

2018 Comprehensive Plan

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



Adopted June 18, 2018

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I. Chapter 110-12-1. Minimum Standards and Procedures for Local Comprehensive Planning

1. Introduction

The 2018 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 consists 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 pertaining to 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)

2. Community Involvement

All of the required elements have been developed with extensive opportunity 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 from the many 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. Techniques used included a kick-off public information meeting, printed public information in local newspapers, and information on the Southern Georgia Regional Commission's website and local government websites. A steering committee was formed to oversee and participate in planned development, including representatives from the stakeholders mentioned above.
- 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 input and feedback.

The public hearing kicking off the comprehensive planning process was held on December 4, 2017, at the Coffee County Courthouse, located at 101 S. Peterson Avenue, Douglas, Georgia. It was held for the purpose of making any potential stakeholders and residents aware that the comprehensive plan update and review was now underway; to explain the purpose of the update; and to encourage residents and other stakeholders to actively participate in the plan update.

3. Identification of Stakeholders

A comprehensive list of potential stakeholders was put together with input from the Chamber of Commerce, Development Authority, elected officials, and residents. A complete list of all the stakeholders is included in this plan in the Appendix.

4. Identification of Participation Techniques

The following participation techniques were utilized during the update process:

- Three Public Hearings
 - Kick-Off
 - Transmittal
 - Adoption
- Three Workshops
 - Goals, Issues, and Opportunities
 - Report of Accomplishments & Community Work Program
 - Economic Development and 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 SGRC website and social media as well as County and City Websites
- Dissemination of information in the newspaper

5. Conduct Participation Program

A foundational principle utilized by the Southern Georgia Regional Commission in all of its planning projects is public and stakeholder participation from, and coordination with, multiple and diverse interest groups. Due to the relatively small population of the Coffee County and Cities of Ambrose, Broxton, Douglas, and Nicholls, the entire stakeholder group was utilized as the steering committee, ensuring the broadest buy-in and diversity of input into the comprehensive plan update. Outreach to the public, local governments and other stakeholders and interested parties was accomplished by e-mail correspondence, direct communication, Facebook postings, the project website, and updates provided at workshops and at other group meetings. Opportunity for public comment was provided at public hearings and at city and county commission meetings.

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

The policies were reviewed to reflect the revised issues and opportunities. The Report of Accomplishments and Community Work Program were reviewed and developed in individual meetings with each community. 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 governments.

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 region's and state's water resources in a manner that preserves and protects 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 to allow 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.

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

Short Term Water Quantity Management Practices (0-10 Years)

1. Utilize surface water and groundwater sources within the available resource capacities
2. Water conservation.
3. Data collection and research to confirm the frequency, duration, severity, and drivers of surface water gaps (forecast methodology assumptions and Resource Assessment modeling)
4. Evaluate and ensure that current and future surface water permit conditions do not contribute to 7Q10 low flow concerns
5. Encourage sustainable groundwater use as a preferred supply in regions with surface water 7Q10 low flow concerns and adequate groundwater supply
6. Identify incentives and a process to sustainably replace a portion of existing agricultural surface water use with groundwater use to address 7Q10 low flow concerns
7. Evaluate the potential to use existing storage to address 7Q10 low flow concerns
8. Education to reduce surficial aquifer groundwater use impacts to 7Q10 low flow concerns

Short-Term Water Quality Management Practices (0 – 10 Years):

1. Point Sources:

- Support and fund current permitting and waste load allocation process to improve treatment of wastewater and increase treatment capacity
- Data collection and research to confirm discharge volumes and waste concentrations as well as receiving stream flows and chemistry

2. Non-Point Sources:

- Data collection to confirm source of pollutants and causes; encourage stormwater ordinances, septic system maintenance, and coordinated planning
- Ensure funding and support for local and state Best Management Practices programs, including urban/suburban, rural, forestry, and agricultural Best Management Practices

3. Non-point Source Existing Impairments:

- Total maximum daily load listed streams: Improve data on source of pollutant and length of impairment; identify opportunities to leverage funds, and implement non-point source Best Management Practices

Longer Term (20 – 40 years) water quantity and quality management practices include:

- Improve infiltration and management of wetlands
- Evaluate incentive-based programs to manage, increase, and restore wastewater and storm water returns
- Identify potential/feasibility of a multi-purpose reservoir
- Identify feasibility of regional inter-basin transfer
- Continue wastewater and stormwater master planning

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 in the Mountains and River Corridor Protection Act.

The criteria require that local governments shall 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 prior to the adoption of a watershed plan, mining activities permitted by DNR, certain utilities placements, special forestry, or agricultural services.

The environmental guidelines also spell out criteria for the delineation of small and large water supply watersheds, for the protection of groundwater recharge areas, for the protection of wetlands, and for the protection of river corridors. These criteria shall be incorporated into this comprehensive plan and addressed specifically and 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 Goals

- 1a. Support sustainable growth patterns by coordinating growth with existing and planned infrastructure.
- 1b. Maintain the small town character of smaller communities while looking ahead to assure that land develops properly and in a compatible fashion.
- 1c. Facilitate smart land use choices in tandem with economic development and transportation decisions to preserve and strengthen the existing community structure.
- 1d. Actively pursue a land use strategy that preserves community identity while preparing for future development.

2. Transportation Goals

- 2a. Encourage and maintain a safe, comprehensive, high-quality, multi-modal transportation system with infrastructure that takes into account surrounding land uses and the natural environment, minimizes traffic congestion, increases connectivity, and encourages pedestrian and cyclist access.
- 2b. 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.
- 2c. Support smart transportation decisions that improve pedestrian access and maintain the existing road network.

3. Economic Development Goals

- 3a. Create an environment that promotes Coffee County and its cities as attractive places to do business.
- 3b. Sustain the attractive qualities of smaller communities through property upkeep and improvements and attraction of businesses and activities that contribute to tourism.
- 3c. Proactively pursue economic development opportunities to continue growth, a healthy economy, and vibrant downtown areas.
- 3d. Work collaboratively with area and state economic development agencies to attract services and industry that better meet the area's needs.

4. Housing Goals

4a. Provide good-quality, safe, affordable housing to meet the community's needs and accommodate a diversity of persons by ameliorating existing housing concerns and building sufficient units to meet projected demand.

5. Natural & Cultural Resources Goals

5a. Preserve existing natural and cultural resources by actively identifying and addressing risks and opportunities related to them.

5b. Develop and enforce adequate environmental and cultural controls to preserve the community's heritage.

6. Community Facilities & Services Goals

6a. Encourage pride in the community by maintaining programs and services that meet the community's desires and needs.

6b. Provide an optimal level of service to residents by actively reevaluating existing facilities and services, planning for needed facilities, and addressing the community's facility and service needs.

7. Intergovernmental Coordination Goals

7a. Maintain a high level of intergovernmental coordination between local governments in order to provide the highest quality and level of services to residents, in a cost effective environment.

7b. Create stronger relationships with neighboring communities and state agencies in an effort to improve service delivery to residents.

7c. Local governments will collaborate to share mutually beneficial knowledge and information, and will consolidate services when appropriate.

2. Issues and Opportunities

A targeted plan, delineating both issues and opportunities, is the cornerstone of effectively moving the community's vision forward. In order to develop and update this section, the Issues and Opportunities from the previous (2007) Comprehensive Plan for Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls were reviewed and revised based on input from community stakeholders, and ultimately refined by Southern Georgia Regional Commission staff. These updated issues and opportunities have been instrumental in the development of both the Community Policies and the Community Work Program.

The Issues 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 and Cultural Resources
6. Community Facilities and Services
7. Intergovernmental Coordination

1. Land Use

Issues:

- 1.1. **Sprawl.** Most recent residential development in the County has been low-density, with subdivisions that are scattered, isolated, and disconnected. Low-density residential developments are unlikely to generate the tax base necessary to pay 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 strain on roads and more 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. In order to preserve the community's rural character, land use decisions should focus on the preservation of agricultural land and discourage further major residential developments in isolated areas.
- 1.3. **Vacant Property Downtown.** The smaller Cities (Ambrose, Broxton, and Nicholls) are all in need of revitalization in their historic Downtown districts.
- 1.4. **Code Enforcement.** Ongoing concern exists regarding home maintenance and building code enforcement. The County Planning and Zoning Department lacks the staff resources to fully enforce building and zoning codes.
- 1.5. **Lack of Zoning.** The Cities of Ambrose and Nicholls have no zoning to regulate future land use decisions and are therefore at risk of having incompatible land uses.

Opportunities:

- 1.1. **Improved Code Enforcement.** Greater resources devoted to code enforcement could help to eliminate issues such as blighted properties, poor yard upkeep, and trash.
- 1.2. **Brownfields.** Coffee County has numerous brownfield sites ranging from former gas stations to larger former industrial sites. The majority of county's brownfields are located in the City of Douglas, but the three smaller cities and the unincorporated county each have brownfields as well. Funding opportunities may exist for redevelopment.
- 1.3. **Infill Development and Redevelopment of Vacant Sites.** Opportunities for infill development exist in all the four Cities (both central business districts and neighborhoods). Also, many of the subdivisions in the unincorporated County were never completely built out and still have vacant lots. As many of these areas are already served with paved roads and school bus routes, they also present an infill opportunity.
- 1.4. **Direct Future Growth.** Making sure future development has greater benefits than costs to the community must be a priority. To achieve this aim, growth should be targeted to areas where infrastructure is properly developed. The future development map and discussion of character areas should be employed as a guide for land use decisions.
- 1.5. **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.

- 1.6. **Overlay Districts.** Currently, downtown Douglas has a historic overlay district requiring specific façade elements, building heights, and landscaping. As such, the area takes on a certain character, with common design standards that are appealing 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.
- 1.8 **Creation of a Zoning Ordinance.** To ensure that compatible land uses are an element of future development, the Cities of Ambrose and Nicholls should develop a basic zoning ordinance.

2. Transportation

Issues:

- 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 are lacking in many residential areas and in other areas where people walk or would like to walk. More bicycle infrastructure is also desired.
- 2.3. **Lack of Street Trees.** Some sidewalks lack 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 becoming more and more of a concern for Coffee County.
- 2.6. **Unpaved Roads.** Many newer subdivisions in the County are built on dirt roads, which have erosion problems and maintenance costs.
- 2.7. **School-Related Traffic Congestion.** Increasing traffic congestion around Coffee County Middle School is clogging roads and inhibiting traffic flow.
- 2.8. **Lack of Public Transit.** There is a need for public transit in the community, especially for the elderly and the 9% of households (1,276 households) that have no vehicle available (2016 Census estimate). The Coffee County Transit Development Plan calls for a demand-response public transit system, which would serve an estimated 431,200 trips annually.
- 2.9. **Street Paving and Drainage.** Many roads in the County and Cities are in need of repairs and/or repaving. Some streets have drainage issues and suffer from flooding.

Opportunities:

- 2.1. **Perimeter Road.** Once completed, the expanded Bowens Mill Road, with a railroad overpass, will improve mobility for through traffic around the perimeter of Douglas. Plans to complete the perimeter road around the entire city could also be revisited. However, diverting traffic may also shift economic development away from Downtown Douglas.
- 2.2. **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.
- 2.3. **Improve Appearance of US 441.** As a major gateway entering the community, 441 plays an important role 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, and street lights can help make the street more attractive.
- 2.4. **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.
- 2.5. **Expand Sidewalk Networks.** The Cities can increase walkability by continuing to build out their sidewalk networks, which includes improving and maintaining pedestrian crosswalks. A Sidewalk Master Plan could help to prioritize these projects. Sidewalks should be required in all new residential developments.
- 2.6. **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 both for recreation and for non-motorized transportation. A planned extension of the trail will increase its appeal and usefulness.
- 2.7. **Encourage Bicycle Traffic.** More bicycle parking and bike lanes and trails could encourage bicycle tourism and recreational bicycling, while also expanding transportation options for people who want more exercise and for people who do not own cars. The Douglas Trail, in particular, presents an opportunity to encourage bicycle traffic in Downtown Douglas.
- 2.8. **Public Transit.** A demand-response public transit system would provide much-needed transportation for those in need, increasing access to jobs and services.
- 2.9. **On-going Transportation Infrastructure Maintenance.** Throughout the County and Cities, improvements should be made to storm drainage, roads surfaces, sidewalk facilities, and curbs. The on-going 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 location in the area.
- 2.10. **Scenic Corridors.** Transportation corridors with scenic views that may want to be the 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.
- 2.11. **Long Range Transportation Plan.** A long-range transportation plan could effectively identify and prioritize current and projected transportation needs.

- 2.12. **Coordinate Transportation and Land Use.** In order 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.

3. Economic Development

Issues:

- 3.1. **Limited Labor Force.** The County's labor force participation rate was only 51.1 percent in 2016. By comparison, the State of Georgia had a 62.9 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 able-bodied workers back into the workforce.
- 3.2. **Recruitment of Employers.** It is an ongoing challenge to attract new businesses to locate in the community.
- 3.3. **Low Wages.** The retail sector is one of the strongest industries in the area, but wages in that sector have decreased, resulting in a ripple effect on the economy.
- 3.4. **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.
- 3.5. **Provision of Adequate Infrastructure to Support Future Economic Development.** The County and Cities must work collaboratively to ensure there is adequate infrastructure (such as roads, water, sewer) for industrial and commercial development.
- 3.6. **Continued Poverty.** Poverty remains a pervasive problem in Coffee County, with 24.5% of people living in poverty (2016 Census estimate). Economic development efforts must seek strategies to help alleviate this situation through a combination of job training opportunities, creative childcare facilities, and the attraction of more quality jobs to the areas.
- 3.7. **Vacant Commercial Property in Downtown Areas.** Vacant commercial property is an ongoing community concern, especially in the Cities of Broxton and Nicholls.
- 3.8. **Community Aesthetics.** The County and Cities are in need of various aesthetic improvements, including community gateways or welcome signs, street trees in some locations, and streetscaping.

Opportunities:

- 3.1. **Leverage Local Training and Educational Resources.** The community is endowed with 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 the needs of current employers, could help to expand employment options, both for new graduates and for those already in the workforce.
- 3.2. **Attraction of 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.

- 3.3. **Increase the Workforce.** A fast-track program for getting able-bodied adults back into the workforce could help to increase labor force participation and alleviate poverty.
- 3.4. **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. Perimeter West Industrial Park still has 80 acres available.
- 3.5. **Airport.** The Douglas Municipal Airport has a 6,005 foot runway, which can accommodate a small jet plane.
- 3.6. **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 work collaboratively with the Douglas-Coffee Chamber of Commerce to attract appropriate industry.
- 3.7. **Childcare Facilities.** By providing expanded childcare options, employment possibilities for parents (especially single parents) could be expanded and poverty alleviated.
- 3.8. **Attract Seniors to the City.** The City of Douglas has many attributes that make it an inviting 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.
- 3.9. **Health Care System.** The health care 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.
- 3.10. **Tourism.** Coffee County has many unique sites that are, or potentially could be, a draw for 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 2015, the tourism industry supported 532 jobs, generated \$71.9 million in direct travel spending, created \$2.7 million in sales tax revenue, and generated \$2.2 million in local tax revenues.
- 3.11. **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 levels of growth, unseen by neighboring communities. Ensuring the ongoing prominence of this agency will likely help facilitate the continued growth of the local economy.
- 3.12. **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.

- 3.13. **High-end Restaurants and Shopping.** Douglas has a limited quantity of high-end restaurants and shops. They are highly desired by residents and can serve the tourist and business groups that flow in and an out of the City for short stays.
- 3.14. **Douglas Main Street Program.** The Douglas Main Street Program is an excellent opportunity to assure that the downtown core redevelops in a sustainable fashion. The resources and partnerships established as a result of this program should be preserved.
- 3.15. **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.
- 3.16. **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.
- 3.17. **Improve City of Douglas Gateways.** Douglas has a significant traffic flow in and out of its limits. To leave a positive impression on visitors and residents, the city's entrances should be improved to lasting impression on those that are passing through. This effect can be generated by more elaborate signage, change in paving materials, small monuments, or similar changes.
- 3.18. **Community Cleanliness.** Improved trash pickup, litter control, and recycling could help improve the community's appearance and attractiveness to visitors and potential businesses.

4. Housing

Issues:

- 4.1. **Barriers to Affordability.** A shortage of affordable housing continues to exist in the community.
- 4.2. **Substandard Housing.** Substandard and dilapidated housing continues to exist in the community, including both manufactured homes and site-built homes. This is an issue in the Oak Park area and in 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 2016 Census estimates, 16.6% of housing units in Coffee County (including the Cities) are vacant, compared with a statewide rate of 13.1%.
- 4.5. **Domestic Violence Shelter.** There is no domestic violence shelter within the County; the community is served by a shelter in Waycross.
- 4.6. **Drug Treatment.** There is a drug court in the community and Still Waters Recovery Center for Women, but there is still a need for a crisis stabilization facility to help with 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.

Opportunities:

- 4.1. **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 both 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.
- 4.2. **Housing Rehabilitation Program.** The Department of Community Affairs currently has a program to assist in rehabilitating aging housing.
- 4.3. **Redevelopment Opportunities.** There are many redevelopment opportunities in the community, particularly in areas containing older housing stock that have not been well maintained or fail to meet current building codes.
- 4.4. **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.
- 4.7. **Drug Treatment.** Still Waters Recovery Center has been established within the community and is a residential long term facility for women. The community has also set up a Drug Court Program that helps to rehabilitate offenders.

5. Natural and Cultural Resources

Issues:

- 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 some unique natural areas, such as Broxton Rocks and General Coffee State Park, which are not utilized to their full potential for recreation and ecotourism, and also some unique festivals and other events.
- 5.3. **Lack of Recycling.** Recycling services are not available in all areas.
- 5.4. **Preservation of Historic Homes.** The County and Cities have a number of historic homes that are at risk due to age and minimal rehabilitation efforts.
- 5.5. **Preservation of Historic Downtowns.** The Cities of Broxton and Nicholls have a number of historic buildings in their Downtown areas that are in need of repair, and some that are beyond repair.

Opportunities:

- 5.1. **Preserve Wetlands.** 18.8% of the total area of Coffee County consists of wetlands. These are an integral component of the area's ecosystem and should be preserved.
- 5.2. **General Coffee State Park** is a great asset to the community, drawing over 90,000 visitors per year and offering a heritage farm, hiking trails, equestrian trails, canoeing, camping, and popular events such as the Pioneer Harvest Festival and Love Bug Festival.
- 5.3. **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.
- 5.4. **Rails-to-trails.** Additional greenways, including the planned extension of the Douglas Trail, could offer further opportunities for outdoor recreation and eco-tourism.
- 5.5. **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.
- 5.6. **Partnerships to Protect Historic Resources.** The County and Cities can partner with the Historic Preservation Committee, and other organizations, to preserve historic resources. There are four districts in the community 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.
- 5.7. **Develop WWII Training Site.** The historic 63rd Army Air Forces Contract Pilot School, adjacent to the airport, has great historic value, has been re-zoned to Planned Development, and presents a unique opportunity for further development combined with historic preservation.
- 5.8. **Preservation of Historic Buildings and Homes.** Various opportunities exist to preserve and rehabilitate historic properties, including programs offered by the Department of Community Affairs.

6. Community Facilities and Services

Issues:

- 6.1. **Stormwater and Drainage Improvements.** Stormwater drainage and flooding is an ongoing concern in certain areas in the County and Cities.
- 6.2. **Aging Infrastructure.** Water and sewer systems, streets, roadways, and bridges in various locations throughout the County and all the Cities are in need of repairs and improvements.
- 6.3. **Limited Sewer and Water Capacity.** As the community continues to grow, sewer and water capacity become increasingly important concerns. Expanded capacity is needed to some degree for all jurisdictions in order to attract new businesses.

- 6.4. **Roadway Trash.** Coffee County continues to experience a sizable amount trash and debris on roadways, stemming from through traffic by trucks and also from littering.
- 6.5. **Limited Staff.** Coffee County has very few staff proportionate to the number of services it needs to provide. As a result of these staffing issues, rudimentary responsibilities of the County such code enforcement, ordinance enforcement, and general law enforcement cannot be fully met.
- 6.6. **Growing Spanish-Speaking Population.** To meet the needs of the growing Spanish-speaking population, the County should consider the availability of translation services as well as bi-lingual publications.
- 6.7. **Substance Abuse** is an ongoing concern in the community. Potential coordination efforts with law enforcement officers, the local school board, and the Douglas-Coffee County Parks and Recreation Department should be considered.
- 6.8. **Limited Youth Activities.** Coffee County and the Cities have limited activities for youth. Limited activities can add to petty crime and drug abuse.
- 6.9. **Limited Street Lighting.** Street lighting is lacking in certain areas in the County and Cities.
- 6.10. **Aging Population.** As the median age of the community's residents continues to increase, more services for the elderly will be needed.

Opportunities:

- 6.1. **Youth Activities.** A partnership with the local school board may help identify resources that will best meet the desires of the community's youth. Activities/programs should be considered for all age groups.
- 6.2. **Community Trash Pickup Events,** combined with active enforcement of anti-littering ordinances, could help to address the issue of trash on roadways.
- 6.3. **Community Walking Paths.** The walking paths in Broxton and in 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.
- 6.4. **Expand Recreational Services.** Coffee County and the City of Douglas operate a joint Parks and Recreation Department, but there are currently no parks in unincorporated Coffee County. The City and County should work collaboratively to ensure that the residents of the unincorporated County have access to an appropriate level of recreational services.
- 6.5. **Continue Service Enhancements to Accommodate and Attract Growth.** In order to attract growth, the County and all Cities should continue to improve public services, community facilities, infrastructure, parks, public spaces, and recreation opportunities.
- 6.6. **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.

- 6.7. **Stormwater Drainage Improvements.** By improving stormwater drainage infrastructure in certain areas, the community can alleviate flooding and improve water quality in streams.
- 6.8. **Recycling.** In jurisdictions where recycling is not available, implementing a recycling program could help to reduce waste, improve community appearance, and reduce the burden on landfills.
- 6.9. **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 to the growing Spanish-speaking population, would help to increase participation and access.
- 6.10. **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.
- 6.11. **Continuation of High-Quality Public Safety.** Happily, 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 in the wake of increased gang activity and crime. The City of Douglas Police Department has a long-range need for a new police department building.

7. Intergovernmental Coordination Issues

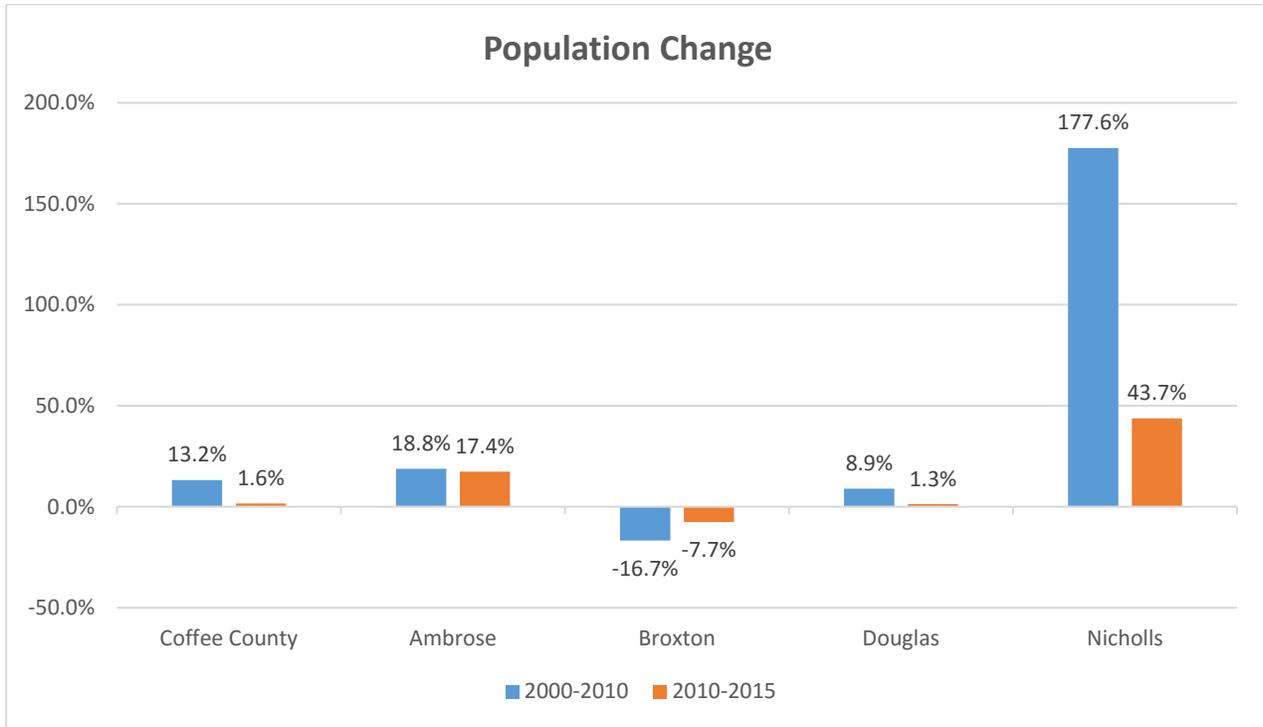
- 7.1. **Coordination of Code Enforcement with County.** Limited code enforcement is a countywide concern. Efforts to coordinate code enforcement across the County and Cities may lead to a more cost-effective strategy and better service delivery.
- 7.2. **Coordinate Upkeep and Improvement of Recreational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

Opportunities:

- 7.1. **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.
- 7.2. **Coordinate Development and Education.** Opportunities may exist for new housing to be built near to schools: especially Coffee High School and Coffee Middle School, but also others. 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.
- 7.3. **Joint Tourism Marketing.** The community has many good-quality hotels, restaurants, a State Park, and other amenities. An opportunity exists for the County and Cities to pursue joint marketing strategies to promote tourism, including ecotourism.

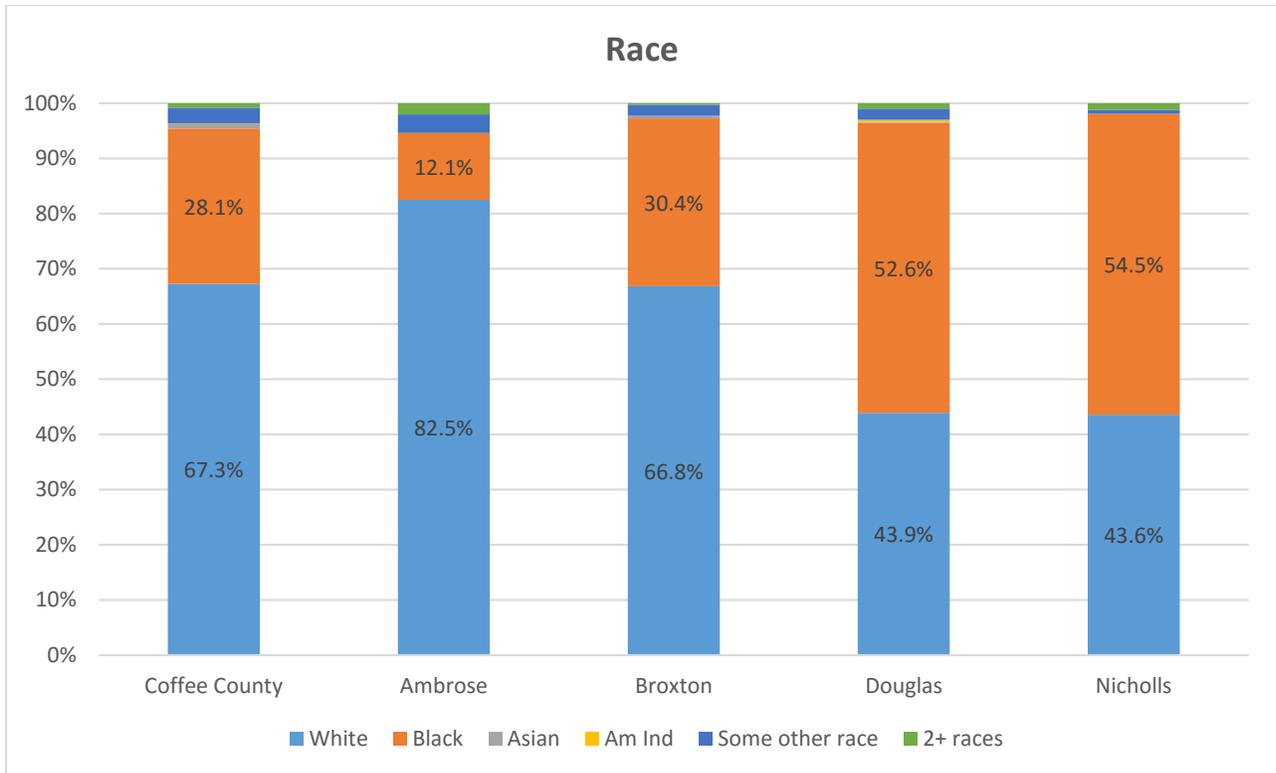
- 7.4. **Continually Collaborate with State Department of Transportation.** To achieve local transportation goals, a strong relationship with the Georgia Department of Transportation is necessary. For effective lobbying efforts, it is necessary to develop a clear vision of what improvements are needed.
- 7.5. **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.

3. Analysis of Data and Information



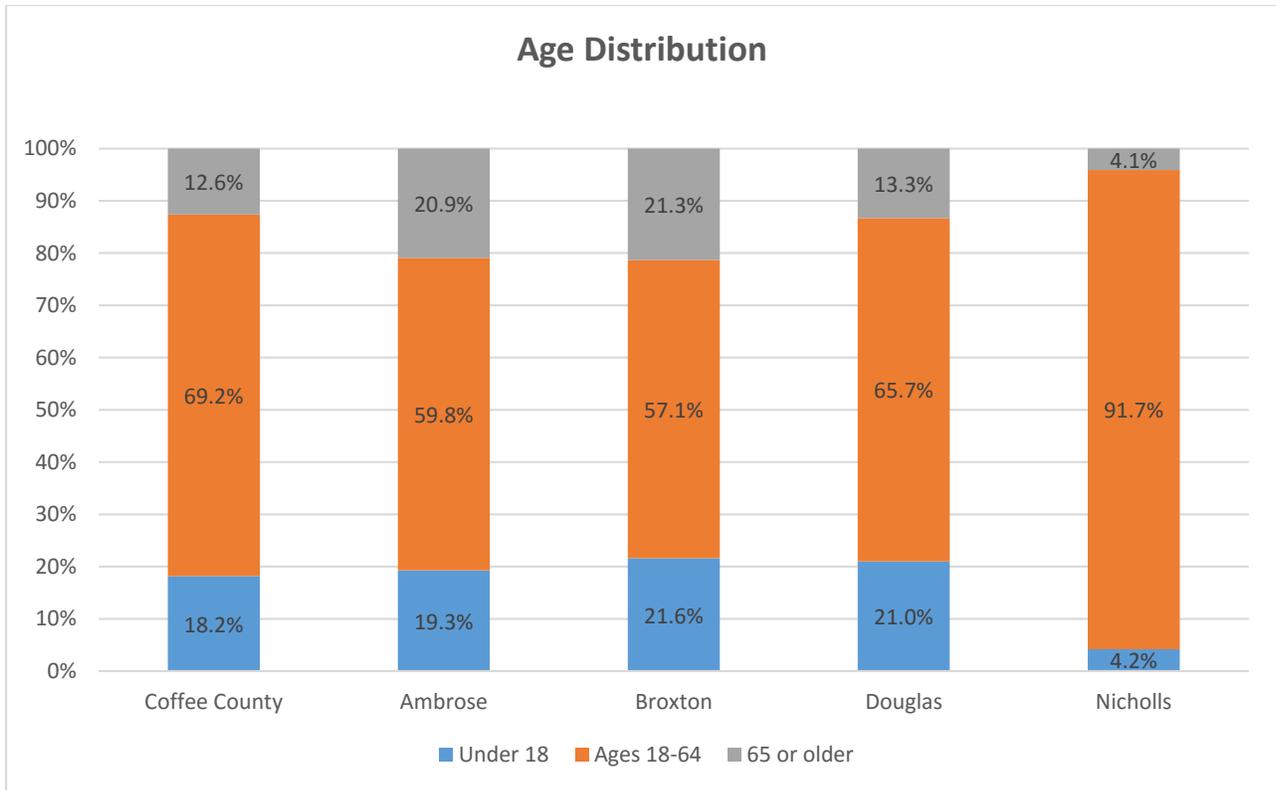
(Census.Gov)

According to 2016 U.S. Census Bureau American Community Survey 5-year estimates, the population of Coffee County is 43,042, an increase of 1.6% since 2010. The City of Ambrose's 2016 population is 446, a 17.4% increase since 2010. The City of Broxton's 2016 population is 1,098, a 7.7% decrease since 2010. The City of Douglas's 2016 population is 11,742, a 1.3% increase since 2010. The City of Nicholls' 2016 population is 4,021, a 43.7% increase since 2010. Coffee County had a 13.2% increase in population between 2000 and 2010, while the City of Ambrose's population increased by 18.8%, the City of Broxton's population decreased by 16.7%, the City of Douglas's population increased by 8.9%, and the City of Nicholls' population increased by 177.6% (mainly due to the City annexing Coffee Correctional Facility, which has a capacity of approximately 3,000 inmates). The median age in Coffee County is 35.2, compared with a median US age of 37.6.



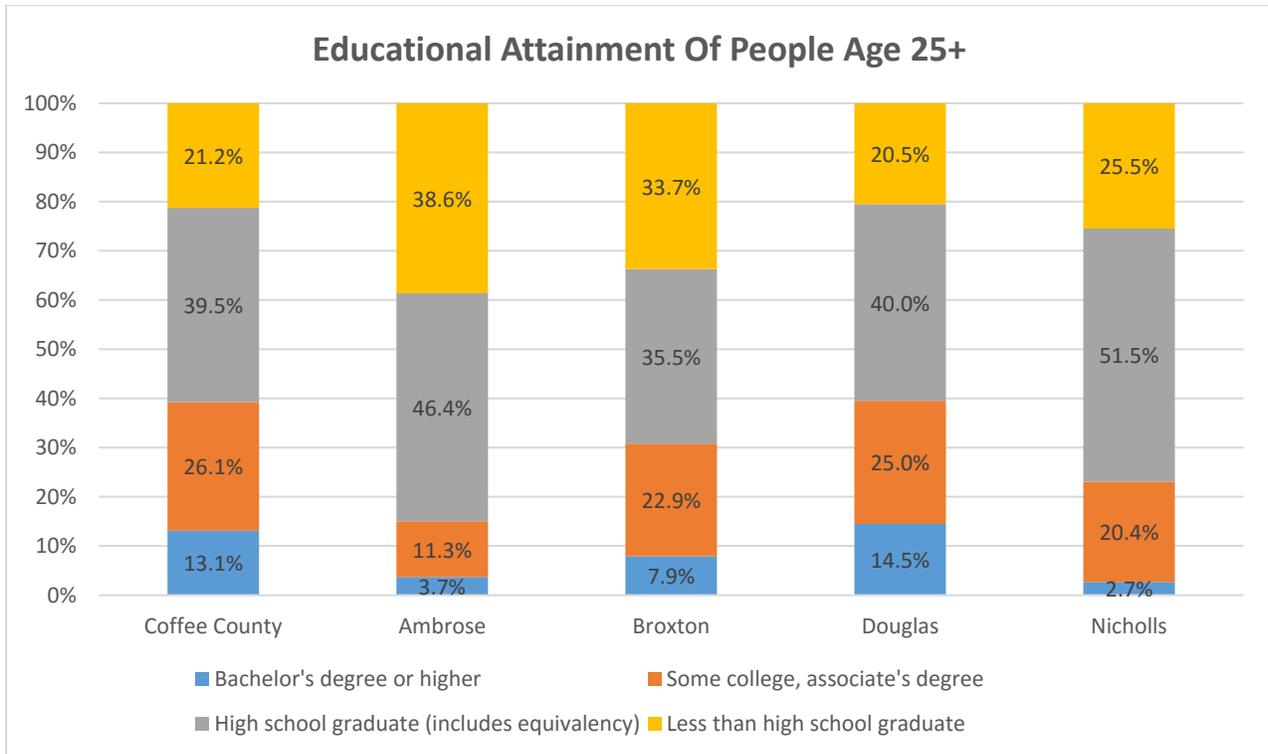
(Census.Gov)

The 2016 population of Coffee County is 67.3% White/Caucasian, 28.1% Black/African American, 2.9% some other race, 0.8% two or more races, 0.8% Asian, and 0.1% Native American. The City of Ambrose's population is 82.5% White/Caucasian, 12.1% Black/African American, 3.4% some other race, and 2.0% two or more races. The City of Broxton's population is 66.8% White/Caucasian, 30.4% Black/African American, 2.0% some other race, 0.5% Asian, and 0.3% two or more races. The City of Douglas's population is 52.6% Black/African American, 43.9% White/Caucasian, 2.0% some other race, 1.0% two or more races, 0.3% Native American, and 0.2% Asian. The City of Nicholls' population is 54.5% Black/African American, 43.6% White/Caucasian, 0.7% some other race, and 1.2% two or more races.



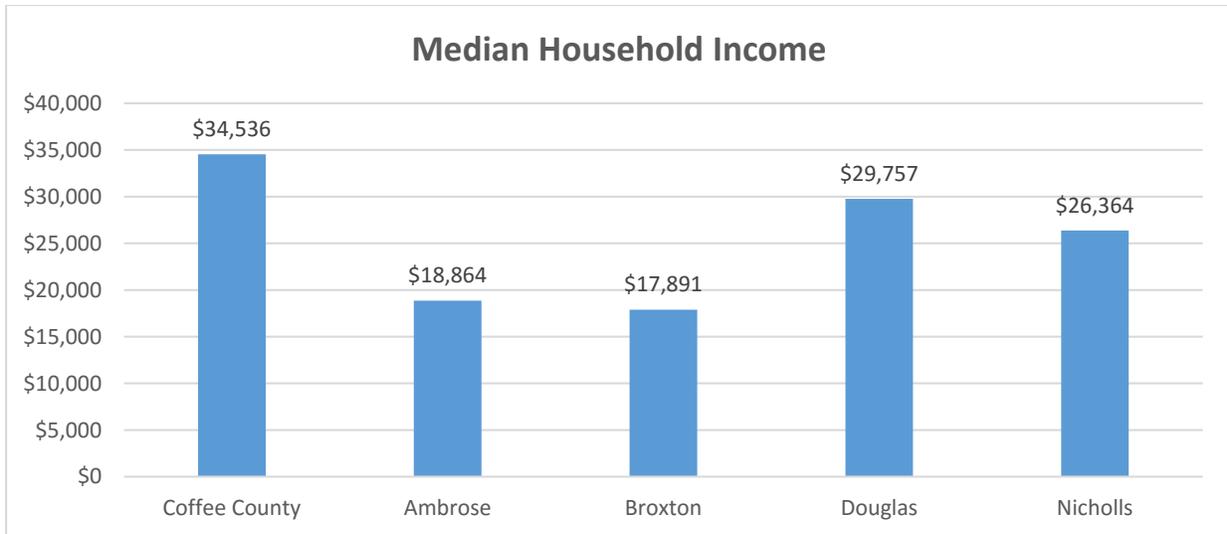
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According to 2016 estimates, the age distribution in Coffee County is 12.6% over 65, 69.2% ages 18-64, and 18.2% under 18. In the City of Ambrose, the age distribution is 20.9% over 65, 59.8% ages 18-64, and 19.3% under 18. In the City of Broxton, the age distribution is 21.3% over 65, 57.1% ages 18-64, and 21.8% under 18. In the City of Douglas, the age distribution is 13.3% over 65, 65.7% ages 18-64, and 21.0% under 18. In the City of Nicholls, the age distribution is 4.1% over 65, 91.7% ages 18-64, and 4.2% under 18. Coffee County's population is 48.8% female and 52.2% male, the City of Ambrose's population is 43.3% female and 56.7% male, the City of Broxton's population is 54.0% female and 46.0% male, the City of Douglas's population is 55.6% female and 44.4% male, and the City of Nicholls' population is 13.9% female and 86.1% male.



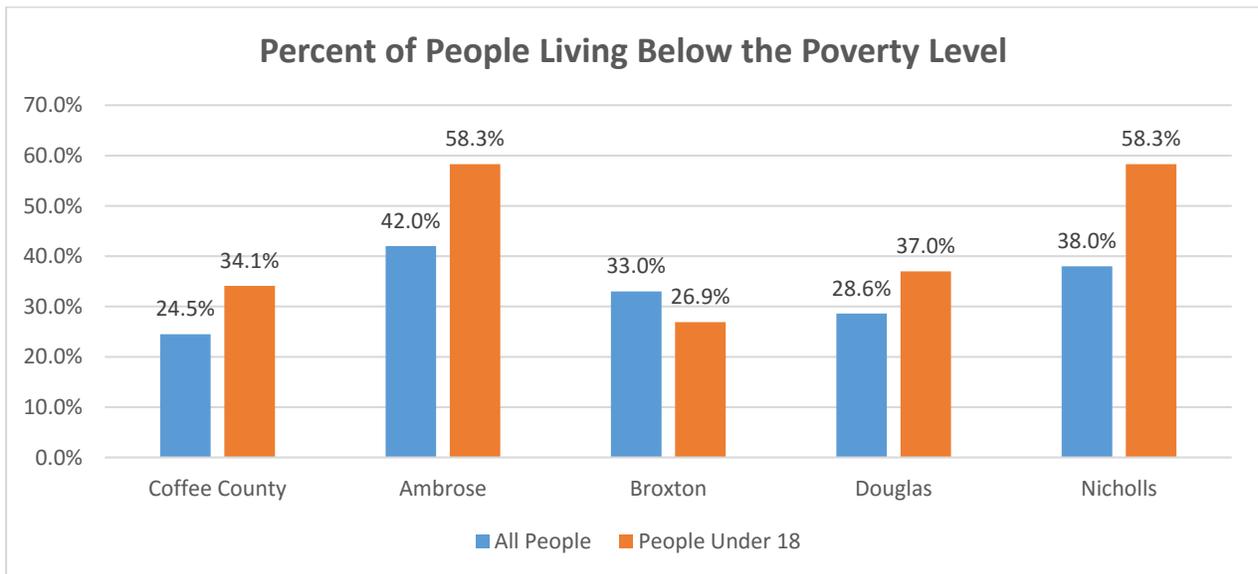
(Census.Gov)

As of 2016, persons aged 25 or older, in Coffee County, 21.2% have no high school diploma, 39.5% are high school graduates (includes equivalency) with no further education, 26.1% have an associate's degree or some college, and 13.1% have a bachelor's or higher degree. Among persons aged 25 or older in the City of Ambrose, 38.6% have no high school diploma, 46.4% are high school graduates (includes equivalency) with no further education, 11.3% have an associate's degree or some college, and 3.7% have a bachelor's or higher degree. Among persons aged 25 or older in the City of Broxton, 33.7% have no high school diploma, 35.5% are high school graduates (includes equivalency) with no further education, 22.9% have an associate's degree or some college, and 7.9% have a bachelor's or higher degree. Among persons aged 25 or older in the City of Douglas, 20.5% have no high school diploma, 40.0% are high school graduates (includes equivalency) with no further education, 25.0% have an associate's degree or some college, and 14.5% have a bachelor's or higher degree. Among persons 25 or older in the City of Nicholls, 25.5% have no high school diploma, 51.5% are high school graduates (includes equivalency) with no further education, 20.4% have an associate's degree or some college, and 2.7 have a bachelor's degree or higher.



(Census.Gov)

As of 2016 (US Census Bureau American Community Survey 5-year estimates), the median household income is \$34,536 in Coffee County, \$18,864 in the City of Ambrose, \$17,891 in the City of Broxton, \$29,757 in the City of Douglas, and \$26,364 in the City of Nicholls.



(Census.Gov)

According to the latest (2016) five-year Census Bureau American Community Survey estimates, 24.5% of all people and 34.1% of persons under 18 in Coffee County are living below the federal poverty level. This includes 42.0% of all people and 58.3% of those under 18 in the City of Ambrose, 33.0% of all people and 26.9% of those under 18 in the City of Broxton, 28.6% of all people and 37.0% of those under 18 in the City of Douglas, and 38.0% of all people and 58.3% of those under 18 in the City of Nicholls.

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

4. Consideration of DCA Quality Community Objectives

The Department of Community Affairs (DCA) has crafted a series of objectives dealing with a broad range of issues that concern local governments. The objectives, which are listed below, are only recommendations, but provide local governments with a tool to guide them in the assessment of their needs and opportunities and in the development of their implementation activities. If they are used as such a tool by many of the local governments in their planning efforts, these objectives also have the potential to 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 development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.

2. Resource Management

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

3. Efficient Land Use

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

4. Local Preparedness

Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, 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 managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

5. Sense of Place

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

6. Regional Cooperation

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

7. Housing Options

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

8. Transportation Options

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

9. Educational Opportunities

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

10. Community Health

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

5. 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. The policies are general in nature and should be used, in particular, during 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

1. Land Use

Issue 1.1. **Sprawl.** New Land Development Code (LDC 2015) address the sprawl problem and requires paved streets for more than 25 lots and ½ mile of roads. Land use decisions should encourage future residential development closer to, or within, the Cities. A compromise has been reached between the County and developers and dirt roads are no longer an issue. With only two subdivision being built within the County in 2017, sprawl is no longer an issue either.

Policy 1.1a: Promote the coordination of development and infrastructure, avoiding uncoordinated growth that can place unnecessary strains on County resources and the environment.

Policy 1.1b: Encourage the coordination of transportation planning and land use to maximize County resources and encourage cohesive growth.

Policy 1.1c: Work collaboratively with regional partners to ensure that regional land use issues and opportunities are addressed comprehensively.

Policy 1.1d: Support land use decisions that mitigate the environmental impacts of development.

Policy 1.1e: Encourage traditional, grid-like development over suburban-sprawl development, emphasizing the role of street connectivity, sidewalks, and improved accessibility.

Policy 1.1f: Encourage the redevelopment of unoccupied land over the development of new, previously undeveloped land.

Policy 1.1g: Support appropriate infill development and redevelopment that complements surrounding areas.

Policy 1.1h: Seek ways for new growth to pay for itself to the greatest extent possible.

Policy 1.1i: Ensure that new development does not cause a decline in existing levels of service for our community's residents and employers.

Policy 1.1j: Work collaboratively with the Coffee County Board of Education to ensure that housing development decisions are coordinated with the provision of adequate schools.

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

Policy 1.2a: Support the preservation of agricultural and environmentally sensitive land, retaining the rural character of the County.

Policy 1.2b: Support redevelopment of vacant property over growth in undeveloped areas whenever possible.

Policy 1.2c: Ensure that new development will contribute to, not take away from, the community's overall character and sense of place.

Policy 1.2d: Support new land uses that respect existing environmental qualities and characteristics.

Issue 1.3. **Vacant Property Downtown.** The smaller Cities (Ambrose, Broxton, and Nicholls) are all in need of revitalization in their historic Downtown districts.

Policy 1.3a: Encourage the redevelopment of abandoned commercial and industrial sites in our community.

Policy 1.3b: Promote mixed-use development when appropriate to encourage a less auto-centric environment.

Issue 1.4. **Code Enforcement.** Ongoing concern exists regarding home maintenance and building code enforcement. The County Planning and Zoning Department has hired additional staff to fully enforce building and zoning codes.

Policy 1.4a: Work towards eliminating incompatible land uses throughout the County, especially those that conflict with existing and planned residential development.

Policy 1.4b: Regularly review and update zoning regulations to reflect changes in community needs.

Policy 1.4c: Actively improve code enforcement, realizing its positive effects on community pride and appearance.

Issue 1.5. **Lack of Zoning.** The Cities of Ambrose and Nicholls have no zoning to regulate future land use decisions and are therefore at risk of having incompatible land uses.

Policy 1.5a: Pursue development of zoning ordinances for Ambrose and Nicholls.

Policy 1.5b: Update zoning regulations and zoning map regularly to reflect development trends and needs of the County.

Policy 1.5c: The County and Cities will collaborate to discourage incompatible land uses along City boundaries.

Policy 1.5d: Encourage overlay zoning in areas where added design elements will preserve and add to our community's character.

Policy 1.5e: Avoid incompatible land uses whenever possible.

2. Transportation

Issue 2.1. **Improve Railroad Crossing Safety.** Many at-grade railroad crossings continue to cause safety concerns and/or cause traffic congestion.

Policy 2.1a: Promote actions to increase safety at major at-grade railroad crossings throughout the County.

Issue 2.2. **More Sidewalks and Bike Paths Needed.** Sidewalks are lacking in many residential areas and in other areas where people walk or would like to walk. More bicycle infrastructure is also desired. Development of sidewalks has been included in the current TSPLOST.

Policy 2.2a: Support the continued development of pedestrian and cyclist capacity throughout the County and Cities, particularly in areas with institutional and residential uses.

Policy 2.2b: Encourage connectivity between parks and passive trails to sidewalk and cyclist paths.

Policy 2.2c: Incorporate sidewalks and bicycle lanes on new roads whenever possible, providing alternative transportation options to the automobile.

Policy 2.2d: Facilitate efforts to continue and improve the City's multi-use trail, connecting the trail to the City's growing sidewalk network.

Issue 2.3. **Lack of Street Trees.** Some sidewalks lack shade trees.

Policy 2.3a: Preserve trees in our community, realizing their importance to the environment, ability to lower cooling costs, and positive aesthetic qualities.

Issue 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.

Policy 2.4a: Support efforts to increase accessibility to the County from major interstates and other regionally important roads that support economic development efforts.

Policy 2.4b: Maintain a high-quality inventory of transportation structures through continued upkeep and repair of roads, sidewalks, and related infrastructure.

Policy 2.4c: Add traffic calming devices where public input and overall traffic patterns suggest the need for greater safety.

Policy 2.4d: Encourage use of context sensitive design standards when widening or building new roads in the County.

Policy 2.4e: Support major road changes that will positively impact our economy.

Policy 2.4f: 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 2.4g: Secure ongoing funding sources for needed transportation improvements and projected infrastructure needs.

Policy 2.4h: Maintain our existing roadway infrastructure through regular evaluation and repair of our roads.

Policy 2.4i: Participate in local and regional discussions focused on improving the area's transportation infrastructure network.

Issue 2.5. **Truck traffic** and its interaction with regular vehicular traffic is becoming more and more of a concern for Coffee County.

Policy 2.5a: Support new road structures that increase accessibility, connectivity, and overall traffic flow throughout the community.

Policy 2.5b: Consider the addition of traffic-calming devices in residential areas of the City that have high cut through traffic flow.

Issue 2.6. **Unpaved Roads.** Many newer subdivisions in the County are built on dirt roads, which have erosion problems and maintenance costs.

Policy 2.6a: Actively work towards paving roads throughout the County to mitigate the harmful effects of erosion. There is 600 miles of dirt roads and 400 of paved roads.

Policy 2.6b: Discourage new development on dirt roads.

Issue 2.7. **School-Related Traffic Congestion.** Increasing traffic congestion around Coffee County Middle School is clogging roads and inhibiting traffic flow.

Policy 2.7a: Encourage roadway design that minimizes congestion, decreasing trip times and positively impacting the environment.

Issue 2.8. **Lack of Public Transit.** There is a need for public transit in the community, especially for the elderly, students and the 9% of households (1,276 households) that have no vehicle available (2016 Census estimate). The Coffee County Transit Development Plan calls for a demand-response public transit system, which would serve an estimated 431,200 trips annually.

Policy 2.8a: Investigate strategies for providing public transit.

Issue 2.9. **Street Paving and Drainage.** Many roads in the County and Cities are in need of repairs and/or repaving. Some streets have drainage issues and suffer from flooding.

Policy 2.9a: Add curbing and appropriate drainage to roadways to mitigate adverse effects of road runoff on the topography and overall environment of our city.

3. Economic Development

Issue 3.1. **Limited Labor Force.** The County's labor force participation rate was only 51.1 percent in 2016. By comparison, the State of Georgia had a 62.9 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 able-bodied workers back into the workforce.

Policy 3.1a: Support training programs at South Georgia State College and Wiregrass Georgia Technical College that will help prepare the area's workforce for employment opportunities.

Issue 3.2. **Recruitment of Employers.** It is an ongoing challenge to attract new businesses to locate in the community.

Policy 3.2a: Promote creative economic development financing opportunities, especially those that are available through state and federal programs for rural communities.

Policy 3.2b: 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 3.2c: Actively collaborate with the Douglas Coffee County Chamber of Commerce and Economic Development Authority to attract appropriate firms to our community.

Issue 3.3. **Low Wages.** The retail sector is one of the strongest industries in the area, but wages in that sector have decreased, resulting in a ripple effect on the economy.

Policy 3.3a: Encourage a diverse mix of industries to ensure the sustainability of the local economy through industry fluctuations and changes in the economy.

Policy 3.3b: Support the economic development efforts of the Douglas-Coffee Chamber of Commerce and the Douglas Coffee County Economic Development Authority.

Issue 3.4. **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 3.4a: Recruit entertainment attractions to the County that reflect the community's character and entertainment preferences.

Policy 3.4b: Strengthen incentives for recent college graduates to return to the City upon completion of college degree.

Policy 3.4c: 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.

Issue 3.5. **Provision of Adequate Infrastructure to Support Future Economic Development.** The County and Cities must work collaboratively to ensure there is adequate infrastructure (such as roads, water, sewer) for industrial and commercial development.

Policy 3.5a: Support the City of Douglas's efforts to expand the capacity of the Douglas Municipal Airport, whose presence benefits the whole of the community.

Policy 3.5b: Encourage infrastructure development that facilitates economic growth and provides needed resources for potential businesses.

Policy 3.5c: Take impacts on infrastructure and natural resources into account when making decisions related to economic development projects.

Policy 3.5d: Support maximization of existing resources by actively recruiting businesses to fill our vacant industrial spaces.

Issue 3.6. **Continued Poverty.** Poverty remains a pervasive problem in Coffee County, with 24.5% of people living in poverty (2016 Census estimate). Economic development efforts must seek strategies to help alleviate this situation through a combination of job training opportunities, creative childcare facilities, and the attraction of more quality jobs to the areas.

Policy 3.6a: Consider the employment needs and skills of our existing population in making decisions on proposed economic development decisions.

Issue 3.7. **Vacant Commercial Property in Downtown Areas.** Vacant commercial property is an ongoing community concern, especially in the Cities of Broxton and Nicholls.

Policy 3.7a: Encourage the regeneration of Downtowns as central redevelopment priorities for the Cities.

Policy 3.7b: Promote streetscaping such as lamp posts, façade improvements, and planters on central corridors and gateways into our community, providing an attractive entrance.

Policy 3.7c: Encourage mixed uses in Downtown areas, and walkable environments throughout the community.

Policy 3.7d: Maintain high-quality police and fire services, increasing the attractiveness of Coffee County as a place to do business.

Policy 3.7e: Target the rehabilitation and re-use of existing buildings for new services and industry as opposed to the development of a greenfield (undeveloped land).

Issue 3.8. **Community Aesthetics.** The County and Cities need to continue various aesthetic improvements, including community gateways or welcome signs, street trees in some locations, green spaces, and streetscaping.

Policy 3.8a: Promote the protection and maintenance of trees and green open space in all new development.

Policy 3.8b: Actively enforce building codes and zoning regulations to maintain a positive community image to visitors and businesses that may consider locating in the area.

4. Housing

Issue 4.1. **Barriers to Affordability.** A shortage of affordable housing continues to exist in the community.

Policy 4.1a: Encourage the development of diverse, affordable housing options, ensuring that our community is accessible to a wide span of people with various backgrounds and income levels.

Policy 4.1b: Ensure that all residents have access to safe and affordable housing through the enforcement of building codes and regulations.

Policy 4.1c: Encourage housing programs that will increase self-sufficiency and home-ownership opportunities for a greater percentage for city residents increasing.

Policy 4.1d: Encourage the development of quality rental housing in the community to better accommodate a full spectrum of income levels and lifestyles within our community.

Issue 4.2. **Substandard Housing.** Substandard and dilapidated housing continues to exist in the community, including both manufactured homes and site-built homes. This is an issue in the Oak Park area and in other areas.

Policy 4.2a: Ensure that all housing in the community meets minimal standards in efforts to eliminate all substandard housing from our community.

Policy 4.2b: Ensure that mobile home park standards are adequate to address blight in the relevant areas of the community.

Policy 4.2c: Pursue implementation of the Urban Redevelopment Plan.

Policy 4.2d: Reduce the quantity of substandard housing units in our community through firm code enforcement and other tools.

Policy 4.2e: Support rehabilitation efforts of existing houses, preserving the existing housing stock and preventing the decline of older areas of the community.

Policy 4.2f: Promote the continuation of the City's housing rehabilitation program to preserve existing housing stock and avoid the deterioration of existing housing units.

Issue 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.

Policy 4.3a: Pursue the development of more high-end housing to meet community needs.

Policy 4.3b: Actively promote rehabilitation of older housing units to preserve the quality and quantity of the existing housing stock.

Policy 4.3c: Promote conservation subdivisions, which set aside a percentage of land within each development as greenspace, increasing the quality of air, water, and other environmental resources.

Policy 4.3d: Encourage development of downtown tracts for upscale housing needs for the medical field and college administration needs.

Issue 4.4. **Vacant Housing.** According to 2016 Census estimates, 16.6% of housing units in Coffee County (including the Cities) are vacant, compared with a statewide rate of 13.1%.

Policy 4.4a: Address the quality and modernization needs of housing units to ensure that vacancy rates remain at a normal level and quality affordable housing is available.

Issue 4.5. **Domestic Violence Shelter.** There is no domestic violence shelter within the County; the community is served by a shelter in Waycross.

Policy 4.5a: Investigate options for providing a domestic violence shelter.

Issue 4.6. **Drug Treatment.** There is a drug court in the community and Still Waters Recovery Center for Women, but there is still a need for a crisis stabilization facility to help with the homeless and other individuals in need.

Policy 4.5a: Investigate options for providing a local drug treatment center and crisis stabilization facility.

Issue 4.7. **Homeless.** There are no homeless shelters in Coffee County, and there are no estimates of the homeless population.

Policy 4.5a: Investigate options for providing a homeless shelter.

5. Natural and Cultural Resources

Issue 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.

Policy 5.1a: Enforce all regulations that protect the County’s wetlands and related areas.

Policy 5.1b: Generate new regulations, as appropriate, that protect groundwater from pollution related to septic tanks and industrial run-off.

Policy 5.1c: Ensure a safe and adequate supply of water through protection of ground and surface water sources.

Policy 5.1d: Consider potential impacts on air and water quality when making decisions related to new development and transportation improvements.

Policy 5.1e: Enforce and improve, as appropriate, our stormwater drainage ordinance and recharge district regulations to preserve our drinking water.

Issue 5.2. **Underutilized Tourism Resources.** The community has some unique natural areas, such as Broxton Rocks and General Coffee State Park, which are not utilized to their full potential for recreation and ecotourism, and also some unique festivals and other events.

Policy 5.2a: Support efforts to secure natural resources present at Broxton Rocks and General Coffee State Park.

Policy 5.2b: Promote the preservation of greenspace in conjunction with new growth and development.

Policy 5.2c: 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.

Issue 5.3. **Lack of Recycling.** Recycling services are not available in all areas.

Policy 5.3a: Promote solid waste reduction and recycling initiatives.

Issue 5.4. **Preservation of Historic Homes.** The County and Cities have a number of historic homes that are at risk due to age and minimal rehabilitation efforts.

Policy 5.4a: Promote the preservation of historic homes and properties, protecting the heritage of our community.

Policy 5.4b: Encourage efforts to document our community's past through heritage education initiatives and other related efforts.

Issue 5.5. **Preservation of Historic Downtowns.** The Cities of Broxton and Nicholls have a number of historic buildings in their Downtown areas that are in need of repair, and some that are beyond repair.

Policy 5.5a: Actively promote the preservation of historic properties throughout the County to conserve the County's cultural resources heritage and unique attributes.

Policy 5.5b: Work collaboratively with area cities to encourage the preservation of the unique cultural amenities of the area.

Policy 5.5c: Preserve our historical structures by proactively promoting their renovation and adaptive re-use as appropriate.

6. Community Facilities and Services

Issue 6.1. **Stormwater and Drainage Improvements.** Stormwater drainage and flooding is an ongoing concern in certain areas in the County and Cities.

Policy 6.1a: Make improvements to stormwater drainage infrastructure as needed.

Issue 6.2. **Aging Infrastructure.** Water and sewer systems, streets, roadways, and bridges in various locations throughout the County and all the Cities are in need of repairs and improvements.

Policy 6.2a: Preserve existing community facilities through regular maintenance and repair.

Issue 6.3. **Limited Sewer and Water Capacity.** As the community continues to grow, sewer and water capacity become increasingly important concerns. Expanded capacity is needed to some degree for all jurisdictions in order to attract new businesses.

Policy 6.3a: Make efficient use of existing infrastructure and public facilities in order to minimize the need for costly new facilities and services.

Issue 6.4. **Roadway Trash.** Coffee County continues to experience a sizable amount trash and debris on roadways, stemming from through traffic by trucks and also from littering.

Policy 6.4a: Actively enforce anti-littering ordinances and organize community trash pickup events.

Policy 6.4b: Pursue an anti-littering outreach program that will enhance residents' pride in their community.

Issue 6.5. **Limited Staff.** While Coffee County has increased its staff, the County has very few staff proportionate to the number of services it needs to provide. As a result of these staffing issues, rudimentary responsibilities of the County such code enforcement, ordinance enforcement, and general law enforcement cannot be fully met.

Policy 6.5a: Encourage community-led initiatives to address area service needs, lowering the costs of services.

Issue 6.6. **Growing Spanish-Speaking Population.** To meet the needs of the growing Spanish-speaking population, the County should consider the availability of translation services as well as bi-lingual publications.

Policy 6.6a: Regularly monitor fire and police service provision to ensure that all community members have equal access to services.

Policy 6.6b: Ensure equal access to community services and facilities by providing multi-lingual services when possible and appropriate.

Issue 6.7. **Substance Abuse** is an ongoing concern in the community. Potential coordination efforts with law enforcement officers, the local school board, and the Douglas-Coffee County Parks and Recreation Department should be considered.

Policy 6.7a: Ensure that local first responders are equipped and trained to handle the substance abuse problems that are currently prevalent.

Policy 6.7b: Pursue coordination among various agencies to tackle the problem of substance abuse from multiple angles.

Issue 6.8. **Limited Youth Activities.** Coffee County and the Cities have limited activities for youth. Limited activities can add to petty crime and drug abuse.

Policy 6.8a: Maximize use of existing community facilities through innovative uses during peak and off-peak hours.

Policy 6.8b: Encourage a greater variety of programs for youth, in order to discourage negative extracurricular programs such as gang participation and drug use.

Policy 6.8c: Continue to maintain a high level of recreation opportunities for the community through ongoing evaluation of existing recreation amenities and growth opportunities.

Policy 6.8d: Encourage the support of the Mayor's Youth Council that the City of Douglas has established.

Issue 6.9. **Aging Population.** As the median age of the community's residents continues to increase, more services for the elderly will be needed. There is some senior living developments within the community.

Policy 6.10a: Encourage the development of new services and facilities appropriate for an aging population.

Policy 6.10b: Attract quality senior housing developments to the County.

7. Intergovernmental Coordination

Issue 7.1. **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. There is a much greater need within the smaller communities.

Policy 7.1a: Support community-led initiatives to address community concerns.

Issue 7.2. **Improved Coordination and Collaboration.** There is good coordination and collaboration between the local governments, but opportunities for improvement still exist.

Policy 7.2a: Facilitate an open communication channel between the County and Cities to ensure that basic needs of the community are being met.

Policy 7.2b: Modify and update the Service Delivery Strategy as service needs change and alternative arrangements are established.

Policy 7.2c: Seek opportunities to consolidate services with area cities when the result would be a better provision of services.

Policy 7.2d: Consult other public entities in our area when making decisions that are likely to impact them.

Policy 7.3e: Continue to work together to ensure that fire and police services meet area demand.

6. Community Work Program

Coffee County Report of Accomplishments (2013-2018)

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
COMMUNITY FACILITIES & SERVICES									
Adopt Groundwater Recharge Protection District Ordinance	\$500/Coffee County Commission and Community Development		Completed		x				
Continue participation in the CHAMPS drug prevention	No additional cost/Coffee County Sheriff Department State and Federal Funds and grants/General Fund	State and federal funds and grants General fund	Discontinued because goals are accomplished by other programs	x	x	x	x	x	x
Improve parking at recreation facilities at the Middle School Complex by purchasing land to install a parking lot with closer access to the ball fields.	\$500 per space/Coffee County Parks and Recreation/Recreation Fund	Recreation Fund	Completed	x	x	x			
Continue implementation of Oak Park Redevelopment Plan	\$1,000,000/Coffee County Commission SPLOST, General fund, State and Federal Grants	SPLOST, General fund, State and Federal grants	On-Going	x	x	x	x	x	x
Develop a county-wide Water Utilities Master Plan	\$85,000/Coffee County Water Utilities, Ambrose, Broxton, Nicholls	General fund	Discontinued (no longer needed)					x	x
Update 911 system equipment	\$200,000/SPLOST	SPLOST	Completed		x				

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Apply for fire grants to continue to update fire equipment	Fire Grants	Fire grants	On-Going (listed as specific projects in new work program)	x	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Continue financial support of Douglas Coffee County Industrial Authority (industrial park)	\$400,000/Coffee County	Set millage rate	On-Going	x	x	x	x	x	x
GENERAL PLANNING									
Continue to develop the County-Wide Unified Development Ordinance, subdivision regulations, and zoning	\$60,000/General Fund Coffee County, cities of Ambrose, Broxton, Douglas, and Nicholls	General fund	Completed		x	x			
Continue to develop public input procedures for code violations	No additional cost/Nicholls, Coffee County	General fund	Completed	x	x	x	x	x	x
INTERGOVERNMENTAL COORDINATION									
Continue to establish an agreement for maintenance of the county athletic fields and municipal park with the Coffee County School Board	General Fund TBD/Coffee County, city of Douglas, Coffee County Board of Education (Set millage rate)	General fund	Completed	x	x	x	x	x	x
TRANSPORTATION									
Bridge Replacement, SR 64 N of Pearson	\$2,100,000/GDOT/Coffee County Road Department	GDOT	Completed	x	x	x	x	x	x
Bridge Replacement, SR 158 on Satilla River	\$1,125,000/GDOT/Coffee County Road Department	GDOT	Completed						x
Bridge Replacement, SR 158 E of Douglas	\$1,870,000/GDOT/Coffee County Road Department	GDOT	Completed	x					

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Road widening at SR 32 @ CR 296 to west city limits of Douglas	\$9,300,000/GDOT/Coffee County Road Department/City of Douglas	GDOT	On-Going	x					
Oak Park, Pave Streets in Phase II	\$1,410,000/SPLOST/CDBG Coffee County Road Department	SPLOST, CDBG	On-Going	x	x	x	x		
Oak Park, Pave Streets in Phase III	\$1,750,000/SPLOST/CDBG Coffee County Road Department	SPLOST, CDBG	On-Going				x	x	x
Pave county roads according to priority order	LMIG/SPLOST/General Fund/Coffee County Road Department	LMIG, SPLOST	On-Going	x	x	x	x		
Improve shoulder, complete and pave Bud Hutchinson/Chaney Road	\$1,700,000 LMIG/SPLOST/General Fund/Coffee County Road Department	LMIG, SPLOST, General Fund	On-Going						
Bike/Pedestrian Path at SR 135 @ 17 Mile River Bridge	\$188,000 SPLOST/CDBG GDOT/Coffee County Road Department	SPLOST, CDBG	Completed (sidewalks installed)						

City of Ambrose Report of Accomplishments (2013-2018)

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
COMMUNITY FACILITIES AND SERVICES									
Conduct an area feasibility study for expanding water service area into future subdivision	TBD/Ambrose	General fund, user fee	Completed	x	x	x	x	x	x
Fire Department Shelter for service truck	\$10,000/Ambrose	SPLOST, General funds	Discontinued (no longer needed)	x	x	x	x	x	
Purchase one backhoe for public utility department	\$55,000/Ambrose	SPLOST	On-Going	x	x	x	x	x	
Water system up grades	\$23,234/Ambrose	SPLOST	On-Going	x	x	x	x	x	x
Purchase Fire Department Equipment	\$10,000/Ambrose	SPLOST	On-Going	x	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Downtown streetscape improvements	\$500,000/Ambrose	General fund, GDOT, TE grant	On-Going			x	x	x	x
Eliminate blighted areas in the City through an agreement with the County to use their Code Enforcement Officer for identifying and enforcing dilapidated properties	No cost/Ambrose	General fund	Completed		x	x	x	x	x

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
HOUSING									
Complete feasibility study to redevelop school as Community Service Center and City Hall	\$40,000/Ambrose, CCBOE	General fund	On-Going		x	x	x		
Increase quality rental housing stock through elimination of blighted property and by working to install code in the City that will require and enforce rental property to be maintained by landlords	No cost/Ambrose/Private entities	General fund	On-Going		x	x	x	x	x
Establish need for CHIP program	No cost/Ambrose	General fund	On-Going		x	x	x	x	x
PARKS AND RECREATION									
Park improvements, resurface walking trail, and install playground equipment	\$75,000/Ambrose	SPLOST	On-Going	x	x	x	x	x	x
Maintenance to softball fields	No cost/Ambrose	General fund	Completed (continued as regular maintenance, not as a special project)	x	x	x	x	x	x
TRANSPORTATION									
Railroad crossing warning device at Golden Pond Road	\$220,000/Coffee County/Ambrose	GDOT, General fund, CSX	Completed		x	x			

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Repave and mark City parking	\$900 per space/Ambrose	General fund	On-Going			x	x	x	
Resurface W Oak Street	\$70,000/Ambrose/GDOT	SPLOST	Completed	x	x	x	x	x	x
Lobby GDOT and legislators for LMIG funding	No cost/Ambrose/GDOT	General fund	On-Going	x	x	x	x	x	x
GENERAL PLANNING									
Development of county-wide Unified Development Ordinance, subdivision regulations, and zoning	\$150,000/Coffee County, cities of Ambrose, Broxton, Douglas, and Nicholls	General fund	Completed	x	x	x			

City of Broxton Report of Accomplishments (2013-2018)

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	F	F	F	F	F	F
				Y 13	Y 14	Y 15	Y 16	Y 17	Y 18
COMMUNITY FACILITIES AND SERVICES									
Police car and equipment, fire equipment	\$167,000/Broxton	SPLOST	Completed			x			
Renovations and improvements to City Hall and other Administration buildings	\$47,500/Broxton	SPLOST	Completed	x	x	x	x	x	x
Apply for CDBG and other available grants to replace aging infrastructure such as water and sewer	\$500,000/Broxton	CDBG grants/SPLOST	On-Going (reworded in new work program)	x	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Streetscape enhancements in downtown	\$600,000/Broxton	GDOT TE	On-Going	x	x	x	x	x	x
Targeted businesses plan	\$25,000/DCCC	Private Funds	On-Going	x	x	x	x	x	x
Study for potential of industrial site in city	\$25,000/DCED, Broxton	General Fund	On-Going	x	x	x			
Complete inventory of unique city attributes and events	\$2,000/Broxton	General Fund	Completed	x	x				
Adopt design standards for property owners occupying US 441	\$15,000 to \$20,000/Broxton	General Fund and DCA Grant	On-Going	x	x	x	x	x	x
Gateway improvements to city's major entrances	\$15,000 per gateway/Broxton	GDOT, General Fund	Discontinued due to lack of funds			x	x	x	x
Community contest for a city slogan	\$100/Broxton	General Fund	Completed	x	x	x	x	x	x

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	F	F	F	F	F	F
				Y 13	Y 14	Y 15	Y 16	Y 17	Y 18
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	No additional cost/Broxtown	General Fund	On-Going						
TRANSPORTATION									
Shoulder improvements to US 441	TBD	GDOT	On-Going				x	x	
Resurface and/or pave Railroad Street and Ocmulgee Street, west to Lane Street	\$376,000/Broxtown	SPLOST	Completed	x	x	x	x	x	x
Lobby GDOT and legislators for LMIG funding	No cost/Broxtown	General Fund	On-Going	x	x	x	x	x	x
PARKS AND RECREATION									
Install new playground equipment in Mary Hayes Park	\$71.250	Broxtown	SPLOST	Completed	x	x	x		
Improve parking lots at recreation facilities By resurfacing and striping		Broxtown	SPLOST	Completed		x	x	x	x
Continue maintenance of Mary Hayes Park Bell Walls Park, including grounds keeping, minor repairs, etc.		Broxtown/ Coffee County	General Fund	Completed	x	x	x	x	x
GENERAL PLANNING									
Development of county-wide Unified Development Ordinance, subdivision regulations, and zoning	\$150,000/ Coffee County, Cities of Ambrose, Broxtown, Douglas, and Nicholls	General Fund	Completed		x	x			

City of Douglas Report of Accomplishments (2-13-2018)

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
HOUSING									
Continue housing rehabilitation for L/M income families	\$300,000/Community Development	CHIP/CDBG	On-Going	x	x	x	x	x	x
COMMUNITY FACILITIES AND SERVICES									
Become a Certified Literate Community	N.A/Human Resource Director, ECTC	N/A	Completed (Handled by Wiregrass Technical College)	x	x	x	x	x	x
Provide Spanish translation services for city services such as courts and police to adequately and effectively communicate with the growing Hispanic population	TBD/City	State and federal funds, grants, general funds	On-Going	x	x	x	x	x	x
Police Dept–Increase drug prevention HEAT Program	No additional cost/Douglas Police Department, Coffee County Sheriff Department	Gov’s Office of Highway Safety Grant	On-Going		x				x
Police Dept Purchase E ticket printers	\$8,000/Douglas Police Dept	Drug funds	On-Going				x		
Police Dept: Implement Work Release Program	No additional cost/Douglas Police Department, Probation Company	N/A	Completed	x	x	x	x	x	x

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Fire Dept. Purchase a Pumper truck	\$72,000/Douglas Fire Dept	City funds	Completed		x				
Fire Dept: Reduce ISO rating from 3 to 2	\$200,000/Douglas Fire Dept	General funds	On-Going				x		
Water/Wastewater Water main rehab (5 miles)	\$1,750,000/Douglas Water and Wastewater Dept	SPLOST	On-Going (project listings consolidated in new work program)	x	x	x	x	x	x
Water/Wastewater Sewer main rehab (5 miles)	\$2,750,000/ Douglas Water and Wastewater Dept	SPLOST	On-Going (project listings consolidated in new work program)	x	x	x	x	x	x
Water/Wastewater Sewer Lift Station Rehab	\$225,000/ Douglas Water and Wastewater Dept	SPLOST	On-Going (project listings consolidated in new work program)	x	x	x	x	x	x
Water/Wastewater Implement water/wastewater improvements in Phase II of the Water/Wastewater Master Plan	TBD/Douglas Water and Wastewater Dept	SPLOST	Completed	x	x	x	x	x	x
Water/Wastewater complete in flow/infiltration study to determine locations of water leakage into wastewater system	\$25,000/ Douglas Water and Wastewater Dept	SPLOST	Completed		x				
Water/Wastewater Replace old lines before resurfacing roads and other wastewater improvements	TBD/Douglas Water and Wastewater Dept	SPLOST	Completed	x	x	x	x	x	x

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Water/Wastewater Extend water & wastewater lines into all areas of the city per master plan	TBD/Douglas Water and Wastewater Dept	TBD	On-Going (slightly reworded in new work program)		x	x	x	x	x
Water/Wastewater Department: Extend water lines to unincorporated areas where feasible	TBD/Douglas Water and Wastewater Dept	Enterprise Funds	On-Going (combined with the above project in new work program)		x	x	x	x	x
Implement water & wastewater improvements for CDBG area North Pearl Avenue	TBD/Douglas Water and Wastewater Dept	CDBG/Community Development	Completed	x	x				
Recreation Continue Implementation of Parks Master plan	\$1,000,000/City	SPLOST, State and federal funds, grants	On-Going (reworded in new work program)	x	x	x	x	x	x
Recreation North Madison Parking & playground equipment at Alunza	\$60,000/playground \$950 per parking space	City	On-Going		x				
Recreation Resurface Davis Wade Park tennis courts	\$200,000/City, County and Board of Education	SPLOST	Completed	x	x				
Recreation Replace basketball goals	\$1,000each/Douglas Coffee Parks and Recreation Department	General Funds	Completed	x	x	x	x	x	x
Recreation Construct indoor swimming pool	\$2,000,000/City, Coffee Regional Medical Center	City/CRMC	On-Going as a project to rehabilitate and reconstruct the existing pool						x

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Recreation Improve parking at recreation facilities at the Middle School Complex by purchasing land to install a parking lot with closer access to the ball fields	\$500 per space/ Douglas/Coffee Parks and Recreation Department	General Funds	Completed	x	x	x	x	x	x
Recreation Safety playground equipment protection	\$16,000/ Douglas Coffee Parks and Recreation Department	SPLOST	Completed				x		
Middle School Complex parking/playground equipment	\$230,000/ Douglas Coffee Parks and Recreation Department	SPLOST	Completed					x	
Natural gas Extend lines to agricultural areas to include tobacco barns, poultry operations and corn dryers	\$60,000permile/City Natural Gas Dept	Enterprise funds	On-Going (reworded in new work program)	x	x	x	x	x	x
Natural Gas Regulator Station upgrade and extend mains	\$120,000/City Natural Gas Dept	Enterprise funds	Completed	x	x	x	x	x	x
Natural Gas construct lateral line to connect new supply line being built between Mobile, Ala. and Savannah GA	\$3,100,00/City Natural Gas Dept	Southern Natural Gas/City/Kinder Morgan Co.	Postponed to 2024 or later due to lack of funds	x	x	x	x	x	x

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Natural Gas extend lines to serve unincorporated areas	\$60,000/ City Natural Gas Dept	Enterprise funds	On-Going (combined with another project in the new work program)	x	x	x	x	x	x
Natural Gas Dept: Construct compressed natural gas facility	\$6,000,000/Natural Gas Dept., Solid Waste Industries	City	Completed	x	x	x	x	x	x
Cemetery Reflection pond and water fountain in Section D	\$10,000/City	City funds	Completed	x	x				
Cemetery Columbarium in Section R	\$16,500/City	City funds	Discontinued due to lack of interest		x				
Cemetery Resurface streets in Cemetery	\$TBD/City	City funds	Completed		x	x	x	x	
Cemetery Landscape Section T	\$TBD/City	City funds	Completed	x	x	x	x	x	x
Public Works Maintenance Facility: purchase and renovate Wayne Farms	\$2,000,000/City	City/SPLOST	Completed (in a Different Location)		x	x	x	x	
Public Works Dept: Implement sidewalk improvements identified in Master Plan	TBD/Public Works Dept	General Funds	On-Going (reworded in new work program)	x	x	x	x	x	
Public Works Dept: Construct four (4) new entrance signs, upgrade city limits and facility signage	\$130,00/Public Works Dept, Parks & Rec. Dept	City/SPLOST	On-Going (3 entrance signs completed, one more gateway sign is ongoing)	x	x	x	x	x	x
Technology Equipment (GIS)	\$300,000/City	SPLOST	Completed		x				

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Prepare storm Drainage Master Plan	\$400,000/City Street Dept	SPLOST	On-Going						x
Street Dept Upgrade signs to meet GDOT sign reflectivity	City/TBD	City	On-Going		x	x	x	x	x
Street Dept Improve City recycling/green program	TBD/Transwaste/City	Transwaste and City	Completed	x	x	x	x	x	
Establish Dog Park	TBD/Parks & Recreation Dept	City Funds	On-Going					x	
GENERAL PLANNING									
Continue to promote mixed use of buildings such as residential above commercial and façade design/renovation of historic buildings using loan funds thru DDA for façade improvements; Main Street to promote GMA Georgia Cities Foundation and DCA DDRLF loan programs to encourage mixed use in downtown	\$10,000/ Community Development, DDA, Mainstreet	Community Development, DDA and Main Street	On-Going (façade improvements item re-worded in the new work program; mixed-use promotion continued in the Policies section)	x	x	x	x	x	x
Maintain status of Main Street Program	\$54,181 annually/City and County	City & County	Complete (continued as part of regular operations and not as a special project)	x	x	x	x	x	X
TRANSPORTATION									

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Road widening at SR 135 from US 441 to SR 32	\$2,900,000/City	GDOT	On-Going (to be completed in Sept. 2018)		x				
Complete Greenway Trail to State SR 206	\$900,000/City	GDOT	On-Going			x			
Complete trail to Municipal Park and Coffee High School	\$1,400,000/City, Community Development	TE/SPLOST	On-Going					x	
Prepare Sidewalk Master Plan	\$10,000/Public Works Department	City General funds	Completed	x	x	x	x	x	x
Improve Downtown parking lots	\$500 per space/City	City	On-Going (included in LMIG project listing in new work program)		x	x	x	x	x
Resurface streets and pave streets included in the SPLOST V and those streets to be included in LMIG. The City has a priority list of streets in need of resurfacing and will be done as funds become available	\$200,000/mile (resurfacing) \$700,000/mile (new paving) /City/Street Dept/GDOT	SPLOST/GDOT	On-Going		x	x	x	x	x
Airport Construct north corporate hangar area taxiway imp. Phase I	\$330,000/ City	City/FAA/GDOT	On-Going (reworded in new work program)				x	x	
Airport Terminal area apron expansion S	\$764,000/ City	City/FAA/GDOT	On-Going (reworded in new work program)			x			
Airport Rehab/overlay terminal area	\$364,000/ City	City/FAA/GDOT	Completed	x	x				

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Airport Construct North corporate hangar area taxiway Imp. Phase 2	\$383,000/ City	City/GDOT	On-Going (reworded in new work program)					x	
Airport Construct North corporate hangar area taxiway Imp. Phase 3	\$448,000/ City	City/FAA/GDOT	On-Going (reworded in new work program)						x
Airport Construct airfield maintenance building with shelter	\$40,000/ City	City	On-Going (as an Enclosed Hangar)					x	
Airport Rehab/overlay taxiway "D"	\$389,000/ City	City/FAA/GDOT	Completed					x	
Conduct Wildlife Assessment	\$25,000/City	City/FAA/GDOT	Discontinued (not needed)				x		
ECONOMIC DEVELOPMENT									
Expand Park West Industrial Park	\$1,000,000/DCCEDA	SPLOST, One GA, EDA	Completed	x	x	x	x		
Complete stage 2 of Airport Industrial Park	\$1,523,000/City & DCCEDA	SPLOST, One GA, EDA,DCCEDA	Postponed until 2024 or later due to lack of funds	x	x	x	x	x	x
Acquire additional land to allow 441 entrance from Satilla Industrial Park	TBD/City & DCCEDA	DCCEDA funds	Completed		x				

City of Nicholls Report of Accomplishments (2013-2018)

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
COMMUNITY FACILITIES AND SERVICES									
Identify appropriate locations for new industrial sites	\$500,000/Nicholls	General Fund	Completed	x					
Develop a public outreach campaign for services and programs	No cost/Nicholls	General Fund	On-Going	x	x				
Develop a community assessment of code enforcement issues	No cost to \$5,000 (depending on staff availability)/Nicholls	General Fund	On-Going	x					
Water tank improvements	\$100,000/Nicholls	SPLOST	On-Going			x			
Increase drug prevention (CHAMPS) program efforts	No additional cost/Nicholls, Nicholls Police Department, CCBOE	State and federal funds and grants	Discontinued (no longer needed)	x	x	x	x	x	x
Expand wastewater capabilities by purchasing additional land for future development of the wastewater treatment plant	\$500,000/Nicholls	CDBG	Completed	x	x	x	x	x	x
Purchase Class A Fire Engine	\$150,000/Nicholls	SPLOST	Completed	x	x	x	x	x	x
Purchase public safety equipment; police cars and fire fighter equipment	\$100,000/Nicholls	SPLOST	On-Going	x	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Develop nuisance abatement for rehabilitation	Staff time/Nicholls	General Fund, DCA	On-Going (as part of Zoning Ordinance project)	x	x				

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Survey City residents and workers to determine needed and desired services and retail	No cost/Nicholls, DCCC	General Fund	Discontinued due to lack of interest		x				
PARKS AND RECREATION									
City park improvements/City Youth Park	\$350,000/Nicholls	SPLOST	On-Going	x	x	x	x	x	
Construct combination basketball and tennis courts	\$33,000 per court/Nicholls	SPLOST	Basketball court ongoing; tennis court discontinued, walking track is being pursued instead			x	x	x	x
TRANSPORTATION									
Widen SR 32	\$9.3 million/GDOT, Coffee County	GDOT	Postponed to after 2023 due to GDOT's schedule	x	x	x	x		
Enhance SR 32 streetscaping in downtown Nicholls	\$80,000 to \$200,000/Nicholls, GDOT,	State and federal funds and grants, General fund	Postponed to after 2023 due to GDOT's schedule	x	x	x	x	x	x
Annual sidewalk repair	TBD/Nicholls	General Fund	On-Going	x	x	x	x	x	x
Resurface roads listed by priority on LMIG list submitted to GDOT for funding	\$250,000/Nicholls	SPLOST	On-Going	x	x	x	x	x	x
GENERAL PLANNING									
Development of County wide Unified Development Ordinance, subdivision regulations and zoning which includes sidewalk ordinance	\$150,000/ Coffee County, cities of Ambrose, Broxton, Douglas and Nicholls	General Fund	Completed	x	x				

PROJECTS	COST / RESPONSIBLE PARTY	FUNDING SOURCE	REPORT OF ACCOMPLISHMENTS	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Develop public input procedures for code violations	No cost/Nicholls, DCCC	General Fund	On-Going		x				

Coffee County Community Work Program Update (2019 - 2023)

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDINGSOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
LAND USE									
Continue Enforcement of Codes	Staff Time	Coffee County	General Fund	1c, 1d	x	x	x	x	x
TRANSPORTATION									
Development and implement a 6-Year Capital Improvement Plan for roads and other infrastructure	\$6,200,000	Coffee County	General Funds/SPLOST/GDOT/TSPLOST (if passed)	2a, 2b, 2c	x	x	x	x	x
Widen SR 32 @ CR 296 to west city limits of Douglas	\$9,300,000	Coffee County	GDOT/Coffee County Road Dept./City of Douglas	2a, 2b, 2c	x	x			
Pave streets in Oak Park, Phase II	\$1,410,000	Coffee County	SPLOST, CDBG	2a, 2b, 2c	x	x			
Pave streets in Oak Park, Phase III	\$1,750,000	Coffee County	SPLOST, CDBG	2a, 2b, 2c		x	x	x	
Pave streets/roads and implement drainage improvements	\$500,000	Coffee County	CDBG	2a, 2b, 2c	x	x	x	x	x
Improve shoulder, complete and pave Bud Hutchinson/Chaney Road	\$3,000,000	Coffee County	LMIG/SPLOST/General Funds	2a, 2b, 2c	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Continue development of infrastructure for Coffee County/Douglas Industrial Park	\$250,000	County/Industrial Authority	SPLOST/One Georgia	3a, 3c	x	x	x	x	x
Continue financial support of Douglas/Coffee County Industrial Authority	\$400,000	Coffee County	Set millage rate	3a, 3c	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDINGSOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
HOUSING									
Continue implementation of Oak Park Redevelopment Plan, including neighborhood revitalization	\$1,500,000	Coffee County	CDBG/General Funds	4a	x	x	x		
COMMUNITY FACILITIES & SERVICES									
Renovate Health Department	\$498,925	Coffee County	CDBG	6a, 6b	x	x	x	x	x
Renovate Farm Services (Ag) Building	\$300,000	Coffee County	General Funds/SPLOST	6a, 6b	x	x	x	x	x
Renovate Courthouse	\$3,500,000	Coffee County	General Funds	6a, 6b	x				
Purchase 30 Sheriff's Vehicles	\$1,200,000	Coffee County	SPLOST, Grants	6a, 6b	x	x	x	x	x
Purchase 2 Fire Trucks	\$500,000	Coffee County	SPLOST, Grants	6a, 6b	x				x
Implement technology Improvements, to include replacing computer software & hardware	\$950,000	Coffee County	SPLOST, Grants	6a, 6b	x	x	x		
Purchase Public Safety Software	\$300,000	Coffee County, City of Douglas, 911	SPLOST, Grants	6a, 6b	x	x			
Implement Fire ISO Rating Contract	\$28,000	Coffee County	General Funds /Insurance Premium Tax Fund	6a, 6b	x				
Continue to update fire equipment	\$400,000	Coffee County	Fire Grants/SPLOST	6a, 6b	x	x	x	x	x
Install Electronic Water Meters	\$140,000	Coffee County	SPLOST	6a, 6b	x				
INTERGOVERNMENTAL COORDINATION									
Create new recreation complex at Old Fairground Property (Phase 1)	\$3,000,000	Coffee County, City of Douglas, Board of Education	SPLOST	7a, 6a, 6b	x	x	x	x	x

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

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
TRANSPORTATION									
Implement Downtown streetscape improvements	\$500,000	City of Ambrose	General Fund, GDOT, Grants	2a, 2b, 2c	x	x	x	x	x
Implement streetscape improvements continuing to the school	\$200,000	City of Ambrose	General Fund, GDOT, Grants	2a, 2b, 2c	x	x	x	x	x
Repave and mark City parking	\$900 per space	City of Ambrose	General Fund	2a, 2b, 2c	x	x	x		
Lobby GDOT and legislators for LMIG funding	Staff time	City of Ambrose/GDOT	General Fund	2a, 2b, 2c	x	x	x	x	x
HOUSING									
Increase quality rental housing stock through elimination of blighted property and by working to adopt and enforce City Code that will require rental property to be maintained by landlords	Staff time	City of Ambrose/Private entities	General Fund	4a	x	x	x	x	x
Establish need for CHIP program	Staff time	City of Ambrose	General Fund	4a	x	x	x	x	x
Utilize CHIP program to renovate homes	\$200,000	City of Ambrose	Grants	4a	x	x	x	x	x
COMMUNITY FACILITIES & SERVICES									
Purchase one backhoe for public utility department	\$55,000	City of Ambrose	SPLOST/ General Fund	6a, 6b	x	x	x	x	x
Conduct water system upgrades, including refurbishing water tank	\$400,000	City of Ambrose	SPLOST, CDBG	6a, 6b	x	x	x	x	x
Complete feasibility study to redevelop the old elementary school as City Hall/ Community Service Center	\$50,000	City of Ambrose	General Fund	6a, 6b	x	x	x	x	
Implement park improvements, to include resurfacing the walking trail and installing playground equipment	\$50,000	City of Ambrose	SPLOST	6a, 6b	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
Purchase Fire Department Equipment	\$10,000	City of Ambrose	SPLOST, Grants	6a, 6b	x	x	x	x	x

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

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23	LONG TERM
LAND USE										
Adopt design standards for property owners along US 441	\$20,000	City of Broxton	General Fund and DCA Grant	1b	x	x				
TRANSPORTATION										
Implement shoulder improvements to US 441	\$500,000	City of Broxton	GDOT	2a, 2b, 2c		x	x	x		
Lobby GDOT and legislators for LMIG funding	Staff time	City of Broxton	General Fund	2a, 2b, 2c	x	x	x	x	x	
Implement streetscape enhancements in downtown	\$600,000	City of Broxton	GDOT TE	2a, 2b, 2c	x	x	x	x		
ECONOMIC DEVELOPMENT										
Create a targeted business plan	\$25,000	City of Broxton	Private funds	3b, 3c	x	x				
Conduct a study for potential of industrial site in city	\$25,000	City of Broxton	General fund	3a	x	x				
HOUSING										
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	4a	x	x				
COMMUNITY FACILITIES & SERVICES										
Repair and replace aging infrastructure, such as water and sewer lines	\$500,000	City of Broxton	CDBG grants/SPLOST	6a, 6b	x	x	x	x	x	x

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

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
CULTURAL RESOURCES									
Update Historic Preservation Guidelines	Staff time	City of Douglas /HPC	General Funds	5b		x			
Implement façade improvements to historic buildings	\$500,000	DDA/City of Douglas	Private Developers/DDA loan funds	5a, 5b	x	x	x	x	x
ECONOMIC DEVELOPMENT									
Complete Infrastructure of Satilla Industrial Park	\$3.8 Million	EDA	SPLOST/EDA	3a, 3c, 3d	x	x	x	x	
Encourage Retail/Commercial Development along 441/US 31 South, along SR 135 and other areas of city	Staff time	City of Douglas /Private Developers	Private Developers	3a, 3b, 3c, 3d	x	x	x	x	x
Implement Downtown Streetscape Repairs, per the Downtown Master Plan	\$80,000	City of Douglas, DDA	SPLOST/ General Funds	3b	x	x	x	x	x
HOUSING									
Implement housing rehabilitation for low- and middle-income families	\$612,000	City of Douglas	CDBG, CHIP, General Funds	4a	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	4a				x	
LAND USE									
Facilitate infill development in Residential, commercial, and industrial Areas	Staff time	City of Douglas	Private	1a	x	x	x	x	x
Enforce Property Maintenance and Building Codes	Staff time	City of Douglas	General Funds	1b, 1d	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
TRANSPORTATION									
Create Sidewalk Master Plan	\$15,000	City of Douglas	General Funds	2a,b,c	x	x	x	x	x
Implement Sidewalk Master Plan to Create Connectivity	\$5,000,000	City of Douglas	LMIG/SPLOST/City	2a,b,c	x	x	x	x	x
Relieve School Related Traffic Congestion	Staff time	City of Douglas /BOE/DOT	City/DOT	2a,b,c	x	x	x	x	x
Upgrade street signs to meet GDOT sign reflectivity standards	\$100,000	City of Douglas	General Funds	2a,b,c	x	x	x	x	x
Extend Greenway Trail to SR 206	\$125,000	City of Douglas	SPLOST	2a,b,c	x				
Extend Greenway Trail from SR 206 to High School	\$150,000	City of Douglas	SPLOST	2a,b,c				x	x
Widen SR 135 from US 441 to SR 32	\$2,900,000	City of Douglas	GDOT	2a,b,c	x				
Resurface and pave streets per priority list	\$200,000/mile (resurfacing) \$700,000/mile (new paving)	City of Douglas	SPLOST, LMIG, GDOT, Grants, General Fund	2a,b,c	x	x	x	x	x
Implement LMIG Matching & Parking Lot Improvements (including Downtown lots)	\$425,000	City of Douglas	SPLOST/Gen Funds	2a,b,c	x	x	x	x	x
LMIG Matching Cemetery Paving	\$250,000	City of Douglas	SPLOST/Gen Funds	2a,b,c				x	
COMMUNITY FACILITIES & SERVICES									
Construct the final Gateway Sign on the South Entrance of town	\$35,000	City of Douglas	City/SPLOST	6a, 6b	x	x			
Install Digital Signs for Gateway Signs	\$100,000	City of Douglas	General Funds	6a, 6b	x	x	x	x	x
City Hall Renovation/Expansion	\$2.1 Mill	City of Douglas	Grants, General Fund	6a, 6b	x				
Construct Cemetery Columbarium in Section R	\$10,000	City of Douglas	City	6a, 6b	x	x			
Construct Public Works Facility	\$1,000,000	City of Douglas	Grants, General Fund	6a, 6b			x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
Construct Purchasing Facility	\$1,000,000	City of Douglas	Grants, General Fund	6a, 6b			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	6a, 6b	x				
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	6a, 6b	x	x	x	x	x
WWII Airbase Buildings Renovation	\$165,000	City of Douglas	SPLOST/Grants	6a, 6b	x	x	x	x	x
Water & Sewer									
Construct Water/Wastewater Facility	\$1,000,000	City of Douglas	Grants, General Fund	6a, 6b			x	x	x
Create and implement Storm Drainage Master Plan	\$400,000	City of Douglas	SPLOST	6a, 6b	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	6a, 6b	x	x	x	x	x
Implement CDBG Project for Daughtry, Cherry, Bryan St., and Phillips Sts.	\$585,042	City of Douglas	\$460,597/CDBG \$120,403/City \$4,042/CD FUN	6a, 6b	x	x			
Install Bo Jo Ella Lift Station backup pump system	\$150,000	City of Douglas	Rate Monies	6a, 6b	x				
Install Water/Sewer lines and paving to Satilla Industrial Park	\$1,000,000	City of Douglas	Grants, General Fund	6a, 6b	x	x	x	x	x
Rehab Water/Wastewater mains and Sewer Lift Stations	\$225,000	City of Douglas Water and Wastewater Dept.	SPLOST	6a, 6b	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
Rehab/replace water, wastewater, and sewer lines and mains, per Master Plan	\$5,000,000	City of Douglas	SPLOST/Rate Monies/Grants	6a, 6b	x	x	x	x	x
Replace Water/Sewer Infrastructure under roadways before paving	\$2,000,000	City of Douglas	SPLOST/Rate Monies	6a, 6b	x	x	x	x	x
Wastewater Treatment Plant Back Lift Station Replacement	\$1,200,000	City of Douglas	SPLOST	6a, 6b	x				
Natural Gas									
Construct lateral natural gas line to connect to new supply line being built between Mobile, AL and Savannah, GA	\$3,100,00	City Natural Gas Dept.	Enterprise funds	6a, 6b	Long-term (2024 or later)				
Extend Natural Gas Lines to serve agricultural customers and unincorporated areas	\$60,000 per mile	City of Douglas	Rate Monies, Enterprise funds	6a, 6b	x	x	x	x	x
Install Natural Gas Infrastructure to Satilla Industrial Park	\$100,000	City of Douglas	Rate Monies	6a, 6b	x	x			
Airport									
Complete stage 2 of Airport Industrial Park	\$1,523,000	City & DCCEDA	SPLOST, One GA, EDA,DCCEDA	6a, 6b	Long-term (2024 or after)				
Construct Corporate Area Access Road Phase I	\$120,000	City of Douglas	FAA/GDOT/SPLOST	6a, 6b				x	
Construct north corporate hangar area at Airport; implement taxiway improvements Phase I	\$330,000	City of Douglas	FAA/SPLOST	6a, 6b	x	x			
Corporate Area Access Road at Airport, Phase I & Corporate Taxiway Improvements Design	\$50,000	City of Douglas	FAA/SPLOST	6a, 6b			x		

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
Corporate Area Sitework at Airport Including Utilities Design/ Construction	\$340,000	City of Douglas	GDOT/City	6a, 6b				x	
Enclose Open Air T-Hangars at Airport	\$80,000	City of Douglas	SPLOST	6a, 6b		x			
Implement taxiway improvements at Airport, Phase II	\$383,000	City of Douglas	FAA/SPLOST	6a, 6b			x	x	
Implement taxiway improvements at Airport, Phase III	\$448,000	City of Douglas	FAA/SPLOST	6a, 6b					x
Install Security Fencing at Airport	\$180,000	City of Douglas	GDOT/City	6a, 6b			x		
Terminal Area North Apron Expansion at Airport	\$350,000	City of Douglas	FAA/GDOT/SPLOST	6a, 6b					x
Fire Department									
Purchase Engine Truck for Fire Dept.	\$450,000	City of Douglas	SPLOST	6a, 6b					x
Purchase Ladder Truck for Fire Dept.	\$700,000	City of Douglas	SPLOST	6a, 6b		x			
Reduce fire ISO rating from 3 to 2	\$200,000	Douglas Fire Dept.	City funds	6a, 6b	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	6a, 6b	x				
Purchase 16 Police Vehicles w/Equipment	\$800,000	City of Douglas	Grants, General Fund	6a, 6b	x	x		x	x
Purchase E-ticket printers for police	\$8,000	Douglas Police Department	Drug funds	6a, 6b	x				

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
Parks & Recreation									
Apply for Arts Grant for Martin Center	Staff time	City of Douglas	Georgia Council for the Arts	6a, 6b	x	x	x		
Caboose & Deck Restoration	\$100,000	City of Douglas /Private	City/Grant/Private Donations	6a, 6b	x	x	x		
Construct Event Facility	\$2.4 Mill	City of Douglas	General Funds	6a, 6b			x	x	x
Establish Dog Park	\$100,000	City of Douglas	General Funds/grants	6a, 6b	x	x			
Implement Madison Avenue Park Development, per Downtown Master Plan	\$350,000	City of Douglas /DDA	General Funds/Private	6a, 6b	x	x	x	x	x
Make Improvements to Parks per Parks Master Plan	\$1,000,000	City of Douglas	SPLOST, State and federal funds, grants	6a, 6b	x	x	x	x	x
Martin Center Sound, Lighting & Equipment Upgrades	\$150,000	City of Douglas /Private	City/Grant/Private Donations	6a, 6b		x	x	x	
Miracle Field Construction	\$648,736	City of Douglas	SPLOST/DNR/Private	6a, 6b	x				
North Madison Park parking improvements & playground equipment at Alunza	\$60,000/playground \$950 per parking space	City of Douglas	SPLOST, State and federal funds, grants	6a, 6b	x	x	x		
Playground Structures for Parks	\$50,000	City of Douglas	SPLOST	6a, 6b		x			
Rehab the Davis Wade Swimming Pool, to include a New Pool House, Splash Pad, and Paving	\$500,000	City of Douglas	SPLOST	6a, 6b		x			
INTERGOVERNMENTAL COORDINATION									
Implement E911 Upgrade	\$280,000	City/County	SPLOST	7c	x				

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

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	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	1b, 1d	x	x	x	x	x
Develop local zoning ordinance, including nuisance abatement for rehabilitation	\$20,000	City of Nicholls	General Fund	1b, 1d	x	x	x	x	x
Develop public input procedures for code violations	Staff time	City of Nicholls	General Fund	1b, 1d	x	x	x	x	
COMMUNITY FACILITIES & SERVICES									
Develop a public outreach campaign for services and programs	Staff time	City of Nicholls	General Fund	6a, 6b	x	x	x	x	x
Develop a community assessment of code enforcement issues	\$5,000/ Staff time	City of Nicholls	General Fund	6a, 6b	x	x	x	x	x
Addition to Community Center	\$150,000	City of Nicholls	SPLOST	6a, 6b	x	x	x	x	x
Renovations to City Hall	\$250,000	City of Nicholls	SPLOST	6a, 6b	x	x	x	x	x
Upgrades to Treatment Plant and replace Lift Station pumps	\$500,000-\$750,000	City of Nicholls	CDBG/SPLOST	6a, 6b	x	x	x	x	x
Water tank improvements	\$200,000	City of Nicholls	SPLOST	6a, 6b	x	x	x	x	x
Purchase public safety equipment; police cars and fire fighter equipment	\$200,000	City of Nicholls	SPLOST	6a, 6b	x	x	x	x	x
City park improvements/City Youth Park	\$250,000	City of Nicholls	SPLOST	6a, 6b	x	x	x	x	x
Construct combination basketball court and walking trails	\$150,000	City of Nicholls	SPLOST	6a, 6b	x	x	x	x	X
ECONOMIC DEVELOPMENT									
Identify appropriate locations for new industrial sites	\$500,000	City of Nicholls	General Fund	3a	x	x	x	x	x

PROJECTS	ESTIMATED COST	RESPONSIBLE PARTY	FUNDING SOURCE	GOAL	FY 19	FY 20	FY 21	FY 22	FY 23
TRANSPORTATION									
Annual sidewalk repair	\$100,000/year	City of Nicholls	General Fund/SPLOST	2a, 2b, 2c	x	x	x	x	x
Resurface roads listed by priority on LMIG list submitted to GDOT for funding	\$500,000	City of Nicholls	SPLOST	2a, 2b, 2c	x	x	x	x	x
Widen SR 32	\$9.3 million	GDOT	GDOT	2a, 2b, 2c	Long-term (2024 or later)				
Enhance SR 32 streetscaping in downtown Nicholls	\$200,000	GDOT, City of Nicholls, Grants	GDOT	2a, 2b, 2c	Long-term (2024 or later)				

7. Economic Development Element

The 2018-2022 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 in the creation of an economic roadmap to diversify and strengthen the regional economy. The SGRC CEDS analyzed the regional economy and serves as a guide for establishing regional goals and objectives, a regional plan of action, and 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 that is the result of 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 gives an overview of the region, briefly describing geography, population, economy, labor and workforce development and use, education, transportation access, environment, and regional resources. It reviews the state of the regional economy and 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 2018-2022 CEDS. Implementation of the goals identified in this plan is significant to the economic future of the SGRC District.

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

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

Goal 1: Promote economic development strategies that encourage entrepreneurship, support existing industries, attract new employers, and stimulate tourism.

Objectives:

- Focus on ways to encourage and facilitate regional tourism.

Goal 2: Protect, expand, and enhance critical infrastructure and connectivity for existing and future community growth.

Objectives:

- Encourage local governments to implement the Southern Georgia Regional Bicycle and Pedestrian Plan.
- Identify areas where high speed internet and broadband are needed.
- Strive to provide industrial parks/properties with all the necessary infrastructure and transportation links to attract new and expanding businesses and industries to the area.
- Continue to monitor grant opportunities and inform local communities about upcoming deadlines and assist local governments in the grant preparation and application process.

Goal 3: Facilitate growth and development of an educated, skilled, prepared workforce by utilizing available programs and resources.

Objectives:

- Improve educational attainment by reducing high school dropout rates
- Market workforce development programs that enable youth and adults to pursue higher education opportunities.
- Support educational institutions to provide learning/skill development opportunities.
- Work closely with business and industry to ensure that the system is not only producing workers to meet its immediate needs, but making adjustments in anticipation of future needs and technological changes.

Goal 4: Create an inviting sense of place through rural renewal and other strategies in order to retain population and to attract new members to our community.

Objectives:

- Collaborate to develop county-wide historic preservation plans.
- Promote downtown areas for tourism and recreation.
- Increase code enforcement in communities surrounding downtown areas.
- Create welcoming, functional neighborhoods with “work, play, live” atmospheres to invite younger families to the region.
- Encourage local governments to participate in CHIP, CDBG, and USDA housing programs.
- Seek additional funding streams to address senior population program sustainability.
- Market unique aspects of communities to attract a younger population.

8. Land Use Element

Character Areas

In the previous (2007) 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 of the following character area narratives was developed based on stakeholder input, existing land uses, anticipated development, planned infrastructure improvements and expansions, and guidance found in the *State Planning Recommendations*.

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 taking place in the Character Area. The listing of ***Permitted Zonings*** provides guidance as to what land uses should be permitted within each Character Area, as regulated by zoning. As required by the State, the ***Quality Community Objectives*** demonstrate the unique ideals established for each Character Area. The ***Implementation Measures*** are specific activities or programs which could take place within each of the Character Areas.

Bay Meadows/Southern Coffee County Character Area



DESCRIPTION:

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 is a lack of 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 to locate 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 areas of the community, adopt regulations that require a significant portion of a site to be set aside as undivided, permanently protected open space, while 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 vehicle and travel trailer parks, and campgrounds.
- 3) Requires installation of manufactured homes in accordance with 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 a diverse mix of housing types, styles, and ages built over a span of decades.

DEVELOPMENT STRATEGY:

Encourage property maintenance and continued high level of homeownership in the area. Encourage the increase of senior-appropriate housing in order to meet anticipated future needs. Continue to build out the sidewalk network, with an emphasis on 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 areas of the community, while also regulating this development to ensure 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 includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of sidewalks, street trees, etc.

Conservation Character Area



DESCRIPTION:

Areas of open space that are protected for recreation and conservation purposes, including 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, in the form of 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 sale of 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. 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 a property from development and thereby ensures that it remains as green space or farmland.

Environmental Resource Inventory - Conduct a comprehensive mapping of the community's environmentally sensitive areas (such as floodplains or steep slopes) in order to make rational decisions about areas best suited for set-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 re-use of vacant buildings over the development of new sites. Continue to build out the sidewalk network, with an emphasis on 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 does not currently have 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 downtown 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 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.

Downtown Broxton Character Area



Description:

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 a combination of improved sidewalks, lamp posts, façade improvements, and planters. Encourage re-use of vacant buildings over the development of new sites. Continue to build out the sidewalk network, with an emphasis on 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 downtown 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 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.

Downtown Nicholls Character Area



DESCRIPTION:

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 in order to maintain community character. Abandoned buildings that cannot be rehabilitated should be demolished. Consider converting vacant lots to City parks. Consider adopting zoning to prevent the future development of incompatible land uses. Continue to build out the sidewalk network, with an emphasis on 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 downtown 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 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.

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, town homes, and small apartment buildings. Encourage infill development on vacant lots. Encourage property maintenance and continued high level of homeownership in the area. Continue to build out the sidewalk network, with an emphasis on 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 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 includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of 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 growth of housing options that recognize the needs of students, making it possible for students to live within easy walking distance to 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 preservation of greenspace and public space, providing adequate community gathering points. Identify land for potential institutional growth. Place new parking behind buildings and further develop on-street parking options when possible. Include small-scale retail to support 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 useful location and other assistance to support a fledgeling 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 a department of labor. Publicize its availability and make 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, through setting standards for the appropriateness and impact of new buildings or rehab of existing buildings. Illustrations of desired building characteristics are perhaps 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 the design guidelines. This board will review architecture, aesthetics, and site characteristics of proposed projects 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 be used to 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 a diverse mix of housing including many historic homes.

DEVELOPMENT STRATEGY:

Protect historic properties from demolition and encourage rehabilitation with appropriate incentives. Encourage infill development that is architecturally compatible with the existing neighborhood in order to maintain historic character. Encourage small business development compatible with the City's goals for the district. Continue to build out 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 - Begin by Identifying and mapping the visual, cultural, and historical assets your community most values 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 Georgia Historic Preservation Act, which establishes a local Historic Preservation Commission to provide oversight on administration of the local ordinance and provide 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 area includes some residential development as well as a mix of land being utilized for forestry and agriculture.

DEVELOPMENT STRATEGY:

Protect 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 well-designed logo and tourist-oriented directional signage systems, to help tourists find the services they need. Heritage and Cultural tourism are big business in Georgia.

Green Space Plan - Develop, adopt, and implement a green space plan that provides for connectivity of 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 to acquire conservation easement in the areas identified in the local greenspace plan.

Golf Club Road Neighborhood Character Area



DESCRIPTION:

The Golf Club Road area is a stable, high-end residential area near to 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 includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of 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, 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 to build out the sidewalk network, providing landscaped 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 in order to reduce 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 number of required parking spaces, or allowing shared parking between adjacent facilities.

Greyfield Redevelopment - Provide assistance and incentives for redevelopment of greyfield areas. A greyfield is a declining or abandoned shopping mall or strip, and has the advantage that infrastructure is already in place and lacks the environmental cleanup issues of a Brownfield. Ideally these areas can be converted into walkable, higher density, mixed-use developments.

Brownfield Redevelopment - To encourage 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 of 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 geographic, political, and commercial center of the County.

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 to build and maintain the pedestrian and bicycle network, linking Downtown to other neighborhoods and to 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 come with illustrations and renderings of what the desired final buildout will look like.

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 the conversion of 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.

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

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, through setting standards for the appropriateness and impact of new buildings or rehab of existing buildings. Illustrations of desired building characteristics are perhaps 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 the design guidelines. This board will review architecture, aesthetics, and site characteristics of proposed projects 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

Oak Park Character Area



DESCRIPTION:

The Oak Park area is a mix of single family homes, mobile homes, small apartment complexes, and an array of 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 CDBG grants and other sources have provided sidewalks, street paving, and housing improvements. Revitalization of the area is ongoing.

DEVELOPMENT STRATEGY:

Continue to implement redevelopment plans and build out the sidewalk network, pave streets, address blighted housing, and encourage infill development. Rehabilitation of existing homes as well as homeownership programs will help ensure that a range of income levels are able to afford housing in the community. Continue to encourage the development of businesses and services that are of use to local 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 as a tool to require property owners to properly maintain their residential units and thereby prevent 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 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 includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of 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 Coffee County Airport. The area has room for expansion.

DEVELOPMENT STRATEGY:

Provide adequate infrastructure capacity and maintain designated truck routes that are safe and maneuverable for heavy vehicles and minimize noise, vibration, and intrusion of trucks 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 greenspace and trees near Hwy 221 to help mitigate adverse effects of industrial activity on air quality and overall environment. Discourage future development adjacent to airport, allowing room for expansion.

PERMITTED ZONINGS:

General Commercial District (G-C), Wholesale/Light Industrial District (M-1), and Industrial District (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 number of required parking spaces, or allowing shared parking between adjacent facilities.

Greyfield Redevelopment - Provide assistance and incentives for redevelopment of greyfield areas. A greyfield is a declining or abandoned shopping mall or strip, and has the advantage that infrastructure is already in place and lacks the environmental cleanup issues 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 the rural/agricultural character of these areas by maintaining large lot sizes and very low-density residential development, primarily accessory to farm operations. Farms can be protected through Right to Farm rules. Prime agricultural soils should continue to be utilized for farming. Prohibitions of illegal dumping and junk yards should be enforced. Conservation easements should be used to protect environmentally sensitive areas. Subdivision regulations should ensure that new housing does not encroach upon agricultural needs and resources. Development should preserve scenic views and should be encouraged only near existing 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 sale of 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. 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 a property from development and thereby ensures that it remains as green space or farmland.

Water Resource Protection - Adopt water resource management policies such as requiring use of WaterSense certified high efficiency toilets and faucets in all new buildings, use of greywater for irrigation, use of 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 vehicle and travel trailer parks, and campgrounds. 3) Requires installation of manufactured homes in accordance with 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. includes West Green, Pridgen, Bushnell, Lott, Huffer, Bethel, Chatterton, and Saginaw. 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 in order to maintain community identity. Encourage development closer to the community center rather than further out. Encourage the development of services that are of use to local 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 most values 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 Georgia Historic Preservation Act, which establishes a local Historic Preservation Commission to provide oversight on 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 consists of 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 a diverse mix of housing styles.

DEVELOPMENT STRATEGY:

Encourage infill development in residential neighborhoods rather than development at the edges of the City. Preserve historic homes where possible to maintain community character. Rehabilitate or replace deteriorating housing stock and demolish abandoned structures to eliminate blight. Continue to build out the sidewalk network, emphasizing connectivity to the town center and to other 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 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 as a tool to require property owners to properly maintain their residential units and thereby prevent neighborhood blight and foreclosed properties.

South Douglas Neighborhoods Character Area



DESCRIPTION:

This character area consists of 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 as well as some 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 to build out the pedestrian and bicycle network, improving connectivity to the colleges, to Downtown Douglas, and to businesses along the US-441 corridor. Continue to work toward 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 incompatibilities between land uses.

PERMITTED ZONINGS:

Residential Infill (R-1), Residential Single Family (R-12), Residential Mixed Family (R-M), Neighborhood Commercial (N-C), Planned Development (PD), 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 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 includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of sidewalks, street trees, etc.

Southeast Douglas Character Area



DESCRIPTION:

On the southeast side of the City of Douglas and mostly outside the perimeter road, this area contains principally single-family residences, as well as some mobile home parks, limited commercial uses, and agricultural/forestry areas.

DEVELOPMENT STRATEGY:

Encourage infill development and the building out of existing residential subdivisions rather than the creation of new subdivisions. Encourage neighborhood-level commercial development that provides needed services to the community, such as convenience stores. Continue to build out the sidewalk network, providing connectivity between subdivisions and to 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 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 includes pedestrians, bicyclists and public transportation passengers of

all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of 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 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

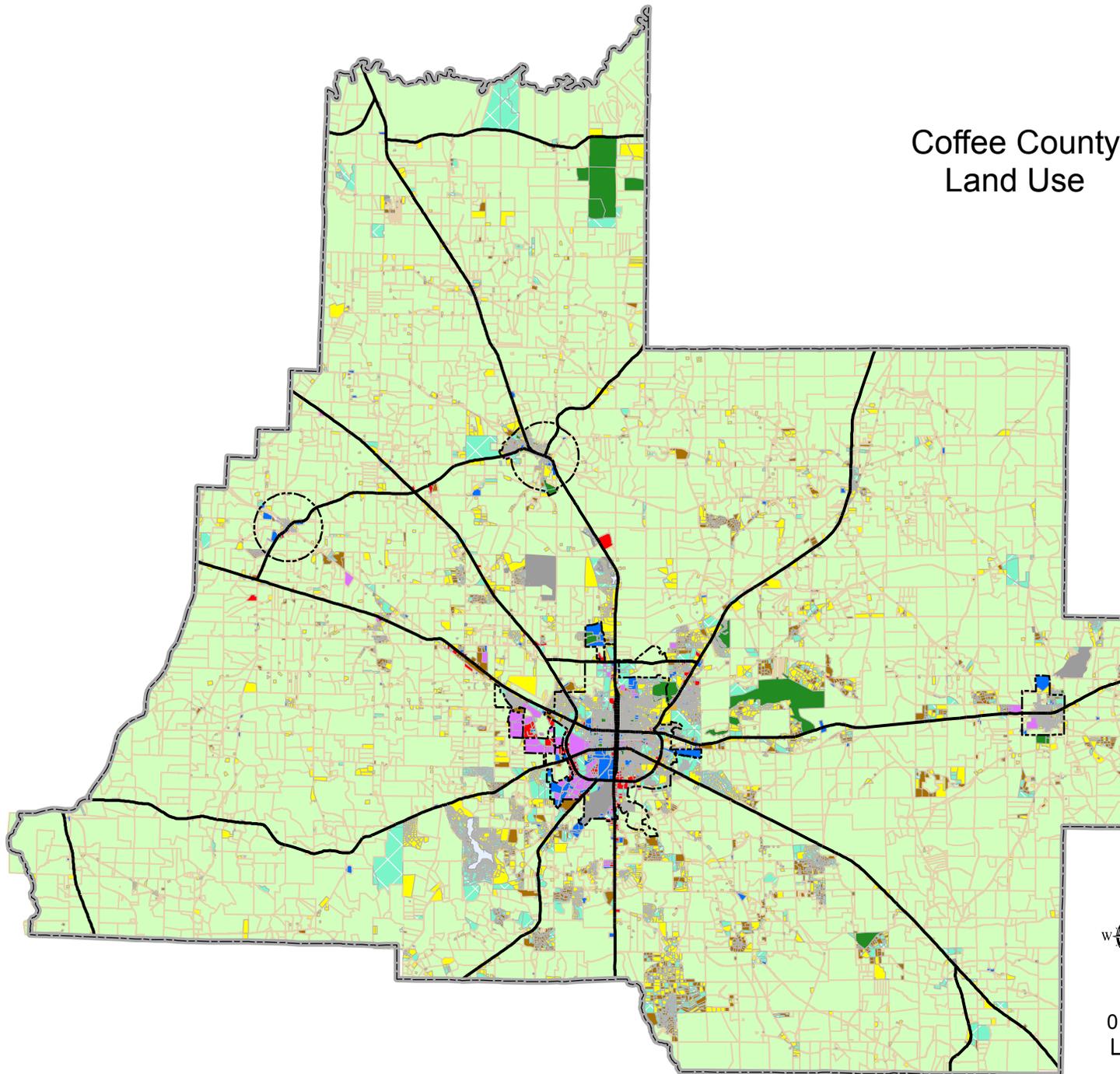
IMPLEMENTATION MEASURES:

Complete Streets - Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of 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, recreation areas.

Existing and Future Land Use Maps

Coffee County Land Use



- Cities
- County
- Existing Land Use**
- COM
- AF
- PRC
- IND
- MF
- MHP
- PI
- SF
- TCU
- VU
- WATER



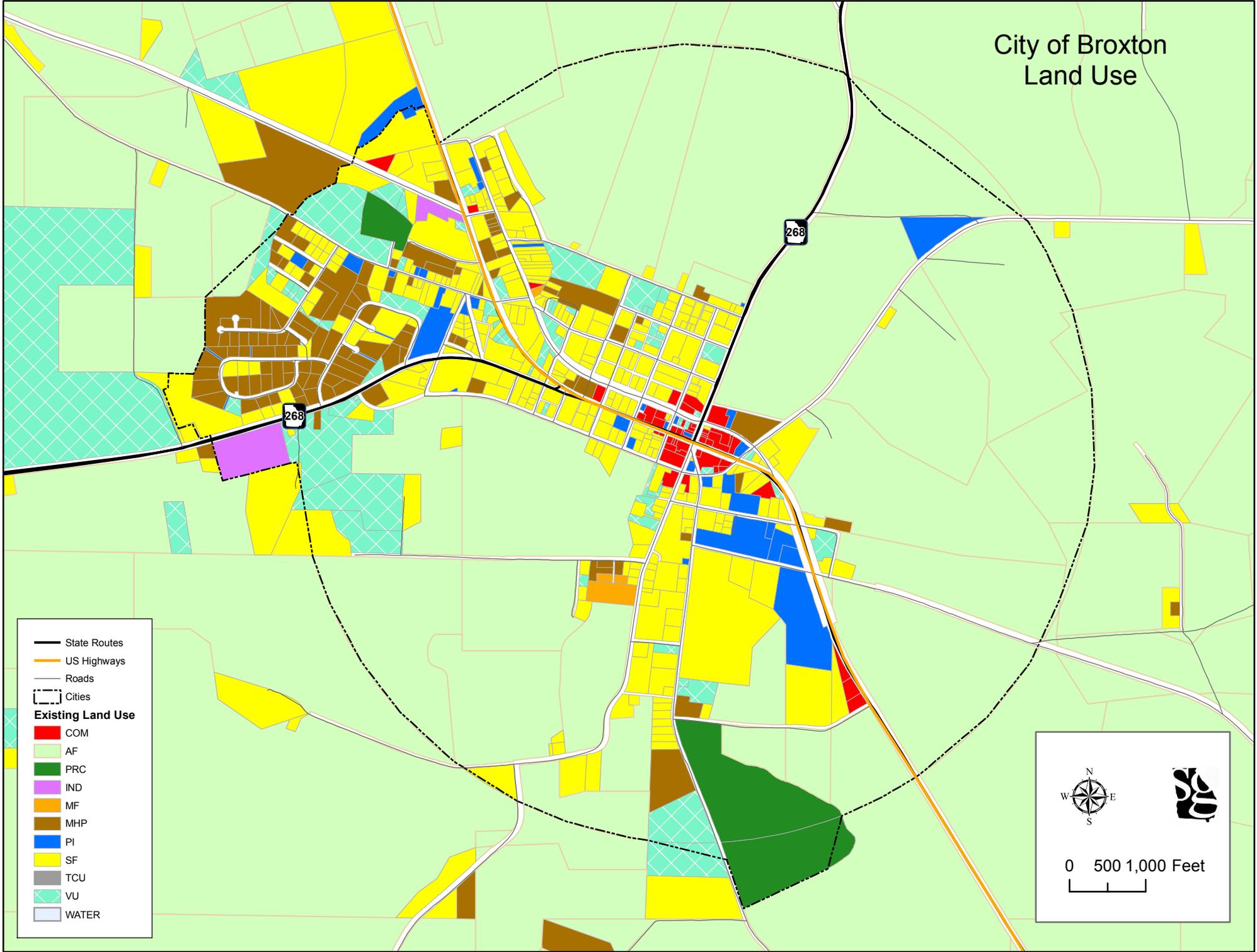
0 2 4 Miles

City of Ambrose Land Use



0 500 1,000 Feet

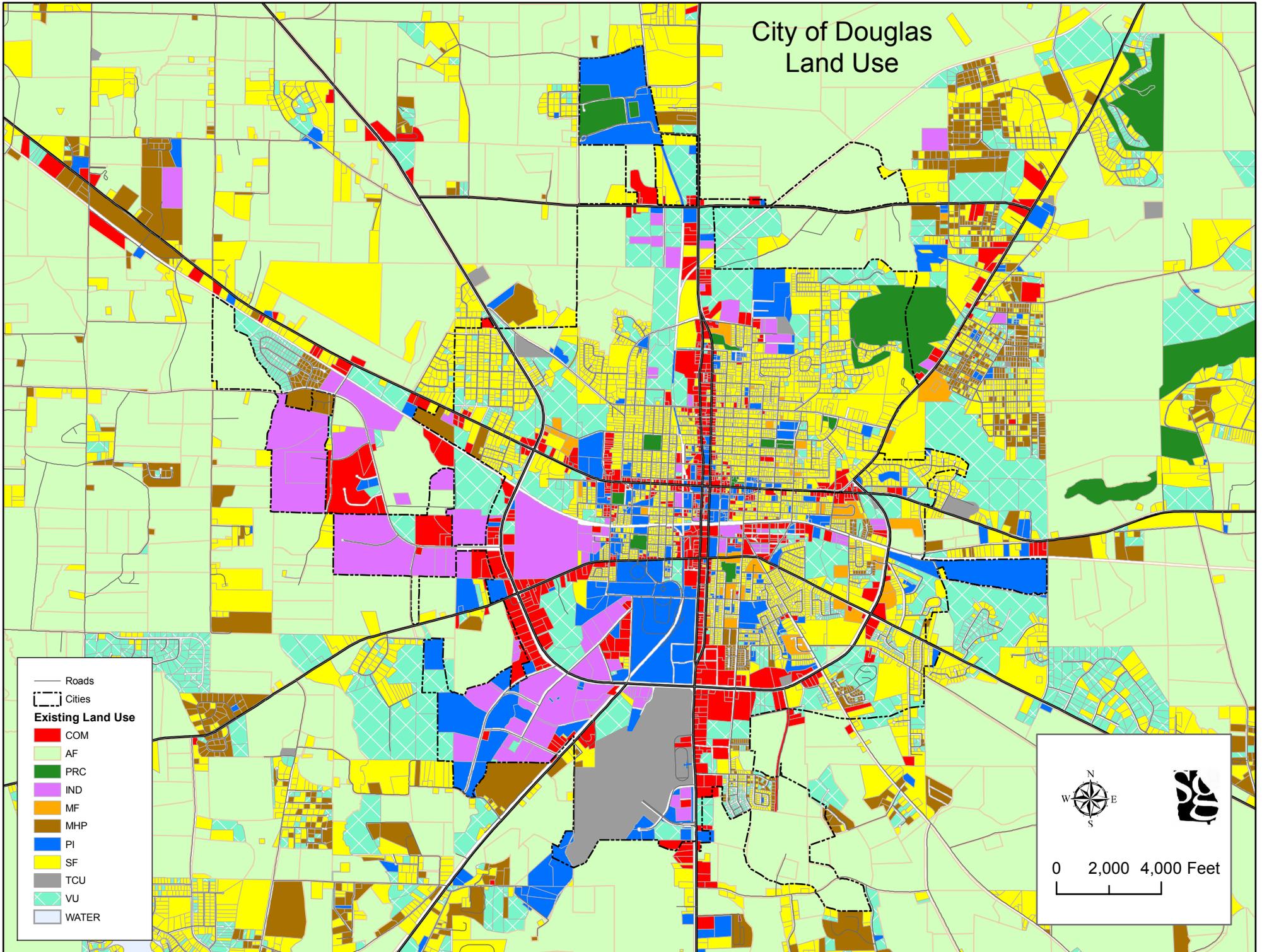
City of Broxton Land Use



- State Routes
- US Highways
- Roads
- - - Cities
- Existing Land Use**
- COM
- AF
- PRC
- IND
- MF
- MHP
- PI
- SF
- TCU
- VU
- WATER

0 500 1,000 Feet

City of Douglas Land Use

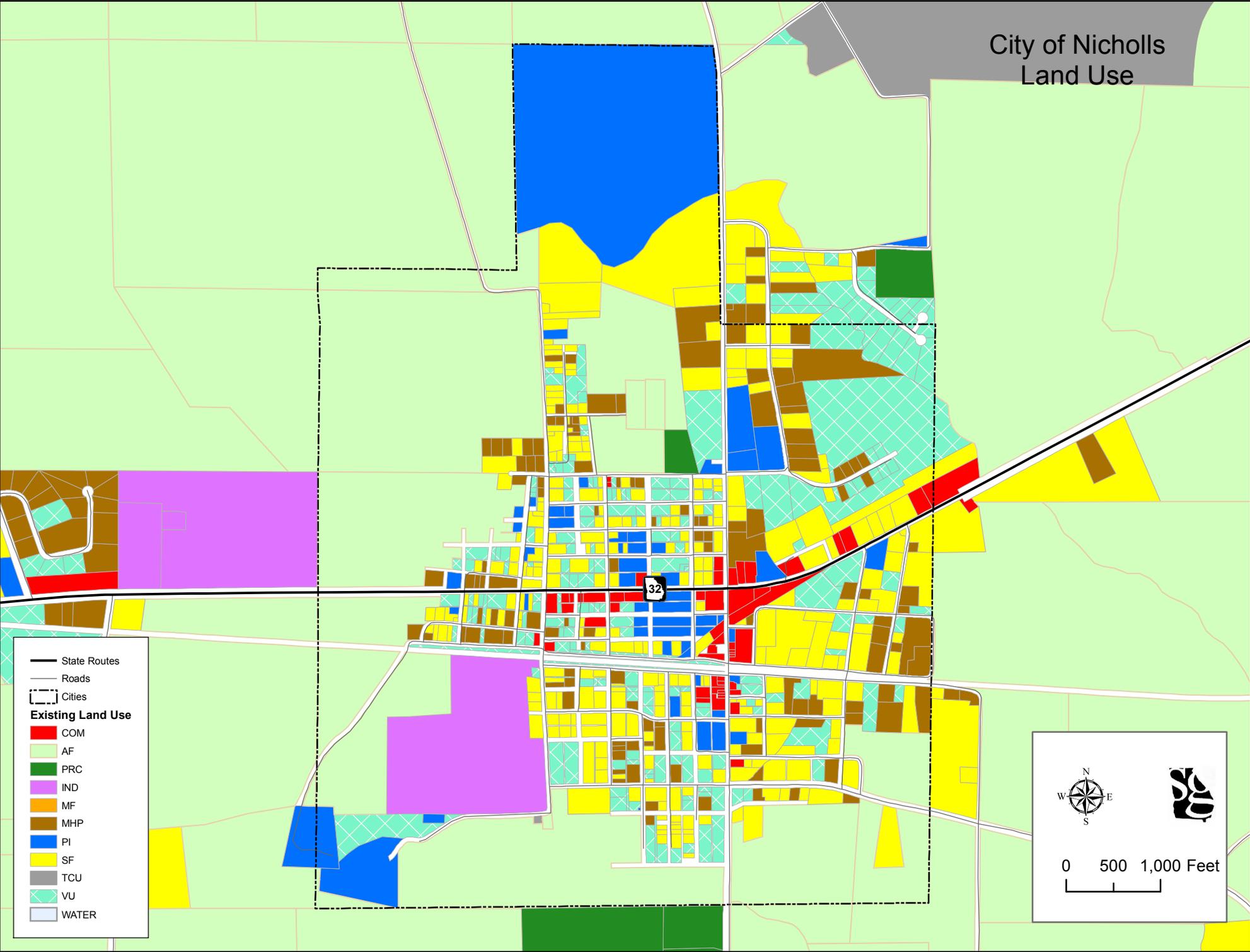


— Roads
- - - Cities
Existing Land Use

- COM
- AF
- PRC
- IND
- MF
- MHP
- PI
- SF
- TCU
- VU
- WATER

0 2,000 4,000 Feet

City of Nicholls Land Use



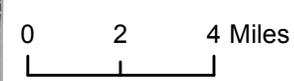
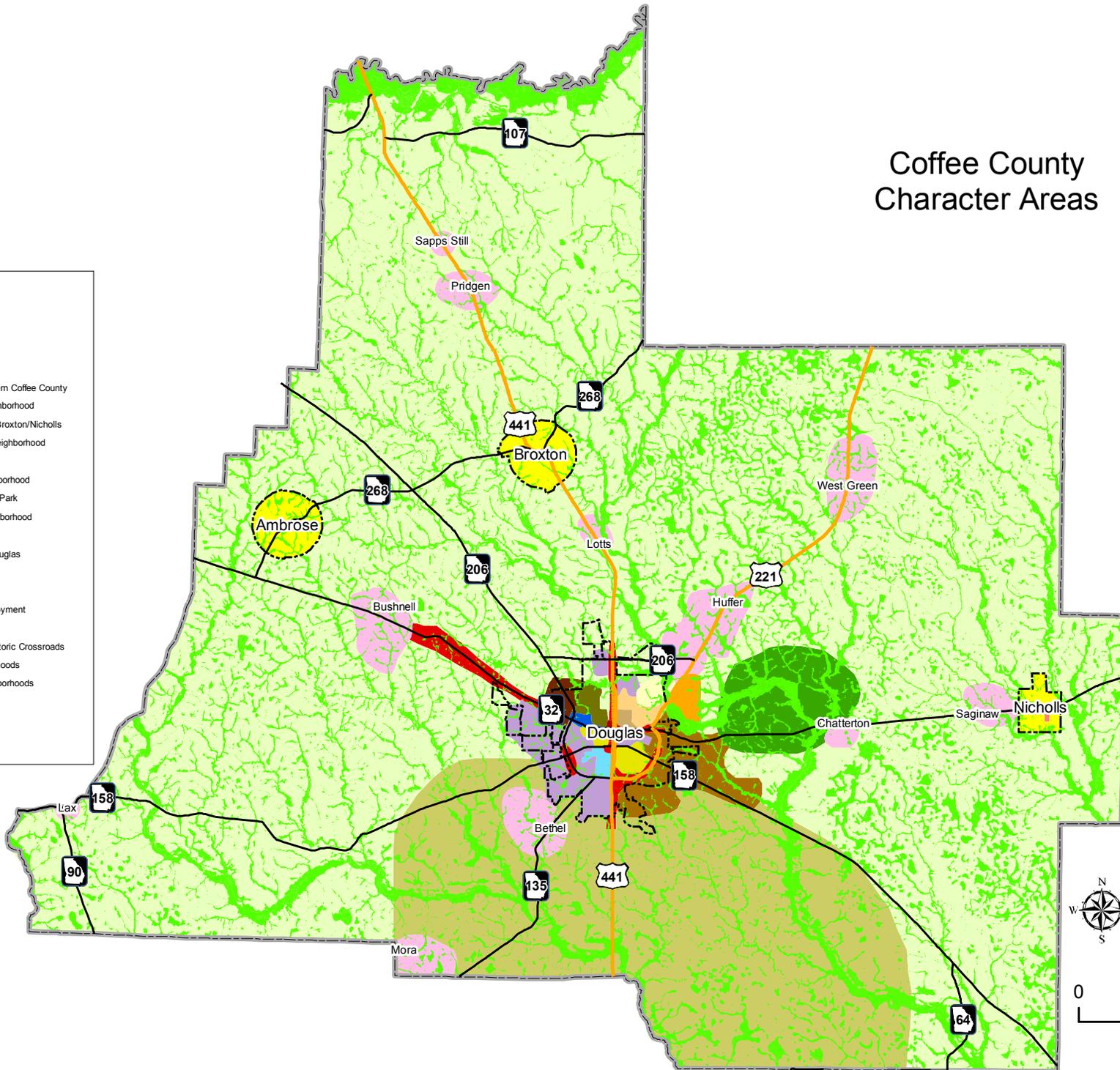
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Coffee County Character Areas

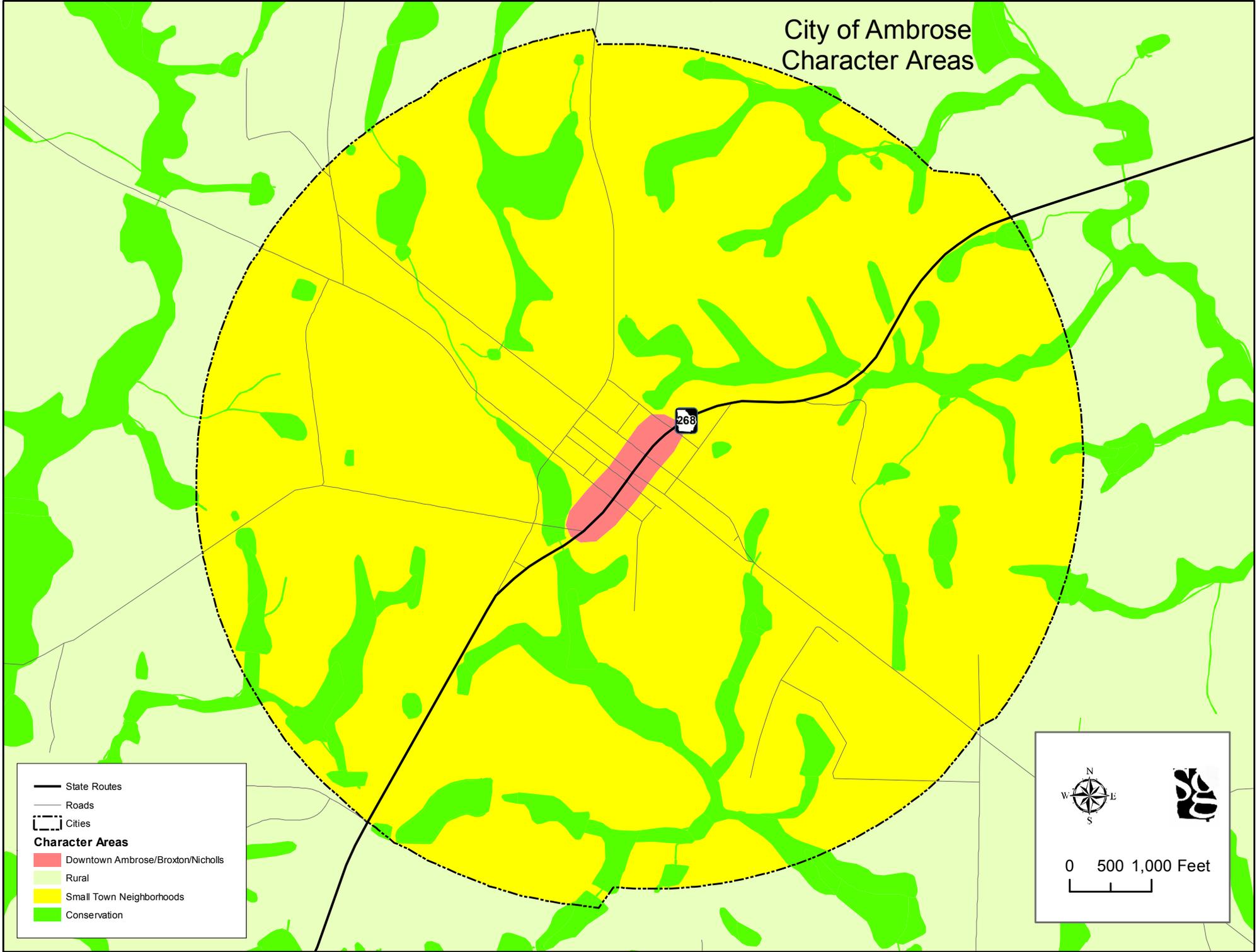
— State Routes
 — US Highways
 - - - Cities
 □ County

Character Areas

- Bay Meadows/Southern Coffee County
- Chester Avenue Neighborhood
- Downtown Ambrose/Broxton/Nicholls
- 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
- Touchton Woods
- Conservation

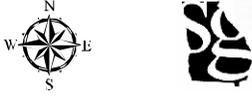


City of Ambrose Character Areas

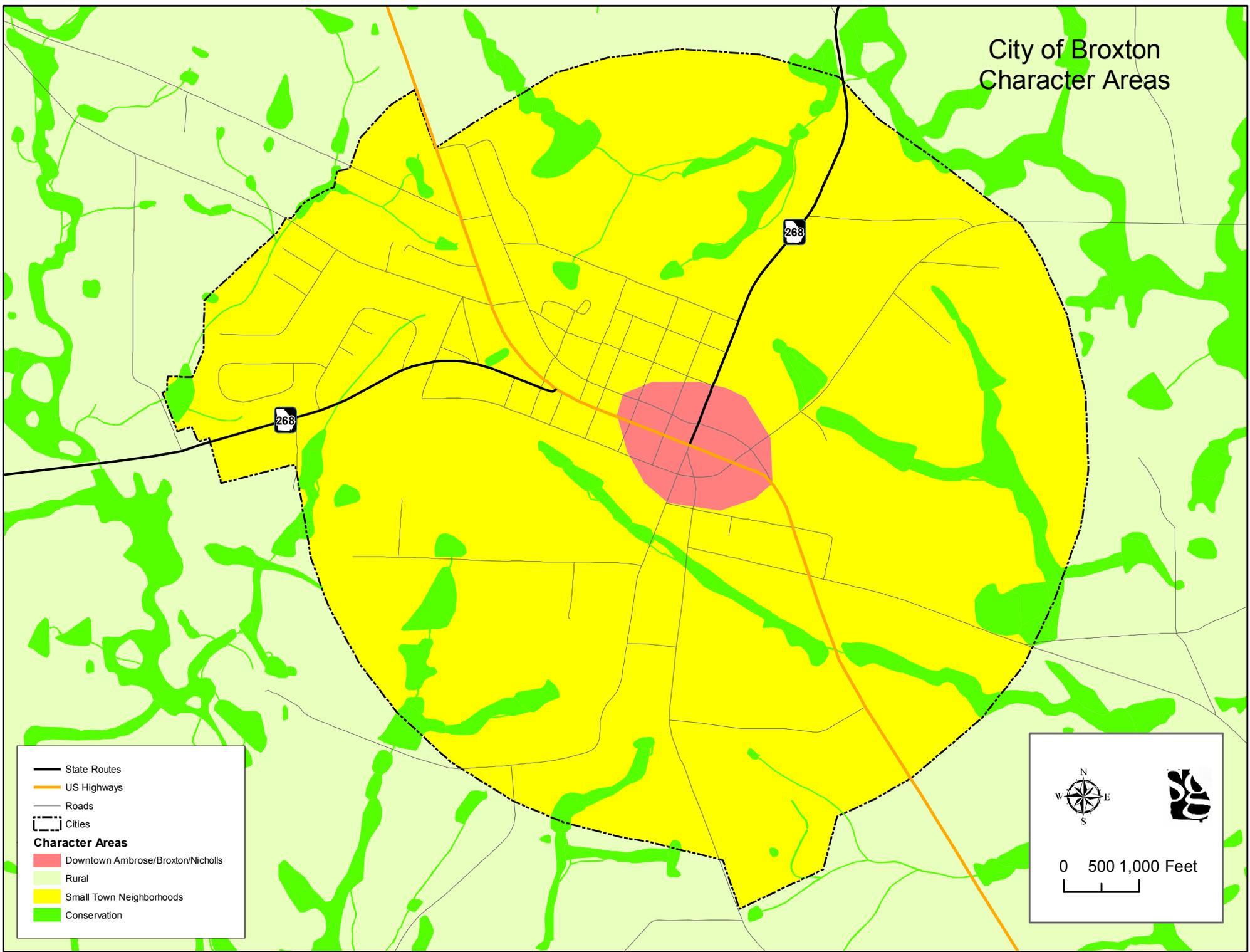


- State Routes
- Roads
- - - Cities
- Character Areas**
- Downtown Ambrose/Broxton/Nicholls
- Rural
- Small Town Neighborhoods
- Conservation

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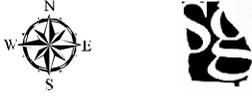


City of Broxton Character Areas

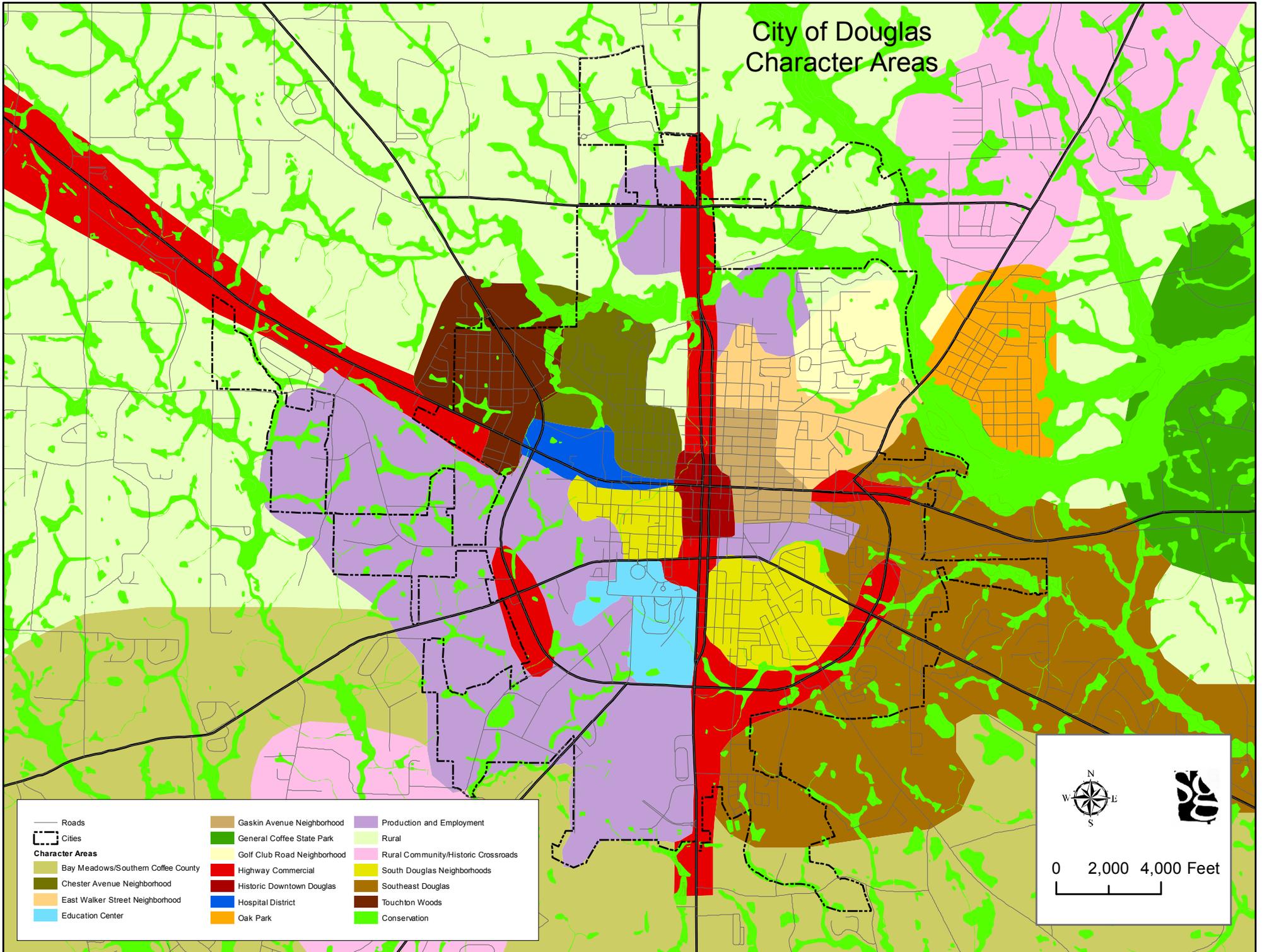


- State Routes
- US Highways
- Roads
- - - Cities
- Character Areas**
- Downtown Ambrose/Broxton/Nicholls
- Rural
- Small Town Neighborhoods
- Conservation

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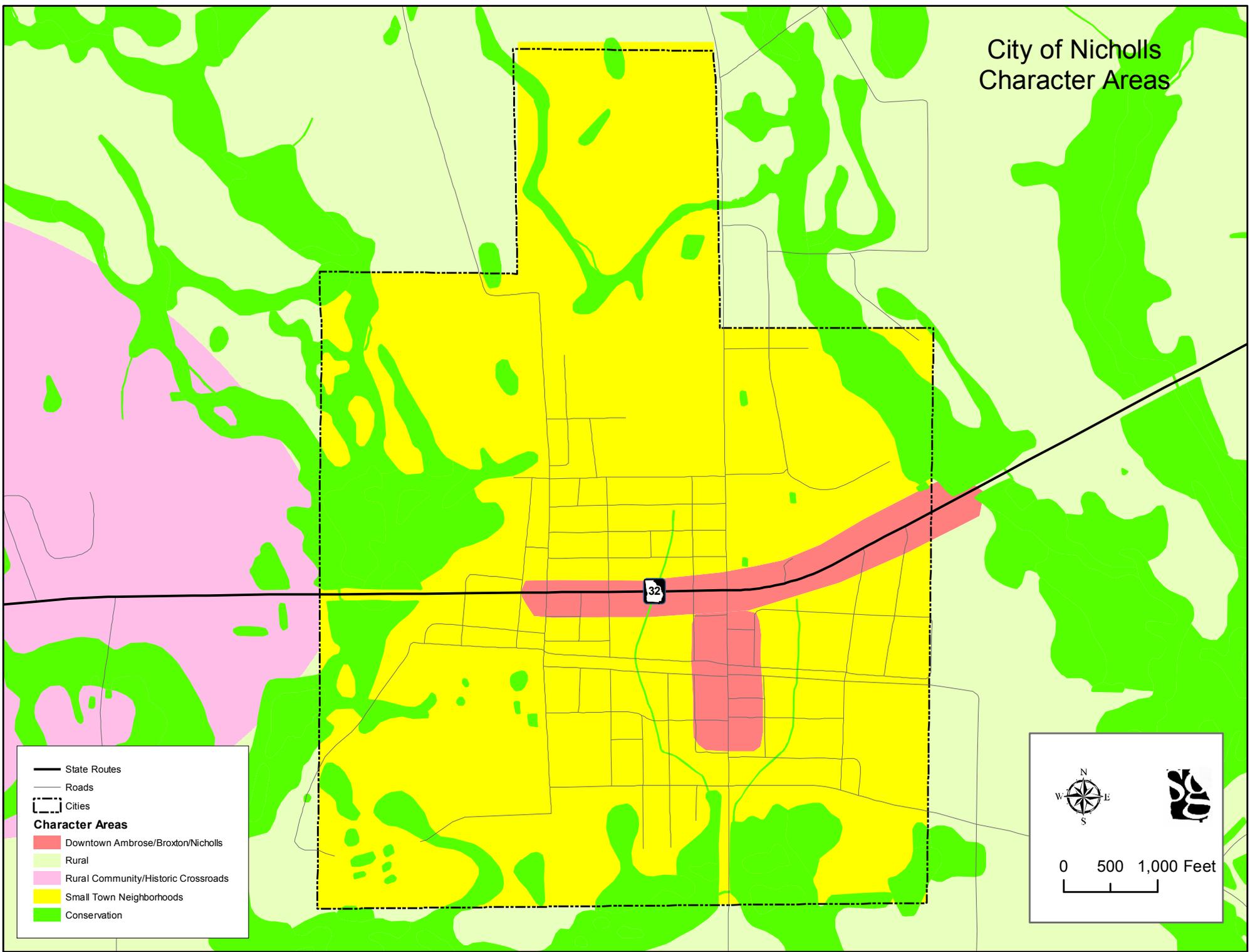
City of Douglas Character Areas



- | | | |
|------------------------------------|-----------------------------|-------------------------------------|
| — Roads | Gaskin Avenue Neighborhood | Production and Employment |
| - - - Cities | General Coffee State Park | Rural |
| Character Areas | Golf Club Road Neighborhood | Rural Community/Historic Crossroads |
| Bay Meadows/Southern Coffee County | Highway Commercial | South Douglas Neighborhoods |
| Chester Avenue Neighborhood | Historic Downtown Douglas | Southeast Douglas |
| East Walker Street Neighborhood | Hospital District | Touchton Woods |
| Education Center | Oak Park | Conservation |

0 2,000 4,000 Feet

City of Nicholls Character Areas



— State Routes
— Roads
- - - Cities

Character Areas

- Downtown Ambrose/Broxtan/Nicholls
- Rural
- Rural Community/Historic Crossroads
- Small Town Neighborhoods
- Conservation

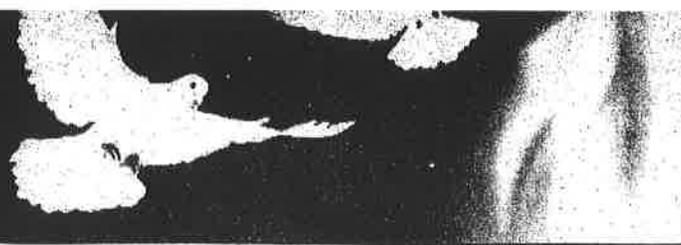
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Appendices

Appendix A: Sign-In Sheets

Appendix B: Transmittal Letters and Adoption Resolutions

19-21



Vickers Temple House Of Prayer under the leadership of Pastor Clara Graham announces its annual 2018 Consecration Revival. The revival will start on Thursday, January 19, at 7:30 pm, Saturday, January 20, 2017, at 6:00 pm and climax on Sunday, January 20, 2017, at 11:30 am.

City of Ambrose Proposed Budget January 1, 2018–December 31, 2018

Pursuant to O.C. G.A. 36-81-5, a public hearing will be held Tuesday, January 2, 2018, 5:00 p.m. at City Hall for the proposed budget. On Monday, January 2, 2018 a draft copy of the proposed budget shall be available at the City Hall for public review. For additional information call 912-359-2078. The proposed budget below is subject to modification.

Proposed Revenues
Taxes - \$106,700
Licenses - \$4,500
Rent - \$8,000
Interest Income - \$2,000

Miscellaneous - \$42,000
Total Revenues - \$163,200
Proposed Expenditures
General Government - \$41,900
Fire Department - \$17,000
Highway and Streets - \$38,500
Library - \$8,850
Parks and Recreation - \$ 3,200
Community Center - \$3,000
Capital Outlay - \$12,000
Total Expenditures - \$124,450

**Workshop for Comprehensive Land Use Plan
Coffee County, City of Ambrose, Broxton and Nicholls
Monday, January 22, 2018
10 AM– 12:30 PM**

**Coffee County Commissioners Meeting Room at the Coffee County Courthouse
101 South Peterson Avenue, Douglas, Georgia**

We will be meeting on Monday, January 22, 2018 at the Coffee County Commissioners Meeting Room, located at 101 South Peterson Avenue, Douglas. This will be the first of 3 workshops. We will be discussing the Goals, Issues and Opportunities section of the 2018 Coffee County and Cities Comprehensive Plan. Please make plans now to attend. Mark your calendars!

**Southern Georgia Regional Commission
Coffee County & Cities of Ambrose, Broxton, Douglas and Nicholls
Comprehensive Land Use Plan
"Kick-Off" Public Hearing
December 4, 2017**

Date:

<u>Name</u>	<u>Organization</u>	<u>Phone</u>	<u>Email</u>
Jimmy Kitchens	Coffee Co.	912-389-8889	jimmy@americatruckparts.com
Johnny W. Jowers	Coffee Co.	912-389-7705	johnnywaynejowers@gmail.com
AJ Dovers	Coffee Co.	912-381-3615	ajdovers@gmail.com
Oscar Paulk	Coffee Co.	912-309-1908	paulkOscar@yahoo.com
Wesley Vickers	Coffee Co.	912-384-4799	wvickers@coffee-county.gov.com
Jacine Vickers	Coffee Co.	912-384-4799	tvickers@coffee-county.gov.com

**Southern Georgia Regional Commission
Coffee County & Cities of Ambrose, Broxton, Douglas and Nicholls
Comprehensive Land Use Plan
"Kick-Off" Public Hearing
December 4, 2017**

Date:

<u>Name</u>	<u>Organization</u>	<u>Phone</u>	<u>Email</u>
RAY PARKER	Coffee County Commissioners	912-393-7170	ray.parker@coffeecountyga.com
Steven Pitts	Probation - CSRA Coffee County	912-384-7371	spitts@csra.probation.com
Dale Batten	City of Douglas	912-384-3433	dbatten@cityofdouglas.com
Donna Shrouder	City of Douglas	912-389-3432	dshrouder@cityofdouglas.com

Southern Georgia Regional Commission
Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls
Comprehensive Plan Update – Workshop #1
Date: January 22nd, 2018

Name	Organization	Title	Email
David Taylor	City of Nicholls		
Glen Jones	" "		
Oscar Paulk	County Commissioner		
RAY PARKER	COFFEE COUNTY COMMISSION	CODE ENFORCEMENT DIRECTOR	rparker ray.parker@coffeecountyga.com
Steve Carver	Coffee Co. Fire/EMA	Chief/EMA Director	instructor601@yahoo.com
FRANCIS LOTT	LOTT PROPERTIES	FRES	flottelottproperties.com
Aria Hodge	Douglas-Coffee City Chamber		Aria Hodge
Wesley Vickers	Coffee County	Admin	wvickers@coffeecountyga.com
Terrell Jacobs	City of Douglas	City Manager	tjacobs@cityofdouglas.com
Dale Battan	" "	Com. Dev. Dir	dbattan@cityofdouglas.com
Sonja McCulloch	South GA State College AD	Chief of Police	sonja.mcculloch@ssec.edu
Casey Wright	Douglas Fire Dept.	Assl. Chief	cwright@cityofdouglas.com
A.J. Dowers	Coffee County Commissioners	Chairman	ajdowers@gmail.com
James Hitchens	" " "	Commissioner	jimms@americantruckparts.com
Donna Shrouder	City of Douglas	City of Broxton	dshrouder@cityofdouglas.com
Ariel Godwin	SGRC	Dorquetta M. Riley	dstream.net
Loretta Hylton	SGRC	Dorquetta Riley	
Amy Martin	SGRC		

Southern Georgia Regional Commission
Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls
Comprehensive Plan Update – Workshop #1
Date: February 26th, 2018

<u>Name</u>	<u>Organization</u>	<u>Title</u>	<u>Email</u>
RAY PARKER	Coffee County Commission	Code Enforcement Director	
Larry Wilson	Douglas Fire Dept	Chief	l.wilson@cityofdouglas.com
Jane Vickers	Coffee Co Commissioners	County Clerk	tvickers@coffeecountyga.gov
Wesley Vickers	Coffee Co Commissioners	County Administrator	wvickers@coffeecountyga.gov
A.J. Dovers	Coffee County Commission	Chairman	Adovers@coffeecountyga.gov
Ariel Godwin	SGRC	Planner	—
Konetta Hyton	SGRC	Planner	—
Senja McCulloch	SGSC	Chief	senja.mcculloch@sgsc.edu
FRANCIS LOTT	LOTT PROPERTIES, INC.		flott@lottproperties.com
Casey Wright	Douglas Fire	Asset Chief	cwright@cityofdouglas.com
Dargute Riley	City of Broxton	Mayor	
Oscar Paulk	County Commissioner	Commissioner	PaulkOscar@yahoo.com
Dana Taylor	Nicholls		
Dale Batta	City of Douglas	Comm. Dev. Dir.	dbatta@cityofdouglas.com

PUBLIC NOTICE

A public meeting to review and transmit the Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update to the Southern Georgia Regional Commission and the Georgia Department of Community Affairs for review will be held on Monday May 7, 2018 at 9:30 AM. The meeting will be held in the Coffee County Commissioners Meeting Room, Coffee County Courthouse, 101 South Peterson Avenue, Douglas, Georgia 31533. 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 and for download at the SGRC website www.sgrc.us

For more information, contact the Coffee County Commission at 912-384-4799 or the Southern

OFFICE OF
COFFEE COUNTY BOARD OF COMMISSIONERS

Coffee County Courthouse

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

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

AJ DOVERS, CHAIRMAN
CHARLES DEEN, VICE-CHAIRMAN
JOHNNY WAYNE JOWERS, COMMISSIONER
JIMMY KITCHENS, COMMISSIONER
OSCAR PAULK, COMMISSIONER

WESLEY VICKERS, County Administrator
TRACIE VICKERS, County Clerk
TONY ROWELL, County Attorney
PRINCESS PORTER, Deputy Clerk
ABBY PAULK, Deputy Clerk

May 7, 2018

To: Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

Coffee County has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact **Tracie Vickers, County Clerk, 101 South Peterson Avenue, Douglas, GA 31533, 912-384-4799, tvickers@coffeecountygov.com**

Sincerely,


_____, Chairman
Coffee County Board of Commissioners

City of Nicholls

707 Van Streat Hwy.

P O Box 218

Nicholls, GA 31554

Phone: 912-345-2421

Fax: 912-345-2001

May 7, 2018

Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

The City of Nicholls has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Dewayne Streat, Mayor at 912-345-2421 or by email at nichollsclerk@atc.cc.

Sincerely,



Dewayne Streat
Mayor
City of Nicholls

CITY OF BROXTON
PO BOX 755
105 LOTT STREET
BROXTON, GA 31519

(912)359-2060 PHONE

(912)359-2205 FAX

DARQUITTA M. RILEY – MAYOR
MRARGARET HAMPTON- CITY CLERK
AMY KELL - COUNCILWOMAN

RONNIE GRAHAM – MAYOR-PRO-TEM
GEORGE WILKERSON - COUNCILMAN
BILL WHIDDON - COUNCILMAN

May 7, 2018

To: Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

The City of Broxton has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact **Darquitta Riley, Mayor, 912-359-2060, broxtoncityclerk@windstream.net**

Sincerely,
Darquitta Riley, Mayor

 Mayor
City of Broxton



**CITY MANAGER'S
OFFICE**

City Manager
Terrell Jacobs

P.O. Box 470
Douglas, GA 31534
(912) 389-3401
Fax: (912) 384-6730

Mayor
Tony L. Paulk

Mayor Pro Tem
Kentaiwon Durham

Commissioners
Mike Gowen
Cindy McNeill
Bob Moore
Olivia C. Pearson
Edwin Taylor



May 7, 2018

Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

Dear Sir:

The City of Douglas has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Georgia Henderson, Community Development Director, at (912) 383-0277 or email her at [ghenderson@cityofdouglas.com](mailto:g Henderson@cityofdouglas.com).

Sincerely,

Tony L. Paulk, Mayor
City of Douglas

City of Ambrose

P.O. Box 147

Ambrose, GA 31512

912-359-2078

Jearrell Brad Vickers, Mayor
Joshua H. Millhollin, Mayor Pro-Tem
Alison B. Paulk, Council
Mary M. Vickers, City Clerk
May 7, 2018

Blaine Paulk, Council
Denise L. Paulk, Council
Daniel Paulk, Council
Patrick Ferris, City Attorney

To: Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

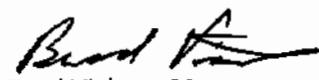
The City of Ambrose has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact **Mary Vickers** at **912-359-5500** or email at mary.vickers@coffee.k12.ga.us.

Sincerely,



Brad Vickers, Mayor
City of Ambrose

COFFEE COUNTY

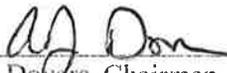
**RESOLUTION TO ADOPT
2018 JOINT COFFEE COUNTY AND CITIES OF
AMBROSE, BROXTON, DOUGLAS AND NICHOLLS
COMPREHENSIVE PLAN UPDATE**

WHEREAS, Coffee County has completed the 2018 Joint Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update;

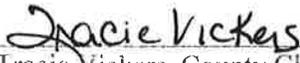
WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective January 1, 2013;

BE IT THEREFORE RESOLVED, that Coffee County does hereby adopt the 2018 Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update.

Adopted this 18th day of June, 2018.



AJ Dowers, Chairman
Coffee County Board of Commissioners



ATTEST: Tracie Vickers, County Clerk

CITY OF BROXTON
PO BOX 755
105 LOTT STREET
BROXTON, GA 31519

(912)359-2060 PHONE

(912)359-2205 FAX

DARQUITTA M. RILEY – MAYOR
MRARGARET HAMPTON- CITY CLERK
AMY KELL - COUNCILWOMAN

RONNIE GRAHAM – MAYOR-PRO-TEM
GEORGE WILKERSON - COUNCILMAN
BILL WHIDDON - COUNCILMAN

May 7, 2018

To: Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

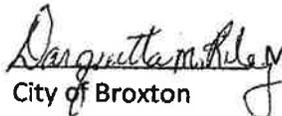
The City of Broxton has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact **Darquitta Riley, Mayor, 912-359-2060, broxtoncityclerk@windstream.net**

Sincerely,
Darquitta Riley, Mayor

 Mayor
City of Broxton

CITY OF DOUGLAS

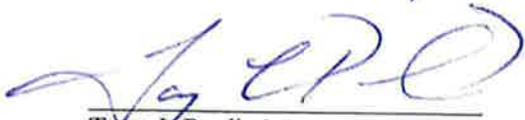
**RESOLUTION TO ADOPT
2018 JOINT COFFEE COUNTY AND
CITIES OF AMBOSE, BROXTON, DOUGLAS AND
NICHOLLS
COMPREHENSIVE PLAN UPDATE**

WHEREAS, the City of Douglas has completed the 2018 Joint Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective January 1, 2013;

BE IT THEREFORE RESOLVED, that the City of Douglas does hereby adopt the 2018 Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update.

Adopted this 28th day of June, 2018.



Tony L. Paulk, Mayor
City of Douglas City Commission



ATTEST: Wynetta Bolder, City Clerk

CITY OF NICHOLLS

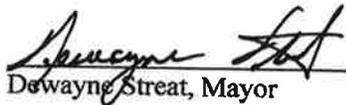
**RESOLUTION TO ADOPT
2018 JOINT COFFEE COUNTY AND CITIES OF
AMBROSE, BROXTON, DOUGLAS AND NICHOLLS
COMPREHENSIVE PLAN UPDATE**

WHEREAS, the City of Nicholls has completed the 2018 Joint Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989, Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning effective January 1, 2013;

BE IT THEREFORE RESOLVED, that the City of Nicholls does hereby adopt the 2018 Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan Update.

Adopted this 2nd day of July, 2018.


Dewayne Streat, Mayor


ATTEST: Helen Gilliard, City Clerk

City of Nicholls City Council