

# *Community Agenda*



## **Joint Lee County and the Cities of Leesburg and Smithville 2026 Comprehensive Plan**

*“Lee County’s vision is to provide controlled commercial and residential growth for its rapidly increasing population and improved communication, cooperation and collaboration between local and regional governments, while protecting the natural environment, providing adequate and alternative transportation options, and making our community attractive to new businesses.”*

# Community Agenda

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## **I. INTRODUCTION**

### **Organization of the Comprehensive Plan**

Lee County and the Cities of Leesburg and Smithville comprehensive plan contains three parts per state standards and procedures “Local Planning Requirements” effective May 1, 2005. The three parts consist of: a ***Community Assessment***, a ***Community Participation Program***, and a ***Community Agenda***. The ***Community Assessment*** was prepared in May and June 2006 and included: (1) list of potential issues and opportunities; (2) analysis of existing development patterns, including character area maps; (3) evaluation of current community policies, activities, and development patterns for consistency with the Quality Community Objectives; and (4) analysis of data and information to check the validity of the above evaluations and the potential issues and opportunities. The ***Community Participation Program*** describes the local governments’ strategy for ensuring adequate public and stakeholder involvement in the preparation of the ***Community Agenda***. The ***Community Assessment*** and ***Community Participation Program*** were drafted and reviewed by the Southwest Georgia Regional Development Center and the local governments adopted resolutions for transmittal to the Georgia Department of Community Affairs. This document represents the third and final part, the ***Community Agenda*** which contains the “plan” portion of the Comprehensive Plan. The ***Community Agenda*** identifies the short and long term critical planning strategies for the county and cities.

Lee County is the 8<sup>th</sup> fastest growing community in Georgia and the 43<sup>rd</sup> fastest in the nation. The community recognizes that growth and development in a scattered, unplanned fashion can negatively impact our quality of life. Such growth may make it difficult for the community to plan for future development or effectively manage development-related environmental impacts. The cost of providing community facilities and services is more expensive for residential developments, specifically, those outside of traditional urban areas. Currently, the City of Leesburg has reached maximum sewer capacity. Utilities and services can be expanded gradually from existing areas in a rational and well-planned manner with inter-governmental collaboration utilizing limited local governmental funds more efficiently.

The purpose of the *Lee County and the Cities of Leesburg and Smithville 2026 Comprehensive Plan* is to guide elected officials and community leaders in long-term and day-to-day decision making. The Plan illustrates an overall Community Vision, identifies Issues and Opportunities; and provides Goals, Policies and Objectives, to ensure the community vision becomes a reality. The Plan is final in the sense that it has been adopted by each of the local governments and submitted to Department of Community Affairs in accordance with state law. The Plan will be updated and adjusted accordingly on a regular basis. Therefore, this document will be revised as the community continues to come together to address the challenges of community growth and development while building on our valuable and unique resources.

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## **Community Vision**

The public participation program included four visioning forums, during which issues and opportunities and character areas were identified and discussed, along with development of a county wide vision statement listed below.

***“Lee County’s vision is to provide controlled commercial and residential growth for its rapidly increasing population and improved communication, cooperation and collaboration between local and regional governments, while protecting the natural environment, providing adequate and alternative transportation options, and making our community attractive to new businesses.”***

When projecting future areas of growth and development, quality planning calls for those decisions to be based on infrastructure plans for transportation, water, and sewer; as well as the development suitability of land, existing land uses, and existing zoning.

## **Transportation Planning**

The Dougherty Area Regional Transportation Study (DARTS) was completed December 2004 developing the 2030 Transportation Plan to ensure that federal-aid transportation projects are planned in a continuous, coordinated and comprehensive manner. The DARTS, designated Metropolitan Planning Organization (MPO), includes the existing urbanized area for the City of Albany, Dougherty County and the southern part of Lee County, and those areas expected to become urbanized over the next 20 years. Future Road/Bridge Projects are reflected on enclosed maps. The Steering Committee offered suggestions for future transportation projects which are reflected on the enclosed map.

## **Water and Sewer Planning**

Lee County and the Cities of Leesburg and Smithville’s future plans for extension of water and sewer services should also be relied on heavily to determine future growth and development. In-fill development is encouraged to avoid unnecessary sprawl. Increased intergovernmental communication and collaboration will assist in future water and sewer planning for the county and cities to ensure their respective water/sewer systems maintain appropriate capacity and quality. See attached map reflecting existing and future utilities for the county, specifically the southern part of Lee County. Leesburg and Smithville will continue to service their cities with water and sewer.

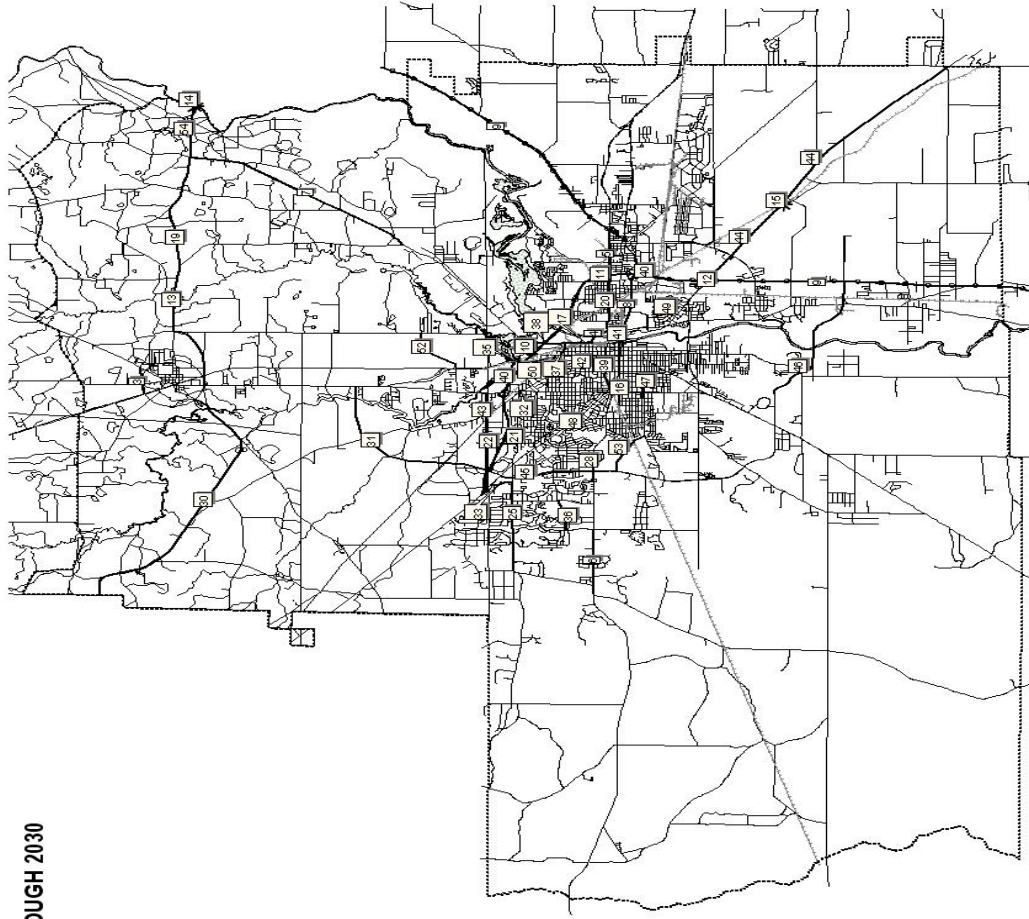
Maps are listed on the following pages:

# ROAD/BRIDGE PROJECTS THROUGH 2030

## PRIORITY PROJECT TITLE

1. SIGNAL SYSTEM UPGRADE\*
2. SIGNAL SYSTEM UPGRADE\*
3. LEESBURG NORTH BYPASS
4. CLARK EXTENSION
5. CLARK WIDENING
6. HULLMAN WIDENING
7. PHILEMA WIDENING
8. OGLETHORPE WIDENING
9. SR 320/US 10 TURN LANES
10. JEFFERSON ST INTERCHANGE IMPROVEMENT
11. CLARK AVE INTERCHANGE IMPROVEMENT
12. MOULTRE RD INTERCHANGE IMPROVEMENT
13. MUCKALEE BRIDGE
14. FLINT RIVER BRIDGE
15. GAFL RAILNET BRIDGE
16. SLAPPEY WIDENING
17. RIVERSIDE DR WIDENING
18. SIGNAL SYSTEM UPGRADE\*
19. CLARK RIVER WIDENING
20. CLARK BRIDGE
21. LIBERTY/NOTTINGHAM RAMP RELOCATION
22. NOTTINGHAM WIDENING
23. SIGNAL SYSTEM UPGRADE\*
24. SIGNAL SYSTEM UPGRADE\*
25. OLD DAWSON RD WIDENING
26. SIGNAL SYSTEM UPGRADE\*
27. SIGNAL SYSTEM UPGRADE\*
28. GILLO WHILLET TURN LANES
29. SIGNAL SYSTEM UPGRADE\*
30. SR 32 WIDENING
31. WESTOVER EXTENSION
32. PALMIRA WIDENING
33. SIGNAL SYSTEM UPGRADE\*
34. SIGNAL SYSTEM UPGRADE\*
35. WESTOVER/LEESBURG LANE TURN LANES
36. WESTGATE EXTENSION
37. SEVENTH AVE EXTENSION
38. RIVERSIDE DR INTERCHANGE
39. ROOSEVELT AVE WIDENING
40. LIBERTY EXPRESSWAY WIDENING
41. BROAD AVE BRIDGE REHABILITATION
42. JEFFERSON ST REVERSIBLE LANES
43. LEDO RD WIDENING
44. SR 133 WIDENING
45. WESTOVER RD WIDENING
46. SOUTHERN PASS
47. CLARK ST WIDENING/CHANNELIZATION
48. WHISPERS PINES WIDENING
49. SAND DR WIDENING/REALIGNMENT
50. ELEVENTH AVE WIDENING/CHANNELIZATION
51. GUARDRAILS\*
52. CEDRIC ST EXTENSION
53. WESTOVER/GORDON CONNECTOR
54. SR 32 FROM PHILEMA RD TO WORTH CO

\* INDICATES PROJECTS NOT SHOWN ON MAP

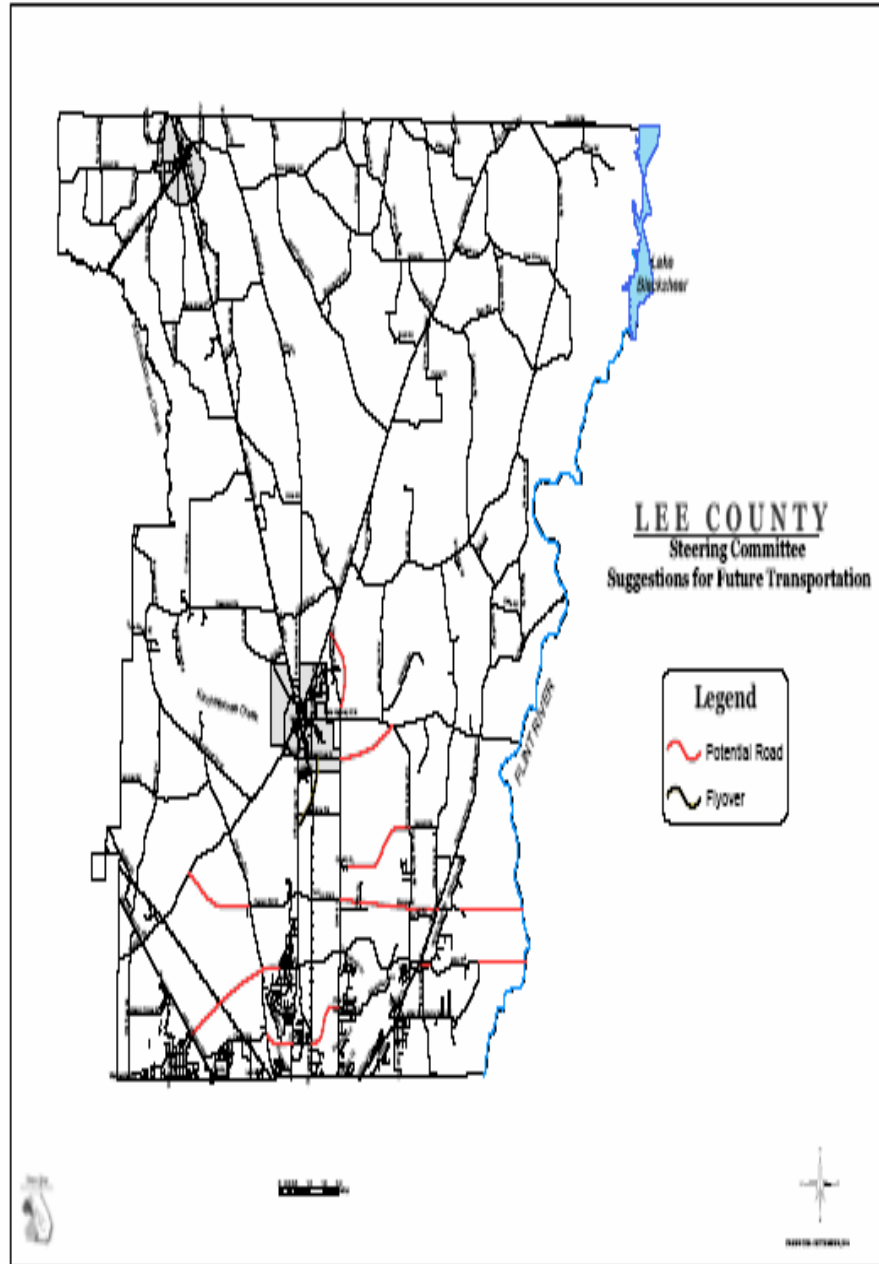


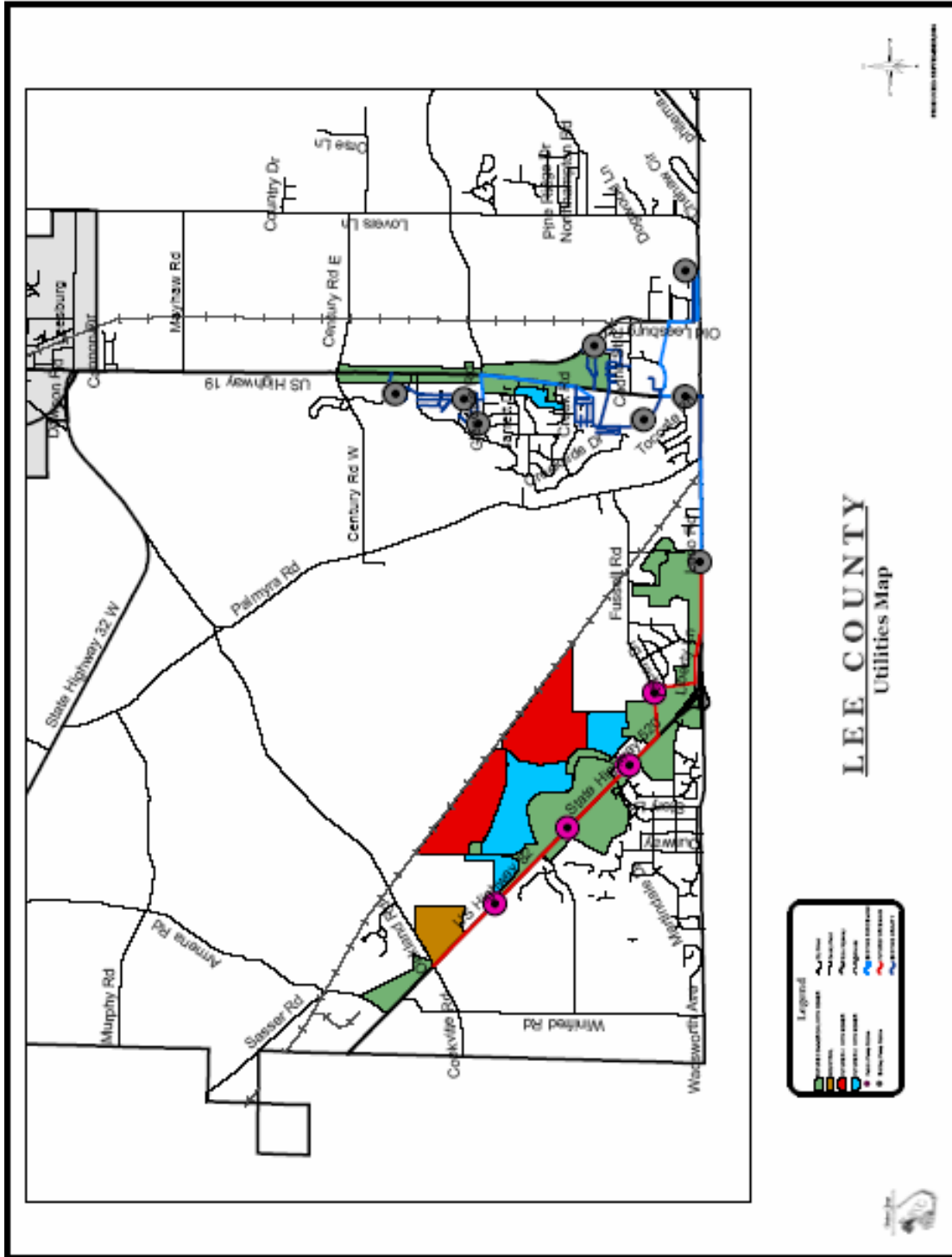
## 2030 DARTS TRANSPORTATION PLAN

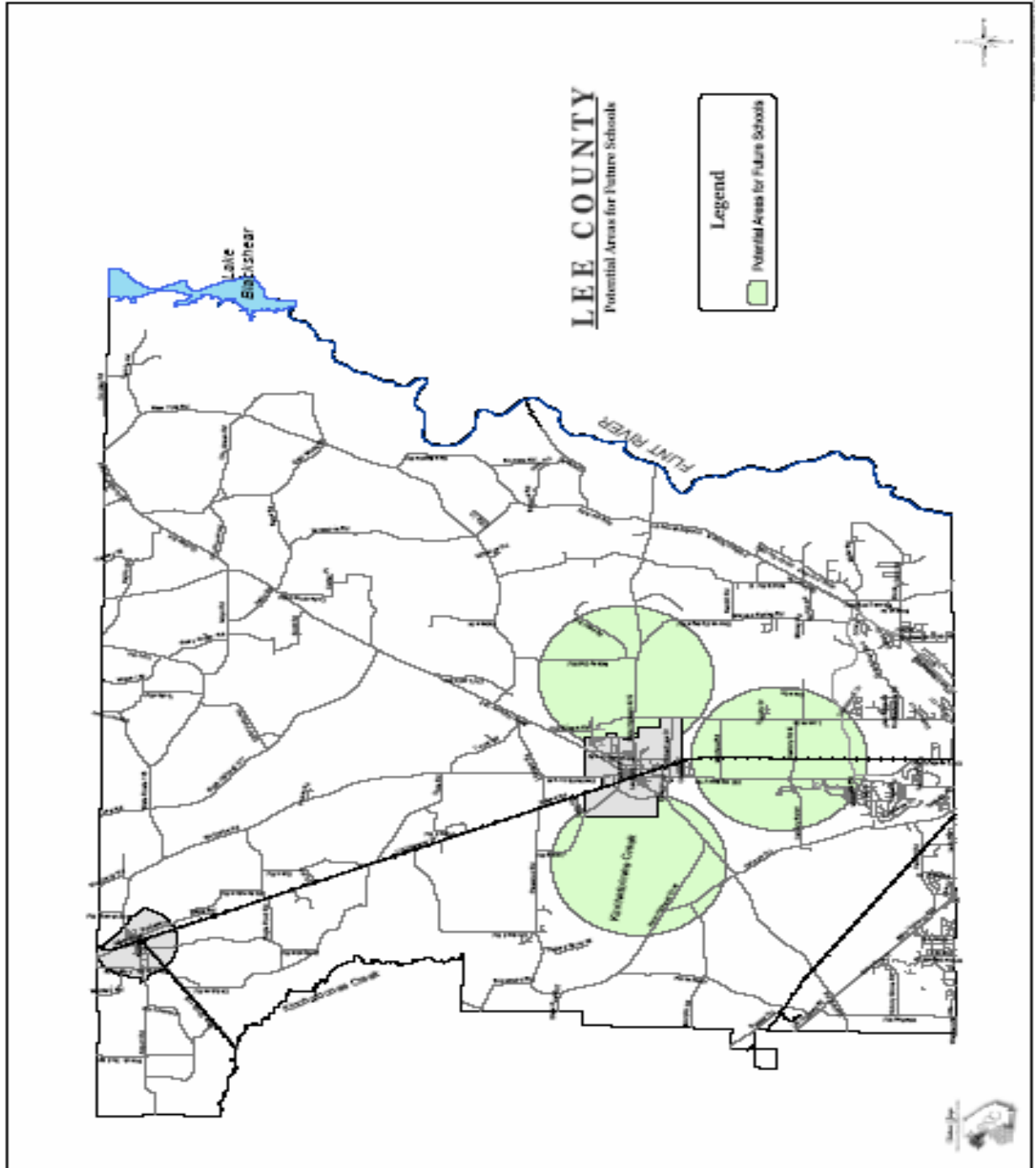
- ▭ DARTS PLANNING AREA
- ▬ BRIDGE LOCATIONS
- ⚡ TURN LANE LOCATIONS
- ⚡ ROAD PROJECT LOCATIONS

PLANNING & COMMUNITY DEVELOPMENT

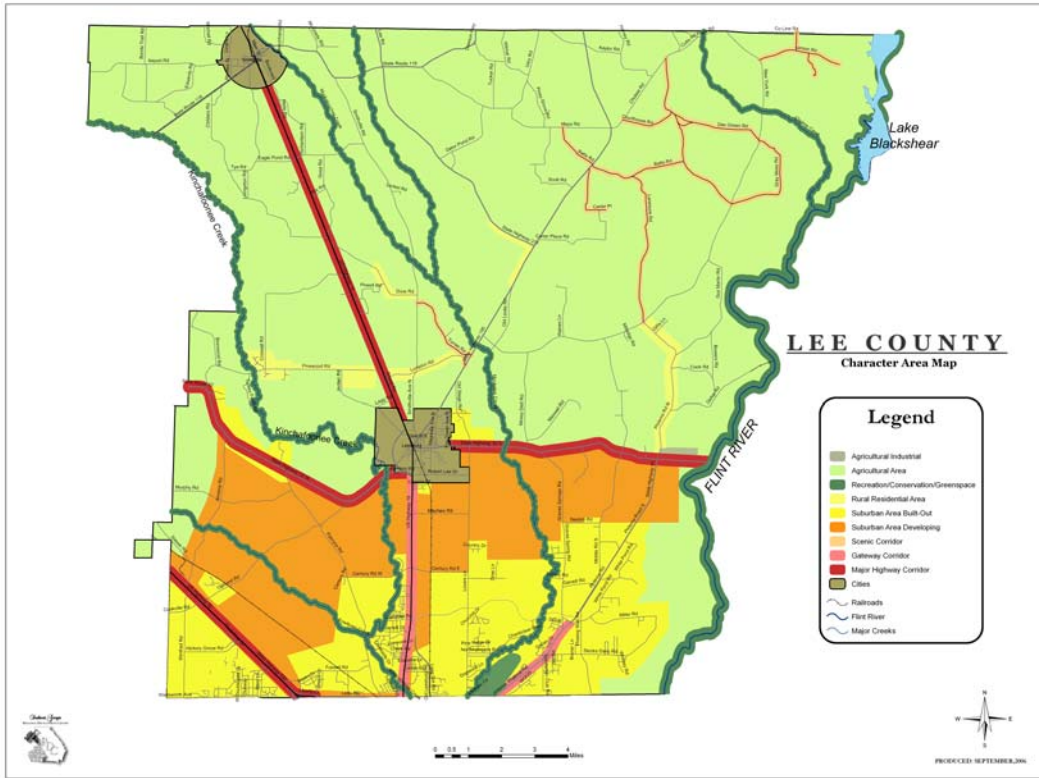


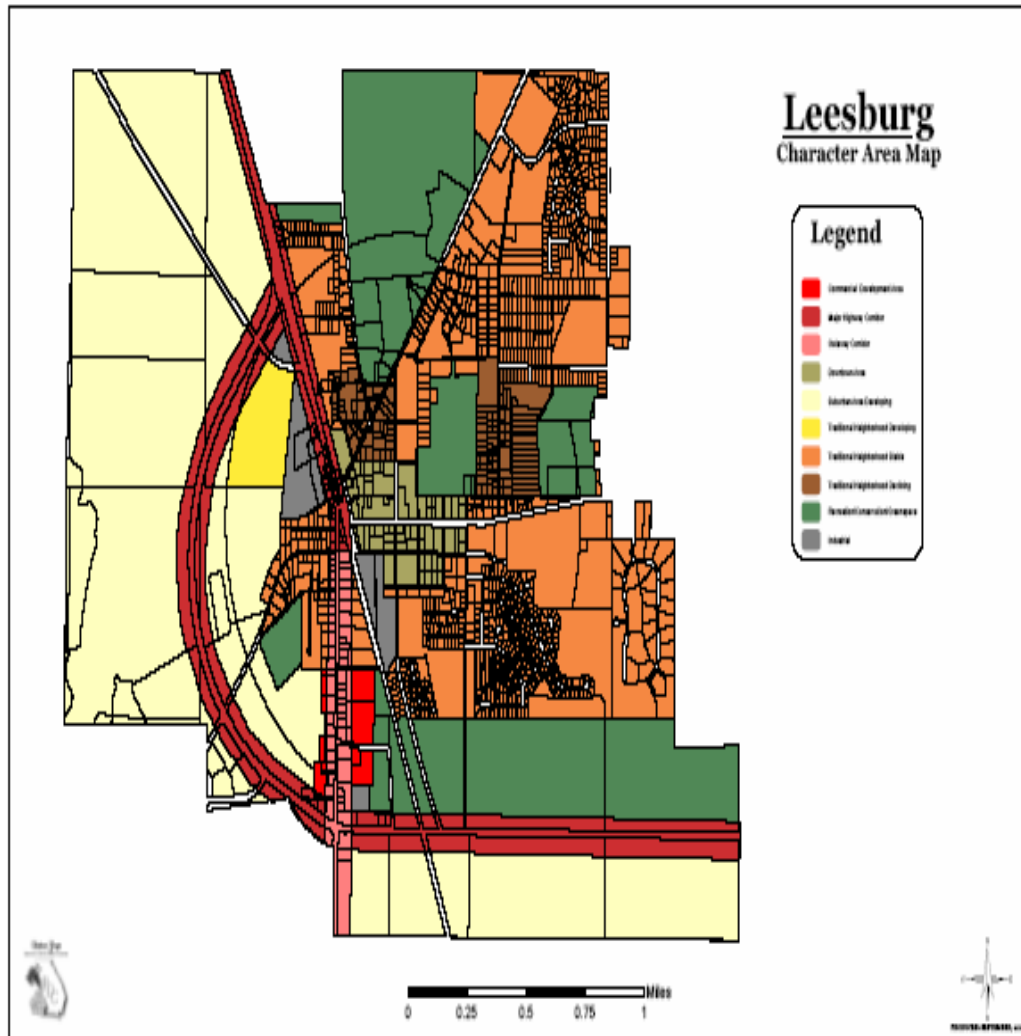


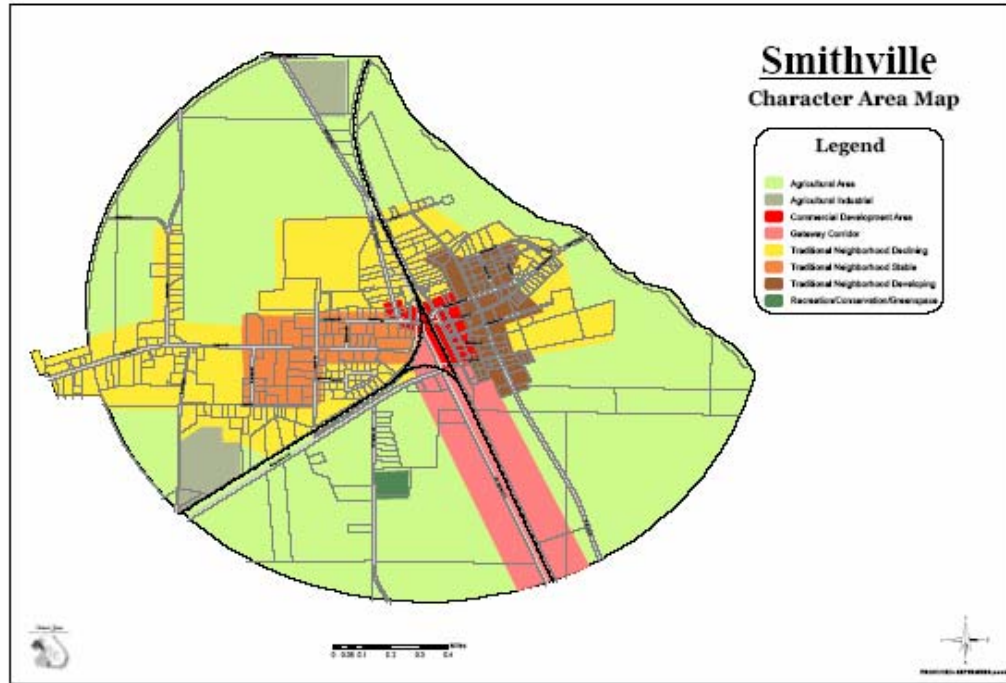




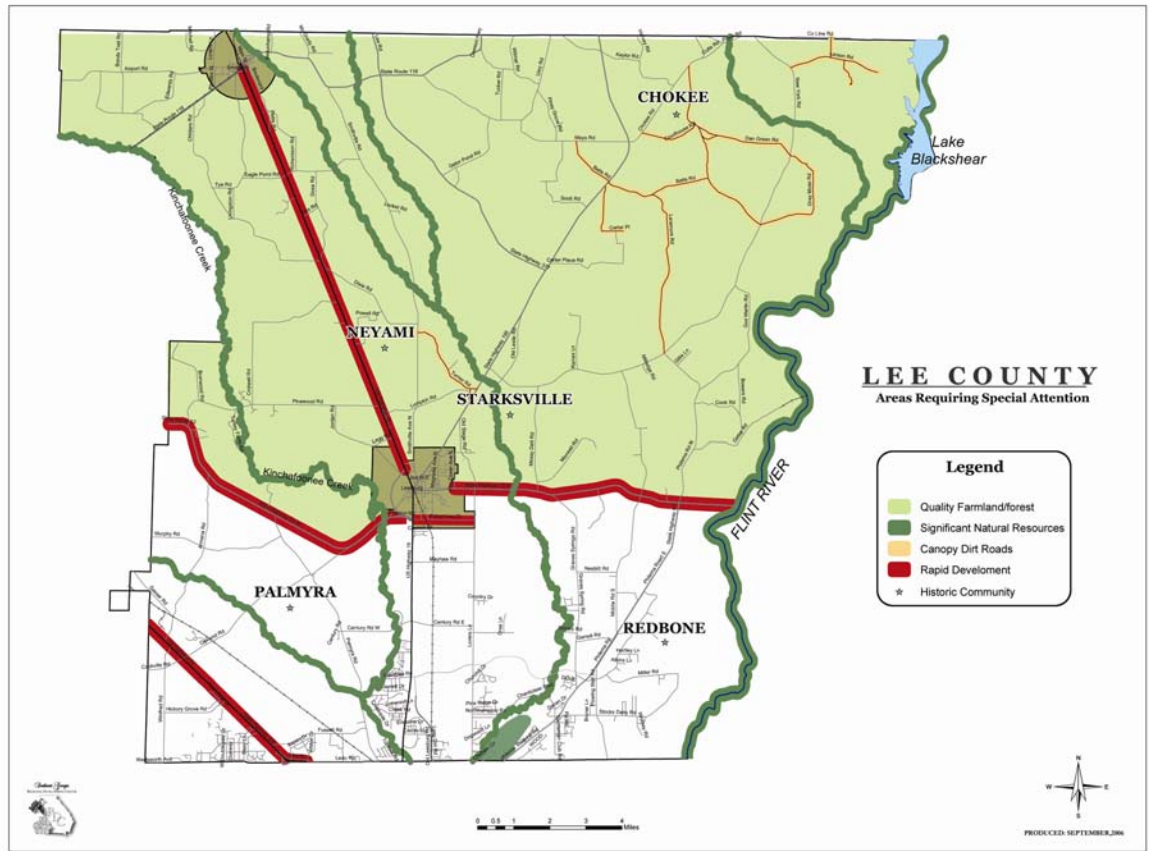


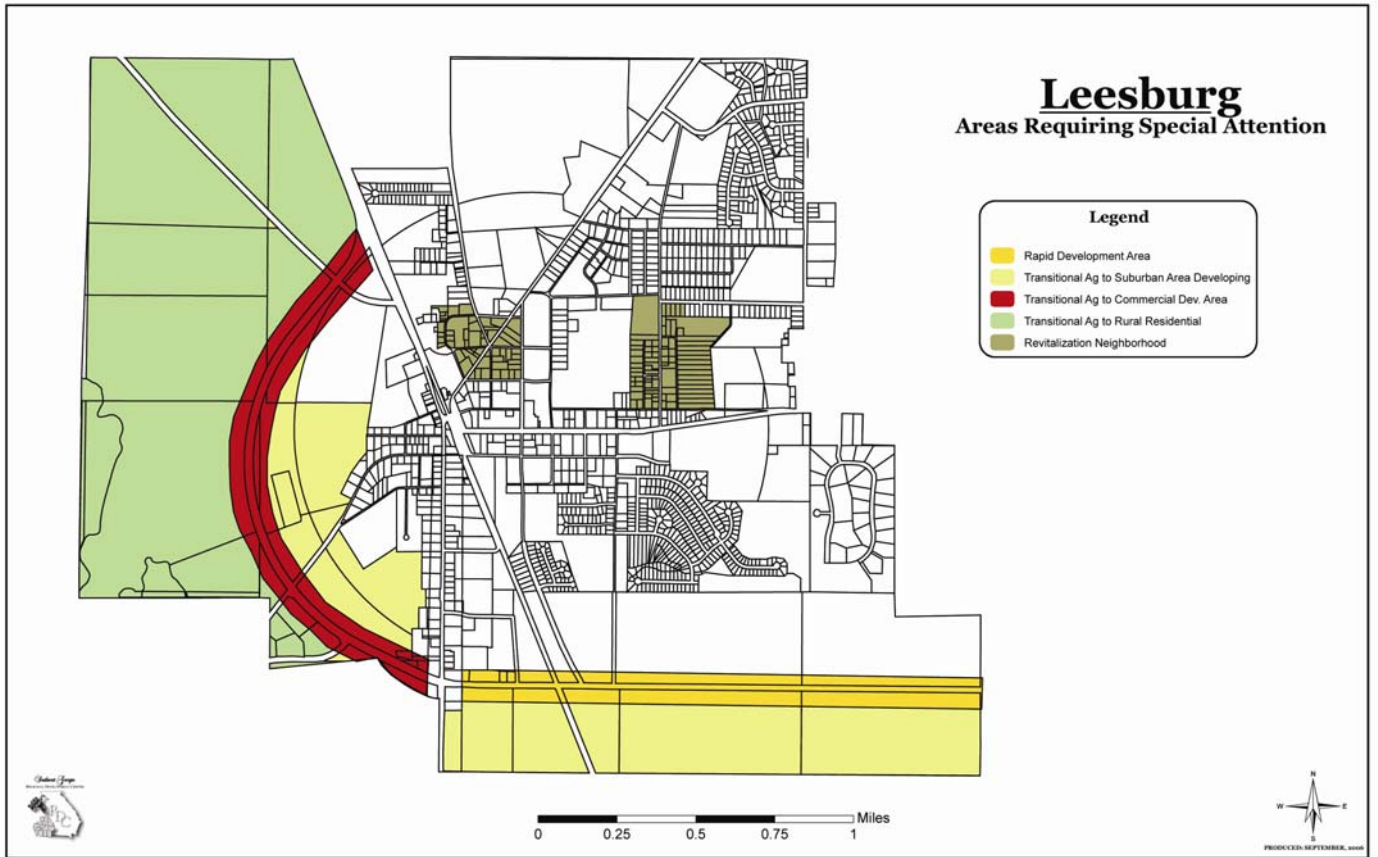


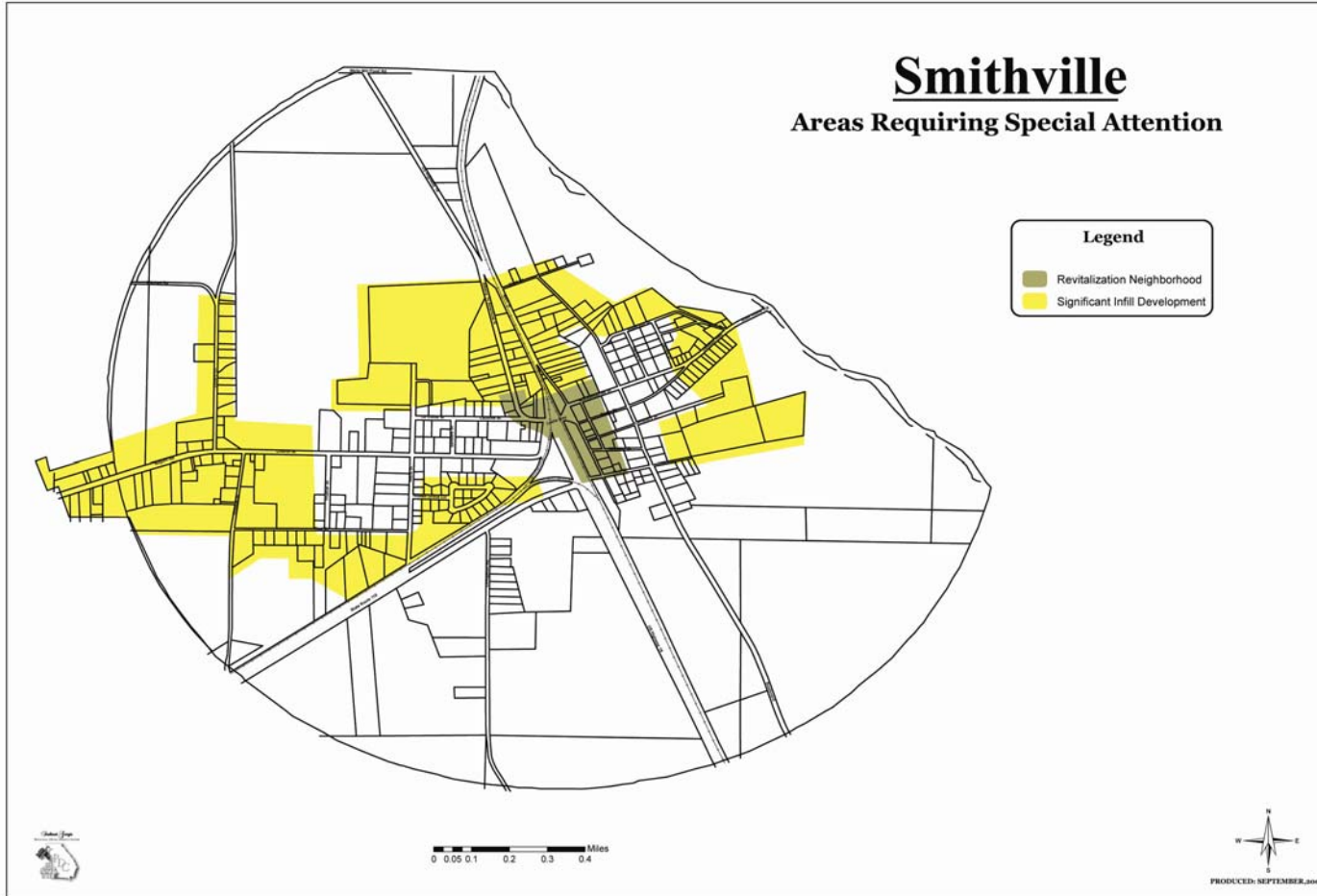


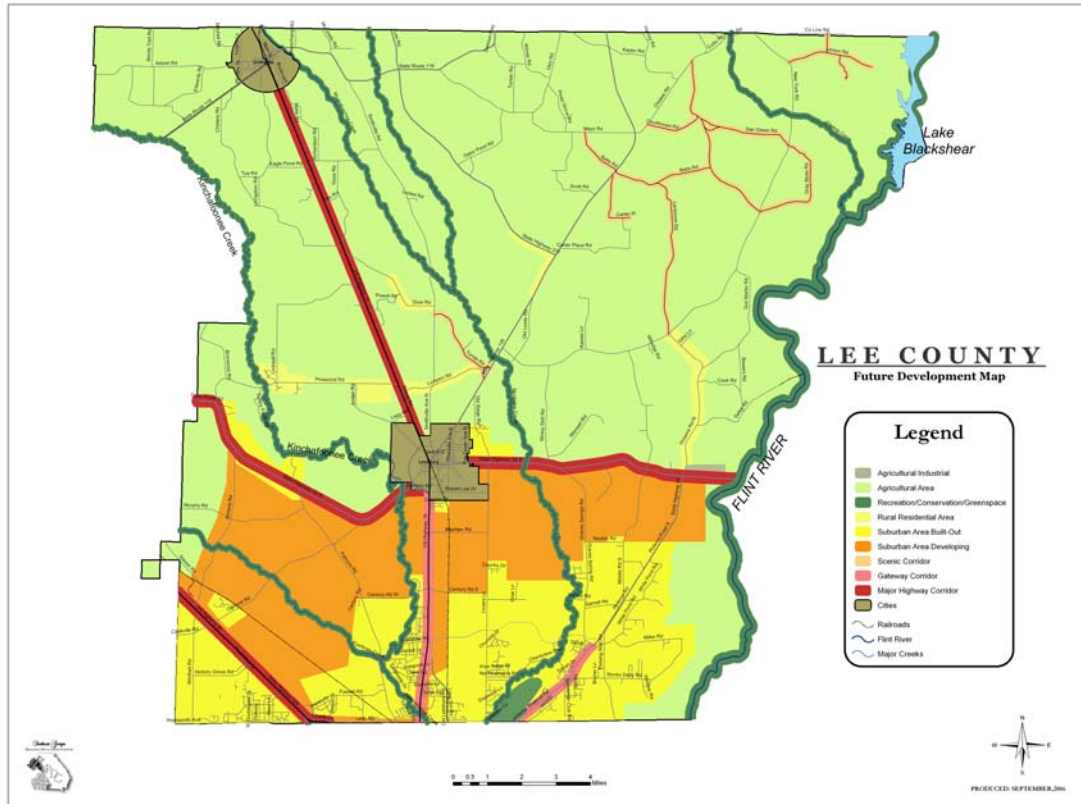


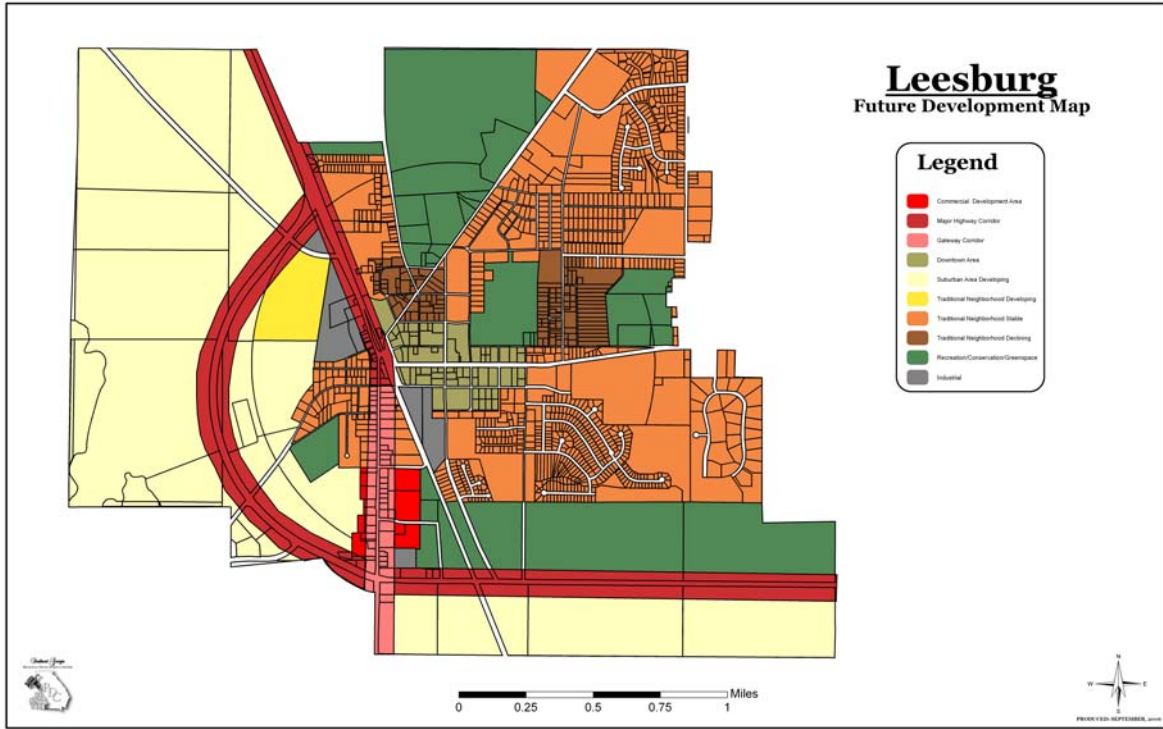
# Community Agenda



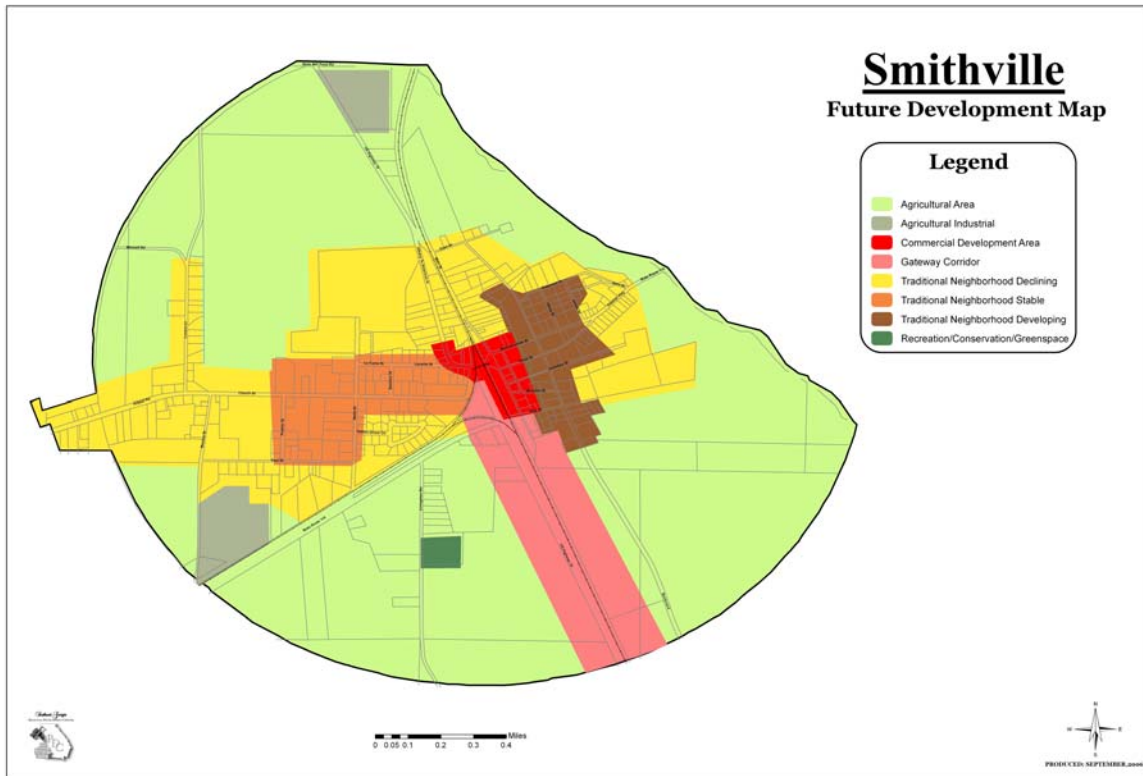












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## *Defining Narrative for Character Areas*

In accordance with the State local planning requirements, parts of Lee County have been defined into specific Character Areas. Each of the following Character Area narratives was developed according to State Planning Recommendations and Steering Committee and Stakeholder involvement. The boundaries, description and goals of these Character Areas are to be used as a guideline for future development patterns in a manner consistent with the community vision. As growth continues, the Character Areas need to be adjusted accordingly.

Each Character Area has a unique *description* stating either the existing or desired qualities of the area. The *development strategy* should guide future development and redevelopment for the particular area and ensure consistent and complimentary development to promote a greater sense of place and overall improved quality of life. *Quality Community Objectives* will be adopted and utilized for each Character Area to help preserve the unique cultural, natural and historic resources and realizing the fullest potential of future development. The *Implementation Measures* involve the critical step necessary to make planning a reality and detail the specific activities or programs applicable to each Character Area. Implementation of these measures will help each area achieve its established objectives and overall development strategy.

## *Areas Requiring Special Attention*

After evaluating the existing land use patterns and trends within Lee County and the Cities of Leesburg and Smithville, the following areas were identified as requiring special attention.

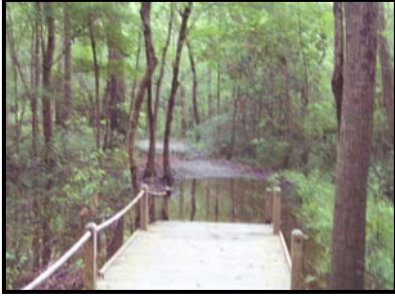
- Areas of **high-quality farmland/forest with relatively large amounts of prime or unique farmland, forest and wetlands**, particularly where they are likely to be intruded upon or otherwise impacted by developments, such as **Oak Hill Dairy, farms, forests and wetlands along US Highway 19, Palmyra Road, Century Road, State Highway 32, Pinewood Road, Jordan Road, State Highway 195, Graves Springs Road, Middle Road, Philema Road, State Highway 377 and other large tracts of land for conservation or wildlife management.**
- Areas of significant natural resources include **old growth forests, habitat for endangered and threatened species, wetlands, groundwater recharge areas, Flint River, Kinchafoonee Creek, Muckalee Creek and other bodies of water**, particularly where they are likely to be intruded upon or otherwise impacted by development;

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- Areas where rapid development or change of land uses is likely to occur such as **US Highway 19 Corridor, US Highway 82 Corridor, State Highway 32 Corridor and Robert B. Lee Road;**
- Areas where the pace of development has or may outpace the availability of community facilities and services, including transportation facilities such as **Robert B Lee Road and other City of Leesburg streets;**
- Areas with significant infill development opportunities (scattered vacant sites) and areas with existing infrastructure such as **southern part of county and downtown Smithville;**
- Areas representing rural character such as **canopy dirt roads** including **Turner Road, Laramore Road, Griffith Road, Gray Moss Road, Dan Green Road, Courthouse Road, Larsen Road, Batts Road, Carter Place Road, Crowder Road and Wright Road;**
- Areas of significant disinvestments, levels of poverty, and/or unemployment substantially higher than average levels for the community as a whole such as the **designated neighborhood revitalization areas in Leesburg and Smithville.**
- Areas of historic value, communities designated by local names such as **Neyami, Starksville, Palmyra, Redbone and Chokee.**

*These areas requiring special attention are reflected on the attached map for future planning purposes.*

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### **Recreation/Conservation/Greenspace**

**Description:** Undeveloped natural lands and environmentally sensitive areas not suitable for development including scenic views, floodplains, wetlands, watersheds, wildlife management areas and other environmentally sensitive areas. Parks and Recreation facilities are included in this category.

**Development Strategy:** Maintain natural, rural character by not allowing any new development and promoting the use of conservation easements. Roadways should only be widened when absolutely necessary and alterations should be designed to minimize the visual impact. Promote these areas as passive-use tourism and recreation destinations.

#### ***Quality Community Objectives:***

**Heritage Preservation Objective:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

**Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

**Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

#### ***Implementation Measures:***

**Conservation Easements:** An arrangement where private landowners donate the development rights of their property to a qualified conservation organization or government agency, in exchange for tax savings. This permanently protects the property from development and thereby ensures that it remains as open space or farmland.

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## **Recreation/Conservation/Greenspace (continued)**

**Creating a network of trails and greenways:** Can be created utilizing public land, privately donated land, and existing river and creek corridors.

### **Purchase of Development Rights or Transfer of Development Rights:**

A Purchase of Development Rights program is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency, in order to permanently protect the property from development and thereby ensure that it remains as open space. A Transfer of development Rights program is an arrangement whereby private landowners located in designated sending areas sell their development rights to private landowners located in designated receiving areas. Sending and receiving areas are delineated by the local government based on future land use and infrastructure plans. Neither system currently exists in Lee County



### **Agricultural Area**

**Description:** Lands in open or cultivated state or sparsely settled, including woodlands and farm lands.

**Development Strategy:** Maintain rural character by strictly limiting new development, protecting farmland and open space by maintaining large lot sizes (at least 10 acres), and promoting use of conservation easements by land owners. Residential subdivisions should be severely limited, but if minor exceptions are made, they should be required to follow a rural cluster zoning or conservation subdivision design. Any new development should be required to use compatible architecture styles that maintain the regional rural character, and should not include “franchise” or “corporate” architecture. Roadways should be widened only when necessary and alterations should be carefully designed to minimize visual impact. These areas should be promoted as passive-use tourism and recreation destinations.

### ***Quality Community Objectives:***

**Heritage Preservation Objective:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.

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## **Agricultural Area (continued)**

**Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.

**Environmental Protection Objective:** Air quality and environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

### ***Implementation Measures:***

**Conservation Easements:** An arrangement where private landowners donate the development rights of their property to a qualified conservation organization or government agency, in exchange for tax savings. This permanently protects the property from development and thereby ensures that it remains as open space or farmland.

### **Purchase of Development Rights or Transfer of Development Rights:**

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## **Rural Residential**

**Description:** Rural, undeveloped land likely to face development pressures for lower density (one unit per 2+ acres) residential development. These areas will typically have low pedestrian orientation and access, very large lots, open space, pastoral views, and a high degree of building separation.

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## **Rural Residential (continued)**

**Development Strategy:** Maintain rural atmosphere while accommodating new residential development by permitting rural cluster or conservation subdivision design that incorporate significant amounts of open space. Encourage compatible architecture styles that maintain the regional rural character, and should not include “franchise” or “corporate” architecture.

Wherever possible, connect to regional network of greenspace and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes. These areas can be designed for greater pedestrian orientation and access, more character with attractive clustering of buildings within the center, leaving open space surrounding the center.

### ***Quality Community Objectives:***

**Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

**Environmental Protection Objective:** Air quality and environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas deserve special protection, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

**Housing Choices Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

### ***Implementation Measures:***

**Conservation Easements:** An arrangement where private landowners donate the development rights of their property to a qualified conservation organization or government agency, in exchange for tax savings. This permanently protects the property from development and thereby ensures that it remains as open space or farmland.

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### **Rural Residential (continued)**

an arrangement whereby private landowners located in designated sending areas sell their development rights to private landowners located in designated receiving areas. Sending and receiving areas are delineated by the local government based on future land use and infrastructure plans. Neither system currently exists in Lee County.

**Conservation Subdivisions:** Residential or mixed-use developments in which a significant portion of the site is set aside as undivided, permanently protected open space, while houses are clustered on the remainder of the property.



### **Suburban Area (Developing, Mixed Use, Built Out)**

**Description: Developing and Mixed Use-** Area where pressures for the typical types of suburban residential subdivision development are greatest (due to availability of water and sewer service). Without intervention, this area is likely to evolve with low pedestrian orientation, little or no transit, high open space, high to moderate

degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, often curvilinear. **Built Out-** Area where typical types of suburban residential subdivision development have occurred. Characterized by low pedestrian orientation, little or no transit, high open space, high to moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, often curvilinear.

**Development Strategy: Developing and Mixed Use-** Promote moderate density, traditional neighborhood development (TND) style residential subdivisions. New development should be a master-planned with mixed-uses, blending residential development with schools, parks, recreation, retail businesses and services, linked in a compact pattern that encourages walking and minimizes the need for auto trips within the subdivision. There should be strong connectivity and continuity between each master planned development. There should be good vehicular and pedestrian/bike connections to retail/commercial services as well as internal street connectivity, connectivity to adjacent properties/subdivisions, and multiple site access points. These areas should encourage compatible architecture styles that maintain the regional character, and do not include “franchise” or “corporate” architecture. Wherever possible, connect to regional network of greenspace and trails, available to pedestrians, bicyclists, and equestrians for both tourism and recreational purposes. Street design should foster traffic calming such as narrower residential streets, on-street parking, and addition of bicycle and pedestrian facilities. **Built Out-** Foster retrofitting of these areas to better conform with traditional neighborhood development (TND) principles. This includes creating neighborhood focal points by locating schools, community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences. Add



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### **Suburban Area (Developing, Mixed Use, Built-Out) continued**

traffic calming improvements, sidewalks, and increased street interconnections to improve walk-ability within existing neighborhoods. Permit accessory housing units, or new well-designed, small-scale infill multifamily residences to increase neighborhood density and income diversity.

#### ***Quality Community Objectives:***

**Traditional Neighborhood Objective:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

**Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

**Transportation Alternative Objective:** Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

**Housing Choices Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

#### ***Implementation Measures:***

**Access Control Measures:** To ensure neighborhoods and commercial properties are interconnected to allow for greater traffic circulation and increased public safety.

**Cluster Development:** Commercial, residential or mixed-use development in which a significant portion of the site is set aside as undivided, permanently protected open space, while the buildings (houses, shops, etc.) are clustered on the remainder of the property.

**Conservation Subdivisions:** Residential or mixed-use developments in which a significant portion of the site is set aside as undivided, permanently protected open space, while houses are clustered on the remainder of the property.

**Creating a network of trails and greenways:** Trails can be created utilizing public land, privately donated land, and existing river and creek corridors.

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## Suburban Area (Developing, Mixed Use, Built-Out) continued

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

**Mixed Use Zoning:** In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses such as: residential, commercial and office/professional to locate within the same area, provided the uses are reasonably compatible. This creates a more diverse and dynamic urban setting and makes it easier for people to carry out some daily activities by walking. Mixed-use zoning is often accomplished through zoning overlays.

**Right of Way Improvements:** Any type of public improvement made in a roadway’s “right-of-way,” which is the strip of land that includes the road itself and the narrow band of publicly owned property on either side of the road where sidewalks, curbing, and utility lines are typically located. Such improvements may address issues such as: not enough sidewalks and bike trails, traffic problems, unattractive commercial or shopping areas, or unattractive sprawl development/visual clutter along roadways.

**Traffic Calming:** Physical improvements designed to decrease traffic speed and increase the pedestrian-friendliness of roadways. Typical traffic-calming improvements include raised crosswalks, narrower traffic lanes, fewer lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians.



### Traditional Neighborhood (Stable, Declining, Redevelopment)

**Description:** Residential areas in older parts of the community typically developed prior to WWII. Characteristics include high pedestrian orientation, sidewalks, street trees, and street furniture; on-street parking; small, regular lots; limited open space; buildings close to or at the front property line; predominance of alleys; low degree of building separation and neighborhood-scale businesses scattered throughout the area.

**Stable:** A neighborhood having relatively well-maintained housing, possess a distinct identity through architectural style, lot and street design, and has higher rates of homeownership. Location near declining areas of town may also cause this neighborhood to decline over time.

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### ***Traditional Neighborhood (Stable, Declining, Redevelopment) continued***

***Declining:*** Residential area that has most of its original housing stock in place, but housing conditions are worsening due to low rates of homeownership and poor property maintenance. There may be a lack of neighborhood identity and gradual invasion of different type and intensity of use that may not be compatible with the neighborhood residential use.

***Redevelopment Area:*** A neighborhood that has declined significantly with poor housing conditions. There may be large areas of vacant land or deteriorating, unoccupied structures.

***Development Strategy:*** Exhibiting many of the characteristics of traditional neighborhood development (TND), these older neighborhoods should be encouraged to maintain their original character, with only compatible infill development permitted. There are three types of traditional neighborhoods that each call for their own redevelopment strategies: stable, declining, and redevelopment.

***Stable:*** Focus on reinforcing stability by encouraging more homeownership and maintenance or upgrade of existing properties. Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing. Include well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for a grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents. Strong pedestrian and bicycle connections should also be provided to encourage these residents to walk/bike to work, shopping, or other destinations in the area.

***Declining:*** Focus on strategic public investments to improve conditions, appropriate infill development or scattered vacant sites, and encouraging more homeownership and maintenance or upgrade of existing properties. Public assistance and investment should be focused where needed to ensure that the neighborhood becomes more stable, mixed-income community with a larger percentage of owner-occupied housing. Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing. The neighborhood should, however, also include well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for a grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents.

***Redevelopment Area:*** The redevelopment strategy for the area should focus on preserving and rehabilitating what remains of the original housing stock, while rebuilding a new, attractive neighborhood on the remaining land, following the principles of traditional neighborhood development. The neighborhood should include a well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for a grocery store, hardware

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### ***Traditional Neighborhood (Stable, Declining, Redevelopment) continued***

store, and similar appropriately-scaled retail establishments serving neighborhood residents. Strong pedestrian and bicycle connections should also be provided to encourage residents to walk/bike to work, shopping, or other destinations in the area. New streets should be connected (i.e. minimize or prohibit cul-de-sacs) to disperse traffic and shorten walking/biking trips. Design features that encourage safe, accessible streets should be employed such as: narrower streets; on-street parking; sidewalks; street trees; and landscaped raised medians for minor collectors and wider streets.

### ***Quality Community Objectives:***

**Traditional Neighborhood Objective:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

**Sense of Place Objective:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

**Housing Choices Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

### ***Implementation Measures:***

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

**Right of Way Improvements:** Any type of public improvement made in a roadway's "right-of-way," which is the strip of land that includes the road itself and the narrow band of publicly owned property on either side of the road where sidewalks, curbing, and utility lines are typically located. Such improvements may address issues such as: not enough sidewalks and bike trails, traffic problems, unattractive commercial or shopping areas, or unattractive sprawl development/visual clutter along roadways.

## *Community Agenda*

### ***Traditional Neighborhood (Stable, Declining, Redevelopment) continued***

**Traffic Calming:** Physical improvements designed to decrease traffic speed and increase the pedestrian-friendliness of roadways. Typical traffic-calming improvements include raised crosswalks, narrower traffic lanes, fewer lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians.

**Description:** Typically a neighborhood built after WWII, having relatively well-maintained housing, possessing a distinct identity through architectural styles, lot and street design, and having higher rates of home ownership. These areas are typically located closer to the center of the community and may be located next to areas facing intense development pressures.

**Development Strategy:** Focus on reinforcing stability by encouraging more home ownership and maintenance or upgrade of existing properties. Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing. Include well-designed new neighborhood activity center at appropriate location, which would provide a focal point for the neighborhood, while also providing a suitable location for a grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents. Strong pedestrian and bicycle connections should also be provided to encourage these residents to walk/bike to work, shopping, or other destinations in the area.

### ***Quality Community Objectives:***

**Traditional Neighborhood Objective:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

**Sense of Place Objective:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

**Housing Choices Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

### ***Implementation Measures:***

**Flexible Subdivision Regulations:** Revising subdivision regulations to enable infill development where existing lot sizes may not meet current requirements but where

## *Community Agenda*

### ***Traditional Neighborhood (Stable, Declining, Redevelopment) continued***

development on such a lot would not negatively impact the public health, safety, or welfare or negatively impact surrounding properties.

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

**Right of Way Improvements:** Any type of public improvement made in a roadway's "right-of-way," which is the strip of land that includes the road itself and the narrow band of publicly owned property on either side of the road where sidewalks, curbing, and utility lines are typically located. Such improvements may address issues such as: not enough sidewalks and bike trails, traffic problems, unattractive commercial or shopping areas, or unattractive sprawl development/visual clutter along roadways.

**Traffic Calming:** Physical improvements designed to decrease traffic speed and increase the pedestrian-friendliness of roadways. Typical traffic-calming improvements include raised crosswalks, narrower traffic lanes, fewer lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians.



### **Downtown**

**Description:** The traditional central business district and immediately surrounding commercial, industrial or mixed-use areas.

**Development Strategy:** Downtown should include relatively high-density mix of retail, office, services, and employment to serve a regional market area. Residential development should reinforce the traditional town center through a combination of rehabilitation of historic buildings in the downtown area and compatible new infill development targeted to a broad range of income levels, including multi-family town homes, apartments, lofts and condominiums. Design should be very pedestrian-oriented, with strong, walkable connections between different uses. Road edges should be clearly defined by locating buildings at roadside with parking in the rear. Enhance the pedestrian-friendly environment, by adding sidewalks and creating other pedestrian-friendly trail/bike routes linking to neighboring communities and major destinations, such as libraries, neighborhood centers, health facilities, commercial clusters, parks, schools, etc. New residential and commercial development should be concentrated in and around the downtown and adjacent neighborhoods on infill sites.

## *Community Agenda*

### **Downtown (continued)**

#### ***Quality Community Objectives:***

**Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

**Sense of Place Objective:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

**Transportation Alternatives Objective:** Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

**Regional Identity Objective:** Each region should promote and preserve a regional “identity,” or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.

**Heritage Preservation Objective:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.

**Appropriate Businesses Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

**Employment Options Objective:** A range of job types should be provided in each community to meet the diverse needs of the local workforce.

**Housing Choices Objective:** A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.

# Community Agenda

## Downtown (continued)

### *Implementation Measures:*

**Flexible Parking Standards:** Revising land development regulations to remove rigid parking requirements that typically result in an oversupply of unnecessary parking spaces. Revisions may include reducing the number of required parking spaces, allowing shared parking between adjacent facilities, or promoting the use of alternative materials.

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

**Mixed Use Zoning:** In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses such as: residential, commercial and office/professional to locate within the same area, provided the uses are reasonably compatible. This creates a more diverse and dynamic urban setting and makes it easier for people to carry out some daily activities by walking. Mixed-use zoning is often accomplished through zoning overlays.

**Traffic-Calming:** Physical improvements designed to decrease traffic speed and increase the pedestrian-friendliness of roadways. Typical traffic-calming improvements include raised crosswalks, narrower traffic lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians.



### Corridors (Gateway, Scenic, Major Highway)

**Description:** Developed or undeveloped land on both sides of designated high-volume transportation facility. Characteristics include orientation of buildings to highway; high transit, including stops and shelters; on-site parking; and large setbacks for buildings.

**Gateway:** Developed or undeveloped land paralleling the route of a major thoroughfare that serves as an important entrance or means of access to the community. **Scenic:** Developed or undeveloped land paralleling the route of a major thoroughfare that has significant natural, historic, or cultural features, and scenic or pastoral views. **Major Highway:** Developed or undeveloped land on both sides of designated high-volume transportation facility, such as arterial roads and highways.



## *Community Agenda*

### ***Corridors (Gateway, Scenic, Major Highway) continued***

***Development Strategy:*** In order to encourage pedestrian activity that capitalizes on the existing neighborhood fabric in the older parts of the community a hierarchical or tiered approach to corridor design should be adopted. This approach should focus on pedestrian comfort, safety and convenience in areas near the community's center where smaller lots and greater proximity to a range of services exists. As corridors move farther from the center and parcel sizes and development patterns work against easy pedestrian circulation, the focus should shift to vehicular safety, corridor appearance and traffic speeds while still providing basic access and safety for pedestrians. Finally, on major thoroughfares that serve as gateways to the community, the focus should be limited to corridor appearance only-providing a high quality image of the community. Best practices for all types of corridors include: driveway consolidation and landscaped raised medians, bicycle accommodations, traffic calming, and a buffer for pedestrians.

***Gateway:*** Focus on appearance with appropriate signage, landscaping and other beautification measures. Manage access to keep traffic flowing; using directory signage to clustered developments. Retrofit or mask existing strip development or other unsightly features as necessary. ***Scenic:*** Establish guidelines on development to protect the characteristics deemed to have scenic value. Enact guidelines for new development that enhances the scenic value of the corridor and addresses landscaping and architectural design. Manage access to keep traffic flowing; using directory signage to clustered developments. Provide pedestrian linkages to adjacent and nearby residential or commercial districts. ***Major Highway:*** Maintain a natural vegetation buffer (at least 50 feet in width) along the corridor. All new development should be set-back behind this buffer, with access roads, shared driveways or inter-parcel road connections providing alternate access to these developments and reducing curb cuts and traffic on the main highway. Encourage landscaped, raised medians to provide vehicular safety, aesthetics, and also pedestrian crossing refuge. Provide pedestrian facilities behind drainage ditches or curb. Provide paved shoulders that can be used by bicycles or as emergency breakdown lanes. Coordinate land uses and bike/pedestrian facilities with transit stops, if applicable. Manage access to keep traffic flowing; using directory signage to developments. Unacceptable uses: new billboards.

### ***Quality Community Objectives:***

**Transportation Alternative Objective:** Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

**Heritage Preservation Objective:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and

## *Community Agenda*

### *Corridors (Gateway, Scenic, Major Highway) continued*

protecting other scenic or natural features that are important to defining the community's character.

#### *Implementation Measures:*

**Access Control Measures:** To ensure neighborhoods and commercial properties are interconnected to allow for greater traffic circulation and increased public safety.

**Right of Way Improvements:** Any type of public improvement made in a roadway's "right-of-way," which is the strip of land that includes the road itself and the narrow band of publicly owned property on either side of the road where sidewalks, curbing, and utility lines are typically located. Such improvements may address issues such as: not enough sidewalks and bike trails, traffic problems, unattractive commercial or shopping areas, or unattractive sprawl development/visual clutter along roadways.

**Traffic Calming:** Physical improvements designed to decrease traffic speed and increase the pedestrian-friendliness of roadways. Typical traffic-calming improvements include raised crosswalks, narrower traffic lanes, fewer lanes, on-street parking, bump-outs, pedestrian refuges, and landscaped medians.



### *Commercial Redevelopment*

**Description:** Declining, unattractive, vacant or under-utilized shopping center. Characterized by high degree of access by vehicular traffic and transit if applicable; on-site parking; low degree of open space; moderate floor-area-ratio; large tracts of land, campus or unified development.

**Development Strategy:** Retro-fit to be more aesthetically appealing and, therefore, more marketable to prospective tenants by: building new commercial structures at the street front, taking up a portion of the oversize parking lot and creating a shopping "square" around a smaller internal parking lot; upgrading the appearance of existing older commercial buildings with facade improvement, new architectural elements, or awnings; reconfiguring the parking lot and circulation routes for automobiles; providing pedestrian and bicycling amenities, including covered walkways, benches, lighting and bike racks; adding landscaping and other appearance enhancements, trees in parking lots to provide shade and help reduce storm water runoff.

## *Community Agenda*

### **Commercial Redevelopment (continued)**

#### ***Quality Community Objectives:***

**Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

**Appropriate Businesses Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.

**Employment Options Objective:** A range of jobs should be provided in each community to meet the diverse needs of the local workforce.

**Educational Opportunities Objective:** Educational and training opportunities should be readily available in each community to permit community residents to improve their skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

**Regional Solutions Objective:** Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

#### ***Implementation Measures:***

**Access Control Measures:** To ensure neighborhoods and commercial properties are interconnected to allow for greater traffic circulation and increased public safety.

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

**Redeveloping Declining Areas of the Community:** Redevelopment can occur through program such as the State's Redevelopment Fund. This fund gives local governments access to flexible financial assistance to help them implement projects that cannot be undertaken with the usual public sector grant and loan programs. The Redevelopment Fund finances

## *Community Agenda*

### **Commercial Redevelopment (continued)**

locally initiated public/private partnerships to leverage investments in commercial, downtown and industrial redevelopment and revitalization projects that would not proceed otherwise.

### **Light (Agricultural) Industrial**

**Description:** Area used in low intensity manufacturing, wholesale trade, and distribution activities that do not generate excessive noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics.

**Development Strategy:** Develop, or where possible, retrofit as part of planned industrial park having adequate water, sewer, storm-water, and transportation infrastructure for all component uses at build-out. Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc. Incorporate signage and lighting guidelines to enhance quality of development.

### ***Quality Community Objectives:***

**Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

**Growth Preparedness Objective:** Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.

**Appropriate Businesses Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

**Employment Options Objective:** A range of jobs should be provided in each community to meet the diverse needs of the local workforce.

## *Community Agenda*

### **Light (Agricultural) Industrial ( continued)**

**Educational Opportunities Objective:** Educational and training opportunities should be readily available in each community--- to permit community residents to improve their skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

**Regional Solutions Objective:** Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

#### ***Implementation Measures:***

**Access Control Measures:** To ensure neighborhoods and commercial properties are interconnected to allow for greater traffic circulation and increased public safety.

**Flexible Parking Standards:** Revising land development regulations to remove rigid parking requirements that typically result in an oversupply of unnecessary parking spaces. Revisions may include reducing the number of required parking spaces, allowing shared parking between adjacent facilities, or promoting the use of alternative materials.

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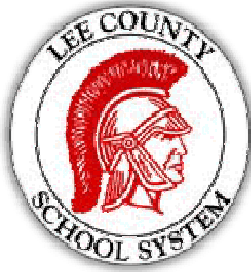
## **LIST OF ISSUES AND OPPORTUNITIES**

During the *Community Assessment* preparation, a list of Issues and Opportunities were developed. In-depth explanation and discussion of these issues and opportunities occurred during the *Community Participation* phase through Visioning Sessions, Stakeholder Interviews and Steering Committee Meetings with a consensus opinion that the following list represents an accurate reflection of our community's strengths and weaknesses. Most of the issues and opportunities are addressed within the Goals, Policies, and Objectives or the 5 year Short Term Work Program. Some issues and opportunities have lower priority and will be addressed in the future. It is important for the issues and opportunities to be recognized and not ignored due to lack of resources.

### **Population:**

#### **(a) Increasing population**

Based on existing trends, the population of young and middle age families with children will continue to increase from about 31,000 in 2005 to an estimate of 90,122 by 2025. Currently, the largest population group is comprised of 25-44 year olds representing 34%, 45-64 year olds are 21% while 14 or younger represent 25% of the population. This population increase presents a challenge in that most young families have school age children and may require more community services including education, healthcare, recreation, and transportation along with housing.



#### **(b) Migration of younger population to other areas**

Although Lee County has a wonderful K-12 education system with Schools of Excellence recognition, most young people leave the area for postsecondary education and in search of employment opportunities.

#### **(c) Increasing population requires services**

As population increases, the need for services increases as well. There is the possibility of medical facilities on Forrester Parkway and US 19 along with potential for new commercial developments to house healthcare providers, office space, retail and service businesses.

### **Economic Development:**

#### **(a) Lack of Infrastructure to support Industrial/Commercial development**

Continue to address the need for existing water and sewerage service to attract new industrial and commercial business.

## *Community Agenda*

### **(b) Educational Levels and Workforce Development**

Prospective industries consider educational levels and adequacy of the workforce. High School dropouts are an issue across the state and affect Lee County as well. Consider Lee County percentages compared with Statewide percentages:

- Percent of the population 25 and older without a High School Diploma or GED- Lee County-18.7% vs. Georgia- 21.4%
- High School graduates or GED attainment- Lee County- 35.9% GA-28.7%
- Some college without a degree –Lee County- 22.3% GA-20.4%
- Associate Degree- Lee County-6.1% GA- 5.2%
- Bachelor’s Degree- Lee County- 11.3% GA-16.0%
- Graduate or Professional Degree- Lee County- 5.7% GA-8.3%

### **(c) Bedroom Community of surrounding counties**

The community has limited job opportunities for skilled and unskilled labor, professional and managerial. Government agencies including the School system and Agriculture are the major employers along with limited retail and industrial jobs. 85% of the community’s residents work in neighboring counties, predominantly Dougherty County.

### **(d) Potential for 20 acre Commercial Development**

The Development Authority owns 16 acres adjacent to Wal-Mart and Fairway Toyota on Ledo Road. Fairway owns additional undeveloped 4 acres. Great potential for commercial development in this location, currently zoned C-2.

### **(e)Development of Existing Industrial Properties**



**Governor Sonny Perdue  
at the Dedication of  
Oakland Meadows Business Park**

74 acres with infrastructure exists in Oakland Meadows Industrial Park with potential to attract additional industry.

### **(f) Targeted Industrial Sites Study**

An Economic Development Study completed June 2006 by Georgia Institute of Technology identified 6 sites suitable for industrial development. With the landowners’ permission, 4 of the 6 identified sites are included on the Future Development Map.

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### **(g) Completion of US 19 four lane from Leesburg to Atlanta**

Georgia Department of Transportation will complete project in future and this will afford opportunities for Tourism and Commercial Development. US 19 represents the “Historic Dixie Highway”, travel route from Georgia through Florida. See DARTS map.

### **(h) Construction of Agricultural/Business Conference Center**

The Flint River Equestrian and Livestock Association, a 501(c)3 non-profit regional collaborative, proposes to seek funding for the construction of an Agricultural/Business Conference Center to include Barns to house regional livestock shows and a Multi-Purpose Building for Trade Shows.

### **(i) Protection of Natural Areas**

Lee County protects riparian buffers on its creeks and the Flint River, protects natural wetlands and requires natural areas and native trees to be preserved in all new neighborhoods. Additionally, Lee County has some county owned conservation areas (including Pirates Cove, Leesburg Central Park, and flood mitigation properties along the Kinchafoonee Creek). A comprehensive county wide greenspace plan that interconnects currently protected natural areas along with future nature preservation areas will make Lee County unique and add immense economic value by attracting business, industry, tourism, recreation, research and education facilities, and very high quality development.

## **Housing**

### **(a) Residential growth has been charted by Developers instead of being planned by the community**

The Future Land Use Map does not reflect development during the last decade. The community has not clearly designated areas where new residential neighborhoods should be built and where there should be preservation of natural areas. In the past, development has been based only on developer proposals rather than long range community planning. Traditional neighborhood development should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity. Architectural styles should blend with and be compatible to traditional regional architecture.

### **(b) In-fill development for continued residential growth**

Continue residential development in areas with existing infrastructure and minimize the conversion of undeveloped land at the rural perimeter by encouraging development of sites closer to the downtown or traditional residential core of the community.



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### **(c) Neighborhood greenspace**

New neighborhood development is required to preserve a portion of the land to remain in its natural state with native trees. This greenspace requirement helps make Lee County neighborhoods very attractive and adds immense economic value to the housing. Additionally, greenspace credit is given for developers preserving flood prone areas in their natural state such as areas that buffer wetlands and creeks.

### **Natural and Cultural Resources**

#### **(a) Need for Cultural Community Center**

No facility exists outside of the High School Auditorium for Arts and Cultural activities, the community needs a place to house art exhibits, perform musicals or theatre and teach classes.

#### **(b) Preservation of Plantations and Agricultural land**

Preserve rural character of area through preservation of dirt roads and prime Agricultural/Forestry land from encroaching residential development.

#### **(c) Protection of Flint River, Streams, Creeks and Aquifer**

Protect and preserve waterways through wetland and stream buffer protection ordinances and comprehensive erosion and sedimentation rules. Continue to follow Georgia Department of Natural Resources Environmental Protection Division recommended protection guidelines restricting building and development in environmentally sensitive areas and encouraging the creation of conservation/greenspace. Additionally, greenspace and density credits are given to developers for preservation of land in its natural state.

#### **(d) Preservation and Creation of Greenspace**

Encourage preservation and creation of greenspace beyond “use as a playground for kids” to include open space, walking trails, nature and forested areas for wildlife.

#### **(e) Limit growth in floodplain area**

Ordinance exists restricting building and development in floodplain. Additionally, greenspace credits are given to developers for preservation of land in its natural state and density credits are awarded for the designated greenspace.

#### **(f) Promotion of Fishing/Hunting/Outdoor Activities to attract Industry/Employers**

Partner with Albany Fall Feather Hunt or host similar events highlighting community outdoor activities to entice Industrial development. The area is renowned for quail hunting and has a high population of both deer and turkey. Water activities including boating, skiing, swimming and fishing are abundant throughout the community with the Flint River and creeks. Consult with Fish and Wildlife Service for inventory of natural resources in the community.

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### **(g) Tourism Opportunities**

Participate in Cultural Heritage Tourism Opportunities highlighting Pre-Civil War Railroad through Lee County. Grant funding will renovate the Leesburg Depot in the near future providing the perfect rest stop for Atlanta travelers. Promote Agri-tourism potential for roadside produce and farm tours.

### **(h) Promote and protect the necessity of Agricultural/Forestry and Wildlife Management Practices**

Educate community on the economic and intrinsic value of agriculture utilizing “Farm-City Tours” and other tools available through USDA, NRCS, UGA Extension, and Farm Bureau. Create a peaceful co-existence with mutual respect between residents and farmers through education of agricultural/silvacultural practices like controlled burns, irrigation, planting, chemical applications by tractor or airplane crop dusters, and moving tractors and equipment along the highways.

### **(i) Possible access to Lake Blackshear**

Collaborate with UGA and DNR on feasibility of providing a boat ramp to Lake Blackshear from northern Lee County. Currently, there is no direct access to the waterway within the community.

## **Community Facilities and Services:**

### **(a) Increased residential growth and requirement for community facilities and services**

The cost of community services for residential is more expensive than other types of land uses like agricultural, commercial or industrial. Residential growth is far exceeding commercial and industrial growth which continues to erode the tax base in the community.

### **(b) Board of Education Challenges-**

**Lack of enough Teachers to accommodate expanded enrollment**

**Lack of enough classroom space**

**Lack of funding for Technology**

25% of the community’s population is 14 years or younger and Student enrollment continues to increase exceeding physical facility capacity, number of Teachers and technology requirements.

### **(c) Lack of communication between community facilities, services, local governments, boards and authorities**

All community facilities, services, local governments, boards and authorities need to plan for the future utilizing the same population projections and communicate at regularly scheduled intervals.

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### **(d) Capital Improvement Program**

Lee County has established a Capital Improvement Program to aid in planning future investments.

### **(e) Consolidation of Services and/or facilities**

The opportunity exists for the consolidation of county and city facilities and services such as water/sewer, public protection of Fire, Police and Sheriff to provide increased efficiency of service delivery and facility use.

## **Land Use and Development:**

### **(a) Concentrate on In-Fill Development**

Maximize use of existing infrastructure and minimize the conversion of Farm/Forestry land. Clearly designate areas for residential development and types of development based on natural resources inventory.

### **(b) Preservation of Rural Character, Farmland, Forests and Wetlands**

Preserve character areas including canopy dirt roads, prime agricultural land, forests and wetlands. No clear boundary exists between cities and county. Residential growth continues to sprawl into the rural portions of the county. Areas should be established to clearly differentiate urban and rural growth identifying placement and type of urban growth while preserving the rural character of the area.

### **(c) Unattractive new subdivisions**

The typical “cookie cutter” subdivisions built on clear-cut land do still continue to be developed, most often in the moderately priced range, where there is the greatest demand for housing. Consider preservation of natural resources and strengthen new development landscaping requirements promoting attractive, inviting subdivisions with homes exhibiting unique characteristics and local architectural styles.

### **(d) Increase Tax Base by encouraging Commercial Growth**

Residential growth is far exceeding commercial and industrial growth which continues to erode the tax base in the community. Encourage mixed-use developments to include commercial businesses. Recruit “big box investments” like department stores to serve as anchors in shopping centers providing space for small businesses. Continue the process of becoming an “Entrepreneur Friendly Community”.

### **(e) Sense of place-enhance the unique character of community**

Determine what type of character to pursue and protect, highlight the important, unique character areas of the community so visitors “know when they have arrived”. Avoid nondescript, “Anyplace USA” image. Consider the community’s heritage and culture,

## *Community Agenda*

Schools of Excellence, Natural Resources and rural character and develop a marketing campaign accordingly.

### **(f) Revitalization needed for some areas**

The majority of the community is experiencing new development or effectively maintains existing development resulting in minimal vacant or blighted areas. However, portions of the community including downtown Smithville commercial district and surrounding neighborhood along with one Leesburg neighborhood as identified on the character area map as traditional declining neighborhoods.

### **Intergovernmental Coordination:**

#### **(a) Increase communication between Cities, County and local government Boards and Authorities**

Increase communication and collaboration between entities and utilize the same information (i.e. population projections) in decision making to increase effectiveness.

### **Transportation:**

#### **(a) Gap in Public Transportation for Northern Lee County, specifically Smithville**

Mass Transit exists in southern Lee County. However, Smithville and the northern part of the county has the greatest need for Mass Transit considering the high poverty level, low educational level and high unemployment level of the area's population.

#### **(b) Few alternatives to automobile transportation**

The community has few options beyond automobile transportation with limited availability for mass transit, bicycles and pedestrians. A Georgia Department of Transportation Ride/Share is located in Leesburg to encourage carpooling. Efforts are underway to implement Rails to Trails and adopt other bike/pedestrian routes. Six recreation/exercise trails currently exist in the community with plans for two more in the future. No airport exists, however, air service is available in Albany and Dawson.

#### **(c) Increased Traffic**

As growth continues in the community, traffic increases as well. Continued growth will increase traffic congestion, especially around Leesburg as children are driven to and picked up from the schools. Greater attention should be given to the impact individual developments will have on the transportation system.

# *Community Agenda*

## **IV. IMPLEMENTATION PROGRAM**

The following Implementation Program represents the overall strategy for Lee County and the Cities of Leesburg and Smithville to achieve their Vision and address the identified Issues and Opportunities. It identifies specific measures to be undertaken by the community to implement the plan.

### ***Goals, Policies, and Objectives***

The following Goals, Policies, and Objectives were developed to address the identified Issues and Opportunities in accordance with DCA Statewide Goals and Quality Community Objectives. These Goals, Policies and Objectives are intended to provide guidance, or targets for local governments to achieve, in implementing their Comprehensive Plan. This will allow for efficient utilization of limited local resources and help provide a high quality of life to our growing population while preserving and maintaining the natural and cultural resources of the community.

### **POPULATION**

***Goal 1: To ensure overall community growth and development benefits all segments of the population.***

***Policy 1.1*** Local governments, authorities and boards should utilize common data, such as population projections, to make future infrastructure, community facilities and services decisions to ensure consistency with planning. Regular communication between entities should be encouraged for consistent and effective planning. Clear, understandable guidelines for development should be prepared and utilized.

### **ECONOMIC DEVELOPMENT**

***Goal 2: To achieve a growing and balanced economy, consistent with the prudent management of the state's resources, that equitably benefits all segments of the population; specifically, to increase the community's tax base of commercial properties by ensuring a trained, literate workforce.***

***Policy 2.1*** The need for increased tax base and additional jobs shall be addressed through greater collaboration of community resources.

***Objective 2.1.1-*** Continue the pursuit of designation as an "Entrepreneur Friendly Community" to recruit commercial business entrepreneurs into the community providing jobs.

## *Community Agenda*

**Objective 2.1.2-** The Chamber of Commerce/Development Authority considered the community's strengths, assets and weaknesses, and has created a business development strategy based on them. Chamber of Commerce/Development Authority continue recruiting firms that provide or create sustainable products.

**Objective 2.1.3-** The Chamber of Commerce/Development Authority has evaluated the types of businesses already in our community, and has a plan to recruit compatible business, specifically "big-box investments" to serve as anchor tenants allowing small businesses to "piggy back".

**Objective 2.1.4-** Promote and utilize potential of existing Industrial Park acreage and other designated commercial development sites for recruitment of business and industry to provide jobs for "bedroom community" residents.

**Objective 2.1.5-** Promote and support the Flint River Equestrian and Livestock Association in the development of an Agricultural/Business Conference Center to house livestock shows, Business Trade Shows and community functions.

**Policy 2.2** The lack of a literate, trained workforce shall be addressed through collaboration with business, educational institutions, and local governments.

**Objective 2.2.1-** Sustain the quality of life in the community highlighting the Schools of Excellence, rural character and other assets to attract and keep educated, trained, skilled workers in Southwest Georgia. Educate the community on the connection of essential workforce development and economic development. Continue dual enrollment of Lee County High School students with Albany Technical College and Darton College.

**Objective 2.2.2-** Support the Lee County Certified Literate Community Program (CLCP) objective to increase literacy levels and workforce skills of community by encouraging: High School graduation, GED attainment, continuing and postsecondary education and learning essential workforce skills.

**Objective 2.2.3-** Continue to market, promote and support Adult Education programs to improve the literacy rates to meet or exceed state averages.

## *Community Agenda*

**Objective 2.2.4-** Support programs which promote positive workforce ethics, life skills, and professionalism.

**Policy 2.3-** Encourage the development of downtown Leesburg and redevelopment of downtown Smithville as vital centers for culture, local government, and retail outlets.

**Objective 2.3.1-** Support renovation of Leesburg Train Depot and promote heritage tourism opportunities for downtown establishing convenient, appropriate rest stops for travelers along US 19.

**Objective 2.3.2-** Develop incentive and recognition programs for businesses willing to redevelop existing properties.

**Objective 2.3.3-** Support renovation of historic Lee County School which would be the perfect venue to host various arts and culture events and housing for local government offices.

### **HOUSING**

**Goal 3: To ensure access to safe and affordable housing choices for a diverse population with controlled residential growth for high quality of life for everyone with adequate community facilities and services.**

**Policy 3.1-** Control residential growth with new development in designated areas preserving the integrity of the Future Development Map. Encourage infill development and preservation of prime agricultural land and natural and cultural resources

**Objective 3.1.1-** Promote the proper use of infill development utilizing existing infrastructure to assist with local government burden of providing adequate community facilities and services.

**Objective 3.1.2-** Preserve rural character of area through preservation of dirt roads and prime Agricultural/Forestry land from encroaching residential development.

**Policy 3.2-** Quality of life should be maintained for existing residents and provided for new residents through adequate provision of community facilities and services.

**Objective 3.2.1-** Collaboration between local government entities for infrastructure maintenance and installation will be beneficial in utilizing resources to their maximum potential. Consider cost of community facilities and services in relation to new development and make recommendations and approval/disapproval decisions accordingly.

## *Community Agenda*

**Policy 3.3-** The existing housing stock shall be proactively protected and maintained, utilizing public-private partnerships when necessary.

**Objective 3.3.1-** Maintain progressive code enforcement to ensure new development is structurally safe and meets standards while encouraging property maintenance for existing housing stock.

**Objective 3.3.2-** Collaborate with the Southwest Georgia Housing Task Force to assist low to moderate income home-owners with housing maintenance through grant, low-interest loan programs, and community service.

**Objective 3.3.3-** Focus on declining and redevelopment neighborhoods to encourage improvements and renovation of properties.

**Policy 3.4-** Collaborate with the Southwest Georgia Housing Task Force to promote home ownership for low-to-moderate income through education of grant, low-interest loan programs and down payment assistance programs.

### **NATURAL AND CULTURAL RESOURCES**

**Goal 4: To conserve and protect the environmental, natural and cultural resources of the community.**

**Policy 4.1-** Maintain the traditional character of the community through designation and preservation of historic areas and requiring new development to be compatible with traditional features of the community.

**Objective 4.1.1-** Promote heritage tourism opportunities within community; designate historic district and pursue National Register designation for eligible locations and buildings.

**Objective 4.1.2-** New development should compliment historic, traditional design of the community reflecting the region.

**Policy 4.2-** Encourage protection and use of natural greenspaces and parks.

**Objective 4.2.1-** Enforce local greenspace plan guidelines for new development and encourage public use of greenspace and parks.



## *Community Agenda*

**Objective 4.2.2-** Provide community education to residents and developers in regard to natural processes of greenspaces and available conservation programs.

**Policy 4.3-** Environmentally sensitive areas (i.e. floodplains, wetlands, Flint River, Creeks and other waterways, etc) should be protected and preserved from endangerment of encroaching development.

**Objective 4.3.1-** Restrict growth in floodplain, along Flint River, Creeks, waterways, wetlands and other environmentally sensitive areas.

**Objective 4.3.2-** Preserve rural character of area through preservation of dirt roads and prime Agricultural/Forestry land from encroaching residential development. Promote and protect the necessity of Agricultural/Forestry and Wildlife Management Practices through education to foster mutual respect between farmers and residents.

**Policy 4.4-** Pursue the establishment and operation of arts and culture facilities providing locations for performing arts, museum and other art displays, and educational opportunities to practice the arts and highlight the area culture.

**Objective 4.4.1-** Promote and support renovation of historic High School to house arts and cultural events and celebrate the area culture; encourage public-private partnerships to accomplish.

### **COMMUNITY FACILITIES AND SERVICES**

**Goal 5: To ensure the provision of community facilities and services, including infrastructure, that will support efficient growth and development patterns to protect and enhance the quality of life for community residents.**

**Policy 5.1-** Shrewd policy decisions shall maximize the most effective use of existing infrastructure as well as planning for future investments in capital improvements, long term operation, and maintenance.

**Objective 5.1.1-** Promote the use of existing infrastructure through infill, redevelopment and compact development.

**Objective 5.1.2-** Locate industrial growth in existing or planned industrial parks where appropriate infrastructure exists.

## *Community Agenda*

**Objective 5.1.3-** Locate community facilities such as schools, parks and community centers in appropriately planned activity centers according to future development plans.

**Policy 5.2-** Land Use Planning should consider the provision of community facilities and services to encourage more compact development, conservation of natural resources and infill development.

**Objective 5.2.1-** Promote future development in areas surrounding existing developed areas allowing consecutive and phased infrastructure expansion.

**Objective 5.2.2-** Promote conservation tools and increase density levels of new residential development in order to lower the development pressures on prime agricultural land.

**Objective 5.2.3-** Increase communication and collaboration between intergovernmental agencies, Cities and County concerning water, sewer and other Community Services-utilize population projections for planning future infrastructure expansion.

**Policy 5.3-** The impacts of new development shall be considered in order to maintain or improve adequate levels of community facilities and services.

**Objective 5.3.1-** Costs of community facilities and services should be incurred by new development reducing the burden on local government.

**Objective 5.3.2-** Coordinate development review processes between Planning Commission, Board of Education, Utility Authority, Cities and other involved intergovernmental entities, to ensure appropriate public facility capacity is available and appropriate expansions are planned and implemented accordingly.

### **LAND USE**

**Goal 6:** *To ensure the community's expected growth occurs in a well planned, controlled and organized manner protecting the natural environment, providing adequate and alternative transportation options and efficient use of infrastructure making our community attractive to new businesses.*

**Policy 6.1-** New development should occur in designated areas based on existing and future infrastructure utilizing the Future Development Map as a guide.

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**Objective 6.1.1-** Locate new development in designated areas; Review and update future development patterns at regular intervals to show infrastructure improvements, utility service areas, community facilities, school locations, etc.

**Policy 6.2-** Prime Agricultural land shall be protected from incompatible, dense development and the rural character shall be preserved.

**Objective 6.2.1-** Locate rural residential, agricultural and forestry uses within the designated areas.

**Objective 6.2.2-** Promote conservation management tools to preserve rural character; maintain scenic routes by preserving designated canopy dirt roads.

**Policy 6.3-** Develop a defined boundary between urban and rural areas of the community.

**Objective 6.3.1-** Encourage new growth next to developed areas based on planned, phased utility expansions.

**Objective 6.3.2-** Oppose leapfrog development across undeveloped areas.

**Policy 6.4-** Use available land in the most efficient manner while focusing on redevelopment of land where possible.

**Objective 6.4.1-** Provide information on innovative infill and redevelopment practices.

**Objective 6.4.2-** Encourage and support public-private partnerships for marketing and redevelopment of declining and substandard areas including potential financing options.

**Policy 6.5-** Encourage commercial development adjacent to intersections of major transportation corridors.

**Objective 6.5.1-** Promote cluster development along major corridors.

**Objective 6.5.2-** Enforce ordinances requiring interconnectivity between developments with roadways within 500' of each other and encourage shared parking to reduce traffic congestion and improve traffic flow.

## *Community Agenda*

**Objective 6.5.3-** Restrict development in rural areas to crossroads in order to preserve rural character, protect natural resources and manage traffic flow.

**Policy 6.6-** Encourage mixed-use developments in appropriate areas.

**Objective 6.6.1-** Promote education of innovative mixed-use development practices. Land development policies should encourage mixed use development.

**Policy 6.7-** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

**Objective 6.7.1-** Review each community's zoning ordinance to increase the quality and creative factors of new development compatible with the traditional features of the community and protecting natural and cultural resources while also encouraging in-fill development.

**Objective 6.7.2-** Utilize innovative planning concepts to provide attractive and well-designed neighborhoods while preserving natural and cultural resources, providing greenspace, managing traffic flow and maintaining a high quality of life.

**Objective 6.7.3-** Develop and enforce appropriate design guidelines/standards for new development based on existing and potential growth. Architectural styles should reflect the regional character and heritage of the community.

**Objective 6.7.4-** Continue landscaping of the county providing a scenic environment. Expand landscaping requirement for new development to include only "native, non-invasive" plants to protect prime forest and agricultural land. Improve preservation efforts of native old growth trees unique to area such as the Live Oak and Long Leaf Pine. Apply Georgia Forestry standards to measure tree caliper size at (DBH) diameter at breast height. Review caliper size requirements for protection of existing trees.

**Policy 6.8-** Traditional downtown areas should be maintained as the focal point of the community and provide areas for shopping, dining, socializing, and entertainment. Encourage heritage tourism opportunities along US 19 through downtown Leesburg and Smithville.

# *Community Agenda*

## **INTERGOVERNMENTAL COORDINATION**

***Goal 7: To encourage communication and collaboration of planning efforts with local governments, boards and authorities, contiguous counties and regional and state planning agencies.***

***Policy 7.1-*** Local governments, boards including school system, and authorities shall meet at regular intervals for communication and collaboration to manage growth which is vital to quality economic development and a high quality of life. Decisions should be made using common data of population projections and requirements for adequate provision of community facilities and services.

***Objective 7.1.1-*** The County Administrator shall serve as a leader in promoting quality, controlled growth and development through appropriate planning and land use decisions.

***Objective 7.1.2-*** Continue regular meetings of city, county, board and authority representatives for discussion of common issues and opportunities to result in collaborative efforts to address issues and opportunities and implement the Comprehensive Plan.

***Objective 7.1.3-*** Educate community by publishing information and encouraging citizen participation regarding quality growth and development, appropriate planning and land use.

***Policy 7.2-*** The value of joint comprehensive planning efforts and resulting documents shall be appreciated as a vital tool for addressing community issues and opportunities.

***Objective 7.2.1-*** Continue involvement with current Steering Committee, Stakeholders and other interested citizens for 5 year updates, evaluation and implementation of the Comprehensive Plan.

***Objective 7.2.2-*** Facilitate an annual update to county and both cities Short Term Work Program.

***Policy 7.3-*** Local governments shall utilize shared services and common data to ensure consistent planning efforts.

***Objective 7.3.1-*** Local organizations such as the Chamber of Commerce/Development Authority, Department of Labor, Public Health Department, and Southwest Georgia Regional Development Center should collect and maintain current data regarding community growth and development and share data with local governments at regular intervals.

# *Community Agenda*

## **TRANSPORTATION**

***Goal 8: To encourage transportation corridors that support multiple modes of transportation with efficient land use planning in support of economic development, preservation of natural and cultural resources, minimal traffic congestion, and mobility access for all citizens to the community and region.***

***Policy 8.1-*** Coordinated land use and transportation planning shall ensure adequate capacity for existing and future transportation corridors.

***Objective 8.1.1-*** Provide and maintain buffer zones/medians along major transportation corridors with appropriate landscaping.

***Objective 8.1.2-*** Encourage shared parking and cross access easements in commercial areas to improve traffic flow and reduce congestion.

***Objective 8.1.3-*** Encourage service roads or alternate access to and from high volume transportation corridors to promote safety and reduce traffic congestion.

***Objective 8.1.4-*** Investigate innovative traffic management techniques to eliminate traffic congestion and emergency vehicle delays improving safety and enhancing the quality of life for residents.

***Objective 8.1.5-*** Maintain adequate transportation corridors to facilitate safe and efficient movement of goods to serve the economic needs of the community and region.

***Policy 8.2-*** Encourage alternate forms of transportation to include walking, biking and public transit with proper land use and transportation planning.

***Objective 8.2.1-*** Support Rails to Trails Project within the community and connectivity within the region; implement Southwest Georgia Regional Bike and Pedestrian Plan; promote pedestrian and bike friendly communities with mixed use developments.

***Objective 8.2.2-*** Work with Rural Transit Advisory Committee to study feasibility of expanding public transit into northern Lee County, specifically Smithville.

## *Community Agenda*

**Objective 8.2.3-** Promote the Georgia Department of Transportation Ride Share to encourage “carpooling” among residents.

**Policy 8.3-** Proper land use and transportation planning shall include design and construction standards for residential and non-residential streets promoting and preserving the regional character and beauty of the community.

**Objective 8.3.1-** Protect existing residential neighborhoods from the negative impact of increased traffic through appropriate roadway design with sidewalks, native landscaping and a friendly environment for pedestrians and cyclists.

**Objective 8.3.2-** New transportation corridors shall be compatible with community standards of landscaping, protection of natural and cultural resources and shall accommodate multiple modes of transportation including pedestrians, bicycles, and parking while promoting good traffic flow.

## *Community Agenda*

### *Short Term Work Program*

The following Short Term Work Program (STWP) represents the community's plans for the next 5 years. The STWP was developed from discussions with the various community leaders regarding future plans for community improvements. This plan may include infrastructure improvements, capital investments, program or policy changes, or other future growth strategies or organizational development plans. The STWP should be revised periodically to reflect current community issues and opportunities.

### *Report of Accomplishments*

The previous STWP was reviewed prior to beginning work on the 2026 Comprehensive Plan. Each item was reviewed and classified as: Completed; Underway; Postponed; or Not Accomplished. All items that were classified as Underway or Postponed are included in the 2007-2011 STWP. Items that were classified as Completed or Not Accomplished are not included. The complete Report of Accomplishments for both cities and county are included in this document.



# Community Agenda

## Lee: Short Term Work Program Update

<b>Community Facilities</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
1. Implement historic preservation plan prepared by architect to renovate and rehabilitate the courthouse and train depot to their original character and make them accessible to the disabled.	2008, 2009	Lee County	\$30,000	General Fund, 1% SPLOST State and Federal Grants
2. Implement five year Parks & Recreation master plan to include facilities, personnel, and recreational programming.	2008, 2009, 2010, 2011, 2012	Lee County	\$6,500,000	General Fund, 1% SPLOST State and Federal Grants
3. Implement a five year EMS and Fire Dept. master plan to include facilities, personnel, and equipment.	2008, 2009, 2010, 2012	Lee County	\$4,000,000	General Fund, 1% SPLOST
4a. Prepare a five year master plan of all county and city government offices and outside agencies to include facilities, personnel, and equipment.	2008	Lee County	Staff Time	N/A
4b. Implement plan	2009	Lee County	\$2,000,000	General Fund
5. Implement plan to ensure that all county and city facilities are in compliance with the Americans with Disabilities Act.	2007, 2008	Lee County	\$150,000	General Fund
6. Implement plan to renovate all county and city facilities for major and minor structural and mechanical repairs.	2007, 2008, 2009, 2010, 2011	Lee County	\$100,000	General Fund
7. Expand the Utilities Authority's water system and plan for the Authority's wastewater system. Maintain and expand Leesburg's and Smithville's water and wastewater system.	2007, 2008, 2009, 2010, 2011	Lee County	\$10,000,000	General Fund, Utilities Authority Revenue, State and Federal Loans
8. Ensure future improvements to water and treatment facilities that promotes urban growth and maximizes the use of existing facilities.	2007, 2008, 2009, 2010, 2011	Lee County, Lee County Utilities Authority	Not known at this time.	Not known at this time.
9. Continue to provide proper treatment and disposal of wastewater.	2007, 2008, 2009, 2010, 2011	Lee County, Lee County Utilities Authority	Not known at this time.	Lee County Utilities Authority, State/Fed Grants
10. Implement a plan to discourage developments with septic systems and private treatment systems.	2007, 2008, 2009, 2010, 2011	Lee County, Health Department	Staff Time	N/A
11. Ensure proper sanitary sewage system practices.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	Utilities Authority

## *Community Agenda*

12. Improve current recreation facilities and programs.	2007, 2008, 2009 2010, 2011	Lee County	Staff Time	1 % SPLOST, General Fund, State Grants,
13. Implement plan to redesign the U.S. 19, SR 32, SR 195 intersection in front of the courthouse to alleviate traffic congestion.	2007, 2008, 2009, 2010, 2011	Lee County	\$900,000	General Fund, 1% SPLOST, GDOT
14. Implement plan to extend the by-pass to SR 195 to alleviate traffic congestion.	2007, 2008, 2009, 2010, 2011	Lee County, DARTS	\$7,500,000	General Fund, 1%SPLOST, GDOT
15. Implement plan to logically connect residential areas to existing and future commercial areas.	2007, 2008, 2009, 2010, 2011	Lee County	\$1,000,000	General Fund
16. Implement street light plan for all commercial road corridors.	2007, 2008, 2009, 2010, 2011	Lee County	\$800,000	General Fund, 1%SPLOST, GDOT
17. Determine feasibility and Implement plan to provide safe, efficient, and environmentally sound transportation.	2007, 2008, 2009, 2010, 2011	Lee County, DARTS	Not Known at this time	General Fund, 1%SPLOST, GDOT
18. Determine feasibility and Implement improvements to the transportation system that are consistent with the Land Use Element of the Comprehensive Plan.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	General Fund, 1%SPLOST, GDOT
19. Determine feasibility and Implement plan to provide and maintain a roadway system that supports growth.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	General Fund, 1%SPLOST, GDOT
20. Determine feasibility and Implement a plan to provide safe pedestrian and bicycle facilities network.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	General Fund, 1%SPLOST, GDOT
21. Ensure effective collection, transportation and disposal of solid waste for a ten year period.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	General Fund
22. Ensure solid waste revenues are more or equivalent to expenditures.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A

## Community Agenda

23. All development impact fee funds collected and interest earned for future expenditure on construction or expansion of facilities shall be expended only for the category of system improvements within the service area for which the fee was assessed and collected. See attached <b>Lee County Maximum Allowable Impact Fee Schedule</b> .	2007, 2008, 2009, 2010, 2011	Lee County	Not known at this time	Development Impact Fee Funds
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Economic Development				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Continue development of light industrial / business park.	2007, 2008, 2009, 2010, 2011	Lee County	\$1,000,000	General Fund, 1%SPLOST, State/Fed Grants
2. Expand and promote annual and regional events.	2007, 2008, 2009, 2010, 2011	Lee County	\$5,000	General Fund
3. Prepare a map and database of available commercial and industrial property including necessary information such as water / sewer availability, etc.	2007, 2008	Lee County, RDC, Development Authority, Chamber	Staff Time	N/A
4. Prepare a proactive economic development plan to promote the county and the two municipalities, to encourage existing businesses to expand, and attract new businesses.	2008	Lee County, Development Authority,	Staff Time	N/A

Housing				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Develop and market a plan to encourage permanent home ownership with easier to obtain home mortgages through local banks.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	State Grants
2. Eliminate sub-standard housing through rehabilitation or demolition programs.	2007, 2008, 2009, 2010, 2011	Lee County	\$100,000	General Fund, State Grants
3. Rehabilitate housing and infrastructure in low income neighborhoods.	2007, 2008, 2009, 2010, 2011	Lee County	\$200,000	State Grants

Land Use				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Change land use and zoning ordinances to encourage mixed-use of new and existing buildings in commercial areas.	2007	Lee County	Staff Time	N/A
2. Prepare a program to develop a central business district for a downtown focal point.	2007	Lee County	Staff Time	N/A

## Community Agenda

<b>Natural and Historic Resources</b>				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Prepare a wetland, groundwater recharge, public water source, and environmentally significant property inventory list and protection plan.	2007, 2008	Lee County	Staff Time	N/A
2. Design scenic gateway features at the road entrances into the county.	2007, 2008	Lee County	\$50,000	General Fund, State Grants
3. Develop a comprehensive river and creek corridor protection plan.	2007, 2008, 2009	Lee County	Staff Time	N/A
4. Prepare a historic structures / places inventory list and protection plan.	2007, 2008	Lee County	Staff Time	N/A
6. Identify and document historic resources.	2007, 2008	Lee County, RDC	Staff Time	N/A
7. Promote historic preservation and revitalization in residential and commercial areas and unique places to live and work.	2007, 2008, 2009, 2010, 2011	Lee County, RDC	Staff Time	N/A
8. Preserve, protect and conserve the ecological value and diversity of natural resources.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	Greenspace
9. Protect and maintain the quality and quantity of groundwater.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A
10. Protect and maintain the quality and quantity of wetlands in Lee County.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A, Greenspace
11. Reduce the threat to public health, safety and welfare from recurring flood events and reduce economic loss.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	GEMA, FEMA, General Fund
12. Soil management to maintain water quality, flood control, erosion control to maintain good till and soil productivity.	207, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A
17. Protect prime agricultural farmland from encroachment of unsuitable development.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A
18. Protect environmentally sensitive areas and plant and animal species.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A
19. Protect the rural character and scenic beauty of Lee County.	2007, 2008, 2009, 2010, 2011	Lee County	Staff Time	N/A

<b>General Planning</b>				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Make application to DCA Planning and Quality Growth for a Design Charette to be held for Lee County Planning	2008	Lee County; DCA	Not known at this time.	Lee County

# Community Agenda

## Lee County Maximum Allowable Impact Fee Schedule Net Impact Fee

Land Use Category	Library	Parks & Recreation	Public Safety	Jail	Subtotal	Adminis- Tration (3%)	CIE Prep (0.91%)*
<i>Residential</i>							
Single-Family Detached Housing	337.131	391.491	842.093	560.866	\$2,131.581	63.947	22.897
Apartment	337.131	391.491	842.093	560.866	\$2,131.581	63.947	22.897
Residential Condominium Townhouse	337.131	391.439	842.093	560.866	\$2,131.581	63.947	22.897
<i>Port and Terminal</i>							
Truck Terminal	-	-	3,715.854	2,474.900	\$6,190.754	185.723	66.500
<i>Industrial</i>							
General Light Industrial	-	-	0.732	0.488	\$1.219	0.037	0.013
General Heavy Industrial	-	-	0.580	0.386	\$0.967	0.029	0.010
Manufacturing	-	-	0.577	0.384	\$0.961	0.029	0.010
Warehousing	-	-	0.404	0.269	\$0.674	0.020	0.007
Mini-Warehousing	-	-	0.014	0.009	\$0.023	0.001	0.000
High-Cube Warehouse	-	-	0.058	0.038	\$0.096	0.003	0.001
<i>Lodging</i>							
Hotel	-	-	197.273	131.391	\$328.664	9.860	3.530
All Suites Hotel	-	-	225.170	149.972	\$375.142	11.254	4.030
Business Hotel	-	-	31.727	21.131	\$52.859	1.586	0.568
Motel	-	-	225.539	150.217	\$375.756	11.273	4.036
<i>Recreational</i>							
Campground/Recreational Vehicle Park	-	-	21.248	14.152	\$35.401	1.062	0.380
Golf Course	-	-	77.894	51.881	\$129.775	3.893	1.394
Multipurpose Recreational Facility	-	-	158.570	105.614	\$264.184	7.926	2.838
Movie Theater	-	-	0.475	0.316	\$0.791	0.024	0.009
Arena	-	-	1,057.030	704.022	\$1,761.052	52.832	18.917
Amusement Park	-	-	2,884.343	1,921.082	\$4,805.425	144.163	51.619
Tennis Courts	-	-	77.347	51.516	\$128.863	3.866	1.384
Racquet Club	-	-	-0.116	0.077	\$0.193	0.006	0.002
Bowling Alley	-	-	0.317	0.211	\$0.528	0.016	0.006
Recreational Community Center	-	-	0.266	0.711	\$0.444	0.013	0.005

\*CIE prep category is a recoupment of the expenditure of preparing the Capital Improvement Element.  
Impact Fees reflect credit given for forecasted SPLOST and general fund contributions.

\*\*square feet means square

# Community Agenda

## Net Impact Fee

Land Use Category	Library	Parks & Recreation	Public Safety	Jail	Subtotal	Adminis- Tration (3%)	CIE Prep (0.91%)*	TOTAL IMPACT FEE
<i>Institutional</i>								
Private School (K-12)	-	-	2.565	1.708	\$4.274	0.128	0.046	\$4.448
Church/Synagogue	-	-	0.163	0.109	\$0.272	0.008	0.003	\$0.283
Day Care Center	-	-	0.806	0.537	\$1.343	0.040	0.014	\$1.407
Cemetery	-	-	25.823	17.199	\$43.023	1.291	0.462	\$44.776
Lodge/Fraternal Organization	-	-	317.141	211.228	\$528.368	15.851	5.676	\$549.845

Land Use Category	Library	Parks & Recreation	Fire Protection EMS	Jail	Subtotal	Adminis- Tration (3%)	CIE Prep (0.91%)*	TOTAL IMPACT FEE
<i>Medical</i>								
Hospital	-	-	1.029	0.686	\$1.715	0.051	0.018	\$1.784
Nursing Home	-	-	205.394	136.800	\$342.194	10.266	3.676	\$356.136
Clinic	-	-	317.141	211.228	\$528.368	15.851	5.676	\$549.895

Land Use Category	Library	Parks & Recreation	Fire Protection EMS	Jail	Subtotal	Adminis- Tration (3%)	CIE Prep (0.91%)*	TOTAL IMPACT FEE
<i>Office</i>								
General Office Building	-	-	1.052	0.700	\$1.752	0.053	0.019	\$1.824
Corporate Headquarters	-	-	1.079	0.718	\$1.797	0.054	0.019	\$1.870
Single-Tenant Office Building	-	-	1.014	0.675	\$1.689	0.051	0.018	\$1.758
Medical-Dental Office Building	-	-	1.286	0.857	\$2.143	0.064	0.023	\$2.230
Research and Development Center	-	-	0.929	0.618	\$1.547	0.046	0.017	\$1.610

Land Use Category	Library	Parks & Recreation	Public Safety	Jail	Subtotal	Adminis- Tration (3%)	CIE Prep (0.91%)*	TOTAL IMPACT FEE
<i>Retail</i>								
Building Materials and Lumber Store	-	-	0.466	0.311	\$0.777	0.023	0.008	\$0.808
Free-Standing Discount Superstore	-	-	0.304	0.203	\$0.507	0.015	0.005	\$0.527
Specialty Retail Center	-	-	0.577	0.384	\$0.961	0.029	0.010	\$1.000
Free-Standing Discount Store	-	-	0.623	0.415	\$1.038	0.031	0.011	\$1.080
Hardware/Paint Store	-	-	0.306	0.204	\$0.509	0.015	0.005	\$0.529
Nursery (Garden Center)	-	-	0.517	0.344	\$0.861	0.026	0.009	\$0.896
Nursery (Wholesale)	-	-	0.529	0.352	\$0.881	0.026	0.009	\$0.916
Shopping Center	-	-	0.530	0.353	\$0.882	0.026	0.009	\$0.917

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Factory Outlet Center	-	-	0.530	0.353	\$0.882	0.026	0.009	
Quality Restaurant	-	-	2.366	1.576	\$3.942	0.118	0.042	
High-Turnover (Sit-Down) Restaurant	-	-	2.366	1.576	\$3.942	0.118	0.042	
Fast Food Restaurant	-	-	3.457	2.302	\$5.759	0.173	0.062	
Quick Lubrication Vehicle Shop	-	-	665.995	443.578	\$1,109.574	33.287	11.919	\$1,
Auto-Care Center	-	-	0.454	0.302	\$0.756	0.023	0.008	
New Car Sales	-	-	0.563	0.375	\$0.937	0.028	0.010	
Auto Parts Store	-	-	0.304	0.203	\$0.507	0.015	0.005	
Self-Service Car Wash	-	-	63.428	42.246	\$105.674	3.170	1.135	\$
Tire Store	-	-	0.406	0.270	\$0.676	0.020	0.007	
Wholesale Tire Store	-	-	0.406	0.270	\$0.676	0.020	0.007	
Supermarket	-	-	0.403	0.268	\$0.671	0.020	0.007	
Convenience Market (Open 24 hours)	-	-	0.571	0.380	\$0.951	0.029	0.010	
Convenience Market (Open 15-16 hours)	-	-	0.555	0.370	\$0.925	0.028	0.010	
Convenience Market with Gasoline Pumps	-	-	0.571	0.380	\$0.951	0.029	0.010	
Wholesale Market	-	-	0.260	0.173	\$0.433	0.013	0.005	
Discount Club	-	-	0.412	0.274	\$0.686	0.021	0.007	
Home Improvement Superstore	-	-	0.304	0.203	\$0.507	0.015	0.005	
Electronics	-	-	0.304	0.203	\$0.507	0.015	0.005	
Apparel Store	-	-	0.530	0.353	\$0.882	0.026	0.009	
Pharmacy-Drugstore	-	-	0.530	0.353	\$0.882	0.026	0.009	
Furniture	-	-	0.132	0.088	\$0.219	0.007	0.002	
<i>Retail</i>								
Building Materials and Lumber Store	-	-	0.466	0.311	\$0.777	0.023	0.008	
Free-Standing Discount Superstore	-	-	0.304	0.203	\$0.507	0.015	0.005	
<i>Services</i>								
Drive-in Bank	-	-	1,156	0.770	\$1.925	0.058	0.021	

# Community Agenda

## Leesburg: Short Term Work Program Update

Community Facilities				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Hire a historic preservation architect to prepare plans and specifications to renovate and rehabilitate the train depot to its original character and make accessible to the disabled.	2007, 2008, 2009, 2010, 2011	Leesburg	\$500,000	General Fund, 1% SPLOST, State and Federal Grants
2. Maintain and expand Leesburg's water and wastewater system.	2007, 2008, 2009, 2010, 2011	Leesburg	\$6,000,000	SPLOST, State/Federal Grants
3. Implement a plan to protect potable water supplies.	2007, 2008, 2009, 2010, 2011	Leesburg	\$50,000	General Fund, State Grants
4. Implement plan to redesign the U.S. 19, SR 32, SR 195 intersection in front of the courthouse to alleviate traffic congestion.	2007, 2008, 2009, 2010, 2011	Leesburg	\$900,000	General Fund, 1%SPLOST, GDOT

Economic Development				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
5. Prepare a map and database of available commercial and industrial property including necessary information such as water / sewer availability, etc.	2007, 2008	Leesburg, RDC, Development Authority, Chamber	Staff Time	N/A
6. Expand and promote annual and regional events.	2007, 2008, 2009, 2010, 2011	Leesburg, Chamber of Commerce, Development Authority	Staff Time	N/A

Housing				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
7. Develop and market a plan to encourage permanent home ownership with easier to obtain home mortgages through local banks.	2007, 2008, 2009, 2010, 2011	Leesburg	Staff Time	State Grants
8. Eliminate sub-standard housing through rehabilitation or demolition programs.	2007, 2008, 2009, 2010, 2011	Leesburg	\$100,000	General Fund, State Grants
9. Rehabilitate housing and infrastructure in low income neighborhoods.	2007, 2008, 2009,2010, 2011	Leesburg	\$200,000	State Grants



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<b>Land Use</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
10. Prepare a program to develop a central business district for a downtown focal point. Improve aesthetics of downtown to encourage new business and expansion of existing business and to promote heritage tourism.	2007, 2008, 2009, 2010, 2011	Leesburg, COC/Dev Authority	\$100,000	SPLOST, State/Federal Grants

<b>Natural and Historic Resources</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
11. Prepare a historic structures / places inventory list and protection plan.	2007, 2008	Leesburg	Staff Time	N/A
12. Designate local historic district with appropriate signage.	2007, 2008, 2009, 2010, 2011	Leesburg	\$10,000	General Fund
5. Prepare and implement a recycling program.	2007, 2008, 2009, 2010, 2011	Leesburg	Staff Time	N/A

# Community Agenda

## Smithville: Short Term Work Program Update

<b>Community Facilities</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
1. Implement five year master plan of all county and city government offices and outside agencies to include facilities, personnel, and equipment.	2007, 2008, 2009, 2010, 2011	Smithville	Staff Time	N/A
2. Maintain and expand Smithville's water and wastewater system.	2007, 2008, 2009, 2010, 2011	Smithville	\$100,000	General Fund, State/Fed loans & grants
3. Implement a plan to protect potable water supplies.	2007, 2008, 2009, 2010, 2011	Smithville	\$15,000	General Fund, State Grants
4. Continue to provide proper treatment and disposal of waste water.	2007, 2008, 2009, 2010, 2011	Smithville, Lee County Utilities Authority	Not Known at this time	Utilities Authority, State/Fed Grants
5. Ensure future improvements to water and treatment facilities that promote urban growth and maximizes the use of existing facilities.	2007, 2008, 2009, 2010, 2011	Smithville, Lee County Utilities Authority	Not Known at this time	Not Known at this time
6. Ensure solid waste revenues are more or equivalent to expenditures.	207, 2008, 2009, 2010, 2011	Smithville	Staff Time	N/A

<b>Economic Development</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
7. Expand and promote annual and regional events.	2007, 2008, 2009, 2010, 2011	Smithville, COC/Dev Authority	Staff Time	N/A
8. Prepare a map and database of available commercial and industrial property including necessary information such as water / sewer availability, etc.	2007, 2008	Smithville, RDC, Development Authority, Chamber	Staff Time	N/A
9. Prepare a proactive economic development plan to promote the county and cities, to encourage existing businesses to expand, and attract new businesses.	2007, 2008, 2009, 2010, 2011	Smithville, RDC, Development Authority, Chamber	Staff Time	N/A

## *Community Agenda*

<b>Housing</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
10. Develop and market a plan to encourage permanent home ownership with easier to obtain home mortgages through local banks.	2007, 2008, 2009, 2010, 2011	Smithville	Staff Time	State Grants
11. Eliminate sub-standard housing through rehabilitation or demolition programs.	2007, 2008, 2009, 2010, 2011	Smithville	\$100,000	General Fund, State Grants
12. Rehabilitate housing and infrastructure in low income neighborhoods.	2007, 2008, 2009, 2010, 2011	Smithville	\$200,000	State Grants

<b>Land Use</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
13. Prepare a program to develop a central business district for a downtown focal point.	2007, 2008	Smithville	Staff Time	N/A

<b>Natural and Historic Resources</b>				
<b>Activity</b>	<b>Years</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
14. Prepare a historic structures / places inventory list and protection plan.	2007	Smithville	Staff Time	N/A
15. Prepare and implement a recycling program.	2007, 2008, 2009, 2010, 2011	Smithville	Staff Time	N/A

# Community Agenda

## Lee: Report of Accomplishments

Community Facilities		
Activity	Status	Explanation
1. Complete the construction of the new county jail.	Completed	
2a. Hire a historic preservation architect to prepare plans and specifications to renovate and rehabilitate the courthouse and train depot to their original character and make them accessible to the disabled.	Completed	
2b. Implement plan.	Underway	
3a. Hire an architect to design a plan and specifications for the second floor of the administration building to accommodate future staff and storage.	Completed	
3b. Implement plan.	Completed	
4a. Prepare a five year Parks & Recreation master plan to include facilities, personnel, and recreational programming.	Completed	
4b. Implement plan.	Underway	Waiting on funding
5a. Prepare a five year EMS and Fire Dept. master plan to include facilities, personnel, and equipment.	Completed	
5b. Implement plan.	Underway	Waiting on funding
6. Install a sound system in the courtroom.	Completed	
7a. Prepare a five year master plan of all county and city government offices and outside agencies to include facilities, personnel, and equipment.	Postponed	Master plan postponed due to other county projects having higher priority.
7b. Implement plan	Postponed	Master plan postponed due to other county projects having higher priority.
8a. Prepare a five year use-of-technology master plan to include computer needs, e-mail, telephones, local area networks, use of the Internet and intranet, GIS systems, pagers, base and mobile radios and Cellular phones.	Completed	
8b. Implement plan.	Completed	
9. Develop and implement a strategy to use the ten (10) hazard mitigation sites.	Completed	
11. Develop a plan for the county to use the Board of Education's recreation facilities and vice-versa.	Completed	
12a. Inspect all county and city facilities to ensure that they are in compliance with the Americans with Disabilities Act.	Completed	
12b. Implement plan.	Underway	Waiting on funding
13. Upgrade and enhance Smithville library facilities.	Completed	
14a. Hire a professional inspector to inspect and evaluate all county and city facilities for major and minor structural and mechanical	Completed	

## *Community Agenda*

repairs.		
14b. Implement plan.	Underway	
15. Construct a senior citizen center.	Completed	
16. Expand the Utilities Authority's water system and plan for the Authority's wastewater system. Maintain and expand Leesburg's and Smithville's water and wastewater system.	Underway	Waiting on funding
17. Construct an agricultural center to house the ASCS office, Extension Office, Soil Conservation Office, & Farmers Home Office.	Postponed	Project has been postponed due to changing County priorities.
1. Complete the Ledo Road extension project, Philema Road widening project, Liberty Expressway fly-over bridge project, and all other county contract road priority projects through the 1 % SPLOST period of April 1994 to April 1999.	Completed	
2a. Redesign the U.S. 19, SR 32, SR 195 intersection in front of the courthouse to alleviate traffic congestion	Postponed	Project has been postponed pending the completion of other County Transportation projects.
2b. Implement plan.	Postponed	Project has been postponed pending the completion of other County Transportation projects.
3a. Plan and design the East-West connector road project	Completed	
3b. Implement plan.	Underway	
4a. Prepare a plan to extend the by-pass to SR 195 to alleviate traffic congestion.	Underway	
4b. Implement plan.	Underway	
5a. Prepare an inventory list of all county and city paved and unpaved roads indicating road quality and traffic signage and striping needs.	Completed	
5b. Install signage and striping.	Completed	
6. Prepare the annual LARP list for the Georgia Department of Transportation.	Completed	
7. Develop a city contract road paving and resurfacing priority list and locate a finding source.	Not Accomplished	Project deleted due to other sources found to complete project.
8a. Develop a comprehensive road plan to logically connect residential areas to existing and future commercial areas	Postponed	Postponed due to other county projects having higher priority.
8b. Implement plan.	Postponed	Postponed due to other county projects having higher priority.
9a. Determine the feasibility of making R.B. Lee Drive and Lovers Land Road a truck route to connect U.S. 19 and SR 32.	Completed	
9b. Implement plan if feasible.	Underway	
10a. Prepare a street light plan for all commercial road corridors.	Completed	
10b. Implement plan.	Postponed	Project postponed until funds become available.

## *Community Agenda*

<b>Economic Development</b>		
Activity	Status	Explanation
1. Prepare and develop light industrial / business park.	Completed	
2. Expand and promote annual and regional events.	Underway	
3. Prepare a map and database of available commercial and industrial property including necessary information such as water / sewer availability, etc.	Underway	Working to develop a GIS system to house this data
4. Develop a closer relationship between the Lee County Chamber of Commerce and the surrounding Chambers of Commerce.	Completed	
5. Prepare a proactive economic development plan to promote the county and the two municipalities, to encourage existing businesses to expand, and attract new businesses.	Underway	The Lee County Development Authority is the lead agency for this initiative

<b>Housing</b>		
Activity	Status	Explanation
1. Develop and market a plan to encourage permanent home ownership with easy to obtain home mortgages through local banks.	Postponed	Postponed due to staffing changes.
2. Change the land development and zoning ordinance to include secondary housing in residential areas to increase affordable housing options.	Not Accomplished	No longer identified as a need by the Board of Commissioners
3. Eliminate sub-standard housing through rehabilitation or demolition programs.	Postponed	Postponed due to other county projects having higher priority.
4. Rehabilitate housing and infrastructure in low income neighborhoods.	Underway	
5. Change the tax assessment methods on manufactured housing to bring those taxes in line with taxes of other types of housing.	Completed	

<b>Land Use</b>		
Activity	Status	Explanation
1. Complete the re-evaluation of real property.	Completed	
2. Develop plan to regulate mailboxes, signs, utility locations, road design, and nuisances.	Completed	
3. Change land use plans and ordinance to avoid urban sprawl and create urban service districts.	Completed	
4. Determine the feasibility of taxing the urban service districts at a slightly higher rate than the rest of the county to generate a funding source to construct needed capital facilities in those districts such as EMS/ Fire stations, parks, water, etc.	Not Accomplished	No longer identified as a need by the Board of Commissioners
5. Change land use and zoning ordinances to encourage mixed-use of new and existing buildings in commercial areas.	Postponed	Postponed due to other county projects having higher priority.
6. Prepare a program to develop a central	Postponed	Postponed due to other county projects

## *Community Agenda*

business district for a downtown focal point.		having higher priority.
7. Update the manufactured home ordinance to address quality of life and compatibility issues.	Completed	
8. Develop construction standards and typical drawings covering roads, sidewalks, water, wastewater infrastructure, etc.	Completed	

<b>Natural and Historic Resources</b>		
Activity	Status	Explanation
1. Prepare a wetland, groundwater recharge, public water source, and environmentally significant property inventory list and protection plan.	Postponed	Postponed due to other county projects having higher priority.
2. Prepare a comprehensive storm water management plan for developed areas.	Completed	
3. Design scenic gateway features at the road entrances into the county.	Underway	
4. Develop a relationship with Chehaw Park.	Completed	
5. Develop a comprehensive river and creek corridor protection plan.	Underway	
6. Prepare a historic structures / places inventory list and protection plan.	Postponed	Postponed due to other county projects having higher priority.
7. Prepare a significant and native tree inventory list and protection plan.	Completed	
8. Prepare and implement a recycling program.	Postponed	Postponed due to other county projects having higher priority and the cost associated with the implementation of a recycling program.

<b>General Planning</b>		
Activity	Status	Explanation
1. Prepare a written program for the county's 1% SPLOST referendum to be held during November 1998. Implement activities if approved by voters.	Completed	
2. Implement the Board of Education's 1% SPLOST activities, if approved by the voters.	Underway	
3. Begin to codify county ordinances.	Completed	
4. Determine the feasibility of using local government television access to inform the public of job positions, current county events, public hearings, and television the county commission meetings. If approved, order equipment.	Not Accomplished	Deleted due to obtaining other media sources such as the county website.
5a. Prepare a plan to expand the library's book, video and magazine collection.	Underway	
5.b Implement plan.	Underway	
6. Create and implement an impact fee ordinance.	Completed	
7. Determine the feasibility of privatizing certain county services.	Postponed	Postponed due to other county projects having higher priority.
8. Prepare a fixed asset inventory list of all county and city equipment over \$500 and a useful life of at least 5 years.	Completed	

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9. Prepare documentation to have the county recognized by the International City/County Management Association (ICMA)	Completed	
10. Prepare a service delivery plan between the county and the two municipalities to avoid duplication of services.	Completed	
11. Plan for and install an early warning flood detection system.	Completed	



# Community Agenda

## Leesburg: Report of Accomplishments

Community Facilities		
Activity	Status	Explanation
2a. Hire a historic preservation architect to prepare plans and specifications to renovate and rehabilitate the courthouse and train depot to their original character and make them accessible to the disabled.	Underway	
2b. Implement plan.	Underway	
7a. Prepare a five year master plan of all county and city government offices and outside agencies to include facilities, personnel, and equipment.	Postponed	Master plan postponed due to other county projects having higher priority.
7b. Implement plan	Postponed	Master plan postponed due to other county projects having higher priority.
8a. Prepare a five year use-of-technology master plan to include computer needs, e-mail, telephones, local area networks, use of the Internet and intranet, GIS systems, pagers, base and mobile radios and Cellular phones.	Completed	
8b. Implement plan.	Completed	
10. Enhance the appearance of the city cemetery.	Completed	
12a. Inspect all county and city facilities to ensure that they are in compliance with the Americans with Disabilities Act.	Completed	
12b. Implement plan.	Underway	
14a. Hire a professional inspector to inspect and evaluate all county and city facilities for major and minor structural and mechanical repairs.	Completed	
14b. Implement plan.	Underway	
15. Construct a senior citizen center.	Completed	
16. Expand the Utilities Authority's water system and plan for the Authority's wastewater system. Maintain and expand Leesburg's and Smithville's water and wastewater system.	Underway	
2a. Redesign the U.S. 19, SR 32, SR 195 intersection in front of the courthouse to alleviate traffic congestion	Postponed	Project has been postponed pending the completion of other County Transportation projects.
2b. Implement plan.	Postponed	Project has been postponed pending the completion of other County Transportation projects.
4a. Prepare a plan to extend the by-pass to SR 195 to alleviate traffic congestion.	Underway	
4b. Implement plan.	Underway	
5a. Prepare an inventory list of all county and city paved and unpaved roads indicating road quality and traffic signage and striping needs.	Completed	
5b. Install signage and striping.	Completed	

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6. Prepare the annual LARP list for the Georgia Department of Transportation.	Completed	
7. Develop a city contract road paving and resurfacing priority list and locate a finding source.	Not Accomplished	Project deleted due to other sources found to complete project.

<b>Economic Development</b>		
Activity	Status	Explanation
2. Expand and promote annual and regional events.	Underway	
3. Prepare a map and database of available commercial and industrial property including necessary information such as water / sewer availability, etc.	Completed	

<b>Housing</b>		
Activity	Status	Explanation
1. Develop and market a plan to encourage permanent home ownership with easy to obtain home mortgages through local banks.	Postponed	Postponed due to staffing changes.
2. Change the land development and zoning ordinance to include secondary housing in residential areas to increase affordable housing options.	Not Accomplished	No longer identified as a need by the Board of Commissioners
3. Eliminate sub-standard housing through rehabilitation or demolition programs.	Underway	
4. Rehabilitate housing and infrastructure in low income neighborhoods.	Underway	

<b>Land Use</b>		
Activity	Status	Explanation
1. Complete the re-evaluation of real property.	Completed	
2. Develop plan to regulate mailboxes, signs, utility locations, road design, and nuisances.	Completed	
3. Change land use plans and ordinance to avoid urban sprawl and create urban service districts.	Completed	
4. Determine the feasibility of taxing the urban service districts at a slightly higher rate than the rest of the county to generate a funding source to construct needed capital facilities in those districts such as EMS/ Fire stations, parks, water, etc.	Not Accomplished	No longer identified as a need by the Board of Commissioners
6. Prepare a program to develop a central business district for a downtown focal point.	Underway	
7. Update the manufactured home ordinance to address quality of life and compatibility issues.	Completed	
8. Develop construction standards and typical drawings covering roads, sidewalks, water, wastewater infrastructure, etc.	Completed	

## *Community Agenda*

<b>Natural and Historic Resources</b>		
<b>Activity</b>	<b>Status</b>	<b>Explanation</b>
2. Prepare a comprehensive storm water management plan for developed areas.	Completed	
6. Prepare a historic structures / places inventory list and protection plan.	Postponed	Postponed due to other county projects having higher priority.
8. Prepare and implement a recycling program.	Postponed	Postponed due to other county projects having higher priority.

<b>General Planning</b>		
<b>Activity</b>	<b>Status</b>	<b>Explanation</b>
1. Prepare a written program for the county's 1% SPLOST referendum to be held during November 1998. Implement activities if approved by voters.	Completed	
6. Create and implement an impact fee ordinance.	Underway	
8. Prepare a fixed asset inventory list of all county and city equipment over \$500 and a useful life of at least 5 years.	Underway	
10. Prepare a service delivery plan between the county and the two municipalities to avoid duplication of services.	Completed	

# Community Agenda

## Smithville: Report of Accomplishments

Community Facilities		
Activity	Status	Explanation
7a. Prepare a five year master plan of all county and city government offices and outside agencies to include facilities, personnel, and equipment.	Postponed	Master plan postponed due to other county projects having higher priority.
7b. Implement plan	Postponed	Master plan postponed due to other county projects having higher priority.
8a. Prepare a five year use-of-technology master plan to include computer needs, e-mail, telephones, local area networks, use of the Internet and intranet, GIS systems, pagers, base and mobile radios and Cellular phones.	Completed	
8b. Implement plan.	Completed	
12a. Inspect all county and city facilities to ensure that they are in compliance with the Americans with Disabilities Act.	Completed	
12b. Implement plan.	Underway	
13. Upgrade and enhance Smithville library facilities.	Completed	
14a. Hire a professional inspector to inspect and evaluate all county and city facilities for major and minor structural and mechanical repairs.	Completed	
14b. Implement plan.	Underway	
16. Expand the Utilities Authority's water system and plan for the Authority's wastewater system. Maintain and expand Leesburg's and Smithville's water and wastewater system.	Underway	
5a. Prepare an inventory list of all county and city paved and unpaved roads indicating road quality and traffic signage and striping needs.	Completed	
5b. Install signage and striping.	Completed	
6. Prepare the annual LARP list for the Georgia Department of Transportation.	Completed	
7. Develop a city contract road paving and resurfacing priority list and locate a finding source.	Not Accomplished	Project deleted due to other sources found to complete project.

## Community Agenda

<b>Economic Development</b>		
Activity	Status	Explanation
2. Expand and promote annual and regional events.	Underway	
3. Prepare a map and database of available commercial and industrial property including necessary information such as water / sewer availability, etc.	Underway	
5. Prepare a proactive economic development plan to promote the county and the two municipalities, to encourage existing businesses to expand, and attract new businesses.	Underway	

<b>Housing</b>		
Activity	Status	Explanation
1. Develop and market a plan to encourage permanent home ownership with easy to obtain home mortgages through local banks.	Postponed	Postponed due to staffing changes.
2. Change the land development and zoning ordinance to include secondary housing in residential areas to increase affordable housing options.	Not Accomplished	No longer identified as a need by the Board of Commissioners
3. Eliminate sub-standard housing through rehabilitation or demolition programs.	Postponed	Postponed due to other county projects having higher priority.
4. Rehabilitate housing and infrastructure in low income neighborhoods.	Underway	

<b>Land Use</b>		
Activity	Status	Explanation
1. Complete the re-evaluation of real property.	Completed	
2. Develop plan to regulate mailboxes, signs, utility locations, road design, and nuisances.	Completed	
3. Change land use plans and ordinance to avoid urban sprawl and create urban service districts.	Completed	
4. Determine the feasibility of taxing the urban service districts at a slightly higher rate than the rest of the county to generate a funding source to construct needed capital facilities in those districts such as EMS/ Fire stations, parks, water, etc.	Not Accomplished	No longer identified as a need by the Board of Commissioners
6. Prepare a program to develop a central business district for a downtown focal point.	Postponed	Postponed due to other county projects having higher priority.
7. Update the manufactured home ordinance to address quality of life and compatibility issues.	Completed	
8. Develop construction standards and typical drawings covering roads, sidewalks, water, wastewater infrastructure, etc.	Completed	

## *Community Agenda*

<b>Natural and Historic Resources</b>		
Activity	Status	Explanation
2. Prepare a comprehensive storm water management plan for developed areas.	Completed	
6. Prepare a historic structures / places inventory list and protection plan.	Postponed	Postponed due to other county projects having higher priority.
8. Prepare and implement a recycling program.	Postponed	Postponed due to other county projects having higher priority.

<b>General Planning</b>		
Activity	Status	Explanation
1. Prepare a written program for the county's 1% SPLOST referendum to be held during November 1998. Implement activities if approved by voters.	Completed	
6. Create and implement an impact fee ordinance.	Underway	
8. Prepare a fixed asset inventory list of all county and city equipment over \$500 and a useful life of at least 5 years.	Completed	
10. Prepare a service delivery plan between the county and the two municipalities to avoid duplication of services.	Completed	

*Community Agenda*

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