

2023 Comprehensive Plan
for Coffee County and the Cities of Ambrose, Broxton,
Douglas, and Nicholls



Adopted:
Prepared By:
sgrc SOUTHERN GEORGIA
REGIONAL COMMISSION

Acknowledgments

This plan is made possible by the following Stakeholders. Their commitment and participation speak of the quality leadership in Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls. Without them, this plan would not have been possible. Thank you for your service to your community.

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Banks, Dr. James	City of Nicholls	City Clerk
Bryant, Sally	Citizens Christian Academy	Head Master
Carver, Steve	Coffee County	EMA Director
Childers, Stephanie	Douglas-Coffee Tourism and Events	Director
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Cole, Fred	Coffee County	
Coleman, Edward	Veterans Park/Airbase Preservation Committee	Chairman
Courson, Emily	Douglas-Coffee Chamber of Commerce	Executive Director
Cristian, Ruth	City of Broxton	Councilmember
Davis, Charles	City of Douglas	City Manager
Davis, Kevin	City of Douglas/ESG/HPC	Director/Chairman
Deems, Johnny	Douglas-Coffee Planning Commission	PC Member
Dobson, Ebonee	City of Douglas	Planner
Dovers, AJ	Coffee County BOC	Chairman
Fesperman, Terry	City of Douglas	Vehicle Maintenance Director
Frost, Tamon	City of Nichols	Mayor
Harrell, Tommy	City of Douglas	Finance Director
Henderson, Georgia	City of Douglas	Community Development Director
Hudson, Michael	City of Douglas	Utilities Director
Hylton, Loretta	SGRC	Planner
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Lane, Kelly	DCA	Region 11 Representative
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Lott, Bryson	City of Douglas FD	Training Officer
Martin, Amy	SGRC	Planner
Milhollin, Josh	City of Ambrose	Mayor Pro Tem
Mobley, Lee	Coffee County BOE	Assist. Superintendent
Morgan, Carol	Heritage Station Museum	Director
O'Steen, Ted	Coffee County Commission	Chairman
Peralta, Hector	CRMC EMS	Paramedic
Pruette, Brannen	City of Douglas PD	Chief
Thompson, Roger	Coffee County-Douglas Planning Commission	Chairman
Trowell, Dennis	City of Douglas	Vehicle maintenance
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Vickers, Brad	City of Ambrose	Mayor
Vickers, Mary	City of Ambrose	Clerk
Vickers, Tracie	Coffee County	County Clerk
Vickers, Wesley	Coffee County	County Manager
Whiddon, Jason	Coffee County	Code Enforcement Officer
Whitley, Leon	City of Douglas PD	Captain
Wilkerson, Carlos	City of Broxton	Mayor Pro-Tem
Wilkerson, George A	South Georgia State College	Sargent
Wilkerson, Tammy	City of Douglas	Human Resources
Wright, Casey	City of Douglas Fire Department	Fire Chief
Young, Steve	City of Douglas	Parks and Recreation Director

Coffee County Board of Commissioners

AJ Dovers, Chairman
Ted O'Steen, Vice Chairman
Johnny Wayne Jowers
Jimmy Kitchens
Oscar Paulk

City of Ambrose

Brad Vickers, Mayor
Josh Milhollin, Mayor Pro Tem
Andrew Jowers
Allison Paulk
Daniel Paulk
Denise Paulk

City of Broxton

Jimmy Day Littleton, Mayor
Carlos Wilkerson, Mayor Pro Tem
Ruth Christian
Helen Jones
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City of Douglas

Tony L Paulk, Mayor
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Steve Bailey
Kentaiwon Durham
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I. Chapter 110-12-1. Minimum Standards and Procedures for Local Comprehensive Planning

1. Introduction

The 2023 Coffee County Comprehensive Plan was prepared in accordance with the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning.

As required by the Local Comprehensive Planning Standards, the 2018 Coffee County and Cities of Ambrose, Broxton, Douglas, and Nicholls Comprehensive Plan consist of the following elements:

1. Community Goals
2. Needs and Opportunities
3. Community Work Program
4. Economic Development Element

(As community included in the Georgia Job Tax Credit Tier 1 category)
Although a separate summarized economic development element is included in this Comprehensive Plan, which by reference adopts the current regional Comprehensive Economic Development Strategy (CEDS), any economic development goals, policies, needs, opportunities, and objectives about Coffee County /Cities of Ambrose, Broxton, Douglas, and Nicholls have also been integrated directly into their parallel components in this Comprehensive Plan.

5. Land Use Element

(As a community with zoning or land development regulations subject to the Zoning Procedures Law)

6. Broadband Element

2. Community Involvement

The required elements have been developed with extensive opportunities for involvement and input from stakeholders throughout the county and cities. The following steps were taken to ensure that this plan reflected the full range of needs and opportunities of the stakeholders and residents in the county:

- a) Stakeholders were identified. These included the local governments of Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls; economic development

professionals; planning staff; educational institutions, including the Coffee County Board of Education, Wiregrass Georgia Technical College, and South Georgia State College; the County health department; Coffee Regional Medical Center; police and fire departments; local businesses and industries; and the general public.

- b) Participation techniques were identified. Methods used included a kick-off public information meeting, printed public information in local newspapers, and information on the Southern Georgia Regional Commission and local government websites. A steering committee was formed to oversee and participate in planned development, including representatives from the abovementioned stakeholders.
- c) A participation program was conducted. Identified stakeholders were invited and attended, yielding specific input in plan content. The steering committee held regular meetings to provide information and feedback.

The public hearing kick off the comprehensive planning process was held on February 6, 2023, at the Coffee County Courthouse at 101 S. Peterson Avenue, Douglas, Georgia. It was held to make potential stakeholders and residents aware that the comprehensive plan update and review were underway, explain the update's purpose, and encourage residents and stakeholders to participate in the plan update actively.

3. Identification of Stakeholders

A comprehensive list of potential stakeholders was gathered with input from the Chamber of Commerce, Development Authority, elected officials, and residents. A complete list of all the stakeholders is included below:

4. Identification of Participation Techniques

The following participation techniques were utilized during the update process:

- Two Public Hearings
 - Kick-Off
 - Transmittal
- Three Workshops
 - Goals, Needs, and Opportunities
 - Policies
 - Report of Accomplishments/Community Work Program/Land Use
- Extensive e-mail correspondence with stakeholders (notices of meetings, e-mail requests for comments, distribution of revised drafts and final documents)
- Announcements on the SGRC website and social media, as well as County and City Websites
- Dissemination of information in the newspaper

5. Conduct Participation Program



The Southern Georgia Regional Commission's foundational principle in its planning projects is public and stakeholder participation from and coordination with multiple and diverse interest groups. Due to the relatively small population of Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, the

entire stakeholder group was utilized as the steering committee, along with Matt Seale, CEO of the Douglas-Coffee County Chamber of Commerce and Economic Development Authority (EDA), ensuring the broadest buy-in and diversity of input into the comprehensive plan update. Outreach to the public, local governments, other stakeholders, and interested parties were accomplished by e-mail correspondence, direct communication, Facebook postings, the project website, and updates provided at workshops and other group meetings. Opportunity for public comment was provided at public hearings at city and county commission meetings.



In addition to the two required public hearings, SGRC held three workshops to discuss several plan elements. The first workshop was used to review goals, needs, and opportunities; in the form of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Participants updated the Goals, Needs, and Opportunities list to meet current needs. Copies of the sign-in sheets and public hearing notices are provided in the appendix.

The second workshop was held to review the policies to reflect the revised Needs and Opportunities and the Community Work Program Accomplishments. The third workshop was held to continue to review the Report of Accomplishments, to update Community Work Program, to review the SWOT analysis, and review the Land Use Element. Emphasis was put on achievable, realistic projects for the next five years. A section for long-term projects the communities would like to undertake has been added to the Community Work Program.

The third workshop was utilized to update the Economic Development Element and the Land Use Element and Maps as desired by the local government.

S.W.O.T. ANALYSIS

(Strengths, Weaknesses, Opportunities, and Threats)

Land Use

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Zoning • Future Land Use • Large amount of undeveloped land • Population growth with the influx from other areas • Available space • Appropriate uses designated • Undeveloped land available • Growth • Economic Development • Sidewalk projects • Ready water and sewer • Industrial Parks • Regulations • Possibility of a new Senior Living Facility to be located at the Old Ambrose School • Most agriculture uses are being used appropriately • Small-town feeling • We have a well-structured land use plan and ordinances • Satilla Industrial Park • Population growth 	<ul style="list-style-type: none"> • Enforcement of property maintenance • Lack of Interest • Land-locked properties • Affordable Housing • Housing areas for the middle class • Lack of availability within the city limits • Privately owned property • Lack of housing developments • Low-lying land to develop into ready-to-go property • Dilapidated property needs eradicated • Infrastructure • Upkeep after the infrastructure is installed • Lack of manpower • Embracing change • Community revitalization • Pursuing land expansion • Spacing • Prospective land that is landlocked • Land not being utilized • Want new structures, not renovated or restored • Empty buildings that owners won't sell • Multi-family homes • It costs a lot to acquire land for any 	<ul style="list-style-type: none"> • Property enforcement is needed • Expansion of cities needed • Annexation • Growth • Development • Growth of retail and industry • Rehab opportunities to revitalize the downtown area • Growth development • More businesses • Grow city limits coverage • Housing growth • Share knowledge with the public about what can and should be done • New businesses • Open to change • Neighborhood revitalization • Many have a level of appreciation for new leadership • Broxton Woman's Club to be deeded to the • Renovate and store what we have • Address housing needs • Land has boundless opportunities in the set areas that have been designated for the development of business and jobs 	<ul style="list-style-type: none"> • Need better zoning in the county • Trash in the county • Trash in Douglas • Dilapidated property • Lack of Interest • Funding availabilities • Quality of buildings and establishments • Affordable housing • No business or economic development prospects • Environmental neighborhood concerns • Retail moving into residential neighborhoods • Funds after the fact • It costs more to keep up a system than it does to create it • Attitudes of people toward change • Working relationships between leaders • Annexation is not popular • Public safety for commercial • Industrial growth areas in the city • Poor parking • Landscaping (Businesses maintain area north of Sellers

	<p>purpose in Coffee County</p> <ul style="list-style-type: none"> • More traffic equals greater infrastructure costs 		<p>St. and Main Street)</p> <ul style="list-style-type: none"> • Competitor • Community opportunities • Always have someone or a business that feels stepped on when big businesses come to town
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Transportation

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Douglas has a 25-year total repaving plan • T SPLOST (TIA) • Sidewalks • LMIG/SPLOST • SR 268 • CSX Spur • Golf Cart Communities • Good overall infrastructure • Good partnership with GDOT and local legislative delegations • Short commute to most places • Mostly paved roads • Major highways • Roadways • Layout • Overpasses • Flow of traffic • Rural • 441 access • A lot of paving and sidewalk projects on-going • Overpasses • Walking trail from Douglas Square to Premier Park • Good roads for a bypass around the city 	<ul style="list-style-type: none"> • Electric vehicle infrastructure • Not enough sidewalks • Need road sign replacement • CSX Cooperation • Need more airport hangers • Airport terminal needs rehabbing • Traffic Congestion throughout downtown • Persistent improvised communities • Transit availability to all communities • Accessibility to Interstate • Lack of 4-lane connectivity to Interstate • Pedestrian/bike lanes • Walkable shopping areas • Legal use of roads (golf carts) • Lack of public transportation • Congestion in downtown • No Uber and Lyft for tourism events 	<ul style="list-style-type: none"> • Need a 15-year repaving program • Sidewalks need replacing and repairing • Need sidewalk connectivity • Build George Dr from Bowen Mill to Simmons • Road sign replacement • Parking lots (public) need paving • Connect the City of Douglas to Alma's Transport across county lines • Medical Transport • Airport Industrial Park • Use of Regional Transit • On-Demand outside of Regional Transit • Make access to healthcare and social activities more accessible • Partner with GDOT/DCA to increase funding and enhance improvements 	<ul style="list-style-type: none"> • Passage of new T SPLOST (TIA) • CSX cooperation • Population increases • Golf carts enforcement • Train derailments • Funding for EV Charging Stations for rural areas • Downtown needs paving • Decline in community health due to poor access to available resources • Possible lack of future leadership, vision, and funding • Congestion as the town grows • Population • Local government phasing out gas vehicles • People are hesitant to change • Mindset of people • Potholes possibly damaging vehicles • No parking downtown

<ul style="list-style-type: none"> • Roads are in good shape • Bypass to circumvent downtown and railroad tracks • Airport expansion • Bike path • Interagency cooperation 	<ul style="list-style-type: none"> • Gas prices • EMS availability • Small municipality • Need for a public transit van/car • Need road repairs • Available funds • Some highways need to be widened to multi-lanes (32, 441, 221, etc.) • Congestions downtown and crowded roadways in certain areas • Limited parking in downtown Douglas • Poor condition of parking lots • Hwy 441 through downtown limits downtown businesses • Low-income community transportation 	<ul style="list-style-type: none"> • Sidewalk expansion • 4 laning major roads (GDOT) connectivity • Bike path lighting • Plenty of new construction to add EV infrastructure as developments are built • Work on potholes • Create a vision for change • Airport expansion • Uber, cabs • Hotel bus/van to downtown and Paulk Vineyards • Establish public transportation 	<ul style="list-style-type: none"> • Delayed public safety response
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Economic Development

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Industry Recruitment • Retail Recruitment • Education • Water/sewer/electrical infrastructure • County agency/multi-agency relationships/great collaboration • Good EDA Board with an understanding of local economic strengths and weaknesses • Good partnership with GA DCA, EDA, and technical college system • Available parks • Thriving downtown Douglas • Satilla Industrial Park 	<ul style="list-style-type: none"> • Douglas Natural Lateral, which runs from Sylvester, is nearing capacity. The line needs to be upgraded/expanded. • Housing – All types/prices of housing are needed • More workforce is needed • Drug use and mental health • Location • Workforce • Housing Inventory • Long-term/short-term rental availability 	<ul style="list-style-type: none"> • Development of an aviation park • Aviation education is needed • WGTC continued partnerships with new and existing industries to enhance workforce development • Bring people in from other counties • Program development at colleges to address employment and needs in local industries 	<ul style="list-style-type: none"> • Succession planning of all agency personnel is needed • Drug use and mental health issues • Volunteers on boards/committees • Changes in the global economy • Perceived/actual lack of work ethic • Over-developing current infrastructure • Labor shortage • Public Leadership • No working together to agree to proceed • Lack of interest • CSX Derailment

<ul style="list-style-type: none"> • Parks and Recreation parks • Hospital • Great schools • Airport • City and County Law Enforcement • Readiness toward a new vision • Availability of buildings • Very strong recruitment • Great team • Drive to flourish • Strong industry presence • SGSC/WGI recognition of training and education • Momentum\History 	<ul style="list-style-type: none"> • More activities are needed for younger adults • Lack of public transportation • Funding • Communication • Embracing the new shift in the atmosphere • Natural gas allotment • Available Workforce 	<ul style="list-style-type: none"> • Manufacturing training • Mechanical repair training • Mechatronics training • Culinary Arts training • Hospitality • Grants • CSX and State allow businesses to come in • Arena rental and hosting rodeo shows • Vacant buildings and houses • Many opportunities • Go north, especially on Peterson Ave • Wiregrass Technical College • Job creation • Rules/laws governing homeless to do better 	<ul style="list-style-type: none"> • Labor force • More than can be taken care of (all aspects of service and maintenance) • Competent workers • Broadband • Lack of available workforce
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Housing

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Demand • Available land • Rehabbing of older homes • Land available to assist the community • We have enough homes • Must bring more citizens into the city • Air B and B • Most housing is full 	<ul style="list-style-type: none"> • Need all levels of housing • Property maintenance enforcement • Supply of housing • Low- and medium-income housing • Revitalization of neighborhoods • Downtown housing • Building prices • Lack of long-term and short-term rentals • Rental homes revitalization 	<ul style="list-style-type: none"> • Need all levels of housing • Property maintenance enforcement • Partner with developers to build new developments that would fit our community needs • New neighborhoods • Housing needed for growth • Learn more about GICH • Make it better for all walks of life 	<ul style="list-style-type: none"> • No new housing attracts workers • Dilapidated and vacant housing and other properties • Maybe working on a tight window to address problems. They don't want to lose population. • Unpanned use • Building prices • No business development because of strict housing in the area • Interest Rates too high • Homelessness • Possible flooding

	<ul style="list-style-type: none"> • Wages too low to make a good living and afford homes • Citizens keeping buildings up to code • Renovate and expand • No new construction • Not enough houses or property to build on • Lack of affordable housing • Lack of single-family homes • Interest rates • Lack of developer interests for projects 	<ul style="list-style-type: none"> • Affordable housing • Annexation of property or large tracks in the County • Apartments above downtown businesses • Interagency cooperation 	<ul style="list-style-type: none"> • Slum conditions throughout town • Too little, too late, resulting in the relocation of talent or businesses • Shortage from workforces being increased
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Natural Resources

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Water supply and quality • Electric supply • State Park • General Coffee State Park • Broxton Rocks • Plenty of lands available for hunting • Stable water supply • Improved stormwater areas • Plenty of water with ponds, rivers, and aquifers • Farms 	<ul style="list-style-type: none"> • Broxton Rocks is only open at certain times during the year and is hard to find • Cost of housing • 	<ul style="list-style-type: none"> • Farm tours • Natural gas lateral from Sylvester to Douglas needs upgrading/expansion • Enforce bagging of trash that goes into carts/dumpsters 	<ul style="list-style-type: none"> • Litter

Cultural Resources

Strengths	Weaknesses	Opportunities	Threats
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<ul style="list-style-type: none"> • State Park • Fair but needs improvements • Martin Center • Good restaurants • Pocket Parks • Growing • SGSC • Museums (WWII & Heritage) • Wiregrass Arena • James Banks 	<ul style="list-style-type: none"> • Volunteers • Community donations • Family activities • Not enough support for events • Need to leave the community for events 	<ul style="list-style-type: none"> • WWII Building Renovation • Murals painted on the side of building to show crops and businesses • Pocket Parks • Concerts, movies, events • Sponsorships 	<ul style="list-style-type: none"> • Volunteers • Community donations • Cost of presentation • Economy
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Community Facilities & Services

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • New pool • New Miracle Field • New Premier Sports Complex • Completed Trail • New City Hall • New Public Works and Utilities Building • We have plenty • Gymnasium • Summer Programs • Reading Programs • City parks • Good parks and recreational facilities • Airport • Broxton churches provide bag lunches during the summer • Good amount of public assembly areas in the City of Douglas • Senior Center • Community support and loyalty 	<ul style="list-style-type: none"> • Volunteers • Community donations • Trash • Drug usage • Mental Health • Law Enforcement turnover • Lack of water and sewer in unincorporated areas to support growth • No full-time EMS housing in the city • Needs more improvements • Underutilized • Regulated maintenance on existing facilities • Lack of Funding for recreation • Staffing for Public Safety in the City of Douglas • Recruitment and retention in all areas of Public Safety in the City of Douglas • Cost • Workforce 	<ul style="list-style-type: none"> • All neighborhood parks need rehabbing • Event facility • WWII Building Renovation • Need amphitheater • Sidewalk connectivity to the greenway trail • Need hangers at the airport • Airport Industrial Park • Communities should partner with the City of Douglas to provide Senior Citizen services • CMS to house EMS within the city • Currently have the buildings and facilities to hold events that would bring in revenue • Developing stages are being explored • Leverage grant money to upgrade and keep parks up to par • Growth 	<ul style="list-style-type: none"> • Volunteers • Community donations • Trash • Drugs • Mental Health • Law Enforcement turnover • Undirected growth or lack of focus that could cause land use not to fit what would be best for the community • Time waiting on EMS • Speed Monitor • Not having the money set aside or the willingness to take care of what we already have • Lack of funding • Use of facilities • Legislation

Intergovernmental Coordination

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Great• People• Communities and agencies work great together• Good relationship	<ul style="list-style-type: none">• People• Communication• More project-specific opportunities are needed to ensure success	<ul style="list-style-type: none">• People• Shared goals• Maintain good relationships and evaluate, monitor, and fix any issues	<ul style="list-style-type: none">• People• Lack of information

Broadband

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Vye, and Windstream• Improvements have been made	<ul style="list-style-type: none">• Industry-specific capacity, i.e., healthcare, images, electronic health record redundancy	<ul style="list-style-type: none">• Rural Broadband• Interagency Intergovernmental plans and cooperation	

VISION STATEMENT

As a rural area that has seen an influx of growth and development in recent years, Douglas and Coffee County seek to continue forth on this trajectory while maintaining detail-oriented transparent public service to all of our citizens while remaining economically competent. We hope to preserve the culmination of a vibrant economy while sustaining a rural quality of life for our citizens by ensuring balanced growth in industry and community to perpetuate the livelihood of the cities of Ambrose, Broxton, Douglas, and Nicholls as we charge forward. We plan to focus on partnerships with a special interest in preserving our historical assets, preserving environmental resources, and promoting diversity that will help create more sustainable and dynamic communities.

HISTORY

Coffee County was created by an act of the Georgia General Assembly on February 9, 1854. The county was taken from portions of Clinch, Irwin, Telfair, and Ware counties and located in Georgia's Lower Coastal Plains. It was named in honor of John E. Coffee, an influential planter and politician from Telfair County. Mr. Coffee served in both houses of the Georgia state legislature, as well as the U.S. Congress. He was also a prominent frontiersman and renowned for his service in the region's Indian wars.

Creek Indians were the original inhabitants of Coffee County before the white immigration. By 1827 wars between the early settlers and the Indians resulted in the removal of the Creeks.

The Indian heritage lives on in the area only in the names of many lakes, creeks, streams, and rivers, including the Oconee River, Ocmulgee River, and the Okefenokee Swamp.

After the Indian removal, along with the development of the roads, rapid migration of larger families to the area began.

Their arrival brought an era of social change and economic prosperity. Churches, schools, and new roads were built, and farmland was fenced and cultivated into thriving plantations that grew cotton, among other crops. With the advent of tobacco cultivation, enslaved labor was introduced into society on a small scale.

Coffee County is primarily rural, and most residents in and around the county's smaller towns—Broxton, Ambrose, and Nicholls—are involved in agriculture. The tobacco market is still one of the strongest in the state. As a result of rapid growth in the manufacturing sector, the county's employment level is close to the state average. It even surpasses many levels in most other developing counties. Coffee County consists of approximately 599 square miles.

General Coffee State Park is five miles east of Douglas, showcasing the county's pioneer heritage and natural environment. Meeks Cabin is one of the main features of this park, and it was built ca. 1830. This log cabin is one of the oldest buildings in South Georgia. There is also an environmental reserve with endangered species of plant and animal life.

Ambrose has 3.1 square miles of land and 0.1 square miles of water. The town was formed in 1899. The land was donated for the town after A.B. & A Railroad had reached the area. Dennis Vickers and J.J. Phillips donated it. Ambrose is located about twelve miles west of Douglas.

The Georgia General Assembly incorporated the Town of Broxton in 1904. It is also known for its unique sandstone formation called Broxton Rocks, located along Rocky Creek, 10 miles north of town. Broxton is in north-central Coffee County, and U.S. Route 441 passes thru the city, running south 9 miles to Douglas.

Douglas was founded in 1855 as the county seat. Douglas was named after U.S. Senator Stephen Arnold Douglas of Illinois. Mr. Douglas was famous for his rivalry with Abraham Lincoln for the U.S. presidency in 1860. Douglas was chartered as a town in 1895 and a city in 1897. Douglas is home to South Georgia College, the oldest two-year institution under the University System of Georgia and host to one of Georgia's largest elder hostel programs. There are two National Register Districts in Douglas; the downtown historic district and Gaskin Avenue, a historic residential district. There are very impressive turn-of-the-century buildings located within these

two districts. Prominent historical interest in Douglas includes the Heritage Station Museum, Douglas City Cemetery, and the Martin Center, a restored 50s movie theater.

There is also a World War II at the World War II Flight Training Museum in Douglas. As Georgia's most intact contract pilot training base, you will literally walk where cadets walked and learned to fly. This place is where they were before they were heroes and became part of the Greatest Generation. Spend the morning touring the air base and visiting the museum exhibits and aircraft hangers. Enjoy lunch at the Flying Cowboy, right off the end of the present-day airport's runway, or any great local restaurants in historic downtown Douglas. One of the cadets described Douglas as a "nice country town with nice outgoing folks." Experience that same welcoming community atmosphere during your visit. Please stop by the Heritage Station Museum, where many cadets got their first and last view of Douglas from the Florida and Georgia Railroad trains. Take the afternoon to explore the historic downtown. From antiques and boutiques to tasty restaurants and bakeries, you'll have a chance to really experience the "nice outgoing folks" of Georgia in Douglas.

Nicholls was founded in 1895 and named for John C. Nicholls, a U.S. Representative of Georgia. Nicholls is located near the eastern border of Coffee County. Georgia State Route 32 passes through the community, leading west 13 miles to Douglas. Coffee County Correctional Facility is located in Nicholls, Georgia. It is privately owned and operated by CoreCivic, the largest prison company in the nation. The Wiregrass Arena is located in Nicholls and is the home of many agricultural events as well as Nicholls Founders Day, which is an annual festival. Nicholls has a total of 1.9 square miles, with 0.02 square miles of water.

(Source: New Georgia Encyclopedia, Wikipedia, and the Douglas-Coffee Chamber of Commerce)

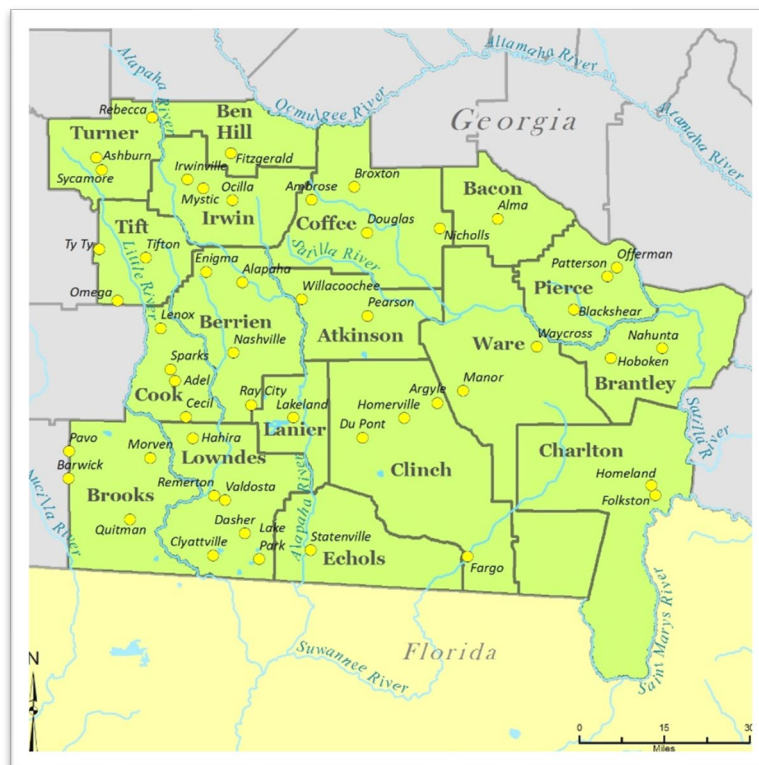
Map of Coffee County and Cities of Ambrose, Broxton, Douglas, and Nicholls



6. Consideration of Regional Water Plan and Environmental Planning Criteria

Suwannee-Satilla Regional Water Plan

Coffee County is within the area of the Suwannee-Satilla Regional Water Plan, which was adopted in June 2023.



Surface Water Resources, Counties, and Major Cities
Source: Suwannee-Satilla Regional Water Plan

The Suwannee-Satilla Council has identified 13 goals for the region, as established November 11, 2009. It is important to note that the goals summarized below are not presented in order of priority but were assigned a number to identify specific goals addressed in the water management practice selection process (Section 6).

Suwannee-Satilla Regional Water Plan Goals:

1. Manage and develop water resources to sustainably and reliably meet domestic, commercial, industrial water needs, and agricultural water needs, including all agricultural sectors (this includes the agro-forestry economy of the region).
2. Manage groundwater and surface water to encourage sustainable economic and population growth in the region.
3. Manage the regions and state's water resources to preserve and protect private property rights.
4. Ensure an adequate water supply of suitable quality to meet current and future human needs while protecting environmental resources.
5. Identify opportunities to optimize existing and future supplies and water and wastewater infrastructure.
6. Promote efficient use and management of surface and groundwater resources for sufficient supplies for current and future generations.
7. Protect and manage surface and groundwater recharge areas to ensure sufficient long-term water supplies for the region.
8. Protect, maintain, and, where appropriate and practicable, identify opportunities to enhance water quality and river base flows.
9. Protect and maintain regional water-dependent recreational opportunities.
10. Identify opportunities to manage stormwater to improve water quantity and quality.
11. Identify and implement cost-effective water management strategies.
12. Seek to provide economically affordable power and water resource service to all citizens of the region.
13. Identify and implement actions to better measure and share water use data and information.

The Regional Water Plan has adopted several Short-Term Water Quantity and Water Quality Management Practices, which the local comprehensive plan should include to manage water resources sustainably through the planning period and beyond. The most significant Needs in the Suwannee-Satilla Region are surface water availability gaps driven by agricultural usage. As such, most water supply management practices are intended to address agricultural surface water use.

In addition to addressing challenges, the Suwannee-Satilla Council identified several management practice recommendations in Table 6-1 to address forecast future uses. These recommendations include such practices as the additional sustainable development of groundwater and surface water in areas with sufficient water supply; best management practices for water quality issues such as non-point source runoff, nutrient loadings, and TMDLs in the region; and additional educational and ordinance practices. The selected management practices will over time address identified challenges and meet future uses when combined with practices for all shared resource regions.

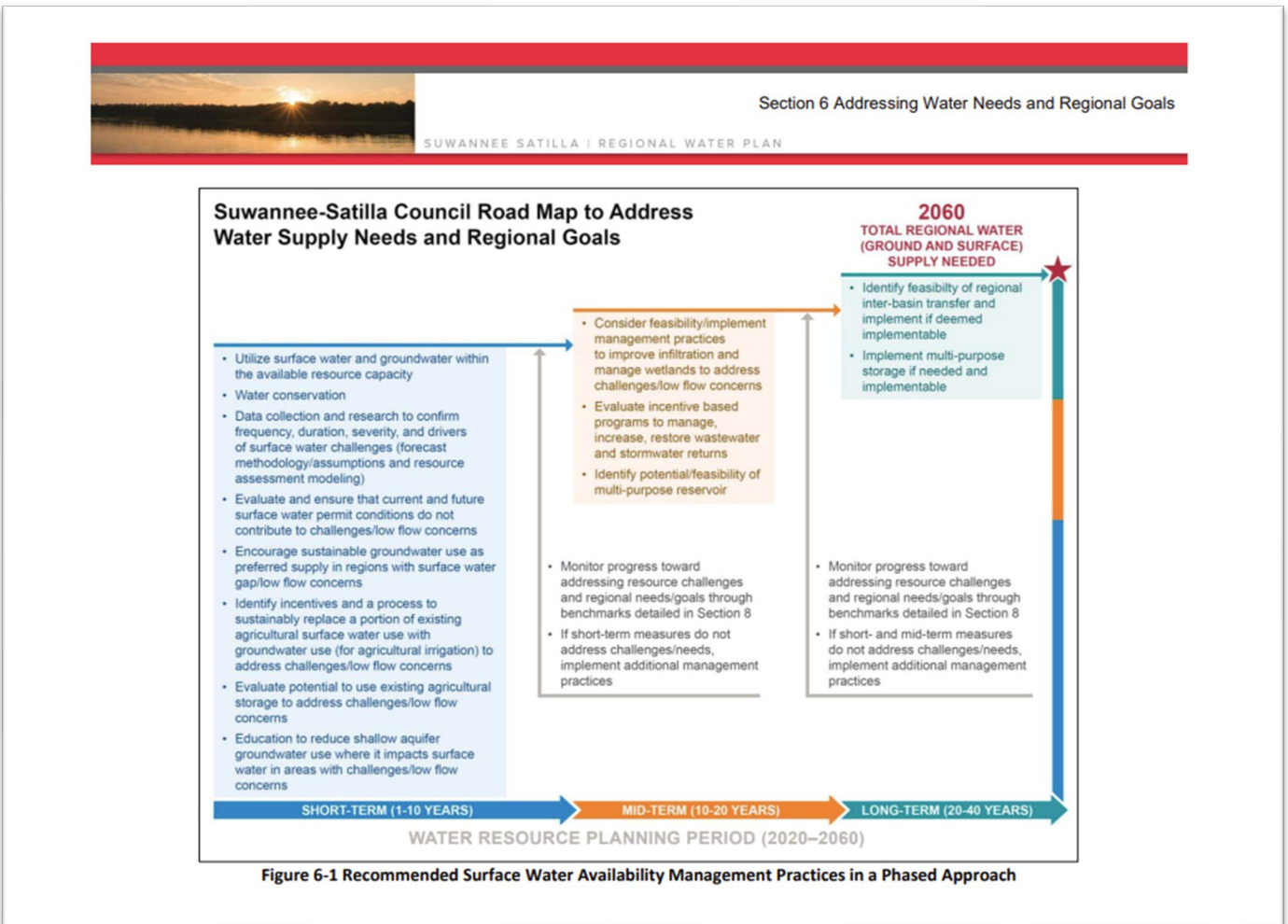
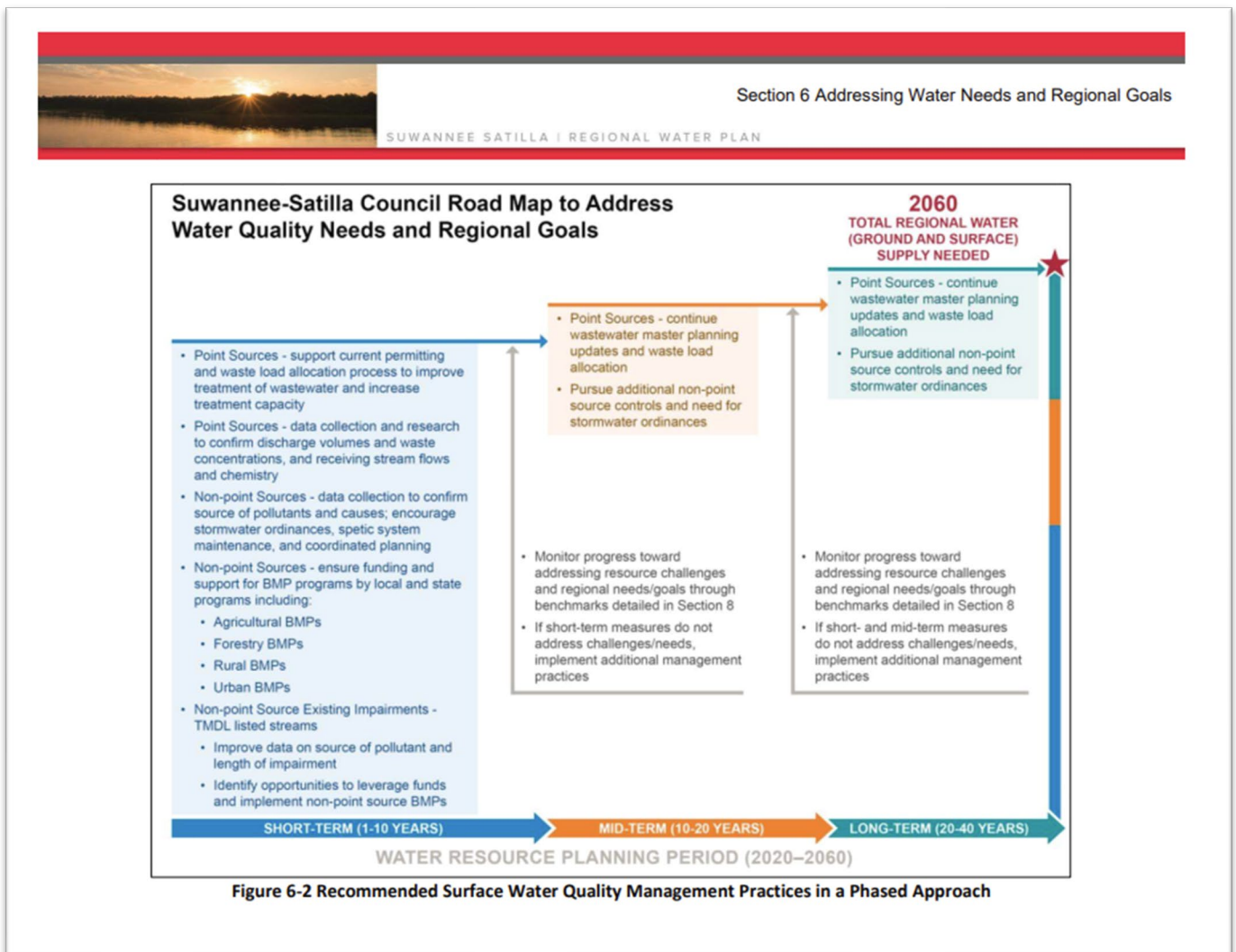


Figure 6-2 illustrates the Suwannee-Satilla Council's recommended suite of surface water quality management practices in a phased approach. Table 6-1 also includes the Suwannee Satilla Council's recommended management practices to address water quality challenges, including stream segments with limited localized dissolved oxygen assimilative capacity and insufficient wastewater permit capacity. The Suwannee-Satilla Council addresses challenges by identifying and recommending specific actions to add/improve infrastructure and improve flow and water quality conditions. Management practices that help improve river flows may also help improve water quality



Chapter 391-3-16, Rules for Environmental Planning Criteria

The Environmental Planning Criteria that are part of the Minimum Planning Standards deal specifically with the protection of water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains, the last of which is not applicable in this region. These criteria were developed by the Department of Natural Resources (DNR) as mandated in Part V of the Georgia Planning Act and the Mountains and River Corridor Protection Act.

The criteria require local governments to identify existing and future water supply watersheds and adopt a water supply watershed protection plan for their jurisdiction.

Some uses may be grandfathered, such as land uses existing before adopting a watershed plan, mining activities permitted by DNR, certain utility placements, unique forestry, or agricultural services.

The environmental guidelines also spell out criteria for delineating small and large water supply watersheds and protecting groundwater recharge areas, wetlands, and corridors. These criteria shall be incorporated into this comprehensive plan and addressed in more detail through local ordinances and land development code regulations.

II. PLAN ELEMENTS

1. COMMUNITY GOALS

The purpose of the Community Goals Element is to lay out a road map for the future of Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls; to generate local buy-in to the plan; and to ensure that the plan is implemented. Communities are encouraged to amend and update the goals as necessary.

1. Land Use

Support sustainable growth patterns by coordinating growth with existing and planned infrastructure. At the same time, maintain the small-town character of the smaller communities and ensure that land develops correctly, in a compatible fashion, preserving the community's identity.

2. Transportation

Encourage and maintain a safe, comprehensive, high-quality, multi-modal transportation system with infrastructure that considers surrounding land uses and the natural environment, minimizes traffic congestion, increases connectivity, and encourages pedestrian and cyclist access. Support efforts to improve transportation infrastructure in ways that will attract more people and support the local economy, creating an attractive environment for living and conducting business.

3. Economic Development

Sustain the attractive qualities of smaller communities through property upkeep, improvements, and attraction of businesses and activities that contribute to tourism. Proactively pursue economic development opportunities to continue growth, a healthy economy, and vibrant downtown areas while working with area and state economic development agencies to attract services and industries that better meet the area's needs.

4. Housing

Provide good-quality, safe, affordable housing to meet the community's needs and accommodate diverse persons by ameliorating existing housing concerns and building sufficient units to meet projected demand.

5. Natural Resources

Preserve existing natural resources, including soils, rivers, and lakes, by actively promoting the continued protection of these resources.

6. Cultural Resources

Develop and enforce adequate cultural controls to preserve the community's heritage and historical sites.

7. Community Facilities & Services

Encourage pride in the community by maintaining programs and services that meet the community's desires and needs and provide an optimal level of service to residents by actively reevaluating existing facilities and services, planning for needed facilities, and addressing the community's facilities and service needs.

8. Intergovernmental Coordination

Maintain a high level of intergovernmental coordination between local governments, neighboring communities, and state agencies to provide residents with the highest quality and level of services in a cost-effective environment while collaborating to share mutually beneficial knowledge and information and consolidate services when appropriate.

9. Broadband

Continue to provide digital broadband and communications to meet the current and future needs of residents, businesses, and industry.

2. Needs and Opportunities

A targeted plan delineating Needs and Opportunities is the cornerstone of effectively moving the community's vision forward. To develop and update this section, the Needs and Opportunities from the previous (2018) Comprehensive Plan for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls were reviewed and revised based on community stakeholders' input, ultimately refined by Southern Georgia Regional Commission staff. These updated Needs and opportunities have been instrumental in developing Community Policies and the Community Work Program.

The Needs and Opportunities in this section are grouped by the following major topic areas that are considered throughout the Comprehensive Plan:

1. Land Use
2. Transportation
3. Economic Development
4. Housing
5. Natural Resources
6. Cultural Resources
7. Community Facilities and Services
8. Intergovernmental Coordination
9. Broadband

1. LAND USE



Needs:

- 1.1. **Sprawl.** Most recent residential development in the County has been low-density, with scattered, isolated, and disconnected subdivisions. Low-density residential developments are unlikely to generate the tax base necessary for the infrastructure and services they require, such as roads and schools. In addition, a more scattered land use pattern causes residents to drive more miles, leading to more road strain and traffic congestion. Land use decisions should encourage future residential development closer to, or within, the Cities.
- 1.2. **Preservation of Agricultural Land.** Limited regulation has resulted in dispersed residential development throughout the County. To preserve the community's rural

character, land use decisions should focus on preserving agricultural land and discourage further major residential developments in isolated areas.

- 1.3. **Suburban Rural Development.** There is a need for suburban rural development to transition areas from unused/vacant agricultural lands to single-family residential developments on the outskirts of town.
- 1.4. **Vacant Property Downtown.** The smaller Cities (Ambrose, Broxton, and Nicholls) need revitalization in their historic Downtown districts.
- 1.5. **Code Enforcement.** Ongoing concern exists regarding home maintenance and building code enforcement. The County Planning and Zoning Department needs more staff resources to enforce building and zoning codes fully.
- 1.6. **Lack of Zoning.** The City of Ambrose has no zoning to regulate future land use decisions and is, therefore, at risk of having incompatible land uses.

Opportunities:

- ◆ **Improved Code Enforcement.** Greater resources devoted to code enforcement could help to eliminate issues such as blighted properties, poor yard upkeep, and trash.
- ◆ **Brownfields.** Coffee County has numerous brownfield sites ranging from former gas stations to larger former industrial sites. Two Brownfields in Douglas are the Coffee County Landfill and the former GA Dept of Transportation District 4 Main Headquarters. The other cities and the unincorporated county each have brownfields as well.
- ◆ **Infill Development and Redevelopment of Vacant Sites.** Opportunities for infill development exist in all four Cities (central business districts and neighborhoods). Also, many subdivisions in the unincorporated County were never completely built out and still have vacant lots. As many of these areas are already served by paved roads and school bus routes, they also present an infill opportunity.
- ◆ **Direct Future Growth.** Ensuring future development has greater benefits than costs to the community must be a priority. Growth should be targeted to areas where infrastructure is developed correctly to achieve this aim. The future development map and discussion of character areas should be employed as a guide for land use decisions.
- ◆ **Mixed-Use Downtown.** Especially in Downtown Douglas, efforts to incorporate a greater diversity of mixed uses should be encouraged. In particular, the development of housing above retail will help support the retail and commercial life of the area in off-peak hours. The Douglas Downtown Development Authority has opened new opportunities for redevelopment efforts downtown.
- ◆ **Overlay Districts.** Downtown Douglas's historic overlay district requires specific façade elements, building heights, and landscaping. As such, the area takes on a particular character, with common design standards that appeal to the eye. Such overlay districts could be added to other areas for a similar visual appeal. The future development map and character area discussions can help guide the creation of these districts.

- ♦ **Creation of a Zoning Ordinance.** To ensure that compatible land uses are an element of future development, the City of Ambrose should develop a basic zoning ordinance.

2. TRANSPORTATION



Needs:

- 2.1 Improve Railroad Crossing Safety.** Many at-grade railroad crossings continue to cause safety concerns and/or cause traffic congestion.
- 2.2 More Sidewalks and Bike Paths Needed.** Sidewalks need to be improved in many residential areas and other areas where people walk or would like to walk. More bicycle infrastructure is also desired. A bike path plan should be adopted and implemented.
- 2.3 Lack of Street Trees.** Some sidewalks need shade trees.
- 2.4 Prioritize Road Works Projects.** By developing a coherent, efficient plan for future road works expenditures, the County can plan for addressing road works needs according to appropriate priority.
- 2.5 Truck traffic** and its interaction with regular vehicular traffic is increasingly becoming a concern for Coffee County.
- 2.6 Unpaved Roads.** Many newer subdivisions in the County are built on dirt roads, with erosion problems and maintenance costs. The county currently allows unpaved roads in subdivisions with ten or fewer homes.
- 2.7 Paving Plan.** Coffee County currently has a 25-Year Paving Plan, which needs to be amended to a 15-Year Paving Plan.
- 2.8 School-Related Traffic Congestion.** Increasing traffic congestion around Coffee County Middle School is clogging roads and inhibiting traffic flow. The Middle School needs a turning lane.

- 2.9 Lack of Public Transit.** There is a need for more public transit in the community, especially for older people, and 7.7% of households (1,340 households) have no vehicle available (2021 Census estimate). The Coffee County Transit Development Plan calls for a demand-response public transit system, serving an estimated 431,200 trips annually. On-Demand transport, such as Uber, Lyft, and cabs, is needed.
- 2.10 Medical Transport.** There is a need for medical transport from hospital to home and from home to doctor's appointments for those confined to a bed.
- 2.11 Street Paving and Drainage.** Many roads in the County and Cities need repairs and/or repaving. Some streets have drainage issues and suffer from flooding.
- 2.12 Sidewalk Improvements.** Sidewalks should be installed for better connectivity.
- 2.13 EV Charging Stations.** There is a need for more EV charging stations throughout the county.
- 2.14 Downtown Traffic Congestion.** There is congestion in the downtown Douglas area that needs to be alleviated. Also, the train running through town can back traffic up.

Opportunities:

- ◆ **Bypass.** Consider installing a bypass to circumvent the downtown area and railroad tracks.
- ◆ **Passing Lanes.** On congested two-lane roadways where four-laning may not be cost-feasible, intermittent passing lanes may be a more cost-effective solution.
- ◆ **Improve the Appearance of US 441.** As a major gateway entering the community, 441 is essential in welcoming visitors, residents, and those temporarily passing through the community. Basic design improvements such as landscaping, vegetation buffers between streets and sidewalks, clear signage, street furniture, possibly widening, and streetlights can help make the street more attractive.
- ◆ **Pave Dirt Roads.** The County and Cities should establish priority lists of dirt roads to pave and should pave them as funding allows. Paved streets should be required in all new residential developments.
- ◆ **Expand Sidewalk Networks.** The Cities can increase walkability by continuing to build their sidewalk networks, including improving and maintaining pedestrian crosswalks. A Sidewalk Master Plan could help to prioritize these projects. Sidewalks should be required in all new residential developments.
- ◆ **Multi-Use Trail.** The Douglas Trail, a rails-to-trails path that runs 3 miles through the City of Douglas, is an asset to the community for recreation and non-motorized transportation. A planned extension of the trail will increase its appeal and usefulness.
- ◆ **Encourage Bicycle Traffic.** More bicycle parking, bike lanes, and trails could encourage bicycle tourism and recreational bicycling while expanding transportation options for people who want more exercise and those who do not own cars. The Douglas Trail is specifically an opportunity to encourage bicycle traffic in Downtown Douglas.

- ◆ **Public Transit.** A demand-response public transit system would provide much-needed transportation for those in need, increasing access to jobs and services.
- ◆ **On-going Transportation Infrastructure Maintenance.** Throughout the County and Cities, improvements should be made to storm drainage, road surfaces, sidewalk facilities, and curbs. The ongoing maintenance of these facilities will improve the community's appearance, facilitate a higher quality of life for residents, and create a pull factor for businesses considering the location in the area.
- ◆ **Scenic Corridors.** Transportation corridors with scenic views may want to be considered for special land use controls. Coffee County should consider pursuing a Rural and Scenic Byway designation for one of its scenic two-lane routes.
- ◆ **Long Range Transportation Plan.** A long-range transportation plan could effectively identify and prioritize current and projected transportation needs.
- ◆ **Coordinate Transportation and Land Use.** To preserve the efficiency of the community's roads, changes in land use (such as the construction of new subdivisions) should only occur in locations where the necessary road infrastructure is already in place.
- ◆ **Widening of Roadways.** Considering widening projects for highways, such as Hwy 32, 441, 221, etc., where feasible. Widening Hwy 41 would offer better connectivity to the Interstate.

3. ECONOMIC DEVELOPMENT



Needs:

- 3.1. **Limited Labor Force.** The County's labor force participation rate was only 54.1 percent in 2021. The State of Georgia had a 61.1 percent labor force participation rate. This limited labor force may discourage some employers from locating in the area. There is also a need for a fast-track program for getting non-disabled workers back into the workforce.
- 3.2. **Recruitment of Employers.** Attracting new businesses to locate in the community is an ongoing challenge.

- 3.3. Retention of Graduates.** Many graduates of the community's schools and colleges depart to other areas due to the lack of attractive employment options in the local area.
- 3.4. Provision of Adequate Infrastructure to Support Future Economic Development.** The County and Cities must work collaboratively to ensure adequate infrastructure (such as roads, water, and sewer) for industrial and commercial development.
- 3.5. Continued Poverty.** Poverty remains a pervasive problem in Coffee County, with 26.0% of people living in poverty (2021 Census estimate). Economic development efforts must seek strategies to help alleviate this situation through job training opportunities, creative childcare facilities, and attracting more quality jobs to the areas.
- 3.6. Vacant Commercial Property in Downtown Areas.** Vacant commercial property is an ongoing community concern, especially in the Cities of Broxton and Nicholls.
- 3.7. Community Aesthetics.** The County and Cities need various aesthetic improvements, including community gateways or welcome signs, street trees in some locations, and streetscaping.

Opportunities:

- ◆ **Leverage Local Training and Educational Resources.** The community has two excellent local training and educational institutions: South Georgia State College and Wiregrass Georgia Technical College. Both have tremendous opportunities for educational advancement and economic development. Expanded job training opportunities tailored to current employers' needs could help expand employment options for new graduates and those already in the workforce.
- ◆ **Attraction to Higher-Quality Jobs.** Expanded business recruitment, retention, and expansion efforts (including tax incentives) could help to increase the number of higher-paying jobs available in the community, thereby helping to alleviate unemployment and poverty.
- ◆ **Increase the Workforce.** A fast-track program for getting non-disabled adults back into the workforce could help to increase labor force participation and alleviate poverty.
- ◆ **Industrial Parks.** The County's four industrial parks offer access to rail lines, interstate highways (I-75, I-95, I-16, and I-10), and the seaports of Savannah and Jacksonville.
- ◆ **Satilla Industrial Park.** The Satilla Industrial Park has 175 acres that can be developed.
- ◆ **Spec Building.** 15 acres have been donated by the Development Authority to allow them to partner with MDT to construct a 100,000-square-foot spec building.
- ◆ **Airport.** The Douglas Municipal Airport has a 6,005-foot runway, accommodating a small jet plane.
- ◆ **Sewer and Water Capacity.** The City of Nicholls has developed advanced sewer and water capacity. This infrastructure could serve as an incentive for businesses to locate there. The city should collaborate with the Douglas-Coffee Chamber of Commerce to attract appropriate industry.

- ◆ **Childcare Facilities.** Employment possibilities for parents (primarily single parents) could be expanded, and poverty alleviated by providing expanded childcare options.
- ◆ **Entrepreneurship and Innovation.** Continue to build an environment that encourages local and regional entrepreneurship and innovation, possibly by creating an innovation center/business incubator focusing on agriculture, manufacturing, and logistics.
- ◆ **Attract Seniors to the City.** The City of Douglas has many attributes that make it an attractive location for a senior/retiree population. These attributes include a friendly small-town environment, low cost of living, moderate weather, and a high degree of medical specialization. The senior center is an additional resource to be utilized.
- ◆ **Health Care System.** The healthcare system in Douglas is among the best in Southeast Georgia. Local governments and economic developers should continue to work with the Coffee County Regional Medical Center to grow and expand this industry within Coffee County.
- ◆ **Tourism.** Coffee County has many unique sites that could draw tourists, including General Coffee State Park, Broxton Rocks, and the historic Downtowns of the Cities. According to the Georgia Department of Economic Development, in Coffee County in 2021, the tourism industry supported 822 jobs, generated \$63.9 million in direct travel spending, up almost 15% from the previous year, created \$3.6 million in Federal sales tax revenue, and generated \$4.6 million in state and local tax revenues. 3.5% of all Coffee County jobs are tourism (822 jobs) related.
- ◆ **Labor Industries:** Continue to support the labor industries within Coffee County. Labor income was roughly \$16.6 million in 2022.





- ◆ **Continue Backing the Coffee County Douglas Chamber of Commerce.** Much of the recent economic growth in the community is attributed to the ongoing efforts of the local Chamber of Commerce. The Chamber's efforts have helped lead the City and surrounding County to high growth unseen by neighboring communities. Ensuring the ongoing prominence of this agency will likely help facilitate the continued growth of the local economy.



- ◆ **Attract More Local Retail.** In cooperation with the Douglas-Coffee Chamber of Commerce, the Cities could work to recruit local businesses to their downtown areas to fill vacant storefronts and fuel the local economy.
- ◆ **High-end Restaurants and Shopping.** Douglas has a limited quantity of high-end restaurants and shops. Residents highly desire them and can serve the tourist and business groups that flow in and out of the city for short stays.
- ◆ **Douglas Main Street Program.** The Douglas Main Street Program is an excellent opportunity to ensure that the downtown core is sustainably redeveloped. The resources and partnerships established due to this program should be preserved.

- ◆ **Streetscaping in Downtown Areas.** Especially in the smaller cities, improvements to streetscaping, including park benches, lamp posts, façade improvements, and planters, could increase attractiveness to visitors while preserving small-town character.
- ◆ **City Branding.** For the County and Cities, identifying and promoting a community theme that highlights each community's unique characteristics can help foster community pride and spur positive growth. Such themes are often associated with annual festivals.
- ◆ **Community Cleanliness.** Improved trash pickup, litter control, and recycling could help enhance the community's appearance and attractiveness to visitors and potential businesses.

4. HOUSING



Needs:

- 4.1. **Barriers to Affordability.** More affordable housing is needed in the community.
- 4.2. **Substandard Housing.** Substandard and dilapidated housing continues in the community, including manufactured and site-built homes. This is an issue in the Oak Park area and other areas.
- 4.3. **Lack of High-End Housing.** The City of Douglas needs more high-quality housing for professional workers (for example, those in the medical field). This could include single-family homes as well as high-end apartments.
- 4.4. **Vacant Housing.** According to 2021 Census estimates, 11.9% of housing units in Coffee County (including the Cities) are vacant, compared with a statewide rate of 8.8%.
- 4.5. **Domestic Violence Shelter.** There is no domestic violence shelter within the County; a shelter serves the community in Waycross.
- 4.6. **Drug Treatment.** There is a drug court in the community and Still Waters Recovery Center for Women. However, there is still a need for a crisis stabilization facility to help the homeless and other individuals in need.
- 4.7. **Homeless.** There are no homeless shelters in Coffee County, and there are no estimates of the homeless population.
- 4.8. **Rental Market.** There is a need for short-term and long-term rental housing.

Opportunities:

- ◆ **Attract Residential Development to Downtown Douglas.** Zoning in downtown Douglas is designed to allow for housing above retail and office uses. Downtown Douglas has several buildings that could be converted to lofts, providing attractive housing for young professionals and empty nesters. Downtown residents could help revitalize older buildings, support existing and new businesses, and populate the streets, creating a safer and more vibrant Downtown. The nearby hospital and colleges are excellent potential markets for this type of housing.
- ◆ **Housing Rehabilitation Program.** The Department of Community Affairs currently has a program to assist in rehabilitating aging housing.
- ◆ **Redevelopment Opportunities.** The community has many redevelopment opportunities, particularly in areas containing older housing stock that needs to be better maintained or meet current building codes.
- ◆ **Urban Redevelopment Plan.** An urban redevelopment plan was created in 2015 for the Oak Park Subdivision. Having this plan in place gives the County broader powers to eliminate blight.
- ◆ **Drug Treatment.** Still Waters Recovery Center has been established within the community and is a long-term residential facility for women. The community has also set up a Drug Court Program that helps to rehabilitate offenders.

5. NATURAL RESOURCES



Needs:

- 5.1. **Water Quality.** The Seventeen Mile River, Satilla River, and some smaller streams in Coffee County are listed as “impaired” under the federal Clean Water Act for multiple pollutants, including arsenic and fecal coliform.
- 5.2. **Underutilized Tourism Resources.** The community has unique natural areas, such as Broxton Rocks and General Coffee State Park, which need to be utilized to their full potential for recreation and ecotourism, and some unique festivals and other events.
- 5.3. **Recycling.** Continue to investigate means for recycling.

Opportunities:

- ◆ **Preserve Wetlands.** 18.8% of the total area of Coffee County consists of wetlands. These are integral to the area's ecosystem and should be preserved.
- ◆ **General Coffee State Park** is a great asset to the community, drawing over 90,000 visitors annually and offering a heritage farm, hiking trails, equestrian trails, canoeing, camping, and popular events such as the Pioneer Harvest Festival and Love Bug Festival.
- ◆ **Broxton Rocks** is a unique site, a highly sensitive ecosystem, yet underutilized. By partnering with the Nature Conservancy, the County could tap into this site's potential as an ecotourism destination.
- ◆ **Preservation of Agricultural and Forest Land.** By encouraging future residential development within or close to the Cities, the community can preserve its rural and small-town character and existing natural resources.

6. CULTURAL RESOURCES



Needs:

- 6.1 Preservation of Historic Homes and Historic Downtowns.** The County and Cities have several historic homes at risk due to age and minimal rehabilitation efforts. The cities of Broxton and Nicholls have several historic buildings in their Downtown areas that need repair and some that are beyond repair.
- 6.2 Promotion of Local Cultural Events.** The communities need to support their local cultural events and festivals.
- 6.3 Preservation of Historic Buildings and Homes.** Various opportunities exist to preserve and rehabilitate historic properties, including programs offered by the Department of Community Affairs.

Opportunities:

- ◆ **Partnerships to Protect Historic Resources.** The county and cities can partner with the Historic Preservation Committee and other organizations to preserve historic resources. The community has four districts listed in the National Register of Historic Places: The Gaskin Avenue Historic District, the Downtown Douglas Historic District, the Eleventh

District A & M School-South Georgia College Historic District, and the 63rd Army Air Forces Contract Pilot School.

- ◆ **Develop WWII Training Site.** The historic 63rd Army Air Forces Contract Pilot School, adjacent to the airport, has great historical value, has been re-zoned to Planned Development, and presents a unique opportunity for further development combined with historic preservation.



- ◆ **Preservation of Historic Buildings and Homes.** Various opportunities exist to preserve and rehabilitate historic properties, including programs offered by the Department of Community Affairs.

7 COMMUNITY FACILITIES & SERVICES



Needs:

7.1 Stormwater and Drainage Improvements. Stormwater drainage and flooding are ongoing concerns in certain areas in the County and Cities.

7.2 Aging Infrastructure. Water and sewer systems, streets, roadways, natural gas lines, and bridges in various locations throughout the County and all the cities need repairs and improvements.

7.3 Limited Sewer and Water Capacity. As the community grows, sewer and water capacity become increasingly important concerns. Expanded capacity is needed to some degree for all jurisdictions to attract new businesses.

7.4 Roadway Trash. Coffee County continues to experience a sizable amount of trash and debris on roadways, stemming from through-traffic trucks littering.

- 7.5 Growing Spanish-Speaking Population.** To meet the needs of the growing Spanish-speaking population, the County should consider the availability of translation services and bi-lingual publications.
- 7.7 Substance Abuse.** Substance abuse is an ongoing concern in the community. Potential coordination efforts should be considered with law enforcement officers, the local school board, and the Douglas-Coffee County Parks and Recreation Department.
- 7.8 Youth Activities.** There is still a need to get more youth involved with recreational activities.

- 7.9 Limited Street Lighting.** Street lighting must be improved in certain areas in the county and cities.
- 7.10 Aging Population.** As the median age of the community's residents continues to increase, more services for older people will be needed. There are some senior living developments within the community, but more are needed.
- 7.11 EMS Housing.** The cities should consider housing EMS units within their communities.
- 7.12 Senior Center.** Broxton, Ambrose, and Nicholls need services for aging people.

Opportunities:

- ◆ **Broxton Senior Center.** Use a portion of the renovated former school building for the Senior Center.
- ◆ **Youth Activities.** Continue to a partnership with the local school board to help identify resources that will best meet the desires of the community's youth. Activities/programs should be considered for all age groups.
- ◆ **Community Trash Pickup Events.** Active enforcement of anti-littering ordinances could help address roadway trash.
- ◆ **Community Walking Paths.** The walking paths in Broxton and Douglas (at North Madison Park and Wheeler Park) are popular with residents. Improvements, additions, and new paths could be a further asset to the community.
- ◆ **Recreational Services.** Coffee County and the City of Douglas operate a joint Parks and Recreation Department. The City and County should continually work collaboratively to ensure that the residents of the unincorporated County have access to appropriate recreational services.
- ◆ **Continue Service Enhancements to Accommodate and Attract Growth.** To attract growth, the County and all Cities should continue to improve public services, community facilities, infrastructure, parks, public spaces, and recreation opportunities.
- ◆ **Sewer and Water Improvements.** The County and all Cities can work together to identify sewer and water needs and expand water and sewer capability for economic development.
- ◆ **Stormwater Drainage Improvements.** The community can alleviate flooding and improve stream water quality by improving stormwater drainage infrastructure in certain areas.
- ◆ **Recycling.** The City of Douglas should continue evaluating and monitoring opportunities for recycling.



- ♦ **Marketing of Services.** The City of Douglas offers many services and resources for its residents, not all of which are adequately marketed. Increased marketing, including the growing Spanish-speaking population, would help increase participation and access.
- ♦ **City Pool.** The Douglas City Swimming Pool is a great asset to the community, helping to bring aquatic-related events and indirectly serving as an asset for economic development.
- ♦ **Continuation of High-Quality Public Safety.** Coffee County lacks many issues prevalent in large metropolitan areas. To maintain this status, Douglas must fully support its policing and crime management programs, especially after increased gang activity and crime. The City of Douglas Police Department has a long-range need for a new police department building.
- ♦ **Senior Center.** Broxton, Ambrose, and Nicholls should partner with the City of Douglas to provide services for older people.

8 INTERGOVERNMENTAL COORDINATION



Needs:

- 8.1 **Coordination of Code Enforcement with County.** Limited code enforcement is a countywide concern. Efforts to coordinate code enforcement across the county and cities may lead to a more cost-effective strategy and better service delivery.
- 8.2 **Coordinate Upkeep and Improvement of Recreational Facilities.** The county and cities could work more closely with the Coffee-Douglas Parks and Recreation Department to maintain and improve parks and related facilities, as necessary.
- 8.3 **Improved Coordination and Collaboration.** There is good coordination and collaboration between the local governments, but opportunities for improvement still exist.

Opportunities:

- ♦ **Shared location for Public Safety and Judicial Services.** A collaborative effort to put all public safety and judicial services into a single shared location would allow for community needs to be addressed more efficiently and effectively.

- ◆ **Coordinate Development and Education.** Opportunities may exist for new housing near schools, especially Coffee High School and Coffee Middle School. Building schools close to residences can lower bussing costs and improve traffic flow. The Board of Education should be involved in major land use decisions related to residential development.
- ◆ **Joint Tourism Marketing.** The community has many good-quality hotels, restaurants, a State Park, and other amenities. The county and cities can pursue joint marketing strategies to promote tourism, including ecotourism.
- ◆ **Continually Collaborate with the State Department of Transportation.** A strong relationship with the Georgia Department of Transportation is necessary to achieve local transportation goals. Developing a clear vision of what improvements are needed is essential for practical lobbying efforts.
- ◆ **Pursue Creative Funding Sources.** To secure funds for needed projects and programs, the county and cities should continue active collaboration with the Chamber of Commerce, Regional Commission, and state agencies to identify potential grants and other funding sources.

9 BROADBAND



Needs:

- 9.1 Lack of Sufficient Coverage.** The need for sufficient digital broadband coverage in Coffee County limits educational and economic development opportunities and causes communication problems for police, fire, hospital, and EMS.
- 9.2 Affordability and Access.** More affordable, accessible, and higher-speed broadband access is needed throughout Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, to serve residential, commercial, and industrial uses.
- 9.3 Infrastructure.** Technological product development is outpacing the availability of broadband infrastructure; medical centers, schools, libraries, and businesses need to keep up with product developments yet are unable due to the limits of the infrastructure in rural areas.

Opportunities:

- ◆ **Services.** Better broadband services will improve the future for all citizens and the business community.
- ◆ **Partnership.** Encourage partnership of providers to allow better broadband services.
- ◆ **Coverage.** Public/private partnerships could be developed to provide consistent, reliable, and equitable comprehensive broadband coverage.
- ◆ **Infrastructure.** Broadband infrastructure may be included during road project development to increase project efficiencies and outcomes.

3. Analysis of Data and Information

Data source: U.S. Census Bureau (www.census.gov)

Coffee County

According to 2020 U.S. Census Bureau American Community Survey 5-year estimates, the population of Coffee County is 43,092, a slight increase of 0.11% since 2016. According to 2021 estimates, the age distribution in Coffee County is 14.0% over 65, 58.5% ages 20-64, and 27.5% under 20. The median age in Coffee County is 37.5.

Ambrose

The City of Ambrose's population is 327, according to the 2020 Census, and is declining yearly at -1.55% annually. The City of Ambrose's age distribution is 19.04% over 65, 51.2% ages 20-64, and 29.1% under 20. The median age is 39.8.

Broxton

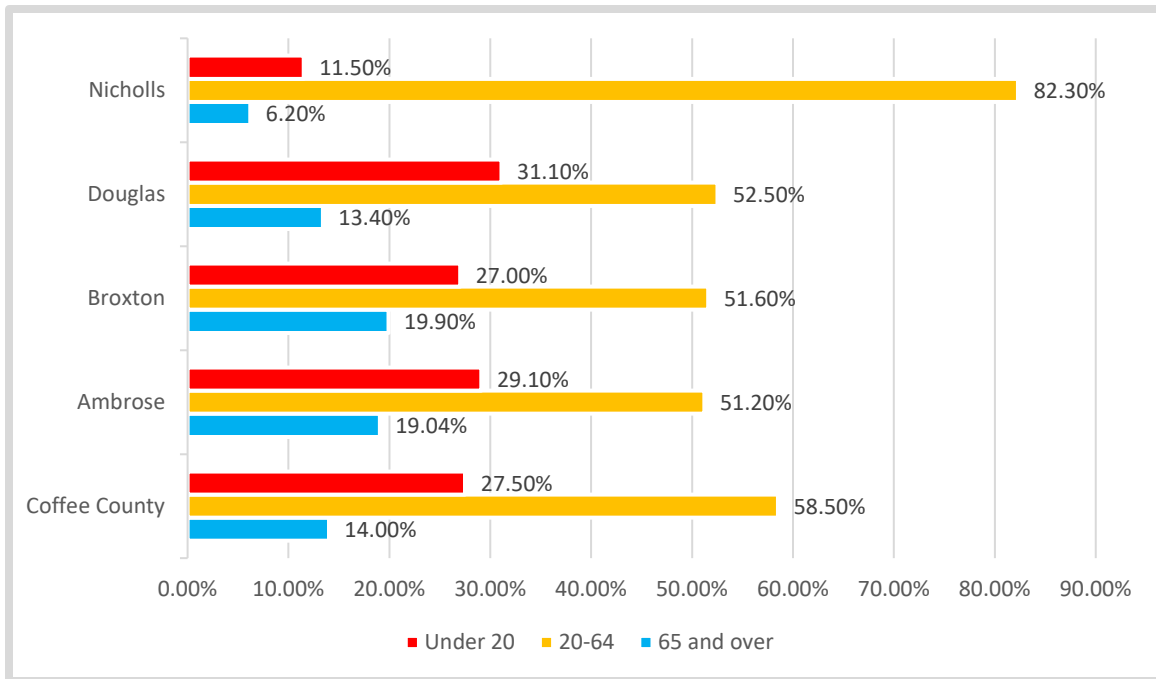
The City of Broxton's 2020 population is 1,060. Broxton has decreased in population every year since 2010. From 2010 to 2021, the population decreased by approximately 13%. According to 2021 estimates, the age distribution in Broxton is 19.9% over 65, 51.6% ages 20-64, and 27.0% under 20. The median age in Coffee County is 49.6.

Douglas

The City of Douglas's 2020 population is 11,722. Douglas's current growth rate is 0.11% annually, but its population has increased by 0.22% since the most recent census. In the City of Douglas, the age distribution is 13.4% over 65, 52.5% ages 20-64, and 34.1% under 20. The median age is 37.3.

Nicholls

The City of Nicholls' 2020 population is 3,147. Nicholls is growing at a rate of 1.10% annually but its population has decreased by -3.48% since the most recent census. In the City of Nicholls, the age distribution is 6.2% over 65, 82.30% ages 20-64, and 11.5% under 20. The median age is 37.



RACE AND ETHNICITY

Coffee County

The 2021 population of Coffee County is 59.0% White/Caucasian, 27.8% Black/African American, 6.9% some other race, 5.0% two or more races, 0.7% Asian, and 0.5% Native American. The Hispanic or Latino population is estimated at 12.6%.

Ambrose

The City of Ambrose's population is 57.8% White/Caucasian, 12.5% Black/African American, 0.3% Asian, 31.9% Hispanic, 26.6% some other race, and 2.75% two or more races.

Broxton

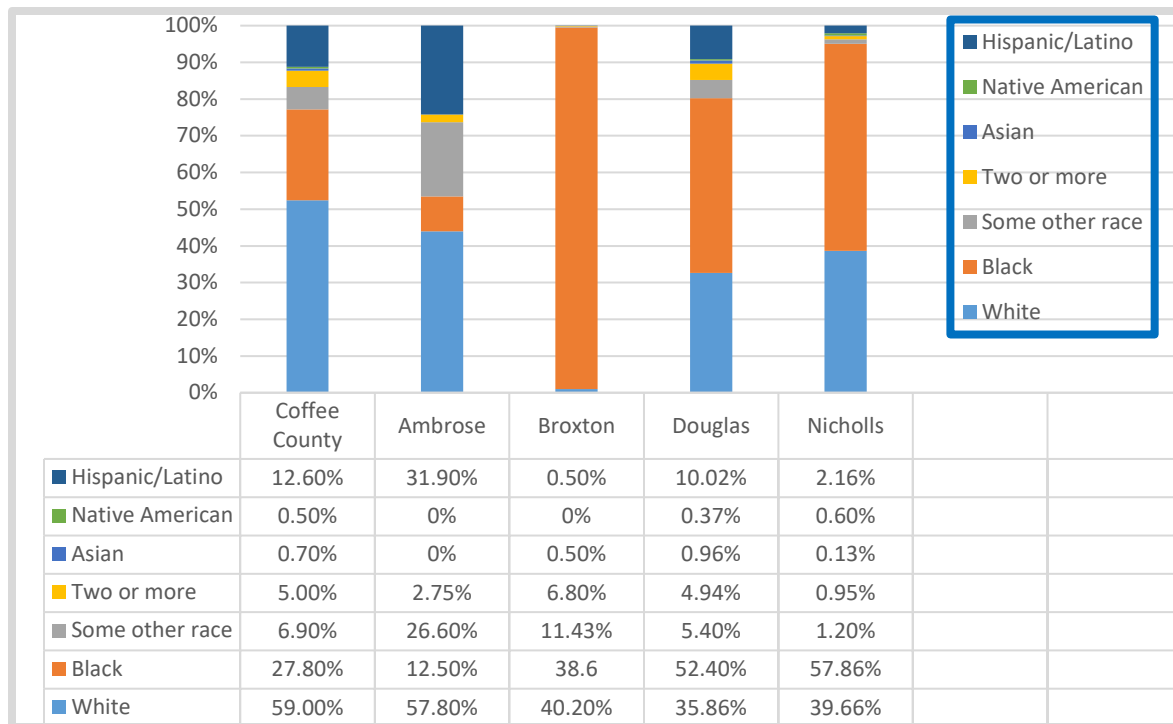
The City of Broxton's population is 40.2% White/Caucasian, 38.6% Black/African American, 11.43% some other race, 0.5% Asian, 0.5% Hispanic, and 6.8% two or more races.

Douglas

The City of Douglas's population is 35.86% White/Caucasian, 52.40% Black/African American, 0.37% Native American, 0.96% Asian, 10.02% Hispanic or Latino, 5.40% some other race, and 4.94% two or more races.

Nicholls

The City of Nicholls' population is 39.66% White/Caucasian, 57.86% Black/African American, 0.06% Native American, 0.13% Asian, 2.16% are Hispanic or Latino, 1.20% some other race, and 0.95% two or more races.



EDUCATION ATTAINMENT

Coffee County

As of 2021, of persons aged 25 or older in Coffee County, 22.8% have no high school diploma, 39.2% are high school graduates (includes equivalency) with no further education, 17.3% have some college with no degree, 6.7% have an associate degree, 19.3% have a bachelor's degree, and 4.7% have a graduate or professional degree.

Ambrose

Among persons aged 25 or older in the City of Ambrose, 18.9% have no high school diploma, 36.0% are high school graduates (includes equivalency) with no further education, 19.5% have some college with no degree, 13.0% have an associate degree, 7.9% have a bachelor's degree, and 4.7% a graduate or professional degree.

Broxton

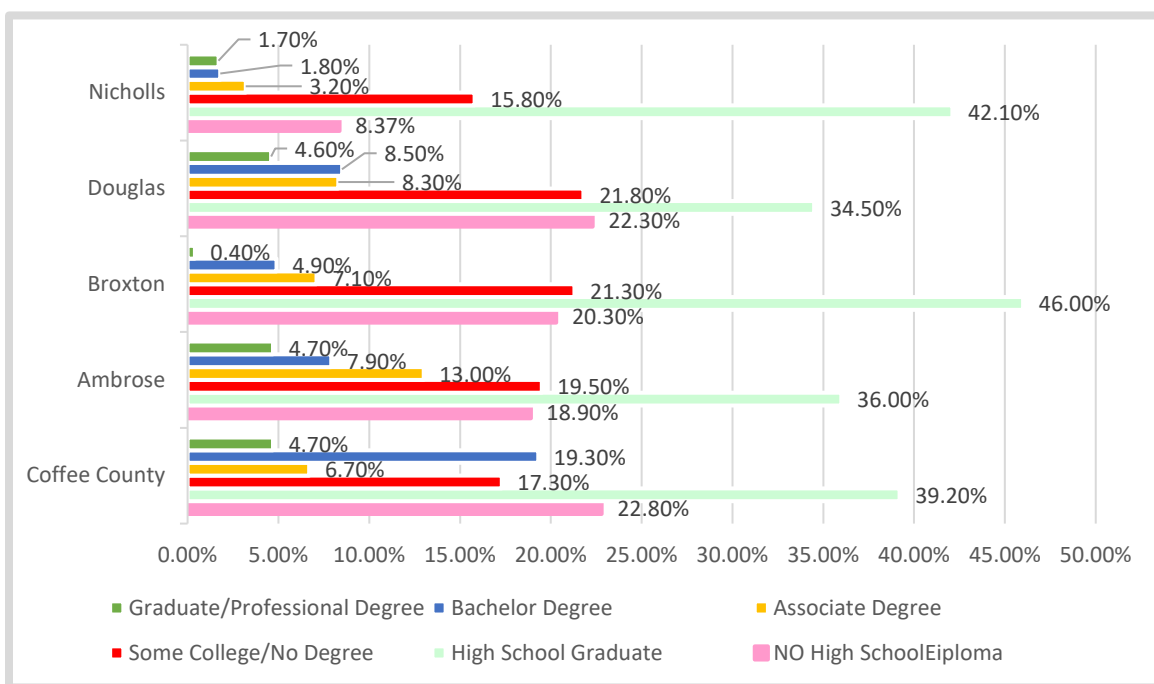
Among persons aged 25 or older in the City of Broxton, 20.3% have no high school diploma, 46.0% are high school graduates (includes equivalency) with no further education, 21.3% have some college with no degree, 7.1% have an associate degree, 4.9% have a bachelor's degree, and 0.4% have a graduate or professional degree.

Douglas

Among persons aged 25 or older in the City of Douglas, 22.3% have no high school diploma, 34.5% are high school graduates (includes equivalency) with no further education, 21.8% have some college with no degree, 8.3% have an associate degree, and 8.5% have a bachelor's degree, and 4.6% have a graduate or professional degree.

Nicholls

Among persons 25 or older in the City of Nicholls, 8.37% have no high school diploma, 42.1% are high school graduates (includes equivalency) with no further education, 15.8% have some college with no degree, 3.2% have an associate degree, 1.8% have a bachelor's degree, and 1.7% have a graduate or professional degree.



HOUSEHOLD INCOME AND POVERTY

Coffee County

As of 2021 (US Census Bureau American Community Survey 5-year estimates), the median household income is \$44,450 in Coffee County.

According to the latest 2021 five-year Census Bureau American Community Survey estimates. 33.0% of the population under the age of 18 years are living in poverty, 21.4% higher than the national average and 19% higher than Georgia's.

Ambrose

In the City of Ambrose, the median household income is \$32,885.

30.2% of the population under the age of 18 years in Ambrose lives below the federal poverty level. This is 18.6% higher than the national average., 47.7%, and 35.25 Higher than Georgia's.

Broxton

In the City of Broxton, the median household income is \$22,228.

31.5% of the population in Broxton is determined to be in poverty. This is 19.9% higher than the national poverty level. 46.4% under 18 live in poverty, and 17.5% are more elevated than Georgia's.

Douglas

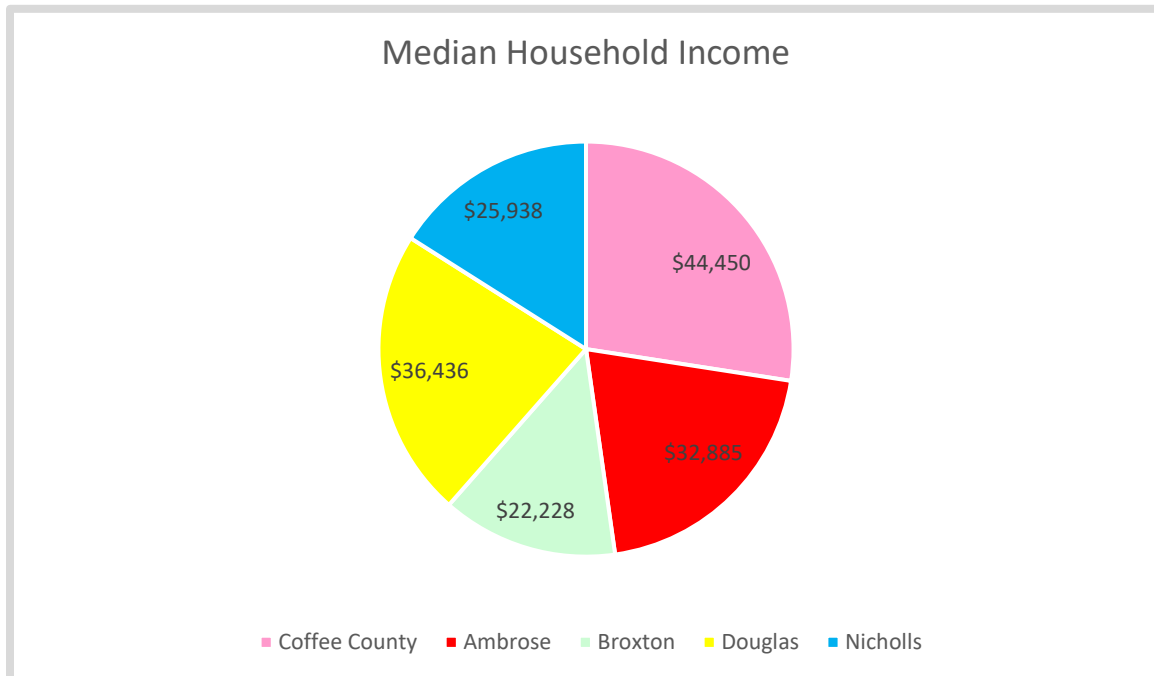
In the City of Douglas, the median household income is \$36,436.

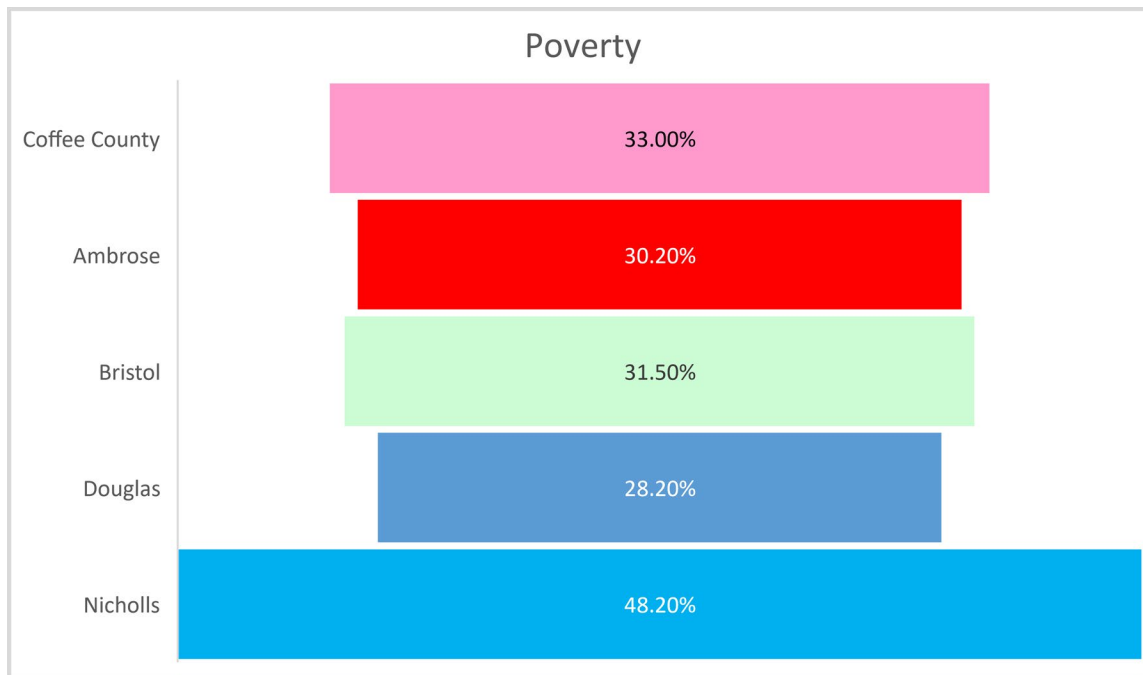
28.2% of the population 18 years and younger in Douglas are determined to be living in poverty. This number is 16.6% higher than the national poverty level and 14.2% higher than Georgia's.

Nicholls

In the City of Nicholls, the median household income is \$25,938.

48.2% of the population, 18 years of age and under, live in poverty. This is 36.6% higher than the national poverty level and 4.2% higher than Georgia's.





HOUSING VALUES

Coffee County

There are 17,331 total housing units in Coffee County. The median property value is \$107,900. 25.0% of the housing units are valued at less than \$50,000, 22.1% are valued at \$50,000 to \$99,999, 17.0% are valued at \$100,000 to \$149,999, 14.5% are valued at \$150,000 to \$199,999, 13.3% are valued at \$200,000 to \$299,999, 6.8% are valued at \$300,000 to \$499,999, 1.1% are valued at \$500,000 to \$999,999, and 0.1% are valued at \$1 million or more.

Ambrose

In 2021, the median property value in Ambrose was \$83,800. The largest share of households ranges from \$80K to \$90K. 19.0% of the housing units are valued at less than \$50,000, 35.3% are valued at \$50,000 to \$99,999, 20.0% are valued at \$100,000 to \$149,999, 13.5% are valued at \$150,000 to \$199,999, and 12.2% are valued at \$200,000 to \$299,999.

Broxton

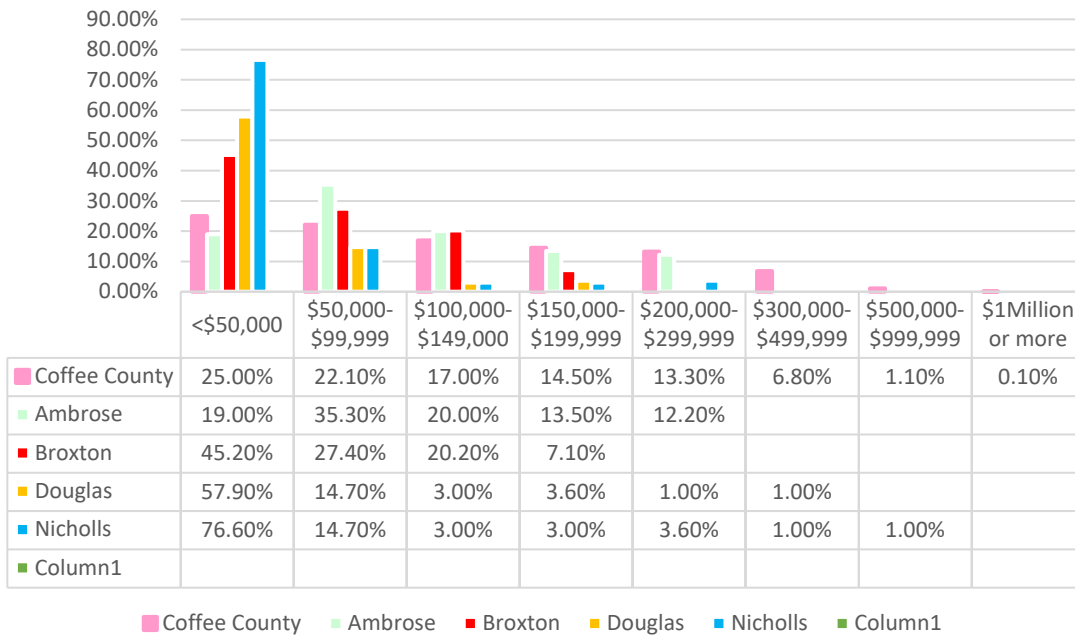
In 2021, the median property value in Broxton was \$55,800. 45.2% of the housing units in Broxton are valued at less than \$50,000. 27.4% are valued at \$50,000 to \$99,999, 20.2% are valued at \$100,000 to \$149,999, and 7.1% are valued at \$150,000 to \$199,999.

Douglas

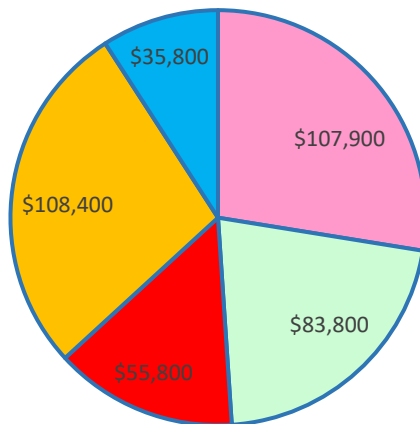
The median property value for 2021 in Douglas grew to \$108,400 from the previous year's value of \$103,900. 57.9% of the housing units in Douglas are valued at less than \$50,000. 23.6% are valued at \$50,000 to \$99,999, 4.2% are valued at \$100,000 to \$149,999, 3.5% are valued at \$150,000 to \$199,999, 0.8% are valued at \$500,000 to \$999,999.

Nicholls

Nicholls' 2021 median property value is \$35,800. 76.6% of the housing units are valued at less than \$50,000, 14.7% are valued at \$50,000 to \$99,999, 3.0% are valued at \$100,000 to \$149,999, 3.6% are valued at \$200,000 to \$299,999, 1.0% are valued at \$300,000 to \$499,999, and 1.0% are valued at \$500,000 to \$999,999.



Median Property Value



■ Coffee County
 ■ Ambrose
 ■ Broxton
 ■ Douglas
 ■ Nicholls

4. Broadband Service Element

In recognition of the importance of broadband infrastructure to the vitality of communities, the Georgia legislature passed the Achieving Connectivity Everywhere (ACE) Act (SB 402) in 2018. The Act provides planning, deployment, incentives, and other purposes for broadband services. It also requires comprehensive plans to promote the deployment of broadband services. Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls recognize the importance of broadband expansion by including this Element in their Comprehensive Plan.

Percent of Unserved Locations: 20%

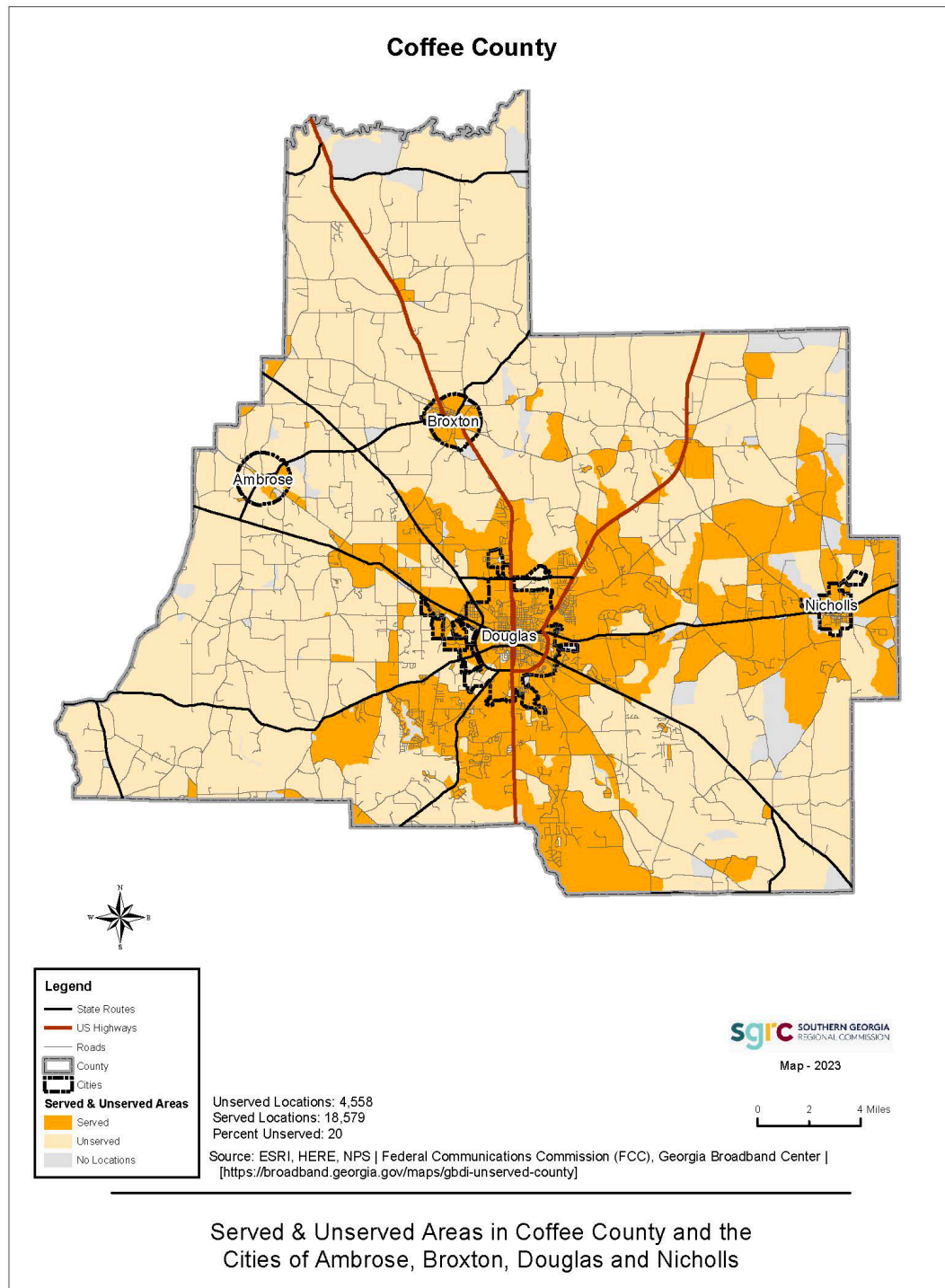
Total Population:	43,902
Unserved Locations:	4,558
Served Locations:	18,579
Total Households:	14,832
Total Households with the Internet:	11,080
Households with Computer:	12,667

Broadband services enable residents to access vital healthcare, economic opportunity, and education. Expansion of rural broadband and improvement in the position of broadband services can address concerns of resident out-migration. Effective and efficient broadband enables internet-based businesses to succeed in the global economy. Educating upcoming students in web literacy and digital skills training isn't easy without adequate broadband speed and connectivity.

The latest data shown in Map 1 identifies 20% of the locations in Coffee County as unserved. As more granular data becomes available, more accurate classification is expected, and the unserved percentage is anticipated to rise or could be offset by expanding broadband infrastructure.

County statistics are based on a fixed, terrestrial broadband definition of 25 megabits per second down and three megabits per second up.

Map 1: Served & Unserved Areas in Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls



According to the 2017-2021 U.S. Census, 88.0% of households in Coffee County have a computer, compared to 93.1% of homes in the United States. Broadband internet subscriptions in the County were held by 76.3% of households, compared to 87.0% held in the United States. (*Census.gov*) During the analysis of broadband services provision in Coffee County in 2022, an electronic poll was distributed to residences, businesses, hospitals, government bodies, libraries, and educational facilities. There were 178 responses received in total. 98.31% were residential, 2.25% were non-residential/Commercial, 0.56% were schools, 0.56% were hospital/medical centers, and 0.56% were home offices. Cable Modems had the highest percentage of internet access available at 64.07%, with Mobile/Wireless at 39.33%. 67.98% of responses indicated that their internet service options are not adequate. 77.53% indicated that reliability does not sufficiently meet their needs. 73.60% indicated that the internet speed was not sufficient for their needs.

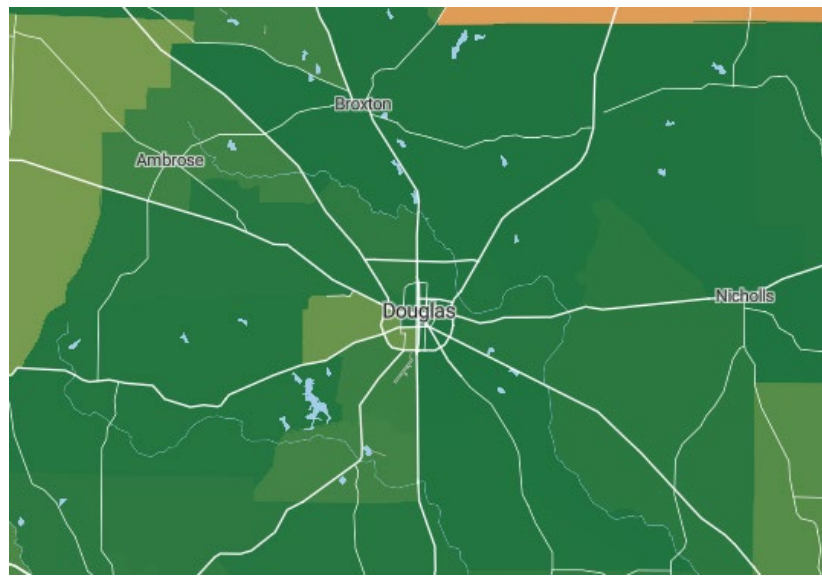
The average home in Coffee County can get up to 714 Mbps on its fiber internet plan. The fastest fiber download speed in the county is 1,000 Mbps, which is available for 24.11% of residents. Less than 1% of homes can purchase plans up to 25 Mbps on the slower end. Cable is the fastest internet service available for 57.70% of the county, DSL is the fastest for 15.50% of the population, fixed wireless is most rapid for less than 1%, and satellite internet may be the only option for 2.26% of the Coffee County.

Coffee County has seven internet service providers, as shown in the below chart:

PROVIDER	COVERAGE IN COFFEE COUNTY	DATA DOWNLOAD SPEEDS (Mbps)	DATA UPLOAD SPEEDS (Mbps)
Windstream/DSL	88.32%	126	121
Vyve Broadband/Cable	78.58%	1,000	15
Windstream/Fiber	21.62%	25 - 922	25-922
atc Broadband/Fiber	13.92%	100 - 464	10 - 411
XFINITY (Comcast)/Cable	1.72%	931	
atc Broadband/DSL	1.54%	6.0 - 25	1.0
Plant Telecommunications/DSL	1.12%	10	1.0
T-Mobile Fixed Wireless	17.96%	25	3.0

Map 2 below shows the internet coverage in Coffee County. Areas in green are more likely to have fiber, cable, DSL, or fixed wireless internet service. Windstream is the most widely available provider in Coffee County.

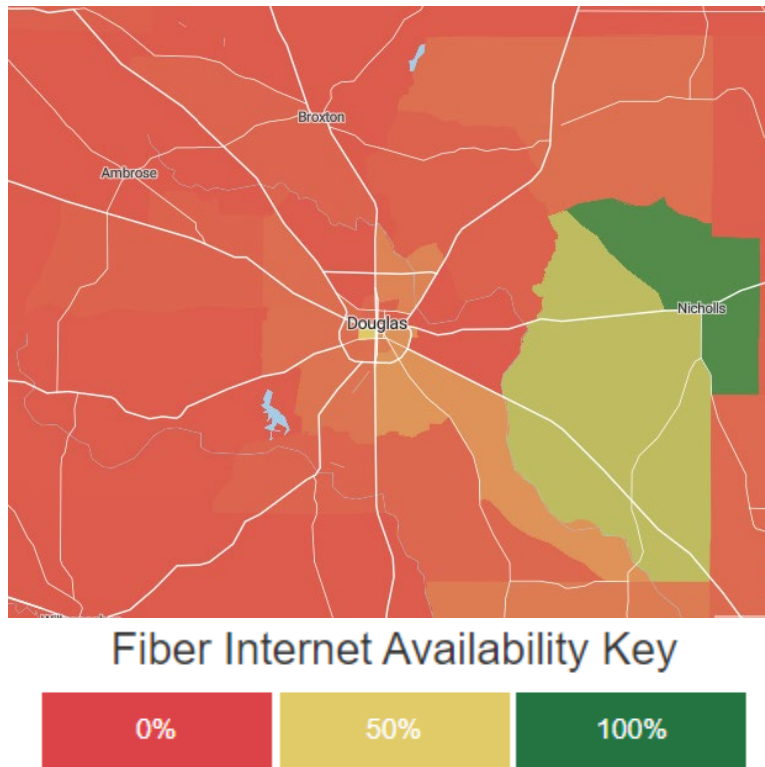
Map 2: Internet Coverage in Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls



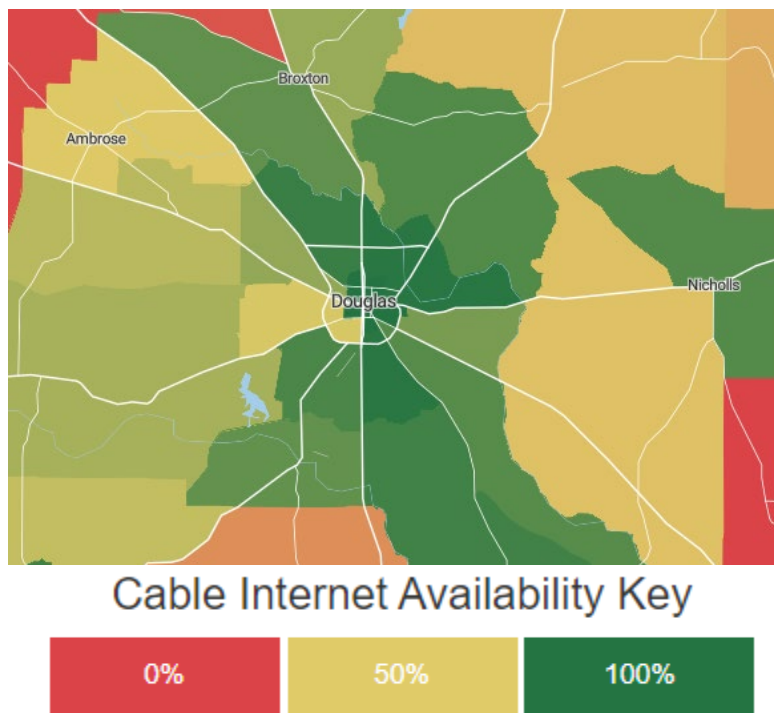
Internet Availability Key



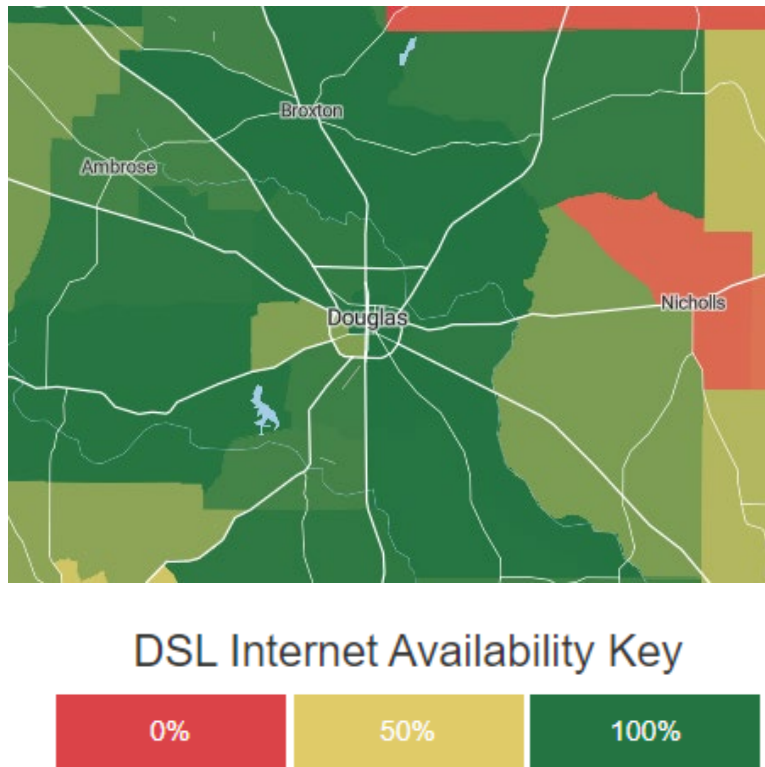
Map 3 below shows the areas served by Fiber:



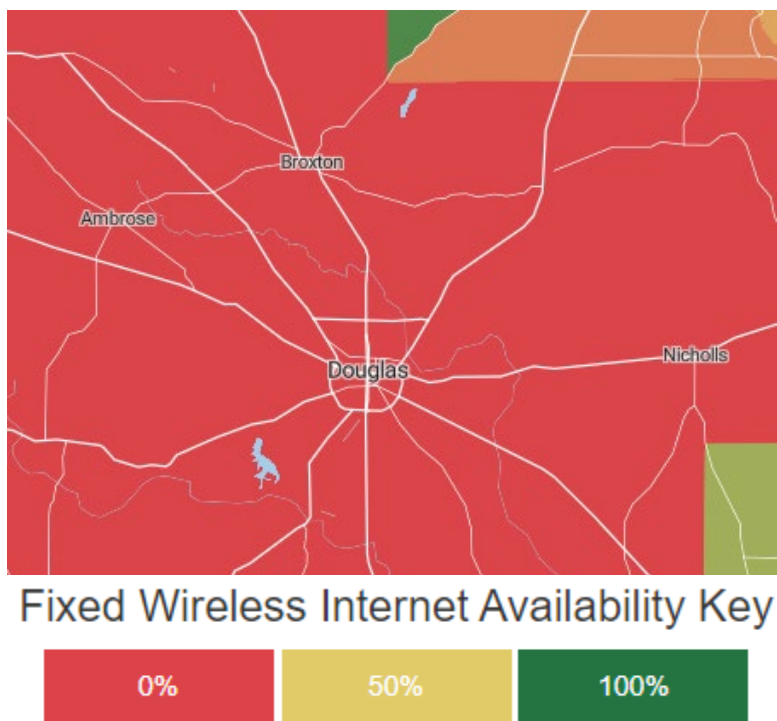
Map 4 below shows the areas served by Cable:



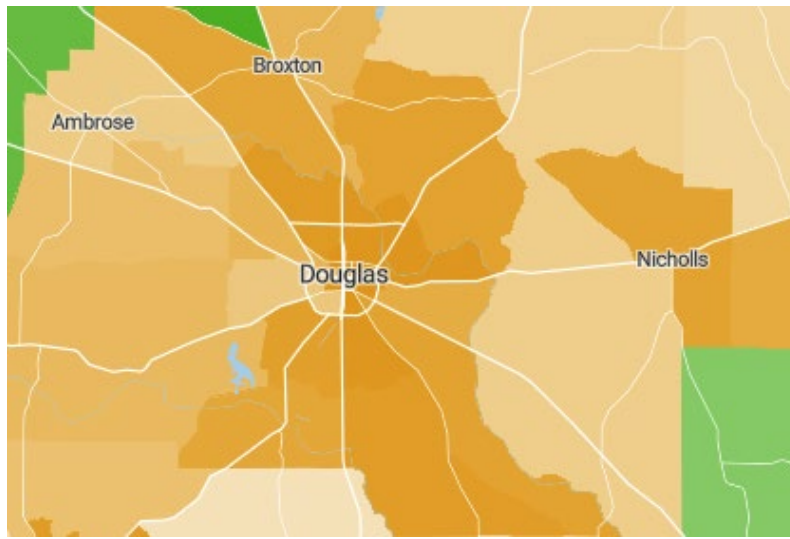
Map 5 below shows the areas served by DSL:



Map 6 below shows the areas served by Fixed Wireless:



Map 7 below shows the areas served by Satellite TV Providers:



Recommended Satellite Alternative

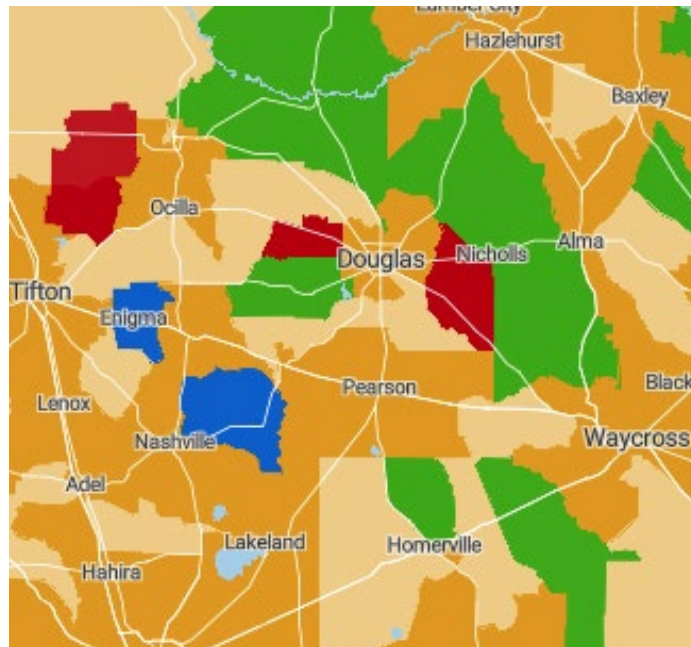


Cellular Service Availability in Coffee County

There are 4 mobile wireless carriers in Coffee County. Some wireless services cover 100% of the land area. 5G reception covers up to 85.54% of people, and 4G covers 100% of the county. T-Mobile has the best speed coverage within the county, with a 5G service that covers 85.51% of the county. Coffee County ranked #1296 out of 2,182 counties in 2022.

Map 8 below shows the service providers within Coffee County:

The map below shows where Verizon, AT&T, or T-Mobile are faster in Coffee County, GA. Areas with no clear winner is shown as ties.



Best Coffee County Cell Provider Key



Provider Services:

Verizon Wireless and AT&T Wireless, with 100.00% of homes covered

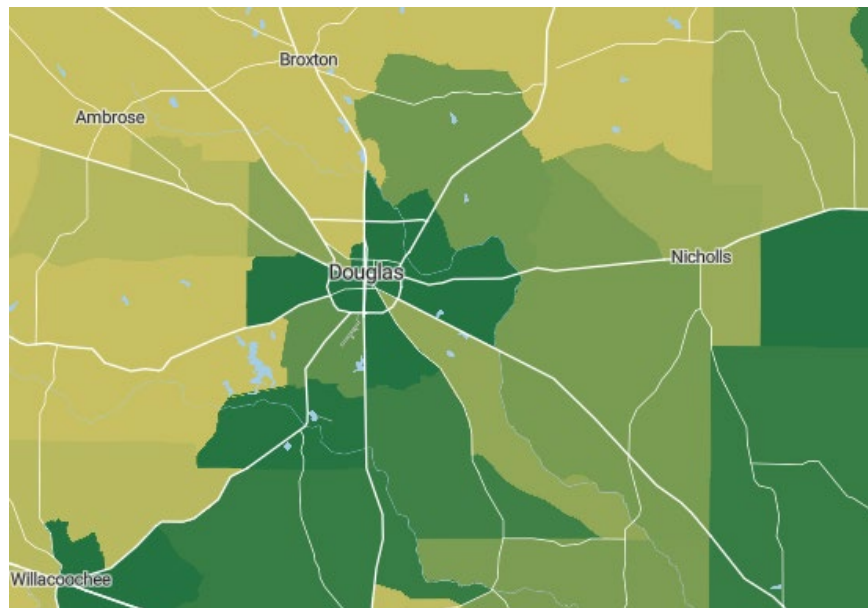
Verizon Wireless at 100.00% of land area covered

T-Mobile at 85.51% in Coffee County – 5G Coverage

T-Mobile top average speed estimated – 62.73 Mbps

Verizon Wireless, covering 100.00% of Coffee County – 4G Coverage

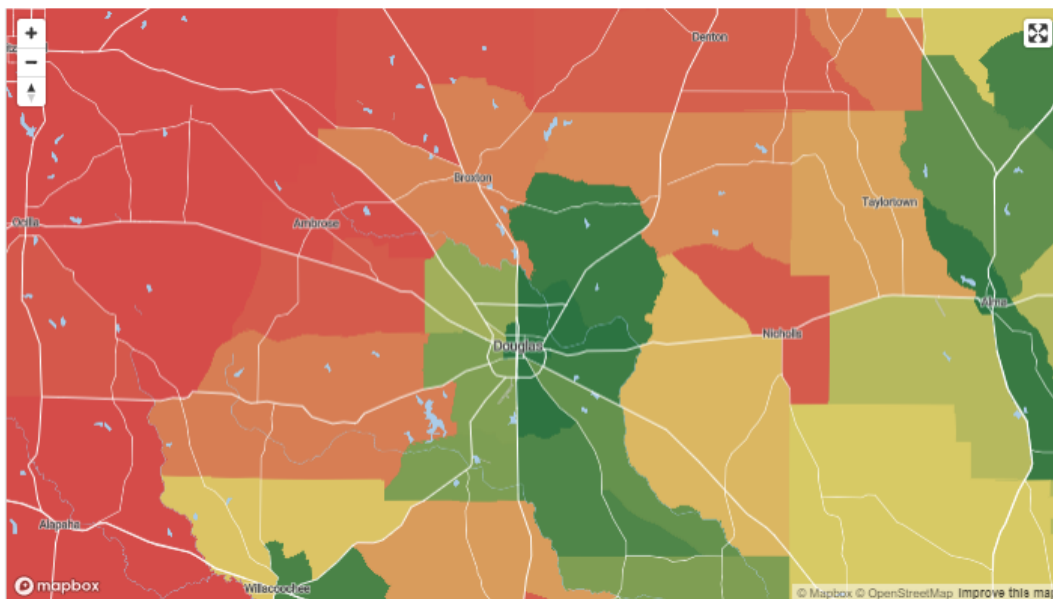
Map 9 shows the mobile network coverage:



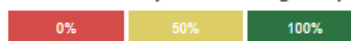
Coffee County Fastest Speeds Key



5G Coverage Map and Availability in Coffee County

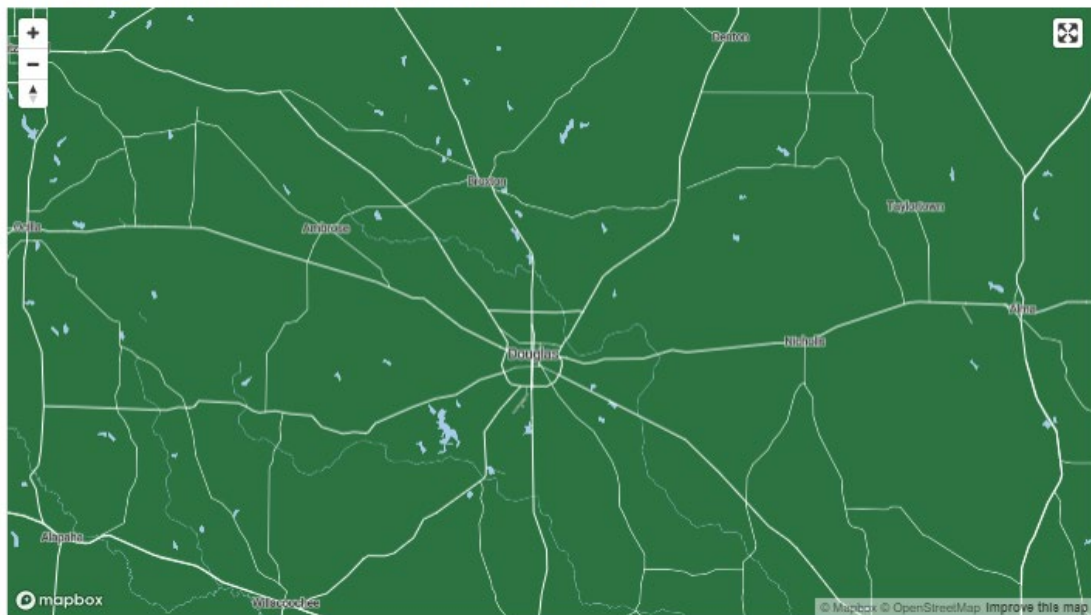


Coffee County 5G Coverage Key

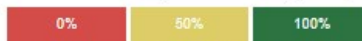


5G is currently the most advanced network available with speeds several times faster than 4G. 5G networks in Coffee County cover 85.54% of homes with 5G voice and data. In total 71.90% or 413.7 square miles of Coffee County are covered by 5G. The best 5G coverage in Coffee County comes from T-Mobile with 85.51% coverage.

4G Coverage Map and Availability in Coffee County



Coffee County 4G Coverage Key



4G/LTE networks have become one of the nation's most common mobile coverage types for data, and in some locations, voice calls. In Coffee County, 100.00% of the area is covered by 4G data, and 100.00% is covered by 4G HD voice service. Verizon Wireless has the best 4G network in Coffee County with 100.00% coverage.

The southern portions of the county have better overall cellular coverage with faster data. The northwestern areas of Coffee County are generally slower. The mobile coverage may vary throughout the county based on the provider and location.

Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls recognize many barriers for private broadband services providers to effectively roll out necessary broadband infrastructure in rural areas of the State. City and county leaders recognize the importance of broadband quality for industry retention and recruitment within this community. Community leaders continuously seek to improve the quality of life for Coffee County/Ambrose, Broxton, Douglas, and Nicholls residents. Industry relocation and business creation are dependent on the necessary infrastructure being in place. The lack of high-quality broadband infrastructure impedes recruitment and expansion of the established local industry. The Broadband Ready Community and site designation have been established to incentivize private investment in rural broadband services. The County and Cities plan to apply for these designations and signal to the State and private Internet Service Providers their prioritization of rural broadband improvement and expansion in their community.

<https://bestneighborhood.org/mobile-and-cell-coffee-county-ga>

5. Consideration of DCA Quality Community Objectives

The Department of Community Affairs (DCA) has crafted a series of objectives dealing with a broad range of needs concerning local governments. The objectives listed below are only recommendations but provide local governments with a tool to guide them in assessing their needs and opportunities and developing their implementation activities. If used as such a tool by many local governments in their planning efforts, these objectives can result in consistent planning projects and goals, which may translate into greater efficiency and a better quality of life for the residents.

1. Economic Prosperity Encourage the development or expansion of businesses and industries suitable for the community. Factors to consider when determining suitability include job skills required, long-term sustainability, linkage to other economic activities in the region, impact on the area's resources, and prospects for creating job opportunities that meet the needs of a diverse local workforce.
<ul style="list-style-type: none">▪ Ensure that the county and cities are committed to retaining the atmosphere of the close-knit community.▪ Commit to increasing code enforcement to address blighted areas within the communities to encourage economic development.
2. Resource Management Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation, encouraging green building construction and renovation, utilizing appropriate waste management techniques, fostering water conservation and reuse, or setting environmentally sensitive areas aside as green space or conservation reserves.
<ul style="list-style-type: none">▪ Continue to promote the efficient use of natural resources.▪ Minimize adverse impacts on water quality and quantity.▪ Encourage more open-space areas to be developed.
3. Efficient Land Use Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging the development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning an expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.
<ul style="list-style-type: none">▪ Consider creating incentives such as tax breaks, code changes, or other regulatory tools to encourage the rehabilitation of underutilized or vacant structures.▪ Allow shared parking among adjacent facilities.
4. Local Preparedness Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and addressing new challenges or undertaking an all-hazards approach to disaster preparedness and response.
<ul style="list-style-type: none">▪ Continue to apply for grants to implement infrastructure projects.▪ Continue consistency between the county and cities with its land use/zoning codes and Comprehensive Plan.▪ Continued implementation of the Service Delivery Strategy.
5. Sense of Place Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as the focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community, or protecting scenic and natural elements that

are important to define the community's character.
<ul style="list-style-type: none"> ▪ Update zoning codes to foster compact, walkable, mixed-use development. ▪ Encourage new development that is compatible with the features of the community.
6. Regional Cooperation Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional Needs such as the protection of shared natural resources, development of the transportation network, or creation of a tourism plan.
<ul style="list-style-type: none"> • Join and participate in joint development authorities or other regional economic development organizations to work together to regional market assets to potential industries, coordinate recruitment efforts, etc.
7. Housing Options Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging the development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness Needs in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.
<ul style="list-style-type: none"> ▪ Consider developing an ordinance to allow tiny single-family homes for appropriate districts. ▪ Provide education on home loan assistance to foster rehabilitation and revitalization.
8. Transportation Options Address the transportation needs, challenges, and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.
<ul style="list-style-type: none"> ▪ Encourage alternatives to automobile transportation by including safe walking and cycling trails. ▪ Coordinate transportation and land use decision-making within the community.
9. Educational Opportunities Make educational and training opportunities available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and enhancing local educational institutions or programs, providing access to other regional institutions, instituting programs to improve local graduation rates, expanding vocational education programs, or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.
<ul style="list-style-type: none"> ▪ Continue to support the schools throughout the community and work to expand programs that will enhance the educational systems.
10. Community Health Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including people with disabilities; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to participate in the community entirely.
<ul style="list-style-type: none"> ▪ Develop a comprehensive list of local healthcare resources for the citizens. ▪ Strive to ensure community health for all of its residents.

6. Community Policies

Policies are developed to provide ongoing guidance and direction to Coffee County officials. They provide a basis for making decisions in implementing the Comprehensive Plan, including achieving the community vision and addressing the city's issues and opportunities. General policies should be used, particularly during the budget, permitting, and zoning decisions. Geographic-specific policies are discussed in conjunction with the Future Development Map for Coffee County.

These policies are organized around the Issues identified in the "Issues and Opportunities" section and are further organized around the seven major topics of the plan:

- ❖ Land Use
- ❖ Transportation
- ❖ Economic Development
- ❖ Housing
- ❖ Natural and Cultural Resources
- ❖ Community Facilities and Services
- ❖ Intergovernmental Coordination
- ❖ Broadband

1. LAND USE

Needs and Policies

1.1 Sprawl. Most recent residential development in the County has been low-density, with scattered, isolated, and disconnected subdivisions. Low-density residential developments are unlikely to generate the tax base necessary for the infrastructure and services they require, such as roads and schools. In addition, a more scattered land use pattern causes residents to drive more miles, leading to more road strain and traffic congestion. Land use decisions should encourage future residential development closer to, or within, the Cities.

Policy 1.1.1: Promote the coordination of development and infrastructure, avoiding uncoordinated growth that can unnecessarily strain county resources and the environment.

Policy 1.1.2: Encourage the coordination of transportation planning and land use to maximize County resources and encourage cohesive growth.

Policy 1.1.3: Work collaboratively with regional partners to comprehensively address regional land use issues and opportunities.

Policy 1.1.4: Support land use decisions that mitigate the environmental impacts of development.

Policy 1.1.5: Encourage traditional, grid-like development over suburban-sprawl development, emphasizing the role of street connectivity, sidewalks, and improved accessibility.

Policy 1.1.6: Encourage the redevelopment of unoccupied land over the development of new, previously undeveloped land.

Policy 1.1.7: Support appropriate infill development and redevelopment that complements surrounding areas.

Policy 1.1.8: Seek ways for new growth to pay for itself to the greatest extent possible.

Policy 1.1.9: Ensure that new development does not cause a decline in existing service levels for our community's residents and employers.

Policy 1.10: Work collaboratively with the Coffee County Board of Education to ensure that housing development decisions are coordinated with providing adequate schools.

1.2 Preservation of Agricultural Land. **Preservation of Agricultural Land.** Limited regulation has resulted in dispersed residential development throughout the County. To preserve the community's rural character, land use decisions should focus on preserving agricultural land and discourage further major residential developments in isolated areas.

Policy 1.2.1: Support the preservation of agricultural and environmentally sensitive land, retaining the County's rural character.

Policy 1.2.2: Support redevelopment of vacant property overgrowth in undeveloped areas whenever possible.

Policy 1.2.3: Ensure that new development will contribute to, not take away from, the community's overall character and sense of place.

Policy 1.2.4: Support new land uses that respect existing environmental qualities and characteristics.

1.3 Suburban Rural Development. There is a need for suburban rural development to transition areas from unused/vacant agricultural lands to single-family residential developments on the outskirts of town.

Policy 1.3.1 Work with developers to ensure new developments will appropriately accommodate areas within the suburban rural districts.

1.4 Vacant Property Downtown. The smaller Cities (Ambrose, Broxton, and Nicholls) need revitalization in their historic Downtown districts.

Policy 1.4.1: Encourage redevelopment of our community's abandoned commercial and industrial sites.

Policy 1.4.2: Promote mixed-use development when appropriate to encourage a less auto-centric environment.

1.5 Code Enforcement. Ongoing concern exists regarding home maintenance and building code enforcement. The County Planning and Zoning Department needs more staff resources to enforce building and zoning codes fully.

Policy 1.5.1: Work towards eliminating incompatible land uses throughout the County, especially those that conflict with existing and planned residential development.

Policy 1.5.2: Regularly review and update zoning regulations to reflect changes in community needs.

Policy 1.5.3: Actively improve code enforcement, realizing its positive effects on community pride and appearance.

1.6 Lack of Zoning. The City of Ambrose has no zoning to regulate future land use decisions and is, therefore, at risk of having incompatible land uses.

Policy 1.6.1: Pursue the development of zoning ordinances for Ambrose and Nicholls.

Policy 1.6.2: Update zoning regulations and zoning map regularly to reflect development trends and needs of the County.

Policy 1.6.3: The County and Cities will collaborate to discourage incompatible land uses along City boundaries.

Policy 1.6.4: Encourage overlay zoning in areas where added design elements will preserve and add to our community's character.

Policy 1.6.5: Avoid incompatible land uses whenever possible.

2. Transportation

Needs and Policies

- 1. Improve Railroad Crossing Safety.** Many at-grade railroad crossings continue to cause safety concerns and/or cause traffic congestion.

Policy 2.1.1: Promote actions to increase safety at major at-grade railroad crossings throughout the County.

- 2. More Sidewalks and Bike Paths Needed.** Sidewalks need to be improved in many residential areas and other areas where people walk or would like to walk. More bicycle infrastructure is also desired. A bike path plan should be adopted and implemented.

Policy 2.2.1: Support the continued development of pedestrian and cyclist capacity throughout the County and Cities, particularly in areas with institutional and residential uses.

Policy 2.2.2: Encourage connectivity between parks and passive trails to sidewalks and cyclist paths.

Policy 2.2.3: Incorporate sidewalks and bicycle lanes on new roads whenever possible, providing alternative transportation options to the automobile.

Policy 2.2.4: Facilitate efforts to continue and improve the City's multi-use trail, connecting the trail to the City's growing sidewalk network.

3. Lack of Street Trees. Some sidewalks need shade trees.

Policy 2.3.1: Preserve trees in our community, realizing their importance to the environment, ability to lower cooling costs, and positive aesthetic qualities.

4. Prioritize Road Works Projects. By developing a coherent, efficient plan for future road works expenditures, the County can plan for addressing road works needs according to appropriate priority.

Policy 2.4.1: Support efforts to increase accessibility to the County from major interstates and other regionally important roads that support economic development efforts.

Policy 2.4.2: Maintain a high-quality inventory of transportation structures through continued upkeep and repair of roads, sidewalks, and related infrastructure.

Policy 2.4.3: Add traffic calming devices where public input and overall traffic patterns suggest the need for greater safety.

Policy 2.4.4: Encourage using context-sensitive standards when widening or building new roads in the County.

Policy 2.4.5: Support major road changes that will positively impact our economy.

Policy 2.4.6: Support efforts to improve the appearance of US 441 through streetscaping, sidewalk improvements, and signage, realizing the road's welcoming role to the City.

Policy 2.4.7: Secure ongoing funding sources for transportation improvements and projected infrastructure needs.

Policy 2.4.8: Maintain our existing roadway infrastructure through regular evaluation and repair of our roads.

Policy 2.4.9: Participate in local and regional discussions on improving the area's transportation infrastructure network.

5. **Truck traffic** and its interaction with regular vehicular traffic is becoming increasingly a concern for Coffee County.

Policy 2.5.1: Support new road structures that increase accessibility, connectivity, and overall traffic flow throughout the community.

Policy 2.5.2: Consider adding traffic-calming devices in the City's residential areas with high cut-through flow.

6. **Unpaved Roads.** Many newer subdivisions in the County are built on dirt roads, with erosion problems and maintenance costs. The county currently allows unpaved roads in subdivisions with ten or fewer homes.

Policy 2.6.1: Actively work towards paving roads throughout the County to mitigate the harmful effects of erosion. There are 600 miles of dirt roads and 400 paved roads. needed

Policy 2.6.2: Discourage new development on dirt roads.

7. **Paving Plan.** Coffee County currently has a 25-Year Paving Plan.

Policy 2.7.1: Update the plan for a 15-Year Paving Plan.

8. **School-Related Traffic Congestion.** Increasing traffic congestion around Coffee County Middle School is clogging roads and inhibiting traffic flow. The Middle School needs a turning lane.

Policy 2.8.1: Encourage roadway design that minimizes congestion, decreasing trip times and positively impacting the environment.

9. **Lack of Public Transit.** There is a need for more public transit in the community, especially for older people, and 7.7% of households (1,340 households) have no vehicle available (2021 Census estimate). The Coffee County Transit Development Plan calls for a demand-response public transit system, serving an estimated 431,200 trips annually. On-Demand transport, such as Uber, Lyft, and cabs, is needed.

Policy 2.9.1: Investigate strategies for providing public transit.

Policy 2.9.2: Educate and inform residents about the SGRC Transit Program.

10. **Medical Transport.** There is a need for medical transport from hospital to home and from home to doctor's appointments for those confined to a bed.

Policy 2.10.1: Partner with the local hospital to accommodate patients needing transport.

11. **Street Paving and Drainage.** Many roads in the County and Cities need repairs and/or repaving. Some streets have drainage issues and suffer from flooding.

Policy 2.11.1: Add curbing and appropriate drainage to roadways to mitigate the adverse effects of road runoff on our city's topography and overall environment.

12. Sidewalk Improvements: Sidewalks should be installed for better connectivity.

Policy 2.12.1: Encourage developers to install sidewalks during new construction of developments.

13. EV Charging Stations. There is a need for more EV charging stations throughout the county.

Policy 2.13.1: Seek funding (grants) for more EV charging Stations.

14. Downtown Traffic Congestion. There is congestion in the downtown Douglas area that needs to be alleviated. Also, the train running through town can back traffic up.

Policy 2.14.1: Consider a bypass to circumvent the downtown area and railroad tracks.

3. Economic Development

Needs and Policies

1. Limited Labor Force. The County's labor force participation rate was only 54.1 percent in 2021. The State of Georgia had a 61.1 percent labor force participation rate. This limited labor force may discourage some employers from locating in the area. There is also a need for a fast-track program for getting non-disabled workers back into the workforce.

Policy 3.1.1: Continue supporting training programs at South Georgia State College and Wiregrass Georgia Technical College that will help prepare the workforce for employment opportunities.

2. Recruitment of Employers. Attracting new businesses to locate in the community is an ongoing challenge.

Policy 3.2.1: Promote creative economic development financing opportunities, primarily available through state and federal programs for rural communities.

Policy 3.2.3: Promote ecotourism opportunities in the county, focusing on natural resources, including fishing and hunting opportunities, General Coffee State Park, and the Broxton Rocks Preserve.

Policy 3.2.4: Actively collaborate with the Douglas Coffee County Chamber of Commerce and Economic Development Authority to attract appropriate firms to our community.

- 3. Retention of Graduates.** Many graduates of the community's schools and colleges depart to other areas due to the lack of attractive employment options in the local area.

Policy 3.3.1: Recruit entertainment attractions to the County that reflect the community's character and entertainment preferences.

Policy 3.3.2: Strengthen incentives for recent college graduates to return to the City upon completing a college degree.

Policy 3.3.3: Attract quality jobs to the area that will add to our community's employment opportunities and overall quality of life while also helping address the brain drain of recent college graduates.

- 4. Provision of Adequate Infrastructure to Support Future Economic Development.** The County and Cities must work collaboratively to ensure adequate infrastructure (such as roads, water, and sewer) for industrial and commercial development.

Policy 4.4.1: Support the City of Douglas's efforts to expand the capacity of the Douglas Municipal Airport, whose presence benefits the whole community.

Policy 4.4.2: Encourage infrastructure development that facilitates economic growth and provides needed resources for potential businesses.

Policy 4.4.3: Consider impacts on infrastructure and natural resources when making decisions related to economic development projects.

Policy 4.4.4: Support maximizing existing resources by actively recruiting businesses to fill our vacant industrial spaces.

- 5. Continued Poverty.** Poverty remains a pervasive problem in Coffee County, with 26.0% of people living in poverty (2021 Census estimate). Economic development efforts must seek strategies to help alleviate this situation through job training opportunities, creative childcare facilities, and attracting more quality jobs to the areas.

Policy 5.5.1: Consider our existing population's employment needs and skills in making proposed economic development decisions.

- 6. Vacant Commercial Property in Downtown Areas.** Vacant commercial property is an ongoing community concern, especially in the Cities of Broxton and Nicholls.

Policy 5.6.1: Encourage the regeneration of Downtowns as a central redevelopment priority for the Cities.

Policy 5.6.2: Promote streetscaping such as lamp posts, façade improvements, and planters on central corridors and gateways into our community, providing an attractive entrance.

Policy 5.6.3: Encourage mixed uses in Downtown areas and walkable environments throughout the community.

Policy 5.6.4: Maintain high-quality police and fire services, increasing the attractiveness of Coffee County as a place to do business.

Policy 5.6.5: Target the rehabilitation and re-use of existing buildings for new services and industry instead of developing a greenfield (undeveloped land).

- 7. Community Aesthetics.** The County and Cities need to continue aesthetic improvements, including community gateways or welcome signs, street trees in some locations, green spaces, and streetscaping.

Policy 5.7.1: Promote the protection and maintenance of trees and green open space in all new developments.

Policy 5.7.2: Actively enforce building codes and zoning regulations to maintain a positive community image to visitors and businesses considering locating in the area.

8. Expansion and Rehabilitation of the WWII Museum.

Policy 5.8.1: Search for funding through grants to expand and rehabilitate the museum.

4. Housing

Needs and Policies

- 1. Barriers to Affordability.** More affordable housing is needed in the community.

Policy 4.1.1: Encourage the development of diverse, affordable housing options, ensuring that our community is accessible to various people with various backgrounds and income levels.

Policy 4.1.2: Ensure all residents can access safe and affordable housing by enforcing building codes and regulations.

Policy 4.1.3: Encourage housing programs that will increase self-sufficiency and home-ownership opportunities for a greater percentage of city residents increasing.

Policy 4.1.4: Encourage the development of quality rental housing in the community to accommodate better a full spectrum of income levels and lifestyles within our community.

- 2. Substandard Housing.** Substandard and dilapidated housing continues in the community, including manufactured and site-built homes. This is an issue in the Oak Park area and other areas.

Policy 4.2.1: Ensure that all housing meets minimal standards to eliminate all substandard housing from our community.

Policy 4.2.2: Ensure that mobile home park standards are adequate to address blight in the relevant areas of the community.

Policy 4.2.3: Pursue implementation of the Urban Redevelopment Plan.

Policy 4.2.4: Reduce the number of substandard housing units in our community through strong code enforcement and other tools.

Policy 4.2.5: Support rehabilitation efforts of existing houses, preserving the existing housing stock and preventing the decline of older areas of the community.

Policy 4.2.6: Promote the continuation of the City's housing rehabilitation program to preserve existing housing stock and avoid the deterioration of existing housing units.

- 3. Lack of High-End Housing.** The City of Douglas needs more high-quality housing for professional workers (for example, those in the medical field). This could include single-family homes as well as high-end apartments.

Policy 4.3.1: Pursue the development of more high-end housing to meet community needs.

Policy 4.3.2: Actively promote rehabilitation of older housing units to preserve the quality and quantity of the existing housing stock.

Policy 4.3.3: Promote conservation subdivisions, which set aside a percentage of land within each development as greenspace, increasing air quality, water, and other environmental resources.

Policy 4.3.4: Encourage the development of downtown tracts for upscale housing needs for the medical field and college administration needs.

- 4. Vacant Housing.** According to 2021 Census estimates, 11.9% of housing units in Coffee County (including the Cities) are vacant, compared with a statewide rate of 8.8%.

Policy 4.4.1: Address housing units' quality and modernization needs to ensure that vacancy rates remain average and equally affordable housing is available.

- 5. Rental Market.** There is a need for short-term and long-term rental housing.

Policy 4.5.1: Consider inventorying rental property within the communities.

- 6. Domestic Violence Shelter.** There is no domestic violence shelter within the County; a refuge in Waycross serves the community.

Policy 4.6.1: Investigate options for providing a domestic violence shelter.

7. **Drug Treatment.** There is a drug court in the community and Still Waters Recovery Center for Women. However, there is still a need for a crisis stabilization facility to help the homeless and other individuals in need.

Policy 4.7.1: Investigate options for providing a local drug treatment center and crisis stabilization facility.

8. **Homeless.** There are no homeless shelters in Coffee County, and there are no estimates of the homeless population.

Policy 4.8.1: Investigate options for providing homeless shelters.

5. Natural Resources

Needs and Policies

1. **Water Quality.** The Seventeen Mile River, Satilla River, and some smaller streams in Coffee County are listed as “impaired” under the federal Clean Water Act for multiple pollutants, including arsenic and fecal coliform.

Policy 5.1.1: Enforce all regulations that protect the county’s wetlands and related areas.

Policy 5.1.2: Generate new regulations, as appropriate, that protect groundwater from pollution related to septic tanks and industrial run-off.

Policy 5.1.3: Ensure a safe and adequate water supply through the section of ground and surface water sources.

Policy 5.1.4: Consider potential impacts on air and water quality when deciding on new developments and transportation improvements.

Policy 5.1.5: Enforce and improve, as appropriate, our stormwater drainage ordinance and recharge district regulations to preserve our drinking water.

2. **Underutilized Tourism Resources.** The community has unique natural areas, such as Broxton Rocks and General Coffee State Park, which need to be utilized to their full potential for recreation and ecotourism, and some unique festivals and other events.

Policy 5.2.1: Support efforts to secure natural resources present at Broxton Rocks and General Coffee State Park.

Policy 5.2.2: Promote greenspace preservation in conjunction with new growth and development.

Policy 5.2.3: Positively market our community as a place to live and visit through the development of local events such as parades, festivals, and a locally generated informative paper.

6. Cultural Resources

Needs and Policies

1. **Preservation of Historic Homes and Historic Downtowns.** The county and cities have several historic homes at risk due to age and minimal rehabilitation efforts. The cities of Broxton and Nicholls have several historic buildings in their Downtown areas that need repair and some that are beyond repair.

Policy 6.1.1: Promote the preservation of historic homes and properties, protecting the heritage of our community.

Policy 6.1.2: Encourage efforts to document our community's past through heritage education initiatives and other related actions.

Policy 6.1.3: Actively promote the preservation of historic properties throughout the County to conserve the County's cultural resources, heritage, and unique attributes.

Policy 6.1.4: Work collaboratively with area cities to encourage the preservation of the unique cultural amenities of the area.

Policy 6.1.5: Preserve our historical structures by proactively promoting their renovation and adaptive reuse as appropriate.

Policy 6.1.6: Continue to support and maintain the WWII Training Site. The historic 63rd Army Air Forces Contract Pilot School, adjacent to the airport, has great historical value.

7. Community Facilities and Services

Needs and Policies

1. **Stormwater and Drainage Improvements.** Stormwater drainage and flooding are ongoing concerns in certain areas in the County and Cities.

Policy 7.1.1: Make improvements to stormwater drainage infrastructure as needed.

2. **Aging Infrastructure.** Water and sewer systems, streets, roadways, natural gas lines, and bridges in various locations throughout the County and all the cities need repairs and improvements.

Policy 7.2.1: Preserve existing community facilities through regular maintenance and repair.

3. **Limited Sewer and Water Capacity.** As the community grows, sewer and water capacity become increasingly important concerns. Expanded capacity is needed to some degree for all jurisdictions to attract businesses.

Policy 7.3.1: Efficiently use existing infrastructure and public facilities to minimize the need for costly new facilities and services.

4. **Roadway Trash.** Coffee County continues to experience a sizable amount of trash and debris on roadways, stemming from through-traffic trucks littering.

Policy 7.4.1: Actively enforce anti-littering ordinances and organize community trash pickup events.

Policy 7.4.2: Pursue an anti-littering outreach program to enhance residents' community pride.

5. **Growing Spanish-Speaking Population.** To meet the needs of the growing Spanish-speaking population, the County should consider the availability of translation services and bi-lingual publications.

Policy 7.5.1: Regularly monitor fire and police service provisions to ensure all community members have equal access to services.

Policy 7.5.2: Ensure equal access to community services and facilities by providing multilingual services when possible and appropriate.

6. **Substance Abuse.** Substance abuse is an ongoing concern in the community. Potential coordination efforts should be considered with law enforcement officers, the local school board, and the Douglas-Coffee County Parks and Recreation Department.

Policy 7.6.1: Ensure that local first responders are equipped and trained to handle the substance abuse problems that are currently prevalent.

Policy 7.6.2: Pursue coordination among various agencies to tackle the problem of substance abuse from multiple angles.

7. **Youth Activities.** There is still a need to get more youth involved with recreational activities.

Policy 7.7.1: Maximize the use of existing community facilities through innovative uses during peak and off-peak hours.

Policy 7.7.2: Encourage a greater variety of youth programs to discourage damaging extracurricular programs such as gang participation and drug use.

Policy 7.7.3: Continue to maintain a high level of recreation opportunities for the community through ongoing evaluation of existing recreation amenities and growth opportunities.

Policy 7.7.4: Encourage the support of the Mayor's Youth Council that the City of Douglas has established.

8. **Aging Population.** As the median age of the community's residents continues to increase, more services for older people will be needed. There are some senior living developments within the community, but more are needed.

Policy 7.8.1: Encourage the development of new services and facilities appropriate for an aging population.

Policy 7.8.2: Attract quality senior housing developments to the County.

9. **EMS Housing.** The cities should consider housing EMS units within their communities.

Policy 7.9.1: Research the feasibility of having EMS located within each community.

10. **Senior Center.** Broxton, Ambrose, and Nicholls need services for aging people.

Policy 7.10.1. Partner with the City of Douglas for their services.

8. Intergovernmental Coordination

Needs and Policies

1. **Coordination of Code Enforcement.** Limited code enforcement is a countywide concern. Efforts to coordinate code enforcement across the County and Cities may lead to a more cost-effective strategy and better service delivery.

Policy 8.1.1: Support community-led initiatives to address community concerns.

2. **Coordinate Upkeep and Improvement of Recreational Facilities.** The County and Cities could work more closely with the Coffee-Douglas Parks and Recreation Department to maintain and improve parks and related facilities, as necessary.

Policy 8.2.1: The County and Cities should maintain a strong working relationship with the Recreation Department.

3. **Improved Coordination and Collaboration.** There is good coordination and collaboration between the local governments, but opportunities for improvement still exist.

Policy 8.3.1: Facilitate an open communication channel between the County and Cities to meet the community's basic needs

Policy 8.3.2: Modify and update the Service Delivery Strategy as the service needs to change and alternative arrangements are established.

Policy 8.3.3: Seek opportunities to consolidate services with area cities when the result would be a better provision of services.

Policy 8.3.4: Consult other public entities in our area when making decisions that will likely impact them.

Policy 8.3.5: Continue working together to ensure fire and police services meet area demand.

9. Broadband

Needs and Policies

1. **Lack of Sufficient Coverage.** The lack of sufficient digital broadband coverage in areas of Coffee County limits educational and economic development opportunities and causes communication problems for police, fire, hospital, and EMS.

Policy 9.1.1: More robust broadband services may enable more significant opportunities for citizens and businesses.

Policy 9.1.2: Consider broadband infrastructure in roadway projects where the necessary infrastructure may be included in the right-of-way.

2. **Affordability and Access.** More affordable, accessible, and higher-speed broadband access is needed throughout Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, to serve residential, commercial, and industrial uses.

Policy 9.2.1: Public/Private Partnerships could be developed to provide consistent, reliable, and equitable comprehensive broadband coverage.

3. **Infrastructure.** Technological product development is outpacing the availability of broadband infrastructure; medical centers, schools, libraries, and businesses need to keep up with product developments yet are unable due to the limits of the infrastructure in rural areas.

Policy 9.3.1: The County and Cities should seek certification as Broadband Ready Communities and support a more robust provision of broadband infrastructure.

7. Community Work Program

Coffee County Report of Accomplishments (2019-2023)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS (Underway, not accomplished, amended, canceled, completed, or postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
LAND USE									
Continue Enforcement of Codes	Staff Time	Coffee County	General Fund	Underway					
TRANSPORTATION									
Development and implement a 6-Year Capital Improvement Plan for roads and other infrastructure	\$6,200,000	Coffee County	General Funds/SPL OST/GDOT/ TSPLOST (if passed)	Underway					
Widen SR 32 @ CR 296 to the west of the city limits of Douglas	\$9,300,000 \$27 million	Coffee County	GDOT/Coffee County Road Dept./City of Douglas TSPLOST	Completed	x	x			
Pave streets in Oak Park, Phase II	\$1,410,000	Coffee County	SPLOST, CDBG	Completed	x	x		x	x
Pave streets in Oak Park, Phase III	\$1,750,000	Coffee County	SPLOST, CDBG	Underway		x	x	x	x
Pave streets/roads and implement drainage improvements	\$500,000 \$1 million	Coffee County	CDBG	Underway Received CDBG for Riverbend Rd For \$1.9 million	x	x	x	x	x

Improve shoulder, complete and pave Bud Hutchinson/Chaney Road and Chatterton Church Rd	\$3,000,000	Coffee County	LMIG/SPLOST/ General Fund TSPLOST	Underway Beginning R-O-W Requisition and preliminary engineering FY 22-23 Added Chatterton Church Rd	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Continue development of infrastructure for Coffee County/Douglas Industrial Park	\$250,000 \$1.25 million	County/ Industrial Authority	SPLOST/On e Georgia	Underway					
Continue financial support of Douglas/Coffee County Industrial Authority.	\$400,000	Coffee County	Set millage rate	Underway	x	x	x	x	x
HOUSING									
Continue implementation of the Oak Park Redevelopment Plan, including neighborhood revitalization	\$1,500,000	Coffee County	CDBG/General Funds	Completed	x	x	x		
COMMUNITY FACILITIES & SERVICES									
Renovate Health Department	\$498,925	Coffee County	CDBG	Underway	x	x	x	x	x
Renovate Farm Services (Ag) Building	\$300,000	Coffee County	General Funds/SPL OST	Underway The roof has been installed	x	x	x	x	x
Renovate Courthouse	\$3,500,000	Coffee County	General Funds	Completed	x			x	x
Purchase 30 Sheriff's Vehicles	\$1,200,000 \$1.5 million	Coffee County	SPLOST, Grants	Underway Purchased 20	x	x	x	x	x
Purchase 2 Fire Trucks	\$500,000 \$750,000	Coffee County	SPLOST, Grants	Underway Purchased 1	x				x
Implement technology Improvements, to include	\$950,000 \$1 million	Coffee County	SPLOST, Grants	Underway	x	x	x		

including replacing computer software & hardware				The bulk of improvements completed					
Purchase Public Safety Software	\$300,000	Coffee County City of Douglas, 911	SPLOST, Grants	Completed	x	x			
Implement Fire ISO Rating Contract	\$28,000	Coffee County	General Funds/Insurance Premium Tax Fund	Completed	x				
Continue to update fire equipment	\$400,000	Coffee County	Fire Grants/SPL OST	Underway	x	x	x	x	x
Install Electronic Water Meters	\$140,000	Coffee County	SPLOST	Completed	x				
INTERGOVERNMENTAL COORDINATION									
Create a new recreation complex at Old Fairground Property (Phase 1)	\$3,000,000	Coffee County, City of Douglas, Board of Education	SPLOST	Completed	x	x	x	x	x
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding	Underway				x	x

City of Ambrose Community Work Program Update (2019 - 2023)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS (Underway, amended, deleted, completed, or postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
TRANSPORTATION									
Implement Downtown streetscape improvements	\$500,000	City of Ambrose	General Fund, GDOT, Grants	Completed	x	x	x	x	x
Implement streetscape improvements continuing to the school	\$200,000	City of Ambrose	General Fund, GDOT, Grants	Underway	x	x	x	x	x
Repave and mark City parking	\$900 per space	City of Ambrose	General Fund	Underway	x	x	x		
Lobby GDOT and legislators for LMIG Funding	Staff time	City of Ambrose/GDOT	General Fund	Underway	x	x	x	x	x
HOUSING									
Increase quality rental housing stock through the elimination of blighted property and by working to adopt and enforce City Codes that will require rental property to be maintained by landlords	Staff time	City of Ambrose/Private entities	General Fund	Not Accomplished Working with Coffee County Code Enforcement for better enforcement of blighted areas	x	x	x	x	x
Establish need for CHIP program	Staff time	City of Ambrose	General Fund	Completed	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS (Underway, amended, deleted, completed, or postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Utilize CHIP program to renovate homes	\$200,000	City of Ambrose	Grants	Not Accomplished Working with SGRC to establish CHIP Program	x	x	x	x	x
COMMUNITY FACILITIES & SERVICES									
Purchase one backhoe for public utility department	\$55,000	City of Ambrose	SPLOST/ General Fund	Underway	x	x	x	x	x
Conduct water system upgrades, including refurbishing water tank Water meters upgrade	\$400,000	City of Ambrose	SPLOST, CDBG	Underway Currently in the process with CDBG Water tank was refurbished	x	x	x	x	x
Complete feasibility study to redevelop the old elementary school as City Hall/ Community Service Center Assisted Living Facility	\$50,000	City of Ambrose	General Fund	Underway Currently making repairs to City Hall	x	x	x	x	
Implement Park improvements, to include resurfacing the walking trail and installing playground equipment	\$50,000	City of Ambrose	SPLOST	Underway Getting prices now Will be using CARES money	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS (Underway, amended, deleted, completed, or postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Purchase Fire Department Equipment, as needed	\$10,000	City of Ambrose	SPLOST, Grants	Underway	x	x	x	x	x
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding	Underway				x	x

Broxton Community Work Program Update (2019 - 2023)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (AMENDED, DELETED, ON-GOING, DELETED, POSTPONED)	FY 19	FY 20	FY 21	FY 22	FY 23
LAND USE									
Adopt design standards for property owners along US 441	\$20,000	City of Broxton	General Fund and DCA Grant	Not accomplished Seeking funding	x	x			
TRANSPORTATION									
Implement shoulder improvements to US 441	\$500,000	City of Broxton	GDOT	Underway		x	x	x	
Lobby GDOT and legislators for LMIG funding	Staff time	City of Broxton	General Fund	Underway	x	x	x	x	x
Implement streetscape enhancements in downtown	\$600,000	City of Broxton	GDOT/TE	Underway. GDOT installed crosswalks. Continue improvements with sidewalks.	x	x	x	x	
ECONOMIC DEVELOPMENT									
Create a targeted business plan	\$25,000	City of Broxton	Private funds	Completed	x	x			
Conduct a study for potential of industrial site in city	\$25,000	City of Broxton	General fund	Underway	x	x			
HOUSING									

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (AMENDED, DELETED, ON-GOING, DELETED, POSTPONED)	FY 19	FY 20	FY 21	FY 22	FY 23
Continue to eliminate blighted areas throughout the city through an agreement with the County to use their Code Enforcement Officer for identifying and enforcing condemnation of dilapidated properties	Staff time	City of Broxton	General Fund	Underway Using Coffee County Code Enforcement to identify and enforce condemnation	x	x			
COMMUNITY FACILITIES & SERVICES									
Repair and replace aging infrastructure, such as water and sewer lines	\$500,000	City of Broxton	CDBG grants/SPLOST	Underway Applied for CDBG 2021	x	x	x	x	x
Construct Festival Park to include a walking track, fence, and playground equipment	\$500,000	City of Broxton	LWCF Grant	Underway Applied for LWCF Grant 2023					x
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding	Underway				x	x

Douglas Community Work Program

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
CULTURAL RESOURCES									
Update Historic Preservation Guidelines	Staff time \$25,000	City of Douglas /HPC	General Funds, HP Grant	Underway – currently in the bidding process. To be completed in FY24		x			x
Implement façade improvements to historic buildings	\$500,000 \$7,500	DDA/City of Douglas	Private Developers/D DA loan funds	Underway	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Complete infrastructure of Satilla Industrial Park	\$3.8 Million \$4.5 million	EDA	SPLOST/EDA	Underway Roads completed Continue work on infrastructure	x	x	x	x	
Encourage retail/commercial development along 441/US 31 South, along SR 135 and other areas of the city	Staff time \$40 million	City of Douglas /Private Developers	Private Developers	Underway Mall Strip Center currently being built Should be completed by the end of 2023	x	x	x	x	x
Implement downtown Streetscape repairs, per the Downtown Master Plan	\$80,000	City of Douglas, DDA	SPLOST/ General Funds	Underway	x	x	x	x	x
HOUSING									
Implement housing rehabilitation for low- and middle-income families	\$612,000 \$1.3 million	City of Douglas	CDBG, CHIP, General Funds	Underway	x	x	x	x	
Facilitate development of downtown condos, townhouses, loft apartments, and mixed use, per the Downtown Master Plan	Staff time	DDA, City of Douglas, Developers/ Property & Business Owners	Private/ GMA/ DCA	Completed				x	

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
LAND USE									
Facilitate infill development in residential, commercial, and industrial Areas	Staff time	City of Douglas	Private	Underway Using URD and proposed Enterprise Zone	x	x	x	x	x
Enforce property maintenance and Building Codes	Staff time	City of Douglas	General Funds	Underway	x	x	x	x	x
TRANSPORTATION									
Create Sidewalk Master Plan	\$15,000	City of Douglas	General Funds	Completed	x	x	x	x	x
Continue to implement Sidewalk Master Plan to create connectivity	\$5,000,000	City of Douglas	LMIG/SPLOS T/City/TPLOS T/Grants	Underway Constructed sidewalks with TIA Program and TAP Program	x	x	x	x	x
Relieve school related traffic congestion	Staff time	City of Douglas /BOE/DOT	City/DOT	Deleted This is a DOT Project and will be completed by them	x	x	x	x	x
Upgrade street signs to meet GDOT sign reflectivity standards	\$100,000	City of Douglas	General Funds	Underway Some of the signs are upgraded	x	x	x	x	x
Upgrade Greenway Trail to SR 206 and add amenities	\$125,000 \$1.5 million	City of Douglas	SPLOST/City/ Grants	Underway The trail is completed but needs to be upgraded and amenities added	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Extend Greenway Trail from SR 206 to High School	\$150,000	City of Douglas	SPLOST	This project is combined with the above project, Upgrade Greenway Trail to SR 206 and add amenities				x	x
Widen SR 135 from US 441 to SR 32	\$2,900,000	City of Douglas	GDOT	Completed	x				
Resurface and pave streets per priority list	\$200,000/mile (resurfacing) \$700,000/mile (new paving) \$1.3 million	City of Douglas	SPLOST, LMIG, GDOT, Grants, General Fund	Underway	x	x	x	x	x
Implement LMIG matching & parking lot improvements (including downtown lots) Parking Lot Improvements	\$425,000 \$500,000	City of Douglas	SPLOST/Gen Funds	Underway	x	x	x	x	x
LMIG matching cemetery paving	\$250,000 \$1 million	City of Douglas	SPLOST/Gen Funds	Underway Should be completed by FY 23-24				x	

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
COMMUNITY FACILITIES & SERVICES									
Construct the final Gateway Sign on the South Entrance of the town	\$35,000 \$75,000	City of Douglas	City/SPLOST	Not Accomplished. This is a DOT Project. This area is part of a construction area to be completed by DOT.	x	x			
Install Digital Signs for Gateway Signs	\$100,000	City of Douglas	General Funds	Completed	x	x	x	x	x
City Hall Renovation/Expansion	\$2.1 Mill \$4.6 million	City of Douglas	Grants, General Fund	Completed	x			x	
Construct Cemetery Columbarium in Section R	\$10,000	City of Douglas	City	Completed	x	x			
Construct Public Works Facility	\$1 million	City of Douglas	Grants, General Fund	Completed			x	x	x
Construct Purchasing Facility	\$1 million	City of Douglas	Grants, General Fund	Not accomplished/Cancelled Money needed for swimming pool renovations. Purchasing facility not needed at this time.			x	x	x
Install Electric Reconductor lines on Madison from the Methodist Church to the City limits 441 North	\$360,000	City of Douglas	Rate Monies	Completed	x				

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Provide Spanish translation services for city services such as courts and police to adequately and effectively communicate with the growing Hispanic population	Staff time	City of Douglas	State and federal funds, grants, general funds	Completed	x	x	x	x	x
WWII Airbase Buildings Renovation	\$165,000 \$1.5 million	City of Douglas	SPLOST/ Grants	Underway One building completed	x	x	x	x	x
Make Improvements to Huckaby Complex, Unity Park, Roundtree Park, Eastside Park and others	\$4.250,000	City of Douglas	General Funds, LWCF, Neighborhood Outcomes in Disproportionately Impacted Communities Grant, Federal & State Grants	Underway (applying for grants) Move to Parks and Recreation					x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Construct a new soccer complex	\$3,500,000	City of Douglas, Coffee County	General Funds, LWCF, Neighborhood Outcomes in Disproportionately Impacted Communities Grant, Federal & State Grants	Underway (applying for grants) Move to Parks and Recreation and combine with above					x
Water & Sewer									
Construct Water/Wastewater Facility	\$1,000,000	City of Douglas	Grants, General Fund	Completed			x	x	x
Create and implement Storm Drainage Master Plan	\$400,000	City of Douglas	SPLOST	Completed	x	x	x		
Extend water, wastewater, and sewer lines, per master plan, including unincorporated areas where feasible	\$1,000,000	City of Douglas	SPLOST, Grants, General Fund	Underway Master Plan for Phase I & II completed Starting Phase III	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Implement CDBG Project for Daughtry, Cherry, Bryan St., and Phillips St.	\$585,042	City of Douglas	\$460,597/CD BG \$120,403/City \$4,042/CD FUN	Completed	x	x			
Install Bo Jo Ella Lift Station backup pump system	\$150,000	City of Douglas	Rate Monies	Completed	x				
Install Water/Sewer lines and paving to Satilla Industrial Park	\$1,000,000 \$2 million	City of Douglas	Grants, General Fund	Underway Inside of development is completed	x	x	x	x	x
Rehab Water/Wastewater mains and Sewer Lift Stations	\$225,000	City of Douglas Water and Wastewater Dept.	SPLOST	Completed	x	x	x	x	x
Rehab/replace water, wastewater, and sewer lines and mains, per Master Plan	\$5,000,000	City of Douglas	SPLOST/Rate Monies/Grants	Underway Constructing water tank now (\$2 million) Purchased County Water System	x	x	x	x	x
Replace Water/Sewer Infrastructure under roadways before paving	\$2,000,000	City of Douglas	SPLOST/Rate Monies	Underway Some roadways have been completed	x	x	x	x	x
Wastewater Treatment Plant Back Lift Station Replacement	\$1,200,000	City of Douglas	SPLOST	Completed	x				

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Natural Gas									
Construct lateral natural gas line to connect to new supply line being built between Mobile, AL and Savannah, GA	\$3.1 million	City Natural Gas Dept.	Enterprise funds	Deleted (Private companies own this area, and public funds can't be used)	Long-term (2024 or later)				
Extend Natural Gas Lines to serve agricultural customers and unincorporated areas	\$60,000 per mile \$250,000	City of Douglas	Rate Monies, Enterprise funds	Underway	x	x	x	x	x
Install Natural Gas Infrastructure to Satilla Industrial Park	\$100,000	City of Douglas	Rate Monies	Underway Ran high-pressured gas line up to Industrial Park	x	x			
Airport									
Complete stage 2 of Airport Industrial Park Initiate Development of Airport Industrial Park (Aviation Park)	\$1,523,000 \$5.2 million	City & DCCEDA	SPLOST, One GA, EDA, DCCEDA	Postponed until 2024 or later due to lack of funding	Long-term (2024 or after)				
Construct Corporate Area Access Road Phase I (Aviation Park)	\$120,000	City of Douglas	FAA/GDOT/S PLOST	Move to FY 26				x	

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Construct north corporate hangar area at Airport; implement taxiway improvements Phase I	\$330,000	City of Douglas	FAA/SPLOST	Completed	x	x			
Corporate Area Access Road at Airport, Phase I & Corporate Taxiway Improvements Design	\$50,000 \$150,00	City of Douglas	FAA/SPLOST	Move to FY 26, due to funding needs			x		
Corporate area site work at Airport Including Utilities Design/ Construction	\$340,000 \$1.5 million	City of Douglas	GDOT/City	Move to FY 26, due to funding needs				x	
Enclose Open Air T-Hangars at Airport	\$80,000	City of Douglas	SPLOST	Deleted Not needed. Aircraft too large for enclosed hangars.		x			
Implement taxiway improvements at Airport, Phase II	\$383,000	City of Douglas	FAA/SPLOST	Completed			x	x	
Implement taxiway improvements at Airport, Phase III	\$448,000	City of Douglas	FAA/SPLOST	Postponed until 2027 due to lack of funding					x
Install security fencing at airport	\$180,000	City of Douglas	GDOT/City	Completed			x		
Terminal Area North Apron Expansion at Airport	\$350,000	City of Douglas	FAA/GDOT/SPLOST	Postponed until 2026 due to lack of funding					x
Fire Department									
Purchase Engine Truck for Fire Dept.	\$450,000	City of Douglas	SPLOST	Completed Truck ordered					x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Purchase Ladder Truck for Fire Dept.	\$700,000	City of Douglas	SPLOST	Completed		x			
Reduce fire ISO rating from 3 to 2	\$200,000	Douglas Fire Dept.	City funds	Completed	x	x			
Police Department									
Increase drug prevention HEAT Program	Staff time	Douglas Police Department, Coffee County Sheriff Department	Gov's Office of Highway Safety Grant	Completed	x				
Purchase 46 10 Police Vehicles w/Equipment	\$800,000	City of Douglas	Grants, General Fund	Underway Purchase cars annually	x	x		x	x
Purchase E-ticket printers for police	\$8,000	Douglas Police Department	Drug funds	Completed	x				
Parks & Recreation									
Apply for Arts Grant for Martin Center	Staff time	City of Douglas	Georgia Council for the Arts	Completed	x	x	x		
Caboose & Deck Restoration	\$100,000	City of Douglas /Private	City/Grant/Private Donations	Completed	x	x	x		
Construct Event Facility	\$2.4 Mill	City of Douglas	General Funds	Postponed until 2027 due to lack of funding			x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
Establish Dog Park (Premiere Park & Whispering Pine Park)	\$100,000 \$180,000	City of Douglas	General Funds/grants	Underway	x	x			
Implement Madison Avenue Park Improvements Development, per Downtown Master Plan	\$350,000	City of Douglas /DDA	General Funds/Private	Underway	x	x	x	x	x
Make Improvements to Parks per Parks Master Plan	\$1,000,000 \$7 million	City of Douglas	SPLOST, State and federal funds, grants	Underway Currently making improvements to parks across the community. Updating Master Plan in 2024	x	x	x	x	x
Miracle Field Construction	\$648,736	City of Douglas	SPLOST/DN R/Private	Completed in 2023	x				x
North Madison Park parking improvements & playground equipment at Alunza	\$60,000/playground \$950 per parking space \$250,000	City of Douglas	SPLOST, State and federal funds, grants	Underway	x	x	x	x	x
Playground Structures for Parks	\$50,000	City of Douglas	SPLOST	Completed		x			
Rehab the Davis Wade Swimming Pool, to include a New Pool House, Splash Pad, and Paving	\$500,000 \$4.8 million	City of Douglas	SPLOST	Completed		x			

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, Deleted, Completed, On-Going, Postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
INTERGOVERNMENTAL COORDINATION									
Implement E911 Upgrade	\$280,000 \$4,000,000	City/County	SPLOST	Completed Upgrades but new facility is needed	x				
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding	Completed				x	x

City of Nicholls Community Work Program Update (2019 - 2023)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, deleted, on-going or postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
LAND USE									
Develop nuisance abatement for rehabilitation	Staff Time	City of Nicholls /DCA	General Fund	Underway	x	x	x	x	x
Develop local zoning ordinance, including nuisance abatement for rehabilitation	\$20,000	City of Nicholls	General Fund	Underway Completed Zoning Ordinance	x	x	x	x	x
Develop public input procedures for code violations	Staff time	City of Nicholls	General Fund	Completed	x	x	x	x	
COMMUNITY FACILITIES & SERVICES									
Develop a public outreach campaign for services and programs	Staff time	City of Nicholls	General Fund	Underway	x	x	x	x	x
Develop a community assessment of code enforcement Needs	\$5,000/ Staff time	City of Nicholls	General Fund	Completed	x	x	x	x	x
Addition to Community Center	\$150,000	City of Nicholls	SPLOST	Underway	x	x	x	x	x
Renovations to City Hall	\$250,000	City of Nicholls	SPLOST	Postponed until 2024 due to lack of funding	x	x	x	x	x
Upgrades to Treatment Plant and replace Lift Station pumps	\$500,000-\$750,000	City of Nicholls	CDBG/SP LOST	Completed	x	x	x	x	x
Water tank improvements	\$200,000	City of Nicholls	SPLOST	Completed	x	x	x	x	x
Purchase public safety equipment; police cars and fire fighter equipment	\$200,000	City of Nicholls	SPLOST	Underway Police Car Purchased Some equipment purchased	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	ACCOMPLISHMENTS (Amended, deleted, on-going or postponed)	FY 19	FY 20	FY 21	FY 22	FY 23
City Park improvements/City Youth Park	\$250,000	City of Nicholls	SPLOST	Underway Built basketball Court	x	x	x	x	x
Construct combination basketball court and walking trails	\$150,000	City of Nicholls	SPLOST	Underway Opened bids on walking trail	x	x	x	x	X
ECONOMIC DEVELOPMENT									
Identify appropriate locations for new industrial sites	\$500,000	City of Nicholls	General Fund	Underway	x	x	x	x	x
TRANSPORTATION									
Annual sidewalk repair	\$100,000/year	City of Nicholls	General Fund/SPL OST	Underway	x	x	x	x	x
Resurface roads listed by priority on LMIG list submitted to GDOT for funding	\$500,000	City of Nicholls	SPLOST	Underway	x	x	x	x	x
Widen SR 32	\$9.3 million	GDOT	GDOT	Underway	Long-term (2024 or later)				
Enhance SR 32 streetscaping in downtown Nicholls	\$200,000	GDOT, City of Nicholls, Grants	GDOT	Underway In the process (\$450,000 promised by GDOT Phase 1 & II	Long-term (2024 or later)				
BROADBAND									
Provide adequate high-speed broadband access for local industries and	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants,	Underway				x	x

commercial businesses.			private funding					
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Coffee County Community Work Program Update (2024 - 2028)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCES	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
LAND USE									
Continue Enforcement of Codes	Staff Time	Coffee County	General Fund	1	x	x	x	x	
TRANSPORTATION									
Develop and implement a 6-Year Capital Improvement Plan for roads and other infrastructure	\$6,200,000	Coffee County	General Funds/SPLOST/G DOT/ TSPLOST (if passed)	2	x	x	x	x	
Pave streets in Oak Park, Phase III	\$1,750,000	Coffee County	SPLOST, CDBG	2		x	x	x	
Pave streets/roads and implement drainage improvements	\$1 million	Coffee County	CDBG	2	x	x	x	x	
Improve shoulder, complete and pave Bud Hutchinson/Chaney Road and Chatterton Church Rd	\$3,000,000	Coffee County	LMIG/SPLOST/ General Funds/TSPLOST	2	x	x	x	x	
ECONOMIC DEVELOPMENT									
Continue development of infrastructure for Coffee County/Douglas Industrial Park	\$1.250 million	County/Industrial Authority	SPLOST/One Georgia	3	x	x	x	x	
Continue financial support of Douglas/Coffee County Industrial Authority.	\$400,000	Coffee County	Set millage rate	3	x	x	x	x	
COMMUNITY FACILITIES & SERVICES									
Renovate Health Department	\$498,925	Coffee County	CDBG	7	x	x	x	x	
Renovate Farm Services (Ag) Building	\$300,000	Coffee County	General Funds/SPLOST	7	x	x	x	x	
Purchase 30 Sheriff's Vehicles	\$1,200,000	Coffee County	SPLOST, Grants	7	x	x	x	x	
Purchase 2 Fire Trucks	\$750,000	Coffee County	SPLOST, Grants	7	x				

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCES	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Implement technology Improvements, including replacing computer software & hardware	\$1 million	Coffee County	SPLOST, Grants	7	x	x	x		
Continue to update the fire equipment	\$400,000	Coffee County	Fire Grants/SPLOST	7	x	x	x	x	
Construct new County Administration Complex	\$4 million	Coffee County	Grants/SPLOST	7					
INTERGOVERNMENTAL COORDINATION									
Construct a new 911 Center	\$4 million	Coffee County/Cities of Ambrose, Broxton, Douglas, and Nicholls	SPLOST	8	x	x	x		
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding,	9				x	

City of Ambrose Community Work Program Update (2024 - 2028)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
TRANSPORTATION									
Implement streetscape improvements continuing to the school	\$200,000	City of Ambrose	General Fund, GDOT, Grants	1	x	x	x	x	x
Repave and mark City parking	\$900 per space	City of Ambrose	General Fund	1	x	x	x		
HOUSING									
Increase quality rental housing stock through the elimination of blighted property and by working to adopt and enforce Codes that will require the rental property to be maintained by landlords	Staff time	City of Ambrose/Private entities	General Fund	4	x	x	x	x	x
Establish the need for a CHIP program	Staff time	City of Ambrose	General Fund	4	x	x	x	x	x
Utilize the CHIP program to renovate homes.	\$200,000	City of Ambrose	Grants	4	x	x	x	x	x
COMMUNITY FACILITIES & SERVICES									
Purchase one backhoe for the public utility department	\$55,000	City of Ambrose	SPLOST/ General Fund	7	x	x	x	x	x
Conduct water system upgrades, including upgrading water meters	\$400,000	City of Ambrose	SPLOST, CDBG	7	x	x	x	x	x
Complete feasibility study to redevelop the old elementary school as an Assisted Living Facility	\$50,000	City of Ambrose	General Fund	7	x	x	x	x	
Implement Park improvements, including resurfacing the walking trail and installing playground equipment	\$50,000	City of Ambrose	SPLOST	7	x	x	x	x	x
Purchase Fire Department Equipment, as needed	\$10,000	City of Ambrose	SPLOST, Grants	7	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding,	9				x	x

City of Broxton Community Work Program Update (2024 - 2028)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
LAND USE									
Adopt design standards for property along US 441	\$20,000	City of Broxton	General Fund and DCA Grant	1	x	x			
TRANSPORTATION									
Implement shoulder improvements to US 441	\$500,000	City of Broxton	GDOT	2	x	x	x		
Lobby GDOT and legislators for LMIG funding	Staff time	City of Broxton	General Fund	2	x	x	x	x	
Implement streetscape enhancements in downtown	\$600,000	City of Broxton	GDOT/TE	2	x	x	x		
ECONOMIC DEVELOPMENT									
Conduct a study for the potential of an industrial site in the city	\$25,000	City of Broxton	General fund	3	x				
Rehabilitate the Downtown Development building.	\$250,000	City of Broxton	Grants	3					
HOUSING									
Continue to eliminate blighted areas throughout the city through an agreement with the County to use their Code Enforcement Officer for identifying and enforcing condemnation of dilapidated properties	Staff time	City of Broxton	General Fund	4	x	x	x	x	x
COMMUNITY FACILITIES & SERVICES									
Repair and replace aging infrastructure, such as water and sewer lines	\$500,000	City of Broxton	CDBG grants/SPLOST	7	x	x	x	x	x

Construct Festival Park to include a walking track, fence, and playground equipment	\$500,000	City of Broxton	LWCF Grant, General Funds	7	x				
Construct a Senior Citizen's Center	\$500,000	City of Broxton	Grants	7		x	x		
Construct a new wastewater plant and water tower	\$1.5 million	City of Broxton	Grants	7		x	x	x	
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding	9				x	x

City of Douglas Community Work Program Update (2024 - 2028)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
CULTURAL RESOURCES									
Update Historic Preservation Guidelines	\$25,000	City of Douglas /HPC	General Funds	6	x	x			
Implement façade improvements to historic buildings	\$7,500	DDA/City of Douglas	Private Developers/DDA loan funds	6	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Complete Infrastructure of Satilla Industrial Park	\$4.5 million	EDA	SPLOST/EDA	3	x	x	x	x	
Encourage Retail/Commercial Development along 441/US 31 South, along SR 135, and other areas of the city	\$40 million	City of Douglas /Private Developers	Private Developers	3	x	x	x	x	x
Implement Downtown Streetscape Repairs per the Downtown Master Plan	\$80,000	City of Douglas, DDA	SPLOST/ General Funds	3	x	x	x	x	x
Complete Infrastructure of Brantley Blvd	\$1.6 million	EDA	SPLOST/EDA	3		x	x	x	
Install Water/Sewer lines and paving to Satilla Industrial Park	\$2 million	City of Douglas	Grants, General Fun						
HOUSING									
Implement housing rehabilitation for low- and middle-income families	\$1.3 million	City of Douglas	CDBG, CHIP, General Funds	4	x	x	x	x	

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
LAND USE									
Facilitate infill development in Residential, commercial, and industrial Areas	Staff time	City of Douglas	Private	1	x	x	x	x	x
Enforce Property Maintenance and Building Codes	Staff time	City of Douglas	General Funds	1	x	x	x	x	x
TRANSPORTATION									
Continue to implement Sidewalk Master Plan to create connectivity	\$5,000,000	City of Douglas	LMIG/SPLOST/TSPLOST/Grants/City	2	x	x	x	x	x
Upgrade street signs to meet GDOT sign reflectivity standards	\$100,000	City of Douglas	General Funds	2	x	x	x	x	x
Upgrade Greenway Trail to SR 206 and add amenities	\$1.5 million	City of Douglas	SPLOST/City/Grants	2	x				
Resurface and pave streets per the priority list	\$1.3 million	City of Douglas	SPLOST, LMIG, GDOT, Grants, General Fund	2	x	x	x	x	x
Parking Lot Improvements	\$500,000	City of Douglas	SPLOST/Gen Funds	2	x	x	x	x	x
LMIG Matching Cemetery Paving	\$1 million	City of Douglas	SPLOST/Gen Funds	2				x	
Study and pursue acquisition of additional land space in the city or county to develop a new cemetery	\$2 million	City of Douglas/Coffee County	General Funds/SPLOST/Grants	2	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
COMMUNITY FACILITIES & SERVICES									
Construct the final Gateway Sign on the South Entrance of the town	\$75,000	City of Douglas	City/SPLOST	2, 7	x	x			
WWII Airbase Buildings Renovation	\$1.5 million	City of Douglas	SPLOST/Grants	7	x	x	x	x	x
Capital Improvements to Art Center (HVAC System, etc.)	\$200,000	City of Douglas	SPLOST, Grants, General Fund	7		x			
Capital Improvements to Central Square Complex (C/A, painting, ductwork, etc.)	\$500,000	City of Douglas	SPLOST, General Fund	7		x			
Capital Improvements to Middle Schools Complex (Lighting/Bathrooms)	\$1 million	City of Douglas	SPLOST, General Fund, Grants	7				x	
Capital Improvements at Community Golf Course (Upgrades to include New grass/new greens)	\$250,000	City of Douglas	SPLOST, General Fund, Grants	2, 7					x
Purchase EV Charging Stations	\$400,000	City of Douglas	Grants, General Fund	7	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Water & Sewer									
Extend water, wastewater, and sewer lines, per the master plan, including unincorporated areas where feasible (Phase III)	\$1,000,000	City of Douglas	SPLOST, Grants, General Fund	7	x	x	x	x	x
Rehab/replace water, wastewater, and sewer lines and mains, per Master Plan	\$5 million	City of Douglas	SPLOST/Rate Monies/Grants	7	x	x	x	x	x
Replace Water/Sewer Infrastructure under roadways before paving	\$2,000,000	City of Douglas	SPLOST/Rate Monies	7	x	x	x	x	x
Extend Sewer on Thompson/George Drive	\$2,500,000	City of Douglas	SPLOST/Rate Monies	7	x	x			
Rebuild McNeil Drive	\$1.9million	City of Douglas	LMIG	7	x	x			
Oak Park Water System Connection Project	\$1.03 million	City of Douglas	SPLOST/Rate Monies	7	x	x			
Wastewater Plant Aeration Project	\$4.7 million	City of Douglas	GEFA, City of Douglas	7	x	x			
Wastewater Sand Filter Project	\$2.55 million	City of Douglas	GEFA City of Douglas	7	x	x			
Wastewater Plant SCADA Project	\$500,000	City of Douglas	City of Douglas	7	x	x			
TNT Force Main Relocation	\$1.36 million	City of Douglas	One Georgia, City of Douglas, ARPA Funds	7	x	x	x		
Premium Peanut Sewer Extension	\$575,028	City of Douglas	Federal ARPA FUNDS, EDA	3, 7	x	x			

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Premium Peanut Water Extension	\$620,000	City of Douglas	Federal ARPA Funds/ EDA	3, 7	x	x			
CCA Water Main Extension	\$150,000	City of Douglas	City of Douglas	7	x				
Bryan St Water Main Loop/Paving	\$300,000	City of Douglas	State ARPA, City of Douglas	7	x				
Well House 2 Reconstruction Project	\$350,000	City of Douglas	City of Douglas	7	x				
Well House 4 Reconstruction	\$380,000	City of Douglas	State ARP Funds	7	x				
Oak Park Elevated Tank Project	\$131,500	City of Douglas	City of Douglas	7	x				
Walker/Hillside/Bojo/32 East Water line project	\$750,000	City of Douglas	State ARPA Funds	7		x			
Miscellaneous Water Projects	\$270,000	City of Douglas	State ARPA Funds, City of Douglas	7			x		
Natural Gas									
Extend Natural Gas Lines to serve agricultural customers and unincorporated areas	\$250,000	City if Douglas	Rate Monies, Enterprise Funds	3, 7	x	x	x		
Install Natural Gas Infrastructure to Satilla Industrial Park	\$100,000	City of Douglas	Rate Monies	3, 7	x	x			
Replace Douglas Lateral	\$40,000,000	City of Douglas	Private, State Funding	7	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Airport									
Initiate the development the of Airport Industrial Park (Aviation Park)	\$5,200,000	City & DCCEDA	SPLOST, One GA, EDA, EDA, City	2, 3	x	x	x	x	x
Construct Corporate Area Access Road Phase I	\$120,000	City of Douglas	FAA/GDOT/SPLOST	2, 3			x		
Corporate Area Access Road at Airport, Phase I & Corporate Taxiway Improvements Design	\$150,000	City of Douglas	FAA/SPLOST	2, 3		x	x		
Corporate Area Sitework at Airport, Including Utilities Design/ Construction	\$1.5 million	City of Douglas	GDOT/City	2				x	
Implement taxiway improvements at Airport, Phase II	\$448,000	City of Douglas	FAA/SPLOST	2, 3				x	
Terminal Area North Apron Expansion at Airport (Construction)	\$350,000	City of Douglas	FAA/GDOT/SPLOST	2, 3		x			
Primary Surface Obstructions Mitigation (Design) and Update DBE Plan	\$55,000	City of Douglas	City Funds	2	x				
North Corporate Hangar Area Taxiway – Phase 1 (Construction)	\$360,000	City of Douglas	FAA, GDOT & City	2		x			
T-Hangar Taxiway Improvements – Phase 1 (South) (Construction)	\$2.5 million	City of Douglas	FAA, GDOT & City	2		x			

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
T-Hangar Taxiway Improvements – Phase 1 (South) (Construction) (Vertical Structures)	\$3.2 million	City of Douglas	GDOT & City	2		x			
Runway 4/22 Remarking (Construction)	\$200,000	City of Douglas	City Funds	2, 3		x			
Historical Hangar Reconstruction	\$250,000	City of Douglas	GDOT & City	2		x			
North Corporate Hangar Area Taxiway Improvements – Phase 2 (2 Large Lots) (Design)	\$65,000	City of Douglas	FAA, GDOT, & City/BIL	2				x	
North Parallel Taxiway – Phase 1 (Design)	\$800,000	City of Douglas	FAA, GDOT, & City/ BIL	2, 3				x	
North Parallel Taxiway – Phase 1 (Construction)	\$8 million	City of Douglas	FAA, GDOT, & City	2, 3					x
Construct Corporate Access Road including Utilities – Phase 2	\$260,000	City of Douglas	City Funds	2, 3					x
Support activities for Aviation School		City of Douglas	Grants/Private-Corporate Entities, City	2, 3	x	x	x	x	x
Fire Department									
Replace Ladder One With new Arial Apparatus	\$1.5 million	City of Douglas	SPLOST/City Funds	8		x			
Construct new Fire Department Training Center Classroom	\$300,000	City of Douglas	SPLOST	8	x				
Purchase a new Fire Engine	\$800,000	City of Douglas	SPLOST/City Funds	8			x		

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Construct a new Fire Station	\$2.4 million	City of Douglas	SPLOST/City Fund	8				x	
Police Department									
Purchase 10 Police Vehicles w/Equipment (EV)	\$800,000	City of Douglas	Grants, General Fund	8	x	x	x	x	x
Purchase 32 new in-car cameras	\$280,000	City of Douglas	SPLOST, Grants, General Fund	8	x	x			
Purchase 43 new Body Cameras	\$185,000	City of Douglas	SPLOST, Grants, General Fund	8	x	x			
Parks & Recreation									
Make improvements to Huckaby Complex, Roundtree Park, and other Soccer Fields	\$4.25 million	City of	Grants	7	x				
Construct Event Facility	\$2.4 million	City of Douglas	General Funds	7					
Establish Dog Park (Premiere Park & Whispering Pine Park)	\$180,000	City of Douglas	General Funds/grants	7	x	x			
Implement Madison Avenue Park Improvements	\$350,000	City of Douglas /DDA	General Funds/Private	7	x				
Make Improvements to Parks	\$7 million	City of Douglas	SPLOST, State and federal funds, grants	7	x	x			
North Madison Park parking improvements & playground equipment at Alunza	\$250,000	City of Douglas	SPLOST, State and federal funds, grants	7	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Construct Lighted Pickle Ball Courts (Davis Wade)	\$294,000	City of Douglas	SPLOST, Grants, Private Donations	7			x		
Wheeler Park Improvements	\$150,000	City of Douglas	SPLOST, General Fund, Grants	7					x
Make improvements to Eastside Park and Unity Park	\$1.6 million	City of Douglas	LWCF/City of Douglas	7	x	x	x		
INTERGOVERNMENTAL COORDINATION									
Construct new E911 Building	\$4 million	City of Douglas/Coffee County	SPLOST	8	x	x			
BROADBAND									
None									

City of Nicholls Community Work Program Update (2024 - 2028)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
LAND USE									
Develop nuisance abatement for rehabilitation	Staff Time	City of Nicholls /DCA	General Fund	1	x	x	x	x	x
Develop local zoning ordinances, including nuisance abatement for rehabilitation	\$20,000	City of Nicholls	General Fund	1	x	x	x	x	x
COMMUNITY FACILITIES & SERVICES									
Water System improvements: Increase fire protection and replace undersized lines and water mains	\$1,100,000	City of Nicholls	CBDG & General Fund	7		x	x	x	x
Develop a public outreach campaign for services and programs	Staff time	City of Nicholls	General Fund	7	x	x	x	x	x
Addition to Community Center	\$150,000	City of Nicholls	SPLOST	7	x	x	x	x	x
Renovations to City Hall	\$250,000	City of Nicholls	SPLOST	7	x	x			
Purchase public safety equipment; police cars, and firefighter equipment	\$200,000	City of Nicholls	SPLOST	7	x	x	x	x	x
City Park improvements/City Youth Park	\$250,000	City of Nicholls	SPLOST	7	x	x	x	x	x
Construct a combination basketball court and walking trails	\$150,000	City of Nicholls	SPLOST	7	x	x	x	x	X
ECONOMIC DEVELOPMENT									
Identify appropriate locations for new industrial sites	\$500,000	City of Nicholls	General Fund	3	x	x	x	x	x
TRANSPORTATION									
Annual sidewalk repair	\$100,000/year	City of Nicholls	General Fund/SPLOST	2	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 24	FY 25	FY 26	FY 27	FY 28
Resurface roads listed by priority on the LMIG list submitted to GDOT for funding	\$500,000	City of Nicholls	SPLOST	2	x	x	x	x	x
Widen SR 32	\$9.3 million	GDOT	GDOT	2	Long-term (2024 or later)				
Enhance SR 32 streetscaping in downtown Nicholls	\$200,000	GDOT, City of Nicholls, Grants	GDOT	2	Long-term (2024 or later)				
BROADBAND									
Provide adequate high-speed broadband access for local industries and commercial businesses.	\$10,000,000	County, Cities, Public/Private Partnership	General Fund, SPLOST, grants, private funding	9				x	x

8. Economic Development Element

The 2022-2026 Comprehensive Economic Development Strategy (CEDS), as developed by the Southern Georgia Regional Commission under a grant from the US Department of Commerce Economic Development Administration, is hereby incorporated by reference into this Comprehensive Plan to serve as the Economic Development Element for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls.

The Southern Georgia Regional Commission's (SGRC) Comprehensive Economic Development Strategy (CEDS) was designed to bring together the public and private sectors to create an economic roadmap to diversify and strengthen the regional economy. The SGRC CEDS analyzes the regional economy and guides the establishment of regional goals and objectives, a regional plan of action, investment priorities, and funding sources.

As a performance-based plan, this CEDS plays a critical role in adapting to global economic conditions by fully utilizing the region's unique advantages to maximize economic opportunity for its residents by attracting private investment that creates jobs. The SGRC CEDS is a regionally owned strategy resulting from a continuing economic development planning process developed with regional public- and private-sector participation. This plan sets forth the goals and objectives necessary to solve the economic development problems of the Southern Georgia region and clearly defines the measures of success.

The Southern Georgia CEDS overviews the region, briefly describing the geography, population, economy, labor, workforce development and use, education, transportation access, environment, and regional resources. It reviews the state of the regional economy. It provides a list of achievable Goals and Objectives for the region, a Plan of Action to ensure success, and Performance Measures used to evaluate the Southern Georgia Regional Commission's successful development and implementation of the 2022-2026 CEDS. Implementing the goals identified in this plan is significant to the economic future of the SGRC District.

Policies, Needs, opportunities, and Short-term Work Program implementation strategies in the current Comprehensive Plans for each jurisdiction in our 18-county region were used extensively to develop the CEDS Goals and Objectives (Action Plans), Vital Projects, and Problems and Opportunities.

Included below are goals and objectives from the CEDS, aligned with the current economic development goals of Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls.

Goal 1: Create regional groups (authorities) to take ownership of existing, underdeveloped industrial parks to build out infrastructure for industry

Action Plan:

- Identify existing industrial parks that could be considered regional; Identify a funding source for infrastructure and ongoing maintenance; Establish community collaboration or MOU for revenue sharing.

Goal 2: Implement programs to foster entrepreneurship growth

Action Plan:

- Teach the value of entrepreneurship at primary and elementary levels; Have communities develop entrepreneurial strategies for identifying assets; Connect with community network

Goal 3: Recruit/encourage value-added food processing (agribusiness).

Action Plan:

- Identify commodities for value-added products; develop product infrastructure for food processing; Partner with the agriculture community.

Goal 4: Infrastructure Assessment

Action Plan:

- Analyze infrastructure age, capacity, and availability.

Goal 5: Adequate Staffing for Industries

Action Plan:

- Seek out resources to assist employers in filling positions.

Goal 6: Land availability for new growth

Action Plan:

- Identify 3 to 6 regional mega sites.

9. Land Use Element

Character Areas

In the previous (2018) Comprehensive Plan, every part of Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls was delineated into specific Character Areas. Character areas are intended to serve as guidance for future land use and land development. Each character area narrative was developed based on stakeholder input, existing land uses, anticipated development, planned infrastructure improvements and expansions, and the State Planning Recommendations guidance.

Each Character Area narrative has a unique **Description** stating either the existing or desired qualities for that area. The stated **Development Strategy** should serve as a guide for all development and redevelopment in the Character Area. The listing of **Permitted Zonings** provides guidance and uses that should be permitted within each Character Area, as regulated by zoning. As the State requires, the **Quality Community Objectives** demonstrate the unique ideals established for each Character Area. The **Implementation Measures** are specific activities or programs that could take place within each character area.

Bay Meadows/Southern Coffee County Character Area



DESCRIPTION:

The predominantly rural area of south-central Coffee County, interspersed with low-density residential subdivisions developed since the 1970s. Dirt roads are prevalent in many residential areas, and there needs to be more connectivity in the street patterns of some residential areas.



DEVELOPMENT STRATEGY:

Encourage new developments to be close to and connected with existing residential subdivisions. Encourage proactive neighborhood preservation by focusing on paving roads as funds allow. Vacant properties in these neighborhoods offer an opportunity for infill development of new, compatible housing. New developments should be encouraged toward the north side of this character area (closer to Douglas).

PERMITTED ZONING:

Single Family Residential (R-2), Agricultural.

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Regional Cooperation
- 5) Transportation Options

IMPLEMENTATION MEASURES:

Cluster Development - For specified community areas, adopt regulations that require a significant portion of a site to be set aside as undivided, permanently protected open space. At the same time, the buildings (houses, shops, etc.) are clustered at higher density on the remainder of the property.

Manufactured Home Compatibility Standards - Adopt a manufactured housing ordinance or program that 1) Ensures the compatibility of manufactured homes with adjacent single-family residences. 2) Regulates the appearance, layout, and location of manufactured home parks,

recreational vehicles, travel trailer parks, and campgrounds. 3) Requires installation of manufactured homes by the applicable federal and manufacturer's standards.

Chester Avenue Neighborhood Character Area

DESCRIPTION:

Northwest of the city center in the City of Douglas, bordering the hospital district, the Chester Avenue neighborhood is a stable area with diverse housing types, styles, and ages built over decades.

DEVELOPMENT STRATEGY:

Encourage property maintenance and continued high level of homeownership in the area. Encourage the increase of senior-appropriate housing to meet anticipated future needs. Continue to build the sidewalk network, emphasizing connectivity to Wheeler Park, the Douglas Trail, Westside Elementary School, and Coffee Regional Medical Center.



PERMITTED ZONINGS:

Single Family Residential (R-1 & R-2),
Planned Development (PD).

QUALITY COMMUNITY OBJECTIVES:

- 1) Efficient Land Use
- 2) Housing Options
- 3) Transportation Options

IMPLEMENTATION MEASURES:

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular community areas while regulating this development to ensure the quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to new and retrofit projects using sidewalks, street trees, etc.

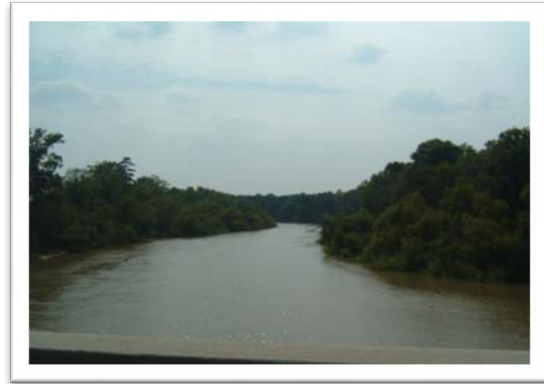
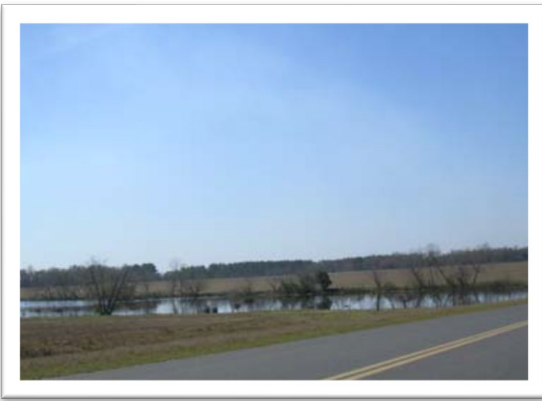
Conservation Character Area

DESCRIPTION:

Areas of open space protected for recreation and conservation include wetlands, floodplains, stream buffers, and other protected areas.

DEVELOPMENT STRATEGY:

Conservation of sensitive environmental areas should be encouraged or required. New developments should incorporate these sensitive areas as amenities (for example,



conservation subdivisions).

PERMITTED ZONING:

All

QUALITY COMMUNITY OBJECTIVES:

- 1) Resource Management
- 2) Efficient Land Use
- 3) Sense of Place

IMPLEMENTATION MEASURES:

Conservation Easements - Encourage owners of key properties (such as those in environmentally sensitive areas, included in the local greenspace plan, or designated for agricultural use in the comprehensive plan) to utilize conservation easements or sell development rights to preserve their land from future development. Conservation easements allow private landowners to donate the development rights of their property to a qualified conservation organization or government agency in exchange for tax savings. The sale of development rights is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency. In both cases above, giving up the development rights permanently protects property from development and ensures that it remains green space or farmland.

Environmental Resource Inventory - Conduct a comprehensive mapping of the community's environmentally sensitive areas (such as floodplains or steep slopes) to make rational decisions about areas best suited for setting aside as open space. This should be the first step in crafting a local strategy for open space preservation.

Downtown Ambrose Character Area

DESCRIPTION:



The historic commercial core of the City of Ambrose, including the public library, City Hall, and a mix of commercial uses. A recent Transportation Enhancement grant provided sidewalks in the area.



DEVELOPMENT STRATEGY:

Maintain the traditional downtown area as the focal point of the community. Encourage the re-use of vacant buildings over the development of new sites. Continue to build out the sidewalk network emphasizing connecting to residential areas. Work with transportation partners to improve railroad safety. Consider the long-range feasibility of a sewer system for the city.

PERMITTED ZONINGS:

The City of Ambrose currently needs zoning.

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Sense of Place

IMPLEMENTATION MEASURES:

Downtown Program - Actively support and participate in programs that promote healthy business downtowns, such as Downtown Development Authorities, Better Hometown, and MainStreet.

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular community areas while regulating this development to ensure the quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Downtown Broxton Character Area

DESCRIPTION:

This area is the historic commercial core of Downtown Broxton.

DEVELOPMENT STRATEGY:

Maintain the traditional downtown area as the focal point of the community. Encourage the increase of retail, office,



services, and employment in the commercial core. Prioritize streetscape improvements through improved sidewalks, lamp posts, façade improvements, and planters. Encourage the reuse of vacant buildings over the development of new sites. Continue to build out the sidewalk network, emphasizing connecting to residential areas.

PERMITTED ZONINGS:

All except Agricultural (AG).

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Efficient Land Use
- 3) Sense of Place
- 4) Transportation Options
- 5) Community Health

IMPLEMENTATION MEASURES:

Downtown Program - Actively support and participate in programs that promote healthy business downtowns, such as Downtown Development Authorities, Better Hometown, and MainStreet.

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular community areas while regulating this development to ensure the quality of life in affected neighborhoods. This strategy should include a) development incentives,

Downtown Nicholls Character Area

DESCRIPTION:

The historic commercial core of Downtown Nicholls.



DEVELOPMENT STRATEGY:

Maintain the traditional downtown area as the focal point of the community. Encourage revitalization of historic buildings where possible to maintain community character. Abandoned buildings that cannot be rehabilitated should be demolished. Consider converting vacant lots into City parks. Consider adopting zoning to prevent the future development of incompatible land uses. Continue to build out the sidewalk network, emphasizing connecting to residential areas.

PERMITTED ZONINGS:

No zoning.

APPROPRIATE LAND USE:

All but Agriculture/Forestry.

QUALITY COMMUNITY OBJECTIVES:

- 1) Efficient Land Use
- 2) Sense of Place
- 3) Housing Options
- 4) Transportation Options



IMPLEMENTATION MEASURES:

Downtown Program - Actively support and participate in programs that promote healthy business downtowns, such as Downtown Development Authorities, Better Hometown, and MainStreet.

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular areas of the community while also regulating this development to

ensure the protection of the quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

East Walker Street Neighborhood Character Area

DESCRIPTION:

Residential area with a mix of single-family houses, townhomes, and small apartment buildings. Includes several parks and institutional uses such as churches and Eastside Elementary School.



DEVELOPMENT STRATEGY:

Maintain the mix of single-family houses, townhomes, and small apartment buildings. Encourage infill development on vacant lots. Encourage property maintenance and continued high level of homeownership in the area. Continue building the sidewalk network while connecting to destinations such as Eastside Elementary School, Madison Park, Eastside Park, and Downtown Douglas.

PERMITTED ZONINGS:

Residential Infill (R-I), Town Center Commercial (TC-C), Residential/Professional (R-P), and Neighborhood Commercial (NC).

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Sense of Place
- 5) Transportation Options

IMPLEMENTATION MEASURES:

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular areas of the community while also regulating this development to ensure the protection of the quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to the new and retrofit projects, using sidewalks, street trees, etc.

Education Center Character Area



DESCRIPTION:

This area, on the south side of Douglas and adjacent to Hwy 441, includes South Georgia State College, Wiregrass Georgia Technical College, and a career academy (the George Washington Carver Freshman Campus).



DEVELOPMENT STRATEGY:

Encourage the growth of housing options that recognize the needs of students, making it possible for students to live within easy walking distance of the campus. Improve sidewalk and trail connectivity to Downtown. Maintain safe pedestrian crossings and implement traffic calming measures, such as narrower street widths and raised pedestrian crossings, as appropriate with the high pedestrian activity level of the area.



Encourage the preservation of green space and public space, providing adequate community gathering points. Identify land for potential institutional growth. Place all new parking behind buildings and further develop on-street parking options when possible. Include small-scale retail to support the residential population.

PERMITTED ZONINGS:

Residential Mixed Family District (R-M), Residential/Professional District (R-P), Neighborhood Commercial District (N-C), and General Commercial District (G-C).

QUALITY COMMUNITY OBJECTIVES:

- 1) Resource Management
- 2) Efficient Land Use
- 3) Sense of Place

- 4) Regional Cooperation
- 5) Transportation Options
- 6) Educational Opportunities

IMPLEMENTATION MEASURES:

Business Incubator - Develop a business incubator to give local entrepreneurs a good location and other assistance to support a fledgling business.

Educational Resource Center - Develop and maintain a listing and referral service to help citizens understand and access available educational and training opportunities in your community. These can include formal educational institutions, private providers, and specialized programs from the Department of Labor. Publicize its availability and make a list available at government facilities and on the web.

Design Guidelines - Develop design guidelines for specific areas of the community that establish aesthetic and development standards for all properties. These guidelines are intended to achieve an architecturally and physically cohesive character for the area by setting standards for the appropriateness and impact of new buildings or rehab of existing buildings. Illustrations of desired building characteristics are the best way to communicate design guidelines to citizens and developers. Communities that want their design guidelines to be more than just advisory in nature may choose to establish a design review board to implement them. This board will review the proposed projects' architecture, aesthetics, and site characteristics to achieve compatibility with the design guidelines.

Creative Design for Higher Density - Provide design options for higher-density development that blends well with the surrounding neighborhood, perhaps by masking the high-density aspects of the development through landscaping or architectural details. For example, multi-family housing can be designed to appear as a single-family residence from the street or heavy landscaping can hide parts of the development.

Heat Mitigation - Implement a comprehensive strategy for reducing heat in developed areas by implementing strategies such as encouraging cool roofing materials, porous pavements, planting sunshade trees, and preservation of green space

Gaskin Avenue Neighborhood Character Area:

DESCRIPTION:

The Gaskin Avenue Neighborhood in the City of Douglas contains diverse housing, including many historic homes.

DEVELOPMENT STRATEGY:

Protect historic properties from demolition and encourage rehabilitation with appropriate incentives. Encourage infill development architecturally compatible with the existing



neighborhood to maintain historic character. Encourage small business development consistent with City's goals for the district. Continue building the sidewalk network, emphasizing connections to Downtown Douglas, Eastside Park, and other key destinations.

PERMITTED ZONINGS:

Residential Infill District (R-I), Town Center Commercial District (TC-C), Residential/Professional District (R-P), Neighborhood Commercial District (NC), and Historic District Overlay (HOD).

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Sense of Place
- 5) Transportation Options



IMPLEMENTATION MEASURES:

Historic Preservation Program - Identify and map the visual, cultural, and historical assets your community values most. Then adopt a local historic preservation/protection ordinance to protect and enhance the places, districts, sites, buildings, structures, and works of art identified in the inventory of assets. This ordinance should be adopted under the auspices of the Georgia Historic Preservation Act, which establishes a local Historic Preservation Commission to provide oversight

on the administration of the local ordinance and guidance on aesthetic changes to historic structures within locally designated districts.

General Coffee State Park Character Area

DESCRIPTION:

This Character Area consists of the area within and around the State Park. The site includes some residential development and a mix of land utilized for forestry and agriculture.



DEVELOPMENT STRATEGY:

The State Park should be protected from any negative impacts of development. Provide natural buffers within and along developments adjacent to the park. Protect the Seventeen Mile River from pollution and erosion.

PERMITTED ZONING:

Single-Family Residential (R-2), Agricultural (AG), State Park Overlay District.

QUALITY COMMUNITY OBJECTIVES:

- 1) Regional Cooperation
- 2) Resource Management

IMPLEMENTATION MEASURES:

Tourism Strategy - Plan a tourism initiative and marketing campaign based on your community's existing heritage and cultural resources. The strategy might also entail employing a well-designed logo and tourist-oriented directional signage systems to help tourists find their needed services. Heritage and Cultural tourism are big businesses in Georgia.

Green Space Plan - Develop, adopt, and implement a plan connecting permanently protected green space throughout the community. Setting aside the greenspace can be done through direct purchase by the local government, purchase of the development rights to the land only, or by working with local land trusts to focus their efforts on acquiring conservation easement in the areas identified in the local greenspace plan.

Golf Club Road Neighborhood Character Area

DESCRIPTION:

The Golf Club Road is a stable, high-end residential area near the Douglas Golf and Country Club.



DEVELOPMENT STRATEGY:

Maintain residential character and encourage property maintenance. Improve pedestrian and bicycle connections to the Country Club and nearby elementary school. Promote the addition of “corner commercial” sites that blend with the neighborhood and provide services of use to residents, such as dry cleaning, convenience stores, and similar services.

PERMITTED ZONINGS:

Residential Single-Family District (R-12 & R-15).

QUALITY COMMUNITY OBJECTIVES:

- 1) Efficient Land Use
- 2) Sense of Place
- 3) Transportation Options

IMPLEMENTATION MEASURES:

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that “users” of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to new and retrofit projects using sidewalks, street trees, etc.

Sidewalk/Trail Network - Promote physical activity in your community by creating or improving sidewalks and trails that connect to important destinations such as schools, public facilities, employment centers, parks, and recreation areas.

Highway Commercial Character Area

DESCRIPTION:



This Character Area consists of multiple linear commercial areas: State Route 32 between Bushnell and Douglas, US Route 441 through Douglas, and several areas along Bowens Mill Road (the Douglas perimeter road). These areas have a mix of commercial and light industrial uses. Traffic congestion is an increasing concern.



DEVELOPMENT STRATEGY:



Continue to widen high-traffic commercial highways from two lanes to four lanes as appropriate, using the latest and best design standards. Continue building the sidewalk network, providing landscape buffers between streets and sidewalks to improve pedestrian safety. Provide frequent safe pedestrian street

crossings. Encourage development closer to the city center of Douglas rather than further out. Encourage the redevelopment of older strip commercial centers over new construction. Promote connectivity between parking lots to reduce unnecessary traffic flow onto the main roadway. Minimize the number of curb cuts to lessen the potential for traffic conflicts and crashes.

PERMITTED ZONING:

Commercial (C), Wholesale/Light Industrial (W-IL), Gateway District.

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Regional Cooperation
- 5) Transportation Options

IMPLEMENTATION MEASURES:

Economic Development Strategy - Develop a collaborative, public/private local economic development strategy by involving stakeholders such as local business owners, the Chamber of Commerce, Downtown Development Authority. Enlist stakeholder input to reveal what training or expertise exists within the community workforce, what types of businesses or industries need to be developed, and what constraints exist on business growth within the community.

Flexible Parking Standards - Revise land development regulations to remove rigid parking requirements to reduce the number of unnecessary spaces in the community. This may include reducing the required parking spaces or allowing shared parking between adjacent facilities.

Greyfield Redevelopment – Communities should help and provide incentives for redeveloping greyfield areas. A greyfield is a declining or abandoned shopping mall or strip mall. It has the advantage that infrastructure is already in place and lacks the environmental cleanup Needs of a Brownfield. Ideally, these areas can be converted into walkable, higher-density, mixed-use developments.

Brownfield Redevelopment - To encourage the redevelopment and reuse of abandoned Brownfields (old industrial properties) in your community, develop a program that includes any of the following elements:

- 1) Inventory all of the Brownfields in your community.
- 2) Have each Brownfield site assessed to determine the likely cost of cleaning up or containing any residual on-site contaminants.
- 3) Offer financial incentives (or at least information on financial assistance available from other sources) for remediation and redevelopment of these sites since the clean-up and/or containment of Brownfields is often very expensive.

Historic Downtown Douglas Character Area

DESCRIPTION:

The historic commercial core of Downtown Douglas, at the intersection of Hwy 32 and Hwy 441, contains a mixture of commercial and governmental uses and serves as the county's geographic, political, and commercial center.



DEVELOPMENT STRATEGY:

Downtown should include a relatively dense mixture of retail, offices, services, and employment. Residential uses above retail (loft-style housing) should also be encouraged. Continue building and maintaining the pedestrian and bicycle network, linking Downtown to other neighborhoods and destinations such as South Georgia State College, Wiregrass Georgia Technical College, and Coffee Regional Medical Center.



PERMITTED ZONINGS:

Town Center Commercial District (TC-C), Residential/Professional District (R-P), Neighborhood Commercial District (NC), and Historic District Overlay (HDO).

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Sense of Place
- 5) Transportation Options

IMPLEMENTATION MEASURES:

Downtown Planning - Create a small-area or master plan for the central business district that establishes what is currently there that should be preserved, what should be added to improve the downtown area, and how it will be implemented. Ideally, this plan should include illustrations and renderings of the desired final buildout.

Hospital District Character Area

DESCRIPTION:

This area consists of Coffee County Regional Medical Center and the surrounding area of small-scale retail and office uses.

DEVELOPMENT STRATEGY:

Encourage healthcare-related uses and allow for the continued expansion of the Medical Center. Discourage neighborhood cut-through traffic by implementing traffic calming measures on nearby residential streets. Continue to expand the sidewalk network. Provide buffers to protect residential areas as needed. Minimize light and glare spillover into adjacent neighborhoods. Support converting housing to light commercial uses on streets channeling onto Hwy 32 near the hospital. Consolidate driveways and implement access management strategies to help reduce congestion. Promote road improvements that increase accessibility to medical facilities.



- 4) Regional Cooperation
- 5) Transportation Options
- 6) Community Health

PERMITTED ZONINGS:

General Commercial District (G-C), Neighborhood Commercial District (N-C). The Historic District Overlay (HOD) will also apply to this area.

QUALITY COMMUNITY OBJECTIVES:

- 1) Resource Management
- 2) Efficient Land Use
- 3) Local Preparedness

IMPLEMENTATION MEASURES:

Design Guidelines - Develop design guidelines for specific areas of the community that establish aesthetic and development standards for all properties. These guidelines are intended to achieve an architecturally and physically cohesive character for the area by setting standards for the appropriateness and impact of new buildings or rehabbing existing buildings. Illustrations of desired building characteristics are the best way to communicate design guidelines to citizens and developers. Communities that want their design guidelines to be more than just advisory in nature may choose to establish a design review board to implement them. This board will review the proposed projects' architecture, aesthetics, and site characteristics to achieve compatibility with the design guidelines.

Community Health Resource Center - Develop and maintain a comprehensive listing and referral service to help citizens understand and access available local community health and social welfare assistance resources such as Department Family and Children Services, Peachcare, Family Connections, County Health Departments, Schools, Public Hospitals, etc.

Heat Mitigation - Implement a comprehensive strategy for reducing heat in developed areas by implementing strategies such as encouraging cool roofing materials, porous pavements, planting sunshade trees, and preservation of green space.

Public Institutional Character Area

DESCRIPTION



This area consists of state, federal, or local government and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, and other similar uses. Other institutional land use examples include colleges, churches, cemeteries, hospitals, and other similar uses.

DEVELOPMENT STRATEGY



Preserve, restore, and reuse historic buildings. Implement a balance of transportation options and design. Encourage the development of essential facilities in locations where they can be conveniently accessed. Encourage the development of new public/institutional uses at a scale compatible with surrounding uses.

PERMITTED ZONING DISTRICTS

Planned Development (P-D), Commercial (C), General Commercial (G-C), Neighborhood Commercial (N-C), Neighborhood Commercial (R-P), and General Business (G-B).





QUALITY COMMUNITY OBJECTIVES

- 1) Regional Cooperation
- 2) Educational Opportunities
- 3) Community Health

IMPLEMENTATION MEASURES

Buffering - Provide adequate buffering and setbacks between different land uses.

Infill Development Program - A comprehensive strategy for encouraging infill development in

particular community areas while regulating this development ensures the protection of life quality in affected neighborhoods. An effective program will include improvements to public facilities and services and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

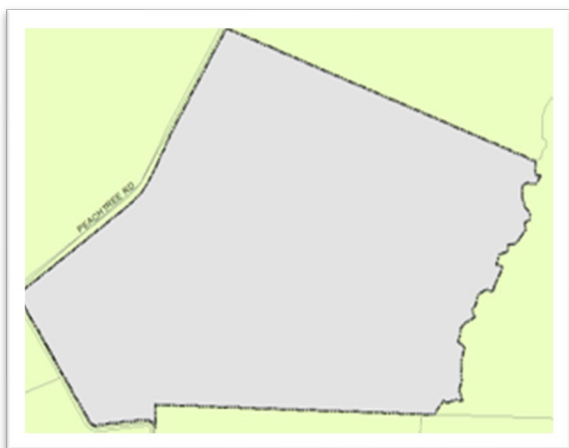
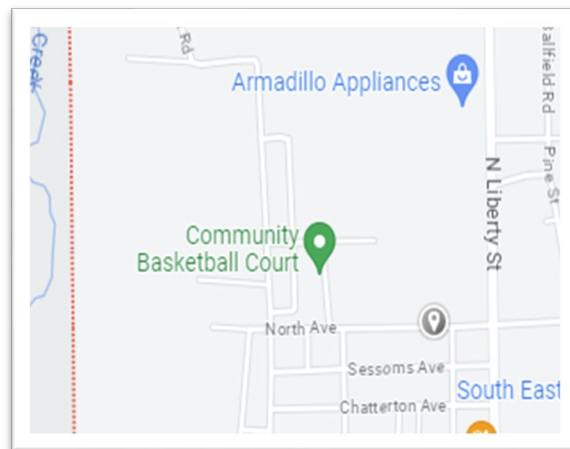
Regulations - Provide land use regulations that ensure that any proposed zoning will be compatible with the underlying Land Use designations as shown in the Comprehensive Plan

Industrial Character Area

DESCRIPTION

This area consists of two vacant undeveloped industrial sites within the Nicholls community that the city wishes to have developed for future growth. One area is located northwest of town, north of Hwy 32, and west of N Liberty Street. The other area is located northeast of town, off of N Liberty Rd and Peachtree Rd.

This character area also includes a chicken hatchery, chicken processing plant, feed mill, peanut processing, peanut oil processing, and other industries throughout Coffee County and the City of Douglas.



DEVELOPMENT STRATEGY

Encourage development and infill within this area to ensure it will be vital to the local economy. Provide adequate infrastructure and public services to these sites to attract businesses while minimizing adverse impacts on neighborhoods and the environment.

PERMITTED ZONING DISTRICTS

Industrial (I)

QUALITY COMMUNITY OBJECTIVES

1) Economic Development

IMPLEMENTATION MEASURES

Targeted Industry Analysis -

Strategically choose which types of business to recruit and support using relevant community characteristics to determine which will be the best fit for local job needs, workforce skills, or to complement existing businesses. Also, consider growth rates for various industries in the region, the state, and the U.S.





Access Control Measures -

To ensure neighborhoods and commercial properties are interconnected to allow for better traffic circulation and increased public safety.

Design guidelines –

Evaluate buildings' appropriateness, properties, and land use to create an architecturally and physically cohesive area of a specified character.



Flexible parking standards -

Revising land development regulations to remove rigid parking requirements typically results in an oversupply of unnecessary parking spaces. Revisions may include reducing the number of required parking spaces or allowing shared parking between adjacent facilities. Flexible parking standards enable developers to be more efficient and innovative in providing parking and reduce the amount of land consumed by parking lots.

Infill Development Program - A comprehensive strategy for encouraging infill development in particular community areas while regulating this development ensures the protection of life quality in affected neighborhoods. An effective program will include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.



Landscaping and buffer requirements and guidelines - Require planting areas to mask unattractive land use or provide a visual and sound barrier between incompatible adjacent uses, increase aesthetic values, and protect water and the quality of rivers and streams. Communities

should consider adopting a tree protection ordinance in addition to landscaping and buffer regulations. Inappropriate landscaping can degrade the natural environment's quality by requiring excess water and pesticides or creating unnecessary conflicts with sewers, sidewalks, and vehicle access. It is essential to promote environmentally sound landscaping, including using low-maintenance, drought-resistant, native, or non-invasive plants, and to ensure that the right tree is planted in the right place.

Sign regulations - Language should be incorporated into the Zoning Ordinance to regulate all exterior signs and the lighting of signs. Attempt to control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs.

Streamlined Development Permitting - Revising the local development review process makes it easier to obtain necessary approvals, particularly for innovative quality growth types. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.

Utility relocation - Relocating overhead utilities out of view either below ground or at the rear of lots. This is intended to improve the appearance of commercial strip corridors that typically include tangles of overhead power and telephone lines stretching across and along the roadways.

Stormwater Management - Develop and implement a local stormwater management plan that includes: 1) Incentives for low impact development (LID), which uses innovative site design techniques to collect and drain or evaporate stormwater runoff onsite, rather than to route it into a typical stormwater collection system. LID techniques include bioretention, permeable pavers, tree box filters, rain barrels, disconnected downspouts, narrower streets, infiltration swales, rooftop gardens, bioretention cells, and rain gardens. 2) Requirements that impervious surfaces do not exceed a certain maximum percentage of total lot size in particular community sections, particularly those that drain most directly into water supply streams or reservoirs.

Oak Park Character Area



DESCRIPTION:

The Oak Park area is a mix of single-family homes, mobile homes, small apartment complexes, and commercial and industrial uses. Since 2004, blight in the area has been addressed through multiple measures. An Urban Redevelopment Plan for the area was adopted in 2015. A new water system was installed in 2009, and a CDBG grant, and other sources have provided sidewalks, street paving, and housing improvements. Revitalization of the area is ongoing.

DEVELOPMENT STRATEGY:

Continue to implement redevelopment plans, build the sidewalk network, pave streets, address blighted housing, and encourage infill development. Rehabilitation of existing homes and homeownership programs will help ensure that a range of income levels can find housing in the community. Continue to promote the development of businesses and services that are useful to residents.,

PERMITTED ZONING:

Single Family Residential (RM), Commercial (C), Planned Development (P-D)



QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Efficient Land Use
- 3) Sense of Place
- 4) Housing Options
- 5) Transportation Options
- 6) Educational Opportunities
- 7) Community Health

IMPLEMENTATION MEASURES:

Code Enforcement - Utilize code enforcement to require property owners to properly maintain their residential units, thereby preventing neighborhood blight and foreclosed properties.

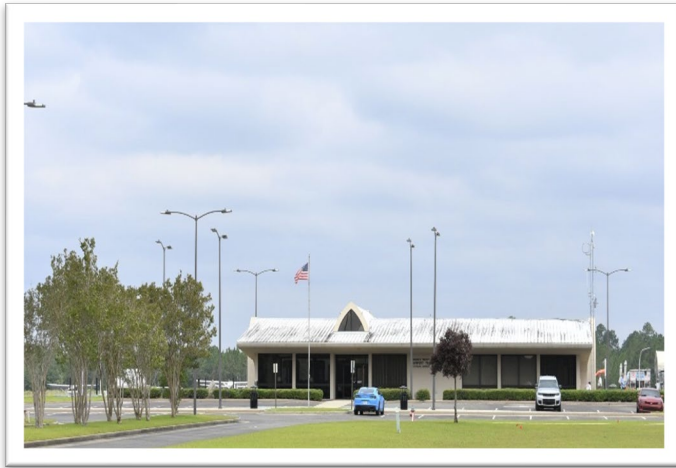
Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular areas of the community while also regulating this development to ensure the protection of the quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to new and retrofitted projects using sidewalks, street trees, etc.

Production and Employment Character Area

DESCRIPTION:

This area consists of industries, warehouses, distribution facilities, and other related uses located in multiple districts throughout Coffee County. The area includes the Douglas Municipal Airport. The area has room for expansion.



DEVELOPMENT STRATEGY:

Provide adequate infrastructure capacity, maintain designated truck routes that are safe and maneuverable for heavy vehicles, and minimize trucks' noise, vibration, and intrusion in residential areas and Downtown Douglas. Provide adequate room for expansion and the development of ancillary business and employee services. Encourage attractive,

landscaped entrances and grounds. Protect environmentally sensitive areas and buffer surrounding neighborhoods. Screen truck docks and waste handling areas from public view. Preserve green space and trees near Hwy 221 to help mitigate the adverse effects of industrial activity on air quality and the overall environment. Discourage future development adjacent to the airport, allowing room for expansion.

PERMITTED ZONINGS:

General Commercial District (G-C), Wholesale/Light Industrial District (M-1), and Industrial Districts (M-2).



QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use
- 4) Local Preparedness
- 5) Regional Cooperation
- 6) Transportation Opportunities

IMPLEMENTATION MEASURES:

Economic Development Strategy - Develop a collaborative, public/private local economic development strategy by involving stakeholders such as local business owners, the Chamber of Commerce, Downtown Development Authority. Enlist stakeholder input to reveal what training or expertise exists within the community workforce, what types of businesses or industries need to be developed, and what constraints exist on business growth within the community.

Flexible Parking Standards - Revise land development regulations to remove rigid parking requirements to reduce the number of unnecessary spaces in the community. This may include reducing the required parking spaces or allowing shared parking between adjacent facilities.

Greyfield Redevelopment – Communities should help and provide incentives for redeveloping greyfield areas. A greyfield is a declining or abandoned shopping mall or strip hit as the advantage that infrastructure is already in place and lacks the environmental cleanup Needs of a Brownfield. Ideally, these areas can be converted into walkable, higher-density, mixed-use developments.

Rural Character Area



DESCRIPTION

The Rural Character Area consists primarily of land used for agriculture and forestry. Some of the most significant agricultural products of Coffee County include tobacco, cotton, poultry, and eggs.

DEVELOPMENT STRATEGY:

Preserve these areas' rural/agricultural character by maintaining large lot sizes and very low-density residential development, primarily accessory to farm operations. Farms can be protected through the Right to Farm rules. Prime agricultural soils should continue to be utilized for farming. Prohibitions against dumping and junk yards should be enforced. Conservation easements should be used to protect environmentally sensitive areas. Subdivision regulations should ensure that new housing is independent of agricultural needs and resources. Development should preserve scenic views and be encouraged only near developed areas.



PERMITTED ZONINGS:

Agricultural (AG).

QUALITY COMMUNITY OBJECTIVES:

- 1) Open Space Preservation
- 2) Environmental Protection
- 3) Regional Identity

IMPLEMENTATION MEASURES:

Conservation Easements - Encourage owners of key properties (such as those in environmentally sensitive areas, included in the local greenspace plan, or designated for agricultural use in the comprehensive plan) to utilize conservation easements or sell development rights to preserve their land from future development. Conservation easements allow private

landowners to donate the development rights of their property to a qualified conservation organization or government agency in exchange for tax savings. The sale of development rights is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency. In both cases above, giving up the development rights permanently protects property from development and ensures that it remains green space or farmland.

Water Resource Protection - Adopt water resource management policies such as requiring WaterSense high-efficiency toilets and faucets in all new buildings, use of greywater for irrigation, and using drought-tolerant landscaping.

Manufactured Home Compatibility Standards - Adopt a manufactured housing ordinance or program that 1) Ensures the compatibility of manufactured homes with adjacent single-family residences. 2) Regulates the appearance, layout, and location of manufactured home parks, recreational vehicles, travel trailer parks, and campgrounds. 3) Requires installation of manufactured homes by the applicable federal and manufacturer's standards.

Rural Community/Historic Crossroads Character Area

DESCRIPTION:

This area consists of the small, historic unincorporated communities of Bethel, Bushnell, Chatterton, Huffer, Lott, Mora, Pridgen, Saginaw, and West Green areas with higher density, community focal points, and light commercial development.



DEVELOPMENT STRATEGY:

Preserve the rural character of these communities, and preserve historic structures, when possible, to maintain community identity. Encourage development closer to the community center rather than further out. Encourage the development of valuable services to residents, such as small grocery stores. Provide sidewalks where needed. Enforce septic tank regulations to preserve the area's water quality.



PERMITTED ZONINGS:

Single Family Residential (R-3), Commercial (C), Agricultural (AG)

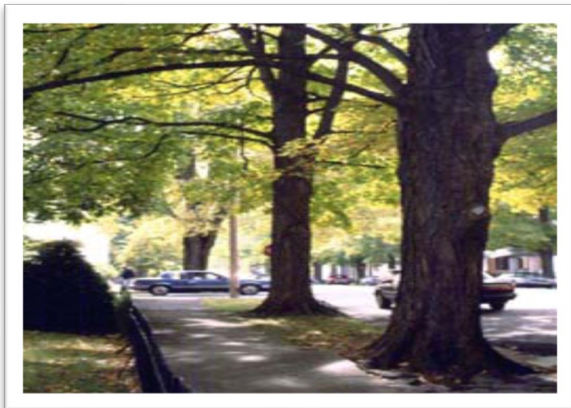
QUALITY COMMUNITY OBJECTIVES:

- 1) Efficient Land Use
- 2) Sense of Place

IMPLEMENTATION MEASURES:

Historic Preservation Program - Begin by Identifying and mapping the visual, cultural, and historical assets your community values most. Then adopt a local historic preservation/protection ordinance to protect and enhance the places, districts, sites, buildings, structures, and works of art identified in the inventory of assets. This ordinance should be adopted under the auspices of the Georgia Historic Preservation Act, which establishes a local Historic Preservation Commission to provide oversight on the administration of the local ordinance and provide guidance on aesthetic changes to historic structures within locally designated districts.

Small Town Neighborhood Character Area



DESCRIPTION:

This Character Area comprises residential areas surrounding the downtown commercial centers of the smaller cities in Coffee County (Ambrose, Broxton, and Nicholls). These areas are generally characterized by traditional grid street design and diverse housing styles.



DEVELOPMENT STRATEGY:

Encourage infill development in residential neighborhoods rather than at the city's edges. Preserve historic homes where possible to maintain community character. Rehabilitate or replace deteriorating housing stock and demolish abandoned structures to eliminate blight. Continue building the sidewalk network, emphasizing connectivity to the town center and destinations such as parks and schools. Add traffic calming devices such as raised pedestrian crossings to increase safety on heavily traveled residential streets.

PERMITTED ZONINGS:

Single-Family Residential, Mixed Residential, Planned Development. *(Note: The Cities of Ambrose and Nicholls currently do not have zoning.)*

QUALITY COMMUNITY FACILITIES:

- 1) Resource Management
- 2) Efficient Land Use
- 3) Sense of Place
- 4) Housing Options

IMPLEMENTATION MEASURES:

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular areas of the community while also regulating this development to ensure the protection of quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Code Enforcement - Utilize code enforcement to require property owners to properly maintain their residential units, thereby preventing neighborhood blight and foreclosed properties.

South Douglas Neighborhoods Character Area



DESCRIPTION:

This character area consists of the neighborhood north and east of South Georgia State College and Wiregrass Georgia Technical College, spanning both sides of US-441 on the south side of the City of Douglas. The area contains a mix of single- and multi-family housing, commercial uses, parks, and churches. This area is currently experiencing expansion and growth.

DEVELOPMENT STRATEGY:

Encourage housing rehabilitation and infill development, including residential development and neighborhood-level commercial development that provides needed services to the community. Continue building the pedestrian and bicycle network, improving connectivity to the colleges, Downtown Douglas, and businesses along the US-441 corridor. Continue to work toward the enhancement and modernization of public housing units. Improve drainage and upgrade infrastructure as needed. Encourage vegetation buffers at nearby industrial and commercial sites to minimize land-use incompatibilities.



PERMITTED ZONINGS:

Residential Infill (R-1), Residential Single Family (R-12), Residential Mixed Family (R-M), Neighborhood Commercial (N-C), Planned Development (PD), and General Commercial (G-C).

QUALITY COMMUNITY OBJECTIVES:

- 1) Efficient Land Use
- 2) Sense of Place



- 3) Housing Options
- 4) Transportation Options
- 5) Community Health

IMPLEMENTATION MEASURES:

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular areas of the community while also regulating this development to ensure the protection of quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to new and retrofit projects using sidewalks, street trees, etc.

Southeast Douglas Character Area

DESCRIPTION:

This area contains single-family residences, some mobile home parks, limited commercial uses, and agricultural/forestry areas on the southeast side of the City of Douglas and mainly outside the perimeter road.



DEVELOPMENT STRATEGY:

Encourage infill development and the building out of existing residential subdivisions rather than creating new subdivisions. Encourage neighborhood-level commercial development that provides needed services to the community, such as convenience stores. Continue building the sidewalk network, connecting subdivisions and businesses along major highways. Incorporate new parks and greenspace when opportunities arise.



PERMITTED ZONINGS:

Residential-Single-Family (R-12), Residential Mixed Family (R-M), Planned Development (PD), Neighborhood Commercial (NC), Agricultural (AG).

QUALITY COMMUNITY OBJECTIVES:

- 1) Economic Prosperity
- 2) Resource Management
- 3) Efficient Land Use

- 4) Sense of Place
- 5) Transportation Options

IMPLEMENTATION MEASURES:

Infill Development Program - Develop a comprehensive strategy for encouraging infill development in particular areas of the community while also regulating this development to ensure the protection of quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density, and location of new infill projects.

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to new and retrofit projects, using the sidewalks, street trees, etc.

Bicycle Facilities - Ensure safe, adequate, and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.

Touchton Woods Character Area

DESCRIPTION:

This area, northwest of Downtown Douglas and north of the Hwy 32 commercial corridor, is a well-established neighborhood with a central subdivision as its core.



DEVELOPMENT STRATEGY:

Provide better pedestrian and bicycle connections to downtown Douglas. Encourage property maintenance and a continued high level of home ownership in the area. Maintain residential character and promote infill residential that reflects that character. Preserve and increase green space. Create buffers between the adjacent Hwy 32 commercial corridor and residential neighborhood.

PERMITTED ZONINGS:

Single Family Residential (R-1, R-2, R-15).

QUALITY COMMUNITY OBJECTIVES:

- 1) Efficient Land Use
- 2) Resource Management
- 3) Sense of Place
- 4) Transportation Options

IMPLEMENTATION MEASURES:

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street include pedestrians, bicyclists, and public transportation passengers of all ages and abilities, as well as trucks, buses, and automobiles. This approach should be applied to new and retrofit projects using sidewalks, street trees, etc.

Sidewalk/Trail Network - Promote physical activity in your community by creating or improving sidewalks and trails that connect to important destinations such as schools, public facilities, employment centers, parks, and recreation areas.

Appendices

Appendix A: Sign-In Sheets

Appendix B: Transmittal Letters and Adoption Resolutions

Appendix C: Broadband Element Sign-in Sheets and Public Hearings

Appendix D: Broadband Element Survey

Appendix E: Transmittal Letters

SIGN - IN SHEET
Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls
2023 Comprehensive Plan Update
Kick-Off Public Hearing
Monday, February 6, 2023
9:30 AM

NAME	ORGANIZATION	PHONE	E-MAIL
Wesley Vickus	Coffee County	912-384-4799	wesley.vickus@coffee-county-ga.gov
Oscar Paulk	Coffee County	912-309-1908	Oscar_Paulk@gmail.com
AJ Dovers	Coffee County	912-381-3615	ajdovers@gmail.com
Ted Osteen	Coffee County	912-393-5144	clerk.talosteen@gmail.com
Jimmy Kitchens	Coffee County	912-389-8889	jimmy@americantruckparts.com
Johnny Jowers	Coffee County	912-389-7705	johnnywaynejowers@gmail.com

ATTENDANCE LIST OF STAKEHOLDERS PARTICIPATING IN WORKSHOPS FOR COFFEE COUNTY COMPREHENSIVE PLAN UPDATE 2023

1ST WORKSHOP – MARCH 28, 2023

INITIAL HERE	RSVP	NAME	ORGANIZATION	TITLE	Email
		Adams, Bradley			bradley607@gmail.com
		Adams, Diane			diane.adams@gema.ga.gov
		Allmond, Tim	Wiregrass Georgia Technical College		timothy.allmond@wiregrass.edu
<i>JB</i>	✓	Banks, Dr. James	City of Nicholls		jbanks@cityofnichollsga.gov
	✓	Bolder, Wynetta	City of Douglas	City Clerk	wbolder@cityofdouglasga.gov
		Carver, Steve	Coffee County	EMA Director	steve.carver@coffeecounty-ga.gov
<i>SC</i>	✓	Childers, Stephanie	Douglas-Coffee Tourism and Events	Director	schilders@douglasga.org
<i>PC</i>		Clements, Presika	Coffee Regional Hospital		presika.clements@coffeeregional.org
		Cole, Fred	Coffee County		red.cole@coffeecounty-ga.gov
		Coleman, Edward	Veterans Park/Airbase Preservation Committee	Chairman	edwardcoleman158@gmail.com
	✓	Cottingham, Jim	Douglas Historic Preservation Commission	Vice Chair	jamescottingham@gmail.com
<i>EVC</i>	✓	Courson, Emily	Douglas-Coffee Chamber of Commerce	Executive Director	ecourson@douglasga.org
		Cross, Lisa	City of Nicholls	Councilwoman	
		Darby, Tracey	City of Nicholls		
<i>CD</i>	✓	Davis, Charles	City of Douglas	City Manager	charleshdee@gmail.com
<i>JD</i>	✓	Davis, Kevin	City of Douglas/ESG/HPC	Director/Chairman	kdavis@esginc.net
<i>JD</i>	✓	Deems, Johnny	Douglas-Coffee Planning Commission	PC Member	johnnydeems@gmail.com
		Deen, Charles			charleshdee@gmail.com
<i>ED</i>	✓	Dobson, Ebonee	City of Douglas	Planner	edobson@cityofdouglasga.gov
		Dockery, Brad	GDOT		bdockery@dot.ga.gov
		Dovers, AJ	Coffee County BOC	Chairman	ajdovers@gmail.com
<i>TF</i>	✓	Fesperman, Terry	City of Douglas	Vehicle Maintenance Director	tfesperman@cityofdouglasga.gov

TF	✓	Fletcher, Deirdre			deirdrefletcher3@gmail.com
		Frost, Tamon	City of Nichols	Mayor	tfrost@cityofnichollsga.gov
		Grantham-Gomez, Nicole			ndgomez1987@yahoo.com
		Hampton, Vickie	City of Broxton	City Clerk	vickie.hampton@cityofbroxton.com
ED	✓	Harrell, Tommy	City of Douglas	Finance Director	tharrell@cityofdouglasga.gov
		Haselden, Josh			josh.haselden@coffeecounty-ga.gov
NH	✓	Henderson, Georgia	City of Douglas	Community Development Director	ghenderson@cityofdouglasga.gov
MH	✓	Hudson, Michael	City of Douglas	Utilities Director	mhudson@cityofdouglasga.gov
		Hughes, Dave	City of Douglas Mainstreet & Downtown Development	Director	dhughes@douglas.ga.gov
AK	✓	Hylton, Loretta	SGRC	Planner	lhylton@sgrc.us
EJ	✓	Jackson, Erma			
		Jowers, Johnny Wayne	Coffee County BOC	Commissioner	johnnywaynejowers@gmail.com
		Kitchens, Jimmy	Coffee County BOC		jimmy@americantruckparts.com
JLU	✓	Lane, Kelly	DCA		kelly.lane@dca.ga.gov
	✓	Leis, Dr. Morris	Coffee County BOE	Superintendent	morris.leis@coffee.k12.ga.us
	✓	Lewis, Vickie	Coffee Regional Hospital	Pres/CEO	vicki.lewis@coffeeregional.org
	✓	Littleton, Jimmy Day	City of Broxton	Mayor	jimmy.littleton@cityofbroxton.com
		Lopez, Norberto	Lopez Pest Control	Owner/Operator	n_lopez912@yahoo.com
BT	✓	Lott, Bryson	City of Douglas FD		
		Lott, Francis	Lott Properties	President	
	✓	Martin, Amy	SGRC	Planner	amartin@sgrc.us
	✓	McCulloch, Sonja	South Georgia State College	Campus Police	sonia.mcculloch@sgsc.edu
		Merritt, Jamie			jmerrittnpd@outlook.com
		Mobley, Lee	Coffee County BOE	Assist. Superintendent	lee.mobley@coffee.k12.ga.us
CM	✓	Morgan, Carol	Heritage Station Museum	Director	crm10940@gmail.com
		Paulk, Tony	City of Douglas	Mayor	tpaulk@cityofdouglasga.gov

		Poppell, Katelyn	GACD		katelyn.poppell@gacd.us
BP	✓	Pruette, Brannen	City of Douglas PD	Deputy Chief	bpruette@cityofdouglas.com
	✓	Seale, Matt	Douglas-Coffee Chamber of Commerce/EDA	CEO	mseale@douglasga.org
		Smith, Jamie			jsmith@gfc.state.ga.us
		Smith, Marc			marc.smith@coffeecounty-ga.gov
		Smith, Stuart	EDA/Douglas Nat'l Bank	President/Manager	stuart@dnbdouglas.com
		Spikes, Jeremy			jeremyspiked06@gmail.com
		Street, Oscar	Resident		earthstreet@hotmail.com
		Stewart, Casey	Coffee County Public Health		casey.stewart@dph.ga.gov
		Stone, Belinda	City of Broxton	Assist. Clerk	bstone@cityofnicholls.com
	✓	Street, Rosemary	Douglas-Coffee Planning Commission	Vice-Chair	rosemarystreet@yahoo.com
		Taft, Daniel	Coffee County Health Department		
	✓	Thompson, Roger	Douglas-Coffee Planning Commission	Chairman	rthomp46@yahoo.com
Q. J.		Turner, Glynn	City of Nicholls	Councilman	
		Vickers, Brad	City of Ambrose	Mayor	jbradley@gmail.com
		Vickers, Mary	City of Ambrose	Clerk	mary.vickers@coff.k12.ga.us
	✓	Vickers, Tracie	Coffee County	County Clerk	tracie.vickers@coffeecounty-ga.gov
W	✓	Vickers, Wesley	Coffee County	County Manager	wesley.vickers@coffeecounty-ga.gov
W	✓	Whiddon, Jason	Coffee County	Code Enforcement Officer	jason.whiddon@coffeecounty-ga.gov
		Whitley, Leon	City of Douglas PD	Captain	lwhitley@cityofdouglas.com
	✓	Wilkerson, Carl	PCC Airfoils, LLC	Machine Operator	Cewilkerson16@gmail.com
CW	✓	Wilkerson, Carlos	City of Broxton	Mayor Pro-Tem	
JO	✓	Wilkerson, Tammy	City of Douglas	Human Resources	twilkerson@cityofdouglasga.gov
		Woods, Chad			cwoods@csp.net
		Wooten, Doyle			doyle.wooten@coffeecounty-ga.gov
		Wright, Casey	City of Douglas Fire Department	Fire Chief	cwright@cityofdouglas.com
	✓	Young, Steve	City of Douglas	Parks and Recreation Director	syoung@cityofdouglasga.gov
✓	George A. Williamson	George A. Williamson	South 6457 College	Sargent	george-williamson@ssc-akc

INITIALS	NAME	ORGANIZATION	TITLE	EMAIL
RC	Ruth Christian	City of Bruxton	Council Men	Ruth Christian r18@gmail.com
TC	Ted C. Green	County Comm	Chairman	
OA	Annie	Anderson CMC EMS	Paramedic	
RA	Hectoria Hall	CRMC EMS	Paramedic	
JM	Josh Milkollin	City of Ambrose	Mayor Pro Tem	josh.milkollin@gmail.com





ATTENDANCE LIST OF STAKEHOLDERS PARTICIPATING IN WORKSHOPS FOR COFFEE COUNTY COMPREHENSIVE PLAN UPDATE 2023

2nd WORKSHOP – APRIL 20, 2023

INITIAL HERE	RSVP	NAME	ORGANIZATION	TITLE	Email
		Adams, Bradley			bradley607@gmail.com
		Adams, Diane			diane.adams@gema.ga.gov
		Allmond, Tim	Wiregrass Georgia Technical College		timothy.allmond@wiregrass.edu
		Anderson, Anslie	CRMC EMS	Paramedic	
<i>JB</i>	<i>LD</i>	Banks, Dr. James	City of Nicholls		jbanks@cityofnichollsga.gov
		Bolder, Wynetta	City of Douglas	City Clerk	wbolder@cityofdouglasga.gov
		Carver, Steve	Coffee County	EMA Director	steve.carver@coffeecounty-ga.gov
	Declined	Childers, Stephanie	Douglas-Coffee Tourism and Events	Director	schilders@douglasga.org
	✓	Clements, Presika	Coffee Regional Hospital		presika.clements@coffeeregional.org
<i>CB</i>	✓	Cole, Fred	Coffee County		fred.cole@coffeecounty-ga.gov
<i>ETC</i>	✓	Coleman, Edward	Veterans Park/Airbase Preservation Committee	Chairman	edwardcoleman158@gmail.com
		Cottingham, Jim	Douglas Historic Preservation Commission	Vice Chair	jamescottingham@gmail.com
<i>Q.V.</i>	✓	Courson, Emily	Douglas-Coffee Chamber of Commerce	Executive Director	ecourson@douglasga.org
		Cristian, Ruth	City of Broxton	Councilmember	Ruthcristian718@gmail.com
		Cross, Lisa	City of Nicholls	Councilwoman	
		Darby, Tracey	City of Nicholls		
<i>X.D.</i>	✓	Davis, Charles	City of Douglas	City Manager	charleshdee@gmail.com
<i>MD</i>	✓	Davis, Kevin	City of Douglas/ESG/HPC	Director/Chairman	kdavis@esginc.net
<i>GL</i>	✓	Deems, Johnny	Douglas-Coffee Planning Commission	PC Member	johnnydeems@gmail.com
<i>SD</i>	✓	Deen, Charles			charleshdee@gmail.com
		Dobson, Ebonee	City of Douglas	Planner	edobson@cityofdouglasga.gov
		Dockery, Brad	GDOT		bdockery@dot.ga.gov
		Dovers, AJ	Coffee County BOC	Chairman	ajdovers@gmail.com

Byrd, Sally CCA

Head of School bryant@citizenscrishtonacademy.org

		Fesperman, Terry	City of Douglas	Vehicle Maintenance Director	tfesperman@cityofdouglasga.gov
		Dennis Rowe Fletcher, Deirdre			deirdrefletcher3@gmail.com
		Frost, Tamon	City of Nichols	Mayor	tfrost@cityofnichollsga.gov
		Grantham-Gomez, Nicole			ndgomez1987@yahoo.com
		Hampton, Vickie	City of Broxton	City Clerk	vickie.hampton@cityofbroxton.com
		Harrell, Tommy	City of Douglas	Finance Director	tharrell@cityofdouglasga.gov
		Haselden, Josh			josh.haselden@coffeecounty-ga.gov
	✓	Henderson, Georgia	City of Douglas	Community Development Director	ghenderson@cityofdouglasga.gov
	✓	Hudson, Michael	City of Douglas	Utilities Director	mhudson@cityofdouglasga.gov
		Hughes, Dave	City of Douglas Mainstreet & Downtown Development	Director	dhughes@douglas.ga.gov
	✓	Hylton, Loretta	SGRC	Planner	lhylton@sgrc.us
		Jackson, Erma			
		Jowers, Johnny Wayne	Coffee County BOC	Commissioner	johnnywaynejowers@gmail.com
		Kitchens, Jimmy	Coffee County BOC		jimmy@americantruckparts.com
	Tentative	Lane, Kelly	DCA		kelly.lane@dca.ga.gov
	Declined	Leis, Dr. Morris	Coffee County BOE	Superintendent	morris.leis@coffee.k12.ga.us
		Lewis, Vickie	Coffee Regional Hospital	Pres/CEO	vicki.lewis@coffeeregional.org
	✓	Littleton, Jimmy Day	City of Broxton	Mayor	jimmy.littleton@cityofbroxton.com
		Lopez, Norberto	Lopez Pest Control	Owner/Operator	n_lopez912@yahoo.com
		Lott, Bryson	City of Douglas FD		
		Lott, Francis	Lott Properties	President	
		Martin, Amy	SGRC	Planner	amartin@sgrc.us
	Declined	McCulloch, Sonja	South Georgia State College	Campus Police	sonja.mcculloch@sgsc.edu
		Merritt, Jamie			jmerrittnpd@outlook.com
		Milbollen, Josh	City of Ambrose	Mayor Pro-Tem	Josh.milbollen@gmail.com

Milbollen

Milbollen

	<i>AM</i>	Mobley, Lee	Coffee County BOE	Assist. Superintendent	lee.mobley@coffee.k12.ga.us
		Morgan, Carol	Heritage Station Museum	Director	crm10940@gmail.com
	<i>PC</i>	O'Steen, Ted	Coffee County Commission	Chairman	
		Paulk, Tony	City of Douglas	Mayor	tpaulk@cityofdouglasga.gov
		Peralta, Hector	CRMC EMS	Paramedic	
		Poppell, Katelyn	GACD		katelyn.poppell@gacd.us
	<i>BR</i>	Pruette, Brannen	City of Douglas PD	Deputy Chief	bpruette@cityofdouglas.com
		Seale, Matt	Douglas-Coffee Chamber of Commerce/EDA	CEO	mseale@douglasga.org
		Smith, Andy	Coffee Regional Hospital		Andy.smith@coffeeregional.org
		Smith, Jamie			jsmith@gfc.state.ga.us
		Smith, Marc			marc.smith@coffeecounty-ga.gov
		Smith, Stuart	EDA/Douglas Nat'l Bank	President/Manager	stuart@dnbdouglas.com
		Spikes, Jeremy			jeremyspiked06@gmail.com
		Street, Oscar	Resident		earthstreet@hotmail.com
		Stewart, Casey	Coffee County Public Health		casey.stewart@dph.ga.gov
		Stone, Belinda	City of Broxton	Assist. Clerk	bstone@cityofnicholls.com
	✓	Street, Rosemary	Douglas-Coffee Planning Commission	Vice-Chair	rosemariystreet@yahoo.com
		Taft, Daniel	Coffee County Health Department		
		Thompson, Roger	Douglas-Coffee Planning Commission	Chairman	rthomp46@yahoo.com
		Turner, Glynn	City of Nicholls	Councilman	
		Vickers, Brad	City of Ambrose	Mayor	jbradley@gmail.com
		Vickers, Mary	City of Ambrose	Clerk	mary.vickers@coff.k12.ga.us
	<i>TV</i> ✓	Vickers, Tracie	Coffee County	County Clerk	tracie.vickers@coffeecounty-ga.gov
		Vickers, Wesley	Coffee County	County Manager	wesley.vickers@coffeecounty-ga.gov
	<i>JS</i> ✓	Whiddon, Jason	Coffee County	Code Enforcement Officer	jason.whiddon@coffeecounty-ga.gov
	✓	Whitley, Leon	City of Douglas PD	Captain	lwhitley@cityofdouglas.com
		Wilkerson, Carl	PCC Airfoils, LLC	Machine Operator	Cewilkerson16@gmail.com
		Wilkerson, Carlos	City of Broxton	Mayor Pro-Tem	
		Wilkerson, George A	South Georgia State College	Sargent	George.wilkerson@sgsc.edu

*Wright
Casey
Young
Stue*

*City of Douglas Fire
City of Douglas (Rec)*

*Chief
Director*

*cwright@cityofdouglasga.gov
young@cityofdouglasga.gov*

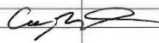

ATTENDANCE LIST OF STAKEHOLDERS PARTICIPATING IN WORKSHOPS FOR COFFEE COUNTY COMPREHENSIVE PLAN UPDATE 2023

3rd WORKSHOP – MAY 18, 2023

INITIAL HERE	RSVP	NAME	ORGANIZATION	TITLE	Email
RS		Adams, Bradley	Raymond Johns CCFD-EMA	Raymond Johns	bradley607@gmail.com
		Adams, Diane			diane.adams@gema.ga.gov
		Allmond, Tim	Wiregrass Georgia Technical College		timothy.allmond@wiregrass.edu
	✓	Banks, Dr. James	City of Nicholls		jbanks@cityofnichollsga.gov
		Bolder, Wynetta	City of Douglas	City Clerk	wbolder@cityofdouglasga.gov
		Bryant, Sally	CCA	Head of School	bryant@citizenschristianacademy.org
SC	✓	Carver, Steve	Coffee County	EMA Director	steve.carver@coffeecounty-ga.gov
		Chafin, Leanne	Georgia Conservation District		Leanne.chafin@gacd.us
	✓	Childers, Stephanie	Douglas-Coffee Tourism and Events	Director	schilders@douglasga.org
	✓	Clements, Presika	Coffee Regional Hospital		presika.clements@coffeeregional.org
		Cole, Fred	Coffee County		red.cole@coffeecounty-ga.gov
EC	✓	Coleman, Edward	Veterans Park/Airbase Preservation Committee	Chairman	edwardcoleman158@gmail.com
		Cottingham, Jim	Douglas Historic Preservation Commission	Vice Chair	jamescottingham@gmail.com
EC	✓	Courson, Emily	Douglas-Coffee Chamber of Commerce	Executive Director	ecourson@douglasga.org
		Cross, Lisa	City of Nicholls	Councilwoman	
		Darby, Tracey	City of Nicholls		
	✓	Davis, Charles	City of Douglas	City Manager	charleshdee@gmail.com
		Davis, Kevin	City of Douglas/ESG/HPC	Director/Chairman	kdavis@esginc.net
	✓	Deems, Johnny	Douglas-Coffee Planning Commission	PC Member	johnnydeems@gmail.com
		Deen, Charles			charleshdee@gmail.com
		Dobson, Ebonee	City of Douglas	Planner	edobson@cityofdouglasga.gov
		Dockery, Brad	GDOT		bdockery@dot.ga.gov
		Dovers, AJ	Coffee County BOC	Chairman	ajdovers@gmail.com

		McCulloch, Sonja	South Georgia State College	Campus Police	sonja.mcculloch@sgsc.edu
		Merritt, Jamie			jmerrittnpd@outlook.com
		Mobley, Lee	Coffee County BOE	Assist. Superintendent	lee.mobley@coffee.k12.ga.us
		Morgan, Carol	Heritage Station Museum	Director	crm10940@gmail.com
		Paulk, Tony	City of Douglas	Mayor	tpaulk@cityofdouglasga.gov
BR	✓	Poppell, Katelyn	Georgia Conservation		Katelyn.poppell@gacd.us
		Pruette, Brannen	City of Douglas		bpruette@cityofdouglas.com
		Seale, Matt	Douglas-Coffee Chamber of Commerce/EDA	CEO	mseale@douglasga.org
		Smith, Jamie			jsmith@gfc.state.ga.us
		Smith, Marc			marc.smith@coffeecounty-ga.gov
		Smith, Stuart	EDA/Douglas Nat'l Bank	President/Manager	stuart@dnbdouglas.com
		Spikes, Jeremy			jeremyspiked06@gmail.com
		Stewart, Casey	Coffee County Public Health		casey.stewart@dph.ga.gov
	✓	Stone, Belinda	City of Broxton	Assist. Clerk	bstone@cityofnicholls.com
		Street, Rosemary	Douglas-Coffee Planning Commission	Vice-Chair	rosemarystreet@yahoo.com
		Taft, Daniel	Coffee County Health Department		
		Thompson, Roger	Douglas-Coffee Planning Commission	Chairman	rtthomp46@yahoo.com
		Trowell, Dennis	City of Douglas	Vehicle Maintenance Councilman	
BR	✓	Turner, Glynn	City of Nicholls	Mayor	jbradley@gmail.com
		Vickers, Brad	City of Ambrose	Clerk	mary.vickers@coff.k12.ga.us
		Vickers, Mary	City of Ambrose	County Clerk	tracie.vickers@coffeecounty-ga.gov
WV	✓	Vickers, Tracie	Coffee County	County Manager	wesley.vickers@coffeecounty-ga.gov
		Vickers, Wesley	Coffee County	Code Enforcement Officer	jason.whiddon@coffeecounty-ga.gov
		Jason, Whiddon	Coffee County	Machine Operator	Cewilkerson16@gmail.com
		Wilkerson, Carl	PCC Airfoils, LLC	Mayor Pro-Tem	
		Wilkerson, Carlos	City of Broxton	Human Resources	twilkerson@cityofdouglasga.gov
WV	✓	Wilkerson, Tammy	City of Douglas		
		Woods, Chad			cwoods@csp.net

	✓	Durham, Kentaiwon	City of Douglas	City Councilman	<KDurham@cityofdouglas.com>
		Edmisten, Shane		Police Chief	sedmisten@cityofdouglas.com
		Fesperman, Terry	City of Douglas	Vehicle Maintenance Director	tfesperman@cityofdouglasga.gov
		Fletcher, Deirdre			deirdrefletcher3@gmail.com
TF	✓	Frost, Tamon	City of Nichols	Mayor	tfrost@cityofnichollsga.gov
		Grantham-Gomez, Nicole			ndgomez1987@yahoo.com
		Hampton, Vickie	City of Broxton	City Clerk	vickie.hampton@cityofbroxton.com
THarrell	✓	Harrell, Tommy	City of Douglas	Finance Director	tharrell@cityofdouglasga.gov
		Haselden, Josh			josh.haselden@coffeecounty-ga.gov
	✓	Henderson, Georgia	City of Douglas	Community Development Director	ghenderson@cityofdouglasga.gov
MH	✓	Hudson, Michael	City of Douglas	Utilities Director	mHUDSON@cityofdouglasga.gov
		Hughes, Dave	City of Douglas Mainstreet & Downtown Development	Director	dhughes@douglas.ga.gov
	✓	Hylton, Loretta	SGRC	Planner	lhylton@sgrc.us
		Jackson, Erma			
		Jowers, Johnny Wayne	Coffee County BOC	Commissioner	johnnywaynejowers@gmail.com
		Kitchens, Jimmy	Coffee County BOC		jimmy@americantruckparts.com
		Lott, Bryson	City of Douglas Fire Department		
		Lane, Kelly	DCA		kelly.lane@dca.ga.gov
M2	✓	Leis, Dr. Morris	Coffee County BOE	Superintendent	morris.leis@coffee.k12.ga.us
		Lewis, Vickie	Coffee Regional Hospital	Pres/CEO	vicki.lewis@coffeeregional.org
	✓	Littleton, Jimmy Day	City of Broxton	Mayor	jimmy.littleton@cityofbroxton.com
		Lopez, Norberto	Lopez Pest Control	Owner/Operator	n_lopez912@yahoo.com
		Lott, Francis	Lott Properties	President	
		Martin, Amy	SGRC	Planner	amartin@sgrc.us

		Wooten, Doyle			doyle.wooten@coffecounty-ga.gov
		Wright, Casey	City of Douglas Fire Department	Fire Chief	cwright@cityofdouglas.com
		Young, Steve	City of Douglas	Parks and Recreation Director	syoung@cityofdouglasga.gov
					

APPENDIX B: CHARACTER AREA MAPS

Coffee County

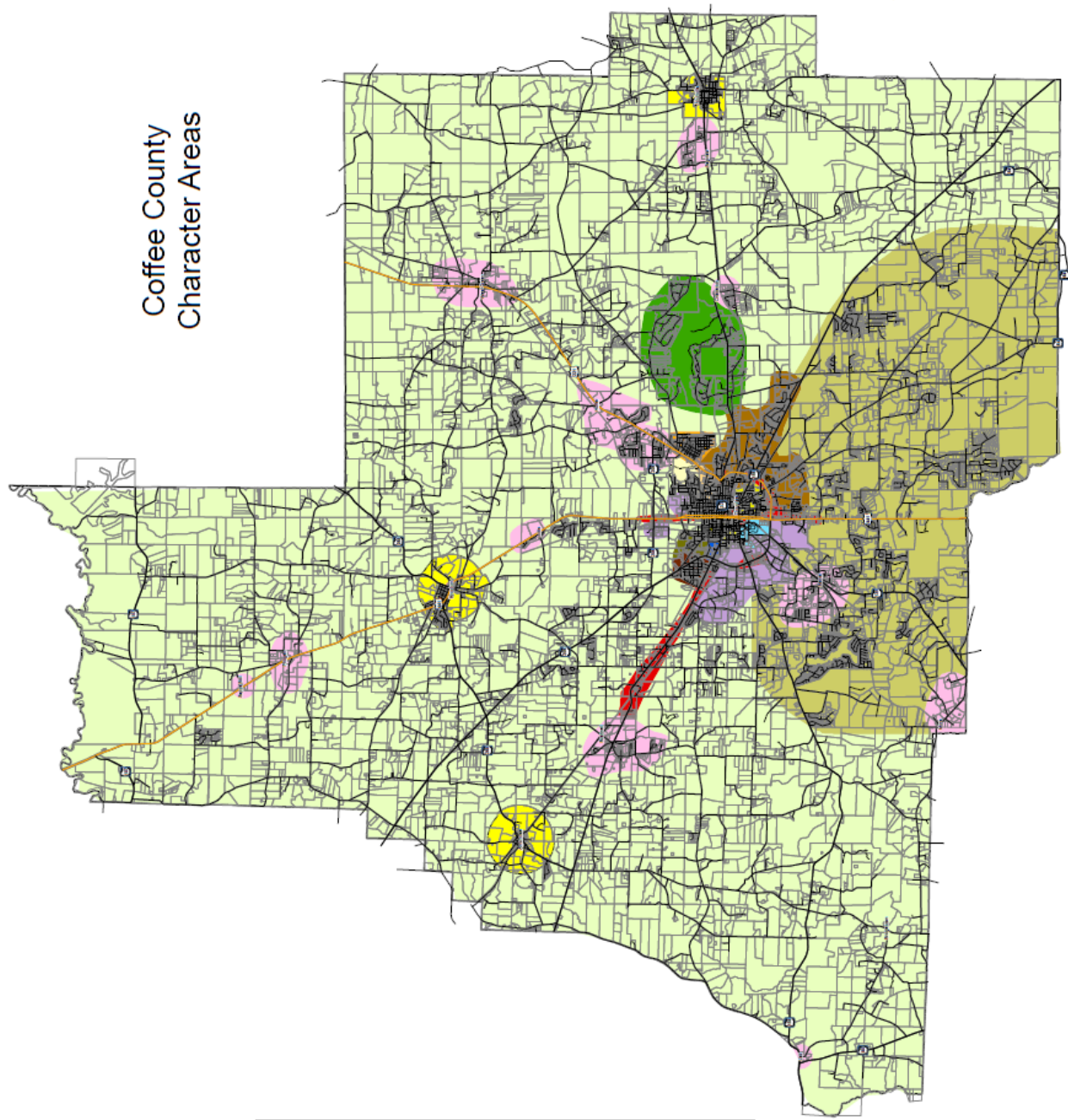
Ambrose

Broxton

Douglas

Nicholls

Coffee County Character Areas



- State Routes
- US Highways
- Roads
- Parcels
- Cities
- County
- Character Areas
- Bay Meadows/Southern Coffee County
- Chester Avenue Neighborhood
- Downtown Ambrose/Boston/Nichols
- East Walker Street Neighborhood
- Education Center
- Gaskin Avenue Neighborhood
- General Coffee State Park
- Golf Club Road Neighborhood
- Highway Commercial
- Historic Downtown Douglas
- Hospital District
- Oak Park
- Production and Employment
- Rural
- Rural Community-Historic Crossroads
- Small Town Neighborhoods
- South Douglas Neighborhoods
- Southeast Douglas
- Touffton Woods



0 2 4 Miles

SGIC

SPATIAL INFORMATION GROUP

AN ESRI COMPANY

City of Ambrose Character Areas

Legend:

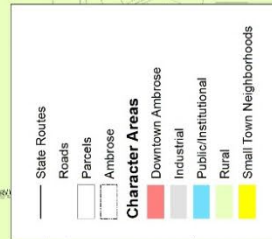
- State Routes
- Roads
- Parcels
- Ambrose

Character Areas:

- Downtown Ambrose (Red)
- Industrial (Light Blue)
- Public/Institutional (Light Green)
- Rural (Light Yellow)
- Small Town Neighborhoods (Yellow)

Scale: 0 500 1,000 Feet

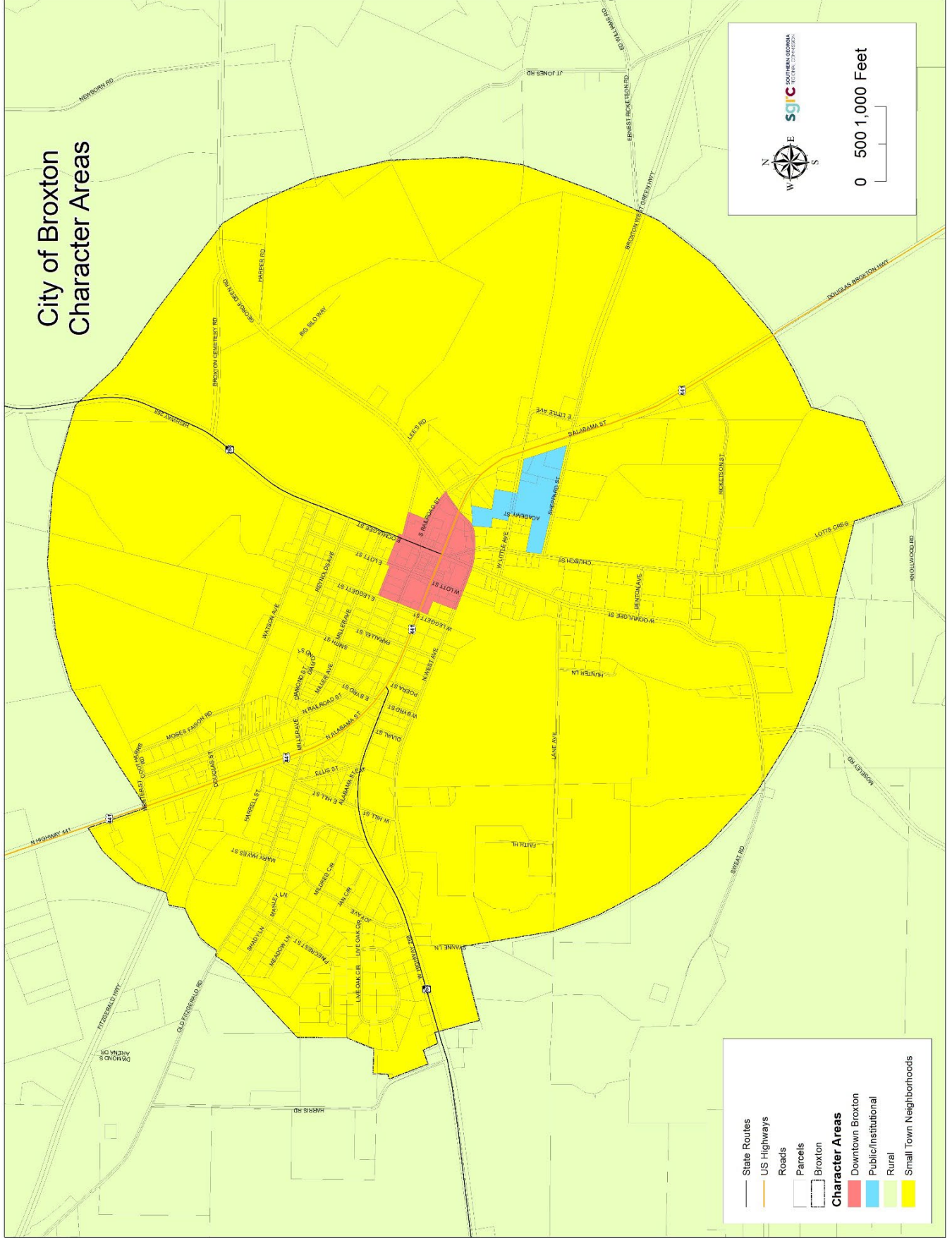
North Arrow: N



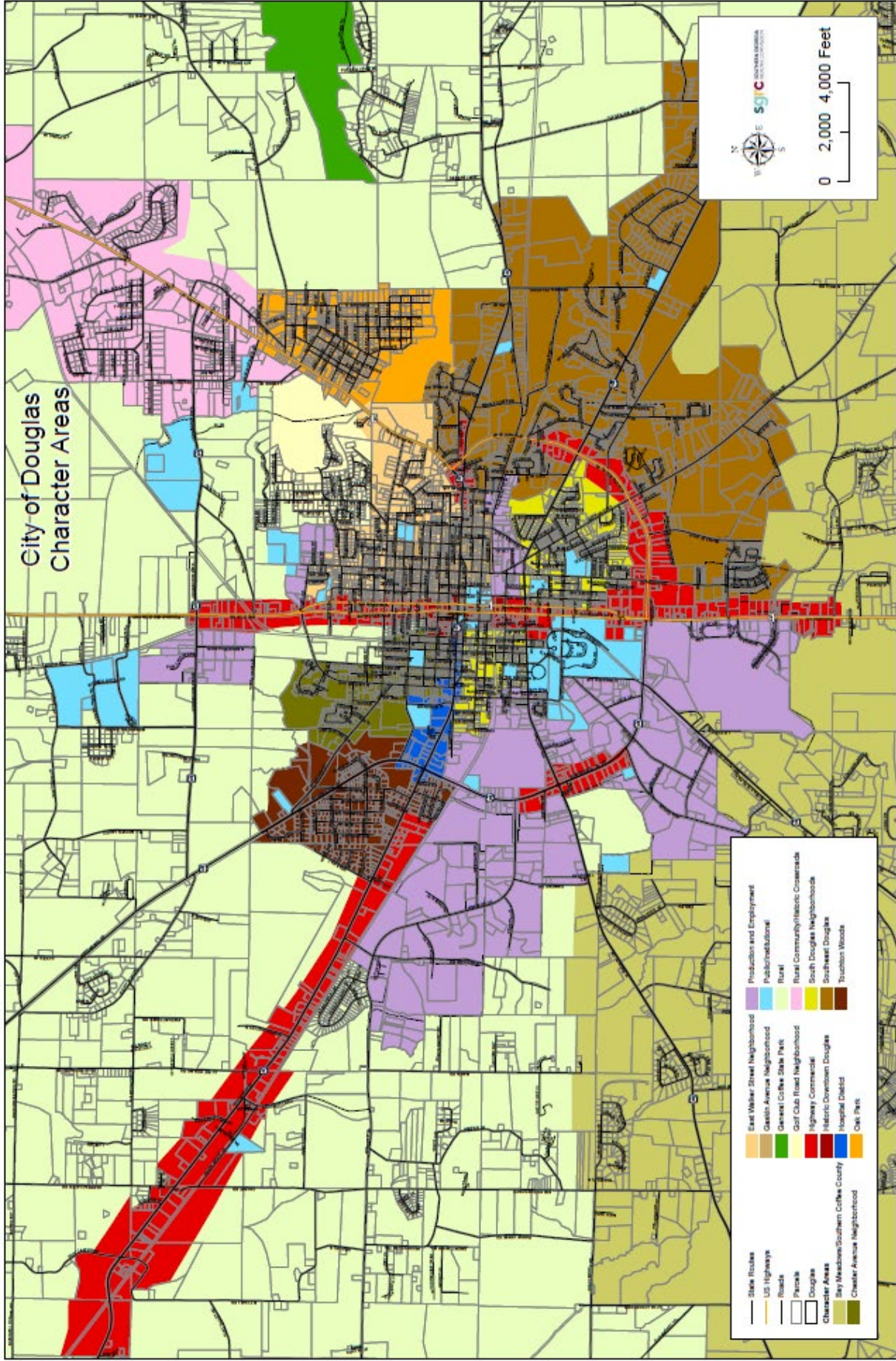
City of Broxton Character Areas

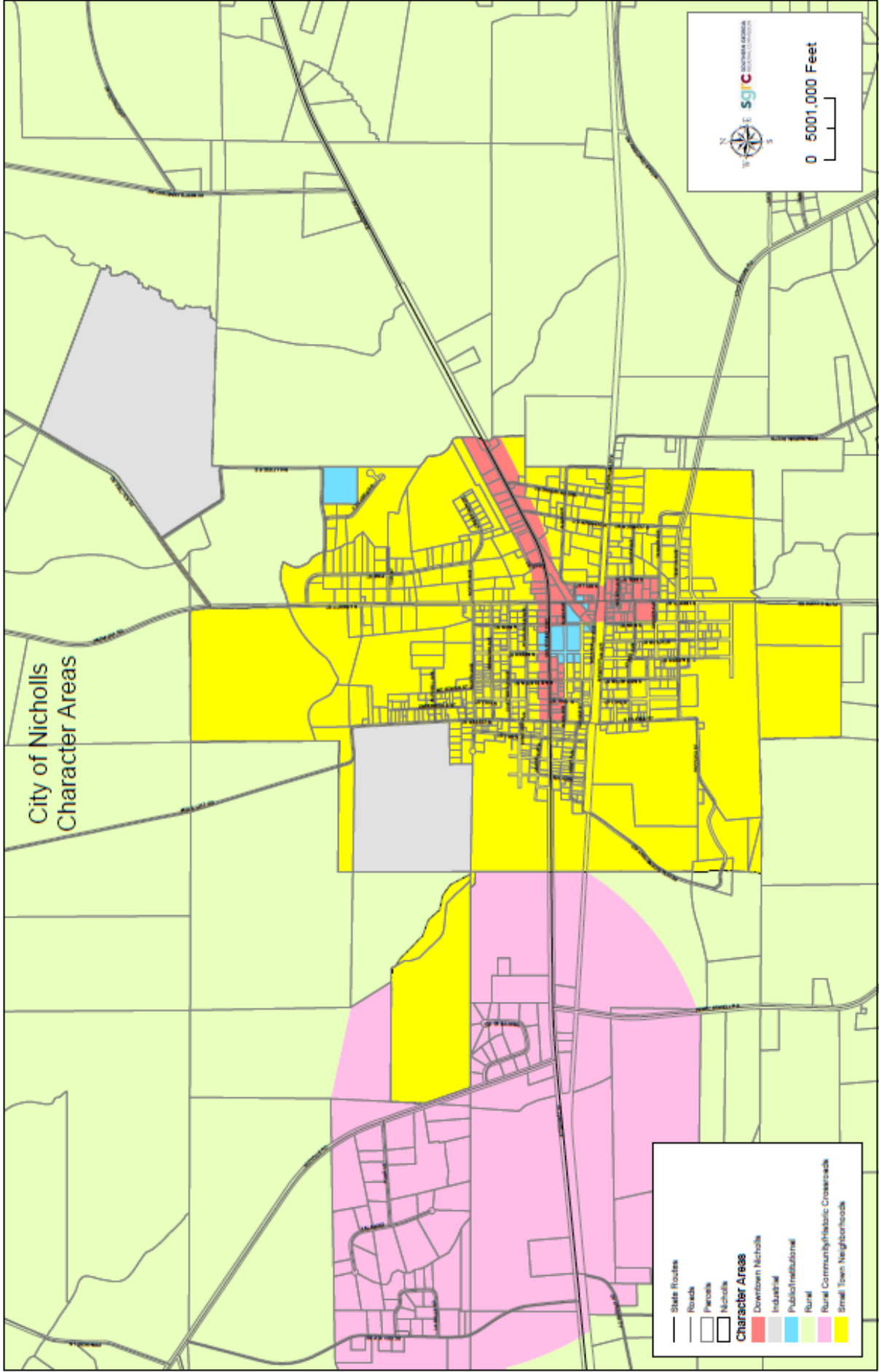


0 500 1,000 Feet



- State Routes
 - US Highways
 - Roads
 - Parcels
 - Broxton
- Character Areas**
- Downtown Broxton
 - Public/Institutional
 - Rural
 - Small Town Neighborhoods





2-A The Douglas Enterprise Thursday, Jan 12, 2023

Coffee Places 3rd

9am - 4pm
Fri. 9am - 1pm

Kick-Off Joint Public Hearing For Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls 2023 Comprehensive Plan Update

A public hearing will be held at 9:30 a.m. on Monday, February 6, 2023, in the Coffee County Commissioners Meeting Room, located at 101 South Peterson Avenue, Douglas, Georgia, to announce the beginning of the 2023 Comprehensive Plan Update for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls. The purpose of this hearing is to brief the community on developing the Comprehensive Plan, announce opportunities for public participation in the development of the plan and obtain input on the proposed planning process. A person with special needs relating to disability access or foreign language should contact the County Clerk at the Coffee County Commissioners Office at (912) 384-4799. Persons with hearing disabilities may consider using the Georgia Relay Service at 1-800-255-0135. All persons are invited to attend the public hearing. If you would like more information, please get in touch with the Coffee County Board of Commissioners at (912) 384-4799 or Loretta Hylton at the Southern Georgia Regional Commission at (229) 333-5277.

starts to give the third week of July. There are eight venues which host the event—four in Scotland (there were five until Donald Trump bought Turnberry, and the Royal and Ancient Golf Club, which runs the championship, will not return to Turnberry until Trump goes away; and four courses in England. The Scottish courses are Carnoustie, St. Andrews, Muirfield, Troon and recently Royal Portrush in Ireland is lobbying to become one of the permanent venues on the rota. I am for that. The English courses are Lytham & St. Anne's, Birkdale, Liverpool (Hoylake), and St. Georges (Sandwich).

You can actually take in all of the venues aforementioned in one trip, but only if you have the time and most of all, the money. There is no layaway plan.

anyone who is employed by this enterprise. He or she will be required to follow any other instructions and to perform any other duties requested by his or her supervisor.

THE NEWS FOR COFFEE COUNTY AND SURROUNDING COUNTIES OF BROOK, JIMMIE, AND KNOX, AND THE TOWN OF MIDDLEWOOD, GA., FOR THE YEAR \$2.00, (including sales tax) elsewhere for one (1) year \$25.00, entered in the Douglas, GA. Post Office, 31534, and additional city office. Periodical postage paid at Douglas Under Act of Congress 1879.

Joint Public Hearing For Coffee County And The Cities Of Ambrose, Broxton, Douglas, And Nicholls 2023 Comprehensive Plan Update

A public hearing to review and transmit the Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls 2023 Comprehensive Plan Update to the Southern Georgia Regional Commission and the Georgia Department of Community Affairs for review will be held on Monday, August 7, at 9:30 AM, at the Coffee County Board of Commissioners Meeting Room, 101 South Peterson Avenue, Douglas, Georgia.

Residents are invited to attend and participate in the planning effort. Copies of the Plan Update are available for public review at the Coffee County Commission office and the Cities of Ambrose, Broxton, Douglas, and Nicholls, and their respective websites (if available) and for download at the SCRC website, www.ssrc.us

Persons with special needs relating to disability access or foreign language should contact the County Clerk at Coffee County at (912) 384-4799. Persons with hearing disabilities may consider using the Georgia Relay Service at 1-800-255-0135. All persons are invited to attend the public hearing. For more information, please contact the Coffee County Clerk, Tracie Vickers, at (912) 384-4799 or Loreta Hyllon at the Southern Georgia Regional Commission at (229) 333-5277.

become a member of the Douglas Enterprise. We anticipate a DOGALV TV @ 912-393-4051.

representative to attend this meeting and to perform any other duties requested by his or her supervisor.

in participating in the DOGALV TV @ 912-393-4051.

and to perform any other duties requested by his or her supervisor.

submitted and no other person shall be permitted to participate in the hearing.

and to perform any other duties requested by his or her supervisor.

also not permitted to participate in the hearing.

and to perform any other duties requested by his or her supervisor.

APPENDIX D: TRANSMITTAL LETTERS

OFFICE OF COFFEE COUNTY BOARD OF COMMISSIONERS

Coffee County Courthouse

**101 S. PETERSON AVENUE
DOUGLAS, GEORGIA 31533**

TED O'STEEN, CHAIRMAN
JIMMY KITCHENS, VICE-CHAIRMAN
AJ DOVERS, COMMISSIONER
JOHNNY WAYNE JOWERS, COMMISSIONER
OSCAR PAULK, COMMISSIONER

(912) 384-4799
Fax (912) 384-0291

WESLEY VICKERS, County Administrator
TRACIE VICKERS, County Clerk
TONY ROWELL, County Attorney
PRINCESS ZACHERY, HR Director
ABBY PAULK, Deputy Clerk
GWEN SANDERS, Administrative Assistant

August 7, 2023

TO: Southern Georgia Regional Commission
1937 Carlton Adams Road
Valdosta, Georgia 31601

RE: Comprehensive Plan Amendment

Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, have completed the update to its Comprehensive Plan. They are submitting it with this letter for review by the Southern Georgia Regional Commission and the Georgia Department of Community Affairs.

The public hearing was held with the Coffee County Commission and involved the public in developing the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

If you have questions concerning our submittal, please contact Tracie Vickers, County Clerk, at (912) 384-4799 or tracie.vickers@coffeecounty-ga.gov.

Sincerely,



Ted O'Steen
Chairman, Coffee County Board of Commissioners

Ambrose

City of Ambrose

197 Elm Street
P.O. Box 147
Ambrose, GA 31512
Phone and Fax 912-359-2078

Jearell Vickers, Mayor
Joshua Milhollin, Mayor Pro Tem
Mary M. Vickers, Clerk
Jerome Adams, City Attorney

Daniel Paulk, Council
Denise Paulk, Council
Alison Paulk, Council
Andy Jowers, Council

August 7, 2023

TO: Southern Georgia Regional Commission
1937 Carlton Adams Road
Valdosta, Georgia 31601

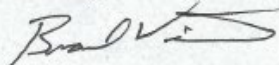
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The public hearing was held with the Coffee County Commission and involved the public in developing the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

If you have questions concerning our submittal, please contact Mary Vickers, City Clerk, at (912) 359-2078 or ambroseclerk@windstream.net

Sincerely,



Broxton

	<p>P.O. BOX 755 305 LOTT STREET BROXTON, GA 31519 PHONE: 912-359-2060 FAX: 912-359-2205 WWW.CITYOFBROXTON.COM</p>		<p>MAYOR, JIMMY LITTLETON</p> <p><u>COUNCIL MEMBERS</u></p> <p>PRO-TEM, CARLOS WILKERSON</p> <p>RUTH CHRISTIAN</p> <p>BILL WHIDDON</p> <p>HELEN JONES</p>	
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August 7, 2023

TO: Southern Georgia Regional Commission
1937 Carlton Adams Road
Valdosta, Georgia 31601

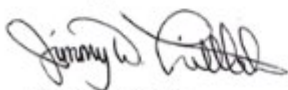
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The public hearing was held with the Coffee County Commission and involved the public in developing the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

If you have questions concerning our submittal, please contact Tracie Vickers, County Clerk, at (912) 384-4799 or traci.vickers@coffeecounty-ga.gov.

Sincerely,



Jimmy D. Littleton
Mayor
City of Broxton

Douglas



MAYOR
Tony L. Paulk

MAYOR PRO TEM
Olivia Pearson

COMMISSIONERS
Kentaiwon Durham
Edwin Taylor
Olivia Pearson
Mike Gowen
Cindy McNeill
Steve Bailey

CITY MANAGER
Charlie Davis

CITY OF DOUGLAS
302 S. Madison Ave.
Douglas, GA 31833
(912) 389-3401
Fax: (912) 384-6730
www.cityofdouglas.com



August 7, 2023

Southern Georgia Regional Commission
1937 Carlton Adams Road
Valdosta, Georgia 31601

RE: Comprehensive Plan Amendment

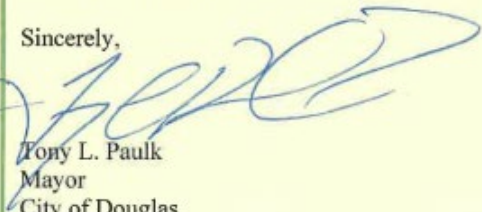
To Whom It May Concern,

Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, have completed the update to its Comprehensive Plan. They are submitting it with this letter for review by the Southern Georgia Regional Commission and the Georgia Department of Community Affairs.

The public hearing was held with the Coffee County Commission and involved the public in developing the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

If you have questions concerning our submittal, please contact Tracie Vickers, County Clerk, at (912) 384-4799 or tracie.vickers@coffeecounty-ga.gov.

Sincerely,


Tony L. Paulk
Mayor
City of Douglas

Nicholls



**707 Van Streat Hwy
Nicholls, GA 31554
912-345-2421**

August 7, 2023

TO: Southern Georgia Regional Commission

1937 Carlton Adams Road

Valdosta, Georgia 31601

RE: Comprehensive Plan Amendment

Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, have completed the update to its Comprehensive Plan. They are submitting it with this letter for review by the Southern Georgia Regional Commission and the Georgia Department of Community Affairs.

The public hearing was held with the Coffee County Commission and involved the public in developing the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

If you have questions concerning our submittal, please contact Tracie Vickers, County Clerk, at (912) 384-4799 or traci.vickers@coffeecounty-ga.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Tamon Frost". The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Tamon Frost
Mayor
City of Nicholls

Adoption Resolutions

COFFEE COUNTY

RESOLUTION TO ADOPT 2023 JOINT COMPREHENSIVE PLAN UPDATE FOR COFFEE COUNTY AND THE CITIES OF AMBROSE, BROXTON, DOUGLAS, AND NICHOLLS

WHEREAS, Coffee County has completed the 2023 Comprehensive Plan Update for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning as established by the Georgia Planning Act of 1989 and the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective October 1, 2018;

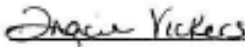
BE IT THEREFORE RESOLVED that Coffee County does hereby adopt the 2023 Comprehensive Plan Update for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls.

Adopted this 2nd day of October, 2023.



Ted O'Steen, Chairman

ATTEST:



Tracie Vickers, County Clerk



CITY OF AMBROSE

**RESOLUTION TO ADOPT
2023 JOINT COMPREHENSIVE PLAN UPDATE
FOR COFFEE COUNTY AND THE CITIES OF AMBROSE, BROXTON, DOUGLAS, AND NICHOLLS**

WHEREAS, the City of Ambrose has completed the 2023 Comprehensive Plan Update for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning as established by the Georgia Planning Act of 1989 and the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective October 1, 2018;

BE IT THEREFORE RESOLVED that the City of Ambrose does hereby adopt the 2023 Comprehensive Plan Update for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls.

Adopted this 3 day of October, 2023.



Brad Vickers, Mayor



Mary Vickers, City Clerk

CITY OF BROXTON

**RESOLUTION TO ADOPT
2023 JOINT COMPREHENSIVE PLAN UPDATE
FOR COFFEE COUNTY AND THE CITIES OF BROXTON, BROXTON, DOUGLAS, AND NICHOLLS**

WHEREAS, the City of Broxton has completed the 2023 Comprehensive Plan Update for Coffee County and the Cities of Broxton, Broxton, Douglas, and Nicholls;

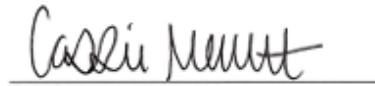
WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning as established by the Georgia Planning Act of 1989 and the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective October 1, 2018;

BE IT THEREFORE RESOLVED that the City of Broxton does hereby adopt the 2023 Comprehensive Plan Update for Coffee County and the Cities of Broxton, Broxton, Douglas, and Nicholls.

Adopted this 2 day of October, 2023.



Jimmy Day Littleton, Mayor



Cassie Merritt, City Clerk

CITY OF DOUGLAS

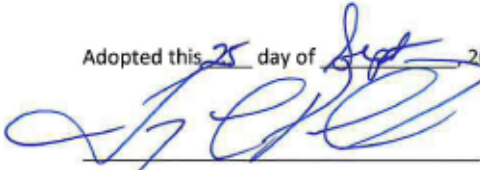
**RESOLUTION TO ADOPT
2023 JOINT COMPREHENSIVE PLAN UPDATE
FOR COFFEE COUNTY AND THE CITIES OF DOUGLAS, DOUGLAS, DOUGLAS, AND NICHOLLS**

WHEREAS, the City of Douglas has completed the 2023 Comprehensive Plan Update for Coffee County and the Cities of Douglas, Douglas, Douglas, and Nicholls;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning as established by the Georgia Planning Act of 1989 and the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective October 1, 2018;

BE IT THEREFORE RESOLVED that the City of Douglas does hereby adopt the 2023 Comprehensive Plan Update for Coffee County and the Cities of Douglas, Douglas, Douglas, and Nicholls.

Adopted this 28 day of Sept, 2023.


Tony Paulk, Mayor


Wynetta Bolder, City Clerk



CITY OF NICHOLLS

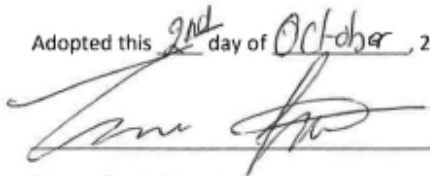
**RESOLUTION TO ADOPT
2023 JOINT COMPREHENSIVE PLAN UPDATE
FOR COFFEE COUNTY AND THE CITIES OF NICHOLLS, NICHOLLS, NICHOLLS, AND NICHOLLS**

WHEREAS, the City of Nicholls has completed the 2023 Comprehensive Plan Update for Coffee County and the Cities of Nicholls, Nicholls, Nicholls, and Nicholls;

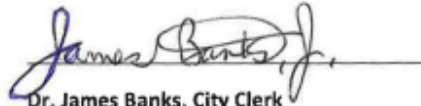
WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning as established by the Georgia Planning Act of 1989 and the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective October 1, 2018;

BE IT THEREFORE RESOLVED that the City of Nicholls does hereby adopt the 2023 Comprehensive Plan Update for Coffee County and the Cities of Nicholls, Nicholls, Nicholls, and Nicholls.

Adopted this 2nd day of October, 2023.

A handwritten signature in black ink, appearing to read 'Tamon Frost', written over a horizontal line.

Tamon Frost, Mayor

A handwritten signature in blue ink, appearing to read 'James Banks', written over a horizontal line.

Dr. James Banks, City Clerk