

RESOLUTION 2025-05

A RESOLUTION BY THE MAYOR AND CITY COMMISSION OF THE CITY OF TWIN CITY TO APPROVE AND ADOPT AN AMENDMENT TO THE TWIN CITY COMMUNITY WORK PROGRAM SECTION OF THE EMANUEL COUNTY JOINT COMPREHENSIVE PLAN, *The Place to Grow* (2022); TO SET AN EFFECTIVE DATE; AND FOR OTHER LAWFUL PURPOSES.

WHEREAS, the City has previously adopted the Emanuel County Joint Comprehensive Plan, *The Place to Grow* (2022), as its official local comprehensive plan pursuant to the Georgia Planning Act of 1989;

WHEREAS, the City now desires to amend the Twin City Community Work Program section of said Plan by adding a new applicable Community Work Program action;

WHEREAS, the Mayor and City Commission find it in the best interest of the City of Twin City for planning the future development of the City to amend its said plan with a Community Work Program update, as depicted and described in Exhibit A, attached hereto and incorporated herein by this reference.

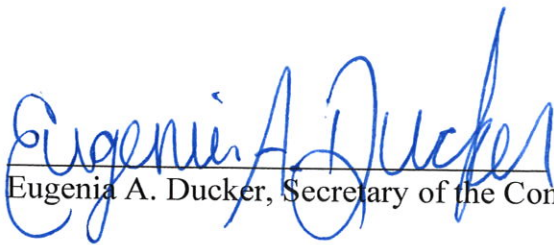
NOW, THEREFORE, BE IT RESOLVED that the Mayor and City Commission of the City of Twin City hereby approve and amend said plan to include that section of Twin City Community Work Program to be as depicted and described in Exhibit A attached hereto.

BE IT FURTHER RESOLVED that this Resolution shall have immediate effect upon its adoption.

SO RESOLVED, this May 6, 2025 by a vote of (5) FOR and (0) AGAINST.



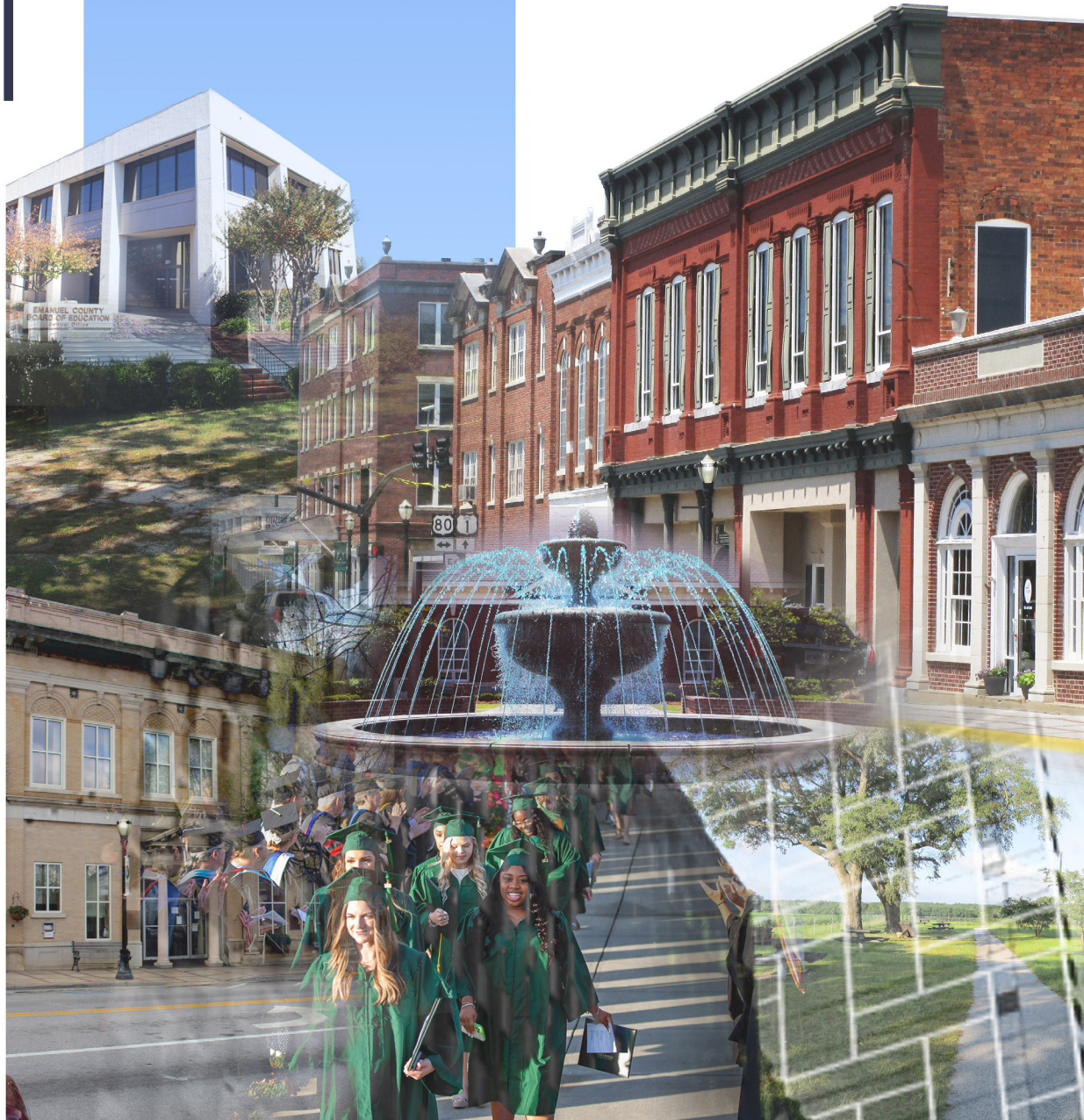
Matt W. Donaldson, Mayor



Eugenia A. Ducker, Secretary of the Commission



THE PLACE *to Grow*



A Joint Comprehensive Plan for Emanuel County,
City of Adrian, City of Garfield, City of Nunez, City of Oak Park, City of Stillmore,
City of Summertown, City of Swainsboro and City of Twin City, Georgia

August, 2022

THE PLACE *to Grow*

A Joint Comprehensive Plan for
Emanuel County, City of Adrian, City of Garfield, City of Nunez, City of Oak Park,
City of Stillmore, City of Summertown, City of Swainsboro, and City of Twin City, Georgia
in accordance with the Georgia Planning Act of 1989 and the Minimum Planning Standards
and Procedures established by the Georgia Department of Community Affairs
with an effective date of October 1, 2018

Prepared By:

The Emanuel County Joint Comprehensive Plan Coordination Committee
The Emanuel County Local Governments
Heart of Georgia Altamaha Regional Commission

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Introduction & Executive Summary



The Place to Grow --The Emanuel County Joint Comprehensive Plan is a comprehensive plan prepared under the current Minimum Planning Standards and Procedures of the Georgia Planning Act of 1989 adopted by the Georgia Department of Community Affairs (DCA) first with an effective date of January 1, 2018. An addendum of a Broadband Element was included and adopted on July 28, 2021. This plan is a joint plan for Emanuel County and its municipalities, the cities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City.

Emanuel County is a large, rural county of about 23,000 persons located in East Central Georgia in an envious position along I-16 at almost the center of a triangle from Macon to Augusta to Savannah. Emanuel County enjoys excellent highway access and has always been

associated with important transportation routes from the Ogeechee River to some of Georgia's first roads. Swainsboro, the county seat and largest municipality, lies near the county's geographic center and is often referred to as the Crossroads of the Great South. This designation refers to the only intersection of U.S. highways 1 and 80, which both originally transected the entire country. This crossroads is located in the heart of Swainsboro's downtown. U.S. 1 is a designated Georgia developmental highway and is completely four-laned through the county. In addition to I-16, U.S. 1, and U.S. 80, no less than seven other state or federal highways, including U.S. 221, provide access to the county. These numerous highways are not surprising given that Emanuel County citizens were leaders in the Good Roads Movement for



Downtown Swainsboro Patriot Square

highway improvement, and in U.S. 1 and the Dixie Overland Highway (U.S. 80) advocacy and location. Emanuel Countians, particularly George Brinson and Thomas Jefferson James, were also influential in railroad development. Transportation leadership continues to be evidenced today as the community maintains an outstanding regional airport with an over 6,000 foot runway which is Georgia's 13th longest. Emanuel County Joint Comprehensive Plan Progressive leadership had always been a hallmark for Emanuel County, and its reach is not limited to transportation. The community has a long history of continually striving for civic improvement; valuing and advancing education, arts, and culture; and association with pine trees. Summertown residents established the well-regarded Summerville Academy in 1856, while Stillmore had a school and college by 1900. One of the reasons that two early Emanuel County towns, Graymont and Summit, merged to become Twin City was the joint efforts in

establishing the Emanuel County Institute. This public school utilized the first school bond for construction in Georgia history, and also made first-ever history with its financing of an agriculture and home economics curriculum. This striving for excellence and educational improvements continues unabated in the community. East Georgia State College's main campus is located in Swainsboro as a result of unrelenting local effort, involvement, and financing. This college has also enjoyed unprecedented offerings, yet to be duplicated elsewhere, in specific disciplinary associate's degrees. The community also has a campus of Southeastern Technical College, which was named Georgia's 2016 Technical College of the Year, award winning local schools, and has privately funded the Sudie A. Fulford Community Learning Center for community purposes on the East Georgia campus. There is an outstanding private school, David Emanuel Academy in Stillmore. Advancing culture is not limited to educational firsts within Emanuel County. Swainsboro was home to the "Peach State Jamboree" in the 1950s, which was one of country music's premier venues in the entire country at the time. Today the community has an active Arts Council, has developed several public event spaces/venues in downtown Swainsboro, and is developing Swainsboro's historic downtown Karrh Center into a multi-purpose community arts center. Swainsboro participates in Georgia's Main Street Program and has developed a unique and flourishing Main Street Market for antiques sales,



L East Georgia State College Campus R East Georgia State College Student Residence

tourism, and business incubator which has won awards for innovation and problem solving. The community has repurposed many of its historic buildings and has developed Emanuel County Farm and Home Museum Village to preserve its heritage. The community has held a Pine Tree Festival, now called the Pine Tree Festival & Southeast Timber Expo, for nearly 75 years. It is Georgia's longest continuously operated festival. The community also operates an outstanding library, Franklin Memorial Emanuel County Library, with an exceptional building and many offerings. There are a number of museums and festivals countywide, including in several of the small towns. There are other outstanding facilities and services within Emanuel County which are topnotch and not often duplicated in rural communities. The entire county enjoys high-speed broadband internet service. Emanuel Medical Center (EMC) provides qua-

lity services equal to facilities in larger cities. In 2020, Centers for Medical Services rated EMC five-stars for their Medicaid Services. In addition, there is also a regional health care center service headquartered in Emanuel County but with locations in about a dozen surrounding rural counties. The community has over 1,200 acres devoted to industrial park usage in seven different parks, including a 600 acre rail-served park being developed along U.S. 1 north of Oak Park near I-16. The local industrial parks include the first technology industrial park established in rural Georgia. Emanuel County is home to a number of diversified major industries, including a major UPS distribution facility, and the global leader in canned chicken products (Crider Foods). All of these extraordinary amenities, achievements, and attributes evident



George L. Smith State Park

and exhibited by the Emanuel County community contribute to and result in an unparalleled high quality of life for a rural area. In addition to Swainsboro, Emanuel County is home to seven other municipalities, including Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, and Twin City. All of these small towns are welcoming, family-friendly hometowns with picturesque homes, caring people, city parks, low costs of living, and soothing lifestyles in convenient and accessible locations. Much of the county's landscape, even around Swainsboro, is still dominated by a seemingly endless sea of tall, dark green pine trees and other bucolic, scenic open spaces. One of Georgia's most picturesque state parks, George L. Smith, II State Park is located in Emanuel County just east of Twin City off U.S. 80. It is photogenic and relaxing, and includes a large millpond, covered bridge, and working grist mill. The county is home to much more natural beauty, including the important and starkly beautiful

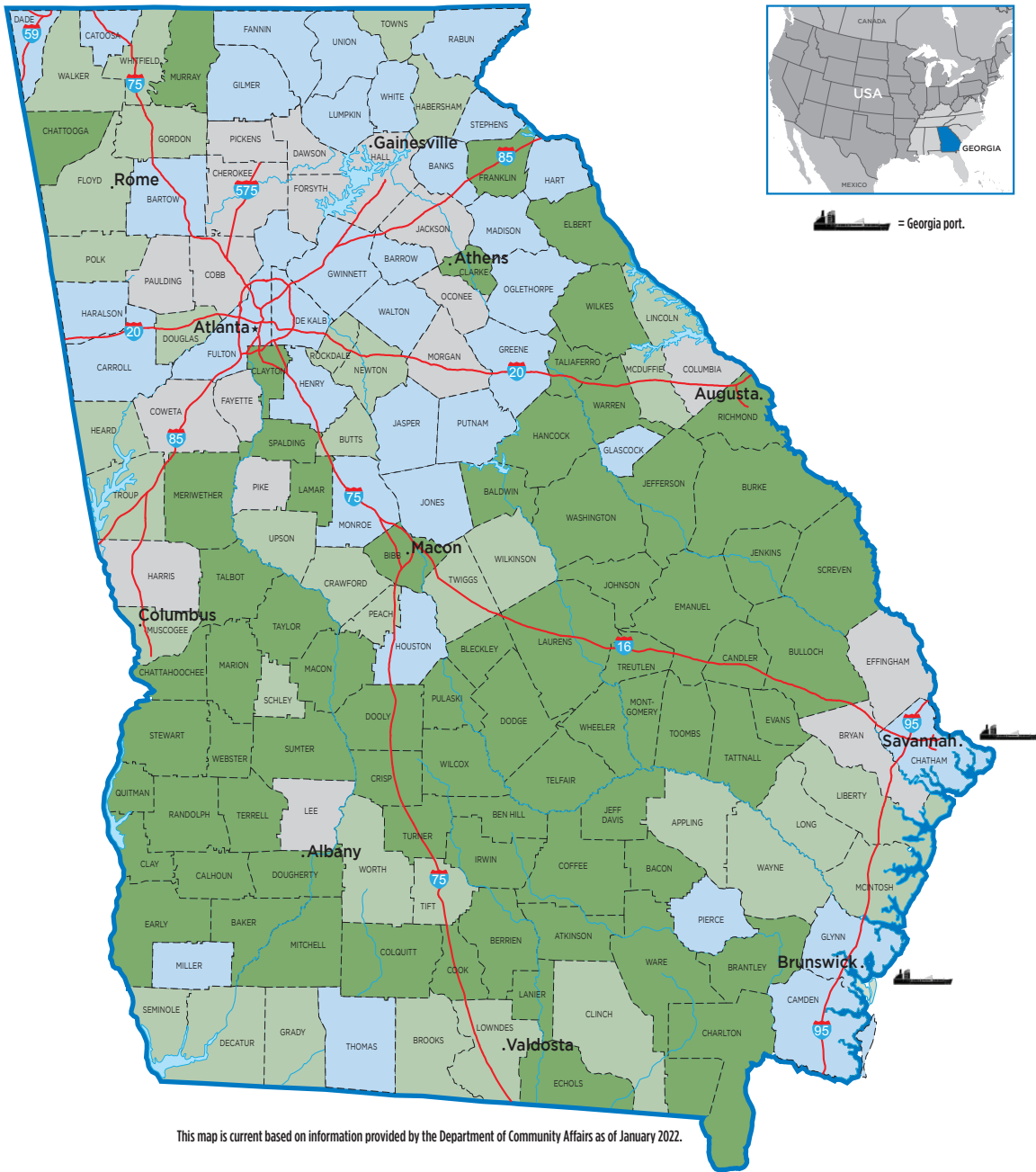
white sandhill Ohoopsee Dunes, and the dark tannic waters of the Ogeechee, Ohoopsee, and Canoochee rivers. There is much opportunity for endless outdoor fun and adventure, including boating, fishing, hiking, hunting, and birdwatching. At least two private hunting/event destinations/venues are open to the public. Emanuel County truly is an exceptional place which exhibits unexpected progress and culture in a majestic rural setting. The result is an extraordinarily high quality of life in a remarkable environment and location.



L Ohoopsee Dunes Natural Area R Flat Creek Lodge

Emanuel County is an uncommon rural oasis of surprising quality with much to offer families, retirees, visitors, or entrepreneurs alike. The Emanuel community is a beacon of enlightenment, culture, and opportunity rarely seen in such a tranquil and appealing rural setting. Emanuel County wishes to continue its long standing traditions of progressive leadership; commitment to education, arts, and culture; pursuit of modernization and excellence; and to remain a regional growth and support center and leader in quality rural development. While there is much to celebrate and be optimistic about both existing and future growth and development within the community, there are issues requiring attention. According to The United States Census 2020, Over 16.5% of Emanuel Countians are 65 or older, compared to about 14.7% in Georgia. More than a fourth 26.4% percent of the population lives in poverty, compared to 14.0% in Georgia. Incomes overall are low. Per capita money income in the county, as measured by the Census Bureau from 2016-2020, (\$19,310) is 59.5% percent that of Georgia's (\$32,427). The county median household income for the same period (\$38,423) is also only 65.0% that of Georgia. According to the Georgia Department of Labor, the 2022 unemployment report in the county was 3.5%, as an annual average. The county has made significant gains in employment compared to the 2016 average unemployment rate of 7.8%. The Georgia Community Affairs' 2022 Annual Job Credit Ranking Memo report ranks Emanuel County 26 in the Tier 1 bracket.

GEORGIA 2022 JOB TAX CREDIT TIERS



This map is current based on information provided by the Department of Community Affairs as of January 2022.

TIER	JOB TAX CREDIT \$ (FOR 5 YEARS)	MIN. NEW JOBS	CREDIT ALLOWANCES	CARRY FORWARD
1	\$4,000*	2	100% of tax liability - excess to withholding up to \$3,500 per job	10 years
2	\$3,000*	10	100% of tax liability	10 years
3	\$1,750*	15	50% of tax liability	10 years
4	\$1,250*	25	50% of tax liability	10 years

SPECIAL ZONE	JOB TAX CREDIT \$ (FOR 5 YEARS)	MIN. NEW JOBS	CREDIT ALLOWANCES	CARRY FORWARD
MZ/OZ	\$3,500	2	100% of tax liability - excess to withholding	10 years
LDCT	\$3,500	5	100% of tax liability - excess to withholding	10 years

The future Emanuel County will continue to take advantage of its assets and opportunities and address its issues. It will continue to be at the forefront of rural family-centric living, seeking modernization and excellence, supporting the arts and advancement of cultural opportunities, maintaining progressive leadership, and an involved and caring citizenry and furthering an already extraordinary quality of life. The community will be a desired address for both business and residential growth, and an outstanding place to live, work, do business, recreate, or visit. Growth will be well managed and guided to locate near the existing infrastructure and services of its municipalities, particularly Swainsboro, and will be respectful and protective of existing character, and the community's fields, forests, open spaces, and its unique and special natural and cultural resources. The community will truly be recognized as a unique and special oasis of rural development and life known for its enviable and coveted quality of life, its urban-like amenities, its progressive and collaborative leadership, its hometown appeal, and an expanding economy which respects and maintains its outstanding character and small town atmosphere. Many more will enjoy living, working, playing, and doing business in Emanuel County as it continues to become an even more extraordinary



L Crider Foods R Twin City Recreational Department's Playground

community and a place where both progress and culture is advanced amongst the pines. The current DCA planning standards reduced and simplified requirements seeking to engender local plans more attentive to individual needs and generating more local pride, ownership, and use. This Emanuel County Joint Comprehensive Plan was developed with this as an overarching objective. It was intended to be a locally driven plan principally addressing local needs and cultivating widespread community interest, support, and buy-in, while meeting state standards. Even the title of this plan was chosen carefully to stimulate and encourage interest, reading, and implementation. "The Place to Grow" widely captures reference to Emanuel County's well-deserved reputation of progress and modernization along with its devotion and support of the arts and culture, and to its future aspirations to further capitalize on the community's rich history and heritage; natural and historic resources; its advantageous location; its superior education, transportation, and other community resources; and to make itself an even better place to live or work. The Emanuel County community,

including its municipalities, wants to protect its heritage and rural character; enhance its expanding economy, conserve its fields and forests and natural splendor; maintain its warmth and caring; improve its infrastructure; continue to advance the arts and culture; attract new residents and retirees; locate businesses and compatible jobs; utilize and celebrate its natural and cultural resources and heritage; and grow tourism, among its guiding aims and principles outlined herein. The community truly wants to be a recognized address and oasis of exceptional rural progress and life, overall quality-of-life, and progressive, leadership welcoming of business, residents, families, and visitors alike, while continuing to support and cultivate education and the arts.



L Emanuel Medical Center R The Billy C. Carmichael Recreation Complex Splash Pad

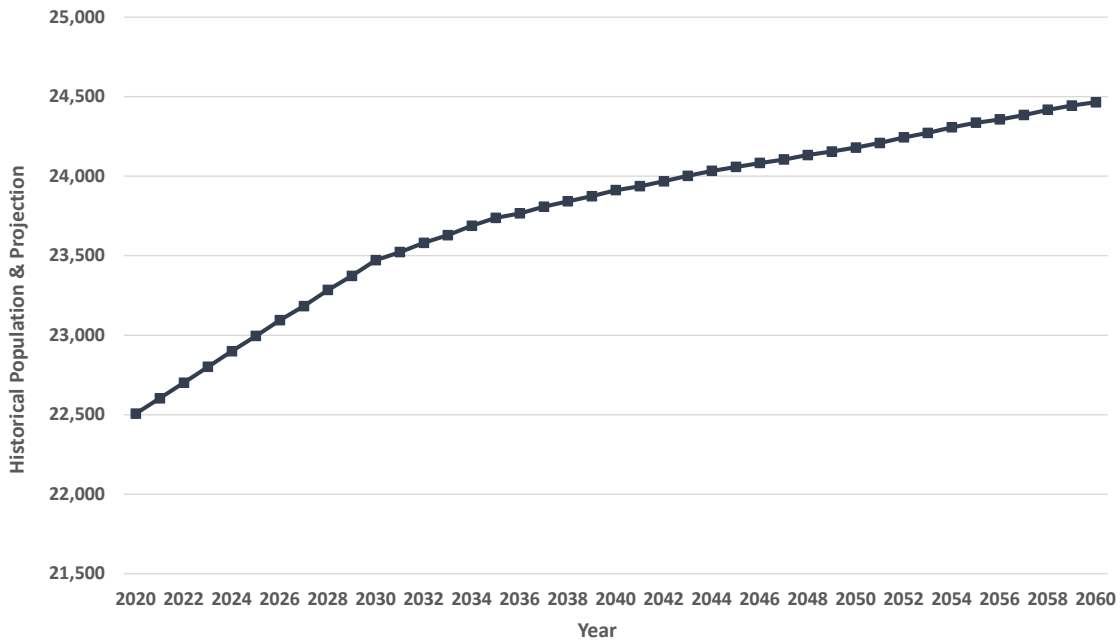
Previous Plans. This comprehensive plan is the third within the County prepared under the auspices of the Georgia Planning Act of 1989. The first two plans were adopted in 1991 and 2007. These plans were intensively data and state requirement driven. Local objectives are outlined and portrayed in these plans however, the second plan does contain some local information which may not easily be found elsewhere and may remain of use. Along with 1991 and 2007 plans, the last comprehensive plan, "Progress and Culture Amongst the Pines" (initially adopted in October 2017 and amended in July 2021) should remain available at the Appling County local governments and the Heart of Georgia Altamaha Regional Commission. At the time of this plan preparation, the 2017 plan is available in digital format on the state (www.georgiaplanning.com) and region (www.hogarc.org) websites.

Data. The emergence of the world wide web with its vast data repositories accessible through free search engines allows anyone easy access to significant amounts and a wide variety of data, and profiles of any jurisdiction, including Emanuel County and its municipalities. For this reason, this comprehensive plan includes only limited data to depict or illustrate points. The current DCA planning standards actually encourage such non-inclusion of data. Almost any data depicted at a moment in time quickly becomes dated, and maybe irrelevant. The world wide web offers the opportunity of more relevant and up-to-date data at the time of access.

There are a variety of reliable public and private sources of data. Of course, the traditional source of official community data is the U.S. Census Bureau. Data on Emanuel County, its municipalities, or any other jurisdiction is quickly accessed at [census.gov](https://www.census.gov), which provides a summary community profile on many popular data items, and links to even more data. Another quality source of data is the website, www.statsamerica.org, which provides a compilation of primarily government data on many items for any county, city, or town of any size in any state of the U.S. The site is maintained by Indiana University in partnership with the federal Economic Development Administration. The University of Georgia maintains a website, georgiadata.org, where county snapshots, detailed county profiles, and county level data for nearly 1,300 variables related to a wide variety of subjects on population, labor, natural resources, government, health, education, transportation, crime and more can be accessed. The data can be compared to other counties and the state as well as on a historical change basis, among various user options. The data is compiled from a variety of sources, including The Georgia County Guide and the Farmgate Value Report prepared by UGA's Extension Service. The Georgia Department of Community Affairs has available data for cities and counties under "Community Planning Resources," and will also prepare community data reports when requested. The State of Georgia has official labor and economic data in its Georgia Labor Market Explorer as organized by the Georgia Department of Labor at explorer.gdol.ga.gov. Additional state sponsored economic data is available at www.georgia.org. Excellent overall private data sources include www.city-data.com, www.usa.com, and datausa.io; while [headwaterseconomics.org](https://waterseconomics.org) is an excellent source for socioeconomic information, including data and interpretation through its economic profile system.

Population Projections. The official 2020 Census population of Emanuel County was 22,768, up by 0.75% percent from 2010's 22,598. This growth was much less than that of Georgia's 10.5%, and the national U.S. rate of 7.3%. This continues the slow and generally steady growth of the county since 1970. (There was a dip of 249 persons from 1980 to 1990). Emanuel County's location; its transportation resources, including I-16 and U.S. 1; its proximity to the Georgia ports and three metropolitan centers; its current economic base; its outstanding natural and historic resources; its family-friendly, caring atmosphere; its progressive leadership; and its high overall quality of life portend well for the future. The U.S. Census Bureau estimate for 2021 Emanuel County population is 22,716, up by 311 people from 2016. This suggests stability and some continuous growth. The high mark of population in Emanuel County was 1920 after the railroad and cotton boom. There was a long period of decline in the county from 1920 to 1970. Emanuel County's location, its rich history, progressive leadership, community spirit, attention to the arts, outstanding natural and cultural resources, strong agricultural economy, existing businesses and entrepreneurship, high quality of life, and excellent transportation access to Georgia's ports and metropolitan centers are positive factors and influences for continued future growth and development. While past and present population levels are readily available on the world wide web, population projections are not so easily accessed. The Governor's Office of Planning and Budget (OPB) is responsible for generating official state population projections for Georgia counties. Current OPB projections for Emanuel County are 23,472 persons in 2030, 23,912 persons in 2040, and 24,180 persons in 2050, showing slow but continuing growth over the next few decades.

Historical Population and Population Projections, Emanuel County, OPB



Source: Governor's Office of Planning and Budget

The Heart of Georgia Altamaha Regional Commission (HOGARC) also prepares population projections which have proven to be relatively accurate in the past. HOGARC's population projections for Emanuel County, as noted in the 2019 Regional Assessment of its Regional Plan, show higher projection population levels than the current OPB projections. These latest Regional Commission projections include 24,376 in 2030 and 25,413 in 2040. Relatively slow, but steady, population growth should be expected and taken into planning account. (HOGARC, 2019).

Historical Population and Population Projections, Emanuel County, HOGARC

	2020	2030	2040	2050
OPB Long Term Population Projections, 2021	22,507	23,472	23,912	24,180
HOGARC Regional Plan 2040	23,382	24,376	25,413	--
Regional Commission	22,768	23,566	24,226	--

Source: Heart of Georgia Altamaha Regional Commission

Coordination with Other Plans. Emanuel County has an approved and adopted hazard mitigation plan prepared for the Federal Emergency Management Agency to remain eligible for federal disaster assistance. This Hazard Mitigation Plan's preparation was coordinated with past comprehensive plan preparation. It is clear that the two most prominent hazards facing Emanuel County that can be influenced by the comprehensive plan are the hazard mitigation plan goals to reduce damage from flood hazards and wildfire, and thereby protect life and health. The comprehensive plan objectives to conserve the county's river and stream corridors, to maintain healthy working forests and fields (including employing proper management techniques), to improve fire/emergency management and other public safety services, and to enhance growth management/code enforcement regulation are generally consistent with, and offer implementation to, the hazard mitigation plan.



L Oak Park City Cemetery R City of Adrian Welcome Sign

The Emanuel County Joint Comprehensive Plan is also consistent with the Heart of Georgia Altamaha Regional Commission's Comprehensive Economic Development Strategy. The Strategy's goals and objectives to develop industrial parks; develop/improve local infrastructure; enhance telecommunications infrastructure; retain existing businesses/industry; attract new industry; and spur non-traditional economic development, like tourism and downtown development, are repeated as principal goals in the Emanuel County Comprehensive Plan. The local plan is similarly supportive of espoused state economic goals.

Regional Water Plan and Environmental Planning Criteria Consideration. Emanuel County is part of the Altamaha Regional Water Planning Council. The adopted regional water plan, Altamaha Regional Water Plan (2011), and its 2017 update was considered by the Emanuel County Local Plan Coordination Committee and the local governments in preparation of this plan. This local comprehensive plan's objectives to maintain viable agriculture/forestry uses, protect/conservate natural resources, to enhance intergovernmental coordination and government/efficiencies, and upgrade local infrastructure all help implement, and maintain consistency with, the regional water plan. The continuing vision of the regional water plan, "to wisely manage, develop and protect the region's water resources...to enhance quality of

life..., protect natural systems..., and support the basin’s economy,” is inherent in this comprehensive plan’s community vision and goals. In the Regional Water Planning Council’s 2014 implementation report, Swainsboro’s two CDBGs for water and sewer improvements were specifically cited as a supportive implementation activity. Other water/sewer improvements in the county’s municipalities would also be supportive implementation.

Similarly, the Environmental Planning Criteria were also considered in the development of this comprehensive plan. The local governments of Emanuel County with the assistance of the Heart of Georgia Altamaha Regional Commission, have plans to adopt the Region’s model “Environmental Conservation, On-Site Sewage Management, and Permit” Ordinance to gain compliance and to comply with the Regional Commission’s Minimum Local Government Performance Standards

Consistency with Quality Community Objectives. The Georgia Department of Community Affairs established 10 Quality Community Objectives for communities to implement and maximize efficiency, cost savings, and a better quality of life. These include Economic Prosperity, Resource Management, Efficient Land Use, Local Preparedness, Sense of Place, Regional Cooperation, Housing Options, Transportation Options, Educational Opportunities, and Community Health.

The Emanuel County Joint Comprehensive Plan directly espouses (many of) these objectives and therefore, is very consistent with, and supportive of them. This comprehensive plan has goals to achieve a brighter future and better community for Emanuel County and its municipalities, which is consistent with a quality community and the DCA Quality Community Objectives. The Emanuel County Local Plan Coordination Committee reviewed and considered these Quality Community Objectives at one of its meetings.

Community Involvement. Throughout the planning process, Emanuel County, and its municipalities, actively collected and incorporated input from community members. Creating civic engagement was an essential and central component to developing the comprehensive plan. Several opportunities, including stakeholder meetings, an online community survey, and community drop-in sessions were provided to the community in order to gain as much input as possible.

The first step that was taken in the civic engagement process was to identify a list of stakeholders. Each stakeholder was invited to participate as a member of the Plan Coordination Committee. The committee met regularly over a period of several months and was responsible for guiding the development of the comprehensive plan.

In addition to holding regular stakeholder meetings, several other opportunities were also given to the community to participate in the planning process. An initial public hearing was held on March 10th, 2022 and was advertised in the local newspaper in order to make citi-

zens aware of the plan update and the planning process. On March 22nd, 2022, a community input drop-in session was held at Southeastern Technical College in order to provide citizens with another opportunity to discuss their opinions on what changes they would like to see with the plan and with their community. Eight residents attended and an open discussion occurred. In addition, a final public hearing was held on August 30th, 2022, in order to provide the public with the opportunity to review the updated final comprehensive plan draft.

1. Interactive Website

In order to provide the community with a clear understanding of how the planning process works and to keep residents updated throughout the process, an interactive website was developed. Through the website, citizens could access documents and notes from each stakeholder meeting and could submit responses to the survey questions at any time throughout the planning process. In addition, a planning timeline was made available on the website so that community members were always aware of when different meetings and planning sessions were occurring.



L Downtown Swainsboro R East Georgia State College

2. SWOT Analysis

An initial steering committee “kick-off” meeting was held on February 9th, 2022. During this meeting, members of the steering committee participated in a visioning exercise to establish an overarching ideal of how the community would like to be perceived, how the community should be defined, what the community seeks to accomplish, and where priorities should be focused to achieve and maintain a vital community. A SWOT analysis was initiated and completed by the second formal meeting. During the SWOT analysis, the Committee identified strengths, weaknesses, opportunities, and threats in Emanuel County. Figure 1 shows the results of the SWOT analysis. This activity provided a starting point in identifying the overall Needs and Opportunities of Emanuel County, which are addressed in "Needs and Opportunities".

The SWOT analysis revealed that one of Emanuel County's greatest strengths is its education system. Emanuel County is home to the main campus of East Georgia State College, a campus of Southeastern Technical College, and outstanding private and public schools--David Emanuel Academy and Emanuel County School System. Another strength of Emanuel County is the abundant cultural opportunities that have significantly enriched the daily lives of those within the community. The community has an active arts council, operates an outstanding library, and has held a Pine Tree Festival successfully for 75 years. Diverse industries and businesses are also a major strength of the community identified during the analysis. These employers, such as Crider Foods, Interfor Sawmill, a major UPS distribution facility, etc., have been steadily creating significant number of jobs in the county, serving as robust economic engines for the community to continue to grow and thrive. Other strengths that were identified included the county's highly rated medical service system, award-winning Downtown Swainsboro, and its agricultural and forestry resources.



L Ohoopee Dunes R Historic Mural

During the SWOT analysis, several weaknesses of Appling County were discussed. A key concern for the county is the lack of an educated and skilled workforce. Emanuel County has seen a significant growth in the number of well-paid job positions which cannot be filled due to lack of proper candidates. Another major concern is the lack of affordable housing and a diverse housing mix, especially middle-range housing including rental and compatible workforce housing for students and middle to low-income families. The insufficient supply of housing options also exacerbated the situation described in the former concern. Other weaknesses identified include the need for diverse modes of transportation services, limited walking and biking facilities, and the lack of entertainment and restaurants.

The next portion of the SWOT analysis pertained to identifying opportunities in Emanuel County. With outstanding school systems, Emanuel County has opportunities to strengthen its connections with the colleges and public schools to improve its workforce training pro-

grams which could help increase workforce competency within the county. Additionally, the latest nation-wide growing trend of remote jobs would encourage more people to reside in Emanuel County, enjoy the community's high quality of life while working remotely. Another important opportunity highlighted during the SWOT analysis is the county's natural and recreational resources such as the George L. Smith State Park, white sandhill Ohoopsee Dunes, and the Ogeechee, Ohoopsee, and Canoochee rivers, among others. These resources created opportunities for Emanuel County to increase tourism and offer more recreational activities. Swainsboro's location at the intersection of U.S. highway 1 and 80, proximity to three metropolitan areas, new residents moving in Emanuel County, and its county-wide access to high-speed broadband communications are other significant opportunities for the area.



L Flat Creek Lodge R Little Ohoopsee River

The final portion of the SWOT analysis included the discussion of possible threats to Emanuel County. The county recognizes that the City of Statesboro is a possible economic threat, as the city attracts more residents and is offering more amenities, services, and commercial options. Another threat for the county is the high poverty level. About 26.4% of its population live in poverty according to 2020 decennial census data, compared to 21.3% for the state of Georgia. Other threats identified include the lack of engagement of younger generations, younger generations lacking interest in agricultural industry, and the lack of delivery services.

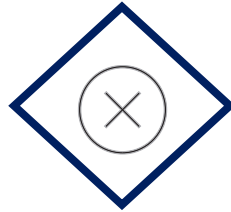
3. Community Survey

With the help of the Heart of Georgia Altamaha Regional Commission, Emanuel County, and its municipalities, developed a survey to distribute to community members. The survey consisted of 18 questions and the goal of the survey was to gain additional public input on the needs and opportunities of the community, which are addressed in Chapter 3. The survey was distributed to community members through email, through paper copies, and was made available electronically through the Emanuel County Joint Comprehensive Plan Update webpage. Results of the survey were discussed at later stakeholder meetings where the needs and opportunities community were being addressed. A copy of the survey can be found in Appendix A.



Strengths

- Outstanding education system: Public schools, private academy, and colleges
- Recreation resources including George L. Smith State Park, Ohoopee Dunes Natural Area, Flat Creek Lodge
- Natural resources such as the Ogeechee, Ohoopee, and Canoochee rivers
- Agriculture and forestry resources
- Excellent medical services
- Active Arts Council
- County Library
- The Pine Tree Festival & Southeast Timber Expo
- Ample job opportunities
- Sense of community, pride, hometown feel
- Award-winning Downtown Swainsboro
- Restored and repurposed historic buildings
- Diverse industries and businesses, such as Crider Foods, America Knits, Wincore Windows
- Expansion of industries and businesses
- New entry-level workforce training program
- Downtown Swainsboro
- Award-winning Emanuel Healthcare system
- Community support
- County-wide access to high-speed broadband
- New residents moving in
- Golf course
- Duck hunting season
- River-based activities



Weaknesses

- Lack of public transit
- Shortage of younger workforce and skilled workforce
- Lack of Childcare facilities
- Need better trash services
- Need local delivery services
- Need high-quality lodging options
- Need multi-modal transportation improvements
- Lack of affordable housing, rental options, and middle-range housing
- Lack of retention of local graduates
- Few options for restaurants and entertainment options
- Lack of higher-paid job opportunities
- Need mixed-use development
- Lack of promotion of George L. Smith State Park
- Continued removal of dilapidated building
- Need engagement of younger generations
- Gaps between high school, tech school, college in apprenticeship and workforce training



Opportunities

- Location at Intersection of US Hwy 1 and 80
- Proximity to the three metropolitan areas (Savanna, Macon, and Augusta)
- Main Street Program
- Continued Downtown Swainsboro Revitalization support
- Public event spaces available in downtown Swainsboro
- U.S. 1 bike lanes, Georgia Bicycle Route 40
- Expanding retail/service sector
- Active civic groups/churches
- Growth in tourism and RV parks
- Business and personal donations to Georgia Heart Rural Hospital
- Low cost of living
- Southeastern Technical College/East Georgia State College Nursing Program collaboration
- Existing business/industry
- Economic growth spanning from Georgia Ports



Threats

- City of Statesboro
- High poverty rate
- Residents' health issues
- COVID-19
- Younger generations lacking interest in agricultural industry
- Lack leadership from the community

Figure 1.

Community Goals



The Community Goals Element is described in the State Minimum Standards and Procedures for Local Comprehensive planning as the most important part of the comprehensive plan. It is a concise summary of future community desires and wishes. It provides clearly referenced roadmap for community leaders and all concerned with growth and development of the community and its future. The Emanuel County Joint Comprehensive Plan includes three of the four possible components detailed in the Minimum Standards for the required element. These include: a general Community Vision, separate municipal descriptions/visions, listing of Community Goals, and a description of Long Term Community Policies. These components seek to paint a picture of the desired future community, and answer the planning question, **“Where does the community wish to go?”** To some degree, the Long Term Community Policies also outline guidance strategy of, **“How are we going to get where we desire to go, and also, what do we desire for other development parties to pursue?”**

THE PLACE *to Grow*

Community Vision

Emanuel County envisions a vibrant, resilient, and active community that seeks to implement calculated, sustainable solutions for future development. Emanuel County will take economic advantage of its central location and support the furthered development of current industrial and commercial business while preparing for new industrial and commercial opportunities. Through private and public sector efforts, the Emanuel County community will develop a skilled and diverse workforce, champion the growth of local business and industry, support healthcare facilities, encourage and incentivize the development of diverse housing options and amenities, offer public transportation options, provide a range of recreational opportunities and events, and maintain clean and safe environments county-wide. Intergovernmental collaboration will be prioritized, public efficiency and capability will be expanded, and a variety of platforms will be utilized to maximize community involvement. Emanuel County will nurture and share in valuable local resources, incorporating these unique aspects of the community in tourism and local activities. Emanuel County will be a great place to live with attractive neighborhoods, green spaces, schools, and job opportunities.

Emanuel County is a large, rural county of about 23,000 persons located in East Central Georgia. It is geographically located in almost the center of a triangle from Macon to Augusta to Savannah and along Interstate Highway I-16. The county seat, Swainsboro, is often referred to as the Crossroads of the Great South as the only intersection of U.S. highways 1 and 80, both originally transecting the entire country, is located in the heart of its downtown. U.S. 1 is now completely four-laned through the county, and is one of Georgia's designated developmental highways of the Governor's Road Improvement Program. Emanuel County enjoys excellent highway access even beyond I-16, U.S. 1, and U.S. 80. Other important highways traversing the county include U.S. 221, Georgia 23, Georgia 46, Georgia 56, and Georgia 57. Georgia highways 192 and 297 also are located within the county. Emanuel County even has Georgia Bicycle Route 40 (which primarily is located on Georgia Highway 46) traversing the county. In addition to Swainsboro, Emanuel County is home to seven other municipalities, including Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, and Twin City. All of these small towns are welcoming, family-friendly hometowns with picturesque homes, caring people, and other amenities, city parks, open spaces, and contributions to a high quality of life. Two have local schools. Emanuel County has much quality to offer to



L Family at Pine Tree Festival R Walking Track

families, retirees, visitors, and entrepreneurs. A high quality of life in an impressive natural and historic setting is a calling card for all of Emanuel County. The county has a long history of striving for civic improvement; valuing and advancing education, arts, and culture; and association with pine trees. Even today, much of the county's landscape is dominated by a seemingly endless sea of tall, dark green pines. Verdant pine trees are not the only impressive natural resources of the picturesque landscape as the dark, tannic waters of the Ogeechee, Ochopee, and Canoochee rivers and their meandering creeks and smaller tributaries punctuate and highlight the scenic, pastoral countryside views. The county is home to one of Georgia's most significant natural communities and floristic areas, the Ochopee Dunes, otherworldly ancient riverine deposits of beautiful, stark white sandhill dunes which mesme-

rizingly contrast with the slow moving, burgundy waters of the Little Ohoopée and Ohoopée rivers. This pristine, exceptional showplace is protected by the Georgia Department of Natural Resources, The Nature Conservancy, and the U.S. Fish and Wildlife Service, but is accessible through educational trails, and the tranquil, yet exotic, Ohoopée River Canoe Trail. Further natural beauty and serenity is offered by the county's 1,600+ acre George L. Smith, II State Park, which is a hidden treasure of exceptional natural, recreational, and historic experiences and impressive facilities. Park amenities include a picturesque, cypress-filled 412- acre lake; the historic, refurbished, and often photographed 1880 Parrish Covered Bridge and Mill; seven miles of scenic trails; a conference center; eight cottages; numerous camping and picnic areas; and regularly scheduled events and activities. Almost 95,000 visitors are transformed by this soothing, relaxing state park experience yearly. There are other recognized special and outstanding natural resources within the county. Two exceptio-



Little Ohoopée River

nal hunting/special event destinations, Beaver Creek Plantation and Brown's Hunting Camp, both with lodging and various outdoor packages, call Emanuel County home. Beaver Creek also offers a public restaurant. The county also is home to impressive historic homes and commercial buildings dating to its heyday of development from 1870 to 1920 associated with the establishment of railroads and entrepreneurial leadership. Progressive leadership has always been an important local hallmark and key to growth and development. The progressive attitudes and leadership so evident in Emanuel County's history, development, and high quality of life continue today. Emanuel County is home to many impressive and innovative facilities and programs which place it as an enviable rural leader in many areas. Unlike many rural areas, there is access to broadband internet service countywide. The result is an oasis of quality in a scenic setting which displays advantages and amenities more often associated

with urban areas. This only enhances the location and attractiveness of Emanuel County as a special place to live, work, play, or do business. Emanuel County deploys impressive facilities which belie its size and rival those of much larger areas. It truly is an innovative regional and rural leader in its development of facilities, infrastructure, and delivery of services. Emanuel County's airport is a general aviation airport boasting a 6,070 foot runway and state-of-the-art terminal building, aptly named East Georgia Regional Airport and described as a transportation gateway to the Southeast. It has the 13th longest runway of an airport in Georgia, with the capacity to land and take off aircraft as large as with daily flights to the local East Georgia Regional Airport, and Crider Foods, the global leader in canned chicken products. Education has always been important to Emanuel County and its citizens. The community currently boasts award-winning public schools in Swainsboro and Twin City, and the esteemed private school, David Emanuel Academy in Stillmore. These schools contain much history and are a testament to local vision, leadership, and civic involvement. The community is also home to a



L Community Park R Emanuel County Airport

campus of Southeastern Technical College, a unit of the Technical College System of Georgia, which offers many workforce training offerings and college courses for both students and businesses alike. An especially innovative partnership for nurse training is offered by Southeastern Technical College in Swainsboro in conjunction with East Georgia State College. Southeastern Technical College was named Georgia's 2016 Technical College of the Year. East Georgia State College is a four-year state college of the University System of Georgia located on a beautiful, 200 plus acre campus in Swainsboro. East Georgia State College was established through local vision, leadership, and civic involvement in the early 1970s. The college, which began as a local community college, has continued to flourish and gain status to its current four-year college level with two other campuses in the larger cities of Statesboro and Augusta, in addition to the main Swainsboro campus. The local college was the first, and remains the only unit of the University System of Georgia, to offer associate's degrees with a specific disciplinary distinction and field of study beyond "general studies." Emanuel County

today is a thriving, growing community which continues to respect and honor its heritage while exhibiting the progressive attitudes and support for expanded growth and development compatible with its high quality of life, including education, arts, and culture. The community has a theme of “knowing the past and embracing the future.” Downtown Swainsboro remains a center of business, government, and social life. Most buildings are commonly referred to as what they once were. The community has an active Emanuel Arts Council, and several public gathering places downtown, including the Boneyard, Patriots Square, and the Main Street Market. The advancement of the arts and culture remains a principal focus. The Main Street Market is an innovative project of the City of Swainsboro and its Downtown



L Emanuel Arts Council Board Member addresses Swainsboro City Council R Boneyard Pavilion

Development Authority which developed a large, abandoned furniture store downtown into a retail antiques and local fine arts and crafts market, as well as a community meeting and arts and music space. The Main Street Market is another Emanuel County testament to local vision, civic involvement, and devotion to arts, culture, and overall quality of life. The Market has been a rousing success, and has transformed into being a business incubator and growing tourist attraction, in addition to being the area’s largest antiques, arts, and crafts venue. It also has been a stimulus for additional downtown revitalization, growth of Downtown Development Authority activities, and has provided impetus for the community to develop plans to renovate its historic Karrh Center into a modern, functioning theater and a local Community Arts Center. The Main Street Market garnered a statewide award in 2011 for Economic Restructuring-Best Problem Solving from the Georgia Downtown Association. The community also has developed an Emanuel County Farm and Home Museum where a number of buildings illustrating county history and life are displayed, and the community has built a privately funded Sudie A. Fulford Community Learning Center on the campus of East Georgia State College for continuing education and community learning events. A privately funded Vision Series of guest lectures and exhibits free to the public is also held at East

Georgia State College. The community continues to hold a Pine Tree Festival and Southeast Timber Expo and has for 76 years. It is the longest continuously operated festival in Georgia. The community has demonstrated much civic involvement, homage to education, and patronage of the arts and culture while advancing itself economically throughout its history, and continues to do so. The community truly is a rural leader and innovator which seamlessly combines economic development, modern technology, and devotion to heritage and culture.



Pine Tree Festival

The result is an amazing quality of life seldom seen in such a beautiful rural setting with a low cost of living. Background and History Emanuel County was created in 1812 from former Indian Territory settlement lands. It was carved from lands of Bulloch and Montgomery counties, originally encompassing 1,800 square miles. Even though Emanuel County has given up lands for the creation of five counties, including four in the early part of the 20th Century, it remains Georgia's 7th largest county and now covers 690 square miles. Its current borders touch an incredible nine other Georgia counties. At establishment and for many years, Emanuel's economy was focused primarily on livestock and sheep raising and lumber and turpentine interests. The county did not receive railroad development until the 1870s, and even those were primarily shortline logging tramroads which expanded. The first direct railroad line transecting the entire county did not occur until 1910. Nevertheless, this railroad development spurred county population growth from 6,134 in 1870 to 25,682 in 1920, which remains the current zenith. The railroads not only brought expanded markets for export of local pine trees and their products, but also carloads of fertilizer into the county which enabled cotton and other agricultural crops to flourish. At the turn of the 20th Century, Emanuel County ranked third in the state in cotton production. Unfortunately, the heavy cutting of timber led to the departure of several major sawmills in the 1910s and this, along with the advent of the boll weevil and the cotton market crash in 1920, caused the county to suffer a long period of slow population decline beginning in 1920 and lasting until 1960. These trends were only heightened by the Great Depression, World War II, the mechanization of agriculture, and the abandonment of local railroads in the 1920s and 1930s. The establishment of the U.S. Highways in the 1920s, and the location of U.S. 1 and U.S. 80

through downtown Swainsboro were especially fortuitous, as both were originally routes transecting the entire United States. U.S. 1 went north-south from Maine to the Florida Keys, and U.S. 80 from Tybee Island, Georgia to San Diego, California. U.S. 1 was paved through Emanuel County in 1927, and Swainsboro soon earned the moniker, the Crossroads of the Great South. The county has exhibited slow, but steady population growth since 1960, with slight hiccup (loss of 249 persons) from 1980 to 1990, to reach its current estimated population of 22,716. Location of U.S. 1 through Swainsboro and Emanuel County can partially be credited to the tireless efforts of Emanuel County’s local Good Roads Movement leadership



L Georgia and Florida Railway, Swainsboro **R** Timber Industry

group and its campaigns. Leadership and civic involvement focusing on civic improvement have been hallmarks in Emanuel County throughout its history. Railroads came to Emanuel County because of the efforts of local entrepreneurs George M. Brinson (Stillmore Air Line Railway), and other investors for the Rogers and Summit Railroad (later Millen and Southwestern Railway) and Brewton and Pineora Railroad. To achieve the direct rail line through the county in 1910, local citizens had to contribute \$20,000 and 20 miles of rights-of-way to the Georgia and Florida Railway. The community was also one of the first to develop a local tourist camp which first offered free accommodations to highway travelers, and then led to the development of tourist courts, the precursor to motels. Tourism has always been important to the county. Education in Emanuel County also evidences strong local leadership and civic involvement. Summertown residents established the Summerville Academy in 1856. Stillmore Military College was established by 1900 because of the local efforts principally of Professor Y.E. Barger and the support of George M. Brinson and others. The college offered a free public library to town residents. The campus later became the venue of Emanuel’s current private school, David Emanuel Academy. In 1902, the citizens of Summit

and Graymont established Emanuel County Institute (ECI), a public middle and high school, through a joint effort (the two towns soon merged to become Twin City – Georgia’s only city created by merger of two established municipalities until the 2014 merger of McRae and Helena). A school bond was financed by eight local private investors, and this was the first school bond used in Georgia to construct a public school. The first state funds for agriculture and home economics education were utilized at ECI in 1915. The school remains a publicly operated school today. After community leaders sought a local state community college in the 1960s, the Georgia University System’s Board of Regents relented in 1970, provided the county would provide the land and funding for the initial physical plant. In 1972, Emanuel County citizens approved a \$2.1 million bond issue for college construction, and provided 207 acres of land within the Swainsboro city limits for the new college. One hundred and ninety acres of this land was donated by the wife of then U.S. Senator David Gambrell, Mrs. Luck Flanders Gambrell. Speaker of the Georgia House and Emanuel County native, George L. Smith II, was also instrumental in the establishment of Emanuel County Junior College in 1972. The community also provided temporary office and campus space in downtown Swainsboro to allow the college to accept students in 1973. This college became East Georgia College in 1988, and the four-year East Georgia State College in 2011. In addition to its main



L East Georgia State College Campus R Sudie A. Fulford Community Learning Center

Swainsboro campus, East Georgia State also operates satellite campuses in Statesboro and Augusta, including official feeder programs to Georgia Southern and Augusta universities which expand college offerings to more regional students. In 2010, East Georgia State constructed the Sudie A. Fulford Community Learning Center through a private donation from a Swainsboro native and daughter of Sudie Fulford, Ada Lee Correll. The Center is an educational resource center for area K-12 students and teachers, houses the college’s continuing education programs, offers small meeting conference space, and contains a 30-seat planetarium. Civic involvement and engagement and the quality of life have always been exhibited and valued by the citizens of Emanuel County. The local newspaper, The Forest-Blade, often rallied local citizens. For example, in 1904 the newspaper complained that “two marshals and a dog were needed to keep hogs and cows off the streets of Swains-

boro” and that locals should “Pull for Swainsboro or Pull Out.” Louis Proctor established an early movie house in Swainsboro in 1916 which led to a Georgia Supreme Court case over high school students being banned from school night attendance. Many famous national shows and attractions visited Swainsboro in 1910s. Local citizens also attempted to fund a local Chautauqua movement circuit stop in 1913, but were unable to keep it afloat. A local entrepreneur, Joseph Ehrlich, was reported to be the largest single subscriber to the Second Liberty Issue of Bonds for World War I, and his wife Rebecca Ehrlich was said to have sold more war bonds than any woman in Georgia. The Pine Tree Festival began in 1946 upon impetus by a local attorney for a vehicle for civic improvement and a local forester to curb the local practice of unmanaged forest fires. It was sponsored by the local Kiwanis Club. Even today, the community benefits from a local foundation, the Mill Creek Foundation, which has a mission of community service and improvement. This foundation was established by native son John Morgan, one of the founders of INVESCO Capital Management, to give back to the



L Emanuel Arts Council Art Camp R Event Held at Kalmanson Gallery

community. It has provided more than \$2 million in improvement grants since its founding in 1986. Arts and culture support also has a long history in the community beyond education. In the 1950s, the local radio owner, Jack Thompson, sponsored a “Peach State Jamboree” show every Saturday night at Nancy Auditorium in Swainsboro. The show featured an array of local musicians supplemented by the attraction of famous guests. Swainsboro became a nationally known stop for top country performers as a result. Hank Williams, Jr. played his first concert, at age 8, during the Peach State Jamboree on March 22, 1958. The North Auditorium on Gumlog in Swainsboro also hosted many well-known rhythm and blues/rock artists like Percy Sledge and James Brown. Emanuel County today remains a beacon of enlightenment and culture, even in a rural setting. East Georgia State College hosts a privately funded initiative (Vision Series) which brings programs of cultural and intellectual enrichment to the Emanuel County area. The college hosts an art gallery with monthly exhibits and artist talks. The community supports an active Emanuel Arts Council which offers regular theatrical performances, and other ventures and events. The Council will have offices and sponsor events in

the planned arts center in the Karrh Center in downtown Swainsboro. The Arts Council mission is “to promote and sponsor cultural programs in all areas of the fine arts for general community betterment.” Other cultural and arts events held downtown by various sponsors include Emanu’ Ole Opry and Open Mic Night, events for up and coming musicians and artists for all to enjoy. The City of Swainsboro is active in downtown revitalization, and was one of the first Main Street programs in Georgia. In 2009, the City acquired a large vacant building in downtown, and created the hugely successful Main Street Market, a combination of retail and community space, business incubator, and tourism attraction. As outgrowth of this project, and other downtown revitalization efforts, Swainsboro was redesignated as a Georgia Classic Main Street City in 2015, and accredited as a National Main Street City in 2016. The City of Swainsboro has also acquired, through a donation from the Karrh family, the 1934 Dixie Theatre. This theater is in process of being developed into the Barbara and Tobe Karrh Community Arts Center (the Karrh Center). The community continues to develop



L Emanuel County 2nd Court House **R** Downtown Swainsboro

the Emanuel County Farm and Home Museum across from the Emanuel County Fairgrounds into a Settler’s Village collection of buildings. Current buildings illustrating the long heritage of the community include Granny’s Attic, a typical early home period-furnished; a blacksmith shop; a one-room schoolhouse; and a log cabin. Others are planned. Emanuel County truly does value its heritage, the arts, culture, and education while continuing to maintain progress, and embrace technology and the future. Future Emanuel County views itself as a rural, but progressive, county welcoming of growth which further enhances a high quality of life, and advances arts and culture as well as the economy. Growth will be managed and regulated; facilities and services will continue to be improved; but the natural and scenic beauty of the county will be protected and maintained. Forestry and agriculture will remain important and viable components of the economy, and will be utilized as part of a diversified economic development strategy, including nature-based tourism. The future Emanuel County will continue to be a regional growth center and a leader in quality rural development with a vibrant economy and steady population growth respective of, and complementary to, the historic and natural resources, environment, and scenic beauty of the county. Heritage, arts,

culture, and education will continue to be valued and celebrated. The corridor along U.S. 1 from Swainsboro to I-16 will be a center of growth, particularly commercial and industrial. The community's existing industrial parks will be fully developed and filled with bustling and expanding businesses and industries paying good wages, and new avenues and opportunities for further business development will be available. The county will be a leader in education and the timber industry, with state-of-the-art facilities and technology.



L Timber Harvesting R Baseball Complex

Swainsboro, as well as the small cities, will have revitalized downtowns; and Swainsboro will be the hub of a growing commercial and retail sector. All of the small towns will be thriving communities with excellent facilities and services to support and attract residential, small business, and other appropriate growth. The community will be recognized for its quality of life, vibrant cultural institutions, clean and scenic appearance, governmental cooperation, involved citizenry, and its attractive housing developments. The community will display its leadership and assets in well-known and attended festivals, entities and activities highlighting the natural beauty and historic resources of the county, cultural events, people promotion, the arts, and well-funded local museums. The citizenry will be better educated, more skilled, and more involved. Local young people will be able to find good paying jobs upon college graduation. Newcomers will be welcomed, and will want to live and work in, and be a part of the outstanding community. There will be many improved and diverse family-oriented facilities, as well as leisure facilities centered on natural resources. Emanuel County will truly be known as a small town community known for its urban conveniences, but also for its hospitality, quality of life, and culture. The local governments will strongly cooperate with each other and a supportive, involved citizenry to provide the public investment, regulation, and tax incentives necessary to bring about and support the desired future Emanuel County. Emanuel County, as an expanding community and desired place to live, work, and play, will be a shining beacon of enlightenment and culture, and an outstanding example of how rural growth and development should occur. Advancing progress, extraordinary economic development, and innovative solutions will continue to be exhibited by Emanuel County, way beyond that normally seen in rural locations. Emanuel County will be a community and success which will be the envy of much larger communities, and a much desired address for living, working, relaxing, or doing business. The community will remain a beacon of progress, enlightenment and culture located amongst the pines, an exceptional rural oasis which enjoys an unexpected and extraordinary high quality of life. Emanuel County will enjoy much acclaim, recognition, and success.

City of Adrian

Description

Adrian Description The City of Adrian is a small town of about 552 people located in extreme western Emanuel County at its boundary with Johnson County along the junction of U.S. Highway 80 and Georgia Highway 15/78. The city is located in both counties with the zig-zagging boundary running through the middle of town. This is said to have happened because of a business dispute between landowners Joe Hutchinson and Burrel Kea who both wanted to build a bridge over the Ohoopsee River. After losing the rights, Hutcherson had the state legislature put his lands into a different county than those of Kea. Adrian today is a quiet and quaint small town, with much hometown appeal, filled with friendly, caring folks. The community contains picturesque homes, large commercial structures, and imposing historic churches and public buildings, all of which hold much potential, but many of which indicate glory of a time past. Adrian, in fact was principally a railroad and timber town of the late 1800s/early 1900s, whose economic prominence was short lived. In the 1906 "Comprising Sketches of Georgia...Towns," Adrian was described as being located at the junction of the Dover and Brewton Division of the Central of Georgia and the Wadley and Mount Vernon railways. It was further described as having a money order post office with a number of rural free routes serving the surrounding countryside, express and telegraph offices, several mercantile establishments, and as the principal shipping point for a considerable territory. It mentioned the town had an annual school fund of \$600 and a 1900 population of 833. Since Adrian was located near the junction of four counties, Emanuel, Johnson, Laurens, and Treutlen, it quickly became, upon establishment, as the trading center for a large area. It was described in 1911's "A Guide Into the South" as having eight daily passenger trains, a graded high school with four teachers, both black and white churches, a Masonic lodge, bank, cotton ginnery, warehouse, large sawmill, planing mill, variety works, shingle mill, brick yard, first-class hotel, private boarding houses, shops, an up-to-date cotton and country produce market, several brick stores, and a fertilizer factory, all after only 12 years of existence. It was also said then that Adrian would soon become a "great center for trade and travel as it was not hemmed in by swamps or threatened by other nearby growing towns." Because of this rapid growth and prominence, Adrian was even proposed to be a county seat of a prospective new county, "James," in 1905. The proposed new county name of James with Adrian as its county seat is truly no surprise. The City of Adrian's creation was largely because of the efforts of Captain Thomas Jefferson James, prominent lumberman and railroad developer in East Central Georgia. The impetus for Adrian began when Captain James conceived the idea for the Wadley and Mount Vernon Railroad to run from his Old Town Plantation (with connection to the Central of Georgia Railway) to Mount Vernon and its Savannah, Americus, and Montgomery Railroad connection. The railroad was completed to Adrian in 1893 and Captain James, who had purchased the bankrupt Perkins Lumber Company, moved to Adrian and constructed one of the largest sawmills in the state there. He utilized over 1,100 state

prisoners to operate the sawmill until the practice was outlawed in 1908. Captain James drilled the first artesian wells for the town, and constructed its first school. These prisoners/sawmillers utilized by Captain James must not have been counted in the Census of 1900 which listed Adrian's official population as 833. Although Adrian's growth accelerated when the Brewton and Pineora Railroad began operating through Adrian in 1897, its fortunes and further potential may have passed along with Captain James when he died in 1911. It is easy to see why Adrian would be proposed as the county seat of "James County" given this history. Adrian received a post office in 1891 and was named by Postmaster W.R. Smith. It was formally incorporated as a town in 1899. Its town limits were established by the 1899 charter as 5/8 of a mile from the railroad junction of the Wadley and Mount Vernon Railroad and the



L Downtown Adrian R Timber Industry

Bruton and Pineora Railway. An interesting component to this town charter was a provision which exempted "all manufacturing enterprise now or hereafter established for a period of 10 years." This was likely due to the influence of Captain James and his enterprises. The provision was subsequently extended a number of times. Adrian was in national engineering news when Adrian (GA) Power-Works was organized in 1908 with a capital of \$50,000 by J.E. Taylor, W.W. Strickland, and others to construct an electric light plant, water supply system, and ice plant within the town. The location of the Dixie Overland Highway, which became U.S. Highway 80, through the town in the late 1910s/early 1920s served as a softening blow to the loss of the railroads in the 1920s and 1930s, both of which were gone by 1937. Adrian received a new charter as a city in 1920 with a city limit radius of one-mile from the railroads intersection, but this was reverted back to 5/8 of a mile in 1922. Adrian's 1900 Census population of 833 is its recorded zenith, and it steadily declined to a low of 503 in 1950. In more modern times, Adrian was known as the long time location of Adrian Homes, a manufacturer of modular homes, which was established in 1962. This was the probable principal factor in the city's population expanding from 503 in 1950 to 756 in 1980, declining again to 579 in 2000. Adrian Homes closed in the 2000s, a victim of the Great Recession. Adrian's population did increase to 664 in 2010, however has since seen another decline of 552 reported in the 2020 Census. Adrian does have much appeal as a peaceful small-town rich in history and which functions as an extended, close-knit family.

Vision

The City of Adrian wishes to remain a quiet and quaint smalltown with much hometown appeal. The community wishes to have more people recognize and take advantage of its wonderful small town atmosphere, and to further grow its business and economic opportunities. The facilities, services, and appearance of the community would be upgraded, and it would become more prosperous.



L Historic Residence R West Main Street, Downtown Adrian

Needs	Opportunities
Water system improvements	Historic buildings fabric
Street and sidewalk improvements	Old Adrian Homes facility
Recreational facility improvements	Old School Building/Grounds
Beautification	Churches/People
Historic preservation	Location
Economic development	U.S. 80/GA 15
Public facility/service upgrades	Graham United Methodist Church
City Hall renovations	

City of Garfield

Description

The City of Garfield is a small town of 257 persons located in northeastern Emanuel County along Georgia Highway 23 near the Jenkins County line. It is about six miles north of Twin City, and about eight miles from the placid George L. Smith, II State Park. Garfield is a cozy, friendly small town which has been described as where Southern hospitality and charm comes to life and is proudly celebrated. It seems almost as if the town is located in the middle of a serene pecan orchard with inviting old homes and friendly, caring neighbors. Everyone knows everybody and looks out for one another. The community began as a railroad community, but while the railroads abandoned the city in 1950, the neighborly spirit of the 1950s has never left. Old time Southern charm and cooking is certainly remembered and celebrated. Garfield may best be known as the home of Atkinson Candies, which has produced its famous pecan rolls in the town since 1937. Pecan rolls are not the only old-time Southern specialty and cooking one can find in this charming and real “Mayberry.” The community has celebrated the Garfield Washpot Cookout Festival for almost 20 years every third weekend in May. The celebration centers around delicious foods cooked over open flames, many in authentic cast iron cookpots (washpots originally intended and used for clothes washing outside). Favorite foods served include pine-resin baked sweet potatoes, fried chicken, barbeque, lacy corn bread, chicken and dumplings, butterbeans, creamed corn, and much more. The festival also includes a parade featuring antique cars and antique tractors, arts and crafts, and local music. Appropriately, the festival is organized by the local volunteer fire department and Masonic Lodge, and its proceeds are used for civic causes for the community. The Millen and Southern Railway came through Garfield in 1891. This railroad was reorganized as the Millen and Southwestern in 1897, and its assets were purchased by the Georgia & Florida Railway in 1906. The Savannah, Augusta, and Northern (SAN) Railway became Garfield’s second railway in 1908. The SAN Railway was acquired by George Brinson’s (the same George Brinson so instrumental in Stillmore’s development) Midland Railway in 1916. In 1924, the Georgia & Florida Railway also acquired the Midland Railway through Garfield. It is interesting to note that Garfield residents had to petition the Georgia Railway Commission in 1908 to force the Georgia & Florida Railway to accept rail cars intended for local businesses, but arriving on the SAN Railway. (They were successful). Both railroads were abandoned by 1950. Garfield was formally incorporated as a town in August, 1905. The town limits were set as a one-half mile circle from the center of the Bank of Garfield building. In the 1906 Georgia Sketches of Counties, Towns, etc., Garfield was described as “a village of Emanuel County located about eighteen miles northeast of Swainsboro on the Millen & Southwestern Railway. It has a money order post office, an express office, some stores, and enjoys a good local trade. The population in 1900 was 104.” Garfield reached its recorded population zenith in 1920 with a Census population of 416. The population declined from there to 1950’s 213 persons, a level where, despite some fluctuation, it has remained relatively stable. Garfield was not incorporated as a city until 1977. Garfield does

remain a small town community full of Southern charm and hospitality, just a little off the beaten path. It offers modern police, fire, water, recreation and housing services, and much appeal for family life and fun.



L Garfield Volunteer Fire Department R Residence in the City of Garfield

Vision

The City of Garfield wants to remain a real life, but modern “Mayberry” where Southern charm and hospitality is practiced and evident. The community wishes to retain and celebrate its neighborly atmosphere and old-time Southern caring and cooking, while continuing to improve its services and amenities for family living.

Needs	Opportunities
Continue water system improvements	Washpot Cookout Festival
Street, sidewalk, and signage improvements	George L. Smith, II State Park
Drainage improvements	Atkinson Candies
Public safety equipment and improvements	Location
Recreation/park improvements	Public housing complexes
Housing renovation/blight removal	
Public works equipment upgrades	
Multi-purpose shelter/farmer’s market	
Public facility upgrades	
Sewer system feasibility	

City of Nunez

Description

The City of Nunez is a small farming community located in southern Emanuel County along Georgia Highway 297 about six miles north of I-16. It is located about the same distance south of Georgia 297's intersection with U.S. Highway 1, just south of Swainsboro. The community is a small town always associated with the fields, forests, and natural environment, both economically and socially. For most of its history, the community has been a small town of less than 50 houses and 150 or so people, although there have been wild fluctuations reported from a high of 730 in 1920 to an all time low of 18 in 1960. There were 147 residents reported in the 2010 Census, 134 in the 2020 Census, showing a slight decrease in population. Nunez is listed on late 1890s maps, without a railroad, as a settlement in the fertile lands near Yam Grandy Creek. By 1898, Nunez is listed as a station of the Bruton & Pineora Railroad, then controlled by the Central of Georgia Railway. Nunez was formally incorporated as a town in August, 1903 as a one-half mile circle from the depot of the Bruton & Pineora Railroad, which was finally completed in 1901. Nunez' population was recorded as 174 in 1910 after formal incorporation, but quickly zoomed to the aforementioned 730 in 1920 before plummeting back to 162 by 1930. The railroad was abandoned by 1938. Nunez remained a town until March, 1986 when it was formally incorporated by the Georgia legislature as a city with one-half mile circular city limits from where the old Bruton & Pineora depot used to be located. It has had annexations since then, both north and south. Nunez' name has an interesting history. Some say it is named after Dr. Samuel Nunez, one of the first Jewish settlers in the U.S. Dr. Nunez had been a well-known physician in Lisbon, Portugal but was a crypto-Jew who suffered under the Inquisition, and who eventually fled with his family to England in the mid-1720s. Dr. Nunez came to Georgia in July, 1733 only five months after Oglethorpe established the colony. Nunez quickly became a hero by saving many colonists from an epidemic of yellow fever. More likely, the community was probably named for Dr. Nunez' descendant (great-great grandson?), Phillip Hugh Nunez, who enlisted in March, 1862, at the age of 40, in Georgia's 48th Infantry Civil War Regiment as part of Emanuel County's McLeod Volunteers. He enlisted as a 3rd Corporal, but was promoted to 1st Corporal in June, 1862, and then to 5th Sergeant in May, 1863. Phillip H. Nunez was killed at Poore River, Virginia on June 30, 1864, and is buried in the Swainsboro City Cemetery. Today, Nunez remains a quiet small community still surrounded by fields and forests in an excellent location for family living off the beaten path. To reinforce family fun and life, the community has two parks and a modern fire station, as well as other supportive services. There are close-by employment opportunities. Just north of town, Interfor has an existing pine sawmill to take advantage of the county's continuing pine tree heritage. Just outside of Nunez is the Georgia Sheriffs' Herrington Homestead, a youth home established on 667 acres of farmland donated by Frank Herrington in 1995. The peaceful bucolic atmosphere and its working farm aspects were intentionally maintained by the Georgia Sheriffs Youth Home Association for its benefit to the educational, recreational, and character development of abused, abandoned, or neglected youth. One of Nunez' most famous residents

is David Adams, a PGA golfer, who has been quoted as saying Nunez is a beautiful, special place that feels like it's a million miles from everything. While this is an exaggeration of course, and while Nunez' location has much appeal, this does help one understand that Nunez is a wonderful place to enjoy the solace of country living. It is close to much that larger urban areas can offer, but also away from much that many people want to avoid. Nunez offers simple, clean living surrounded by much pastoral beauty far from the maddening crowds.



L Nunez City Hall R Ball's Park, Nunez

Vision

The City of Nunez wants to remain a quiet, simple place with a family friendly atmosphere unsullied by urban noise and distraction. The community wishes to continue to offer services to facilitate a more family-friendly and convenient life which invites new residents to avail themselves of the town's favorable location and exhilarating environment and surroundings. The community would also encourage and support new business.

Needs	Opportunities
Continuing water system upgrades/improvements	Location
Fire department service/equipment improvements	Community atmosphere/ambience
Recreation service/park improvements	Interfor
City hall/general government facility upgrades/improvements	Herrington Homestead
Street/sidewalk improvements	
Solid waste collection upgrades	
Farmers' Market/Event Venue	
Post Office renovations	

City of Oak Park

Description

The City of Oak Park is a community of 518 persons historically located along U.S. Highway 1 in extreme southern Emanuel County about three miles south of I-16. Its city limits have now been extended to include I-16 and Exit 90. This gives Oak Park an incorporated area of 7.2 square miles, which makes the city geographically the second largest municipality in Emanuel County. Georgia Highway 86 also crosses through the original incorporated Oak Park in a northwesterly-southeasterly direction. Within the extended city limits, Georgia Highway 46 enters the city from the west just north of original Oak Park and exits to the east just north of I-16. The Ohooppee River crosses under U.S. 1 within Oak Park just south of I-16 and just after its Little Ohooppee River confluence to the west. In the mid 2010s, a new U.S. 1 Highway Oak Park Bypass has opened around the historic city portion. The area around Oak Park was settled early because of the Ohooppee River, its fertile bottomland soils, and vast number of pine trees. The land was part of the Williamson Plantation, a 5,000 acre farmstead established by Solomon Williamson and his father John. Solomon Williamson fought in the Indian War of 1840-41, and served as Justice of the Peace and Judge of the Inferior Court of Emanuel County during the Civil War. He held court sessions at his home, and interestingly, obtained a license to sell liquor at his court sessions. Williamson had been a slaveholder, and even had a school located on his plantation. An important fact is that one of Solomon Williamson's sons was named Horace Greely Williamson, likely in deference to Horace Greely's Reconstruction campaign positions and favoring of amnesty for all Southerners. It is reported that the original settlement was called O'hoopee or O'hoopee Park, which was a well-known recreational site near the Ohooppee River for family outings during the mid 1800s. Two cemeteries remaining near Oak Park are the O'hoopee Cemetery on the southern bank of the Ohooppee River near Oak Park, and the Sol Williamson Cemetery. In 1904, the Millen and Southwestern Railroad completed its rail line from Monte Junction to Vidalia, and the precursor to Oak Park appeared on maps as the Horace station, apparently named for Solomon Williamson's son. In 1906, the Georgia and Florida Railway acquired the Millen and Southwestern and the 1906 railroad timetable still refers to Horace. However in August, 1906, the City of Oak Park was formally incorporated by the Georgia Legislature as a city of a one-half mile circle in limits centered on the crossing of Herrington Street and the Millen and Southwestern Railroad. Oak Park was also a brief terminus for one of Georgia's ghost railroads, the Garbutt and Donovan Short Line Railway. The Garbutt and Donovan families owned a number of businesses in Lyons, including a large sawmill. They built the 14-mile short line railway as an attempt to divert Millen and Southwestern Railroad traffic from Vidalia to Lyons. A one-mile extension from Selma to Oak Park was completed in 1910, but the railway was abandoned in 1911. Oak Park had a rather short existence as a railroad city. By 1918, the Millen to Pendleton rail line (Old Millen & Southwestern) had become only a short line spur of the Georgia and Florida Railway. It was formally abandoned in 1930. The City of Oak Park has had two iterations. The city charter granted in 1906 was revoked by the Georgia Legislature in 1917 (the railroad change may have affected). In July,

1929 the Georgia Legislature again approved a charter for the City of Oak Park, provided it was approved by two-thirds of voters in a referendum. The city limits set then did not mention the railroad, but instead was a one-half mile circle from a point in the center of Main Street in front of the center of the Post Office building. In 1980 the city limits were enlarged and set as a one-mile circle from the intersection of U.S. Highway 1 (Main Street) and North Railroad Avenue. These limits were extended three miles north of the original city to include I-16 after its opening. Oak Park was only granted a charter as a city in 2014. In the early part of the 20th century, Oak Park was a bustling railroad city, but most of its old stores have been lost. City Hall is now located in an old gas station. Another blow to Oak Park development was the loss of the local high school in 1963 in conjunction with county school consolidation, followed by the loss of the grammar school around 1980. Even the Exit 90 I-16 interchange development has suffered economic



L Oak Park Community Center **R** Oak Park Walking Track

loss and retraction since the 2008 recession. The relatively recent U.S. 1 Bypass completion is another deteriorating blow to economic recovery in Oak Park, particularly in its historic form. The City of Oak Park remains in an excellent position for residential attraction, in particular, because of its location and its people. The City has taken ownership of the historic Oak Park High and Grammar schools, and for several years has held a Moonshine Festival on their campuses for old-fashioned fun, and a tribute to illegal brews. This does make one laugh, but also wonder what Old Solomon Williamson may think given the knowledge that he sold liquor at court sessions. Another positive development factor for Oak Park is the planned development of an I-16 industrial park on 600 acres just north of the city by the Emanuel County Joint Development Authority. Oak Park has much potential as a welcoming small city located in a rich and pleasing environment with easy access to much larger urban areas. It is an inviting place to live or do business.

Vision

The City of Oak Park wishes to remain a vital small city welcoming of families and business. The community would continue to upgrade services and facilities, and would seek to divert traffic off the new U.S. Highway 1 ByPass to historic Oak Park. The Exit 90 I-16 interchange would be a bustling economic center. The historic charm of Oak Park and its heritage would be nurtured and featured. The historic Oak Park High School would be a wellutilized social and heritage center which provides a place for the community to gather and celebrate.



L Oak Park City Park R Oak Park United Methodist Church

Needs	Opportunities
Street, sidewalk, and parking upgrades/improvements	Location
Water system improvements	I-16, U.S. 1
Public safety equipment and service improvements	Historic Oak Park Grammar and High schools
Recreational facility/park improvements	Emanuel County I-16 Industrial Park
Oak Park Grammar and High School renovations	Ohooppee River
City hall/general government facility upgrades/improvements	
Further festival/event development	
Beautification	

City of Stillmore

Description

The City of Stillmore is today a thriving small town of 439 persons located in extreme southeastern Emanuel County at the intersection of Georgia highways 57 and 192, about five miles east of U.S. 1 and five miles north of I-16 and Exit 98. Despite this enviable highway access, there is no railroad service which serves the town. This is a drastic change from the past and very much belies the town's history. Stillmore today is described as a quaint little village with rich history and as a wonderful place to visit at any time of year. At the turn of the 20th Century, Stillmore was Emanuel County's second largest city, a railroad hub with three railroads serving the town, and was even called "The Queen City of Emanuel County." In 1906, Stillmore was described in "Georgia Comprising Sketches of Counties, Towns, etc.," as one of the great railroad centers of the eastern part of the state. It was said to have a bank, several good stores, some factories, express and telegraph offices, a money order post office, large shipping interests and good church and school advantages. While the railroads are gone, the community remains with many advantages to make it attractive beyond its excellent highway access and location. Education and culture have always been important to the community as it had one of the early schools in Emanuel County, the Stillmore School. Early in the 1900s, Stillmore was also home to Stillmore Military College, one of only about a dozen or so colleges in Georgia at the time. Today, Stillmore is home to the largest private school in Emanuel County, David Emanuel Academy (DEA). DEA was established in 1969, and actually utilized the campus and a structure of the historic Stillmore School until it was lost in a fire in August, 2010. Industry too remains associated with the city. Crider Foods, a global food manufacturer, is headquartered in Stillmore. Crider operates a chicken processing plant in the city which not only is Emanuel County's largest employer, but is the global leader in producing canned chicken. The community is also very family and culturally friendly beyond David Emanuel. Stillmore hosts the largest running Christmas Parade in the county each first Sunday in December; holds an outdoor art exhibit, Art in the Woods, each March; and operates a Stillmore Museum to honor its rich heritage. Stillmore was just a place in a large pine barrens forest until Georgia M. Brinson and his cousin, B.L. Brinson, constructed a turpentine plant there in the mid-1880s. In 1889, George Brinson also opened a large sawmill. Brinson realized he needed railroad connections to make it easier to both get logs to his sawmill, and the manufactured lumber to market. He incorporated a Brunswick, Athens, and Northwestern Railroad to connect from the Georgia Coast to western North Carolina in 1890, but it was quickly reorganized as the Stillmore Air Line (SAL) in 1892. The SAL built by 1893 a 34-mile section between Stillmore to Collins, Georgia, which had connections to Savannah. By 1896, the SAL had been extended north to Swainsboro, and then to Wadley by 1901. Stillmore was the railroad headquarters and the location of its shops. The Rogers and Summit Railroad, and its successor the Millen and Southern Railway, constructed a 32-mile railroad from Millen to Stillmore by 1892. The third railroad to serve Stillmore was the Brewton and Pineora, which ran from Bruton (near Dublin) to Laurens County to Statesboro in Bulloch County through Stillmore. This railroad reached Stillmore in

1898 and Statesboro in 1901. George Brinson’s investments, including a passenger depot built in 1900 and the remaining railroad developments, certainly caused an economic boom in Stillmore at the turn of the 20th century. Brinson’s enterprises brought in employees in large numbers and the need to serve and allow such a concentration of people to govern themselves led to the laying out of community lots in 1892. This came after a formal incorporation of the town in 1889 as a town of one-half mile radius from the railroad depot. One report noted that by 1900 Stillmore’s population had reached 2,000. It was said to have 12 passenger trains and 6 freight trains arriving and departing each day, as well as to have 3 banks, 2-3 hotels, a sawmill, a planing mill, and to be the home of Stillmore Military College. Stillmore



L David Emanuel Academy R Iconic Chicken Sculpture, Crider Foods

soon was the site of one of the first electrical systems in the county and Emanuel County’s first movie theater. Stillmore’s fortunes were short-lived, and may well have exited with George Brinson, who sold his railroad interests to the Central of Georgia in 1906. Brinson turned his investments and attention to developing the Brinson Railway out of Savannah and promoting Springfield, Georgia in Effingham County. All of the Stillmore railroad connections were effectively “short-line” and short lived. The Stillmore Air Line was consolidated into the Wadley Southern by the Central of Georgia, and the railroad shops moved to Wadley. In 1900, Stillmore’s town limits had been extended to a one mile radius from the Stillmore College building. In August, 1905, Stillmore was reincorporated as a city with city limits remaining one mile from the center of Stillmore College. The official Census population of Stillmore was not 2,000, but 741. The official population zenith for the city was only 916 in 1920. During its heyday at the turn of the 20th century, Stillmore even tried to become the county seat of a new Georgia county. As a partial reaction of nearby Metter trying to create a new county, Stillmore leaders briefly pursued, without success, the establishment of a new county to include portions of Emanuel, Tattnall, and Bulloch counties with Stillmore at its center. The proposed name for the new county was “Stonewall Jackson County.” Stillmore was also a bidding town to be the site of Georgia’s First District Agricultural Mechanical School, but lost out to Statesboro. The A & M school later became Georgia Teachers College, and has evolved into Georgia Sou-

thern University. The failure to become a county seat; the decline of the railroads, timber industry, and the loss of the cotton crop; the loss of Georgia Brinson’s attention; and the Great Depression, all combined to cause Stillmore’s prosperity to quickly fade. By 1960, Stillmore’s population had fallen steadily to a low of 354. The opening of David Emanuel Academy in 1969, the establishment of nearby I-16, the resurgence of Crider Poultry, and the resilience and determination of its people to improve themselves have basically stabilized the community and its population. Stillmore today is a thriving, family-friendly community, or as some refer a “quaint little village and wonderful place with a rich history.” Stillmore is no longer a railroad hub, but it is a community with much to offer, resident and business alike. There is still more to Stillmore!

Vision

The City of Stillmore wants to remain a thriving, family-friendly small town which continues to grow and take advantage of its location, heritage, and existing assets. David Emanuel Academy and Crider Foods would be supported and nurtured, as would other existing concerns. Family-friendly events and outlets, such as the Stillmore Museum, Christmas Parade, and Art in the Woods, would be treasured and promoted. Stillmore would continue to be a quaint little village, and wonderfully inviting place to visit, live, or do business.

Needs	Opportunities
Continue water and sewer infrastructure and service improvements	Location
New water tank	Highway access
Continuing public safety improvements, both police and fire	Crider Foods
Street and sidewalk improvements	David Emanuel Academy
Street signage	Stillmore Museum
Recreation and park facility improvements	Christmas Parade
Community house improvements	Art in the Woods
Public works/critical facilities upgrades/improvements	
Festival development/Christmas Parade expansion	
Housing improvements and dilapidated housing removal	

City of Summertown

Description

The City of Summertown is a small town of 121 persons located in extreme northern Emanuel County, about five miles south of the Ogeechee River and Burke County. Today, Georgia Highway 56 passes on the eastern edge of town, while Georgia Highway 192 traverses southeast to northwest through the city's core. Summertown's 20th century's 1906 incorporation date obfuscates much early development and transportation history associated with the community. As noted, the community is located near the Ogeechee River and just south of Burke County, which was one of Georgia's original counties established in 1777. The community also lies near or on early Georgia roads, including the Old Sunbury Road, Old Savannah Road, and the Old Swainsboro-Summerville-Midville Road. These roads were major thoroughfares of post-Revolutionary Georgia or earlier. The Old Savannah Road followed an old Native American Indian trail, and was one of the first routes west of the Ogeechee River leading from coastal Georgia. It was used by General Oglethorpe in his dealings and treaties with the Native Americans. Summertown originated as the Summerville Community established as a summer refuge in the 1850s by wealthy Burke Countians and other Coastal Georgians to escape the mosquito infested swamps and lowlands along the Ogeechee, and the infectious diseases (primarily malaria) which resulted. They may well have utilized the same name, Summerville, which had been established on an area known as the Hill in Augusta by prominent early Georgians. The Augusta Summerville was established before the 18th century. Its elevation and breezes also afforded summer relief from heat and mosquitos. The residents of Summerville in Emanuel not only built elaborate summer homes, but also established the historic Summerville Academy chartered in March, 1856. Summerville, like most of Emanuel County, also had extensive lumber interests because of the many Southern yellow pine trees in the surrounding vast forests. One particularly important lumberman and landowner was George Garbutt. Summerville's location near major transportation routes, including one of Georgia's early railroads, the Central of Georgia which traveled through nearby Midville and had been established in the 1840s, put the community in the sights of Sherman's March to the Sea during the Civil War. Sherman's Right Wing documented records noted the Army's bivouac at Summerville, and the location of the Summerville Steam Saw Mill (likely Garbutt's) on November 29, 1864. Major General Osterhaus noted the area was "a perfect wilderness where long leaf pines covered poor or sandy soil worthless for agricultural purposes...and sparsely settled." Lt. Platter of the 81st Ohio did note "we passed through Summerville, a country town which presented a rather pleasing appearance." In 1876, Summerville was granted a post office. Summertown has a number of historic churches, including a Summertown Baptist Church first established as Garbutt Baptist Church in 1879, and Summertown Methodist Church which was already a "Methodist Episcopal Church" in 1881. Interestingly, the aforementioned lumberman George Garbutt was prominent in the history of both churches. Garbutt had established Garbutt Baptist in 1879 or earlier, and acquired and deeded nearby land for the Methodist Church in 1881. Many of the Garbutt family are buried in the Summertown Methodist Church Cemetery. In 1889, the Midville, Swainsboro, and Red Bluff Railroad, a 20 mile short line was constructed to give Swainsboro and Emanuel County's lumber interests connection to Midville and its Central of Georgia Railroad. This line became the Atlantic and Gulf Short Line in 1905 and was only briefly leased to the Augusta

and Florida Railway in 1906 before the Georgia and Florida Railway bought it out, also in 1906. The 1906 Georgia and Florida Railway connection finally led to the formal incorporation of the community as Summertown. The town limits were set as a one-half mile circle from the center of the warehouse building of the Augusta and Florida Railroad. It is interesting to note that the Summertown population has always been around 150-160 as one source notes its 1900 population as 168. The 2010 Census population of the city was 160 in 2010, and has since decreased to 121 over the last ten years. The reported population zenith for the community was 215 in 1980. An interesting note is that Summertown was one of about 10 Georgia communities where the Georgia Legislature had to take action in 1971 because the Census Bureau failed to enumerate its residents during the official 1970 census. Summertown was reincorporated as a city in 1986 with the city limits described as a one-half mile circle “from where the old railroad depot used to be.” Today, Summertown is a quiet small town not to be forgotten whose outstanding frame churches provide important clues to a rich history and long heritage. This intriguing tapestry and the comforting countryside environment which surrounds the community offer much appeal and allure. All of this exists in a location convenient for transportation access to larger urban areas and for endless outdoor recreation opportunities. Summertown is a community where it is always summer, and where there are many positive influences.



L City Hall R Historic Residence

Vision

The City of Summertown wishes to remain a special small town which recognizes and celebrates its outstanding history and heritage while providing and accommodating needs for modern, family friendly living. The community wants to reinforce a close-knit, caring atmosphere with much appeal for residential living and for the raising of families in a simple, reassuring country lifestyle.

Needs	Opportunities
Continuing water system improvements	Location
Street and sidewalk improvements	History/Heritage
Community Center/park upgrades/improvements	Ogeechee River
Drainage improvements	Community Center Park with Water tank
Fire equipment/facility improvements	Summertown Baptist Church Historic Residence
General government equipment/facility improvements	Ogeechee River, Georgia Highway Bridge 56

City of Swainsboro

Description

The City of Swainsboro is the county seat, and the cultural, social, governmental, and economic center of Emanuel County. The small city of about 7,500 persons is located near the geographic center of the county, and at the crossroads of U.S. Highway 1 and U.S. Highway 80. Because of this intersection location, the community has long been known as the Crossroads of the Great South since U.S. 1 was the principal highway along the east coast from Maine to Key West, and U.S. 80, at its creation, spanned the U.S. from Savannah to San Diego, California. Swainsboro is a charming city rich in history and civic enlightenment which belies its size, and where arts and culture have always been highly valued. The community is characterized by a thriving downtown comprised of many historic buildings put to modern uses, interesting public venues and spaces, and other outlets, all supported by concerned and involved citizenry and local governments alike. Swainsboro is a participating and awardwinning Main Street Community where economic development and history are mingled for public and private benefit. The ingrained penchant for community betterment and enlightenment exhibited by Swainsboro from its beginnings in the 19th century to ongoing efforts today not only has resulted in a rich heritage of arts and culture appreciation and an unique, impressive, and active downtown, but also in outstanding, modern facilities. The community boasts a modern courthouse which blends a new structure with an adaptively utilized former post office, and many other outstanding facilities, infrastructure, and services. The community has awardwinning modern schools, a regional hospital and healthcare center, an expanding regional college, a technical college, and other amenities which belie its size and emulate much larger urban areas. Its regional airport has a 6,000 foot runway which is the 13th longest in Georgia, and there are five industrial parks within the city limits. The community is home to a regional UPS distribution center. The fact that Swainsboro is the heart and soul of Emanuel County located near its geographic center is no accident. Swainsboro was first designated as the site for county public buildings through an 1814 Georgia General Assembly Act which restricted the location to within one mile of the center of the county designated in 1812 and to the highest hill within three miles of Steve Rich's horse lot near Modoc. The hill, 317 feet high, is now the site of Swainsboro's Downtown Patriot Square. The town is named for State Senator Stephen Swain who introduced the legislation to establish the county. The name is appropriately unique as there is only one Swainsboro in the world. The General Assembly made "Swainsborough" the official public site in 1822. In 1854, Swainsboro was formally incorporated as a town of 100 acres of land reserved for town purposes, but had its name changed to "Paris." In 1857, the General Assembly formally incorporated the town as a half-mile circle from the courthouse and changed its name back to Swainsboro. The town received a new charter in 1887 with the same corporate limits. The town was dissolved and Swainsboro became a city in 1899. At that time, its corporate limits were extended to a one-mile circle of the courthouse, although the city council was given authority to conduct a

survey and establish a larger two-mile circle of corporate limits. In 1900, the Swainsboro City Charter was reissued with corporate limits limited to only a one-mile circle of the courthouse. The corporate limits were further clarified and extended in 1957/1958 through a referendum, and have been changed a number of times since. Although Swainsboro is a most appropriate name for the community, its brief 1850s interlude as “Paris” is not without merit. The community has always exhibited involved and committed leadership which values modernization and advancement while cherishing heritage, the arts, and culture. Swainsboro leaders were instrumental in railroad development; the Dixie Overland Highway/U.S. highway designation, location, and paving; tourist camp development; education; Coca-Cola plant establishment,



L East Georgia State College R Historic Downtown Swainsboro

and many other endeavors. In 1886, Swainsboro was one of 49 weather stations statewide of the Georgia State Weather Service, and one of only 10 in east Georgia. The George L. Smith, II State Park, East Georgia State College, the Southeastern Technical College, the 5-star rated Emanuel Medical Center, the Franklin Memorial Library, the downtown Patriot Square, the East Georgia Regional Airport and other outstanding facilities and services are all testaments to local vision, dedication, and community spirit and support. In the 1950s, Swainsboro and its Nancy Auditorium were one of five important circuit stops for top country music performers. Hank Williams, Jr. made his stage debut in Swainsboro in March, 1958. This community spirit and its striving for improvement, while paying homage and maintaining heritage, arts, and culture, continue today. The community constructed a Sudie Fulford Community Learning Center for civic engagement/improvement on the campus of East Georgia State College, has an active Arts Council, has a reconstructed historic Longview Farm village on the edge of town and maintains a celebrated Boneyard public event venue downtown. Many of the historic buildings downtown retain their historic charm, integrity, and names while accommodating modern adaptive uses. The longest continuing festival in Georgia, the Pine Tree Festival and Southeast Timber Expo, continues to be celebrated downtown. It was established in 1946. The community has won awards for its greyfield development downtown of an abandoned furniture store into a Main Street Market antiques boutique and museum which

realizes a growing number of visitors from across the U.S. and beyond. The Historic Karrh Center downtown is now being renovated and transformed into the Barbara and Tobe Karrh Community Arts Center. A local foundation established by the native son Morgan family of Invesco Capital fame, Mill Creek Foundation, continues to invest in and stimulate local civic improvement. Swainsboro truly is a vibrant city of improvement which is rich in history and culture, and is an unexpected oasis of unexpected urban amenities in a beautiful, rural setting of pastoral scenes and evergreen pine trees. The community retains the charm of Southern hospitality and small town appeal, yet offers residential, economic, educational, social, and cultural opportunities associated with an outstanding and high quality of life not usually seen in rural communities and small towns. Swainsboro is an excellent and extraordinary place to live, work, play, visit, or do business. Unlike many rural communities, Swainsboro’s population grew steadily for over a century from 1870 (108) to a Census population peak in 1980 (7,602) from where it has remained relatively stable. The City of Swainsboro retains much charm and welcoming invitation for both tranquility and opportunity. It is very much unique as its name.

Vision

The City of Swainsboro will continue to modernize and improve its facilities, services, and economy, while retaining its devotion to heritage, arts, and culture. The community will remain the heart and soul of a unique rural county with much to offer residents, visitors, or entrepreneurs alike. Progressive leadership and committed citizen involvement will continue to push the community to maintain its economic and cultural leadership, civic standing, and outstanding quality of life.

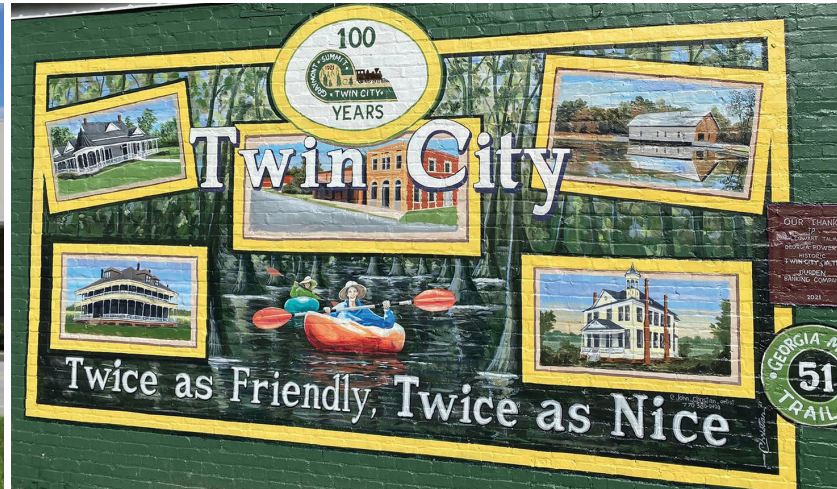
Needs	Opportunities
Continuing water/sewer infrastructure and service improvements	Emanuel Arts Council/Cooperative/collaborative leadership
Continuing street/highway/parking improvements	Existing historic buildings
Airport improvements	Main Street Market
Rail service improvements	Boneyard
Sidewalk/bicycle/multi-modal improvements	Ohoopsee Dunes
Public safety improvements	East Georgia State College
City hall/public building improvements	Southeastern Technical College
The Karrh Center/Arts Center renovation	Emanuel Medical Center
Continuing downtown revitalization	Civic groups/churches
Tourist development/expansion	East Georgia Regional Airport
Public equipment upgrades	Existing industrial parks/industry
Continuing industrial park improvements	Location/I-16/U.S. 1/U.S. 80
Better signage	Mill Creek Foundation
	Longview Farm/Emanuel County Historic Preservation Society

City of Twin City

Description

The City of Twin City is a tranquil small town of 1,642 persons located in eastern Emanuel County along U.S. Highway 80 and Georgia Highway 23. The community is an eclectic time capsule of historic homes and mom and pop businesses surrounded by much natural beauty filled with a close-knit populace of caring, welcoming, and friendly people. This down-home, modern Mayberry was first founded as two close-by railroad strip towns by pioneer families of Emanuel County in the late 1800s/early 1900s. Although the train tracks have long since been removed, the community continues to hold its own because of its location, excellent schools, great recreational opportunities, charming scenery, active churches, and family-friendly serene atmosphere. The peaceful and calming nature of Twin City is further enhanced by the nearby Georgia L. Smith, II State Park, including the much photographed ethereal beauty of its cypress filled blackwater pond and refurbished 1800s gristmill. Twin City's calming appearance and stunning countryside evoke feelings of simpler times, yet offer modern convenience and easy access to more urban amenities. Swainsboro is less than 15 minutes away via U.S. 80 West, while even larger Statesboro is only about 30 minutes away via U.S. 80 East. The community is truly welcoming to all. For visitors and citizens, the city has a splendid welcome center/gathering place replete with historic elements and displays dedicated to a beloved police officer killed in the line of duty. Business and industry is furthered by a functioning development authority established to aid trade, commerce, tourism, industry, and other employment opportunities. This is unique for a town so small. Also unusual for a small town, the community formally participates in the Main Street Program at the Our Town level to keep the community vibrant through historic preservation, tourism, and economic development, and has established a 501 (c) (3) non-profit organization, Historic Twin City, GA, Inc. to aid the cause. In addition to the nearby inviting state park, Twin City has a multi-field recreation complex and formal recreational program; two smaller city parks, including a field associated with the 1960s Negro Baseball League, and a 23-acre passive park surrounding the original 1830s John Rountree log house (independently listed on the National Register), the oldest surviving structure in Emanuel County. More than ten percent of Twin City's land area (255 acres) is covered by a National Register-listed residential and commercial historic district (listed in 2014) containing approximately 136 separate resources. It is no exaggeration when the community says it is "the little city with big history." Another slogan of the community relates that Twin City is "twice as friendly, twice as nice." While this slogan references the hospitable nature, indomitable spirit, and friendly atmosphere of the town and its people, it also hints of the community's history. Twin City was established in 1921 through the merger of two separate municipalities, Summit and Graymont. Both towns were established by pioneer Emanuel County families to take advantage of the creation of the Rogers & Summit Railroad (later Millen and Southwestern) through the area in the late 1800s. Summit was established by James Rountree whose father was an original land lottery recipient of Emanuel County lands in the early 1800s. Graymont was established by the Durden Brothers, initially through development of the Citizens Trading Company. Summit was formally established as a town in 1898 by the local Superior Court under Georgia Code authorization. Graymont was similarly established as a town in 1900. Both towns were established as cities by the Georgia General Assembly in August, 1905. Summit's city limits were

set as a one-half mile circle from the People’s Bank, while Graymont’s were created as a one-mile circle from a point 158 yards and 58 ½ degrees west of south from the center of the Millen and Southwestern Depot. Despite natural business competition, the town communities worked together for the common civic good. James Rountree donated land between the two communities as a common “civic center” for schools, churches, and public buildings. The two towns gave up separate schools and worked together to establish the public school, Emanuel County Institute in 1903 through a school bond financed by private investors. This was the first school bond ever used in Georgia to finance construction of a public school. Progressive school financing continued to be initiated within the communities as Emanuel County Institute was the first public school to use state funds for agriculture and home economics education purposes in 1915. Emanuel County Institute remains in existence today both as a public middle and high school.



L Twin City Police Department R Twin City Mural

Twin City today is also home to the public Twin City Elementary School. Both schools are part of the County public school system. Despite the natural competition of the municipalities, they recognized the changing economic times brought on by the decline of the timber industry and railroad usage, saw the misfortunes of the nearby Town of Canoochee, and therefore sought a formal merger of the two cities. In 1920, the Georgia General Assembly revoked the Summit and Graymont charters and created the City of Twin City, effective January 3, 1921. The city limits were established as a one-mile circle from the front steps of the Emanuel County Institute. An interesting side note is that an August, 1924 Act of the Georgia General Assembly sought to break up Twin City and reestablish Summit and Graymont as separate entities, but was subject to an October, 1924 referendum approval, which was defeated. Many of Summit and Graymont’s original business buildings survive as well as its historic residences. The Durden’s Citizen Trading Company building remains. Many of Emanuel County local businesses today trace their heritage to Summit/Graymont. The Durden Banking Company began in Summit and continues in business today with current branches in Twin City, Metter, and Swainsboro. Daniels Chevrolet of Swainsboro and beyond began as a general store in Twin City in 1926. The O.A. Hall Store, which opened in 1929 in Twin City, is the oldest business in Emanuel County continuously owned by the same family at its original site. It now continues as a pecan buying and agricultural supply concern. Summit and Graymont maintained separate

post offices until 1952. Until 2014, and the merger of McRae and Helena, Twin City had the unique distinction (for almost 100 years), as the only municipality in Georgia formed by the merger of two existing cities. There certainly is still much which sets Twin City apart, from its rich history and amazing architecture to its Southern hospitality and serene landscape. Twin City is most definitely a hidden gem awaiting further discovery, and a calming respite for those who would visit, reside, or do business there.



L Twin City Historic Building **R** Twin City Municipal Building

Vision

The City of Twin City wishes to remain an exceptional small town unique in appearance, environment, and atmosphere, yet satisfying for both the soul and modern life. The community will work hard to become one of the most popular heritage and nature based tourism destinations in Georgia, and to be an even better place to visit, live, or work. The community will strive to continue to improve facilities, services, and economic opportunities, and be even more recognized as a truly special small town full of much history and indefatigable spirit.

Needs	Opportunities
Water and sewer infrastructure and service improvements	Main Street Program/Historic Twin City, GA, Inc.
Drainage improvements	National Register Historic District
Street resurfacing and other improvements	John Rountree Log House
Sidewalks/bicycle/multi-modal improvements	Adam Brinson Log Cabin
Public safety improvements	Charlie Oglesby Memorial Welcome Center
Recreational facilities upgrades/improvements	George L. Smith, II State Park
Public buildings rehabilitation/improvements	Recreational facilities/parks/Pop Boogie Field
Historic resources rehabilitation	Development Authority of Twin City
Tourism development/expansion	Location
Economic development	Existing businesses
	Civic groups/churches

Community Goals

Economic Development



1. Continued local/regional/state agency coordination/cooperation
2. Retention of local graduates
3. Ongoing continuing education/job skills improvements
4. Retention/expansion of existing businesses/industries
5. Attraction of new business/industry/jobs
6. Local entrepreneurship support
7. Continued improvement/enhancement of infrastructure to accommodate desired economic growth and improve service
8. Proactive infrastructure/other improvements at existing industrial parks/sites
9. Improved access to and quality of transportation of all kinds
10. Increased local/regional tourism development/promotion
11. Protection/promotion of Emanuel County's significant natural and cultural resources for recreational use
12. Community aesthetics/appearance improvements
13. Enhanced downtown revitalization countywide
14. Recognition as leader in rural technology
15. Attraction of new residents/retirees
16. Compatible development supportive of community's rural character/quality of life
17. Continued economic viability of agricultural/forestry land uses
18. Proactive managed, compatible growth and develop





Natural & Cultural Resources

1. Compatible, supportive development of existing rural character/landscapes
2. Conservation/protection of Emanuel County's significant natural resources, including Ogeechee, Ohoopie, and Canoochee rivers
3. Protection/promotion of George L. Smith, II State Park, Ohoopie Dunes, and county's rivers for recreational use
4. Compatible economic utilization of natural and cultural resources
5. Continued economic viability of agricultural/forestry/open space land uses
6. Utilization/preservation/adaptive use of historic/cultural resources/heritage of Emanuel County
7. Continued downtown revitalization countywide
8. Continued growth/development/enhancement of local heritage/cultural festivals/ events/museums/tourism
9. Promotion/expansion of nature-based, heritage, and agri-tourism
10. Growth management/natural and cultural resources protection





Housing



1. Improved quality of existing and new housing
2. Affordable Housing/ Mid-range housing and Apartments
3. Improved quality of life for local homeless population
4. Substandard housing upgrades and blight removal
5. Continued utilization of available state/federal programs
6. Guided/planned compatible residential development
7. Community aesthetics/appearance improvement/ Zoning

Land Use



1. Planned/managed compatible growth and development
2. Rural character/quality of life preservation
3. Maintenance/protection/enhancement of agricultural/forestry/open space land uses
4. Utilization of existing and new infrastructure to guide desired growth/development
5. Compatible enhancement/development of parks/recreational/cultural facilities/activities
6. Revitalization of existing commercial areas/downtowns countywide
7. Continued promotion of infill development/location of use management
8. Community aesthetics/appearance improvements
9. Enhancement of solid waste/recycling facilities/initiatives
10. Implementation of coordinated land use planning regulations and code enforcement



Community Facilities and Services



1. Infrastructure and services expansion/maintenance/upgrades, as needed
2. Utilization of infrastructure to guide desired growth
3. Transportation access/quality improvements of all types and their promotion
4. Continued educational facilities/services/technology maintenance and enhancements, as needed
5. Advocacy/support for continued expansion of facilities/offerings of East Georgia State College and Southeastern Technical College
6. Recognition as leader in rural technology
7. Park/recreational facilities/activities maintenance/improvement/development, as needed
8. Enhancement of local solid waste/recycling facilities/programs/initiatives in conjunction with community appearance improvements
9. Maintenance/expansion of Emanuel Medical Center and other local healthcare facilities/services
10. Continued upgrades to public safety/fire/emergency medical facilities/services, as needed
11. Continued support for and enhancement of cultural facilities/opportunities
12. Provision/maintenance of adequate local governmental facilities/serve

Intergovernmental Coordination



1. Maintenance/enhancement of local, regional, and state cooperation
2. Services sharing/cooperation/consolidation where appropriate and feasible
3. Coordinated land use growth management planning/regulation/code enforcement
4. Utilization/support of public/private partnerships for services, including cultural, enhancement, where appropriate

Long Term Community Policies



Economic Development

1. The community will cooperate and coordinate with existing local, regional, and state agencies to improve all of Emanuel County.
2. The community will work together to develop, support, and promote programs which will enhance opportunities for local graduates to both live and work in the community upon graduation.
3. The community will work together with its secondary and post-secondary institutions to continue to improve the educational and skills levels of the local work force.
4. The community will continue their long term vision, or similar partnerships of business, educational, government, and community leaders, to improve the educational and skill levels of its young people.
5. The community will continue to support local post-secondary education opportunities and their expansion, including Southeastern Technical College's Swainsboro campus and East Georgia State College, as needed, through infrastructure upgrades, increased program offerings, and other means.
6. The community will collaboratively support the local school system and colleges and otherwise develop cooperative efforts to improve the literacy rate
7. The community will focus on the needs of existing local industries and entrepreneurs in its support and quest of business/industry retention and growth
8. The community will seek to attract new developments compatible with, and supportive of, existing industry and the natural resources of the county, and the financial benefit to the county
9. The community will highlight and cooperate to maintain and enhance the viability and importance of the existing small town industries throughout the county
10. The community will work to maintain the attractiveness of its existing industrial parks and improve infrastructure where needed to attract new tenants
11. The community will continue to improve and suppl-16 industrial park along the intersection of U.S. 1 and I-16 to take advantage of the community's access to Georgia's ports
12. The community will continue to upgrade, as needed, and promote East Georgia Regional Airport and its industrial park with GRAD site.
13. The community will continue to seek transportation improvements (highway, airport, rail, transit, bicycle, and pedestrian) to enhance and support economic development efforts
14. The community will seek development and designation of an east-west truck route for U.S. 80 so as to lessen the through truck traffic in downtown Swainsboro
15. The community will seek to enhance and grow tourism as an important component of the local economy through festivals, recreation and leisure facilities/activities, and heritage and nature-based tourism

16. The community will continue to support and grow the Pine Tree Festival and Southeast Timber Expo
17. The community will support protection and promotion of George L. Smith, II State Park, Ochopee Dunes Natural Area and Wildlife Management Area, and the county's rivers for recreational use
18. The community will cooperate to redevelop declining areas, upgrade commercial areas and standard housing, and otherwise improve the appearance and aesthetics of the county and all its municipalities
19. The community will support and target countywide downtown revitalization and investment efforts in all municipalities to maintain them as vibrant, functioning economic, social, and governmental centers
20. The community will continue to support and grow the Main Street Market in downtown Swainsboro as a retail outlet, business incubator, and tourism attraction
21. The community will continue to cooperate and work to be known as a leader in rural technology and as a progressive community of innovation through continued development of Pathway Technology Park and other means
22. The community will seek to attract retirees through promotion of the low cost of living, climate, and access to healthcare, recreation opportunities, the arts/cultural enrichment, and broadband services
23. The community will promote to economic prospects its 4-lane transportation access via U.S. 1 and I-16; its geographic location; and its proximity to the port of Savannah
24. The community will continue to utilize and support the Swainsboro-Emanuel County Chamber of Commerce, the Emanuel County Development Authority, and other agency programs/resources to further develop/grow the local economy
25. The community will seek development compatible with its existing rural character and quality of life
26. The community will maintain agriculture/forestry as viable economic uses through traditional and alternative enterprises, such as development as a regional fruit/vegetable growth area, use of the local agricultural center, support of the poultry industry, enhancement of local farmers markets, and expansion of agri-tourism
27. The community will actively support and participate in the State designated Georgia Grown U.S. 1 Trail through Emanuel County
28. The community will proactively manage and guide its future growth and development through community investment and appropriate regulation
29. The community will continue to cooperate and coordinate, both publicly and privately, to implement its community vision, and achieve its desired future growth and development



Natural & Cultural Resources

1. The community will seek and promote development which is respectful, compatible, and maintains and supports the existing rural character, open spaces, and landscapes of Emanuel County

2. The community will seek to conserve and protect the Ogeechee, Ohoopsee, and Canoochee rivers, the Floridan Aquifer, other important natural resources, and the open spaces and landscapes of the county
3. The community will support protection and promotion of George L. Smith, II State Park, Ohoopsee Dunes Natural Area and Wildlife Management Area, and the county's rivers for recreational use
4. The community will encourage the continued vitality and expansion of traditional and alternative agricultural and forestry uses and enterprises
5. The community will capitalize on its economic opportunities associated with its open spaces and natural and cultural resources, and will seek to promote, develop, and cultivate additional compatible uses of these resources, including increased nature-based, heritage, and agri-tourism, including the Georgia Grown U.S. 1 Trail through Emanuel County
6. The community will protect, maintain, utilize, celebrate and preserve its heritage, and will seek to encourage public and private adaptive use/reuse of its historic and cultural buildings, places and structures, especially those in its downtowns
7. The community will continue to maintain its downtowns as economic, social, cultural, and governmental centers, and to find innovative uses of existing buildings, such as has been done with the Main Street Market in Swainsboro
8. The community will support the development and continuing successful use of the Historic Karrh Center into the Barbara and Tobe Karrh Community Arts Center
9. The community will support the continuing growth and operation of the Pine Tree Festival and Southeast Timber Expo, the Garfield Washpot Cookout Festival, the Oak Park Moonshine Festival, Cotton Blossom, and other events celebrating local heritage and tourism
10. The community will continue to support the development and operation of local museums such as the Emanuel County Farm and Home Museum, the Swainsboro Museum of Coca-Cola Advertisement, the Stillmore Museum, and others
11. The community will proactively manage and guide its growth and development, and protect and conserve its important natural and cultural resources through community investment and appropriate regulation
12. The community will promote and develop enhanced solid waste and recycling facilities and initiatives, seek to expand as appropriate, and otherwise improve the appearance of its communities and countryside



Housing

1. The community will work toward both improving the quality of existing and new housing The community will seek to encourage a diverse mix of safe, quality housing, including additional affordable, rental, compatible workforce housing, and single family starter homes
2. The community will seek to address the problem of homelessness, especially that of veterans, through increased awareness and outreach efforts

3. The community will address substandard housing and concentrations of blight, including manufactured housing developments, and will cooperatively upgrade their quality and appearance through rehabilitation, removal, code enforcement and regulation
4. The community will encourage the use of state and federal programs to improve availability of quality housing, and to encourage homeownership
5. The community will seek to encourage and manage new residential location within Emanuel County which is compatible with its community vision and rural character
6. The community will provide guidance to and for location of compatible housing developments through planning, infrastructure location, and regulation
7. The community will upgrade its appearance and the quality of its housing developments through the adoption and use of coordinated construction codes, subdivision regulations, and appropriate, targeted land use and nuisance regulation.



Land Use

1. The community will plan, manage, and guide its future growth and development, and encourage growth compatible with its existing character and community vision
2. The community will cooperate to implement and enforce coordinated, comprehensive quality development standards, consistent code enforcement, and appropriate regulation to implement its community vision, protect its rural character and quality of life, and address nuisance issues
3. The community will maintain agriculture/forestry as economically viable land uses through traditional and alternative enterprises, such as development as a regional fruit/vegetable growth area, support of the poultry industry, enhancement of local farmers markets, and nature-based and agri-tourism
4. The community will actively support and participate in the State designated Georgia Grown U.S. 1 Trail through Emanuel County
5. The community will cooperatively invest in its infrastructure to encourage and guide development of the Greater Swainsboro area, including but not limited to the U.S. 1 South Corridor between Swainsboro, I-16, and Oak Park; the U.S. 1 Swainsboro By-Pass; and the Georgia 297 Corridor from U.S. 1 to Nunez
6. The community will seek development and designation of an east-west truck route for U.S. 80 so as to lessen the through truck traffic in downtown Swainsboro
7. The community will seek to enhance existing recreation and leisure facilities and support the development of new facilities/uses, both public and private, as needed, which complement the existing natural/cultural resources and the community character/vision and which promote tourism and related uses
8. The community will seek to revitalize existing commercial areas and maintain the downtowns of all its municipalities as important, functioning economic, social, cultural, and governmental centers
9. The community will maximize utilization of the public and private investment in infrastructure and facilities of its industrial parks, commercial areas, and other developed areas through infill and other compatible developments

10. The community will work to improve the general appearance and aesthetics of the county, including the entranceways into the county and all of its municipalities and the landscaping of its streetscapes and new developments, to enhance its community character/quality of life and be more inviting to people/visitors
11. The community will promote and develop enhanced solid waste and recycling facilities and initiatives, seek to expand as appropriate, and otherwise improve the appearance of its communities



Community Facilities & Services

1. The community will upgrade and expand its existing infrastructure and services to enhance the quality of life, to facilitate its community vision, and to attract desired, compatible growth and development
2. The community will guide growth and development to areas of existing infrastructure and will plan and develop expansions to help bring about its community vision and desired patterns of growth
3. The community will cooperatively invest in infrastructure, particularly water/sewer service, as needed, to encourage and guide development of the Greater Swainsboro area, including but not limited to the U.S. 1 South Corridor between Swainsboro, Oak Park, and I-16; along the U.S. 1 Swainsboro By-Pass; and along the Georgia 297 Corridor from U.S. 1 to Nunez
4. The community will pursue, develop, and promote transportation improvements of all types (highway, existing road paving/resurfacing, airport, rail, transit, bicycle, and pedestrian) that are compatible with and supportive of the community's desired economic development, future growth, and quality of life
5. The community will seek development and designation of an east-west truck route for U.S. 80 so as to lessen the through truck traffic in downtown Swainsboro
6. The community will upgrade, as needed, and promote East Georgia Regional Airport and its industrial park with GRAD site
7. The community will continue to cooperate to fully develop and maintain the necessary infrastructure and other upgrades to its existing industrial parks to attract and support additional tenants
8. The community will fully develop and market the rail-served East Georgia Regional Industrial Park at I-16 for industrial and business recruitment



Intergovernmental Coordination

1. The community will seek to continue to enhance educational and technological opportunities by continuing to maintain and upgrade its educational facilities and programs, both local and post-secondary, including Southeastern Technical College's Swainsboro campus and East Georgia State College

2. The community will continue to cooperate and work to be known as a leader in rural technology/ countywide broadband access through continued development of Pathway Technology Park and other means
3. The community will enhance and promote its numerous existing parks and establish new parks/ recreational/leisure facilities to serve existing and future populations, and to further cultivate/support tourism and local youth and adult populations in accordance with the community's character/vision
4. The community will continue to support the Franklin Memorial Library through facility, equipment, staffing, program, and other improvements/expansion, as needed
5. The community will enhance the county's solid waste and recycling facilities and initiatives, in conjunction with other efforts to improve community appearance
6. The community will maintain and expand Emanuel Medical Center, Ogeechee Behavioral Health Regional Center, East Georgia Healthcare Center, and other health care facilities and programs, as needed, to remain a rural leader, and to support existing and future residents
7. The community will continue to upgrade or develop local government facilities/services to better serve local citizens, attract economic development, and/or improve the quality of life The community will continue collaborative planning to proactively address service improvement and other needs to address expected future population and development concerns
8. The community will continue to improve public safety services and facilities to support an expanding population, improve quality of service, and better coordinate in times of emergency and disasters
9. The community will encourage and support cultural organizations, such as the Emanuel Arts Council, and maintenance and promotion of existing cultural facilities and opportunities, including the Swainsboro Auditorium and Main Street Market in downtown Swainsboro
10. The community will support development of the Barbara and Tobe Karrh Community Arts Center in the renovated historic Karrh Center in downtown Swainsboro Intergovernmental Coordination
11. The community will continue to cooperate locally, regionally, and on the state level to improve, develop, expand, grow, and plan for the desired future Emanuel County expressed and outlined in its community vision and comprehensive plan
12. The community will continue to seek ways to cooperate and coordinate efforts in the delivery of services, and will investigate the possibility of shared and consolidated services where appropriate and feasible
13. The community will cooperate in coordinated land use planning and regulation and code enforcement to manage and guide its future growth and development.
14. The community will continue to support existing and future collaboration between Southeastern Technical College and East Georgia State College on the cooperative nursing program initiative and in other endeavors
15. The community will organize and hold regularly scheduled meetings of the Emanuel County Joint Comprehensive Plan Local Plan Coordination Committee to evaluate plan implementation
16. The community will support collaboration of a local public safety planning group

Needs & Opportunities



The Needs and Opportunities Element is required of all local governments by the Minimum Standards and Procedures. The community needs are those weaknesses or liabilities which have to be addressed, changed, or mitigated to help achieve the desired community future. The community opportunities are strengths and assets which can be utilized as starting points and foundations to easily accentuate or capitalize on to move the community forward on its desired future path.

The Needs and Opportunities Element generally answers the planning question, **“Where are we currently?”** The answers can provide the compass point guidance necessary to begin and advance along the improvement journey. The Emanuel County Joint Comprehensive Plan identifies each community goal as an issue for improvement, and further identifies local needs and opportunities, as appropriate, for each issue.



Economic Development

Opportunities:

1. Six existing industrial parks with available space
2. County-wide access to high-speed broadband communications
3. Excellent local schools, including Vision 2020 and other programs, facilities, and technology
4. David Emanuel Academy in Stillmore
5. Local post-secondary education access at East Georgia College and Southeastern Technical College's Swainsboro campus, as well as other nearby institutions
6. Heart of Georgia Altamaha Workforce Innovation and Opportunity Act (WIOA) Program
7. Access to Georgia Quick Start Program and other training options
8. Existing businesses/industries, such as UPS distribution facility
9. Existing agricultural/forestry uses, such as Crider Foods and Inter for with diverse products
10. I-16/U.S. 1 industrial park being developed
11. Ongoing East Georgia Regional Airport upgrades
12. Industrial park with GRAD site at East Georgia Regional Airport
13. Former Adrian Homes facility
14. Atkinson Candies in Garfield
15. Local Mill Creek Foundation
16. Rural technology leadership, including ongoing development of Pathway Technology Park

17. Downtown Swainsboro revitalization, including Georgia Main Street designation, Main Street Market, the Karrh Center rehabilitation, Boneyard, façade grant program, and streetscape improvements
18. New residents moving in Emanuel County
19. Carter Development Company
20. Entry-level new workforce program
21. Job Training Unlimited. Inc
22. Significant number of jobs are available in Emanuel County

Needs:

1. Continuing local, regional, and state cooperation/coordination, Natural and Cultural Resources, Housing, Land Use, Community Facilities and Services, Intergovernmental Coordination
2. State/federal programs utilization
3. Retention of local graduates
4. Continuing education/job skills improvements
5. Continuation of Vision 2020 or similar partnerships
6. Continuing support for and enhancement of both local and post-secondary education resources, including Southeastern Technical College's Swainsboro campus and East Georgia State College
7. Improve local literacy rate
8. Existing business/industry support, including small town industries countywide



Economic Development

("Needs" Continued)

9. Support for new and existing entrepreneurs
10. New compatible business/industry/jobs attraction/creation
11. Additional diverse, well-paying employment opportunities
12. Maintenance/enhancements/full development of existing industrial parks
13. Continued development and marketing of rail-served I-16 Industrial Park at U.S. 1, including 250,000 gallon water tank, water infrastructure extension, permanent wastewater infrastructure, and natural gas provision
14. Location of I-16 traversing southern Emanuel County/proximity to Savannah and Brunswick ports and three metropolitan areas promotion/marketing
15. Establishment of downtown façade incentive grant program for Swainsboro
16. Continued efforts to achieve recognition as rural technology leader through ongoing development of Pathway Technology Park, promotion of countywide high speed broadband access, and other means
17. Continued utilization/support of Swainsboro-Emanuel County Chamber of Commerce, Emanuel County Development Authority, Development Authority of Twin City, and others
18. Redesign of county branding (logo, seal, slogan)
19. Agricultural/forestry land uses viability support through traditional and alternative enterprises
20. Development as regional fruit/vegetable growth area and active participation in Georgia Grown U.S. 1 Trail through Emanuel County
21. Proactive management of future growth/development through community investment and appropriate regulation to implement community vision
22. Utilization of compatible infill development whenever possible
23. Promotion of available land for economic development/residential/retiree attraction
24. Continued maintenance/upgrades to retain excellent quality local and post-secondary educational facilities/services/technology
25. Available workforce lack soft skills
26. Low household income level/High poverty level
27. Lack entertainment and restaurants
28. Need high quality lodging
29. Need delivery service
30. Need to promote George L. Smith State Park
31. Younger generations lack interest in agricultural industry



Natural & Cultural Resources

Opportunities:

1. Rural character
2. Significant natural resources, including Ogeechee, Ohoopee, and Canoochee rivers
3. Protected natural properties, including Ohoopee Dunes Natural and Wildlife Management areas
4. New resident/retiree attraction through quality of life/amenities promotion
5. Planned renovation of Coleman Hotel for continued Emanuel County office use and Mitchell Building for County use
6. Little Ohoopee River Blue Trail under development
7. Designation of Georgia Grown U.S. 1 Trail through Emanuel County
8. Local tourism events/venues, such as long running Pine Tree Festival and Southeast Timber Expo in Swainsboro, Washpot Cookout Festival in Garfield, Moonshine Festival in Oak Park, Annual Civil War Trail Tour, and possible Chicken Festival in Stillmore
9. Nature-based, agri-tourism, recreation, and other tourism venues, including George L. Smith, II State Park, Ohoopee Dunes Natural Area and Wildlife Management Area, Beaver Creek Plantation, Brown's Hunting Camp; local produce and farm markets/businesses; Georgia Sports Arena; and Ohoopee/Ogeechee/Canoochee rivers
10. Local cultural/historic resources, such as Swainsboro historic district, Twin City National Register Historic District, Emanuel

County Farm and Home Museum, National Register-listed Stillmore Methodist Church, National Register-listed John Rountree Log House and Adam Brinson Log Cabin in Twin City, and others

11. Emanuel County Historic Preservation, Inc.
12. Oak Park Beautification Committee
13. Historic Twin City, Georgia, Inc.
14. Historic Oak Park Grammar and High schools
15. Swainsboro Museum of Coca-Cola Advertisement
16. Stillmore Museum
17. Existing cultural facilities/services, including the Swainsboro-Emanuel County Auditorium
18. Emanuel Arts Council
19. Art in the Woods event
20. Franklin Memorial Library
21. Duck hunting season
22. River-based activities
23. WMA state ecological studies

Needs:

1. Growth management/natural and cultural resources protection
2. Compatible development/utilization of natural and cultural resources
3. Historic resources preservation/reuse/promotion, such as Emanuel County Offices in historic Coleman Hotel and Mitchell Building, former bank building as Swainsboro City Hall, and Coleman House Restaurant/B&B



Natural & Cultural Resources

("Needs" Continued)

4. Continuing protection for Emanuel County's significant natural resources
5. Local/regional tourism enhancement/growth through festivals, such as Pine Tree Festival and Southeast Timber Expo in Swainsboro, Garfield's Washpot Cookout Festival, Oak Park's Moonshine Festival, and possible development of other festivals; recreation/leisure activities; heritage tourism; agri-tourism; nature-based tourism; and other means
6. Establishment of Chicken Festival in Stillmore
7. Protection/promotion of local/regional tourist attractions, including George L. Smith, II State Park; Ochoopee Dunes Natural Area and Wildlife Management Area; the county's rivers; Beaver Creek Plantation, Brown's Hunting Camp, and other hunting/fishing opportunities; Emanuel County Farm and Home Museum; Georgia Sports Arena; local produce and farm markets/businesses; Swainsboro and Twin City historic districts; and others
8. Continued support for downtown revitalization efforts in all county municipalities
9. Continued growth and support for Main Street Market in downtown Swainsboro as business incubator/tourism attraction/retail outlet
10. Completion of Swainsboro DDA's development of downtown historic tour
11. Stabilization of historic Knapp Building in Adrian
12. Stabilization of historic National Register-listed Rountree Log House at Carilee Coleman Park in Twin City
13. Preservation/utilization of historic Adam Brinson Log Cabin in Twin City
14. Compatible development supportive of community's rural character/quality of life
15. Adoption/enforcement of model ordinance based on Georgia DNR's Part V Environmental Planning Criteria for significant wetlands, groundwater recharge areas, and protected river corridors
16. Canoochee, Ogeechee, and Ochoopee rivers conservation/protection and compatible recreation usage
17. Completion of Little Ochoopee River Blue Trail
18. Renovation of historic Karrh Center into Barbara and Tobe Karrh Community Arts Center
19. Renovation of historic Coleman Hotel and Mitchell Building for Emanuel County office use
20. Complete renovation of historic Oak Park Grammar and High schools for public use
21. Continued support for development/operation of local museums, such as Emanuel County Farm and Home Museum, Swainsboro Museum of Coca-Cola Advertisement, Stillmore Museum, and others



Housing

Needs:

1. Housing quality/appearance improvements through rehabilitation, removal, code enforcement, and regulation
2. Support for diverse housing mix, including additional affordable, rental, elderly, compatible workforce housing, and single family starter homes
3. Increased awareness/outreach to address growing local homeless population
4. Continued removal of dilapidated housing in Stillmore
5. Acquisition and clean-up of abandoned properties in Garfield
6. Middle-range housing



Land Use

Needs:

1. Utilization of planning, regulation, and existing and new infrastructure location to guide desired/compatible residential/housing growth/development supportive of community's vision/rural character
2. Coordinated countywide land use planning/construction codes/subdivision/ manufactured housing regulations/targeted land use and nuisance ordinances/growth management implementation and enforcement
3. Continued support for and enforcement of Swainsboro's existing zoning ordinance and update, as needed
4. Possible annexation of approximately seven (7) miles of I-16 into City of Oak Park
5. Potential annexation of outlying areas into City of Stillmore as requested and appropriate



Community Facilities and Services

Opportunities:

1. Available land and water
2. Relatively low cost of living
3. 2010 TIA funded local transportation project improvements
4. Sidewalk and trail master plan for Twin City, including possible route to George L. Smith, II State Park
5. Ample/excess water supply and sewer capacity
6. Transportation improvements, including TIA-funded projects (resurfacing, paving)
7. U.S. 1 Bypass of Swainsboro
8. U.S. 1 bicycle lanes
9. Georgia Bicycle Route 40
10. Proximity to I-16, Georgia ports, and three metropolitan areas (Savannah, Macon, and Augusta)
11. Existing zoning in Swainsboro
12. Sudie A. Fulford Community Learning Center
13. Existing Emanuel County Recreation Department/parks/recreation facilities/programs, including Billy C. Carmichael Recreation Complex
14. Swainsboro Country Club Golf Course
15. Herrington Homestead/Georgia Sheriff's Youth Home near Nunez
16. Excellent Emanuel Medical Center, Ogeechee Behavioral Health Regional Center, East Georgia Healthcare Center, and other local medical facilities
17. Strong local public safety/enforcement
18. Fire service improvements, including Class 3 ISO rating in Swainsboro
19. Renovated Emanuel County Senior Center
20. Recreation/leisure facilities

21. Good maintenance of roads
22. Work flexibility that encourages volunteerism
23. Business and personal donations to Georgia Heart Rural Hospital

Needs:

1. Continuing upgrades/promotion of East Georgia Regional Airport and industrial park with GRAD site, including additional t-hangers, entrance/signage improvements, and others as needed
2. Cooperative investment in infrastructure to encourage/guide development of Greater Swainsboro area, including but not limited to U.S. 1 South Corridor between Swainsboro, I-16, and Oak Park; U.S. 1 Swainsboro Bypass; and Georgia 297 corridor from U.S. 1 to Nunez
3. Continued improvements/promotion of transportation access/quality
4. Upgrades to Harmon Park, including landscaping, playground equipment, dog park, bathroom renovations, resealing parking lot, and other improvements as needed
5. Development of combined Twin City-Emanuel County Recreation Department
6. Development of two (2) multi-purpose soccer/football fields and reseal parking lot at recreation complex
7. Reopening of rail access between Swainsboro and Vidalia
8. Continuing street and road improvements, including paving and resurfacing projects utilizing TIA and other funding
9. Improved bicycle/pedestrian facilities



Community Facilities and Services

("Needs" Continued)

10. Sidewalk improvements in Twin City, Swainsboro, and other cities countywide
11. Provision of county-wide public transportation available to all local citizens
12. Traffic signal installation at U.S. 1 Swainsboro Business and Bypass intersection
13. Designation of U.S. 80 East-West truck route to alleviate truck traffic through downtown Swainsboro
14. Completion of Fairground Road Extension
15. Facilitation of desired development at I-16 interchanges in Emanuel County
16. Community appearance/aesthetic improvements, such as redevelopment of declining areas, streetscape improvements, and gateway/entranceway enhancements
17. Construction of new entranceway/gateway signage along U.S. and GA highway entrances into Twin City, at Garfield city limits along Georgia 23, and for Oak Park
18. Completion of Phase II of Downtown Swainsboro streetscape/lighting/parking improvements project
19. New resident/retiree attraction through increased quality of life promotion
20. Development/promotion of enhanced solid waste and recycling facilities/initiatives with expansion as appropriate to improve local appearance
21. Enhancement of existing recreation/leisure facilities and development of new facilities/programs as needed
22. Consolidation of green box sites and development of manned convenience centers throughout unincorporated Emanuel County
23. Solid waste collection upgrades in Nunez
24. Upgrades to/expansion of existing infrastructure and services to attract desired, compatible growth and development
25. Wastewater treatment system upgrades in Swainsboro, including rehabilitation of lift stations #3, #10, and #15
26. Water system upgrades, as needed, in Swainsboro, including replacement of Well Tank#3
27. Replacement of water lines throughout Adrian and cleaning/maintenance of drainage ditches
28. Upgrades to Garfield's water system, including replacement of water meters north of Monroe Street and purchase of water filtration system to remove manganese
29. Drainage improvements in Garfield along Hall Street
30. Completion of CDBG project to improve drainage system north of Harrington Street in Oak Park
31. Improvements to Stillmore water system, including construction of new 300,000 gallon water tank and repainting exterior/relining interior of existing water tower
32. Repair/replacement of backup pumps at all lift stations, as appropriate, in Stillmore
33. Construction of retaining wall at Summer-town Community Center to improve drainage
34. Improve street and drainage conditions in Coursey Road Neighborhood and Princess/Queen/King streets area in Twin City
35. Rehabilitation of each sewer lift station (5 total) in Twin City utilizing CIPP relining method

(Facilities and Services "Needs" Continued)

36. Inventory and update of Twin City's water meters
37. Road resurfacing in unincorporated Emanuel County averaging 8-9 miles/year, as needed
38. Upgrades to Emanuel County Road Department equipment, as needed
39. Completion of TIA Bands 2 and 3 projects in Emanuel County, Garfield, and Swainsboro
40. Resurfacing of Sybil and Monroe streets in Garfield and acquisition of tractor for right of-way maintenance
41. Establishment of parking lanes along Harrington Street and at Oak Park City Hall with proper signage
42. Street improvements in Oak Park, including resurfacing 2.1 miles, installation of speed bumps, and other enhancements, as needed
43. Paving of Fourth, Atlanta, and Second avenues, Edenfield Road, and Airline Railroad and First streets in Stillmore
44. Sidewalk improvements and street resurfacing in Twin City
45. New LED scoreboards on seven (7) ballfields at Carmichael Recreation Complex
46. Improvements at Connie Kight Recreation Center, including new gym floor and purchase of emergency generator
47. Construction of new community house/multi-use facility in Swainsboro
48. New playground equipment for parks in Adrian, Stillmore, Summertown, and Cross Green community
49. Development of additional property in Garfield for recreation
50. Possible event venue/farmer's market construction/facility improvements at Ball Recreation Park in Nunez and continuing recreation improvements at Moore's Recreation Park
51. Land acquisition/development of new ballfield in Oak Park
52. Upgrade of playgrounds and equipment in Twin City
53. Development of outdoor classroom and interpretive signage at Carilee Coleman Park in Twin City
54. Continued efforts to maintain/expand local Emanuel Medical Center, Ogeechee Behavioral Health Regional Center, East Georgia Healthcare Center, and other healthcare facilities/services to remain rural leader
55. Continued maintenance and provision of adequate local governmental facilities/services
56. Review/update of Emanuel County Code of Ordinances
57. Development of County animal control ordinances, hiring of enforcement officer, and upgrade of animal shelter
58. Collection of GIS data for use by County Public Works, Public Safety, and Tax Assessor
59. County to contract service for accessory finder program for Tax Assessor's Office
60. County solicitation of personal property auditing services
61. Renovation of Mitchell Building for County use
62. Renovations to community service buildings, including DFACs, Health Department, Ogeechee Health, USDA Soil & Water Conservation, and Cooperative Extension
63. Development of social media outreach program for County to connect with community
64. Renovations to Swainsboro City Hall, including new air conditioning unit and installation of new elevator

(Facilities and Services "Needs" Continued)

65. New office equipment (computers, software, copier, printers) and phone system for Swainsboro City Hall
66. Acquisition of new computers and related equipment and a vehicle for Swainsboro Inspections and Code Department
67. Equipment for City of Swainsboro, including backhoe and mulching machine
68. Completion of updating City of Adrian's Code of Ordinances to achieve compliance
69. Acquisition/update of old school property for City of Adrian and recreation department use
70. Construction of multi-purpose shelter, primarily for farmer's market use and other activities, in Garfield
71. Acquisition of one pick-up truck for City of Garfield
72. Upgrades at Nunez City Hall and Annex, including renovations such as flooring replacement and fence repairs
73. Renovations to U.S. Post Office building in Nunez
74. Acquisition of lawnmower or tractor for grass maintenance in Oak Park
75. Renovation/expansion of Oak Park City Hall
76. Implementation/collection of City property tax in Oak Park
77. Continued support for the local Oak Park Beautification Committee and its organization of city cleanup days, Moonshine Festival, holiday celebrations, and the like
78. Acquisition of generators for critical facilities in Stillmore, including City Hall, firehouse, city well, and wastewater treatment plant and portable generator for lift station
79. Renovations to Stillmore community house, including improved handicapped accessibility
80. Acquisition of equipment for City of Stillmore, including commercial lawn mower, tractor, and auger
81. Upgrade/expansion/promotion of Stillmore Christmas Parade
82. Renovations to Twin City City Hall
83. Completion of Twin City's multi-year audit backlog
84. Continued improvements to local public safety services, equipment, facilities, and emergency/disaster coordination, as needed
85. Construction of new Emanuel County E911/EMA building and upgrade of E911 equipment
86. Upgraded County emergency communications infrastructure, such as hand held radios, repeaters, towers, and mobiles
87. Local firearms range construction
88. State and national (CALEA) certification for Swainsboro Police Department
89. Addition of one (1) police officer per shift at Swainsboro Police Department
90. Long-term evidence storage facility and impound yard for Swainsboro Police Department
91. Replacement of Swainsboro Police patrol cars as needed, and installation of vehicle tag reader system on each patrol vehicle
92. Acquisition of one (1) K-9 dog for Swainsboro Police criminal investigations
93. Upgraded computer system for Swainsboro Police Department
94. Upgrades to mobile and portable radios for Swainsboro Fire and Police departments
95. Purchase of new fire engine for Swainsboro Fire Department
96. Renovations/expansion of Swainsboro's Southside Fire Station, including installation of emergency power source
97. Construction of fire training tower for

(Facilities and Services "Needs" Continued)

- Swainsboro and Emanuel County fire departments
98. Acquisition of drone system for Swainsboro Fire Department use
 99. Employ one (1) additional firefighter per shift, receptionist, and other personnel, as needed for Swainsboro Fire Department
 100. Purchase of additional, upgraded equipment, as needed for Swainsboro and Emanuel County fire departments
 101. Increased funding for training and uniforms for Swainsboro Fire Department
 102. Improvements to City of Swainsboro's early alert system
 103. Refurbishment/replacement of 12 fire hydrants in Adrian
 104. Public safety equipment, including radar and LIDAR for speed detection and digital radios, and one (1) police vehicle for Garfield
 105. Nunez Fire Department equipment, including a brush truck and turnout gear
 106. Oak Park Fire Department equipment, including new fire truck and turnout gear
 107. Purchase of new pursuit vehicle for Stillmore Police Department and 3,000 gallon tanker truck for fire department
 108. Renovations to existing Stillmore Fire Department building
 109. Continued support for and enhancement of cultural organizations, such as the Emanuel Arts Council, and opportunities, including Swainsboro-Emanuel County Auditorium and Main Street Market
 110. Development of annual Emanuel Festival of the Arts
 111. Permanent art gallery creation within revitalized the Karrh Center/Karrh Community Arts Center
 112. Creation of interactive Art Stroll in Swainsboro
 113. Development of mobile art studio, traveling art clubs to provide student art classes, and traveling art camp
 114. Continued efforts to seek sharing/cooperation/consolidation in delivery of services
 115. Continued support for existing and future collaborations between Southeastern Technical College and East Georgia College, such as the nursing program
 116. Continued support for Emanuel Medical Center/East Georgia Healthcare Regional Partnership
 117. Regularly scheduled meetings of Emanuel County Joint Comprehensive Plan Local Plan Coordination Committee to evaluate plan implementation
 118. Continued support for local public safety planning group collaboration
 119. Update/keep current crisis/local emergency operations management plans
 120. Needs to improve community overall health level
 121. Not allowed in the Network of Health of Community-Insurance Companies
 122. 650 miles of dirt roads
 123. Volunteer fire departments need additional tankers or tender to carry and sustain the water needed to effectively fight fires
 124. Lack after school programs/childcare centers
 125. Need to bridge gap between high school, tech school, college in apprenticeships and work training
 126. Need diverse modes of transportation services
 127. Better trash services



Intergovernmental Coordination

Opportunities:

1. Local Emanuel County leadership programs
2. Strong local governments/leadership/partnerships, such as Swainsboro-Emanuel County Chamber of Commerce; Emanuel County Development Authority; Swainsboro Downtown Development Authority; Development Authority of Twin City, and others
3. Existing local, regional, and state partnerships, including Heart of Georgia Altamaha Regional Commission, others
4. Southeastern Technical College/East Georgia State College Nursing Program collaboration
5. Emanuel Medical Center/East Georgia Healthcare Regional Partnership
6. Local public safety planning collaboration
7. Continuing existing local, state, and regional cooperation/coordination

Needs:

1. Continued maintenance/enhancement of local, regional, state cooperation
2. Lack communication with community
3. Lack leadership from the community and younger generations
4. Need recognition for and engagement of younger generations

Broadband Services



Since the discovery of electricity, people all over the world have dreamed about the exciting possibilities of technology sure to be right around the corner. Each new invention or innovation brought increased excitement. What made electricity service vital to people and industry of the United States in the 20th century will make broadband service a necessity in the 21st century. We recognize that high speed technology has developed in disparity across the nation and the state of Georgia. This is largely due to population densities and cost- return on infrastructure investments. It is Emanuel County's goal to determine the broadband infrastructure shortfall within the county, and seek ways to sustain its current position.

Broadband is defined by the Federal Communications Commission (FCC) as a minimum of 25 megabits per second (Mbps) download speed and 3 Mbps upload speed. It should be noted the broadband definition has changed twice since its inception in 1996 due to technology

advancements. Broadband delivery methods include, but are not limited to, digital subscriber lines, cable modems, fiber, wireless, broadband over power lines, and satellites. Every year the FCC releases a broadband deployment report that analysis the deployment and availability of advanced telecommunications capability. The following data comes from the latest FCC report published on January 19, 2021, and the 2022 Georgia Broadband Availability Map. Emanuel County is located in The Heart of Georgia Altamaha Region, which is the only region of Georgia without a metropolitan area included. Nationally, 94.0 % of the population have access to either fixed terrestrial service at 25 Mbps/3 Mbps or mobile 4G LTE at 10 Mbps/3 Mbps; this percentage drops to 77.4.0% in rural areas (FCC, 2021, p.22, fig. 3b). Rural areas in the State of Georgia are 81.1% served with broadband capability as compared to 98.1% in the urban communities. According to the 2022 Georgia Broadband Availability Map's data, Emanuel County has 92% broadband availability. Percentages and numbers may differ when comparing multiple sources.



L Pine Tree Festival R Mainstreet

Emanuel County amended its 2017 Joint Comprehensive Plan in 2021 to include a Broadband Element and updated Community Work Programs. Emanuel County was designated as a Broadband Ready Community by the Georgia Department of Community Affairs' in August 2021. DSL service is available with a speed up to 25 Mbps in the area within and around the cities of Swainsboro, Adrian, Nunez, and Twin City. Various blocks in the unincorporated county have access to DSL technology with download speeds up to 6 Mbps. Cable line access is available within Swainsboro. The areas served by cable service have download speeds near 25 Mbps. Fiber is available at 1GB speeds in (93.06) percent of Emanuel County. By 2023, 100% of households in Emanuel County will have access to fiber broad at 1GB speeds.

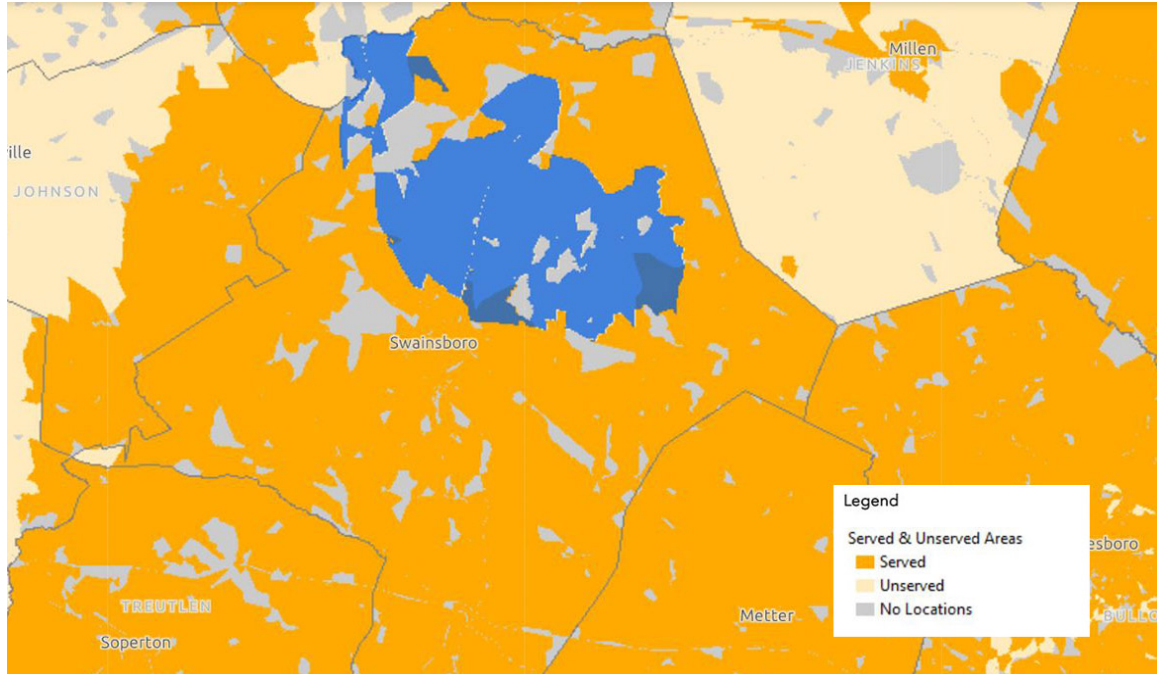
Data reported by the State of Georgia Broadband Deployment Initiative's (GBDI) 2022 Broadband map indicates percentages of locations being served with broadband differ to some



degree, when compared to the FCC data. This data varies due to the methodology of calculating the locations unserved. The FCC data considers an entire census block and population within as served if one location is served within the block. The data presented by the GBDI reports consider a census block served if 80 percent of locations are served with broadband capable speeds. At present, the State of Georgia recognizes 8% of Emanuel County as unserved by broadband technology. Currently 11,897 locations within the county have access to at least 25 Mbps download speed and 899 locations remain unserved (Georgia Broadband Program County Report, 2022).

Other avenues of broadband service technologies available in the community are through either satellite or wireless 4G LTE service. Satellite service speeds are generally slower download speeds compared to wired infrastructure and are prone to weather related outages. Wireless 4G LTE technology is widely available throughout the State of Georgia and is used by smartphones and tablets to download content reliably, although speed is determined by proximity to a communications tower and the speed at which the tower is capable. According to the FCC's 2021 report, Emanuel County has a reported 4G LTE coverage area over the entire county. This avenue of service is generally sufficient for a homeowner or cell service subscriber.

An industry desiring an improved communications network will likely seek a fixed connection service provider and will need at minimum 25 Mbps download and 3 Mbps upload speeds. According to data provided by the Georgia Technology Authority (GTA), National Telecommunications and Information Administration (NTIA), and the FCC, the infrastructure for broadband services is in portions of Emanuel County, the fixed broadband technology reaches 92% of the population and 11,897 present day locations within the county (see Figure 1). Increased competition among providers may also decrease the cost charged to the consumer. Currently, there are multiple broadband internet providers that serve Emanuel County. Pineland Telephone Cooperative provides (Fiber), HughesNet and Viasat (Satellite), and GCTR (Cable). Wireless 4G/LTE meets minimum speeds of wireless broadband. Wireless 4G/LTE networks have become one of the nation's most common mobile coverage types for data. In Emanuel County, 100.00% of the area is covered by 4G data, and 100.00% is covered by 4G HD voice service. Verizon Wireless has the best 4G network in Emanuel County with 100.00% coverage. 5G is currently the most advanced network available with speeds several times faster than 4G. 5G networks in Emanuel County cover 91.22% of homes



Broadband Availability within Appling County

Source: Georgia Broadband Deployment Initiative 2022; <https://broadband.georgia.gov/maps/gbdi-unserved-county>

with 5G voice and data. In total 81.96% or 557.8 square miles of Emanuel County are covered by 5G. The best 5G coverage in Emanuel County comes from T-Mobile with 89.92% coverage. The need for sustained broadband service in Emanuel County is critical as it is determined to have limited-service providers.

The Emanuel County community has chosen a multi-faceted approach and strategy to improve the availability of broadband and broadband deployment. The following items are actions steps the community will take to increase economic, educational, and social opportunities for citizens and businesses through the deployment of universal broadband and other communications technologies.

1. Develop and maintain an inventory of Community Anchor Institutions (schools, library, medical and healthcare providers, public safety entities, and higher education facilities) within the community to determine areas of greatest broadband need.
2. Partner with state agencies (Georgia Technology Authority, Department of Community Affairs, and Department of Economic Development) and area local governments to promote broadband deployment in the community, region, and state.
3. Identify broadband expansion projects eligible for OneGeorgia Authority funding and/or other state and federal grant or loan opportunities.

Economic Development



Economic prosperity is a key to community improvement. A community's comprehensive plan seeks at its core to make the community a better place to live, work, and recreate. To improve quality of life, presents a need for income and an increased tax base to help enhance the ability to afford needed and desired improvements, and afford better housing and a higher standard of living. Commerce and economic development have a major influence on overall population growth and development. The relationship is quite evident in Emanuel County and has been throughout its history.

The Ogeechee, Canoochee, and Ohoopsee rivers and the forested lands of Emanuel provided avenues of exploration and access to life sustaining wildlife populations both to Native Americans and European explorers long before the county's formal establishment. The area's settlement in the late 1700s and early 1800s related to Indian treaties and land lotteries for persons seeking new lives, fortunes, and religious expression. The first county development

related to waterborne commerce on the Ogeechee River, and then to the opening of early public roads, and general stores to serve the surrounding countryside. The completion of the Central of Georgia Railway through adjacent Burke County in the 1840s led to growth and development in Emanuel County. The railroad also opened up markets and fierce competition over the county's abundant yellow pine forests, lumber resources, and agricultural products. The Central of Georgia and other close-by railroad developments led investors like Thomas Jefferson James and George Brinson to seek to develop railroads through Emanuel County. While the local railroads were not developed until beginning in the 1870s, and a railroad was not completed through the county until 1910, they stimulated heavy economic investment and development. The resulting economic influence and prosperity led to more market availability and local development. Emanuel County's population more than quadrupled as a result, going from 6,134 in 1870 to 25,862 in 1920 (the all-time high for the county not yet reattained). Similarly, the decline of turpentine and the cutting of the large pine trees, the cotton market collapse, and then the railroads, as highways and the flourishing of larger regional service centers led to local stagnation or decline, particularly in the smaller towns,



L Lumber Workers **R** Courthouse

but in an overall impact in the county, as well. The location of U.S. 1 and U.S. 80 in Swainsboro served to soften these blows there, and unlike the county or small towns, continued to see steady growth without any retraction until 1980. The opening of I-16 in the county in the 1970s was a new economic stimulus, as have been diversifying industry, Walmart, and East Georgia State College. Economic attributes and transportation continue to impact the Emanuel County community's future. The county's highways, particularly I-16 and U.S. 1, and the community's airport have had many positive impacts on Swainsboro/Emanuel County. The location of I-16 turned around a long period of decline for Emanuel County from 1920 until 1960. Location, transportation resources, progressive leadership; agriculture; proximity to

Georgia's ports and metro areas; abundant and outstanding natural and cultural resources; the continuing civic consciousness and devotion of the community to the arts and culture; the continuing importance and local attention to education, particularly East Georgia State College and Southeastern Technical College; and the extraordinary high quality of life within the county remain key factors and attractors in future growth and development. Because of its economic history and successes, its progressive leadership, its cooperative spirit, its significant cultural and natural resources, and its overall quality of life, Emanuel will continue to be a thriving community of progress and culture. As a result, the community continues to enjoy slow, but steady growth and development.



East Georgia State College



Emanuel County today is a rural community of about 23,000 persons located in the spacious confines of Georgia's 7th largest county in East Central Georgia. It enjoys an excellent geographic location along Interstate Highway 16, and along the important U.S. highways, 1 and 80, about centrally located between the Georgia metropolitan areas of Augusta, Macon, and Savannah. The community benefits from many appealing assets and attributes for growth and development from outstanding natural beauty and resources, excellent educational and local government facilities, progressive local leadership and civic involvement, impressive existing industry and business-friendly support and assistance, and a long-standing dedication and commitment to supporting and celebrating arts, culture, and history. All of this combines to evidence and support an extraordinary high quality of life very appealing for continued growth and development not often seen in a rural area.

Emanuel County has long had an economic relationship with the pine tree and entrepreneurship which continues today. The community's fields and forests remain a vibrant part of community and economic vitality today as much of the landscape remains forested with managed pine plantations. The community has a number of business concerns directly or indirectly connected to these forests, including logging operations and a large sawmill currently

operated by the Canadian firm Interfor. The county's forests and outdoors also support outdoor adventure enterprises including well-known hunting/special event destinations. Locals continue to celebrate this heritage and way of life with a Pine Tree Festival and Southeast Timber Expo which has operated for over 75 years. It is Georgia's oldest continuously operated festival. The community's agrarian heritage is also remembered in a preserved village collection of historic buildings on significant acreage at the Emanuel County Farm and Home Museum, a Washpot Cookout Festival in Garfield, and the annual Southeast Georgia Jaylee Fair.

Emanuel County's heyday of development came from 1870 to 1920 as entrepreneurs such as George M. Brinson, Thomas Jefferson James, and others organized and developed railroads to access and market the county's timber. The railroads also allowed the import of fertilizer into the county, and the growth of agricultural corps, especially cotton. By the early 1900s, Emanuel County ranked third in the state in cotton production. But the boom and bust potential in economic flurries was soon evidenced in Emanuel County. The heavy timber cutting caused by the railroad development led to the closing of large sawmills in the



L Cotton Field **R** Timberland

1910s, and along with the advent of the boll weevil combined with the cotton market crash of 1920 led to local economic decline, including the closing or cutback of some of the local railroads. These trends were only heightened by the Great Depression, World War II, and the mechanization of agriculture. As a result, county population declined from 1920 to 1960, and even though it has slowly grown since then until the present, it remains some 3,000 persons below that enumerated in 1920. The location of U.S. highways 1 and 80, and later I-16 within the county, the county's fortuitous geographic location near and between Georgia metro

areas, and the continued progressive leadership in developing educational and community facilities and cultural opportunities have all provided assets and calling cards critical to recovery and renewed economic development.

Progressive leadership within Emanuel County did not stop with railroad development. The county has always been associated with leading edge educational development and a striving for excellence and innovation in its community development. This began with the development of Summerville Academy in 1856, Stillmore Military College in the 1890s, and the unique development of Emanuel County Institute by the joint efforts of Graymont and Summit. This school utilized the first school bond in Georgia to construct a public school, and was also the first to use state funds for agriculture and home economics education. It remains a functioning part of the school system today. The community is home today to both Southeastern Technical College and East Georgia State College, a four-year college of the official public educational systems of Georgia due to the dedication and persistence of local citizenry. Local bonds and donation of land led to the establishment of a state junior college in the county in the early 1970s. This college has now grown into East Georgia State College which has expan-



L Southeastern Technical College



ded into satellite campus locations in much larger areas, and has developed groundbreaking and heralded programs not duplicated elsewhere in the University System. The community has also developed and funded a unique community learning center on the East Georgia State College Campus in the 2010s. The local Southeastern Technical College was recognized as Georgia's Technical College of the Year in 2016.

Civic involvement, the pursuit of excellence, and progressive leadership to always strive to improve the quality of life has not been limited to education. Swainsboro was a nationally recognized stage on the country music circuit in the 1950s, and was the scene of Hank Williams, Jr.'s debut. Known as the "Crossroads of the Great South," Swainsboro is active in

downtown revitalization, has an active Downtown Development Authority, and participates in the Main Street Program. The City of Swainsboro earned its Main Street Accreditation in 2021. The community has repurposed many of its historic downtown buildings, developed innovative public spaces, and established a Main Street Market. The Main Street Market was awarded The Georgia Downtown Award for Economic Development Best Problem Solving in 2021, and Best Antique Market by the Antique Association. The community has always been prominent in its appreciation of the arts, and is currently developing The Historic Dixie Theater, a cultural and architectural landmark in downtown Swainsboro, into a cultural arts center with widespread community support. The community has also developed top-notch



L Wincore Windows & Doors R America Knits

facilities from award-winning schools, highly regarded water and sewer facilities with ample capacity for growth, abundant and varied recreational parks and facilities, a five-star regional hospital, an expansive library, and a regional airport with the 13th longest runway in Georgia. Emanuel County has developed seven industrial parks covering over 1,200 acres for business and industry, including the first technology park in rural Georgia. As a result, Emanuel County is home to a diverse industrial base including the Interfor sawmill, Faircloth Forest Products, LJR Forest Products, Wincore Windows, PH Tech Corporation, America Knits, a regional UPS distribution facility, and Crider Foods, the global leader in canned chicken products. Emanuel County is truly an exceptional place to live, work, play, visit, or do business with much success and much to offer. The community enjoys an extraordinary high quality of life and offers facilities and opportunities not usually seen in a rural area, or for that matter, in many larger more urban areas. There are many positive assets and opportunities for future economic growth.

For all of Emanuel County's relative economic successes it remains in Georgia Job Tax Credit Tier 1, meaning it remains in the bottom 40 percent of counties on factors including unemployment rate, per capita income, and percentage of residents below the poverty level. This is primarily a function of being a rural county in South Georgia, and such status does allow

a business creating new jobs to claim Georgia’s highest job creation tax credit (~\$4,000/job). It also conceals the fact that Emanuel County has more attractive assets for growth and is better off in many respects than a number of the surrounding regional counties.

There are certainly continuing needs for Emanuel County’s economic development. The per capita money income in Emanuel County as reported by the Census Bureau for 2016-2020 is \$19,310, only about 39% that of Georgia as a whole (\$32,427). This per capita money income gap has continued to widen in the previous five years as Emanuel County’s per capita income amount was 66.4% that of Georgia as a whole from 2011-2015.

Median household income is \$38,423, less than two-thirds (62.7%) that of Georgia (\$61,224). More than one-fourth of Emanuel County citizens are in poverty (26.4%), compared to only 14.0% in Georgia as a whole. This high poverty has persisted for a number of decades. There are needs for more jobs, more skilled labor to fill existing jobs, and higher paying jobs. Unemployment in the county was an extraordinarily high 7.1% in 2020, compared to 6.5% in the state, and this is even higher than the Emanuel Area average of 6.6%. The county average weekly wage is only \$616, below the regional average of \$677, and well below the state average of \$993. A concerning statistic is that about one third (32.1%) of county workers have to travel outside Emanuel County for work according to the American Community Survey (2011-2015). Job skills of local residents are also a concern; about 21% of local residents are



L Swainsboro, Emanuel County Welcome Sign R Interfor Sawmill

without a high school diploma compared to 12% statewide. Transfer payments represent about 37% of total personal income compared to about 18% statewide. There is less home ownership in the county (58.9%) than Georgia (64%), and housing costs are cheaper within the county. The median value of owner-occupied housing units, 2016-2020, was \$74,700 in Emanuel County as compared to \$190,200 in Georgia, and median gross rents, 2016-2020, were \$633 in the County as compared to \$1,042 in Georgia. Compared to the rest of the country, Emanuel County’s cost of living is 17.1% lower than the U.S. average.

There are other opportunities and cause for optimism for future economic development in Emanuel County beyond housing and cost of living advantages. Employment within the county is concentrated within the government, manufacturing, retail trade/services, and agriculture sectors, and there is relative employment stability, with advances in 2016. There remain many unrealized opportunities related to the abundant fields and forests and outstanding natural resources of the county, as well as its location. The cost of living in Emanuel County is relatively very low, and the crime rate is low making it even more attractive as a place to live for families and new residents and retirees, especially given the appealing quality of life. Continuing population growth is anecdotal evidence that the outstanding quality of life, local culture, outdoor fun, and community location are contributing to attraction success. The county's location, its pastoral landscapes punctuated by abundant and outstanding natural and cultural resources, the local access to arts and culture, the varied outdoor recreation opportunities, the low cost of living, the wonderful family-friendly hometown atmosphere, and the progressive leadership present locally provides even more opportunity for success.

The Emanuel County community has chosen a multi-faceted approach and strategy to improve its economic status and further economic development in the county. The following goals and objectives were chosen to address identified economic development issues in Emanuel County.

Address Educational Levels/Improve Jobs Skills

Emanuel County has a long history of educational leadership, and will continue to support its outstanding school system, the East Georgia State College, Southeastern Technical College campus, and regional Workforce Innovation and Opportunity Act programs. It will develop public/private partnerships through its Chamber of Commerce, civic groups, the technical college, and continuing intergovernmental cooperation. Apprenticeship and job shadowing programs will be created through private-public collaborative efforts to prepare the available workforce and fill available positions.

Support/Enhance/Maintain Viability of Agriculture/Forestry UsesThe community will support efforts to create additional markets, explore alternative crops, and seek value-added businesses which keep such uses viable and profitable. The marketing and development of agri-tourism and nature-based tourism are other means. The support of Crider Foods, Pine Tree Festival and Southeast Timber Expo, the Georgia Sports Arena, existing agricultural operations and outlets, the reestablishment of farmers markets, and others are tremendous assets and opportunities.

Address/Improve Infrastructure/Facilities

The Emanuel County community will jointly work to solve any infrastructure and facility deficiencies or needs, including highway needs, and otherwise address water/sewer, drainage and other needs, particularly for fire protection. The excellent availability of exceptional facilities, like the East Georgia Regional Airport, the numerous recreational facilities, and many more are all evidence that the community is committed to this policy.

Nurture Existing Businesses/Entrepreneurs/Industries

This ongoing effort has been critical to past successes and will continue with passion. The Emanuel County community will work through its development authorities and Chamber of Commerce, and in cooperation with Southeastern Technical College, East Georgia State College, and state agencies, to meet local needs and encourage expansions and new local business development. A schedule of public sector-private sector meetings will be established to determine and update industry and business needs on a regular basis. Job opportunities will be promoted and advertised through a wide range of methods and platforms. Special efforts will be made for agricultural/forest interests. Crider Foods, the global leader in canned chicken products, is an exceptional resource.

Attract New Businesses/Jobs

The Emanuel County community, through its Joint Development Authority, Chamber of Commerce, other authorities, and intergovernmental cooperation, will seek compatible business and industrial development. The community will participate in state designation programs, and will cooperate in providing appropriate funds in making full-time economic development efforts more efficient and effective. State tax credits and local tax incentives for job creation will be marketed. The GRAD certification of local industrial parks is another important and



L Haleigh B's Boutique in Downtown Swainsboro *R* Barber Shop in Downtown Swainsboro

valuable tool in community marketing, as is the technology park and broadband availability countywide. Further enhancing existing industrial sites and developing the new rail served industrial park near I-16 will assist. The U.S. Highway 1/I-16 crossroads location and the rail and airport facilities are major assets and calling cards. Job opportunities will be promoted and advertised through a wide range of methods and platforms. The location, family-friendly hometown atmosphere, many natural and cultural amenities, and overall high quality of life will attract more than people.

Develop/Enhance Tourism

Emanuel County's extraordinary natural and heritage resources, outdoor amenities and splendor, starring the George L. Smith, II State Park, the Ochoopee Dunes, and the Ogeechee, Canoochee, and Ochoopee rivers; unique existing and potential festivals; Downtown Swainsboro and the Main Street Market; its location along important highways; as well as its farms and scenic countryside offer much more potential to increase visitors. The long-running Pine Tree Festival and Southeast Timber Expo also has room for growth. Twin City's new annual Cotton Blossom Festival has potential for growth and the increased number of visitors to the community each year. The Garfield Washpot Cookout and the Oak Park Moonshine festivals are very unique and also have much expansion potential. There is extraordinary local history and heritage which can also be further utilized.



Georgia L. Smith State Park

Improve Transportation Access/Quality/Location Advantage

The Regional T-SPLOST, which will result in many needed local resurfacing and other road improvements, will enhance the community as a place to live and work. It may open up other opportunities for job creation, as well. These and other improvements could enhance local travel and make business markets more accessible. They will also make it more attractive to live in Emanuel County, but work elsewhere. Promotion of trails and bicycling and other nature-based or heritage tourism would also help quality of life and economic development. The expansion of Georgia's ports will make the county location even more attractive, especially given the railroad availability. The East Georgia Regional Airport and its continued improvement is also extremely important.

Revitalize Downtown

The historic fabric and available buildings in Swainsboro and in the other municipalities allow for even more opportunity, despite ongoing and past successes of the Main Street Program. Twin City has much unrealized potential, as do others. The historic nature of these structures allows for development incentives, preservation of unique character, and enhanced quality of life. Community projects in historic structures create civic pride and community cooperation. They also can stimulate private investment.

Develop/Improve Local Industrial Parks/Sites

The community has an almost unheard of number of available industrial parks, sites, and buildings to market, more than most rural areas. This is a tremendous asset for marketing. The existing industrial parks need further improvement, and the new rail-served park near I-16 awaits development. There is further need to continue and build on recent successful efforts in industrial expansion and location.

Promote Quality of Life/Civic and Community Pride/Location

Emanuel County has additional opportunities to promote its small town and rural character, hometown atmosphere, availability of arts and culture, and overall quality of life through its Chamber and other means. The welcoming, family-centric hometown atmosphere; low crime rate; low cost of living; the abundant historic fabric and outstanding natural areas; the local charm and history; the farm and home museum, active arts council, and other cultural outlets; the many, active churches and civic clubs; the general outdoor fun; and the landscape and outdoor amenities are all easy selling cards. The overall county location and easy access to larger urban areas further contribute and facilitate promotion of the county as an excellent place to live, visit, or do business.



L Pine Tree Festival - Knotty Pine 5K R Pathway Technology Park

Enhance Intergovernmental Cooperation

Community efforts working together both within the county, and through neighbors, the region, and state agencies can only facilitate success and scope of effort. This will build on, and take advantage of, the strong tradition of local cooperation and adaptive and progressive leadership. An active chamber of commerce and many civic groups can only make public/private partnerships easier to achieve and more successful. Active participation in regional economic, tourism, and natural resource partnerships offers much potential and benefit.

Address Growth Management/Rural Character Preservation

A well planned community and one which appears neat, orderly, and attractive supports and encourages additional investment. The community has developed limited individual land use regulations to address specific issues and nuisances, but more stronger, general, and coordi-

nated efforts and joint code enforcement are needed, beyond those in Swainsboro. The community can also utilize infrastructure location and civic organizations and programs to assist.

Enhance Economic Development Marketing

Emanuel County has long been noted for its progressive local leadership and community cooperation and collaboration. Reenergized efforts supported by the local governments, local chamber, and local civic groups can accomplish much to help the community cooperate and advance in economic development. Participation in regional and state partnerships and utilizing state designation programs can help. State job tax credits and recently developed local tax incentives can be highlighted.



L Timber Industry R Southeastern Technical College Students

Support of Adult/Youth Leadership Programs

Progressive, cooperative leadership with a strong civic consciousness and concern for the greater good has long been a hallmark of Emanuel County. There is always a need to nurture new leadership and continue the tradition as time does not stop for anyone.

Attract New Residents/Retirees

Emanuel County has much to offer both business and residents alike from location and transportation access to built and natural environment, to family-friendly hometown atmosphere, low cost of living, an extraordinary quality of life and much opportunity. To grow the economy and tax base which allows better incomes and the ability to afford improved services, there is a need for more people. Marketing the community and allowing others to realize how truly unique and special the community is can help accomplish this.

Land Use



The landscape and the way land is used is often visible and tangible evidence of planning or the lack thereof. It reveals the pattern of growth and development, and how we relate to the natural environment. It often defines what we view as the character of our community, and is a major component in our determination of quality of life. As science evolves, we realize with greater certainty that the way our land is used and managed has definite implications for air and water quality, and the diversity and health of our ecosystems.

The awareness of the impacts and consequences of the way land is used illustrate the need for wise use of our finite supply of land, and the necessity of sound decisions in its development or protection. The need for sustainable growth and development, which accommodates our development needs while maintaining balance and control, and limiting impacts on the natural and built environment, is recognized in the state quality community objectives.

Sound, quality growth and development results from effective and balanced land use planning that anticipates, prepares, and exercises control over development decisions. It guides and directs growth and development into a desirable and efficient pattern of land use to achieve compatibilities in use, proper return and effective use of public investments in infrastructure and services, and minimal impacts to environmentally or aesthetically important natural and cultural resources.

The lack of planning, on the other hand, can result in uncontrolled and unmanaged growth which can wreak havoc on community desires and plans, negatively impact property values, degrade the environment and landscape, and foster other detrimental effects or burdens in a short period of time. It can destroy important natural functions and treasured views or other parts of the landscape. It can cause new public tax or service burdens while lowering return or lessening use of public infrastructure already paid for or invested in. Public desires or future plans or options can be precluded or prevented by such uncontrolled growth, while other ill-advised consequences or burdens upon the general public can result.



Emanuel Interstate 16 Industrial Park

A community's land use planning efforts are an attempt to provide a policy guide and framework or blueprint for desired growth and development. Sound planning provides for managed growth and development, allowing for necessary land use and development, but guiding it in such a manner that balances and protects resources, systems, and other aspects of the landscape important to the community. Such planning tries to lessen, mitigate, or avoid inconsistencies, inefficiencies, or conflicting land use efforts. Existing patterns and trends of land uses, community investment in and location of facilities and services, important natural and cultural constraints, and overriding community desires are considered and accommodated in developing and delineating the desired pattern of growth and development.

Emanuel County and its municipalities are united in their vision and desires for growth. It is a rural county with abundant and exceptional natural and cultural resources, great pastoral

and natural beauty, envious location, excellent transportation access, and many assets for growth. The community has a long history of balancing agriculture and industry, preserving and celebrating past heritage while advancing the new and modern, utilizing and conserving natural and cultural resources, celebrating the arts, promoting education and culture, and exhibiting progressive leadership for the general good. For these reasons, particularly given the county's central location between metro areas, I-16 and other highway access, the high level of government services, and the overall extraordinary quality of life, the community has enjoyed and continues to enjoy steady growth somewhat unusual in its consistency for a rural area since 1960. The community's vision for its future growth and development is one that maintains and builds upon this growth while protecting the existing character, atmosphere, and high quality of life. This growth would protect and utilize the community's exceptional natural and cultural resources and scenic landscapes, while continuing to grow and develop in a manner conducive and compatible with such beauty, family fun, outdoor adventure, appreciation of education and the arts, and overall high quality of life. Land uses would continue to look similar to those existing, and the small-town, family-friendly, but progressive,



Swainsboro Golf & Country Club

rural character and atmosphere would be maintained. Infrastructure and amenities would be expanded and developed to support and attract both population and business growth, primarily in or adjacent to the existing municipalities and developed or developing areas, particularly the U.S. 1 Corridor from I-16 to Swainsboro. Agricultural and forestry uses would be kept viable and remain the principal land uses of the county. The superlative natural and cultural resources would be protected and utilized for increased tourism. These rural open landscapes would be an integral component of the economy of the county, and the preservation of rural character supportive of open space and natural and cultural resource protection. Commercial and industrial growth would be compatible and supportive of continued agricultural/forestry uses, and would maintain the high quality of life and small-town, rural character while providing additional jobs and economic opportunity. All of this would be components of a concerted strategy to attract new residents, retirees, and economic development supportive and complementary to existing uses and character which further adds to the extraordinary quality of life.

While technically only the City of Swainsboro is required, because of its zoning ordinance, to have a Land Use element in its comprehensive plan under the current DCA planning standards, all Emanuel County local governments have chosen to include the element in this joint comprehensive plan. Existing land use maps visually convey to all concerned the current landscape and correlation of extant development. Future land use maps illustrate to all concerned the community's vision and desires for additional growth and development. Such depictions also lend credence and supporting background information important to understanding and illustrating official local government policy in designating lands unsuitable for solid waste handling facilities in local solid waste management plans. Land use maps do provide official display of community desires and goals for compatible future growth and development.



L Emanuel Industrial Park West R Residence in the City of Adrian

The community's land use maps are, however, a general policy guide and framework, not necessarily a rigid or unchangeable picture of future growth and development. Not all growth or developments can be foreseen, and other events could necessitate a change in community vision or desires. The depicted pattern of desired future growth and development displayed on future land use maps is a current statement and reflection of community expectations and desires. It provides a context, framework and background for the public and private sector to utilize to plan, evaluate, shape, guide, and evaluate proposed developments and other decisions affecting the use of the land and community growth and development. The plan provides a context for forethought, examination of impacts and consequences, and mitigation of land use decisions on the community's growth and development and desired future patterns and community vision.

Existing Land Uses

Existing land use patterns for Emanuel County and the municipalities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City are depicted on the following maps. A table depicting the existing distribution of land use acreages is shown below.

Land use categories utilized in the development of this plan and in the land use maps are the standard categories established by the Georgia Department of Community Affairs and defined in the planning standards as below.

Residential. The predominant use of land within the residential category is for singlefamily and multi-family dwelling units.

Commercial. This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, located as a single use in one building or grouped together in a shopping center or office building.

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

Public/Institutional. This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.

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

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

Agriculture. This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or similar rural uses.

Forestry. This category is for land dedicated to commercial timber, pulpwood production, or other woodland use.

Emanuel County is Georgia's 7th largest county in geographic area and boasts a growing

Existing Land Use Distribution, Emanuel County, 2022
(Acres)

Land Use Category	Acreage	Percent of Total
Agriculture	120,354	27.25
Commercial	1,889	0.42
Forestry	271,274	61.43
Industrial	1,415	0.32
Park/Recreation/Conservation	4,415	0.99
Public/Institutional	3,950	0.89
Residential	25,163	5.69
Transportation/Communications/Utilities	13,067	2.95
Total	441,527	100.00

Source: Heart of Georgia Altamaha Regional Commission Geographic Information System, 2022.

population of about 23,000 persons. The large rural county is located in East Central Georgia and has many assets and appealing advantages for continued growth. Its geographic location is almost in the center of a triangle formed by Georgia’s Augusta, Macon and Savannah’s metropolitan areas. Emanuel enjoys excellent transportation access as it is located along Interstate Highway 16. Its largest city, Swainsboro, the county seat, is located at the crossroads of U.S. highways 1 and 80, which both once traversed the entire U.S. Swainsboro soon earned the moniker, Crossroads of the Great South. There are other important highways within the county including U.S. Highway 221, and no less than six state routes. In addition to excellent highway access, Emanuel County enjoys an airport, East Georgia Regional, which includes Georgia’s 13th longest runway at 6,070 feet, rail service, and even a state designated bicycle route.

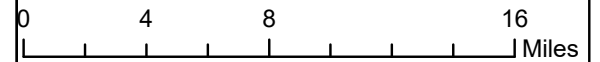
Beyond transportation access, the community has many developed locations for business and industry. The community has seven designated industrial parks containing more than 1,400 acres. The community has broadband telecommunications availability countywide and developed the first technology industrial park in rural Georgia. This Pathway Technology Park, with redundant fiber optic loop, is located adjacent to the community’s four-year state college, East Georgia State College. The community also has a principal campus of Southeastern Technical College, a unit of the Technical College System of Georgia, and award-winning public and private secondary schools. There is already an array of diverse industry located within the county, including a Canadian-owned sawmill, a regional UPS distribution facility, and Crider Foods, the global leader in canned chicken products.

Beyond the outstanding physical attributes for growth in Emanuel, there is an excellence in facilities and services truly unexpected in a rural community. There are professionally mana-

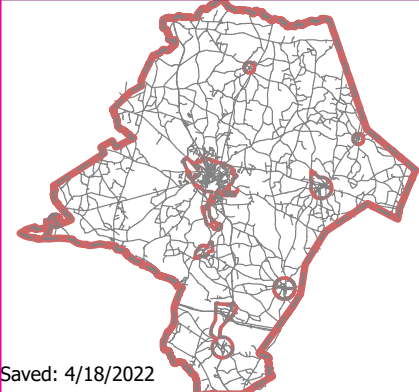
Emanuel County Existing Land Use

Existing Land Use

- Agriculture
 - Commercial
 - Forestry
 - Industrial
 - Park/Recreation/Conservation
 - Public/Institutional
 - Residential
 - Transportation/Communication/Utilities
 - City Limits
 - County Boundary
- Roads



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SOURCE: HOGARC, 2022

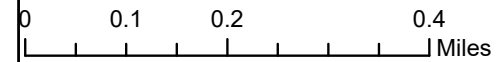
City of Garfield Existing Land Use



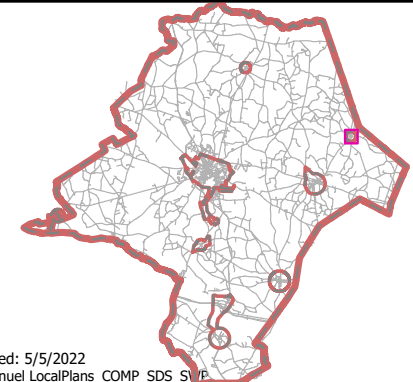
City Limits

Existing Land Use

- Agriculture
- Commercial
- Forestry
- Industrial
- Park/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities



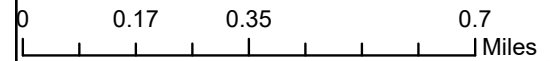
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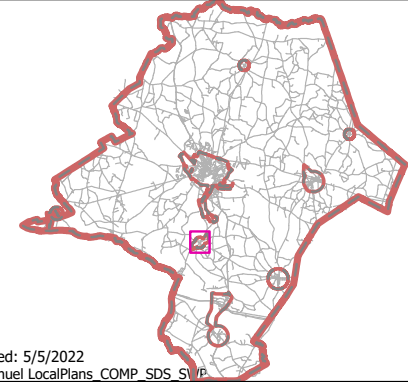
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City of Nunez Existing Land Use

-  City Limits
- Existing Land Use**
-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities



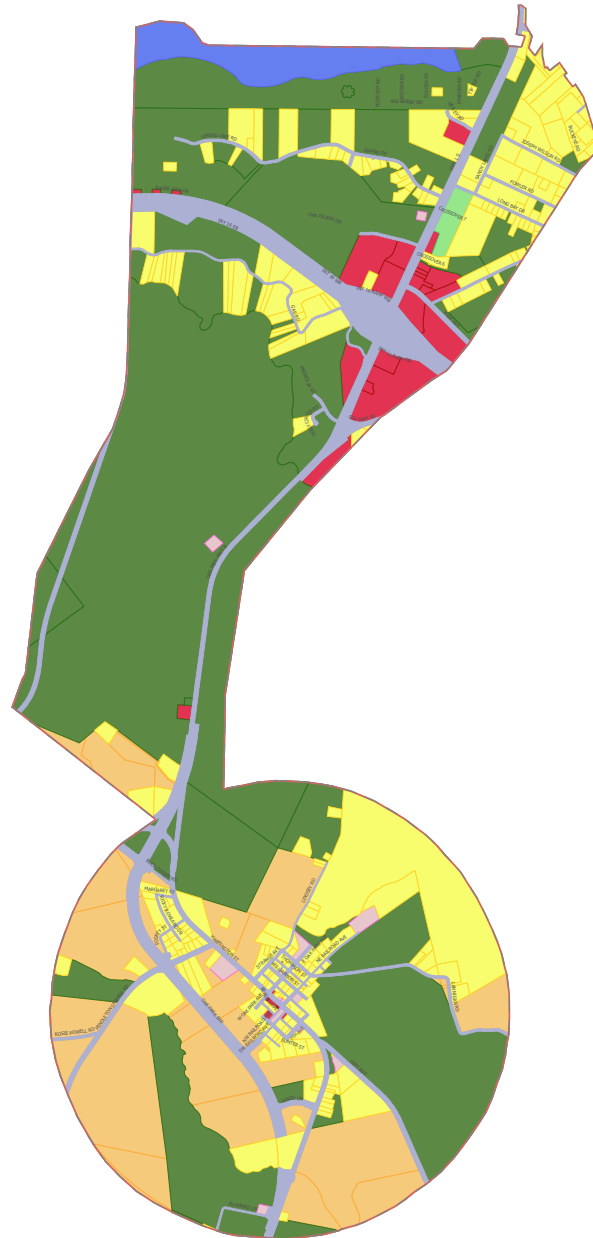
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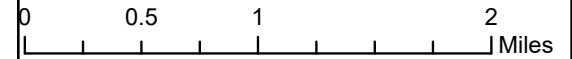
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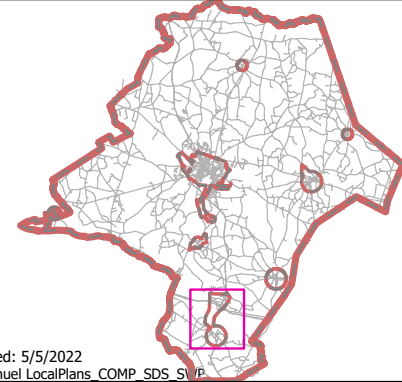
City of Oak Park Existing Land Use



-  City Limits
- Existing Land Use**
-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities



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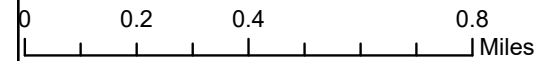


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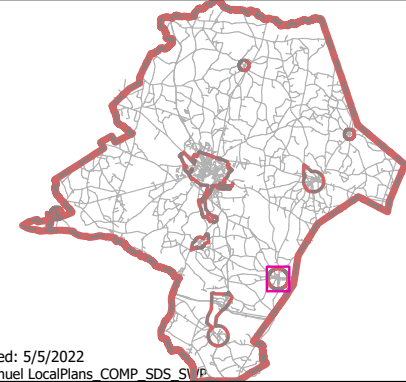
City of Stillmore Existing Land Use



-  City Limits
- Existing Land Use**
-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities

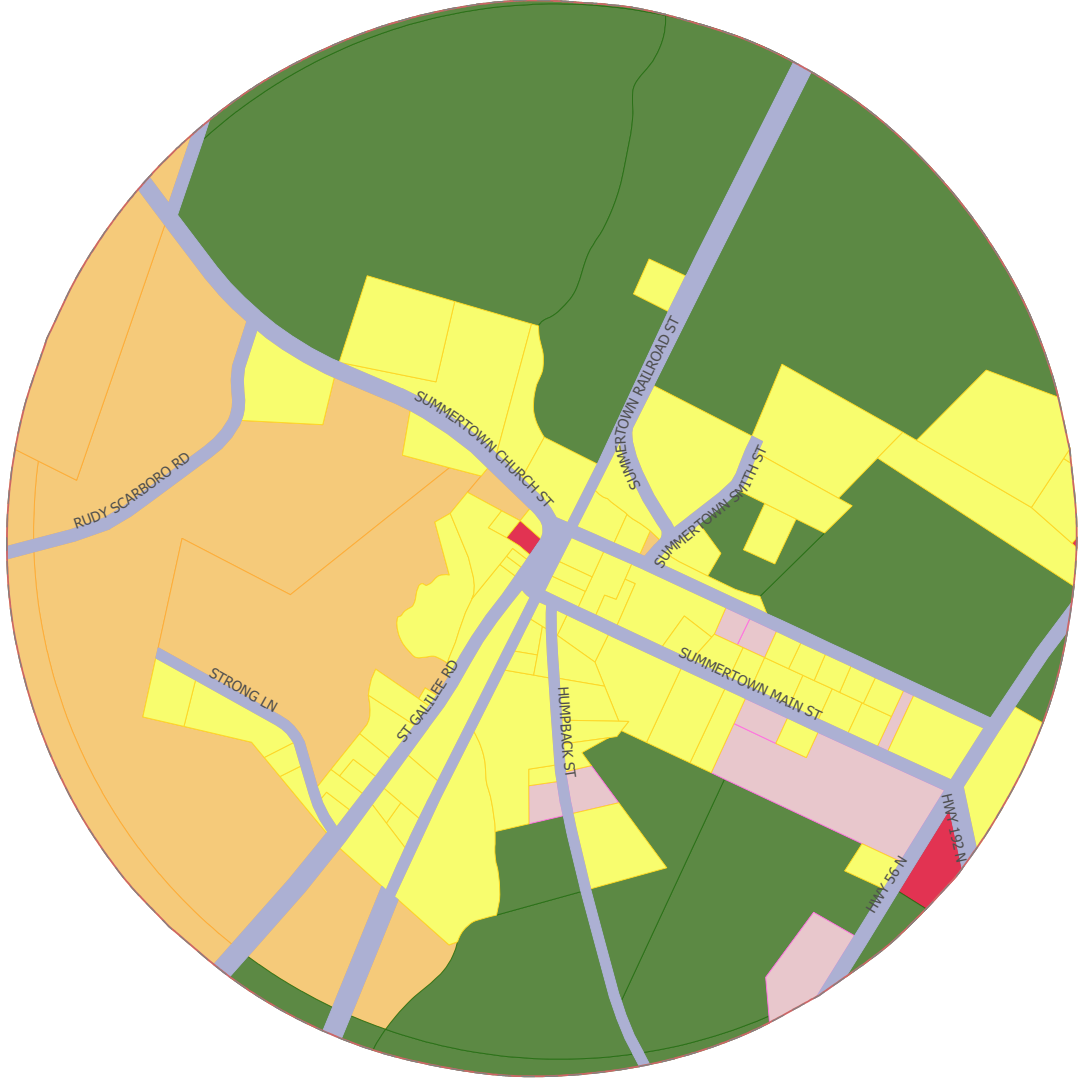


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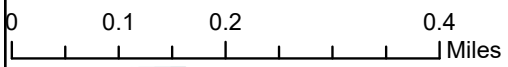


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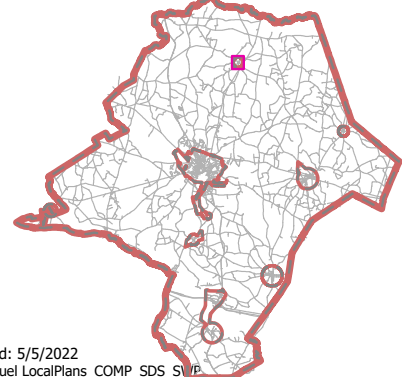
City of Summertown Existing Land Use



- City Limits
- Existing Land Use**
- Agriculture
- Commercial
- Forestry
- Industrial
- Park/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities

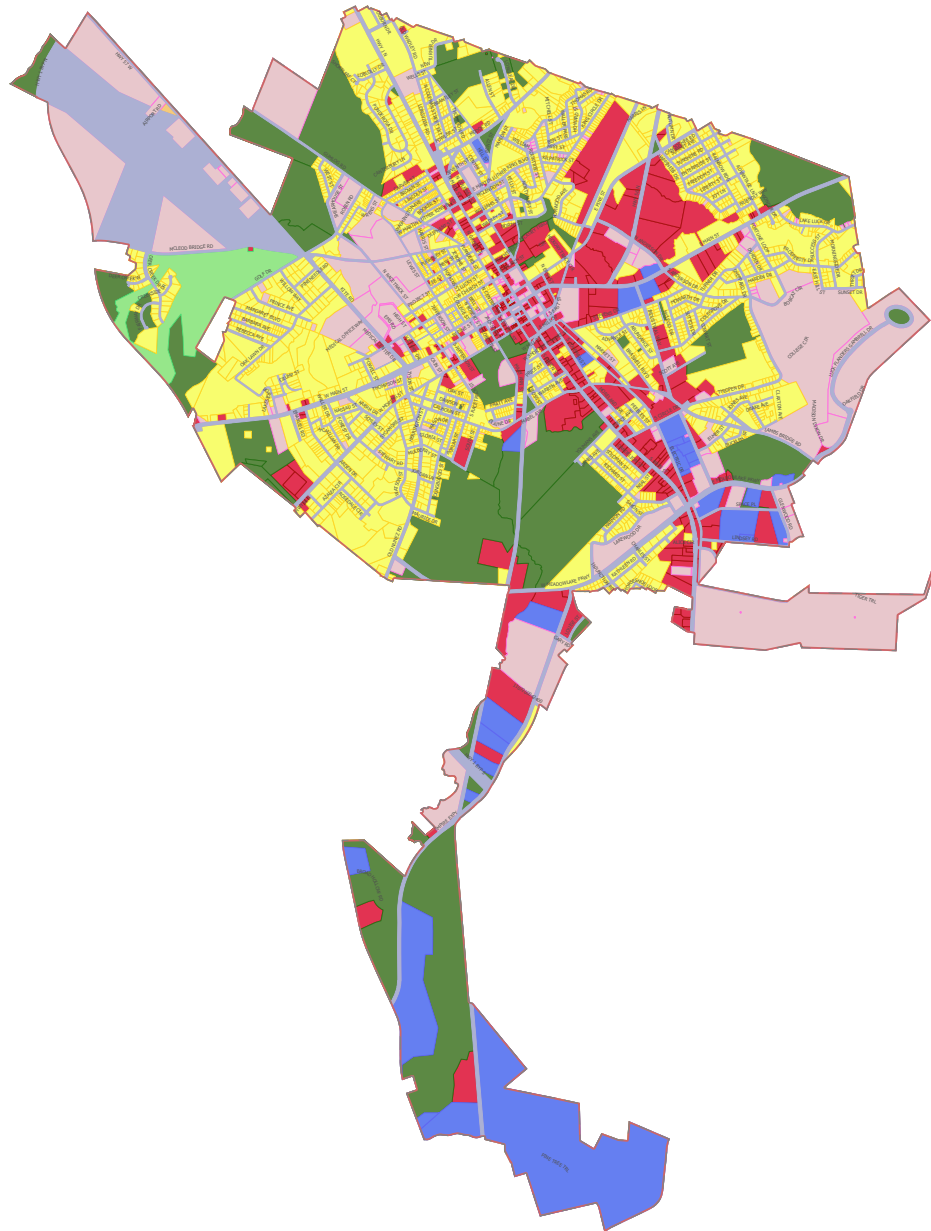


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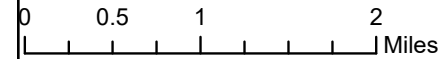


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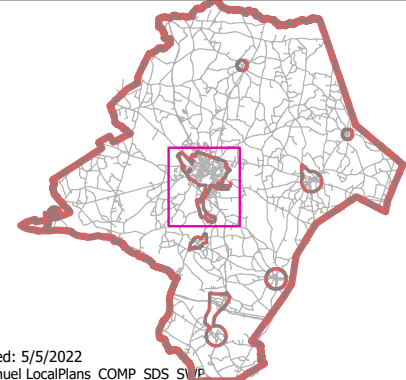
City of Swainsboro Existing Land Use



-  City Limits
- Existing Land Use**
-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities

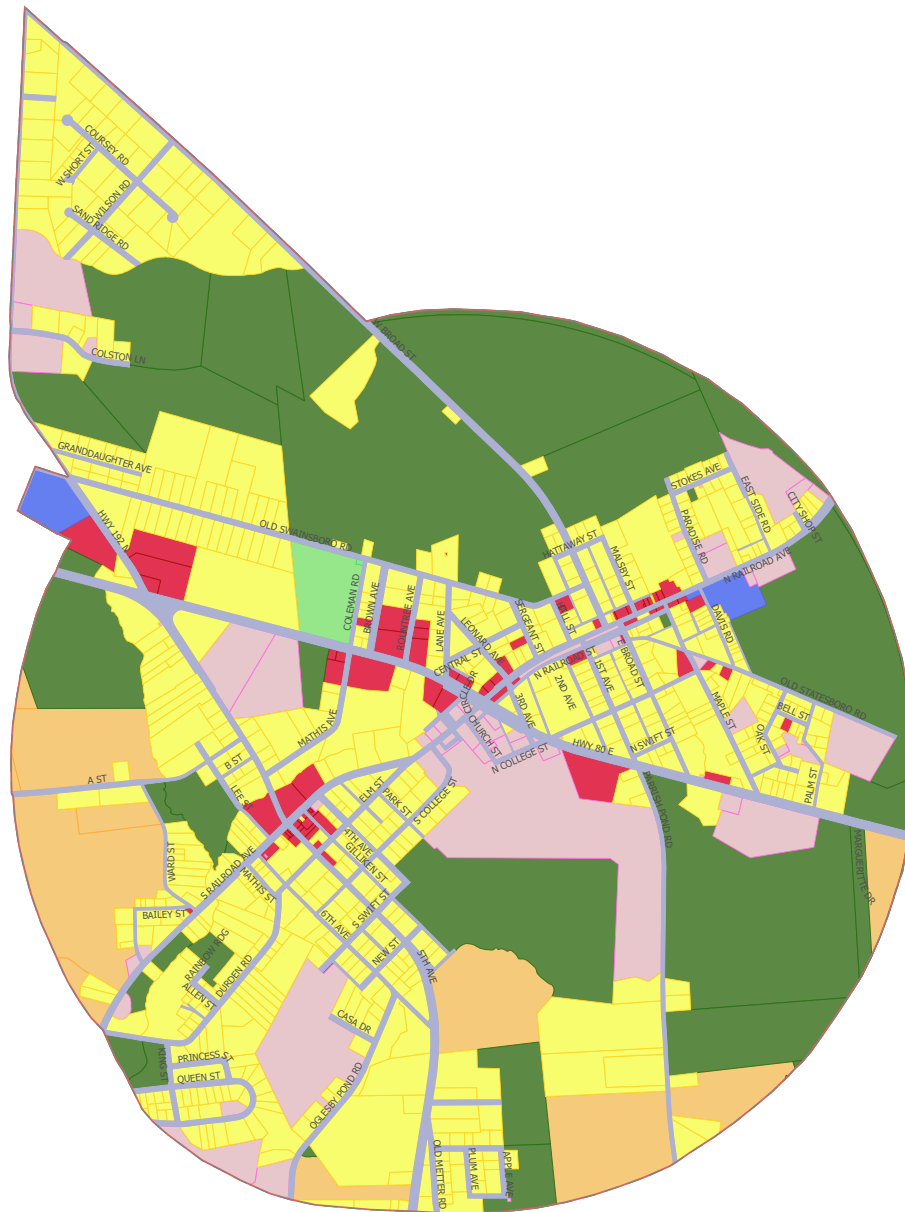


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City of Twin City Existing Land Use



City Limits

Existing Land Use

Agriculture

Commercial

Forestry

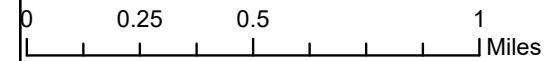
Industrial

Park/Recreation/Conservation

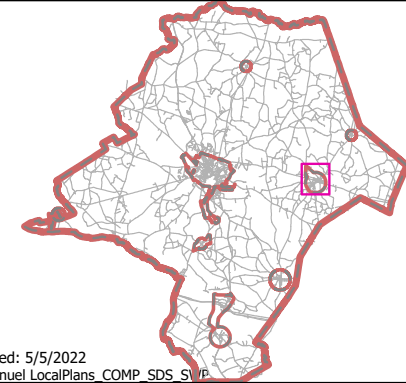
Public/Institutional

Residential

Transportation/Communication/Utilities



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ged water and sewer facilities and services with ample capacity of growth. There is a five-star rated regional hospital, an extraordinary local library, a wide variety of local recreational parks and facilities, and a local commitment and striving for progressive leadership and desire to innovate and improve. Southeastern Technical College was designated Georgia's 2016 Technical College of the Year. East Georgia State College is located in Swainsboro only as a result of local fundraising and civic leadership, and has continued to grow to include off-campus satellite locations and to offer distinctive, innovative programs not duplicated elsewhere in Georgia's University System. The community has long been a leader in education and attention to arts and culture. It was once an important nationwide stage for country music, and today has an active arts council, a working farm museum village, noted public event spaces downtown, and has won awards for its efforts in downtown revitalization. The community is now proudly developing a historic downtown theater into a broadly supported community arts center. The community's historic Pine Tree Festival and Southeast Timber Expo has been celebrated for nearly three-fourths of a century, and is Georgia's longest continuously operated festival.



Pine Tree Festival



These wonderful physical attributes, facilities and services, the visionary leadership and committed dedication to history, arts, and culture all contribute to a very appealing and extraordinary quality of life conducive to further growth and development in the community. Beyond these outstanding assets, the community also enjoys exceptional natural beauty and resources. The pine tree has long been important to the county and even today, the community is appropriately nestled in a seemingly never-ending and mesmerizing sea of tall verdant pines. The community is also home to one of the most picturesque and well visited state parks, the George L. Smith, II State Park, complete with a stunning 412-acre, cypress-filled lake and an often photographed historic covered bridge and grist mill. In addition, some of the most important and visually appealing natural areas of Georgia, the Ohoopie Dunes, are located within the county. These stark-white sandhills along the Little Ohoopie and Ohoopie rivers stand in stark contrast to the slow-moving, clear, but burgundy-stained adjacent river waters. These many appealing

assets of Emanuel County and the resulting high quality of life are mostly without equal in rural Georgia, and even many urban areas. They will continue to attract people and businesses to live, work, play, visit and do business within Emanuel County.

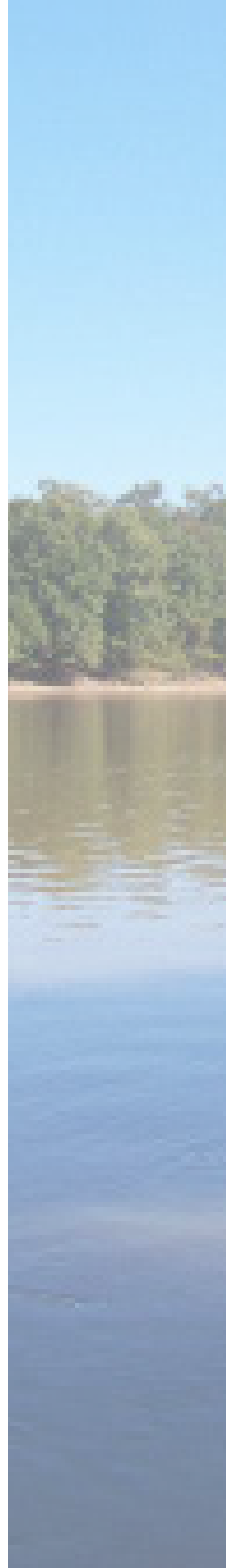
These assets and admirable traits have allowed Emanuel County to continue with steady growth since 1960 despite globalization, the mechanization of agriculture, the decline of individual manufacturing concerns, or recessionary periods which have devastated many rural communities. The community exhibits relatively strong growth now, and still has many assets for continued growth and development. These include location, transportation facilities, progressive leadership, top-notch community facilities and services, nurtured and celebrated outlets for arts and culture, and outstanding natural and cultural resources. The community continues to invest in its infrastructure, public facilities, and other amenities to encourage, support, and attract compatible future growth and development.

Similar growth and development trends are expected to continue as a result. There continues to be much potential for additional residential and business growth and more diverse economic development by embracing and augmenting its backdrop of facilitating community resources, impressive heritage, abundant cultural and natural resources, and overall quality of life. The community truly should continue to enjoy success and expanding growth and development by utilizing its many assets to continue to welcome even more people, business, and industry.

Most current growth is concentrated in or near Swainsboro, including residential, commercial, and industrial. Commercial development has concentrated in Swainsboro, particularly in downtown and along U.S. 1 and U.S. 80, especially south and west of downtown towards the U.S. 1 Bypass. The industrial park areas in and near Swainsboro have been, and will likely be, the home of most industrial development. There is also the new rail-served industrial park to be developed north of Oak Park adjacent to the railroad and near I-16. The U.S. 1 Corridor from I-16 to Swainsboro could see both commercial and industrial uses grow, as could the U.S. 1 Bypass west of Swainsboro. The smaller municipalities could also see some limited commercial growth. Residential growth within the county has been relatively limited, and not particularly concentrated. It has been scattered single-family housing, predominantly manufactured housing, within existing agricultural/forest uses, but again more generally west and south of Swainsboro particularly from Georgia 297 to Old Nunez Road and near the U.S. 1 Bypass. There has been only limited growth in the smaller municipalities, although they have land available for development.

These development trends and growth patterns are expected to continue. The county's future land uses will closely resemble existing land uses. Agricultural, forestry, and conservation uses will continue to predominate the landscape, and maintain the outstanding existing smalltown and rural character and appealing high quality of life.

Future land use maps for Emanuel County, Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City are included following this description.



Land Use Goals

Emanuel County and its municipalities seek future growth and development respective of the small-town and rural character, the rich heritage, abundant natural and cultural resources and agricultural/forestry/conservation uses, and the existing high quality of life. The community desires balanced growth patterns which promote economic development, but maintain and keep viable existing agricultural, forestry and conservation uses, which sustain its heritage, abundant natural and cultural resources, and which are otherwise compatible and complementary of existing uses and scale of development. The community has chosen the following land use goals to help bring about its desired future and delineated community vision.

Address Growth Management/Guide Compatible Development

A well planned community and one which appears neat, orderly, and attractive supports and encourages additional investment. The community has developed zoning only in Swainsboro, and otherwise has only limited individual land use regulations to address specific issues and nuisances, but more general and coordinated efforts and joint code enforcement are needed. The community can also utilize infrastructure location; improvement of facilities and services; support of agricultural, forestry, and conservation uses; downtown revitalization; and involvement of its citizenry to assist. Swainsboro can update and modernize its zoning ordinance, and possibly contract code enforcement to others, to assist with furthering these goals.

Maintain Open Spaces/Agricultural/Forestry Uses/Rural Character/Quality of Life

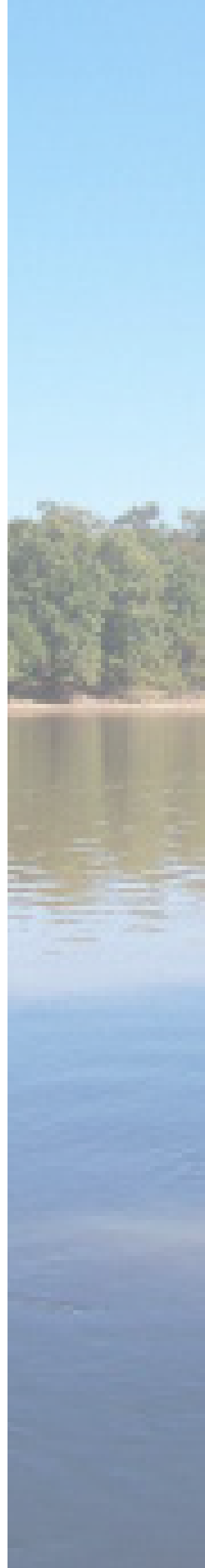
Development of new markets, supporting creation of alternative crops and uses, celebrating the heritage of these uses, providing professional support, and attracting compatible agribusiness or other supportive economic development ventures all can help achieve this. Support and facilitation of existing local outlets, like the Pine Tree Festival and Southeast Timber Expo, the Cotton Blossom Festival the Georgia Sports Arena, farmers markets, and creation of new avenues and outlets will also help. Developing and supporting outdoor events/facilities/festivals, and encouraging more tourism will provide additional support.

Encourage Infill Development

It only makes sense to utilize lands and buildings where taxpayers and private interests have invested in providing costly infrastructure and construction in the past before extending additional infrastructure or incurring completely new construction costs. There are an abundance of available vacant commercial, industrial and residential structures within the community, as well as areas with readily available infrastructure, including commercial areas in Swainsboro. Available historic buildings located in Swainsboro, Twin City, and in the other smaller municipalities, or elsewhere are avenues for preservation of character and heritage and opportunities for economic and community development utilizing existing served areas. Attractive and relatively low-cost historic homes are a potential attraction for retirees and families alike.

Improve Community Appearance/Aesthetics

Emanuel County and its municipalities have much intrinsic natural and cultural beauty and Old South and family-friendly charm attractive to residential location and tourism. Landscaping/



beautification efforts, general clean-up, and rehabilitation/upgrade of existing structures/ areas will serve to accent and highlight this. Enhanced solid waste management and recycling initiatives can also assist in these endeavors.

Seek Compatible Development/Utilization

Growth supportive, not disruptive through use, scale, or intensity, of the community's existing rural character, small-town atmosphere, extant heritage, abundant natural and cultural resources, and current agricultural/forestry/conservation uses is desired.

Utilize Infrastructure to Guide Growth/Development

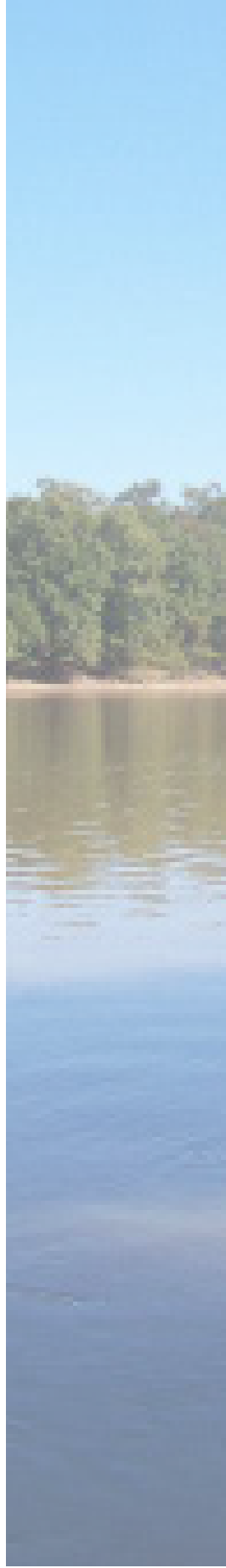
It only makes investment sense to utilize infrastructure and areas where the community has already invested tax dollars to the extent possible to realize greater returns and avoid disruption of agriculture/forest or other lands important to the economy or character of the community. If necessary, the extension of new infrastructure and facilities can steer development to areas desired by the community for new growth to occur.

Encourage Tourism











Emanuel County has a rich history, much of it related to its superlative natural and cultural resources and its pastoral landscapes. Certainly the Ogeechee, Ohoopsee, and Canoochee rivers are outstanding assets with much unrealized potential for increased recreation and tourism within the county. The Ohoopsee Dunes are extraordinary and found nowhere else in the world, and the George L. Smith, II State Park is one of the most unique and appealing in Georgia. There is extensive history and heritage related to naval stores and agriculture which begs for further attention and promotion. The Pine Tree Festival and Southeast Timber Expo offers even more potential as do the Garfield Washpot Cookout and Oak Park Moonshine festivals. In addition to utilization as an economic development venue, such tourism can build larger audiences and citizen support for further protection and enhancements of these special resources themselves. The Georgia Sports Arena and Main Street Market, the Twin City National Register Historic District and others also hold much promise for increased visitors. Trail and bicycle path development connecting resources/venues within the county, and on a regional basis, also has much potential.

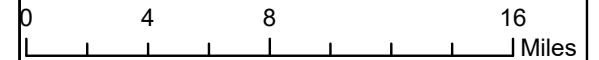
Encourage Tourism

The historic fabric and available buildings in downtown Swainsboro, Twin City, and elsewhere allow for additional opportunity and enhanced development, even as Swainsboro's Downtown Development Authority and Main Street Program have already realized much. The historic districts allow for local, state, and federal incentives while providing outlets for new businesses preserving unique character and history, and further enhancing the quality of life. Community projects in historic structures, as has been seen in downtown Swainsboro, create civic pride, facilitate community cooperation, and provide further avenues for community use and celebration. They can also stimulate private investment. The Main Street Market has already proven to be an excellent business incubator and stimulus for further private development, as well as a tourism draw. The Barbara and Tobe Karrh Community Arts Center being developed in the historic Karrh Center also holds much promise as a tourism draw and economic magnet.

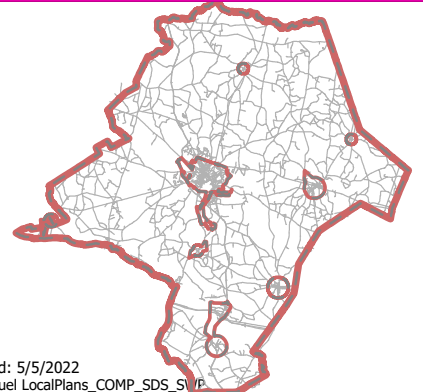


Emanuel County Future Land Use

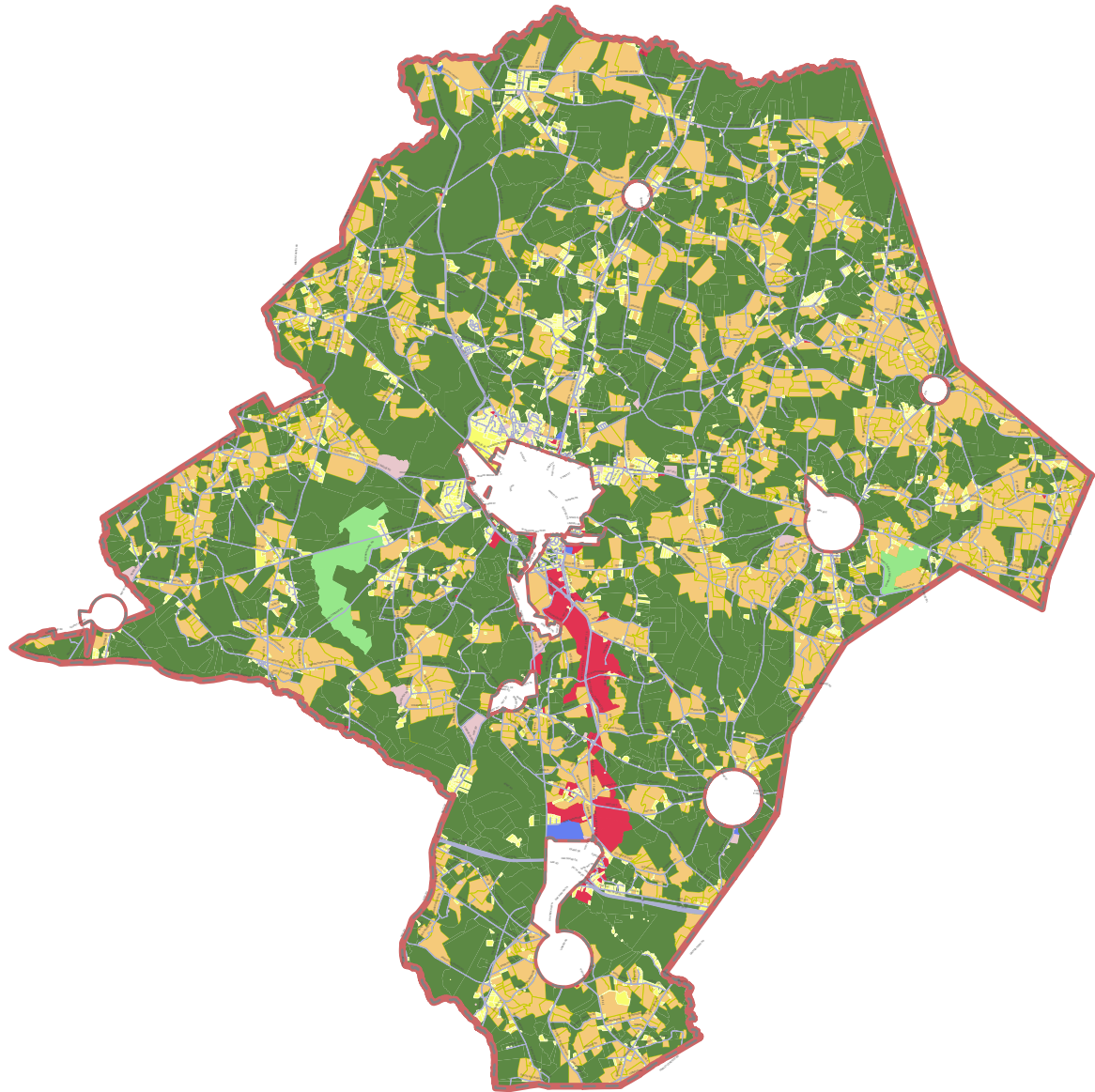
-  City Limits
 -  County Boundary
- ### Future Land Use
-  Agriculture
 -  Commercial
 -  Forestry
 -  Industrial
 -  Park/Recreation/Conservation
 -  Public/Institutional
 -  Residential
 -  Transportation/Communication/Utilities












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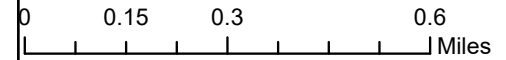


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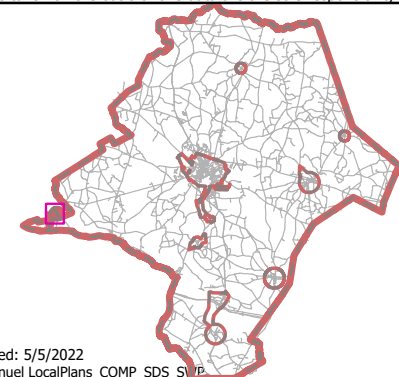


City of Adrian Future Land Use

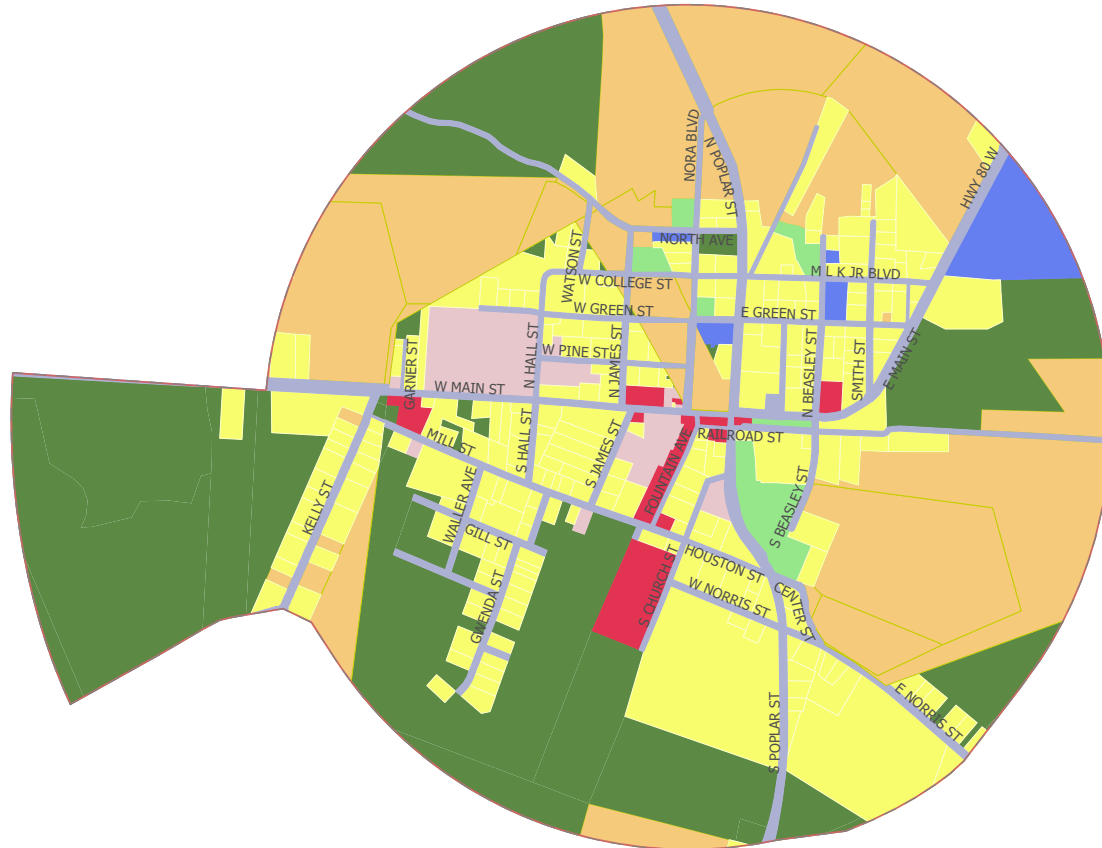
-  City Limits
- Future Land Use**
-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities



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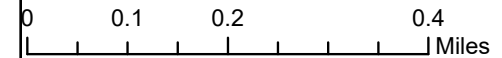
City of Garfield Future Land Use



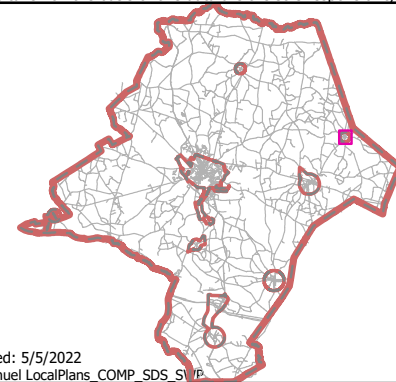
City Limits

Future Land Use

- Agriculture
- Commercial
- Forestry
- Industrial
- Park/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities



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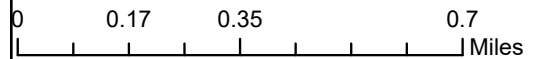


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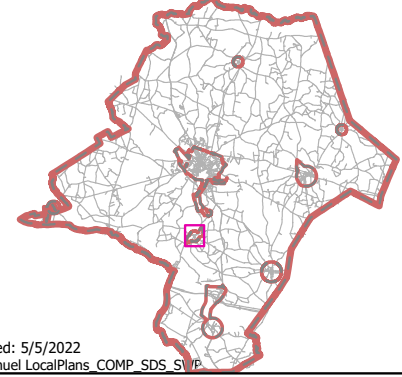
City of Nunez Future Land Use

Future Land Use

-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities
-  City Limits



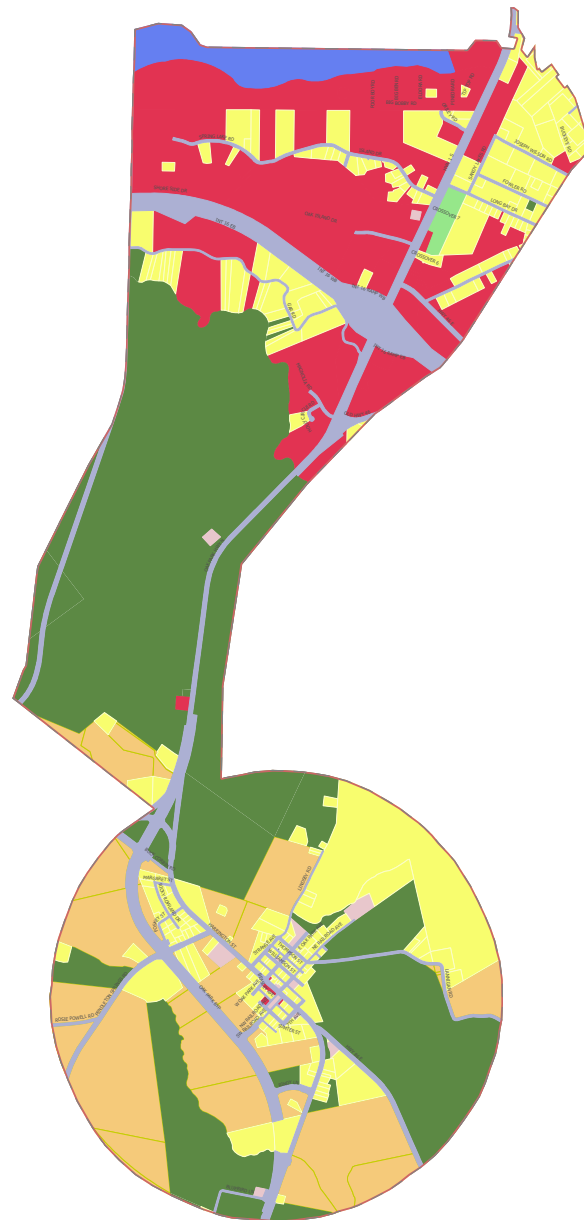
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City of Oak Park Future Land Use



City Limits

Future Land Use

Agriculture

Commercial

Forestry

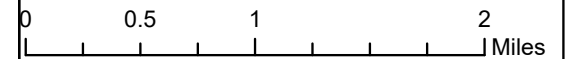
Industrial

Park/Recreation/Conservation

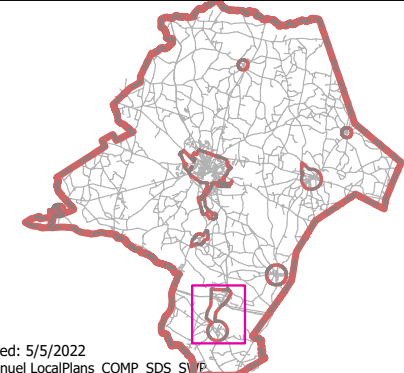
Public/Institutional

Residential

Transportation/Communication/Utilities



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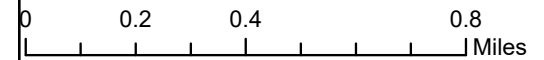
City of Stillmore Future Land Use



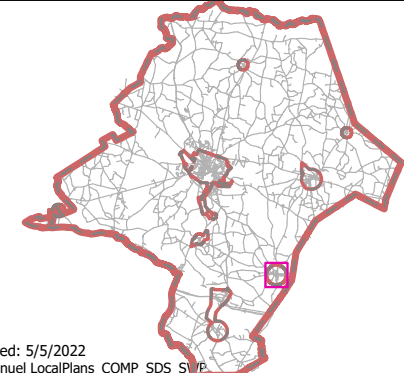
City Limits

Future Land Use

- Agriculture
- Commercial
- Forestry
- Industrial
- Park/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities

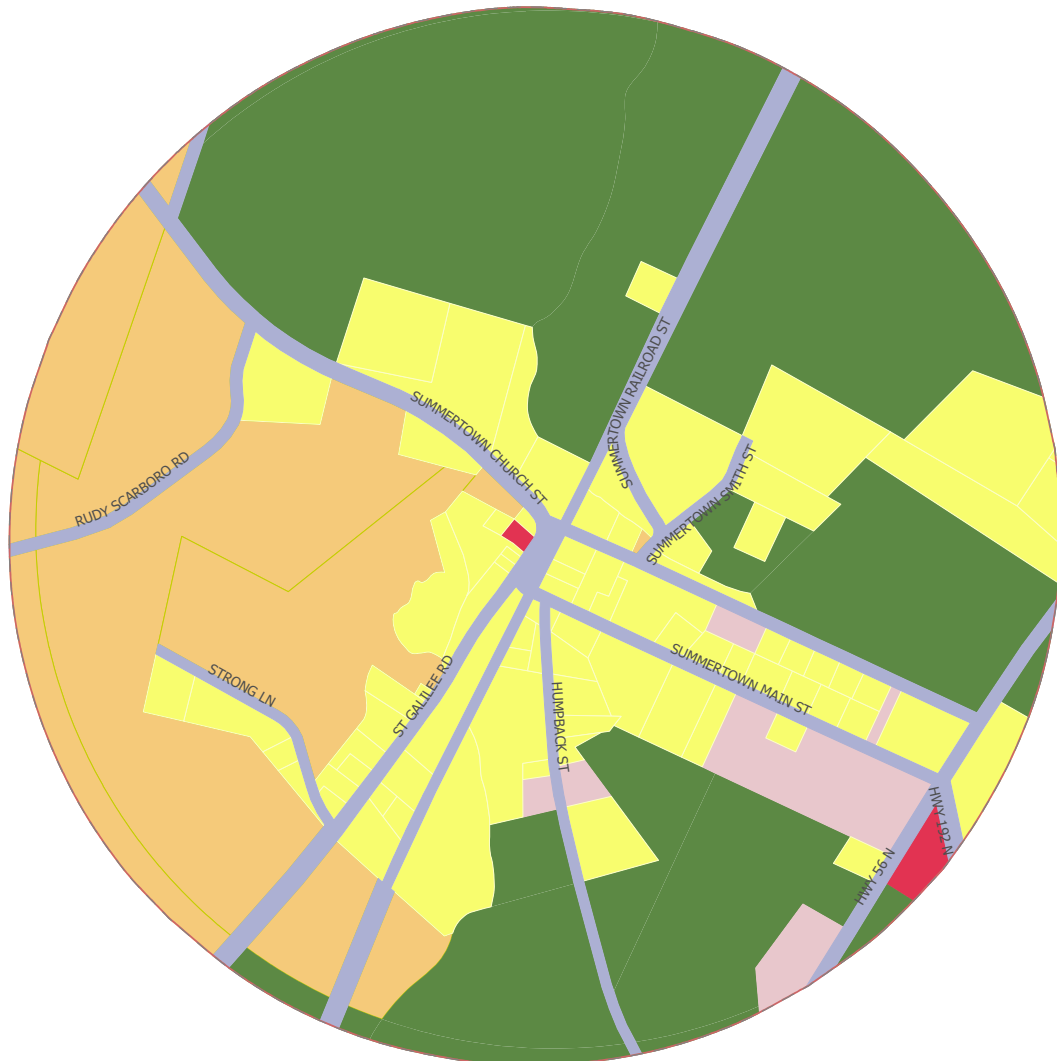


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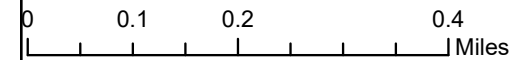
City of Summertown Future Land Use



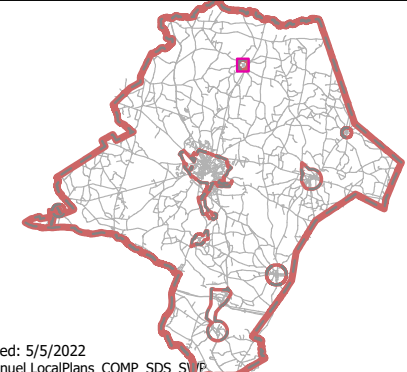
City Limits

Future Land Use

- Agriculture
- Commercial
- Forestry
- Industrial
- Park/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities



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City of Swainsboro Future Land Use

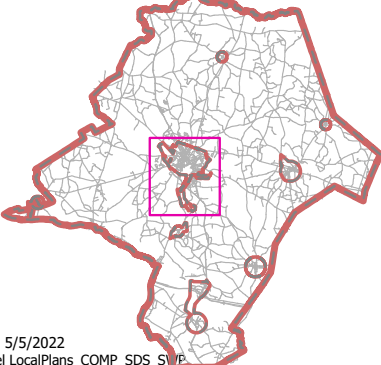
Future Land Use

-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities
-  City Limits

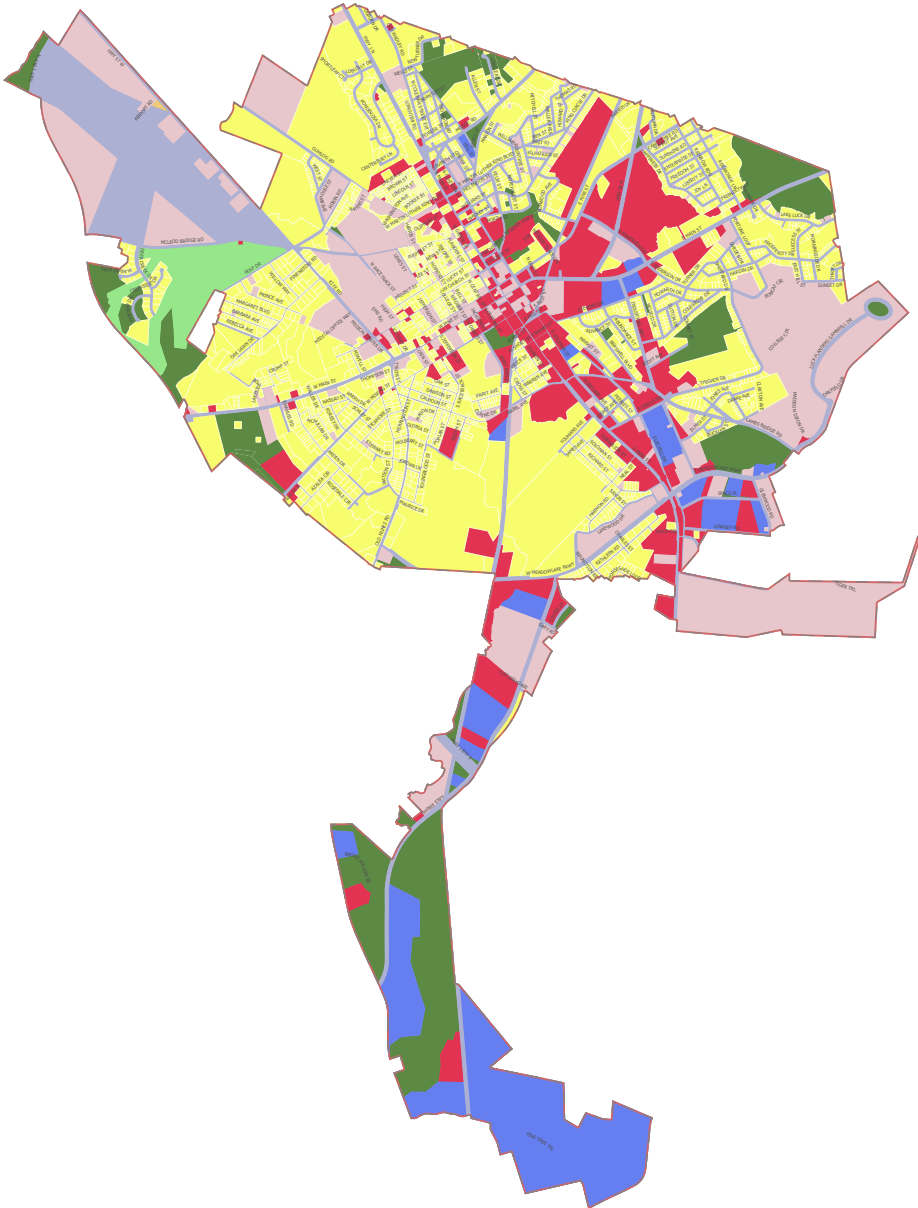
0 0.5 1 2 Miles



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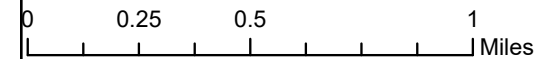
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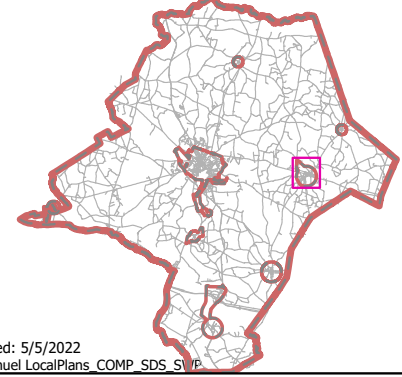
City of Twin City Future Land Use

Future Land Use

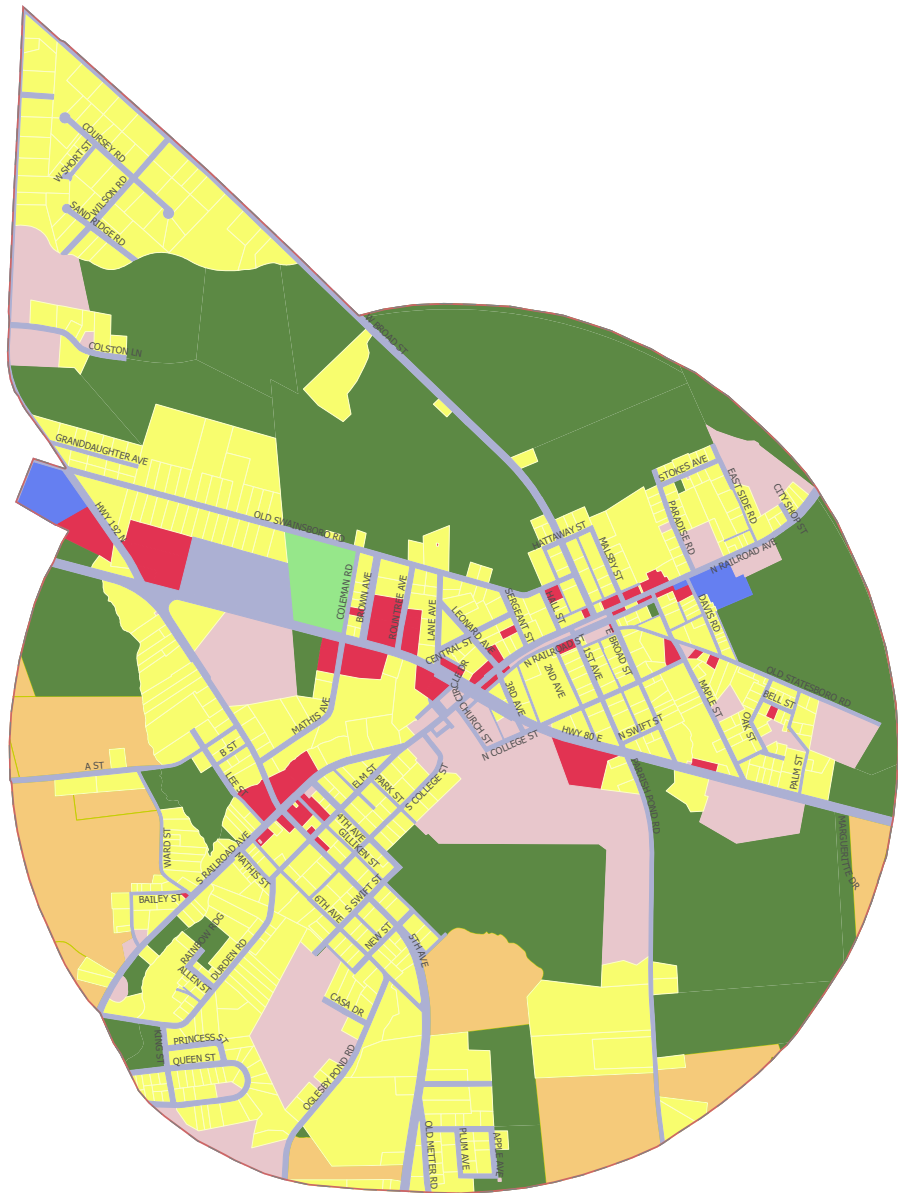
-  Agriculture
-  Commercial
-  Forestry
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities
-  City Limits



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Community Work Programs



The Community Work Program Element is the chosen implementation strategy which the community has identified to begin its path toward improvement and its desired future growth and development. These are the immediate steps the community has chosen to address identified community issues, needs, and opportunities, and begin the journey to achieve the desired community vision.

This plan element answers the questions, **“How are we, as a community, going to get where we desire, given where we are?”** The Emanuel County Joint Comprehensive Plan includes a separate community work program for each local government involved, as well as a report of accomplishments on their previous work program. The Long Term Policies identified under the Community Goals element identifies implementation activities and ideals which may take longer than five years, or because of circumstances involved, including finances, are not envisioned to begin in the near future.

Emanuel County

Community Work Programs

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Complete installation of a 250,000-gallon water tower to serve the I-16 Industrial Park and the north side of the City of Oak Park	Y	2020						Action item completed in 2020.
2018	Complete the extension of water infrastructure and wellhead equipment to Lot#1 in the I-16 Industrial Park			Y	2023				Action item underway. Work on the project has been initiated.
2020	Construct permanent wastewater infrastructure for the I-16 Industrial Park			Y	2023				Action item underway and estimated to be complete in 2023.
2018	Pursue the installation of a natural gas line in the I-16 Industrial Park			Y	2024				Action item is driven by what the occupants of the industrial park need.
2018	Pursue the reopening of rail access between Swainsboro and Vidalia to assist with, and sustain the development of the Interfor facility and other future developments			Y	2025				Action item is underway and estimated to be complete between 2024-2025.
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands, groundwater recharge areas, and river corridors	Y	2018						Action item completed in 2018.

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Construct Fairground Road Extension	Y	2018						Action item completed in 2018 with LMIG funding.
2018	Resurface Odomville Church Road	Y	2022						Action item completed in 2022. TIA1, Band 3
2018	Resurface Quick Road	Y	2020						Action item completed in 2020. TIA1, Band 2
2019	Construct additional T-Hangars at the airport					Y	2027		Action item not completed in the previous 5 years due to lack of demand for this project. City and County will continue to pursue this endeavor as demand increases. Estimated initiation 2027. This item remains on the CWP in reflection of the same.
2018	Resurface Old Kenfield Road	Y	2018						Action item completed in 2018. TIA1, Band 2
2018	Develop entranceway signage at GRAD site adjacent to airport (U.S. 1 side)					Y	2027		Action item has been postponed. This is currently not a priority for the county.
2018	Develop Animal Control Ordinances			Y	2023				Action item expected to be completed in 2023.
2019	Hire Animal Control Officer to enforce new Animal Control Ordinances	Y	2019						Additional staff hired for this action item in 2019.
2019	Upgrade Animal Shelter	Y	2020						Action item complete in 2020.

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Review and update County Code of Ordinances			Y	2023				Action item underway; estimated completion in 2023.
2018	Resurface 8-9 miles of roadway per year			Y	Each year				Action item has been completed each year in the previous five years and remains on the CWP, as this is an annual, ongoing pursuit. About 1.2 million per year is spent by the County on resurfacing roadways.
2018	Enhance/upgrade road department equipment, as needed	Y	2022						Action item has been completed each year in the previous five years and remains on the CWP, as this is an annual, ongoing pursuit. About \$800,000 per year is spent by the County on upgrading road department equipment.
2019	Consolidate green box sites and develop manned convenience centers			Y	2024				About 20, or half of the consolidated green box sites have been consolidated since 2018. No “manned” or staffed site is planned at this time; however, this item remains on the CWP as an ongoing pursuit with verbiage modified to “staffed” rather than the former verbiage of “manned;” anticipated completion in 2024.
2019	Construct a new E911/EMA Building			Y	2022				Building construction is underway with an expected completion date of 2022.
2019	Upgrade E911 equipment	Y	2021						Completed in 2021; Updated CAD and phone system for E911/EMA

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Upgrade Emergency communications infrastructure (handheld radios, repeaters, towers, mobiles)			Y	2024				Action item underway; Consultant hired; cost estimate of 8.7 million; SPLOST funds utilized; estimated to be complete in 2024.
2018	Collect GIS Data for use with Public Works, Public Safety, Tax Assessor	Y	2022						Action item has been completed each year in the previous five years and remains on the CWP as an annual, ongoing pursuit. Estimated cost of about \$10,000 per year.
2018	Contract service for accessory finder program for Tax Assessor's office	Y	2018						Action item was completed in 2019 at an estimated cost of \$15,000.
2018	Solicit personal property auditing services	Y	2019						Action item completed in 2019 at an estimated cost of \$100,000.
2018	Coleman Hotel Renovation (County offices) – Exterior, Interior, All floors			Y	2025				Action item is underway. Estimated to be completed by 2025. Remains on CWP as an ongoing action item.
2018	Renovate Mitchell Building Interior & Exterior							Y	Action item canceled as this building is no longer needed. County has decided to build a new administration building and anticipates selling the Mitchell Building.

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2019	Community service building renovations: DFACS, Health Department, Ogeechee Health, USDA/Soil & Water Conservation, Cooperative Extension			Y	2023				Action item underway and remains on CWP as an ongoing item. DFACS completed in 2021; Health Department completed in 2022; further renovation in in contract process. The remainder of the action items are still underway --underway action items remain named on CWP; verbiage modified to reflect items that are incomplete; Senior Center added; cost increased to 3.5 million; anticipated completion in 2023
2018	Construct a local gun range for public use							Y	Action item canceled due to not finding land that meet DNR's standards for sound/noise study.
2018	Develop combined Twin City-Emanuel County Recreation Department	Y	2018						Action item completed in 2018.
2022	Construct two (2) multipurpose soccer/football fields					Y	2027		Action item has been postponed due to cost of project/lack of available funding. Estimated cost of 4 million.
2021	Enhance natural features at Harmon Park (landscaping and playground equipment) and addition of dog park			Y	2024				Action item underway. Remains on CWP until completion; Cost increased to \$400,000. This item will be completed in 2024.

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2021	Bathroom renovations at Harmon Park					Y	2024		Action item not completed in the previous 5 years due to changing priorities and lack of funding. County intends on completing in 2024. Item remains on the CWP in reflection of the same.
2019	Install a new gym floor at the Connie Kight Recreation Center			Y	2025				Action item is underway and expected to be complete in 2025. Remains on CWP until completion; Cost increased to \$300,000.
2018	Purchase and install an emergency power generator at the Connie Kight Recreation Center	Y	2021						Action item completed in 2021 with - SPLOST funding.
2022	Construct a new community house/ multi-use facility					Y	2027		Action item not completed in the previous 5 years due to changing priorities and lack of funding. County intends on completing in 2027. Item remains on the CWP in reflection of the same.
2019	Reseal parking lot at the recreation complex and Harmon Park					Y	2024		Action item not completed in the previous 5 years due to changing priorities and lack of funding. County intends on completing in 2024. Item remains on the CWP in reflection of the same.

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2021	Install new playground equipment in various recreation authority maintained parks					Y	2025		Action item not completed in the previous 5 years due to changing priorities and lack of funding. County intends on completing in 2025. Item remains on the CWP in reflection of the same.
2018	County branding redesign (logo, seal, slogan)	Y	2018						Action item completed in 2018.
2020	Develop gateway signage at county lines along state routes			Y	2022				Action item underway. Action item was initiated in 2021. Estimated to be complete in 2022
2018	Develop social media outreach program (job postings, monthly employee feature, information dissemination, connection between government and citizens)	Y	2018						Action item was initiated and completed in the previous 5 years; project remains on the CWP, with changed verbiage from “develop” to “maintain,” as annual maintenance of this program is required with an estimated cost of \$15,000-\$20,000 per year.
2020	Complete TIA1, Band 3 Projects (Old Savannah Rd., Pendleton Springs Rd., Parrish Rd.)	Y	2021						TIA projects completed between 2020-2021.
2020	Construct a fire training tower					Y	2027		Action item not completed in the previous 5 years due to changing priorities and lack of funding. County intends on completing in 2027. Item remains on the CWP in reflection of the same.

Emanuel County Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Rehabilitate Senior Center Building							Y	Action Item deleted due to <i>combining</i> with another duplicate action item – the Senior Center building rehabilitation has been included in the action item included in the CWP as: “ <i>Community service building renovations: Ogeechee Health, USDA/ Soil & Water Conservation, Cooperative Extension, and Senior Center;</i> ” Renovations on the Senior Center and other named facilities are in Progress and have been in progress since 2019; Anticipated completion of 2023
2021	Pursue the “Broadband Ready Community Designation” from the Georgia Department of Community Affairs	Y	2021						Complete – achieved “Broadband Ready Community Designation” in 2021
2021	Adopt the Broadband Community Model Ordinance	Y	2021						Complete – adopted the Broadband Community Model Ordinance in 2021

Emanuel County Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Complete the extension of water infrastructure and wellhead equipment to Lot #1 in the I-16 Industrial Park	X							X		Dev. Auth., DCA (OneGeorgia), GEFA, USDA Rural Dev't, SPLOST	\$500,000	X	X	X	
Construct permanent wastewater infrastructure for the I-16 Industrial Park	X							X		Dev. Auth., DCA (OneGeorgia), GEFA, USDA Rural Dev't, SPLOST	\$2.5 Million	X	X	X	
Pursue the installation of a natural gas line in the I16 Industrial Park	X	X						X		Dev. Auth., DCA (OneGeorgia), GEFA, USDA Rural Dev't, SPLOST	\$2.0 Million	X	X	X	X

Emanuel County Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Pursue the reopening of rail access between Swainsboro and Vidalia to assist with, and sustain the development of the Interfor facility and other future developments	X	X	X					X	Swainsboro	Chamber, Dev. Auth., GDOT	N/A (No DOT estimate available)	X	X		
Construct additional T-Hangars at the airport					X			X	Swainsboro	FAA	\$600,000	X	X	X	
Develop Entranceway signage at Kite Highway (S.R. 57) airport entrance					X			X	Swainsboro		\$40,000	X			
Develop Animal Control Ordinances	X							X			Staff Time	X			
Review and update County Code of Ordinances						X		X			\$20,000 (staff time)	X			
Resurface 8-9 miles of roadway per year						X	X	X		LMIG	\$1.2 Million/YR	X	X		
Enhance/upgrade road department equipment, as needed						X	X	X			\$800,000 /YR	X	X		
Consolidate green box sites and develop a staffed convenience centers	X	X						X			\$150,000	X			
Upgrade Emergency communications infrastructure (handheld radios, repeaters, towers, mobiles)		X						X		BOE, EGC, SETC, GSP, SPLOST	8.7 Million	X			

Emanuel County Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Collect GIS Data for use with Public Works, Public Safety, Tax Assessor						X		X			\$10,000	X			
Coleman Hotel Renovation (County offices) – Exterior, Interior, All floors			X					X		SPLOST	\$6 Million	X	X	X	
Community service building renovations: Ogeechee Health, USDA/ Soil & Water Conservation, Cooperative Extension, and Senior Center	X							X		SPLOST, CDBG	\$3.5 Million	X	X	X	
Enhance natural features at Harmon Park (landscaping and playground equipment) and addition of dog park		X						X		SPLOST Swainsboro-Emanuel County Rec Dept	\$400,000	X			
Bathroom renovations at Harmon Park		X						X	Swainsboro	SPLOST, Swainsboro-Emanuel County Rec Dept	\$60,000	X			
Install a new gym floor at the Connie Kight Recreation Center			X					X	Swainsboro	SPLOST, Swainsboro-Emanuel County Rec Dept	\$300,000	X			
Construct a new community house/ multi-use facility					X			X	Swainsboro		\$250,000	X			
Reseal parking lot at the recreation complex and Harmon Park		X						X	Swainsboro	SPLOST; Swainsboro-Emanuel County Rec Dept	\$40,000	X			

Emanuel County Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Install new playground equipment in various recreation authority maintained parks			X					X	Swainsboro	Swainsboro-Emanuel County Rec Dept	\$65,000	X			
Maintain social media outreach program (job postings, monthly employee feature, information dissemination, connection between government and citizens)						X		X			\$10,000 /YR	X			
Construct a fire training tower					X			X	Swainsboro	GEMA/FEMA	\$70,000	X	X	X	
Pursue the revitalization of the Karrh Center		X						X	Swainsboro	Private	2.5 Million	X			X
Pursue zoning study and assessment in county		X						X			\$50,000	X			
Construct new County Administration Building		X						X		SPLOST	\$4.5 Million	X			
Construct community hanger to house commercial jets and Airstar operations								X		FAA	\$1.5 Million	X	X	X	
Resurface Empire Expressway; TIA2, Band 1	X	X								GDOT TIA	\$1.15 Million	X	X		
Widen shoulder on Griffin Ferry Rd.; TIA2, Band 1	X	X						X		GDOT TIA	\$261,828	X	X		
Resurface George L. Smith State Park Rd.; TIA2, Band 1	X	X						X		GDOT TIA	\$313,000	X	X		

Emanuel County Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Resurface Modoc Rd.; TIA2, Band 1	X	X						X		GDOT TIA	\$503,000	X	X		
Resurface Canoochee Garfield Rd.; TIA2, Band 1	X	X						X		GDOT TIA	\$867,100	X	X		
Resurface Fairground Rd.; TIA2, Band 1	X	X						X		TIA	\$324,625	X	X		
Resurface Cow Ford Bridge Rd.; TIA2, Band 2				X	X		X	X		TIA	\$1.472 Million	X	X		

City of Adrian

Community Work Programs

City of Adrian Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands, groundwater recharge areas, and river corridors					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
2020	Seek to refurbish or replace 12 existing fire hydrants	Y	2022						Action item was completed in 2022. Continued replacement will continue as needed. Remains on CWP as ongoing item to be addressed again beyond 2027. Remains on CWP.
2018	Complete the updating of the City's Code of Ordinances to achieve state compliance			Y	2023				Action item initiated in 2022. This is currently an ongoing task. Expected completion in 2023. Remains on CWP.
2019	Replace waterlines throughout city	Y	2022						Waterlines have been replaced in the city over the previous 5 years; remains on the CWP as an ongoing item to be addressed each year as needed. Verbiage modified in this item on CWP to add "as needed"; Remains on CWP.
2020	Seek to acquire old school property and update for city and recreation department use			Y	2023				Action item initiated in 2020. This is currently an ongoing task. The city is currently negotiating with BOE to purchase property. Remains on CWP.

City of Adrian Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Seek to stabilize/renovate the Knapp building in downtown			Y	2023				Action item is underway. In the process of building rehabilitation (front exterior of the building was saved but a portion of the building was demolished; City seeking to apply for a grant to assist in rehabilitation efforts in 2022. Remains on CWP.
2019	Clean and maintain city drainage ditches	Y	2022						The maintenance of city drainage ditches has been completed each year during the previous 5 years as needed. A leaf vacuum was purchased to assist in this effort. Action item remains on the CWP as an ongoing action item—this effort will continue as needed for the foreseeable future.

City of Adrian Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands, groundwater recharge areas, and river corridors	X								X	HOGARC	Staff Time	X			
Seek to refurbish or replace 12 existing fire hydrants							X		X		\$40,000	X			
Complete the updating of the City's Code of Ordinances to achieve state compliance	X								X		\$5,000	X			
Replace waterlines throughout city as needed						X			X	DCA, CDBG, GEFA, USDA	\$300,000	X	X	X	
Seek to acquire old school property and update for city and recreation department use	X								X	Emanuel County BOE	\$60,000	X			
Seek to stabilize/renovate the Knapp building in downtown	X								X	HPD	\$500,000	X	X	X	
Clean and maintain city drainage ditches						X			X		\$10,000	X			
Renovate and update Community Center	X	X							X	EPA, HPD, SPLOST	\$60,000	X	X	X	
Renovate old Citizens Bank	X	X							X	ARPA	\$350,000	X	X	X	
Adopt a Historic Preservation Ordinance	X	X							X		\$2,000	X			
Adopt a zoning ordinance within city	X	X							X		\$5,000	X			

City of Adrian Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Appoint a position or service to handle zoning administration	X	X							X		\$10,000	X			
Pursue development of Main Street organization/ Affiliation	X								X		Staff Time	X			
Modify city ordinances to include building/façade ordinances and codes	X								X		\$2,000	X			
Hire a part-time code enforcement officer	X								X		\$10,000	X			
Obtain remote pilot certificate(s) in compliance with FAA's Small UAS Rule (Part 107), for police department officers to operate drones		X							X		Staff Time	X			
Purchase drone for police department		X							X		\$1,500	X			
Replace tractor and other city maintenance equipment						X			X	GDOT TIA/ GEMA/FEMA	\$30,000	X	X	X	
Resurface Mill St. from Church St. to Kelly St. for 0.5 mi. TIA2, Band 1	X	X							X	GDOT TIA	\$85,000	X			
Resurface James St. from Mill St. to North Ave. for 0.42 mi. TIA2, Band 1	X	X							X	GDOT TIA	\$40,000	X			

City of Garfield

Community Work Programs

City of Garfield Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
2018	Seek funding to develop additional property acquired for the City's recreation area					Y	2023		Action not completed in the previous 5 years due to lack of funding. Item remains on the CWP in reflection of the same.
2018	Pursue funding for drainage improvements along Hall Street	Y	2022						Action item completed in 2022.
2018	Seek to acquire and clean up abandoned properties					Y	2024		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2024. Item remains on the CWP in reflection of the same.
2018	Resurface Sybil Street					Y	2024		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2024. Item remains on the CWP in reflection of the same.

City of Garfield Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Resurface Monroe Street					Y	2023		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2023. Item remains on the CWP in reflection of the same.
2019	Purchase tractor for right of way maintenance					Y	2023		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2023. Item remains on the CWP in reflection of the same.
2020	Purchase speed detection equipment (Radar, Lidar) for patrol vehicles	Y	2022						Action item completed in 2022.
2018	Purchase one (1) police vehicle	Y	2022						Action item was completed in 2022.
2020	Purchase one (1) city pick-up truck							Y	Action item was dropped due to changes in city priorities.
2019	Construct new gateway/welcome signage and landscaping at city limits along GA Hwy. 23					Y	2027		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2027. Item remains on the CWP in reflection of the same.

City of Garfield Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2021	Construct a multipurpose shelter for primary use as a farmers market and event hosting					Y	2025		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2025. Item remains on the CWP in reflection of the same.
2020	Replace water meters for accounts north of Monroe Street					Y	2023		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2023. Item remains on the CWP in reflection of the same.
2022	Purchase water filtration system capable of eliminating Manganese in the city water system					Y	2025		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2025. Item remains on the CWP in reflection of the same.
2018	Purchase digital radio communications equipment for police and city fire vehicles					Y	2024		Action item not completed in the previous 5 years due to lack of funding, however the City will continue efforts in this endeavor. Estimated initiation in 2024. Item remains on the CWP in reflection of the same.

City of Garfield Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands	X								X	HOGARC	NA	X			
Seek funding to develop additional property acquired for the City's recreation area	X								X		\$30,000	X			
Seek to acquire and clean up abandoned properties		X							X		\$20,000	X			
Resurface Sybil Street		X							X	GDOT, TSPLOST	\$27,128	X			
Resurface Monroe Street	X	X							X	GDOT, LMIG	\$80,000	X	X		
Purchase tractor for right of way maintenance	X								X	TSPLOST, SPLOST, ARPA	\$30,000	X			
Construct new gateway/welcome signage and landscaping at city limits along GA Hwy. 23					X				X	GDOT	\$20,000	X	X		
Construct a multipurpose shelter for primary use as a farmers market and event hosting			X						X	USDA	\$70,000	X		X	

City of Garfield Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Replace water meters for accounts north of Monroe Street	X								X	GEFA, US-DA, ARPA	\$30,000	X	X	X	
Purchase water filtration system capable of eliminating Manganese in the city water system			X						X	DCA, GEFA, USDA	\$225,000	X	X	X	
Purchase digital radio communications equipment for police and city fire vehicles		X							X	USDA	\$15,000	X		X	
Resurface Greene Street at the crossroads Sybil Street to Hebron Road; TIA2, Band 1	X	X							X	TIA	\$40,355	X	X		
Resurface Nathan Avenue. Starting at Monroe and ending at North Railroad Street; TIA2, Band 1	X	X							X	TIA	\$14,655	X	X		

City of Nunez

Community Work Programs

City of Nunez Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas and wetlands					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
2018	Seek to replace the flooring at City Hall					Y	2026		This action item was not completed in the previous 5 years due to lack of funding. The City will pursue this endeavor as soon as funds become available; estimated initiation date of 2026. This Item remains on the CWP in reflection of the same.
2019	Repair fencing around City Hall					Y	2026		This action item was not completed in the previous 5 years due to lack of funding. The City will pursue this endeavor as soon as funds become available; estimated initiation date of 2026. This Item remains on the CWP in reflection of the same.
2019	Explore the feasibility of constructing a Farmers' Market or other venue in which to hold events at the Ball Recreation Park					Y	2025		This action item was not completed in the previous 5 years due to lack of funding. The City will pursue this endeavor as soon as funds become available; estimated initiation date of 2025. This Item remains on the CWP in reflection of the same.

City of Nunez Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2019	Pursue funding for fire equipment upgrades, including a brush truck, and turnout gear	Y	2022						Action item was completed in 2022. The fire department received turnout gear, air packs, and tools. The city no longer requires a brush truck.
2020	Create/contract for garbage collection service for city residents					Y	2026		This action item was not completed in the previous 5 years due to community opposition. The city will seek to initiate this action in 2026. This item remains on the CWP in reflection of the same.
2018	Renovate City Hall Annex	Y	2019						Action items was complete in 2019. The building was repainted and received a new floor.
2020	Renovate U.S. Post Office building			Y	2023				Action item is in progress and is scheduled to be complete in 2023. Renovation consists of new paint and flooring.

City of Nunez Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas and wetlands	X								X	HOGARC	N/A				
Seek to replace the flooring at City Hall				X					X		\$6,000	X			
Repair fencing around City Hall				X					X		\$3000	X			
Explore the feasibility of constructing a Farmers' Market or other venue in which to hold events at the Ball Recreation Park			X						X		\$2,000	X			
Create/contract for garbage collection service for city residents				X	X				X		Fee for Service	X			
Renovate U.S. Post Office building	X								X		\$20,000	X			
Pursue funding for a fire engine and related equipment		X							X	AFG,FEMA, GEMA	\$150,000	X	X	X	
Resurface Alcott Dr. TIA2, Band 1	X	X	X						X	GDOT (LMIG) TSPOT	\$58,000	X	X		

City of Oak Park

Community Work Programs

**City of Oak Park Comprehensive Plan Community Work Program
Report of Accomplishments**

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas, protected river corridors, and wetlands					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
2018	Seek funding to acquire new turnout gear and a new fire truck					Y	2024		Action item remains on CWP; item modified to show Emanuel County as sharing responsibility. Item anticipated to be completed in 2024
2018	Seek to acquire land as feasible to construct a new ballfield					Y	2024		This action item was not completed in the previous 5 years due to lack of funding. City will continue to seek funding for this endeavor; estimated initiation in 2024. Item remains on CWP in reflection of the same.
2018	Update city drainage system including ditches, culverts, etc.					Y	2025		This action item was not completed in the previous 5 years due to lack of funding. City will continue to seek funding for this endeavor; estimated initiation in 2025. Item remains on CWP in reflection of the same.

City of Oak Park Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Establish parking lanes along Harrington St. and at City Hall to be used for parking at city events							Y	Cancelled; No longer a priority as there is no need for additional parking.
2019	Acquire signage for parking lanes, gateways, parks, etc.					Y	2023		This action item was not completed in the previous 5 years due to lack of funding. City will continue to seek funding for this endeavor; estimated initiation in 2023. Item remains on CWP in reflection of the same.
2019	Seek funding for street improvements, including resurfacing of 2.1 miles of city streets, speed bumps, in sensitive areas, etc.					Y	2023		This action item was not completed in the previous 5 years due to lack of funding. City will continue to seek funding for this endeavor through T-SPLOST and LMIG grants; estimated initiation in 2023. Item remains on CWP in reflection of the same.
2018	Purchase new lawnmower or tractor for grass maintenance	Y	2018						This action item was completed in 2018; item remains on the CWP as an ongoing action item; a new lawnmower will need to be purchased every 5-8 years.
2019	Pursue annexation of approximately 7 miles of Interstate 16							Y	Cancelled; action item no longer feasible/no longer a priority

City of Oak Park Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2021	Purchase phosphate filtration system for water system			Y	2023				Action item in progress. The city is waiting on EPA requirements to be met. Item remains on the CWP, however verbiage modified to add "and secondary well;" the cost was increased to \$559,000
2018	Purchase new radar equipment for police vehicles	Y	2018						Action item complete in 2018, however, city no longer has an active police department
2018	Purchase new camera equipment for police vehicles and officers	Y	2018						Action item complete in 2018, however, city no longer has an active police department
2022	Renovate and expand City Hall					Y	2026		Action item postponed until 2026; Action item remains in CWP, with estimated cost modified to \$75,000, and with "USDA" as modified possible funding source
2020	Renovate remaining unfinished rooms in old grammar school					Y	2027		Action item postponed until 2027; Action item remains on the CWP with a modified cost of \$50,000 and modified funding source to include private donations.
2019	Implement City property tax and begin collections							Y	Action item was dropped due to lack of support from the community.

City of Oak Park Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas, protected river corridors, and wetlands	X								X	HOGARC	NA				
Seek funding to acquire new turn-out gear and new fire truck		X						X	X	FEMA, GEMA	\$200,000	X	X	X	
Seek to acquire land as feasible to construct a new ballfield		X							X	SPLOST	\$100,000	X			
Update city drainage system including ditches, culverts, etc.			X	X					X	DCA (CDBG)	\$350,000	X	X	X	
Acquire signage for parking lanes, gateways, parks, etc.	X								X		\$2,000	X			
Seek funding for street improvements, including resurfacing of 2.1 miles of city streets, speed bumps, in sensitive areas, etc.	X	X	X	X					X	GDOT (LMIG) TSPLOST	\$355,000	X	X		
Purchase new lawnmower or tractor for grass maintenance				X					X	GDOT (TSPLOST)	\$20,000	X	X		
Purchase phosphate filtration system for water system and secondary well	X								X		\$559,000	X	X		
Renovate and expand City Hall				X					X	USDA	\$75,000	X		X	
Renovate remaining unfinished rooms in old grammar school building					X				X	HPD/Private	\$50,000	X			X

City of Oak Park Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Update kitchen at the old Oak Park School	X								X	SPLOST	\$10,000	X			X
Re-establish Police Department				X					X		\$150,000	X			
Purchase land adjacent to grammar school for parking needs for Moonshine Festival					X				X		\$30,000	X			
Repair sidewalks on Herrington St.; East Oak Park Ave. to old Oak Park School; ¼ mile on SW Railroad Ave. to 7 th Ave.					X					TSPLOST	\$8,000	X	X		X
Install recreation equipment at the grammar school					X				X		\$4,000	X			
Resurface NE. Railroad St., TIA2, Band 1	X	X	X						X	GDOT TIA	\$103,100	X	X		
Resurface Oak Park Ave., TIA2, Band 1	X	X	X							GDOT TIA	\$29,050	X	X		

City of Stillmore

Community Work Programs

City of Stillmore Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas and wetlands					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
2020	Seek funding to pave the following streets: Fourth Avenue, Atlanta Avenue, Edenfield Road, Airline Railroad Street, 1st Street, and 2nd Avenue					Y	2025		This action item was not completed in the previous 5 years due to lack of funding; Patchwork repairs were applied to these streets over the past 5 years. City will continue to seek funding for paving endeavor; estimated initiation in 2025. Item remains on CWP in reflection of the same.
2019	Seek to acquire generators for critical facilities (city hall, firehouse, city well, WWTP) and a portable generator for the lift station					Y	2024		This action item was not completed in the previous 5 years due to lack of funding; City will continue to seek funding for this endeavor; estimated initiation in 2024. Item remains on CWP in reflection of the same.
2020	Renovate existing fire department building for continued use by the fire department (Old Action: Step Construct a new building for the fire department)	Y	2020						Action Item was completed in 2020 with SPLOST funds.

City of Stillmore Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Pursue funding to acquire a 3,000 gallon tanker truck for the fire department					Y	2024		This action item was not completed in the previous 5 years due to lack of funding; City will continue to seek funding for this endeavor; estimated initiation in 2024. Item remains on CWP in reflection of the same.
2020	Seek to construct a 300,000 gallon water tank							Y	Action item cancelled, no longer a priority for the city.
2020	Pursue renovations to the community house, including interior renovations and improved handicapped accessibility			Y	2023				Action item underway. Estimated to be completed in 2023.
2021	Explore the feasibility of potential annexation of outlying areas as appropriate							Y	Action item cancelled; no longer a priority for the city.
2020	Investigate the feasibility of establishing a Chicken Festival to honor local history and heritage							Y	Cancelled, No longer a priority. Crider, once known for being a chicken plant, primarily, has now expanded and is known as "Crider Foods"
2019	Pursue funding as needed to acquire a new tractor, and auger					Y	2023		This action item was not completed in the previous 5 years due to lack of funding; City will continue to seek funding for this endeavor; estimated initiation in 2023. Item remains on CWP in reflection of the same.

City of Stillmore Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2022	Seek the removal of dilapidated housing as appropriate			Y	ANNUALLY				This action item was not completed in the previous 5 years as there has not been a need to remove dilapidated housing as property owners have addressed issues cited by the city since 2018. The city will continue the ongoing, annual pursuit to remove dilapidated housing as needed. Item remains on the CWP in reflection of the same.
2019	Pursue the acquisition of new playground equipment as appropriate.			Y	2024				Underway; Emanuel County has recently offered to supply playground equipment to the city. City will continue to seek acquisition for this endeavor; estimated initiation in 2024. Item remains on CWP in reflection of the same.
2019	Pursue the purchase of a commercial lawn mower for city upkeep	y	2019						Action Item was completed in 2019 and remains on the CWP as an ongoing item to be completed every 2 years.
2020	Pursue funding as needed to upgrade/expand/ promote the Christmas Parade					Y	2023		This action item was not completed in the previous 5 years due to lack of funding and changing priorities; City will continue to seek funding for this endeavor; estimated initiation in 2023. Item remains on CWP in reflection of the same.

**City of Stillmore Comprehensive Plan Community Work Program
Report of Accomplishments**

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Seek to repair/replace back-up pumps at all lift stations, one per year	Y	2022						Action Item was completed 1-2 times per year in the past 5 years. City spends up to \$15,000 per year in this pursuit. Item remains on CWP as it is an ongoing action.
2022	Repaint exterior and reline the interior of the existing water tower			Y	2025				Interior relining completed in 2022; re-painting of exterior estimated for completion in 2025; cost increased to \$150,000
2018	Purchase new pursuit vehicle for police department							Y	Action Item dropped as the city entered into a lease agreement for patrol cars; patrol cars will be replaced every 5 years. Cost of \$60,000 every 5 years.

City of Stillmore Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas and wetlands	X								X	HOGARC	NA	X			
Pursue funding to pave the following streets: Fourth Avenue, Atlanta Avenue, Edenfield Road, Airline Railroad Street, 1st Street, and 2nd Avenue			X						X	GDOT	\$300,000/mile	X	X		
Seek to acquire generators for critical facilities (city hall, firehouse, city well, WWTP) and a portable generator for the lift station		X							X	FEMA, GEMA	\$50,000 each	X	X	X	
Seek funding to acquire a 3,000 gallon tanker truck for the fire department		X							X	FEMA, GEMA	\$220,000	X	X	X	
Pursue renovations to the community house, including interior renovations and improved handicapped accessibility	X								X	SPLOST	\$50,000	X			
Pursue funding as needed to acquire a new tractor, and auger	X								X		\$30,000	X			
Seek the removal of dilapidated housing as appropriate						X			X		\$25,000	X			
Pursue the acquisition of new playground equipment as appropriate.		X						X	X		\$30,000	X			
Pursue the purchase of a commercial lawn mower for city upkeep	X		X		X				X	GDOT (TSPLOST)	\$12,000	X			

City of Stillmore Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Pursue funding as needed to upgrade/expand/ promote the Christmas Parade	X								X		\$5,000	X			
Seek to repair/replace back-up pumps at all lift stations, one per year						X			X	DCA (CDBG), GEFA, USDA, SPLOST	\$15,000	X	X	X	
Repaint exterior and reline the interior of the existing water tower			X						X	DCA (CDBG), GEFA	\$150,000	X	X	X	
Purchase Christmas lights and other decorations for the city.						X			X		\$5,000 / Annually	X			
Resurface Railroad Ave.; TIA2, Band 1	X	X							X	TIA	\$112,000	X	X		
Resurface W. 5 th Ave.; TIA2, Band 1	X	X							X	TIA	\$75,000	X	X		

City of Summertown

Community Work Programs

City of Summertown Comprehensive Plan Community Work Program
Report of Accomplishments

Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
Construct a retaining wall at the Community Center to help improve drainage	Y	2020						Action items was completed in 2020.
Seek to upgrade city playground equipment and park infrastructure					Y	2023		This action item was not completed in the previous 5 years due to lack of funding; City will continue to seek funding for this endeavor; estimated initiation in 2024. Item remains on CWP in reflection of the same.

City of Summertown Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands	X								X	HOGARC	NA	X			
Seek to upgrade city playground equipment and park infrastructure	X								X	GA DNR	\$20,000	X	X		
Resurface Main St.; TIA2, Band 1.	X	X							X	TIA	\$40,400	X	X		
Update flooring in the community center					X				X		\$20,000	X			
Purchase furnishings for the community center	X								X		\$1,200	X			
Maintain and replace Public Works equipment as needed					X				X		\$30,000	X			
Replace signage along city streets	X								X		\$500	X			
Upgrade driveway and parking at City Hall					X				X		3,000	X			

City of Swainsboro

Community Work Programs

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2019	Construct additional T-Hangars at the airport					Y	2027		Action item not completed in the previous 5 years due to lack of demand for this project. City and County will continue to pursue this endeavor as demand increases. Estimated initiation 2027. This item remains on the CWP in reflection of the same.
2018	Pursue the reopening of rail access between Swainsboro and Vidalia to assist with, and sustain the development of the Interfor facility and other future developments					Y	2025		Action item not completed in the previous 5 years due to lack of funding and feasibility. The city will continue to work with the county and other agencies in this pursuit. Project estimated to commence by 2025. This item remains on the CWP in reflection of the same.
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for groundwater recharge areas and wetlands	Y	2018						Action item completed in 2018. The One Site Sewage Management and permit ordinance was adopted February 18, 2018.
2019	Construct a skate park at the Recreation Complex							Y	Action item was cancelled due to change in city priorities.
2018	Pursue the construction of a dog park	Y	2018						Action item was completed in 2018.
2019	Seek to hire additional full-time firefighters as appropriate					Y	2025		Action item not completed in the previous 5 years due to lack of funding. The city will continue in this pursuit. Hiring of additional firefighters is expected by 2025. This item remains on the CWP in reflection of the same.

City of Swainsboro Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2021	Pursue second floor renovations to City Hall and install a new elevator as appropriate					Y	2025		Action item not completed in the previous 5 years due to lack of funding. The city will continue in this pursuit. Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2019	Pursue the rehabilitation of Lift Station #3			Y	2023				Initiated in 2021; Expected completion in 2023
2019	Seek to rehabilitate Lift Station #10					Y	2024		Action item not completed in the previous 5 years due to lack of funding. The city will continue in this pursuit. Estimated completion of 2024. This item remains on the CWP in reflection of the same.
2019	Replace Well Tank #3			Y	2023				Initiated in 2021; Expected completion in 2023
2019	Seek to rehabilitate Lift Station #15					Y	2024		Action item not completed in the previous 5 years due to lack of funding. The city will continue in this pursuit. Estimated completion of 2024. This item remains on the CWP in reflection of the same.
2020	Seek to acquire a new mulching machine							Y	Cancelled; Not feasible; Equipment maintenance too expensive
2019	Seek to hire additional full-time firefighters as appropriate			Y	2025				Action item is underway. City will hire additional firefighters in 2025.

City of Swainsboro Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Seek to add one new police officer per shift	Y	2022						Complete; City obtained DOJ personnel grant 2018-2022
2018	Pursue the revitalization of the former Dixie Theater			Y	2024				Underway; Bids for this project are being pursued; Remains on CWP with modifications to include private funding sources; cost updated to 2.5 million; The Dixie Theater has since been renamed “The Karrh Center” and verbiage is changed in the CWP to reflect the same
2018	Establish downtown historic tour			Y	2023				Underway; In process of hiring new employee to establish downtown historic tour; Remains on CWP as ongoing to be achieved in 2023
2020	Seek to acquire an impound yard for the police department	Y	2021						Complete; Action Item completed in 2021.
2019	Complete TIA Band 2 Project (<i>Downtown Streetscape</i>)	Y	2019						Action item completed in 2019
2022	Complete TIA Band 3 Projects (<i>Arden Dr., Race Track St., Martin Luther King, Jr., Mcleod Bridge Rd., Old Nunez Rd., East Moring St., Lake Luck Dr., Kite Rd., Moreland Ave.</i>)	Y	2022						Action item completed in 2021

City of Swainsboro Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Purchase new office equipment (computers, software, copier, printers) for City Hall			Y	2024				Underway; New computers purchased in 2019, additional equipment to be installed; Estimated completion of 2024; Remains on CWP as ongoing
2021	Purchase new phone system for City Hall	Y	2019						Action item completed in 2019
2022	Purchase new Air Conditioning Unit for City Hall	Y	2020						Action item completed in 2020
2018	Purchase new office equipment (computers, software, copier, printers) for Inspections and Codes Department			Y	2024				Underway; Computers purchased in 2022 and additional equipment is on track to be purchased in 2024. This item remains on the CWP in reflection of the same.
2018	Purchase and install new LED scoreboards on 7 ballfields			Y	2023				Underway; One scoreboard purchased; additional equipment to be installed; Estimated completion of 2024; Remains on CWP as ongoing; funding source of "Private" added to CWP
2018	Construct two (2) multipurpose soccer/football fields					Y	2027		Due to reprioritization of goals and restrictive available funding; this project has been postponed, anticipated initiation in 2027; estimated cost \$4,000,000, Remains on CWP as an ongoing effort
2022	Construct a new community house/ multi-use facility			Y	2022				Underway; \$350,000 funded by the chamber, DA, Pinetree Festival Foundation, Mill Creek Foundation, City, and County to create a community room

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Purchase and install an emergency power generator at the Connie Kight Recreation Center	Y	2022						Complete; Installed in 2018 with the use of donated funds
2019	Reseal parking lot at the recreation complex and Harmon Park					Y	2024		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued; Estimated completion of 2024. This item remains on the CWP in reflection of the same.
2018	Purchase new fire engine					Y	2025		Action item not completed in the previous 5 years due to lack of funding This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2018	Purchase industrial washer, dryer, folding tables, training books, ice machine for fire department, and lights for storage room.			Y	2024				Underway; Ice machine purchased; additional equipment to be purchased and installed; Estimated completion of 2024; Remains on CWP as ongoing;
2018	Purchase drone system for use by the fire department.					Y	2023		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2023. This item remains on the CWP in reflection of the same.

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Upgrade handheld flashlights for all firefighters					Y	2023		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2023. This item remains on the CWP in reflection of the same.
2018	Purchase color coded attack hoses					Y	2023		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2023. This item remains on the CWP in reflection of the same.
2018	Install emergency power source for Southside Fire Station					Y	2023		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2023. This item remains on the CWP in reflection of the same.
2019	Upgrade mobile and portable radios for fire and police departments			Y	2024				Underway; mobile and portable radios upgraded for police department; fire department still needs upgrades; Remains on CWP as ongoing; cost updated to \$65,000

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2019	Purchase a mobile air and light unit					Y	2026		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2026. This item remains on the CWP in reflection of the same.
2019	Purchase wildland/rescue gear					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2019	Purchase Rescue tools set					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2020	Construct a fire training tower					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.

City of Swainsboro Comprehensive Plan Community Work Program

Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Renovate and expand Southside Fire Station					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2020	Purchase a Kieser & Forcible Entry prop					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2020	Upgrade personnel pagers			Y	2022				Action item underway; Estimated completion 2022.
2021	Purchase an AED device for each fire department unit					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2018	Seek increased funding for training and uniforms for the fire department					Y	2023		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be completed in 2023. This item remains on the CWP in reflection of the same.
2018	Update 10 self-contained breathing apparatus (SCBA) per year	Y	2022						This action item has been completed in the past 5 years and remains on the CWP as an ongoing action item to be pursued each year.

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Replace 10 sets of turn out gear per year	Y	2022						This action item has been completed in the past 5 years and remains on the CWP as an ongoing action item to be pursued each year.
2018	Purchase Vetron System AI Units (19 total)	Y	2022						This action item has been completed in the past 5 years and remains on the CWP as an ongoing action item to be pursued each year.
2019	Improve/upgrade city's early alert system					Y	2024		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2027. This item remains on the CWP in reflection of the same.
2021	Develop an annual traveling art camp to visit citizens throughout the county.					Y	2026		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2026. This item remains on the CWP in reflection of the same.
2021	Seek funding for a school bus to be utilized as a mobile art studio.					Y	2026		Action item not completed in the previous 5 years due to lack of funding and feasibility. This pursuit will be continued as funding becomes available; Estimated completion of 2026. This item remains on the CWP in reflection of the same.

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Develop traveling art clubs to provide art classes for students in grades 1-8.					Y	2025		Action item not completed in the previous 5 years due to lack of funding and feasibility. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2020	Create a permanent art gallery within the revitalized Dixie Theatre.	Y	2022						Action item completed in 2022. This theater has since been renamed "The Karrh Center"
2025	Create an interactive Art Stroll in the City of Swainsboro.					Y	2025		Action item not completed in the previous 5 years due to changing priorities. This pursuit will be continued as funding becomes available; Estimated completion of 2025. This item remains on the CWP in reflection of the same.
2019	Develop an annual Festival of the Arts.					Y	2024		Action item not completed in the previous 5 years due to lack of funding and feasibility. This pursuit will be continued as funding becomes available; Estimated completion of 2024. This item remains on the CWP in reflection of the same.
2019	Purchase 1 K-9 (dog) for criminal investigations.	Y	2020						Action item completed in 2020
2020	Purchase and install vehicle tag reader system on each patrol vehicle.	Y	2021						Action item completed in 2021

City of Swainsboro Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2022	Upgrade computer system for Police Department					Y	2027		Action item not completed in the previous 5 years due to changing priorities and lack of funding. This pursuit will be continued as funding becomes available; Estimated completion by 2027. This item remains on the CWP in reflection of the same.
2022	Replace patrol vehicles as each vehicle approaches end of useful service life	Y	2022						This action item has been completed in the past 5 years and remains on the CWP as an ongoing action item to be pursued each year

City of Swainsboro Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Construct additional T-Hangars at the airport					X			X	X	FAA	\$600,000	X	X	X	
Pursue the reopening of rail access between Swainsboro and Vidalia to assist with, and sustain the development of the Interfor facility and other future developments	X	X	X					X	X	Chamber, Dev. Auth., GDOT	N/A (No DOT estimate available)	X	X		
Seek to hire additional full-time firefighters as appropriate			X						X		\$160,000	X			
Pursue second floor renovations to City Hall and install a new elevator as appropriate			X						X	SPLOST	\$1.5 Million	X			
Seek to rehabilitate Lift Station #10		X							X	DCA (CDBG), GEFA, USDA	\$200,000	X	X	X	
Pursue the rehabilitation of Lift Station #3	X								X	DCA (CDBG), GEFA, USDA	\$200,000	X	X	X	
Seek to rehabilitate Lift Station #15		X							X	DCA (CDBG), GEFA, USDA	\$200,000	X	X	X	
Replace Well Tank #3	X								X	DCA (CDBG), GEFA, USDA	\$1 million	X	X	X	
Acquire a new backhoe as appropriate			X						X		\$75,000	X			

City of Swainsboro Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Obtain state certification for the Police Department			X						X		\$3,000	X			
Pursue CALEA (national) certification for the Police Department					X				X		\$5,000	X			
Pursue the revitalization of the Karrh Center		X						X	X	DDA, DNR (HPD), SPLOST	\$2.5 million	X	X		X
Establish a downtown historic tour	X								X	Chamber, DDA	\$5,000	X			
Seek to establish a Downtown Façade Incentive grant program as funds are available			X						X	DDA	\$20,000	X			
Seek funding to construct a facility for long-term evidence storage for the police department		X							X		\$100,000	X			
Purchase new office equipment (computers, software, copier, printers) for City Hall	X	X							X	SPLOST	\$100,000	X			
Purchase new office equipment (computers, software, copier, printers) for Inspections and Codes Department		X							X		\$3,500	X			
Purchase a vehicle for Inspections and Code Department	X								X		\$30,000	X			
Purchase and install new LED scoreboards on 7 ballfields	X							X	X		\$45,000	X			X

City of Swainsboro Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Construct two (2) multipurpose soccer/football fields					X			X	X		\$100,000	X			
Install a new gym floor at the Connie Kight Recreation Center			X						X	SPLOST Swainsboro-Emanuel County Rec Dept	\$300,000	X			
Construct a new community house/multi-use facility					X				X		\$250,000	X			
Reseal parking lot at the recreation complex and Harmon Park		X							X	SPLOST; Swainsboro-Emanuel County Rec Dept	\$40,000	X			
Purchase new fire engine			X						X	FEMA	\$400,000	X	X	X	
Purchase industrial washer, dryer, folding tables, training books, ice machine for fire department, and lights for storage room.		X							X		\$21,000	X	X	X	
Purchase drone system for use by the fire department.	X								X	FEMA, GEMA	\$6,000	X	X	X	
Upgrade handheld flashlights for all firefighters	X								X	FEMA, GEMA	\$3,000	X	X	X	
Purchase color coded attack hoses	X								X	FEMA, GEMA	\$8,500	X	X	X	
Install emergency power source for Southside Fire Station	X								X	FEMA, GEMA	\$10,000	X	X	X	

City of Swainsboro Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Upgrade mobile and portable radios for fire and police departments		X							X	SPLOST	\$65,000	X			
Purchase a mobile air and light unit				X					X	FEMA, GEMA	\$200,000	X	X	X	
Purchase wildland/rescue gear				X					X	FEMA, GEMA, Ga. Forestry	\$10,000	X	X	X	
Purchase Rescue tools set				X					X	FEMA, GEMA	\$60,000	X	X	X	
Construct a fire training tower	X							X	X	FEMA, GEMA	\$70,000	X	X	X	
Renovate and expand Southside Fire Station			X						X		\$15,000	X			
Purchase a Kieser & Forcible Entry prop			X						X		\$2,000	X			
Purchase an AED device for each fire department unit			X						X		\$15,000	X			
Seek increased funding for training and uniforms for the fire department	X								X		\$12,600	X			
Update 10 self-contained breathing apparatus (SCBA) per year						X			X	FEMA AFG	\$300,000	X		X	
Replace 10 sets of turn out gear per year						X			X	FEMA AFG	\$175,000	X		X	
Purchase Vetron System AI Units (19 total)						X			X	FEMA AFG	\$30,000	X		X	

City of Swainsboro Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Improve/upgrade city's early alert system		X	X	X	X				X	FEMA, GEMA	\$100,000	X	X	X	
Develop an annual traveling art camp to visit citizens throughout the county.				X					X	Emanuel Arts Council	\$1,500				X
Seek funding for a school bus to be utilized as a mobile art studio.				X					X	Emanuel Arts Council	\$3,000				X
Develop traveling art clubs to provide art classes for students in grades 1-8.			X						X	Emanuel Arts Council, EC BOE	\$3,000				X
Create an interactive Art Stroll in the City of Swainsboro.			X						X	Emanuel Arts Council, DDA	\$2,000	X			X
Develop an annual Festival of the Arts.		X							X	Emanuel Arts Council, DDA	\$5,000	X			X
Upgrade computer system for Police Department					X				X		\$25,000	X			
Replace patrol vehicles as each vehicle approaches end of useful service life						X			X	USDA	\$35,000/yr.	X		X	
Restore City Hall exterior	X	X							X	SPLOST	\$500,000	X			
Update and repair Well #7			X						X		\$500,000	X			

City of Swainsboro Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Remodel city gym	X								X	SPLOST, ARPA	\$500,000	X		X	
Purchase dump truck			X						X	SPLOST	\$75,000	X			
Prepare charter and ordinances and make available through Municode	X								X		\$50,000	X			
Construct a temporary holding facility for inmates at Police Department			X						X	GDOT	\$30,000	X	X		
Install GPS control devices for patrol vehicles		X							X		\$9,000	X			
Complete TIA2, Band 1 project – construct additional sidewalks at N. Green St.	X	X	X						X	GDOT TIA		X	X		
Complete TIA2, Band 1 projects – Resurface Ponderosa Dr., N Green St., Willow Way, Kathleen Rd., W Morning St., Richards St., Harmon Rd., W Church St., Pine Needle Rd	X	X	X						X	GDOT TIA	\$807,658	X	X		
Complete TIA2, Band 1 projects – Resurface Lincoln St., Electric Dr., Carver St., Robin Rd., Ralph Smith Place, Glenwood Rd West, Glenwood Rd., Enterprise St., S Anderson Dr., N Anderson Dr	X	X	X						X	GDOT TIA	\$488,400	X	X		

City of Twin City

Community Work Programs

City of Twin City Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2018	Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands					Y	2023		This action item was not completed in the previous 5 years at the discretion and priority considerations of local officials. City anticipates adoption and enforcement of the DNR's Part V Environmental Planning Criteria in 2023. Item remains on the CWP in reflection of the same.
2020	Pursue renovations to City Hall upon completion of the new police department facility							Y	Action item was dropped. City Hall moved to the police department.
2018	Seek funding to upgrade playgrounds and playground equipment			Y	2022				Action item is underway. Donation received from playground manufacturer
2020	Pursue funding for sidewalk improvements					Y	2025		This action item was not completed in the previous 5 years due to lack of funding. City will continue to pursue this endeavor; estimated completion 2025. Item remains on the CWP in reflection of the same.
2019	Pursue resurfacing of streets	Y	2019						Action item was complete in 2019 at a cost of \$110,000.
2020	Improve street and drainage conditions in the Coursey Road/ Neighborhood	Y	2021						Action item was complete in 2021 at a cost of \$750,000.

City of Twin City Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2022	Improve street and drainage conditions for Princess Street, Queen Street, and King Street area					Y	2027		This action item was not completed in the previous 5 years due to lack of funding. City will continue to pursue this endeavor; estimated completion 2027. Item remains on the CWP in reflection of the same.
2021	Rehab each sewer lift station (5 Total) utilizing CIPP relining method			Y	2025				Pending – city is applying for fiscal fund 2023 for this item. Action item remains on CWP but is modified in verbiage to: “Rehab each sewer lift station (7 Total)-sewer rehabilitation for all systems”; cost increased to 1.3 million
2018	Complete multi-year audit backlog of city audits to regain QLG status with DCA	Y	2018						Action item completed in 2018
2019	Construct new entranceway (gateway) signage along US and GA highway entrances	Y	2021						Action item completed in 2021 at a cost of \$12,000
2020	Inventory and update water meters			Y	2022				Underway; Action item to be completed in 2022 with GEFA funding - \$350,000
2019	Stabilize historic log house at Carilee Coleman Park	Y	2019						Action item completed in 2019 at a cost of \$15,000 – funding secured from private donation

**City of Twin City Comprehensive Plan Community Work Program
Report of Accomplishments**

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2020	Construct outdoor classroom at Carilee Coleman Park			Y	2023				Action item is ongoing. Initiated grant in 2019 and water conservation fund in 2023.
2019	Design and place interpretative signage in Roundtree Park			Y	2023				Action item is ongoing. Project estimated to be complete in 2023. Item remains in CWP as ongoing. Verbiage modified to “Carilee Coleman Park” instead of “Roundtree Park”
2018	Develop a sidewalk and trail master plan for Twin City and possible route to George L. Smith State Park	Y	2019						Action item completed in 2019 with GDOT funding.
2018	Develop combined Twin City-Emanuel County Recreation Department	Y	2018						Action item completed in 2018 with operating cost of \$25,000
2019	Conduct water system improvements in a target area to include: Granddaughter Avenue, Colston Lane, Sandridge Road, Wilson Road, West Short Street, & Coursey Road					Y	2024		This action item was not completed in the previous 5 years due to lack of funding. The City will pursue this endeavor as soon as funds become available; estimated initiation date of 2024. This Item remains on the CWP in reflection of the same.
2021	Pursue the “Broadband Ready Community Designation” from the Georgia Department of Community Affairs	Y	2021						Complete – achieved “Broadband Ready Community Designation” in 2021
2021	Adopt the Broadband Community Model Ordinance	Y	2021						Complete – adopted the Broadband Community Model Ordinance in 2021

City of Twin City Comprehensive Plan Community Work Program
Report of Accomplishments

Initiation Year	Description	Accomplished		Underway		Postponed		Dropped	Status/Comments
		Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	
2023	Construct outdoor classroom at Carilee Coleman Park	Y	2023						Action item is completed in 2023
2023	Purchase grapple truck	Y	2023						Action item is completed in 2023.
2023	Purchase public safety equipment	Y	2023						Action item is completed in 2023. And the action item will be ongoing.
2024	Pursue improvements to Graymont Community Park			Y	2030				Action item is underway. Bathroom facilities and fencing have been constructed.
2024	Pursue improvements to Pop Boogie Park			Y	2030				Action item is underway. Fencing, bathroom and concession facilities have been constructed.
2023	Construct Centennial Park and Trail			Y	2030				Action item is underway. A trail has been constructed.
2023	Create fire flow model and hydrant mapping to improve ISO rating	Y	2024						Action item is completed in 2024.

City of Twin City Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Adopt and enforce a model ordinance based on the Georgia DNR's Part V Environmental Planning Criteria for wetlands	X								X	HOGARC	NA				
Pursue funding for sidewalk improvements			X						X	GDOT	\$500,000	X	X	X	
Improve street and drainage conditions for Princess Street, Queen Street, and King Street area					X				X	DCA (CDBG)	\$750,000	X	X	X	
Rehab each sewer lift station (7 Total) sewer rehabilitation for all systems	X								X		\$1.3 Million	X	X		
Construct outdoor classroom at Carilee Coleman Park	X								X	GA DNR	\$10,000	X	X		
Design and place interpretative signage in Carilee Coleman Park	X								X	GA DNR	\$10,000	X	X		
Conduct water system improvements in a target area to include: Granddaughter Avenue, Colston Lane, Sandridge Road, Wilson Road, West Short Street, & Coursey Road		X								GDCA/CDBG/ HUD	\$800,000	X	X	X	
Pursue improvements to Paradise Road Park	X								X	SPLOST	\$35,000	X			
Pursue improvements to Graymont Community Park			X						X	SPLOST	\$35,000	X			

City of Twin City Comprehensive Plan Community Work Program
Community Work Program 2023 - 2027

Activity	Years							Responsibility			Estimated Cost	Funding Source			
	2023	2024	2025	2026	2027	Each Year	Beyond 2027	County	City	Other		Local	State	Federal	Private
Pursue improvements to Pop Boogie Park		X							X	SPLOST	\$35,000	X			
Construct Centennial Park and Trail	X								X	GA Tourism	\$20,000	X	X		
Complete phase 2 water infrastructure project- waterlines, meters, fire hydrants		X							X	CDBG	\$1.1 Million	X	X	X	
Pursue Plan First designation		X							X		N/A	X			
Replace fire equipment and city fire truck						X			X	USDA, GE-MA,FEMA	\$250,000	X	X	X	
Resurface W Broad St., TIA2, Band 1	X	X							X	GDOT TIA	\$286,605	X	X		
Resurface Old Swainsboro Rd, TIA2, Band 1	X	X							X	GDOT TIA	\$169,797	X	X		

Appendix A

- **Community Involvement**
- **Public Hearing Notice 1**
- **News Release**
- **Comprehenisve Plan Website**
- **Community Vision Survey**
- **Public Hearing Notice 2**
- **Meeting Agendas**
- **Stakeholders Invited to Participate**
- **Active Participants**

COMMUNITY INVOLVEMENT

The Local Planning Requirements established by the Georgia Department of Community Affairs (DCA) encourage and require that each element of the comprehensive plan “be prepared with considerable opportunity for involvement and input from stakeholders, local leadership, and the general public.” The Emanuel County local governments took this requirement to heart and placed increased emphasis on getting community leaders, stakeholders, and the general public involved. The need for strong community involvement from a broad spectrum of stakeholders was emphasized by the Regional Commission in communications with the local governments. As a result, the local governments put forth considerable effort for broad community involvement and participation in this comprehensive plan’s development.

The local governments coordinated establishment of a steering committee which they called the “Local Plan Coordination Committee” approximately one to two months ahead of the scheduled first committee meeting, and invited through formal e-mail and direct contact as many stakeholders and community leaders as they could envision. Regional Commission planning staff had previously counseled the local governments to make such efforts a priority a number of times, including in a plan implementation meeting held in January, 2022. The Regional Commission offered plan preparation assistance in a letter, and as much in direct communication and follow-up for plan development organization. DCA’s Suggested Community Plan Stakeholder List, some specific known local candidates, and a model invitation for stakeholder participation were provided for local government use. In addition to local government direct contact, the local governments involved local media, including the local radio station, and their public meetings to notify the general public and any other interested parties to participate. The official public advertising of the required public hearing further invited all those interested to participate. Similar efforts by the local media and local governments occurred prior to the final committee meeting and public hearing to review the draft plan prior to its formal submittal.

These considerable efforts for achieving meaningful community involvement were considered a success by the local governments. The committee meetings participation did include numerous appointed and elected local officials, local economic development practitioners, other local agencies and organizations, and many others. The first committee meeting, as well as the first public hearing, included a strengths/weakness (SWOT analysis) exercise. The results of these strengths/weaknesses exercises were also reviewed at the second committee meeting. In standard practice, the first order of business at each committee meeting was to review all prior committee inputs and their summary by staff for committee amendment before moving to the next input topic. Much community involvement and input was provided in all facets and elements of the comprehensive plan’s development. The local governments were very pleased both with the community involvement/input and the results.

The actual documents utilized or published during the community involvement and comprehensive plan preparation process are provided in this appendix. These include the local government stakeholder invitation, the local government official public hearing advertisements, the community drop-in session notice, and the Local Plan Coordination Committee and local business community meeting agendas. A list of stakeholders invited to participate in the comprehensive plan preparation process and a list of active participants on the Local Plan Coordination Committee and involved in plan preparation are also included.

PUBLIC HEARING NOTICE
Emanuel County Joint Comprehensive Plan
“Progress and Culture Amongst the Pines”

What principles should guide future development in Emanuel County and the municipalities within Emanuel County? What can be done to generate local pride and enthusiasm about the future of all Emanuel County?

The local governments of Emanuel County and the Cities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City are in the initial stages of a process to develop a new joint comprehensive plan in accordance with state law.

The comprehensive plan outlines a community vision, identifies needs and opportunities, defines long term policies, and includes a community work program to provide a guide and blueprint for future growth and development within the community jurisdictions. It is desired that this plan not only meet state requirements, but also truly express the community’s wishes for future growth and development.

An initial public hearing is scheduled to provide an opportunity for citizens to express their thoughts regarding vision for the Community’s future, to receive input on the issues and opportunities facing the Community, and to identify solutions, strategies, and actionable efforts that could be employed to make Emanuel County and the Cities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City better places to live and work.

PUBLIC HEARING DATE AND TIME:

Thursday, March 10, 2022, at 5:00 p.m.

LOCATION OF PUBLIC HEARING:

**Emanuel County Commission (Boardroom),
101 North Main Street, Swainsboro, Georgia**

Please plan to attend, voice your opinions, and be involved. Help your community thrive, grow, and prepare a better future. If you would like more information, please contact Mandy Britt at the Heart of Georgia Altamaha Regional Commission, 912-367-3648 or mbritt@hogarc.org. All persons with a disability or otherwise needing assistance should contact Emanuel County Commissioner’s Office, 101 North Main Street, Swainsboro, Georgia, or call 478-237-3881.

HEART OF GEORGIA ALTAMAHA

Regional Commission



331 West Parker Street
Baxley, GA 31513
Phone: 912-367-3648
Fax: 912-367-3640

5405 Oak Street
Eastman, GA 31023
Phone: 478-374-4771
Fax: 478-374-0703

NEWS RELEASE

PUBLIC INVITED TO PARTICIPATE IN DROP-IN SESSION ON LOCAL GOVERNMENTS' COMPREHENSIVE PLAN

DATE: Tuesday, March 22, 2022 5:00 PM

LOCATION: Southeastern Technical College,
Building 1, Boatwright Auditorium
346 Kite Rd, Swainsboro, GA

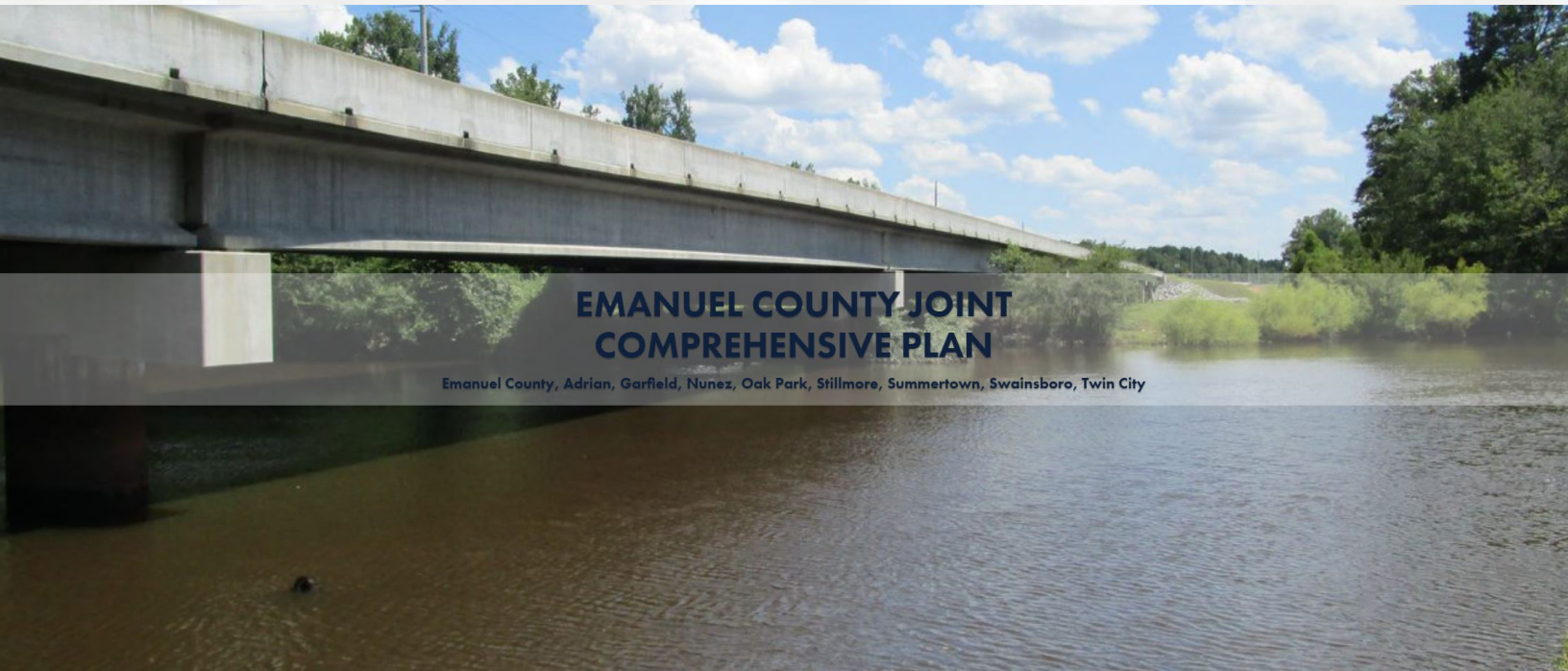
Are you concerned about the future of Emanuel County, Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City? Do you have thoughtful ideas on what should be done to make the community a better place? What do you consider to be pressing needs and issues in the community?

The local governments of Emanuel County, including the Emanuel County Board of Commissioners and the municipalities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City are in the process of updating their comprehensive plan required by state law. The current joint comprehensive plan dates from 2017 and is the principal guide to the long-term growth and development of Emanuel County and its municipalities. The new update will focus on achieving a vision set by the community on what it wants to be and addressing identified needs and opportunities.

You are cordially invited to get involved and to participate in this plan update process. You may do so by attending a public drop-in session concerning the comprehensive plan update to be held at Southeastern Technical College (Building 1, Boatwright Auditorium), 346 Kite Road, Swainsboro, from 5:00 p.m. to 6:00 p.m. on Tuesday, March 22, 2022. The session is designed to be informal, to answer any questions you may have, and to allow for one-on-one input at your convenience. Planning staff from the Heart of Georgia Altamaha Regional Commission will be on hand to discuss the plan and its process, and to receive your input and ideas. There will be no formal presentation. The event is designed as a drop-in at whatever time is convenient for those wishing to participate or learn more.

The public may also submit input by taking a short survey at the following website or by using the following QR code:

Website: <https://survey123.arcgis.com/share/530a5840761744799be66775fb068f85>



EMANUEL COUNTY JOINT COMPREHENSIVE PLAN

Emanuel County, Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, Twin City

WELCOME!

Welcome to the home of the Emanuel County Joint Comprehensive Plan Update. The County and the municipalities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City, are currently undergoing strategic planning meetings to guide the future growth and development for the community. Issues discussed include economic development, community facilities, natural and cultural resources, housing, intergovernmental coordination, and other important concerns.

In a series of meetings, to be held February-July, local government leadership will be seeking citizen input and participation concerning these topics. This page will provide periodic updates and working documents from the Comprehensive Plan Steering Committee.



WHY IS THE COMPREHENSIVE PLAN IMPORTANT?

Effective planning ensures that future development will occur where, when, and how the community and local government wants. There are several important benefits to the entire community that result from the planning process:

- Quality of life is maintained and improved.
- There is a vision, clearly stated and shared by all, that describes the future of the community.
- Private property rights are protected.
- Economic Development is encouraged and supported.
- There is more certainty about where development will occur, what it will be like, when it will happen, and how the costs of development will be met.

To encourage local governments' engagement in comprehensive planning, Georgia incentivizes it by allowing cities and counties with DCA-approved comprehensive plans access to a special package of financial resources to aid in implementing their plans. This includes Community Development Block Grants (CDBG), water and sewer loans from the Georgia Environmental Finance Authority (GEFA), economic development funding from the OneGeorgia Authority, and a variety of other programs from DCA and partner agencies (a detailed list is available in the "Fact Sheets" section, below). Eligibility for this package of incentives is called Qualified Local Government (QLG) status.

<https://dca.ga.gov/local-government-assistance/planning/local-planning/local-comprehensive-planning>



PREVIOUS COMPREHENSIVE PLAN

PROGRESS AND CULTURE AMONGST THE PINES



A Joint Comprehensive Plan for Emanuel County, City of Axtell, City of Darfield, City of Nahunta, City of Oak Park, City of Sylvania, City of Summertown, City of Swainsboro and City of Twin City, Georgia



August, 2017

[Download a copy of the 2017 plan here!](#)

EMANUEL COUNTY 2022 JOINT COMPREHENSIVE PLAN TIMETABLE

- **Wednesday, 2/9/2022, 10:30 AM:** Kickoff Meeting, Vision Making Community Strengths & Weaknesses
- **Wednesday, 3/9/2022, 10:30 AM:** Community Threats & Opportunities
- **Thursday, 3/10/2022, 5:00 PM:** Initial Public Hearing
- **Tuesday, 3/22/2022, 5:00 PM:** Community Drop-In Session
- **Wednesday, 4/13/2022, 10:30 AM:** Needs & Opportunities, Goals, Policies, Economic Development
- **Wednesday 5/11/2022, 10:30 AM:** Broadband, Land-use
- **May-July:** Draft Plan
- **Final Committee Meeting:** TBD
- **Final Public Hearing:** TBD

[Download a copy of the kickoff meeting packet here!](#)

[Download a copy of the 2nd meeting packet here!](#)

[Download a copy of the 3rd meeting packet here!](#)

[Download a copy of the 4th meeting packet here!](#)



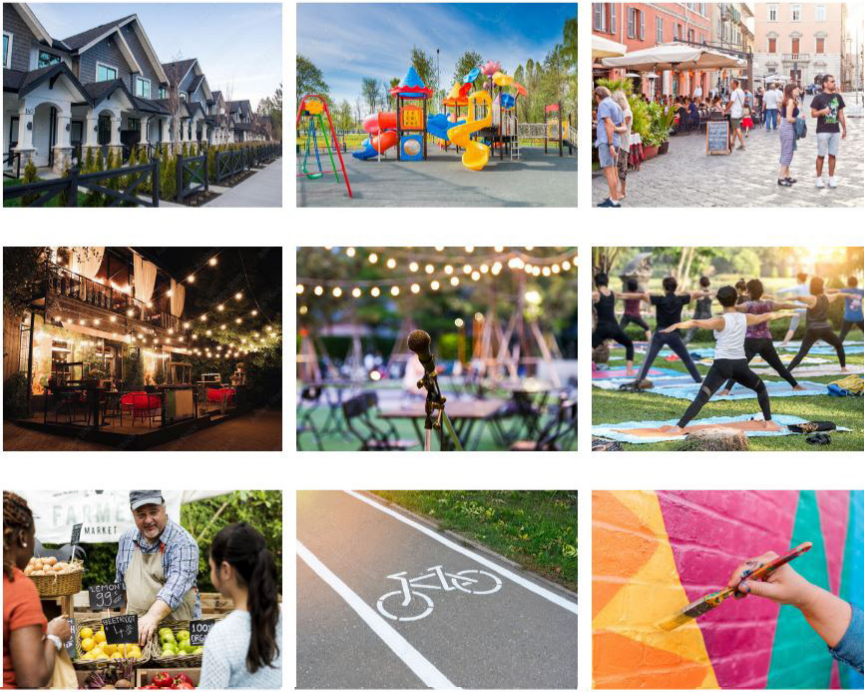
OUR VISION

Overarching Themes: Ensure a vibrant, resilient, and active community that seeks to implement calculated, sustainable solutions for future development. Take economic advantage of central location; support current industrial and commercial business while preparing for new industrial and commercial opportunities (through public and private sector strides) for development in the areas of workforce, low to mid-level housing, transportation/transit, infrastructure, amenities, and recreation; attract and retain younger generations; hold a diverse selection of community events annually; encourage and incentivize the development of diverse housing options; improve public sector training of officials and prioritize intergovernmental collaboration; expand and utilize a range of platforms for communication with the public. recognize, nurture, and share valuable local resources, structures, heritage, history, and culture—incorporating these unique aspects of the community in tourism and local activities. Maintain clean and safe environments county-wide. Support local healthcare facilities and secure the service of specialty healthcare providers.

[Download the full version of Community Vision here!](#)



WHAT WOULD YOU LIKE TO SEE?



What is your vision for Emanuel County? Help define it by taking the survey below!



What is your vision for Emanuel County? Help define it by taking the survey below!

Community Survey



FOR MORE INFORMATION REGARDING THE 2022 EMANUEL COUNTY JOINT COMPREHENSIVE PLANNING PROCESS, CONTACT US:

331 West Paiker Street • Baxley, GA 31513

912-367-3648

mbritt@hogarc.org

COMMUNITY SURVEY

1. How would you rate the overall quality of life in Emanuel County?
2. If you moved to Emanuel County from somewhere else, please indicate which of the reasons explain your move?
3. Our top 2 priorities in regards to revitalization efforts should be?
4. What are the greatest strengths or assets of your community?
5. What are your community's greatest needs?
6. What types of businesses would you like to see more of in Emanuel County?
7. How well do you rate your local government with regards to openness and communicating with the public?
8. Please select your top 3 ways that you would prefer to receive information regarding community events, community meetings, or community issues.
9. There are opportunities for the public to engage in community decision making efforts?
10. What is the quality of your internet (broadband) service?
11. What outdoor recreational activities are important to you?
12. Infrastructure Rating (Please rate the quality of infrastructure in Emanuel County on a scale of one to five, with 1 star being "Poor" and 5 stars being "Excellent")
 - Road Quality - Road Comments - Road Drainage - Drainage Comments
 - Quality of Public Service Buildings - Building Comments
 - Quality of Water/Sewer Systems - Water/Sewer System Comments
13. What type of housing would you like to see more of in the future?
14. Our top 3 priorities with regard to housing should be?
15. 3 priorities with regard to cultural amenities should be?
16. What are your 3 favorite things about Emanuel County?
17. What are your 3 least favorite things about Emanuel County?
18. Do you have any other comments that you would like to share about your community?

FINAL PUBLIC HEARING NOTICE

Emanuel County Joint Comprehensive Plan

The local governments of Emanuel County including the Cities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City, are in the final stages of a process to develop a new joint comprehensive plan in accordance with state law.

The comprehensive plan outlines a community vision, identifies needs and opportunities, and delineates long term policies and a community work program to provide a guide and blueprint for future growth and development within the community jurisdictions. The plan is in draft finalization before submittal to the state for review.

The purpose of the hearing is to brief the community on the content and strategies outlined in the draft comprehensive plan; to address the issues and opportunities facing Emanuel County and the Cities of Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, and Twin City; obtain any final citizen input; and notify the community of the pending submittal of the comprehensive plan for state and regional review.

PUBLIC HEARING DATE AND TIME: Tuesday, August 30, 2022, at 5:00 p.m.

**LOCATION OF PUBLIC HEARING: Emanuel County Commission Board Room,
101 N Main Street, Swainsboro, GA**

All persons with a disability or otherwise needing assistance should contact Emanuel County Commissioner's Office: 101 N Main Street, Swainsboro, Georgia or call 478-237-3881.

All persons are invited to attend the public hearing and voice your opinion to help your community achieve a better future. If you would like more information, please contact Mandy Britt at the Heart of Georgia Altamaha Regional Commission, 912-367-3648 or mbritt@hogarc.org.

**EMANUEL COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE 3RD MEETING
EMANUEL COUNTY COMMISSIONER'S BOARD ROOM
101 NORTH MAIN STREET, SWAINSBORO, GEORGIA**

February 9, 2022

AGENDA

- 1. Introductions**
- 2. Background/Committee's Purpose**
- 3. Proposed Timetable for Plan Development**
- 4. Community Vision Input**
- 5. Start SWOT analysis (Strengths/Weaknesses)**

Next Meeting:

- Review draft of community vision
- Continue SWOT analysis (Opportunities/Threats)
- Discuss plan title

**EMANUEL COUNTY JOINT COMPREHENSIVE PLAN
SECOND LOCAL PLAN COORDINATION COMMITTEE MEETING
SUDIE A. FULFORD COMMUNITY LEARNING CENTER
131 COLLEGE CIRCLE, SWAINSBORO, GEORGIA**

MARCH 9, 2022

AGENDA

- 1. Introductions**
 - 2. Regional Commission Service Agreement - *Emanuel County, Adrian, Garfield, Nunez, Oak Park, Stillmore, Summertown, Swainsboro, Twin City***
 - 3. Brief Review of previous Meeting (02/09/22)**
 - 4. Plan Title Discussion**
 - 5. Issues and Opportunities (SWOT)**
 - 6. Community Vision Outline Review**
 - 7. Goals/Policies Discussion/Introduction**
- Adjourn**

Upcoming Events:

Initial Public Hearing

Thursday, March 10, 2022, 5:00PM
Emanuel BOC Commissioners Boardroom
101 North Main Street, Swainsboro, Georgia

Community Drop-In Session

Thursday, March 22, 2022, 5:00PM

Southeastern Technical College
Building 1, Boatwright Auditorium
346 Kite Road
Swainsboro, GA 30401

Next Committee Meeting:

Wednesday, April 13, 2022, 10:30AM

Emanuel BOC Commissioners Boardroom
101 North Main Street, Swainsboro, Georgia

- Goals/Policies Input
- Economic Development

**EMANUEL COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE 3RD MEETING
EAST GEORGIA HEALTHCARE CENTER
215 N COLEMAN STREET, SWAINSBORO, GA 30401**

April 13, 2022

AGENDA

- 1. Introductions**
- 2. Review of Survey, Public Hearing, Community Drop-In, Previous Meetings**
- 3. Regional Commission Service Agreement – *Adrian, Garfield, Nunez, and Stillmore***
- 4. Plan Title Discussion – “Appling County Rises to Greater Heights”**
- 5. Issues and Opportunities Draft**
- 6. Goals and Policies Review**
- 7. Economic Development Element**

Next Meeting:

Tuesday, 5/17/2022, 10:00 AM

Appling County Commissioners Board Room

69 Tippins Street, Baxley, GA

- Review Economic Development draft
- Broadband Element
- Land Use Element

Adjourn

**EMANUEL COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE 4TH MEETING
EAST GEORGIA HEALTHCARE CENTER
215 N COLEMAN STREET, SWAINSBORO, GA 30401**

May 11, 2022

AGENDA

- 1. Introductions/Review**
- 2. Plan Title**
- 3. Survey Update**
- 4. Revised Draft Economic Development Element**
- 5. Broadband Element**
- 6. Land Use Element**

Next Meeting:

- Jurisdictional Community Work Program Update Meetings/ Final Jurisdictional Map Updates – TBD
- Final Public Hearing - TBD

Adjourn

Stakeholders Invited to Participate in Emanuel County Joint Comprehensive Plan Preparation Process

1. 1st Franklin Financial
2. Adrian Building Concepts, Inc
3. Advanced Metal Components
4. Allgreen Services, LLC
5. Altamaha EMC
6. Bailey, John Allen
7. Barwick Forestry
8. Blanchard Equipment Company, Inc.
9. Brogdon Auto Parts Inc.
10. Buckley, James W. & Associates
11. Calhoun, Larry
12. Central Fence Company
13. Citizens Bank Of Swainsboro
14. City Of Adrian
15. City Of Garfield
16. City Of Nunez
17. City Of Oak Park
18. City Of Stillmore
19. City Of Summertown
20. City Of Swainsboro
21. City Of Twin City
22. Crider Foods
23. Daniels Chevrolet
24. David Emanuel Academy
25. Del Phi Communications, Inc.
26. District Attorney, Middle Judicial Circuit
27. DRB Realty & Properties LLC
28. Durden Banking Co., Inc.
29. East Georgia State College
30. East Georgia State College Foundation
31. Educational Support Services (ESS)
32. Emanuel Arts Council
33. Emanuel Counseling Inc.
34. Emanuel County Board of Education
35. Emanuel County DFACS
36. Emanuel County Farm Bureau, Inc.
37. Emanuel County Fire/EMA
38. Emanuel County Health Department
39. Emanuel County Historic Preservation Society
40. Emanuel County Superior Court
41. Emanuel Janitorial Services & Supplies, LLC
42. Emanuel Medical Center
43. Excelsior EMC
44. Faircloth Welding & Fabrication
45. Forest-Blade Publishing Company
46. Franklin Memorial Library
47. Friends Of George L. Smith State Park
48. Georgia Equipment Company
49. Georgia FFA Foundation
50. Georgia Forestry Commission
51. Georgia Power
52. Handi House Manufacturing
53. Historic Twin City Georgia, Inc.
54. Hotset America
55. Interfor
56. Jefferson Energy
57. Kwik Shop Of Swainsboro
58. Mill Creek Foundation
59. Nordson Corporation
60. Ogeechee Steel
61. Palmer, Judge Kathy
62. Parrish, Rep. Butch
63. Pineand Communications, Inc
64. Planters EMC
65. Queensboro National Bank & Trust
66. Radiojones, LLC
67. Robins Financial Credit Union
68. South Auction
69. Southeastern Technical College
70. Southland Insurance Group
71. Spivey State Bank
72. Stitch-N-Print
73. Sunbelt Air, Inc
74. Swainsboro Fire Department
75. Swainsboro Ford
76. Swainsboro Housing Authority
77. Swainsboro Police Department
78. Swainsboro Rotary Club
79. Swainsboro Supply
80. Swainsboro-Emanuel County Chamber Of Commerce
81. Swainsboro-Emanuel County Parks & Recreation
Department
82. Terwilliger's Auto Service
83. The Crossroads Chronicle
84. Truflame Gas Co.
85. Vyve Broadband
86. Washington EMC
87. Wincore Windows And Doors
88. Yeomans & Associates Agency
89. Yeomans Wood And Timber Company

**Active Participants in Emanuel County
Local Plan Coordination Committee Meetings and Plan Preparation**

Emanuel County Board of Commissioners

Jim Sherrod, Chairman
Guy Singletary, County Manager
Stacey Scarboro, County Clerk
Stuart Bowen, Information Technology
James Canady, Commissioner

City Of Adrian

Wynola Smith, Mayor

City Of Garfield

Tommy Paul, Acting Mayor

City Of Nunez

Michelle Wimberly, Mayor

City Of Oak Park

Mickey Lindsey, Mayor
Courtney Soley, City Clerk

City Of Stillmore

Regan Slater, Mayor

City Of Summertown

Don Bishop, Mayor

City Of Swainsboro

Melissa Kirby, City Manager
Bruce Kirby, Building Inspector
Chu Lin Oui

City Of Twin City

Matt Donaldson, Mayor
Hank Whithers
Genia Ducker, City Clerk

East Georgia State College

Harley Smith, Director of Institutional Advancement and Community Relations

Southeastern Technical College

Travis Akridge, Director of Safety and Security
Phillip Easterling, Security Officer
Mitchell Fagler, V.P. for Institutional Effectiveness

Emanuel County Development Authority

Ken Warnock, CEO

Swainboro - Emanuel County Chamber Of Commerce

Ken Warnock, CEO

Emanuel County Cooperative Extension

Jakyn Tyson, County Extension Agent

Georgia Power

Matt Sawhill, Area Manager

Altamaha EMC

Bill Kennedy, District Manager

Excelsior EMC

Jim Donaldson

Emanuel County Fire/Emergency Medical Services

Courtney Terwilliger, EMS Director
Ronald Drake

Swainsboro Fire Department

Michael Stobridge, Chief

Note: Both elected and appointed local government and local economic development officials participated.

**Active Participants in Emanuel County
Local Plan Coordination Committee Meetings and Plan Preparation
(Continued)**

Emanuel County EMA/ E-911

Martha Culbreth, EMA Director
Lenora Robertson

**Swainsboro - Emanuel County Parks
& Recreation Department**

Tony Mangieri, Director

Emanuel County Public Works

Justin Morris, Public Works Director
Brad Kirby, Road Department
Anthony Bennett, Road Department
Steve Graham, Code Enforcement
Mike Head, Building & Facilities

Citizens Bank of Swainsboro

Milton Gray, Jr., President and CEO

Durden Banking Company

Wade Johnson, Assitant V.P.

Emanuel County Health Department

Harley Beck
Jennifer Harrison, County Nurse Man-
ager

East Georgia Healthcare Center

Peyton Frye, Practice Manager

Emanuel Medical Center

Damien Scott, CEO

Emanuel Coutny Tax Assessor

Joyce Lamb, Tax Assessor

Franklin Memorial Library

Windy Ward, Children’s Coordinator
Shari Watt, Librarian

Levis Law Firm, LLC

Jon A. Levis, Attorney/Owner

Radio Jones, Llc

Lynn Brinson
Amy Duncan

Vyve Broadband

Dottie Durden, Customer Service
Manager

Crossroads Chronicle

Halei Lamb

Private Citizens

Greg Bennett
Herman Randall
Penny Jones, Oak Park Citizen
Terry Strange, Oak Park Citizen
Teresa Lindsey, Oak Park Citizen

Emanuel County

Joint Comprehensive Plan

