attract and retain residents, develop prosperous economies, add intellectual capital and create jobs. We believe we have much to build upon, but we must act now to boldly shape our region of tomorrow.

ARC forecasts robust growth ahead, with about three million more people and 1.7 million more jobs expected by 2040. For the first time ever in history, more people live in cities than rural areas. And, what attracts them to cities are jobs and quality of life factors, like connectivity through transportation options, great educational opportunities, social and cultural offerings, housing choice and affordability and especially aesthetics—green, sustainable communities with parks, trails and physical beauty.

The Atlanta Regional Commission is working on a comprehensive, regional plan that takes all of these elements into account. PLAN 2040 provides a vision and blueprint for creating a sustainable Atlanta region far into the future and will be adopted later this year. It is the culmination of two years of work, including the extensive Fifty Forward visioning effort to look beyond the fires of today, to envision the future we truly desire.

In the near-term, there are pressing issues that rise to the top of our regional to-do list. We must work together now to insure new transportation funding in the future, through passage of a regional sales tax referendum in August

2012. The Regional Transportation Referendum, if passed, could generate an estimated \$7 billion to \$8 billion over the course of a 10-year period for much needed traffic relief.

The region's water supply must be removed from harm's way and secured in a fair and equitable way. In the meantime, metro Atlanta has become a national leader in water conservation measures, reducing water use by 10 percent since 2001. Newly adopted measures will save an additional 30 million gallons per day during the next 25 years.

And, finally, we must continue to explore innovative and sustainable directions for our community designs to enhance their livability. Not only does that mean safe, connected and attractive communities, but also ones that provide housing choices, services and accessibility to allow our growing senior population to age in place in a quality environment.

We hope you'll review this special *ARC Annual Report* section and join us to continue building a great regional community that is diverse, vibrant, welcoming and a place we all want to live out our lives.



Tad Leithead
ARC Chairman



Chick Krautler
ARC Director

Building Our Future Through PLAN 2040

Since 1947, ARC has generated regional plans to guide and shape metro Atlanta into one of the most dynamic regions in America. Those plans have led to the world's busiest airport, the first rapid rail system in the Southeast and greater protection of the Chattahoochee River, along with an extensive interstate and roadway network.

In 2009, ARC began a new visioning and planning effort for the next 30-year regional plan, called **PLAN 2040**. Based on the principles of economic, environmental and social sustainability, **PLAN 2040** will ensure the Atlanta region's positive development well into the 21st Century.

After months of public input, **PLAN 2040** is scheduled to be approved by the ARC board later this year. There is still time for you to get involved. To do so, please visit www.atlantaregional.com/plan2040.



2009

- Gather and analyze critical data and information such as projected growth, employment and information learned in previous planning efforts.
- Determine the region's major assets and challenges.
- Hold conversations with regional residents about desired outcomes.

2010

- Continue conversations with regional residents about how to reach desired outcomes.
- Determine the best ways to channel available resources toward our desired future.
- Evaluate land use and transportation scenarios and identify potential strategies.

2011

- Public hearing and transmittal of Regional Development Plan to Georgia Department of Community Affairs as required by state law.
- Public hearing and transmittal of Regional Transportation Plan to U.S. Department of Transportation, as required by federal law.
- Adoption of PLAN 2040 by Atlanta Regional Commission.

2011–2013

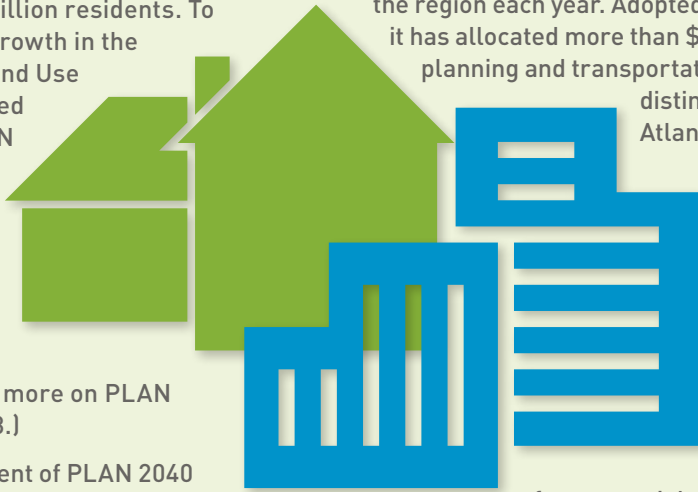
- ARC takes actions to implement PLAN 2040.
- ARC assists local governments and communities in achieving their local performance standards under PLAN 2040

Planning for Future Growth

Growth slowed dramatically in the Atlanta region in 2010, but the population still reached nearly five million people. And, forecasts show growth continuing for the next 30 years, with metro Atlanta adding another three million residents. To ensure quality growth in the future, ARC's Land Use Division continued its work on PLAN 2040, a major update to the Regional Development Plan (RDP) and the Regional Transportation Plan (RTP). (For more on PLAN 2040, see page 3.)

A major component of PLAN 2040 is the **Regional Resource Plan**.

This plan incorporates greenspace planning ARC has undertaken during the past few years, but also gives attention to historic and cultural resources, working landscapes and areas of scenic value in the region. Planning for both the natural and built environments can provide multiple benefits for the Atlanta region's future.



One of those benefits could be a more strategic and regional approach to one of ARC's most successful programs, the **Livable Centers Initiative (LCI)** program. During 2010, ARC was selected by the federal government to host a national peer review to discuss programs like LCI. Using federal transportation dollars, the LCI program makes \$1 million in planning grants available to local governments throughout the region each year. Adopted by ARC in 1999, it has allocated more than \$138 million in planning and transportation funds to 107 distinct areas in the Atlanta region.

Since the first LCI grants were awarded in 2000, more than 85,000 residential units, 19 million square feet of commercial space and 38 million square feet of office space are either planned, under construction or complete in these areas. Regionwide, more than 60 percent of all new office space has been built within LCI areas. Four cities and one county received LCI grants totaling more than \$500,000 in 2010, and nine additional communities completed

almost \$700,000 in studies to supplement their existing LCI efforts. ARC also assists local governments with LCI transportation project management through coordination with Georgia DOT permitting and approval of federal regulatory requirements.

At its annual State of the Region breakfast, ARC recognized five trend-setting developments with the 12th annual Developments of Excellence Awards, which are presented in conjunction with the **Livable Communities Coalition**. The winning projects were White Provision, Mechanicsville, Hapeville Town Center, Kirkwood Station and the Southface Eco Office (see p. 7.)

Large-scale developments, projects that are likely to have an impact beyond the borders of the host local government, are reviewed by ARC as Developments of Regional Impact. In 2010, ARC reviewed eight DRIs.

As the region welcomes new residents in the coming years, housing issues must be addressed. ARC hosts the quarterly Atlanta Regional Housing Forums, in collaboration with nearly a dozen community partners and is working with more than 100 partners in an effort to address foreclosures, called **Piece by Piece**.

Keeping the Region Moving

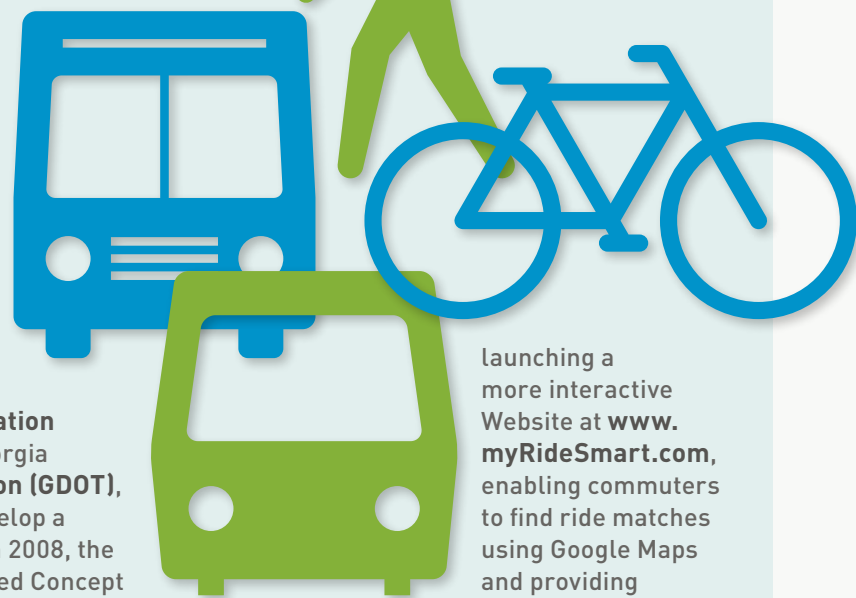
The **American Recovery and Reinvestment Act (ARRA)** continued pumping more than \$600 million into the 20-county region in 2010 for needed transportation improvements. In fact, with all funding now obligated to projects, ARC estimates that the value of all projects receiving ARRA funds in the Atlanta region would be \$679 million, in pre-recession dollars. Due to the availability of ARRA funding and to lower contractor bids, the costs came in at \$498 million, 27 percent less than projected. The projects included 13 roadway capacity projects, eight bridge replacements, 33 bike and pedestrian projects and 38 roadway safety projects. Parts of two freeways, 22 state routes and three dozen arterials were also repaved with ARRA money. Transit operators in the region received \$125 million to help them delay service cuts.

While the American Recovery and Reinvestment Act certainly helped the region keep up with its maintenance needs, it was not nearly enough to close the gap between all needs and the available funding. That's why regional leaders are working hard to develop a list of projects to be voted on for new funding in a 2012 referendum across the region. The Regional Transportation Referendum would provide \$7 billion to \$8 billion in transportation funding, all of which would stay in the

10-county Atlanta region. The projects to be built by the referendum will be determined, with public input, prior to the election so voters will know exactly what they are voting for. And, 15 percent will go directly to local governments to spend on whatever transportation projects they desire.

In cooperation with the **Georgia Regional Transportation Authority (GRTA)** and the Georgia **Department of Transportation (GDOT)**, ARC continued its work to develop a region-wide transit system. In 2008, the Transit Planning Board unveiled Concept 3, a \$50 billion, 25-year plan to build light rail, streetcars, commuter rail, bus rapid transit and bus operations throughout the region. In 2009, operating as the Transit Implementation Board (TIB), that body moved forward with planning a seamless fare system and creating a permanent body to govern transit across the region. In 2010, ARC's Regional Transit Committee continued this critical work.

Transit is not the only way to get vehicles off the roads. **RideSmart**, a program provided by ARC, in cooperation with **GDOT** and the **Federal Highway Administration**, served more than 60,000 commuters in the last year. As more people in the region sought options to driving alone, RideSmart continued to improve its services by



launching a more interactive Website at www.myRideSmart.com, enabling commuters to find ride matches using Google Maps and providing options for commu-

nication via text messaging. Almost 35,000 unique visitors to the website received commuting information, and more than 50,000 searched for commuting partners. We successfully matched 64 percent of carpool applicants. ARC also worked with service partners to enlist more than 7,500 participants in the regional Guaranteed Ride Home program.

ARC's Transportation Planning Division also continued to work with local governments to review and update their comprehensive transportation plans. In 2010, this work included assisting Fayette, North Fulton and Rockdale counties.

Cultivating a Sustainable Region

Water issues continued to top the list of environmental challenges in 2010. Through it all, the **Metropolitan North Georgia Water Planning District**, staffed by ARC, continued to be a positive force for effective water management planning as it worked in partnership with local governments to bring about best-in-class water resources management in metro Atlanta.

Water conservation took center stage for much of the year. The Metro Water District convened a task force of water utilities most directly affected by the 2009 tri-state ruling, to analyze additional water conservation measures. The group reviewed more than 70 possible measures and evaluated those that showed the most promise for a region with our climate and land use patterns. A list of potential measures went through the Metro Water District's process for amending the plan, including input from the Basin Advisory Council and the Technical Coordinating Committee and opportunities for public comment. After reviewing all stakeholder, technical and public

comments, the District board approved the adoption of eight additional conservation measures (see p. 8).

The District continued its successful toilet rebate program. A total of 37 water providers offer toilet rebates either through individual programs or through the Metro Water District's regional program. Since the start of the programs, more than 45,600 toilets have been replaced with water-efficient versions, at a total cost of \$9.4 million.

Turning to water quality, the number one cause of sewer spills and blockages is the build-up of fats, oils and grease in the sewer system. To assist wastewater utilities with their outreach programs, the Metro Water District developed a brochure targeting food service industries within the metro area. The brochure is available to local governments to distribute to restaurants, schools, hospitals and any other facility that prepares and serves food.

ARC continues to provide leadership and coordinate the responses of local governments to the legal proceedings between Georgia, Florida and Alabama over

the allocation of water from the Alabama-Coosa-Tallapoosa (ACT) and Apalachicola-Chattahoochee-Flint (ACF) basins. After a ruling was issued in 2009 that the Corps must obtain Congressional authorization to operate Buford Dam and Lake Lanier for water supply by mid-2012, Georgia and the metro Atlanta water suppliers appealed. The Eleventh Circuit is scheduled to hear arguments in the case in early March. In phase two of the litigation, Judge Paul Magnuson ruled in July 2010 that Florida's claims under the Endangered Species Act were not supported by scientific evidence.

On the sustainability front, six additional jurisdictions received certification through ARC's **Green Communities** program, and two cities previously certified in 2009 at the bronze level attained gold certification in 2010 (see p. 1). Altogether, 15 communities have met the requirements for Green certification by adopting policies and implementing programs to reduce their environmental impact. This rigorous, voluntary program, the first of its kind in the country, spotlights communities for their work in 10 areas including green building, energy-efficiency, greenspace and tree planting, recycling and green innovation.

Partnering for Aging Independence

Collaboration and partnership are essential to ARC in its role as Area Agency on Aging. The Aging Network, service providers and non-traditional partners in transportation, healthcare and community design, are working together with ARC to ensure that the region is prepared to meet the needs of a rapidly aging population.

An innovative partnership has come together to create **Lifelong Mableton**, a thriving community that offers something for all — from young singles just starting out, to families with children, to empty nesters and older adults. The project is funded through a grant from the Administration on Aging, one of 13 demonstration grants nationwide to improve the quality of life for older Americans and sustain their independence.

ARC, Cobb County, neighborhood associations and other stakeholders are working to support the local vision for Mableton's future and to guide the new development

based on Lifelong Communities principles — connectivity, pedestrian and transit access, neighborhood and retail services, housing choices, social interaction, healthy living and consideration for existing residents.

The Lifelong Mableton Initiative has already made considerable headway toward its goals, particularly in the area of healthy living. The partners worked closely to bring a farmers market to Mableton this season. Additionally, the **Mableton Improvement Coalition** built a community garden near the Mable House on Floyd Road.

Lifelong Communities initiatives are springing up elsewhere in the region with technical assistance from ARC. Lifelong DeKalb is analyzing that county's policies for consistency with Lifelong Community principles, and the Atlanta Housing Authority is working to better integrate high-rises into their neighborhoods

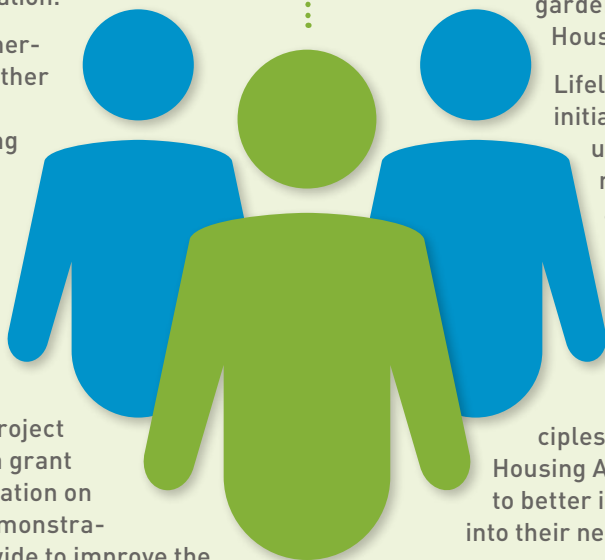
Eleven new community gardens have sprouted at senior centers around the region, thanks to a grant from **Kaiser Foundation Health Plan of Georgia**. ARC has partnered with **Kaiser**, the **Federation of Southern Cooperatives Land Assistance Fund**, **University of Georgia Cooperative**

Extension, Open Hand and the **Aging Network** to increase the availability of fresh fruits and vegetables and provide additional opportunities for exercise, recreation and therapy.

The **Employer Roundtable**, convened by ARC, has brought together such organizations as **SHRM-Atlanta** and the **National Association of African Americans in Human Resources** to address the needs of older employees and help employers understand issues surrounding a multi-generational workforce.

One of ARC's newest collaborations is a partnership with **Piedmont Hospital**, county-based agencies and home and community-based service providers to ensure seamless service delivery to older adults moving from hospital to home. **Care Transitions** enhances coordination among service providers and reduces the likelihood of complications that could lead to readmission to the hospital.

ARC also provides community education about the healthcare system, Medicare benefits, fraud prevention and disaster preparedness to older adults through its **RSVP program**. Volunteers bring a wealth of professional and life experience to the program. Many have held executive positions in the business world or have worked in healthcare and related fields. Over the last year, 192 volunteers reached more than 50,000 older adults with assistance. These volunteers provided some 15,000 hours of service, valued at more than \$300,000.



Preparing for Jobs of the Future

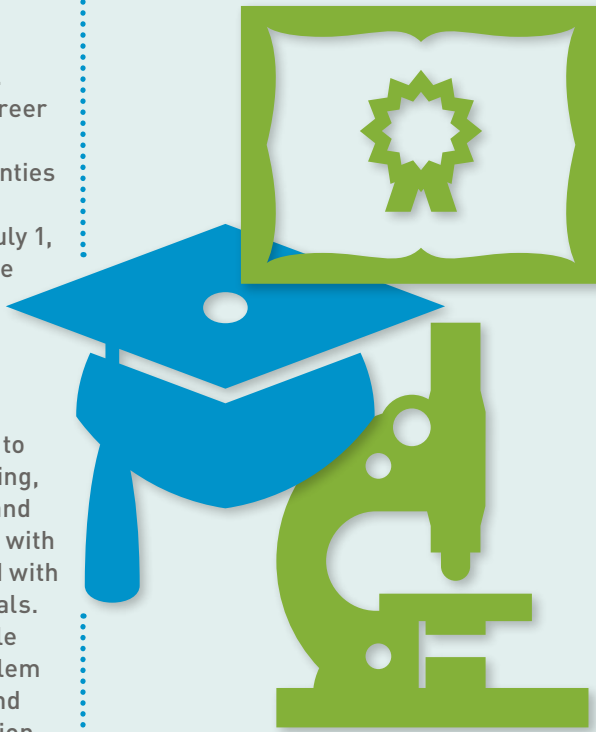
Demands on ARC's Workforce Division grew again in 2010 as a result of the ongoing effects of the Great Recession. More than 63,614 individuals visited Career Resource Centers in the seven Atlanta Regional Workforce Board (ARWB) counties (Cherokee, Clayton, Douglas, Fayette, Gwinnett, Henry and Rockdale) since July 1, 2010. All customers received assistance with job search, resume preparation and computer use. For the 2009–2010 program year, 2,367 residents sought help from ARWB with job retraining.

ARC's Rapid Response team continues to work with companies that are downsizing, providing career counseling services and resources to employees who are faced with job loss. During 2010, the team worked with 43 companies, assisting 4,216 individuals. Workforce Division staff took the Mobile Career Resource Center to both Ft. Gillem and Ft. McPherson to assist military and civilian workers with resume preparation, career counseling and training as the two installations prepare for closure.

For 2010, the federal stimulus program provided funding for summer jobs for youth through the State Department of Human Services (DHS). The Georgia Summer Teen

Partnership benefited 1,200 low-income youth and worked with many of the same worksites that participated in the 2009 Recovery Act summer youth program.

The Work Ready program continues to gather momentum in the region. Rockdale



County achieved Work Ready Community certification, and the other six ARWB counties are well on their way. The newest Work Ready region encompasses Clayton, Cobb, DeKalb, Fulton, Gwinnett and Henry

counties where the radio, television, film, digital gaming and music industries are thriving. The creation of the **Georgia Entertainment Media (GEM) Work Ready Region** is bringing economic developers, workforce development professionals, educators and digital and entertainment companies together to make the region even more attractive to these kinds of companies looking to relocate or expand.

Similar to the Innovation Crescent that is focusing on the life sciences industry, the GEM initiative is training workers for careers in digital entertainment and media. The State of Georgia offers an attractive package of tax incentives for digital entertainment companies doing business in Georgia. In addition, the region's diverse geography with a mix of urban and rural locations offers the film industry myriad opportunities for location shooting, all within a within a 100 mile radius of downtown.

ARC is leading the workforce development effort. The GEM partners have begun to organize the region's education and training stakeholders to prepare workers for careers in entertainment and media. ARC is working with industry leaders to identify the most critical occupations necessary for GEM's success and is convening relevant post-secondary schools and training providers to develop curricula and programs to prepare workers for these occupations. Already, more than 2,000 students are enrolled in interactive design classes or videogaming programs in the region.

Promoting Strong Governance & Leadership Development

The focus of ARC's Local Government Services Division is to build stronger communities throughout the Atlanta region by providing area governments and leaders with a wide range of value-added services and programs.

ARC helps the region's cities and counties optimize their performance and enhance their service delivery to residents by assisting in critical areas like management and operations, human resources and community planning. In 2010, ARC's **Community Choices** program helped nine cities with a broad range of technical services to promote and enhance quality growth.

Appointed planning officials, elected officials and city and county planning staff are faced with an enormous responsibility to help guide the development and futures of their communities. Through its **Community Planning Academy**, ARC offered courses and workshops in 2010 to

nearly 300 people on topics ranging from retrofitting communities to planning in a challenging economy.

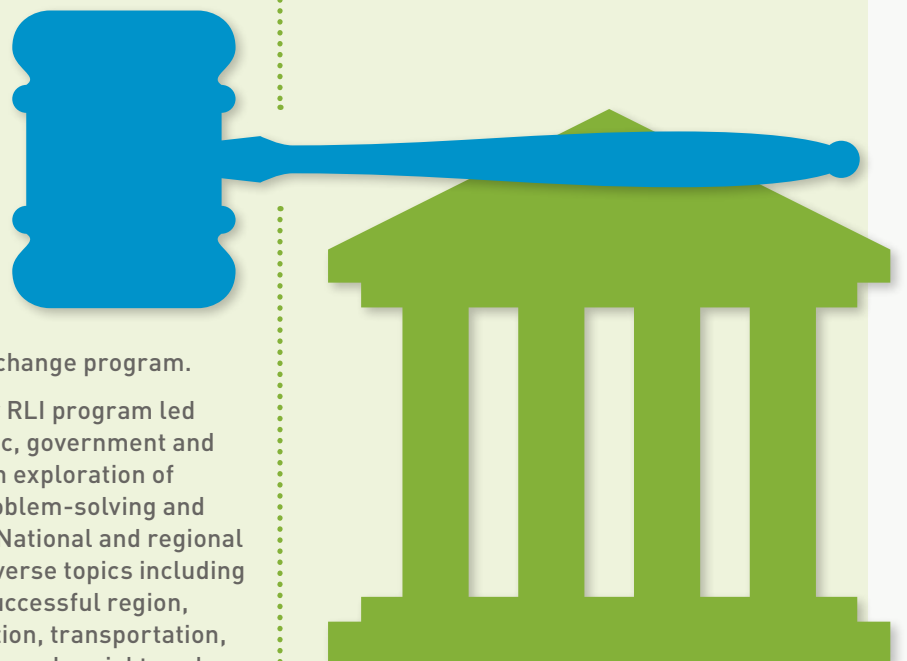
ARC's **Local Government Training Institute** and its **Management Development Program** both provide a range of offerings for all levels of local government staff. More than 100 staffers took advantage of training programs on topics such as: Performance Measures, Customer Service and Strategies for Strengthening Your Organization.

There is no substitute for strong leadership in building great regions. ARC has long placed leadership as a high priority through two of its signature programs, the **Regional Leadership Institute** (RLI) and the **LINK** exchange program.

In 2010, ARC's six-day RLI program led a diverse group of civic, government and business leaders in an exploration of regional planning, problem-solving and community-building. National and regional experts addressed diverse topics including the ingredients of a successful region, community collaboration, transportation, land use and economic and social trends.

This year marked the 21st graduating class of RLI. To date, more than 1,000 regional citizens have graduated from the program.

The LINK (Leadership, Involvement, Networking and Knowledge) exchange program took more than 100 regional leaders to the Phoenix, Arizona region in 2010 to explore common issues and exchange ideas and solutions regarding pressing regional challenges.



Atlanta Regional Commission 2010 Financial Report

Funding for ARC's programs and activities comes from a variety of sources. Constituent local governments contribute \$1 per resident annually for ARC operations. Additional funding comes from grants from federal and state agencies and from private sources. These grants, primarily for set purposes specified by the grantor, support the annual work program of ARC. Each year, approximately half of ARC receipts are returned to the local governments as subgrants and participant payments.

Estimated receipts for 2010 are \$64,367,085, an increase of \$3,105,939, or 5.07 percent from 2009. Expenditures increased by 4.96 percent, for an estimated total of \$63,906,861 in 2010.

Receipts and expenditures for 2010 are preliminary estimates, subject to adjustment after year-end close-out and audit. The preliminary ARC ending Fund Balance is the difference between the Commission's assets and liabilities reported in the governmental fund.

Financial Comparisons (Governmental Funds)

	2010 Estimated	2009 Actual	2008 Actual
Revenues			
Regional Appropriations	\$ 4,146,300	\$ 4,121,600	\$4,051,400
State RDC	0	0	0
Investments	13,306	26,078	120,991
Grant Revenue	57,999,333	54,935,331	48,362,280
Other	14,596	7,540	2,203
In-Kind	2,193,550	2,170,597	2,608,278
TOTAL	\$64,367,085	\$61,261,146	\$55,145,152
Expenses			
Salaries	9,468,064	7,940,877	7,926,636
Benefits	4,673,339	4,687,405	4,704,808
Travel	176,688	155,320	198,132
Equipment	150,664	66,511	224,528
Supplies	61,802	58,310	79,063
Contracts	41,936,231	38,716,974	34,646,932
Capital Outlay	43,904	38,122	72,014
Other	5,202,619	7,052,604	4,373,836
In-Kind	2,193,550	2,170,597	2,608,278
TOTAL	\$63,906,861	\$60,886,721	\$54,834,227
Net	460,224	374,425	310,925
Interfund Transfers	-264,476	-174,250	-74,489
Net change	195,748	200,175	236,436
Fund Balance	\$6,717,484	\$ 6,521,736	\$ 6,321,561